

**EMPLOYEE
ASSISTANCE
PROGRAMS**

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Third Edition

EMPLOYEE ASSISTANCE PROGRAMS

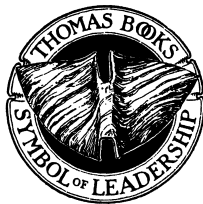
Wellness/Enhancement Programming

Edited by

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With humility and the utmost respect, this book is dedicated to the millions of employees and families throughout the United States whose work and lives have dramatically changed since 9-11, yet continue to dignify our country every day by working, serving, producing, and living the American way.

*Thank you,
Bill, Bill, and Mike*

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FOREWORD

The field of Employee Assistance (EA) is faced with many challenges and opportunities. To place this Third Edition of *Employee Assistance Programs* into perspective, one must only look at the First and Second Editions. The First Edition addressed issues such as growth in the EA field and explored certification and credentialing. Occupational alcoholism programs were prominently discussed. Those were the hot topics of the day.

The Second Edition explored how the fields of EA and Human Resources could partner to better address employee concerns. Helping a work organization improve the bottom line was seen as a competitive advantage for that organization.

It is evident in this Third Edition that EA professionals can be a valuable resource in ways not imagined in the past. September 11th changed the world. That single event catapulted EA and the support we can give work organizations. The number of requests from the media and the workplace overwhelmed International Employee Assistance Professionals Association. Employers now include EA practitioners in their crisis management planning and consult with us on a variety of other issues ranging from organizational change, sexual harassment, workplace trauma and violence, substance abuse, and mental health issues.

Our role is very vital in assisting employers to manage and support their greatest asset which is its human capital. In the future, when the Fourth Edition is written, I expect topics of importance will be different, yet comparably challenging.

This Third Edition of *Employee Assistance Programs* will add to the existing body of knowledge. The current issues and trends discussed demonstrate the field of employee assistance is dynamic and changing—as are our work organizations.

Linda Sturdivant, M.Ed., CEAP, President
International Employee Assistance Professionals Association 2000-2002

FOREWORD TO THE SECOND EDITION

The nature of business is changing from a manufacturing-based economy to a service- and information-based economy and as these changes take place, the work force is undergoing a dramatic shift. It is becoming older and more female. It is becoming better educated. Its values are changing and its emphasis is shifting more toward family life and the home.

Business must accommodate these changes if it is to survive and remain viable. No longer are family issues, for example, something that corporate executives can ignore and expect employees to deal with on their own or on their own time. Restructuring the business to deal with these and other employee concerns and personal problems is not an exercise in altruism; it is a way of improving the bottom line, a means to increased competitiveness. Competition of the future will not focus solely on attracting and keeping customers for a company's products; it will include attracting and keeping the best of a dwindling pool of potential employees who create those products. Employee assistance programs (EAPs), from an employer's viewpoint are becoming essential to the success of today's businesses.

For these reasons the employee assistance professional is becoming more and more an integral part of the corporate policy-making team. The chief executive officers and union leaders are looking to these professionals for guidance and in maintaining the most important resource of all: the people who make a company work.

This second edition has been carefully updated and constructed to help employee assistance and human resource professionals do their jobs better. It is a distillation of many years of experience and aims to give the building blocks for a successful EAP. Its approach to this complex subject is practical, not academic, and while no two EAPs are exactly alike, the fundamentals in this book will apply to all work sites.

The profession of employee assistance has developed extensively over 25 years, and today's employers can build on the experiences of major Employee Assistance Programs firms that have developed effective EAPs by trial and error. This book has been written with the help of many people, including human resources, research, EAPs, labor, law enforcement, and clinical and managed care professionals. In the end, this book is about how to help people live happier, more productive lives by providing them with

the resources to deal with personal problems—to the advantage of all concerned.

