



CITY OF FERNDALE SUPERVISOR HANDBOOK

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PURPOSE AND INTRODUCTION

This handbook is intended to provide supervisors, both new and existing, with resources and background on procedures and policies of a supervisory nature. The City of Ferndale seeks to ensure that its supervisors are well-trained and comfortable performing all elements of the supervisor's role. Additionally, the City recognizes that the City's supervisors collectively provide a support network for other supervisors, and may rely on each other for words of advice, techniques, training, and more, provided that confidentiality requirements are adhered to, where applicable. This handbook is not intended to replace training or consultation with department heads, Human Resources, the City's labor attorney, or other formal trainings that may be provided by the City or may be available to individual supervisors. Additionally, supervisors should have general familiarity with the City's Personnel Policies and labor contracts.

Supervisors are encouraged to maintain this handbook and to consult it when necessary prior to making decisions. None of the resources in this handbook are considered confidential, and they may be shared with other staff when required (i.e., prior to conducting employment interviews, etc.). Supervisors are encouraged to suggest improvements, modifications, and new additions to this handbook for the purpose of providing other supervisors with helpful hints and proven methods of success.

1. New Hire Procedures

Prior to Offer of Employment:

Action	Person(s) Responsible	Notes
If a new position, confirm with Finance Department that the position is included in the budget, including any necessary equipment, i.e. car, phone, computer, etc.	Department Head	
Provide HR with position(s) available, job description, and timeline for posting	Department Head	
Post job announcement	HR	Department Head to notify HR if the job is to be posted internally only; otherwise, it will be posted internally and externally simultaneously.
After application closing date, HR conducts initial screen of applications and forwards those applications meeting minimum qualifications to appropriate Department Head(s)	HR	All copies of applications are to be returned to HR after interviews have been completed for retention/destruction
Notify in writing those candidates not selected for an interview, including those eliminated for not meeting minimum qualifications.	HR	Department Head to provide HR with list of candidates not selected for interview within one week after job posting closes
Schedule interviews	HR or Department Head	
Notify by phone those candidates who were interviewed but not selected for the position	Department Head	
Verbal offer of employment, contingent upon completion of background screening, including a credit check for Finance Department employees, and any required drug/medical tests	Department Head	
Provide a letter of hire for employee upon verbal acceptance of the position. Letter is to be retained in employee's personnel file.	Department Head/HR	Department Head coordinate with HR to assure terms are correct/consistent with union contracts

Prior to Employee’s Start Date:

Action	Person(s) Responsible	Notes
Provide HR with new employee’s contact information and start date	Department Head or Immediate Supervisor	
Determine location/workstation area for new employee. Order necessary equipment	Department Head or Immediate Supervisor	Coordinate with Public Works Director if any structural changes to the building are anticipated, i.e. added walls, doors, etc. Public Work Director will coordinate with Public Works Supervisor to schedule the work
Set up new employee’s office phone, if applicable. If employee is replacing a previous employee in the same position, update phone tree/directory for existing phone	Communications Officer	Department Head or Immediate Supervisor notify Communications Officer of a new hire at least one week prior to start date
Arrange for a mobile phone for the employee, if applicable	Deputy Treasurer	Department Head or Immediate Supervisor notify Deputy Treasurer at least one week prior to start date
Coordinate with NW Technology for any purchase and installation of new computer equipment, if applicable	Department Head or Immediate Supervisor	Coordination should occur as early as possible, ideally on or before the initial job posting, should new equipment need to be ordered or installed
Contact NW Technology to set up employee email/computer	Department Head or Immediate Supervisor	Department Head coordinate with NW Technology at least one week prior to start date regarding needed permissions/access to computer drives, and special software

Within Employee's First Two Days:

Action	Person Responsible	Notes
Employee orientation, including background check , I-9 form, and all other new hire paperwork and review of policies/union contract (if applicable)	HR	Department Head or Immediate Supervisor coordinate with HR to set a time for employee to complete paperwork on his/her first day. Allow at least 45 minutes.
Issue employee key(s)/fob	Permit Specialist	At least one week prior to start date, Department Head or Immediate Supervisor coordinate with Permit Specialist to set a time to issue keys to new employee on his/her first day.
Notify Union of new employee, if applicable	HR	Union will contact new employee within 30 days to set up a meeting to discuss union membership
Send a City-wide email introducing new employee	Department Head or Immediate Supervisor	
Provide a tour of the employee's worksite and introduce him/her to coworkers	Department Head or Immediate Supervisor	
Update City-wide employee contact list	Communications Officer	

2. Employee Personnel File/Medical File

A personnel file is a repository of information/paperwork for each employee that organizes all required forms/documents as a new hire and is maintained/updated to reflect any changing records as they occur. This file is maintained in Human Resources.

Items contained in the personnel file include:

- Original employment application and supplemental materials
- Offer Letter
- Copies of required certifications
- Education/Training Certifications/Documentation
- Congratulatory letters/memos, achievements. Supervisors are encouraged to inform their employees when such items are received, (i.e., a complimentary letter from a member of the public) and to let the employee know they will be placed in their personnel file.
- Disciplinary documentation
- Performance evaluations
- Contact information/Emergency contact information

Supervisors may retain additional documentation related to employee performance in a desk file, which would be used by the supervisor when preparing the employee's annual evaluation. This documentation may illustrate excellent performance of duties or areas where improvement is needed. Examples of such documentation might include sample work product, communications about expectations or performance, supervisor notes, training suggestions, etc.

Employees have the right to review their own personnel file, including a desk file maintained by a supervisor that would be used to evaluate performance. While nothing can be removed from the file, copies of forms, etc. may be made for the employee. Management may review the materials contained in a personnel file. For example, review of an employee's personnel file can assist the supervisor in completing performance evaluations. If an employee is being considered for assignment to a different department, the supervisor from that department may request review of the employee's file, with the approval of the Department Head. Review of personnel files are by appointment and must be conducted in the Human Resources office. At no time may the file be removed from the building.

A medical file is a repository of information/paperwork for each employee which pertains to an employee's health. This file is maintained in Human Resources.

Items contained in the medical file include:

- Leave request forms
- Supporting documentation related to leave requests, i.e. doctor's notes
- Information related to work-related injuries/L & I correspondence

- Return to work documentation
- Hearing or other required medical test results
- Random CDL drug test results

Due to Americans with Disabilities Act (ADA) and Health Information Portability Accountability Act (HIPAA) regulations, information in employee medical files are confidential and are not accessible to management or supervisors, other than Human Resources. Exceptions may be made where there is a legitimate need for a manager or supervisor to review information and Human Resources has approved the review.

3. Performance Evaluations

The City of Ferndale will complete written performance evaluations of all its employees annually using the guidelines set forth below. **See Appendix A for the evaluation form.**

Completing performance evaluations improves employee performance by recognizing efficiency, productivity, good teamwork, and other positive attributes, and informing employees of those areas where improvement is needed and expected. Performance evaluations are an opportunity to acknowledge the accomplishments of those employees who have performed well over the evaluation period. Future decisions regarding staffing and promotions are dependent on good performance, as measured and documented during the evaluation process.

Performance evaluations are also an opportunity to identify employees who have performance and conduct issues, and counsel those employees whose performance over the evaluation period fell below expectations. Future decisions regarding discipline or separation may result from poor performance, which is also expected to be measured and documented during the evaluation process.

The performance evaluation is an opportunity to communicate with employees regarding professional goals, and a means to improve performance and job satisfaction over the coming year.

