



MANAGEMENT TRAINING FACILITATOR'S GUIDE

GREET PARTICIPANTS

INTRODUCE YOURSELF (Who you are and what you do)

HAVE PARTICIPANTS INTRODUCE THEMSELVES

Name, Department

If time permits, also ask:

How long have you been a supervisor?

How many people are in your department?

Note: Supervising 1 employee can be as difficult as supervising 20 – if the 1 is a problem employee.

FOCUS OF TODAY'S TRAINING IS TO HELP MANAGERS:

- Recognize the EAP as a management tool to help with performance problems.
- Understand the formal workplace referral process.
- Increase your comfort level when making a referral.

METHODS USED TO DO THIS:

Discussion

A case study

A video that will summarize the process

REVIEW - HISTORY OF FIRST SUN EAP

- Established – October, 1992 – 5 employees – handful of corporate clients
- Today – 19 employees – over 250 corporate clients
- Home office – Columbia, SC
- Contract with over 800 network providers who help provide services for us

REVIEW – FIRST SUN'S MISSION STATEMENT

“Helping people be better at work”

LET'S START WITH A GENERAL ORIENTATION OF THE SERVICES PROVIDED BY FIRST SUN EAP: (This is the information your employees are given)

EAP BENEFITS INCLUDE

- **COUNSELING SESSIONS** - _____ per person:
Per contract year which is _____

Some reasons people call First Sun EAP are:

Stress	Individual, Couples, Family Counseling
Grief & Loss	Relationship Issues
Substance Abuse	Depression

- **WORK/LIFE CONSULTATIONS** - Telephonic consultation and assistance:
Financial Debt Management, Budgeting, Retirement Planning
Legal Consultations, Documents (Simple Will, Living Will, Power of Attorney, Medical Power of Attorney) \$25 per document
Eldercare Help finding resources for elders – from day programs to home care
Childcare Help finding resources for children – from daycare to summer camp
School Help with finding, applying for and finding funds for schools and colleges
- **ELIGIBILITY** - Benefits are for you as an employee and for each family member covered by your insurance or who may be eligible to be covered.
- **AVAILABILITY** - First Sun EAP is available – 24 / 7. Office Hours: Mon-Fri, 8:30a-5:30p – best time to call to set up an appt.
- **CONFIDENTIALITY** - Protected by state and federal laws.
Exceptions: Harm to self or others
 Child Abuse or Elder Abuse
 Court Order
 Safety sensitive positions regulated by Federal & State laws
- **ACCESSING THE EAP**
Call toll free # 1 800 968-8143
An Intake counselor will listen to your concerns & request for assistance
We ask for some demographic information for our records (Company reports)
We connect you with a Network Provider or a community resource.

EMPLOYEES WILL RECEIVE THE FOLLOW MATERIALS:

Brochures
Cards
Magnets

QUESTIONS?

MANAGEMENT TRAINING

ASK: What comes to mind when you think about an Employee Assistance Program? - Counseling service for employees

ASK: Why would your company have a counseling program? Help people

EAP'S ARE NOT:

- Simply a counseling service. EAP professionals also consult about job performance and workplace issues.
- An alcohol and drug service. EAPs address a broad range of issues that affect the workplace.
- A place where an employee is sent to be “punished”. EAPs are a resource to help an employee get back on track when they have job performance problems.

EAP'S ARE:

- Confidential within the limits of the law and certain other guidelines.
- Convenient to use. It generally takes just one phone call to First Sun EAP.
- Cost affordable. No cost to consult; typically no cost or very little cost for services to the employee.

Everyone has to deal with life problems from time to time. At times these problems filter over into the workplace.

However, counseling is only a part of what an EAP does. It is also a worksite based program designed to:

- Assist organizations in addressing productivity issues such as
 - Attendance problems: absenteeism, tardiness, leaving early
 - Substance Abuse
 - Conflict
 - Poor Performance.
- Assist employees with identifying and resolving problems that may affect their job performance.
- An EAP works directly with management (HR & supervisors) to help with employees whose personal problems have started to affect their ability to do their jobs.
- When you have employees who are not performing well – it costs the company money.
- If you have to replace the employee – it costs to hire & train new people.

