

LifeWorks

WELCOME TO LIFEWORKS!

LifeWorks is an innovative employee assistance program (EAP) and well-being resource that offers expert help with life, work and everything in between.

LifeWorks provides confidential consultations, counseling, community referrals, and online access to hundreds of articles, podcasts, toolkits, and more. Services are available 24 hours a day, seven days a week, and are provided at no additional cost to you and your dependents, as defined by your benefits plan.

As a manager, you can take advantage of all LifeWorks has to offer, while supporting the program's success in your organization. This guide can show you how.

Visit us online:

Call us, toll-free, 24/7:

Username:

Password:

Don't forget to download the app!



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How LifeWorks Supports Managers

Whether you've been a manager for six months or for 20 years, you've probably seen employees go through difficult times. And you've likely had to handle difficult situations with employees – problems like tardiness, absenteeism, poor performance, and friction between workers. You may have had to handle overload and increased stress among employees during a particularly hectic period, or struggled to help your team adapt to changes in your workplace.

In this section, you'll learn about all the ways LifeWorks can help. We can:

- support you personally so you can stay effective and well.
- help your employees access the resources and support they need to work productively.
- help you learn how to document performance issues, discuss a problem with an employee, and refer an employee to LifeWorks.

Working together, we'll help you build a stronger, more productive team whose members all have the support they need to reach their full potential.

Get good support, on the go.

Call us, go online, or use the LifeWorks app to access help with a wide range of real-life issues that affect personal well-being, performance, and productivity. Contact us for help with:

Life

- Retirement
- Midlife
- Student Life
- Legal
- Relationships
- Disabilities
- Crisis
- Personal Issues

Health

- Mental Health
- Addictions
- Fitness
- Managing Stress
- Nutrition
- Sleep
- Smoking Cessation
- Alternative Health

Family

- Parenting
- Couples
- Separation/Divorce
- Older Relatives
- Adoption
- Death/Loss
- Child care
- Education

Work

- Time Management
- Career Development
- Work Relationships
- Work Stress
- Managing People
- Shift Work
- Coping with Change
- Communication

Money

- Saving
- Investing
- Budgeting
- Managing Debt
- Home Buying
- Renting
- Estate Planning
- Bankruptcy

How to identify a team member who may need support

An employee who is experiencing personal problems or emotional difficulties may exhibit some of these signs:

- shows an unusual disinterest in or disregard for work
- has a change in work behavior, including missed deadlines, unusual mistakes, or difficulty understanding assignments
- is forgetful or shows poor concentration
- irregular or reduced productivity
- is frequently absent or late
- takes longer coffee or lunch breaks
- makes excessive demands on the manager's time
- interacts poorly with co-workers
- is moody, or shows uncharacteristic irritability
- has uncharacteristic outbursts of anger or belligerence
- seems indifferent, lacks interest in daily activities
- extreme fatigue

On occasion everyone is forgetful, "isn't themselves", or has higher and lower periods of productivity. What you are looking for is a pattern or behavior over a sustained period of time or a change in an employee's behavior over time. If you observe these signs over the course of a couple of weeks, you might remind the employee that resources are available, including your human resources team and LifeWorks. You might also decide to contact a LifeWorks management consultant to discuss these concerns.

Management Consultations

With a simple phone call, you're on your way to getting support. Our management consultants listen, ask questions, answer your questions, and can help you assess options and find solutions. Call the toll-free line to request an appointment with a management consultant.

Designed specifically for managers and supervisors, a LifeWorks management consultation can help with problem-solving and performance issues. Our team of knowledgeable specialists understands the workplace from the business side as well as the human side, and can provide tips and coaching on several areas of management and employee-relations issues.

We can:

- talk through workplace questions and concerns with you.
- provide a confidential sounding board and third-party view.
- help you sort out complex, sensitive issues.
- help with communication techniques.
- help with identifying and evaluating available resources.
- help you provide effective support to employees when life's challenges get in the way of work.
- guide you in referring an employee to LifeWorks.
- recommend involvement of human resources (HR) when appropriate.
- provide coaching in preparation for a difficult conversation with an employee.
- provide help during a crisis.

Five tips to help address complex employee issues

LifeWorks can help you address work performance issues with this step-by-step guide:

1. Contact a LifeWorks management consultant if you have a question or concern about an employee's behavior or work performance. The earlier you contact a consultant, the more successful the outcome is likely to be.

2. Consult your human resources representative. It's best to do this as soon as you are aware that there is a problem. Your HR representative is familiar with your organization's policies and can provide you with coaching and direction. Often, your HR representative will advise you to contact LifeWorks also for further help.

3. Document work performance and other problems over a period of weeks to help you identify certain patterns of behavior. Carefully documenting an employee's performance problems over time will help give you a better sense of the issues and the appropriate action to take. A management consultant can coach you on what to look for and how to keep careful notes. You will want to:

- observe your employee's performance, attendance, and behavior
- write down patterns of tardiness, absenteeism, examples of any unacceptable work performance, behavior, or unacceptable conduct
- record dates and write down specifics

When it is time to talk over your concerns with the employee, you will need clear examples so that the employee is able to see that there really is a problem. You will need to collect samples of the employee's work to demonstrate the problem. (In addition to being helpful when you talk with the employee, this documentation will be critical in the event of disciplinary action.) Remember that you are looking for changes in work performance and behavior patterns over a period of time.

4. Discuss the problem with a management consultant if the situation is ongoing. Describe what you have observed, exchange information, and your LifeWorks consultant will provide strategies on how to handle the situation. The consultant can coach you on ways to approach performance problems, and help you develop an improvement plan.

