

First Choice Health™

Healthy Employees. Healthy Companies.™

Employee Assistance Program (EAP) **Leadership Manual***



www.FirstChoiceEAP.com
1.800.777.4114

***This manual is also available online.**

Leadership Manual

“Responding to work performance or behavior problems can be an uncomfortable experience. All of us prefer to focus on positives instead of negatives, and to be thought of as supportive rather than critical. Be willing to be uncomfortable. Remember that the performance problem or behavior – not the person – is the focal point. Your willingness to respond makes positive change a likely outcome. Initiating positive change is the trademark of an effective leader. The Employee Assistance Program can enhance your effectiveness.”

David Burn

Director of Employee Assistance Programs

First Choice Health-

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Employee Assistance Program

We will always exceed your expectations for service. Guaranteed.

All services are confidential and cost free to you and your family.

1.800.777.4114 or TTY 1.800.777.4969

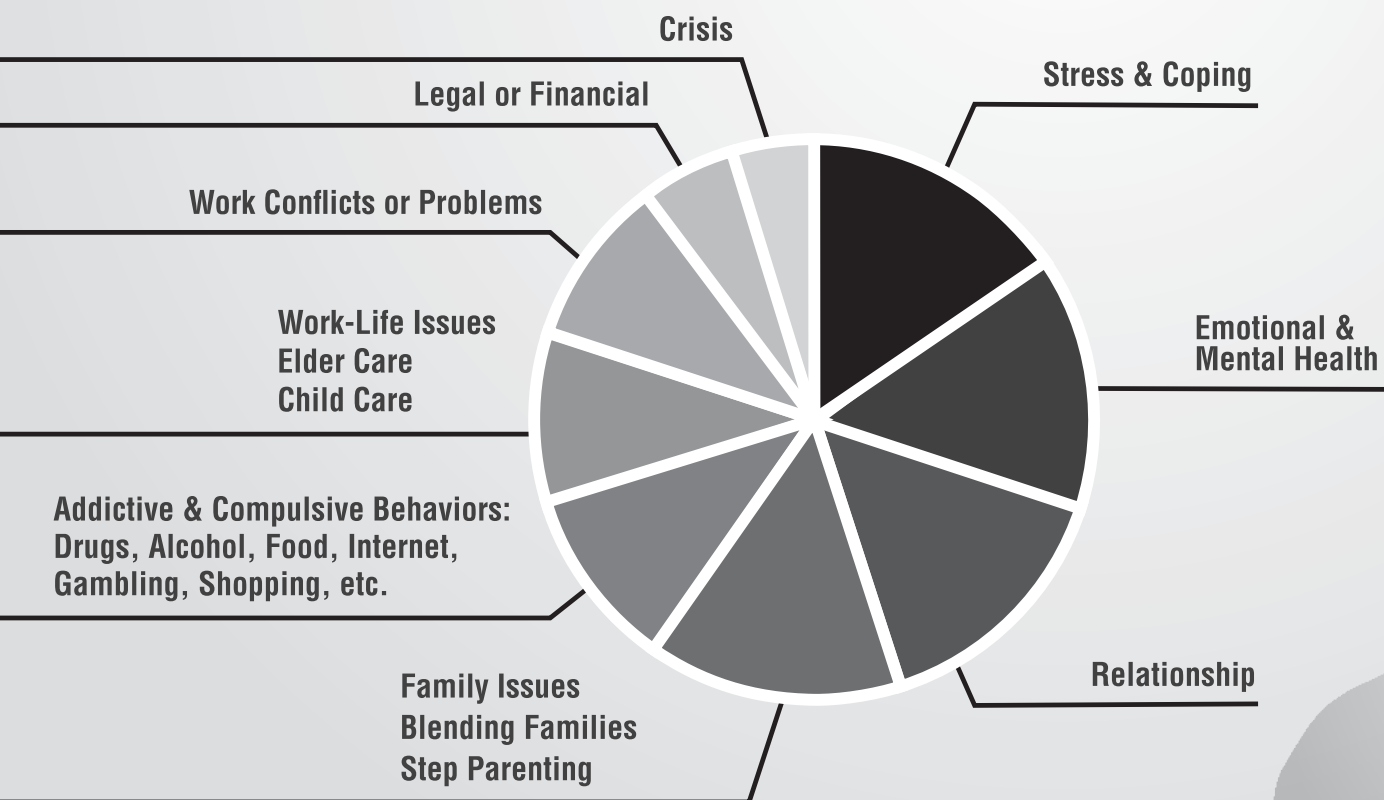


> ABOUT THE EAP

The First Choice Health EAP is provided by your organization at no cost to employees and immediate family members. The EAP is a personalized, confidential, easy to use resource for preventing or resolving problems before negative consequences effect work, relationships or family life. The EAP is a division of First Choice Health, a respected, Seattle-based healthcare organization dedicated to excellence in client care and customer service.

The EAP provides a confidential setting for individual assessment, consultation and solution-focused discussion about issues that prevent an employee from being productive and effective at work, at home, at school, in rest or at play. Team EAP understands that there are few “One-Size-Fits-All” solutions to the conflicts & demands of modern life. We’re here to support your success.

> CONCERNS FREQUENTLY BROUGHT TO THE EAP






> THINGS LEADERS NEED TO KNOW

- Nearly 25% of your employees meet the clinical diagnostic criteria for depression. (US Department of Labor)
- Fifty percent of workers experience a sleep problem three or more times per week.
- Seventy-three percent of drug users are employed.
- Last year, Americans spent more on gambling than they did on all spectator sporting events, movie tickets, theme parks and recorded music – combined.
- More than 50% of all marriages end in divorce.
- 25% of freshmen entering high school fail to graduate as seniors.
- In 2001, there were 2 million reported incidents of workplace violence in the USA. This equals 42 sellout crowds at average-sized professional baseball or football stadiums.
- A study of survivors found that 74 percent of employed battered women were harassed by their partner while on the job.





