

## Managed Referrals

The majority of callers to the CiC Confidential Care Adviceline choose to make contact themselves when they face a particular challenge. From time to time, however, a manager may feel that an employee needs outside help and decides to suggest they get in touch with us. This is known as a managed referral.

There are basically three different types:

**Informal referrals.** In these cases, the manager simply suggests to the employee that they contact CiC, perhaps by giving them our freephone number or one of our leaflets or by pointing them towards our online wellbeing resource, Well Online. Feedback from the employee is normally not requested in these cases.

**Formal referrals.** The manager requires the employee to obtain support as part of an absence or performance management process. The manager may receive feedback on the kind of support recommended, but the details of the employee's personal issues remain confidential. Whatever the recommendations of the initial assessment, counselling is always voluntary.

**Mandatory referrals.** These occur when an organisation requires employees to have counselling as part of its duty of care. They may follow a traumatic incident or apply to employees whose work puts them repeatedly in stressful or distressing situations. They are always pre-arranged with the employee's knowledge and consent and reporting is agreed by both employee and manager.

A managed referral always requires care, sensitivity and courage. The Managerial Adviceline is available to all managers who would like to talk over the whole process, from identifying the problem and making contact with the employee, to working out and implementing a care plan, to establishing protocols for case management and feedback.

## About CiC

CiC was founded in 1988 and currently delivers a range of bespoke support services to more than 350,000 employees around the world.

CiC offers cutting-edge Employee Assistance Programmes (EAPs), which revolve around both the **Managerial Adviceline** and the 24-hour **Confidential Care Adviceline**. CiC also delivers expert trauma and crisis management services for organisations coping with the aftermath of critical incidents.

CiC implements powerful and effective workplace mediation processes, along with unparalleled consultancy services on issues such as business continuity, organisational dynamics and human due diligence. We also help individuals and teams reach their full potential with a comprehensive suite of coaching and training programmes.

CiC draws on a global network of carefully vetted coaches, trainers, counsellors and psychotherapists, occupational health consultants, financial and legal experts, lifestyle and wellbeing specialists, and medical and psychiatric practitioners.

If you would like to find out more,  
give us a call on 0800 085 3805.

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# Managerial Adviceline



Expert telephone support  
for managers and supervisors





## The challenges

CiC's Managerial Adviceline is a specialist resource for anyone in any kind of managerial or supervisory role, and runs alongside our Confidential Care Adviceline, which is for all employees of our client organisations.

Faced with the needs of employees on the one hand and the demands of senior executives on the other, managers can often feel squeezed between opposing and often contradictory pressures.

At certain times, managers may have to deal with employees who are experiencing personal difficulties that affect their work. At others, they may be called upon to implement policies and strategies that are unpopular with staff. Whatever situation they face, they always have to cope with organisational pressure to deliver results.

Managers can often feel that they have nowhere to turn when they themselves need support. It can be a lonely business.

## How it works

CiC's Adviceline consultants are trained and qualified counsellors and psychotherapists, all of whom are highly experienced in dealing with the emotional, psychological and practical challenges of both personal and organisational life.

When it comes to managerial issues, our consultants are skilled in helping callers identify key issues and explore creative solutions. Managers have to face difficult situations every day, but the immediate dilemma can often mask a deeper underlying difficulty. Some workplace challenges develop over time, others manifest themselves in sudden crisis.

Often, those who use the consultancy line have an idea in their own mind of what they want to do about a certain situation, but are seeking reassurance that their plan is appropriate. This is particularly useful when managers do not have the experience needed for a complicated issue, such as helping a member of staff cope with bereavement.

Our consultants will never tell a caller what they think they should do. They also do not advise on workplace policies or procedures, which are issues for the caller's Human Resources department. Instead, they provide a facilitative and supportive space within which managers can think creatively about the challenges they face and the best way forward. The telephone provides an accessible means to an immediate resource.

## A wide-ranging resource

Feedback from management briefings and from our clinical team confirms that managers find the service a very useful additional support. Managers and Human Resources professionals sometimes want to rehearse a conversation, talk through how their own issues are impinging on a work problem or voice concern about their ability to manage a difficulty.

Scenarios that we deal with include:

- Delivering performance reviews
- Making staff redundant
- Handling critical incidents
- Resolving workplace conflict
- Time management
- Balancing work and home life
- Devising realistic self-care strategies
- Breaking bad news
- Dealing with employee addiction
- Coping with bereaved staff

