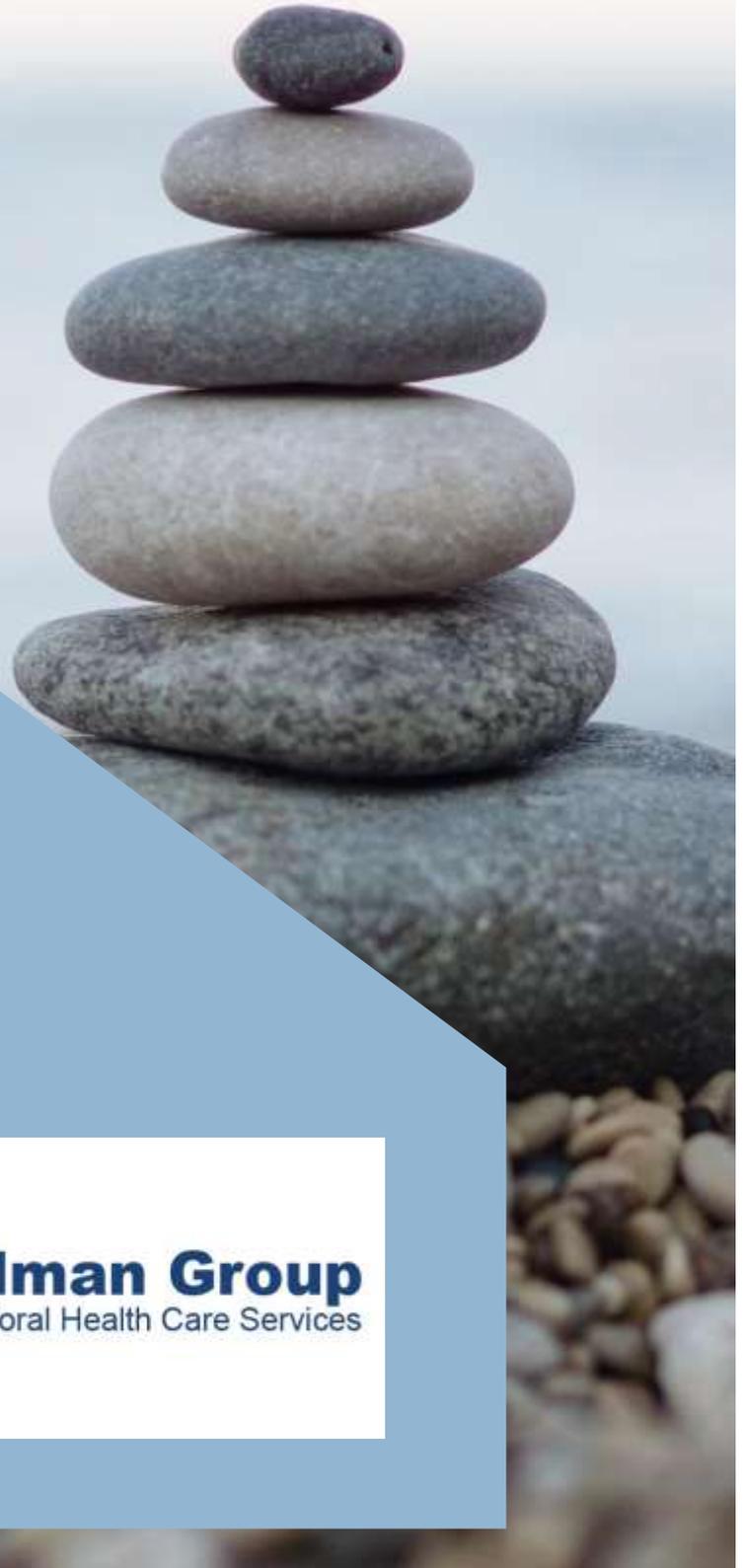


# Supervisory Training Manual



2022



**The Holman Group**  
Managed Behavioral Health Care Services

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## Employee Assistance Program (EAP)

