TO DEVELOP AN EMPLOYEE
ASSISTANCE PROGRAM WHICH
RECOGNIZES EMPLOYEE
PROBLEMS AND THEIR
EFFECTS ON EMPLOYER
COSTS WITHIN NON-PROFIT
ORGANIZATIONS.

A Capstone Seminar Paper for
HSA 596: Seminar in Health Services Administration
Presented to
Dr. Robert Guerrin
Department of Political Science and
Public Administration
Russell Sage College

In Partial Fulfillment
of the Requirements for the Degree
of Master of Science in Health
Services Administration/Health Education
by
Darlene M. Pasquariello-Annapolis
May 1987

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CHAPTER ONE: INTRODUCTION

I. A. PROBLEM STATEMENT IDENTIFICATION

In today's complex world, society has many personal problems to face which can become extremely overwhelming and, due to this fact, each day people go to work consumed by stressors such as; divorce, custody battles, financial struggles, concern for elderly relatives, family illnesses, alcoholism, drug abuse, gambling addiction as well as major mental health problems (stress depression, suicide, family violence, etc.). Any number of these problems will continue without sign of resolution and can result in job difficulties such as; chronic lateness, absenteeism, low productivity accidents and tension amongst superiors and co-workers, property damage, medical claims and turnover.

As part of a health awareness concept, EAPs (Employee Assistance Programs) have become quite a popular phenomenon in both the public and the private sector of business. The purpose of this research project will be to develop an Employee Assistance Program which recognizes employee problems and their effects on employer costs within a non-profit organization.

I. B. PURPOSE OF RESEARCH

In reviewing literature for this project, it was evident that both labor and management recognize that family, environmental, and psychosocial problems are not left at home but are brought to the workplace and can seriously affect job performance which may event-
ually lead to a threatened employee's career as well as a costly loss to the employer. Both parties (labor and management) recognize that many of these problems can be alleviated or treated. Early detection and appropriate referral to helpful health-related resources within the existing community can ward off serious threats to the employer's financial burden of a "troubled" employee. Looking at a problematic situation on a long term basis, everyone involved benefits from EAP intervention; the employee, the family, the employer, and the community.

The need for strategic intervention is evident from a health education/health services administration perspective. There should be an increase in community participation and networking amongst the health related and the business organizations. The tri-city area of eastern New York State has numerous non-profit small (500-1000) organizations that employ potential "troubled" employees in need of assistance but who may not be aware of existing resources. The need for development and implementation of internal EAPs would provide invaluable services meeting the emotional needs of the employees, the bonding of labor and management, and the financial savings to the employer. This paper will discuss two interviews of governmental non-profit EAPs, their organizational structure and benefit to the employer and the employee and devise a fictitious EAP based upon the existing EAPs interviewed and the literature available.
CHAPTER TWO: LITERATURE REVIEW

II. A. DEFINITION OF AN EMPLOYEE ASSISTANCE PROGRAM

There are numerous and varied definitions of an Employee Assistance Program and after reviewing much literature, the basic concept and philosophy will be discussed as follows. An EAP is one that is developed through combined labor and management efforts in order to unify both parties to the provision of qualified employers within the workplace and to eliminate the potential neglect and error of on-the-job responsibilities. It is an organizational service program designed to assist employees and/or their families in detection, intervention, treatment and rehabilitation of their personal problems which may be creating an interference with the work or the home environment. It is a cooperative and confidential approach amongst both the EAP coordinator and the employee and/or family member(s). Participation in the EAP is strictly voluntary. The referral received by the EAP coordinator is not discussed with supervisors, personnel departments, union leaders nor the EAP committee. The key to success of the EAP is confidentiality, trust and neutrality in order to implement effectiveness.


