To learn more about your EAP services and resources, call now.

800.932.0034  
www.acispecialtybenefits.com
Dear Friends,

Welcome to your Employee Assistance Program. An EAP is one of the most important benefits a company can have. Active participation in the program by learning, referring, and assisting employees says a lot about your own role as a manager. It also reinforces the objectives of the program, which are to challenge the production and efficiency of your work unit, that you supervise. In the EAP training you receive, the workplace is a place where employees face changes that may be challenging or stressful. The EAP is a tool that will help administrators to be even more effective and successful in dealing with employees who are challenged.

To get the most out of the EAP, here are a few suggestions:

- Keep this manual handy along with a referral brochure.
- Give different ideas and new information a chance. Some preconceived notions and favored ways of doing things may be challenged in the EAP training you receive. The workplace is a place where employees face changes that may be challenging or stressful. The EAP is a tool that will help administrators to be even more effective and successful in dealing with employees who are challenged.
- Make a conscious effort to make a mental bridge from the material in this manual and in EAP training to the employees that you supervise.
- The EAP is a benefit, a support, and a growth opportunity.
- Confronting an employee and discussing job performance problems can be a difficult task. Yet, this is occasionally necessary for the continued success of your company.

Thank you for listening, and ACI looks forward to hearing about your experience with ACI, your EAP provider.

Best Regards,

Ann D. Clark, Ph.D.
CEO

To your Partner in the Workplace!

www.acispecialtybenefits.com
800.932.0034
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Your Partner in the Workplace!
Warning Signs of Substance and Alcohol Abuse

**Emotional Signs**
- Lifestyle characterized by “drama”
- Sometimes nervous, irritable, and hard to get along with
- Evidence of financial problems
- Avoids people and becomes withdrawn
- Becomes grandiose, angry, or argumentative

**Physical Signs**
- Deteriorating appearance in dress and hygiene
- Hangover on the job
- On the job accident rate is above average
- Off the job accidents (comes in with bruises and injuries)
- Auto moving violations and accidents
- May frequently use breath deodorizers to cover up drinking
- Exhibits excess weight loss or weight gain

**Verbal Signs**
- Glamorizing drinking and hangovers — “Boy, did I get plastered!”
- “Party-hearty” attitude — bingeing on occasions of parties or celebrations
- Excuses become more elaborate and sometimes bizarre

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The fast and demanding pace of living in today's world means that everyone encounters stress and personal challenges. Most of the time we find ways to resolve difficulties by adapting and making changes. However, there are times when problems persist despite our best efforts to solve them. As stress builds, personal and family problems manifest themselves at work in the form of interpersonal conflicts with other employees and can cause a ripple effect resulting in impaired interpersonal relationships and reduced productivity.

When challenged employees take advantage of the EAP service, the numerous referral resources available through the EAP help to resolve personal problems quickly. This early assistance may be:

- Consultation via telephone, chat, email and text messaging
- Webinars
- Critical Incident Stress Management (CISM)
- On-site intervention
- Assessment and referral
- Face-to-face appointments

When challenged employees take advantage of the EAP service, the Program: A Commitment to Productivity.

A few of the behaviors that may indicate impending violence are:

- Overreaction to changes in corporate policy
- Vague references to a "getting even" or a "plan that will" mentally or physically
- An attitude of blame and a "you're against me"
- Repeated violation of company policy
- Financial and legal difficulties

Workplace Violence

The workplace conditions that exacerbate violence are:

- Employees who are often isolated from one another, frequently asked for transfers, and generally blame others for changes in corporate policy.
- Employees who suffer from depression and suicidal tendencies.
- Employees who express anger and aggression.
- Overreaction to changes in corporate policy.
- Vague references to a "getting even" or a "plan that will"
- Mood swings and substance abuse
- "Solve every thing"
- Weapons

Many troubled employees exhibit characteristic behavior, and early detection by a supervisor can increase the likelihood of successful resolution. Think about the employees that you supervise. Do any of them have a number of the following characteristics?

