

Manager's and Supervisor's Guide

to your

EAP

Employee Assistance Program



THE WELLNESS CORPORATION
Building a Better World - One Organization at a Time



Session Model

1 to ___ sessions

Eligibility

- | | |
|--|--|
| <input type="checkbox"/> Full-Time Employees | <input type="checkbox"/> Part-Time Employees |
| <input type="checkbox"/> Household Members | <input type="checkbox"/> Dependent Children |
| <input type="checkbox"/> Retirees | |

Special Restrictions

Referral Services

Our 800 Number

Phone Number: _____

EAP Coordinator

Name: _____

Phone Number: _____

Email: _____

Other Information

Special Notes: _____

THE EMPLOYEE ASSISTANCE PROGRAM

Today it is taken as a matter of course that a wide range of personal problems impact workers on the job. Prior to 1940, personal problems were viewed as being separate from workplace responsibilities. This attitude was reflected in company policy so when the troubled employee was identified, it often meant losing his/her job. There was no formal assistance program available for the troubled employee.

In 1935 Alcoholics Anonymous was formed. This is a self-help group for people with alcohol problems who are seeking support in their recovery process. This concept entered the workplace in the early 1940s in the form of Occupational Alcoholism programs. Many workplaces began to realize that an employee with a drinking problem did not have to lose his/her job because recovery was possible.

Employee Assistance Programs evolved from the Occupational Alcoholism programs and have grown and changed as new areas of need were identified. Whether it is the problem of drug abuse or the needs of single-parent or dual-career families, employers and EAPs responded to these changes in society by broadening the scope of EAPs. As a result creative and broad-brush EAPs have evolved to respond to the variety of employee needs, problems and concerns.

Why We Have an Employee Assistance Program

At one time or another, life is difficult for all of us. Sometimes the problems we experience are minor or temporary, and sometimes they are significant and deeply rooted. All can have a damaging impact on our quality of life and our ability to perform our work. A central reason for organizations to implement an Employee Assistance Program (EAP) is to provide quick access to professional help for their employees, and for the organization.

The vast majority of employees (*and household members*) contact the EAP for counseling services on their own. Their employer's only involvement is providing this important benefit. It should be noted that there are circumstances when the employer takes a more active role: sometimes these involve referring an individual employee to the EAP, and sometimes events have transpired, such as an on-site accident or a layoff, which impact groups of employees.

How do people use the EAP?

- People seek assistance from the EAP for marriage or family problems, use of drugs or alcohol, emotional distress, and many more areas.
- Some people consult with the EAP just to get confirmation that what they are going through, how they are handling their children, or what they are feeling is normal.
- When assistance is needed beyond the EAP sessions, the counselor can make referrals to the best quality, most appropriate services available through the mental health portion of the client's Medical Insurance.

Confidentiality: The Cornerstone of the EAP

The confidentiality of the program is integral to its success. Whether or not the particular issue has impacted work performance, people are often concerned that the employer's knowledge of the problem's existence could in some way jeopardize their job or career. Maintaining the confidentiality of what is said to our counselors is one of the most important principles of our work.

No information about an individual's use of the EAP can be released without their written permission, except as required by law. This means that unless we have a signed release form, we cannot provide you or your organization any identifying information about an individual's use of the program.

In most instances when a Release of Information (ROI) form is signed, the only information shared with the employer is whether the client keeps the appointment and follows through with treatment recommendations.

Private discussions individuals have with an EAP clinician will not be disclosed to anyone, except as required by law. The exceptions are threats of violence, and abuse to children, elderly, and disabled persons which the clinician must report to the proper authorities. The clinician must also take appropriate action when they identify a client who presents a danger to themselves or others. These are rare exceptions. What is important to stress is that the EAP is a confidential program.

Referrals to the Employee Assistance Program (EAP)

People access the EAP for many different reasons, but there are only four avenues by which people enter the program. These are voluntary or self-referrals, informal supervisory referrals, formal supervisory referrals and mandatory referrals.

The self-referral.

Eighty-five to ninety percent of those using EAP services are self-referred. These people have chosen to use the EAP independently. Some may have a job performance problem but they have sought out the EAP before a supervisor or manager becomes involved.

