

# Warning Signs: Indicators of Potential Trouble

- Attendance problems
- Impact on supervisor's/manager's time
- Decreased productivity
- Inconsistent work patterns
- Poor on-the-job relationships
- Concentration problems
- Safety issues
- Poor health and hygiene
- Unusual/changed behavior
- Fascination with guns or other weapons
- Evidence of possible drug use or alcohol abuse
- Evidence of serious stress in personal life (bankruptcy, divorce, etc.)
- Continual excuses/blame
- Suicidal or homicidal statements or threats (vague or direct)



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# Retention Strategies in the Work Place

- Consider implementing alternative work schedules.
- Avoid overloading top-performers.
- Remember to reward good performers
- Implement a mentoring or buddy system putting non-performers with top performers.
- Give employees high-profile responsibilities.
- Model the level of motivation that you would like to see in your employees
- Create a reward system.



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# Fact Sheet Surviving

## If Your Job is Eliminated...

**Decide if your glass is half empty or half full.** Choose early on whether you will stay in the past and focus on anger and blame or look to the future and focus on possibilities and opportunities.

**Maintain a consistent sleep pattern.** In times of change, maintaining your regular sleep pattern can help you keep your equilibrium.

**Use any outplacement help your company makes available.** Some companies offer assistance such as help updating a résumé, assistance in securing interviews with another organization, or support groups for job seekers.

**Keep your options open.** Look at this change as an opportunity to start a new career. Look into being retrained for other positions that interest you. If you have an interim between jobs, volunteer for an organization in which you have a strong interest. Continue to network.

**Concentrate on gaining as many salable skills as possible.** Think of ways to transfer skills from your current or past position to a new job that may require you to use those skills in a new way.

**Take care of yourself.** Practice positive self-talk, continue to eat a healthy diet, exercise, and take time for activities you enjoy. Surround yourself with supportive people who value you for who you are, not what you do.

**Make the most of your time.** Now is your chance to do some of the things you've put off because you didn't have the time. Consider the extra time a reward and use it to your advantage.

**Get rid of clutter.** There is no better time than now to eliminate anything you do not want or need around your house anymore. This can cut down on chaos in your life and give you a literal feeling of a "fresh start."

**Express your feelings with people closest to you.** Talking about what happened will help you start to come to terms with your job loss.

**Network before your last day.** Quickly begin to network with colleagues and friends in the field to get job tips and/or offers of freelance work. Get job recommendations early and keep track of every lead offered, because these may slow down after you leave.

**Go out in style.** Hand off your assignments cleanly and go out in style. You may feel bitter, but don't take this out on the company or remaining colleagues. Your energy is best spent on your future. Besides, you may need a job reference from the folks left behind, so you want them to remember you in a good light.



## When You Remain on the Job...

**Control your attitude.** Don't dwell on how good things "used to be"; instead look forward to new challenges with a positive, "can do" attitude.

**Maintain a routine any way you can.** Chances are, layoffs have disrupted your work flow somehow. Survivors can be overwhelmed with a new workload, or feel like they're floundering in the uncertainty. Try to maintain as much of your old routine as possible (hours, breaks, lunchtime) or incorporate a new one as soon as possible to help you feel like there is a predictable framework to your day.

**Use the opportunity for career growth and development.** Take advantage of any additional training your company offers. Talk to your manager about taking on new challenges.

**Be tolerant of management mistakes.** Don't dwell on blaming them for the downsizing. Continue to work within the system by being prepared to take on new tasks, to work with a new team or a new boss.

**Maintain your sense of humor.** In addition to raising your own spirits, you'll have an upbeat effect on those who work with you.

**Steer clear of water-cooler gossip.** Find something other than gossip about the changes to fill your down time at work. Instead, focus on positive distractions that will revive you, not further bog you down.

**Learn to accept that change is the rule now and not the exception.** Be prepared for more change down the road, but don't dwell on it.

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# Employee Assistance Program (EAP) Consultation and Referral Services

## Management Consultation:

A Management Consultation is a discussion between a manager and an Employee Assistance Consultant about work performance issues and behavioral improvements requested by the manager. It is an opportunity to problem-solve, brainstorm, role play, and get specific topic information.

