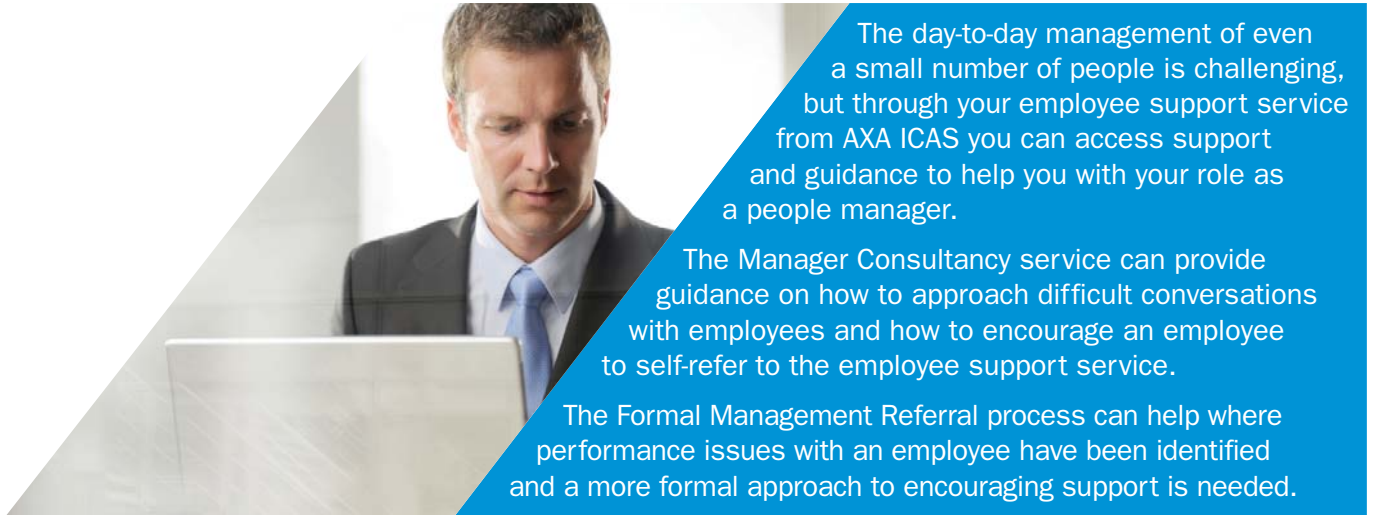


# Your guide to Manager Support



The day-to-day management of even a small number of people is challenging, but through your employee support service from AXA ICAS you can access support and guidance to help you with your role as a people manager.

The Manager Consultancy service can provide guidance on how to approach difficult conversations with employees and how to encourage an employee to self-refer to the employee support service.

The Formal Management Referral process can help where performance issues with an employee have been identified and a more formal approach to encouraging support is needed.

## Manager Consultancy

**The best way to support employees experiencing difficulties is to deal with issues as soon as possible and provide the individual with positive support to help resolve the difficulty without delay. You can do this in two ways:**

- 1. Speaking to an AXA ICAS professional and receiving practical and expert assistance in dealing with all kinds of issues.**
- 2. Encouraging employees to call the employee support service.**

### 1. Speaking to an AXA ICAS professional

Handling difficult conversations or delivering 'bad news' can be difficult to approach. If you'd welcome some support beforehand, simply give us a call and we can advise you on how best to approach the situation you are facing.

You'll be able to speak to a fully trained and qualified counsellor - to bounce ideas off or simply to get some emotional support.

Here are a few examples of the types of issues we can support you with:

- How to encourage an employee to call the employee support service
- Tackling a performance issue
- Delivering bad news

- Addressing an absence issue
- Coping with changes, such as a merger or team restructure
- Dealing with harassment or discrimination

When you call us, we'll ask you to confirm your employers' name and then ask a few basic questions to assess your requirements. We can then put you directly through to one of our trained professionals. Simply tell the professional about the situation, the outcome you wish to achieve and any difficulties you believe you face.

If you feel you may need to discuss the situation further with the professional, you can arrange to call them back at an agreed time, or they can call you back at an agreed time and location.



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## 2. Employee self-referral to the employee support service

Remind employees about the support available to them if they call the employee support service.

Employees can call AXA ICAS 24 hours a day and speak, in confidence, to a qualified counsellor. Following an initial assessment, short-term face to face counselling may be offered if appropriate.

In addition to counselling support employees can also get information and guidance on a range of financial, legal and family care issues.

If employees are reluctant to call the employee support service themselves, you should consider making a Formal Management Referral.

### Formal Management Referrals

**A Formal Management Referral can be used when a manager is concerned about the performance issues of an employee and a self-referral to the employee support service has not been made.**

#### How to make a Formal Management Referral

To make a Formal Management Referral it is important that both you, and the employee understand and give written consent to the process, therefore we recommend that you follow the checklist below.

1. Let the employee know that you would like to make a Formal Management Referral to the employee support service.
2. Discuss the reasons you wish to make the referral with the employee and give them an opportunity to ask any questions. Please provide them with a copy of the 'Employee guide to Formal Management Referrals to the employee support service' to help them understand the process and enable them to give informed consent.
3. Complete both the Formal Management Referral Form and Employee Consent forms. You must ensure you obtain written consent from the individual in order for the referral to proceed.
4. Reassure the employee that the counselling support is confidential and that, if written consent is given, you will be told only that counselling has begun and ended and whether sessions were attended or not.
5. Once the Formal Management Referral and Employee Consent forms have been completed, you should fax the forms to AXA ICAS.

#### What information will I receive about the referral?

If the employee has given written consent, you will be told if counselling has begun and ended and whether sessions were attended or not.

You should, of course, allow the individual some flexibility to make or receive contact with AXA ICAS and you should continue to monitor progress, providing as much support as is needed.

#### About confidentiality

The service provided by AXA ICAS is there to help both you and your employees and is confidential. The only feedback we provide to management under any circumstances including a Formal Management Referral is statistical unless the employee has given specific written consent to feedback detailed information.

In the case of an emergency AXA ICAS always recommends that you contact the emergency services as soon as possible. In the case of other high-risk situations, in which you try and refer an individual without a completed form, we decide on a case-by-case basis how to proceed. Our decision will be based on the facts of the particular case, the applicable law, any applicable guidelines and protocols, and our best professional judgment.

#### What happens next?

1. One of the AXA ICAS Clinical Team will confirm receipt of the referral using the contact details provided by the person making the referral.
2. Providing that the employee has given written consent for the Formal Management Referral to proceed, AXA ICAS will contact the employee on the telephone number provided and an initial assessment will be made.

Appropriate support will be given to the employee. Where required, the employee may be referred for short-term face to face counselling.

Call AXA ICAS on

**0800 072 7 072**



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