**Absenteism**
- Repeated absences, especially if a pattern is established
- Excessive tardiness, especially on Monday and Friday, or after lunch
- Leaves work early
- High number of illness-related absences
- Elaborate or dramatic excuses and contrived alibis

**Lowered Productivity**
- Missed deadlines
- Mistakes due to inattention/poor judgment
- Complaints from customers or coworkers
- Deteriorating job performance
- Improbable excuses for poor performance

**Difficulty in Concentration**
- Inattentive or vague
- Work requires inordinate amount of effort
- Jobs take longer than expected
- Often exhibits poor judgment
- Must be micro-managed due to a lack of follow through

**Appearance**
- Disheveled or poor hygiene
- Erratic appearance—sometimes well-dressed, sometimes poorly dressed
- Bizarre Appearance

**Confusion**
- Difficulty in recalling instructions or details
- Difficulty in handling complex tasks
- Difficulty in recalling own mistakes
- Unclear about assignments and responsibilities

**Irregular Work Patterns**
- Alternate periods of high and low productivity
- Weekend work

**On-the-Job Absenteeism**
- Continued absence from post more than job requires
- Frequent trips to the restroom
- Physical illness on the job
- Long lunches; too many breaks

**Poor Employee Relationships**
- Overreaction to real or imagined criticism
- Wide swings in morale or mood
- Secretive behavior
- Withdrawal from the rest of staff
- Often angry and aggressive
- Frequently defensive and blames others
- Harbors unreasonable resentments
- Frequently questions authority

The troubled employee is absent ten times more often than average, especially on Fridays, Mondays, and after payday.

Don’t overlook on-the-job absences such as frequent trips to the bathroom, long coffee breaks, or seeking out other employees to discuss problems.

The troubled employee has spasmodic work patterns that result in alternating periods of high and low productivity.

Emotional stress has been linked to lower back pain, gastric disorders, and other ailments. By managing stress, many of these symptoms can be prevented, resulting in less use of medical benefits.

The troubled employee has an accident rate that is four times higher than fellow employees. Off-the-job accidents also have an effect on job related performance.

Abuse of legal drugs costs U.S. businesses $100 billion annually. Prescription drug abuse causes 60% of hospital emergency room admissions and nearly 70% of all drug related deaths.

Marijuana is the most popular illegal drug in the U.S., followed by crack/cocaine and crystal methamphetamine, but heroin use is also on the rise.

75% of callers to the national Cocaine Hotline (1-800-COCAINE) said that they have gone to work under the influence of drugs or have used drugs on the job. Another 6% said drugs have affected their job performance.

Of these callers, 4% have sold drugs to co-workers, 18% have given or bought drugs from co-workers, and 18% have stolen from co-workers.

Cigarettes are also a major drain on business, and cigarette related illnesses cost U.S. industry $3 billion per year.

* Statistics supplied by the U.S. Drug Enforcement Administration and the National Institution on Drug Abuse.
Supervisors know that the relationship between an employee's personal problems and productivity is well established. Troubled employees cost companies in many ways and, while productivity is the critical measure, supervisor frustration, lost time spent in conflict resolution, attention diverted from primary job responsibilities, benefit utilization, Worker’s Compensation claims, and the “ripple effect” of stress are also important.

The EAP helps supervisors and managers identify problems early and intervene where appropriate. How to recognize, identify, and intervene early is the help a supervisor needs. How to recognize, identify, and intervene early is the help a supervisor needs. If the employee brings his or her performance or attendance in line with what is acceptable, the disciplinary process continues.

The EAP helps supervisors and managers identify problems early and intervene where appropriate. How to recognize, identify, and intervene early is the help a supervisor needs. If the employee brings his or her performance or attendance in line with what is acceptable, the disciplinary process continues.

4. Performance Problems Continue
If the employee does not bring his or her performance or attendance in line with what is acceptable, not only should the disciplinary process continue to the next level, but the employee is being referred to the EAP because of a performance problem. The employee is being referred to the EAP because of a performance problem. The employee is being referred to the EAP because of a performance problem.

5. Referral
A. The employee re...
2. Discussion

A. When a problem is observed or identified, the supervisor should review the corporate policy. The facts should be specific, observable, and verifiable. Be supportive, candid, and direct.

