

Early identification and referral to EAP of employees with behavioral problems and/ or job performance problems is important in maintaining a safe, productive and healthy workplace.

The following is a partial list of EAP supervisory training. For details, visit the EAP Web site.

- EAP Supervisory Training
- The Impact of Substance Abuse on the Workplace: Guidelines for Intervention
- Workplace Violence Awareness and Training: Guidelines for Intervention
- A Manager's Guide to EAP

What is a management consultation?

EAP professional staff consults with supervisors and

management personnel about how to refer an employee. Supervisors are encouraged to offer the EAP as a resource to employees **before a problem affects job performance**. This is known as an Informal Referral. A Formal Referral is made when an employee is having job performance problems.

Your consultation may involve other concerns such as:

- Conflict with co-workers, organizational change, and work stress
- Transition back to work after illness, injury, or death in the family
- Worker impairment due to emotional problems and alcohol and/or other drugs
- Workplace threats or acts of violence

What are signs of deteriorating job performance?

- Absenteeism and tardiness
- Accidents and carelessness
- Conflicts with co-workers and/or supervisors
- Decline in quality and quantity of work
- Inability to concentrate, memory problems, and confusion
- Mood swings and unusual behavior
- Poor appearance and poor hygiene
- Unprofessional conduct

What are the guidelines for intervention?

<u>DO:</u>		<u>DO NOT:</u>	
Observe	Consult	Diagnose	Moralize
Monitor	Intervene	Enable	Treat
Document	Refer	Judge	

What other services are available?

Critical Incident Stress Management (CISM)
EAP staff offers support and guidance when there is a traumatic event that has affected employees. A critical incident is defined as a sudden, unexpected, stressful event such as an accident, injury, a death, a threat or act of violence or a natural disaster or other stressful event. The event may occur in the workplace or in the community. CISM is a technique often used in helping individuals cope with an abnormal situation that produces strong emotional reaction. The CISM team helps by listening to what happened and letting employees know what they can expect during the healing process. They are available to offer support and resources.

Organizational Consultation

EAP offers consultation on workplace policies and procedures that are instrumental in helping employees maintain a safe and productive workplace. Such policies include, but are not limited to the following issues: drug-free workplace, workplace violence, and return to work.

Education and Training

The EAP program serves as a clearinghouse of resources on mental health and wellness, offering information about campus and community resources, links to helpful Web sites, and custom workshops for groups or departments.

Services include:

- Lunchtime Learning Workshops
- Workshop topics by request
- EAP orientation for faculty and staff
- EAP supervisory training

For details about these services, call or visit the EAP Web site.

EAP Lending Library

The EAP library has a variety of materials on topics of interest. Books are listed on its Web site. It also has a growing video library. EAP staff can recommend audiotapes, CDs, and videos.

Frequently Asked Questions

Are there mandatory referrals to EAP?

No. It is a voluntary program. However, you can make a formal referral to EAP and strongly encourage your employee to take advantage of its services.

Does an employee meet with EAP on work time?

Generally this is at the discretion of the department or supervisor. Employees can participate on work time with your permission. If a supervisor refers an employee, then it is usually agreed that attending on work time is permissible.

Should I hold off on performance counseling or discipline if the employee agrees to EAP?

No, participation in EAP should not interfere or delay the counseling or disciplinary process. It should not be an excuse to avoid counseling or disciplinary action.

If someone appears impaired on the job, how can EAP be of help? In an emergency, it is best to first consult with your supervisor, department head, and Employee/Labor Relations, and University Police, as appropriate. Remove the employee from working in an unsafe or at-risk situation for the protection of self and others. If you suspect impairment, consult with EAP about possible signs and symptoms and learn ways to intervene. You can also refer the employee to EAP for an assessment and referral.

groups, conducting assessments and referrals and providing education and training. They understand the organization, its culture and the complexity and diversity of the workplace.

How can supervisors make use of EAP?

- Offer EAP to employees as a resource to manage stress at home and at work
- Consult and refer employees to EAP before problems affect job performance
- Encourage employees to attend EAP workshops
- Participate in EAP Supervisory Training
- Contact EAP to discuss presentations at your worksite

What is the Employee Assistance Program (EAP)?

The EAP is a voluntary, confidential program provided at no cost to Stony Brook employees. Since 1985, it has served as a valuable resource for the health and well being of faculty and staff by reducing the impact of personal and job-related problems on employee productivity. Services are designed to reduce personal and job stress, enhance morale and improve employee job performance. The EAP is jointly sponsored by labor and management. You are invited to take advantage of EAP's services.

Supervisors who identify employee problems and seek out the resources they need in a timely

What services are available to the supervisor?

- EAP Supervisory Training
- Management Consultation
- Critical Incident Stress Management (CISM)
- Organizational Consultation
- Education and Training
- EAP Lending Library

What is EAP supervisory training?

It is training provided by EAP professional staff that assists supervisors and other management personnel to learn the signs and symptoms of deteriorating job performance among their employees.

manner are maintaining a healthy workplace. The advantage of contacting EAP is that you are not alone in tackling some of the tough issues before they get out of hand. In a crisis, EAP staff members are responsive and helpful in minimizing a negative impact on employee morale and productivity.

Who is the EAP staff?

EAP's professional staff is composed of master's level Certified Employee Assistance Professionals who represent a wide range of training and experience. They focus on the mental health and well being of faculty, staff and their families. Areas of expertise include working with individuals and



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Employee Assistance Program Supervisory Guide



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