



Anthem EAP Manager's Manual

Because life doesn't come with
an instruction manual — we can help

Managing employees is rewarding in many ways. As a leader, you want to ensure your employees have the resources they need to be successful at work and home. Anthem Employee Assistance Program (EAP) is here to help your employees and support you in the important role you serve.

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What is the Anthem Employee Assistance Program (EAP)?

The EAP is a team of professionals dedicated to assisting you and your employees. The program is offered at no added cost to the employee and services don't require deductibles or copays.

There are times when an employee's need may fall outside of what the EAP has to offer. If this happens, you or the employee, depending on who contacts the EAP, will be informed and the EAP will assist in identifying appropriate resources.

Employees and their household members can get help for all kinds of issues. There are articles, online tools, seminars and counselors who can help and offer guidance.

Topics include:

- Substance and alcohol abuse
- Depression
- Family and relationship issues
- Stress management
- Work-related problems
- Tobacco cessation
- Identity theft recovery and credit monitoring services
- Credit and financial problems
- Money management
- Retirement planning
- Wills and estate planning
- Legal issues
- Aging parents
- Raising children
- Pet care and sitters

When an employee has personal problems, you'll probably notice. They may not be getting their job done. Maybe you've had to put them on a performance improvement plan. We can help. Anthem EAP offers services to handle your toughest issues.

EAP services for managers include:

- Unlimited manager consultations (to help the management team with employee concerns).
- Consultation on workplace policies such as a drug-free workplace or violence prevention.
- Training for leaders so you know how the EAP works and what employees can get out of it.
- Employee wellness workshops on topics like effective communication, work/life balance and dealing with stress.
- Timely support for critical workplace incidents like death, injury or traumatic events.
- Case management for formal or mandatory manager referrals to the EAP.
- Monthly and quarterly electronic promotions with articles on health, wellness, work/life and workplace issues for distribution to employees or posting in employee common areas.
- 24/7/365 access to Anthem EAP's call center, consultants and clinicians.



Training services

Anthem EAP offers training for your employees. Training and wellness seminars are available onsite and via webinar. Services are provided at no cost.

On-site or webinar facilitation

The EAP offers a complete catalog of training and wellness seminars on a wide variety of topics such as:

- EAP orientation
- Workplace
- Leadership
- Family
- Aging
- Parenting
- Personal growth
- Legal
- Financial
- Risk management
- Health and wellness

Website skill builders

The EAP website offers a wide variety of online courses. These courses target specific areas. Most employees can finish a course in less than 30 minutes. Employees create a unique username and password. A certificate of completion or a performance plan can be printed when the course is done.

Skill builder sessions may address:

- Communication skills.
- Diversity.
- Bullying in the workplace.

There are no added charges for these courses. And you can have as many people taking the course as you want.

Please review all courses before offering them to your employees and talk it over with your Human Resources (HR) department. Some courses may not be compatible with your guidelines.

Website monthly wellness webinars

There is one wellness webinar offered on the EAP website per month. These webinars are no additional cost to your employees. Employees may sign up for the webinar on the EAP website.

Topics in the past have included:

- Staying fit at work
- Building resiliency 101
- Maximizing your day: effective time management
- Nobody likes a bully: bullying in the workplace
- Path to inner peace
- Getting your affairs in order: five essential documents

For a full calendar of wellness webinars contact your EAP account manager. All webinars are archived within ten days after the live presentation.

Website EAP orientation

The EAP has a lot to offer. Many people don't understand what it is or how it works. We have EAP orientations to explain everything. Managers, employees, their covered dependents, and household members can find them on the EAP website.

Web tools for managers

The Anthem EAP website offers easy-to-use tools and resources to help you support and manage your employees. The site offers an engaging way for you to learn:

- New skills to help manage others.
- How to best respond to typical workplace and employee issues.
- How the EAP can serve you and your employees.

The Anthem EAP website also offers:

- Interactive training programs.
- A full manager's library.
- Manager orientation.
- Self-assessments.

Manager tools

Your dedicated website has a tab entitled *Manager Tools*, which includes links to your workshop catalog and instructions for how to schedule an on-site workshop.

Effective manager content*

There is a separate manager section on the EAP website. This helps you quickly access articles, audio clips and seminars on topics that matter to you.

Some of these include:

- Change
- Communication skills
- Dealing with difficult customers
- Downsizing
- Dealing with difficult employees
- Giving feedback
- Evaluating employees
- Preventing workplace violence
- Leadership skills
- Workplace substance abuse
- Motivating and recognizing employees

The EAP website offers online “skill builders” for professional growth. Your employees will sign up like they do for any course on our site. Once they're finished taking a course, they'll have the option to print a certificate of completion and/or performance feedback form.