5. Meet with your employee to discuss performance-related concerns. A management consultant can also help prepare you for this meeting. Here are some tips:

- schedule a private meeting with the employee
- make it clear that your goal is to help the employee improve the situation
- talk with your employee in a caring and concerned way, and be positive about some aspect of performance whenever possible
- be specific about performance problems, citing examples and dates
- set clear expectations about the need to improve performance and timelines
- remind your employee that there is a place to turn for help, LifeWorks – a voluntary, private, confidential program
- encourage your employee to connect with LifeWorks and provide contact information
- set up a time for a follow-up meeting
- write up a brief summary of the discussion for your records after the meeting is over



Monitored Referrals

A monitored referral to LifeWorks, sometimes called a mandatory referral, is used in cases involving ongoing work performance issues. This is a situation in which contacting LifeWorks is a condition or requirement of an employee's continued employment with your organization. Always check with your HR department to find out about your organization's policies, and we recommend that you contact a LifeWorks management consultant to discuss the appropriateness of making a monitored referral before doing so.

If you have made a monitored referral to LifeWorks, it's important to follow through until problems and work issues improve. It's equally important to regularly acknowledge progress when an employee is working to correct a problem. Remember to give praise. As things improve, remember to show you are pleased. You might say, "I'm really pleased at how much better things are going. You did a great job on the last report."

While all information that an employee shares with LifeWorks is confidential and may not be shared with you, a management consultant can:

- help you gauge whether the employee is making progress with performance goals
- help reduce barriers and assist with reentry issues when the employee returns to work after a leave
- be a source of ongoing support for the employee
- be a source of ongoing support for you



FAQs

1. Is LifeWorks available to both employees and their family members?

LifeWorks, the confidential employee assistance program (EAP), is available to all users in your organization. Dependents (spouse/partner and children over the age of 16) are able to speak to a LifeWorks counselor for emotional and practical support.

2. What if an employee doesn't want to be helped?

While no one can force another person to get help, your concern can help an employee feel more open to support. When you do meet with your employee, you might say, "I strongly encourage you to seek assistance by contacting LifeWorks to discuss any issues that may be affecting your performance. I want to see your performance improve."

3. How do I show my concern without getting too involved?

If you encourage an employee to talk in too much detail about personal issues, you may give the impression that you can solve the problem or that you are giving the employee permission not to do the work. Instead, express concern. Then emphasize that help is available through LifeWorks.

4. Is there a limit on the number of times a manager may call to talk with a management consultant?

No. You may talk with a management consultant as often as you like.

5. How do I initiate a monitored referral?

Call your main EAP number to request to speak to a management consultant. We will schedule an appointment to allow us sufficient time to evaluate your unique employee situation and provide appropriate recommendations. An appointment also ensures that you have sufficient time to provide us relevant case information. We understand that there may be requests that require a more immediate response and we will make every effort to connect you promptly with a management consultant.

5. What about confidentiality?

All the information that you share with LifeWorks is confidential. No one will find out any information about your conversation with LifeWorks without your explicit written consent – not your boss, your employer, or even a spouse. The only exceptions are situations in which we deem there to be a threat to human life or physical safety, or court subpoena. In these instances, a consultant may be mandated to report to the appropriate authority.

6. What kind of information will I receive about an employee if I make a monitored referral to LifeWorks?

With a signed consent form, managers or human resources representatives will receive basic information regarding program involvement including EAP contact date(s) and session attendance.

LifeWorks

LifeWorks provides practical support with work, life, family, health, money, and everything in between. Connect with LifeWorks any time, 24/7:

Visit us online:

Call us, toll-free, 24/7:

Username:

Password:

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CRITICAL INCIDENT MANAGEMENT SERVICES

A critical incident – a sudden or unexpected traumatic event – can affect people’s emotional lives, feelings of safety, and ability to cope. When a work site is affected by a traumatic event, how your organization responds will influence how your employees manage the situation and return to productive work. As a manager, you play a vital role in helping your workplace recover from a traumatic incident.

LifeWorks is here to help in a crisis situation

LifeWorks Critical Incident Management Services are designed to help you manage crisis situations and help get your business back to normal. Whether it’s responding to an unexpected death of an employee, a robbery, or a natural disaster, our service helps you react quickly and effectively, reducing the impact of the event and helping affected employees through the cycle of emotional response.

How can LifeWorks help?

Experienced critical incident management consultants work with managers and employees by phone or on-site to provide constructive ways to deal with their reactions. As appropriate, we will coordinate Onsite Support sessions — the goal being to minimize the negative impact of the incident by providing:

- A group setting for those involved.
- An opportunity for interaction in regard to the event.
- Discussion on resilience and coping skills.
- A safe, structured, and supportive environment where each participant will find his or her thoughts, feelings, and reactions validated as expected reactions to an unusual event.

How to access Critical Incident Management Services

After a traumatic event has occurred, contact the LifeWorks. When you call, please be prepared to:

- Describe the incident – who, what, when, where, and how.
- Describe the reactions of employees and how the company has responded so far.

A LifeWorks management consultant will work collaboratively with managers to develop an effective critical response plan. This may include any or all of the following:

- Having employees call into our dedicated, toll-free number with 24/7 access to expert consultation and crisis intervention.
- On-site support within the clinically appropriate timeframe of 24–72 hours of the event (or within 2 hours under special circumstances) for management consultation, interactive or educational group sessions, and individual support.
- Written materials and resources applicable to the event.
- Referrals for one-on-one sessions through the LifeWorks program at a local provider's office or referrals to long term services as clinically appropriate.

Find out how LifeWorks can help you and the people you manage in the event of a critical incident.

Visit us online at:

Call us anytime:

User ID:

Password: