



# **PROBLEM-SOLVING CONSULTATIONS: A RESOURCE FOR SUPERVISORS**

**A WEBINAR FOR SUPERVISORS FROM  
YOUR EMPLOYEE ASSISTANCE PROGRAM**

September 22, 2021



Federal  
Occupational  
Health

# INTRODUCTION

*“Opportunities are problems in search of solutions.”*

– Denis Waitley



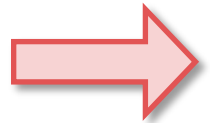
# OBJECTIVES

- Define the Employee Assistance Program (EAP)
- Highlight specific services designed to support supervisor functions
- Provide insight on what managers and employees can expect from the EAP
- Review management challenge scenarios

# POLL 1

*Have you ever used the EAP as a supervisory resource?*

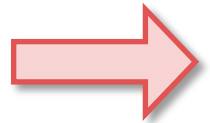
Select an answer from the polling panel, then click **Submit**.



## POLL 2

*If you answered yes, in what capacity did you use the EAP as a supervisory resource?*

Select an answer from the polling panel, then click **Submit**.



# THE EMPLOYEE ASSISTANCE PROGRAM: A DEFINITION

The EAP is a free, confidential resource designed to help eligible employees and supervisors resolve personal problems that may adversely impact their work performance, conduct, relationships, or health and well-being.

Employees can refer themselves, or may be formally or informally referred by management

Participation in the program is completely **voluntary**

# OVERVIEW OF EAP SERVICES AND RESOURCES

## The EAP can help address:

- Depression
- Anxiety
- Stress
- Interpersonal relationship matters
- Work-related concerns

## The EAP provides:

- 24/7 telephonic support
- In-person or telephonic assessment
- Short-term, problem-solving counseling
- Referrals to community resources
- Legal, financial, and identity theft help
- Management consultations
- Group services
- Website resources

# THE VALUE OF EAP



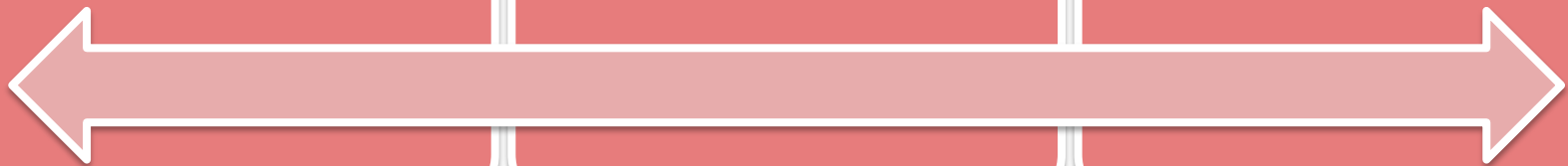
Increased  
employee  
retention



Increased  
employee  
productivity



Decreased  
absenteeism





SECTION 1

# THE EAP AS A MANAGERIAL RESOURCE

# MAKING USE OF THE EAP

A manager can utilize EAP services in the following ways:



**As an  
employee**



To address any personal or work-related concern



**As a  
supervisor**



To access management consultations

- To get guidance on handling staff-related issues
- When referring employees to the EAP
- For advice on managing organizational change

To request group services

- In support of leadership functions
- Following a workplace crisis or loss

# MANAGEMENT CONSULTATIONS

## Behavioral or conduct-related issues

- Guidance on referring employees to the EAP
- Support for engaging with employees to address:
  - Tardiness / absenteeism
  - Presenteeism / lack of focus
  - Conflicts / complaints
  - Suspected drug or alcohol use
  - Decreased productivity, motivation, or morale

## General Matters

- Recommendations for health and wellness presentations or EAP orientations
- Debriefing and direction on handling critical incidents or the death of an employee
- Assistance with organizational change processes
- Follow-up to services received
- Debriefing and support for workplace accidents

# SCENARIO: RETURN TO WORK CONSULTATION

## Challenge

An employee has been out for three months on medical leave and is due to return next week. You aren't sure how much to expect from them and want to make their transition back to work go smoothly.

## Consultation

- Recommend ways to prepare for the employee's return
- Advise on coordinating with Human Resources/Labor Relations (HR/LR)
- Discuss ways to talk about additional benefits and needs that could be addressed ahead of time to ensure a smooth transition

# SCENARIO: PERFORMANCE CONSULTATION

## Challenge

“I have an employee who has a positive performance history, but whose current productivity has been declining. The employee, Sam, misses deadlines, shows up late, and isn’t returning calls or responding to emails in a timely manner. When I talked with Sam about this in the past, Sam mentioned having issues with their teenager. While I don’t like confrontation, I need to talk to Sam about their performance.”