While the performance evaluation can be a time consuming and occasionally stressful process, the benefits to the employer, supervisor, and employee include increased job satisfaction, increased level of performance, and increased productivity and efficiency. Establishing a consistent evaluation process will result in evaluations that are less time consuming and less stressful for all involved, as the expectations of both the supervisor and employee will be clear.

Each non-probationary employee will receive a performance evaluation annually. Each supervisory employee will receive a list of the employees who he/she is responsible for evaluating. The performance of supervisors will, in part, be based on their ability to complete performance evaluations in a timely, accurate, and professional manner.

Probationary employees will receive a performance evaluation six months after their hire date. The purpose of evaluating an employee during the probationary period is to ensure that the probationary employee's performance and conduct are meeting the expectations that have been established for the position. Any significant concerns that the supervisor has regarding the probationary employee's ability and propensity to succeed should be communicated and documented, and acted upon as part of the evaluation process.

All employees should clearly understand the work elements and tasks that they are responsible for, and upon which they will be evaluated. Supervisors must discern how good performance is defined, and how it will be measured, given the functions, duties, and responsibilities of a

particular position. How good performance is defined, and how it will be measured, should be communicated to the employee prior to or at the beginning of the evaluation period.

Employees cannot be held accountable for their performance, or improve upon it, unless they know what they are expected to do and what constitutes good performance of their duties. Supervisors need to develop standards to assess employee performance honestly and accurately.

A supervisor's judgement in evaluating the employee should be based on facts, to the extent possible, rather than unsupported opinions. Supervisors are responsible for keeping track of observed incidents of employee performance that illustrate whether the employee is performing above, on target, or below the performance standards or expectations of the job. Supervisors are also responsible for surveying the opinions of others who have direct observations of and opinions regarding the employee's performance. Performance should be assessed and described relative to the expectations communicated to the employee.

Supervisors should ensure that an evaluation does not include negative feedback or a negative rating based on an employee's use of protected leave (see leave information below). For example, if required to evaluate an employee on the metric of "dependability," the employee's use of protected leave during the evaluation period should not be considered.

An employee's evaluation should be composed of both a rating and a written comment. The following rating system is employed:

5. OUTSTANDING PERFORMANCE. All work performance is consistently well above the standards of the position. The employee consistently exceeds supervisory and management expectations to a significant degree. This is a rare designation, reserved for the most exemplary performance in a given category.

4. EXCEEDS PERFORMANCE STANDARDS. A substantial part of the work performance is well above the standards of performance required for the position and all other parts of the performance are at least competent.

3. MEETS PERFORMANCE STANDARDS. The employee's work performance is consistently up to or somewhat above the standards of performance required for the position.

2. IMPROVEMENT NEEDED. A significant part of the work performance is below the standards of performance for the position and it is expected that the employee will bring performance up to acceptable standards by the next evaluation period. Failure to do so may result in discipline, up to and including termination. The employee should be given direction on what needs to improve.

1. UNACCEPTABLE PERFORMANCE. A significant part of the work performance is below the standards of performance for the position and the employee has not succeeded in

bringing performance up to acceptable standards. This failure may result in involuntary separation.

Supervisors will be provided with a form for the evaluation of each employee. The form asks for a rating of each employee. Supervisors are advised that providing a descriptive rating does not successfully communicate to the employee or to management the full nature of the employee's performance during the evaluation period. The form also provides space for comments, explanations, and examples, and supervisors are expected to take the time and thought to give a thorough written assessment including specific information and examples. It is not uncommon for an employee to receive a range of scores across the various categories being evaluated. Some employees may view one element of their job as priority over others and therefore be rated higher in that category, while receiving lower ratings for those elements of their job they deem as less important, or in which their performance is not up to the same standard. The evaluation process is an opportunity to understand the employee's perspective and provide feedback that will allow the employee to make any necessary adjustments.

There may be occasions when supervisors do not complete performance evaluations in a timely manner. This may be grounds for counseling or discipline of the supervisor, as the monitoring of a subordinate's performance and completion of performance evaluations are part of the functions of the supervisor's job. Employees, however, are still subject to counseling, discipline, or termination for known or proven deficiencies in performance or conduct, even if such deficiencies have not been documented in compliance with this policy.

THE EVALUATION PROCESS

(A) INITIAL MEETING/GOAL SETTING – The employee should be provided with an initial review that focuses on goal setting for the upcoming year. One week prior to the meeting, the employee should be given the opportunity to submit, in writing, a description of the employee's goals for the upcoming year, as well as a description of his/her notable achievements and accomplishments in the last year, and any other information he/she believes to be relevant to the assessment of his/her performance over the last evaluation period. The meeting should be scheduled to last 20 - 30 minutes. **This step should be completed by April 1 of each calendar year.**

(B) REGULAR FEEDBACK – The supervisor should meet as needed several times during the year with the employee to discuss the employee's work performance as it relates to the goals set in step (A). This is an opportunity for the supervisor to provide suggestions for improved performance, offer suggestions for training to assist the employee to reach the set goals, and to address any additional concerns from either the employee or the supervisor. **This should occur regularly after the initial goal setting meeting and continue until the year-end review.**

(C) INVESTIGATION PHASE – The supervisor should review the following before completing a performance evaluation: (1) prior evaluations over the last 3 years, (2) records of any discipline imposed over the evaluation period, (3) records of any counseling given over the evaluation period, (4) records of any commendations or praise delivered over the evaluation period; (5) any documentation relevant to the issues to be addressed in the performance evaluation. The supervisor should discuss the employee’s performance and conduct over the last year with other supervisors or others in a position to make relevant observations.

(D) DRAFTING – When drafting the performance evaluation, the supervisor should consider (1) the employee’s written input (if any), (2) the documentation or verbal comments referenced immediately above, and (3) the supervisor’s own observations and notes from previous meetings with the employee as described in step (C). The performance evaluation is intended to be a comprehensive summary of the employee’s performance over the entire evaluation period, and not merely a description of moments when the employee performed above or below expectations. Nonetheless, describing particular incidents that illustrate the overarching points is an effective communication tool. In the case of performance or conduct problems, the performance evaluation should establish expectations for required improvement during the next evaluation period. In all cases, the performance evaluation should establish goals for furtherance or improvement in skills, abilities, and responsibilities. **This step should be completed by December 15 of each calendar year.**

(E) DISTRIBUTION TO EMPLOYEE – The employee should be given a copy of the performance evaluation at least one day prior to the meeting with his/her supervisor.

(F) MEETING WITH EMPLOYEE – As mentioned above, the supervisor should meet with the employee for at least 20 – 30 minutes to discuss the performance appraisal. The discussion should include praise or commendations for any incidents of exemplary performance as well as counseling or direction for performance and conduct that fell below expectations. Any corrections in performance or conduct for the coming year should be addressed in detail. The supervisor should note whether goals for the evaluation period were met or satisfied, as well as setting goals for the coming year. The supervisor should be amenable to changing the performance evaluation if the employee brings factual errors to the supervisor’s attention. **This step should be completed by December 31 of each calendar year.**

(G) EMPLOYEE SIGNATURE AND COMMENTS – The employee is required to sign the evaluation, signifying only that the employee received and reviewed a copy. If the employee refuses to sign, a third-party witness should be called in to the conference and asked to sign a statement that the employee was given a copy of the evaluation and refused to acknowledge this fact with his/her signature. The employee will be given the opportunity to comment in writing on the contents of the evaluation.

