



Dedication

**Services for today's supervisors, managers
and HR professionals**

Aetna Resources For LivingSM

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We believe in total well-being for you and your employees.

Managing people can be hard. Where can you find seminars? And what do you do when an employee struggles? We're here to help. We can help you improve productivity, increase employee satisfaction and better manage health costs.



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Employee referrals

Do you have an employee who keeps you up at night? Maybe John is going through a divorce and you want to support him. Perhaps Jane's performance has been suffering. What do you do in these situations?

Getting started

If you're concerned about an employee, we can help. Call to speak with one of our management consultants. They'll walk you through our different referrals options. To help you decide which one is best, be prepared to explore these questions:

- Does my employee have a performance issue?
- Will this referral be part of a performance improvement plan?

Depending on your answers, we'll help you choose from the referral options outlined below.

Informal referrals

If an employee is going through a hard time you might want to offer support. And an informal referral can be a great option.

In these cases, you don't have any job performance concerns. You provide the person with our service information in case he or she wants to call. You don't receive any follow-up information about the employee's decision to seek services.

Formal referrals

If you have performance concerns about an employee, you may want to explore a formal referral. This employee may be on a corrective action plan because of job-related problems. The formal referral is meant to complement your existing performance improvement plans or disciplinary processes.

Mandatory referrals

This type of referral is made when disciplinary action or termination of the employee is at hand. The company would like to offer the employee the chance to resolve their problems. Compliance with this referral is mandatory. Failure to follow through with the referral will more than likely end the employee's service. This type of referral should only be made when the company policy provides for such a practice.

Reasons for mandatory referrals may include:

- Violence or threats of violence in the workplace
- Domestic violence and/or harassment
- Sexual harassment in the workplace
- Age discrimination
- Nation of origin discrimination
- Expression of suicidal thoughts or behaviors
- Hostile work environment
- Drug/alcohol in the workplace or self-reported to the workplace

Please note that the treatment plan outlined by the counselor may or may not be covered under Aetna Resources For Living, or may or may not be covered under the employee's benefit plan.

If it's covered under Aetna Resources For Living, your employee can attend up to the designated number of counseling sessions specified.

Anything beyond that would have to be certified through your employee's medical insurance plan if it's covered.

It may be the responsibility of your employee to pay for the treatment if it's not covered under their benefit plan.

Neither Aetna Resources For Living nor the treating provider can perform a formal Fitness for Duty or Return to Work assessment. The treating provider can advise you as to whether your employee has been sufficiently compliant with the treatment plan to return to usual functioning.

Only you as the employer can determine if your employee is suited to perform the specific job to which he or she is assigned.

Before meeting with the employee

- Review performance, attendance or any behavior changes of concern. Note specific concerns you have, such as:
 - Missed deadlines
 - Changed behavior
 - Increased absenteeism
- Contact human resources to discuss policy guidelines and/or your performance management process.
- Schedule the meeting in a private setting
- Have our phone number available to give to the employee
- Print a copy of the management referral form for the employee to sign



Suggested talking points when making a management referral

- Inform the employee that his or her work is important to the company. Say you would like to discuss some concerns you have about performance, attendance or behavior.
- Discuss your specific concerns. Phrase your comments so they're focused on performance, not personality. For example:
 - You've missed several deadlines
 - The quality of your reports hasn't been up to the standard (explain how)
 - You've missed meetings
 - I've noticed you're making/ receiving more personal phone calls during work hours
 - You've been coming in late/leaving early
 - Your behavior with colleagues (confrontational, argumentative, etc.) is impacting your ability to work in a team setting
- Explain the impact of the performance.
- Listen to the employee's response, but stay focused on the issue at hand.

- Be mindful of employee attempts to deflect attention from the problem. Redirect discussions back to the employee.
- Let the employee know about possible consequences should he or she fail to address the issue:
 - We may need to discuss this again
 - You may be subject to a verbal or written warning
 - You may be subject to termination
- Tell the employee you'll monitor his or her progress on these issues.

Recommending us to employees

Your employee may be nervous about sharing private information. Provide reassurance. You'll only receive information about attendance and follow-through. You won't have access to anything he or she shares with a counselor.

Remember, we're here to support you and your employees. Even management referrals are a tool to help, not a punishment.

Call us anytime. We're here for you and your team. And we can answer any questions you have.



Critical incident services



If a traumatic workplace event occurs that impacts your employees, we can help.

Call to speak with one of our specialists. We're here for you anytime, 24/7.

Our experienced crisis consultant will gather information about the event. Together, we'll help you make a plan.

Depending on the situation, we can provide you with several options:

- You may receive written material to help those who were impacted
- We can help you communicate information about the situation to your employees
- Anyone in crisis can access immediate support and referrals from one of our clinicians
- A crisis specialist may come to your site to meet with managers, employee groups or individuals one-on-one.

