



FIRST SUN EAP

DEALING WITH WORKPLACE PERFORMANCE PROBLEMS

THE EAP AS A MANAGEMENT TOOL



AGENDA

- I. What Gives You a Headache?
- II. EAP as a Management Tool
- III. How to Make a Workplace Referral to the EAP
- IV. Identifying Workplace Problems
Video
- V. Workplace Scenarios – Let's Practice

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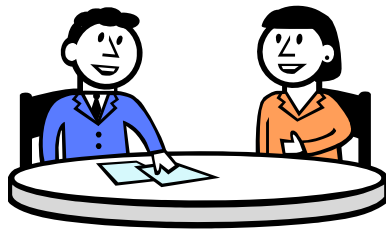
Case Study

Mark is a 59 year 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 co-workers 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?

ROLE OF THE MANAGER/SUPERVISOR IN HANDLING JOB PERFORMANCE PROBLEMS

- **Focus on Job Performance**
- **Coach Employees**
- **Document Performance (Positive and Negative)**



What happens when supervisors....

- **Focus on Personal Problems?**
- **Cover for the Employee?**
- **Try to fix things?**
- **Don't Document?**

AN EAP WORKPLACE CONSULTATION ...

- **Is A Team Approach to Resolving Workplace Issues**
- **24/7 Availability**
- **Reinforces Company Policies and HR Directives**
- **May or may not Lead to a Workplace Referral to the EAP**



WHAT IS A WORKPLACE REFERRAL TO THE EAP?

- **Workplace problems have been identified, discussed and documented**
- **Your expectations for improvement and consequences for continued problems have been clearly communicated to the employee**
- **Consultation with First Sun EAP**
- **A prearranged appointment has been made with an EAP Consultant or Certified Employee Assistance Professional (CEAP)**
- **You will be kept informed of employee's participation and progress by First Sun EAP**

TYPES OF WORKPLACE REFERRALS TO THE EAP



SUGGESTED REFERRAL – the workplace has not been impacted by observed behaviors.

FORMAL (VOLUNTARY) REFERRAL – workplace problems have been identified, a prearranged appointment has been made.

MANDATORY – condition of continued employment; this is this last opportunity for the employee to resolve workplace issues.

BARRIERS TO MAKING A WORKPLACE REFERRAL TO THE EAP



- 1. I FEEL I'M BETRAYING THE EMPLOYEE**
- 2. FEAR OF CAUSING PROFESSIONAL HARM TO THE EMPLOYEE**
- 3. MAY FEEL PERSONALLY RESPONSIBLE TO PROTECT THE EMPLOYEE AND FOR SOLVING THE PROBLEM**
- 4. I HAD THE SAME PROBLEM**
- 5. FEAR OF THE EMPLOYEE GETTING UPSET OR ANGRY**

FREQUENTLY ASKED QUESTIONS

“What is the Employee’s Experience When Referred to the EAP?”

- Employees are always treated with respect and dignity. The EAP consultant approaches each individual as a valuable employee.
- The EAP consultant will ensure the employee understands the process (see State of Understanding Regarding Job Performance Referrals to the EAP).
- The EAP consultant will review the referral form to clarify the reasons for the referral.
- The EAP consultant will discuss with the employee what he/she needs in order to get back on track at work and will then assist them in developing a plan of action.
- More often than not, there is a personal problem or reason that the employee is experiencing performance problems. If this is the case, part of the plan to get back on track at work may be assisting them in arranging for other EAP services, like counseling, financial counseling, etc.

What if the Employee Won’t Go to the EAP?

In 99% of the cases, an employee does not have to use the EAP if they don’t want to. While they don’t have to use the EAP, they cannot continue with poor job performance. Even if the employee declines services, we will follow up with you and look for a future opportunity to work with the employee. Sometimes it takes progressive discipline to convince the employee that this is a serious issue.

Can’t I Make’em Go!?

In perhaps 1% of the situations (violation of certain company policies, workplace violence, fitness for duty, etc), the company has the appropriate recourse to terminate an employee immediately. In such cases the company the company may choose to make a “Condition of Continued Employment Referral “to the EAP. (If the employee is terminated, it will be for violation of company policy or poor performance, not because they failed to come to the EAP).

“Do Job Performance Referrals Work?”

Yes. In follow-up studies of job performance referrals, this process has been shown to save employees’ jobs and save the company money. Two years after the initial referral, between 60% and 65% of employees who come to the EAP as workplace referrals are still employed. In some job classifications, this can save a company upwards of \$100,000 in experience, training, and time.