C. The HR or Personnel department can be very helpful in reviewing your plan, suggesting the next step, and providing data from other sources. Include them early on in the process.

A. A call to your HR department or the EAP should include:
   i. Work aspects that are slipping, not meeting expectations, or not consistent with training, years of experience, changing demands, and so forth
   ii. Records of absences, tardiness, and AWOL (present but not at workstation)
   iii. Interpersonal relationships with other employees
   iv. Safety record (if it is a cause for concern)
   v. Any other pertinent points

D. Advise the employee that his or her work performance is unacceptable and what is expected to bring it within acceptable limits. Be specific and set measurable goals.

E. Give the employee a specific time limit to bring performance or attendance up to an acceptable standard. Be prepared to follow through with the next step in disciplinary process up to and including termination.

F. The supervisor should inform the employee about the EAP program. It is important to stress that the program is entirely voluntary and fully confidential.

Company policy will dictate the steps in dealing with difficult employees. Review the corporate policy and procedures related to the EAP referral process. It may be helpful to speak with the Human Resources or other management representative to review the steps that best relate to the company policy. The EAP is a resource provided to the company; its managers, supervisors and/or other administrative personnel.

How to Initiate a Referral

A phone call starts the process. Regardless of the type of job performance problem, a contact with the EAP will begin the process. Whether a phone call or email, the process begins with a brief description of the problem and a consultation with a professional. By describing the specific job performance, a plan of action and remedy can begin.

Confidentiality

In all instances, the use of the EAP by the employee is strictly confidential. That is, all state and federal laws, especially HIPPA (Health Insurance Portability and Accountability Act), protect the information provide by the employee. Should the counselor feel it is in the best interests of an employee to reveal privileged information to a third party, and the employee agrees, said employee must sign a release of privilege, or confidentiality release. No information will be provided to any third party except as required by state and/or federal laws without a written release of information.
There are several ways to use the EAP:

Informal

In some instances it may be helpful simply to remind an employee of the EAP as a resource—such as providing a brochure or handing out informational literature. For example, an employer may conclude that a discharge is necessary or that an employee’s attendance, job performance or conduct is deteriorating, but make no reference to the EAP. Again, the EAP is a resource for providing assistance to the employee in correcting job performance deficiencies. The EAP is suggested as a resource to help the employee correct the job performance deficiencies. The EAP is a resource to provide assistance to the employee in correcting job performance deficiencies.

Performance Referral

Performance referrals are management-initiated. When it is first recognized that an employee’s attendance, job performance, or conduct is deteriorating, the supervisor should document the employee’s attendance, job performance, or conduct. The supervisor should be able to document the employee’s attendance, job performance, or conduct in order to be specific when discussing job performance problems with the troubled employee. The supervisor should also keep records of a pattern of job performance or conduct that is deteriorating. It is important for supervisors to document the employee’s attendance, job performance, or conduct and to document in order to be specific when discussing job performance problems with the troubled employee. The supervisor should also keep records of a pattern of job performance or conduct that is deteriorating.

Mandatory Referral

A mandatory referral is used according to company policy. A mandatory referral requires that certain performance deficiencies be notified in a timely manner. For example, the company may require that certain job performance deficiencies be notified in a timely manner. A mandatory referral may be management-initiated, but requires that certain performance deficiencies be notified in a timely manner. A mandatory referral may be management-initiated, but requires that certain performance deficiencies be notified in a timely manner.

Management-Initiated Referral

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Overview of the Supervisory Referral Process

When it is first recognized that an employee’s attendance, job performance, or conduct is deteriorating, the supervisor should document the employee’s attendance, job performance, or conduct. The supervisor should be able to document the employee’s attendance, job performance, or conduct in order to be specific when discussing job performance problems with the troubled employee. The supervisor should also keep records of a pattern of job performance or conduct that is deteriorating. It is important for supervisors to document the employee’s attendance, job performance, or conduct and to document in order to be specific when discussing job performance problems with the troubled employee. The supervisor should also keep records of a pattern of job performance or conduct that is deteriorating.