“We take the privacy of your information as seriously as we take the privacy of our own.”

> CONFIDENTIALITY AND THE EAP

The Employee Assistance Program ensures the privacy of a client’s information. Without the employee’s signed consent - specifying what information is to be shared and with whom - no information will be released by the Employee Assistance Program.

In the interest of public safety, confidentiality does not extend to situations in which a client is determined to be at risk for harming self or others, including child abuse and elder abuse.

The Employee Assistance Program reviews the definition and limits of confidentiality with each client. We take the privacy of your information as seriously as we take the privacy of our own.

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> LEADERS AND THE EAP

In accord with your Human Resources staff, the EAP provides consultation and support for leaders. When you seek solutions to employee work performance or behavior problems, contact us at 1-800-777-4114.

All employees bring personal concerns to and from the workplace. Problems can be large or small. Even minor problems can lead to stress, anxiety, depression, substance dependence, interpersonal conflict, and a decline in work performance or worker satisfaction. Changes in work performance, productivity, and behavior are frequently signs of trouble in other areas of an employee's life.

In today's employment environment, leaders pending increasing amounts of time managing the fallout from employees who violate company policies and procedures. The EAP can help you identify troubled or distracted employees, respond effectively to those employees and maximize the time you have available for taking care of business.

> A BETTER BOTTOM LINE

- **Increased Employee Productivity**
- **Higher Staff Morale**
- **Increased Team Cohesion**
- **Enhanced Conflict Resolution Skills**
- **Decreased Absenteeism & Tardiness**
- **Less Staff Turnover**
- **Decreased Drug and Alcohol Use**
- **Lower Accident Rates**
- **Improved Communication**
- **Lower Levels of Stress**
- **Increased Employee Loyalty**
- **Less Distracted Workforce**
- **People Who Embrace Change**
- **More Effective Employees**



➤ EMPLOYEE WORK PERFORMANCE PROBLEMS

Responding to work performance or behavior problems can be an uncomfortable experience. All of us prefer to focus on positives instead of negatives, and to be thought of as supportive rather than critical. Be willing to be uncomfortable. Remember that the performance problem or behavior – not the person – is the focal point. Your willingness to respond makes positive change a likely outcome. Initiating positive change is the trademark of an effective leader. The Employee Assistance Program can enhance your effectiveness.

