

**EVERNORTH<sup>SM</sup>**

# **A MANAGER'S GUIDE TO THE EAP**

**EMPLOYEE ASSISTANCE PROGRAM**





# THE EAP AS A MANAGEMENT TOOL: WHY, HOW AND WHEN TO USE IT

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### **EAP for managers**

Call your designated EAP toll-free access number or go to [evernorth.com/eap-manager](https://well.evernorth.com/eap-manager).

### **EAP for employees**

Call your designated EAP toll-free access number or log in to [well.evernorth.com](https://well.evernorth.com) and go to the EAP Coverage Page.

Initial registration is necessary for [well.evernorth.com](https://well.evernorth.com). Employees and household members simply follow the registration screens. Those with only EAP benefits will need to register using the designated Employer ID (found on the EAP brochure and poster).

EAP toll free access, 24/7: **888.736.7009**

# Why, how and when to use your EAP

Your EAP is a professional service that offers counseling, information and support for all types of issues and problems. It's available 24 hours a day, seven days a week by calling a toll-free number set up just for you. Although EAP stands for the Employee Assistance Program, it can be especially useful for managers. The EAP can help you address management issues, performance problems and all kinds of situations you may not be quite sure how to handle. It can help make your job easier and less stressful.

## Why is it important as a manager to know about the EAP?

Managers are typically one of the best referral resources for the EAP, and employees may come to you looking for advice or direction. As a manager, you want to assist employees with issues that arise in the workplace. To do this, you can utilize the EAP as a resource for you and your employees.

For almost any issue that an employee is struggling with, the EAP can offer a resource to help. You can show your concern and assist the employee in making connections to the EAP. Promoting the EAP as a company-sponsored benefit is good for your company and for your employees.

*EAP benefits vary by employer. Please contact your Human Resources (HR) or Benefits Representative if you have questions regarding your EAP benefits.*

## Every manager should know these facts about the EAP

It's useful in a range of situations and for many kinds of issues, at work and at home.

- + It's a proactive tool.
- + It's completely confidential in accordance with state and federal laws.
- + It's designed to be the first telephone call you make.

## The EAP as a management tool

The EAP is a professional service that offers access to counseling, information and support for all types of issues and problems. It's available 24 hours a day, seven days a week. Employees and managers can take advantage of EAP resources on their own, at any time, simply by calling your toll-free EAP number or going online at [evernorth.com/eap-manager](http://evernorth.com/eap-manager).

## Why use the EAP as one of your management tools?

The EAP is an excellent management tool, once you understand how it works and what it offers. The Employee Assistance Consultant team is a confidential source of guidance and information, to help you:

- + Provide encouragement and support to your employees during difficult situations.
- + Address seemingly small issues before they become larger problems.
- + Show compassion and caring for your employees.
- + Develop a plan to deal with employee performance issues.
- + Save valuable time by providing solutions to a wide array of employee issues.
- + Intervene on personal issues that interfere with workplace functioning and productivity.
- + Generate a more satisfied and productive workforce.

**"I knew about sending employees to the EAP, but the idea of using it myself to solve management problems was totally foreign to me."**

## We're here to help

"I was pleasantly surprised. The EAP consultant knew exactly where I was coming from and was willing to jump right in and help me."

Employees can use EAP resources at any time with the toll-free EAP number or at [well.evernorth.com](http://well.evernorth.com) and go to the EAP Coverage Page. An Employer ID number may be needed for initial registration.

# Making a management referral

With our EAP, you have a variety of options available to both you and your employees.

## How to use the EAP for yourself

You can call your toll-free EAP number to discuss your concerns and explore options, brainstorm solutions and develop a personal action plan. You can receive information on how your EAP benefit can assist you.

## How to use the EAP for your employees

You can offer the EAP to employees on an informal basis, as a way to help them deal with problems that aren't yet affecting their work performance. This is described below as an **"Informal Referral."**

## How to use the EAP as a management tool

Dealing with performance problems may be one of the most common and challenging tasks you face as a manager. At some point, you'll need to talk to an employee about a performance issue. The following are different ways a manager can refer an employee to the EAP.

