



DRUG-FREE WORKPLACE ADVISOR

AN ONGOING SERIES TO PROTECT YOUR COMPANY BY HELPING TO KEEP DRUGS OUT OF YOUR WORKPLACE.

Intervention Techniques for Problem Employees

Note: This is Part II of a multi-part series. The next Drug-Free Workplace Advisor deals with "Recognizing Addiction, and maintaining confidentiality."

Intervention

When an employee's performance deteriorates for whatever reason, his/her supervisor has an obligation to intervene. The supervisor does not need to be an expert on alcohol and drug abuse to do so because the intervention



should be focused on the employee's performance problem.

The following principles of intervention may be followed by supervisors who need to confront a staff member about a perform-

The Drug-Free Workplace Advisor

is a resource of American Drug Testing, the Lowcountry's premier drug-free workplace administrator, and testing company. Let us help you maintain a drug-free workplace. Contact us at (843)747-4111.



Robert B. Dodenhoff
President

ance problem that may be related to substance abuse.

"It is not your responsibility to diagnose drug and alcohol problems"

Maintain control

- Stick to the facts as they affect work performance.
- Do not rely on memory; have all supporting documents and records available.
- Do not discuss alcohol or drug use.

Be clear and firm

- Explain company policy concerning performance.
- Explain company drug-free workplace policy.
- Explain consequences if performance expectations are not met.
- Be supportive, but avoid emotional involvement.
- Offer help in resolving performance problems.
- Identify resources for help in addressing personal problems.

Supervisors' Responsibilities

It is your responsibility, as a supervisor, to:

- Maintain a safe, secure and productive environment for employees
- Evaluate and discuss performance with employees
- Treat all employees fairly
- Act in a manner that does not demean or label people

It is **NOT** your responsibility, as a supervisor, to:

- Diagnose drug and alcohol problems
- Have all the answers
- Provide counseling or therapy
- Be a police officer

Legally sensitive areas:

- Safeguard employee's confidentiality
- Ensure the policy is clearly communicated
- Establish procedures to thoroughly investigate alleged violations
- Provide due process and ample opportunity for response to allegations
- If testing is included, ensure quality control and confirmation of positive tests
- Conform to union contracts, if applicable

Identifying Performance Problems and Potential Crisis Situations

Distinguishing between a crisis situation and a performance problem. Crisis situations are less common than performance problems and can consist of:

- Dangerous behavior
- Threatening behavior
- Obvious impairment
- Possession of alcohol and other drugs
- Illegal activity

Source: U.S. Department of Labor

Supervisor Training

To help protect your company, American Drug Testing offers professional Supervisor training. Supervisors will learn how to:

- Recognize workplace problems that may be related to alcohol and other drugs
- Intervene in problem situations
- Refer employees who have problems with alcohol and other drugs
- Protect employee confidentiality
- Continue to supervise employees who have been referred to assistance
- Avoid enabling and common supervisor traps

To find out more, please contact us at (843) 747-4111.