II. B. ORGANIZATIONAL NEED FOR EAP

Organizations have personnel departments which monitor employee job performance based upon supervisor eval-
ations. Approaches to keep employees productive is the reason the EAP is needed. Referral resources are necessary to address the issues of divorce, custody battles, financial struggles, concern for elderly relatives, family illnesses, alcoholism, drug abuse, gambling addiction, as well as major mental health problems (stress, suicide, depression, family violence, etc.). These particular problems remain not only with the employee during the working hours but off-duty as well. It may be difficult for even the best employee to keep his mind on his work in the midst of a personal problem or a family crisis. Not only the "best" employee displays occasional poor job performance, any employee may show an occasional symptom. The concern arises when supervisors and co-workers are skeptical of reoccurring symptoms or progressive deterioration of performance. When this situation arises, the employee may have difficulty in trying to repair the damage in and out of the worksite. The EAP meets these needs by encouraging employees and supervisors to:

- be aware of the program
- be aware of an existing problem
- be aware that the EAP will make suggestions for improving job performance

II.C. EAP PERCEPTION TO THE EMPLOYER

EAPs offer benefits to an organization. It provides a uniformity of policy and procedure recommendations to problems. Utilization of such techniques aid in the decrease of turnover, absenteeism, tardiness, job and
co-worker stress, personal stress, health care/personnel benefits costs, recruitment and training of new employees. The EAP enables problems to be addressed therefore allowing economic return and gain to the organizational budget. The EAP provides for sound public relations throughout the existing community as networking is a common occurrence amongst the organization and the community. The common interest results in an increased awareness of health-related resources as well as an increase in employee stability, productivity, job satisfaction, a feeling of self-worth and a general wellness concept within a potentially conducive work environment. The EAP will reflect long term goals of decreased human resources development costs while allowing for an image of organizational concern and respect for employees.

II. D. EAP PERCEPTION TO THE EMPLOYER

The EAP ensures for a trusting environment between the employee and the EAP coordinator: The service is free of charge, rendered at the convenience of the troubled employee and provides continuity and follow-up. The EAP is not only available to the employee but to one's family as well. The definition of the problem is outlined and addressed by the EAP coordinator as to the appropriate resources available. The EAP coordinator makes the necessary arrangements for the employee so as to not add any excess stress to the circumstance. There
is obvious opportunity for self-help and the EAP allows the employee to identify that a problem exists; it stimulates motivation to accept help and to seek follow-up. The EAP concept is realistic; if one wishes to maintain one’s job, appropriate measures will be taken in order to correct performance problems in the workplace.

II. E. BASIC CONCEPTS/ATTRIBUTES OF EAP

There is much literature and research that has been developed regarding EAPs. After a thorough review of current and past articles, the writer of this research paper will discuss the philosophies and program contents of the EAP. The generalized theme of the EAP is that it is beneficial for the employer of an organization to rehabilitate an already trained and experienced employee rather than to terminate him if performance is deteriorating. The EAP is designed to identify those employees with emotional and/or physical problems, assess the level of intervention necessary to remedy the situation and to provide the appropriate referral source with a follow-up evaluation on the progress of that particular individual. The general background information of EAPs show that most were developed in the 1940’s as employers became more concerned and more aware of employee problems such as alcoholism. Gradual trends depicted other problems to be more prevalent, such as; mental problems, family stress, financial difficulties, and drug addiction. Over the years, EAPs have devised services for emotional, social and financial problems
to employees. In a 1983 article, the number of EAPs in the private sector was estimated to be approximately greater than 5500 in the U.S. This article also stated that the public sector operated EAPs in thirty-nine states.

This particular article discussed EAP mandates through state and local government. It stated that six states have devised EAPs through state law and thirteen states base EAP mandate according to executive order of the governor. Seven states have administrative laws devised by the state personnel agency and six states use administrative laws of other states. The article was dated 1983 and the information was obtained through a study. The methodology used was a questionnaire survey which asked the type of EAP devised and the appropriate name of the contact person. The letters were sent to the central personnel agency of each of the fifty states. The resource used was the Directory of State Administrative Officials Classified by Function. Follow-up letters and phone calls were also made. The survey showed that thirty-nine states had EAPs and eleven did not. (Those being in 1983; Arkansas, Idaho, Indiana, Louisiana, Mississippi, Montana, New Hampshire, Oregon, South Dakota, Tennessee and Wyoming.

