

Helping Your Employees Be Successful



A Support Tool for Managers and Supervisors

EMPAC, Inc.
300 W. Douglas, Suite 930
Wichita, KS 67202
Phone: 316-265-9922 / Toll-Free 800-234-0630
www.empac-eap.com

Table of Contents

Your EAP Reference Guide at a Glance	3
Using the EAP To Solve Work And Family Life Issues	3
How to Access the EAP	4
The EAP Counseling Process	5
Supervisor / Manager Roles and Responsibilities	6
Warning Signs of A Potential Problem	6
Keeping Personal and Performance Problems Separate	7
Supervisor / Manager Referral Performance Worksheet	12
The Constructive Confrontation	15
Sample Meeting Responses	19
Your EAP Counselor	19
EAP Management Consultations	19
Critical Incident Stress Management Services	23
Putting It All Together	26

This handbook is designed to give you practical guidelines on maintaining a productive and positive work environment, and to show you how to use EMPAC as a resource to achieve that goal.

EMPAC (Your Employee Assistance Program) is a service provided by your employer, at no cost to you. The EAP provides a valuable resource for support and information during difficult times, as well as for consultation on more day-to-day concerns.

The primary goal of EMPAC is to help employees resolve personal issues that may have an impact on their lives and jobs. For you as a supervisor or manager, the EAP is also your support system when an employee's personal problems are causing a decline in work performance. Quite simply, the job of the EAP is two-fold: to provide employees with professional assistance for resolving personal problems; and to enable you to remain focused on work performance.

Your EAP Reference Guide at a Glance

Balancing all the demands in our lives can be difficult and, from time to time, everyone needs an objective viewpoint or a professional perspective to resolve a personal problem. That is when the EAP can help.

EMPAC is a voluntary, prepaid and confidential program that provides problem identification, counseling and referral services for employees and their families. EAP counselors are experienced in providing support, understanding and guidance for a broad range of needs, including:

- Family and relationship issues
- Alcohol and drug abuse
- Emotional concerns
- Stress-related issues
- Conflicts at work or home
- Parenting issues
- Other personal concerns

Using The EAP To Solve Work And Family Life Issues

As a supervisor or manager, you want to make sure that you have the most productive and effective work environment possible. However, events beyond the workplace – perhaps a coworker has been killed in an accident – can impact your employees as a group. Or, events inside the workplace, such as a corporate restructuring or downsizing, can influence the morale of the group.

Furthermore, you may be too close to the situation to see some of the real issues affecting your employees. Daycare issues, fear of new technology, or problems with interpersonal communications can slowly emerge over time and you might not become aware of the problems until they have taken a firm hold and stop productivity.

Many supervisors/managers don't know that the EAP can help with group issues as well as individual performance problems. Here are some things you can do before you call your EAP contact.

Look for trends. You might notice that one employee is consistently late for work. Over time, you become aware that several employees have the same problem. Your EAP counselor can come in and help you sort through the reasons for those trends.

Do an environmental scan. In other words, keep your ear to the ground. Listen to what your employees are saying – and what they aren't saying – about the company, about each other. Learn to recognize the signals of low employee morale or the need for team

building. Your EAP counselor can counsel you on ways to deal with many group dynamic issues.

Be aware of events beyond your control. Many events outside the workplace can have an impact on the workplace. Again, listen to your employees to find out what's bothering them. Your EAP contact can provide grief counseling, crisis intervention, and other services.

How to Access the EAP

There are three ways to access the EAP:

Self-Referral. Most employees and their family members will access the EAP on their own by calling the EAP directly. This option is called a self-referral. When employees contact the EAP directly, supervisors/managers are not aware of the call and not involved in the counseling process.

However, you do have an important role in the self-referral process. You can help ensure that your staff understands the EAP and how to use the services available. If you are enthusiastic about the EAP, chances are your employees will use this valuable resource when they need assistance.

Supervisor/Manager Recommendation. As a supervisor or manager, an employee may ask for your help in solving a problem. You can play a key role in helping the employee get immediate assistance for personal concerns by suggesting that she or he use the EAP. Remember to make your recommendation in a private, constructive manner.

Supervisor/Manager Referral. A supervisor/manager referral to the EAP is made when an employee's work performance has shown a pattern of decline. The EAP can be particularly valuable in assisting the employee to address personal problems that may be contributing to the decline in work performance.

