



EFR EMPLOYEE & FAMILY RESOURCES

**EAP – A 24/7 support system for managers to get employees back on track.**



# EMPLOYEE ASSISTANCE PROGRAM

A  
MANAGER'S  
GUIDE



EFR EMPLOYEE & FAMILY RESOURCES

800.327.4692  
TTY 877.542.6488  
[www.efr.org/myeap](http://www.efr.org/myeap)

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Managing the performance of employees can be rewarding and can come with risks. Even the most capable managers can experience self-doubt, denial, anger or guilt when dealing with a behavioral or performance issue. Many ask themselves, "Will I handle this situation correctly?" or "Where do I start?"

**Help is here. Your employer has provided a support system for managers and supervisors – the Employee Assistance Program (EAP).**

*With the help of EAP's trained employee assistance professionals, managers can get the guidance they need to handle tough employee job performance and behavioral issues.*



Addressing employee behavioral and performance issues can be difficult and uncomfortable for many managers.

Using all the resources available can make all the difference. That is where the EAP comes in. EAP professionals partner with their clients to create the best possible outcome for the employee and the organization.

### **Management Consultation**

EAP professionals are available 24 hours a day to provide ongoing support for managers and leaders to:

- Address concerns regarding an employee
- Help assess and implement a plan for improved employee performance
- Provide guidance through the EAP referral process

What types of changes in job performance or behavior indicate a possible need for a referral to EAP?

- Evidence of drug or alcohol use at work
- Violation of company policy
- Strained work relationships
- Increased tardiness, sick leave or absenteeism
- Irregular job performance and periods of poor judgment
- A change from an employee's usual mood or disposition

### **Referrals to your EAP**

#### **Self Referral**

At their own discretion, employees can call the EAP for immediate **confidential** assistance with personal or professional problems. With self referral, the employee initiates the communication with the EAP.

#### **Suggested Referral**

Managers can encourage employees to use the EAP on their own by promoting its availability on a regular basis. Often, employees will cite personal circumstances as the explanation for a change in their work performance and suggesting the use of the EAP can help to alleviate a work issue before it becomes problematic.

#### **Recommended Referral**

There will be times when there is a greater urgency surrounding the need for an employee's performance improvement. For these situations in which work performance has become an ongoing concern for the supervisor but not yet requiring job action, a recommendation to contact the EAP can be an effective way to strongly encourage the employee to reach out voluntarily before more formal action is needed.

#### **Management Referral**

The management referral is a formal process generally occurring at a point in which the employee has received verbal or written disciplinary warnings or action by the employer. This intervention is a collaborative process involving the employee, the employer and the EAP.

The EAP provides assessment, brief counseling and/or referrals for ongoing services as needed to assist employees to resolve work performance concerns. Ongoing communication occurs as the employee works towards returning to the expected level of performance. The management referral can be a crucial step within the employee's documented work performance improvement plan.

### **Crisis Response**

EFR recognizes the importance of planning for and providing immediate and caring responses to critical incidents that impact the workplace. Examples of critical incidents include: employee or family death, serious injury, natural disasters, on and off-site injuries, robbery and workplace changes. In the event of a critical incident, managers can immediately consult with our crisis response team to arrange for appropriate response services, including on-site group debriefings, generally held within 72 hours of the incident.

**How can I find out more about all the management support services available to me?**

Call us anytime – 24 hours a day, 7 days a week at **800.327.4692**  
(TTY 877.542.6488)

Find us on the web at  
[www.efr.org/myeap](http://www.efr.org/myeap)