The next three types of referrals all involve an employer or supervisor directing an employee towards the EAP.

The informal referral.

This type of referral occurs when there is no pattern of deteriorating work performance, but a supervisor is aware that an employee is experiencing some kind of difficulty in his/her personal life. For example, an employee may confide in you that he/she is having marital problems. This gives you the opportunity to remind him/her about the EAP and to suggest that he/she call to set up an appointment, e.g., "That sounds like a difficult situation...Are you aware that our organization has an EAP?" Here there is no question of a disciplinary action.

The formal referral.

This type of referral takes place when there is a pattern of deteriorating work performance, and disciplinary action is likely. In a case where there are performance problems that you must discuss with the employee, part of that discussion involves a referral to the EAP, e.g., "I am concerned about the changes we've discussed with regard to your performance. Our EAP may be able to help you address whatever has caused these changes. I strongly recommend that you contact the EAP. I have spoken to the EAP already, and they are expecting your call."

The mandatory referral.

This type of referral is found most commonly in organizations that have drug test policies. In general, such policies are in compliance with, or modeled after Federal Regulations, and require that employees who test positive for drugs or alcohol face a mandatory referral to the EAP. In order to retain employment, an employee who tested positive must go to the EAP for assessment and referral for treatment, and he/she must comply with treatment recommendations. Failure to comply with the

referral or treatment recommendations results in immediate termination. The distinction between the formal and mandatory referral is that in the case of the latter, the employer has adequate legal justification for terminating the employee, e.g., “Based on the results of your drug/alcohol test you could be terminated. We are willing to give you a second chance, but I am requiring that you work with the EAP.”

Referrals in our organizations

___ Self Referral

___ Formal Referral

___ Informal Referral

___ Mandatory Referral

The Supervisor's Role in the Referral Process

Intervention with an employee whose performance is impacted by personal problems can be daunting. Confronted with an employee who is experiencing emotional, family, or other personal problems (such as alcohol or drug use), you may be uncertain concerning your role in helping the employee find appropriate help.

Your task is twofold. You must continue to work with the employee by supervising performance. You must also direct the employee to the EAP, where we can determine and provide the necessary counseling and treatment.

Your role is *not* to:

- Diagnose the employee's personal problem.
- Take on the employee's problem and try to handle it alone.
- Be a 'counselor.'
- Cover-up for the employee or ignore work performance problems.

Your role *is* to:

- Be concerned with job behavior and performance.
- Remain alert to changes in normal work pattern/behavior/productivity.
- Take action when the welfare of the employee and/or the organization is at risk.

Despite your human feelings of concern for somebody under your supervisory control, you are responsible for his/her job performance. The EAP counselors are trained to deal with any personal problems that an individual may have - problems that may underlie the work performance problems you have observed. Your role is to address the job performance.

Let the EAP address the personal problems.

The EAP's Role in the Referral Process

It is the role of the EAP clinician to assess the difficulties or personal issues which bring individuals to the program, and to determine the best way to address them. In the case of a supervisory referral, the hope is that the referral will mobilize the individual to confront issues affecting work performance and turn around declining work performance.

It is the EAP's role to:

- Assess what may be contributing to the work performance difficulties.
- Help the client to develop strategies to turn around performance.
- Help the client to identify and address underlying issues.

With the employee's permission, the EAP can communicate with the employer regarding the employee's situation.

- When the assessment uncovers serious workplace issues that contribute to the employee's performance problem, the EAP can intervene in the workplace through consultation with Human Resources/Personnel (but only to the extent that they have the client's permission to reveal pertinent information).
- The EAP can help the employer plan for the return-to-work of an employee who has been on a leave of absence during treatment or recovery.
- The EAP can help the supervisor develop effective strategies for managing the returning employee.

PLEASE NOTE: Being seen by the EAP does not protect an employee from further disciplinary action. These decisions are based on work performance, not on whether an employee is seeing an EAP counselor.