The EAP website also has a monthly feature. This feature provides a wide variety of articles and tips on work and life. It also helps highlight available resources.

Some recent topics included:

- Keeping conflicts constructive
- Workplace bullying
- Family is everything
- Find time to get active
- Feeling stressed
- Managing time wisely

All features are archived on the EAP website. You can get to them whenever you need to. They can also be printed. The monthly feature is a great way to share information and promote your EAP services.

Web services to support your employees

The Anthem EAP website is a great resource for your employees to get quick answers to their questions:

- **LiveCONNECT** — LiveCONNECT is a “live chat” service. Work/life consultants can chat about personal issues. These consultants are available online 24/7. Available in English only.
- **Enhanced search** — The Anthem EAP website can be searched for local service providers. Users can search for adoption agencies, day care centers, summer camps and more.
- **Feature articles** — There are articles posted all the time about everyday living. Topics may include technology, social networking and how to research and select day care and pre-kindergarten programs.
- **Identity theft recovery and credit monitoring** — There are online monitoring and telephone consultation services for identity theft prevention. Both recovery and impact assessments can be done online or by phone.
- **Online seminars** — Employees can listen to a prerecorded or live facilitated seminar on a wide variety of topics.

* To access content: log in to the website, locate the *Working* section and choose **Effective Manager**. It's that easy!

Management consultation services

As a manager, you may feel comfortable addressing routine employee issues. There are times you may be faced with a more complex issue and want to seek consultation to ensure you are on the right track. Here is where the EAP can help. EAP professionals are available 24/7/365 to consult with you.

Our EAP counselors can also help you manage risk. They're trained to help you when a crisis or other event happens that affects your workforce.

You might seek consultation for:

- A specific concern for an employee.
- Interpersonal conflicts between employees.
- Potential risks to your agency/group.
- Critical incidents, natural disaster or employee death.
- Upcoming reductions in force or pending layoffs.
- Substance abuse issues.
- Absenteeism issues.
- High accident rates.
- Lowered job efficiencies.
- Poor workplace communication.
- Persistent changes in employee's moods.
- Persistent changes in employee's behavior.
- General support.
- Guidance on best practices.

If you call the EAP, you're not committed to anything. This is a private call. It's for the purpose of helping you work through your personal reactions to a workplace issue or employee.

Consulting with a staff member of the EAP isn't meant to replace your policies and procedures. Talk to someone in your HR department for your options.

Performance management

As a manager, you're constantly providing job performance feedback. We know that positive feedback is an effective management tool. It also helps your employees continue their good work.

When you have to provide constructive feedback, it can be challenging. The EAP can help. We offer consultation services to help you prepare constructive feedback and follow up. This will help you address performance issues and lower possible risk.

Here are some tips for performance management:

DO:

- **Act in a timely manner.** Don't wait for the behavior to worsen or seriously impact the productivity and morale of your team.
- **Focus on concrete observable and factual behaviors.**
See the appendix called *Behavioral Warning Signs Checklist* and discern possible causes. Avoid rumors and personality conflicts.
- **Avoid making it a personal matter.** Set aside personal differences and personalities and keep the focus on the problem behaviors at hand.
- **Identify the impact of the behavior.** How does it affect work performance, environment and team functioning?
- **Clarify work performance expectations and the impact of the problem behavior.** Be clear, concise and to the point.
- **Describe how the behavior is impacting your department or business unit.** Is it helping or hindering your mission statement, values or policy?
- **Refer to the employee's job description.** For example, if an employee's job description requires working in a multidisciplinary team effort – isolating oneself from co-workers is a performance issue (even if other parts of his/her performance are fine).
- **Establish measurable expectations and outcomes.** Explain to your employee that he/she will be evaluated based on his/her ability to meet expectations.
- **Encourage employee participation in problem solving and goal setting.** Partner with your employee as a problem-solver and get their ideas on how to remedy the situation.

- **Schedule routine follow up meetings to monitor the progress of desired behavioral change.**
Praise positive change and continue to address any problem behaviors.
- **Document the problem behavior and your interactions with the employee to address it.**
Use clear, objective, behavioral descriptions and log dates and times.
- **Consult with your HR department.** If a formal referral to the EAP is necessary, you and/or HR will need to meet with the employee to explain this process and expectations (refer to management consultation services and management referral section of this manual).

- **Follow your policies and procedures, and consult with legal counsel when appropriate.**
- **Convey a positive tone.** Be optimistic about their ability to change.

DON'T:

- **Diagnose the behavior (depressed, angry, anxious, etc.).** Remember – only qualified mental health and medical professionals can diagnose. Focus on the behaviors you are able to observe.
- **Present the EAP as punishment.** The EAP is an opportunity for the employee to address any issues which may be impacting job performance.