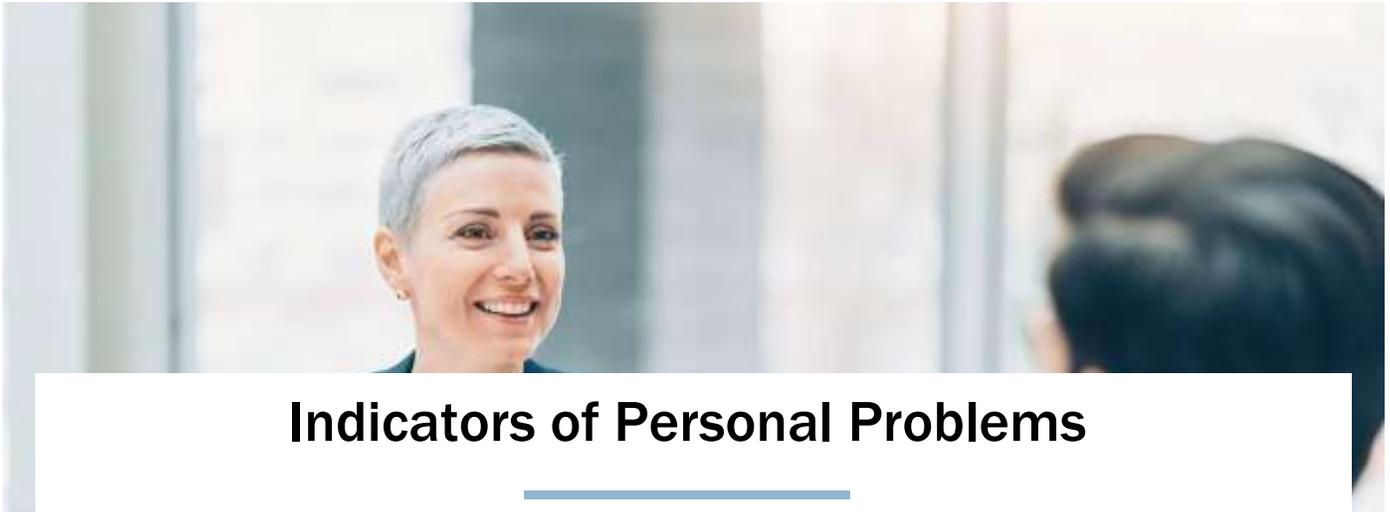
While respecting the rights of privacy of every individual, we also recognize employee personal problems and practices can affect performance, security, and safety on the job. In order to avert or mitigate the adverse impact of such personal problems, we have implemented the Employee Assistance Program (EAP). The EAP provides readily available professional intervention, counseling and referral services to all employees in need. The EAP is strictly confidential and, without a signed release from the employee, no one, including anyone at our company, will ever know of employee's participation.

This strictly confidential professional program offers positive, constructive, nonjudgmental, and non-punitive assistance to the employee. The EAP is able to help deal with such problems as emotional distress, substance abuse, and financial difficulties. Since the well-being of your employee's dependents can also affect their state-of mind on the job, these services also extend to all eligible dependents.

The EAP has been successful in helping those employees whose problems have affected their productivity. It has been well received by employees, their dependents, and management. It demonstrates a genuine "we care" attitude that is both humanitarian and good management of human resources.

This professional and strictly confidential program furnishes a positive avenue for supervisors and subordinates to restore performance by providing effective tools for resolving problems in the most appropriate manner. Moreover, the program offers excellent help and insight to those who are in need.

Call your Employee Assistance Program: (800) 321-2843



## Indicators of Personal Problems

Some of the symptoms which may indicate that your employee is dealing with a personal problem and could benefit from counseling include:

1. Friction with other employees:
  - a. Over-reaction to real or imagined criticism,
  - b. Wide mood swings,
  - c. Unreasonable resentments, and
  - d. Irritability.
2. Unusual/inappropriate behavior:
  - a. Temper tantrums,
  - b. Physical violence, and
  - c. Emotional outbursts.
3. Poor morale among employees, complaints from employees;
4. Increased difficulty concentrating:
  - a. Work continually requires greater effort,
  - b. Jobs and projects take much longer, and
  - c. Easily distracted.
5. Confusion:
  - a. Increased difficulty in recalling instructions and details, and
  - b. Increased difficulty in handling and completing assignments.
6. Unpredictable work patterns:
  - a. Extremes of high and low productivity,
  - b. Extremes in quality of work, and
  - c. Continual need for extra work hours to finish work.
7. Increase in work-related accidents, injuries due to faulty perception or uncertainty;
8. Decrease in job efficiency:
  - a. Missed deadlines,
  - b. Increased number of errors,
  - c. Wasted time and material, and
  - d. Poor decision-making.