The roles of a leader include identifying and responding to deterioration in employee work performance. Effective leaders recognize changes in an employee performance or behavior and respond by coaching and offering tools for employees to succeed. The EAP is one of the tools you can make available to your employees.

The EAP helps employees (and employee families) identify and resolve the personal, relationship, or family matters that create distraction, distress and contribute to work performance or behavior problems.

Effective leaders identify and respond to and monitor employee work performance or behavior problems. These can be thought of as steam and lava visible on the surface of a volcano.

The EAP identifies the pressures, stressor & concerns that are less visible - below the mountain's surface – within the employee. The EAP helps the employee make changes so that work performance or behavior issues can be resolved, and major eruptions can be prevented.



Domestic Violence
Legal Problems
Financial Crisis
Family Conflict
Psychological Problems
Mental Health Concerns

> LEADER FOCUS

- **Unauthorized Absences**
- **Patterned Absences**
- **Overusing Sick Leave**
- **Repetitive Tardiness**
- **Team Conflict**
- **Hostility or Disrespect**
- **Intimidation**
- **Threatening Statements**
- **Inappropriate Comments**
- **Co-worker Complaints**
- **Accidents**
- **Injuries**
- **Repeated Errors**
- **Reduced Quality**
- **Missed Deadlines**
- **Low Productivity**
- **Jeopardizing Safety**
- **Lack Of Improvement**

> EAP FOCUS

- **Substance Abuse**
- **Addiction**
- **Domestic Violence**
- **Legal Problems**
- **Financial Crisis**
- **Family Conflict**
- **Psychological Problems**
- **Mental Health Concerns**
- **Depression**
- **Relationship Changes**
- **Grief & Loss**
- **Unresolved Trauma**

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➤ IDENTIFYING PERFORMANCE PROBLEMS

It can be challenging to distinguish work performance problems from an employee's personal problems. No matter how obvious employee personal problems are, your task is to identify and focus on the behavior concerns or work performance problem. You may be familiar with employees similar to those in the following examples. How would you respond in the following situations?

- A usually competent assistant shows signs of fatigue and distraction in the weeks following recent terrorist attacks. More than one proposal with glaring errors has been sent to new customers. You know that this employee's partner serves in the military.
- An employee with whom you have a strong personal bond is cited for DUI in a company vehicle. He insists that "it was not during work hours," that "you know he's not a problem drinker," and that "it won't happen again."
- An employee with high aspirations repeatedly volunteers to take on new projects, despite being consistently unable to meet established timelines for existing assignments.
- An employee close to retirement is becoming increasingly less productive on the job, despite spending more hours in the office than employees with much lower seniority.
- A new employee approaches you in the hallway and repeats a rumor that "Jack is using drugs and shouldn't be driving the forklift."
- A skilled craftsman tests positive for THC in a post-accident UA. Despite needing a dozen stitches to close a wounded hand, he insists that he was not impaired at the time of the accident, and makes it clear that "what I do during my own time is nobody else's business."
- Two team members who have been dating for the past year are going through a difficult time in their relationship. Tension is obvious and their unwillingness to speak to one another over the course of the business day is creating conflict for the workgroup.

> KEY POINTS IN SUMMARY

- **Respond to performance problems early to prevent performance dysfunction.**
- **Care about the wellbeing of your employees but never confuse caring with “looking the other way” when there are performance or behavior problems.**
- **Expecting employees to be responsible for personal, family, life and work issues is necessary and reasonable.**
- **Providing employees with access to resources for being responsible is a powerful way of caring and being effective.**
- **Avoid involving yourself in the drama of an employee’s problems by consistently returning the focus to work performance and behavior.**
- **Friendship with an employee does not override your responsibilities as a leader.**
- **Your loyalty must always be to the best interests of the company or organization.**
- **Contact an Experienced EAP Account Executive for consultation.**



➤ EFFECTIVE DOCUMENTATION

Many leaders have discovered that using progressive discipline is an effective strategy for creating change in work performance or behavior. If you have questions about the company's progressive discipline process or policies & procedures, consult with your Human Resources Department or contact the Employee Assistance Program at 1-800-777-4114.

