

10 EAP ROLE PLAYS & REFERRAL SCENARIOS

1: In the Dark

You succeed in referring an employee to the Employee Assistance Program. Later, the EA professional phones to say that the employee signed a release and has agreed to all recommendations. The EAP says it will keep you informed as to whether or not the employee cooperates. When the employee returns from the EAP office, he tells you that the meeting went well, but that the EA professional didn't have any recommendations.

- What would you think in response to this scenario?
- What would you say to the employee?
- What would you do next with regard to communicating with the EAP?
- Could you accept the employee's statement and not communicate further with the EAP? Why? Or, why not?

3: Relapse?

You have an employee who has done a great job over the past two years. Two years ago he was referred to the EAP because of his job performance problems. The employee drank on the job in the past. Today you smell alcohol after lunch. The employee is still doing a great job. There is no company policy that prohibits alcohol use off premises at lunch. The issue: This employee has probably relapsed.

- How do you respond to this employee?
- What interaction with the EAP should you have in response to this discovery?
- Assuming a release still exists, what would you ask of the EAP? What kind of information would you expect, or what information would you request?
- What would you do if you discovered that there was no release of information. What if the EAP says the employee is cooperating and doing great?

2: Don't Do that Again?

You have planned a constructive confrontation with your employee to address her irritability and the recent emotional outburst that severely upset the delivery worker. Many workers witnessed it. For good measure, you decide to include your immediate supervisor. The goal of the meeting is to motivate your employee to contact the EAP. No disciplinary action is planned, just a firm request to seek help.

- What would you do in advance to plan for this meeting with your immediate supervisor?
- How would you respond if the employee said that you yell more frequently than she does?
- What would you say if the employee said, "Thanks for your concern, but I don't need to go to the EAP," at the end of the meeting.
- What would you do or say to increase the likelihood that the employee would follow through if she agreed?

4: Don't Need It Now

Your employee is coming in late, especially on Mondays, Fridays, and the day after pay day. You meet with her to make a supervisor referral to the Employee Assistance Program. You have decided that if she goes to the EAP you will not give her the written warning you have prepared in response to her lateness. The employee says she does not need to go to the EAP because she already made an appointment with a psychiatrist. She says she has been depressed lately.

- What would you say to this employee in response to her planned appointment with a psychiatrist?
- Why would accepting the employee's plan and approving of it be considered "armchair diagnosis?"
- Would you give your employee the warning letter or forget about it for now? Why? Or, why not?

5: Can I Share?

Your employee tells you that her husband has just had an affair with another woman. He's left home. There are no job performance problems that exist with this employee. She says that her husband has always been a "womanizer." She has an attorney. Your employee also says that she is seeing a mental health professional who is helping her tremendously. She has a prescription to help her sleep better.

- How should you respond to this report? Would you mention the EAP? Why? Why not?
- She is seeing a mental health professional, so what role could the EAP play?
- Why would it be a mistake to assume the EAP is not necessary given the employee's report? What would you do if this employee had performance problems?
- What else could really be going on with this scenario? Could this employee have a substance abuse problem, even if there is no hint of it in her story? Does this possibility have implications for supervisors? What are the implications?

7: The 12th Step

You are a recovering alcoholic of seven years and are a regular member of the Alcoholics Anonymous fellowship. You know your employee is a heavy drinker and you suspect she could be alcoholic because of the stories you have heard. Still, you have chosen to be only a supervisor and not initiate a discussion with her about her problem. One day your employee approaches you and admits she has an alcohol problem. She also wonders aloud if she should go to AA meetings.

- How would you respond to this question?
- Why could it be a problem if the employee went to an AA meeting with you instead of visiting the EAP for a referral to AA?
- Why does a conflict of interest exist if a supervisor invites such an employee to attend an AA meeting with him?
- What supportive role can you play and what could you say to encourage an EAP referral?

6: Dual Relationship

You socialize frequently with your employee. Recently, job performance has deteriorated and your supervisor wants you to confront and refer her to the EAP. You are aware of the problems, but it's been tough to say much since you are friends and know each other's families. You were hoping things would get better. Your friend's husband complains about her drinking, and so you have a pretty good idea about the outcome of an EAP appointment. You have a formal meeting to call attention to the problems and urge an EAP referral.

- What difficult issues face you as a supervisor?
- How would you respond if your employee said, "Come on Sue, let's cut to the chase, you think I have a drinking problem. You drink more than I do! Forget the EAP, I'll straighten up. I'm done drinking. That's it. Fine!"
- Can supervisors be friends with those they supervise? What impact does a paycheck have on friendships? Would most supervisors put a friendship ahead of their own job security?

8: Nothing Changed

Your employee is cooperating fully with the EAP after being referred for job performance problems. However, his performance problems are worse than ever. You know he's cooperating because a release is signed and the EAP has assured you that he is doing wonderfully.

- How do you respond to this type of situation?
- Is the EAP a "safe harbor" or should you take the next administrative step without regard to progress on resolving personal problems?
- Would you feel frustrated with the EAP in this situation, or the employee? Why? Does it feel like the EAP is getting in your way? Why/why not?
- Why is the EAP never in the way of a supervisor's job?

9: Just In Time?

You have an employee with a serious performance problem. He has been with the organization 28 years, and an up and down performance pattern is legendary. His recent forklift accident damaged \$17,000 worth of computer equipment. You and your division chief have decided to terminate him on Monday. The employee enters an addiction treatment program over the weekend and calls you at home from the hospital knowing that you will be happy about it.

- How would you respond while at home? What happens Monday?
- The company has a legitimate reason to terminate this employee, but what factors cloud this situation and make it difficult to manage?
- How do you use the EAP effectively in this type of situation? What can the EAP do?
- What would you do if the employee was resistant to an EAP referral saying, "I'm in treatment now, the EAP can't do anything for me." Is he right?

What Is an Employee Assistance Program (EAP)? Everyone has problems from time to time. Sometimes we can solve them alone; other times we need help. We tend to be blind to the problems we have making it difficult to know when we need that help. That's where an EAP provides the right kinds of guidance to solve personal and workplace problems. **The Quantum Staff** is available to help with many lifestyle concerns.

The program is staffed by experienced healthcare professionals who are trained in helping you solve problems quickly and efficiently. All of us at **Quantum EAP** are committed to helping you in a competent and sensitive way.

Call Quantum EAP at 1-877-747-1200 for a confidential consultation when you need HELP with Family Relationships, Marital Problems, Work Problems, motional Problems, Alcohol and Drug Dependency, Personal Growth, Legal and Financial Matters, Living with Anxiety, Stress and Depression.

10: Does It Matter Now?

Your employee's tardiness is increasing. You decide to refer him to the EAP when you get back from vacation. While your gone, your employee informs you that he made a decision to go to the EAP as a self-referral. Unfortunately, his tardiness problem remains.

- Since the employee is already going to the EAP, can you still make a supervisor referral?
- Why would it be useful to make a supervisor referral? How could this help your employee?
- Do you think an employee's motivation to solve certain personal problems increase with a supervisor referral? What kind of personal problems get resolved more effectively with a supervisor referral, even though you may never know they exist at the time of the supervisor referral.

How Can Your EAP Help You? You and your household family members are encouraged to make use of the **Quantum EAP**. The program is offered to you at no cost, provides confidential counseling and information services. Help is available through:

- Telephone Assistance & Information
- Problem Assessment
- Individual & Family Appointments
- Goal Oriented Counseling
- Referrals When Needed
- Coordination With Medical Benefits