

EMPLOYEE ASSISTANCE PROGRAMS

Fourth Edition

EMPLOYEE ASSISTANCE PROGRAMS

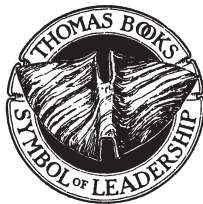
Wellness/Enhancement Programming

Edited by

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*With humility and the utmost respect, this book is dedicated to
the millions of employees and families throughout the United States
whose work and lives have dramatically changed over the
past five years, yet continue to dignify our country
every day by working, serving, producing,
and living the American way*

and

*the thousands of EAP professionals
who work hard in assisting them.*

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PREFACE

The current spiraling and escalating rate of *change* within the business and working world, fueled by other phenomena since September 11, 2001, indeed were the impetus and driving force behind the initiative and development of this fourth edition. Such phenomena significantly impacting work, employment, and employee assistance programs include

- *a growing global economy and rapidly changing industrial landscape* on an international playing field,
- *a changing workforce*, including more single parents, legal and illegal aliens, and an increasingly larger aging workforce,
- *continuing United States involvement in costly wars* in Iraq and Afghanistan,
- *an economic crisis that threatens the dreams of financial security and home ownership for many workers*,
- *natural disasters*, such as (1) the giant forces that had been building up deep in the earth for hundreds of years that were released suddenly on December 26, 2004, shaking the ground violently and unleashing a series of killer waves that sped across the Indian Ocean at the speed of a jet airliner; by the end of the day more than 150,000 people were dead or missing and millions more were homeless in eleven countries, making it perhaps the most destructive tsunami in history; (2) in late August 2005, hurricane Katrina, the sixth strongest Atlantic hurricane ever recorded and the costliest and one of the five deadliest hurricanes in the history of the United States; and (3) wildfires such as in California that have destroyed hundreds of homes and thousands of acres of land,
- *school shootings*, such as the Columbine High School massacre on April 20, 1999; the two separate attacks approximately two hours apart on April 16, 2007 on the campus of Virginia Polytechnic Institute in Blacksburg, Virginia; another shooting in February 2008, at Northern Illinois University, that left five students and the perpetrator dead, and the additional tragedy to the families of five young girls killed while at

school in rural Pennsylvania.

Further energized by the genuine encouragement of Mr. Michael Thomas (President of Charles C Thomas, Publisher, Ltd.) to consider a fourth edition, Mike Richard, Bill Emener, and Bill Hutchison reviewed the successes of the first three editions and fittingly contemplated the numerous challenges of producing an equally successful new edition.

Of this book's forty-three chapters, a total of twenty-one (48%) chapters are from the first two editions of this book, eleven (26%) were written specifically for the third edition, and eleven (26%) are new chapters specifically written for this fourth edition. Of this book's fifteen updates, nine (60%) of them were prepared specifically for this new fourth edition. Thus, while savoring the still pertinent, meaningful, and relevant-to-today materials from the third edition, this new edition contains a total of eleven new chapters and nine new updates, written by experts in their respective areas, making this fourth edition the most cutting-edge Employee Assistance Program book on the market.

It is with utmost respect and appreciation that we acknowledge the first-class professionals who collectively joined in producing this forty-three-chapter fourth edition. Importantly, of our forty-six colleagues who authored and coauthored chapters with and for us, seventeen of them authored and coauthored this fourth edition's eleven "new" chapters and nine "new" Comments/Updates. Thus, we respectfully and humbly suggest that, thanks to them, this fourth edition is "cutting edge" for today and tomorrow.

The process of producing this fourth edition indeed was arduous and challenging. We believe, nonetheless, that for today's and tomorrow's EAP professionals, the challenge of improving and enhancing the lives of workers and their families through efficient and effective employee assistance programs is even more demanding. It is encouraging that in spite of the tumultuous changes and the new challenges presented to EAP professionals, they continue to meet the needs of workers in positive ways. Despite these unique challenges, the burnout factor remains low as reported by EAP professionals. We are confident they will continue to adapt and be successful. Moreover, we trust that this fourth edition will meaningfully help them with their critically important endeavors.

MICHAEL A. RICHARD
WILLIAM G. EMENER
WILLIAM S. HUTCHISON, JR.

ACKNOWLEDGMENTS

The opportunity to write and edit the fourth edition of this book has been exciting and challenging. So too is the identification of all the individuals who contributed to its successful completion. We have attempted to be inclusive and if we fail to acknowledge one of the book's contributors we apologize for the blunder.

