• Hello. Welcome you to the UT EAP Leadership Training
• On behalf of our staff, I would like to take this opportunity to welcome you and your family to our Program AND Thank You for your trust in our service.
• UTEAP is affiliated with the University of Texas Health Science Center in Houston. And although we serve mainly Regional companies and organizations, we also provide service on a national basis.
• Our Affiliation with UTHealth allows us to take advantage of cutting edge clinical service delivery as well as taking advantage of the latest in technology including Web based service delivery.
• We serve a wide range of both public and private companies ranging from small employers to large corporations.
• UTEAP provided one of the most comprehensive and world-class Employee Assistance Program available. We credential only the most qualified and experienced providers. And our staff are second to none in knowledge, commitment and responsiveness to families seeking services. They are also empathetic and are genuinely concerned and wanting to help employee families.
• Our State of the art Web site is easy to navigate and offers practical and time saving resources for education and training and a wide range of work life services.
• Our Business Philosophy is straightforward and quite simple: We will always work hard to exceed your expectations for customer service.
• This goal is not something we take lightly. In fact, meeting your expectation for service delivery is a promise that we make to you.
• We are keenly aware that our success will be measured through your eyes and not ours. Should we ever fail to meet your expectation for services, you simply need to re-contact us and we will do all in our power to correct the situation.
• That’s a promise we make to you our customer.
Today, I would like to quickly review how the EAP works and the services we are providing to your employees.

Most of you are aware of management and supervisory tools such as documentation and separating work issues from personal problems but it is always good to review these techniques and to talk about how to conduct a meeting with your employees when confronting concerns.

If you do not have a copy of the UTEAP Leadership Manual, please click on the picture of the manual to download a copy from our website. We will use this Manual in our training today.

First, let’s review the three Main Types of Mandatory Referrals that the EAP can assist you with. Those are:
- Mandatory Performance related
- Mandatory following a failed drug screen
- Mandatory referral following a DOT employees failing a drug screen.

We realize that every organization is different and has its own unique Policies and Procedures. Today we will always encourage you to check those policies and to consult with Human Resources prior to making a referral to our program.

We will also discuss the more frequent Informal Referral for services.
• Employee Assistance Programs actually started in the mid 1940’s when the DuPont Corporation introduced a program to assist employees who were having problems with alcohol. Although this program was successful the concept of EAP’s really did not catch on until the early and mid 1980’s.

• In the 1980’s, Substance Abuse was again becoming a concern to business and industry. Approximately 30% of the workforce was using illegal drugs, mainly marijuana. Accident rates, absenteeism and production problems were becoming of concern and for the first time, companies began drug testing. EAP’s were re-introduced into the workplace as a resource for people to use in solving their drug use problems prior to failing a drug screen.

• Unfortunately, this focus on Substance Abuse problems led most people to believe that EAP’s were only for help with alcohol and drugs.

• That perception changed quickly in the early 1990’s when employers started to see a significant increase in marital, family and emotional problems. And Again, EAP’s were used by employers to help employee families in solving these new problems.

• Today, EAP’s are focusing on new areas of concerns. EAP’s are now being asked to help employee families in balancing their work and home. Emotional concerns continue to increase and problems such as Depression, Gambling, increased financial problems are frequent. Today families struggle to have enough hours in the day to accomplish what they need to do. Balancing Work and Home has become a challenge for most of us.
Let's start the training today with a simple question—What is an EAP. An employee Assistance Program is a resource outside the work environment that is available for employee families to utilize whenever they are experiencing a personal, family, emotional or a wide range of other problems and concerns.

The EAP is CONFIDENTIAL
AND
The EAP is PROVIDED WITHOUT COST TO YOU AND YOUR FAMILY.
Who is covered?

- Full-time employees
- Spouse or partner
- Dependent minor children, up to age 18
- Adult dependent children ages 18 – 23, who are also full-time students
Life today is more complicated than in the past and families are confronted with concerns and problems that did not exist ten and twenty years ago. For Example

• We know that almost 60% of marriages end in divorce in the United States.
• In most schools, over 35% of Freshmen fail to graduate with their class as Seniors.
• School Violence is causing a sharp increase in School Avoidance with younger students.

EMOTIONAL CONCERNS have also escalated with the increased stress in our lives.