Supervisory Referrals

The personal problems of an employee become a concern of yours when the performance of the troubled employee becomes unsatisfactory. Problems with employee performance can often result from troubling personal factors that arise from conditions not related to the job. Problem performance can be defined as:

- 1) job performance that is below standards of output or quality and
- 2) behavior that is disruptive, or presents a safety hazard to the workforce or the public. These two areas can overlap. While the former may be dealt with internally, coping with the latter often leads to the involvement of the EAP.

Does your organization have formal disciplinary procedures? ___ Yes ___ No

THE DISCIPLINARY PROCESS

Step One: _____

Step Two: _____

Step Three: _____

Step Four: _____

Step Five: _____

Step Six: _____

Intervening with a troubled employee is a 5-step process. These steps are:

- (1) observe work performance,
- (2) document your observations,
- (3) prepare for an interview with the employee,
- (4) discuss your observations, define the need for improvement and refer the employee to the EAP and
- (5) continue to monitor the employee's work performance.

STEP ONE: Recognizing the Troubled Employee

It is widely held that one out of five workers is subject to emotional issues that will have a visible, negative impact on their work. Under the right circumstances, any employee can become a problem performer. While signs and signals may be obvious on some occasions, at other times trouble may not be immediately apparent. However, over time the cues and indicators that an employee is troubled begin to emerge. The employee with serious personal problems often shows ***a pattern of unsatisfactory work performance*** over a period of time. As a supervisor, you must pay attention to ***observable performance behaviors***.

Patterns of Work Performance Problems

Absenteeism from Work and/or Tardiness

Although patterns of absenteeism and tardiness vary with each individual, excessive absenteeism and tardiness should be noted, including the following:

- Unauthorized absences or excessive absences.
- Monday and/or Friday absences.
- Excessive tardiness.
- Patterns of tardiness.
- Leaving work early.
- Unusual and increasingly improbable excuses for absences.
- Absenteeism on the job.
- Continued absenteeism from post.
- Numerous or long coffee breaks.
- Long lunch hours.
- Unexplained absence from meetings, appointments, etc.

Difficulty in Making Changes

- Resistance to learning new procedures, skills or responsibilities.
- Control of present duties 'allows' the employee to hide his/her low job performance.

Erratic Work Patterns

- Periods of high and low productivity.
- Inconsistent level of performance.
- Increasing number of mistakes.
- Increasing number of accidents.
- Coming to or returning to work in an obviously abnormal condition.

Difficulty in Concentration

- Work requires greater effort than usual.
- Job takes more time than usual.
- Employee forgets directions and instructions.

General Lowered Job Efficiency

- Misses deadlines.
- Wastes materials.
- Makes poor decisions.
- Complaints from co-workers or customers.
- Frequent (improbable) excuses for performance.

Confusion

- Difficulty in recalling instructions or details.
- Difficulty recalling own actions, e.g., mistakes.
- Details often neglected.
- Frequent daydreaming.

Interpersonal Problems

- Overreacts to real or imagined criticism.
- Has wide swings in mood.
- Begins to avoid associates.
- Unreasonable resentments.
- Increasing number of complaints from others, such as co-workers and customers.
- Disruptive, provocative interactions with others.

STEP TWO: Documentation

Documentation is an important resource when making any decisions regarding an employee and is essential for any disciplinary or corrective process. When you observe problem behaviors or performance patterns, you should document them.

Documentation should conform with the personnel procedures of your organization.

Required Documentation: *(List appropriate forms)*

Be very specific about instances where performance and behavior fail to meet acceptable standards. You will be more effective if you have specific examples to refer to when speaking with the employee. Remember, you are documenting work performance, not an employee's personal life. And you are doing so with concrete, observable facts and incidents.

There *are* legal considerations: documentation of poor performance or misconduct should be filed at the time the alleged events occurred, and the employee should be notified of that action.

Creating documentation *after* making the decision to take disciplinary action, a practice known as "building a file," may well be illegal.

In most cases, your 'running log' should include the following information, and each entry should be dated:

- A. Who, when, where, what. These should be specific, concrete, objective observations, e.g., What someone said - not what your opinion was of their comment or conduct.
- B. Specific interventions you make. Action plans.
- C. Expectations and time frame for improvement.

Why document?

The pattern of behavior you suspected may not be there after all.

Should discipline action prove necessary, your Human Resources Department will need to justify such action.

