

## Supervisor's Interview Worksheet

### 1. Describe the Problem

- 1.1. Begin with a statement, be specific and concrete, focus on the behaviour, not personal qualities:

Problem Statement:

### 2. Listen

- 2.1. Demonstrate your interest, be open-minded, do not judge, gather information, assess the situation:

Your assessment:

### 3. Brainstorm Solutions (with interviewee)

- 3.1. Focus on job performance, remind the employee of the EAP, stress confidentiality and the voluntary aspect of EAP, make your expectations very clear, document your concerns:

List solutions:

### 3.2. Effective Referral (may be a part of brainstorming)

#### 3.2.1. Do:

- Act promptly
- Show concern
- Choose and appropriate time and place
- Be fair
- Stay focussed on job performance
- Search for solutions

#### 3.2.2. Don't:

- Diagnose or label
- Gossip
- Avoid problems because of friendship
- Threaten
- Accept excuses for inadequate performance
- Invade privacy

## 4. Contract with the Employee

- 4.1. Summarize what was agreed upon, schedule a follow-up interview to monitor progress, discuss indicators of improvement, agree to celebrate positive behaviour and not to make concessions for negative behaviour:

Have employee paraphrase what was agreed upon:

### **Follow-up Interview**

Date: \_\_\_\_\_

#### **5. Summary**

- 5.1. Have a plan of action for the interview.
- 5.2. Don't lecture, judge, threaten or argue.
- 5.3. Don't diagnose.
- 5.4. Don't enable behaviour to continue.
- 5.5. Don't assume ownership of the problem.
- 5.6. Refuse to accept verbal reassurances not based on a written agreement.
- 5.7. Refuse to accept any statements you know to be false.
- 5.8. Be informed about local services and your internal/EAP resources.