• Nearly 25% of the adolescents and adults meet the clinical diagnostic criteria for depression on any given day.
• Ten years ago we first coined the term “Going Postal” Now we have terms like Road Rage, Cell Phone Rage, Desk Rage and even Golf Rage. Yes, in the year 2000 there were 16 reported deaths on the golf courses of our country from golfers running over each other with their carts and hitting each other with golf clubs.
• Thirty percent of workers experience sleep problems three or more times a week.

COMPULSIVE BEHAVIORS are another new area of concern.

• Compulsive gambling continues to escalate. Last year Americans wagered more money gambling than they spent of all recorded music, theme parks, professional sporting events, and movies COMBINED. We spent more on legal gambling than we did on food.
Internet Compulsions are also a problem for some people. That’s where you look at your watch and its 2AM and you are still on the computer. Or where you find yourself drawn to certain sites such as shopping, gambling, violence or pornography.

ALCOHOL AND DRUGS

About 14% of the workplace is dealing with a substance abuse or addition problem. WORK CONFLICT is an area that people seek assistance from the EAP. Perhaps you have trouble communicating with a supervisor or a co worker is difficult to work with. The EAP is a good resource to contact for suggestions and help.

AND FINALLY, WORK LIFE PROGRAMS.

As I mentioned, balancing work and home is difficult for many of us. Your EAP includes an Eldercare Program for helping your parents, AND assistance in Debt Consolidation through referral to groups such as Consumer Credit Counseling. Some companies provide services such as Child Care Referral Services and legal referral.

UTEAP OFFERS SOLUTIONS TO THESE CONCERNS AND WE WANT EMPLOYEES AND THEIR FAMILIES TO USE THE PROGRAM.....TO ENCOURAGE USE WE WILL PROMOTE OUR SERVICE IN SEVERAL WAYS.
Uteap staff will promote and remind you of our services in several ways.

- Employees will receive a **Letter of Introduction**. This letter welcomes you and your family to the program and stresses that all services are confidential and provided without cost to you and your family.
- You will begin to see **Posters** around the workplace to remind you of the EAP. The posters are a good place to find our toll free number.
- **Pamphlets for both EAP and WorkLife services** will be distributed for future reverence. The pamphlet explains services and contains contact information. Most Human Resource offices will have an extra supply of pamphlets should you need additional copies.
- Newsletters are distributed monthly and hopefully your will find the Newsletter provides information of interest to you and also it will be a regular reminder of our program.

Website: [www.uteap.org](http://www.uteap.org)
UTEAP.org is constantly being updated with new information and new trainings. Visit our Web Site, you will find many resources and a great deal of information, financial planners, parenting tips, health related topics and information, training on a variety of topics and you can even make an appointment online simply by contacting us while on our site. Remember to Book Mark Us as one of your favorite sites.
The process of making an appointment is simple
• All you or your family member needs to do is call our toll free 800 number and you will immediately be talking with one of our Customer Service Representatives.
• The Customer Service Representative will ask you where you work and to briefly describe your problem. They will ask you where you would like to be seen—near work or home. Together you will then select a counselor who is skilled in treating your presenting concern and also covered under your insurance---in the event you need or seek ongoing care you can continue with the first counselor and not need to “start over” with a new counselor. That is why we call our Assessment Process “the right solution from the first call”
• By the way, a counselor is available 24 hours a day seven days a week to assist you if you are in a crisis situation.
• Once you and our CSR have selected the counselor you would like to see, that counselor will call you and set the appointment.
• Most companies provide one to three visits under their EAP. Some provide more visits. If you are unsure when you call about the number of visits we will tell you.
• Our goal during the visits with the counselor is to solve our problem and we do that over 70% of the time. If that is not possible the counselor will help you to continue in care either with themselves or with another provider in your Health Benefit Network.
• The end result is that for most people a solution is found to their problem through the EAP and they have no out of pocket expense and no insurance claims to deal with.
• By the way, we realize that people may have more than one problem in a year. For example, you may come in with your child for a school issue in the spring and have a marital problem in the fall. You are welcome to return for up to three visits a year for each issue.
“the right solution from the first call”

Exclusive UTEAP process & technology

From your first call for an appointment, we will match you with:

- A provider with specialty experience that meets your need
- A provider that accepts the insurance you have in you need to continue counseling past the assessment

- The Result: You will start your services with someone skilled in treating your presenting concern, covered under your insurance, and if additional care is needed, you will not need to change counselors
Our program offers a wide range of WorkLife and Wellness services. Let’s start with **Elder Care Consultation & Referral**. An employee or family member can call and arrange support services for an elder parent. Assisted Living, In home Nurse Care, meals on wheels, Medicare questions are answered and many other services are offered.

