

TIPS FOR THE SUPERVISOR
PLANNING A CONFRONTATION (REFERRAL) INTERVIEW

PREPARE	yourself – know in advance what you intend to cover.
CREATE	a comfortable setting – private, no interruptions and allow ample time.
AVOID	getting into areas you have no documentation of – leave private matters out.
BE AWARE	of personal bias.
STICK	to the subject, namely measurable work performance. State the problem as clearly as you understand it. Be specific, don't exaggerate.
STAY CALM	Don't bluff or threaten. Don't argue. Don't harass.
BE FIRM	and consistent.
BE SURE	to offer availability of EAP whenever a problem surfaces.
KEEP	your superior informed of the progress and your intended course of action.

DOs

ESTABLISH	levels of work performance you expect.
EMPHASIZE	that you are concerned ONLY with job performance.
RECORD	all absences and poor job performance with a description of work discrepancy.
BASE THE	CONFRONTATION ON JOB PERFORMANCE, not on alcoholism, drug addiction, mental illness, family, etc.
EXPECT	employee resistance, defensiveness and probable hostility, be ready to deal with them.
REMEMBER	that behavioral, addictive and emotional disorders usually worsen without treatment.
MAKE IT	CLEAR that any records of employees with personal problems will be kept in the STRICTEST CONFIDENCE.
CONSULT	your Human Resources Department if in doubt at any point.

DON'Ts

DON'T	attempt to diagnose the problem. Avoid "isms."
DON'T	moralize. Limit criticism to job performance, tardiness, absenteeism, unusual behaviors, etc.
DON'T	make idle disciplinary threats. Follow through on warnings.
DON'T	be misled by "con" stories or by sympathy-evoking tactics.
DON'T	get "boxed-in." Hold fast to your contention that it is the employee's responsibility to improve his/her performance.