



July 2019 Issue | Support and solutions for workplace issues. | [Subscribe](#) to this newsletter.



## Problem Performance and Behaviors — Let's Get Them Back on Track

## **“We are what we repeatedly do. Excellence, then, is not an act, it’s a habit.” — Aristotle**

Managing is about getting the work done through people. About 80 percent of the time, your employees get to work daily and on time, interacting cordially and performing their jobs well. It’s the 20 percent of employees who are creating the challenges of management; who aren’t getting along or aren’t performing their jobs up to company standards. You’ve heard this before. It’s the old 80-20 rule.

It’s the third call in a week from your new hire who says he can’t come to work because he’s feeling depressed and couldn’t get out of bed.

### **What do you do to get this employee to excellence?**

**Observe job performance and behaviors.** Workplace problems include difficulty performing job tasks as well as behaviors that may be disruptive to the workplace. These behaviors may include mood swings, abrupt changes in appearance or demeanor, threats or any behaviors that are out of ordinary for the employee or inappropriate for the workplace.

**Follow your company’s policies on progressive discipline.** Most policies advise contact with the Human Resources department at the onset of an issue.

**Consult with the EAP.** Call and request a workplace consultation. A workplace consultation is a discussion with a First Sun EAP Risk Manager about workplace issues. This provides an opportunity for a risk manager to collaborate with you. The risk manager will provide guidance and help develop a plan of action with you and our HR team to address workplace issues. The consultation may or may not lead to a formal workplace referral. It is a way of assessing the situation to determine the best course of action at that time. And remember – early intervention is key to helping employees get back on track with performance and behaviors.

**Constructively confront workplace issues and document the discussion.** Clearly communicate your expectations for change to the employee. If he is able to change his behaviors on his own, he will. This discussion may be all that is needed.

**Make a formal workplace referral to the EAP.** In any case, there are other stressors you may not be aware of that are driving the employee’s behavior and affecting job performance. The employee may need professional help to make the necessary improvements. This is when a formal workplace referral may be necessary to ensure an employee gets the appropriate level of care needed to help him get better. You should not try to diagnose personal issues. The fact that your employee is having problems at work

indicates the need for change. A formal referral provides leverage and a commitment by you and the employee to an improvement in performance or behavior.

## Four simple steps to making a formal workplace referral:

1. Call the EAP to consult with a risk manager.
2. Complete the formal workplace referral forms, describing the workplace issues and expected improvements.
3. Meet with your employee to review your expectations.
4. Fax the workplace documents and follow up with your risk manager on your employee's progress.

First Sun EAP Risk Managers are available 24/7/365 to help you work with employees who are having problems in the workplace. Please call 800-968-8143, option 2, to speak with a risk manager.

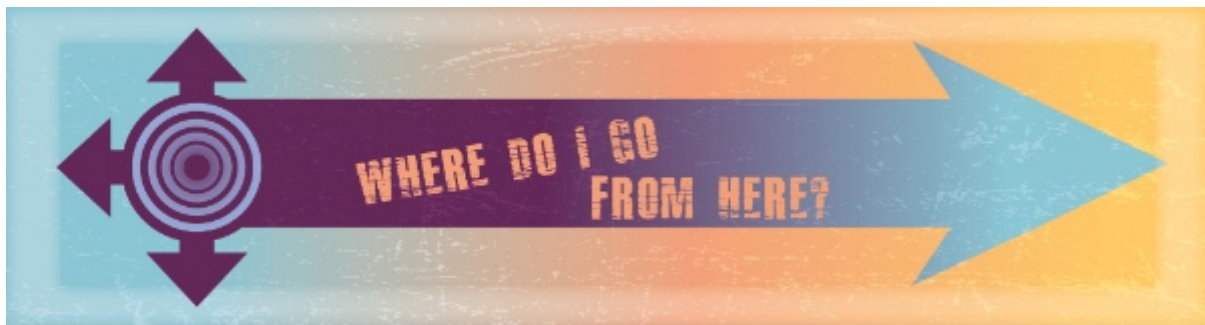
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At First Sun, our risk management consultants regularly collaborate with human resources and management on ways to address challenging workplace issues like the following:

**QUESTION:**

A number of our older workers are hampered by chronic pain in our workplace. I want to be sensitive to their complaints, but I need the work to get done. Where do I go from here?

**ANSWER:**

For several reasons, including the retention of an older demographic in the workplace, employers have the need to address physical limitations that come with chronic pain. There may be a need to discuss accommodations with the employee so that the work gets done. Bear in mind that chronic pain is not simply a physical manifestation. Ongoing pain has significant emotional, psychological and social consequences that can hamper motivation and the desire to get out of bed each day. Counseling, along with medical care, can be an effective two-pronged approach to help an employee with chronic pain. Call First Sun EAP and consult with a risk management consultant about ways the EAP can help you and the employee.



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Downloading and distributing these materials is an easy way to keep your employees informed and more likely to use their EAP benefit!

Get your point across. Communicate effectively.

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Enlist the help of this brief video to get employees oriented with their EAP program.

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JULY 25

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# CHARLOTTE, SC AUGUST 20

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