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Breaking The Chain Training Services

Engaging Managers in an Economic Crisis: EAP as a Resource

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Objectives

What is a Real EAP?

Examine Corporate Culture

Examine EAP's Key Role with Managers in an Economic Crisis

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# Objectives

Identify Challenging Employee Situations

Look at Strategies to help managers get the most out of what the already have
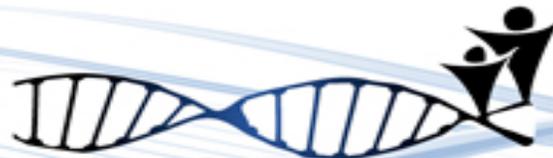
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Building a Partnership

Family/Medical Leave Act (FMLA) Child/Elder Care Services

Substance Abuse Professional (SAP) Services

Risk Management

Support Groups

Return-to-Duty Assistance

Critical Incident/ Stress Management

Legal/Financial Referral

Out-placement/ Retirement

Welfare-to-Work Programs

Americans with Disabilities Act (ADA) Teams

Conflict Management/ Violence Prevention/ Threat Assessment Teams

Drug Free Workplace (DFWP)

OSHA/Safety Programs

Wellness Promotion

Disability Management

Work/Life Programs

EAP Core Technology Functions are:

#1 Consultation with, training of, and assistance to work organization leadership (managers, supervisors, and unions stewards) seeking to manage the troubled employee, enhance the work environment, and improve employee job performance; and, outreach to and education of employees and their family members about availability of EAP services.

#2 Confidential and timely problem identification/assessment services for employee clients with personal concerns that may affect job performance.

#3 Use of constructive confrontation, motivation, and short-term intervention with employee clients to address problems that affect job performance.

#4 Referral of employee clients for diagnosis, treatment, and assistance, plus case monitoring and follow-up service.

#5 Consultation to work organization in establishing and maintaining effective relations with treatment and other service providers, and in managing provider contracts

#6 Consultation to work organization to encourage availability of and employee access to employee health benefits covering medical and behavioral problems, including, but not limited to, alcoholism, drug abuse, and mental and emotional disorders.

#7 Identification of the effects of EAP services on the work organization and individual job performance.

The presence of the EAP core technology is essential to EAPs

EAPs that provide the services in the dotted boxes BELOW may be covered by HC/MC laws.

Health Care Services*
- **Clinical Evaluation**
- **Clinic Diagnosis**
- **Psychological Counseling**
- •Chemical Dependency/ Mental Health Treatment

*****EAP personnel providing above-listed services can expect to be subject to clinical licensure laws.**

Managed Care Services
Manage:
- Provider Networks
- HC Systems
- Benefits

EAP that are contracted with third parties may be covered, EAP's that are part of HMOs/MCOs can expect to be covered.

The Nuts and Bolts of EAP

#1 Consultation with, training of, and assistance to work organization leadership (managers, supervisors, and unions stewards) seeking to manage the troubled employee, enhance the work environment, and improve employee job performance; and, outreach to and education of employees and their family members about availability of EAP services..

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Mission of EAP

Management Consultation is Bread and Butter of EAP and Key to our Future

Learn the Corporate Culture

Embed EAP in the Culture

Influence the Culture

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Organizational Culture

Definition:

An organization's culture consists of some combination of practices, assumptions and values that organizational members share about appropriate behavior.*

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Cultural Analysis*

1. What 10 words would you use to describe your company?
2. Around here, what's really important?
3. Around here, who gets promoted?
4. Around here, what behaviors get rewarded?
5. Around here, who fits in and who doesn't?