Updated literature has not found whether or not these states have since implemented the usage of EAPs. The literature search displayed that the majority of the EAPs are established in order to provide a network of professional community resources through a referral system. Included in this system were alcohol and drug rehabilitation facilities, psychiatric units, counseling centers, financial planners, and legal services. The EAP allows for referral only, the initial screening, and the final evaluation are primarily the responsibility of the EAP counselor and the professional network system utilized. They are responsible to deal with the problem at hand. The referral source costs are usually covered by employee insurance and/or employee out-of-pocket costs.


Questionnaires are used quite frequently in the research of EAP structure and design. The types of EAP include; referral, either simple or complex, depending upon the size of the organizational structure, to fully staffed in-house programs. The most commonly used is the referral type EAP. The employee discusses the problem openly and confidentially with the EAP counselor who then assesses, screens, implements a plan of action and carries through with follow-up.

One particular article in the literature search discussed ten attributes necessary for the success of EAPs: (1) management support, (2) labor support, (3) confidentiality, (4) accessibility, (5) supervisor training, (6) labor steward training, (7) insurance involvement, (8) variety of referral services, (9) professionalism, (10) follow-up/evaluation.

(Santa-Barbara, Jack. (September 1984). Employee Assistance Programs: An Alternative Resource for Mental Health Service Delivery. Canada's Mental Health, p.35-37.)

II. F. EAP STRUCTURAL DESIGN

1. **Internal EAP Design Model**

The literature discussed this particular model as being marketed during the 1970's. This was an on-site program with an employee working under the supervision of the medical or human resources department within the organization. The individual was responsible for the structural components of the program, the supervision, the training, the employee education, the coordination between labor and management, the consultation amongst managers in the screening and initiation of referrals to community resources, as well as the every day operational duties.

2. **External EAP Design Model**

This particular model evolved during the 1970's as well, primarily due to the fact that grant funding became more readily available to organizations in order to develop occupational alcoholism programs and EAPs
became more interested in the growth of substance abuse problems arising in the workplace which attracted a need for other service providers. The other school of thought was that the provision of EAP services from a wider based centralized location would be more beneficial rather than an internal service base.

(Blum, Terry. (March 4, 1987). Employee Assistance Programs: Benefits, Problems and Prospects. Labor Relations Week, 1:9, p. 95.)
INTERNAL MODEL

WORK ORGANIZATION

COMMUNITY RESOURCES

MANAGEMENT

EMPLOYEES

UNION

BAP

ROLE:
IDENTIFY
MOTIVATE
REFER TO EAP

ROLE:
TRAINING/EDUCATION
CASE CONSULTATION
PROBLEM ASSESSMENT:
REFER FOR TREATMENT
FOLLOW-UP

ROLE:
DIAGNOSE
TREAT/COUNSEL
FEEDBACK

ROLE:
FEEDBACK

ADVANTAGES

1. CONTROL AND OWNERSHIP OF PROGRAM
2. WORK ORGANIZATION KNOWLEDGE
3. ORGANIZATIONAL COMMUNICATION
4. INCREASED CREDIBILITY WITH SUPERVISORS
5. ON-SITE PROBLEM ASSESSMENT

DISADVANTAGES

1. CONFIDENTIALITY PROBLEMS
2. LARGE ORGANIZATIONS CAN JUSTIFY FULL-TIME STAFF
3. SMALL ORGANIZATION WITH PART-TIME STAFF MAY MEAN
INSUFFICIENT TIME AND INADEQUATE TRAINING
4. LIMITED STAFF MUST FILL NUMEROUS ROLES
5. LIMITED SKILL WITH SMALL STAFF
6. INCREASED BURNOUT RATE WITH SMALL STAFF PROGRAM

EXTERNAL MODEL (SERVICE PROVIDER)

