

Dealing with employees with performance or behavior problems can be challenging, particularly if the behavior is a manifestation of a mental disorder. The article suggests that administrators should deal with the employee's behavior or performance problems as they would in any situation in which an employee does not follow policies or rules, is disruptive, or does not turn in acceptable work performance, without attempting to "diagnose" the reason for the behavior or performance problem. In support of this thesis, the article first reviews the statutory protections for individuals with mental disorders. It then reviews court rulings in cases brought by employees who assert that they were discriminated against on the basis of their actual or perceived mental disorders. The article then discusses suggestions for dealing with troublesome employees in a manner that should minimize discrimination (and other) claims, and finally, concludes with a series of recommendations for policy and practice.