

WHAT'S INSIDE

About the EAP

What to Do

Types of Referrals

For Supervisors

Work/Life Solutions

Employee Assistance Program and Work/Life Solutions Leader's Guide

The purpose of this guide is to assist you in understanding the importance of your role in working with the Employee Assistance Program (EAP) and the Work/Life Solutions program.



At Northrop Grumman, our employees are highly valued and critical to our success. As a result, we strive to provide the best programs to ensure the health, safety and welfare of our employees and their families. Two of these programs are the EAP and Work/Life Solutions. If an employee demonstrates a decline in performance — which may be due to personal problems or work/life challenges — help through the EAP and/or Work/Life Solutions programs is easy to access and immediately available.

If you have questions or if you need help on any aspect of the EAP and/or Work/Life Solutions, you can call Beacon Health Options at **866-683-4401**. This phone number is a dedicated line for Northrop Grumman managers, supervisors, Human Resources (HR), Employee Relations (ER) and Labor Relations (LR) team members.

Beacon Health Options is the provider for Northrop Grumman's EAP and Work/Life Solutions programs.

Online information about the EAP is available through [Benefits & You OnLine](#).



About the EAP

WHAT'S INSIDE

About the EAP

- EAP Policy Statement
- Core Elements of the EAP
- Performance Concerns

What to Do

Types of Referrals

For Supervisors

Work/Life Solutions

EAP Policy Statement

The primary goal of the EAP is to provide employees with the resources necessary to reach their full potential. In support of that goal, Northrop Grumman strongly encourages leaders to refer employees to the EAP if they believe an employee is experiencing personal and/or family problems. It is widely recognized that problems of a personal nature can have an adverse effect on an employee's job performance. It is also understood that early identification and intervention can result in a more expedient and successful outcome for both the employee and the organization. Prompt resolution of personal problems can improve an employee's quality of work, decrease time off and reduce associated medical costs.

Core Elements of the EAP

- **Management Consultation** — The EAP is staffed with licensed counselors prepared to provide immediate consultations to leadership and/or those in HR roles regarding work-related behavioral concerns (e.g., emotional outbursts, reasonable suspicion of alcohol/drug use or signs of depression). Often a consultation among EAP counselor, leaders, HR, etc., can help determine what type of referral, if any, is best for the employee and work group. Leaders must seek the input of their HR professional and the EAP prior to referring an employee. Please contact your LR or HR representative for assistance.
- **Counseling** — The EAP provides each employee and family member with up to eight face-to-face or telephone counseling sessions with a licensed counselor, per problem or issue per benefit year. The EAP offers assistance in dealing with a wide range of behavioral issues such as family/marital, stress, anxiety, depression, coworker conflict, alcohol and/or substance abuse problems.
- **Worksite Training and Assistance** — EAP counselors are available per arrangement through Beacon Health Options to provide onsite workshops, training, and assistance with organizational issues at no extra cost. This should be coordinated through your LR or HR representative.
- **Confidentiality** — All EAP consultations are confidential. No one is told of a call to the EAP, or about any services received, unless authorized in writing by the employee or required by law (e.g., subpoena).
- **Security Clearances** — The Department of Defense (DoD) strongly endorses the practice of seeking professional help to address all health-related concerns, whether mental or physical. The DoD considers it a mark of strength and maturity to seek appropriate health care whenever required. The Office of Defense, SF86 Questionnaire of National Security Positions, states, "Seeking professional care for these (marital, family, grief or veteran) mental health issues should not be perceived to jeopardize an individual's security clearance."

An employee does not need to display substandard performance before you contact the EAP. If you observe several warning signs (refer to [page 3](#)), do not ignore them. Be sure to document your observations and refer the employee to the EAP as soon as possible. The sooner the employee can get help, the more quickly his or her well-being and work performance can be restored.

WHAT'S INSIDE

About the EAP

- EAP Policy Statement
- Core Elements of the EAP
- **Performance Concerns**

What to Do

Types of Referrals

For Supervisors

Work/Life Solutions

Performance Concerns

When an employee is troubled or concerned, his or her behavior often changes. Work patterns may differ and job performance may decline. The sooner a pattern is identified, the sooner an employee's well-being, work/life balance and capabilities can be restored.

If you, as a leader or HR professional, observe several of the following signs (refer to the list below), a serious problem may exist. It is essential that you document (see "What Is Good Documentation" on [page 4](#)) the specific circumstances of these occurrences.

Your observations will provide specific feedback during discussions with the employee, which may lead to an EAP referral. Prior to an EAP referral, it's required that you discuss your observations with your EAP/HR/LR representative.

