

# SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION

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## MATERIALS FOR AND ABOUT EMPLOYEE ASSISTANCE PROGRAMS\*\*

Blair, Brenda R. *Supervisors and managers as enablers*. Minneapolis, MN 55435. Johnson Institute (7151 Metro Boulevard). 1987. 16 pp. (Order #099). \$1.50, paper.

Blair explains why even trained supervisors and managers can still enable chemically dependent employees. She discusses how to stop enabling and start helping the employee. A brochure of other materials on chemical dependence intervention, treatment, and recovery is available on request.

Carnahan, William A. *Legal issues affecting employee assistance programs*. Arlington, VA 22209. ALMACA (1800 N. Kent St., Suite 907). 1984. 27 pp. (Legal Monograph). \$6.00, paper.

This pamphlet, an outline of legal concerns, governmental regulations, and labor-management liabilities, may guide and assist employers in the proper functioning of their EAPs. Sections on treating employees, treatment facilities, employee discipline, and drug and alcohol screening procedures are included. A list of several other relevant publications from ALMACA is available on request. These include a guide for supervisors, a directory of EAP consultants, annotated bibliographies, a starter kit, EAP standards, and a monthly periodical—The *ALMACAN* (\$3.50, non-member).

Coopers & Lybrand. *Employee assistance program survey results*. Washington, DC 20036 (1800 M St., NW). [1988]. 16 pp. On request.

This report may assist a company in evaluating the effectiveness of its EAP or, indeed, its need for one. The results of a survey of a small selection of large U.S. companies provide information on what specific services are currently being provided by EAPs, what services might be added, the average cost of EAPs, and the communication methods employed that are most successful in getting employees to use EAPs.

*Corporate strategies for controlling substance abuse*. The Conference Board. Edited by Helen Axel. Washington, DC 20036. Conference Board, Inc. (1755 Massachusetts Ave., NW Suite 312). 1986. 50 pp. (Report no. 883). \$20.00, non-profit and educational; \$60.00, others.

This is a broad-ranging report developed from a series of seminars conducted by the Conference Board. While all chapters contain useful information, chapter 5 targets EAP concepts and history for discussion, including labor union viewpoints. Chapter 6 discusses specific corporate experiences at Equitable Life Assurance Society of the United States, Illinois Central Gulf Railroad, Wells Fargo Bank, N.A., Continental Illinois National Bank, and United Airlines.

Coudroglou, Aliko. *Employee assistance programs within the context of personnel policies*. Brookfield, WI 53008. International Foundation of Employee Benefit Plans (Publications Dept., P.O. Box 69). 1986. 26 pp. (Research report, no. 86-4). \$9.00, paper.

\* Prepared by Kevin Barry, Librarian and Julienne Waldron, Industrial Relations Library.

\*\* Items from the list should be ordered directly from the publisher. Addresses are given in connection with each reference. Consult libraries for items that are out of print.

This survey of some major employers in Phoenix, Arizona contributes to a better understanding of the relationship between EAPs and an organization's basic values. Information on the characteristics of the organization, its patterns of EAP utilization, and its personnel policies is provided.

EAP Health Care Institute. *Employee assistance programs: a guide to community resource development*. Troy, MI 48084. Performance Resource Press (2145 Crooks Rd., Suite 103). 1987. 74 pp. \$7.95, paper.

This handbook contains materials on how EAP practitioners identify, select, and evaluate community resources. This publisher also makes available the *EAP Digest: the voice of employee assistance programs* (\$36.00, Bi-monthly) a bi-monthly covering a variety of EAP themes.

*EAP solution: current trends & future issues*. Edited by Jerry Spicer. Center City, MN 55012-0176. Hazelden Foundation (Pleasant Valley Rd. P.O. Box 176). 1987. 219 pp. \$12.95, paper.

This very useful volume offers an overview of diverse EAP models and issues. The first two chapters focus on current and emerging models and philosophies in the field, and on the management of EAPs. The basics of marketing follows. Current research, evaluation, and cost-benefit analysis provide the framework for the fifth chapter. In chapter six, several interesting EAP case studies, including Hazelden's Employee Assistance Services, the Burlington Northern EAP, the Johnson & Johnson's Live for Life Program, and NBC's Employee Assistance Program shed light on the way EAPs really evolve and function in a variety of settings.

