

# Toolkit for Managers & Supervisors

An Introduction to Your GuidanceResources® Program



Managing people in the modern workforce isn't easy. Everyone is busy. Stress is common. Tempers are short. Then a life event—a death in the family, a medical crisis or a need for emergency child care—occurs and work grinds to a halt.

Your GuidanceResources program is the response to such crises. The program is made available at no cost to employees of your organization, as well as to you and your household members, and offers confidential, professional counseling and other resources for resolving personal, family or workplace issues. As a supervisor or manager, you should look at the program as a tool to keep these personal issues from spilling over into the workplace or unduly affecting employee behavior and performance. The program offers many other benefits, including:

- Increased productivity and reduced health care costs through early recognition, intervention and resolution of business and personal problems
- Better retention of valued employees
- Reduced absenteeism, accidents and grievances
- Improved employee morale

Here is a common scenario to help you better understand how the GuidanceResources program works and how it can help:



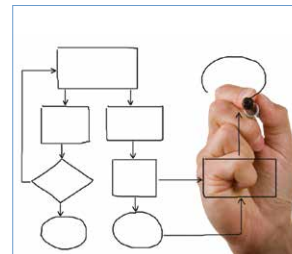
Meet Ellen. She is going through a divorce and has two young children. Ellen calls her GuidanceResources 24/7 toll-free line.



Roger, a GuidanceConsultant™ (GC), answers the call, talks with Ellen and triages for issues caused by the divorce.



Roger determines Ellen is experiencing serious symptoms of depression and needs additional afterschool care for her children.



Roger establishes a plan of action with Ellen to determine the direction and resources needed and to help prioritize those resources.



Roger refers Ellen to Dr. Smith, a local EAP provider, for assessment and treatment recommendations. Roger completes a child care assessment and forwards it to a child care specialist and refers Ellen to GuidanceResources® Online for additional articles and resources on divorce, budgeting and more.



Ellen is successfully treated for depression. Both Dr. Smith and the inpatient facility submit claims for processing. Ellen receives her claims data online.



Ellen interviews and selects an afterschool care provider for her children. She also researches several articles on divorce and completes an on-demand training on guidanceresources.com.



With GuidanceResources, Ellen overcomes her depression and receives the work-life support she needs.



Roger, the GC, follows up to ensure Ellen has received the help she needs with her legal, financial and child care issues and to see if she needs further assistance.

## Resources Available Through Your GuidanceResources Program

Your GuidanceResources program has been designed to give you and your employees simple, fast, direct access to confidential services 24 hours a day, seven days a week by phone, online or via our mobile site. Here is an overview of typical services offered:

### Confidential Counseling

Life can be stressful. The EAP offers relief with short-term counseling services for employees and their dependents to help them handle concerns constructively, before they become issues. They can call anytime about marital, relationship and family problems; stress, anxiety and depression; grief and loss; job pressures or substance abuse. Their call will be answered by our highly trained GuidanceConsultants, clinicians who will listen to their concerns and guide them to the resources they need.

### Work-Life Solutions

Too much to do and too little time to get it all done? GuidanceResources Work-Life specialists do the research and provide qualified referrals and customized resources for child and elder care, moving, pet care, college planning, home repair, buying a car, planning an event, selling a house and more.

### Legal Support

With GuidanceResources, your employees have an attorney on call. They can speak with an expert about divorce, custody, adoption, real estate, debt and bankruptcy, landlord/tenant issues, civil and criminal actions and other legal issues. If they require representation, they can be referred to a qualified attorney for a free 30-minute consultation and will be given a 25 percent reduction in customary legal fees thereafter.

### Financial Information

Everyone has financial questions. With GuidanceResources, your employees can get answers about budgeting, debt management, tax issues and other money concerns from on-staff CPAs, Certified Financial Planners® and other financial experts, simply by calling the toll-free number.