Management referrals to the EAP

When an employee is having problems, you can make a referral to the EAP. The EAP service is a valued resource – whether it's a personal concern for an employee or a work performance issue.

Steps to take when making a management referral to the EAP:

1. Consult with your management team, HR and legal representatives.
2. Call the EAP for a consultation. Calling does not commit you to a course of action. The EAP is a resource that will assist you in developing a plan to address the work performance concern.
3. Determine the type of EAP referral you would like to initiate.

Suggestion/Reminder

As a manager, you can tell the employee that the EAP is available. The EAP considers this an “informal” referral.

With these types of referrals, the EAP will not be contacting you regarding attendance/compliance because a Release of Information will not be requested from your employee.

Formal referral

Complex performance issues may require a formal referral to the EAP. The employee will be required to sign a Release of Information Form. The EAP will only confirm your employee's contact, attendance, and adherence to provider recommendations. Please note that the EAP will not share clinical information. Usually, a Release of Information Form will be faxed or emailed to you for your employee's signature. In some cases, the form will be sent directly to the employee.

If you are making a formal referral to the EAP:

1. **Prepare to meet with the employee.** Read and review any pertinent policies and procedures. Document work performance issues including specific dates, times, issues, etc. Define expectations for improved performance and consequences should expectations not be met. Contact the EAP for consultation and obtain a Release of Information Form.
2. **Meet with the employee.** Review positive aspects of the employee's performance history and identify past successes. Express the employee's value and your concern regarding the current situation. State specifics of performance problems, using documentation and supporting policy or policies, as needed. Clarify performance expectations, including a timeline for improvement and specify the consequences for failure to improve.



3. **Offer EAP to the employee.** Present EAP as a voluntary resource and opportunity to address any issues which may be impacting the employee's performance. Explain to the employee that you are asking him/her to participate in EAP services and that you will require confirmation of contact, attendance and compliance with recommendations. Ensure the employee that the EAP will not share details of personal problems, diagnosis or treatment. Ask the employee to sign the Release of Information Form and return it to the EAP representative you consulted with regarding this employee. If the employee chooses not to participate in EAP services, they should be informed they will still be required to focus on and improve their performance, regardless of their EAP participation. Consult with your HR representative about next steps.
4. **Schedule routine follow-ups with the EAP.** Following the EAP assessment of your employee, you and the EAP representative handling the referral will schedule routine check-ins. During these consultations, the representative will let you know if your employee is attending sessions and whether or not the employee is following recommendations. Should an employee fail to follow recommendations, you will be informed and encouraged to consult with your HR and/or Legal department to discuss next steps.
5. **Schedule routine follow-ups with the employee.** Monitor, document and address the employee's performance issues on a routine basis.
6. **Complete paperwork for HR records, documenting discussions and referral to the EAP.** Documenting your performance discussions with your employee is important. Be sure to adhere to your policies and procedures.

Mandatory/Last Chance Agreement

This type of referral to the EAP may be used when the employee is having very serious performance issues; this is generally the last step before termination. When the Release of Information is signed, it is usually accompanied by a Last Chance Agreement (employer generated), which outlines what behaviors need to change and is signed by the employer representative and the employee. If the employee does not follow through with the EAP referral and recommendations, they will be terminated. This type of referral is often used for positive drug tests or other serious workplace policy violations. It is important to consult with your HR representative and/or Legal team before pursuing this type of referral.

Fitness for duty

A *Fitness for Duty* evaluation is an assessment that determines if an employee is fit to do their job. It also evaluates the level of threat to themselves or others in the workplace. These assessments are conducted by a medical professional, often a psychiatrist or psychologist.

The *Fitness for Duty* evaluation is not a covered EAP service and cannot be provided by EAP counselors.

Please consult with your HR representative and Legal department when considering a *Fitness for Duty* evaluation.

Tips for transitioning an employee back to work

Returning to work after a leave of absence due to an illness or injury can be a difficult transition for an employee. How easily an employee transitions back to work will depend upon a number of factors.

These factors can all impact the ease in which an employee transitions back to work:

- The length of the absence
- Reason for absence
- The effectiveness of the accommodations
- How welcome and included the employee feels upon his/her return to work

Your actions can have a positive impact on your employee's transition back to work. The following are a few tips you can follow to make your employee's return to work as smooth as possible.

Prior to the employee's first day back at work:

- Inform your staff of the employee's return to work and the specific date.
- Do not disclose or discuss the employee's leave of absence details with your staff.
- If the employee's return to work impacts other employees' job duties, inform them of the changes.
- If needed, prepare and arrange for workspace, computer access, phone set-up, training, re-orientation, etc.