### Informal Referral

You can offer the EAP to employees on an informal basis as a way to help them deal with personal problems that aren't yet affecting their work performance. This is called an "Informal Referral," also known as a "self-referral."

### Formal Management Referral

Job performance problems or disruptive behaviors in the workplace may warrant a more formal type of referral to the EAP. You can make a Formal Management Referral to the EAP as a way for an employee to get help for issues that may be affecting work performance. For you to be informed whether they have kept EAP appointments and complied with the EAP counselor's recommendations, if given, the employee will need to sign a Release of Information form (an ROI). This is called a "Formal Management Referral."

A referral to the EAP can be mandatory and a condition of the employee's continued employment. An EAP consultant can give you information to help you decide which type of referral is appropriate and how to proceed. You will also be directed to consult your company policy and/or HR representative as you make your decision.

## Use a Formal Management Referral when:

- + You observe a pattern of performance and/or behavior problems.
- + You want to use the EAP as part of a Performance Improvement Plan.
- + You want confirmation of the employee's follow-through with the EAP referral process and recommendations, if given.

## When should you use the EAP?

- + Whenever you find yourself worrying about an employee's welfare.
- + Whenever someone's work is suffering because of personal concerns.
- + Whenever a problem surfaces or a crisis strikes.
- + Whenever you encounter a situation that makes you really stop and wonder: How should I handle this?

*We'll go into greater depths on the following pages about how the EAP can help you handle these issues and more. We'll also present some real-life situations you may encounter and show you how to address them.*

## Your EAP is just a phone call away

"When you're right in the middle of a situation, it's not always easy to know what kind of referral to make. I just called the EAP, explained the situation, and an EAP consultant walked me right through it."

Employees can use EAP resources at any time with the toll-free EAP number or at [well.evernorth.com](http://well.evernorth.com) and go to the EAP Coverage Page. An Employer ID number may be needed for initial registration.

# Job performance issues

## Examples of job performance issues

- + Reduced productivity or work quality
- + Absenteeism and tardiness
- + Bizarre and/or disruptive behavior
- + Concentration problems
- + Erratic work habits
- + Concerns about possible substance use
- + Interpersonal conflicts; confrontations with coworkers and/or customers
- + Violence at home or at work, including threats of suicide or workplace violence

## How should I handle it?

Once you've become aware of a job performance issue, there are three essential steps.

- 01** Consult your HR department to make sure you follow your company's policies and procedures.
- 02** Call the EAP **before** meeting with the employee. An EAP consultant will review the situation, advise whether a Formal Management Referral is warranted and help prepare you for the meeting with the employee.
- 03** Document the job performance issue by keeping a written record of specific signs: Missed deadlines, employee attendance and erratic work habits.

## A manager asks:

"I'm having an issue with an employee who has a good work history, but her performance has been really slipping lately. She is not meeting deadlines and sometimes shows up late. Her customers are telling us that she is not returning calls or responding to emails in a timely manner. We've talked with her in the past and she told us she was having issues with her teenage daughter. We offered the EAP at that time and she promised us she would turn things around, but the problem continues. What should we do?"

"When I've got a problem, I need fast, practical answers. When I called the EAP, that's exactly what I got."

"She has a horrible attitude and isn't pulling her weight."

"Others have been complaining about his behavior."

"He stormed out of here last Friday and hasn't been seen since."

## The EAP consultant suggests:

"If you have not already done so, consult with your HR department about the performance issues. Consider making a Formal Management Referral, focusing on the performance issues that still need improvement. Offer the EAP as a tool for the employee to address whatever issues are getting in the way of her meeting your expectations." With a signed ROI, the EAP consultant will be able to report EAP attendance and recommendations, if given, to the company contact listed on the ROI.

## Employee performance resources

For educational materials, referral information and forms, go to [evernorth.com/eap-manager](http://evernorth.com/eap-manager) and click on Tools for HR and Managers.

