



STAY AHEAD of Employee Challenges

Toolkit for Managers and Supervisors



“GuidanceResources is completely confidential and available 24 hours a day, 7 days a week.”

Introduction to ComPsych® GuidanceResources®

Managing people in today’s workforce is not easy. Stress is a common issue. Balancing work and family obligations continue to put pressure on your staff. Perhaps you are managing a multi-generational or widely diverse group or even employees who work remotely.

Your ComPsych® GuidanceResources® program is made available at no cost to employees of your organization to provide them with confidential, professional assistance for resolving all types of personal concerns. As a Supervisor or Manager, ComPsych provides you with the support and consultation you might need as well, when these personal concerns spill into the workplace and begin to affect an employee’s behavior and/or performance.

Organizational Benefits of Having GuidanceResources

- › Increased productivity and reduced health care costs through early recognition, intervention and resolution of business and personal problems
- › Retention of trained employees with valuable skills and experience
- › Reduced absenteeism, accidents and grievances
- › Improved employee morale

How to Utilize GuidanceResources

You or your employees can call the toll-free number. A Guidance Consultant will assist in directing you to the services you are requesting.

GuidanceResources® Online is also available for online assistance and information. Go to www.guidanceresources.com.

Why People Should Use GuidanceResources

Parenting Needs

- › Child care concerns
- › Adoption questions
- › Step-parenting issues
- › Special needs children
- › Choosing schools and colleges
- › Homework and study habits

Work-Life Balance

- › Pet sitting services
- › Vacation planning
- › Construction and remodeling
- › Moving arrangements

Legal Concerns

- › Divorce and child custody
- › Wills and estate planning
- › Real estate/landlord-tenant relations
- › Criminal issues

Older Adult Resources

- › Caring for chronically ill parents
- › Long-distance caregiving issues
- › Assisted living/nursing home care

Financial Concerns

- › Credit card debt
- › Identity theft
- › Retirement planning
- › Income tax questions
- › Budgeting help
- › Personal Issues
- › Grief or depression
- › Chronic illness
- › Substance abuse/other addictions
- › Eating disorders
- › Domestic violence
- › Marriage and relationship issues

EIGHT CHARACTERISTICS OF EFFECTIVE SUPERVISORS AND MANAGERS

1. They take full responsibility for the productivity of the department and expect their employees to be fully accountable for their part in this productivity.
2. They like people and can communicate well.
3. They don't mind giving criticism of a constructive nature.
4. They give praise freely and when it's earned.
5. They are not intimidated by workers who tell them what they really think.
6. They seek new ideas and use them whenever possible.
7. They respect the knowledge and skill of the people who work for them.
8. They follow-up to ensure goals, commitments and standards are being met.

Your Role as a Supervisor/Manager

Your role is to maintain the productivity and safety of the workplace. You should NOT be in the role of counselor, parent or best friend. A good supervisor/manager is one who treats all employees in a fair, consistent and objective way. Yet there are times when you might need to see an employee through difficult times—either personally or work-related.

Think for a minute about how you handle performance issues. Be honest as you answer a few questions.

- › How do you typically deal with performance issues?
- › Ideally, how would you like to deal with them?
- › Why do you think there is a discrepancy?

Everyone has a bad day, but whenever an employee's performance takes a sudden turn or continues to decline, it could indicate something of importance has been occurring to alter his or her routine. Numerous signs may alert you to watch the employee's performance more closely such as:

Personality Changes

- › Edgy and/or irritable
- › Nervous and/or jittery
- › More intolerant of co-workers
- › Bored and apathetic
- › Suspicious of co-workers
- › Disenchanted and cynical
- › Attitude and mood changes

Work Behavior Changes

- › Decrease in productivity
- › Misses deadlines
- › Puts things off
- › Erratic work pace
- › Avoids boss or team leaders
- › Neglects details
- › Mistakes or errors in judgment
- › Decrease in work quality
- › Rigid and impaired judgment
- › Customer complaints

Employee Relations On-the-Job

- › Overreacts to criticism
- › Borrows money from co-workers
- › Complaints from co-workers
- › Avoids co-workers
- › Decrease in social involvements
- › Steals from co-workers

Physical Changes

- › Red or blurry eyes
- › Hand tremors or nervousness
- › Weight fluctuations
- › Physical fatigue
- › Slurred speech
- › Unusual cuts, bruises, scratches
- › Flushed face, complexion changes

Out of the Office/Away from Desk

- › Excessive sick leave or tardiness
- › Routinely leaves work early
- › Peculiar excuses for absences
- › Long coffee breaks
- › Physical illnesses on job
- › Frequent trips to water fountain, bathroom

High Accident Rate

- › Accidents on or off the job
- › Frequent "near-misses"

Drinking/Drug Use

- › Drinks before reporting to work
- › Regular/periodic drinking at lunch
- › Odor or scent of marijuana
- › Fails to return from lunch
- › Uses "mints" to cover alcohol odor
- › Continued use of over-the-counter or prescription drugs



What is the supervisor's or manager's role in the EAP?