Following are some of the signs and job performance patterns:

- Absenteeism/tardiness/unauthorized leave
- Excessive use of sick leave, vacation leave used as sick leave or leave without pay
- Monday and Friday absences
- Leaving work early
- More absences from workstation than job allows
- Missed deadlines
- Mistakes due to inattention, poor judgment or lack of attention to detail
- Complaints from coworkers, other employees or customers
- Mood swings that affect workplace performance and/or morale
- Tearful
- Harboring unreasonable resentments or chronic complaints against coworkers or leadership
- Reporting to work looking disheveled and/or confused
- Appearing to be under the influence of alcohol or other drugs (refer to the [Reasonable Suspicion Checklist or C-383A](#))
- Appearance of exhaustion or sleeping while at work
- Frequently agitated, short-tempered and/or prone to outbursts
- Sudden and ongoing isolation from coworkers

WHAT'S INSIDE

About the EAP

What to Do

- What to Do and When
- What Is Good Documentation?

Types of Referrals

For Supervisors

Work/Life Solutions

What to Do and When

Ideally, employees will “self-refer” to the EAP long before their work is affected. You can encourage this by doing the following:

- Discussing the EAP and Work/Life Solutions programs at staff meetings
- Informing new employees about the programs
- Keeping a supply of [EAP and Work/Life Solutions brochures](#) and materials on hand to distribute

Following are steps to take when initiating a discussion with an employee about the EAP:

- **Prepare by observing and documenting the employee's actions**, behavior and all discussions related to those concerns.
- **Advise the employee about the EAP** — describe the program as professional assistance for any personal/medical problem. It is important *not* to diagnose or counsel the employee regarding personal problems. Your area of expertise is job performance — observation, recognition and accurate documentation. Your best tool is early intervention.
- **Work closely with your EAP/HR/LR representative**. Success depends on a solid team effort.
- **Make it clear that your primary concern is helping the employee** improve his or her job performance.

What Is Good Documentation?

Good documentation means that you, as a Northrop Grumman supervisor or manager, keep detailed, accurate notes of your interactions and observations of an employee's performance issues or personal problems. Your notes should include all of the following details:

- Date and time of the incident that raised concerns
- Detailed description of the employee's actions
- Any conversation that occurred between you and the employee
- The outcome of the conversation
- Documentation should not include your personal opinions or conclusions on diagnosis

This documentation is considered strictly confidential and should be stored in a safe and secure location.



Types of Referrals

WHAT'S INSIDE

About the EAP

What to Do

Types of Referrals

• Different Types of EAP Referrals

- Examples of a Conversation
- Fitness-for-Duty Evaluation (FFDE)

For Supervisors

Work/Life Solutions

Different Types of EAP Referrals

The following is a guide to three types of EAP referrals. This referral information can also be found in Northrop Grumman's [USHR 3-62](#) under Corporate Procedure referencing the EAP.

1. Self-Referral

Employees and their eligible family members can always self-refer to the EAP by calling Beacon Health Options 24/7 at **800-982-8161** and requesting EAP services.

2. Formal Referral

A formal referral is given when the supervisor has documented job-related issues accompanied by concerns for the health and/or welfare of the employee (e.g., rapid and sudden weight loss, tearful, abrupt changes in behavior). The formal referral to the EAP is **always** voluntary on behalf of the employee, although strongly recommended by the supervisor/manager. Under this scenario, the supervisor contacts the EAP and consults with the HR/LR representative. If there is an agreement that a formal referral is advisable, the employee is handed the referral in writing with the EAP contact information. Your LR or HR representative, in conjunction with the EAP office, will develop the referral letter and provide it to you. Do not write your own referral letter.

Here are some examples of issues leading to a formal referral:

- Poor attendance or decline in performance related to grief issues
- Apparent exhaustion and/or chronic fatigue
- Extreme agitation or signs of undue stress

When the employee contacts the EAP counselor based on a “formal” referral, he or she will be asked to voluntarily sign a release of information. The signed release allows the counselor to inform the supervisor and/or the HR/LR representative whether or not the employee made contact with the EAP. However, the decision to sign the release of information is strictly voluntary. Finally, if and when the employee meets with an EAP counselor, it will be considered confidential and no one at Northrop Grumman will be informed of what was discussed.

