



UNITED STATES MARINE CORPS
MARINE CORPS RECRUIT DEPOT
SAN DIEGO, CALIFORNIA 92140

DepO 12792.3A
1B:PJJ:cb
13 JAN 1982

DEPOT ORDER 12792.3A

From: Commanding General
To: Distribution List

Subj: Civilian Employee Assistance Program (CEAP)

Ref: (a) FPM Supplement 792-2
(b) CPI 792

1. Purpose. To set forth the Marine Corps Recruit Depot Employee Assistance Program for civil service employees as required by references (a) and (b).
2. Cancellation. Depot Order 12792.3.
3. Policy. It is the policy of this Command:
 - a. To recognize alcoholism as a treatable disease and drug abuse as a treatable health problem;
 - b. That alcoholism and drug abuse are health problems in which the employee's job performance is impaired as a direct consequence and that employees having these illnesses will receive the same consideration and offer of assistance that is extended to employees having other illnesses or health problems;
 - c. That management is concerned with the employee's use of alcohol only as it may affect job performance or the efficiency of the service. (However, the Command does not condone employee drug activity or other actions contrary to law. Alcohol or drug abuse will not bar management initiated corrective action, including removal, based on illegal activities or when otherwise warranted.);
 - d. That employment or promotion opportunities will not be jeopardized because of prior alcohol or drug abuse or by a request for counseling or referral assistance and the confidential nature of counseling or medical records of individuals who participate in the program will be preserved;
 - e. To grant sick leave or leave without pay for alcohol or drug abuse treatment or rehabilitation as with any other illness or health problem. (When an employee participates in treatment of a condition personal to the employee, including alcoholism or drug abuse by a member of the employee's immediate household where family therapy is an element of the treatment regimen, sick leave is appropriate.);
 - f. That employees who may have an alcohol, drug abuse, or another personal

19 JAN 1982

problem are encouraged to voluntarily seek counseling and information from designated contact and referral (C&R) counselors; and

g. That employee referral to or participation in the CEAP will not be based on any non-job or non-performance related factor, prohibited personnel practice or action that would constitute a finding of overt or presumptive discrimination on the grounds of race, color, sex, age, physical or mental handicap, religion or national origin.

4. Definitions. These definitions are only for the administration of the CEAP. They are not intended to modify or influence definitions applicable to statutory provisions and regulations which relate to disability benefits or criminal or civil responsibility for an individual's acts or omissions.

a. Alcohol Abuse. Use of alcohol which results in unacceptable social behavior or impairs the individual's performance of duty or job-related conduct, physical or mental health, financial responsibility or interpersonal relationships.

b. Alcoholism. A chronic and progressive disease characterized by physical and/or psychological dependence on alcohol. It does not necessarily result in performance or conduct problems, especially in the early stages.

c. Civilian Employee Assistance Program (CEAP). A management program offering assistance to employees who have problems involving alcoholism, drug abuse or other serious personal problems which result or may result in impairment of job performance or job-related conduct.

d. CEAP Administrator. The individual designated to ensure that the provisions of this Order are met.

e. Contact and Referral (C&R) Counselor. The individual responsible for conducting the initial interview with an employee, explaining the provisions of this program, determining the nature of the personal problem, and referring the employee to a source of assistance.

f. Drug Abuse. Use of a drug in a manner or to a degree which interferes with the individual's health, interpersonal relations, social behavior, economic functioning, or job performance.

g. Rehabilitation. A process often necessary for the successful recovery from alcoholism, drug addiction or other dependencies. Rehabilitation occurs following treatment and normally does not require medical supervision. Ordinarily, rehabilitation involves individual or group counseling or participation in self-help organizations such as Alcoholics Anonymous or Overeaters Anonymous.

h. Treatment. The initial step in the process of recovery from alcoholism, drug abuse or other dependencies. Treatment is conducted under medical supervision and serves to alleviate the physical and psychological effects of substance abuse including withdrawal symptoms and medical conditions resulting from substance abuse. Treatment is a prelude to, and should not be confused with rehabilitation.