Later in this handbook, we provide you with specific guidelines on how to make a supervisor/manager referral. The most important point to remember is that the EAP is available for consultation prior to making a referral. We have trained professionals who can:

- Provide guidance on how to communicate the performance problem to the employee; and

- Explain how you can offer assistance in the most productive and appropriate manner.

The supervisor/manager referral is not a disciplinary measure, nor does it replace standard policies and procedures for dealing with poor work performance. Please consult with your human resources department before proceeding with a referral.

The EAP Counseling Process

Regardless of how an employee accesses the EAP, she or he will talk with an EAP counselor who can assist with the specific problem the employee is facing. To provide employees and their families with the individualized assistance they need, the EAP has counselors available throughout the country. EAP counselors include clinical social workers, certified alcohol and drug counselors, psychologists, marriage and family counselors and licensed professional counselors.

An EAP counselor will help the employee assess the situation, identify options and develop a plan of action. This three-step process is outlined below.

The EAP counseling process will occur in person.

EAP Counseling: Clarify, Identify, Act

Step One:

Clarify The Problem

During this first step, the EAP counselor will help the employee clarify the underlying problems that caused him or her to seek assistance. This step ensures that the real problem is addressed.

Step Two:

Identify Options

Together, the employee and counselor will explore possible options and resources to help the employee resolve the problem she or he is facing. EAP counselors provide an objective point of view and can offer suggestions that most people would not be likely to consider on their own.

Step Three:

Develop a Plan of Action

An individualized plan of action is then developed for the employee. The plan may involve continued short-term counseling through the EAP, or referral to an appropriate professional resource in the community. Family members may be included in counseling as part of the action plan for problem resolution.

Supervisor / Manager Roles & Responsibilities

Motivating employees, reviewing performance, ensuring productivity and solving other work-related problems are just a few of the responsibilities you have as a supervisor or manager. Your job is challenging and when performance problems occur, getting the job done well can be very difficult.

In your role, you must be able to recognize the warning signs that signal when an employee may have a potential problem, as well as prepare documentation that accurately records the work-performance issues. This section of your reference guide is designed to provide you with practical information and techniques to do just that.

Warning Signs of A Potential Problem

Everyone has a bad day from time to time. And a few days do not necessarily signal a personal or work performance problem. However, changes in work performance that occur over a period of time may indicate that a problem exists. Examples of such changes include:

Work Behavior Changes

- Sporadic work performance
- Lower quality and quantity of work
- Impaired judgment
- Confusion (e.g. difficulty in recalling instructions or details)
- Difficulty concentrating
- Difficulty working with others
- Omitting necessary details
- Procrastination
- Difficulty in meeting deadlines or missing deadlines
- Chronic exhaustion and/or drowsiness
- Lack of interest or participation
- Excessive amount of personal time on the telephone

Absenteeism

- Arriving late or leaving early
- Excessive excused and/or unexcused absences
- Frequent Monday/Friday absences, or absences that follow a pattern
- Extended lunches and/or breaks
- Frequent absences from assigned work areas
- Frequent absences for minor illnesses
- Peculiar and improbable excuses for absences
- Repeated requests for time off by telephone without advance notice

Relationships with Others

- Edgy, irritable
- Over-sensitive, over-reactive
- Suspicious
- Intolerant
- Resentful
- Moody
- Withdrawn
- Blaming others
- Increased nervousness
- Avoidance of co-workers

Other Changes

- Non-work related accidents
- Accidents while working
- Deterioration in appearance
- Loss of interest or decrease in activities
- Borrowing money from others

Being aware of these warning signs will help you recognize when a potential problem is developing and enable you to address it immediately.

Keeping Personal and Performance Problems Separate

Your role as a supervisor or manager is to focus on performance issues, while resources such as the EAP can help deal with personal problems. Here are some suggestions for keeping yourself on the right track as you approach an employee to discuss work-related issues.

DO make it clear that you are concerned with job performance and that's the bottom line.

DO describe in work terms the necessity for change; outline its effect on employee morale, safety, the reputation of the department, cost of lost productivity and the impact on the work habits of others.

DO point out that the Employee Assistance Program is an employee benefit and that help is available.

DO emphasize the confidentiality aspect of the program, and that in no way will one's career path be blocked through EAP usage.

DO take time and ask the individual for feedback.

DO develop an action plan and make sure that the employee is clear about the specifics expected.

DO review performance concerns one at a time.

