



WHERE TO STEP IN...

EMPLOYEE ASSISTANCE PROGRAM (EAP)

TRAINING MANUAL

Preferred EAP

1728 Jonathan Street
Allentown, PA 18104

610/433-8550
800/327-8878

www.preferredeap.org

February 2013

PREFACE

This manual was written with the assumption that considerable progress will be made toward the early identification and referral of employees with personal problems if the emphasis in training is placed on the general management problems (lower production and/or quality, increased waste, accidents, absenteeism, etc.), which often are the manifestations of personal problems, rather than focus on the symptoms of specific personal problems.

Such emphasis eliminates the need for diagnosis by the supervisor and minimizes the role confusion and emotional ambiguity associated with approaching the troubled employee.

PREFERRED EAP

Preferred EAP is a professional counseling service operated by Lehigh Valley Hospital and Health Network, the region's premier providers of health care services.

In 1984, Preferred EAP, then known as The Counseling Program, began to offer Employee Assistance Program (EAP) services to Lehigh Valley area employers.

Over the years Preferred EAP has responded to the needs of employers and employees alike and has built a reputation as an innovative, effective and cost-conscious provider of quality EAP services.

INTRODUCTION

All organizations have employees whose health, well-being, and in extreme circumstances, job performance are adversely affected by personal problems such as drug and alcohol abuse, marital conflict, depression, etc.

Preferred EAP, your Employee Assistance Program (EAP), offers comprehensive assessment and referral services to employees (and their dependents) for any personal problem that actually or potentially affects health, well-being, or job performance.

Services are **confidential** and each employee/dependent can receive service at **no cost** to them. Employees and dependents are served via our offices in Allentown and Bethlehem, Pennsylvania and initiate service by calling the office at 610/ 433-8550 or 800/327-8878.

The primary benefit of the EAP is that it offers alternatives. Employees and their families have an alternative to the stress associated with personal problems; supervisors, labor representatives and co-workers have an alternative to the stress associated with dealing with a troubled employee. When the EAP is used appropriately, everybody can benefit.

WHY TRAIN SUPERVISORS AND LABOR REPRESENTATIVES

As a supervisor ("supervisor" is used throughout this manual to denote anyone responsible for facilitating, coaching or guiding individuals or teams) you are aware of employee job performance problems and their impact on you and your organization.

They are problems, which often present a situation you must deal with quickly and effectively. But when and how to respond are not always easy questions to answer. **When an employee's personal difficulties interfere with his or her job, we not only have a troubled worker, but we may also have a troubled supervisor or labor representative.**

Supervisors and labor representatives play a critical role in the EAP process. They are often the first to notice problems in the workplace and are in an ideal position to quickly identify and intervene with troubled employees.

Preferred EAP realizes that troubled employees are difficult to deal with and it is our hope that this manual will enhance your skills in this very sensitive area of employee relations. This manual (and subsequent training sessions) will provide you with an opportunity to:

- Become familiar with the EAP's design, policy, procedure and operation.
- Develop confidence in the EAP's ability to meet the needs of troubled employees
- Examine your own feelings and attitudes about intervening with troubled employees.
- Develop skills in the areas of observation, recognition, documentation, consultation, approach, referral and follow-up.

HOW TO USE Preferred EAP

The EAP functions both as an employee benefit and as a human resources management tool. Services are available to employees (and dependents) to discuss any problem which affects health, personal well-being or job performance.

In addition, the EAP is available to supervisors, labor representatives, and other concerned colleagues to discuss their concerns about troubled co-workers.

EAP services may be initiated in one of three ways:

- 1) Self Referral
- 2) Concerned Colleague Referral
- 3) Performance Based Referral.

Self Referral refers to situations in which employees (or dependents) recognize the existence of a personal problem and contact the EAP without the knowledge of supervisors or other organizational members. Self referrals account for 75% - 80% of EAP clients.

A **concerned colleague** (co-worker, supervisor or labor representative) may also informally recommend that an employee contact the EAP. This could occur when personal problems are identified at the workplace but do not yet significantly impact on job performance. Or an employee may voluntarily approach a co-worker for assistance with a personal problem and be encouraged to call Preferred EAP.

As a supervisor or labor representative you will have many opportunities to informally recommend use of the EAP by making a Concerned Colleague Referral.