5. Program Administration. This program provides for management assistance to employees with a broad spectrum of problems which interfere with job performance

or conduct. Whenever necessary, the Drug/Alcohol Abatement Center will provide counseling and training service for civilian personnel as required.

a. Civilian Personnel Director. The Civilian Personnel Director will advise counselors, managers and supervisors to ensure that actions taken as a part of the employee assistance program are consonant with current personnel instructions.

b. Services of Branch Dispensary. The Marine Corps Recruit Depot Branch Dispensary will provide care for acute and emergency conditions related to alcohol or drug abuse of civilian employees. Such conditions include, but are not necessarily limited to, acute intoxication, gastritis, gastroenteritis, and withdrawal symptomatology, when occurring on the job. The Branch Dispensary will also provide counseling of a professional medical nature, and fitness-for-duty examinations as required.

c. Supervisors. Effective implementation of the employee assistance program is a command responsibility. Active leadership by management personnel is dictated, not by law or regulation, but by need for sound management practices. The personnel problems which are costly in terms of lost production, accidents, disciplinary actions, and administrative effort are generated by a relatively small proportion of the activity's employees. The employee assistance program is a means to eliminate (in most cases) the problems generated by such employees and thus improve productivity and reduce overhead costs. Accordingly supervisors are responsible for:

(1) Identifying and documenting instances of unacceptable work performance or conduct and patterns of performance deterioration. However, supervisors are not to make determinations as to whether alcoholism or drug abuse are present and a reason for the employee's unacceptable or deteriorating work performance or behavior;

(2) Determining the appropriate action to correct the unacceptable or deteriorating performance;

(3) Seeking guidance from the Civilian Personnel Office;

(4) Discussing unacceptable or deteriorating work performance with the employee, providing the employee with documented instances of such performance and giving the employee a firm choice between seeing and cooperating with a C&R Counselor or receiving other management initiated corrective action; and

(5) Effecting or initiating corrective action if the employee declines to see or cooperate with a C&R Counselor or if the employee undertakes the course of treatment recommended by the C&R Counselor but fails to improve work performance or behavior to an acceptable level within a reasonable length of time.

d. CEAP Administrator. The Civilian Personnel Director is designated program administrator. The duties of the program administrator will include:

(1) Providing for the development and conduct of a training program for supervisors with respect to the employee assistance program;

13 JAN 1982

(2) Providing for the development and conduct of an education program for all employees to ensure that all employees are aware of and understand the benefits to be derived from the employee assistance program, and to prevent or discourage alcohol and drug abuse;

(3) Maintain records and prepare required reports;

(4) Establishing and maintaining an up-to-date directory of community resources to which employees may be referred; and

(5) Ensuring that confidentiality of records and other information on employees affected by this program is adequately maintained.

e. C&R Counselor. Reference (a) provides that at activities with small civilian work forces, the duties of CEAP Administrator and C&R Counselor can be jointly assigned to the same individual. Accordingly, the Civilian Personnel Director is also assigned the duties of the C&R Counselor. As such the Civilian Personnel Director will be responsible for:

(1) Confidential consultation with employees who so request or are referred; objective evaluation and identification of personal problems; identifying the best available source of assistance or services; recommending a course of action and providing aid in obtaining assistance; and providing guidance to the employee where appropriate;

(2) Referring the employee for medical, psychiatric or other evaluation when evaluation or identification of the problem is beyond the capability of the C&R Counselor;

(3) Advising supervisors on the use of CEAP procedures in dealing with a problem employee;

(4) Conducting necessary post-rehabilitation follow-ups; and

(5) Maintaining individual case files which will contain data necessary for the counselor's use and for required reports.

f. Employee Responsibility. The employee assistance program is a means through which management problems are reduced by providing assistance to the employee in resolving the personal problem which is generating his/her unacceptable performance or conduct. The assistance is offered in the interview with the counselor, but beyond the interview, the employee cannot be required to accept the proffered assistance. The employee is not required to accept or act on recommendations made by the C&R Counselor and is entitled to seek other means to correct the personal problem and the unacceptable performance or conduct. However, if the employee is unable or unwilling to respond adequately to the recommended treatment or other actions and the unacceptable performance or conduct does not improve, corrective action may be initiated by management.

6. Relationship to Disciplinary Action. The CEAP supplements but does not replace existing procedures for dealing with problem employees. The purpose of discipline is to correct the offending employees and maintain discipline and morale among other employees. The purpose of the CEAP is to correct unsatisfact

performance or conduct, hopefully before disciplinary action becomes necessary. Referring an employee to the C&R Counselor is not a bar to taking action under the provisions of Depot Orders 12432.1 and 12751.1A. There is a distinction to be made between offering assistance through counseling to an employee with a problem and taking corrective action against an offender. In some instances it will be appropriate to concurrently offer assistance and take corrective action.

7. Relationship to Labor Organizations. The support and active participation of labor organizations will contribute materially to the success of the CEAP. It is important that labor organizations understand management's effort to assist the employee. In order to ensure the cooperation and support of labor organizations, management should discuss with labor representatives the program policy formulation and maintain open lines of communication with these representatives.