(H) CONTESTED EVALUATIONS – There is no formal procedure for an employee to contest or appeal a negative performance evaluation. The employee may provide comments that he/she believes the performance evaluation is unfair or inaccurate. If the supervisor agrees after meeting with the employee on these issues, such amendments should be made before the evaluation is finalized. Otherwise, the supervisor’s opinion will stand.

(I) DISCIPLINE – If the performance evaluation reveals that the employee’s conduct or performance over the evaluation period did not satisfy minimum acceptable standards, a separate proceeding may be instituted to address the appropriate step in the discipline process, up to and including termination.

(J) RETENTION – Performance evaluations are maintained, at a minimum, for three years beyond that date of an employee’s termination or separation. The supervisor should forward the completed, signed performance evaluation forms to the City Administrator for review. The City Administrator will then forward the forms to Human Resources for placement in the employee’s personnel file.

4. Work-Related Injuries

Pursuant to RCW 51.32.010, all injured workers in Washington State are entitled to no-fault accident and disability coverage. This coverage is referred to as Workers Compensation. Workers compensation covers medical expenses and pays a portion of wages lost while a worker recovers from a workplace injury. The City of Ferndale has their workers compensation coverage through the Department of Labor & Industries (L & I).

Supervisors must do their part to prevent workplace injuries by assuring that there is proper/safe equipment, and arranging for the repair or replacement of any unsafe or damaged equipment.

Preventing workplace injuries may also include making adjustments such as providing a stand-up desk or an ergonomic keyboard. If an employee requests an accommodation, the supervisor should discuss it with the Department Head to determine the best course of action.

If an employee is injured at work, the supervisor must complete an accident report and forward a copy to Human Resources. (See Appendix C) If the supervisor determines that the employee needs medical attention, the employee should go to the medical provider of his/her choice. If emergency medical attention is required, the supervisor should call 911. The employee should tell the doctor that the injury is work related, and that the City of Ferndale's workers compensation is through L & I. The doctor will complete and submit the necessary L & I paperwork, and L & I will notify the City of the claim.

The doctor will work with the injured employee to determine when he/she can return to work, whether there are restrictions, or if the employee is able to return to full duty. This determination must be in writing from the doctor, including any release to return to full duty, or if there is a restricted release, a detailed explanation of the restrictions. The doctor's note is submitted to Human Resources.

If modified ("light") duty is available, the employee will be notified by his/her supervisor and given a written modified-duty job offer which will include job duties, start and end date, hours, and restrictions. Supervisors should confer with Human Resources regarding the availability and appropriateness of a light-duty assignment. In the event that no light-duty work is available, Human Resources will confer with the employee regarding available leave options.

The injured employee must use accrued sick leave and/or vacation for any time missed due to an on-the-job injury. Time-loss payments received from L & I are handed in to payroll. Upon receipt of such payments, payroll will reimburse the employee's sick leave bank.

5. Drugs/Alcohol in the Workplace

The City of Ferndale is dedicated to providing safe, dependable, and economical services to the community. The purpose of the City's drug/narcotics/alcohol policy is to ensure employees' fitness for duty and to protect them and the public from the risks associated with the abuse of alcohol and/or drugs.

The following are strictly prohibited in the workplace, on City property (including in City vehicles) or on work time:

- The use, sale, distribution, dispensation, manufacture or possession of alcohol or drugs (including marijuana and other drugs included in Schedules I - IV of the federal Controlled Substances Act) or drug paraphernalia;
The unauthorized use or distribution of prescription drugs;
- The use of any legally obtained drug (prescriptions or over-the-counter medications) when such use may adversely affect an employee's job performance, their safety or the safety of others, or any combination thereof;
- Reporting to work or working while under the influence of alcohol or drugs (including marijuana and other drugs included in Schedule I-IV of the federal Controlled Substances Act). An employee will be deemed under the influence of a drug if the employee tests positive following a test conducted in accordance with this policy or when the employee acknowledges impairment. An employee will be deemed under the influence of alcohol if testing indicates an alcohol concentration equal to or greater than .04 or when the employee acknowledges impairment.

If a supervisor has reason to believe that an employee is engaging in any of the above activities, he/she should immediately report it to the Department Head.

The possession and use of medically prescribed or over-the-counter drugs during work hours is permissible, subject to certain conditions. An employee shall have no obligation to inform the City of such use unless, according to a warning notice or the input of a physician or pharmacist, the drug may cause a possible impairment that could prevent the employee from performing his or her job safely or effectively. In such cases, the employee should notify his or her supervisor. The supervisor should work with Human Resources and/or the Department Head so that a determination can be made as to whether it is in the best interests of the City and the employee that the employee be reassigned during the period medication is used. Medical information will be handled in a confidential manner.

The City of Ferndale recognizes that alcohol and drug addiction can be successfully treated and is willing to help employees who suffer from these problems while holding them responsible for their own recovery. Supervisors should ensure that their employees are familiar with the Employee Assistance Program (EAP), (see Appendix B for more information) and should encourage their employees to make use of the program, and/or professional services through the City's health insurance plans to aid them with any alcohol or drug problems.

Employees are strongly encouraged to seek help to address their drug or alcohol problems before such issues affect their performance or result in a positive drug or alcohol test. Seeking assistance after an employee has tested positive or demonstrated performance issues will not allow the employee to avoid the disciplinary consequences of his/her behavior.

Supervisor Responsibility: If there is a reasonable suspicion that drug or alcohol use is occurring in the workplace, or that drug or alcohol use is affecting workplace behavior, the supervisor has the responsibility to report such concerns to the department head and Human Resources. Generally, unless there is an immediate risk of the employee operating machinery, equipment, or driving in an impaired condition, the supervisor should not approach the employee directly until first speaking with the Department Head and Human Resources. If the Supervisor believes that there is an immediate risk of operating machinery, equipment, or driving in an impaired condition, they should seek to prevent or delay that action. In many cases, a supervisor may be able to prevent this action simply by asking if the employee feels okay, and suggesting that the employee take a break or that another employee operate the machinery instead.

6. Compliance

All supervisors should be familiar with the following definitions in order to assure compliance with state and federal laws:

- **Medical Accommodation Rights/ADA/Disabilities:**

The **Americans with Disabilities Act** gives civil rights protection to individuals with disabilities similar to those provided on the basis of race, color, sex, national origin, and religion. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, State and local government services, and telecommunications.

In Washington State, a disability is defined as the presence of a sensory, mental, or physical impairment that is medically cognizable or diagnosable; or exists as a record or history; or is perceived to exist whether or not it exists in fact. It can be temporary or permanent, common or uncommon, mitigated or unmitigated.

Supervisor Responsibility: if an employee requests a medical accommodation, or if the supervisor believes a disability may exist that is adversely affecting the employee's performance of job duties, he/she should contact Human Resources. Accommodations include but are in no way limited to: modification of the workspace (desk, computer arrangement, mouse or keyboard), reduction or modification of physical labor, lighting or ventilation, etc. Human Resources is responsible for communicating with the employee and his/her health care provider to determine the need for reasonable accommodation. Human Resources will consult with the supervisor and/or Department Head as needed to evaluate viable options for reasonable accommodation, including whether a requested accommodation would create an undue hardship.

- **FLSA & Washington State Wage Laws:**

The **Fair Labor Standards Act (FLSA)** is a federal law which establishes minimum wage, overtime pay eligibility, recordkeeping, and child labor standards affecting full-time and part-time workers in the private sector and in federal, state, and local governments. In Washington State, wage and hour standards are regulated by the Department of Labor & Industries. L & I sets state minimum wage laws, break and lunch hour requirements, etc.