DON'T diagnose personal problems.

DON'T moralize or trivialize.

DON'T be misled by sympathy-invoking tactics.

DON'T raise issues without documentation.

DON'T use words such as "always" and "never".

DON'T use this opportunity to complain about everything you ever have disliked about this employee.

DON'T discuss the employee's problems with the employee's peers.

Documentation

As you have just read, the key to early recognition of a performance problem and its resolution is to identify a pattern of decline over time. In addition to being aware of the warning signs that may signal a potential problem, it is important to keep a record of performance concerns.

Documentation is necessary to help you accomplish the following:

Focus on observable, verifiable facts in an objective manner.

Identify a possible pattern of behavior.

Work with the EAP to identify the key problem(s).

Determine when to address your concerns with the employee.

Prepare for and conduct an effective constructive confrontation.

Help the employee to recognize both the problem and its severity by presenting the work performance decline in a factual, non-judgmental manner.

Stay focused on job performance.

Listed below are suggested guidelines for documenting performance concerns. We also recommend that you check with your human resources department for any specific procedures to follow when documenting poor work performance.

Be specific regarding the date, time and place of unsatisfactory job performance.

Provide actual observations, not your opinions or conclusions.

Include examples of satisfactory and excellent work, as well as that which is below par.

Keep records confidential and update them on a regular basis daily, weekly, monthly.

Focus on performance (not on personal problems).

Provide factual information that shows the employee's job performance over a period of time.

Be objective, fair and consistent.

Keeping Personal And Performance Problems Separate

Documentation Checklist

When preparing your documentation, it may be helpful to review the following checklist to ensure completeness and accuracy. Select those elements that apply.

Did you record the documentation promptly, while your memory was still fresh?

Have you indicated the date, time and location of the incidents(s) documented?

Did you record the action taken or the behavior exhibited?

Did you indicate the person(s) or work products involved?

Have you listed the specific performance standards violated?

Have you indicated specific rules or regulations violated?

Did you record the consequences of the action or behavior on the employee's overall work performance and/or on the operation of the work group?

Have you been objective, recording observations and not impressions?

Did you indicate the employee's reaction to your efforts to improve his/her performance?

Tools And Resources

Addressing work performance problems is one of a supervisor/manager's most difficult and stressful responsibilities. How do you discuss the situation with the employee? What can you do to minimize the impact of one employee's performance decline on the rest of the department?

This section of your handbook is designed to provide you with answers to these questions. On the following pages, you will learn how to:

- Address work performance problems using the Constructive Confrontation technique.

- Use the EAP as your counselor for performance concerns.

Together, these tools and resources can help you successfully handle tough workplace issues.

Documentation Example

Performance Job Record

Employee Name: John

<u>Day</u>	<u>Date</u>	<u>Time</u>	<u>Change In Performance</u>
Monday	4/4/yr.	9:30 AM	Absent. Said it was due to “recurring and very painful stomach problem.”
Wednesday	4/6/yr.	9:30 AM	Tardy. 30 minutes.
Friday	4/8/yr.	9:30 AM	Absent. Said it was “recurring stomach problem.”
Tuesday	4/12/yr.	9:45 AM	Tardy. 45 minutes.
Wednesday	4/13/yr.	9:15 AM	Absent. Had to go to court.
Monday	4/18/yr.	9:05 AM	Absent. Dentist appointment.
Thursday	4/21/yr.	9:30 AM	Tardy. 30 minutes.
Friday	4/22/yr.	9:40 AM	Tardy. 40 minutes.
Monday	4/25/yr.	11:00 AM	Missed deadline for important project to be completed at time of department meeting.
Tuesday	4/26/yr.	3:00 PM	Complaint from sales representative about John’s rude phone manner.
Friday	4/29/yr.	10:15 AM	Absent. Has the flu.
Monday	5/02/yr.	11:30 AM	Absent. Unexplained.

Supervisor / Manager Referral Performance Worksheet

If work performance or the behavioral conduct of an employee has deteriorated and all the usual forms of dealing with the employee have failed to generate any improvement, it may be time to consider using the EAP to find solutions. You can call any time – but the questions below may help you decide when. Photocopy this sheet as needed.

Employee: _____ Date: _____

A. Have you observed repeated and continued patterns of performance deterioration in any of the following areas? Check the box for affirmative.

