



Employee assistance program (EAP)

# Manager Handbook



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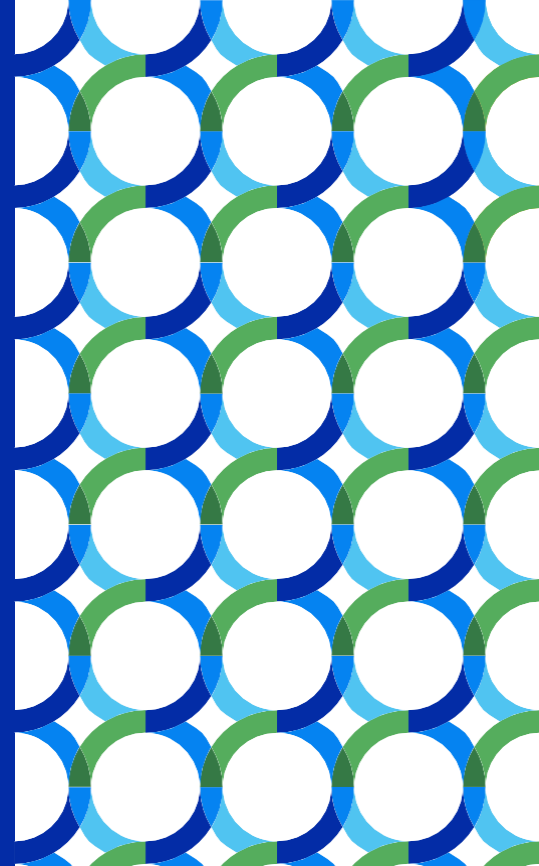
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## Overview

The SupportLinc EAP is a company-sponsored benefit and is offered at no cost to employees and immediate family members. It is a confidential, easy-to-use resource for preventing or resolving problems before their negative consequences affect the employee’s job performance or family.

The program provides a confidential setting for individual assessment and consultation regarding issues that prevent an employee from being a productive and effective team member. CuraLinc Healthcare, the provider of this program, understands that there is no “one size fits all” solution to the conflicts and demands of everyday life. For that reason, SupportLinc treats employees as individuals rather than just treating their condition or concern.

All information collected by SupportLinc will be kept strictly confidential. Your employer will never receive a report or call identifying employees or managers as individuals.

The following pages describe the key components of this company-sponsored benefit. For more information, please contact SupportLinc on the dedicated toll-free number: 1-888-508-1170.

# Introduction

Employees and their family members can receive in-the-moment support by calling the dedicated toll-free number. All calls are answered 24/7/365 by an experienced and licensed professional counselor. These clinicians, also known as Care Advocates, can help address a variety of the following personal or work-related issues:

## Addiction

- Substance use
- Dependency
- Gambling

## Emotional issues

- Stress
- Depression
- Anxiety
- Grief
- Anger

## Relationship problems

- Family/marital issues
- Poor communication
- Domestic violence

## Everyday life issues

- Financial problems
- Legal concerns
- Child and elder care

## Work-related problems

- Workplace violence
- Manager/subordinate issues
- Co-worker complaints
- Friction with customers
- Hostility or disrespect

## How does it work?



# Work-Life Benefits

Employers understand that distracting personal challenges can affect the wellbeing of valued employees. Work-life services provide solutions to these daily challenges and allow the employee to remain on the job and productive.

## As a manager, do you ever hear these questions or statements?

“My child care provider is closing and I don’t have another option set up.”

“I never knew how much it cost to buy or sell my home.”

“Do you know of an attorney who specializes in wills?”

“My mother is very sick and I’m not sure how to care for her.”

“I put in long work weeks but I never seem to get caught up on my bills.”

“Can you suggest a reputable auto repair shop?”

“My pet sitter isn’t available on holidays and our family already has a vacation scheduled.”

## If you hear these questions or statements, work-life benefits are a good resource for you and your employees.

The program offers two flexible services to meet the legal needs of an employee or immediate family member. The Advice Attorney Service offers employees immediate, free, telephonic, legal advice. The Local Attorney Referral service provides employees with in-person legal consultation with a local attorney.

Employees receive a free, half-hour appointment and discounted rates for ongoing assistance if representation is required. In addition to the telephonic and in-person service, SupportLinc provides online access to a wealth of educational resources and tools.

Through the Financial Services program, qualified counselors and educators address questions regarding financial issues and a follow-up email with supporting educational materials. Financial counselors are available without an appointment Monday through Friday and with pre-scheduled counseling sessions available on Saturday, during the day or evening. Counselors do not sell or endorse specific products and make referrals only to non-profit services. Employees can also find a variety of financial calculators, tip sheets, audio and video files and training tools on the website.

The program educates and assists parents in choosing positive child care solutions. The Child Care program helps parents find care that meets their specific needs and links them with local child care services. Parents can also obtain information on pregnancy, adoption, school districts, and college financing and selection. Additionally, the program can offer participants a search for resources when closings, vacations or provider illness disrupt child care or school arrangements.