Please note, however, that we are not suggesting that you pry into people's private lives. What we're suggesting is that you simply make yourself more available to those people who identify themselves to you as having personal problems. And then respond to these people as concerned human beings, offering them the services of the EAP. Such referrals will account for about 20% of EAP clients.

When an employee exhibits a pattern of deteriorating **job performance** or unacceptable on-the-job behavior AND when a personal problem is suspected AND when the employee does not respond to routine supervisory attention, prompt action is necessary and the involvement of the Human Resources Department or Employee Health Office is warranted (as per standard practice).

After reviewing the matter, Human Resources or Employee Health may decide that a formal Performance Based Referral to the EAP is indicated. 5% of EAP clients are Performance based referrals.

THE ROLE OF PREFERRED EAP

Preferred EAP is responsible for the overall operation of your EAP. Specific duties include:

- Providing comprehensive, confidential and professional assessment, referral and follow-up services to troubled employees or dependents.
- Being available to consult with supervisors, labor representatives and co-workers on when and how to use the EAP.

- Assisting appropriate staff with the observation, recognition, documentation, consultation, approach and referral process.

Preferred EAP is available to discuss virtually any problem area including (but not limited to) marital and family concerns, alcohol and drug misuse, financial or legal difficulties, and emotional distress.

If you aren't sure the Employee Assistance Program is the route to follow, call Preferred EAP to discuss the situation.

Remember, though, the EAP is designed to help employees with problems. Preferred EAP will not act as disciplinarian on behalf of the supervisor nor will we become involved in employee-management disputes.

THE SUPERVISOR'S AND LABOR REPRESENTATIVE'S ROLE IN THE EAP PROCESS

Your role in the EAP process is essential in that it is often the supervisor or labor representative who is the first to notice, through day to day contact, the general behavioral problems (for example, absenteeism, accidents, difficulty concentrating, etc.) which may be manifestations of a personal problem.

You are also in a unique position when it comes to assisting a troubled employee. That is, while troubled employees can often ignore or rationalize the efforts of family and friends, it is not easy to ignore or rationalize the attention of one's supervisor or labor representative.

In the past, you may often have needed to rely on "gut feelings", chance or waiting for a crisis to develop before approaching a troubled employee.

Now, with the EAP, you have an alternative -- an alternative to doing nothing; an alternative to using only the disciplinary process; an alternative that allows you to take positive action before it's too late to help.

Remember, the sooner you act, the sooner the problems are resolved. Remember, too, that the EAP is not designed to replace normal supervisory procedures or employee relations practices: it is an alternative resource for assisting a troubled employee.

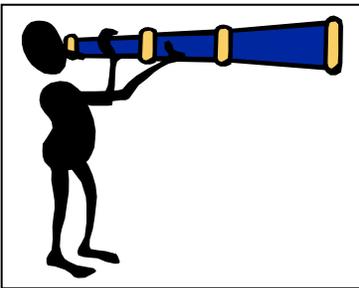
As noted above, the supervisor's or labor representative's role in the EAP process is essential. Your prompt decisive action and accurate input are critical when dealing with the seriously troubled employee.

In order to assist such an employee, you must successfully negotiate a six-step EAP Intervention Cycle.

EAP INTERVENTION CYCLE

- 1) IDENTIFICATION (observation and recognition)
- 2) DOCUMENTATION
- 3) CONSULTATION
- 4) APPROACH
- 5) REFERRAL
- 6) FOLLOW-UP

IDENTIFICATION



Identifying the troubled employee is a matter **OBSERVING** changes or discrepancies in general behavior or job performance and **RECOGNIZING** that these changes may be the result of a personal problem.

The first question here is "How, in what manner, is this employee not behaving or performing as usual?" The checklist provided as **Appendix III** can be helpful in answering this question. To use it, think about the employee in question. Does he/she exhibit any of the characteristics listed?

While a single incident (e.g., intoxication, violence) may precipitate action, remember that all of us have bad days, and occasionally exhibit some of these characteristics. If a pattern of unusual behavior or performance deterioration emerges or changes in attitude and behavior become chronic in an employee who was formerly a competent and stable worker, then you need to act.

DOCUMENTATION

Documentation is crucial to a successful intervention with a seriously troubled employee.

Documentation may begin whenever you become aware of behavioral changes or job performance problems. The key is to PUT IT IN WRITING.

