



UK Employee Assistance Professionals Association

Counsellors' Guide to working with EAPs

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1.0 Introduction

This document has been produced by the UK Employee Assistance Professionals Association (UK EAPA), the professional body for the EAP industry in the UK. It is designed to provide a practical guide to working with EAPs for counsellors and psychotherapists and covers the principle aspects of delivery of these services.

The Guide focuses on elements that are common across the industry. However, it is not intended to be exhaustive or definitive as different EAP providers will work in slightly different ways. Each provider will have its own processes and protocols that it requires its counsellors and psychotherapists to work to.

2.0 EAP background and history

The EAP industry began in the UK during the mid-1980s and has since grown, with EAPs becoming an established and popular service for employees. Today a high percentage of the larger public and private sector organisations and an increasing number of small to medium sized enterprises provide their employees with access to some form of EAP service.

In fact, almost 50% of the UK workforce is now supported by an EAP, representing 13.79 million people (UK EAPA Market Watch, 2013). In comparison, the number of lives touched by EAPs in 2008 was estimated at 8.2 million.

EAP programmes can vary considerably in terms of the types of support they offer, but most will include clinical and non-clinical elements designed to support employees on a broad range of personal and work related issues.

Typical clinical elements might include telephone counselling, often delivered by counsellors who are directly employed by the EAP provider, and face-to-face counselling, usually delivered through a network of contracted affiliate counsellors. Increasingly providers are also offering online access to counselling, either through live-chat, secure portal communication systems or self-directed computer platforms such as the 'Beating the Blues' CBT package.

Non-clinical elements of EAPs might comprise access to high level legal or financial information, debt advice, or general information and advice similar to that which might be offered by the Citizens Advice Bureau. Here, providers will generally use a blend of directly employed staff and/or third party specialist providers to deliver these elements.

The professional body for the EAP industry in the UK is the UK EAPA, which is responsible for promoting the interests of the industry, setting standards for delivery of EAP services and fostering the development of EAPs. UK EAPA also publishes a range of documents, including EAP Guidelines, EAP Buyers Guide and Standards of Professional Practice that are designed to promote best practice in the industry and educate purchasers of EAP services.

More information on the UK EAPA and the EAP industry can be found at www.eapa.org.uk



A practical guide
to working with EAPs
for counsellors and
psychotherapists

3.0 Clinical aspects of EAP service delivery

This section highlights some of the clinical aspects of EAP service delivery that should be considered by counsellors and psychotherapists working with EAPs.

Therapeutic models

- **Solution Focused Brief Therapy:** The most common form of therapeutic intervention delivered by EAPs is Solution Focused Brief Therapy, although an integrative approach is also popular as this gives maximum flexibility to adapt according to the client. Typically EAPs offering access to face-to-face counselling will cap the number of sessions available to each eligible member annually. This limit can be as many as eight or as few as one or two, but five or six sessions are more typical.
- **CBT:** Some EAP providers will incorporate elements of CBT into their therapeutic model. However access to a full CBT intervention will normally only be available outside the core EAP and will attract an additional charge.
- **Other therapeutic models:** Counsellors and therapists may also offer other therapeutic practices, such as Eye Movement Desensitisation and Reprocessing (EMDR), Emotional Freedom Technique, Hypnosis or Psychoanalysis. You should confirm with the EAP provider whether this forms part of their preferred core model or if it relates to services that incur an additional charge to the customer. Different providers will have different policies on this.

Working with an EAP

Each practitioner will have their own approach to short term work and this is likely to be influenced by their style as well as their training. It is important that the challenges and implications for short term contracts with clients are fully understood. The EAP provider will usually discuss their clinical assessment with the affiliate counsellor, who should also be prepared for the clinical picture to change by the time they see the client, particularly for clients that present in crisis.

