

# Workplace Supervisor

August 2017

## Testimonials

Here are some quotes from HR Managers who recently called on CONCERN for a Management Consultation:

*"I was very impressed with the response time and the time it took to get my staff an appointment. The clinical manager was very helpful when I spoke with her. I feel like my staff is in good hands and that it was the right thing to do in assisting her to get connected to a CONCERN counselor."*

*"This was my first time using CONCERN for my team and I was very impressed with the quick response and the quality of support we received from both the clinical manager and the counselor who came onsite. I am so appreciative of this service and my team was as well!"*



## FAQs for Managing Employees

**Q.** I am feeling burned out. I am exhausted, apathetic, and frustrated. Should I go to my boss first or visit CONCERN for answers on how to get out of this state of mind?

**A.** Whether you approach your boss or CONCERN is your decision, but here is how the EAP can help: **1)** Assess the degree to which burnout is affecting your physical health (a medical referral may follow). **2)** Identify the ways in which burnout has affected your work-life balance, with the goal of planning a return-to-wellness strategy, particularly with regard to depression. **3)** Offer suggestions for intervention strategies outside of work that can help you return to a more fully functioning state of engagement with your organization. **4)** Help you examine on-the-job interventions, some of which may require discussion with your boss in order to implement them. **5)** Follow up with you to facilitate, monitor, and help you implement your return-to-wellness plan.

**Q.** I am aware that an employee I referred to CONCERN for performance concerns has not followed through with the referral. There are no formal disciplinary issues, but performance and probable personal concerns remain. Is there any reason to meet with the employee, even though I can't discuss the personal problem?

**A.** Yes. Sit down with your employee. Explain that you are in this meeting not to discuss any personal issues related to the EAP referral, but to address the performance or conduct matter that led to the referral in the first place. Your expectation is the resolution of that problem or concern regardless of follow-through at CONCERN. Let your employee know what the consequences are for a continuation of the problem, and encourage him or her to reconsider participation in the EAP along with its recommendations. Follow up and meet with your employee in the weeks ahead to reinforce any successful work performance or address any return to the performance issue. Whether you refer to CONCERN again (if problems return) would be up to you, but talk with the EAP if that happens.

**Q.** My employee is in pain when he bends over or gets out of a chair. We avoid giving additional assignments to him. This is a medical issue, so is an EAP referral appropriate? My assistant has a great arthritis doctor, and we were thinking about giving this employee the physician's phone number.

**A.** If the employee's medical condition is impacting his job performance, raising your concerns and noting the availability of support would be appropriate, but providing specific medical referrals would likely not be. There are several reasons to consider recommending that your employee visit with CONCERN. These include the EAP providing help with ancillary problems associated with the condition and the workplace, relationship stress in the office, secondary problems the condition may have created at home, a need for general support, pursuing ideas the employee may have to help cope with the condition at work (special accommodations, etc.), and other problems still unknown. The EAP will offer encouragement, connect with referral sources, and provide ongoing support to help ensure effective treatment or resolution of other problems. This is a good example of how EAPs can help employees with problems that at first glance may not appear to benefit from EAP help.

**Q.** The spouse of an employee phoned me on Sunday night to say his wife would not be at work the next day because of a car problem. It all seemed rather odd. I recommended this employee contact CONCERN in the past for being absent on Mondays. What's my next step to intervene?

**A.** Many employees will visit the EAP based on a supervisor's recommendation. This usually happens for two reasons: They really have a personal problem and the prompt by the supervisor does the trick to motivate them to get help, or they don't have much of a problem at all, but they go to the EAP because pleasing the supervisor is important to them. Employees with personal problems they would really rather control but not give up, like alcoholism, seek help because of a different set of dynamics. This last possibility may describe your employee and why your earlier recommendation was ignored. Employees with

personal problems that affect job performance, like addiction, must be motivated to accept help by the goal of avoiding something they fear, e.g., job loss. Typically, this is an effective disciplinary action. The question for the supervisor is how long to tolerate repeated performance problems before deciding upon an action that can leverage an employee's desire to seek help. The first step is to make your employee aware you are concerned about patterns of attendance issues and are paying attention.

**Q.** We hired an employee who was recently paroled from prison after being incarcerated for a few years. Can I refer the employee to CONCERN to be interviewed and assessed for any risk issues?

**A.** CONCERN would not meet with an employee for this purpose because it is beyond the scope of EAP practice. (As well, such a request may also be illegal!) The employee can be made aware of the support available and could self-refer to CONCERN for any reason, of course, and you could refer the employee (like any other employee) for performance issues, but meeting with the EAP to help management better gauge the employment decision would be impermissible. Your new employee has a parole officer, and the court has a discharge plan. The court takes responsibility for a parolee's assessment, release, and suitability for work. This often includes communication with the employer. EAPs promote their confidentiality and their reputation as a safe and helpful resource, and when this perception is eroded by a process such as pre-employment screening, risk to the organization will increase because some employees may shy away.

CONCERN: EAP teams with Human Resources to provide another resource for managers and supervisors to consult about how to manage issues with individuals, within and between work groups, and across departments. When you call CONCERN: EAP, ask for a Management Consultation or request to speak to a Clinical Manager.

**Call: 800.344.4222**  
**www.concern-eap.com**