Need a new **Child Care Provider**, the EAP will find you one and advise you how to interview a new Center and what to look for in selecting a service for your child. We will even check for vacancies for you.

Help is offered along with information and resources on **educational planning** ranging from pre school to college. Scholarship opportunities, what to look for in a school and many other services are provided.

**Legal Consultation** and Simple Wills are included in UTEAP services. Should you need an attorney to assist you and you use our service you will receive a 25% discount off normal fees charged.

**Financial Consultation** Having financial problems, want to consolidate debt, need help with a budget, UTEAP can assist you. We can also answer questions on tax preparation, home refinancing and other financial issues.

**ID Theft Prevention** is something we are all concerned about. We offer a proactive approach to protecting your identity as well as assistance in recovering your identity should it be stolen.

**Just give us a call to talk with one of our expert Work Life service providers and also remember that there is a great deal of information on all of these topics on our web site under the WorkLife Service button.**
Now you know a little more about the wide range of services UTEAP offers you and your family. We encourage you to call anytime you are experiencing difficulties and take advantage of your EAP service.

Remember:
There is NO Charge to use the EAP
We realize you many have more than one issue each year and you are eligible for services and visits with a counselor for each different problem
Our Services are all Completely Confidential
Visit our Web site for training and information on a variety of topics and Wellness and Work Life services.

Thank you very much and please call us at 1-800 346-3549
Or visit us on the Web to make an appointment at www.uteap.org.
We have just completed the Employee Orientation. This is the program your employees view when visiting our web site or when we do the training at your location.

It is important for you to understand our service to be able to offer services to your employees who may have questions and to assist you in offering our services to troubled employees.

NOW WE ARE GOING TO SHIFT OUR FOCUS. AND REVIEW UTEAP SERVICES THAT ARE DESIGNED FOR SUPERVISORS.
We have designed the Leadership Manual to serve as a reference for you to use in many situations. For example:

- You may want to use it prior to conducting performance appraisals
- As a reminder on how to document performance issues
- You will definitely want to use it when making a mandatory referral
- You may use it to review how to approach a troubled employee or one in a disciplinary situation.
- The first few pages of the Manual reviews some of the information we just discussed in the Employee Orientation.
Many supervisors do not realize that UTEAP offers a variety of services designed to assist them in dealing with problem or troubled employees.

Today our goal is to increase your knowledge of the EAP and to assist you in making the EAP available on both a voluntary and mandatory basis to your employees.

As you will see when we go through the Manual, we will challenge you to Observe Performance Problems, Document your Concerns and Communicate your Observations to the employee.

To help employees you must be willing to offer the EAP.....That is the starting point to creating change and hopefully that first step is a voluntary request for help from the staff member.

Throughout the Training we will ALWAYS refer you back to your HR Department for consultation and to clarify any Policy or Procedure issues.

Finally you will use the EAP for Consultation. You have UNLIMITED access to our Team of Counselors and HR Trained staff to simply call and ask questions or seek advice. We do not claim to have all the answers but we have been through very similar situations with other employers and other supervisors---We sill share what we have learned with you.

LETS GET STARTED
Your role as a supervisor has changed over the past two decades.

• Previously, someone became a supervisor because they worked hard and were promoted.
• 20 years ago, a supervisor could fire an employee on the spot with no questions asked.
• A supervisor was pretty much only responsible to “getting the product out” or getting the job done “on Time”

Today a Supervisor must have many additional skills and talents.
• You often must coach and encourage your employees to perform
• You are balancing three generations of employees and the Boomers differ greatly from the Millennial’s.
• You still are focused on production and problem solving
• You must be aware of Policies and avoid pitfalls such as harassment or discrimination.

Bottom Line---your job is a lot harder than what a supervisor dealt with ten or twenty years ago.
Ok, let's go to page 3 of the Manual and talk about Your Role as a Supervisor and observing Performance Problems.

Your role as a supervisor is to observe work performance and provide feedback to the employees on their work and behavior.

The EAP will be there to help the employee in resolving any personal issues influencing their work performance.