WORK ORGANIZATION

MANAGEMENT

SERVICE CENTER

COMMUNITY RESOURCES

ROLE: TREAT/COUNSEL

ROLE: FEEDBACK

EMPLOYEE

ROLE: IDENTIFY

ROLE: TRAINING/EDUCATION

ROLE: MOTIVATE

ROLE: CASE CONSULTATION

ROLE: REFER TO EAP

ROLE: PROBLEM ASSESSMENT/DIAGNOSE

ROLE: REFER

ROLE: FOLLOW-UP

ROLE: FEEDBACK

ADVANTAGES

1. LESS COSTLY FOR SMALL/MEDIUM ORGANIZATIONS
2. EASILY MAINTAINED CONFIDENTIALITY
3. OFF-SITE COUNSELING
4. INCREASED UTILIZATION AND IDENTIFICATION OF COMMUNITY RESOURCES
5. INCREASED ABILITY TO SERVICE LARGER AMOUNT OF EMPLOYEES
6. MORE DIVERSITY OF PROFESSIONAL STAFF

DISADVANTAGES

1. INABILITY FOR ON-SITE COUNSELING
2. NO FEELING OF OWNERSHIP
3. SUPERVISOR RELUCTANCE TO WORK WITH OUTSIDERS
4. DECREASED KNOWLEDGE OF WORK ORGANIZATION

II. G. SERVICES PROVIDED BY THE EAP

As mentioned previously, the EAP is a joint effort of the labor and the management committee representatives of a particular organization who are responsible to provide a service of coordination, assessment, and implementation of program referral sources in order to monitor its own EAP structure. It is a program devised of information, support and referral. Counseling and treatment are not provided, but are referred. The nature of the problem of the troubled employee seeking assistance is referred to an appropriate source where the information is kept confidential at the workplace and is not a condition of employment. The EAP is a service provided for all employees of the organization which accepts a variety of methods for referral.

Self-Referral
This is becoming an increased method of referral. Employees are encouraged to do so in order to focus on crisis prevention rather than crisis intervention.

Supervisor-Referral
An employee may be approached by a supervisor whose responsibility is to that employee and in identifying any job performance problems. A referral may be recommended but it cannot be mandated. The employee has the option but if refusal is the answer then the employee may be subjected to termination if job
performance continues to decline and treatment has not been implemented.

**Third Party Referral**

A third party member (family, friend, union representative, co-worker, clergyman) may contact an EAP counselor regarding a particular problem situation. The important fact is that the employee is responsible to contact the EAPJ counselor.

*(EAP Newsletter. (March 1985). p. 4-9.)*

**II. H. ECONOMIC BENEFIT OF THE EAP TO THE EMPLOYER**

The question arises to the employer regarding the issues of time, money, and productivity on-the-job. Employees who suffer from emotional and/or physical problems usually have a great deal of human suffering therefore creating erratic behavior patterns and pre-occupation with stressful situations. This then results in lack of concentration on-the-job, therefore creating potential for error, accidents, and non-commitment. The final result creates havoc for the employer; absenteeism, productivity, the increased number of health and accident claims, employee morale decline and increased employee turnover and reorientation costs.

**Absenteism**

This is a frequent problem, especially with the chemical abuser employee. Problem drug and alcohol abusers are more likely to leave job posts early, take longer breaks
and come to work late. They also have a higher absenteeism rate according to literature research studies.

**Productivity**

Usually, if an employee has a problem, he is not working at capacity. Research states that the average employee only works at approximately 87% of capacity, and the troubled employee works at approximately 67% capacity and do not give a full day of work.

**Health/Accident Claims**

There is a significant increase in the volume of medical visits and accident claims of on-the-job injuries with the "problem" employee than the "non-problematic" employee. It is estimated that the cost is approximately 3½ times greater in this context.