Short term therapy may be a solution in itself or a first step to open ended or longer term work. Often the EAP is used to support clients while they are on NHS waiting lists or looking for or needing other treatment. Whichever is the case, the affiliate counsellor must manage the work carefully so that the ending is clear from the outset.

When working with EAP clients, affiliate counsellors need to consider the EAP provider who is still contractually responsible for the case. They should be included in your reporting and you may be required to complete additional documentation. Often sharing such responsibility can be uncomfortable for an affiliate counsellor, especially if they are new to EAP work. Therefore, it's important to think about this aspect of the work carefully and, where necessary, discuss it in supervision, to confirm that EAP work is right for you.

Each EAP provider is likely to have different approaches to programme elements such as private contracting with clients, payment rates and case management procedures. You may be asked to sign terms of engagement or a contract; do check exactly what is required of you before you start. The commercial considerations of working with an EAP provider, including contracting, are discussed later in this Guide.

One of the many benefits of working as an EAP affiliate counsellor is that if problems arise you will receive clinical support from the EAP provider. This can come from a dedicated Case Manager or Affiliate Management team who will be able to work collaboratively with you to find a resolution to the situation.



Often the EAP is used to support clients while they are on NHS waiting lists

Qualifications

According to the *Standards of Practice & Professional Guidelines for EAPs* published by UK EAPA, all those involved in the delivery of EAP services must be professionally qualified and have an understanding of and specialised training in EAP practice, be familiar with and work consistently within the UK *EAPA Code of Ethics* and be selected by the provider against appropriate criteria that reflects their duties.

Within this framework, each EAP provider will have its own qualification and experience requirements for affiliate counsellors. Most, however, will require a Masters or other post-graduate diploma in counselling, a minimum of three years' post qualification experience and accreditation to one of the recognised professional bodies such as the BACP, UKCP or the HCPC for psychologists.

Tripartite relationship

The EAP is a confidential service, but EAP providers have a contractual relationship and duty of care not only to those who are accessing their services for support, but to the employer that has contracted with the provider to deliver them. It is important that the affiliate counsellor recognises the nature of this tripartite relationship and its potential impact on the counselling process.

For example, the fact that EAP counselling sessions are funded by the client's employer may lead to feelings of anxiety in the client over the confidentiality of the process and concerns that information may be reported back to their employer. Alternatively it may trigger feelings in the client of being 'entitled' to a certain number of sessions. Such concerns may or may not be articulated by the client during counselling, but you should be aware of them as potential factors and make a determination on a case-by-case basis as to whether this is something you need to explore in more detail with them.

Another example concerns those situations where the client has been formally referred to the programme. Most EAPs allow the formal referral of employees, usually by a manager or HR. Such referrals usually account for a relatively small percentage of the total case volume and normally occur when there is a work performance, attendance or behavioural issue. As such they often happen within the context of a wider disciplinary process.

It should be understood that formal referrals can only be made with the full consultation and co-operation of the individual and in these circumstances the reaction of the client and their attitude toward the counselling process must be considered. This may be positive, for example, "My employer really cares about me..." or negative, "I'm only here because I've been told to be, I don't need counselling, there's nothing wrong with me..."

At the briefing stage all reporting requirements should be clarified so that from the very outset of your work with the client all feedback requirements are fully understood, that the client is not coerced to attend, that it is voluntary and informed consent is obtained.

Potential ethical issues

As with private practice or other counselling work, EAP work can involve the potential for 'conflicts of interest'. For example, you may be asked to see someone you know, or see a colleague or close relative of an existing client. The possibilities for a conflict of interest are many and complex. If they do occur you will need to consult the EAP provider's guidelines and seek a Case Management consultation to work out how best to solve the issue.

EAP case managers will also be experienced in managing potentially contentious issues, such as the client asking for support to leave their job or a client who is considering taking legal action against their employer for some reason. EAP case managers are there



All those involved in the delivery of EAP services must be professionally qualified

for you to discuss such cases and it is important that you use them for your support and guidance.