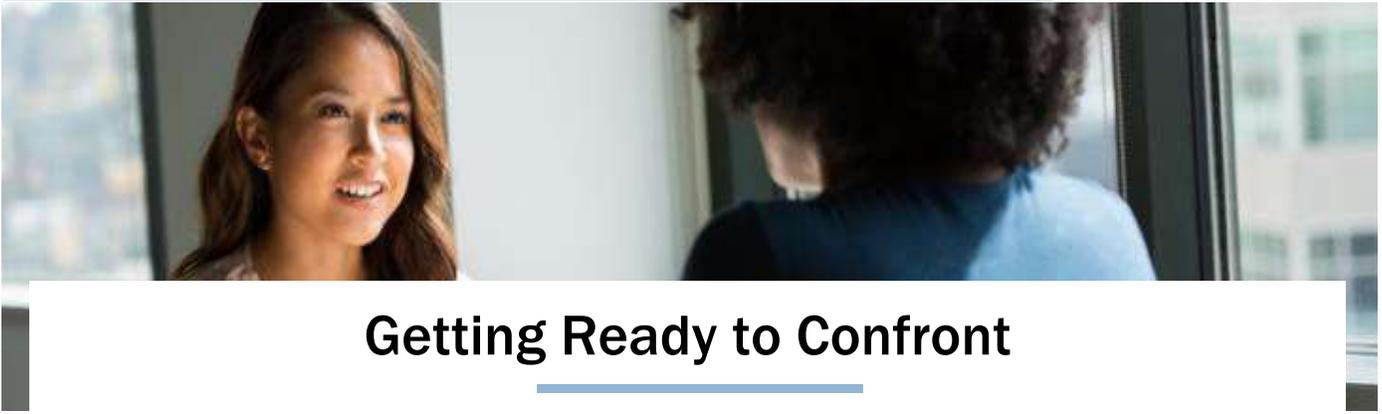
If you observe any of the above symptoms in your employee's behavior, find that you are becoming increasingly uncomfortable with your employee, or if you merely suspect that poor job performance may be the result of personal problems, a referral to the EAP would be appropriate.



## Recognizing Problems

Following are some signs that may indicate potential problems:

1. Excessive absenteeism with inadequate reason, often reported by a family member,
2. Extended lunch hours and numerous breaks (leaving post),
3. Chronic tardiness and/or leaving early,
4. Injuries and accidents (both on and off the job),
5. Excessive sick leaves and medical problems,
6. Avoidance of supervisor or fellow co-workers,
7. Irritability and vindictiveness,
8. Tendency to distort facts and rationalize,
9. Decrease in productivity and failure to meet deadlines,
10. Denial of any problems - unrealistic demands on others,
11. Increasing pattern of making mistakes and blaming them on others,
12. Often reports family discord and other home or community problems,
13. Confusion about directions, how job got delayed, what are other employee's roles, or responsibilities,
14. Unusual behavior, staring into space or at walls for long periods of time, seeing God, having special powers, etc.,
15. Making statements about life not being worth living, not going to be around much longer, wanting to die, and
16. Any significant and unexplainable change in the employee's performance or routine.



## Getting Ready to Confront

Every management person, from time to time, is faced with confronting an employee regarding a job performance problem. Most of the time, confrontation is unpleasant. It is difficult to anticipate how an employee may react to this kind of confrontation.

The most valuable tools available to you are the documented job performance record, coupled with an understanding and acceptance of straight talk. Although, past a certain point, getting “tough” with an employee is, in reality, an opportunity for that employee.

Don't Let Your Feelings Keep You From Taking Action.

### Anger

You may feel anger when facing the confrontation. It is common to feel disappointed, let down, or being taken advantage of by the employee.

### Denial

You may refuse to recognize that a job performance problem exists in order to avoid undertaking steps which may develop into an uncomfortable situation. Perhaps, you may believe that by acknowledging his/her problem additional difficulties may be generated for the employee. In general, you may be denying what everyone else clearly sees as a way of avoiding any further complications.

### Ego Involvement

You may feel that because one of your employees has a job performance problem, this is a serious reflection on your managing ability. In reality, it is a serious reflection only if you don't confront the problem and take appropriate actions.

### Fear

It is common to experience periods of questioning and fearing how the employee will respond to your referral. Questions may include the following: Will the problem employee still like me? Will other employees like me if I refer the problem employee to the EAP? Will the employee be angry at me if I refer? Will the referral procedures get out of hand?

### Guilt

It is typical to feel guilt for referring the employee. Questions may include the following: Will I be responsible for the employee's future? Will I hurt the employee? Will referring the employee cause him/her to quit? Could I have handled the situation better? Did I contribute to, or cause this problem?