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"Account Executive" Role Effort

Identify needs of employees

Identify needs of business

Learn the business

Vet Community Resources and Tailor to the specific population

Develop relationships with business leaders and HR
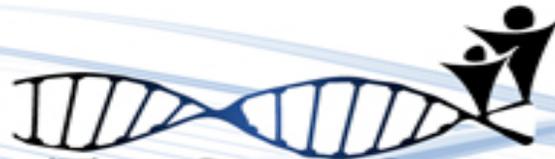
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"Account Executive" Role Result

Be a business person first and a clinician second

HR and managers will **call you** for consult

EAP will be seen as a partner in the business

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Management Climate

Messages from Above:

"Do More with Less"

"Be Lucky you Have a Job"

"Increase Productivity"

"You can't hire anyone, even Temps"

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Management Climate

Messages from Below:

" I'm not trained for this role"

"Half the department is gone; I can't do it"

"My doctor wants me to go on a stress leave"

"You are picking on me"

Know Your Managers and Employees

Know Your Managers

Just like you know the culture, know the people

Managers with poor boundaries

Managers with little skill

Managers with big hearts but little judgment

Employee Crises

Behavior on job or at outside work functions

Manager hesitant to confront due to lack of resources

Manager gets over involved personally

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Employee Crises

Obvious (to Us) Addiction

Employee Crises

Not so Obvious Addiction

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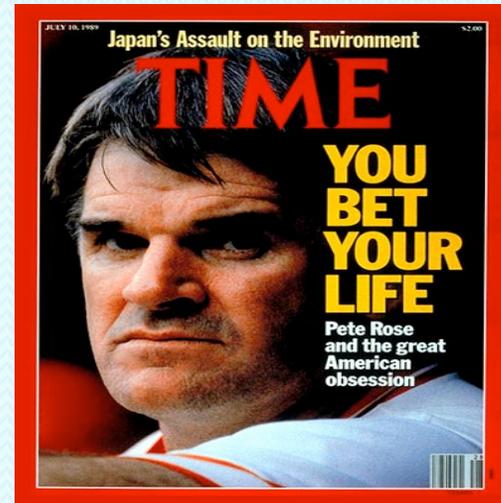
Employee Crises

Bipolar Episode

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Employee Crises

Difficult Personality
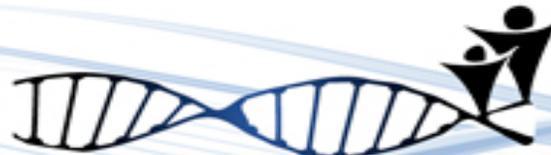
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Employee Drama
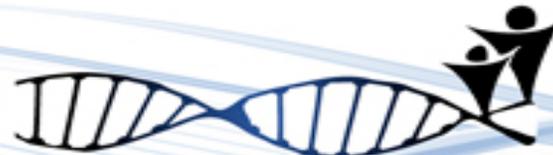
How Can EAP Help?

Listen and Validate Managers' concerns

Help them Find their Strengths and Assets

Help them Use what They Have

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Boundaries!

Personal and Professional

Managers role and EAP role

EAP: We Do Drama!
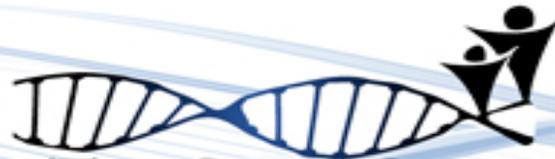
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Whose Role is it?

Diagnose Problem?

Confront Employee about behavior?

Link employee with resources?

Provide accommodations for employee before rehab?

Monitor employees progress in treatment?

Set performance goals for employee?

Monitor employee performance?

Key Points

Learn the business

Use Examples to Introduce EAP to Business Leaders

Get Face Time with Key Business Leaders, Managers, HR, Legal

Emphasize Consultation Role, Be Confident (be strategic, flexible, balanced between compassion and impact to business)

Key Points

Clarify and set Boundaries with Managers about your role and their role

Involve HR (Whether they like it or not)

Follow up, Follow up, Follow Up

Managers

Employee

HR

Influence the Culture (using good business sense solidifies business partnerships)

Thank You
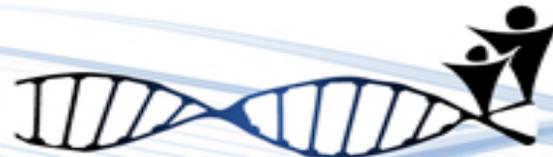
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