**Employee Morale**

Confusion arises amongst the supervisors as well as the other employees when a "problem" employer performs. The "troubled" employer works sporadically due to such factors such as nervousness, paranoia, irritability, sensitivity, intolerance and suspicion. Failure to work adequately or failure to not report to work creates friction and tension amongst the "troubled" employee, his work colleagues and his supervisor as all share in the burden of increased work load, uncomfortable conditions and declining morale.

**Economic Benefit**

In relation to the above mentioned as the contributing factors increase cost to an organization, an EAP will provide cost benefit. EAPs help to decrease absenteeism while providing services to the employee through public and private referral agencies. The fees of the EAPs may be free, may be reimbursed through third-party payors, or may have a nominal charge in which the employee may pay. One particular article discussed an EAP and its worthwhile value not only to the employee and their families but as a potential cost savings mechanism for the company.

The years studied were from the initiation of the EAP in 1975 to 1980 in order to assess cost benefit. Studies showed that medical visits were reduced to the company clinic as well as on medical expenses in accident claims by more than 200%, the reduction in absenteeism hours has improved over 300%, and the avoidance of employee terminations has increased ten-fold in the six years of the EAP implementation. The article also points out that the employees who overcome such obstacles work harder, and that employees who receive assistance are extremely grateful and tend to become more productive, therefore more beneficial to the organization.

II. I. **ECONOMIC BENEFIT OF THE EAP TO THE EMPLOYEE**

The EAP, being a joint program between the labor and
the management of the organization benefits the employee in several ways. The union steward, or representative, is to protect the rights of the individuals employed. Grievance procedures are utilized and agreed upon by the employer. The employee's rights are safeguarded and it is with the combined efforts of the EAP Committee and the union officials to be responsible for the monitoring and the progression of the EAP in order to provide a quality referral source for the "troubled" employees of the organization. This process also enables employees to retain their jobs, health and self-esteem as well as encourage them to seek assistance in the treatment and/or management of emotional/physical problems which are jeopardizing their job. EAPs also are a means to promoting healthy working environments, to reduce friction amongst colleagues, to allow for time to improve work performance and to make accessible community resources through the professional expertise and skill of the EAP counselor. The EAP and the EAP counselor ensure privacy, sensitivity and confidentiality to those who are in need of assistance.

CHAPTER THREE: PROGRAM DESIGN

III. A. PERSONAL INTERVIEWS/DATA COLLECTION

The methodology used for this research paper was an interview with two Schenectady area EAPs, both of which are within non-profit public sector agencies. The following narrative will discuss each interview separately.

INTERVIEW #1

The EAP coordinator of EAP #1 discussed the program in full detail but because EAPs involve employees, the interviewee asked that names remain anonymous for this research project. The following questions were asked throughout the interview process.

1. Type of organization: non-profit, public sector
2. Number of employees: approximately 1100
3. Types of employees: Blue collar laborers, white collar administration, clerical, health care professionals, professional/technical
4. Type of EAP: internal with referral method
5. Average # referrals: Voluntary 7 per month Mandatory 1 per month
6. Number EAP coordinators: 1 coordinator 3-4 counselors/(advisors)
7. Emergency protocol: 24 hour/day phone and beeper
8. Common employee problem list (in priority sequence)
   a. Stress
   b. Drug/Alcohol Abuse
   c. Psychosocial/Mental
   d. Financial
9. Is a union involved?: Yes, CSEA.
10. Are there grievances on occasion?: Yes, and policy is a long process if employee is brought up on charges and procedure is expensive to the organization.
11. What are costs to employer?: 85% is covered by employee health insurance, 15-20% is paid by employee.
12. Is there an EAP committee?: Yes, an eight(8) person council of administration who meet monthly to discuss issues of program. Employees are not
discussed as confidentiality is the issue. This committee consists of organizational white collar administration and CSEA representatives. This committee also chooses the EAP coordinator and the counselors. Committee answers to manager of organization.

(13) Are there satellite offices? Yes, approximately 2-3 in which the employee can choose from for convenience.

(14) Referral agencies used: Conifer Park, Catholyc & Family Services, Human Rights Commission, Hospice, HAVEN, Office for the Aging, Legal Aid Society, and SPARK.