## Management Referral Procedure

The Management Referral System offers supervisors a tool for helping employees deal with personal problems which affect their work. Referring an employee to the Employee Assistance Program (EAP) is appropriate and helpful whenever you observe deteriorating work performance, resulting from personal and/or professional difficulties.

The EAP encourages supervisors to intervene as soon as becoming aware that one of your employees has a problem. Early intervention can help you maintain an efficient, effective, and safe work environment. Work performance and personal problems that are left unattended frequently escalate quickly; therefore, early intervention can be critical to your employee's wellbeing.

There are two types of management referrals:

- **Informal Management Referrals**
- **Formal Management Referrals**

If you notice that one of your employees is experiencing difficulty on the job, the best thing you can do is refer him/her to the EAP for help. Few people escape serious problems in their lives. These problems can potentially affect job performance. As a supervisor, your knowledge of each employee's job duties and responsibilities provides a basis from which to evaluate an employee's job performance. If you see an employee's job performance deteriorating – don't wait until it is too late. Review the Management Referral Procedures described, as follows, and call the EAP for help.



## Informal Management Referral

An Informal Management Referral is a no documented, verbal suggestion that an employee call the EAP. The goal of an Informal Referral is to encourage employees to seek assistance on their own before personal and/or professional problems begin to severely affect work performance and before a Formal Management Referral is required.

**The following steps describe the Informal Management Referral process:**

1. The supervisor clearly documents the employee's work performance, then
2. The supervisor informs Human Resources of employee's work performance issues whereupon it is decided that the employee will be informally referred to the EAP.
3. The supervisor and/or Human Resource representative meets with employee to discuss employee's work performance problem. The supervisor and/or Human Resource representative then recommends that the employee call the EAP at: (800) 321-2843.
4. This informal management referral is Not to Be Documented in the Employee's Personnel File.
5. Whether employee follows through with referral or not will not be disclosed to supervisor or Human Resources (by the EAP).

**Remember, when an employee is Informally Referred to the EAP.**

1. All information about counseling is strictly confidential.
2. Participation in counseling is voluntary.
3. Inform the employee that you are concerned only with job performance and not with his/her personal life.
4. Assure employee that you will receive NO feedback and not even know if the call has been placed.



## Formal Management Referral

A Formal Management Referral of an employee to the Employee Assistance Program (EAP) occurs when you believe that an employee has a serious work performance problem.

### The following steps occur in the Formal Management Referral process:

1. The supervisor clearly documents employee's work performance problems.
2. The supervisor informs Human Resources of employee's work performance issues where upon it is decided that the employee will be formally referred to the EAP.
3. The supervisor and/or Human Resources representative meets with employee to discuss the employee's work performance problem. The supervisor and/or Human Resources representative then informs employee that he/she is being formally referred to the EAP.
4. The meeting, discussion, and referral are documented.
5. The employee may choose to accept or reject the offer of help and services.
  - a) If employee rejects referral, his/her rejection is documented in his/her personnel file and employee is told/reminded of consequences if work performance does not significantly improve.
  - b) If employee accepts referral, the Human Resources representative must contact Account Manager to initiate process (providing employee information, etc.).
6. The Human Resources representative must call the EAP at: (800) 321-2843
  - a) A Formal Management Referral will not be implemented until this telephone call is made. An Intake Specialist will answer the telephone and upon determining that a Formal Management Referral needs to be made, will transfer the Human Resources representative to the Account Manager. The Account Manager will ask the Human Resources representative for the following information:

Employee's:

- Name
- Address
- Phone number
- Birth date
- Education level
- Nature of presenting problem
- Sex
- Insurance carrier
- Length of employment
- Social security number
- Marital status

This information assists Holman Group in assigning the referred employee to an appropriate EAP counselor.

7. The Human Resources representative is then oriented by the Account Manager as to Formal Management Referral policy and procedure.
8. The referred employee needs to contact the Account Manager within 48 business hours so that the formal management referral process can continue. The Account Manager will orient the employee on the management referral policy and procedure and expectations of the employee. The Account Manager will clarify the employee's understanding of the referral process and answer any questions the employee may have. The employee will then be told that a counselor will call him/her within two business days to arrange the initial appointment.
9. The employee will be going to his/her counseling sessions during his/her off-work hours. No scheduled work hours will be missed to attend counseling sessions unless the employee has prior approval from his/her supervisor or Human Resources representative.
10. During the first EAP session, the EAP counselor will ask employee to sign a Release of Information form. This form must be signed by employee for the EAP counselor to release any information regarding employee. This is a state law which protects confidentiality. This form gives Holman Group permission to report the following information to the Human Resources representative.