1. Quantity/Quality of Work?

- Gradual reduction over a period of time
- Inconsistent/Sporadic
- Carelessness, increased mistakes

2. Job-related Work Knowledge

- Forgetful
- Reduced awareness of what's going on
- Unable to keep current

3. Judgment

- Inconsistent
- Frequent errors on routine matters

4. Initiative

- Unwillingness to change work responsibilities
- Needs constant supervision

5. Resource Utilization

- Overly dependent on others
- Unable to identify appropriate resources

6. Dependability

- Fails to meet schedules
- Makes unreliable/untrue statements

7. Attendance and Punctuality

- Frequent unexpected absences
- Frequent complaints of vague illness
- Frequently leaves early or returns late from lunch
- Frequent unexplained disappearances from job

8. Analytical Ability

- Details often neglected
- Increased number of poor conclusions/decisions

9. Ability to Communicate

- Argumentative
- Less communicative than in the past
- Unclear/imprecise written communication

10. Interpersonal Skills

- Deliberately avoids colleagues and supervisor/manager
- Complainer
- Unusually sensitive to advice or criticism
- Overly critical of others

11. Safety Conscious

- Higher than average on the job accidents
- Takes needless risks
- Disregards safety of others

12. Other Behavior Problems

- Inappropriate personal appearance
- Loss of interest/enthusiasm for job
- Extreme mood swings
- Inappropriate behavior

Regarding the affirmative responses (Items 1 – 12)

B. Have you documented the performance or behavior deficiencies in behaviorally specific terms?

- Yes
- No

C. Have you communicated your concerns regarding the employee's work performance or behavior to the employee?

- Yes
- No

D. Has his/her performance or behavior continued to deteriorate?

- Yes
- No

E. Have these items been included in a formal performance review or in formal disciplinary actions?

- Yes
- No

If the total affirmative responses under section A are excessive in your judgment and the answers to section B, C & D are affirmative, contact your Employee Assistance Program for consultation.

The Constructive Confrontation

Constructive confrontation is one technique that allows you to objectively address performance issues. Constructive confrontation gives you the opportunity to combine your discussion of the performance problem with a genuine offer of assistance.

The Constructive Confrontation meeting follows a sequence of support, confrontation, and support. In this context, confrontation is meant to be constructive, candid feedback on work performance, presented in a objective, factual manner. It is not meant to be a negative, emotional exchange. Key to the effectiveness of this technique is the order of the meeting. The meeting should begin and end with actions that are constructive; keep the confrontation to the middle of the meeting.

The success of the constructive confrontation depends on thorough preparation. To best prepare for a Constructive Confrontation meeting you should:

Select a time and place that will ensure your meeting is private. This discussion should never be held in the presence or within earshot of others.

Gather and organize your documentation, so that you have it on hand during the discussion.

Consult with your human resources department to ensure your meeting is consistent with your employer's specific policies and procedures.

Be aware of your own expectations. Define acceptable and unacceptable performance.

Focus on behavior. Do not label or diagnose a personal problem in either your mind or at the meeting.

A constructive confrontation includes the following three components:

- I. SUPPORT – Reinforce the employee's value
- II. CONFRONT – Address work performance and expectations
- III. SUPPORT – Offer the EAP

These steps, outlined on the following pages, illustrate how to conduct a successful constructive confrontation.

I. Support: Reinforce the Employee's Value

Begin the meeting by showing concern for the employee. You may want to mention one of all of the following:

You have noticed a change in work performance.

Your concern today pertains to this change.

The change is not typical of past work habits.

"Lately your performance has been less than satisfactory . . ."

Acknowledge the employee's past/present good performance. It is important to:

Let the person know of his or her value to the organization.

Give examples of past and present contributions (e.g. years of service, past performance, technical skills, previous level of dependability).

Tell the employee that you appreciate these contributions.

"Your work on the project last fall was excellent . . ."

II. Confront : Address Work Performance and Expectations

The key to this part of the meeting is to remain calm and objective.

Identify expectations:

Define specific expectations of the employee based on his/her job description.

Convey concise, detailed information.

Specify performance concerns:

Point out where performance has slipped compared to past work and behavior.
Be honest and firm.

Give specific, objective examples with dates, times, and situations.

Emphasize the seriousness of the situation.

Focus on the job, not the individual. Avoid making judgements.

Keep the discussion focused on work performance, regardless of the employee's response.

"The position you are in requires attention to detail . . ."