Nobody likes to take time to write down what seems to be obvious, but if you don't have it down in black and white, a troubled employee is going to look for every loophole possible. You (and he/she) can't afford that. **IF IT'S IMPORTANT ENOUGH TO NOTICE, THEN TAKE NOTES.**

HOW TO DOCUMENT

Write down incidents as they happen. Be clear, concise and include dates, times, and the circumstances of each event.

Be objective. Record actual events and **facts**, not impressions or hearsay. Use specific, behavioral, nonjudgmental terms.

Documentation should not be limited to negative job performance. It is also important to record positives regarding an employee's work. By recording both the positives and negatives, there is a basis for comparison and employees should feel that supervisors are not just looking for faults but also recognizing hard work and achievement.

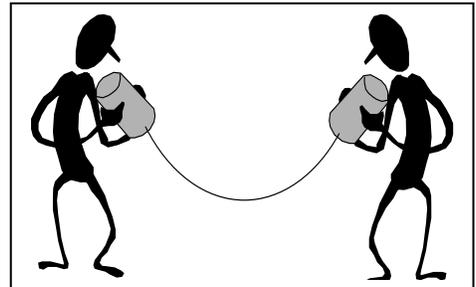
Treat all documentation as confidential and discuss it only with the employee, appropriate staff and staff of the EAP.

WHAT TO DOCUMENT

Document any unusual or unacceptable behavior, decline in work performance, missed deadlines, mistakes, poor judgment, work taking more time, low efficiency, inability to work well with coworkers, or attendance problems, etc.

CONSULTATION

In many situations involving troubled employees, it will be appropriate for a supervisor or labor representative to intervene directly. For example, if you suspect that an employee has a personal problem and job performance is not an issue, then you can approach the employee and informally recommend use of the EAP, making a Concerned Colleague Referral.



However, depending on the nature of the employee's personal problem and depending on how the personal problem influences job performance, there will frequently be a need to consult with Human Resources or with Preferred EAP before approaching the troubled employee.

Consultation with Preferred EAP is appropriate whenever there is a question about how to proceed.

When you ask Preferred EAP for advice or assistance, it:

- Is not a cop-out or an admission of failure on your part.
- Doesn't commit you to anything. The decision to approach an employee, to refer him/her, or to take some other action remains entirely yours.

- Is confidential. What you say will not be passed on to the employee or anyone else without your consent.

As a supervisor or labor representative you are entitled to the following services from Preferred EAP:

- A patient, understanding and professional hearing of your problems with, and feelings about, the employee in question.
- Guidance, coaching and support in approaching the employee about unusual behavior or performance problems.
- Competent and professional handling of employees you send for assistance.
- Follow-up with treatment resources to determine whether employees are receiving the services needed and whether they are following the prescribed treatment programs.
- Continued assistance, as necessary, to the employee and to you in readjusting to a productive work relationship.

APPROACH

The next step -- that of approaching the troubled employee -- is usually the most difficult. If job performance is only minimally affected and a personal problem is suspected, then a Concerned Colleague Referral is in order.

However, in those cases in which informal discussions of job performance deficiencies and suggested use of the EAP have not yielded the desired results, another approach is necessary. The more formal Performance Based Referral via Human Resources or Employee Health may also be indicated.

Discussion -- confrontation -- corrective interview -- performance review -- call it what you will. When a supervisor sits down to discuss with an employee his/her work deficiencies, both parties are usually very uncomfortable with the situation. Generally, there is a tendency on the part of the supervisor to postpone this step; to deny what is actually happening; to hope the situation will resolve itself; to give in to one of the barriers to effective intervention discussed in **Appendix I**.

However, the best time to talk to an employee about performance problems is as soon as possible after its observed and documented. There is no need to wait for the scheduled job performance review. In fact, waiting can make matters worse.

Approaching the troubled employee involves four major elements:

- Preparation
- Self-Awareness
- Effective Delivery
- Avoiding Traps.

PREPARATION

Adequate preparation can save a lot of time and energy and proves invaluable to effective intervention with a troubled employee. You must control the tone of the meeting. You have the advantage of documentation, authority and advanced preparation. Plan and organize your observation so you can present your concerns clearly and concisely.

