



Established in 1977

Headquartered in Austin, Texas

Private, Non-profit

“The EAP Specialist”

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

Providing EAP services to a variety of public & private workplaces nationwide

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What is an Employee Assistance Program?

A workplace program designed to assist in identification and resolution of productivity problems



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EAP Benefits

- *Management Consultation*
- *Toll-Free 24 Hour Helpline*
- *Professional Intake Assessment and Referral Services*
- *Short-term Counseling*
- *Legal and Financial Counseling*
- *Critical Incident Stress Debriefing*
- *Training*
- *Confidential Case Management*
- *Newsletters*
- *Utilization Reports*

Common Consultation Questions

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

Role of the Employee Assistance Program

- Understand the interplay between problems on and off the job.
- Timely assessments
- Confidential short-term counseling
- Quality referrals
- Unlimited consultation

Role of the Human Resources Department

- Promote the EAP within the organization
- Provide guidance and assistance regarding employee matters to managers and supervisors
- Provide information on policies and procedures
- Serve as the contact for procedural referrals

Supervisor Training

Role of the Supervisor

- Inform employees of work objectives
- Regularly monitor individual behavior and job performance
- Refer employees to the EAP
- Apply disciplinary action

Types of Referrals

Self Referral

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

Referral as a Supervisor Suggestion

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

Procedural Referral

- Consult with Human Resources
- Formal referral
- Requires a call to EAP



The Five Step Formula

1. *Recognition*

Don't ignore a job performance problem.

2. *Documentation*

Make it non-judgmental, written & confidential. Include positive behavior.

3. *Action*

Follow proper disciplinary procedures.

4. *Intervention & Referral*

Discuss performance problems and suggest the employee use the EAP.

5. *Reintegration*

Help employee re-adjust to work.

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Step 1: Recognition

Identify Job Performance Problems

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

Continued and Repeated Behavior

Identify a pattern of behavior or problems over period of time

Recognize:

Absenteeism

Performance

Personal Behavior

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Step 1: Job Performance Checklist

Absenteeism

- Unauthorized leave
- Excessive sick leave
- Unplanned Monday or Friday absences
- Absences before and after holidays and paydays
- Repeated absences of two to four days
- Excessive tardiness (especially on Monday mornings and when returning from lunch)
- Requests to leave work early for various reasons
- Peculiar and improbable excuses
- Continued absences from work location more than job requires

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Step 1: Job Performance Checklist

Performance

- Higher than average accident rate
- Mistakes due to inattention or poor judgment
- Missed deadlines
- Inconsistent quality of work
- Complaints received
- Alternates: high and low productivity
- Difficulty in recalling instructions, details, own mistakes, etc.
- Increased difficulty in handling complex assignments
- Inability to cope with changes
- Jobs take longer to finish
- Compulsively concerned about job performance

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Step 1: Job Performance Checklist

Personal Behavior

- Denies existence of problem
- Persistent job transfer requests
- Inappropriately talkative/ phone
- Temper loss
- Highly critical or suspicious
- Over-reacts to criticism
- Unexplained memory lapses
- Lapses in personal grooming
- Changes in mood and/or appearance after lunch or break
- Borrows money from coworkers
- Comes to or returns to work in an impaired condition
- Reports a series of personal crises

Step 2: Documentation

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

Provide a Basis of Awareness

- Inform employee that work is in decline
- Employee may respond positively, be defensive or in denial

Circumvent Misunderstandings

- Provide employee a chance to see the documentation
- Discuss expectations

Write Down Incidents as They Happen

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

Step 2: Documentation

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

Be Objective

- Describe events in specific terms

Reliability of Data

- Observe employee in variety of job situations

Acceptable Performance Statements

- Positive behavior can be used as a basis for comparison

Step 2: Documentation

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

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.

Enabling Caution

What is Enabling?

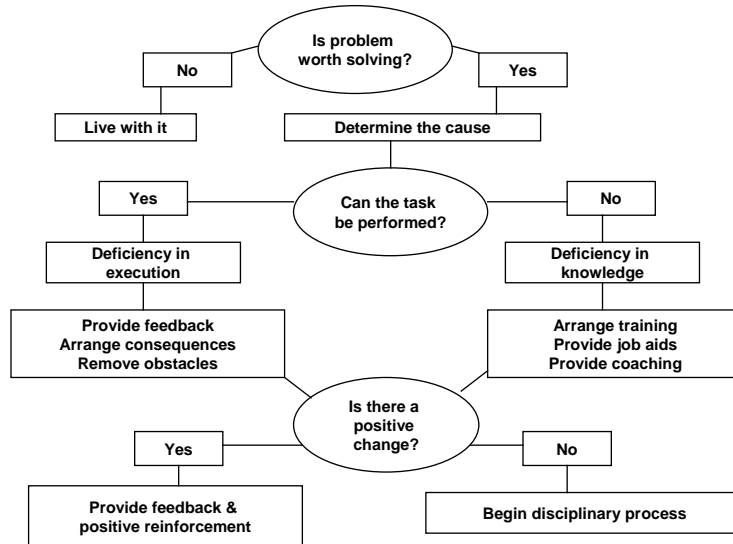
- Enabling occurs when we believe we are helping someone but instead keep them from truly addressing the problem.
- Enabling results in a cycle of non-productive behavior and a lack of accountability for those behaviors.
- Performance and productivity can worsen as a result of enabling.
- Supervisors,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

Enabling Examples

- 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.

Step 3: Action

Identify Performance Problem



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Step 4: Intervention & Referral

Choose Your Environment

- Pick a time and place where a lot of attention will not be drawn to employee.
- Keep all remarks between you and the employee confidential.

Acknowledge Positive Performance

- Set the tone
- Basis for comparison
- Recognize employee as asset

Communicate Assertively

- Use “I” statements
- Maintain eye contact

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Step 4: Intervention & Referral

Stick to the Issue - Job Performance

- Be specific & use documentation
- Show concern but avoid diagnosing the employee's personal problem

Listen With Attention vs. Preparing Your Response

- Listening pause: 3-5 seconds

Treat Disclosed Information with Care

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

Step 4: Intervention & Referral

Discuss Problems Observed

- Show employee documentation

Clearly Define Expectations

Review Consequences

- Organizational disciplinary process

Set Timelines for Follow-up and Improvement

Step 4: Intervention & Referral

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 4: Intervention & Referral

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 telephone 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

Step 5: Reintegration

Work Performance

Immediate changes:

Attendance, punctuality, and attitude

Other aspects may take longer:

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

EAP As A Resource

- Management consultation
- Suggestions for alternatives
- Intervention techniques
- Follow-up suggestions
- Impact on the work team

How to Support a Good EAP Program

- Adhere to confidentiality.
- Believe that the EAP works.
- Supervisor referral options.
- Make EAP materials available.
- Promote the program.
- Remember, you **are not** the “counselor”.
- Do not get involved in the employee’s personal problems.
- Stick to job performance.