On the employee's first day back at work:

- Personally greet and welcome the employee back at work.
- Introduce the employee to new staff members, if any.
- Re-orient the employee to your department if there have been any organizational and/or procedural changes.
- Remind the employee that their health/safety is your primary concern; therefore, if they are asked to perform a task that exceeds their work restrictions or feel unable to perform a task, they should immediately notify you.
- Reassure the employee that their disability details have not been shared with co-workers and that they should not feel compelled to share personal information with them.
- Check the employee's workstation to make sure they are adequately accommodated. If an ergonomic assessment is needed, have one completed immediately upon their return to work. Think about other accommodations they may require, such as wearing comfortable clothing, adjusting their lunch and break schedule, and working a reduced schedule. Consult with your HR representative to ensure you have provided all legally required accommodations.
- Review expectations for continued work performance.

While the employee continues to work:

- As you do with your other employees, periodically check in with the employee to see how he/she is doing.
- Meet with the employee on the agreed-upon date (e.g., midpoint) to formally note his/her progress.

The EAP is available for consultation to address return to work needs.

Substance abuse

Substance use and abuse can put your agency/group at risk. If you suspect that an employee is impaired, you'll need to act. Abuse of alcohol and other drugs can lead to costly and potentially dangerous consequences unless action is taken.

It's not your role to diagnose anything. It is your role to address performance issues that may be directly related.

Familiarize yourself with your agency's or group's policy on alcohol and substance abuse. You do have the ability to recognize performance problems that could be the result of substance abuse. Your job is to refer employees to the right resources for help.

Recognition

Employees experiencing substance issues will usually display performance or behavioral problems at work. Learning how to identify and address these behaviors early is the key in minimizing risk. If you recognize a warning sign, this is your call to action.

According to the U.S. Department of Labor, there are signs and symptoms that may (but do not necessarily) indicate a possible substance abuse problem. These are:

Performance:

- Inconsistent work quality
- Poor concentration
- Lowered productivity
- Increased absenteeism
- Unexplained disappearances from the jobsite
- Careless mistakes
- Errors in judgment
- Needless risk taking
- Disregard for safety
- Extended lunch periods and early departures

Behavior:

- Frequent financial problems
- Avoidance of friends and colleagues
- Blaming others for own problems
- Complaints about problems at home
- Deterioration in personal appearance
- Complaints and excuses of vague illnesses

Source: Department of Labor. Available at: dol.gov/asp/programs/workingpartners/materials/symptoms.asp.

Documentation

When an employee's performance is not meeting expectations, you must address and document it. Your focus should be on the performance problems and not your suspicions. Consult with the EAP and your HR department for direction.

Substance abuse referrals to the EAP

If an employee discloses a substance abuse problem or you suspect that they are impaired at work, an EAP consultant can assist you in determining next steps. This consultation is important. The EAP consultant can offer assistance based on your internal policies and procedures.

After your consultation, your employee should be placed on the phone with the EAP (in a private area). If this is not possible, your employee can call their EAP number at their convenience.

The EAP will conduct a clinical assessment over the phone. Based on the information gathered, the EAP will make a recommendation for care that best meets your employee's needs, which could be to an EAP therapist or bypass the EAP and go directly to your employee's health plan.

If a formal referral to the EAP is indicated, refer to the "Management referrals to the EAP" section of this manual.

Reintegration and followup

When your employee is ready to return to work, you will need to coordinate the return with your HR department. Keep in mind substance abuse is similar to other medical conditions such as depression, a heart condition or asthma. Some employees may require medically necessary accommodations on a temporary basis. They may even experience relapses or setbacks. Review your internal substance abuse policy and procedures to ensure that you and the employee are in compliance. See the "Fitness for duty" section of this manual for more information on returning an employee back to work.

Workplace conflict

Employee conflict will usually resolve itself. But when it becomes chronic or disruptive, you are required to do something. Keep in mind your job as manager is not to eliminate conflict, but to manage it effectively.

The EAP has tools to help you manage conflict at work. The following information will help guide you.

What is workplace conflict?

Any dispute or disruption involving two or more employees is considered a workplace dispute. The disputes may not be related to work, but if not addressed, it could negatively impact your agency/group. When a conflict becomes a problem, productivity is negatively impacted. This is when you must deal with the issue.

Why does conflict arise?

Conflict in the workplace may occur for a number of reasons. Some of which include:

- Two or more people competing for limited resources.
- People believing their version of reality is the “truth” and are not open to other’s point of view.
- People believe they have an obligation to convince others that their perspective is incorrect or the result of faulty thinking.
- The belief or perception that the work environment doesn’t value a variety of viewpoints.
- People feel or think that not all employees are treated the same and that unfairness and discrimination exists.