Prepare yourself as well. Don't be afraid to intervene or get involved. You have a legitimate right to do so when personal problems interfere with job performance. Remember, your goal is to offer support and solve problems, not discipline or terminate.

For advanced planning of the meeting, please consider the following points.

DO:

- Consider what could happen if you don't act now
- Choose a private and comfortable setting
- Arrange not to be disturbed or distracted
- Have your documentation in order
- Rehearse what you will say and how you will say it in advance (see **Appendix IV**)
- Consult your own supervisor, Human Resources or Preferred EAP (at 433-8550) if you have any questions about how to proceed

DON'T:

- Delay or find a way of avoiding an unpleasant task
- Try to diagnose or label
- Tolerate more from one employee than you would from another
- Give advance notice of the meeting

SELF-AWARENESS

Recognizing and understanding our own feelings about troubled employees is a vital step in preparing to discuss problems with a subordinate or co-worker.

Most people are apprehensive about such discussions and resist or delay meeting with a troubled employee even though there is no question about it needing to be done.

Regardless of what's done instead of the required action, you cannot, in effect, do nothing. That is, anything short of approaching the employee allows him/her to get deeper into trouble.

Reluctance to do what is necessary is often due to feelings -- emotional involvement with the employee and situations that interfere. The work system is much like the family system and it's not unusual for a supervisor or labor representative to get emotionally entangled with a troubled employee. Feeling helpless, sad, hurt, fearful, guilty, angry or superior is not uncommon or inappropriate.

However, such feelings are blocks to effective communication and need to be dealt with before meeting with the employee. You also need to be ready to cope with the employee's resistance, defensiveness and even hostility.

DO:

- Be aware of your own feelings and keep them in check
- Try to imagine what you'd feel like in the employee's position
- Remain focused on job performance and behavior standards.

EFFECTIVE DELIVERY

The keys to a successful approach of the troubled employee are clarity, conciseness, and resolve. In order to communicate your concern and/or evidence of unacceptable performance, you should stick to the facts. While it is appropriate to be concerned and supportive, this must be balanced by a firm and factual presentation.

Be specific and direct, using examples of the incidents you've observed. But do so without blaming or speculating about cause. Explain precisely why the behavior is alarming or why the level of performance is unsatisfactory.

Finally, while there is some room for bargaining and persuasion, be resolved and confident in your position.

DO:

- Allow the employee to explain
- Listen actively
- Choose your words well
- Remain courteous, but objective and honest
- Maintain your poise
- Be constructive, accentuate the positive without minimizing the problem
- Focus on behavior, not the person
- Make it clear improvement is expected and is to be maintained

DON'T:

- Pry

- Discuss personal problems or give advice
- Moralize or judge
- Argue or criticize
- Diagnose or label
- Get side-tracked or trapped.

AVOIDING TRAPS

Seriously troubled employees will use a variety of tactics to draw you away from the basic line of discussion. It is imperative, though, that you remain in control of the interview.

Diversionary tactics or traps (see **Appendix V**) usually involve evoking your sympathy, anger or some other emotional response.

Be alert to these devices and aware of your own feelings. While it's appropriate to allow the employee to explain their actions, we should be less concerned with "why" than with "what will be done about it".

Remember that he/she may be desperate -- fighting for self-image, job security and income and willing to go to great lengths to stay off the hook.

DO:

- Avoid emotional entanglements
- Be confident and assertive
- Make sure you're understood

DON'T:

- Be misled by sympathy-evoking tactics
- Enable (see **Appendix II**) or become personally involved
- Tolerate excuses or get defensive
- Take responsibility for the employee's problem or decision

REFERRAL to Preferred EAP

An informal discussion concludes with an offer of assistance via the EAP: that is, a Concerned Colleague Referral. The employee may either accept or reject the offer without prejudice.

Whether or not the employee uses the EAP, you, as a supervisor or labor representative, are primarily concerned with job performance.

Regardless of whether or not the referral is accepted, if job performance becomes an issue, further action is indicated.

In most cases this means further, more directive, more confrontative corrective interviews and eventual contact with Human Resources or Employee Health to arrange a Formal Management Referral.

Here, too, the employee has a choice: reject the offer of assistance and face the consequences of his or her decision; or accept a referral and get another chance. Either way, improved job performance is expected. Even when the EAP is used in these situations, if, after a reasonable amount of time, improvement does not occur, discipline will follow.

