

THE *Front-line Supervisor*

Presented by dor and associates, inc.

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

September 2002

CASE 1

➤ **Q. We referred an employee to the EAP rather than dismissing her for attendance problems. She went, but the EAP Counselor had no recommendations. We are upset because she once again avoided consequences. Should the EAP have recommended something? How should we react?**

A. Your employee's attendance problem may not be a symptom of a larger, treatable problem, or she may have resolved her problem before the EAP appointment. Regardless, your goal in making a supervisor referral was eliminating or reducing your employee's attendance problem, not getting her into treatment. So you made wise use of the EAP. You made progress because you can now anticipate improved attendance. Even though the EAP made no recommendations, your employee is still responsible for the changes you expect. If attendance does not improve, you could reconsider an administrative response that you believe is appropriate. Until now, you may have experienced significant frustration in fruitlessly warning your employee. The present intervention does not have to be a repeat experience. For assistance in scripting out your discussion with the employee, simply call the counseling team at **dor and associates, inc.** This is a turning point with the promise of certain change that is within your control.

CASE 2

➤ **Q. I am making a supervisor referral of my employee to the EAP for performance problems. A rumor exists that he has a drinking problem. I have nothing to support such concerns. Should I mention this rumor to the EA professional?**

A. You should inform the EA professional that a rumor exists about an alcohol problem, but that you have no performance observations to support it. Remember, however, rumors have no place in your documentation or corrective interview when you make the supervisor referral. It is outside of the scope of the supervisory role to make any type of diagnosis. The EA professional will interview your employee about the performance issues to determine whether a personal problem exists. Such an interview routinely considers the possibility of an alcohol or other drug problem. The EA professional will not confront your employee with the rumor, but like any diagnostician, may consider more closely whether the employee suffers from the symptoms of alcoholism. Frequently, such rumors are without merit, but sharing what you have heard is appropriate and can be helpful.

dor and associates, inc.

Employee Assistance Services

1-800-367-3271

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