The documentation will be helpful at the next step - meeting with the employee.

STEP THREE: Preparing for the Employee Interview

Confronting an employee whose job performance has deteriorated is rarely easy. It is especially hard when previous efforts to handle the situation have not worked, where tensions have built, or where communication has become strained or blocked. The key to a constructive interview is being prepared.

Planning the Interview:

A. Write down the work-related behavioral concern(s) or refer to the documentation you have already written.

Are your concerns and documentation observable, concrete, and specific?

Can you support your position?

Can you cite specific events or examples?

B. Talk to your supervisor. Keep the focus on the performance issues.

C. Talk to Human Resources/Personnel so that you have a clear understanding of your organization's policies and protocols.

D. Call the EAP for a supervisory consultation.*

A supervisory consultation provides coaching to you regarding the management of troubled employees.

- The EAP counselor will help you determine the best approach to take with the employee.
- Your call alerts the EAP that an employee may be referred to the program due to work performance problems.
- Without this call, the EAP has no way of knowing that work performance issues exist.

Does your organization require that all formal referrals be channeled through a designated individual in Human Resources/Personnel? ___ Yes ___ No

HR Representative: _____

Number: _____

What policies should be considered when making formal (*or mandatory*) referrals?

POLICY	LOCATION	REFERENCE/ PAGE NUMBER

* PLEASE NOTE: Your organization may require formal referrals to the EAP to go through Human Resources.

E. Be prepared for the employee to respond in various ways.

For example, the employee may:

- Accept responsibility for performance problems.
- Become defensive, deny, or minimize.
- Have emotional responses, such as anger or crying.

F. Prepare to listen for new information about:

- Work-related behavior.
- Organizational issues that can impact an employee's work.

G. Schedule time to meet with the employee:

- Don't make the employee wait too long.
- Allow enough time to conduct the interview.
- Ensure that there is privacy.

Your organization may require the presence of a third party during certain disciplinary or performance-management meetings. Please check those that apply:

HR Representative Second Supervisor
 Union Steward Substance Abuse Coordinator
 Other (specify): _____

STEP FOUR: The Employee Interview

Assess the situation from the employee's point of view. Whether on your own or through a consultation with the EAP, you can try to anticipate how the employee is likely to respond to what you have to say.

I. Conducting the Interview

A. Help the employee understand:

- 1) The specific job performance problem(s).
- 2) What the employee needs to do to correct the problem(s).
- 3) That he/she is expected to improve job performance.

B. Maintain support for the employee during the interview.

- 1) Look for and acknowledge the employee's strengths.
- 2) Listen to his/her point of view.
- 3) Listen to his/her explanations and excuses.
- 4) Bring the focus back to job performance.

C. Set a time period in which you expect the employee to improve job performance.

II. Offering the EAP

The referral to the EAP should flow from the exploration of the causes for the substandard performance or behavior. In an effective formal referral the EAP is presented as a way for the employee to deal with any personal problems that may be affecting job performance -- and not as another "stick" in the disciplinary process.

Recommending the use of the EAP can be difficult for some of us, particularly where the performance issues are not clearly connected with a severe, or deeply-rooted problem. The script that follows illustrates this process.

Supervisor: "...so, you can see the reasons why we're concerned. Is there anything about the job itself, or here at the workplace, which might have a bearing on what we have discussed?"

Employee: "No."

Supervisor: "Well, is there anything else going on for you which I should be aware of?"

The employee may respond in a number of different ways. Most can lead into a referral.

Version 1

Employee: "No. And listen....my personal life is none of your business."

Supervisor: "That's true. This is awkward for me, too. But if something is going on in your personal life, and it is affecting your work, that becomes my business. I don't need to know what the personal situation is, but I do need to help you get the assistance you need to turn your work performance around. As your supervisor I am responsible for ensuring the safety of this work group, and that every employee's performance meets the organization's standards. Therefore, I am strongly recommending that you set up an appointment with the EAP..."

Version 2

Employee: "No...Well, I didn't think it was this bad...There's some stuff happening at home..."