### GuidanceResources Online

Guidanceresources.com and the mobile app, GuidanceResources® Now, allow anytime, anywhere access to expert information on thousands of topics, including relationships, work, school, children, wellness, legal, financial and free time. They can search for qualified child and elder care, attorneys and financial planners, as well as ask questions, take self-assessments and more.

### Note on Services

ComPsych® GuidanceResources provides “Build-to-Suit” programs to our customers. As a result, GuidanceResources programs provide different services depending on what has been requested by your company. Please consult your internal benefits manager about what services are included in your EAP. To inquire about the above mentioned services, or any others provided by ComPsych GuidanceResources, please consult your GuidanceResources program account manager.



## Why People Should Use GuidanceResources

- Vacation planning
- Construction and remodeling
- Moving arrangements
- Legal concerns
- Divorce and child custody
- Wills and estate planning
- Real estate/landlord-tenant relations
- Criminal issues
- 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
- Older adult resources

## When is an EAP referral considered?

Consider an EAP referral when an employee's performance is unacceptable and there are clear indications that personal factors are involved. The objective of an EAP is to improve the employee's performance at work and life at home. Contact your Human Resources representative to discuss the situation before making a referral.

Some signs may alert you to watch an employee more closely, such as:

### Personality Changes

- Edgy and/or irritable
- Nervous and/or jittery
- Intolerant of co-workers
- Bored and apathetic
- Suspicious of co-workers
- Disenchanted and cynical
- Declining attitude or mood

### Work Behavior Changes

- Decreased productivity
- Missed deadlines
- Procrastination
- Avoidance of leaders
- Decreased work quality
- Rigid and impaired judgment
- Customer complaints

### Co-worker Relations

- Overreacts to criticism
- Borrows money from co-workers
- Draws co-worker complaints
- Avoids co-workers
- 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 breaks
- Frequent trips to water fountain, bathroom

### High Accident Rate

- Regular accidents on or off the job
- Frequent near-misses

### Drinking/Drug Use

- Drinks before work
- Drinks at lunch
- Odor of marijuana or other drugs
- Fails to return from lunch
- Overuse of over-the-counter or prescription drugs



## Formal Management Referrals

There may be an occasion when you require an employee to participate in the GuidanceResources program. This decision should be made in conjunction with your Human Resources department to ensure that your internal policies are followed.

Under the formal referrals process, the employee will be required to sign a release of information (ROI) form to allow clinical staff to notify the referral contact (HR/management) that the employee has been compliant with the referral by participating in and completing all recommended services. No personal or diagnostic information will be provided to the referral contact. The authorization form can be supplied by the GuidanceResources program.

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

As management, you are the cornerstone of a successful EAP. You are in the best position to observe your employees' performance, attendance and conduct. It is your responsibility to document any performance issues and to take corrective action, if indicated.

At the same time, it is not your job to be a professional counselor or best friend. Getting involved in your employees' personal issues can cloud your judgment and make it difficult to treat everyone in a fair, consistent and objective manner.

When an employee's performance falls below acceptable standards, discuss your concerns with Human Resources and develop a course of action, including a referral to the EAP, if appropriate. Referral to the EAP may motivate the employee to seek professional help.

To assist you in managing your employees and to head off personal issues before they escalate, it is highly recommended that you use the materials provided by the EAP. These communication materials may include posters, flyers, HelpSheets<sup>SM</sup> and other handouts, as well as the GuidanceResources® Online website and mobile application.



## How does an employee engage with the EAP?

An employee can utilize EAP services as follows:

### Self-Referral

Self-referrals are voluntary referrals by an employee who recognizes a need for assistance and calls the EAP's toll-free number to request services. All voluntary referrals are strictly confidential. Without a signed release by the employee, no information regarding EAP participation will be revealed to any third party.

### Informal Referral

Informal referrals are referrals to the EAP suggested by the employee's supervisor or manager as a result of the employee sharing personal issues. As a manager, you should see this as an opportunity to encourage the employee to utilize EAP services rather than providing advice on how the employee can resolve his or her personal issue.