George T. Watkins, M.A., CEAP
Publisher
EAP Digest Magazine

FOREWORD TO THE FIRST EDITION

Over the past several years there has been tremendous growth in all phases of the Employee Assistance Programming field. The rapid growth in programs initiated, designed, and implemented by, with, and for both labor and management, has placed a great demand upon the qualified resources now available. If we are to meet this growing demand, indeed, the quality, quantity, and opportunity to attract qualified professionals working in the field needs to be enhanced and increased.

We are on the threshold of professional certification and credentialing, EAP curricula for colleges and universities, and a growing host of workshops, seminars, and conferences—all on EAPs. All of this necessitates a significantly larger library of available resources and knowledge bases, relative to all phases of the Employee Assistance Program enterprise.

This book represents the effort of numerous experienced and noted EAP practitioners in the fields of Occupational Alcoholism and Employee Assistance Programming. It is through these types of undertakings and the willingness of professionals to share knowledge, skills, and expertise that will enhance the growth of the EAP field and enable it to flourish and reach its professional potential. Thus, the authors are to be commended for their initiatives and leadership to “pass it along” and maximize our abilities to assist a special group of our citizenry—our troubled employees.

John J. Hennessey
President of ALMACA 1984-86

PREFACE

The current spiraling and escalating rate of *change* within the business and working world, fueled by the events as well as those emanating from September 11, 2001, indeed were the impetus and driving force behind the initiative and development of this Third Edition. Energized by the genuine encouragement of Mr. Michael Thomas (from Charles C Thomas, Publisher) to consider a Third Edition, Bill Emener and Bill Hutchison reviewed the successes of the First Edition (in 1988) and the Second Edition (in 1997) and fittingly contemplated the numerous challenges of producing an equally successful Third Edition. Their first stroke of genius was in soliciting the assistance of a good friend and colleague, Mike Richard. As the reader will notice, the three of us authored and/or co-authored half (18/36) of the chapters in this Third Edition. Bill and Bill are indebted to Mike's active involvement, excellent work, and overall contributions as can be witnessed herein.

While savoring the still pertinent and meaningful 18 chapters originally written for the First Edition and the five chapters written specifically for the Second Edition, the other 13 (36%) chapters are "new" and were written specifically for this Third Edition. It is important to note, moreover, that six (1/3rd) of the new chapters are in the seven-chapter, "Part VI, Special Issues." Furthermore, the seventh chapter (from the First, 1988 Edition) in Part VI has a "new" Comment/Update. We share these specific realities of this Third Edition because they indeed reflect the aforementioned spiraling and escalating rate of change over the past six years.

It is with utmost respect and appreciation that we acknowledge the 26 first-class professionals who collectively joined in producing this 36-chapter Third Edition. Importantly, of our 26 colleagues who authored and co-authored chapters with and for us, 14 of them authored and co-authored this Third Edition's 13 "new" chapters and 4 "new" Comments/Updates. Thus, we respectfully and humbly suggest that this Third Edition is "cutting edge" for today and tomorrow.

The challenge of producing this Third Edition indeed was arduous and challenging. We believe, nonetheless, that for today's and tomorrow's EAP professionals, the challenge of improving and enhancing the lives of workers and their families through efficient and effective employee assistance programs is even more challenging. We are confident they will be successful.

Moreover, we trust that this Third Edition will meaningfully help them with their critically important endeavors.

William G. Emener
William S. Hutchison, Jr.
Michael A. Richard

PREFACE TO THE SECOND EDITION

The dawn of the second edition of this book was born during a conversation between its two editors, Bill Emener and Bill Hutchison, specifically when their dialogue turned to their departed friend and colleague, Dr. J. Fred Dickman. Grieving can be painful at times, yet the energy it can engender can likewise be productive. Such was the case during this aforementioned conversation. “What better way to honor Fred than to carry on his dream of providing important cutting edge information to students, colleagues, and fellow professionals.”

The editing processes that ensued were guided by three definitive goals for this second edition: (1) to honorably savor the historical and developmental considerations of the past; (2) to surface and discuss the avant-garde issues and developmental accomplishments of the present; and (3) to update and hone our predictions, concerns, and recommendations regarding the future. Needless to say, these three expectations indeed were challenging.

