



## Learning Series

# THE ROLE OF THE SUPERVISOR

TRAINING FOR:  Employers    Supervisors    Employees

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## **TOPIC: The Role of the Supervisor**

### **The Role of the Supervisor**

Supervisors work closely with project managers and other management representatives to prioritize goals and then verbalize these assignments to their personnel who place them in motion.

Knowledgeable supervisors not only have the ability to verbalize projects and outcomes to their personnel, but to select those personnel who are best suited for specific tasks.

More often than not, supervisors are hired as the result of their technical, material and procedural knowledge and not their management or social skills.

Successful supervisors are aware of the capabilities and history of each individual who work for them.

Employee Assistance Programs provide the training, insight and support to develop these skills that are important to their personnel.

When trained, supervisors possess a new confidence, ability and understanding of their personnel and the support that Employee Assistance Programs provide.

This training also prepares supervisors to be consistently fair and constructive which supports solid job performance standards.

Trained and informed supervisors know that if these standards are not maintained, they now have the ability to refer their personnel to the Employee Assistance Program may result.

Company personnel are also able to act and self refer. If a professional or personal issue is standing in the way of production.

Supervisors will also be able to apply their newly achieved ability to identify, document, confront and then refer their troubled or difficult personnel to the EAP.

The supervisor should be aware that denial is often used by an employee to convince others that a problem doesn't exist.

A knowledgeable and supportive supervisor understands that only their personnel can solve their own problem.

At the same time the supervisor should remain observant and alert to the changes and behavior patterns of personnel under his or her supervision.

Failure of the employee to respond to disciplinary procedures indicates that he or she is a troubled employee deserving of a referral to the Employee Assistance Program.



### **Supervisors should not:**

- Become a counselor
- Find out what is bothering their personnel
- Terminate an employee without referring personnel to the Employee Assistance Program

### Supervisors should always:

- ✓ Encourage their personnel
- ✓ Remain calm even in the face of out bursts or relapse
- ✓ Monitor their personnel's treatment schedule and recommendations
- ✓ Look for improvement during treatment and help
- ✓ Work closely with their Employee Assistance Program provider.

Remember that with help, treatment and support, most personnel will become even more productive and valuable than before their current issues.