The most reliable tool to use when managing employee work performance or behavior problems is *documentation*. When problems are small it can be tempting to “look the other way.” Postponing a response to work performance or behavior problems creates additional work for the leader and workgroup.

Consistent documentation of employee work performance and behavior problems reduces stress, clarifies goals & expectations, increases

employee success and prepares the leader to respond effectively to future performance issues. Documentation consists of objective information and facts related to work performance and behavior. The leader's opinions and personal feelings should **never** be recorded.

Detailed training on this topic is available in the HR Tools section of the EAP website at www.firstchoicееap.com. Additional trainings on a variety of topics of interest to leaders are available in the Education & Training section of our site.





“Team EAP is on the job 24/7 and a counselor is always immediately available.”

➤ REFERRALS TO THE EAP

Self Referral: When an employee or family member is self-motivated to contact the EAP. The majority of all contacts with the EAP occur this way. Team EAP is on the job 24/7 and a counselor is always immediately available.

Leaders can refer employees to the EAP in four ways:

Informal Referral: When an employee appears to be affected by a problem or distraction - and there is not yet a work performance or behavior problem – the leader can remind the employee that EAP services are confidential and cost free. Expressing genuine concern about an employee’s wellbeing often increases the motivation to seek help and makes it possible to resolve problems early. With an Informal Referral, the employee has no obligation to contact the EAP, and the leader will not know whether or not the employee chose to contact us.

Mandatory Referral: When employee work performance or behavior violates company policy, the company can require the employee to contact the EAP by making a Mandatory Referral. The EAP helps the employee identify and resolve issues that create the performance or

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behavior problem. With the employee's signed consent, the leader will be informed that the employee is or is not in compliance with a plan established to resolve the work performance or behavior problem.

Drug Test Positive Mandatory Referral (also known as a Last Chance Agreement): If your company has a drug-testing program and an employee tests positive during a random or "for cause" screening, the employee is generally referred to the Employee Assistance Program. The EAP will assess the employee's needs, coordinate education and/or treatment, and develop a Return-To-Work Agreement. With the employee's signed consent, the leader will be informed that the employee is or is not in compliance with a plan established to resolve the work performance problem.

DOT Drug Test Positive Mandatory Referral:

If your company is required to comply with DOT regulations and an employee in a safety-sensitive or security-sensitive position tests positive during a random or "for cause" screening, the employee is referred to the Employee Assistance Program. The EAP arranges an evaluation of the employee by a Substance Abuse Professional. The SAP assesses the employee's needs, develops a treatment plan and establishes the timeframe and conditions of return to duty.



www.FirstChoiceEAP.com

> HOW TO MAKE A MANDATORY REFERRAL TO THE EAP

Prior to meeting with the employee, consult with your HR designee to discuss the referral process, review documentation, and confirm the reason(s) for referral to the EAP. To request referral forms or if you have questions about the referral process, contact us at 1-800-777-4114.

When meeting with the employee to make a Mandatory Referral to the Employee Assistance Program, be prepared to accomplish these objectives:

- **Select a confidential setting in which to meet with the employee and have prepared materials and documentation with you.**
- **Specify the reason for the Mandatory Referral, which must be failure to meet the organization's standards of work performance, or violation of the company's policies & procedures.**
- **Be specific about the performance or behavior problem, while demonstrating respect for the employee.**
- **Clarify that the goal is to help the employee succeed, and that referral to the EAP is meant to be supportive not punitive.**
- **Let the employee know what to expect when contacting the EAP. Describe its role and services. Give the employee an EAP pamphlet and referral card.**
- **State the company's expectations for the employee's participation with**



FREQUENTLY ASKED QUESTIONS:

An FAQ document of commonly asked questions and referral scenarios is available online in the Leader Tools section of the EAP web site at www.firstchoiceeap.com or you can contact us by phone or email to request a copy of the FAQ.



the EAP, including the timeframe in which contact is to be made (usually 24 to 48 hours).