Schedule timelines for improvement and a follow-up meeting:

You and the employee should jointly agree on an action plan based on the employee's input and your guidance.

Establish a timeline for improvement, appropriate to the level of the problem.

Determine and agree on desired results.

Set a time, date and place for the next meeting.

Describe consequences. * The employee needs to know that his/her performance problem is a serious situation and what he or she can expect if work expectations are not met. At this point, you should:

Be specific without threatening.

Be prepared to follow through if performance does not improve.

Emphasize that the employee is responsible for resolving the present situation and avoiding future consequences.

"Unless we find a workable solution, I will have to . . ."

* You should consult with your human resources department prior to communicating consequences to the employee to ensure that any job action is consistent with internal policy and procedures.

III. Support: Offer the EAP

- ❖ Reiterate your confidence in the employee and reinforce that your goal is to help him/her become a fully productive member of your work group once again.
- ❖ Remind the employee that you do not need to know if personal problems are affecting work, but that if they are, the EAP can help.
- ❖ Provide information about the EAP, emphasizing that it is a confidential resource available free-of-charge to address any personal problems the employee may be having.
- ❖ Refer the employee to the EAP. Offer assistance in making the call if necessary.

“ . . . our EAP can help.”

Explain to the employee that if she/he accepts your referral to the EAP and makes an appointment, you will only receive confirmation that the employee participated in the EAP. No information about his/her personal problems will be provided to you without the employee's written consent.

Note: You may wish to call your EAP Counselor to discuss confidentiality issues and Release of Information (ROI) procedures.

IV. Follow Up

Following up after the Constructive Confrontation meeting is as important as preparation before the meeting. Some good guidelines for follow-up are:

Keep all aspects of the situation between you and the employee private.

Don't "walk on eggshells." It is counter-productive to be overly sensitive or empathic.

Continue to monitor the employee's work performance and document improvement or decline.

Make yourself available to the employee to provide guidance or discuss concerns the employee may have.

Support and reinforce positive behavior changes.

Follow through with normal disciplinary procedures if necessary.

“You have shown improvement . . .”

In addition, the EAP is always available to answer any questions you may have about work expectations following a constructive confrontation, and to provide consultation on any additional concerns you may have about the situation. We also recommend that you remain in contact with your human resources department about appropriate job action.

Sample Meeting Responses

How to Stay Focused on Performance

Even with thorough preparation, there is no way to predict how an employee will react to a Constructive Confrontation meeting. Many times, the employee will appreciate your support and welcome the opportunity to resolve problems and improve performance. In other cases, the employee may become defensive and emotional. The chart on the following page provides a few examples of how an employee may react, what she/he might say, and how you can best respond to ensure that the meeting stays on track.

Your EAP Counselor

The EAP is one of the most valuable resources you have available to you. You can call the EAP for a confidential consultation anytime you need assistance with a work performance issue. A second opinion can be very helpful when you are facing a complex performance problem, and the EAP offers a professional and objective viewpoint. Most important, the EAP can help you to maintain a positive and productive work environment. As your counselor, the EAP will:

Assist in identifying performance decline that may reflect a personal problem with which the EAP can help.

Consult about behavior that may indicate a personal problem.

Listen objectively to your concerns and reactions to work performance problems.

Advise on how to approach the situation and what action to take.

Provide support and guidance when planning a meeting with the employee to address work performance decline.

Remind you how to combine a discussion of performance with the offer of personal, confidential assistance through the EAP.

Help you keep the focus on job performance.

EAP Management Consultations

To ensure you receive the assistance you need, we recommend that you have the following information with you when you call the EAP for a consultation:

General Information

Your name

Work location

Name of employee

Employee's job category

Is anyone – including the employee – at risk?

Description of the Problem

Performance issues occurring at work, including:

Quality and quantity of work

Relationships at work or with the public

Behavior/conduct

Absenteeism/tardiness – frequency and patterns

Other relevant performance factors

History of problem

When the performance issues began

Whether the problem has been discussed with the employee and/or the human resources department

Whether the problem has been documented

Progressive Action

Job action either taken or pending that is relevant to the current problem

The next step to be taken if the employee does not improve

Remember, asking for professional assistance is a good management decision. And, calling the EAP does not commit you to anything. The decision to conduct a Constructive Confrontation meeting, make a referral or take disciplinary action is yours.