Supervisor Responsibility: Supervisors are not responsible for establishing wage standards, but should ensure that employees receive their required break and lunch hours, and that overtime or compensatory time is also tracked.

- **Protected Leaves: Federal & Washington State Leaves:**

Protected leave is time off of work that is protected by Federal and/or State law. Protected leave typically includes two elements:

1. Job Protection: The employer is required to allow the employee to return to the same position or to a position with equivalent pay, benefits, and other conditions of employment.
2. Benefits: For certain types of leave, the employer is required to maintain paid health benefits while the employee is on leave.

** See Section #6 for more information on the types of protected leave.**

Supervisor Responsibility: Most leave is reviewed by the Human Resources Department and coordinated with Payroll in the Finance Department. The supervisor should be aware of the fact that these leave types are available and should ensure that they do not improperly approve or deny a leave request. The supervisor should further ensure that an employee is not counseled or disciplined for the use of protected leave.

- **Harassment and Discrimination:**

Verbal, physical, or written conduct that interferes with a person's work performance or creates an intimidating, hostile, or offensive working environment that is based on the person's race, national origin, age, disability, sex, religion, sexual orientation, or other protected status and is

1. Unwanted
2. Intentional or Unintentional
3. Pervasive or Severe

Supervisor Responsibility: Supervisors are expected to address harassment and discrimination immediately when it occurs and to initiate disciplinary action when warranted. This obligation exists whether the supervisor receives a formal complaint of harassment or discrimination, learns of a concern informally, or observes discriminatory or harassing behavior (even in the absence of a complaint or concern). The City takes a zero-tolerance approach to harassment and discrimination, and the supervisor may be disciplined themselves if it is understood that they were aware of harassment or discriminatory behavior, but did nothing to address the issue.

Supervisors should also be aware that harassment and discrimination can exist even when the behavior is not directed at a specific individual, or is directed at an individual that is not present or not aware of the behavior.

Supervisors are prohibited from initiating or maintaining a dating, romantic, or sexual relationship with any employee over whom the supervisor has authority. If such a relationship arises (e.g., based on a reassignment), it must be promptly reported to Human Resources. Human Resources will evaluate whether the conflict of interest and related concerns can be resolved and take appropriate action.

- **Medical Information:**

Any information that contains data relating to an employee's or his/her family members' medical conditions, history, or status. This can include doctor's notes, explanation of benefits from insurance carriers, FMLA certification, forms, etc. This also includes information in the form of conversations, emails, voicemails, texts, etc. **All medical information is considered confidential in nature and should be kept/maintained by Human Resources exclusively.**

Supervisor Responsibility: While the majority of medical information will be the responsibility of Human Resources, supervisors are likely to become aware of certain medical information, such as when employees call in sick. Text or voicemail messages associated with illness are not considered publicly disclosable information and should be deleted immediately as a transitory message.

Supervisors should also not disclose medical information to other staff members. This includes the reason for an absence. If questioned by other staff as to the reason for an absence, a supervisor is entitled to simply acknowledge that the employee was absent, and is not expected to disclose the reason in any way.

7. Leave/Protected Leave

Leave recognized by policy (i.e. paid holidays, vacation, sick leave, bereavement, and jury duty) are established in each Collective Bargaining Agreement (CBA). Supervisors should familiarize themselves with the appropriate CBA in order to consistently follow these policies with all employees.

Protected leave is established by Federal or State law and includes the following:

- **Family Medical Leave Act (FMLA)** FMLA is a federal act that provides qualifying employees with up to 12 weeks of unpaid, job-protected leave per year. It also requires that the employee's health benefits be maintained during the leave.
- **Family Care Act (FCA)** The FCA is a Washington State law that provides protected leave for an employee to use paid leave to care for sick family members with a serious health condition. It includes short-term care of a pregnant spouse or registered domestic partner, during or after childbirth, as needed.
- **Washington Paid Sick Leave (WPSL)** WPSL is required by law for certain City employees. State law allows employees to use WPSL for their own health conditions and to care for certain family members.
- **Pregnancy/Childbirth Disability** Regardless of eligibility requirements under other leave laws, an employee who is temporarily disabled by pregnancy or childbirth is entitled to an unpaid leave of absence during the period of disability.
- **Domestic Violence Leave** Washington State provides victims of domestic violence, sexual assault, or stalking the opportunity to take time off from work. An employee may also take leave to care for certain family members who are victims. This leave can be used for legal/law enforcement assistance and court proceedings, medical and/or psychological help, receiving assistance from social service programs, and safety planning or relocating. Domestic violence leave is not limited by an employee's available paid time off. It can include reasonable amounts of unpaid leave. Leave can be used as a single block of time, intermittently, or on an adjusted schedule.
- **Military Leave** – Under Washington State law, every state or local government official or employee is entitled to a military leave of absence for a period not to exceed 21 work days. During this 21-day military leave, the employee continues to be paid his/her regular salary. Employees may also be entitled to additional unpaid military leave under state and federal law.

The Washington State **Paid Family and Medical Leave (PFML)** law establishes a program administered through the Washington Employment Security Department (ESD) to provide paid leave benefits to eligible employees who need leave for certain family and medical reasons. ESD will make eligibility determinations. As with any extended leave, the employee should provide at least 30 days' advance notice of foreseeable leave, and for unforeseeable leave, notice should be given as soon as practicable. Consistent with State law, PFML leave must run concurrently with FMLA if both are applicable.

Supervisor Responsibility: Supervisors should coordinate with the employee and Human Resources in determining whether an employee can qualify for leave/protected leave. Supervisors cannot apply a leave policy that is unique to a specific division or department, unless authorized by law and the relevant CBA.

With the exception of Military Leave, the nature of the leaves described above shall remain confidential. Supervisors should consider that by disclosing the reason for some absences but not others, they may be inadvertently revealing extremely private information about the employee without their permission.

8. Coaching/Counseling/Discipline

Coaching/Counseling: Coaching and counseling address minor performance and behavior issues with an employee and help the employee correct the issue. Coaching and counseling are not intended to be disciplinary, but rather to provide the necessary tools to help the employee be successful in his/her job. The following process should be used in addressing minor issues:

- Describe the performance problem. Focus on the problem or behavior that needs improvement, not the person. Ask for the employee's view of the situation.
- Show confidence in the employee's ability and willingness to solve the problem. Ask the employee for his/her input in solving the problem.
- Determine whether issues exist that limit the employee's ability to perform the task or accomplish the objective. Determine how to remove such barriers.
- Discuss potential solutions to the problem or improvement actions to be taken. Ask the employee for ideas on how to correct the problem or prevent it from happening again.
- Agree on an action plan that lists what the employee and supervisor will do to correct the problem or improve the situation.
- Set a date and time for a follow-up.
- Document the session in writing.

Progressive Discipline: If coaching and counseling efforts have not been successful, progressive discipline may be necessary. Progressive discipline is a series of steps taken to correct serious performance and behavioral issues. The reasoning behind progressive discipline is to alert employees about problems and allow for improvement before penalties become severe. Typical formal discipline steps include:

1. Verbal warning (documented)*,
2. Written warning,
3. Suspension,
4. Demotion or discharge.

The Department Head, along with Human Resources and/or the City Administrator, will issue progressive discipline. All progressive discipline will be documented and maintained in the employee's personnel file.