- + How to Approach Employee Performance Problems
- + Making a Management Referral to the EAP
- + Making a Management Referral to the EAP: Talking Points for Managers

## Help for employees

Employees can use EAP resources at any time with the toll-free EAP number or at [well.evernorth.com](http://well.evernorth.com) and go to the EAP Coverage Page. An Employer ID number may be needed for initial registration.

# Potential substance use

In addition to the risk substance use poses for the individual, it also has significant consequences for the workplace, including increased risk for accident or injury, lost productivity, higher turnover and absenteeism. All of these factors combined can take a financial and emotional toll on the workplace.

## How should I handle it?

If there is a concern about drug or alcohol use, it is important to take action without making assumptions or trying to diagnose the employee. The EAP can help you identify the behaviors or work performance issues that may require intervention.

## Possible indicators of substance use

- + Flushed face; bloodshot or glazed-over eyes
- + Moody, irritable, drowsy, depressed or confused behavior
- + Lack of inhibition (swearing, risk-taking, etc.)
- + Performance problems
- + Sleepy or slow reactions
- + Exaggerated behavior
- + Emotional swings
- + Agitation
- + Aggression
- + Alcohol-like odor on breath
- + Lack of coordination
- + Thick, slurred speech

## Once you suspect a substance use problem, you can consider these steps.

- 01** Consult with the HR department about your organization's substance use policy and testing procedures.
- 02** Focus on the employee's performance and observable behavior. Don't make accusations or diagnoses about substance use. Some medical conditions can cause symptoms similar to substance use. If possible, get a second supervisor involved as a witness.
- 03** Document the behavior, both the performance issues and the observable signs of possible alcohol or drug use. Be alert to patterns of absenteeism, uneven job performance, falling asleep at work, appearing dazed and unfocused, and accidents and errors.

## If you suspect the employee is under the influence:

- + Refer the employee for testing if you have such a policy.
- + Arrange transportation for the employee, either to testing or home, if they are unable to drive.
- + Call for a management consultation with an EAP consultant.

Regardless of the situation you may find yourself facing, you can consult with the EAP consultant on how to talk with the employee about this sensitive subject. The EAP consultant will explore other strategies for dealing with the problem, such as a Formal Management Referral to the EAP.

## A manager asks:

"I have an employee who I suspect has a drinking problem. Coworkers have told me that they have seen him at the bars after work quite often. He has a chronic issue with tardiness and calls in sick on Mondays and Fridays. There seem to be more errors in the work he is submitting, as well. We would like to send him to a treatment program, and thought we would put together an intervention."

## The EAP consultant suggests:

"Keep your focus on the work performance and behavior. Be careful not to diagnose or confront an issue based on hearsay. It could be that he has an alcohol problem, but as his employer, you need to focus on his tardiness, absenteeism and increase in errors. Consider making a Formal Management Referral to the EAP to address these performance issues. Let the EAP counselor assess the employee for any substance use issues, and to determine the appropriate plan."

**Substance use resources.** For educational materials, referral information and forms, go to [evernorth.com/eap-manager](https://evernorth.com/eap-manager) and click on Tools for HR and Managers.

- + Substance Use in the Workplace: A Manager's Guide
- + Making a Management Referral to the EAP
- + Making a Management Referral to the EAP: Talking Points for Managers

# Dealing with violence (at home and work)

## What is workplace violence?

Workplace violence can range from verbal threats and verbal use to physical assaults and homicide. It is a growing concern for employers and employees. American workers are victims of workplace violence every year. It can strike anywhere, and no one is immune.

