

M A T R I X

Do's And Don'ts For The Supervisor

DO:

- Point out that the program makes help possible and available.
- Make it clear that the company is concerned primarily with a safe workplace and work standards.
- Encourage the employee to explain why work standards, behavior, and/or attendance are deteriorating.
- Explain that the employee must decide to seek assistance.
- Follow up to see if the person accepted help.

DON'T:

- Apologize for confronting the person—it's your job.
- Diagnose.
- Moralize—restrict comments to work standards.
- Cover up for the person—this may lead to serious delay in receiving help.
- Be put off by the assertion that the person is already getting help.
- Be misled by sympathy-evoking tactics.
- Discuss the person's situation with anyone except representatives of the Matrix Employee Assistance Program.

Supervisor Training

We strongly encourage all supervisors to take advantage of the Supervisor Training available on our website, www.matrixpsych.com. It is important that you complete this training module for a number of reasons:

- It will make you more comfortable with the process of constructively confronting a troubled employee.
- It will help you identify situations where a referral is appropriate.
- It demonstrates the difference between a formal referral to the EAP, where the employee signs an authorization for the psychologist to communicate with the manager/Human Resources, and a more casual referral, where you might want to suggest the EAP but do not need to have any feedback.

To access Supervisor Training:

- Go to our website homepage at <https://www.matrixpsych.com>
- Click on "EAP Employers" under "Services"
- Click on "Supervisor Training" under For Employers
- Select "Login to Enroll" to create your own unique username and password

FOR MORE INFO, CHECK OUT WWW.MATRIXPSYCH.COM

THE SUPERVISOR'S ROLE

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614-475-9500 or 800-886-1171

The contents of this brochure were provided to Matrix by the Ohio Industrial Commission.

The Supervisor's Role

614-475-9500 or 800-886-1171

You are the key to success in the Employee Assistance Program because you are in a position to maintain a safe work environment and accurately judge a person's ability to perform safely and efficiently. A person who is not meeting the minimal requirements of a job, whose work standard has dropped noticeably, or whose actions are unpredictable and unsafe, may be experiencing personal distress. If normal supervisory procedures do not help, you should refer the person to the Employee Assistance Program.

Steps To Follow

- Observe and document declining safety and work standards.
- Refer the person to the Matrix Employee Assistance Program and encourage his/her participation.

What To Observe

The following outline can be useful to you in identifying and documenting an individual's work standard:

1. Safety & Health.
 - a. Attitude and response to safe working procedures and rules.
 - b. Accidents on the job.
 - c. Frequent trips to nurse's office.
 - d. Accidents off the job, which affect work standards.

2. Absenteeism—the patterns for absenteeism vary from person to person, whether the problem is stress, alcoholism, drug abuse, emotional, marital or financial. The following are some general patterns. Any excess or increase in absenteeism should be noted.

- a. Unauthorized leave.
- b. Excessive sick leave.
- c. Monday absences, Friday absences, or Friday and Monday absences.
- d. Repeated absences of 2-4 days.
- e. Repeated absences of 1-2 weeks (5-10 days).
- f. Excessive tardiness, especially on Monday mornings or returning from lunch.
- g. Leaving work early.
- h. Peculiar and increasingly improbable excuses for absences.
- i. Higher absenteeism rate than other persons for colds, flu, gastritis and other illnesses.
- j. Frequent unscheduled short-term absences.

3. "On-the-job" absenteeism.
 - a. Continued absences from work station—more than the job requires
 - b. Frequent trips to water fountain or bathroom.
 - c. Long coffee breaks.
 - d. Physical illness on the job.

4. Difficulty in concentration.
 - a. Work requires greater effort.
 - b. Job takes more time.

5. Confusion.
 - a. Difficulty in recalling instructions and details.
 - b. Increasing difficulty in handling complex assignments.
 - c. Difficulty in recalling personal mistakes.
6. Spasmodic work patterns—alternate periods of very high and very low work standards.
7. Resistance to change—may present a threat because their control of present job allows them to hide low work standards.
8. Coming to or returning to work in an obviously abnormal condition.
9. Generally lowered job efficiency.
 - a. Misses deadlines.
 - b. Uses poor judgment.
 - c. Wastes material.
 - d. Makes bad decisions.
 - e. Receives complaints from the public.
 - f. Offers improbably excuses for poor work standards.
 - g. Is inattentive, which results in mistakes.
10. Friction in employee relationships:
 - a. Overreacts to real or imagined criticism.
 - b. Experiences extremes in morale.
 - c. Borrows money from co-workers.
 - d. Causes complaints from co-workers.
 - e. Harbors unreasonable resentments.
 - f. Begins to avoid co-workers and friends.

The Supervisor's Role

REMEMBER> every individual may exhibit some of these problems occasionally. It is a pattern of problems over a period of time (several weeks or months) that you should note and document. All of these work-related problems may affect the health and safety of not only the troubled person but those around him/her as well.

How To Motivate

- Confront the person with documented material that reflects their declining work standards and safe working practices.
- Follow normal disciplinary procedures.
- Remain objective.
- Offer time frame for improvement.
- Explain the advantage of the Employee Assistance Program.
- Offer to make appointment with the EAP coordinator/contact person.
- Stress the confidentiality of the EAP.

How To Follow-up

- When the situation warrants, help reintegrate the employee into the work force.
- Continue to monitor the employee's work standards.