It is also possible that you may be approached for case notes by a third party such as your client's solicitor or the police. Once again, the EAP provider will have clear guidelines as to how this is managed or you may be asked by a family member or colleague of the client for advice or guidance. Here you can also safely refer back to the EAP leaving you supported and able to manage your counselling contract with the client.

Often the EAP is the quickest and easiest route for an individual to access psychological support. This means that some clients present with complex issues and some may need treatment in a medical setting, longer term work or specialist interventions. A careful assessment by the EAP may not identify all of the client's history (e.g. childhood sexual abuse) or the extent of the problems. However, the counsellor should be confident in dealing with complex presentations, risk issues and know what to do if a client becomes suicidal or is a threat to someone else.

If you are asked to see a client that presents with issues that are not suitable to be explored within the boundaries of a short term contract you should seek the guidance of your EAP Case Manager because it may be more appropriate to refer back to the GP, local specialist services or provide contact points for crisis helplines or community mental health team. It is helpful that you have a good understanding of such local referral options and, if you take on the case, can work in a containing and focused way.

Overall, any medical aspects are likely to need the input of Occupational Health and your EAP Case Manager can clarify how referrals can be made. Obviously in complex cases seeking support from your own supervisor is another important requirement.

Types of counselling

Most EAP providers will offer access to counselling sessions in a variety of ways. If you are trained and experienced in working with clients online and over the telephone, as well as face-to-face, it's important to let the EAP provider know. Telephone and online work is growing in popularity as it offers flexibility for those with busy work schedules or those that have to juggle travelling. Carers or those who might have transport or mobility issues, as well as other demands on their time can also experience the benefits of working over the phone or online.

'Holding' referrals

As mentioned above, it may be necessary to provide holding or containing sessions while alternative help is put in place. This could include a referral to the client's occupational health team for support, a GP referral or other emergency or longer term support.

Coaching

Some EAP providers may offer coaching to clients especially as this can be a more acceptable term for those clients that do not consider themselves as in need of 'counselling'. Certainly, focussing sessions on the present and future can be a very productive way of working with short term counselling referrals.

A coaching approach fits well within the workplace and BACP Coaching is a new Division that is worth getting involved with if you are interested in this area – for more information go to www.bacpcoaching.co.uk.



EAP counselling is designed to work within a limited fixed number of sessions

Requests for extra sessions

As mentioned earlier, EAP counselling is designed to work within a limited fixed number of sessions and when a referral is made to you the EAP provider will advise you on the number of sessions available. EAP affiliate counsellors are expected to manage their cases effectively within these session limits, setting clear expectations with the client at the outset.

However, it is recognised that there will be occasions when a small number of additional sessions, over and above the limit to which the client is entitled under the EAP, is clinically appropriate and would be beneficial. In such cases you should always follow the processes and protocols explained to you by the provider. If you are unsure, contact your Case Manager.

You should be aware that the EAP provider will normally have to go through a process of seeking authorisation for the provision of additional sessions and that the process and likelihood of those sessions being authorised will vary from one contract to the next. Very often the employer will want further justification for the sessions. The EAP provider will manage this process but it is important you understand the issues so you can effectively support the client and manage their expectations.

However, the principle that needs to be followed is that such requests must only be made in exceptional circumstances and it is not helpful for clients to be encouraged by the counsellor to ask for extra sessions themselves.

Other services that may also be available through the EAP that represent extra services and information to the client – including legal, debt and dependent care advice – should be identified by the affiliate counsellor and clients should be encouraged to make use of them.

Working with the organisation

When working with an EAP referral it is important to remember that the organisation is your client as well as the individual concerned, therefore there will be two people who will be 'in the room' with you.

It is, after all, the employer that is indirectly funding the sessions. Developing your understanding of the organisation will help you work with both 'clients' since an insight into the type of business and the pressures of this work can help you build up a rapport with the client. There may also be occasions where the organisation can be really helpful to the client, for example, by providing training to help increase confidence.