*Verbal warnings should be documented, and the employee should be made aware that the warning is considered a Verbal Warning within the context of progressive discipline. Without such a declaration and documentation an employee could legitimately confuse a verbal warning with coaching, counseling, a word of advice – or simply as frustration or a bad mood. Similarly, prior to announcing a warning as a verbal warning, a supervisor should consider whether this first step in the progressive discipline process is warranted. As an example, if an employee arrives late to work but is usually on time, it may be appropriate for the supervisor to indicate that they are aware of the tardy arrival. If the employee begins arriving late each day, it may be appropriate for the supervisor to then issue a verbal warning.

Weingarten rights apply to investigatory interviews of union employees where the employee reasonably expects discipline may result. An employee has the right to request having a union representative present.

Supervisor responsibility: The supervisor should be certain the employee is aware of his/her right to have a union representative present, and to assure scheduling the meeting to include the Department Head and Human Resources. The supervisor should also be familiar with any procedural rights an employee has under the applicable labor agreement, and must ensure that any investigatory or disciplinary steps are consistent with the agreement.

A **Loudermill Hearing** is conducted once the City has made a preliminary decision to impose discipline and that intended discipline will have a financial impact to the employee (e.g., unpaid suspension of any length, demotion, termination). The employee will be provided with written documentation explaining the basis for the intended action, and offering the Loudermill Hearing. The purpose of the Loudermill hearing is to give the employee an opportunity to share any additional information for the City's consideration before a discipline or discharge decision is finalized. An employee has the right to request union representation at a Loudermill Hearing.

9. Employee Assistance Program (EAP)

AWC Benefit Trust partners with ComPsych, the largest provider of Employment Assistance Program (EAP) services in the world, to provide around-the-clock services. All City employees have free access to the EAP for up to three sessions/consultations. EAP coverage includes access to confidential counseling, financial, legal, and supervisory resources, critical incident response, and a robust website.

Employees can call 1-800-570-9315, or visit www.guidanceresources.com. (Web ID #trusteap71)

AWC has provided a Supervisor Toolkit with valuable information as to how supervisors can utilize the EAP to assist their employees. **See Appendix B**

10. Required Trainings

Proper training and knowledge of employment law in Washington State greatly reduce the City's liability regarding employment issues. Within six months of becoming a supervisor, the employee should coordinate with Human Resources to schedule and complete the supervisory training series as offered by Washington Cities Insurance Authority. (WCIA)

APPENDIX A

 <p>CITY OF FERNDALE PERFORMANCE AND GOALS EVALUATION</p>	Name:
	Date:
	Position:
	Department:
	Supervisor:
	Appraisal: Annual _____ Other _____

<p><u>Outstanding Performance:</u></p> <p><i>All work performance is consistently well above the standards of the position. Employee consistently exceeds supervisory and management expectations to a significant degree.</i></p>	<p><u>Exceeds Performance Standards:</u></p> <p><i>A substantial part of the work performance is well above the standards of performance required for the position and all other parts of the performance are at least competent.</i></p>	<p><u>Meets Performance Standards:</u></p> <p><i>Work performance is consistently up to or somewhat above the standards of performance required for the position.</i></p>	<p><u>Improvement Needed:</u></p> <p><i>A significant part of the work performance is below the standards of performance for the position and it is expected that the employee will bring performance up to acceptable standards by the next evaluation period. Failure to do so may result in discipline.</i></p>	<p><u>Unacceptable Performance:</u></p> <p><i>A significant part of the work performance is below the standards for the position and the employee has not succeeded in bringing performance up to acceptable standards. Discipline may have been previously received .</i></p>
EVALUATION	ESSENTIAL DUTIES AND RESPONSIBILITIES			
<p>Outstanding</p> <p>Exceed Standards</p> <p>Meets Standards</p> <p>Improvement Needed</p> <p>Unacceptable Performance</p>	<p>Position Knowledge: Assess employee's grasp of procedures and methods of operations, equipment involved on the job and subject matter.</p>			

APPENDIX A

<p>Outstanding</p> <p>Exceed Standards</p> <p>Meets Standards</p> <p>Improvement Needed</p> <p>Unacceptable Performance</p>	<p>Quality of Work: Assess the accuracy, content, and thoroughness of employee's work.</p>
<p>Outstanding</p> <p>Exceed Standards</p> <p>Meets Standards</p> <p>Improvement Needed</p> <p>Unacceptable Performance</p>	<p>Quantity of Work: Assess degree to which employee meets or exceeds expectations for "normal" production.</p>
<p>Outstanding</p> <p>Exceed Standards</p> <p>Meets Standards</p> <p>Improvement Needed</p> <p>Unacceptable Performance</p>	<p>Versatility: Assess employee's ability to handle new duties or respond quickly and well to changes in procedures or situations.</p>
<p>Outstanding</p> <p>Exceed Standards</p> <p>Meets Standards</p> <p>Improvement Needed</p> <p>Unacceptable Performance</p>	<p>Initiative: Assess degree to which employee is a self-starter, displays leadership, and can work with minimal supervision.</p>

APPENDIX A

<p>Outstanding</p> <p>Exceed Standards</p> <p>Meets Standards</p> <p>Improvement Needed</p> <p>Unacceptable Performance</p>	<p>Cooperation: Assess how employee gets along with co-workers, accepts assignments, and reacts to constructive criticism.</p>
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<p>Outstanding</p> <p>Exceed Standards</p> <p>Meets Standards</p> <p>Improvement Needed</p> <p>Unacceptable Performance</p>	<p>Independent Judgement: Assess employee's ability to tackle new problems and arrive at solutions with minimal guidance.</p>
<p>Outstanding</p> <p>Exceed Standards</p> <p>Meets Standards</p> <p>Improvement Needed</p> <p>Unacceptable Performance</p>	<p>Dependability: Assess employee's attendance record with regard to meeting contractual requirement for number of hours worked and ability to complete work on time.</p>

GOAL SETTING

<p><u>Goals for upcoming year:</u> <i>Employee and supervisor mutually choose at least one goal to focus on in order to accomplish essential duties and responsibilities.</i></p>	
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APPENDIX A

<p><u>Employee's Plan to Reach the Goal:</u> <i>Employee shall describe the method in which the goals will be achieved.</i></p>	
<p><u>Supervisor's Role in Reaching the Goal:</u> <i>Supervisor shall describe what he/she must do to facilitate employee's accomplishment of goal(s).</i></p>	

APPENDIX A

**Forms/Certifications/Equipment Updated:
Update the following section as appropriate for the position being evaluated.**

Washington State Driver's License

- Expiration Date: _____
- Request Abstract of Driving Record
- Check Commercial Driver's License (CDL) if applicable
Expiration Date: _____
- First Aid Certification Yes No ○ CPR Certification
If Yes, Expiration Date: _____
If No, Scheduled for Training: _____
- Flagger Card
Expiration Date: _____
- Physical, if applicable
- Professional/Technical Certification: _____

Expiration Date(s): _____
- Special Awards or Recognition you have received since last evaluation

- Equipment Issued (list city supplied equipment issued, if applicable)

- Update personal data sheet (family, address, etc.)
- Update beneficiary information, if needed (retirement)

I understand that the City of Ferndale does not tolerate harassment of any kind and I am familiar with the City policy against such behavior.

_____Initial

I understand the City of Ferndale's Internet and Email Policies. These policies prohibit abuse of communication technology and I am familiar with this policy.

_____Initial

I have read and understand the City of Ferndale's Personnel Policies.

_____Initial

APPENDIX A

Employee Comments and Signature

My supervisor/Department Head has discussed this evaluation with me. I understand that my signature does not necessarily imply agreement with the rating given and that I may add any information and comments relevant to this evaluation.