When conflict in the workplace is managed successfully, employees become a more cohesive team and perform better. It is critical for management to establish clear expectations for staff and set appropriate boundaries. Oftentimes, conflict among employees will require the manager or supervisor to take control of the dispute or disruption and intervene before the situation escalates.

Conflict should be addressed when:

- A violation of your policies or procedures has occurred.
- Workplace productivity is negatively impacted.
- Morale of the workplace has been threatened.
- It poses a safety risk.

Addressing conflict

As a manager, it is your role to address conflict when it arises. Confronting employees and managing conflict can be challenging. It will be important to address the issues as early as possible to avoid an escalation or increased risk.

You might consider the following tips:

- Deal directly with the issue and stay focused.
- Refer to your internal policies and procedures that relate to the situation.
- Pay attention to the messages being communicated verbally, as well as nonverbally.
- Consult with your supervisor, HR department and EAP.
- Listen to both sides, consider opposing views and be fair.
- Make your expectations clear and monitor progress.

Avoiding conflict in workplace

You cannot prevent conflict from happening. When it does happen, it is best to address the problem right away. Otherwise, the conflict could escalate or linger and cause problems with morale and productivity. Contact the EAP for help managing and navigating these unique situations. Following the suggestions previously mentioned in this section can also provide direction on minimizing any additional conflict.



Workplace violence

Every workplace strives to have an environment that is free of threats and violence. The responsibility for a safe workplace is shared by management and employees who must work together to achieve this goal. It is important for managers to recognize the early warning signs of employee behavior that could possibly lead to a potential workplace violence situation and to determine an appropriate plan of response.

CAUTION: If at any point there appears to be an imminent risk of harm to self or others, please call 911 and follow your internal policies and procedures to ensure safety. Contact your HR department.

Although you cannot predict who will become violent, the warning signs below have been identified as behaviors associated with workplace violence.

Warning signs

Inappropriate communication:

- Engages in excessive verbal abuse
- Spreads rumors/gossip
- Gets into intense arguments with co-workers/customers
- Adopts belligerent attitudes toward others
- Uses excessive profanity
- Makes unwanted sexual comments
- Expresses suicidal or homicidal thoughts
- Displays overt signs of anger (red face, clenched fists, angry facial expression, etc.)
- Exhibits impaired judgment, defective reasoning, poor reality testing
- Makes threatening statements/gestures

Inappropriate behavior:

- Does not cooperate with supervisor(s)
- Disobeys policies/procedures
- Claims to be persecuted by others
- Portrays self as victim of unjust management
- Sends inappropriate notes/email
- Acts out anger (throws things, hits fist on wall, destroys objects)
- Destroys computer network data
- Interrupts computer network functioning/sends virus
- Defaces organization's website
- Engages in physical confrontations (fist fights, throwing objects at others, brandishing a weapon, etc.)

Inappropriate actions:

- Utilizes weapons to harm others
- Attempts/commits murder, other violent physical acts
- Engages in major property destruction through arson, use of explosives, etc.
- Commits armed robbery
- Attempts/commits suicide
- Vandalizes/steals property
- Engages in stalking behavior

Direct threats:

- “I’m going to shoot you”
- “I’m going to blow up the building”
- “I wish I was dead”
- “I’m going to kill you”

Conditional threats:

- “If my supervisor gives me a poor evaluation, I’ll shoot him”
- “If I get fired, I’ll be back here with my gun”

Veiled threats:

- “You’ll be sorry”
- “What goes around, comes around”
- “I can see why people ‘Go Postal’”
- Could be a menacing look
- Subject to interpretation/cultural influences
- “Someone is going to pay for this”

Source: James N. Madero, PhD.

The level of risk and potential for violence is not easy to predict. There are situations and behaviors that will require immediate action to ensure safety.

Examples include, but are not limited to:

- Threat to self or threat of suicide – any statements or observed behaviors of self-harm or suicide (for example, “I wish I were dead”, “I want to hurt myself” or “I am cutting on myself”).
- Threats to others or location – any statements or observed behaviors of harming others or the workplace (e.g., “I am going to beat them up”, “Someone is going to pay for this”, “I am going to get my gun ...” or “I want to blow up this place”).

- Domestic violence – any reported violence in the home; reported threats of harm; observable or unexplained bruises or injuries especially about the face and neck area. Possible failed romantic relationships or affairs in workplace.
- Stalking – any unwanted repeated visits to location, phone calls or text messages to either personal cellphone or work phone (could be related to a domestic violence situation).
- Victim of crime – employees that report being victims of crime (e.g., robbery; assault; rape; gang activity).