WHAT'S INSIDE

About the EAP

What to Do

Types of Referrals

- **Different Types of EAP Referrals**

- Examples of a Conversation
- Fitness-for-Duty Evaluation (FFDE)

For Supervisors

Work/Life Solutions

3. Mandatory Referral

A mandatory referral is issued when an employee has committed a serious offense in the workplace, and the manager and EAP/HR/LR and legal representative(s) agree that a mandatory referral to the EAP is advised. The goal of the mandatory EAP referral is to provide the employee with assistance to remedy any personal problems that may have contributed to the employee committing the serious offense. The mandatory referral is **not** voluntary, but instead, a condition of continued employment with the Company.

The employee is issued a letter from the manager informing him or her of the mandatory EAP referral. The letter outlines the circumstances leading to the referral, the expectations and conditions of the mandatory referral, and the EAP contact information. A signed release of information is obtained from the employee to permit the EAP provider to communicate with the HR/LR representative regarding the employee's compliance with EAP recommendations. Where applicable, employees who receive a mandatory referral to the EAP will be required to comply with a drug/alcohol test prior to returning to work and randomly on their return to work. The EAP office will develop the referral letter and provide it to you. Do not write your own referral letter.

Here are some examples of an EAP mandatory referral:

- Positive alcohol and/or drug test
- Disruptive or inappropriate behavior (e.g., verbally abusive comments or expressions of intense anger)

Note: Disciplinary action can and often does accompany “mandatory referral” to the EAP.

REASONABLE SUSPICION OF DRUG AND ALCOHOL USE

If the situation you're observing appears to involve the abuse of legal/illegal drugs and/or alcohol, contact HR/LR and/or the EAP for immediate assistance.

The outcome for reasonable suspicion situations can vary widely depending on the circumstances. An employee may be asked to cooperate with a drug or alcohol test, or a decision could be made to call 911. For example, an employee who appears to be under the influence of drugs or alcohol may actually be experiencing a medical problem such as a stroke.

Regardless of the outcome, the EAP is available to assist with support both for the employee and the safety and welfare of the workforce.

WHAT'S INSIDE

About the EAP

What to Do

Types of Referrals

- Different Types of EAP Referrals
- **Examples of a Conversation**
- Fitness-for-Duty Evaluation (FFDE)

For Supervisors

Work/Life Solutions

Examples of a Conversation

When Making a Formal Referral

“Jim, the last time we talked about your attendance problems, you mentioned having serious problems at home. It’s not my job to ask personal questions or give advice, but I have tried to modify your schedule and lightened your workload. However, the performance problems still persist. I don’t know what more I can do alone. Therefore, I’ve consulted with HR and I find it necessary to issue you a Memo of Expectations or Performance Improvement Plan (if these are applicable). I’ve also consulted with a licensed Employee Assistance Program (EAP) counselor, and am requesting you contact the EAP to discuss any personal problems that may be contributing to your poor job performance. This will be a “formal referral” to the EAP. You will be asked to **voluntarily** sign a release of information that will allow the EAP counselor to inform HR/LR of your contact only. Any personal information you discuss with the counselor will remain confidential. We’re taking this action because we care about you, and we want to see you succeed at Northrop Grumman.”

When Making a Mandatory Referral

“Ellen, as you know, I’ve been very concerned about your sudden and recent outbursts. On at least three occasions, you’ve been observed shouting at coworkers, and you also continue to miss deadlines and staff meetings. However, this latest incident in which you became angry with your coworker and actually threw your laptop on the floor cannot be dismissed. In addition to disciplinary action, I’m giving you a mandatory referral to the Employee Assistance Program (EAP). It’s our hope that the assistance you receive will help resolve any personal problems that could be contributing to these performance and behavioral concerns. Your continuing employment is **contingent** upon your meeting with an EAP counselor and following all recommendations, which will be provided to you in a letter. Also, when you meet with the counselor, you’ll be asked to sign a release of information so we can monitor your compliance with this mandatory EAP referral. However, all or your conversations with the counselor will remain confidential. If you fail to satisfactorily complete the EAP recommendations or refuse to cooperate in any way, you will be subject to possible discipline, up to and including termination of your employment. Starting now you are being placed on (paid or unpaid) leave until you contact the EAP”

WHAT'S INSIDE

About the EAP

What to Do

Types of Referrals

- Different Types of EAP Referrals
- Examples of a Conversation
- **Fitness-for-Duty Evaluation (FFDE)**

For Supervisors

Work/Life Solutions

Fitness-for-Duty Evaluation (FFDE)

A fitness-for-duty evaluation (FFDE), as referred to in this guide, is not a typical EAP referral, but instead represents a specialized medical-psychological examination of an employee, and is coordinated through HR/LR and the EAP. The FFDE is conducted in the most serious of mental health situations in which the safety and welfare of the employee and/or the workforce is in question. The process requires the supervisor to provide documentation of concerns to the HR/LR representative, who will then consult with the Northrop Grumman EAP Director. If a decision is made to conduct the FFDE, the employee is removed from his or her job immediately and notified, both verbally and in writing, that his or her continuing employment is contingent on complete cooperation with the FFDE procedure. The cost of the FFDE is paid by the Company; charges are not billed to the employee or to the employee's medical plan carrier. The FFDE examiner provides the evaluation and outcome report to the EAP director. The FFDE does not provide any recommended medical treatment.

