

**Substance abuse disorders and addictions are linked to mortality and safety risks** that also play a role in the context of employment. Here, managers assume a responsible role - between intervention and prevention – when dealing with all persons involved. As a manager, you are neither the police nor a medical doctor, nor a therapist. You act out of your position as a superior to **safeguard the welfare and occupational safety** of all employees.

In situations in which **behavioural problems** arise in connection with addiction(s), you conduct an **initial, confidential interview** with the employee, who has a behavioural problem. You are required to do so according to JGU's 'Substance abuse' staff agreement. The **content** of the initial interview is the employee's unusual behaviour, behaviour-related expectations that the manager has from the employee, and the offering of measures of support to the employee.

**Source:**

Ziegler, Herbert; Brandl, Gabriele (2004). Suchtprävention als Führungsaufgabe. 3. Auflage. Universum Verlag: Wiesbaden.

Staff agreement 'Substance abuse': [www.uni-mainz.de/suchtberatung](http://www.uni-mainz.de/suchtberatung) (in German only)

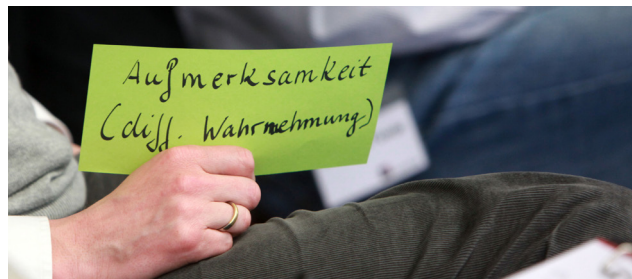
Measures of addiction prevention, such as the initial, confidential interview, benefit the implementation of the following leadership guidelines:

**All persons, who assume responsibility at JGU, are expected to be**

1. aware of the associated consequences and must answer for the objectives and action, even when facing resistance.

**Leadership when dealing with employees is shown by**

9. creating perspectives and offering orientation while showing/pointing out purpose and objectives of the activity, as well as the limits and possibilities.
10. communicating with staff members in an open, relevant, goal-directed, and honest manner.
11. promoting healthy working conditions.



## Preparation of the initial interview: Reasonable care and focus on the main things!

### 1 Create a framework

- Reserve one hour of your time.
- Find a suitable place without disturbances, such as telephone calls and requests from other people.
- Invite the person to the interview promptly.

### 2 Notes on motivation and objective of the interview

- e.g. Occupational safety concern
- Restoring concentration
- Offering support, and possible help
- Helping to prevent alcohol addiction, eating disorders, medication abuse and/or excessive use of the personal computer.

### 3 Notes on the occasion

- What specifically prompted you to seek the interview with the employee?
- When and where do specific complaints exist about work, performance and/or social behaviour within the work context?

### 4 Notes on expectations and support options

- What future behaviour do you expect from the employee?
- What support can you offer? What support does JGU offer?

## The initial interview: Address the facts and underline the binding nature.

### 1 Beginning of the conversation

Communicate the occasion and the need for addiction prevention measures.

### 2 Intention to care

Communicate your intention to care, and state the unusual behaviour the employee has been showing. Do this while preserving the person's dignity.

### 3 Expectations

Communication of expected behaviour, discussion of options for changing behaviour or remedying misbehaviour (e.g., contacting addiction counselling, addiction self-help at JGU, etc.).

### 4 Agreement & Review

Agreement on rules of conduct for the future and a binding follow-up appointment after approximately six weeks.

Confidential counselling and support for managers for clarification and preparation of initial interviews:  
JGU Addiction Officer, phone: 27 777; e-mail: [suchtberatung@uni-mainz.de](mailto:suchtberatung@uni-mainz.de)