**Attendance/Non-attendance in counseling,  
Compliance/Non-compliance with the treatment plan,  
General prognosis, and  
If employee needs time away from the workplace.**

11. If employee chooses not to sign the Release of Information Authorization Form, the following procedure commences:
  1. Account Management informs Human Resources representative that there is "no information to disclose;" i.e., that the EAP is unable to verify status of whether employee is in treatment.
  2. The "No information to disclose" communication is a cue for the supervisor and/or Human Resource representative to follow-up with the referred employee.
  3. Account Management will ask the Human Resources representative if he/she would like the case held open for 30 days or more. If so, the case will remain open until there is a change in status.
12. If the employee does attend counseling and signs the Release of Information form, then the Account Management representative will keep the Human Resources representative apprised of employee's participation in the EAP. The Account Management representative will call the Human Resources representative approximately one time per month. The Human Resources representative is welcome to contact the Account Manager at any time.
13. The Account Management representative also orients the counselor on Formal Management Referral policy and procedure and the specifics about the client and his/her situation.
14. The length of time the employee will need to attend counseling will be determined by the EAP counselor. The Account Management representative will advise the Human Resources representative when the case should be closed.

15. The HR representative could continue with any necessary disciplinary measures regardless of participation in the EAP. The Human Resources representative should not condone ongoing work performance problems regardless of employee attending counseling. Please inform employee that work performance must improve even while attending counseling.

## When Making Formal Management Referrals

### DO:

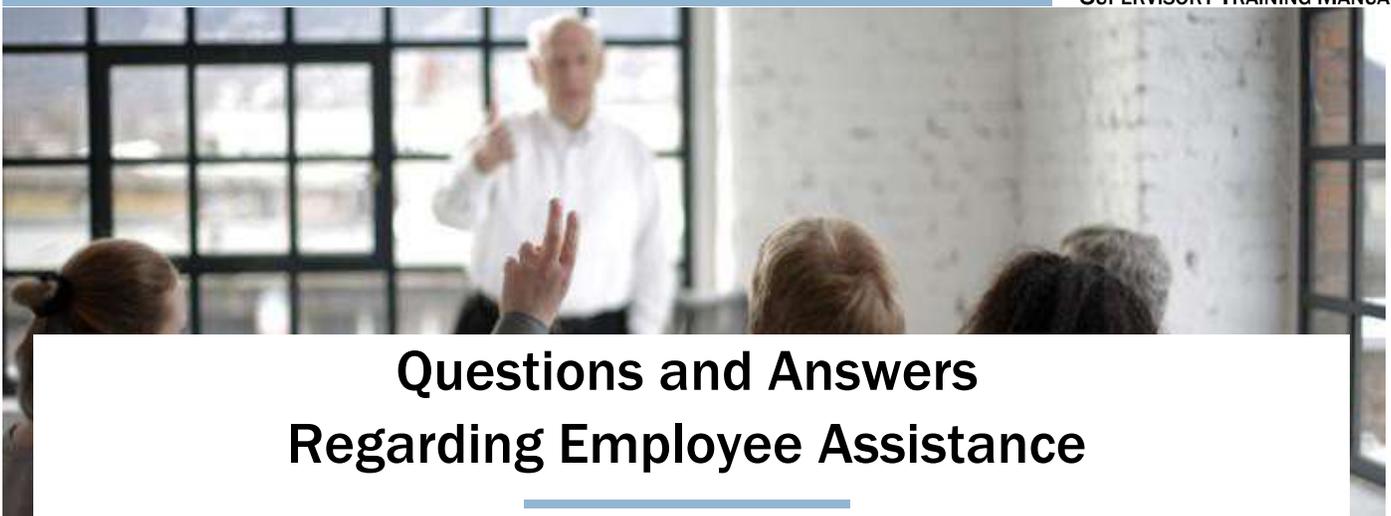
- Make a list of specific job performance problems to be discussed prior to your meeting with the employee.
- Document, in writing, significant changes in job performance and attendance. Indicate where job performance falls below as well as beyond what is expected.
- Hold a performance discussion in private with the employee.
- Clarify that you are concerned only with employee's job performance and not in his/her personal life.
- Mention consequences which will be enforced if employee chooses not to attend the EAP.

Following are the most common consequences if the employee chooses not to comply with the Formal Referral process.