## Possible signs of workplace violence

- + Intimidating, harassing, bullying, disruptive or other inappropriate and aggressive behavior
- + Verbal, physical or emotional threats
- + Escalated conflicts with supervisors and other employees
- + Possession of a weapon at the workplace, making reference to bringing a gun to work or developing an unusual fascination with weapons
- + Statements showing interest in or approval of incidents of workplace violence
- + Statements showing desperation to the point of planning suicide
- + Drug or alcohol use, accompanied by verbal threats
- + Irrational thoughts or behaviors; paranoid or delusional thoughts
- + Threats of violence or terrorism
- + Any act of physical assault
- + Throwing objects or destroying property
- + Behavior endangering the safety of others
- + Sabotage, vandalism and robbery

## What are some critical steps to take?

- 01 Safety first.** Take all threats seriously. Consider the overall safety of the employees at the workplace.
- 02 Take action.** Decide what actions you need to take right away.
- 03 Notify those in charge of safety.** Call police and Security if there is an urgent need for help in making a safety plan.
- 04 Check policy.** Find out your company's workplace violence policy.
- 05 Involve others.** Do not deal with the issue alone. Get the facts and talk to your company's HR, Security and Legal departments, and EAP to develop an action plan. Local police are often willing to give advice as well.
- 06 Consult with your EAP about your options.** Working with an EAP consultant, you can develop a plan for supporting victims, keeping employees safe and dealing with perpetrators in an appropriate manner.

## A manager asks:

"We have an employee who is hardworking, but has a history of getting angry at management over some company policies. He's been under a lot of stress lately, and I've heard that his wife left him. On Monday, he was furious when I gave him some feedback over a few performance concerns. He slammed his fist into a door and told me that I should 'shut up if I knew what was good for me.' He stormed out of the building for about 20 minutes and now he's back at his desk. I think he's just blowing off steam, but his coworkers are concerned, and I'm not sure how seriously I should take this."

## The EAP consultant suggests:

"You must take any threat of violence seriously. It would be a good idea to loop in your HR, Legal and Security departments, if they are available to you. Find out if your company has a workplace violence policy. You need to think about the safety of your employees and you may need to consider removing him from the workplace and placing him on suspension or leave until you determine next steps. Follow all applicable company policies and procedures. In this case, we strongly recommend that someone other than you (the manager he threatened) should make it clear to him that he is not to return to work until contacted. You should also take steps to secure the building and limit his access should he present himself. If you do not have a Security department, you may want to contact your local police for a consultation about safety planning. Someone will need to speak with him about the threat he made and ask him questions about his intentions. This could be someone from senior management, HR, Security, Safety or Legal (not the manager he threatened)."

## Partner and/or domestic violence

Partner violence is a pattern of behavior using fear, intimidation and the threat or use of violence by one person to establish power and control over another.

Partner violence tends to escalate over the course of a relationship. For example, it may start out as name calling or threats, and escalate to property damage and physical assault.

If an employee is involved in a domestic violence situation, this could also pose a risk to the workplace. Please contact your HR department and your EAP regarding safety at the workplace.

## A manager asks:

"It seems that one of my employees is in an abusive situation at home. Her coworkers say that she gets repeated phone calls at work that leave her in tears and she refuses to leave the building for lunch. They're worried about her safety and I am too. Is it any of our business? Should we get involved? If yes, what can we do?"

## The EAP consultant suggests:

"Because of the possibility of danger to the individual, as well as to other employees, the situation needs to be addressed promptly. Meet with the employee and express your concerns about the phone calls without prying. If the calls are impacting the employee's work performance or that of her coworkers, make arrangements to have the calls routed and screened. Explore ways the employee can cope with the situation at the workplace, and ask to be informed if the situation escalates. You can offer the EAP and encourage her to use these resources."

**For educational materials, referral information and forms, go to [evernorth.com/eap-manager](http://evernorth.com/eap-manager) and click on Tools for HR and Managers.**

- + Violence in the Workplace: Guidelines for Managers
- + Behavioral Fitness for Duty Risk Assessment Fact Sheet
- + Behavioral Fitness for Duty Risk Assessment Goals
- + Safety Planning: Domestic Violence
- + How to Help Someone in an Abusive Relationship
- + Signs of an Abusive Relationship

## Employees can access the EAP on their own

Employees can use EAP resources at any time with the toll-free EAP number or at [well.evernorth.com](http://well.evernorth.com) and go to the EAP Coverage Page. An Employer ID number may be needed for initial registration.

# Suicide awareness

Many managers are uncomfortable approaching the topic of suicide with employees. It is very difficult for many to understand, let alone talk about. However, talking directly and openly when there is a threat of suicide is the best course of action.