When these circumstances occur, please follow these steps below to ensure safety:

- Contact 911 for any life or limb threatening emergencies.
- Contact the EAP and ask to speak with an EAP consultant.
- Follow all agency/group policies and procedures related to potential threats.

EAP consultation is not intended to replace a discussion with your manager or HR staff. In the event of a threat to the workplace, it’s critical that the policies and procedures of your agency/group be followed. The EAP can provide you with support through consultation to help prevent a workplace violence incident from occurring and help employees impacted by a violent incident. Anthem EAP also offers manager training on how to handle and prevent workplace violence. To schedule a training seminar contact your HR representative.

Critical incident response

Occasionally a workplace incident occurs that affects employees' sense of safety and well-being. Everyone touched by a traumatic event struggles to regain physical, emotional and spiritual balance whether they've been affected firsthand or through people they know. As a manager, you know that the workplace can be impacted by a variety of critical situations.

These events may include:

- A traumatic injury, accident or death of an employee
- Natural disasters that may affect the entire community, as well as your workplace
- Robbery or other incident of workplace violence
- An industrial accident such as a fire, explosion, etc.
- Organizational changes including reduction in force or layoffs

Whatever the nature of the incident there are a number of supportive actions you can provide. The EAP offers critical incident response (CIR) services after a traumatic or "critical" event. A consultation through the EAP can help you determine the appropriate course of action.

Every situation is unique and, depending on the type of incident and the nature of the workplace, the EAP consultant will coordinate and recommend an organizational response which may include:

- Telephonic support
- On-site critical incident response (CIR)
- Educational materials and/or resources for employees
- Special training for managers
- Manager handouts
- Referrals for individual counseling per member's request
- Coordination with local service agencies

During a time of critical need in the workplace, CIR services can be of high value to your employees and to your organization.

CIR services:

- Demonstrate management's concern about the well-being of employees.
- Provide you with a tool to minimize the long-term impact of the incident.
- Provide information about the natural emotional healing process so that employees may have a framework in which to understand their own behavior over the next few days, weeks or months.
- Provide information and guidance on how to access resources.

We encourage you to call the EAP's toll-free number for a consultation to help you assess the event and plan the appropriate level of response. Anthem EAP consultants are available and will provide the necessary CIR services to best support your employees in a time of immediate need.

The EAP understands there are many emotions taking place during the time of trauma. It can be difficult to identify who should be taking action to help impacted employees. Anthem EAP understands the stress that may be taking place within your organization during this time and we are here to help.

Factors to consider may include:

- Consult with your HR staff to determine if there is a policy or procedure in place which should be followed after a traumatic event.
- Identify what level of management within your organization has the authority to make decisions pertaining to the specific situation.
- Know where to go to access information for employees to contact the EAP for a consultation.
- Ensure that all managers are aware that the EAP provides support and consultation on these issues.

Managers are impacted by traumatic events, too. If you find yourself in this situation remember that the EAP is a resource for both you and your employees.

There are no fees/costs for CIR consultations and services.

Reductions in force

The effects on personnel both leaving the agency/group and staying can be wide ranging. The reactions can be as different as each employee is different in personality and style.

For employees asked to leave, financial stress and a feeling of a “loss of self” are common. It is also a breaking of emotional bonds with co-workers, supervisors and the agency/group even if the amount of time worked has been short.

The survivors may experience a fear of job loss, despite what has been told to them; feelings of being overwhelmed with additional tasks, and feelings of guilt about surviving.

It's important to address the issue compassionately and at the same time with concern for your business needs.

You can help by:

- Listening to employees concerns. Don't make promises that are not realistic or that you are unable to keep. Re-direct to appropriate resources (for example, HR, EAP).

- Contacting the EAP to speak with an EAP consultant. Consultative services are available 24/7/365. They can discuss with you individualized ways of supporting your employees.
- Working with your HR staff to arrange for on-site support from the EAP. Counselors can be available to speak with employees as a group and available for one-on-one support.
- Remembering that work/life services are available either online or by calling the EAP. Representatives can assist with financial issues, housing related problems, locating skill development resources and more. These services can be invaluable to your employees.
- Encouraging employees to use the EAP to address emerging sadness, grief and loss. Counselors are available 24/7/365 for telephonic interventions.
- Working with HR staff to arrange for EAP trainings on stress management, change in the workplace, etc.
- Remembering that every employee is eligible for EAP up to 30 days post termination.

Supporting employees in emotional distress

You may encounter an emotional or tearful employee. These types of situations may be awkward. The good news is that the EAP is here to help.

