

**MINES
& ASSOCIATES**

*A National
Business Psychology Firm*

SUPERVISOR TRAINING MANUAL

Dealing With Workplace Performance Problems



Contents

Contents	3
Objectives	4
Good Daily Supervisory Practices:	4
Functions of an Employee Assistance Program	4
Management Consultation	6
Conflict Resolution Services	6
Steps to Follow:.....	6
Step 1 - Recognition	7
Indicators of Declining Job Performance	7
Signs and Stages of Burnout	8
The Four Stages Leading to Burnout:.....	8
Step 2 - Documentation	9
How to Document.....	9
What to Document	9
Step 3 - Action	10
Steps to Confronting Workplace Problems	11
Obstacles to Confronting Workplace Problems	12
Managing Your Anxiety.....	12
Step 4 - Referral	13
What Can Supervisors Expect from the EAP?	13
Step 5 - Follow-Up	14
Formal Work Performance Referrals (WPR)	15
Sample Formal Work Performance Referral Letter	16
Alcohol and Other Drugs in the Workplace	17
Workplace Violence	18
Critical Incident Support Services (CISS)	18
EEOC, ADA, Sexual Harassment and FMLA	19
EEOC - Equal Employment Opportunity Commission.....	19
ADA - American with Disabilities Act	19
Sexual Harassment.....	19
FMLA - Family Medical Leave Act	19

Objectives

At the completion of this session, you should be able to:

- Understand how your organization's EAP can be a management tool;
- Recognize the indicators of a job performance problem;
- Identify methods for documenting patterns or trends in the decline of a job performance;
- Identify how an individual's job performance can also impact the performance of the manager or supervisor;
- Identify when it is appropriate to refer someone to the EAP;
- Identify techniques that will aid you in constructively approaching the employee; and
- Use appropriate procedures for referring a person to the EAP.

Good Daily Supervisory Practices:

- Continual assessment of personal strengths and weaknesses
- Practice effective communication skills
- Familiarity with your policies, procedures and disciplinary continuum
- Use of the EAP as a management tool

Functions of an Employee Assistance Program

An Employee Assistance Program, also known as an "EAP" is a worksite-based program designed to assist work organizations in addressing productivity issues, and to assist the "employee-client" in identifying and resolving personal concerns that may affect job performance.

The benefit is a three-fold program incorporating services for the employee, supervisor and organization.

- **The Employee:** Receives problem assessment and short term counseling for themselves and their household members.
- **The Supervisor:** Has access to unlimited workplace consultation regarding work performance issues.
- **The Organization:** May participate in workshops, training programs, consultation and work/life services.

The EAP can serve as an ally to anyone who is working with a troubled employee. It is a good management practice to get another opinion when you are up against complex problems. The EAP can act as your consultant and by using it, you will assist your employee in securing the help he or she needs without burning yourself out.

Supervisory consultation is available 24 hours a day. This service includes assisting supervisors, managers, foremen, personnel representatives, division administrators and department executives with employee conflicts, performance problems or workplace issues.

The EAP identifies, and if necessary refers for treatment, employees who exhibit health and personal problems, which impact their lives and their jobs. Problems which bring an employee to the EAP may include some of the following:

Family Issues:

- Parent/Child Conflicts
- Adolescence
- Relationship Problems
- Child Care/Elder Care Issues
- Marital Problems
- Parenting Concerns
- Empty Nesting
- Legal/Financial Issues

Stress Management:

- Anxiety
- Trouble Concentrating
- Sleep Problems
- Job Pressures
- Family Stress
- Relationship Stress

Addictions:

- Alcoholism
- Substance Abuse
- Gambling
- Food

Life Transitions:

- Loss of Loved One
- Job Loss
- Empty Nesting
- Mid-Life Issues
- Marriage
- Post-College Issues

Emotional Difficulties:

- Depression
- Anxiety
- Stress
- Grief
- Anger Management
- Postpartum Depression

Workplace Difficulties:

- Lateness
- Accidents
- Conflicts with Co-Workers
- Absenteeism
- Trouble Concentrating
- Job Performance



Management Consultation

From time to time, situations arise where a supervisor is not sure how to respond to a particular behavior and questions whether or not the EAP is the appropriate resource. The EAP is available on a 24/7 basis for consultation on issues such as:

- Whether to refer an employee to the EAP;
- How best to respond to and manage difficult behavior in the workplace; and
- Whether training or some other form of group intervention (such as an organizational intervention or a conflict resolution) may be helpful for a particular situation.

