



ADMINISTRATIVE PROCEDURES

Procedure Number: 23-9

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C. DeLubau

County Administrator

SUBJECT: **EMPLOYEE ASSISTANCE PROGRAM (EAP)**

DEPARTMENT RESPONSIBLE: **Human Resources Department**

I. STATEMENT

Pima County provides an Employee Assistance Program (EAP) for its employees and their families through Aetna Resources for Living. This program is intended to assist employees with personal and family matters requiring counseling. These may include but are not limited to alcoholism, drug abuse, mental, emotional, and physical ailments, family problems, financial/legal problems, and stress.

The program provides a resource for employees, household members, spouse, and dependents (up to age 26) to resolve problems and, in the work environment, helps employees cope with personal problems that may impair job performance.

II. PROCEDURES

A. Eligibility

1. The Employee Assistance Program is available to all active employees.

B. Purpose

The Employee Assistance Program will:

1. Provide employee assistance services to the employee, household members, and dependents up to age 26.
2. Assist employees whose declining job performance may be related to personal problems.
3. Allow employees to voluntarily participate in the program.
4. Provide for mandatory participation for issues involving workplace violence, when referred.
5. Adhere to Merit System Rules and Personnel Policies.

C. Operating Procedures

1. The following is the procedure for voluntary EAP use:
 - a. An employee, household members, and/or dependents up to age 26 may use the services of EAP, Aetna Resources for Living, by calling 1-888-238-6232. This self-referral is strictly confidential.
2. The following procedure shall be used for a management referral to the EAP:
 - a. The employee's supervisor or manager recommends to the Appointing Authority (or designee) that the employee be referred to the EAP for problems affecting job performance when previous attempts to help the employee have failed.
 - b. The Appointing Authority (or designee) reviews the recommendation and determines whether or not to make a referral. NOTE: This in no way prevents the Appointing Authority from initiating a management referral without a recommendation from the employee's supervisor or manager as long as the employee's supervisor or manager is made aware of the referral.
 - c. The Appointing Authority (or designee) will call 1- 800-243-5240 to speak directly to a management consultant.
 - d. An Aetna Resources for Living Management Consultant will fax the Appointing Authority (or designee) the Management Referral Form (MRF) available on the human resources website or from a department benefits representative), as well as provide their direct/confidential phone line.
 - e. The employee's supervisor will notify the employee that the referral is being made, and will provide the employee with the MRF available on the human resources website or from a department benefits representative, the Pima County Confirmation of Attendance form available on the human resources website or from a department benefits representative, as well as the assigned Management Consultants direct-confidential phone line. Both forms are used for attendance information only.
 - f. Once the MRF is signed by the employee, the Appointing Authority, manager or supervisor must fax the signed form back to the Management Consultant.
 - g. An Appointing Authority or designee must issue a management referral to employees involved in workplace violence. Attendance by the employee is mandatory.

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- h. Appointing Authorities, managers and supervisors will not be provided information unless the employee signs the MRF allowing EAP to release information. Confidentiality must be protected.
 - i. The employee must take the Pima County Confirmation of Attendance form (available on the human resources website or from a department benefits representative) to the appointment and ask the EAP provider to complete. The employee must return the completed form to his or her supervisor.
 - k. Failure to accept a referral and complete the process may be grounds for corrective action up to and including dismissal or termination.
 - l. Management referral appointments scheduled during regular work hours will be considered paid time, to include travel time to and from the location of the appointment, for a maximum of five sessions.

III. **RESPONSIBILITIES**

The Human Resources Department is responsible for contracting with the service provider for Employee Assistance Program services, for notifying employees of the availability of the program and related services, and for assisting management with EAP referrals.

IV. **GUIDANCE**

Any questions regarding the Employee Assistance Program or Aetna Resources for Living should be directed to Human Resources Benefits at 724-8464.

TRAUMATIC EVENT COUNSELING FOR PUBLIC SAFETY EMPLOYEES

Provides up to six visits per year and on or after July 1, 2017 twelve visits per year of licensed counseling, for any of the following persons who are exposed to any one of the following events while in the course of duty.

I. I types of events

A. In the case of a peace officer:

1. The use of deadly force or subjection to deadly force in the line of duty, regardless of whether the officer was physically injured.

B. In the case of a firefighter:

1. Witnessing the death of another firefighter while engaged in the line of duty.

C. In the case of a public safety employee:

1. Visually witnessing the death or maiming or visually witnessing the immediate aftermath of such a death or maiming of one or more human beings.
2. Responding to or being directly involved in a criminal investigation of a dangerous crime against a child punishable under section 13-705.
3. Requiring rescue in the line of duty where one's life was endangered.