## Consultation

- Provide options for scripts and conversation openers
- Review resources available and how to access them
- Discuss EAP referrals and how to initiate them
- Receive ongoing support from the EAP if needed

# SCENARIO: BEHAVIORAL CONSULTATION

## Challenge

A new supervisor called the EAP after struggling with an employee who “pushes their buttons” and is viewed as a bully by their team. The supervisor states that the employee regularly reminds each person of their job duties. The employee even reminded the supervisor of their job duties! The supervisor doesn’t know where to begin.

## Consultation

- Discuss what has been done up to this point
- Receive guidance on consulting with next-level supervisor and/or HR/ER/LR
- Review ways to talk with the employee about behavior

# TYPES OF EAP REFERRALS



## Self-Referral

An employee reaches out to the EAP on their own accord for any reason



## Informal Referral

A medical professional, friend/family member, or supervisor suggests the EAP to an employee as a resource



## Formal Referral

An employee receives a formal letter documenting significant behavioral, conduct, or performance-related issues that can significantly impact the employee's job if not addressed

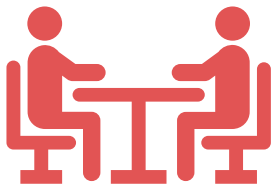
# INFORMAL REFERRAL EXAMPLES

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An employee meets with their Primary Care Physician, (PCP) to discuss increased stress at home and work, and how it may be affecting their health. The doctor recommends the employee talk with a counselor regarding strategies for stress reduction.

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During a 1:1 with their manager, an employee mentions trouble concentrating, meeting deadlines and worrying about eldercare issues. The manager reviews benefits of the EAP which can help with stress and provide resources for eldercare.

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A manager mentions the EAP to a once high-performing employee who begins to frequently call out sick and misses deadlines.

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# FORMAL REFERRALS

Use when you've had **continued concerns** about the employee's **conduct or performance**, and after lesser forms of discipline have taken place.

## Manager contacts ER/LR

to discuss the employee's conduct or performance issues and actions you've taken

## Employee receives formal letter

referring them to the EAP for counseling

## Manager contacts the EAP

to prepare for referring the employee and to receive tools and guidance for discussing the EAP with the employee

## Employee voluntarily calls the EAP

to set up counseling

SECTION 2

# GROUP SERVICES

# GROUP SERVICES

## Critical incidents

When employees have witnessed, been or directly experienced a traumatic event at work

In the aftermath of natural and man-made disasters

Following a loss in the workplace

## Other group offerings

Health and wellness presentations for employees and specific to managers

Orientations to the EAP for employees and specific to managers

Presence at health fairs

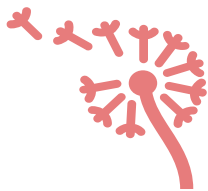
# SCENARIO: GRIEF GROUPS

## Challenge

“Last weekend one of our long-time employees died in a car accident. The whole division is in a state of shock, and it’s been tough for us to focus on work. How do I handle this?”

## Consultation

- Assess your unique circumstances
- Review common employee reactions to loss
- Provide educational handouts to share with affected employees
- Schedule a grief group for your team when appropriate



Grief groups are generally one-hour voluntary sessions, facilitated by a counselor. Participants can learn about common reactions, share memories, and acknowledge the impact of a loss.

# SCENARIO: HEALTH AND WELLNESS PRESENTATIONS

## Challenge

“My employees have been mentioning increased stress due to organization and staffing changes. The whole division is feeling overwhelmed, and I want to be able to support them fully. How can EAP help assist me and my team?”

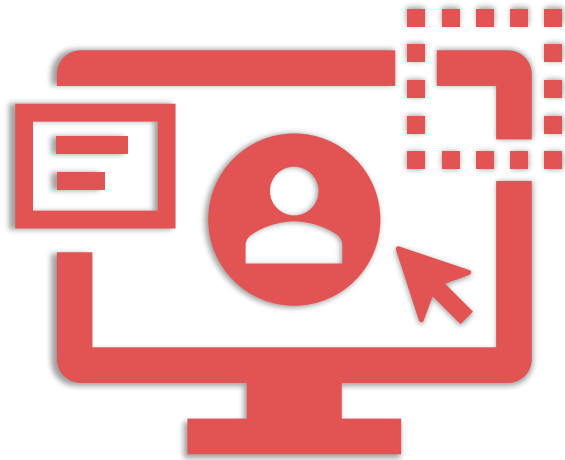
## Consultation

- Provide education, guidance and support and variety of options to assist you and your team
- Assess your unique circumstances
- Review common employee reactions to change
- Suggest applicable health and wellness presentations, an EAP orientation, or both