Conflict Resolution Services

When a conflict on a work team arises and a neutral third party is indicated, the EAP is available. MINES is available to meet with those involved and assist with a workable resolution. There is no charge for this service. The supervisor documents the conflict between employees and what attempts have been made towards resolution. The following steps are then followed:

1. The supervisor calls MINES to request a conflict resolution meeting. The meeting may take place at the MINES office or on-site at the organization, whichever is most convenient.
2. The MINES facilitator will contact the supervisor before the scheduled meeting for details and desired outcome.
3. The facilitator will meet individually with each party involved, for about an hour, to hear each side.
4. After all parties have been interviewed, the facilitator will bring everyone involved together to meet and discuss options, needs, concerns etc. The facilitator will share his/her observations and offer suggestions that will have a positive impact on the work group.
5. If and when a workable solution is reached, each member is asked to sign an agreement stating what he or she will be responsible for doing. Ideally, the employees will share this information with the supervisor and discuss ways in which they will hold one another accountable for their agreements.
6. Because of the nature of this intervention, the information is not confidential.
7. The MINES facilitators will follow-up with the supervisor to discuss progress.

Steps to Follow:

1. Recognition: What are the signs and symptoms of the employee with a problem?
2. Documentation: Which forms of documentation highlight patterns that are clues?
3. Action: Which methods of approaching an employee are most effective?
4. Referral: How can you maximize the changes that your employee will seek help?
5. Follow-Up: How can you and the EAP work together to get your employee back to an acceptable level of work?

Step 1 - Recognition

Recognizing that a problem exists and that the employee's work performance is deteriorating is the first step. Don't turn your back on the issues - chances are the problem will only get worse.

Consider the following questions when making decisions regarding poor work performance:

- Does the employee lack job knowledge or skill?
- Can the employee do the job, but fails because of job related issues?
- Can the employee do the job, but fails because of non-job related issues?

In the first two areas, a supervisor can often intervene directly. The third may be an opportunity to consult with the EAP.

It is most appropriate to approach an employee who may be experiencing problems when you have observed a pattern of declining job performance over a period of time. Below is a list of indicators that may be signs of progressive, problematic work behavior that must be documented. Keep in mind that this is not an exhaustive list.

Remember...

Pattern → Declining Job Performance → Period of Time

Indicators of Declining Job Performance

Work Performance:

- Lowered productivity
- Frequently changing work pace with extreme high and lows
- Limited attention span or impaired ability to concentrate
- Errors in judgment
- Excessive waste
- Unreasonable fatigue

Absenteeism:

- Repeated absences, especially following weekends or holidays
- Early departures or unexplained disappearances
- Increase in tardiness
- Absences without good reason or with increasingly improbable excuses

Reliability:

- Procrastination
- Neglect of details

- Missed deadlines
- Poor quality of work

Attitudes and Habits:

- Unreasonable sensitivity to normal criticism from peers and supervisors
- Avoidance of fellow workers
- Unreasonable intolerance or suspicion
- Sudden shifts in mood
- Long lunch hours, long coffee breaks, frequent trips to the water fountain or restroom

Physical Appearance:

- Obvious changes in personal grooming, dress or demeanor
- Observable physical changes