II. "Public Safety Employee" means:

1. An individual who is a member of the public safety personnel retirement system or the corrections officer retirement plan.
2. A probation officer, surveillance officer or juvenile detention officer who is employed by this state or a political subdivision of this state.

III. To access this service public safety employees call Aetna resources for living designated phone number 1-800-291-2741.

THE MANAGEMENT REFERRAL PROCESS

Management Referrals are available as a benefit under all EAP contracts. The process allows management to send an employee in need of assistance to an Aetna Resources for Living counselor for evaluation purposes. Such a referral is typically based on safety and/or other concerns and evidence of a serious decline in job performance that could affect continued employment.

Referral Procedure:

- I. Call Aetna Resources for Living at 1-800-243-5240.
- II. If a manager/supervisor wishes to give additional information to Aetna Resources for Living he/she may call the office and discuss the case with a Management Consultant, or Management Consultant Supervisor. The caller should be prepared to respond to the following questions:
 - What is triggering this referral? What recent event prompted this request?
 - How long has there been a problem? What previous incidents have occurred?
 - What has the organization already done to attempt to correct the problem? Was there any improvement?
 - What are your expectations regarding this referral to Aetna Resources for Living?
 - To what specific questions are you seeking answers? (e.g., Fitness for duty concerns)
 - To whom should Aetna Resources for Living provide information?
- III. The Aetna Resources for Living Management Consultant may receive information but, without a Management Referral Form (available on the human resources website or from a department benefits representative) signed by the employee specifying with whom the counselor may discuss the referral, the management consultant cannot give any information. Aetna Resources for Living or a contracted provider will notify the employer when an employee referred by management keeps the management referral appointment(s) following a management referral and/or when a meeting is held during the employee's work hours by signing the Pima County Confirmation of Attendance Form (available on the human resources website or from a department benefits representative) provided by the employee. The employee must return the Confirmation of Attendance Form to his or her supervisor.

Important points to remember when considering a Management Referral:

- Management referrals are typically seen within forty-eight (48) hours. If there is a serious safety concern, call 9-1-1 or other emergency response service.
- Ongoing communication between the Aetna Resources for Living counselor and the referring organization is strongly recommended to ensure the best possible outcome.

THE MANAGEMENT REFERRAL PROCESS

Continued

- While the Aetna Resources for Living counselor may recommend ongoing counseling, only the employer can require attendance as a condition of continued employment.
 - If problems with the employee continue or new concerns arise, a follow-up management referral may be indicated. Call the appropriate Aetna Resources for Living office to discuss this additional step.
- IV. Another tool for dealing with difficult employee situations is the *Supervisory Consultation*, a confidential discussion between a manager/supervisor and an Aetna Resources for Living Management Consultant. These consultations may be initiated by calling 1-800-243-5240. They are intended to answer questions or provide direction regarding a supervisory problem whether or not a management referral is involved. Although a supervisory consultation is not a prerequisite for making a management referral, it can be an additional resource.
- V. If supervisors and managers wish to take concerns beyond the management consultant counselor level, they may request to speak with a management consultant supervisor.

SUPERVISORY CONCERNS ABOUT THE REFERRAL PROCESS

Sense of Betrayal.

Referring an employee to the EAP isn't like "turning someone in." The EAP is a source of professional, confidential help for employees during times of need. It can also provide help to supervisors and managers throughout the referral process.

Fear of Harming a Valuable Employee.

Contacting the EAP will not interfere with an employee's chance for promotion or continued employment, but continued poor job performance may. EAPs were developed to restore an employee's job productivity which benefits everyone.

Feeling Personally Responsible.

Your job is to monitor, document and intervene when declining work performance is identified, not to handle employees' personal problems. When you refer an employee to the EAP, you're taking a strong positive step toward improving morale and productivity.

Confusion with Supervisor's Personal Problems.

Supervisors and employees can develop close bonds that may lead the supervisor to feel overly protective of an employee. For example, a supervisor who has been through similar personal problems, like a divorce or death of a loved one, may feel he or she has the experience to help. This can sometimes confuse the situation and delay the counseling or treatment that an employee needs. It is the EAP's role to help employees with personal problems.

Fear of Retaliation.

A supervisor may be afraid that the employee will threaten him or her for discussing job performance. All threats should be taken seriously and reported to the appropriate personnel in your organization.