Most times, the employee who is confronted with this sort of choice will agree to accept a referral. They may be angry with their supervisor or labor representative and be dishonest with the counselor, but your observations and documentation will allow very little room for manipulation.

In our experience at Preferred EAP, two out of three seriously troubled employees respond to this approach and achieve long-term positive results.

When making a referral:

DO:

- Emphasize **confidentiality** of the EAP
- Offer to arrange an appointment then and there
- Stress that the consequences of accepting a referral are to be less severe than the consequences of an unresolved personal problem
- Explain that the employee must decide for him/herself whether or not to seek assistance via the EAP
- End on a positive note and expect results, not miracles
- Record the highlights of the interview and retain for future reference.

DON'T:

- Diagnose, label or play psychiatrist
- Moralize or judge
- Accept excuses for failure
- Make idle disciplinary threats
- Cover up for a friend
- Argue.

FOLLOW-UP

Your role in the EAP process does not end with referral. When there is a job performance issue, supervisors need to continue to monitor the employee. When performance improves, praise and encouragement can be extremely helpful. And when it doesn't, prompt action, in the form of additional interventions, is indicated.

APPENDIX I: BARRIERS TO EFFECTIVE USE OF THE EAP

As noted, the EAP is both an employee benefit and a human resources management tool. To be effective, your EAP must be:

- Understood and supported, promoted and used by BOTH supervisors and labor representative.
- Integrated formally and informally into the routine activities of supervisors and labor representative.

Although supervisors and labor representative readily acknowledge knowing or having known employees who could use the services of the EAP, many hesitate to approach troubled employees and to refer them to the EAP.

A number of things might account for this. It may be a matter of training -- they may not fully understand how to identify, approach and refer. Or the issue may be one of communication -- key people may not know enough about the EAP and there may be a need to clarify organizational expectations regarding use of the EAP. And sometimes other non-EAP options and methods are used to deal with the troubled employee.

While adequate training and appropriate communication are important issues, there are a variety of misconceptions and inappropriate attitudes that act to prevent the effective use of the EAP. These barriers fall into three broad categories and include:

- 1) Rationalizing
 - It's not that bad...
 - It's too soon...
 - It's too late...
 - It's not worth the effort...
- 2) Minimizing
 - Job performance isn't being affected...
 - What I don't know can't hurt me...
- 3) Emotional Entanglements
 - Apprehension
 - Confusion and role conflict
 - Frustration and guilt
 - Sympathy
 - Anger and disappointment

APPENDIX II: SITUATIONS THAT FOSTER SUPERVISORY ENABLING

Even supervisors who have had formal training in identifying troubled employees through deteriorating job performance may still be reluctant to act on the information. In fact, because of denial, they may actually be unable to see the patterns they've been trained to observe. Sometimes their personal beliefs may contribute to the denial process and prevent them from applying their usual supervisory skills and knowledge. Here are a few examples:

BELIEF: "Taking action would be so painful, it's better to just leave the situation alone".

EFFECT: Believing that a confrontation would be worse than just putting up with the problem limits the supervisor greatly. This belief is mistaken, too. The situation won't simply continue as is; it will get worse.

BELIEF: "Referring the employee to the Employee Assistance Program for counseling and treatment will damage his career".

EFFECT: Any supervisor who believes that making a referral will harm an employee's career will naturally be reluctant to do so. Fortunately, this belief is erroneous. Actually, Employee Assistance Programs are strictly confidential and records of participation don't go into formal personnel files. Moreover, saving a job is hardly worth losing a life.

BELIEF: "The management system here doesn't encourage supervisors to get involved in personal problems". Some of the barriers that supervisors may perceive in the system include:

- Complex disciplinary procedures;
- Non-supportive upper management;
- Non-supportive union;
- Unclear performance standards.

EFFECT: This behavior promotes inertia in the supervisor. Even if there are real barriers preventing supervisors from becoming healthily involved in employee's personal problems, supervisors must take action. Failure to do so will inevitably mean a decline in the troubled employee's performance and an increasing number of problems in the work group. As others become affected and the total quality of work output decreases, the supervisor's own performance becomes impaired. Then the supervisor really has a problem.

These few examples illustrate how a number of common erroneous beliefs about personal problems, about the ways to help someone, and about the worksite itself can keep a supervisor from taking appropriate action to deal with a troubled employee.