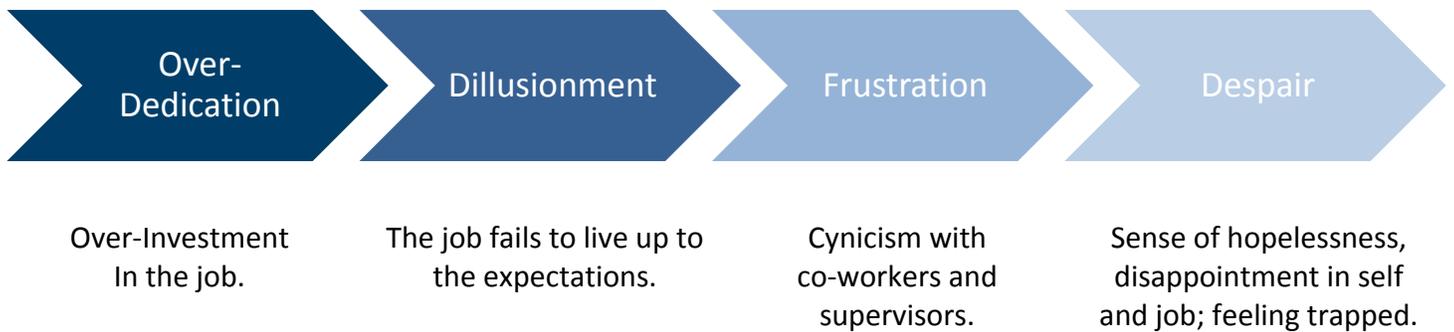
Safety:

- Increase in personal injuries due to accidents on and off job
- Carelessness in use of equipment
- Lack of concern for safety of others

Signs and Stages of Burnout

- Emotional exhaustion
- Feelings of being unappreciated
- Detachment
- Change of work style
- Reduced accomplishment
- Paranoia
- Boredom and cynicism
- Disorientation
- Increased impatience and irritability
- Psychosomatic complaints
- No sense of power or control
- Suicidal thinking
- Depression

The Four Stages Leading to Burnout:



Example of Recognition

Over the past few months, John S. has had several problems with his work. We discussed these problems approximately two months ago but they continued. On April 12, we discussed them again and he was told that he would be asked to leave the company if the situation didn't change.

John has gone from a dependable Account Representative to one whose work is sporadic. Complaints have come from his coworkers and also from his clients.

From my discussion with him, his poor work record seems to be related to his continuous problems with his marriage and to his concern over what he described as a serious financial problem for his brother. When I asked him more, he said he didn't want to elaborate. He did say, however, that this was why he had borrowed money from some of his coworkers and had not paid them back yet.

On the job, he has been irritable, moody and sometimes distant. He has been very sensitive to taking directions and he has blamed others for some of his own work not being done. Some of the staff working under him have complained that his assignments are unrealistic and he has forgotten to communicate to his client some deadline information which led to our meeting this week.

Step 2 - Documentation

Keep employees informed about what is expected regarding their work performance. Keep an accurate and up-to-date file of the employee's work performance according to your company's policy - without it, your approach could turn out to be a case of "your word against mine." In addition, the employee may be unaware that his or her job performance is affected. Providing "proof" helps the employee to comprehend the problem as it really is.

The EAP is a tool to help you perform your managerial or supervisor duties. Be sure to:

- Encourage employees who share their personal problems with you to contact the EAP for help;
- Follow appropriate disciplinary procedures according to your organization's policy; and
- Refer employees who exhibit poor job performance to the Employee Assistance Program.

