



EAP Supervisor Training

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- To encourage supervisors and managers to refer an employee when problem(s), ie. job performance, attendance and/or behavior that negatively affects **productivity**
 - Employee performance
 - Employee Conduct
- Discuss appropriate EAP usage
 - Employee benefit program
 - Voluntary participation, ultimately
- Examine the process of a Firm Choice Agreement
 - Appropriate leverage to encourage EAP utilization
 - Places responsibility on the Employee
- To address the common barriers that prevent a supervisor or manager from referring an employee to the EAP
 - Supportive nature of referral is essential
 - Assistance provided to Employee



Services Provided By The EAP Program

- Assessment & Referral
 - Identifying issues that affect work-life balance
 - Assess and refer stage: Sessions 1 - 4 do not require taking leave
 - Allowed to make and keep appointment not interfering with Mission
- Short Term Counseling
 - Brief intervention
- Supervisor Consultation
 - Useful guidance for Employee performance and conduct issues
 - Substance use and mental health concerns
- Workplace Trainings
 - Substance use
 - Workplace issues
 - Work-life balance
 - EAP New Hire Briefs
 - Trio Training (EAP, DFW, Civilian Suicide Prevention, and CIR)



What is your responsibility, as a supervisor?

- Maintain a safe, secure and productive environment for employees
 - In some circumstances if you knew or should have known you can be legally liable
 - Don't be complicit in a hostile work environment
- Limit discussion to performance and conduct
 - Limit involvement with substance use and mental health to a need to know
 - Respond to workplace accommodations promptly
- Treat all employees fairly
 - Eliminate favoritism
 - Be mindful of EEO
- Act in a manner that does not demean or label people
 - No shame and blame
 - No public humiliation
 - No talking behind their back to others without a need to know



- Diagnosing mental health or substance abuse problems
 - You are outside your “scope of practice”
- Having all the answers
 - It’s okay to seek consultation and assistance
 - Always consult with HR, M/LER, and Legal
- Providing counseling or therapy
 - Don’t blur your boundaries or exceed your duties
- Being a police officer
 - It is best to facilitate
 - Anything else destroys morale



What questions should a supervisor ask themselves while investigating a potential mental health or substance abuse situation?

- What exactly do you see?
 - Objective
 - Observable
- Does there appear to be illegal activity or policy violation taking place?
 - Consult HR and Legal
 - Union Contract
- Is a group of people involved or a single employee?
 - Workplace bullying and mobbing and other workplace violence
 - Harassment or hostile workplace
- Are you the direct supervisor to anyone involved in the incident?
 - Defer to employees change of command.
- Are credible witnesses to the behaviors or events available?
 - Avoid hearsay and secondary sources



What questions should a supervisor ask themselves while investigating a potential mental health or substance abuse situation?

- Is any physical danger involved in taking action or not taking action?
 - Workplace violence (EAP Workplace Training)
 - Suicidal or homicidal indications (Suicide Prevention & Intervention Protocol Brochure)
- Is the situation serious enough to require calling security or law enforcement?
 - Active threats (Threat Levels)
 - Possession of weapons
- Is there a specific policy that applies to the situation?
 - Always identify the policy violation
 - Cite applicable law and regulations
- Does the situation require expert consultation from Human Resources, the Employee Assistance Program (EAP), if applicable, or security?
 - EAP referrals are required when substance use is identified
 - EAP plays an active role in follow up drug testing
- Have you documented what you see and what you have done in response?



Refer to EAP Supervisors Guidance

- Tell employee you are concerned
- State problem
- Refer to documentation of specific events
- Avoid over-generalizations
- Ask for explanation
- State what must be done to correct problem
- Set time frame for performance improvement
- Specify consequences if problem continues



Refer to EAP Supervisors Guidance

- Meet with the employee in a private place where interruptions will be limited
- Choose the best time of day considering workload and the employee's behavior
- Allow sufficient time for the meeting, but set a time limit
- Make an appointment with the employee in advance
- Allow for union representation, if appropriate



How To Support An Employee In Mental Health Crisis

- Be calm and non-judgmental
- Show Empathy
- Encourage the employee to talk to a professional (EAP or mental health provider), contact a crisis hotline, or attend a support group
- Use active listening and reflect back what the employee shared
- Ask what they need to ease their immediate symptoms
- Be careful not to advise on how to “fix” the problem
- If necessary or extreme situations call 911 or escort the employee to the emergency room