If there appears to be immediate danger such as a suicide note, or a statement that he or she wants to end his or her life, call 911, contact your HR department and, if you have one, your company's Security department. You may feel that by taking action, you are being disloyal, and this can happen especially when the employee has asked you not to tell anyone. Remember, it is essential to call 911 and get them help. For most people, suicidal intent is temporary. If they can get immediate help, suicide can be prevented.

## Possible warning signs of suicide risk

- + Making direct statements about ending one's life.
- + Making indirect comments such as, "What's the point of living?" "Life is meaningless." "No one would miss me if I were gone."
- + Talking or writing about death or dying (one's own or the topic in general), including in social media posts.
- + Mentioning having means and/or a plan for self-harm such as access to pills, guns or other weapons.
- + Giving away possessions.
- + Asking about life insurance policy details, especially as it relates to cause of death.
- + Showing interest in end-of-life affairs, such as making a will, discussing funeral preferences, etc.
- + Noticeable changes in behavior or mood. The person might appear uncharacteristically sad, quiet, depressed or withdrawn. You might see neglect of work, appearance or hygiene.
- + Voicing hopelessness or helplessness.

## How should I handle it?

**Remember, if there is immediate danger, your first responsibility is to call 911.**

The EAP is here to help you before, during and after the crisis. Due to the potentially serious consequences of suicidal intent, this is not something you should try to handle alone. Contact your HR department and call the EAP; make it clear that the situation is serious and needs a quick response. Ask to speak with an Employee Assistance consultant.

Dealing with an employee who is at risk of suicide in the workplace can be very stressful. As a manager, don't hesitate to get support for yourself. You can call the EAP and ask to talk to someone about your personal reactions to the situation.

## A manager asks:

"I've heard that an employee has been making comments about suicide for a few weeks. One of his coworkers came forward but said she was asked to keep it a secret. Apparently, the employee has been saying things like, 'Everyone will be sorry when I'm gone' and 'I might as well be dead.' I know that he is going through a divorce, but not much else. This has been going on for a few weeks, and I assumed that he was just looking for attention, but I shared this with my HR manager and she suggested that I call the EAP."

## The EAP consultant suggests:

"Anytime an employee voices thoughts of suicide, they need to be taken seriously. It is good that his coworker came forward. It is important that either you (as his manager) or his HR manager speak with him as soon as possible. Let him know you've learned that he has made statements that may indicate he has had suicidal thoughts. You should state what has been reported to you. For example, 'A coworker has heard you say, "Everyone will be sorry when I am dead." "I might as well be dead."' Let him know that you're concerned about these statements. Ask if he has had suicidal thoughts or thoughts of harming himself (whatever feels most appropriate). You need to be direct about this and not just ask him how he is doing."

"Let him know that his safety is important to you. Ask if he would be willing to accept help. Offer the EAP crisis line and give him the phone number. If there appears to be immediate danger, you may need to call 911 to have him assessed. Check with HR to find out if you can notify his emergency contact to share your concerns."

### Suicide resources.

For educational materials, referral information and forms, go to [evernorth.com/eap-manager](http://evernorth.com/eap-manager) and click on Tools for HR and Managers.

- + Responding to Suicide Warning Signs: A Guide for Managers
- + Behavioral Fitness for Duty Risk Assessment Fact Sheet

# Critical Incident Stress Management

Critical Incident Stress Management services help you handle the impact of any workplace event that you believe may disrupt the present or future productivity of your workforce, due to psychological stress or trauma.

## Examples of critical incidents

- + Death of an employee (onsite or off-site)
- + Industrial accidents
- + Workforce reduction/reorganization
- + Natural disasters
- + Threats of violence or terrorism
- + Robberies
- + Homicide
- + Suicide
- + Acts of violence

Incidents like these take a toll not only on individual employees, but on the organization itself. Critical Incident Stress Management services may reduce the impact of disability claims, absenteeism, presenteeism, employee turnover, low morale and diminished productivity.

