

alliance work partners

EAP Orientation for Supervisors



awpnow.com • 512.328.1144 • 800.343.3822

Your Employee Assistance Program



Unlimited management consultation

Formal disciplinary referrals

Training & mediation

Personal guidance and confidential
counseling for you and family members

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Why Alliance Work Partners?



Established in 1977

Headquartered in Austin, TX

Private, non-profit

“The EAP specialist”

No financial or organizational ties to any treatment organizations, insurance companies, or medical groups

Provides exemplary EAP services to a variety of public & private workplaces nationwide

What is an EAP?



- Workplace program effective in identifying and resolving productivity problems
- Tools for employees to find balance and success in their personal and professional lives

On-the-job and off-the-job behaviors are related.



Work affects our personal lives.

Personal lives affect work.



The Supervisor's Dilemma:



How do we as supervisors effectively address an employee's productivity problem if the problem is being driven by a personal issue?



AWP's Solution:

Provide the
individual
with powerful
tools to balance
their lives.

- **Broad Eligibility**
(You and a generous definition of family)
- **Toll-Free 24 Hour Helpline**
- **Teen Hotline Number**
- **Professional Intake Assessment and Referral Services**
- **Short-term Counseling**
- **Legal and Financial Counseling**
(Law Access)
- **Legal and Financial Online Library**
(Law Access)



AWP's Solution:

Provide the
organization
with full
support
services.

- Management Consultation and Support
- Procedural (Formal) Referrals
- Confidential Case Management
- Personal, Professional, and Team Building Training
- Onsite Consultations & Mediation
- Critical Incident Stress Debriefing (CISD)
- Newsletters
- Utilization Reports

Common Consultation Questions



- Is a referral to the EAP appropriate?
- What if the employee becomes emotional or violent?
- How do I address employees' difficult behavior in the workplace?
- What kind of training do you offer?
- Can you help respond to a critical incident?



Types of Referrals

Informal / Self Referral

- Voluntary referral to EAP services
- Authorization is not required
- EAP a resource for drug & alcohol issues





Types of Referrals

Supervisory / Managerial Referral

- Voluntary referral
- Informal in nature
- Use EAP for consultation





Types of Referrals

Procedural / Formal Referral

- Consult with AWP Case Manager
- Requires a call to EAP





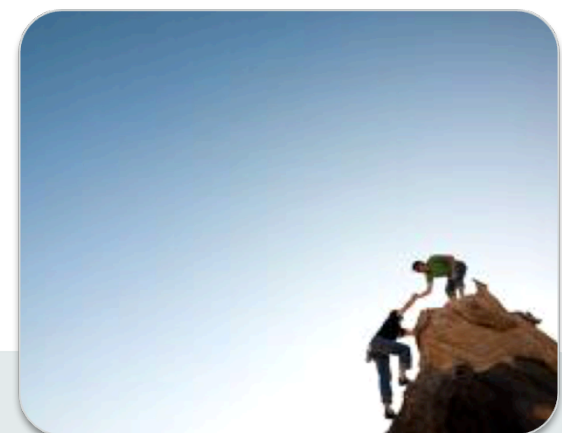
Human Resources

- Promote the EAP
- Guide and assist supervisors regarding employee matters
- Provide information on policies and procedures



Supervisor

- Monitor and address individual behavior and performance
- Remind employees about EAP
- Apply disciplinary action



Alliance Work Partners

- Timely assessments
- Confidential short-term counseling
- Quality referrals
- Unlimited supervisor consultations

The Five Step Formula



1. Observation and Recognition.

Don't ignore a job performance problem

2. Documentation.

Make it non-judgmental, written, and confidential; include positive behavior

3. Interview.

Follow proper disciplinary procedures

4. Referral.

Discuss performance problems and suggest the employee use the EAP

5. Follow –Up.

Help employee re-adjust to work

Poll



- Inconsistent Productivity
- Wide Variation in Quality of Work or Poor Performance
- Frequent Lateness
- Excessive Sick Leave
- Neglectful Attitudes toward Assignments and Deadlines
- Moodiness, Depression, Anxiety
- Blaming Others
- Irritability
- Avoidance of Co-Workers and Supervisor/Manager



Recognize:

Absenteeism

Performance

Personal Behavior

Step 1: Observation

Identify Job Performance Problems

- Provide an early constructive response
- Do not diagnose the cause
- Work-related problems are the basis for intervention

Continued / Repeated Behavior = Pattern

- Identify a pattern of behaviors or problems over period of time

Enabling: CAUTION



What is Enabling?