Supervisor: "I see...Well, it is not my intention to pry into your personal life. It is an awkward issue for me to raise, and I want to stress that I don't need to know what the personal situation is unless you want to tell me. But, if something in your personal life is impacting your performance, there are resources available. Our organization has an EAP, and the counselors are trained to help people address all sorts of issues. I am recommending that you contact the EAP to set up an appointment. I will call them myself to let them know that you may be calling..."

TIPS: Do not accuse the employee of having personal problems or try to diagnose the problems.

- Offer EAP as the appropriate place for the employee to deal with any issues which may be contributing to the issues you have identified.
- Be clear that EAP involvement is voluntary (unless this is a mandatory referral - check with your organization's Human Resources Department).
- Emphasize that while EAP involvement is not mandatory, improvement in job performance is required.

Supervisor: "I am concerned about you, and I believe that the EAP can be a tremendous resource. I need you to understand that your performance has to improve. Whether or not you use the EAP, if there isn't any improvement, we will be forced to take further disciplinary action..."

PLEASE NOTE: No information about the employee's involvement with the EAP can be released to you, or a designated person in your organization, without the employee's written consent. Ask the employee to sign a Wellness Corporation "Release of Information" form when they meet with the EAP Counselor.

Supervisor: "If you use the EAP, I would like you to sign a release form, giving them permission to talk to me. You don't have to do this. If you do, all the EAP will tell me is that you have accessed the program and are willing to follow through with their recommendations. It is a confidential program, so if you don't sign the release, they can't tell me anything."

III. Closing the Interview

- A.** Make sure that the employee clearly understands what the job performance problem is and what you expect him/her to do to correct it.
- B.** Clearly explain the consequences for failure to improve job performance.
- C.** Develop a supportive statement to close the interview.
- D.** Provide a written summary documenting the plan of action.
- E.** Set up a specific time to meet again.

Tips For Coping With Employee Reactions

During your interview with the employee, you should be prepared for a wide range of emotional responses.

THEIR REACTION	SUGGESTED RESPONSE
Blaming Others	Stick with the facts; let the record speak for itself.
Anger	Maintain a firm yet considerate stance. Do not lose your temper.
Crying	Acknowledge the difficulty of the situation, but emphasize organization's support by offering the EAP.
Silence	Acknowledge that the discussion is awkward for both of you.
Agitation	Allow a brief 'time-out' then resume discussion. Keep to the point and keep it brief.
Emotional Appeal	Stay focused on your right and obligation to expect appropriate behavior and satisfactory job performance. (<i>"As your supervisor, it is my job to seek a corrective course."</i>)
Defensiveness or Denial	Stick with the facts, and avoid arguing. Do not assume responsibility for changing the employee's point of view.
Reveals Personal Problem	Express concern but focus on work. Offer EAP.

STEP FIVE: Monitoring

After your corrective interview with the employee, it is important to follow through on what you discussed.

- A. Continue to monitor job performance.
- B. Follow through on your schedule for meeting with the employee.
- C. If job performance improves, acknowledge this to the employee.
- D. If job performance remains unsatisfactory or deteriorates further, take whatever action is appropriate.

Summary

- ✓ The Employee Assistance Program is available to help you deal with troubled employees.
- ✓ You can call the EAP before meeting with the employee, or you can call the EAP after meeting with the employee.
- ✓ We are happy to consult with you at any step in the process of dealing with your employee. And, of course, we will provide counseling to the troubled employee who wishes to use our services.
- ✓ Keep in mind that, in most instances, the EAP must have a signed Release of Information from the employee before we can give any feedback to you or other personnel at the organization.
- ✓ Finally, the more supervisors and managers actively and positively encourage employees and their household members to participate in the EAP, the more people will take the initiative to find help before personal problems get out of hand.

**TO CONTACT YOUR EMPLOYEE ASSISTANCE PROGRAM,
CALL THE WELLNESS CORPORATION:
(508) 842-2780 OR 1 (800) _____**

Call between 9:00 a.m. and 5:00 p.m. Eastern time for routine supervisory referrals, consultations, or to set up appointments for counseling.

