



Sand Creek Workplace Wellness

Employee Assistance Program:
Supervisor Orientation

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SAND CREEK GROUP, LTD.

RESOURCES WITHOUT BARRIERS

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For Today...

- Discuss Employee Assistance Program (EAP) services
- EAP as a resource for supervisors
- Shared discussion and strategies on communication environment and management styles
- Discussion on performance management:
 - Why it can be challenging at times
 - EAP as a resource





- Lives in Fridley, MN.
- Married, 3 children (all girls)
- Self Employed IT consultant
- “Very well respected...”
- Behind on her mortgage for three months
- Was intoxicated at 10 a.m. on a Tuesday morning
- Visiting with me about the house situation and high % on credit cards
 - \$462,000.00 in credit debt
 - Minimum payment of 11,550.00 monthly required
 - Husband didn’t know.

What is the Employee Assistance Program (EAP)?

- **Counseling/consultation for any work or personal issues**
- **Up to 4 sessions**
- **No cost**
- **Confidential**
- **Short-term** (Assessment & options vs. longer term therapy)
- **24/7**
- **Available to immediate family members**
- **Network of providers**



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Why Use EAP?

- Relationship issues
- Work concerns and job performance issues
- Emotional/mental health concerns
- Alcohol and other drug concerns
- Financial concerns
- Parent/child issues
- Legal issues
- Grief and loss
- Eldercare challenges



Who are the EAP Counselors?

- **Masters Degrees** at minimum
- Professional **licensures**
 - Licensed Psychologists
 - Licensed Social Workers
 - Certified Employee Assistance Professionals
 - Alcohol and Drug Certifications
- **Specialize in employee assistance** counseling:
 - Workplace and organizational behavior specialists
 - Assessment, referral & short-term counseling

EAP as a Supervisor Resource

- **Supervisor consultations**

- No cost
- Confidential
- Majority done via phone
- Crisis management



DEFINITIONS

- **con·flict**

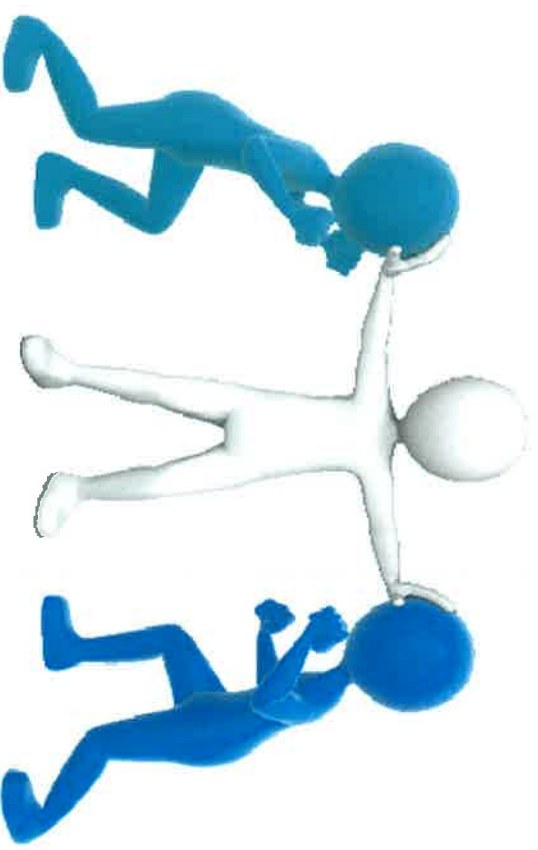
- /v. kan 'flikt; n. 'konflikt/ [v. kuhn-flikt; n. kon-flikt]
- **verb** (used without object) 1. to come into collision or disagreement; be contradictory, at variance, or in opposition; clash: *The account of one eyewitness conflicted with that of the other. My class conflicts with my going to the concert.*
- 2. to fight or contend; do battle.
- **noun** 3. a fight, battle, or struggle, especially a prolonged struggle; strife.

• **lead er ship**

- 'lēdər, šhip /
- *noun*
- the action of leading a group of people or an organization.
- "different styles of leadership"
- synonyms: guidance, direction, control,
- management, superintendence, supervision;
- the state or position of being a leader.

The Reality of Conflict in the Workplace

- It will always exist because of:
 - Differences in values
 - Generational differences
 - Work style
 - Organizational barriers
 - Role confusion
 - Assumptions
 - Lack of information
 - Personality clashes
 - Time constraints



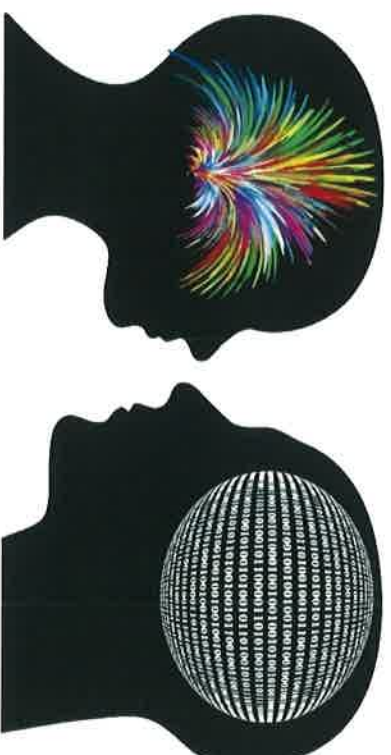
Stress



- How does stress manifest physically?
- How does stress manifest emotionally?