- Enabling occurs when we believe we are helping someone but instead keep them from truly addressing the problem.
- Enabling results in a cycle of non-productive behavior, a lack of accountability for those behaviors, and worsened performance.
- Supervisors, family members, friends and sometimes co-workers can be enablers.

Examples of Enabling



- Not addressing performance deterioration in a timely manner, or at all
- Taking sides or favoring certain employees
- Making department or shift transfers to avoid properly handling the situation
- Making accommodations or exceptions for employees that result in adversely affecting other employees
- Not following the organization's disciplinary policies and procedures



Follow your organization's documentation procedures.

EAP documentation does not take the place of your organization's disciplinary policies and procedures.

Step 2: Documentation

Provides a Basis of Awareness and Circumvents Misunderstandings

- Informs employee that work is declining
- Employee may respond positively, be defensive or in denial

Write Down Incidents as they Happen

- Be clear and concise
- Include date, time, and specifics of event

Be Objective and Provide Reliable Data

- Describe events in specific terms
- Observe employee in variety of job situations
- Positive behavior can be used as a basis for comparison

Remember...



Document On-The-Job Behavior

- Attendance, job efficiency, quality of work, relations w/ co-workers and customers

Confidentiality

- Discuss documentation only with employee, upper management, HR personnel, EAP coordinator, EAP counselor
- Clearly mark documentation and store in secure place





Step 3: Interview



Meeting with the Employee

- Revisit your company policies
- Organize documentation
- Anticipate employee's reaction
- Plan how you will respond

Preparing for the Interview

- Pick a time and place that is private
- Keep discussion confidential
- Focus on actions and behaviors
- Summarize and plan to follow up

During the Discussion

- Stay objective
- Stick to the facts
- Use "I" statements
- Maintain eye contact

Step 4: Intervention & Referral



Presenting the EAP

- Emphasize that use of EAP is not entered into work records
- Does not jeopardize job security
- Strict confidentiality applies
- For procedural referrals a release of information needs to be completed.
- Information released to management does not include any specifics about the problem(s)
- Discuss next steps and consequences if improvement does not occur

Helpful Suggestions

- Do not attempt to discuss employee's personal problems
- Describe; don't evaluate
- Do not rely on memory only; have documentation with you
- Stick to what you can document
- Do not try to diagnose
- Be honest, be firm, and be respectful

Making a Referral



- **Participation is voluntary.** Employees must ultimately decide for themselves whether or not to seek assistance
- Define EAP services
- Provide EAP name, address, & telephone #
- EAP is confidential, free of charge, and family benefit
- Job status will not be jeopardized
- Leave policy for EAP utilization



Step 5: Follow-Up

After the Referral

- Contact AWP to “register” the referral
- AWP Case Manager will consult with you on specifics
- Case manager will not furnish details on the employee’s personal situation

Treat Information Disclosed by Employee with Care

- Medical condition: mental health, substance abuse, or physical condition
- Exclude from personnel files

What is Gained

- Identification and intervention for unacceptable work-related behavior
- You’ve handled it with clarity, compassion, and scope
- You’ve brought the conflict to a responsible and timely conclusion

Set Timelines for Follow-up and Improvement

Reintegration



Possible Changes in Work Performance

- Immediate:
 - ✦ Attendance
 - ✦ Punctuality
 - ✦ Attitude
- Long-term:
 - ✦ Efficiency
 - ✦ Productivity
 - ✦ Ability to concentrate

Return-to-work Interview

- State your expectations
- Use clear and objective language
- Make sure performance requirements are fully understood
- Emphasize confidentiality

In Summary



Do ...

- stick to work-related actions and job performance
- be honest; don't hedge
- let employee decide whether to seek assistance
- offer help by giving the employee the phone number to reach an EAP counselor

Don't...

- become sidetracked
- try to diagnose
- ask about the "cause"
- take a "therapist" role or take responsibility
- take an adversarial role
- delay taking action to resolve the problem

Get the Most out of Your EAP Benefit



- Believe in it
- Support and promote it by reminding employees about their **free & confidential** services
- Make EAP brochures and wallet cards available
- Call us for intervention techniques, suggestions for alternatives, follow-up suggestions, and how we can help impact your work team

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