Employee Comments:

Employee Signature:

Date:

Toolkit for Managers & Supervisors

An Introduction to Your GuidanceResources® Program



Managing people in the modern workforce isn't easy. Everyone is busy. Stress is common. Tempers are short. Then a life event—a death in the family, a medical crisis or a need for emergency child care—occurs and work grinds to a halt.

Your GuidanceResources program is the response to such crises. The program is made available at no cost to employees of your organization, as well as to you and your household members, and offers confidential, professional counseling and other resources for resolving personal, family or workplace issues. As a supervisor or manager, you should look at the program as a tool to keep these personal issues from spilling over into the workplace or unduly affecting employee behavior and performance. The program offers many other benefits, including:

- Increased productivity and reduced health care costs through early recognition, intervention and resolution of business and personal problems
- Better retention of valued employees
- Reduced absenteeism, accidents and grievances
- Improved employee morale

Here is a common scenario to help you better understand how the GuidanceResources program works and how it can help:



Meet Ellen. She is going through a divorce and has two young children. Ellen calls her GuidanceResources 24/7 toll-free line.



Roger, a GuidanceConsultant™ (GC), answers the call, talks with Ellen and triages for issues caused by the divorce.



Roger determines Ellen is experiencing serious symptoms of depression and needs additional afterschool care for her children.



Roger establishes a plan of action with Ellen to determine the direction and resources needed and to help prioritize those resources.



Roger refers Ellen to Dr. Smith, a local EAP provider, for assessment and treatment recommendations. Roger completes a child care assessment and forwards it to a ComPsych child care specialist and refers Ellen to GuidanceResources® Online for additional articles and resources on divorce, budgeting and more.



Ellen is successfully treated for depression. Both Dr. Smith and the inpatient facility submit claims for processing. Ellen receives her claims data online.



Ellen interviews and selects an afterschool care provider for her children. She also researches several articles on divorce and completes an on-demand training on guidanceresources.com.



With GuidanceResources, Ellen overcomes her depression and receives the work-life support she needs.



Roger, the GC, follows up to ensure Ellen has received the help she needs with her legal, financial and child care issues and to see if she needs further assistance.

Resources Available Through ComPsych GuidanceResources

Your GuidanceResources program has been designed to give you and your employees simple, fast, direct access to confidential services 24 hours a day, seven days a week by phone, online or via our mobile site. Here is an overview of typical services offered:

Confidential Counseling

Life can be stressful. The EAP offers relief with short-term counseling services for employees and their dependents to help them handle concerns constructively, before they become issues. They can call anytime about marital, relationship and family problems; stress, anxiety and depression; grief and loss; job pressures or substance abuse. Their call will be answered by our highly trained GuidanceConsultants, clinicians who will listen to their concerns and guide them to the resources they need.

Work-Life Solutions

Too much to do and too little time to get it all done? Work-Life specialists at ComPsych do the research and provide qualified referrals and customized resources for child and elder care, moving, pet care, college planning, home repair, buying a car, planning an event, selling a house and more.

Legal Support

With GuidanceResources, your employees have an attorney on call. They can speak with an expert about divorce, custody, adoption, real estate, debt and bankruptcy, landlord/tenant issues, civil and criminal actions and other legal issues. If they require representation, they can be referred to a qualified attorney for a free 30-minute consultation and will be given a 25 percent reduction in customary legal fees thereafter.

Financial Information

Everyone has financial questions. With GuidanceResources, your employees can get answers about budgeting, debt management, tax issues and other money concerns from on-staff CPAs, Certified Financial Planners® and other financial experts, simply by calling the toll-free number.

GuidanceResources Online

Guidanceresources.com and the mobile app, GuidanceResources® Now, allow anytime, anywhere access to expert information on thousands of topics, including relationships, work, school, children, wellness, legal, financial and free time. They can search for qualified child and elder care, attorneys and financial planners, as well as ask questions, take self-assessments and more.

Remember, GuidanceResources benefits are strictly confidential. To view the ComPsych HIPAA privacy notice, please go to guidanceresources.com/privacy. If you have questions regarding your company's program, please contact your internal benefits manager or ComPsych account manager.



Why People Should Use GuidanceResources

- Vacation planning
- Construction and remodeling
- Moving arrangements
- Legal concerns
- Divorce and child custody
- Wills and estate planning
- Real estate/landlord-tenant relations
- Criminal issues
- Parenting needs
- Child care concerns
- Adoption questions
- Step-parenting issues
- Special needs children
- Choosing schools and colleges
- Homework and study habits
- Work-Life balance
- Pet-sitting services
- Older adult resources

When is an EAP referral considered?

Consider an EAP referral when an employee's performance is unacceptable and there are clear indications that personal factors are involved. The objective of an EAP is to improve the employee's performance at work and life at home. Contact your Human Resources representative to discuss the situation before making a referral.

Some signs may alert you to watch an employee more closely, such as:

Personality Changes

- Edgy and/or irritable
- Nervous and/or jittery
- Intolerant of co-workers
- Bored and apathetic
- Suspicious of co-workers
- Disenchanted and cynical
- Declining attitude or mood

Work Behavior Changes

- Decreased productivity
- Missed deadlines
- Procrastination
- Avoidance of leaders
- Decreased work quality
- Rigid and impaired judgment
- Customer complaints

Co-worker Relations

- Overreacts to criticism
- Borrows money from co-workers
- Draws co-worker complaints
- Avoids co-workers
- Steals from co-workers

Physical Changes

- Red or blurry eyes
- Hand tremors or nervousness
- Weight fluctuations
- Physical fatigue
- Slurred speech
- Unusual cuts, bruises, scratches
- Flushed face, complexion changes

Out of the Office/Away from Desk

- Excessive sick leave or tardiness
- Routinely leaves work early
- Peculiar excuses for absences
- Long breaks
- Frequent trips to water fountain, bathroom

High Accident Rate

- Regular accidents on or off the job
- Frequent near-misses

Drinking/Drug Use

- Drinks before work
- Drinks at lunch
- Odor of marijuana or other drugs
- Fails to return from lunch
- Overuse of over-the-counter or prescription drugs



Formal Management Referrals

There may be an occasion when you require an employee to participate in the GuidanceResources program. This decision should be made in conjunction with your Human Resources department to ensure that your internal policies are followed.

Under the formal referrals process, the employee will be required to sign a release of information (ROI) form to allow ComPsych clinical staff to notify the referral contact (HR/management) that the employee has been compliant with the referral by participating in and completing all recommended services. No personal or diagnostic information will be provided to the referral contact. The authorization form can be supplied by the GuidanceResources program.

What is the manager's or supervisor's role in the EAP?

As management, you are the cornerstone of a successful EAP. You are in the best position to observe your employees' performance, attendance and conduct. It is your responsibility to document any performance issues and to take corrective action, if indicated.

At the same time, it is not your job to be a professional counselor or best friend. Getting involved in your employees' personal issues can cloud your judgment and make it difficult to treat everyone in a fair, consistent and objective manner.

When an employee's performance falls below acceptable standards, discuss your concerns with Human Resources and develop a course of action, including a referral to the EAP, if appropriate. Referral to the EAP may motivate the employee to seek professional help.

To assist you in managing your employees and to head off personal issues before they escalate, it is highly recommended that you use the materials provided by the EAP. These communication materials may include posters, flyers, HelpSheetsSM and other handouts, as well as the GuidanceResources® Online website and mobile application.



How does an employee engage with the EAP?