Let's look at a few examples:

**READ EXAMPLES on PAGE 3**
Although it sounds easy to separate work problems from personal problems it is NOT. Equally difficult is avoiding the pitfall of “providing a solution” to your employees’ problems. Remember one thing though. If you solve someone’s problems you are responsible for the outcome.

For Example:

We have worked with supervisors who have:

- Loaned money to employees—Thousands of $$$ only to have the employee quit and disappear
- Let employees move in with them and their family and then call the EAP for a Legal Referral to figure out how to get them to move out.
- Some Supervisors Pick up employees for work “My car broke down, I’ll have it fixed after the next pay Day.

Socializing with people you supervise is also not advised

- Bunco---You Don’t Want To Know that much about your employees.
- Park Supervisor who took his team to the tavern at the end of each week for a beer until a new employee complained that if they did not go they would not be a part of the team and they felt like an outsider because they would not drink with the other employees.

Lets look at a few more examples on the bottom of page 4 of the leadership Manual---Just How would you respond to these incidents?
As we have discussed there are many “warning signs” that employees may demonstrate that indicates they are having problems or that their personal situation has changed. Sometimes these are normal or can be explained. For example, an employee may have just been diagnosed with High Blood Pressure or Diabetes and may be having physical symptoms. Or they are taking a new medication that influences their concentration or energy level.

As we take a look at this slide it is important to keep in mind that there are many reasons you may observe a performance change. It is your role to confront changes in behavior and warning signs.

This is difficult for most supervisor---
Why go out and create a conflict?
Today is just not the day, I just don't have the energy.

Lets Look At How Many Supervisors Respond.
It is not unusual for a supervisor to avoid situations, who wants to look for trouble.

So they avoid the issue.

They may elect to look the other way,
Minimize the problem or performance, or justify the concern by making excuses.....they will do better, I know they are having difficulties but they have always gotten over it in the past.

Or Maybe I can promote the individual. Lets see about a transfer.

All of these actions just prolong the problem

The first stem in confronting problems is documenting the problems
Documentation is something we all put off….we just don’t seem to have the time, then we have the problem and we are starting at ground zero.

Documentation is your method of “remembering” It is not usually a part of the personnel record unless action is taken on the documentation.

Its important to also realize that rumors or hearsay comments are not be considered documentation

And what the employee does on their own time is their business.

UNLESS

They are in company vehicle, wearing a company uniform or representing the organization

Documentation needs to be specific---who what where when why and how are the common guidelines in documentation

**Let's look at some Effective and not so Effective documentation on page 6 of the manual**

**Read the Examples**

Once you have your documentation you may want to simply confront the behavior and discuss the situation with your employee OR you may want to take a more formal actions such as drafting a **Performance Improvement Plan.**
Many times when an employee calls the EAP on a Mandatory Referral they say the following.

“My supervisor said I was supposed to call”

“Did they tell you this was a Mandatory Referral”

“They just said I needed to call you within 24 hours or I would be fired”

“No, do you know what the reason is they were referring you and what they want you to change?”

“I think it was because I yelled at someone I worked with.”

Lets look at the three parts of a Performance Improvement Plan

Incident Description

Measurable Goals

Consequences of Not Meeting Goals
REVIEW THE SLIDE

Conduct the Follow up Meeting---
If the performance improves, congratulate the Employee on making the change and the situation is closed

If performance does not improve, Consider a referral to the EAP
Ideally, after you have developed your Performance Improvement Plan and met with your employee they will be motivated to make a positive change and their performance will improve.

If not, you will want to make a Referral to UTEAP.

There are four types of referrals you can make

Let's start with the Informal Referral.
When you notice an employee is having a problem you can offer the EAP as an Informal Referral. This is a friendly and helpful reminder from you to the employee that the service is available.....it also is a clear message that you care about the person.

Often, an employee who knows they are having problems at work because of a personal problem will talk directly to their supervisor.

Perhaps they are late arriving, or they are receiving personal phone calls or calls at work from creditors.

These are excellent times to provide your employee a pamphlet or a referral card and to encourage them to call for help.
Example:
When an employee violates Policies or Procedures and the violation is of a serious nature, consider a Mandatory Referral to the EAP. For Example; employee displays explosive behavior towards a co worker. This is a violation of your Safe Workplace Policy and Code of Conduct Policy.

