

Testimonials

Here are some quotes from HR Managers who recently called on CONCERN for a Management Consultation:

“The clinical manager was an excellent resource and really very helpful!”

“I wanted to say thank you! I used some of the advice that was given and it made a very awkward situation much easier to handle. I am so happy that we have this as a benefit for our employees. I will definitely use it again.”

“We had a wonderful experience with CONCERN and the team was so appreciative of the support provided.”



FAQs for Managing Employees

Q. Many employees are taking care of elderly parents while managing their households and parenting their own children. I think some of these workers are at risk for burnout, or at least for being unproductive at some point. How can managers play a role in helping these workers?

A. Compassion fatigue describes the type of burnout often experienced by caregivers. Additionally, the “Sandwich Generation” describes those adults faced with responsibilities for their children while also ministering to the needs of elderly parent(s). Like nurses who may experience burnout that contributes to less-effective patient care, absenteeism, and employee turnover, these employees may pose similar risks to employers. Realize that caregivers may not notice the level of stress they are truly under until symptoms like health problems appear. For burnout, these could include dozens of maladies and complaints—headaches, lowered resiliency, interpersonal conflicts, cynicism, irritability, low energy, more frequent colds, or blaming the employer for not appreciating his or her contributions. It can be a highly mixed bag of issues. When you witness productivity drop-offs among employees, refer early to CONCERN: EAP. Scheduling flexibility may offer valuable help for employee caregivers. When appropriate consider an accommodation to allow for flexible scheduling if this fits within your work environment.

Q. In a few cases when I have referred employees to CONCERN, they have refused to go after I have mentioned that I need them to sign a release of information. It's a catch-22. I need to know if they actually go, but asking for a release loses the referral. What's the fix?

A. As a manager or supervisor, you want to focus your attention on an employee's work performance. It is very helpful to tell an employee that you are concerned about his or her overall wellbeing, and encourage the employee to utilize the EAP as a resource to address any issue that may have a negative impact on work performance. Unless you are authoring a last-chance or firm-choice agreement where obligations are spelled out as a condition of continued employment, the solution is to offer the referral and trust the employee will follow through with the recommendation. You may want to follow up with the employee in a week or two to inquire whether or not they have followed through and benefited from the resource. This protects the employee's privacy and confidentiality.

Q. My employee fell off the loading dock and was injured while involved in horseplay. A gesture from a coworker indicated he had been smoking pot on lunch break. I have no evidence, but how can I make an EAP referral to evaluate whether a drug use issue exists?

A. There may be occasions when a supervisor would like to refer an employee to the EAP for a personal problem based on a hunch or unverified tip. Without clear documentation of a performance issue or a clear rationale for the referral, however, such action would only hurt the EAP by decreasing its value as a program of attraction. Some employers refer employees to the EAP for help with coming back to work after an injury, or when a conduct problem has repeated itself too often. A workers' compensation doctor might spot a drug use issue in the course of treatment and refer to the EAP. However, beyond these few paths of discovery, the ability to refer is limited. Note that EAPs always keep in mind the possibility that an alcohol or drug problem exists within the context of any type of initial complaint. The EAP industry has its roots in this underlying principle.

Q. Beyond respect and tolerance, how can I help employees see the value of diversity and use it as a resource to support work goals and the organization's mission?

A. Your question relates to the business case for diversity. Modeling the behaviors you want employees to follow is the way to accomplish your goal. Demonstrate inclusiveness when formulating teams and delegating assignments to communicate that everyone within the work unit has value. Believe that a diverse group of workers has the potential to find better solutions to problems to show how diversity can be a tool for increased productivity. Spot ways in which diversity is not yet fully utilized in your work unit and seek ways to make it happen. Don't be a bystander to inappropriate

comments associated with diversity. Challenge statements that undermine inclusiveness and respect. Be mindful of your own biases, and avoid statements that generalize characteristics to specific groups of employees.



Q. I am a new manager and in my first job as a supervisor. What problems might I encounter early that I can prepare for now? If I feel overwhelmed, can CONCERN help me?

A. Becoming a manager can be exciting, but be sure you understand your role and responsibilities. Have this discussion and nail down the details early. This will prevent many problems you would otherwise face from overlooking important aspects of your job. If your employees are performing well, do not see this as a signal to ignore them until they need you. Be proactive and engage with them regularly. The supervisory role includes influence projected by your knowledge and abilities, and leverage naturally linked to your authority. Both dynamics influence employee productivity. CONCERN can help you with time and stress management; tips on organizing work; consulting on how to manage difficult employees and how to coach; education on conflict resolution and managing teams; support when faced with tough decisions like terminating an employee; and, counseling to help you avoid burnout.

CONCERN: EAP teams with Human Resources to provide another resource for managers and supervisors to consult about how to manage issues with individuals, within and between work groups, and across departments. When you call CONCERN: EAP, ask for a Management Consultation or request to speak to a Clinical Manager.

Call: 800.344.4222
www.concern-eap.com