## Examples of critical incidents

In the event that your workplace experiences a critical incident, you can call and speak with an EAP consultant. The EAP consultant will assess your situation and help you develop an action plan that may include a communication to your employees about the event, onsite Critical Incident Stress Management services, educational materials, an urgent EAP appointment and other suggestions for supporting your employees.

The EAP consultant can arrange for a Critical Incident Stress Management specialist to meet onsite with your employees. In the event of a disaster, the EAP consultant can also provide referrals to community resources such as the American Red Cross or the Federal Emergency Management Agency (FEMA).

## A manager asks:

“Last weekend one of our long-time employees died in a horrible car accident. The whole department is in a state of shock, and it’s been real tough for us all to focus on work. How do I handle this?”

## The EAP consultant suggests:

“A sudden loss of this kind can be devastating to employees. Be prepared for a wide variety of responses, as people all grieve differently. You may see a brief impact on productivity, motivation and morale. Encourage open communication among employees, provide them with as much information as you can, remind them of the EAP phone number and consider scheduling onsite EAP services to help them deal with their grief. You may want to offer time off for the memorial services or a way for employees to honor the deceased at the workplace. Keep your company policies in mind.”

**Critical incident resources.** For stress management materials and services to help employees overcome challenges, go to [evernorth.com/eap-manager](http://evernorth.com/eap-manager) and click on Critical Incident and Disaster Support.

“We are all in shock after the shooting. We just never expected something like that could happen here.”

“He was a great guy. I can’t believe he’s gone. It all happened so fast.”

“I’m really worried about the layoff notifications. What if someone gets really upset?”

## Employees can access the EAP on their own

Employees can use EAP resources at any time with the toll-free EAP number or at [well.evernorth.com](http://well.evernorth.com) and go to the EAP Coverage Page.

# Return-to-work issues

When an employee is returning to work after an extended leave, regardless of the nature of that leave, the transition warrants careful planning and support from the workplace. Your role as the employee's manager is an especially important one.

## How should I handle it?

You may have employees who are returning to work from various types of leave, such as:

- + Medical (including behavioral health, suicide concerns and substance use)
- + Bereavement
- + Maternity or paternity
- + Military service

A management consult with an EAP consultant can increase your sensitivity to the needs of an employee returning to the workforce.

These are some steps you should consider when an employee returns from a leave of absence.

- + Consult with your HR department.
- + Schedule a back-to-work conference.
- + Tell the employee about the EAP resources available to them.
- + Provide extra support and structure, such as a weekly check-in meeting.

## A manager asks:

“An employee has been out for three months for depression and is due to return next week. We are just not sure how much to expect from him and are afraid of saying anything that will push him over the edge. How can we make his transition back to work go smoothly?”

## The EAP consultant suggests:

“Consider having a meeting with your employee when he returns to discuss any needs and concerns he may have about returning to work. Let him know that you will continue to protect his privacy and that it is not necessary for him to reveal the reason for his medical leave to coworkers or to you as his manager. Ask if there is anything that you can do to ease his transition.”

“Convey an attitude of confidence in his ability to succeed in his work. Refer him to your company's policy regarding options for requesting time off, if needed for appointments. You may want to provide extra support, such as a periodic check-in to find out how the reentry is going. Monitor work performance and problem-solve if he is not meeting standards after a reasonable time. Ask what he needs to get the job done. Consider calling the EAP for consultation if any problems arise.”

**Return-to-work resources.** For educational materials, referral information and forms, go to [evernorth.com/eap-manager](https://evernorth.com/eap-manager) and click on Tools for HR and Managers.

- + Return-to-work Guide for Managers

# Sensitive subjects

As a manager, you may encounter times when an employee must be approached for discussion about a subject that may be uncomfortable for both parties. A sensitive subject involves behaviors that can affect work relationships with coworkers, supervisors, customers and/or subordinates.

## Examples of sensitive subjects

- + Bothersome odor
- + Inappropriate attire
- + Inappropriate language or behavior

## How should I handle it?

You can contact the EAP consultant, and they will review appropriate responses to sensitive subjects.