How to Document

- Provide objective, factual and consistent documentation on all employees
- State positive as well as negative facts
- Avoid quick "Pop Psychology" assessments as to the employee's motives or causes of problems
- Be supportive of the employee as a person and a valued worker

What to Document

Your records should include the following job performance areas:

- Attendance problems
- Unsatisfactory or declining performance (quality or productivity)
- Sudden shifts in moods
- Accidents, near misses or equipment breakage
- Violent or erratic behavior including fights or verbal abuse/assault

Example of Documentation

Date	Time	Change in Job Performance
12/6	4:00 pm	John did not finish assignment due on 12/6. Blamed staff.
12/30	11:30 am	Complaints from co-workers that assignments from John are unrealistic.
1/12	3:00 pm	John overreacted to suggestions from me about current project.
1/24	10:30 am	For the last five weeks, John seems to be irritable and moody.
2/7	1:30 pm	Complaints from co-workers that assignments are not possible in time allowed.
2/20	5:00 pm	Discussed job problems with John. He said he would try to do better.
3/14	9:30 am	John missed deadline for report.
3/30	3:30 pm	Complaint from client that John is not communicating important deadline information.
4/12	3:45 pm	Meeting with John to discuss probation and possible termination.

Step 3 - Action

How the EAP works:

1. A troubled employee, manager, supervisor or family member can call the EAP for help 24 hours a day, 7 days a week.
2. All assessment and counseling sessions are completely confidential.
3. A supervisor can call organizational services at MINES for consultation to help develop a plan of action for referring a troubled employee.
4. The organizational services consultant will provide guidance for a supervisor whose employee is exhibiting work performance problems.
5. When the employee voluntarily seeks assistance, the supervisor will not be informed without the employee's written consent.
6. The company pays for services provided by the EAP including consultation, assessment, solution-focused therapy, referral and follow-up. If an outside referral is made, costs for those services are the employee's responsibility. Some services may be covered by your company's benefit plan.
7. If your organization has a formal work performance policy, you will be contacted by the EAP regarding the following: whether or not the employee made an appointment, whether or not they kept the appointment, and any follow-up recommendations.

When you ask the EAP for advice it:

- Is not a cop-out or admission of any failure on your part as a supervisor
- Doesn't commit you to anything. The advice you receive from the EAP will be just that - advice, but it will be professional advice
- Is private

When you take action with regard to an employee:

Don't Diagnose. The confrontation should be based on job performance only. Don't "play psychiatrist" or try to pinpoint the problem.

Don't Moralize. Telling an employee what he "should or shouldn't do" creates hostility. It is more constructive to tell him what is expected and acceptable job performance and attendance.

Don't Accept Excuses for Failure. If you accept excuses, you don't really care, and he'll know it. If he uses excuses, go back to the specific job performance discrepancy facts as you have documented them.

Don't Make Idle Disciplinary Threats. Follow through with your warnings. Do not threaten loss of job if they do not follow through with the EAP. Focus on getting the support of the EAP with job performance concerns.

Don't Let an Employee Play You Against Higher Management or the Union. You are not in the middle here; the employee is. No top management or union official ever praised poor job performance.

Don't Discuss Drinking or Specific Personal Problems Unless They Occur on the Job.

Don't Cover Up for a Friend. Your misguided kindness can result in a serious delay in real help reaching them.

Don't be Misled by Sympathy-Evoking Tactics. The employee becomes an expert at this and will use your empathy to his advantage.

Do Make it Clear that the Company's Primary Concern is Good Job Performance. Unless job performance improves, the job is in jeopardy.

Do Get a Commitment From Him/Her and Monitor It. Set down specific work criteria, which the employee agrees to work towards during a certain time period. Record all transactions and resulting performance levels. The key word is SPECIFIC.

Steps to Confronting Workplace Problems

Emphasize:
Expectations → Consequences → Timeline → Confidentiality

Meet in private. Ask the person to sit down, if possible.

Show documentation. State the problem and express concern. (See example on page 13)

Be specific and objective.

- Use "I" statements
- Keep job performance related
- Avoid diagnosing

Give employee opportunity to respond.

- Listen
- Maintain eye contact

Acknowledge person's reactions, feelings and emotions.

- Don't take it personally or become defensive
- If behavior is unacceptable, provide an alternative

If person becomes physically or verbally abusive:

- Do not engage in similar behavior or argue
- Call another supervisor or manager into office
- Allow the person a limited time to calm down

Offer professional help from EAP for non-job-related problems.

