

# Employee Assistance Program

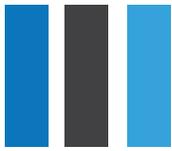
Supervisor's Manual

Comprehensive EAP

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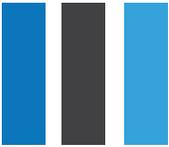
we help with everything.





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# Employee Assistance Program

The EAP is a worksite based program to help employees assess and resolve personal, behavioral and health concerns that may affect their performance.

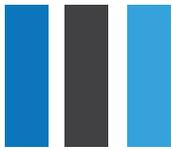
Balancing home life and the demands of the workplace isn't easy under the best of conditions. Everyone occasionally has a problem that may seem difficult to resolve. When the problem affects health, family, work relationships and/or work performance, some type of professional help may be useful.

The Employee Assistance Program (EAP) provides employees and family members with professional assistance to resolve personal issues that can affect health and productivity. This assistance is in the form of assessment, short-term counseling and referral to local resources when appropriate. The EAP is offered on a confidential and voluntary basis for those who are experiencing personal concerns such as: family or marital difficulties, alcohol or drug problems, career distress, anxiety, depression or other personal problems. There is no charge for the service provided by the EAP counselor.

A personal problem can distract from the energy and ability to do one's job effectively. Employees and family members are encouraged to use the EAP before those problems affect job performance. The earlier a problem is attended to, the easier it is to resolve that problem

The EAP is also a resource for supervisors when they notice that an employee is troubled or when they suspect an employee's poor performance is a result of personal problems. The EAP can be a resource to assist supervisors in getting help for the employee.

The Employee Assistance Program's basic philosophy is that people can and will find satisfactory solutions to their problems if they are given adequate information, direction, and resources.



# EAP Services

## Confidential Assessment

A professional counselor will help the employee or family member to clearly define concerns and to develop a plan for resolving those concerns. Issues discussed with the EAP counselor are confidential. With the written permission of the employee, the EAP counselor will inform the supervisor of treatment participation when appropriate.

## Short-Term Counseling

Frequently an employee/family member may require a brief intervention to resolve their problem. The intervention may be a phone consultation to answer specific questions or it could be meeting with the EAP counselor for a few sessions to discuss their personal, family or work-related concerns.

## Referral

Many problems may be resolved during the short-term assessment/counseling sessions with the EAP counselor. When more time is required, referrals may be made to appropriate, cost effective resources, usually through the employee's health plan.

## Consultation to Supervisor's

Supervisor's may contact the EAP to discuss the referral of an employee when unsatisfactory work performance appears to be related to an employee's personal problems or when they are simply concerned about an employee and performance is not an issue.

## Other EAP Services and Resources Available to Employees

Employees can also receive the customized referrals they need to manage everything outside of work so they can focus on their jobs. The EAP provides direct and specific help for employees in resolving the conflicts generated by juggling the demands of work and home. When the personal needs of employees and business collide, everyone loses. (See **Appendix B** for detailed descriptions of additional services available to employees including: Child Care and Elder Care Consultation & Referral, Legal & Financial Services, Wellness Coaching, Nursing Mother Assist and Convenience Resource & Referral Services).



# When Should Supervisors Refer Employees to the EAP

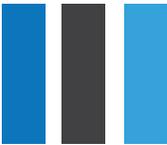
Supervisors have the difficult task of meeting organizational goals as well as being sensitive to the needs of their employees. When an employee is experiencing personal problems, his/her performance may be affected. When routine supervisory corrective actions do not result in improved performance, the Employee Assistance Program (EAP) can help. While many employees will seek help on their own, others will require more support and encouragement from the supervisor. Supervisory referrals can be divided into two primary categories.

## Supervisor Referral: No Performance Issue

- Employee is giving clues of having a personal problem.
- Performance is not a problem.
- The service is a benefit and is entirely optional.
- Supervisor reminds the employee the EAP is available to help.

## Supervisor Referral: Performance Being Affected

- Supervisor is concerned that personal problems are affecting performance.
- Supervisor calls the EAP and discuss situation and develop a plan to refer employee based upon documented job performance issues.
- Employee is referred to the EAP with the understanding that performance needs to improve.



# Guidelines for Referring Employees with Performance Problems to the EAP

Managing job performance is a key element of the supervisor's role. Supervisors are the first to know when an employee's performance is declining and is often in the best position to influence the employee to get help and support when they need it. The EAP is in the best position to advise the employee about the personal issues that are affecting performance.

A collaborative relationship between the EAP counselor and the supervisor/manager, that respects employee confidentiality, is a proven and effective method for helping employees. The following are *guidelines for referring the employee with performance problems* to the EAP:

## 1. Recognition

- Know expected job requirements.
- Know employee's skill level and past performance.
- Identify poor performance.

## 2. Documentation

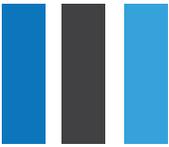
- Write down the performance problems you have observed (see Appendix A).