## Examples of appropriate responses

- 01 Determine specifically what is most problematic. Define the problem and who it is affecting.
- 02 Contact your HR department to discuss strategies, company policies or legal implications.
- 03 Call the EAP. A consultant will discuss the situation and give you further suggestions on how to appropriately respond to the issue. They can also provide tips for talking to the employee about the problem.
- 04 Consider having a helpful, but frank discussion with the employee.

## A manager asks:

“We have a very experienced nurse who is a stellar employee, however, we have had several of our younger nurses threatening to leave if they have to work on her floor. They say she is rude, controlling and withholds information that they need to perform patient care. We really need to retain this nurse, given her experience and expertise, but we also need to reduce the turnover of new nurses. What should we do?”

## The EAP consultant suggests:

“Approach the situation as a performance issue with the nurse. The situation with the younger nurses will not improve if she is not held accountable for her unacceptable behavior. She may not be aware of how she is perceived by others. Consider meeting with the nurse to provide her with specific feedback about the behavior that needs to change and the possible consequences if the behavior continues. You can start the conversation by acknowledging how much you value her skills but that it is important for her to interact with coworkers in a positive, professional and appropriate manner. Explain how her behavior is affecting others and the functioning of the floor. Consider a referral to the EAP as part of her performance improvement plan. Continue to observe and document the behavior, provide feedback and follow through with stated consequences.”

**Sensitive subjects resources.** For educational materials, referral information and forms, go to [evernorth.com/eap-manager](http://evernorth.com/eap-manager) and click on Tools for HR and Managers.

- + Talking to Employees About Sensitive Subjects
- + How to Approach Employee Performance Problems
- + Making a Management Referral to the EAP
- + Making a Management Referral to the EAP: Talking Points for Managers

“We have employees coming forward and complaining about another employee’s body odor. They are having a hard time working with him and it’s getting more and more noticeable. I need to address this but what should I say?”

“He spends so much time on the phone arguing with his wife. It makes me really uncomfortable but I don’t know what to do.”

“They hate working together. There’s always so much tension between those two.”

“People are talking about the new hire. She’s so thin that they’re concerned she has anorexia. She hardly eats a thing over her lunch break and I’m really worried for her.”

# Wellness seminars and management trainings

Employees in any organization may struggle with a variety of challenges in their quest to balance productive work and a satisfying personal life. Managers may also face a multitude of challenges as they maintain high levels of productivity in a competitive business climate.

We have developed a Wellness Seminar and Management Training catalog with more than 150 topics to offer our EAP customers. The seminar catalog includes a wide variety of topics such as Healthy Eating in a Hurry-Up World, Managing Workplace Stress, Balancing Work and Personal Life, Managing Change, Mindfulness: Release the Stress.

The catalog includes suggestions for seminar series on specific topics to help managers, supervisors and HR professionals deal with various issues that arise at the workplace.

The EAP also offers a selection of wellness seminars on popular topics via live and on-demand replay webcasts. Our EAP National Wellness Seminars are easily accessed and viewed on a computer, tablet or smartphone.

**Wellness support resources.** For information about onsite and virtual wellness seminars and trainings, go to [evernorth.com/eap-manager](https://evernorth.com/eap-manager) and click on Wellness Resources.

- + Wellness Seminars and Management Trainings Catalog

## Turn to your EAP

An EAP consultant is always available and ready to help make your job less stressful. When you need a plan of action to address management issues and performance problems, call your toll-free EAP access number. We're here to help. 24 hours a day, 365 days a year.

- + Management consults on a variety of topics
- + Management referrals
- + Critical Incident Stress Management services
- + EAP management training options

With our EAP you have the tools you need.



**For questions about wellness seminars and management trainings, or to coordinate a seminar, please call 1.888.736.1377 or email [eshcomments@evernorth.com](mailto:eshcomments@evernorth.com)**

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Employee assistance program services are in addition to, not instead of, your health plan benefits. These services are separate from your health plan benefits and do not provide reimbursement for financial losses. Program availability may vary by plan type and location, and are not available where prohibited by law.

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