

THE *Front-line Supervisor*

Presented by *dor and associates, inc.*

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

December 2000

CASE 1.

➤ **Q. We had an employee who tested positive for marijuana after a reasonable-suspicion drug test. The company gave him the option of following the EAP's recommendations or being terminated. Isn't this forcing the employee to go to the EAP?**

A. Within the scope of EAP theory and practice, your employee was not forced to visit the EAP. Being forced constitutes an involuntary process. Your employee was given the option of attending the EAP and participating in its recommendations, or accepting the consequences of violating the organization's drug policy. This is called performance-based intervention. In effect, the organization is asking the employee if he would like to be accommodated for a potential health problem by visiting the EAP, or be terminated for violating the policy. Some organization even present such an offer using this language. If an employee says there is nothing to accommodate, the employee is discharged. Obviously, the majority of employees explore their problem further rather than face termination. The success of EAPs is rooted in this approach. Within large organizations, there are typically many productive employees who are success stories of performance-based intervention.

CASE 2.

➤ **Q. My employee was injured severely a few weeks ago at work. She is still out, and fellow employees say she is depressed. Can the EAP play a role in this matter? And, based upon what other workers say, can I refer the employee to the EAP?**

A. Although your employee could be depressed, it would not be appropriate to make a supervisor referral to the EAP based upon the reports of coworkers. Reminding your injured employee about the availability of the EAP, however, would be a good idea. The effect of severe injury on workers, and the disruption it can cause, are sufficient reasons to justify such a call. This might prompt a self-referral. Generally employees who have been injured at work appreciate calls and signs of support from coworkers and the organization. Injured employees who do not receive such contact often cite lack of support as a major complaint. EAP counseling, although valuable in these situations, isn't the only assistance **dor and associates, inc** can provide. We can provide a helpful bridge of support during a convalescence period by identifying community services to help the employee such as meal services, home health care, companionship services, transportation and more.

dor and associates, inc.

Employee Assistance Services

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

Information contained in *The Frontline Supervisor* is for general information purposes only and is not intended to provide specific guidance for any particular supervisor concern. For specific guidance on handling individual employee problems, consult with **dor and associates, inc.** © Copyright 2000 by *The Frontline Supervisor*.