An employee can utilize EAP services as follows:

Self-Referral

Self-referrals are voluntary referrals by an employee who recognizes a need for assistance and calls the EAP's toll-free number to request services. All voluntary referrals are strictly confidential. Without a signed release by the employee, no information regarding EAP participation will be revealed to any third party.

Informal Referral

Informal referrals are referrals to the EAP suggested by the employee's supervisor or manager as a result of the employee sharing personal issues. As a manager, you should see this as an opportunity to encourage the employee to utilize EAP services rather than providing advice on how the employee can resolve his or her personal issue.

Formal Management Referral

Formal referrals are initiated by management after consulting with Human Resources to ensure that all internal policies are followed. These referrals take place when the employee's personal issues affect work performance or workplace behavior. A formal referral should be exercised only after careful thought and preparation. After consultation with Human Resources, the manager should contact the EAP prior to meeting with the employee to initiate the referral process.

Please remember that for any type of referral, the toll-free number included on all EAP communication materials should be used.

Did you Know...

Workplace stress is estimated to cost American businesses up to \$300 billion a year.

American Institute of Stress, 2010

Five Steps to Manage Performance Issues

1. Identify performance issues

As a manager, one of your responsibilities is to ensure that employees perform their jobs in a satisfactory manner according to their job specifications. To resolve many performance issues, additional training and coaching is usually sufficient. For employees experiencing stress, medical issues or other personal problems, additional assistance may be needed.

2. Observe behavior

If an employee's performance continues to decline, it may be indicative of personal difficulties. Initial signs that an employee is experiencing such issues may include: outbursts toward customers or co-workers, unexplained or unexcused absences, or poor attention to work details. Upon observing such behavior, meet with the employee. By addressing the situation immediately, there is a better chance of an effective resolution. If the employee shares any personal issues that may be affecting work performance, use the opportunity to suggest a referral to the EAP for assistance. This is an example of an informal referral.

3. Document facts

Good documentation will assist you in providing objective, factual information and will help identify patterns of deteriorating performance. Document only work-related issues, including attendance, conduct and work quality. Avoid personal opinions or third-party information.

4. Prepare to meet with the employee

The focus of the meeting should be on work performance. Work with your Human Resources department to develop an action plan to resolve the performance issues, including the consequences if performance does not improve. Examine all past documentation on the employee and try to evaluate how he or she will react based on past history. Remember that some people will react more forcefully than others. You can contact the EPA for a consultation prior to the meeting. GuidanceResources professional staff can serve as a sounding board, help you evaluate the action plan, offer new ideas and provide support.

5. Take action

During the meeting, be prepared to address your concerns and solutions. Using the six steps listed below, you can develop an outline to aid you during this discussion:

- Clearly describe the work performance issues you have identified.
- Outline behavioral changes, if any, that you have observed.
- Explain why this problem concerns you.
- Inform the employee of the consequences if work performance or conduct does not improve.
- Discuss all available supportive services, including the EAP, and suggest the employee make use of them.
- Express confidence in the employee's improvement and set a date for a follow-up discussion.



Eight Characteristics of Effective Managers and Supervisors

1. They take full responsibility for the productivity of the department and expect their employees to be fully accountable for their part in this productivity.
2. They like people and can communicate well.
3. They don't mind giving criticism of a constructive nature.
4. They give praise freely and when it's earned.
5. They are not intimidated by workers who tell them what they really think.
6. They seek new ideas and use them whenever possible.
7. They respect the knowledge and skill of the people who work for them.
8. They follow up to ensure goals, commitments and standards are being met.

Encouraging a Healthier, Happier Workforce

Your EAP is more than a response to crises. It is a tool to promote a healthier, more productive workforce. As such, promotional materials have been provided to your internal benefits manager, and new materials are added regularly. Be sure that your employees receive these materials and encourage them to use the services they promote. EAP materials, along with the GuidanceResources Online website and GuidanceResources Now mobile site, are designed to encourage health and well-being and to help employees head off any personal issues before they become significant problems. The following materials are examples of what is provided. Talk with your internal benefits manager about what is available to you.

Bifold, Enrollment Flyer and Wallet Card

These materials are designed to welcome your workforce into the Employee Assistance Program, detail its many benefits and explain how to take advantage of those benefits. The customizable materials come with a detachable wallet card so that your employees never need to look farther than their purse or pocket to get help.

HelpSheets, Posters and Flyers

The communications team at ComPsych GuidanceResources regularly produces materials for distribution to your workforce. These topical, vibrant and informative materials focus on the biggest issues today's busy employees face, including work-life balance, wellness and financial and legal issues.

Call ComPsych® GuidanceResources®
anytime for confidential assistance.

Call: XXXXXXXXXX | TDD: 800.697.0353
Go online: guidanceresources.com | Your company Web ID: XXXXXXX

Personal issues, planning for life events or simply managing daily life can affect your work, health and family. ComPsych® GuidanceResources® provides support, resources and information for personal and work-life issues. GuidanceResources is completely operational, confidential and provided at no charge to you and your dependents. This flyer explains how GuidanceResources can help you and your family deal with everyday challenges.

Confidential Counseling
Sessions are 30-45 min.
The no-cost counseling service helps you address stress, relationships and other personal issues you and your family may face. It is staffed by GuidanceConsultants™—highly trained counselors and licensed therapists who will listen to your concerns and quickly refer you to in-person counseling and other resources for:

- Stress, anxiety and depression
- Relationship and marital conflicts
- Problems with children
- Job concerns
- Child and teen
- Substance abuse

Financial Information and Resources
Obtain your free advice.
Speak by phone with our Certified Public Accountants and Certified Financial Planners on a wide range of financial issues, including:

- Getting out of debt
- Retirement planning
- Credit and/or loan problems
- Estate planning
- The questions
- Saving for college

Legal Support and Resources
Expert help when you need it.
Talk to our attorneys by phone. If you require representation, we refer you to a qualified attorney in your area for a free 30-minute consultation with a 25% reduction in customary legal fees thereafter. Call about:

- Divorce and family law
- Real estate transactions
- Child and bankruptcy
- Child and consumer issues
- Landlord/tenant issues
- Contracts

ComPsych® GuidanceResources® Program

Call: XXXXXXXXXX | TDD: 800.697.0353
Online: guidanceresources.com | Web ID: XXXXXXX
Your company Web ID: XXXXXXX

LIFE IS MESSY

Your GuidanceResources program can help straighten it out. Whether it's counseling, legal and financial guidance, or tips on well-being and work-life balance, we're ready to pitch in. Our support, resources and information are free, confidential and available all day, every day for you and your family.

Call: XXXXXXXXXX | TDD: 800.697.0353
Online: guidanceresources.com
App: GuidanceResources® Now
Web ID: XXXXXXX

Work-Life Solutions
Our Work-Life specialists will do the research for you, providing quality referrals and customized resources for:

- Child and elder care
- College planning
- Housing and relocation
- Pre care
- Holding your purchase
- Home repair

GuidanceResources® Online
Knowledge at your fingertips.
GuidanceResources Online is your one stop for expert information on the issues that matter most to you: relationships, work, school, children, wellness, legal, financial, life and more.

- Family articles, help sheets®, seminars, streaming videos and self assessments
- "Ask the Expert" personal response to your questions
- Child care, elder care, housing and financial planner services

Just call or click to access your services.

ARE YOU PLUGGED IN?

- Overcoming relationship and marital conflicts
- Saving to buy a home
- Finding reputable child care

The support, resources and information are free, confidential and available 24 hours a day, 7 days a week.