You would document the event.
1. Advise HR
2. Call EAP to Consult and advise of Behavior or Performance Issue
We will Fax or Email a Release of Information & Mandatory Referral Agreement and discuss how to meet with the employee and how to make the referral.
   • Meet with Employee and Give 24 Hours to Call....Provide Number
4. Call UTEAP Back and Advise the Referral is being made and provide name and share any additional information.
5. UTEAP will advise you by phone in 24 hours if your employee called or failed to call.
   • An Assessment is completed with a network Provider. They will develop a Treatment Plan (Plan of Action) and provide to the EAP. UTEAP Mandatory Referral Staff will draft a Return To work Agreement that includes the recommendations.
7. The Supervisor or HR will sign the agreement along with the Employee Compliance is monitored until all requirements are met. This could actually take a couple years.
8. Case Closed

Leadership Manual: Page 10
EXAMPLE:
A forklift driver drops a load of materials, the supervisor thinks they smell alcohol and it is confirmed by another supervisor. This meets your criteria for a ‘for cause’ event. Your conduct a drug test according to Corporate Policy.
DOT Mandatory Referrals are complicated and vary somewhat between Government Agencies Regulating the following groups All considered to be Safety Sensitive Positions

- Trucking and Transportation
- Coast Guard
- Rail
- Pipeline
- Aviation

There are very special requirements for Testing individuals in these employee groups. Reasonable Suspicion, For Cause, Random, Post Accident are the ones most frequent.

All Assessments under DOT Regulations must be completed by a Substance Abuse Professional (SAP)

The company must have a Designated Employer Representative (DER) appointed to work with the SAP and the EAP.

The Lab has a Medical Review Officer (MRO) who reviews the tests and provides the results to and communicates with the SAP.

Because of the complexities and what can be a lengthy period of time to Return an Employee to Work, (often months) many companies have a zero tolerance policy and any DOT employee with a dirty urine is terminated. When this happens the organization must provide the employee with the names of three SAP’s in the community to use for treatment since until they are approved to return to work by an SAP they cannot get a new job.

Once an employee completes an SAP Evaluation they must produce a clean urine test as part of being returned to the workplace. This can take 4 or more weeks with Marijuana. The Return to Work Agreement will outline treatment requirements that must be implemented.

The EAP Monitors compliance. Any violation of the RTW Agreement usually results in termination.
Observe & respond to performance problems early
Care about the well-being of your employees, but don’t confuse caring with “looking the other way”
It is reasonable to expect employee to be responsible for their personal and work performance issues
Providing employees with access to resources for becoming responsible is another way of caring & being supportive
Learn to avoid becoming caught up in the drama of the employee’s personal, family, or other problems – focus on work performance
Friendship with an employee does not override your responsibilities as a supervisor
Your loyalty should be to the best interests of the organization
Being a supervisor is hard work and requires you to make difficult choices. This cannot be avoided.
Being a Supervisor is not easy. And there may come a time when your work begins to “spill over” into your personal life. For example,

- You have missed your kids last three ball games because you could not “get away”.
- You can’t remember the last time you really “ate lunch”. Today need to run out at lunch to pick up the laundry and buy a get well card for your aunt and just run a couple other errands.
- Someone cuts you off in traffic and you go into a rage.
- You don’t remember driving past places on your way to or from work
- You find yourself taking deep breaths – quite often
- You can’t remember the last time you slept through the night.
- You are a modern Supervisor You have e-mail, a cell phone, you may Text or even Twitter.....It seems everyone wants something from you and they want it NOW! When was the last time someone said “if you get that to me in the next couple weeks that will be fine”?

Burnout? Stress? Depression? Or as BB King sings; it is simply you are “paying the cost to be the boss”

Who Knows....But many Supervisors experience these and similar issues.

Finding balance and time is difficult for everyone in today’s fast paced world. When you are a supervisor that is complicated even more.

If some of these situations sound familiar, then perhaps you might want to consider call UTEAP.

Thank You for taking the time to learn more about UTEAP this morning.
Remember, this is a program we want you to use. Making an appointment is easy. Just call us and our friendly Customer Service Representatives will help you through the process.

Our toll free number is 1-800-777-4114
Questions?

Please contact your Human Resources department or contact us at (800) 346-3549.
Certificate of Training

This certificate is issued in recognition of the successful completion of the UTEAP Leadership Training Program

Presented to: ____________________

Date completed: ________________

Training completed online at www.uteap.org