



CARE's WorkLife Solutions

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Management Consultation: What's Your Advice?

Management consultation appears as the first core function of an employee assistance program (EAP) as adopted by the leading association of EAP professionals, the Employee Assistance Professionals Association. The first EAP core function reads, in part, “[EAPs provide] consultation with, training of, and assistance to work organization leadership seeking to manage the troubled employee, enhance the work environment, and improve employee job performance.”

Care's WLS “management consultation toolkit” includes:

- employee and workplace development trainings on such topics as stress management, teambuilding and improving communication;
- supervisory referrals whereby an employee is required to present to an EAC clinician for assessment;
- general information on the HR regulatory environment, including the Drug-Free Workplace or Americans with Disabilities acts; and,
- general information on improving productivity through sound, respectful management practices based on knowledge of behavioral health.

Such consultation is never legal in nature, and Care's WLS staff are trained to direct employers to corporate counsel for legal concerns.

What follows are some actual incidents that have come before Care's WLS staff. With your management consultation toolkit in hand, what might you recommend, and what might the results be?

- A school bus driver tests positive for marijuana.
- A job candidate tests positive on a pre-employment drug screen.
- An employee leaves work without telling anyone of his whereabouts. Portions of a note on his desk read, “...I'm not worth it...I've been fooling myself and others all along.”
- A supervisor complains that two groups of employees are at odds with other, either group making work difficult for the other. She describes the situation as “tribal warfare.”
- An employee threatens to hit a supervisor.
- A director makes a derogatory remark about females during an all-staff meeting.
- An HR director claims her service department experiences undue stress shortly after the holidays.