

Employee Orientation and Leadership Training

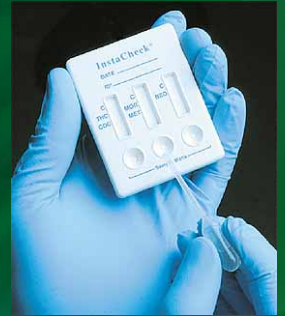
Presented by:
UT Employee Assistance Program

Goals for Leadership Training

- To acquaint you with UT Employee Assistance Program and services
- Review supervision techniques
 - Documentation
 - Behavior warning signs
 - Performance Improvement Plans
 - Employee confrontation meetings
- Review Supervisor Referrals: When and how to make a referral to the EAP

History of Employee Assistance Programs

- Started by the DuPont Corporation in 1945
- EAP in the 80s – Substance Abuse Testing
- EAP in the 90s – WorkLife Issues / Family and Personal Problems
- EAP today – All of the above plus Balancing Work and Home, Debt Problems, Gambling, Increased Stress



What is the Employee Assistance Program?

- The EAP is a resource outside the work environment for employees and families to utilize whenever they are experiencing a personal, family or emotional concern
- The EAP is
 - Confidential
 - Provided without cost to employees and family members



Who is covered?

- Full-time employees
- Spouse or partner
- Children and other family members living in the household



Appointment & Clinical Assessment Process

“the right solution from the first call”

- 24-hour toll-free phone lines
- Greeted by customer service representative
- Briefly describe problem
- Provider selected based on need and geographic location
- Three or more counselors given to client
- Referral made for ongoing care



TYPES OF PROBLEMS COVERED



Website Program Promotion

www.uteap.org

 **UTEAP** | UT Employee Assistance Program

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Thank you for visiting UT Employee Assistance Program's website.

If you are an employee or family member wanting to access services, please click on the Employee tab above to learn more about our services and how you can take advantage of the many benefits included as part of your Employee Assistance Program.

Making an Appointment is Simple



Give us a call at
(800) 346-3549

or

visit us on the web at
www.uteap.org



Remember all services are
confidential and provided without
cost to you and your family.



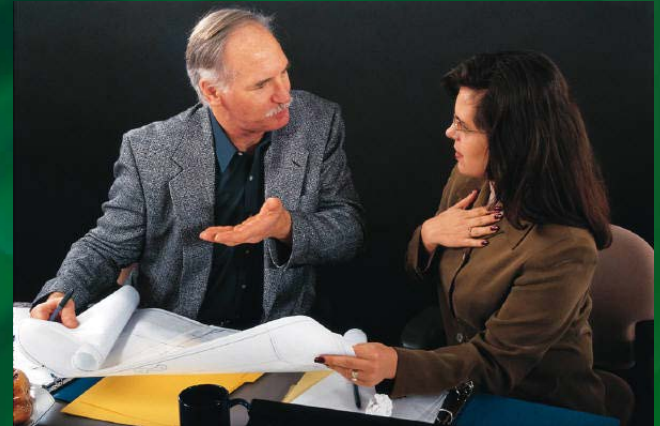
Leadership Training

The Leadership Training

- A reference for you to use when dealing with employee workplace behavior
- Offers a review of making supervisor referrals to the EAP
- Includes forms and paperwork that may be needed to make a referral

The Working Partnership Between Supervisors and UTEAP

- The EAP provides supervisors a tool in dealing with employees with behavior that is impacting on performance
- The key factors in this process:
 - Have knowledge about the EAP
 - Observe performance problems
 - Be willing to offer the EAP to employees
 - Review policies & procedures
 - Use the EAP for consultation



The Changing Role of a Supervisor

- Two decades ago, supervisors directed energy to:
 - Production and profits
 - Hiring & firing: on the spot
 - Supervisors were often viewed as the enemy
- Today, supervisors must be:
 - A coach/referee/baby sitter
 - Aware of multi-generational issues
 - Always the problem solver
 - Focused on production and performance
 - Constantly aware of policies, documentation, discrimination, harassment, violence prevention, & risk reduction*



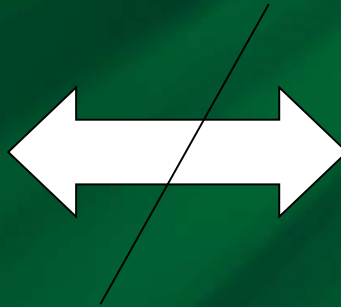
The Supervisor's Role and the EAP's Role

- The role of the **Supervisor** is to monitor & provide feedback on work performance & behavior.
- The role of the **EAP** is to identify and resolve any personal, emotional or other problem that may be impacting the performance or behavior concerns.