You are the cornerstone of success for the EAP. You are closest to your employees and, consequently, in the best position to observe their performance, attendance and conduct. You have the responsibility to document performance and to take corrective action. When performance slips below acceptable standards, work with your Human Resources representative to develop an appropriate course of action, which may include the use of the EAP. Referring a troubled employee to the EAP may motivate the employee to seek help. Frequently, an employee, when confronted with evidence of a pattern of unsatisfactory work performance and/or attendance, chooses to seek help through the EAP. The work performance affected by the presence of personal problems may improve once problems are resolved.

When is an EAP referral considered?

When there is unacceptable performance and indications that personal factors may be impacting the work, consider an EAP referral. The objective of the EAP is the restoration of an employee as a fully productive individual, bringing back his or her talents, skills and experience. Contact your Human Resources representative to discuss this option prior to making the referral.

Five Concepts for Managing Employee Performance

How does an employee use the EAP?

Self-Referral

Self-referrals occur at the employee's own initiative. The employee, recognizing a need for assistance, calls ComPsych for a referral to an EAP counselor. No one else gets involved in a self-referral unless it's at the request of the employee.

Informal Referral

Informal referrals occur as the result of the employee sharing personal problems with the supervisor or manager. The alerted supervisor or manager will use this as an opportunity to steer the employee in the direction of the EAP and avoid becoming involved in the employee's personal problems. The key to successful early intervention of problems in the workplace is for the supervisor or manager to listen and to understand a request for help.

Remember, support the use of the ComPsych EAP by your employees. Don't try to counsel the employee on personal problems yourself. The EAP counselor is better equipped to help an employee who is experiencing personal problems.

Formal Referral

Formal supervisory/management referrals occur when a supervisor recognizes performance problems and recommends the EAP as part of the constructive/ progressive counseling/discipline process. Performance problems need to be addressed by the supervisor in coordination with your HR representative and

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the HR policies and procedures related to disciplinary action. A formal referral should be exercised only after careful thought and preparation. Management personnel should contact ComPsych before an employee is referred to the EAP.

Consider the following five concepts as you manage your employees' performance.

1. Identify potential performance problems

Of the duties and responsibilities in a supervisory/management position, the most important is to ensure that your employees performs his/her job in a satisfactory manner. For many performance issues, training and coaching improves the employee's skill level. For those employees experiencing stress, personal, medical or addiction problems, job performance does not improve with training or other supervisory techniques. An initial sign that the employee may be experiencing performance problems could take many forms—outbursts toward customers or co-workers, an unexplained or unexcused absence, poor attention to work details. Upon identifying inappropriate performance, it is important that you speak with the employee as soon as possible. By addressing the problem immediately, you and the employee have the opportunity to resolve any organizational obstacles to performance. During this first step, you may have an opportunity to informally recommend the EAP should the employee share personal concerns or offer excuses unrelated to issues on the job.

2. Observe behavior

Whenever an employee's performance continues to decline, it indicates something has been occurring to alter his/her routine. Changes in an employee's behavior may indicate that he/she has personal concerns that are interfering with the work performance. Numerous signs may alert you to watch the employee's performance more closely.

3. Document facts

Good documentation can assist you in providing objective, factual information because it shows job performance over a period of time and can pinpoint emerging patterns of deteriorating performance more easily. It's important that you understand documentation covers problems that occur on the job only. Stick to attendance, conduct and work responsibilities. It is only those work-related problems, which can and should be documented and addressed. Document dates, times and factual-based incidents of poor performance. Avoid writing opinions, diagnoses or third-party information. Finally, keep in mind that this information is private and handled with strict confidentiality.

4. Prepare for employee meeting

- › The focus of the meeting should be restricted to the issues of job performance. Don't diagnose. Confront the employee with performance deficiencies.
- › Choose a private location for the employee meeting. Conduct the discussion at the end of the day, so the employee has the opportunity to leave, if he or she becomes upset, defensive or angered by your discussion.

