

# Follow-up Tips for Supervisors



- 1** Follow up begins before your referral of the employee to the EAP. Inform the EAP that a referral is pending or use a supervisor referral form if one is provided. Understand what information the EAP will provide with a signed release.
- 2** After an EAP referral, let the employee know what performance changes you expect. Understand how you will measure or quantify these changes later.
- 3** If your employee does not follow through with the EAP's recommendations, will you know it? Ask the EAP how it will communicate with you.
- 4** Give employees positive feedback when they are performing well or their job performance has improved following an EAP referral. This reinforces success and improves your relationship with the employee.
- 5** Respond quickly and early after an EAP referral if you see the return of performance problems or problematic patterns of behavior. Ask your employee why performance issues have returned. Avoid discussion of personal problems. Refer back to the EAP.
- 6** Call the EAP to report the return of performance problems. Ask that the release remain valid and get agreement on when the EAP will follow up and give you appropriate feedback about participation in its recommendations.
- 7** EAPs call managers and supervisors (with the employee's permission) to provide limited information on attendance and cooperation with the EAP recommendations. However, if this call doesn't come, call the EAP. (This assumes the employee has signed a release.) If the EAP promised to contact you, and you hear nothing, follow-up with a call. Don't sit and wonder.
- 8** Do not demonstrate a pattern of making promises of disciplinary action only to decide later not to act on such promises. This causes employees to get worse and reinforces their denial.
- 9** Schedule regular meetings with your employee after referral to the EAP to talk about performance. This type of follow-up by the supervisor is associated with improved motivation to follow-through with the EAP's recommendations, especially for the treatment of psychiatric disorders and addictive disease. Don't make a referral and then forget about it.
- 10** Relapse is a tremor. It doesn't mean the "big one" is back. Most successful recovering persons with long-term sobriety have experienced relapses on the road to recovery. Assume that employees who relapse are struggling with their recovery program, not abandoning their goal of sobriety entirely. Don't become angry and emotional over relapse. Base your response on existing performance issues, essential duties, drug and alcohol testing rules, agreements with your employee about no future problems, and other performance issues.

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