- If possible, reinforce the employee's strengths and importance to the organization or workgroup.
- Maintain a professional perspective and politely refuse to bargain or accept excuses.
- Select follow-up dates and times to discuss the employee's progress in resolving the work performance or behavior problem. Acknowledge positive change when it occurs.

After meeting with the employee, contact the EAP and provide the following details:

- Has the employee signed a consent form, allowing the exchange of information with the EAP?
- What are the specific work performance problems and conditions of the referral?
- If there is a positive drug test, is the employee in a DOT-governed position?
- Is there a signed Mandatory Referral Agreement (Last Chance Agreement)?
- How long does the employee have to contact the EAP?

- What is the leader's name and contact information (phone, fax, E-mail)?
- Is the employee suspended or continuing on the job?
- All documents related to the employee's work performance problem should be faxed to the EAP at (206) 268-2433.



“The EAP offers a wealth of resources and strategies for replenishing your energies and maintaining your balance.”

> LEADERSHIP SELF-CARE

Leaders are not immune to the realities of stress, anxiety, family & relationship conflict, and workplace/workload pressure. Team EAP wants you to know that the confidential, expert services available to your employees and their family members are also available to you and yours.

“Paying the cost to be the boss” frequently means long hours and a hectic schedule, multiple roles, managing change, overseeing the performance of others, high-level decision making, and sometimes working through mealtimes. Imbalance between work and personal life is more strongly associated with health complaints than any other source of stress in a contemporary lifestyle.

Leadership doesn’t have to lead to the physical & emotional depletion known as “Burnout.”

Burnout is a cluster of symptoms and feelings, including negativity, hopelessness, helplessness, physical and mental exhaustion, detachment or indifference, psychological numbing, impaired self-confidence, and loss of the sense of reward that leisure, recreation, or work once provided.

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The EAP offers a wealth of resources and strategies for replenishing your energies and maintaining your balance. Our services are available 24 hours per day, 7 days per week.

Your convenience, confidentiality, and satisfaction are our top priorities. The First Choice Employee Assistance Program welcomes your call. We invite you to contact us, and look forward to serving you.

First Choice Health Employee Assistance Program

1-800-777-4114

<http://www.firstchoicееap.com>

“People utilize the Employee Assistance program for simple and complex reasons – to develop new skills, for help finding local & reliable professional services, to resolve lingering conflicts, or navigate the latest ‘fork-in-the-road’ of contemporary life.”

Tom Maschhoff

Vice President, First Choice Health EAP Services

SAMPLE LEADERSHIP FORMS

The EAP is always pleased to email or fax you copies of the following forms. Contact us to coordinate or consult at (800) 777-4114 or by email at info@FirstChoiceEap.com.

AUTHORIZATION FOR RELEASE OF INFORMATION

Your signature on this document authorizes the First Choice Health Employee Assistance Program to release your protected health information described below for the sole purpose of determining compliance with the EAP Mandatory Referral Program. This authorization is valid for a period of 90 days from the date of your signing of this release, and may be revoked by you at anytime by notifying the First Choice Health Employee Assistance Program in writing. Your cancellation of this authorization will not affect any action First Choice Health Employee Assistance Program may have taken before it received your request.

I, _____ residing at _____
(Client Name) (Client Address)

authorize the exchange of my protected health information identified below between First Choice Health Employee Assistance Program and:

(Name) (Title)

(Organization or person to which disclosure is made)

Information to be Exchanged:

- Compliance with the mandatory assessment and evaluation process.
- Determination of action/treatment program.
- Compliance with recommended action plan/treatment program.
- Results of any failed drug/alcohol test if required under the action plan/treatment program (if applicable).
- Completion of the action plan/treatment program.

