

## CONFRONTING THE EMPLOYEE

The following steps will help you prepare for and execute a constructive confrontation that addresses the work-related problem(s), while encouraging the employee to get help.

- Gather any documentation of performance or conduct problems.
- Consult with your MER Specialist about specific incidents of concerns and discuss appropriate corrective actions.
- Discuss problems observed with the Employee Assistance Program Coordinator for guidance on constructive confrontation.
- Schedule a meeting with the employee in a designated area free of distractions to maximize confidentiality.
- Calmly, but firmly, explain your concerns to the employee
- Offer EAP services and explain that participation is voluntary.
- Prepare a Memorandum for Record documenting the meeting, including the employee's acceptance or refusal of EAP services.

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## DON'T BE AN ENABLER

An enabler is a person that helps make negative or self-destructive behavior possible. Examples of supervisor enabling include:

- Covering for the employee.
- Lending the employee money.
- Allowing the employee's spouse, rather than the employee, to call about the employee's absence.
- Failing to refer the employee to the EAP.
- Shifting the employee's work to other employees.
- Failing to seek guidance from higher management and MER.
- Adjusting the employee's work schedule, for example, allowing the employee to continually come in late and make up.

### References & Resources

OPM.gov  
AR 600-85  
DA Pam 600-85  
CPM 12 - Substance Abuse  
CCAD Form 5495-E - Impaired Employee Checklist  
CCAD Form 5496 - Reasonable Suspicion Checklist



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## Dealing With An Alcohol Abuser: *A Supervisor's Guide*



### ASAP EAP MISSION STATEMENT

The Corpus Christi Army Depot (CCAD), Army Substance Abuse Program (ASAP) Employee Assistance Program (EAP) is committed to restoring, maintaining, and strengthening the health and productivity of CCAD employees. This is accomplished by providing confidential assistance to employees, managers, and family members in the prevention, early identification and resolution of personal concerns that impact home life, job performance, and the workplace.

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## ALCOHOL IN THE WORKPLACE

This pamphlet is designed to provide supervisors with guidance to help recognize and respond to workplace problems that may be associated with alcohol abuse. The supervisor's role is not to diagnose the alcohol problem, but to exercise responsibility in dealing with performance or conduct by holding the employee accountable, referring the employee to the EAP, and taking appropriate disciplinary action.

A supervisor is required to take action when the use or abuse of alcohol interferes with the employee's ability to perform his or her official duties; creates a health or safety risk; or negatively impacts the employee's conduct in the workplace.

This pamphlet does not address appropriate procedures to be taken when a supervisor suspects that an employee is intoxicated or impaired on-duty. If you suspect that an individual is impaired while on-duty, ensure the employees' safety first, then contact your supervisor and the Civilian Personnel Advisory Center (CPAC) Management Employee Relations (MER) for assistance. Utilize Emergency Medical Services as needed.

## RECOGNIZING THE SIGNS & SYMPTOMS OF ALCOHOL ABUSE

Over time, most employees who are alcohol abusers will consistently and repeatedly exhibit indicators in their attendance, performance, relationships and behavior.

### Leave and Attendance

Attendance indicators may include:

- Excessive use of sick leave.
- Patterns of absence such as the day after payday or frequent Monday or Friday absences.
- Frequent unplanned absences due to "emergencies" (e.g., household repairs, car trouble, family emergencies, legal problems).
- Absence from his or her duty station without explanation or permission for significant periods of time.

### Performance Problems

In jobs requiring long-term projects or detailed analysis, an employee may be able to hide a performance problem for quite some time. Some indicators of performance problems may include:

- Missed deadlines.
- Careless, sloppy work or incomplete work.
- Production quotas not met.
- Many excuses for incomplete assignments or missed deadlines.
- *Faulty analysis.*

### Relationships at Work

Some relationship indicators to look for may include:

- Strained relationships with co-workers.
- Belligerent, argumentative, or short-tempered behavior, especially in the mornings or after weekends or holidays.
- The employee may become a "loner."
- The employee may borrow money from other employees or receive phone calls at work from creditors or collection companies.

### Behavior at Work

Indicators of on and off duty substance abuse may include:

- The smell of alcohol.
- Staggering or an unsteady gait.
- Bloodshot eyes/alcohol on the breath.
- Mood and behavior changes such as excessive laughter, extreme agitation, inappropriate language and speaking loudly.
- Excessive mouthwash/breath mint use.
- Avoidance of supervisory contact, especially after lunch.
- Tremors.
- Sleeping on duty.