## Informal Management Referral:

Informal Management Referrals are most appropriate when a manager either knows about an associate's personal problem or suspects it based on such behavior as crying, social withdrawal, or changes in personal appearance. The employee is either not experiencing job performance problems or is in the early stages of a performance decline. To make an informal referral, managers simply offer employees the EAP phone number, with a reminder that the program is free, confidential and voluntary. Managers will have no further involvement in the process and not receive feedback.

## Formal Management Referral:

Formal Management Referrals are performance-based referrals where EAP is offered voluntarily as a way for an employee to address personal issues which may be impacting their work performance. Contingent upon the employee's written permission on a CIGNA Behavioral Health EAP Consent for the Release of Confidential Information form, the Employee Assistance Consultant will report to the manager compliance with EAP appointments and compliance with recommendations that result from that assessment .

## Continuation of Employment Referral:

Continuation of Employment Referrals occur when the manager declares that an employee's referral to EAP and compliance with treatment recommendations are conditions of continued employment. This shall include, but not be limited to, EAP referrals occurring as a consequence of a positive drug or alcohol screen. The CIGNA EAP Consent for the Release of Confidential Information form would also apply.

## Fitness-For-Duty Evaluation: (Available on a "Fee-for-Service" basis.)

Employee Assistance Consultants are available to facilitate referrals, through a Vendor, to a specialty network of Board Certified Forensic Specialists who have experience in conducting Fitness for Duty, Behavioral Risk and Return to Work Evaluations. These evaluations can be arranged subsequent to an EAP Continuation of Employment Referral or entirely separate from involvement in EAP. These services are paid for by the employer on a "fee-for-service" basis. They are not included in the EAP benefit.

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# Self-Care Strategies

People can have a variety of reactions to any demanding and stressful event. You can help yourself cope with reactions to traumatic events through self-care. Self-care can enhance your emotional stamina and help you appropriately deal with your reactions.

Below are examples of self-care:

- Stay away from mood-altering substances
- Get plenty of rest if you can
- Eat well-balanced meals
- Practice stress reduction techniques:
  - deep breathing
  - meditation
  - progressive relaxation
- Be aware of “survivor guilt”

- Structure your time and develop a routine
- Lower expectations of what you “should be doing”
- Have breaks from periods of isolation
- Talk it out – even with a professional
- Give yourself permission to do something that could feel good to you
- Give and get physical touch
- Exercise – even a little bit – is beneficial physically and psychologically

- Give yourself permission to feel bad - schedule it in your day
- Let yourself cry
- Give yourself permission to feel good
- Make small decisions daily to get control of your life back
- Put off major life decisions, if possible
- Give yourself permission to focus on someone outside you

- Remind yourself that your reactions are normal
- Engage in practices that are meaningful to you, such as:
  - prayer and/or meditation
  - walk in woods
  - sitting quietly
  - reading inspirational material
  - journal writing

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## Telephone Seminar Evaluation

Please complete this form and fax it to 1.952.996.2702, or email it to eshcomments@cigna.com

Your company: \_\_\_\_\_

Seminar date: \_\_\_\_\_ Company city, state: \_\_\_\_\_

Presenter: \_\_\_\_\_ Title of seminar: \_\_\_\_\_

**Please state your agreement/disagreement with the following statement using this scale.**

4 Strongly Agree	3 Agree	2 Disagree	1 Strongly Disagree
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1. SEMINAR CONTENT:

- |  |   |   |   |   |
|--|---|---|---|---|
| a. The information I received was helpful. | 4 | 3 | 2 | 1 |
| b. The seminar met the stated objectives.  | 4 | 3 | 2 | 1 |

2. SPEAKER EVALUATION:

- |   |   |   |   |   |
|---|---|---|---|---|
| a. The speaker presented the information clearly. | 4 | 3 | 2 | 1 |
| b. The speaker responded well to participants.    | 4 | 3 | 2 | 1 |
| c. The speaker was knowledgeable on the subject.  | 4 | 3 | 2 | 1 |

3. Overall I was satisfied with the seminar presentation. 4 3 2 1

4. What part(s) of the seminar did you like best, and why?

5. What part(s) of the seminar did you like least, and why?