1. Referral to the EAP is noted in personnel file.
2. If job performance doesn't change, further disciplinary measures will be taken.
3. Employee is not exempt from disciplinary action while using the EAP.

### DON'T:

- Try to "diagnose" the suspected problem; focus on job performance.
- Apologize for bringing up performance problems. You have the right and responsibility to assess your employee's job performance.
- Become involved in an overly detailed discussion of a personal problem, or reasons concerning the problem.
- Make judgments or moralize. No stigma is attached to personal problems.
- "Look the other way" because of friendship, if you suspect an employee's poor job performance is due to personal problems. A misguided act of kindness could lead to a serious delay in the employee obtaining help.
- Make derogatory comments to employee or about employee to your colleagues.



## Questions and Answers Regarding Employee Assistance

### Why was the program established?

Employee Assistance Programs enable employees to receive the assistance they need at the earliest possible time so human and financial loss can be kept to a minimum. While the Company's management staff is obviously concerned with the individual's job performance, they also have compassion and concern for those people who suffer from disabling conflict and stress, or other similar problems.

### Can employees be guaranteed that participation in the program will not hurt their career or reputation?

Employees can be assured that the nature of any illness is kept strictly confidential. The privacy of employee's records will be preserved in the same way as all other medical records. Employees will receive help on a strictly confidential, professional and human basis without jeopardizing job opportunities, future or reputation.

### When an employee decides to see help, what will happen?

A member of the Employee Assistance Program (EAP), experienced in working with individuals having personal difficulties, will talk objectively with the referred employee. In many cases, the employee is so intimately involved with the problem that he/she cannot see it in its proper perspective and, therefore, a way out of a bad situation seems impossible. Through counseling in an emotionally safe environment where open discussion is encouraged, the employee is guided to resolve his/her problems in the most appropriate manner. In other instances, use of external counseling services may be necessary to treat long-standing or deeply-rooted problems. Whatever the nature of the employee's problem, employee asking for help will receive support, understanding, and expert guidance through the EAP.

### How long does it take to get help?

It is our goal to have employees receive the help they require quickly and effectively. There is no waiting list and the scheduling of appointments is flexible.



## Enabling by an Employer/Supervisory

(From The Whole Counselor)

**Holman Group's Employee Assistance Program was established to help supervisors recognize and confront work place substance abuse. Following is an article to assist supervisors in recognizing the role they may inadvertently play.**

An employer or job supervisor has a lot in common with the dependent enabler. As the supervisor spends many hours on a daily basis with the employee, many of the same enabling mistakes, including finances, status, and tranquility can all be sharply affected by the employee's advancing disease.

For an extended period, the seriousness of the problem is denied, covering up for the employee and, when necessary, assuming some of the employee's responsibilities, or re-delegating them. The supervisor nags and threatens, perhaps, but avoids taking any decisive steps toward change, including recommending that the employee seek professional help.

Inaction by the supervisor is rarely for lack of evidence. Initially, the employee displayed only subtle signs, indicating that something was wrong. Job performance changed – erratically, sometimes maintaining the same level, other times poorly: rise in mistakes and a frequency in accidents; irritability; increased absenteeism; the employee experienced personal and professional discord, legal and financial difficulties. In time, more specific signs appeared: hangovers, long lunches, liquor on his/her breath (or telltale purifiers), “emergency” absences and, eventually, drinking or using drugs while on the job. The signs are clear and well-known to anyone familiar with substance abusing behavior.

Why does the supervisor permit this behavior? The supervisor's motives are similar to the dependent enabler's. At first, the supervisor wants to avoid any personal embarrassment and possible criticism if outsiders discover alcoholic/drug behavior has been tolerated in the department “family”. Any attempt on the supervisor's part to intervene may disturb the status quo, create unpleasantness, and

attract the attention of his/her superiors and other supervisors; if it does not actually endanger the supervisor's own position, it may at the very least, cause the loss of a worthwhile employee.

It is important to recognize that substance abusing employees often remain valuable long after dependency has a firm grip on their lives. In spite of heavy drinking or drug abuse, some manage to hold jobs on a long-term basis. The job is a matter of survival for themselves, their families, and the abuse behavior. Their disease offers a great basis for rationalizing: "How can you accuse me of abusing drugs? Look how well I'm doing at work!". It also finances the employee's disease.

Both the supervisor and employee's dependents provide the employee with a protective environment. Although such relationships are dysfunctional, the behavior is allowed by enablers. In spite of the employee's marginal personal and professional behavior, out of affection and concern, supervisors and employee's dependents do not confront the employee.