## 3. Action

- Call the EAP counselor to develop a plan for referral.
- Discuss performance problems with the employee.
- Do not speculate on why problem's are occurring.

## 4. Referral

- Provide the employee with information on the EAP and how to contact an EAP counselor.
- Assure the employee of the strict confidentiality of the EAP and that no personal information will be shared with any company representative unless consent is given.



# Guidelines for Referring Employees with Performance Problems to the EAP

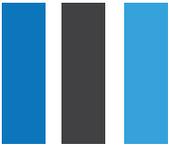
## 4. Referral (continued)

- Encourage the employee to authorize feedback from the EAP counselor. Generally, the only information the supervisor will receive is:
  - Whether the employee attended the EAP appointment
  - Whether the employee is compliant with the EAP plan

## 5. Monitor

- Continue to monitor work performance.
- Provide feedback to EAP counselor.

**Note:** If the employee declines EAP assistance you should emphasize your expectation that performance needs to improve and candidly discuss the consequences if performance does not improve. (Any conversation about the disciplinary process and/or consequences should be undertaken only after reviewing the situation with Human Resources.)



# Supervisory “DO’s” and “DONT’s”

## DO’s

1. Do take a proactive role.
2. Do make it clear that you are concerned with job performance – unless job performance improves, the job may be in jeopardy.
3. Do point out the availability of the Employee Assistance Program to help resolve a personal or health problem that might be affecting job performance.
4. Do explain that the responsibility for accepting assistance rests with the employee.
5. Do keep regular, objective, written records.
6. Do know your employee and become familiar with skills, abilities, and normal performance and personality.
7. Do know your company’s policy and the exact steps you are expected to take.
8. Do use discretion when discussing an employee situation by limiting **whom** you discuss the matter with and **where** it is discussed.

## DONT’s

1. Don’t try to diagnose the problem. Your expertise is job performance. Leave the personal problem assessment and counseling to the EAP’s expertise.
2. Don’t moralize or probe for personal information. Restrict comments to job performance, attitude, and attendance.
3. Don’t allow impaired employees to operate dangerous machinery or work in areas where they could cause injury or property damage.



# What You Can Expect from the EAP

The EAP counselor will offer a convenient time and location to meet with the employee. Together, the counselor and the employee will develop a plan to help the employee effectively address the personal problems that are affecting performance.

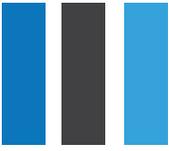
The EAP consultant, with the specific approval of the employee, can provide you with general information about whether the employee attended the scheduled EAP session and is following through on the plan that was developed. The EAP will not discuss any specifics of the treatment plan or any diagnostic information.

The success of the EAP depends on an absolute respect for employee privacy. No information can be shared unless the employee authorizes it.

The EAP consultant will always be available to advise you on developing a collaborative plan for referring an employee and encouraging participation in the EAP.

## The EAP is non-disciplinary and voluntary:

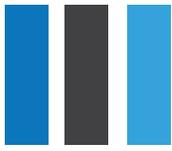
- EAP's cannot dispense, recommend or interfere with disciplinary action.
- Participation in EAP does not excuse unsatisfactory job performance.
- Employees are not forced to participate.



# Indicators of Supervisor Over Involvement

If you are experiencing any of the following reactions to an employee, consider making a referral to the EAP.

- Used... for trusting someone who is unreliable?
- Angry at the employee who uses personal problems as an excuse for poor performance?
- Uncertain... about what to do, time and energy spent in rehearsing many alternatives?
- Helpless... or cornered because you cared about someone and the caring interfered with being a good manager?
- Afraid... to make appropriate demands on an employee for fear of making things worse for the already over-stressed person?
- Guilty... for covering for an employee in an effort to relieve the pressure, or for not providing the right supervision?
- Uncomfortable...with the personal information you are hearing?
- Avoiding the employee?
- Covering for the employee, doing their work or reassigning it?
- Gossiping about the employee? Complaining about the employee to other people?
- Counseling the employee, asking personal questions, giving suggestions, sympathies, or pep talks?
- Praising work that is only adequate and not really deserving of praise?



# Appendix A

## Employee Assistance Program Behavior Checklist

### 1. Absenteeism

- Multiple instances of unauthorized leave
- Excessive sick leave
- Frequent Monday and/or Friday absences
- Repeated absences, particularly if they follow a pattern
- Excessive tardiness, especially on Monday mornings or in returning from lunch
- Leaving work early
- Improbable excuses for absences
- Higher absenteeism rate than other employees for colds, flu, gastritis, etc.
- Frequent unscheduled short-term absence (with or without medical explanation)

### 2. "On-the-job" Absenteeism

- Continued absences from work area more than job requires
- Frequent trips to water fountain or rest room
- Long coffee breaks
- Physical illness on the job
- Repeated confusion with business schedule

### 3. Unsafe Conduct (and, consequently, more accident claims)

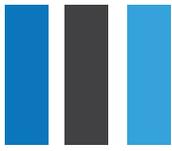
- Accidents on the job
- Accidents off the job resulting in absences from work
- Safety violations

