

CITY OF SAN DIEGO
ADMINISTRATIVE REGULATION

SUBJECT EMPLOYEE ASSISTANCE PROGRAM ADMINISTRATION	Number 4.50	Issue 4	Page 1 of 6
	Effective Date May 5, 2017		

1. PURPOSE

1.1. To establish policies and procedures for the administration of the *Employee Assistance Program* which is designed to:

1.1.1. Reduce fiscal costs associated with work force performance problems created by unresolved employee personal and/or *Workplace Problems*.

1.1.2. Increase the productivity and performance of that portion of the City work force whose work is affected by *Personal Problems*.

1.1.3. Directly assist employees and their families with the resolution of alcohol/drug and other health/behavioral problems.

2. SCOPE

2.1. This regulation applies to all City departments.

3. DEFINITIONS

3.1. *Employee Assistance Program (EAP)* - A City program that assists employees in solving personal and/or *Workplace Problems* which affect job performance.

3.2. *Troubled Employee* - Any employee having one or more of variety of personal and/or *workplace problems* that adversely affect the employee's work, family and social life.

3.3. *Personal Problems* - Any problem of a personal nature that interferes with an employee's work or personal life. These problems can be related to alcohol abuse, drug abuse, emotional, stress, marital/relationship, legal, financial, family, occupational or medical problems.

3.4. *Self-Referral* - The referral type in which the troubled employee, who is having a personal problem(s), initiates contact with the Employee Assistance Counselor directly to schedule an appointment for an intake counseling session. The *Troubled Employee* has the option to communicate with his or her supervisor about the self-referral.

(Supersedes Administrative Regulation 4.50, Issue 2, effective October 1, 2010)

Authorized

(Signature on File)

CHIEF OPERATING OFFICER

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- 3.5. Supervisor Suggested Informal Referral - The supervisor “suggests” that the *Troubled Employee* contact the program. This referral is usually made when the referring supervisor begins to see a decline in the employee’s job performance that the supervisor reasonably suspects may be related to a personal and/or *Workplace Problems*. The referring supervisor should contact the *EAP* Counselor before making such a referral to give the *EAP* Counselor information regarding the employee’s performance issues and any other pertinent information. See Local 145 and POA Memorandums of Understanding (MOUs) for *EAP* referrals related to positive drug tests.
- 3.6. Workplace Problems - Any problem of a work nature that interferes with an employee’s work or personal life. These problems can be related to workplace stressors, work relationships, and job challenges.

4. POLICY

- 4.1. The City of San Diego recognizes that alcohol/drug abuse and other health/behavioral problems are treatable conditions which repeatedly and continually interfere with an employee’s ability to perform his/her job.
- 4.2. The social stigma associated with these conditions will not be tolerated. It is expected that a positive attitude toward, and a realistic acceptance of alcoholism/alcohol abuse and drug abuse, will exist within the City work force. Such a positive attitude will encourage employees and their families who suspect that there is a problem, even in the early stages, to take advantage of the assessment/evaluation service, brief counseling, treatment referral placement, and/or follow-up services available through the *Employee Assistance Program*.
- 4.3. The City recognizes a need to be concerned about job performance and will be concerned with an employee’s personal life only to the extent that it may be affecting job performance. The City will continue to evaluate employees on their job performance only. This program in no way affects the ability of the City to discipline employees who have performance problems. (This program shall not be interpreted as requiring the City to refer an employee to the *Employee Assistance Program* Counselor prior to initiating discipline).
- 4.4. It will be the responsibility of all supervisors to implement this policy, to offer or direct appropriate employee situations to the *EAP* and to follow the procedures outlined, assuring that no employee’s request for assistance will jeopardize his/her job security or promotional opportunities.

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- 4.5. It is recognized that supervisors do not have the professional qualifications to make any assessment/evaluation or judgment as to whether or not an employee has an alcohol or drug abuse problem or has any other health or behavioral problem. Supervisor's responsibilities are limited to assessing job performance and initiating the corrective action appropriate to that level of job performance including referral to *EAP*.
- 4.6. *Employee Assistance Program* records will be kept strictly confidential in accordance with Federal and State confidentiality regulations.
- 4.7. City employees who suspect that they have an alcohol/drug or other health/behavioral problem, even in the early stages, are encouraged to seek confidential assistance by contacting the *Employee Assistance Program* or any appropriate public or private service provider.
- 4.8. Implementation of this policy will not require, or result in, any special regulations, privilege or exemptions from the standard administrative practices and personnel regulations applicable to job performance requirements.
- 4.9. Performance problems will be handled in accordance with the established City and Civil Service procedures. Alcohol abuse, drug abuse, or other health/behavioral problems will not be an acceptable reason for lowering these standards.