MANAGING WORKPLACE PERFORMANCE PROBLEMS

ASK: What “people problems” in the workplace give you a headache?

Personal Life

Workplace Issues

Absenteeism

Tardiness

Low productivity

Co-worker conflicts

Complaints

(If possible, chart the issues the participants give. Separate issues into either Personal or Workplace. If problems aren't given, use the above).

Problems you see in the workplace are often symptoms of things that are going on in the home:

Ask: What might be going on in an employee's personal life?

As participants give answers – list on the chart.

Financial problems

Substance abuse

Teens, etc

Eldercare issues

New babies

Relationship issues

Discussion:

Ask: How much do you want to know about an employee's personal problems?

Ask: What is the downside of knowing the employee's personal problems?

Managers don't need to get pulled into trying to figure out what's going on in an employee's personal life.

TYPES OF REFERRALS

(Emphasis on workplace referrals)

There are four ways an employee can come to the EAP.

- **Self Referral** – Employee or dependent decides to call – 85%-90% of calls we receive - confidential
- **Suggested Referral** - Co-worker or supervisor suggests you call – confidential – you may never know if the person takes your suggestion. (As a supervisor, you can help the employee by reminding them of the EAP when they come to you with their personal problems. This may prevent the personal problem from turning into a workplace issue.)
- ***Formal Workplace Referral** – Performance problems have been identified. HR/supervisor makes a formal referral to the EAP
- ***Mandatory Referral** – condition of employment, this is the last opportunity for the employee to resolve workplace issues.

*Personal information remains confidential – the focus is on improving performance issues. You are told only if the employee is participating and following recommendations.

THE ROLE OF MANAGERS/SUPERVISORS IN HANDLING JOB PERFORMANCE PROBLEMS IS TO:

- Focus on job performance
- Coach the employee
- Document performance (positive and negative)

DISCUSSION: WHAT HAPPENS WHEN SUPERVISORS.....

- Focus on the employee's personal problems?
- Cover for the employee?
- Try to fix things?
- Don't document?

BARRIERS TO MAKING A FORMAL WORKPLACE REFERRAL TO EAP

Making a formal workplace referral can be difficult.

Ask: What do you think are some reasons a supervisor may not make a referral to the EAP?

Review the following if the participants do not mention

- I feel I'm betraying the employee.
- Fear of causing professional harm to the employee
- May feel personally responsible to protect the employee and for solving the problem.
- I had the same problem.
- Fear of the employee getting upset or angry.
- Fear of losing a friend.

THE PROCESS OF MAKING A FORMAL WORKPLACE REFERRAL TO THE EAP.

Consult with a First Sun Risk Manager.

- When you start to see a performance problem – consult with HR – call First Sun EAP.
- Let the receptionist know you would like to speak with a Risk Manager.
- Risk Managers are: Laura Hall, Lucy Henry, Nancy Swanson
- Share with the Risk Manager the performance issues you are concerned about.

REVIEW QUESTIONS:

We may ask certain questions about the performance problems:

1. On a scale of 1-10, how much of a problem has this been for you?
2. How much of your time have you spent dealing with this employee?
3. Does the employee acknowledge that this is a problem?
4. Is this a recent change in behavior for the employee or has this been a chronic problem?
5. Have there been recent changes in the work environment that might be affecting this issue?
6. Is the employee in a safety sensitive position?
7. What have you tried? How has that worked? What barriers have you run up against?
8. What disciplinary action has been imposed?
9. How does this impact other employees or the department?
 - a. Any reports of harassment?
 - b. Any suspicion of workplace violence?
10. How many days has this employee been out?
 - a. Did you have to hire a temp?
 - b. Can you guess what it costs the company to replace the employee?
11. Have there been injuries or accidents?
12. What is your biggest concern about this process?
13. What specific behaviors do you want to see this employee change?

