

THE *Front-line Supervisor*

Presented by **DOR**

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

October 2003

CASE 1. EAP as partner during difficult times

➤ **Q. Our organization has faced many recent job cuts and morale has been adversely affected. Despite my attempts as a supervisor to boost morale, I have not seen much improvement. How can the EAP help?**

A. Although the morale of your workgroup has not improved, the EAP can still be a partner in helping employees recapture a sense of purpose in their jobs and confidence in the future of the organization. Some employees suffer more than others do from low morale. Making a supervisory referral to DOR when productivity, enthusiasm, confidence and loyalty to the work organization are problematic can help employees cope with underlying stress and anxiety. In some cases, the EAP may help employees clarify their career goals. The ability of the EAP to penetrate all levels of the organization makes it an extremely helpful workplace resource. DOR can also provide insight to management and help the organization determine how it can gather information about morale problems and formulate interventions that match the unique culture of the organization.

CASE 2. Making a supervisory referral

➤ **Q. My employee is manipulative. My concern is that if I make a supervisory referral to EAP, my employee will put the focus on me and have the counselor believing that I am the problem, not her. How can I ensure the does not happen?**

A. Make arrangements with the EAP before referring your employee. Use the Supervisor's Evaluation Form and attach documentation if necessary. Speaking with the intake team prior to the referral is the first step. This pre-referral work takes very little time and goes a long way toward ensuring your employee will be helped. It also helps prevent manipulation in the EAP interview. If the situation seems particularly difficult, we may ask that you come in for supervisor coaching to develop an action plan for supervising this employee. It is not unusual for employees to blame their job performance problems on the supervisor, but this typically does not interfere with the counselor's ability to identify key issues and personal problems of a troubled employee.

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

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