

THE *Front-line Supervisor*

Presented by *dor and associates, inc.*

Helping you to manage your company's most valuable resource -- your employees.

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CASE 1.

➤ **Q. We had a company party during the holiday season that included some highly disruptive behavior from three employees. The party was not on company time, nor was it on company property. Can I refer the employees to the EAP?**

A. Your organization is responsible for the party and its outcome, so it is a business affair, not an event without workplace implications. A corrective response is therefore appropriate and so is a supervisory referral to **dor and associates, inc.** The same guidance would apply to an off-site trade show or business conference. These events are different from social events sponsored by private persons, such as an employee's wedding reception or holiday party at someone's home. Of course, the most important intervention to reduce acute problems at business parties is to control the use of alcohol or eliminate it entirely. Consider communicating the type of behavior expected at company functions. Some employees may need to hear it. It is unlikely that such a message will dampen employees' spirits at the party or social function. If you would like additional consultation around this issue, please feel free to contact **dor and associates, inc.**

CASE 2.

➤ **Q. I strongly suggested my employee use the EAP in regard to his ongoing performance problems. As far as I know, he didn't go. I considered that discussion a supervisory referral, but looking back, I'm not sure he took it that way. Could I have been more direct?**

A. Not being formal and direct when making a supervisory referral is a common misstep in the referral process. This contributes to employees not perceiving the seriousness of a recommendation by the supervisor to use the EAP. A supervisory referral is an official act supported by your organization's EAP policy. Suggesting that your employee consider using the EAP because of performance problems is not the same as clearly stating that you are making a formal supervisory referral for performance problems. The second approach is more direct and creates a greater sense of urgency that can motivate the employee more effectively. Concern about the employee's negative reaction to an EAP referral often underlies a supervisor's tendency to be less than direct when making a supervisory referral. Consultation with a **dor and associates, inc.** counselor prior to making a formal supervisory referral can help you clarify your expectations, what you would like to accomplish and how you might go about achieving those results.

dor and associates, inc.

Employee Assistance Services

1-800-367-3271 * (612) 332-4805

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