APPENDIX III: PERFORMANCE CHECKLIST

Identifying a troubled employee is a matter of OBSERVING deteriorating job performance and/or unusual behavior and DOCUMENTING the same.

If you are concerned about an employee's declining performance, this checklist should be used as an observational aid. Under no circumstances should it be made part of the official personnel file.

Think about the employee in question. Does he/she exhibit any of the following characteristics? Go through the list below and check each item that applies to the worker you're concerned about.

ABSENTEEISM

- multiple instances of improper reporting-off or unauthorized leave
- excessive sick leave
- repeated absences following a pattern
- excessive lateness in the morning, especially on Mondays
- peculiar and improbable excuses for absences
- more absenteeism than others for colds, flu, gastritis, etc.
- frequent unscheduled short-term absences (with or without medical explanation)
- frequent use of unscheduled vacation time
- frequent Monday or Friday absences or days just before/after holidays or pay days
- leaving work early

ON-THE-JOB ABSENTEEISM

- continued unnecessary absences from work station
- frequent or long trips to water cooler or restroom
- long coffee breaks or lunches
- frequent trips to the dispensary

ACCIDENTS

- physical complaints on the job
- accidents on the job, especially peculiar ones
- accidents off the job, especially peculiar ones
- near accidents on the job

APPENDIX III: PERFORMANCE CHECKLIST – continued

DIFFICULTY IN CONCENTRATION

- work requires greater effort than previously taken
- jobs take more time to complete
- difficulty in recalling instructions, details, etc.
- difficulty in handling complex tasks
- difficulty in remembering own mistakes
- lack of concentration, forgetfulness, disinterested in work

WORK PATTERNS & JOB EFFICIENCY

- alternate periods of high and low productivity
- coming to work in an obviously abnormal condition
- missed deadlines
- mistakes due to poor judgment or inattention
- outside complaints about the employee's work/service; customer complaints
- improbable excuses for these performance problems
- faulty decision making

RELATIONSHIPS ON THE JOB

- over-reaction to real or imagined criticism; extreme sensitivity
- wide swings in morale or mood
- borrowing money from coworkers
- unreasonable resentments against coworkers
- repeated and compulsive criticism of the company
- persistent requests for job transfer
- unrealistic expectations for promotion
- abrasiveness with others (managers and/or coworkers)
- unusual or improper behavior at company meetings

APPENDIX III: PERFORMANCE CHECKLIST – continued

BEHAVIOR AND MOOD

- physically assaultive, violent or threatening

- unduly talkative
- exaggerated self-importance
- rigidity - inability to change plans with reasonable ease
- making incoherent or irrelevant statements on the job
- over-compliance with any routine (making it a ritual)
- frequent argumentativeness or irritability
- frequent outbursts of crying
- excessive amount of personal telephone time
- withdrawn or isolated
- preoccupation with illness or death
- deteriorating personal appearance

An employee showing three or more of these warning signs may have a personal or medical problem requiring EAP intervention (especially if the performance problem can't be attributed to skill deficiency, lack of communication, or environmental obstacles).

Remember, though, that all of us have "bad days" and exhibit some of these characteristics occasionally. If a pattern of continued deterioration and/or chronic changes in attitude and behavior begin to appear with an employee who was formerly a competent and stable worker, then you should consult Preferred EAP's staff and begin to document specific work deficiencies.

Remember, too, that it is not your job to diagnose illness. Document job performance and/or behavior facts only.

APPENDIX IV: EFFECTIVE INTERVIEW PHRASES

Try working several of the following phrases into your next corrective interview. Each attempt to convey a sense of respect, control and/or a genuine desire to be of help can make the employee feel more comfortable. Remember, stress confidentiality at all times.

- "You've always done a good job for us."
- "We have a problem to solve." (Never you have a problem.)
- "We want you to keep your job."
- "We're not in this meeting to terminate or suspend you."
- "Are you sure there is nothing I can help you with?"
- "I'm concerned. I care about what happens to you."
- "Please feel that you can count on me."
- "Can you offer any suggestions to help solve this problem?"
- "If personal problems are affecting your job performance, we'd like to help you."
- "We're here to solve this problem together."
- "I think you'll agree that..."
- "Let's discuss the advantages of the EAP."
- "May I show you the records of the times and dates of the performance problem we're speaking of?"
- "I'd be glad to set up a meeting between you and our Employee Assistance Counselor."
- "Our goal is to maintain your good performance."
- "We'll meet and review your progress in ____ days."
- "I'd like your signature on a confirming memo, so that you and I both know what we've agreed to do."