Other: _____

Purpose: Allows EAP to disclose the information listed above to the Company representatives authorized by this release to verify compliance with the EAP Mandatory Referral Program.

I acknowledge that the information to be released was fully explained to me and that I am not legally obligated to sign this authorization.

(Client) (Date)

MANDATORY REFERRAL AGREEMENT

Employee's Name: _____

It is the primary goal of the Company to maintain a productive, safe and healthy work environment. Sometimes an employee's behavior creates an adverse affect on the workplace. As a result of _____, I agree to follow through with all of the following conditions. I understand that my reinstatement and/or continued employment with the Company is contingent upon my compliance with all terms of this agreement.

1. I will undergo an evaluation through the Company's EAP, the First Choice Health Employee Assistance Program (EAP).
2. I will contact the EAP no later than _____ (Date/Time) at (800) 777-4114 to schedule an appointment for an evaluation.
3. I will comply with all EAP evaluation recommendations and any further recommendations that may come from the subsequent treatment provider (if applicable).
4. I will comply with all terms of a Return-To-Work or Work Continuation Agreement developed by the EAP and the Company.
5. I authorize the representatives of the Company listed on my signed Authorization for Release of Information (attached) to receive all relevant information regarding my compliance and progress with the EAP and treatment provider's recommendations.
6. I agree to fax a signed copy of this Mandatory Referral Agreement and a signed copy of the Authorization for Release of Information to the EAP within 24 hours. The EAP fax number is 206-268-2433.
7. Should I have questions or concerns regarding this process or any resulting treatment plan, I will work directly with my treatment provider or the EAP to address these concerns. Should the Company need to become involved, the EAP (not myself) will work directly with the Company to address my concerns.

I recognize, accept, and agree that I am responsible for meeting the standards of performance & conduct that are established for employees of the company. I understand that failure to comply, in whole or in part, with all of the terms and conditions of this agreement will result in further disciplinary action, up to and including termination of employment with the Company.

Employee Signature

Date

Company Representative

Date

LAST CHANCE AGREEMENT

Employee's Name: _____

It is the primary goal of the Company to maintain a productive, safe and health work environment. Sometimes an employee's behavior creates an adverse affect on the workplace. As a result of my violation of the Company's Drug-Free Workplace Policy, I agree to follow through with all of the following conditions. I understand that my reinstatement and/or continued employment with the Company is contingent upon my compliance with all terms of this agreement.

1. I will undergo an evaluation through the Company's EAP, the First Choice Health Employee Assistance Program.
2. I will contact the EAP no later than _____ (Date/Time) at (800) 777-4114 to schedule an appointment for an evaluation.
3. I will comply with all EAP evaluation recommendations and any further recommendations that may come from the subsequent treatment provider (if any).
4. I will comply with all terms of a Return-To-Work or Work Continuation Agreement developed by the EAP.
5. I authorize the representatives of the Company listed on my signed Authorization for Release of Information (attached) to receive all relevant information regarding my compliance and progress with the EAP and treatment provider's recommendations.
6. I agree to fax a signed copy of this Last Chance Agreement and a signed copy of the Release of Information to the EAP within 24 hours. The EAP fax number is 206-268-2433.
7. I will be subject to unannounced drug testing for up to two years from the date of this agreement.
8. Should I have questions or concerns regarding this process or any resulting treatment plan, I will work directly with my treatment provider or the EAP to address these concerns. Should the Company need to become involved, the EAP (not myself) will work directly with the Company to address my concerns.

I recognize, accept, and agree that I am responsible for meeting the standards of performance & conduct that are established for employees of the company. I understand that failure to comply, in whole or in part, with all of the terms and conditions of this agreement will result in further disciplinary action, up to and including termination of employment with the Company.

Employee Signature

Date

Company Representative

Date



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Fax: 1.206.268.2433

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