As a result, the substance abuser hangs on and the supervisor enables. Problems resulting from maintaining a substance abuser on the work force are overlooked, including Monday morning absences, lapses of memory, unpleasantness toward co-workers, and decreased productivity. Ignoring the problem also results in higher administrative costs and reduced department morale.

Tolerating these situations stops as the advancing disease begins to seriously interfere with job performance and becomes a liability for the department. Supervisor-enablers cease to take part in this destructive behavior and try to relieve themselves of responsibility by ending an amicable relationship with the employee, transferring the employee to another department, or retiring the employee. Consequently, the department's problem has been solved; however, the substance abusing employee's disease has not been addressed.

Had the supervisor initiated disciplinary measures when the problem was first seriously suspected, the employee could have been successfully undergoing therapy in a counseling program tailored to address the disease. Treatment would have saved the company a valuable employee, safeguarded the family's livelihood, and restored the addicted employee's damaged career and self-respect — most importantly, the abusing employee's well-being may have been saved. The loss is particularly regrettable, considering the leverage a supervisor has at helping an abusing employee once again become a productive employee and individual. Continuing to ignore the problem will impede the supervisor from maintaining a healthy and professional relationship with the employee.

Many employers are now using their leverage to avoid becoming involved in an enabling relationship. Instead, they are providing employees with drug and alcohol problems with professional support by offering the Employee Assistance Program (EAP) as a means of salvaging trained employees. Helping an employee become free of their addiction is not only human — it's good business.



## Formal Supervisory Referral Evaluation Form (Continued)

Situations	Not Applicable	Not a Problem: 0 time	Somewhat Of a Problem: 1 time	Moderate Problem: 2-3 times	Serious Problem: 3-4 times	Extreme Problem: 4 or more
11. Unauthorized leave or excessive sick leave.		0	1	2	3	4
12. Difficulty in recalling instructions, details or own mistakes.		0	1	2	3	4
13. Missed deadlines.		0	1	2	3	4
14. Change in grooming/dress.		0	1	2	3	4
15. Avoiding co-workers or associates.		0	1	2	3	4
16. Improbable excuses for absences.		0	1	2	3	4
17. Increasing difficulty in handling complex assignments.		0	1	2	3	4
18. Alternate periods of high and low productivity.		0	1	2	3	4
19. Wide swings in morale or emotional outbursts.		0	1	2	3	4
20. Borrowing money from co-workers.		0	1	2	3	4
21. Excessive tardiness, arriving or returning from lunch.		0	1	2	3	4
22. Frequently making poor decisions.		0	1	2	3	4
23. Jobs take more time and material.		0	1	2	3	4
24. Apparent loss of sleep.		0	1	2	3	4
25. Loss of promotional consideration.		0	1	2	3	4
26. Frequent trips to water fountain/rest rooms/coffee breaks.		0	1	2	3	4
27. Easily distracted.		0	1	2	3	4
28. Improbable excuses for poor job performance.		0	1	2	3	4
29. Coming to/returning to work in abnormal condition.		0	1	2	3	4
30. Complaints from co-workers/customers.		0	1	2	3	4
31. Avoid boss.		0	1	2	3	4

## Management Referral Form

Date: \_\_\_\_\_ Time: \_\_\_\_\_

Date Given: \_\_\_\_\_ Time: \_\_\_\_\_

Counselor: \_\_\_\_\_ Home Number: \_\_\_\_\_

Referring Person: \_\_\_\_\_ Phone Number: \_\_\_\_\_

Supervisor: \_\_\_\_\_ Phone Number: \_\_\_\_\_

Employer/Union: \_\_\_\_\_ Branch/Division: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Name/Employee: \_\_\_\_\_ Social Security #: \_\_\_\_\_

Home Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Work Phone: \_\_\_\_\_

Primary Insurance: \_\_\_\_\_ Date of Birth: \_\_\_\_\_

Sex: Female ( ) Male ( )

Marital Status: Married ( ) Separated ( ) Single ( ) Divorced ( )

Education: Grade School ( ) High School ( ) Some College ( ) College Grad. ( ) Grad. School ( )

Tax Class: Full-Time ( ) Part-Time ( )

Profession Code:

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

Description: \_\_\_\_\_ Tenure: \_\_\_\_\_

Is the employee in a safety sensitive position? Yes ( ) No ( )

Does employee work under D.O.T. regulations? Yes ( ) No ( )

Does employee need to be assessed by a SAP first? Yes ( ) No ( )

Presenting Job Performance Problem:

\_\_\_\_\_  
 \_\_\_\_\_

Notes: \_\_\_\_\_

( ) Supervisor/referring person oriented on management referral policy/procedure.