### Formal Management Referral

Formal referrals are initiated by management after consulting with Human Resources to ensure that all internal policies are followed. These referrals take place when the employee's personal issues affect work performance or workplace behavior. A formal referral should be exercised only after careful thought and preparation. After consultation with Human Resources, the manager should contact the EAP prior to meeting with the employee to initiate the referral process.

Please remember that for any type of referral, the toll-free number included on all EAP communication materials should be used.

## Did You Know...

Workplace stress is estimated to cost American businesses up to \$300 billion a year.

American Institute of Stress, 2010

## Five Steps to Manage Performance Issues

### 1. Identify performance issues

As a manager, one of your responsibilities is to ensure that employees perform their jobs in a satisfactory manner according to their job specifications. To resolve many performance issues, additional training and coaching is usually sufficient. For employees experiencing stress, medical issues or other personal problems, additional assistance may be needed.

### 2. Observe behavior

If an employee's performance continues to decline, it may be indicative of personal difficulties. Initial signs that an employee is experiencing such issues may include: outbursts toward customers or co-workers, unexplained or unexcused absences, or poor attention to work details. Upon observing such behavior, meet with the employee. By addressing the situation immediately, there is a better chance of an effective resolution. If the employee shares any personal issues that may be affecting work performance, use the opportunity to suggest a referral to the EAP for assistance. This is an example of an informal referral.

### 3. Document facts

Good documentation will assist you in providing objective, factual information and will help identify patterns of deteriorating performance. Document only work-related issues, including attendance, conduct and work quality. Avoid personal opinions or third-party information.

### 4. Prepare to meet with the employee

The focus of the meeting should be on work performance. Work with your Human Resources department to develop an action plan to resolve the performance issues, including the consequences if performance does not improve. Examine all past documentation on the employee and try to evaluate how he or she will react based on past history. Remember that some people will react more forcefully than others. You can contact the EAP for a consultation prior to the meeting. GuidanceResources professional staff can serve as a sounding board, help you evaluate the action plan, offer new ideas and provide support.

### 5. Take action

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

- Clearly describe the work performance issues you have identified.
- Outline behavioral changes, if any, that you have observed.
- Explain why this problem concerns you.
- Inform the employee of the consequences if work performance or conduct does not improve.
- Discuss all available supportive services, including the EAP, and suggest the employee make use of them.
- Express confidence in the employee's improvement and set a date for a follow-up discussion.



## Eight Characteristics of Effective Managers and Supervisors

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.

## Encouraging a Healthier, Happier Workforce

Your EAP is more than a response to crises. It is a tool to promote a healthier, more productive workforce. As such, promotional materials have been provided to your internal benefits manager, and new materials are added regularly. Be sure that your employees receive these materials and encourage them to use the services they promote. EAP materials, along with the GuidanceResources Online website and GuidanceResources Now mobile site, are designed to encourage health and well-being and to help employees head off any personal issues before they become significant problems. The following materials are examples of what is provided. Talk with your internal benefits manager about what is available to you.

### Bifold, Enrollment Flyer and Wallet Card

These materials are designed to welcome your workforce into the Employee Assistance Program, detail its many benefits and explain how to take advantage of those benefits. The customizable materials come with a detachable wallet card so that your employees never need to look farther than their purse or pocket to get help.

