

formance as well as the details and techniques of constructive confrontation of the problem drinker. (In this respect guidelines have been provided in Appendices A and B.) Presentations will be integrated into existing fora such as Heads of Post conferences, pre-posting briefings, divisional meetings and supervisor training sessions.

## **UNION INVOLVEMENT**

At the request of the employee the union representative may accompany the employee to any meetings relevant to the EAP which the employee is required to attend. In addition, changes in EAP policy will be made in consultation with the staff associations.

## **PROCEDURES IN CANADA**

### **1. Identification**

When an employee's behaviour or attendance is unsatisfactory, the supervisor will, in accordance with normal supervisory practice, call it to the attention of the employee. During the first interview the employee shall be informed specifically why his/her performance is substandard. He or she should be counselled that the interview is an attempt to resolve the problem, that it will not be documented at that time and that assistance to help resolve the problem is available. (Appendix A presents guidelines to the supervisor who must interview a problem employee where special attention has been given to the employee suspected of having a drinking problem.)

### **2. Referral**

When it has become apparent that the employee is unable or unwilling to resolve the problem and the employee does not respond to normal supervision, it is the supervisor's responsibility to re-interview the employee and refer him/her to Personnel Operations Division who in turn will make arrangements with EAP staff for a counselling interview with the employee.

### **3. Diagnosis and Counselling**

The purpose of the interview with EAP staff is to determine the nature of the problem affecting the employee and to counsel him or her accordingly.

### **4. Referral**

In some instances in which alcohol is not involved it may be necessary to refer employees to community resources. In all cases involving alcohol a medical examination with HWC will be undertaken as alcohol causes other illnesses that can only be diagnosed by a physician.