

NEELY EAP

Letter for Leaders

HELPFUL RESOURCES FROM YOUR EAP



WELCOME

The leadership newsletter is designed to provide EAP support to supervisors and managers. Making an informal referral (friendly referral) or formal referral can be challenging without training. In addition, the content will educate and promote program features that help leaders focus on the well-being of their employees. EAP services are free and readily accessible to the entire company and their family members.



Toll-Free, 24/7 Helpline:
866-212-6096
800-735-2989 TDD
neelyeap.com

JULY 2022

UPCOMING EVENTS

Quarterly Leadership Webinar Series

Inclusive Leadership

➤ September 8th @3PM

Registration Opening Soon

Monthly Wellness Seminar

Please join us for our live seminar "How to Stop Fights and Arguments At Work And At Home FOREVER"

➤ July 14th @3PM

REGISTER

Annual Performance Reviews: How to Create a Successful Review

By: Lisa Merritt

Annual performance reviews can be one of the most uncomfortable parts of being an employee and manager. Traditional annual reviews are increasingly seen as outdated and unhelpful, but that doesn't mean they don't serve a purpose. The trick is to bring a more current and considered approach that fits everyone's needs.

Generation What?

While older generations are fine with the once-a-year review, younger generations want more frequent and more specific feedback. Millennials and Gen Z, who grew up with Google and instant information gratification, overwhelmingly prefer systematic or ongoing feedback from their supervisors. One way to approach this is to supplement your annual reviews with regular check-ins and on-the-spot feedback. Recognizing your employees' needs builds trust and rapport, increases engagement, and improves performance.



Below are some key strategies to support a successful performance review.

- All year long. Annual performance reviews should take the entire review period into account. It's easy – and human – to subconsciously base your judgment on recent history. It's also human nature to remember the bad more than the good. One way to avoid this is to keep a detailed file for each direct report.
- No surprises. An annual review should be an overview and a summary of the entire year and the regular check-ins you've had throughout the year. Problematic behaviors, sub-par performance, and missed goals should all be addressed as you notice them giving the employee time to correct the problem before it goes on their permanent record.
- Trait vs. Behavior Evaluations. Trait-based evaluations rate employees on attributes like leadership, motivation, or dependability that are subjective and impossible to quantify. Behavior-focused evaluations focus on observable, verifiable results. In addition to fostering a sense of fairness, since results are concrete and objective, focusing on actions and results allows you to back up your assessment with clear documentation.
- Professional development. Annual reviews shouldn't just be a time to assess past performance – they should also be an opportunity to discuss the employee's path forward. Shifting the discussion from assessment to development also allows you, as a supervisor, to shift from boss to coach and encourages a growth mindset.
- SMART follow-up. Set clear performance goals for employees to meet in the future. These should be tied to their performance evaluation and to their professional development goals you worked through together. Goals should be SMART – specific, measurable, achievable, relevant, and time-bound. And in keeping with all the earlier points, these goals don't have to be (shouldn't be) set for the following year.

Updating the annual review doesn't have to be a huge process. It's mostly a question of mindset, communication, and preparation.

EAP that's here for you

Here are some answers to common questions supervisors and managers have regarding employee issues and making EAP referrals. If you need more assistance, feel free to email us at admin@neelyeap.com.

Q. I have an employee dealing with some personal issues that are impacting their job performance. I want to refer them to the EAP for assistance, but I want it to be seen as supportive rather than punitive. How should I approach the conversation?

A. While you may intend the referral to be a supportive gesture, there's no getting around the fact that it is also a comment on their job performance. Your employee may receive that comment as criticism and respond defensively. They may be in denial about the impact on their work, fear being labeled for having sought out assistance, or reject any support as unnecessary.

For the best response, start by assuring your employees that they are valuable to you and the organization. Explain that while you recognize the difficult situation they are in, your focus is on job performance. Emphasize the confidential nature of the EAP and the fact that the EAP is an employee benefit designed to assist with personal and other problems. Express concern, but do not counsel the employee yourself. Note that an EAP referral is strictly voluntary, but job performance must improve. Encourage the employee to call the EAP during your discussion to schedule an appointment with a counselor. The counselor will explore personal problems affecting job performance and will work with the employee to address them.

Q. EAPs are described as 'non-disciplinary'? How do I explain that to an employee?

A: Non-disciplinary means that the organization does not use the EAP for disciplinary purposes. Participation in the EAP program is not a stigma on an employee's performance record, nor can it be used against them in decisions regarding hiring, promotions, or project assignments.

Non-disciplinary also means EAPs do not recommend for or against disciplinary actions or interfere with a manager's deliberations regarding troubled employees. In addition, EAPs do not protect employees from disciplinary actions by way of their participation – an employee cannot claim "safe harbor" to block disciplinary actions. You can use Manager Assist to assist with the mandatory referral process.

Manager Assist Line: 877-249-4751

Email: admin@neelyeap.com

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Information contained in this newsletter is for general information purposes only and is not intended to be specific guidance for any particular supervisor or human resource management concern. Some of it may not apply to your particular company policies and available programs. This information is proprietary and intended only for eligible EAP members. For specific guidance on handling individual employee problems, consult with specialists by calling the Helpline.



WHAT CAN MY EAP DO FOR ME?



About our logo

For decades, enslaved African Americans looked to the North Star for hope, inspiration, and freedom. Neely EAP (NEAP) provides the **hope** that your situation will improve, the **inspiration** to move you in the right direction, and the **freedom** to live your best life.

Being in a leadership role can be challenging. Having the correct tools and resources can make a difference. The **Manager Assistance Program** offers support to resolve personal or professional issues that can negatively impact the workplace. We also offer a:

- 24/7 Hotline, Access to Confidential Services
- Short-Term Counseling Couch Time Check-In (preventive annual counseling session)
- Legal and Financial Assistance
- Work life referrals for adult care, childcare, pet care and more
- Wellness Trainings & Online Employee Training Vault
- Critical Incident Stress Debriefing