Generally, an FFDE may be when the following is present:

- An apparent serious and documented mental/emotional concern or disturbing behavioral pattern
- A threat to the physical safety of self and/or physical safety or emotional comfort of employees, customers, or suppliers, or a threat to the Company's property
- The threat appears to be the result of the mental/emotional behavior of concern (e.g., peculiar thoughts, actions and/or speech)

Threatening behavior that violates company regulations may result in discipline up to and including discharge.



WHAT'S INSIDE

About the EAP

What to Do

Types of Referrals

For Supervisors

- **Summary of Steps When Using the EAP**
- Dos and Don'ts for Supervisors
- EAP Resources for Supervisors

Work/Life Solutions

Summary of Steps When Using the EAP

The following steps are recommended for leaders when coordinating with the EAP and HR/LR on a referral to the EAP:

- **Identify** — Refer to the checklist of “performance concerns” or chronic job performance patterns on [page 3](#) of this guide, which will help you recognize those employees who may benefit most from EAP services.
- **Evaluate** — Ask yourself if you have done everything you can to make it possible for the employee to perform effectively. For example, does the employee understand the assignment and possess the equipment and tools to do the job? Have you been clear explaining your expectations and following up when performance has declined? Do you have documentation?
- **Contact Your HR or LR Representative** — If the situation does not improve despite your best efforts, you should contact your HR/LR representative. He or she is professionally trained to address workplace issues and will guide you through the established procedures to handle these situations.
- **Document Events** — Good documentation is important for several reasons. It assures you of a rational position from which to work with the employee. It protects you and the Company from charges of unfairness, and it often helps the employee by motivating him or her to seek assistance voluntarily. Refer to “What Is Good Documentation” on [page 4](#) for more information about how to document events.
- **Contact the EAP** — If you as a supervisor are ready to make an EAP referral or have any questions regarding a referral, you are encouraged to contact your EAP and speak with a licensed professional. Call the Northrop Grumman designated management and/or HR/LR phone number at: **866-683-4401**.

WHAT'S INSIDE

About the EAP

What to Do

Types of Referrals

For Supervisors

- Summary of Steps When Using the EAP
- **Dos and Don'ts for Supervisors**
- EAP Resources for Supervisors

Work/Life Solutions

Dos and Don'ts for Supervisors

Remember, you are never diagnosing or suggesting that the employee suffers from a medical or mental health condition.

- Do make it clear that your primary concern is helping the employee improve his or her job performance.
- Do point out that the EAP is an employee benefit provided by the Company — there is no charge to the employee or family members, and the EAP meeting(s) is confidential.
- Do assure the employee that pay and promotion are based strictly on job performance, not on medical assessments or treatment issues.
- Do work closely with your HR/LR representative.
- Do remember the EAP is not a substitute for discipline.
- Don't allow the employee to minimize the performance problem. People have a natural tendency to deny or ignore difficulties and convince others that the problem will go away if just “given enough time.” Experience proves that if left unattended, most problems not only become worse, they often spiral out of control.

DIFFERENT PHONE NUMBERS FOR EAP

- If you are a manager or HR/LR representative and need advice or a workplace consultation, call the designated EAP Beacon Health Options line at **866-683-4401**.
- If you are referring an employee to the EAP, the phone number for the **employee** to call is **800-982-8161**.



