

THE *Front-line Supervisor*

Presented by **DOR**

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

September 2006

CASE 1 Can we speed up the process?

➤ **Q. I know that I should be patient while my employee is in the EAP. But each day that his performance suffers makes the rest of our jobs much harder. Is there any way to “rush” the process to get faster results?**

A. Some employees make great strides after just one or two meetings with an EA professional, while others progress incrementally over time. Each situation is different. There's no way that you can speed the process. However, it is important to know that a referral to the EAP does not obligate you to wait for performance to improve. If this were the case, not many supervisors would support EAPs. If your employee cannot perform elements of his or her job satisfactorily because of health or mental health reasons, it is incumbent upon the employee to request adjustments or accommodations. Show interest in the employee's situation, and offer your support and encouragement along the way. Ask the employee to open up about his or her challenges on the job. Present yourself as a supervisor who wants to clear away obstacles so that the individual has the tools and confidence to make greater contribution.

CASE 2 Should I just ignore it?

➤ **Q. I'm sympathetic to a worker with personal problems that are affecting her performance. She doesn't want to go to the EAP because she says she's “had it with therapy.” I know I can't force her to go. Isn't it better to respect her wishes?**

A. It is appropriate to tell your employee that the EAP is not the same as psychotherapy. From your perspective, it is her performance that concerns you. Be clear about this when making any supervisor referral. Some employees who visit EAPs are referred to psychotherapy. Your employee may be resistant to working with the EAP if she knows personal issues will be identified that she does not want to address. You can't control what she ultimately decides to do. The DOR counselor will work with her to develop action steps and strategies. After your referral, your employee may continue to deal with the situation on her own and avoid the EAP. It will then be necessary to consider how to respond to her increasing performance problems. If you wish to make a supervisory referral, simply call 800-367-3271 and ask to speak with one of our management consultants.

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