- Emphasize that you cannot help with problems outside work performance
- Give EAP brochure and card

State expectations, consequences and timeline.

- Be straightforward, direct and firm

- Avoid lecturing, judging or arguing

Summarize solutions for clear and common understanding.

Continue job performance documentation.

Obstacles to Confronting Workplace Problems

- Unwillingness to accept that there is a problem
- Anger because employee's behavior causes problems for others
- Feeling that things will get better if left alone
- Concern for the employee's job security or career
- Supervisors need to be liked
- Feeling that everyone should handle his or her own problems
- Concern that others will perceive you as a poor supervisor
- Supervisor's embarrassment over previous inaction
- Lack of faith in the counseling process
- Concerns about confidentiality
- Personal relationships that conflict with the supervisor actions
- Ego involvement - supervisor sees employee's successes and failures as his own

Managing Your Anxiety

It is very normal to feel anxious before confronting a person regarding their work performance. Before and during the meeting try the following to reduce your anxiety and maintain your effectiveness as a supervisor:

- Breathe deeply
- Speak slowly, clearly and with authority
- Don't talk too much, be concise and to the point
- Relax your facial muscles, unclench your jaw and shrug your shoulders downward
- Try to make all your gestures and movements slow and smooth
- Maintain frequent eye contact, but not constant
- Do not interrupt
- Allow the silence

Step 4 - Referral

Explain to the employee that the EAP is available to provide help on a confidential basis to employees whose job performance has deteriorated. Refer the employee to the EAP coordinator and encourage the employee to follow through with all recommendations.

- If the employee agrees, have him or her arrange an appointment with the EAP as soon as possible.
- If the employee does not agree, remind him or her of the consequences of an unsolved problem.

After a referral is made, continue to monitor the job performance and document any further decline. Using the EAP is not justification to continue the poor work performance.

Remember that you may always call and speak with the EAP coordinator to discuss how to work with an employee whom you have referred to the program, if the employee signs a release.

You will not be contacted with information regarding the employee, unless the employee signs a release with the EAP coordinator.

What Can Supervisors Expect from the EAP?

1. A patient and understanding professional to listen to your problems regarding your employees.
2. Assistance in working out problems so your employees are available to do their job and you can do yours.
3. Guidance in documenting performance and behavior problems.
4. Guidance and support in confronting your employee about job performance and behavior problems.
5. Competent and professional assessment, referral and short-term therapy.
6. Follow-up with treatment resources and providers to determine whether your employees are receiving the best care possible.



After a referral is made, continue to monitor the employee's job performance and document any further decline.