The Elder Care Consultation and Referral Program locates elder care providers and services nationwide. Elder care specialists have access to elder care providers, nursing homes, home health agencies, nutrition services, hospices, adult day care centers, legal services, transportation services, continuing care/retirement communities and senior centers. Employees can also visit the web or mobile platform for articles, tip sheets and other resources.

Convenience Services are designed to provide a helping hand with the minor challenges that come with each new day. Work-Life counselors have expertise in listening to members to determine which resources are most needed and best suited to solve a problem. This comprehensive Convenience Services program offers participants resources and guided referrals for pet care, automotive repair, relocation services, home improvement and travel.

## Work performance problems

Responding to job performance or behavioral problems in the workplace can be an uncomfortable experience. Managers typically prefer to focus on positives instead of negatives and to be thought of as supportive rather than critical. As a manager, you should be willing to be uncomfortable if the end result is a more productive workplace. Remember that the performance problem – not the individual – is the focal point. Initiating positive change is the trademark of an effective leader and responding willingly makes a successful outcome more likely. The program can enhance your effectiveness.

One of the roles of a manager is identifying and responding to deterioration in employee work performance. Effective leaders recognize changes in an employee's performance or behavior and respond by coaching and offering tools to help the employee succeed. SupportLinc is one of those tools.

It can help you identify employee pressures, stressors and concerns that may be less visible to managers. The program helps the employee make changes so that job performance or behavioral issues can be corrected or resolved.

## Helpful tips for supervisors

- Respond to performance problems early to prevent performance dysfunction.
- Care about the wellbeing of your employees, but don't confuse caring with "looking the other way" when it comes to performance or behavior issues.
- Friendship with an employee does not override your responsibilities as a leader.
- Contact qualified EAP experts.
- Expecting employees to be responsible for their personal, family and workplace issues is necessary and reasonable.
- Avoid involving yourself in the drama of an employee's problems by consistently returning the focus to work performance and behavior.
- Your loyalty must always be in the best interests of your employer.

# Referrals to SupportLinc

The program provides consultation and support for managers who refer employees. Managers who seek solutions to employee job performance or behavior problems can contact qualified experts and counselors.

In addition to "self-referrals," where the employee or family member is self-motivated to contact the program on their own, managers can refer employees to SupportLinc in the following ways:

## Informal

When an employee appears to be affected by a problem or distraction – but there is no job performance or behavior issue – the manager should remind the employee that SupportLinc services are confidential and free. Expressing genuine concern about an employee's wellbeing can increase the motivation to seek help and make it possible to solve problems early. With an informal referral, the employee is not obligated to contact SupportLinc.

## Formal or mandatory

The recommendation coming from a management consultation may be an informal (soft) referral to the EAP. Formal (mandatory) referrals can also be facilitated by SupportLinc but will need to initially go through Stanley Black & Decker's Labor and Employee Relations (L&ER) team and will be handled on a case-by-case basis.

## How to make a formal/mandatory referral

Before meeting with the employee, meet with Labor and Employee Relations (L&ER) to discuss the case, review documentation and confirm the reason(s) for referral to SupportLinc. All formal referrals will be handled on a case-by-case basis. If you have any questions about the referral process, contact your HR or benefits staff or call the program's qualified experts.

When meeting with the employee to make a mandatory referral, be prepared to accomplish the following:

- Select a confidential setting in which to meet with the employee.
- Have prepared documentation and materials with you.
- Specify the reason for the mandatory referral, which must be “failure to meet the organization’s standards of work performance” or “violation of the company’s policies and procedures.”
- Be specific about the performance or behavior problem while demonstrating respect for the employee.
- Clarify that the goal is to help the employee succeed and that the referral to SupportLinc is meant to be supportive and not punitive.
- Let the employee know what to expect when contacting SupportLinc; provide a pamphlet and referral card.
- State the company’s expectations for the employee’s participation with SupportLinc, including the timeframe in which contact is to be made.
- If possible, reinforce strengths and importance to the organization.
- Select follow-up dates and times to discuss the employee’s progress.

# Critical Incident Response

Critical Incident Response (CIR) services are offered to clients following a disaster or trauma. It helps employees return to productive levels of performance more quickly. Effective CISM responses reduce direct and indirect costs associated with affected employees. These formal responses also reduce possible litigation, as employees’ needs are proactively addressed.

A nationwide team of Critical Incident (CI) response professionals provides an onsite response to critical incidents – sometimes within hours of the event. Experience shows that the most effective CI responses occur two or three days after the event. The client employees are more likely to address their emotions or thoughts about the incident at that time.

The Critical Incident Response Team is available around the clock to provide consultation and help develop a response plan to support your employees during difficult times.

## Critical Incident Response Highlights:

- 24/7/365 access to the CIR team Expert
- Consultation/assessment of need
- Individualized response plan created for each event
- Educational materials
- Individual support
- Onsite facilitation of group process
- Local team of CI response professionals
- Virtual support options available
- Post-event reporting, recommendations and referrals

**Please consult SupportLinc to secure Critical Incident response support for any needs that arise at your site location.**