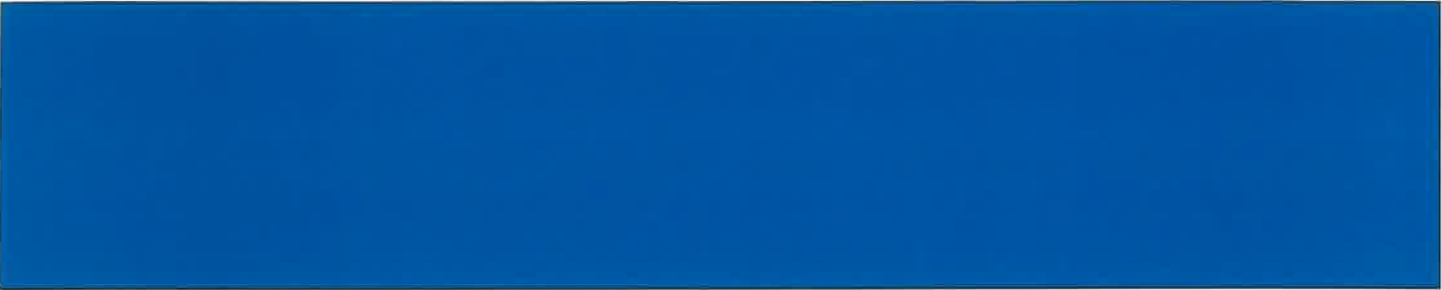
Perception is the source of all conflict

- What are some signs/examples/stories that would reflect an employee might be feeling disgruntled or upset within your own environment/culture?
- What are some reoccurring themes associated with employee stress? How do we currently address them?
- (Ego/pride, fear, lack of connection, 'rumor mills', burn out, miscommunication via technology, bad day or personal issues).
- Reading between the lines.



Skills of Good Leaders

- Listening
- Ability to empower others
- **Trust**
- Guidance
- Set an example
- results- assess/evaluate
- Identify and build skills in others
- **Humility**
- Ability to “fake it”
- Organized/planful
- Set goals
- Self-awareness
- Communication
- Coaching
- Honesty
- Be objective
- Ability to analyze
- Sell the vision
- Sense of humor
- Celebrate success
- Gain followers
- Motivate people
- Confidence

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- **Hardest parts about being a leader:**
 - Isolating
 - Ability to be supportive yet hold people accountable
 - Finding balance
 - Time management/ juggling priorities
 - Being self-critical
 - Staying Motivated
 - Forgetting to communicate something important
 - Dealing with circumstances beyond your control
 - Sometimes easier to just “tell” someone what to do rather than lead them
 - Identify abilities of others
 - Finding and developing a good team

EAP SUPPORT FOR SUPERVISORS AND MANAGERS

Priorities:

MANAGING EMPLOYEE PERFORMANCE

MANAGING INFORMATION

MANAGING YOUR OWN WORK

MANAGING TEAM DYNAMICS

MANAGING YOUR OWN REACTIONS

YOUR EMPLOYEE ASSISTANCE PROGRAM

Most Frequent Reasons Why Supervisors Call EAP


- *Employee performance*
 - Performance = Productivity + Personal Conduct
- “How do I communicate...?”
- “Should I be concerned about...?” or “I am concerned about...”
- Own fears
- Conflict between employees
- Work group issues
- Training requests
- Can I mandate someone to EAP?
- Own personal issues





Avenues of performance management...

- Clarity & communication of **expectations** (E.g. Job descriptions)
- **Performance reviews** on at least an annual basis
- Provision of **consistent positive & corrective feedback**
- Effectively run & purposeful **staff meetings**
 - Discuss changes
 - Discuss expectations
 - Address your or employees' concerns/questions
 - Brainstorm ideas
 - Provide a sense of autonomy when appropriate

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- **Rewards**
 - **Build Trust**
 - **Show you care about & understand employee's work realities**
 - **Ask questions & make reasonable accommodations/modifications**
 - What is working/not working?
 - What would make your job easier?

When performance issues occur...

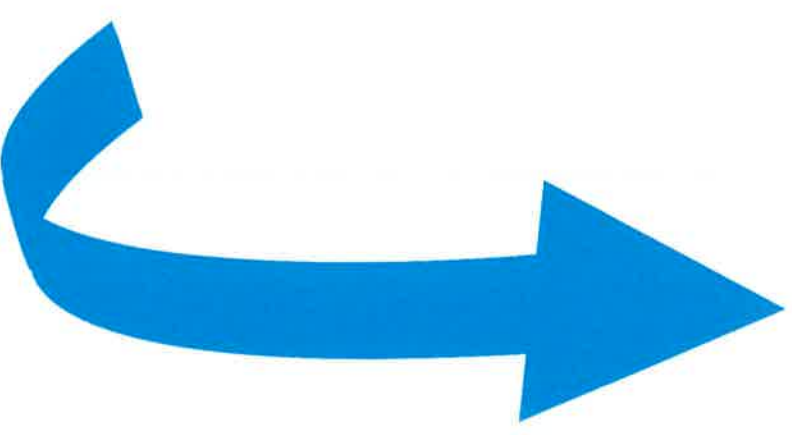
- **Acknowledge** that there is an **issue, direct and transparent**
 - Unaddressed issues:
 - **Negatively impact** other employee's **morale, attitude and performance.**
 - Create a **loss of credibility and trust** of you as a supervisor.
 - Create **turnover.**
 - Toxic workplace



When issues occur...

performance management is..