This second edition has the same titled eight Parts as did the first edition. A careful study of the 40 chapters in the first edition, however, rendered a decision to reprint 26 of the chapters from the first edition, unedited and unabridged. (Four of these 26 chapters actually had been reprinted from the first edition of our first edited book in 1985, *Counseling the Troubled Person in Industry*.) Two chapters from the first edition were edited and updated by their author(s) specifically for this second edition. Thus, 12 chapters from the first edition were eliminated from this second edition. Four of the 26 unedited and unabridged chapters from the first edition are accompanied in this edition by a “Comment/Update” authored by carefully chosen professionals from the field having specialized expertise and experience in the respective areas of the chapters. Six of the 33 chapters in this second edition were authored by experts especially for this edition. In sum, it is the belief of the editors that the three goals for this second edition are accomplished in the blending and special tailoring of attention to the past, the present, and the future.

As addressed throughout this volume, and specifically in the “future directions” writings in the last chapter, employee assistance programs have made and are continuing to make meaningful, helpful impacts on the lives of employees and on the efficiency and effectiveness of American business and

industry. We are confident, moreover, that you, the reader, the student, the professional of today, will successfully confront the unique challenges facing the future of employee assistance programs. And when it is necessary and appropriate for a third edition of this book to be prepared, we trust that we will again rise to the occasion and successfully confront that challenge. Together, we can move closer to seeing Fred's dream come true.

William S. Hutchison
William G. Emener

PREFACE TO THE FIRST EDITION

The genesis for this text commensurate with the intentions of most human service professionals, emanated from our compassionate and genuine commitment to ameliorate self-destruction, pain, and sorrow. Collectively, we have provided 110 years of human services to individuals and families in need of special professional assistance. Our actual work on this volume, however, was initiated by perceived and real needs for it within the Employee Assistance Program movement. The personal and intrinsic satisfaction we derive from helping others provided the impetus and energy for this endeavor; our individual and collective research, scholarship, and clinical experience provided the wisdom and guidance.

In 1978, faculty in the College of Social and Behavioral Sciences at the University of South Florida began offering masters level courses on alcoholism and alcoholism counseling. These courses have been in such demand that the first editor of this book, Fred Dickman, was released half time for teaching them and continuing curriculum developments. Concomitantly, the third editor, Bill Hutchison, was developing and teaching specialized courses in substance abuse and family intervention. In the past two years, their respective departments, Rehabilitation Counseling and Social Work, have focused concentration tracks in these areas with special considerations in the industrial work world. Fred, who also coordinates industrial EAP programs, and Bill, who also consults with EAP programs, realized a student demand for coursework specific to EAPs. Thus, during the summer of 1983 they offered a special EAP course. While being overwhelmed by large enrollments, they also observed a scattered dearth of professional literature specific to EAPs. During a professional conference with their colleague, Bill Emener, a counseling psychologist who also worked with industry and EAP clientele, the idea for the first book, *Counseling the Troubled Person in Industry*, eventually emerged into a reality.

Since publication of *Counseling the Troubled Person in Industry*, Bob Challenger emerged on the scene. As First Vice President of the Institute for Human Resources, Bob has become an invaluable asset to the EAP community in Florida in general and the Tampa Bay Area in particular. He became a co-teacher in the EAP course cosponsored by the Departments of Social Work and Rehabilitation Counseling at the University of South Florida. Bob

brings 40 years of experience in the EAP field which is evident in his efforts as an author and co-editor of this new book. Among the numerous purposes of this book, one has loomed in the forefront: to provide a meaningful updated collection of readings basic to the understanding, development, implementation, evaluation, and future continuation of Employee Assistance Programs in the United States. In short, this book is designed to serve as a basic text covering the important aspects and critical issues concerning EAP professionals.