WHAT'S INSIDE

About the EAP

What to Do

Types of Referrals

For Supervisors

- Summary of Steps When Using the EAP
- Dos and Don'ts for Supervisors
- **EAP Resources for Supervisors**

Work/Life Solutions

EAP Resources for Supervisors

| Resource | Description | Contact Information |
|---|---|--|
| EAP Dedicated (Beacon Health Options) Line for Management and/or Human Resources (HR) and Labor Relations (LR) | Toll-free phone number specifically for supervisors, managers and HR/LR representatives to contact the EAP for advice and workplace consultations | 866-683-4401 Online information about the EAP is available through Benefits & You OnLine . |
| EAP and Work/Life Solutions for Employee Referrals | Toll-free phone number for Northrop Grumman employees and their families to call for counseling services and resources for day-to-day needs. This phone number is available 24 hours a day/7 days a week. | 800-982-8161 Employees can also access the EAP Work/Life page on Benefits & You OnLine . |
| Northrop Grumman Corporate EAP | Contact the EAP at EAP@ngc.com for information and guidance regarding Northrop Grumman EAP policies and procedures. | Click here to contact Northrop Grumman EAP team members. |
| On-site EAP Counselors | On-site licensed and professional EAP counselors are located at designated Northrop Grumman sites. | To find out if an EAP professional is available at your site, contact your HR/LR representative or call Beacon Health Options at 866-683-4401 . |
| Guidance for Represented Employees | Supervisors of represented employees should review the applicable bargaining agreement provisions covering referrals to the EAP. | Consult with your local LR representative. |
| Online Resources and Tools for EAP and Work/Life Solutions | Informational articles, resources, self-assessment tools, audio clips and videos provided by Achieve Solutions | http://benefits.northropgrumman.com or https://www.achievesolutions.net/ngc |

WHAT'S INSIDE

About the EAP

What to Do

Types of Referrals

For Supervisors

Work/Life Solutions

• **What Is Work/Life Solutions?**

• **How Work/Life Solutions Works**

• Work/Life Solutions Testimonial

• Work/Life Solutions Example

What Is Work/Life Solutions?

Work/Life Solutions is an added benefit to your Employee Assistance Program (EAP). Work/Life Solutions has been designed to help employees and their family members manage the demands of day-to-day tasks and problem solving. For example, if an employee is distracted from work due to relocating the family or caring for a loved one, Work/Life Solutions can help by identifying the most appropriate resources available. Whether it is child care, adult care services or providing resources for financial/legal issues, Work/Life professionals can save employees time and energy. Like all services associated with the EAP, Work/Life Solutions provides confidential support at no cost to employees and/or family members.

How Work/Life Solutions Works

You can request resources for all types of day-to-day needs — from finding local household contractors to locating educational opportunities across the country.

It's very simple to access — employees and/or their family members can contact Work/Life Solutions at the same toll-free phone number as the EAP — **800-982-8161**. It doesn't matter what Northrop Grumman benefit you have or don't have, and there's no need to register. Also, employees and/or family members don't have to determine ahead of time whether they want EAP or Work/Life Solutions services — their call to the 800-number will get them directed to the appropriate resources.

Areas of focus:

- Child care/elder care
- Home repairs
- Legal/financial services
- Help for new parents
- Adoption agencies/support
- Financing college
- Debt consolidation
- Moving and relocation services
- Resolving conflicts
- Adjustment to retirement
- Caregiver support



WHAT'S INSIDE

About the EAP

What to Do

Types of Referrals

For Supervisors

Work/Life Solutions

- What Is Work/Life Solutions?
- How Work/Life Solutions Works
- **Work/Life Solutions Testimonial**
- **Work/Life Solutions Example**

Work/Life Solutions Testimonial

“Dear Samantha,

I got the information I requested. It helped ease a lot of stress I had regarding the care and support for my elderly mother, especially because she lives alone in another state. At first I wasn't sure what type of real help to expect from the Work/Life program. However, I was quite impressed when I made the call and you answered. Your patience in listening and willingness to help, along with the professional information you provided, were absolutely heaven-sent.”

– Northrop Grumman employee

Work/Life Solutions Example

A Northrop Grumman employee contacted Work/Life Solutions to assist him in moving his antique Chevy “Model A” car from California to Virginia. He explained he was having difficulty finding a company that could transport an antique car — especially across such a great distance. He had previously contacted several moving companies but none of them had the special equipment required to transport an antique car safely across the country. The Work/Life Solutions specialist provided him with options to consider, including referrals to auto transporters specializing in shipping antique cars and materials about classic car care and transport options.

This guide contains information regarding the Employee Assistance Program (EAP), which is part of the Northrop Grumman Health Plan. This guide is not a summary plan description for the Employee Assistance Program (EAP). Complete details about the Employee Assistance Program (EAP) are contained in the summary plan description for the Northrop Grumman Health Plan and in the EAP link at Benefits & You OnLine. If there is a discrepancy between the information provided in this guide or the websites and the provisions of the summary plan description or plan document, the summary plan description and plan document will govern. Northrop Grumman reserves the right in its sole discretion to terminate, suspend, withdraw, amend or modify the Program at any time and for any reason.