Enabling a 'return to work'

The employer is often keen to know whether the support offered by the EAP is having a business benefit. This will be part of the implicit or explicit requirements of the employer and they may need to have evidence of any return on investment. For instance, is there evidence that the employee/client has returned to work more quickly as a result of the counselling? Has the counselling prevented the client from taking time off work for sickness?

There are a number of evaluation systems in place within EAPs and affiliates need to be familiar with these, after all, it is about trying to measure the impact of their support to the client.



**The organisation is
your client as well
as the individual
concerned**

Confidentiality and managing risk

EAP providers place great emphasis on the impartiality and confidentiality of the service. Clients are usually free to ask for support about any issue, regardless of whether or not it is work-related, and can do so safe in the knowledge that their use of the service will not be disclosed to their employer, except in extreme circumstances.

Generally clients contacting the EAP are simply required to give the name of their employer in order to establish their eligibility for service, and although the provider will normally ask for the client's name to facilitate future contact, the client is not normally obliged to give it and can choose to remain anonymous if they wish.

Although the service is confidential, EAP providers have a dual responsibility to identify and manage risk not just to the client contacting them for help, but also their employer. Thus, clients contacting the EAP will be made aware of the confidentiality boundaries within which the provider must operate. This will generally mean that if the provider believes there to be a serious and immediate threat to the health and safety of the client, or those around them, they will reserve the right to contact a third party, which could mean the client's GP or even the emergency services.

Similarly, if the provider believes there is a significant risk to the client's employer (for example, a client phoning up with a clear threat, intent and a plan to seriously injure a member of staff or a driver admitting they are drinking or under the influence of drugs when driving or operating machinery on duty), they may need to make a disclosure. Such cases are rare, and disclosure is always a last resort and would only occur after extensive internal consultation had been made by the EAP provider.



**EAPs have a dual
responsibility to
identify and
manage risk**

4.0 The practicalities of working as an EAP counsellor

Affiliate safety

As with any counselling work you should always consider your own personal safety when working alone. Ensure that you have a Safety Plan in place to protect you from any eventualities, such as a personal alarm and another person knowing your booking schedule or whereabouts. If you have any concerns about a client you are seeing, talk to the EAP provider's case management team.

Professional and business-like behaviour

An EAP affiliate counsellor will require a computer for the majority of EAP work. Working as an affiliate counsellor means you should have an active email address and a telephone answering machine or mobile voicemail. These should be monitored regularly as EAP providers are under pressure to arrange the initial face-to-face counselling session within 3-5 working days following the initial call to the EAP.

You should be well organised and timely in your responses to the EAP provider. This will improve your chances of getting referrals and is also important to ensure you meet the provider's deadlines for responding to referrals, setting up the first appointment with the client, providing feedback, invoicing and case closure reporting.

Invoices should be presented accurately and on time so that EAP providers can pay counsellors and budget accordingly.

Affiliate counsellors are expected to be familiar with local resources, such as professionals who provide long-term therapy, voluntary agencies, and specialised clinics. This will be needed when onward referral is required, either after the assessment session or on conclusion of the EAP counselling intervention.

Working with the EAP providers' case management team

Affiliate counsellors must be willing and able to cooperate with all the case management procedures of the provider. EAP providers differ on how closely they case manage their affiliates (and who conducts the case management), but all providers will have a system in place for monitoring the work of the affiliate counsellor. Regardless of the system that is in operation, you will be expected to fully cooperate with it.

Being organisationally aware

If you have particular experience of working within certain industry sectors (such as the NHS or the banking sector) or have worked with particular groups of employees (for example, those exposed to vicarious trauma), it is important to let the EAP Provider know as many providers will only recruit to fill a particular geographic or skills gap in their network.

Be aware of organisational dynamics and the issues of working life. The unique aspect of employee assistance is its focus on how the client's problems may impact their performance at work. It is vital that the affiliate counsellor is able to appreciate this.