The eleven new chapters or rewritten chapters in this fourth edition were carefully written to reflect the exponential growth in the employee assistance field. The scholarly contributions by each of the following writers are greatly appreciated: Steve Albrecht, Mark Attridge, Joel Bennett, John Daly, Dorothy Bagwell Durband, William Emener, Robin Ersing, Mark Frame, Michael Holosko, William Hutchison, Jr., Jodi Jacobson, Christina Kominoth, Chelsea MacCaughelty, Bruce Prevatt, Naima Prince, James (Jim) Quick, and Michael Richard.

The nine new Comments/Updates expanding on selected chapters from previous editions involved carefully selected professionals in the EAP field. For their timely and on target contributions we express sincere appreciation to Tamsyn Basson, Angela Dobberfuhr, Darcy Hopko, William Hutchison, Jr., Michael Richard, Paula Richardson, Judith Schemm, Keely Spruill, and Shelly Wright.

Mike Richard would like to acknowledge his mother Clarice, or Bobbie as she was known by all who knew her. She passed away in August and was the one who always believed I could when all others thought I could not. Thank you Mom—your oldest son has done okay. I would also like to acknowledge Avery Claire Sheltra, my granddaughter—I see my mother's light in you.

Bill Emener is truly indebted to his three children, their significant others, and his three grandchildren for their unconditional presence in his life, unerring support, and an occasional spit-up on a new shirt, which facilitates respectful centeredness, humility and grounding.

Bill Hutchison thanks his only other, Glenda; his daughters Angie and Keely; his grandchildren, Aidan and Avery; and his golf buds Paul, Dean, Mark, and Dan, who give love, support, humor, and wellness to "Pop"—"Dr. Bill." Special posthumous thanks to my mother Doris Hutchison and my mother-in-law Anna Austin for their unconditional love. He also extends special appreciation for their support during this writing to colleagues at Santa Fe Community College: Dr. Doug Diekow, Chair of Social and

Behavioral Science; Dr. David Manning, Chair of the Sociology Department; Mr. Bob Wolfson, Director of the Watson Center; and particular thanks to Dr. Jackson Sassar for his leadership in making Santa Fe Community College a teaching-friendly/student-centered environment.

This work would not exist without the courage of our clients and the contributions of fellow EAP professionals who repeatedly make clear a central truth—"people heal people." Indeed, we are grateful to learn so much every day from our colleagues as well as those we attempt to help and assist.

MIKE RICHARD
BILL EMENER
BILL HUTCHISON

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EMPLOYEE ASSISTANCE PROGRAMS

Part I

HISTORY AND PHILOSOPHY

Chapter 1

A HISTORY OF JOB-BASED ALCOHOLISM PROGRAMS 1900–1955

HARRISON M. TRICE and MONA SCHONBRUNN

The early history of job-based alcoholism programs can be traced to efforts to eliminate alcohol from the workplace that were prevalent into the early years of the twentieth century, and to subsequent socioeconomic factors which mandated a change in long-accepted behaviors and employer policies. Numerous forces, including World War II and its impact on the labor market, led to the need for rehabilitating alcoholics in the work force, a need recognized by a number of sensitive and innovative industrial physicians. Evidence supports the conclusion, however, that without the existence of Alcoholics Anonymous, and the dedication and almost superhuman efforts of some of its members in developing and supporting the early programs, few of these pro-

grams would have survived.

In an attempt to describe partially the events, forces, and individuals involved in the formative period of occupational alcoholism programs during the 1940s and 1950s, the authors have collected material from a variety of sources, including many first-hand accounts from persons directly concerned in early program development. It is hoped that this material will promote increasing interest in the history of job-based alcoholism programs and generate further input from sources that can contribute to knowledge about this movement which has had such a strong impact on the progress of alcoholism intervention practices.

INTRODUCTION

Although there has been a trend in recent years to eulogize the “new” and to discredit the early focus of job-based programs on alcoholism, there is a growing interest in the history of this movement. Many practitioners express a curiosity about the earlier efforts, often believing them to be rich in anecdote and interesting personalities, and perhaps searching for the increased sense . . . derived from knowledge about one’s predecessors.

In an effort to partially describe some of the forces, events, and persons who were involved in the early formative period of the 1940s and 1950s, we have been collecting data from a variety of

sources. First and foremost, we attempted to locate and secure the recollections of those persons involved in early programs who are still alive. Where we found such people, we tried to secure a taped, face-to-face interview, or alternatively, asked them to tape for us, following uniform guidelines. In other cases the persons wrote their recollections in letterform.

Our next source was the literature of the period and, to a degree, of the first decades of this century prior to World War II. In addition, we visited the General Service Office of Alcoholics Anonymous and were provided with copies of relevant corre-

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