

# THE *Front-line Supervisor*

Presented by **DOR**

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

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## **CASE 1. Should I make a referral?**

➤ **Q. My employee says she had distracting personal problems that causes her to be irritable to front office customers. I was about to make a supervisor referral when she shared this information and said she had an appointment with the EAP. Should I hold off or make the referral?**

**A.** Your decision should be based on how important it is to your organization that your employee improves her attitude. Although you could wait, the stronger argument is to make the supervisory referral now. Your employee says she has an appointment, but you cannot confirm when, if she will keep it, or if she will tell the EAP about her performance problems. The EAP needs to know about the performance problems you have observed to make a correct assessment of her personal problems. If you do not make a supervisor referral, will you take disciplinary action if your employee demonstrates inappropriate behavior again? Or will you make a supervisor referral as originally planned, giving her another chance? These issues suggest that a supervisor referral is a proactive to helping your employee improve her performance and it should wait.

## **CASE 2. Can I still make a referral?**

➤ **Q. How long after a corrective interview can I make a referral of an employee to the EAP? I forgot to mention the EAP when I met with my employee recently. It has now been about two weeks since the meeting.**

**A.** If you are making a supervisor referral to the EAP, it should occur during the corrective interview with your employee. However, there is no reason why you cannot incorporate the EAP in the management of your employee's performance issues now. If performance problems are no longer evident, you may wish to remind the employee about the EAP's services and strongly encourage attendance. If performance problems still exist, a more formal approach to making the supervisor referral is the way to go. Since the urgency of the original corrective interview has passed, you can expect that the employee will be less likely to follow through with your recommendation to participate in the EAP. Still, your employee deserves to know about opportunities available to help improve performance. Presumably you have taken steps to follow up with your employee to discuss improvements in performance. This is also a good time to remind your employee about the EAP.

## **DOR**

Employee Assistance Program  
1-800-367-3271 \* (612) 332-4805  
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