*In case of emergency or crisis call anytime 24-hours a day, 7 days a week.
A counselor is always available.*

DRUG/ALCOHOL TESTING AND MANDATORY REFERRALS

An increasing number of organizations have drug-free workplace policies which include testing of employees. In many cases, these policies are based on U. S. Department of Transportation (DOT) Model Anti Drug and Alcohol Misuse Plans. With few exceptions, employers covered by DOT regulations are required to test designated employee groups for controlled substances and alcohol. These organizations have often extended these same requirements to all “safety-sensitive” functions.

*If your organization has a drug/alcohol policy and is a testing environment, you should familiarize yourself with the specific protocols of **your organization**.*

Employees with a safety-sensitive designation may be subject to pre-employment, random, reasonable cause, and post-accident drug and alcohol testing. Engaging in prohibited conduct can result in termination. Certainly, the DOT regulations do not require that the employee be offered a second chance.

Employees given such a chance, also receive a **mandatory referral** to the EAP. The referral process is identical to the formal supervisory referral, but in this case the employee is **required** to work with the EAP. They are removed from safety-sensitive functions and cannot be returned until, at a minimum:

- The employee undergoes evaluation by the EAP.
- The employee complies with the recommended treatment plan.
- The employee passes a return-to-duty drug/alcohol test.

It is not necessary for an employee to have completed treatment before returning to work. (For example: The DOT regulations specifically state that **compliance** with treatment recommendations, not completion of treatment, is what is required. Treatment is an on-going process. It is important to remember that the employee returning to work is not “cured.”

THE SUBSTANCE ABUSE PROFESSIONAL (SAP)

In DOT- related mandatory referral cases the EAP will refer an employee to a DOT qualified Substance Abuse Professional (SAP) and will work closely with the SAP to monitor compliance with recommendations. Following a positive test or other violation of the drug and alcohol rules:

- The employee is evaluated by the SAP.
- The SAP develops the treatment plan and monitors compliance.
- The SAP helps to determine a feasible time projection for the employee's return to work.
- The SAP determines the follow-up testing program: how many tests per month and for how many months. (*DOT requires a minimum of six unannounced tests for the first year and for up to the next five years.*)
- The SAP files a written report with the employer.

RETURN-TO-WORK CONFERENCE

A return-to-work conference is a meeting that occurs between a supervisor (*or human resources representative*) and an employee prior to the employee's return to work from a leave of absence. The primary goal of the return-to-work conference is to identify and address all factors, emotional or otherwise, which could prevent a successful transition back to the work environment. These factors will vary depending on the circumstances which necessitated the absence from work. This meeting most commonly occurs where an employee is returning from treatment for chemical dependency or for a mental-nervous condition. However, there are other circumstances where such a conference may be warranted, such as when an employee is returning to work following an injury or illness, or after a traumatic personal event.

The EAP can help determine if a return-to-work conference would be helpful, who should attend, and the meeting's content. Return-to-Work services provided by the EAP include:

- Helping the employee and/or supervisor prepare for the meeting by advising what to expect, consulting on actions to ease the transition, and coaching on proper demeanor.
- Attending a return-to-work conference with the agreement of all parties involved.
- Exploration of concerns, and identification of realistic expectations and reasonable accommodations.

MANAGEMENT CONSULTATIONS

From time to time, situations arise where a supervisor is not sure whether the EAP is the appropriate resource for a particular employee or work group issue. We are always available to consult with you, and we encourage you to call for discussion or consultation. If we cannot offer services, we may be able to refer you to other resources. Some of the kinds of calls we receive include such questions as:

- Whether to refer an employee to the EAP.
- How to manage the termination interview of an emotionally distressed employee.
- How to handle the termination interview of an historically volatile employee.
- How best to respond to and manage difficult behavior in the workplace.
- Whether training or some other form of group intervention (*such as an organizational intervention, or a critical incident debriefing*) may be helpful for a particular situation.

The EAP is always available to you and your Human Resource staff.

CRITICAL INCIDENTS

A critical incident, or traumatic incident, is any event in the workplace which produces intense emotional reactions, the shock of which has the potential to create lasting psychological damage to individuals or groups. Examples of such events include:

- Violent or catastrophic events such as shootings, robberies, assaults, accidents, suicides or natural disasters.
- The serious illness, injury or death of an employee.
- A reorganization, layoff or facility closing.
- Any distressing occurrence which attracts unusual media attention.