## SECTION 3

# OTHER THINGS TO NOTE

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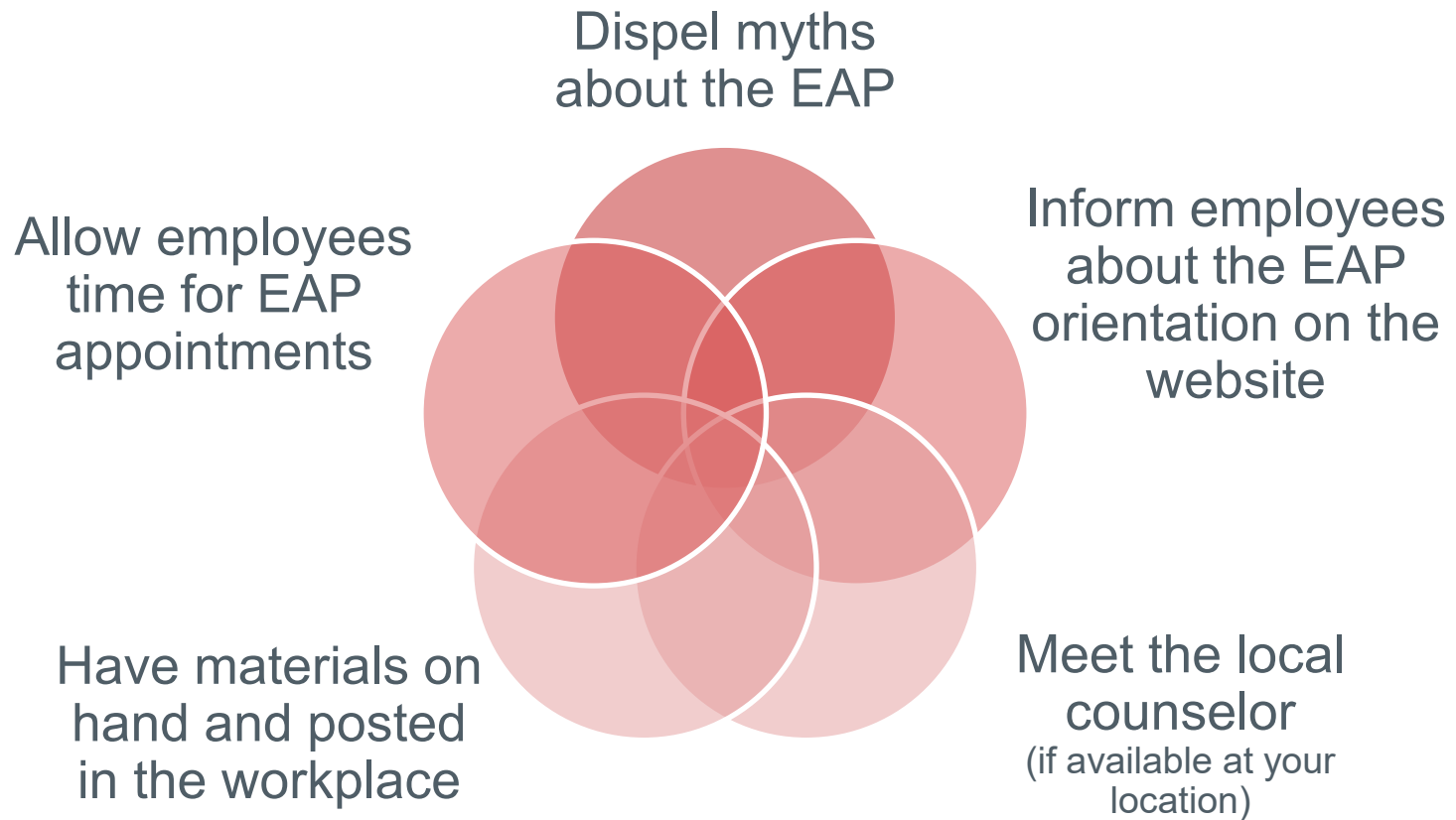


Archive of  
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on-demand  
managerial  
and wellness  
webinars

# ENCOURAGE EMPLOYEES' USE OF THE EAP





# ANSWERS TO COMMON QUESTIONS



# KEY TAKEAWAYS

The EAP is:

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A valuable, supportive resource to help supervisors with a wide range of management functions and situations

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A proactive tool

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Available 24/7, 365 days a year

# SUMMARY



- Contact the EAP for guidance on how to refer employees to the EAP
- Use the EAP counselor as a consultant on workplace behavioral and organizational issues
- Consult with the EAP to develop a comprehensive plan for providing a range of services to you, your employees, and the office or agency as a whole

# THANK YOU



## Behavioral Health Services Employee Assistance and WorkLife Programs

24 HOURS A DAY

**800-222-0364**

TTY: 888-262-7848

**[foh4you.com](http://foh4you.com)**