In many ways, this is an original text. An analysis of the specific contents of this book (i.e., its 40 chapters), indeed delineates its existence as an original work on our behalf as its authors. Ten chapters are carefully selected reprints of previously published works by experts in the field. The four of us contributed to three of the 14 authored and co-authored chapters which were written specifically for this book by leading, nationally recognized experts. Moreover, the four of us authored and co-authored (exclusively) three chapters which were previously published works, and authored and/or co-authored 19 chapters which were originally written for this book (three of them with professionals other than ourselves). Overall, the four of us individually and collectively authored and/or co-authored 25 of the 40 chapters in this volume. We are very appreciative of our professional colleagues and associates throughout the United States who assisted us with this endeavor. We enjoy full responsibility for our final selection of all previously published chapters and our choices of the authors of all original chapters in this book. Nonetheless, it must be noted that the specific content of each chapter remains the sole responsibility of the author(s) of each chapter.

Part I provides a background, historical appreciation, and philosophical orientation for EAPs in the United States. Part II articulates and refines the basic ingredients, components, administrative aspects, and critical attributes of a successful EAP. Part III surveys the predominant characteristics of EAP clientele and the clinical approaches designed to ameliorate the problems and difficulties that EAP clients tend to be experiencing when they come for assistance. Part IV discusses basic aspects of program evaluation relevant to an EAP. Part V discusses the EAP professional and professional education, training, and development with emphasis upon the growing demand for professionalism in the EAP movement. Part VI looks at special issues currently in debate including legal aspects of EAPs and drug testing in industry as an EAP dilemma. Part VII highlights a few selected examples of EAP populations requiring special attention and procedures while the last part looks at future directions of the EAP movement.

Admittedly, our intentions were ambitious and could very well have been beyond what reality would allow in one single volume. Fittingly, we ask you, the reader, to study the contents of this book and join us in our initiatives and

endeavors to continue to develop the best EAP programs we can, conduct them in the most efficient and effective manner possible, appropriately evaluate them, and thus ensure their continuing developments into the future. Millions of America's workers and their families, as well as American industry itself, have, are, and will continue to benefit from EAPs. With reasons such as these, our labors of love shall prove to be eminently worthy of our efforts.

B. Robert Challenger
Fred Dickman
William G. Emener
William S. Hutchison

ACKNOWLEDGMENTS

The opportunity to write and edit the Third Edition of this book has been exciting and challenging. So, too, is the identification of all the individuals who contributed to the successful completion of this project. We have attempted to be inclusive and if we fail to acknowledge one of the book's contributors, we apologize for the blunder.

First and foremost we wish to thank our deceased colleagues, Fred Dickman and Robert Challenger (posthumously) for contributions to the original text and their roles as pioneers in the EAP profession. We miss you both!

We particularly want to recognize the contributions of Deborah Hart who scanned the carried-over chapters from the Second Edition on to a CD, never complaining when we increased the pages originally agreed upon while doing formatting we did not request. Deborah truly performed beyond the call of duty. Francene Brannon, thank you as well for scanning and typing three of the book's chapters for the new edition.

Bill Emener is truly indebted to his three children, their significant others, and his two grandchildren for their unconditional presence in his life, unerring support, and an occasional spit-up on a new shirt which facilitates respectful humility and grounding.

Bill Hutchison thanks his wife Glenda, his father, Bill Sr., daughters Angie and Keely, and his grandson Aidan for the joy of unconditional love.

Michael Richard particularly recognizes Judith K. Schemm, his wife, friend, and co-author for her love and patience, and he especially wants to thank his mother for a life full of inspiration.

The 13 new chapters in this Third Edition were carefully written to reflect the exponential growth in the employee assistance field. The scholarly contributions by each of the following writers are greatly appreciated: John Daly, Charlotte Dixon, J. Eric Gentry, Henrietta Mencoein, Joseph Molea, Randy Otto, John Petrilla, Michael G. Rank, Keely Spruill, Susan Vickerstaff, and Tennyson Wright.

The new Comments/Updates expanding on selected Second Edition chapters involve carefully selected professionals in the EAP field. For their timely and on target contributions we express sincere appreciation to Judith K. Schemm, Thomas Schroeder, and Mike Telvan.