Refer to EAP Supervisor Suicide Intervention Protocol Brochure



- An opportunity to correct poor performance, inappropriate behavior, or some other misconduct (failed drug screening)
- Serves as a tool in both preserving an agency's need to maintain order and providing an otherwise good employee the opportunity to keep their job
- Typically, involves
 - Negative performance appraisal
 - Postponement of disciplinary action
- Typically, involves
 - Participation in Employee Assistance Program
 - Attendance and participation reporting



- Self-Referral
 - Employee's choice
 - Informal Referral
 - As a suggestion
 - Formal Referral
 - Substance use
 - Optional forms to formalize
- Self-referrals.
 - Management-initiated referrals.
 - Union referrals.
 - Investigation/apprehension referrals.
 - Medical referrals.
 - Family referrals.
 - Referrals from other service agencies.
 - Co-worker referrals.



- In a self-referral, the employee contacts the EAP directly
 - On personal time
 - Limited to who, what, action, outlook (attendance)
- The employee may call or email EAP about the benefits of the program
 - Self initiated
 - With the assistance of Supervisor
- The most personally-empowering EAP referral
 - Offers Employee opportunity to seek assistance
 - Allows Employee to demonstrate positive action



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- The most common referral made by a supervisor and is typically initiated in response to employee self-disclosure of a personal issue or stressor
 - Remember to maintain confidentiality and privacy
 - DO NOT disclose to others what the Employee shared in confidence
- An employee may contact the EAP at the request of a friend, co-worker, or family member
 - 1:1 individual session
 - 1:2 accompanied by others with Employee's permission for support, not agenda
- When an employee provides information or literature about the EAP program to a friend, co-worker, or family member
 - Open to active duty-spouse, retiree, and DA civilian and family member



- The formal referral is **NOT** a disciplinary tool, but rather a supplement to the organizations existing disciplinary or corrective action process
 - Mandatory when substance use is involved
- Should be submitted after a work performance problem has been identified and corrective or disciplinary action has not resolved the issue
 - Use of optional forms to formalize the referral process recommended
- Failed drug tests always initiate the formal referral process
 - Will involve Drug Testing Coordinator, EAP, and Supervisor
 - Supervisor reaches out to HR, CPAC, L/MER, and Legal



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- The EAP will **NOT** provide the supervisor with specific information from their employee's session
 - Limited to attendance, identified problem, participation, progress
- The EAP will **NOT** divulge any information to the supervisor about the visit unless the employee authorizes this by signing a release of information (ROI)
 - Attendance
- The EAP will only disclose a client's information without their consent in certain circumstances
 - If employee is a danger to himself or others
 - Suspicion of child, elderly, or spousal abuse in the employee's home
 - Subpoena or court order from judge
 - If the employee is involved in any illegal activities
 - National security



What Are The Five Barriers That May Prevent A Supervisor From Referring To EAP?

- Sense Of Betrayal
 - Disclosure of information shared in confidence
- Feeling Personally Responsible
 - Taking on Employees issues
- Fear of Harming a Valuable Employee
 - Hesitation in referring due to concerns for Employees job
- Supervisor's Personal Issues
 - Identifying with Employees issues
- Fear of Retaliation
 - Zero tolerance for workplace violence



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Supervisors and employees can develop close bonds that may lead a supervisor to feel overly protective of an employee. But counseling or treating employees is not a supervisor's job

Careful! Your sincere efforts may result in being “stabbed in the back!”



Referring an employee to the EAP isn't like "turning someone in."
To the contrary, the EAP is a source of professional, confidential
help for employees in their time of need.

Keep your involvement to performance and conduct!

Contacting the EAP will not interfere with an employee's chance at promotion or continued employment, but continued poor job performance will. EAPs were developed to restore an employee's job productivity, and that benefits everyone.

Work-life balance is often the key. Adult living problems are a fact of life.



A supervisor may experience the same personal problems as the employees he or she manages, such as a divorce or the death of a loved one. This can lead to a bond that prevents the supervisor from making a referral when appropriate.

A supervisor may be afraid that the employee will threaten him or her for discussing job performance. All threats should be taken seriously and reported to the appropriate department.

Questions or Concerns



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