Does your organization have an official policy or plan for dealing with critical incidents? Who should you call when tragedy strikes your employees?

Contact: _____ **Phone Number:** _____

Back-up: _____ **Phone Number:** _____

Life does not automatically return to normal following a traumatic event. The Wellness Corporation can significantly reduce the recovery period for the employees involved and the organization as a whole through a process called Critical Incident Stress Management (CISM).

CISM is a special process which involves the following elements:

- Helping the organization to develop plans for responding which meet two specific goals:
 - 1) to support the affected employees and their families; and
 - 2) to minimize negative fall-out from the event in the form of declines in productivity, employee performance and morale.
- Onsite meetings with the EAP coordinator (*Human Resources or Personnel*), the organization's Crisis Response Team, senior management, and the department heads or supervisors/managers of the affected group.
- Identifying target groups: these usually include all of the employees exposed to the incident, the immediate victims, those who observed the incident or responded to the scene and those who felt threatened.
- Conducting grief support groups for these employees (*and family members, if appropriate*). These sessions usually occur within 48 hours of the events. The EAP clinicians encourage employees to talk about the event, their reactions and to seek individual attention, if needed. The timing of the sessions should be discussed with the EAP clinician.

Answers to the following questions help us to help you when a crisis occurs:

- What happened?
- How many people were affected?
- EAP contacted/coming onsite?
- What has the organization done thus far?
- What do employees know?
- Is there a private, quiet place for employee meetings?

ORGANIZATIONAL DEVELOPMENT SERVICES

Every organization encounters situations which require more than an individual response or group-training strategy. The Wellness Corporation can work with your organization to address issues and effect change within particular work groups and departments, or across the whole organization. *(There may be a cost for these services.)*

Issues that the Wellness Corporation helps organizations address include:

- Interdepartmental Conflict
- Lay Offs
- Reorganization
- Organizational Change
- Intradepartmental Conflict
- Team Building

The principal elements of an organizational intervention are:

- Formal assessment of the structure, communication, job satisfaction, performance appraisal, disciplinary process and leadership style of the organization.
- Analysis of the impact of personality types and human interactions.
- Assessment of potential for change based on norms of individual and group behavior.
- Development of long-range and short-range intervention strategies.
- Customized education and training sessions.

TRAINING SERVICES

The Wellness Corporation has a range of training programs available to your organization. These programs fall into two categories: Health and Wellness Programs and Professional Development Programs. *(There may be a cost for these services.)*

Health and Wellness Programs

These programs generally fit within a sixty- to ninety-minute format and can be provided as lunch-time “brown-bag” presentations. Offering such programs periodically throughout the year serves a three-fold purpose: it offers employees an opportunity to develop new skills; it helps to uncover potential areas of difficulty; and it raises awareness of the EAP.

Some of the topics include:

- Personal Stress Management
- Handling the Holidays
- Raising a Drug-Free Child
- Balancing Work & Family
- Preventing Burnout

Professional Development Programs

These programs can be customized to meet the specific needs of the organization or a particular group and department. The goal of the programs is to help individuals acquire the necessary skills to meet the responsibilities of their positions.

Topics include:

- Preventing Violence in the Workplace
- Substance Abuse in the Workplace
- Conflict Management
- Effective Communication (3-parts)
- Effective Performance Appraisals
- Managing Change

For human resource professionals, coaches, managers and supervisors
Consultation and Supportive Services, 24 hours a day 7 days a week

Call us with concerns such as:

- Workplace Violence Risk
- Employee Conflicts
- Performance Problems
- Reduction in Force Planning
- Back to Work Plans
- Domestic Violence Threats
- Traumatic Incidents
- Training Needs
- Organizational Development Assessments
- Termination Support
- Or simply, "Just not certain what to do!"

Remember that your EAP is available to help YOU too!

THE WELLNESS CORPORATION

512 West Main Street ■ Shrewsbury, MA 01545

Tel: 508.842.2780 ■ Fax: 508.842.6068 ■ www.wellnesscorp.com