

Tips for Supervisors and Managers: Addressing Problematic Workplace Behaviors



COLORADO
State Employee Assistance
Program
CSEAP

Meet with Your Employee to Discuss Concerns

- Schedule a time, in a private place, to meet with your employee. If you anticipate the employee becoming upset due to the discussion, meet at the end of the day so that they are able to leave work after speaking with you.
- State the specific behaviors-of-concern to the employee. Be direct about how and why the behaviors create impact in the workplace or on the employee's performance.
- Regardless of what personal information the employee may have previously shared with you, remain focused on workplace/performance impact of their behavior(s).
- It is always OK to acknowledge that an employee may be having a difficult time, personally or professionally; however, remember that you are trying to address the impact of their behaviors on the workplace.
- If the employee presents concerns related to workload, disability, or medical concerns (seen or unseen; known or unknown), consider the following:
 - Problem-solve with your employee regarding workload and stress level,
 - Consult with HR and your Appointing Authority regarding various options available to the employee,
 - Contact HR and your ADA Coordinator to assess appropriateness of FML or other accommodations,
- If your employee is presenting concerns about another employee, encourage that the employee address their co-worker directly as managing disputes at the lowest level possible demonstrates professionalism and may minimize impact on the workplace. CSEAP can also assist by providing mediation as appropriate.

Documentation Considerations

- Note the workplace behaviors of concern at the time that you see or notice these behaviors. Make a note of the date, time and specific behavior(s) that are of concern to you. Document conversations that you have had with the employee including conversations in which you state your expectations.
- Consult with your HR Business Partner or other HR professional for further guidance in addressing behaviors and on documentation related to corrective or disciplinary action.

Referring Your Employee for Professional Coaching

- Coaching takes place one-on-one with a trained EAP consultant and can be particularly useful in developing awareness and strategies aimed at managing difficult workplace situations.
- CSEAP coaches are prepared to assist employees, in 1:1 sessions, in building self-awareness, social awareness, and strategies at addressing workplace conflict or difficult situations, stress associated with work or personal life, goal setting for behavioral performance improvement, managing emotions or reactions in the workplace.
- It is recommended that you encourage employees to seek coaching on a voluntary basis; however, because coaching is a professional development service, the employer may mandate that the employee participate in this service. Call CSEAP to begin the mandatory referral process for your employee. Coaching is only one part of a performance management process – communication and documentation are key strategies for the employer.

Employee Use of EAP Counseling

- CSEAP coaching *or* counseling can be an impactful way for your employee to return to their previous level of productivity or engage in a more effective style of interacting in the workplace.
- Consistently **remind** employees that confidential free-of-charge counseling is available via CSEAP to address personal and/or professional concerns. Counseling is a voluntary benefit to the employee – employer may not mandate use of counseling services.
- If your employee expresses interest in counseling, leaders are encouraged to offer employees Administrative Leave if possible to pursue their EAP counseling benefit; CSEAP can provide verification of attendance at these appointments ***upon request made by the employee.***

Call C-SEAP at 303-866-4314 or 1-800-821-8154 for more information.