These questions can be used prior to calling First Sun to help you determine if there is a performance problem.

Knowing exactly what the performance issues are – and what your expectations are - will help us better assist the employee.

- If a decision is made to make a formal workplace referral we ask that you complete the following forms and **fax to the Risk manager after meeting with the employee:**
 - **Workplace Referral Form** – gives a brief description of performance issues, what disciplinary action has been taken and your expectations for improvement.
 - **Release of Information** – have employee sign – gives the supervisor permission to talk with First Sun.
 - **Statement of Understanding** – have employee sign – helps the employee understand the referral to EAP is being made due to performance issues.
- Review each form - how to complete.

Emphasize that we work within their policies to help the employee deal with workplace issues.

THE NEXT STEP AFTER TALKING WITH HR AND A FIRST SUN RISK MANAGER IS TO:

MEET WITH THE EMPLOYEE

Discuss the workplace problem with your employee and document the discussion.

ASK: How many of you document performance issues?
Why is documentation important?

Establishes a pattern of poor performance, absenteeism, etc.

Protects the company from liability.

Easier to talk with the employee when facts have been documented.

- Document the performance issues you see.
- Go over these issues with the employee. This is an opportunity to help the employee improve performance.
- Refer the employee to the EAP
- Designate a time by which the employee is to contact us. Write this on the Release of Information document.
- Ask the employee to call First Sun EAP and ask for the specific Risk Manager you have talked with.
- It is important the employee understands why they are being referred to EAP – workplace issues – not personal issues.

FAX THE DOCUMENTS TO THE FIRST SUN RISK MANAGER.

AS YOU TALK WITH THE EMPLOYEE:

Clearly communicate your expectations for improvement to the employee

- What you want them to do differently.
Examples:
 - Stop swearing at co-workers
 - Complete job assignments on time
 - Come to work daily on time

When the employee calls, the Risk Manager will refer him/her to appropriate resources.

The Risk Manager will then call you to let you know:

- The employee called. We will also call you should the employee fail to call us.
- An appointment has been made with a counselor or other resource.
- The Risk Manager will continue to contact you with updates on employee's participation.
- The Risk Manager will ask that you contact us immediately should the employee's performance not improve or decline.

QUESTIONS?

CASE STUDY

Mark is a 59 yr old who has been employed with his company for 18 years. Mark is a war veteran, is married and has two adult children. Mark is an excellent salesman and works well with constituents – that is, unless he thinks they’re “idiots”. He is thorough and timely in completing his work assignments. And Mark thinks a lot of people are “idiots”. He mingles well socially but in the office with coworkers he is often rude and abrupt. He occasionally yells at the administrative assistant, Sandy, who works in this small office. She is also a long term employee with an excellent reputation. Generally cheerful and bright, she reported to you that she feels very uncomfortable working with Mark. In a recent incident, Mark became so enraged and angry that Sandy became frightened for her safety and left the building to go home.

1. As a supervisor, what is your responsibility to both employees?
2. What is company policy regarding this situation?
3. What are the signs and symptoms that this employee may have a personal problem that could have (or is having) an impact on work performance?
4. What is the best strategy for dealing with this employee?

CONDUCT THE WORK PERFORMANCE REFERRAL QUIZ (below) if time permits

SHOW THE FIRST SUN EAP VIDEO:

“CONSULTATION SERVICES FOR MANAGERS AND SUPERVISOR”

QUESTIONS?