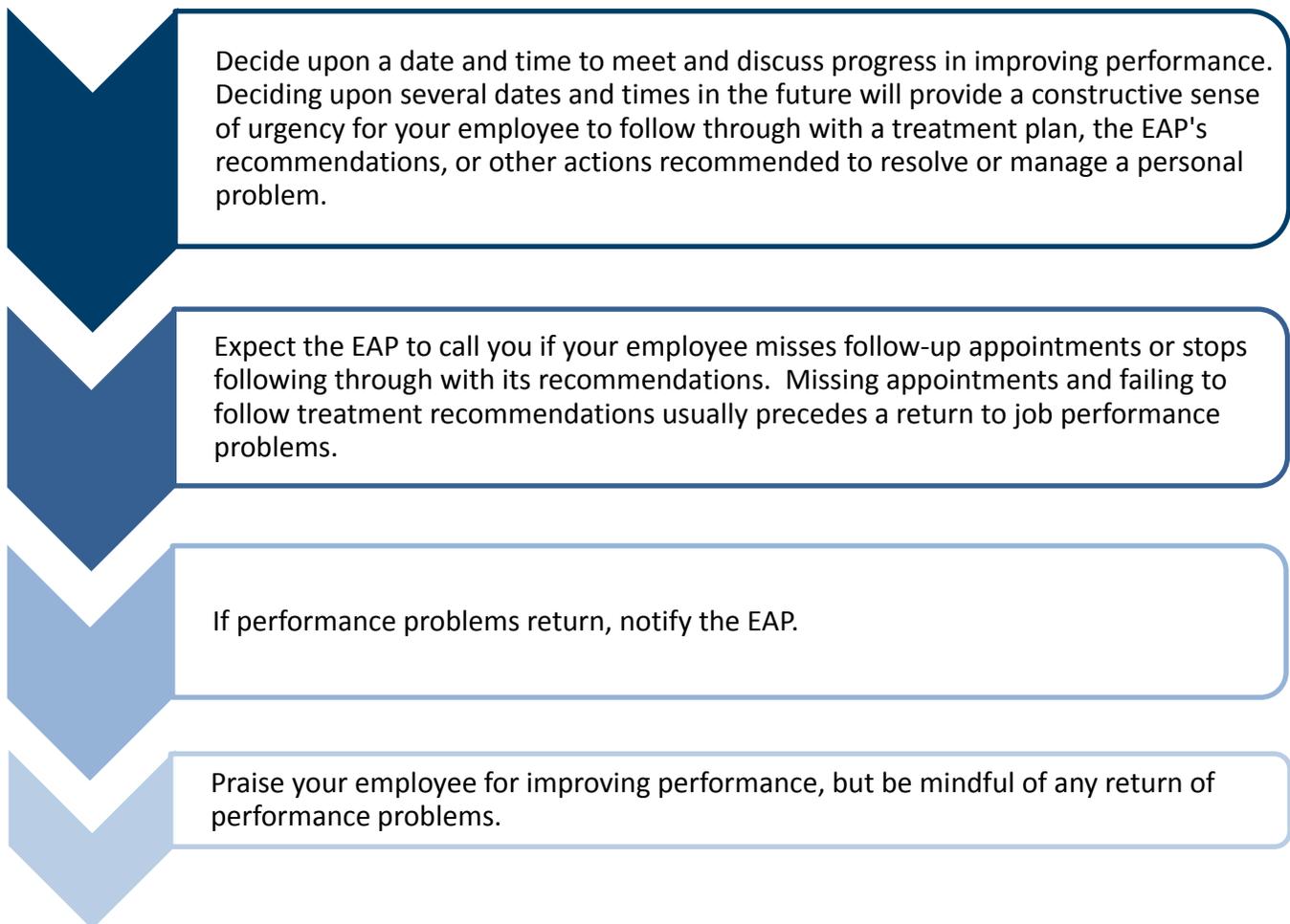
Step 5 - Follow-Up

In those cases where employees have received some kind of assistance, the EAP is available to provide appropriate follow-up care so that the employee will return to a satisfactory job performance level. The EAP is also available for consultation in assisting the manager or supervisor in effectively supervising these employees. If the employee has been off work while receiving treatment, the EAP can assist you with questions about appropriate work expectations for the returning employee.

Reintegration Guidelines:

- Treat the employee as you would any other employee
- Make work expectations and objectives clear to employee
- Don't walk on eggshells
- Remember: Change takes time
- Continue to monitor work performance
- Follow through with normal disciplinary procedures based on your organization's policies

Consider the following steps in monitoring your employee's progress after making a referral to the EAP:



Formal Work Performance Referrals (WPR)

When an employee's work performance has reached a point that you believe s/he can no longer function adequately or they have failed a drug/alcohol test, a work performance referral may be in order.

It is necessary to coordinate the referral with whoever is designated in your company to handle formal work performance referrals; it may be someone in Human Resources, Employee Relations or your Risk Management Department.

Be sure to have all information documented. If you are unsure of whether to do the formal WPR or how to do it, contact MINES' Organizational Services Department.

The WPR Case Manager at MINES must be informed that you are planning on a WPR. Call 800.873.7138 and ask to speak with a WPR case manager.