We are especially honored to have the Foreword to this Third Edition written by the 2000-2002 President of the *International Employee Assistance Professionals Association*, Ms. Linda Sturdivant. In it she eloquently expresses her vision and wisdom. A hearty “Thank-you” to Linda!

To our Chairs, Dr. Charlotte Dixon and Dr. Bill Rowe, to Dean’s Renu Khator and Peter French, to our other colleagues, and especially to our students, we thank you for your support, understanding, patience, and encouragement. We also recognize the integrity and leadership of many others in the University of South Florida’s administration who assisted with words and action.

This work would not exist without the courage of our clients and the contributions of fellow EAP professionals who repeatedly make clear a central truth—“people heal people.” Indeed, we are grateful to learn so much every day from our colleagues as well as those we attempt to help and assist.

CONTENTS

	<i>Page</i>
<i>Foreword – Linda Sturdivant</i>	ix
<i>Foreword to the Second Edition – George T. Watkins</i>	xi
<i>Foreword to the First Edition – John J. Hennessey</i>	xiii
<i>Preface</i>	xv
<i>Preface to the Second Edition</i>	xvii
<i>Preface to the First Edition</i>	xix

Part I: History and Philosophy

Chapter

1. A History of Job-Based Alcoholism Programs 1900–1955 5
Harrison M. Trice and Mona Schonbrunn
2. Employee Assistance Programs: A Historical Sketch 28
Fred Dickman and B. Robert Challenger
3. The Need and Rationale for Employee Assistance Programs ... 32
William S. Hutchison, Jr. and Susan Vickerstaff

Part II: Structure and Organization

4. Work Organizations: Structure and Organizational
Dynamics Critical to Employee Assistance Programs 37
Carnot E. Nelson and William G. Emener
5. Ingredients of an Effective Employee Assistance Program 47
Fred Dickman
Comment/Update by *Judith K. Schemm* 53
6. Union Involvement: A Key Ingredient to Successful
Employee Assistance Programs 57
Fred Dickman and William G. Emener
7. A National Employee Assistance Program:
The Ceridian Experience 64
Ceridian

Part III: Client Characteristics and Services

8. Case Management, Caseload Management, and Case Recording and Documentation in Professional Employee Assistance Program Service Delivery81
William G. Emener and Fred Dickman
9. Alcoholism and Employee Assistance Programs: Assessment and Treatment96
Fred Dickman
10. Working with Families through Employee Assistance Programs and Wellness Programs107
William S. Hutchison, Jr.
11. The Mental Health Component of Professional Employee Assistance Programs112
William S. Hutchison, Jr. and Keeley Spruill

Part IV: Program Planning and Evaluation

12. Program Planning and Evaluation of Employee Assistance Programs: Foundations and Concepts125
William G. Emener and Bonnie L. Yegidis
13. Program Planning and Evaluation in Employee Assistance Programs: Rationale, Types and Utilization130
Jan Ligon and Bonnie L. Yegidis
14. Employee Assistance Programs: Basic Concepts, Attributes, and an Evaluation134
Fred Dickman and William G. Emener
15. Employee Assistance Program Utilization Evaluation: An Excellent Management Tool140
William G. Emener

Part V: Professional Training and Development

16. Human Resources: Basic Definitions and Concepts for Employee Assistance Program Professionals149
Fred Dickman
Comment/Update by *Mark Evans*152
17. Human Resource Development in Employee Assistance Programming: An Overview157
William G. Emener
Update/Comment by *Mike Telvan*160

18. Alcohol and Drug Abuse Awareness: Implications for Intake Interviewing165
Helen Frye Dahlhauser, Fred Dickman, William G. Emener and Bonnie L. Yegidis
19. The Preparation and Development of Employee Assistance Program Professionals171
William G. Emener

