

Tips for Supervisors and Managers: Addressing Problematic Workplace Behaviors



Meet with Your Employee to Discuss Concerns

- Schedule a time, in a private place, to meet with your employee. If you anticipate your employee becoming upset as a result of the discussion, meet at the end of the day as they may wish, or need, to leave work after speaking with you.
- State the specific behaviors-of-concern to the employee. Be direct about how and why the behaviors impact the workplace or 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's 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 when applicable:
 - Offering a reprieve in workload until you fully assess the situation,
 - Consulting with HR or your Appointing Authority regarding accessing various leave options available to the employee,
 - Contacting your HR Business Partner and/or the ADA Coordinator regarding accommodations for disabilities or accessing Family and Medical Leave.
- 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. If needed, consider offering mediation as an option.

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 were of concern to you. Document conversations that you've had with the employee including your stated expectations.
- Consult with your HR Business Partner or other HR professional for guidance on documentation related to corrective or disciplinary action.

Consider Referring Your Employee for Workplace Skills Coaching

- Managers and supervisors **may require** employees to meet with C-SEAP staff to assess the appropriateness for Workplace Skills Coaching services as one component of addressing problematic workplace behaviors. Coaching opportunities take place one-on-one with a trained EAP consultant and can be particularly useful in developing skills aimed at managing difficult work place situations.
- Coaching topics include - **Interpersonal Skills for the Workplace, Managing Emotions in the Workplace, Managing Workplace Conflict**
- In order to refer an employee to coaching, a supervisor must first request a consultation with an EAP Specialist to assess appropriateness of the referral and to review the process.

Recommend C-SEAP to Your Employee

- C-SEAP services 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.
- Counseling services **cannot be mandated** by a supervisor or manager as counseling is a voluntary resource for employees to gain support related to their situation. But, managers and supervisors are encouraged to **remind** their employees that confidential counseling is available, free-of-charge, to address personal concerns that may be impacting their work performance. Managers and supervisors should strongly encourage employees to seek out counseling as an option to improving work performance when appropriate.
- Managers and supervisors are encouraged to offer employees Administrative Leave if possible to pursue their EAP counseling benefit; C-SEAP 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.