Separating Performance From Personal Problems

WORK PROBLEMS Supervisor's Responsibility

Team Conflict
Anger Issues
Explosive Behavior
Absenteeism
Harassment
Repeated Errors
Safety Violations
Accidents



PERSONAL PROBLEMS EAP's Responsibility

Parenting Concerns
Legal & Financial Problems
Emotional Concerns
Depression
Anxiety
Mental Health Issues
Grief & Loss
Substance Abuse

Leadership Rule: You cannot be an effective supervisor and also solve the personal problems of your employees.

Warning Signs and Performance Issues

- Accidents
 - Frequent mistakes
 - Waste
- Absenteeism
 - Starts weekend early/ends late
 - On the job absenteeism (presenteeism)
- Fluctuation in performance
 - Confusion
 - Quantity of work varies
 - Others do work
 - Concentration



- Workplace conflict
 - Outburst of anger
 - Harassment
 - Always “someone else’s fault”
- Physical change
 - Speech
 - Change in appearance
 - Fatigued

What gets in the way of addressing workplace behavior?

This is not the answer!



*I didn't hear anything!
I didn't see anything!
I didn't say anything!*

The Write Stuff: Documentation

- Document ONLY work related issues and performance
 - Documentation both positive and negative
- Documentation should be specific:
 - Date/Time/ Event/Witnesses/Corrective Action/Employee Comments
 - Who/What/When/Where/Why/How
- Documentation may go on for weeks or months. It is your tool to remember what occurred.
- Documentation leads to progressive discipline



Meeting with the Employee and Making a Referral

Key points in planning and meeting

- *First*, talk to Human Resources
- Call UTEAP and consult *before* you meet with the employee
- *Review your documentation.* Make notes about what you want to say.
- Select and meet in a *confidential* location
- *Detail your concerns* with examples
- *Offer UTEAP* as a voluntary referral or make a Supervisor Referral
- *Monitor* the Performance Improvement Plan
- *Conduct Follow-up meeting.* Give praise or discuss problems and adjust the plan if needed.

"In any corrective action, I never let an employee get between me and the door." – Corporate President

Types of EAP Referrals

- Informal
- Performance-based Supervisor
- DOT Mandatory

Informal Referral

- Supervisor Initiated

- *“Amanda, you mentioned you were having difficulty with your daughter. Remember we have UTEAP, they can help you.”*

- Employee Initiated

- *“Jerry, I really need some help with my daughter. I’ve had two conferences at school this week; that is why I’ve been late.”*



Performance Related Mandatory Referral

- Organizational policy violation or performance problem
- Supervisor/HR calls UTEAP to consult and inform of referral
 - UTEAP provides referral forms
- Meeting with employee is conducted
 - Release of Information signed
 - Mandatory Referral Agreement signed
 - Employee given timeframe to contact UTEAP
 - No call: Organization is notified; proceed with progressive discipline
 - Employee calls: Assessment arranged with independent provider
- Assessment completed: Return to Work /Continued Work Agreement drafted and signed
- All terms of the Return to Work/Continued Work Agreement must be met by employee
 - Non-compliance: Organization notified immediately
 - Compliant: Organization receives monthly compliance letter/e-mail
 - Treatment plan successfully completed: Case closed

Department of Transportation (DOT) Mandatory Referral



Policies and procedures vary by organization

- Very similar to Drug Test Positive Mandatory Referral
- Employer performs For Cause, Suspicion, Random, or Post-Accident test
 - Employee is transported to lab for test
- Employer receives confirmation from laboratory that the test is positive
- Supervisor contacts HR and UTEAP
 - UTEAP provides referral forms
- Meeting with employee is conducted
 - Release of Information signed (Leadership Manual: Page 13)
 - Mandatory Referral Agreement signed (Leadership Manual: Page 14)
- Employee given 24 hours to contact UTEAP
 - No call: Organization is notified; proceed with progressive discipline
 - Employee calls: Assessment arranged with Substance Abuse Professional (SAP)
- Assessment completed by SAP: Return to Work Agreement- DOT drafted and signed (Leadership Manual: Page 16)
- Communication between Medical Review Officer (MRO), SAP, and Designated Employer Representative (DER) coordinated by UTEAP - Monthly reports are provided.
- SAP determines when employee may be returned to work

If your organization has a Zero Tolerance policy, UTEAP will provide three SAP contacts that must be provided to the employee upon termination.



Key Leadership Points

- 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.

Support for You

Being a supervisor is not easy

- You work extra hours
- You have budget and administrative responsibilities
- You have more difficulty balancing work and home
- You became a supervisor because you are an achiever. At times you too may experience problems.

We encourage you and your family to contact UTEAP at any time you are experiencing concerns.



Questions?



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