



## Learning Series

# SUPERVISORY TRAINING

TRAINING FOR:  Employers    Supervisors    Employees

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## TOPIC: **Supervisory Training**

### **Introduction**

Today supervisors need to be aware of the many concerns that personnel bring to the work place. Simply being fluent with product knowledge and company procedures are not enough. With the cost of replacing personnel at an all time high, supervisors need to understand how to work with troubled, addicted, or distracted personnel, to be supportive and avoid termination. Employee Assistance Programs (EAP) provides the support that both supervisors and employees need to solve any professional or personal issue.

### **Why should we be concerned with troubled personnel?**

- ❑ The biggest investment you will ever make is in your personnel
- ❑ Losing personnel to turnover is a huge expense of lost knowledge, experience, and training
- ❑ Family health care costs are four times higher for addicted and troubled personnel
- ❑ There is an increase in addictions to alcohol, drugs, or gambling
- ❑ Addicted and troubled personnel are more likely to steal, use, and deal drugs
- ❑ Employees with substance abuse are only 67% productive
- ❑ Substance abuse alone costs American Business \$60-\$170 billion dollars annually
- ❑ These troubled personnel can also be distracted by mental health concerns
- ❑ Mental health concerns are often tied to worksite stress, or personal issues
- ❑ Workers compensation claims are also higher amongst these troubled personnel
- ❑ Worksite accidents are most likely related to personnel with these issues

### **How can the EAP support supervisors and their troubled personnel?**

- ❑ The EAP provides supervisors with training, new insights, options, and skills
- ❑ Training and understanding replace frustration, inconsistencies, terminations
- ❑ Supervisors learn to observe, document, confront, and refer to the EAP concerning:
  - On and off site absenteeism
  - Taking criticism personally
  - Problems with interpersonal relationships
  - Difficulty remembering directions
  - Snappish attitude and irritability
  - Decreased attention span
  - Tardiness
  - Problem Denial
  - Borrowing money
  - Threat of violence



- ❑ With training and proper documentation the supervisor and the EAP will then confront these personnel by:
  - Communicating performance issues
  - Setting expectations and measurements for improvement
  - Establish deadlines and consequences if those objectives are not met
  - Confronting the issue and recognizing when additional help is needed

Properly trained and prepared supervisors will be more successful in motivating personnel toward excellence.

### **America's Problem with Drug and Alcohol Abuse in the Workplace**

- ❑ Workers compensation accidents happen three to four times as frequently with the addictive employee
- ❑ Addicted employees not only endanger themselves, but others as well
- ❑ Addicted employees may be dealing drugs to other employees in the work place
- ❑ Substance abuse increases resentment and decline in morale in the workforce

### **What a company should do**

- ❑ Establish a clearly written policy that explains the company's position concerning drug and alcohol abuse that applies to everyone equally
- ❑ Educate your employees, explain why they shouldn't use drugs and the effects of drugs on the body
- ❑ Train your employees to deal with the problem properly
- ❑ Provide professional treatment

### **What a supervisor should do**

**Step 1-** Identify the Problem

**Step 2-** Document the Problem

**Step 3-** Confront the Problem

**Step 4-** Refer the individual(s) to the EAP provider



## **Identify the Problem- Recognize Signs of Drug and Alcohol Abuse**

- Tardiness
- Absenteeism
- Absenteeism on the job
- Problems with interpersonal relationships
- Borrowing money from co-workers
- Increased irritability
- Decreased attention span
- Takes criticism personally
- Snappish attitude
- Difficulty remembering things such as instructions
- Denial of a Problem

## **Work Through Stages You May Experience**

- Denial
- Anger
- Resentment
- Guilt
- Rejection
- Acceptance

## **Document and Confront the Problem**

- Document specific problems with the employee's job performance and be objective
- Tell employees that their performance has declined
- Handle denial with specific examples
- Tell the employee specifically what must be accomplished
- Establish a deadline for improvement
- State consequences if those objectives are not met
- Offer to help