Record keeping and case notes

You will be required to keep concise, accurate and factual written records of your EAP sessions and any other client contacts. These must be kept for seven years. This 'client record' belongs to the EAP provider and is the joint responsibility of the EAP provider and you, the affiliate counsellor.



You will be required to keep concise, accurate and factual written records

EAP providers usually require the following information as standard:

- Issues that brought the client to counselling
- Details of the counsellor's expertise
- The counsellor's comprehension of the psychological issues being faced by the client
- A demonstration of positive movement and the rationale for the focus of each session

Notes should be written according to the ethical and professional guidelines of your professional body, as well as the UK EAPA.

It's important to bear in mind that the client has the right to see their notes and can request these via the EAP provider. In some cases notes can be subpoenaed by the judicial courts. Notes should be written with this in mind.

Any records or information about the referral should be kept secure in a locked container and should not be sent electronically unless password protected and encrypted.

Occasionally, reports may be requested by a third party, for example the client's Occupational Health team. With the client's informed consent, and if deemed appropriate by the EAP provider, these may be released. EAP Providers will have the appropriate consent forms, often called 'Release of Information' forms that will detail any information that is required and will need to be signed by the client.

Any requests you receive from a third party should be discussed with your EAP provider and any information intended to be released should be sent via the EAP provider with the appropriate signed consent.

Insurance

EAP providers will require you to have appropriate professional indemnity insurance in order to see their clients. You will normally be required to submit copies of your insurance documentation when you are first recruited and thereafter on the anniversary of the policy renewal.

Individual CRB/DBS

Many EAP providers require their affiliate counsellors to have an up-to-date DBS (formerly CRB) check. Please see <https://www.gov.uk/disclosure-barring-service-check/overview> for further details. Please also be aware that, once obtained by individuals, these checks can now be used for multiple organisations.

Premises

EAP providers will require affiliate counsellors to deliver counselling sessions from accessible, comfortable, quiet, safe, clean and professionally furnished premises. If practicing from home, the consultation room must not double as living accommodation unless personal effects have been removed. The entrance to the consulting room must also be discreet and any personal effects should be removed from any living area that forms a walkway to the consulting room.

EAP providers may request visits to their affiliate counsellor's premises and request photographs from time to time to check that counselling is being delivered in a professional and appropriate setting.

Premises should be free from interruption such as phones ringing or background noises such as children or pets. Pet hair or the smell of cigarette smoke should not be present. Toilet facilities should be available, and where possible a suitable waiting area.



Deliver counselling sessions from accessible, comfortable, quiet, safe, clean and professionally furnished premises

Consider the following:

- Do clients enter your premises using a separate entrance to that used by your family?
- Are there waiting facilities for clients?
- Is your counselling room sufficiently soundproof for client privacy?
- Do your premises allow you to provide counselling safely for people with limited mobility or those in wheelchairs?
- Do you have parking facilities for clients?
- Is the area in which your premises are situated safe both during the day and after dark?

Health and Safety issues

When setting up as an affiliate counsellor the same considerations apply as they would with any private practice. You should consider the following:

- Does anything on your premises represent a Health and Safety risk?
- For fire safety, do you have a functioning smoke alarm and are the exits kept clear?
- Are passageways and stairs well lit and clear of obstructions?
- Are electrical and gas appliances safe?
- Do you have sufficient heating and ventilation?



Is the area in which your premises are situated safe both during the day and after dark?

5.0 Commercial aspects of EAP work

How do EAP providers charge for their services?

Although there are many ways to pay for EAP services, there are two that are most prevalent in the UK:

1. **Per capita fees:** Usually a fixed annual fee per covered employee, which allows multiple accesses to the services on offer, within certain boundaries. If face-to-face counselling is included here, the number of sessions available per employee per presenting issue will normally be capped, typically to no more than eight, although five or six is more usual. The per capita fee will normally be calculated on the basis of the services being provided, the size of the eligible population and the anticipated utilisation.