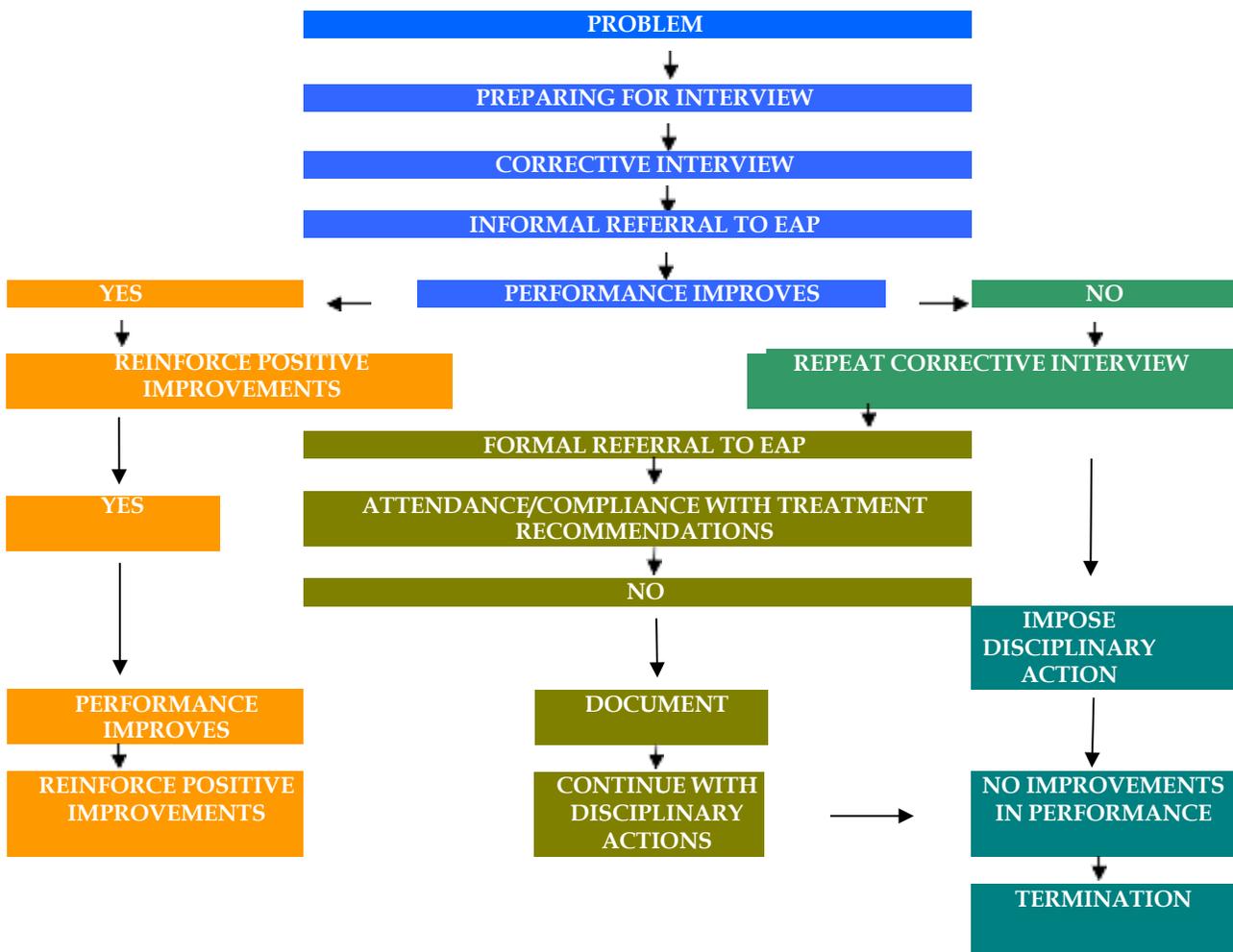
AND

( ) Transfer assigned counselor to account management to be oriented on management referral policy/procedure.

Intake Specialist:

\_\_\_\_\_

## Confronting Employee Problem



Remember: EAP referrals can be made at any

- Time in the confrontation process,
- Even when someone corrects the
- Problem on his/her own.