Responses

Reaction/ Defense	Employee's Comment	Supervisor/Manager's Response
Excuses and sympathy	Employee will have a good reason for everything that happens. "You'd have the same problems I do if you had a spouse like mine."	"You may have problems at home, and I sympathize. But I am concerned about your performance here at work. And my records indicate that you are not doing a satisfactory job."
Apologies and promises	"I'm really sorry. You know that! I'll never do it that way again."	"I appreciate your apology. But what you did is serious."
Switching	"I know that, but look what a good job I did on the last project."	"You have done well on past projects. But, I want good work on all jobs, and lately jobs have had many problems. Look at the record."
Anger	"I can't believe it!! One mistake, and the roof falls in after 15 years of killing myself for this place."	"Getting angry won't help. I'm concerned about your performance, and I am not talking about a single mistake. Let's look at the record."
Tears and helplessness	"I don't know what to do. I'll never get out of this mess." (crying)	"I understand your upset. I want to help, which is why I set up this meeting. You've been a valuable member of our department."
Deflecting	"But everyone else does that."	"I'm talking with you now about your work performance. Let's review this list of problems again."
Self-pity	"I knew this would happen. I've never been able to do	"I wouldn't be taking this time to talk with you if I

anything right.”

didn't have faith in you, so let's move on to discuss what can be done. You know, the EAP would be an excellent resource.”

Innocence

“It's not my fault. You let me down. I don't get any help at all around here.”

“It is not a matter of fault. I depend on you to provide the excellent work you have done in the past. Let's talk about your specific work performance issues.”

Critical Incident Stress Management Services

Your Role as a Supervisor or Manager

We all hope that we never have to face a traumatic workplace incident in our lifetime. However, as a supervisor or manager, you may one day be in a position where employees will look to you for guidance and leadership following a critical incident. Being prepared and informed is essential.

In this section you will:

- Learn to identify a critical incident

- Learn the common responses to critical incidents

- Learn how to request a debriefing

What is a critical incident?

A critical incident in the workplace is a sudden, traumatic event that is overwhelming, emotionally charged and often dangerous. Examples of critical incident include:

- Natural disasters

- Robberies

- Assaults/threats of assaults

- Plane crashes

- Bomb threats

- Death or injury on the job

- Sudden unexpected death of a coworker

Common Responses to Critical Incidents

Following a traumatic incident, everyone experiences some kind of emotional response. Signs of obvious distress may include the following symptoms:

- Physical, sweating, dizzy spells, increased heart rate, elevated blood pressure, rapid breathing.

Behavioral. Appetite changes, decreased personal hygiene, withdrawal from others, prolonged silences, uncontrollable crying spells, other changes in ordinary behavior patterns.

Emotional. Shock, anger, grief, depression, hopelessness and helplessness.

Cognitive. Confused thinking, difficulty making decisions disorientation.

If employees display any of the above signs, reassure them that their reactions are normal. Encourage them to call the EAP if they would like confidential assistance at any time.

Recovering from a traumatic incident can be a long and difficult process. Each person will deal with emotions at his/her own rate. In the meantime, to help reduce the chances of long-term negative effects, offer employees the following practical coping suggestions:

Expect that you will be troubled by the experience

Talk to supportive family, friends and coworkers about your feelings

Practice deep breathing exercises to minimize stress and anxiety

Avoid alcohol and caffeine

Maintain a healthy diet

Get plenty of rest and exercise

Take time for leisure activities

Call the EAP

How you can request a Critical Incident Stress Debriefing (CISD)

Although specific procedures may vary a CISD request generally follows the step-by-step process outlined below:

Call the EAP and request that a counselor respond in-person to a Critical Incident. You may also ask your human resources representative to place this call for you.

You will then be transferred to an EAP Counselor, who may ask for additional information to assess the situation.

Once the EAP Counselor has the necessary information, he or she will set a time to facilitate the CISD. CISDs are usually delivered 24 to 72 hours after the incident occurred.

Putting it all Together

As a supervisor/manager, you can bring about positive changes at work. By addressing performance problems proactively, by acting quickly in the event of a workplace crisis, you can maintain a productive and safe work environment.

Remember:

Know the warning signs that signal a potential problem

Document in writing what you see, hear and discuss – include the date and time.

Try the Constructive Confrontation process.

Be prepared in case of a critical incident in the workplace

REMEMBER:

You do not have to handle tough workplace issues on your own. Call EMPAC for a confidential consultation anytime you need assistance.