2. **Fee-for-service:** The employer will pay per use of the service. This would typically involve a scale of charges for each of the service elements included in the employer's EAP. A variation of this payment method might include a fixed annual retainer being paid by the employer to cover administrative support, account management and promotional materials.

In recent years, the market for EAP services in the UK has matured and become increasingly price competitive. This has been driven by new entrants to the market and in particular the increasing involvement of 'intermediary' organisations, such as large insurance or healthcare services companies that now sell EAPs as part of their wider portfolio of services. In particular the last few years have seen the rise of the 'embedded' EAP, which is typically bundled with a private medical insurance package or suite of occupational health services.

All of these factors have combined to drive down the average cost of an EAP. In the last 10 years, margins have fallen by a factor of five or six. This has put pressure on EAP providers to introduce operational efficiencies and seek more cost effective ways of delivering their services in order to remain viable.

How do EAP providers pay counsellors?

The most common form of reimbursement offered by EAP providers to affiliate counsellors is a rate per session, although some may pay a fixed rate per case.

Typically rates will vary from one provider to the next and there is no industry standard. For the reasons outlined above, the rates that EAP providers are able to offer have reduced in recent years and typically will be lower than you might expect to charge for other private work. However, depending on your location, availability and how the provider(s) you work with assess the quality of your work, you may find that the lower rates are compensated for by a regular flow of referrals and reduced marketing costs.

There is also usually nothing to prevent you from contracting with more than one provider and you are not obliged to accept referrals, although you should be aware that your availability for work may be one of the factors that influence how willing a provider may be to refer their clients to you.

How do I apply to become an EAP counsellor?

Details of EAP providers can be obtained through an internet search engine and the UK EAPA publishes a list of registered provider members on its website at www.eapa.org.uk. Most providers' websites should give contact details, including postal or email addresses. You should submit a current CV detailing all relevant credentials, accreditations, skills and experience.



Submit a current CV detailing all relevant credentials, accreditations, skills and experience

If a provider is interested in working with you they will contact you to discuss next steps.

Each provider has its own credentialing and due diligence process, but most will wish to speak with you over the telephone to discuss your background and suitability for EAP work in more detail. You will also be required to complete some paperwork and submit documentary evidence of qualifications, accreditations and professional indemnity insurance cover. Some providers may ask for photographs of your premises and you will normally be asked to provide references. You may also be required to submit case study material, illustrating how you would work in some hypothetical scenarios.

Assuming you meet all of the necessary selection criteria, the provider will issue a contract for you to sign. In so doing you will not be committing to accept any work from the provider, nor will the provider be guaranteeing any. However, you will be committing to deliver a service to the standards outlined in the agreement and for the rate specified.

Once you have signed and returned the contract, the next step will normally involve an orientation session. This is usually done by telephone, often by the Case Management or Affiliate Management team. The purpose is to brief you on the processes and protocols you will be expected to follow once you receive referrals, as well as any IT platforms you may be required to use.

Referral rates

When joining an EAP Provider's affiliate network, you should be aware that this is no guarantee of referrals. Referral rates will vary according to the geographical coverage of each individual contract.

You may want to ask the EAP Provider which EAP contracts they deliver within a 10 mile radius of your counselling premises. Alternatively, find out which large organisations are within your geographical area, make contact and ask them if they provide an EAP service to their employees, and who provides it.

Make sure your professional training and experience details are up-to-date so that the EAP provider is aware of your training and experience and knows the type of referrals you can take.



When joining an EAP Provider's network, you should be aware that this is no guarantee of referrals

6.0 Hints and tips for affiliate counsellors

This section of the Guide offers a summary of the points addressed earlier in the document alongside some practical hints and tips for working effectively with EAP providers.