*Employee assistance programs: benefits, problems and prospects*. Rockville, MD 20850. BNA Customer Service Center (9435 Key West Ave). 1987. 209 pp. (BNA special report). \$50.00, paper.

This report is a comprehensive evaluation of how EAPs are changing the way corporations deal with troubled employees. It examines EAPs, their rapid growth, the benefits they provide, problems associated with them and how they are expected to evolve in the future. It discusses the effects EAPs have on employee/management relations, the EAP's role when a company decides to drug test, an overview of the health benefits/EAP connection, and the differences between EAPs in the private and public sectors. The appendix includes selected text from federal confidentiality regulations as well as the text of a court decision with malpractice/liability implications for EAP professionals. Another BNA report, *Alcohol & drugs in the workplace* (1986. 136 pp. \$40.00, paper) includes a chapter on EAPs, which considers such questions as whether or not individuals providing EAP-type services are adequately trained and what role EAPs should play in relation to workplace discipline. A third BNA report, *Employee assistance programs: focusing on the family* (1988. 32 pp. National Report on Work & Family, Special Report no. 6. \$35.00) looks at companies with EAPs that also focus on work and family concerns. These include a Minneapolis-St. Paul consortium of employers interested in preventing and reducing family violence; Champion International's EAP program for reducing stress related to shift work; elder care programs at the Travelers Companies; and Hoffman-LaRoche's program for workers coping with problem adolescents.

*Employee assistance programs: drug, alcohol, and other problems*. With an overview by Donald W. Myers. Chicago, IL 60646. Commerce Clearing House (4025 W. Peterson Ave). 1986. 48 pp. \$25.00, paper.

Part one of this report provides an overview of EAPs, their history and origin, why employers offer them, steps in instituting one, what type best fits the company's needs and what to look for in finding an external provider. The second part is an analysis of the Reynolds Metals and Dupont Companies' EAPs. Program implementation, causes of program failure, and a critical review of the supervisor's role are discussed.

Masi, Dale A. and Seymour J. Friedland. "EAP actions & options." *Personnel Journal* (P.O. Box 2440, Costa Mesa, CA 92620), June 1988. pp. 61-67. \$3.00, reprint.

Approximately 18% of any work force is affected by personal problems (12% alcohol and drug-related, 6% emotional-related) that may have a negative effect on job attendance and performance. This article includes four EAP models designed for the delivery of services: in-house, out-of-house, consortium and affiliate. Size, location of industry, employee population, and values and goals should be considered when selecting a model. In the October 1988 issue of this journal (pp. 52-55), "Employee assistance: an innovative approach to EAPs and managed care" by Gudrun F. Tune describes a new program at GTE California. Called Access, this program combines the resources of GTE's internal EAP staff with the services of an external managed care firm. The outcome enables all employees and their families to receive the mental health care they require at no cost.

*National survey of mental health, alcohol and drug abuse services in HMOs: chartbook*. Excelsior, MI 55331-1176. Interstudy. Center for Aging and Long-term Care (P.O. Box 458, 5715 Christmas Lake Road). 1988. 87+ pp. \$30.00, paper.

This chartbook may be of value to those considering HMOs as providers of alcohol, drug abuse, and mental health (ADM) counseling and treatment. Based on the results of a 1967 national survey of 473 HMOs, seven general areas are described in graphic form: benefit coverage; organization of service delivery; staffing patterns; treatment methods; payment methods; utilization of services; and costs. A related Interstudy report of interest is *Twin Cities case study of mental health, alcohol, and drug abuse services in HMOs* (1988. 39 pp. \$30.00). Set of two volumes is \$50.00.

Shain, Martin and Judith Groeneveld. *Employee-assistance programs*. Lexington, MA 02173, Lexington Books (125 Spring St.) 1980. 236 pp. 0. p.

This volume is concerned with the philosophy, theory, and practice of EAPs. It considers a variety of EAP approaches—keeping the "ideal model" it describes in mind. One chapter is wholly devoted to workplace alcoholism and drug use. *Alcoholism and drug abuse in the workplace: employee assistance programs* by Walter F. Scanlon is good supplemental reading (Praeger Publishers, 1986. 146 pp. \$35.00).

Sonnenstuhl, William J. and Harrison M. Trice. *Strategies for employee assistance programs: the crucial balance*. Ithaca, NY 14851. ILR Press (New York State School of Industrial and Labor Relations, Cornell University). 74 pp. 1986. Key issues, no. 30. \$7.00, paper.