Meet with the employee and explain why a work performance referral is being made. Show and review documentation.

Give the employee a time frame to call for an appointment. (Recommendation: 24 hours)

Explain consequences if employee does not follow through.

Fax or send a letter to MINES prior to the employee's call stating the reasons for work performance referral and the time limit. (See sample letter). We cannot release information to you without this document.

A case manager will be assigned to the case. When the employee has made an appointment, you will be notified.

After the employee's first appointment, you will receive a call and/or letter stating the outcome. The particulars of the case will not be discussed unless there is a signed release.

You and the case manager will decide how often you wish to be contacted regarding the employee. It is our recommendation that follow-up be every month for one year depending on the case. Drug and alcohol cases will be followed for a minimum of one year.

Continue to monitor the employee on the job. Keep expectations clear.

A work performance referral should not be seen as a last resort effort nor should it be used as a form of punishment.

A work performance referral is a tool to assist the valuable employee to return to a satisfactory level of performance.

If you are planning a Formal Work Performance Referral, a MINES case worker must be informed.

Call **800.873.7138**
and ask to speak with a WPR
case manager.



Sample Formal Work Performance Referral Letter

EMPLOYEE:

FROM:

DATE:

RE: Work Performance Referral to MINES & Associates, P.C.

I am making this work performance referral to the EAP of the employee listed above for the following reasons:

Problem Behavior	Specific Illustrations of Problem Behavior	Date of Occurrence

(Examples: Patterns of tardiness, absenteeism, declining work performance, erratic behavior, sudden shifts in mood, etc.)

The purpose of this referral is to afford this employee the opportunity to have a resource to help with job performance in order to be successful in the workplace. The employee and I have discussed that this opportunity does not in any way interfere with the company's current progressive disciplinary policies and that the employee is expected to meet the requirements of their job as outlined in their job description. I will work with the employee to address any work-related issues that may be interfering with their ability to be successful at work.

The following is expected of the employee:

- The employee will contact and set up an appointment with MINES & Associates P.C. within the next 24 hours.
- The employee will keep this and any subsequent appointments that are felt necessary by the EAP.
- The employee will follow through on all recommendations made by the EAP.

The following is expected of the EAP:

- The EAP will contact the appropriately designated person within the company on three (3) matters.
 - a) Whether the employee made and kept the appointment with the EAP
 - b) Whether any recommendations were made to the employee
 - c) Whether the employee is following through with the recommendations.
- A mutually agreeable follow-up contact plan concerning the employees' continued follow-through with recommendations will be set up on a case by case basis between the therapist at Mines & Associates, P.C. and the appropriate contact at the company.
- No additional information, including the specifics of recommendations made, will be released to the company without a signed release of information by the employee.

If the above mentioned employee chooses not to attend the appointment or follow through with the assigned recommendations of the EAP, this will be noted in the employee's record and the employee will be subject to any additional disciplinary actions, as outlined in the company policy.

For MINES' follow-up to your organization, please print the Name and Phone # of the individual monitoring this referral:

Name: _____

Phone: _____

HR Representative or designee

Date

Employee

Date

Please fax a copy of this letter to MINES & Associates, P.C. (303) 832-9701.

Alcohol and Other Drugs in the Workplace

The Drug Free Workplace Act of 1988 requires those covered organizations provide and maintain a drug-free workplace. Each organization will have its own policy outlining implementation. Check with your Human Resources department for a copy of the policy.

The costs of alcohol and drug use to American business:

The National Institute on Drug abuse reports that approximately 68% of all illegal drug users are employed.

Alcoholism costs employers an estimated \$33 billion in reduced productivity. Other drug use costs an additional \$7.2 billion in reduced productivity.

Absenteeism among alcoholics or problem drinkers is 3.8 to 8.3 times greater than normal.

Drug-using employees use three times as many sick benefits as other workers.

Drug-using employees are five times more likely to file a worker's compensation claim.