8. Confidentiality

a. Regulations for confidentiality of counseling records are contained in reference (a). The content of the C&R counseling interview, specifically including the nature of the employee's problem, shall be kept confidential. While the regulations address only situations which involve alcohol or drug abuse, reference (b) provides that the same confidentiality shall be applied in situations involving other problems.

b. In general, no information about the counselee or the counseling interview may be given to any person unless the counselee has given written permission to do so. When a signed release is provided by the counselee and information is given to a third party, such as a supervisor, the third party is bound by and must observe the confidentiality regulations.

c. When the employee has been referred to the CEAP by the supervisor, there is a presumption that management is dissatisfied with the employee's job performance or job related conduct. In such instances the C&R Counselor should explain the advantages of and encourage the employee to permit the release of information to the supervisor. To do so demonstrates the employee's interest in correcting the problem and can have the effect of forestalling or reducing the severity of any corrective action.

9. Action. When an employee is found drinking on duty and/or behaving in a manner that suggests he/she is under the influence of intoxicants or is otherwise not "ready, willing and able to work," immediate action is required on the part of the supervisor.

a. When either of these situations arise, three determinations are required:

- (1) The nature of the employee's immediate problem;
- (2) What, if any, medical attention is necessary; and
- (3) The employee's fitness to remain on duty for the remainder of the workday.

b. If an employee is suspected of drinking or being under the influence of intoxicants while on duty, he or she will be referred to the Branch Dispensary for examination. Employees referred for examination will be accompanied by their supervisor.

(1) A physical examination will be conducted at the Dispensary. If the employee refuses to undergo such a physical examination, the medical officer shall at that time make a clinical evaluation of the employee's condition and advise the supervisor of his or her findings. If the employee refuses to submit to a physical examination, the supervisor will immediately contact the Civilian Personnel Director for further guidance as contained in existing regulations issued by higher authority.

(2) Failure by an employee to submit to the tests, evaluations or physical examinations as directed by management, in accordance with paragraph (1) above, may result in disciplinary action against the employee for failure to carry out an order.

c. Action taken subsequent to medical examination will depend on the evaluation of the employee's condition.

(1) If determined to be under the influence of intoxicants but not in need of any further medical attention, the employee should be sent home on annual leave for failing to be "ready, willing, and able to work".

(2) If the employee is found to need further immediate medical care, he or she will be referred to the appropriate community resource and placed on sick leave.

(3) In neither of the above instances should the employee be allowed to leave the activity driving a motor vehicle. Appropriate arrangements should be made to transport an employee home in such situations. The following are various measures which will be employed to transport an employee home:

(a) Arrange for a member of the employee's family or friend to provide the transportation;

(b) Provide transportation by government vehicle;

(c) Arrange for transportation by cab, at the employee's expense; and

(d) Request a fellow employee to provide the transportation in an annual leave or administrative leave status, as appropriate.

(4) If the employee is determined to be fit for duty, he or she should be returned to duty.

d. Subsequent to the above action and a medical finding that an employee was under the influence of intoxicants while on duty or a supervisory determination that he or she was drinking alcohol or using other intoxicants on duty, the employee's supervisor will:

(1) Try to determine whether the incident was an isolated one or part of a problematic pattern;

13 JAN 1982

(2) Discuss the current incident with the employee immediately upon his or her return to duty and seek the employee's evaluation of it, as well as apprise the employee of this thinking (as a result of the steps taken in paragraph (1) above). He or she shall also advise the employee of the possible outcome, including disciplinary action of the recent incident of intoxication on duty, and

(3) Irrespective of the outcome of the conversation with the employee, the supervisor will direct him or her to meet with the C&R Counselor for further discussion of the subject incident and whatever counseling is deemed appropriate.

e. Action subsequent to the employee's discussion with the counselor should be based primarily on the employee's evaluation of his or her behavior.

(1) If the employee decides that he or she does have a problem and wants the help offered by the activity through a rehabilitation program, the counselor will offer appropriate assistance.

(2) If, after the counseling interview, an employee does not acknowledge a problem or does not accept the Command's assistance in arranging for therapeutic help, the employee should be advised that, in addition to the action to be taken as a result of the present infraction, subsequent infractions or other unacceptable behavior will result in additional actions, possibly of greater severity. If the employee does accept the assistance offered through the program, consideration should be given to withholding or reducing any disciplinary action subject to adequate response to therapy or other assistance offered.

f. Supervisors will document any action taken as a result of compliance with this directive.

10. Applicability. The procedures and requirements outlined in this Order are applicable in the administration of the Civilian Employee Assistance Program for civil service personnel.


F. M. MANROD
Chief of Staff

DISTRIBUTION: VII