The right reaction for every event

Recognized for their expertise, our crisis specialists will help your workplace recover from hardship. You'll find support for:

- Deaths, both expected and unexpected
- Workplace accidents
- Violence in the workplace
- Robberies
- Layoffs and job loss
- Natural disasters and more

Critical incident services are available 24 hours a day, 7 days a week, through our dedicated management services number. Additional fees may apply.



Educational programs

If you're looking for ways to support your staff, you may want to schedule a seminar. We provide trainings on a variety of topics, including:

- Emotional well-being
- Management skills
- Workplace skills

Most of our seminars are an hour in length. And most can be delivered in-person or by webinar. Webinar-based trainings may be a good option if your team is in multiple locations.

To learn more about our training services, contact your account representative. He or she can:

- Provide you with a copy of our training catalog
- Guide you through the process of making a training request
- Discuss any related costs

From stress management to taking sleep seriously, our trainings can help your staff gain new skills.

Additional fees may apply.

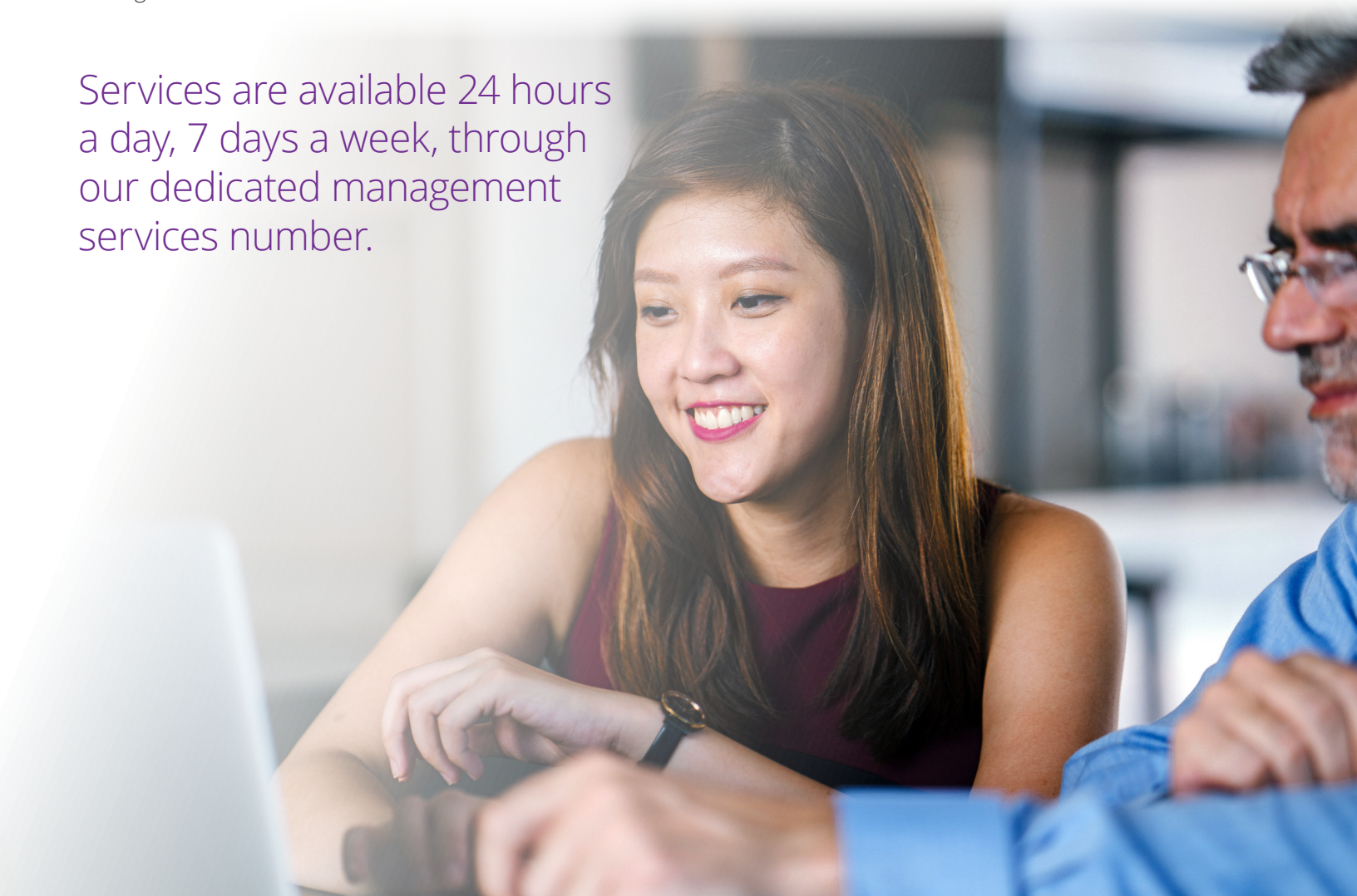




Aetna Resources For Living is a valuable resource partner for your managers, supervisors and HR professionals in supporting your workplace goals.

To access any of the management services described in this brochure, call our dedicated Organizational Risk Management Center (ORMC). You can also access management resources online.

Services are available 24 hours a day, 7 days a week, through our dedicated management services number.



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