5. RESPONSIBILITY

- 5.1. *The Employee Assistance Program*
- 5.1.1. To assist troubled employees and their families by assessing their personal and/or *Workplace Problems* which are affecting the employee's work performance.
- 5.1.2. To provide comprehensive assessment/evaluation services including up to eight solution focused counseling sessions per incident, referral to service or treatment resources, and follow-up evaluation.
- 5.1.3. To consult with the troubled employee's supervisor or management to determine if the supervisor or management's concern is appropriate for referral to *EAP*.
- 5.1.4. To maintain follow-up with the service provider of the *Troubled Employee* if they are referred to outside resources.
- 5.1.5. To provide consultation with departments to facilitate the training of supervisors and management staff to develop the knowledge and skills necessary to effectively utilize the program in the administration of their personnel management responsibilities.

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- 5.1.6. To provide new employee orientations, information and resources, department supervisory training on the *Employee Assistance Program*, as well as customized trainings as needed by departments.
- 5.1.7. To provide Critical Incident Stress Debriefings when a traumatic event happens in the workplace, or an employee experiences trauma related to their work.
- 5.2. *Troubled Employee (Self-Referral)*
 - 5.2.1. Calls the *Employee Assistance Program* Counselor to briefly discuss the nature of the problem and to schedule an appointment on their own time.
 - 5.2.2. The employee is responsible for making appropriate arrangements with his or her own supervisor for any time away from work.
 - 5.2.3. Meets with the *EAP* Counselor for a thorough discussion of the problem/s, an assessment of the problem/s and the development of a service or treatment plan.
 - 5.2.4. When appropriate, the employee will be referred to professional services and/or treatment providers.
 - 5.2.5. Maintains follow-up evaluation contact with the *EAP* Counselor to ensure appropriate assistance is being received and that the problem is being resolved.
- 5.3. *EAP Counselor (Self-Referral)*
 - 5.3.1. Receives call from *Troubled Employee* with a brief description of the problem. Schedules an appointment for the employee.
 - 5.3.2. Evaluates the troubled worker in the employee assessment interview, develops a resolution plan, reaches a consensus with the troubled employee, and proposes resources which are available to the employee.
 - 5.3.3. Conducts initial and ongoing contact between the *troubled employee* and the selected service or treatment resource(s).
 - 5.3.4. Provides follow-up contacts at regular intervals with *Troubled Employee* and treatment resources.
- 5.4. Treatment Resource
 - 5.4.1. Provides requested services to the *troubled employee* and provides prognosis and

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follow-up to the *EAP* Counselor.

5.5. Supervisor (*Supervisor Suggested Informal Referral*)

- 5.5.1. Contacts *EAP* Counselor to briefly discuss the concern for the employee as soon as the signs of behavioral or performance related problems appear to determine appropriateness for referral to *EAP*.
- 5.5.2. If the behavioral changes demonstrate a potential substance abuse problem also refer to Administration Regulation 97.00 – Substance Abuse Policy.
- 5.5.3. Meets with the employee involved and discusses the concern for his/her welfare and/or deterioration of work performance.
- 5.5.4. Suggests that the employee contact *EAP* Counselor as soon as possible for assistance to remedy the situation. Informs employee that participation in the *EAP* is entirely voluntary.

5.6. *EAP* Counselor (*Supervisor Suggested Informal Referral*)

- 5.6.1. Talks with the supervisor to determine that his/her concern is appropriate for referral to *EAP*.
- 5.6.2. Advises supervisor to meet with the employee concerned and inform him/her that *EAP* is available and suggest scheduling a consultation.
- 5.6.3. Receives call from *Troubled Employee* with a brief description of the problem. Schedules an appointment for the employee.
- 5.6.4. Evaluates the troubled worker in the employee assessment interview, develops a resolution plan, reaches a consensus with the *Troubled Employee*, and proposes resources which are available to the employee.
- 5.6.5. Facilitates initial and ongoing contact between the *Troubled Employee* and the selected service or treatment resource(s).
- 5.6.6. Conducts follow-up contacts at regular intervals with *Troubled Employee* and treatment resources.

5.7. *Troubled Employee* (*Supervisor Suggested Informal Referral*)

- 5.7.1. Calls the *EAP* Counselor to briefly discuss the nature of the problem and to schedule an appointment.

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- 5.7.2. The employee is responsible for making appropriate arrangements with his or her own supervisor for any time away from work.
- 5.7.3. Meets with the *EAP* Counselor for a thorough discussion of the problem(s), and an assessment of the problem(s) and the development of a service or treatment plan.
- 5.7.4. When appropriate, the employee will be referred to professional services and/or treatment providers.
- 5.7.5. Maintains follow-up evaluation contact with the *EAP* Counselor to ensure appropriate assistance is being received and that the problem is being resolved.

APPENDIX

Legal References

Administrative Regulation 97.00 - Substance Abuse Policy

Subject Index

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Personnel - Employee Assistance

Administering Department

Human Resources