Chapter one takes a historical look at EAPs, discusses why they were adopted, and examines union reactions to them. Chapter two includes a sample of both a written EAP policy and a job description for the director and coordinator of an EAP. Chapter three focuses on program development and corporation/union responsibility for providing counseling services and maintaining confidentiality. The last two chapters address: the role EAPs play in workers' compensation; arbitration cases; and the future of EAPs. From the same press also comes Sonnenstuhl's *Inside the emotional health program: a field of study of workplace assistance for troubled employees*. (1986. 187 pp. \$24.00, \$10.95, paper). In it, Sonnenstuhl delineates the historical development of workplace counseling programs and analyzes the social and psychological dynamics of program establishment and employee referral. Then, focusing on an emotional health program in a major national company, he documents the progress of its clients over a period of nine months. This useful book offers detailed information on treatment modes, management attitudes, and the kinds of problems employees attempt to resolve through these programs.

“Special issue on employee assistance programs.” *Public Personnel Management* (1617 Duke St., Alexandria, VA 22314), Winter 1987. Entire issue. \$14.50. (Order from: Krause Microforms & Reprints, Route 100, Millwood, NY 19546).

The papers in this special issue discuss a variety of factors employers might consider before implementing an EAP. Topics include: educating managers to choose the right EAP for their organization; to drug test or not to drug test; the role of personnel specialists in the EAP process; the explosion and decentralization of EAP information and its consequences; EAP evaluation; and facts and figures on the extent of alcoholism and its related problems among American workers.

State and Local Government Labor Management Committee. *Joint solutions to substance abuse: public sector employee assistance programs*. Washington, DC 20006 (815 16th St., NW, Rm. 308). n.d. 16 pp. On request.

This concise pamphlet is a collaborative effort by public sector labor and management. It defines terms, dispels myths, reviews history and relates the status quo, portrays the problem, and proposes solutions. A joint policy statement detailing the principles included in the most successful EAPs is followed by a roster of essential program elements.

*UAW-GM Employee Assistance Program policy and procedures manual*. Detroit, MI 48202. General Motors Corporation. Employee Assistance Program (3044 W. Grand Blvd., Rm 9-211). 1988. 108 pp. Info. on request.

This Employee Assistance Program is the oldest (1972) of the jointly sponsored programs supported by General Motors and the U.A.W. International Union. (There is also a UAW-Ford Employee Assistance Plan launched in 1984.) This manual was developed to provide uniform guidelines for EAP Teams at all GM-UAW facilities. Among the related publications of interest include: the *UAW-FM Employee Assistance Program Annual Report* series; the *UAW-GM EAP Newsletter* (monthly; *Help for the drug abusing employee in the corporate environment: presentation to the National Conference on Corporate Initiatives for a Drug-free Workplace, June 9, 1988*, (11 pp.), by Rowland L. Austin; and *Drug testing at General Motors: a procedures guide* (8 pp.), supplied by Team Building Systems.

United States. Congress. House. Committee on Government Operations. *Drug-Free Workplace Act of 1988: report to accompany H.R. 4719 (including cost estimate of the Congressional Budget Office)*. (100th Congress, 2nd session. Report #100-829). 1988. 15 pp. On request.

The bill under consideration would prohibit any person or organization from receiving a federal grant or procurement contract from a federal agency unless they can certify to the agency that they can provide a drug-free workplace. Suspension or termination of grant payments can occur if the grant recipient violates the certification. This report summarizes the conditions and requirements of H.R. 4719, a bill which focuses on the employer's responsibility for setting effective policy and educating employees to the dangers and consequences of drug abuse. *The Drug-Free Workplace Act of 1988* has inspired many employers to take a serious look at setting up their own EAP or participating in an EAP consortium.

Workplace Assistance Program of Texas (WAP/T). *Health in the workplace*. Austin, TX 78703-477 (1700 West Sixth St., Bldg. A). Monthly. (Supplement to Texas AFL-CIO *Labor News*). On request.

WAP/T is a non-profit private service organization providing health and safety services via EAPs. Topics covered in its journal deal with personal problems including emotional, marital, family, situational, financial, legal, drug-, alcohol-, or stress-related, and any other personnel problems impacting upon job performance or employee well-being.