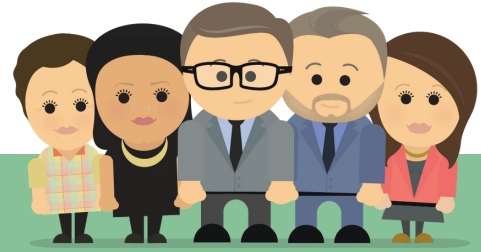




# Employee Assistance Programme Manager's Booklet

# Manager Guidance Notes



**The Paycare EAP is there to provide a 24-hour counselling, support and guidance for all employees, whatever problems they are facing. The service is provided by Paycare, offering confidential assistance to managers too. As a manager you can call for help with personal, practical or work-related problems like other staff.**

In addition, as a manager the service provides you with:

## Guidance when assisting staff with their problems

If you have an employee who has shared a difficult problem with you – for example, domestic violence or a marital breakup – and you would like some guidance on how to assist them, Paycare’s counsellors can give you the benefit of their experience and help you to formulate a plan of action.

## Support in tackling difficult management issues



You may be faced with a difficult or unusual situation to manage, for example, a conflict between team members, a traumatic incident, or long-term sickness. Using a counsellor as a sounding board can often help in identifying the options available to you and give you support in managing the situation.

## Help with responding to the early warning signs of stress

There are many possible early warning signs of stress, including emotional behaviour, lateness, absence, mood swings, and a decline in performance or motivation. The Paycare EAP staff can give you assistance in recognising these signs and interpreting what they may mean.

If a member of staff is suffering from stress, it is important that the situation and its causes are tackled. Counsellors can give you help to identify the best way to approach the individual and the sort of actions that may be needed.

# Manager Guidance Notes



## Support in developing skills

You may not have a problem, but sometimes you may become aware that there are aspects of the managerial role that you find difficult, or which are uncomfortable for you. Counselling can be used as a developmental tool to enable you to address skill needs such as assertiveness, interpersonal communication or time management.

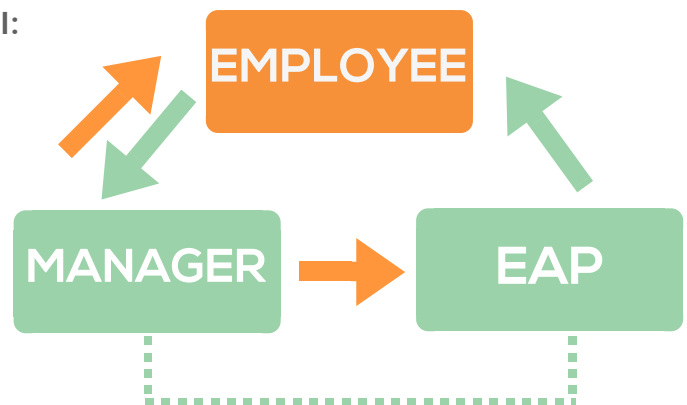
## The opportunity to refer staff for professional help

Sometimes as a manager you are expected to be an expert in everything. This is not possible, and inevitably you will meet situations which are beyond your expertise or where you lack the time or the skills to help the individual concerned. Examples might be individuals who are selfharming, are alcoholics or have gender or sexuality issues. The Paycare EAP is a place to which you can refer staff so that they can receive help from people professionally trained to deal with their problems.

**There are two main types of Paycare EAP referral:**

### An informal referral

This is where an employee discusses a problem with a manager, and the manager reminds them about the help offered by the Paycare EAP and encourages them to make contact. There is no need in this case for the manager to contact the Paycare EAP, unless they wish to talk the situation through themselves.



### A management referral

This may be needed when an employee's problems are sufficiently serious that there is a major effect on performance, and the individual is not responding to the normal management efforts to resolve the difficulty. Here, as part of an agreed action plan to try to tackle the problem, the manager formally refers the individual for help from the Paycare EAP, alongside other actions that are being taken. This ensures that the employee is being offered help to deal with the causes of the problem, as well as having the effects at work managed. In this instance, the manager contacts the Paycare EAP to start the referral process and discuss the situation.

# Manager Guidance Notes



## Information on issues of concern

If you are in need of information on any issues relating to the management of staff, the Paycare EAP can assist. It may be that you need information on the working hours' directive, on getting psychiatric help for someone, or on agencies that can help with specific issues.

## Assistance in bringing staff back to work after an absence

Managing the transition from long-term sickness to a return to work and full performance can be a lengthy and difficult process. The Paycare EAP can offer help in identifying the assistance that the staff member may need and the sort of agreed an action plan that can make the transition effects.

**The Employee Assistance Programme (EAP), provided independently in the UK by The Validium Group, is available to provide 24-hour practical and constructive support for all employees whatever issues they are facing**



### But, did you know?

The EAP also offers assistance to managers. The EAP has a team who are experienced in helping managers to resolve management issues. Through focussed discussion, the management consultants can provide practical and efficient strategies to support you in any management problems you may have.

A management consultation is available on 0800 028 6678 (press option 5). You will then be connected to the consultant who can provide assistance with your management issue.

# Manager Guidance Notes



## Here are Paycare's top 5 tips on getting the most from your EAP:

### Get to know what the EAP offers you and your staff

The EAP comprises teams of professional lawyers, financial specialists, debt counsellors, occupational health nurses, counsellors, e-counsellors, management support consultants, elder and childcare specialists as well as a wealth of information, all available confidentially.

The confidential EAP can support employees with any issues that are causing upset, worry, distress, anxiety or stress whether it is a personal issue or a work-related issue. It could be anything from a debt issue to a legal problem, or a recent bereavement to a work issue such as work-related stress, work/life balance or change within the organisation that is causing worry.

The examples are too numerous to mention, but by knowing what the EAP offers and how it can assist staff with personal or work related issues, managers can easily and effectively communicate the service and its benefits to team members and colleagues.

### Highlight to employees the confidentiality of the service



Many people are reluctant to seek help for fear that their issue may become known by others and that this may affect their job security or their chances of progression.

People who seek help are actually demonstrating good judgement and dealing appropriately with whatever personal issue they have. It is important that concerns about confidentiality should not stop someone from seeking help.

As a manager, you can communicate to employees that no information regarding the fact they have called or the contents of any conversations will be fed back to your organisation. Confidentiality is only broken if the individual seeking help is at risk of harming themselves, others or if the organisation is at risk.

# Manager Guidance Notes



## Contact the EAP to give you guidance when assisting staff with their issues

If you have an employee who has shared a difficult issue with you, for example a marital break up, or you suspect an employee maybe going through a difficult time, and you would like some guidance on how to assist them, the EAP counsellors can give you the benefit of their experience and help you find a solution.

## Get practical support from the EAP when tackling difficult management issues or a crisis

You may be faced with a difficult or unusual situation to manage, for example a conflict between team members or long term sickness, or a traumatic incident after which staff often look to their managers for guidance and direction. In all these instances, the Paycare specialists can help in identifying the options available to you and give you support in managing the situation as well as suggesting to you support options that are available for your team members.

## Use the EAP as a developmental tool

You may not have a particular issue, but there may be aspects of your role as a manager that you find difficult, or which you are uncomfortable with. What we call “Life Skills for Living in the 21st Century” - things like stress management skills, work/life balance skills, anger management, better communications skills, change management skills, assertiveness skills, decision making skills and guidance for managers in how to manage teams during difficult times. The EAP can be used to support you in all of these examples.

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