### 4. Difficulty in Concentration

- Work requires greater effort
- Jobs take more time

### 5. Confusion

- Difficulty in recalling instructions, details, etc.
- Increasing difficulty in handling complex assignments
- Difficulty in recalling own mistakes



# Appendix A

## Employee Assistance Program Behavior Checklist

### 6. Erratic Work Patterns

- Alternate periods of high and low productivity
- Extremes in quality of work

### 7. Reporting to Work

- Coming to work in obviously abnormal condition
- Unable to work effectively after returning from lunch or appointments

### 8. Generally Lowered Job Efficiency

- Missed deadlines
- Mistakes due to inattention or poor judgment
- Wasting more material
- Making bad decisions
- Complaints from users of products
- Improbable excuses for poor job performance

### 9. Poor Employee Relationships on the Job

- Over-reaction to real or imagined criticism
- Wide swings in morale
- Borrowing money from co-workers
- Unreasonable resentments
- Inability to get along
- Negative attitude
- Gossiping and overly critical of other employees
- Bullying or harassing other employees



# Appendix B

## Additional EAP Services and Resources Available to Employees

### 1. Child Care Consultation & Referral

Experienced child care counselors are available to help parents through the maze of child care choices and assist with their questions and concerns. Employees can receive one-on-one assistance with:

1. Assessing child care needs
2. Exploring and researching child care options
3. Evaluating current child care situation
4. Educating themselves about quality child care
5. Decreasing time spent at work on child care search
6. Reducing anxiety related to child care choices and maternity leave.

### 2. Elder Care Consultation & Referral

Elder care counselors enable employees to quickly determine the scope and identity of agencies and organizations that provide the resources they need. Employees avoid the time consuming process of contacting many agencies. These highly trained counselors do more than simply provide informational resources; they take the time to counsel and support and guide employees as they experience the trials of dealing with a frail or declining family member.

### 3. Legal Services

Many situations in life require a lawyer, but knowing which one to choose and gaining timely access to advice, can be difficult. EAP counselors will provide employees/family members with telephone access to an appropriate attorney in their state free of charge for advice on personal (not employment related problems) such as: divorce, drunk driving, bankruptcy, domestic violence, wage garnishment for unpaid child support, consumer matters, etc. Employees/family members may also be referred, when necessary, for a face-to-face consultation with an attorney matched by location and subject matter. Lawyers affiliated with Comprehensive EAP have agreed to provide the first half-hour of consultation at no charge and to reduce their customary fees by 25 percent, thereafter.



# Appendix B

## Additional EAP Services and Resources Available to Employees

### 4. Financial Services

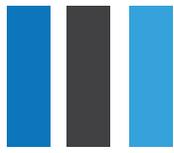
Financial pressures are very challenging and they can be difficult to handle without expert advice. EAP counselors can arrange for employees/family members to have a telephone consultation, free of charge, with certified financial planners, counselors and advisers about such issues as:

- Debt
- Budgeting
- Retirement Planning
- Investments
- Taxes
- Financial Planning

### 5. Convenience Services

Sometimes the hardest thing about working is keeping things at home running smoothly. The EAP research staff can help employees find help for all those chores that there is never enough time to do. We can help employees/family members locate the following kinds of services:

- House cleaning
- Pet sitting
- Grocery delivery
- Physicians and dentists
- Health & fitness programs
- Home improvement specialists
- Relocation Information
- Apartment rentals agents



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### 6. Wellness Coaching.

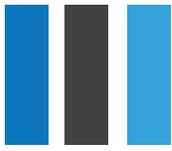
Trained specialists are available telephonically to assist employees with:

- Weight management
- Nutrition
- Exercise
- Smoking cessation
- Chronic conditions

### 7. Nursing Mother Assist.

Provides employees, or their spouses who are nursing, with expert breastfeeding consultation before and after the birth of a child and when returning to work. The program features:

- Unlimited 24/7 telephonic consultation with a Certified Lactation Specialist.
- Nursing mother info pack which includes a book on breastfeeding, a diary and informative tip sheets.



# Appendix C

## How to Reach the Employee Assistance Program

Supervisors who wish to consult with the EAP can call or email any of Comprehensive EAP's senior management consultants.

### By Telephone:

Bob Kagey:	800-344-1011, ext. 222
Mark Sagor:	800-344-1011, ext. 224
Joshua Sagor:	800-344-1011, ext. 305

### By E-Mail:

Bob Kagey:	<a href="mailto:bobkagey@compeap.com">bobkagey@compeap.com</a>
Mark Sagor:	<a href="mailto:msagor@compeap.com">msagor@compeap.com</a>
Joshua Sagor:	<a href="mailto:jsagor@compeap.com">jsagor@compeap.com</a>

### 24/7 Availability:

One of these consultants will always be available to consult with supervisors 24/7. After normal business hours (9-5 ET), please call 800-344-1011 and dial 1 at the prompt.