You can call the EAP at any time. Our highly-trained clinicians will help you with your response. We may speak directly with the employee provided he/she is comfortable with the idea. EAP clinicians may conduct a phone assessment and guide your employee to the most appropriate resources. This may include a referral to an EAP counselor, work/life services, a community agency, health insurance and in some cases the local emergency room.

Most times a referral to the EAP is not necessary. We all have bad days. Just because an employee is tearful doesn't mean they are clinically depressed or require counseling. The good news is that as a manager it is not your job to diagnose an employee issue. Simply listening to your employee with an empathic ear will be all that they may need.

When interacting with an emotional employee, it is usually helpful to:

- Make eye contact. Turn to face the person and keep your body posture open.
- Stop what you're doing and give the person your full attention.
- Speak in a calm voice to create a relaxed environment.
- Encourage the employee to take a deep breath. Take one yourself. This will help you both regroup for just a moment and hopefully de-escalate the situation a bit.
- Take your time in responding and remember you don't have to have all the answers.
- Be open and honest.
- Let the person have his or her say.
- Ask for examples and clarity to enhance your understanding of the issue (“Can I ask you some questions to help ensure I understand what your concerns are?” “Can you tell me more about that?”).



- Validate and normalize — make the employee feel that what they are going through is normal/ understandable. (“It sounds like you have a lot going on right now.” “I can see why you would feel that way.”) Ask open-ended questions to gather information. (“Please describe the issues or problems you are having so I can be most helpful to you.”)
- Convey empathy. Employees appreciate understanding and knowing that you’d like to help.
- Avoid comments or subjects that would embarrass the employee or push for a quick decision.
- Don’t minimize the issue or make the employee feel he/she is acting foolish or stupid.
- Talk on level with the employee.
- Summarize your understanding of the issue(s). (“Let me see if I can summarize what you have just shared with me — it sounds like you might need ...” “To make sure we are on the same page, did you mean ...”)
- Problem solve — identify and offer resources. (“Let us pause for a moment and I can go over some possible next steps. I can tell you have a lot going on right now; we have some resources that can assist you. Would you like to speak with an EAP counselor?”)
- Let the employee know that you are sorry they are having a difficult time and recommend they consider contacting the EAP for support or services. When appropriate, you can offer to call the EAP together to ensure the employee is connected. Be sure to provide the employee with a private place to talk and excuse yourself — this will convey respect for your employee’s privacy.

Confidentiality

The EAP abides by state and federal laws to include Health Insurance Probability and Accountability Act (HIPAA) rules and regulations as well as ethical requirements in maintaining confidentiality. There are legal and professional definitions of ‘confidentiality’ and Anthem EAP always maintains a strict adherence to these requirements.

We’ll communicate with external parties only with your employee’s signed Release of Information Form or as required by law. For example, when someone is in imminent danger of harming themselves or someone else, we are required by law to notify the appropriate authorities. Our primary duty is to keep people safe. Safety trumps confidentiality in that circumstance.

You may request the employee verify that he/she is attending EAP. A Release of Information Form will need to be completed and returned to the EAP. This will be reviewed during your Management Consultation call to the EAP. EAP provides information only on attendance and compliance, not details of personal problems, diagnosis or treatment programs.

Employers will receive a routine utilization report. Because they are making an investment in providing the EAP, we share a report that shows how many employees have taken advantage of this benefit. Employees are not identified by name or Social Security number. They are not identified by location or work group. There is no way an employer could determine who has contacted the EAP from this report.



Self-care and stress management

As a manager, it can be very easy to forget about your own self-care. It's easy to skip breakfast, maybe lunch, take work home and start to burn both ends of the candle. Suddenly you're more tired than usual, short with your employees, generally irritable and maybe even bitter. You may even find yourself short at home with family members, skipping social events and missing out on family activities.

Ultimately there are tremendous consequences for failing to take care of yourself. These can include:

- Lower productivity both at work and home.
- Damaged relationships with family and co-workers.
- Illness, both physical and emotional.
- Ultimately — job burnout.

How to manage it all

Stick with the basics first — these are absolute musts:

- **Nutrition** — Eat a balanced and healthy diet. Do not skip meals.
- **Sleep** — seven to eight hours a night, playing catch up on the weekends does not work.

- **Exercise** — as much as possible and within the guidelines of your doctor. 20-30 minutes a day is ideal but you can also take short breaks during the day — 10 minutes here and there add up. Walking, running, yoga, at your desk stretches, any form of movement!
- **Take time off** — Plan ahead and schedule time off so that you will be completely free from work.

How do I prevent it all from getting out of control?

- **Set boundaries and delegate** — is accepting that extra task going to push the needle over the red line?
- **Ask for assistance** in the form of guidance and mentoring from your superiors and/or peers.
- **Seek help now!** Contact the EAP for guidance. Speak to a clinician on the phone or ask to see someone individually. You can also visit the EAP website for lots of information on how to manage stress and your workforce.