WHEN A FORMAL REFERRAL IS NECESSARY

There may be an occasion when your organization may require an employee to utilize the GuidanceResources program.

This decision should be made after careful thought and preparation and in conjunction with your Human Resources Department.

Even in a formal referral, all discussions between the employee and ComPsych are completely confidential. The employee will be required to sign a release of information form to allow ComPsych to indicate to Human Resources and/or the manager that he/she has contacted us and completed the recommended course of action.

No other information will be given.

Human Resources should be the initial contact to access GuidanceResources to notify ComPsych that you have an individual who is being formally referred.

- › Realistically evaluate how the employee will react based on past history.
- › Consider how you will react if the employee becomes aggressive/emotional.
- › Address performance issues within a reasonable proximity to the occurrence of the problem behavior.
- › Acknowledge your comfort level with any type of confrontation. Build your skill level in this area, if necessary.
- › Examine all past documentation on the employee.
- › Work with your Human Resources representative to develop your thoughts, actions and consequences.
- › Alert ComPsych prior to the employee meeting. The professionals at ComPsych serve as a sounding board, validating your next steps, providing new ideas and supporting you emotionally.

5. Take action

During the meeting, be prepared to address your concerns, work issues and possible solutions. Using the six steps listed below, you can develop an outline to aid you during this discussion:

- › Clearly describe the performance deficiency you have identified.
- › Outline behavioral changes on the job (if any) that you have observed; refer to your documentation.
- › Explain why this problem concerns you.
- › Inform the employee of the consequences if performance does not improve.
- › Discuss the available services and suggest the employee make use of them.
- › Express confidence in the employee and set a date for a follow-up discussion.

Additional Services**Critical Incident Stress Management (CISM) Services**

Although we hope a supervisor/manager never has to face a serious illness or death of an employee, or a natural disaster or violent acts in the workplace, your GuidanceResources program is there to help manage through them. Our 24-hour Critical Incident Response Unit deals exclusively in these incidents.

This specialized team will consult with the supervisor/manager about the most clinically appropriate option and assist in determining an action plan.

In the event of such an incident at your organization, expect that employees will experience many different responses. If any employees display some of the following signs, reassure them that their reactions are normal and encourage them to call GuidanceResources for confidential assistance at any time.

Physical Responses

- › Rapid breathing
- › Increased heart rate
- › Stomach disorders
- › Sweating/dizzy spells

Behavioral Responses

- › Crying/other outbursts
- › Change in hygiene
- › Behavior changes
- › Becoming withdrawn

Emotional Responses

- › Anger
- › Grief
- › Sadness
- › Anxiety



“A supervisor/manager can access GuidanceResources for a variety of services.”

Cognitive Responses

- › Difficulty making decisions
- › Becoming disoriented

Management Consultation

ComPsych offers supervisors/managers the opportunity to speak with experts in substance abuse, workplace violence, organizational change issues and any other situation you might be encountering with your employee. If you need information and support when handling an employee issue, a ComPsych HR Specialist can provide it, drawing upon extensive knowledge and experience with workplace regulations, behavioral health issues and HR best practices. We offer this support and knowledge in conjunction with your organization’s HR staff to ensure all policies and procedures are followed.

Training and Consulting for Workplace Development

Over 100 workshops are available which can be a useful tool for developing employees, as well as supervisors/managers. We can arrange for onsite facilitation, e-learning or Webinars on a variety of personal, work-life and professional topics. In addition, we can provide orientations to introduce the GuidanceResources program and stress the confidential and professional nature of the benefit and how employees can access the service.

CONTACT US
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About ComPsych

ComPsych® Corporation is the world’s largest provider of employee assistance programs (EAPs) and is the leading provider of fully integrated EAP, behavioral health, wellness, work-life, crisis intervention services and HR and FMLA administration services under the GuidanceResources® brand. ComPsych provides services to more than 13,000 organizations covering 33 million individuals throughout the U.S. and more than 100 countries. By creating “Build-to-Suit” programs, ComPsych helps employers attract and retain employees as well as improve employee productivity and performance.

Employee's name _____

Planned date of discussion _____

Location _____

Employee's performance deficiency (be specific and give examples) _____

Behavioral changes observed on the job _____

Reasons why problems concern you _____

Consequences if performance/behavior does not improve _____

Possible employee reactions/strategies to counter _____

Action plan to improve performance, including possible informal referral to GuidanceResources

Follow-up date _____