- Is **evaluated** (or investigated), just the facts please, try to stay objective
- **structured**, aligned with already prescribed HR policies and procedures
- **increasingly consequential** process of feedback, communication, coaching
- providing the employee **opportunities & resources to change**
- **Supervisor's role** is to hold up a mirror, lead by example
- It's the **employee's job** to make the actual changes.



Why is Addressing Performance or Behaviors So Hard?

- Fear

- Making situation worse
- Betrayal of employee
- Failure as a supervisor
- Employee or yourself will lose control
- Impact it may have on the rest of the group
- He Said / She Said Dynamic
- Not being liked





- Discomfort with anger / aggression
- Feel a lack of organizational support
- Having a bad experience previously and/or feeling ineffective
- Have hard time with difficult conversations
- Don't have the skills or know what to do
- Get hooked by defensive responses (e.g. crying, aggressiveness, etc.)
- Believe we just don't have the time

Characteristics of Resilience*

- Internal locus of control
- Strong self-esteem, self-efficiency
- Have personal goals
- Sense of meaningfulness
- Can use past successes to confront current challenges
- Can view stress as a challenge/way to get stronger
- Use humor, patience, tolerance, and optimism
- Can adapt to change
- Action-oriented approach
- Have strong relationships and ask for help
- Have faith

*Cannon, KM (2006) Assessment of Resilience in the Aftermath of Trauma. *J Clin Psychiatry* 67 (suppl2):46-49

Addressing Performance Issues

- **Consult with H.R.**
 - Documentation requirements
 - Ensure policy, procedures & practices are followed
 - How to conduct an investigation
 - Any legal considerations
- Talk with **your supervisor**
 - Will she/he support you?
 - Keep your supervisor aware of your efforts, challenges & successes

- **Consult with EAP** (optional)

- Help on what and how to say your message
- Help in navigating fears
- Plan for possible employee reactions/ responses (E.g. defensiveness, crying, etc.)
- How to address/navigate if there may be ongoing mental health issues with an employee
 - E.g. Possible depression, substance abuse, etc.
- Discuss possible employee referral to EAP

Progression of structured intervention

- Re-clarify or set expectations
- Coaching
- Letter of expectations
- Oral warning
- Written warning
- Suspension without pay
- Suspension with pay
- Termination

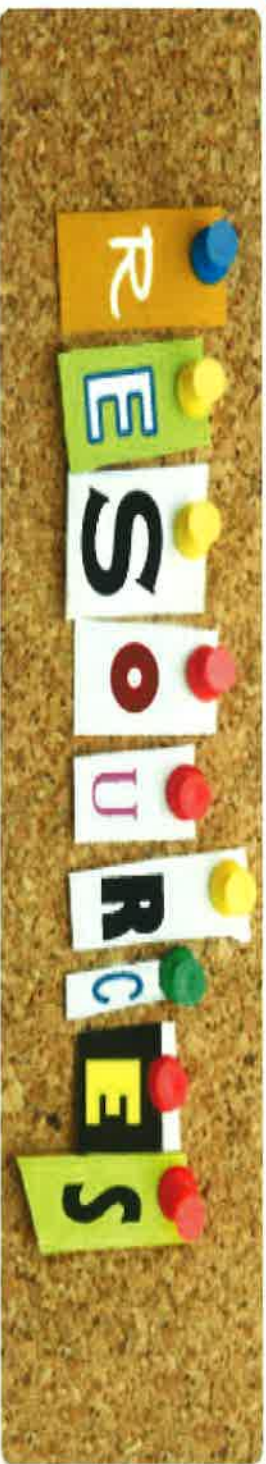


The conversation



- Convey behavior or performance concerns.
- Convey why these are of concern (i.e. impacts).
- Allow employee opportunity to respond.
- Set or clarify expectations.
- Ask employee to convey their understanding of the concerns & what is expected of them.
- Discuss with employee how s/he will meet these expectations.

- Referral of employee to EAP as a resource (Optional)
 - Highly recommend to not mandate to EAP.
 - Consider referral if there is:
 - Concern for employee.
 - Employee disclosed personal issues are impacting his/her work.
 - Connected to a specific performance issue (E.g. anger management difficulties).
- Discuss follow-up or check-in plans.
- Documentation of conversation & any referrals.



- Work/Life Wellness Site
- EAP supervisory coaching and consultation
- EAP counseling
- Trainings / orientations

Employee Assistance Program

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