

17 EMPLOYEE ASSISTANCE PROGRAMS

ANSWERS—QUIZ 1

1. a
2. a
3. b
4. b
5. a
6. c
7. d
8. a
9. d
10. b
11. b
12. The “broad-brush” approach involves helping employees with a behavioral problem that may impair their productivity.
13. Confidentiality is vital to any EAP.
14. In a union-based EAP, trained union personnel provide services to union members.
15. It can reduce the frequency of relapse and motivate employees to return to sobriety if a relapse does occur.
16. They all assess client problems, provide referrals for treatment, offer employee training, and maintain records.
17. Some clients inevitably fail to follow through and do not get help.
18. Employers would be liable for defamation if, under the mistaken belief that an alleged perpetrator is violent, they warned their employees about the individual’s violent tendencies.
19. Constructive confrontation is a basic supervisory tool that has been a foundation of EAP work since it began. In constructive confrontation, the supervisor conveys to the troubled employee the adverse job consequences the employee may experience if his or her deteriorating job performance does not improve. The supervisor then refers the employee to the EAP. In this way, the supervisor becomes a key factor in helping the employee to face his or her personal issues.
20. An appropriate provider network must include credentialed and trained EAP Assessors (licensed clinicians) who are available to all employees. All assessors should be subject to a formal credentialing process by the organization that includes

verification of personnel’s education, licenses, professional liability insurance, and experience. The EAP network should also include adequate means to identify and access all other helping resources in the employer’s service area, such as those near all employer worksites.

ANSWERS—QUIZ 2

1. a
2. b
3. b
4. a
5. b
6. c
7. d
8. c
9. d
10. d
11. a
12. The goal of an EAP is to enable employers to help their troubled employees (or their family members) resolve their personal problems as quickly and as cost-effectively as possible and to return them to peak productivity.
13. An EAP advisory committee should be created.
14. An internal EAP enables its staff to interact and cooperate easily with other departments because it is staffed by the corporation’s employees.
15. The required national credential is the Certified Employee Assistance Professional (CEAP).
16. It is especially important because embarrassment or suspicion on the part of employees about EAP participation can severely hamper a program’s efforts.
17. The two advantages of EAP-provided treatment are that more clients will receive help and fewer providers will bill the company’s insurance plan for their services.
18. An employer must do everything that is reasonably necessary to protect the life, safety, and health of employees, including providing safety devices and adopting reasonably adequate practices, means, methods, operations, and practices.
19. An EAP is a worksite-based program designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns, including, but not limited to,

health, marital, financial, alcohol, drug, legal, emotional, stress, or other personal concerns which may adversely affect employee job performance.

20. Using an EAP provides many benefits. For example, morale improves as disruptive employees are helped and managers spend less time working with troubled employees. Valued employees with personal problems remain with the company rather than resigning. Safety improves and liability declines. An EAP saves money because management spends less time and resources on discipline and hiring and training costs are lower.

ANSWERS—CASE STUDY

1. Creating an EAP advisory committee is the first step in setting up a program. The committee should include representatives from management, human resources, the medial department, supervisory personnel, all labor unions, and the work force. Its role is to evaluate the need for an EAP, plan and implement the EAP, encourage its use, set goals, and evaluate the program and its progress.
2. Next a needs assessment must be conducted. It identifies the major employee problems and the kind of EAP services that are required to address those problems. The assessment should examine the type of organization and industry, the number of worksites, the type of work/jobs, the size of the work force and demographics, major employee problems, risk management issues, management and labor identification of issues, regulatory requirements, and available resources. The assessment may be jointly completed by the advisory committee, management, and even outside consultants.
3. After the assessment is complete, a plan identifying any barriers to establishing an EAP should be drafted. This plan should also detail the internal and external resources that will support the EAP, and the EAP design and structure that will best serve the company and its work force. In terms of design and structure, there are five major types of EAPs: internal, external, union-based, consortium, and blended. Choosing which EAP to use may be the committee's most important decision. Finally, the committee needs to draft general policies governing the creation of an EAP and the rights of employees.