Call: XXX XXX XXXX | TDD: 800.697.0353
Online: guidanceresources.com | Web ID: XXXXXXX

THE SINGLE SOURCE FOR CONFIDENTIAL SUPPORT, EXPERT INFORMATION AND WELLNESS RESOURCES, WHEN YOU NEED IT THE MOST.

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Additional Communications

Throughout the year, ComPsych GuidanceResources can provide additional materials to help you keep your workforce healthy, happy and up to date. Requested through your account manager, these postcards, home mailers, topical flyers and posters, and others materials can be used to announce upcoming wellness events, tackle issues specific to your office or industry, or simply to keep your employees ahead of the well-being curve.

Online and Mobile Resources

GuidanceResources Online and the mobile app, GuidanceResources Now, put knowledge at your fingertips with expert-reviewed articles on thousands of topics, plus planning tools, calculators, self-assessment questionnaires, multimedia streaming video and audio clips, chat and message boards and more. Search by topic and keyword for instant information on health, wellness, family, career, education, legal and financial subjects. You can even "Ask the Guidance Consultant" for personalized answers to your questions via email.

GuidanceResources® Online

Wellness | Relationships | Work & Education | Finance | Legal | Lifestyle | Home & Auto | Global

USA - English 3

GuidanceResources Online welcomes ComPsych.

ALERT: BREAKING NEWS AND INFORMATION
Wildfire Resources
Washington and Oregon are being affected by wildfires. Get more information and the latest updates here.

ASK A GUIDANCE CONSULTANT
Send a Question
Chat for a Personal
800.697.0353

MY SERVICE REQUESTS
Enter client details to view:

- Certifications
- Provider Contact Information
- Managed Care Claims
- Explanation of Benefits

ONLINE CENTERS
Building
Changing
Identity
View More Centers

WELLNESS
Health Assessment
Online Wellness Programs

FEATURED ARTICLES
August: National Immunization Awareness Month
Childhood immunizations protect the spread of certain contagious diseases. A single injection can drastically reduce the risk of infection.

Additional Services

Critical Incident Stress Management (CISM) Services

A critical incident is an event that impacts the work site, such as a natural disaster, sudden or tragic death of a co-worker, any acts of workplace violence or a workforce reduction. We hope that you never have to deal with any of these situations, but if you do, your GuidanceResources program is available to help. Our 24-hour-a-day Critical Incident Response Unit deals exclusively with these incidents. This specialized team will consult with you about options and assist you in determining the most appropriate plan.

In the event of a critical incident, employees may experience varying responses. If employees display any of the following signs, reassure them that their reactions are normal and encourage them to call the GuidanceResources Program for confidential assistance at any time.

Physical Responses

- Rapid breathing
- Increased heart rate
- Stomach issues
- Sweating or dizzy spells

Behavioral/Emotional Responses

- Crying or emotional outbursts
- Behavioral changes
- Social withdrawal
- Anger, grief, sadness or anxiety

Requesting CISM Services

Requests for service should be routed through your ComPsych 24-hour toll-free line. *Use of any other phone number may result in delayed services.*

Management Consultation

The GuidanceResources program offers managers and supervisors the opportunity to speak with experts regarding substance abuse, workplace violence, organizational changes or any other employee-related situations. If you need information and support when handling such issues, a GuidanceResources staff member can provide a consultation, drawing upon knowledge and experience with workplace regulations, behavioral health issues and HR best practices.

Training and Consulting for Workplace Development

Over 100 workshops on a variety of personal, work-life and professional topics are available through ComPsych GuidanceResources. The workshops can be useful tools for the development of employees and managers. They can be facilitated on site, as e-learning opportunities or as webinars. In addition, we can provide GuidanceResources Program orientations highlighting the confidential and professional nature of the benefit and how employees can best utilize the services.

Note on Services

ComPsych® GuidanceResources provides “Build-to-Suit” programs to our customers. As a result, GuidanceResources programs provide different services depending on what has been requested by your company. Please consult your internal benefits manager about what services are included in your EAP. To inquire about the above mentioned services, or any others provided by ComPsych GuidanceResources, please consult your ComPsych account manager.



Did you Know...

Personal issues cause lost focus in the workplace. 25.4% of employees report their issues impact productivity, with an average 53% impairment.

ComPsych survey data

OSHA's Form 301 Injury and Illness Incident Report

Attention: This form contains information relating to employee health and must be used in a manner that protects the confidentiality of employees to the extent possible while the information is being used for occupational safety and health purposes.



U.S. Department of Labor
Occupational Safety and Health Administration

Form approved OMB no. 1218-0176

This *Injury and Illness Incident Report* is one of the first forms you must fill out when a recordable work-related injury or illness has occurred. Together with the *Log of Work-Related Injuries and Illnesses* and the accompanying *Summary*, these forms help the employer and OSHA develop a picture of the extent and severity of work-related incidents.

Within 7 calendar days after you receive information that a recordable work-related injury or illness has occurred, you must fill out this form or an equivalent. Some state workers' compensation, insurance, or other reports may be acceptable substitutes. To be considered an equivalent form, any substitute must contain all the information asked for on this form.

According to Public Law 91-596 and 29 CFR 1904, OSHA's recordkeeping rule, you must keep this form on file for 5 years following the year to which it pertains.

If you need additional copies of this form, you may photocopy and use as many as you need.

Information about the employee

- 1) Full name _____
- 2) Street _____
City _____ State _____ ZIP _____
- 3) Date of birth ____/____/____
- 4) Date hired ____/____/____
- 5) Male
 Female

Information about the physician or other health care professional

- 6) Name of physician or other health care professional _____

- 7) If treatment was given away from the worksite, where was it given?
Facility _____
Street _____
City _____ State _____ ZIP _____
- 8) Was employee treated in an emergency room?
 Yes
 No
- 9) Was employee hospitalized overnight as an in-patient?
 Yes
 No

Information about the case

- 10) Case number from the Log _____ (Transfer the case number from the Log after you record the case.)
- 11) Date of injury or illness ____/____/____
- 12) Time employee began work _____ AM / PM
- 13) Time of event _____ AM / PM Check if time cannot be determined
- 14) What was the employee doing just before the incident occurred? Describe the activity, as well as the tools, equipment, or material the employee was using. Be specific. Examples: "climbing a ladder while carrying roofing materials"; "spraying chlorine from hand sprayer"; "daily computer key-entry."
- 15) What happened? Tell us how the injury occurred. Examples: "When ladder slipped on wet floor, worker fell 20 feet"; "Worker was sprayed with chlorine when gasket broke during replacement"; "Worker developed soreness in wrist over time."
- 16) What was the injury or illness? Tell us the part of the body that was affected and how it was affected; be more specific than "hurt," "pain," or "sore." Examples: "strained back"; "chemical burn, hand"; "carpal tunnel syndrome."
- 17) What object or substance directly harmed the employee? Examples: "concrete floor"; "chlorine"; "radial arm saw." If this question does not apply to the incident, leave it blank.
- 18) If the employee died, when did death occur? Date of death ____/____/____

Completed by _____

Title _____

Phone (____) _____-____ Date ____/____/____

Public reporting burden for this collection of information is estimated to average 22 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Persons are not required to respond to the collection of information unless it displays a current valid OMB control number. If you have any comments about this estimate or any other aspects of this data collection, including suggestions for reducing this burden, contact: US Department of Labor, OSHA Office of Statistics, Room N-3644, 200 Constitution Avenue, NW, Washington, DC 20210. Do not send the completed forms to this office.