THANK PARTICPANTS FOR ALLOWING YOU TO DESCRIBE THE SERVICES PROVIDED BY FIRST SUN EAP

WORK PERFORMANCE REFERRAL QUIZ

- 1. The best time to confront a performance problem is:**
 - a) When it becomes enough of a problem that it is disruptive to the workplace.
 - b) During your annual performance appraisal.
 - c) When it occurs even if it is in the middle of a meeting.
 - d) The very first time you notice a problem.
 - e) All of the above.
 - f) None of the above.
- 2. To bring an employee's performance problems to their attention it is best to:**
 - a) Raise your voice to let them know you are not going to put up with bad behavior.
 - b) Send them an email describing the problem and put a copy in their file.
 - c) Schedule a confidential meeting as soon as possible.
 - d) Ask a co-worker to tell them there is a problem and show them the ropes.
 - e) All of the above.
 - f) None of the above.
- 3. If an employee becomes angry, yells, invades your space and/or throws something:**
 - a) Remain calm and tell the employee that he/she needs to settle down.
 - b) Stand up and face the employee saying, "You have no right to speak to me that way."
 - c) Tell the employee/he she is really in trouble now!
 - d) Do and/or say whatever is necessary to ensure the safety of all.
 - e) A & D
 - f) None of the above.
- 4. Once you have contacted the First Sun Risk Manager:**
 - a) Tell them as much as you can about the employee's personal problems.
 - b) Get right to the point and say that you have been dealing with this employee for a long time and you are ready to fire him/her.
 - c) Ask the Risk Manager how soon he/she can give the employee a call and schedule an appointment to discuss the work problems.
 - d) Tell the employee he/she must report to First Sun EAP to meet with a consultant or he/she will be written up for non-compliance.
 - e) All of the above.
 - f) None of the above.
- 5. The First Sun Risk Manager is particularly interested in:**
 - a) Your diagnosis of the employee's problems whether it be depression, substance abuse or just plain stress.
 - b) Fixing your employee's performance problem immediately, even though they have been ignored for many years.
 - c) Learning about the problems your employee is having at work and the things you have already tried to get them back on track.
 - d) All of the above.
 - e) None of the above.

- 6. You tell the Risk Manager there has been a critical incident onsite, an employee has been injured and taken to the hospital. An hour later you hear an angry employee making threats against a co-worker, and then an employee comes into your office and tells you that her supervisor “won’t keep his hands to himself”. The Risk Manager will most likely advise you to:**
- Take the afternoon off; you are under too much stress.
 - Do nothing. You don’t supervise any of these people so it isn’t your problem.
 - Consult with HR, review your policies and contact a Risk Manager if you need support.
 - Deal with the injury and the threats immediately. Assure the associate that her supervisor doesn’t mean any harm; he is just a “playful guy”.
 - All of the above.
 - None of the above.
- 7. The First Sun Risk Manager tells you that the meeting with the employee went very well because you remembered to:**
- Remind them that the EAP is not a form of discipline but rather an offer of support to help improve performance.
 - Assured the employee that the EAP consultant will never share personal information with you, only information that pertains to improving their performance.
 - Let them know that you have already consulted with a Risk Manager and identified the work performance problems.
 - Show the employee the documentation that defines specific work performance problems.
 - All of the above.
 - None of the above.
- 8. After the First Sun Risk Manager has talked with the employee you will be contacted for the purpose of:**
- Letting you know that the employee has signed a release of information form and that means you will be getting updates on the employee’s progress.
 - Informing you that although the employee showed up for the appointment, they didn’t “show up” for the appointment.
 - Consulting with you about the best strategies in dealing with this particular employee and his/her performance problems.
 - Notifying you immediately if the employee’s problems could cause harm to self or others in the workplace.
 - All of the above.
 - None of the above.
- 9. Things have been going well since you made the formal work performance referral, but today it seems the employee is going back to “old behaviors”. It is a good idea to:**
- Call the employee in for a confidential meeting, identify the problem, document it and suggest the employee contact the First Sun Risk Manager.
 - Contact the First Sun Risk Manager and advise them of the slip.
 - Recognize that improvement takes time and the key is to be consistent.
 - Step up your observation and give the employee frequent feedback.
 - All of the above.
 - None of the above.

Answers:

1) d 2) c 3) d 4) f 5) c 6) c 7) e 8) e 9) e