Speed of response and flexibility

EAPs are keen to allocate work to suitable affiliate counsellors and for the affiliate to offer the client an appointment within a certain period of time, typically five working days. Therefore, it's important to regularly check your communication methods with the EAP(s) you work with to check for referrals. Also remember that EAP clients will often look for appointment times to fit around working patterns. Do you offer any evening or weekend appointments in addition to daytime availability?

Confidentiality

As has been discussed, confidentiality is the cornerstone of the EAP counselling relationship and is vital for the client's and the EAP reputation. Do not offer information to any third party queries; all requests for information must go through the EAP provider and its appropriate channels.

Partnering with your EAP provider

It is important to become a team player with the EAP(s) that you work with. We are all in the process of helping someone who is distressed to access help and support. Although not a direct employee, having good communication with case managers and completing paperwork and case notes is vital.

Affiliate counsellors who assist the EAP to engage and progress a client journey through the process (including completing relevant paperwork and submission of this and invoices on time) are likely to be preferred counsellors when deciding on referrals offered.

Other skills and experience

Ensure you inform the EAP(s) that you work with about training, background and any particular skills or expertise. Additionally experience of particular industries, such as higher education or the NHS, may be useful for contracts they have within your geographical area.

IT and technology

Increasingly EAP providers will use IT as a method of communication with affiliates with much of the paperwork and referral process being done on line. Having reliable and reasonably up to date IT equipment and Internet will assist you to communicate well and efficiently.

Self-management

Have good self-management skills with the ability to work independently. Often counsellors think this is easier than it actually is! Completing paperwork at the time of seeing the client, ensuring sufficient time is put aside for case management and EAP communication, for example, are all vital parts of independent practice with EAPs.



Confidentiality is the cornerstone of the EAP counselling relationship

Managing your session limits

Remember that EAP counselling is designed to take place over a limited number of sessions and that affiliate counsellors are expected to manage their cases effectively within these limits. How well you do this could be one of the determining factors in how many referrals you receive. Requests for additional sessions should only be made in exceptional circumstances, where there is a genuine clinical need. You should always follow your EAP provider's process and contact your Case Manager if you are unsure.

You should also be careful to manage the expectations of the client, as there is no guarantee that such requests will always be authorised.

Continuous professional development

Ensure you maintain your commitment to CPD. Some EAP providers will run courses for affiliate counsellors free or at reduced costs for areas in which they are expanding. Check with the providers you're working with if they offer anything as well as finding out what you can access yourself.

Manage your income

EAP referrals are not guaranteed and can ebb and flow so it's better not to be over-reliant on this type of work. Many EAP affiliate counsellors have a portfolio of roles, for example, some EAP work and some paid employed hours. Look at how you manage your income to see how much you rely on different sectors of your income generation. Although no type of work is risk free in the present climate, working as an EAP affiliate enables you to spread your risk.

Self-care

Affiliate work can be lonely and isolating if you don't put strategies in place to counter this. Working alone with clients each day can have many positives, but try to ensure you take regular breaks and make time to meet others, whether peers or other colleagues, as you would if you were in a more formal office environment.

7.0 Sources of further information

UK Employee Assistance Professionals Association

PO Box 7966
Derby DE1 0XP
www.eapa.org.uk

The UK EAPA website includes a range of documents and further information on EAP standards and best practice, as well as details of registered EAP provider members.

British Association for Counselling & Psychotherapy (BACP) Workplace

www.bacpworkplace.org.uk

BACP Workplace is the specialist division of BACP that promotes and supports the professional practice of counselling in the workplace.

BACP Coaching

www.bacpcoaching.co.uk

BACP Coaching is a specialist division of BACP, promoting ethical, effective and professional coaching for the wellbeing and enhancement of individuals and organisations.

UK Council for Psychotherapy

www.psychotherapy.org.uk

UKCP is the UK's leading professional body for the education, training and accreditation of psychotherapists and psychotherapeutic counsellors.

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