Appendix

Behavioral warning signs checklist

Absenteeism

- Unauthorized leave
- Leaving work early
- Peculiar excuses for absences
- Monday absences/Friday absences
- Higher rate of absenteeism than other employees
- Excessive tardiness

On the job absenteeism

- Away from the job more than job requires
- Physical illness on the job
- Physically present but emotionally absent
- Frequent trips to water fountain, bathroom or for coffee

High accident rate

- Accidents on the job
- Accidents off the job, but affecting work performance or attendance
- Damage to equipment or property

Lowered job efficiency

- Missed deadlines or lowered output
- Frequent mistakes and errors
- Poor decision making due to inattention
- Overly dependent on others
- Improbable excuses for poor performance
- Inconsistent productivity levels

Difficulties in concentration – confusion

- Work requires greater effort/more time
- Increasing difficulty in handling complex assignments
- Frequent inattention or daydreaming
- Forgetfulness
- Difficulty in recalling instructions
- Details often neglected
- Avoids supervisors/colleagues, especially after lunch and breaks

Scenarios

Scenario #1

Joe has been with your agency/group for several years and has generally been a good worker. Over the last several months, he has been short tempered with co-workers and management. He is often overheard grumbling about his working conditions and his attention to detail in his work performance has been slipping. You are aware Joe is going through a divorce. Today you are made aware he got into a shouting match with his co-worker Jill, causing Jill to complain to upper management. Jill states that Joe has been rude and critical of her for months escalating into today's outburst which included name calling and swearing.

As the manager, you can:

- a) Empathize with Joe because Jill really does need a good scolding now and then
- b) Give Joe a verbal counseling notice (or written warning, if appropriate) being sure to note his behavior is in violation of your respectful workplace policy
- c) Give Jill a verbal counseling notice — noting you don't appreciate her going directly to upper management
- d) Consult with an EAP consultant about the possibility of setting up a "formal referral" for Joe
- e) Move Joe and Jill to different shifts or departments
- f) b and d
- g) b and e
- h) All of the above

Scenario #2

Pat is relatively new to your agency/group (one-year employee). He has had little previous experience working with the public, but is considered a hard worker. Pat has been overheard making comments about the appearance of female co-workers and customers — some of which are complimentary and some of which are derogatory. Pat has been verbally counseled about this in the past and in response, this behavior has been reduced, but it has not stopped. Customers are starting to complain.

As the manager, you can:

- a) Give Pat a written notice or suspension, depending on the severity of the complaints
- b) Determine if you agree with Pat's assessment of the co-worker's appearance and discipline Pat only if you disagree
- c) Consult with an EAP consultant to determine if a "formal referral" may be in order
- d) Consult with your HR representative to determine if an investigation of sexual harassment needs to be conducted
- e) All of the above
- f) c and d
- g) a, c and d

Scenario #3

Tim, a well-respected five-year employee with some previous attendance problems during his career, has been late to work several times recently. As his manager, you meet with him. He denies any problems and promises to be at work on time. Over the next several weeks, you begin to hear rumors that Tim has been seen drinking at the local bar late at night and is having marital problems — he and his wife are rumored to be separated. On one particular day, he comes back to work from a lunch break with a smell of alcohol on his breath. Tim is a meat cutter.

As a manager, you can:

- a) Terminate him
- b) Consult with an EAP consultant to determine if a “formal referral” may be in order
- c) Offer a breath mint and send him home
- d) Confront him and discuss concerns
- e) Contact your HR representative to consult about next steps
- f) b, d and e
- g) d and e
- h) All of the above

Scenario #4

Sue is an excellent employee in every way. But she has consistently been tardy to work over the past few weeks. She is a cashier and has worked for your agency/group for the past 10 years. Prior to her tardiness, she had two no call/no shows within the last three months. When you spoke with her recently, she began to cry. She told you that her mother died recently and she has been feeling sad. She told you this caused her to have trouble sleeping at night and then she cannot seem to get up in the morning. She says that her mother was very ill prior to her death and her father is now alone, unhappy and seems confused. Sue’s father lives in a different city and the employee isn’t sure how she can help him. Sue reports she is worried and feels tired all the time.

As a manager, you can:

- a) Offer her leave so that she may take care of her father
- b) Suggest she contact the EAP for a counseling assessment and elder care resources and address the performance issues with her
- c) Terminate her for breaking the workplace attendance policy
- d) Counsel her about the need for her to “just get back on the horse” and move on
- e) Consult with your HR representative about a “formal referral” to the EAP
- f) All of the above

Answers: #1(f), #2(g), #3(f), #4(b)