Part VI: Special Issues

20. Professional, Ethical, and Program Developments in Employee Assistance Programs183
William G. Emener and William S. Hutchison, Jr.
21. Legal Issues Critical to Employee Assistance Programs198
Randy K. Otto and John Petrila
22. Drug and Alcohol Testing: Current Employee Assistance Program Dilemmas208
Alisse C. Camazine
 Comment/Update by *Judith K. Schemm*214
23. Critical Incident Stress: Principles, Practices, and Protocols217
Michael G. Rank and J. Eric Gentry
24. Cyberspace: The New Frontier for Employee Assistance Programs231
Michael A. Richard
25. Cultural Diversity Issues in Employee Assistance Programs238
Charlotte G. Dixon and Tennyson J. Wright
26. Changes in the Work Force and Changes in the Workplace Critical to Employee Assistance Programs245
Michael A. Richard and Judith K. Schemm

Part VII: Selected Examples

27. Impaired Professionals: Current Concepts and Program Elements259
Joseph Molea
28. The BAR and the Bar266
Richard E. Gentry
29. Professional Sports and Employee Assistance Programs268
Fred Dickman and Ben Hayes

30. Government and the Utilization of Employee Assistance Programs271
John L. Daly
31. The Clergy282
Fred Dickman
Comment/Update by *Thomas P. Schroeder*284
32. Employee Assistance Programs for School Teachers and School Personnel289
William G. Emener
33. Criminal Justice Practitioners296
Max L. Bromley and William Blount

Part VIII: Future Directions

34. Employee Assistance Programs: Future Perspectives307
Fred Dickman and B. Robert Challenger
35. Future Perspectives—1997311
William G. Emener and William S. Hutchison, Jr.
36. Employee Assistance Programs: Challenges for the New Millennium313
William G. Emener, William S. Hutchison, Jr. and Michael A. Richard
- Index*317

**EMPLOYEE
ASSISTANCE
PROGRAMS**

Part I

HISTORY AND PHILOSOPHY

Chapter 1

A HISTORY OF JOB-BASED ALCOHOLISM PROGRAMS 1900–1955

HARRISON M. TRICE and MONA SCHONBRUNN

The early history of job-based alcoholism programs can be traced to efforts to eliminate alcohol from the workplace that were prevalent into the early years of the twentieth century, and to subsequent socioeconomic factors which mandated a change in long-accepted behaviors and employer policies. Numerous forces, including World War II and its impact on the labor market, led to the need for rehabilitating alcoholics in the work force, a need recognized by a number of sensitive and innovative industrial physicians. Evidence supports the conclusion, however, that without the existence of Alcoholics Anonymous, and the dedication and almost superhuman efforts of some of its members in developing and supporting the early programs,

few of these programs would have survived.

In an attempt to describe partially the events, forces, and individuals involved in the formative period of occupational alcoholism programs during the 1940s and 1950s, the authors have collected material from a variety of sources, including many firsthand accounts from persons directly concerned in early program development. It is hoped that this material will promote increasing interest in the history of job-based alcoholism programs and generate further input from sources that can contribute to knowledge about this movement which has had such a strong impact on the progress of alcoholism intervention practices.

INTRODUCTION

Although there has been a trend in recent years to eulogize the “new” and to discredit the early focus of job-based programs on alcoholism, there is a growing interest in the history of this movement. Many practitioners express a curiosity about the earlier efforts, often believing them to be rich in anecdote and interesting personalities, and perhaps searching for the increased sense . . . derived from knowledge about one’s predecessors.

In an effort to partially describe some of the forces, events, and persons who were involved in the early formative period of the 1940s and 1950s,

we have been collecting data from a variety of sources. First and foremost, we attempted to locate and secure the recollections of those persons involved in early programs who are still alive. Where we found such people, we tried to secure a taped, face-to-face interview, or alternatively, asked them to tape for us, following uniform guidelines. In other cases the persons wrote their recollections in letterform.

Our next source was the literature of the period and, to a degree, of the first decades of this century prior to World War II. In addition, we visited the General Service Office of Alcoholics Anony-

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