Nonalcoholic members of an alcoholic's family use ten times as much sick leave as members of families in which alcoholism is not present.

A typical employee experiencing problems with alcohol or drug use:

- Was late three times or more in a 30-day time period
- Requested time off 2.2 times more often
- Had 2.5 times as many absences of 8 days or more
- Used three times the normal level of sick benefits
- Was five times more likely to file a worker's compensation claim and was involved in accidents 3.6 times more often

As a supervisor, your responsibility is to:

- Observe and document unsatisfactory job performance;
- Talk to the employee about the performance;
- Understand the organization's specific alcohol/drug policy;
- Be able to explain the policy to employees; and
- Know when to take action.

***As a supervisor you are not responsible
for diagnosing substance abuse
problems.***



Workplace Violence

Violence ranges from threats to physical action to armed assault. This includes suicides, murders and domestic violence.

Methods to reduce the risk of workplace violence:

- Know your specific policies and procedures. (See EEOC and Sexual Harassment). If your organization does not have current policies and procedures, contact the EAP for assistance in development.
- Be alert to signs of increased agitation and verbal abuse.
- Take threats seriously and immediately investigate the circumstance surrounding these threats.
- Help create an environment that promotes communication and allows employees to come to you with safety concerns.
- Be aware that certain situations may trigger violence - mergers, layoffs, significant losses and money problems.
- Consult with the EAP on any employee you believe may be experiencing problems that are impacting the workplace.

Critical Incident Support Services (CISS)

CISS is available to all organizations following a traumatic incident that impacts the worksite. This includes death or serious injury on the job; acts of violence, death, serious injury or illness of an employee not at the worksite; or the death or illness of an employee's family member. Studies have shown that the sooner people have a chance to debrief or process the incident, the sooner they begin to heal.

CISS allows those impacted a chance to tell the story of what they experienced and how they feel.

CISS helps individuals begin to normalize their reactions to an abnormal situation.

CISS educates people about what to expect from the trauma they have experienced.

How to Help Your Employees:

- Following a traumatic incident, remember everyone has some type of emotional response, including you. Also remember that the responses will be different.
- Each person will recover at his/her own rate. This can be a long and difficult process.
- Tell your employees how you feel and that you are sorry they have been hurt. Avoid statements such as "I know how you feel."
- Be willing to allow silence as well as time for employees to talk.
- Keep everyone informed through the company's communication system.
- Call the EAP as soon as possible for consultation and to arrange for a debriefing session(s).

EEOC, ADA, Sexual Harassment and FMLA

There are several federal mandates and acts that impact workplace practices. Below are four areas that you as a supervisor need to be familiar with in your daily work. Consult your Human Resource Department for more specific information regarding your organization's policies.

EEOC - Equal Employment Opportunity Commission

Prohibits discrimination based on race, creed, color, national origin, gender, age, religion or disability.

ADA - American with Disabilities Act

Employers must provide accommodations for qualified employees with physical disabilities or mental impairments. This assumes the employee is capable of successfully doing the essential functions of the job, that reasonable accommodations are available and that these do not create an undue hardship to the employer.

Sexual Harassment

Prohibit unwelcome sexual advances, request for sexual favors and other verbal or physical conduct of a sexual nature when:

- It is made a term or condition of employment;
- It is used as the basis for employment decisions; or
- It creates an offensive, hostile working environment.

FMLA - Family Medical Leave Act

Requires employers to grant unpaid leave of absences so an employee can recover from an illness or to care for family members. This applies to companies with 50 or more employees.

Supervisors' Responsibilities:

- If your organization is covered by these mandates, become familiar with the requirements that impact the workplace and know the specific policy that is in place
- Anytime a supervisor observes or is told about a case of discrimination, harassment or need for a leave, he/she should contact their Human Resources Department to consult on the specifics of the company's policy
- Continue to promote a workplace that is free of discrimination
- Consult the EAP for assistance in dealing with problem employees