APPENDIX V: AVOIDING TRAPS

Very often a troubled employee will consciously or unconsciously use a variety of "traps" to protect himself when being confronted by a supervisor. Following is a list of most common employee "traps".

1. Sympathy: Try to get the supervisor involved in your personal problem.
2. Tears: Fall apart in the conversation.
3. Excuses: Be defensive. Have a reason for everything.
4. Apology: Be very sorry. "It won't happen again."
5. Promises: "I'll do better. You can depend on me."
6. Innocence: "It's their fault. They're all against me."
7. Anger: "How dare you question what I do! Look at all that I've done for you."
8. Pity: "I can't do anything right. I am worthless."

**Here are five typical employee put offs or detours
and recommended responses:**

"Let's talk about it some other time. See, I've got this rush job."

Push to settle it now, making clear why it's important to you and to her. If her reason is valid, set a specific near-future time. Insist the appointment be kept.

"Neither you nor anyone else ever made this EAP policy clear. You goofed!"

If untrue, stick up for yourself. If she has a point, accept the possibility quickly and get back to describing events, or expressing your feelings. Don't defend yourself, and don't blame right back.

APPENDIX V: AVOIDING TRAPS -- continued

"I don't blame you personally. You're probably uptight because somebody gave you a hard time earlier!"

Someone with a problem will give you free therapy and endless sympathy if you just get off their back. Don't analyze me. We'll get back to work on your problem now.

"Here I've got a heck-of-a headache, a lousy stomach, a sick kid, and you have to pick on me this time..." (Poor Me)

Don't feel guilty. He's probably mishandled pressure like this before. If he plays this to the point where you really can't talk sensibly with him, consider giving it to him in writing.

"I appreciate your telling me all this. I'll need some time to think about it and talk it over with the wife. I'll get back to you." (Subtle rejection of negotiation.)

He wants to give you the good feeling you're getting somewhere, while making sure he doesn't go anywhere. Allow one postponement if he can convince you. Set a deadline for decision, or insist on an immediate tentative contract!

APPENDIX VI: REASONABLE CAUSE TESTING

REGARDING REASONABLE CAUSE

Reasonable cause testing as established under company policy means that supervisors and managers must require an employee to submit to a drug/alcohol test whenever there is "reasonable cause" to suspect that an on-duty employee is under the influence of a controlled substance or alcohol.

"Reasonable cause" means you believe the actions, appearance, conduct, etc. Of an employee on duty may be indicative of the use of a controlled substance or alcohol.

Reasonable cause exists if specific objective facts and circumstances would warrant rational inferences or lead a rational and reasonable person to conclude that an employee may be under the influence of a substance.

Action step #1 - Be Informed

- Know the applicable company policy and procedure.
- Implement applicable procedures thoroughly and uniformly.

Action step #2 - Observation

Noticing changes in employee behavior is first step in establishing reasonable cause.

If observe "alerts" or "warnings"...

- Consider possibilities
- Document and consult
- Intervene
- Monitor

If observe "danger signals"...

- Investigate...corroborate...consult
- Confirm
- Confront
- Document

APPENDIX VI: REASONABLE CAUSE TESTING -- continued

Action step #3 - Investigate... Corroborate... Consult

Investigate

- Check for alerts or warnings
- Verify third party reports

Corroborate

- Have another trained supervisor witness observations
- Consult
- With Preferred EAP and/ or company drug policy coordinator

Action step #4 - Confront

When?.....depends on risk level

Where?.....in private

With whom?.....both observers

How?.....

- Present observation
- Respond to effects, not possible cause
- Don't accuse
- Focus on safety
- Keep it simple

Action step #5 - Documentation

Why?.....ensures uniform and thorough implementation of policy

When?.....at every step of the process

What?.....just the facts!

If you want to confidentially consult with Preferred EAP about the behavior of an employee, establishing reasonable cause...etc., call 610/433-8550 or 800/327-8878 between 9 am and 4:30 PM Monday through Friday.