### HelpSheets, Posters and Flyers

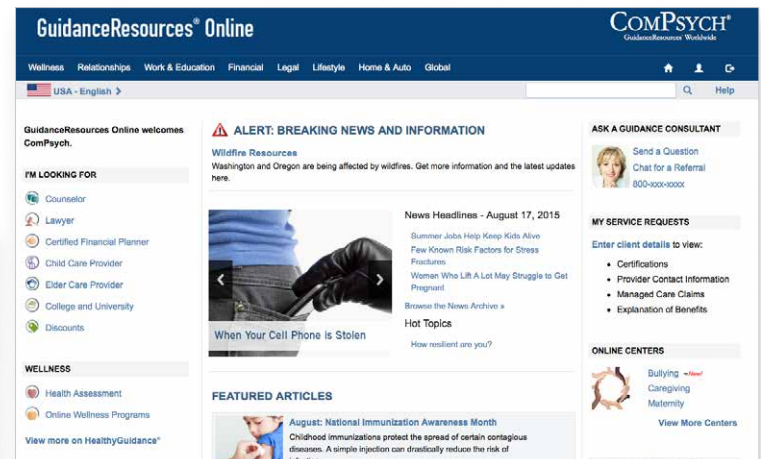
The GuidanceResources communications team at regularly produces materials for distribution to your workforce. These topical, vibrant and informative materials focus on the biggest issues today's busy employees face, including work-life balance, wellness and financial and legal issues.

### Additional Communications

Throughout the year, the communications team can provide additional materials to help you keep your workforce healthy, happy and up to date. Requested through your account manager, these postcards, home mailers, topical flyers and posters, and others materials can be used to announce upcoming wellness events, tackle issues specific to your office or industry, or simply to keep your employees ahead of the well-being curve.

### Online and Mobile Resources

GuidanceResources Online and the mobile app, GuidanceResources Now, put knowledge at your fingertips with expert-reviewed articles on thousands of topics, plus planning tools, calculators, self-assessment questionnaires, multimedia streaming video and audio clips, chat and message boards and more. Search by topic and keyword for instant information on health, wellness, family, career, education, legal and financial subjects. You can even "Ask the Guidance Consultant" for personalized answers to your questions via email.



## Additional Services

### Critical Incident Stress Management (CISM) Services

A critical incident is an event that impacts the work site, such as a natural disaster, sudden or tragic death of a co-worker, any acts of workplace violence or a workforce reduction. We hope that you never have to deal with any of these situations, but if you do, your GuidanceResources program is available to help. Our 24-hour-a-day Critical Incident Response Unit deals exclusively with these incidents. This specialized team will consult with you about options and assist you in determining the most appropriate plan.

In the event of a critical incident, employees may experience varying responses. If employees display any of the following signs, reassure them that their reactions are normal and encourage them to call the GuidanceResources Program for confidential assistance at any time.

#### Physical Responses

- Rapid breathing
- Increased heart rate
- Stomach issues
- Sweating or dizzy spells

#### Behavioral/Emotional Responses

- Crying or emotional outbursts
- Behavioral changes
- Social withdrawal
- Anger, grief, sadness or anxiety

### Requesting CISM Services

Requests for service should be routed through your 24-hour toll-free line. *Use of any other phone number may result in delayed services.*

### Management Consultation

The GuidanceResources program offers managers and supervisors the opportunity to speak with experts regarding substance abuse, workplace violence, organizational changes or any other employee-related situations. If you need information and support when handling such issues, a GuidanceResources staff member can provide a consultation, drawing upon knowledge and experience with workplace regulations, behavioral health issues and HR best practices.

### Training and Consulting for Workplace Development

Over 100 workshops on a variety of personal, work-life and professional topics are available through your GuidanceResources program. The workshops can be useful tools for the development of employees and managers. They can be facilitated on site, as e-learning opportunities or as webinars. In addition, we can provide GuidanceResources Program orientations highlighting the confidential and professional nature of the benefit and how employees can best utilize the services.

#### Note on Services

Remember, GuidanceResources benefits are strictly confidential. To view the ComPsych HIPAA privacy notice, please go to [guidanceresources.com/privacy](http://guidanceresources.com/privacy). If you have questions regarding your company's program, please contact your internal benefits manager or GuidanceResources program account manager.



## Did You Know...

Personal issues cause lost focus in the workplace. 25.4% of employees report their issues impact productivity, with an average 53% impairment.

ComPsych survey data