(15) Do the Counselors and Eap Coordinator attend on-going educational seminars? Yes, at local and/or statewide colleges and institutions related to pertinent EAP issues that conduct seminars.

(16) Is there a fixed budget for the EAP? No, the EAP requests funding from the organization and has never been denied. (To this point, has not because of CSEA and administrative support).

(17) How are the EAP staff selected? They submit an application to the EAP committee. The candidate(s) must be an employee of the organization and must express a sincere and genuine interest in the EAP. They do not need any prior experience in counseling but if they have some type of medical/health/educational experience it is helpful. After they are selected, they must take an oath to confidentiality. They are strictly volunteers.

(18) How many hours per month is an EAP Advisors/Counselor/Coordinator required to work? It varies depending upon the number of employees the individual is counseling and the time element both parties are willing to give to one another. Hours vary from approximately 20-30 Hrs./month for Advisors to 30-40 Hrs./month for Coordinator, which is on-the-job work for both parties.

(19) Services available from EAP: medical evaluation, medical treatment, psychological evaluation (testing), individual counseling, group counseling, referral to another program provides these services.

(20) Is there a measurable success rate of your EAP? Yes. 1986: 98 employees were seen; 80% were self-referrals, 15% were mandatory referrals made by supervisor recommendation, 1% of employees were terminated due to lack of interest on behalf of the employee, and 0% were not terminated. Overall, 10% success rate of employees seen in 1986.

INTERVIEW #2

One of the three EAP coordinators was inter-
viewed for this particular EAP. This program also requested that the names of the coordinators and the organization remain anonymous as well.

(1) Type of organization: non-profit, public sector
(2) Number of employees: approximately 900
(3) Types of employees: blue collar laborers, white collar administration, clerical, health care professionals professional/technical, public safety personnel.
(4) Type of EAP: internal with referral method
(5) Average # referrals: Voluntary 4-5 per month
Mandatory less than 1 per month
(6) Number EAP coordinators: 2 Coordinators, 1 Alternate
(7) Emergency protocol: 24 hour phone in EAP office and coordinator uses personal judgement and discretion in giving out home telephone number.
(8) Common employee problem list (in priority sequence):
   a. Stress
   b. Aging Parents of Employees
   c. Financial
   d. Depression/Suicide
   e. Drug/Alcohol Abuse
(9) Is a union involved?: Yes, several. CSEA, NYS Nurses Association, Police Benevolent Association, International Union for Firefighters, and other trade unions.
(10) Are there grievances on occasion?: No, due to the fact that our EAP is only a little over one year old.
(11) What are costs to employer?: The health insurance costs are as follows: Blue Cross/Blue Shield covers 100%, Mohawk Valley Physicians Plan covers 50%, the employee the other 50%, and Community Health Plan covers 50%, the employee the other 50%.
(12) Is there an EAP committee?: Yes, a six (6) person council devised of organizational administration and union representatives who meet every 2-3 months (depending upon need) and who discuss activities, statistics, the type of problems being encountered.
(13) Are there satellite offices?: No, at this point there is just one centralized office available.
(15) Do the EAP Coordinators attend on-going educational seminars?: No, at this point in time the budget has not allowed for such a need but it is anticipated for the future. There is a workshop upon hiring in the position that is mandatory.
Is there a fixed budget for the EAP?: No, not formally but ammends have been made utilizing the organization's administrative budget for the necessary and the priority items; (e.g. phone answering machine, office equipment, etc.).

How are the EAP staff selected?: The employees of the organization file an application with the EAP committee and they are selected on the basis of the qualities of being a good listener, sensitive, understanding, experienced with dealing with the similiar types of EAP problems encountered, those who are respected by co-workers and can be trusted.

How many hours per month is an EAP Coordinator required to work?: It has only been approximately 10-15 hours due to the fact that our EAP is still new to our employees. The Coordinators must perform their role on their own time as well as the employee's own time as we are not granted "release time" from our jobs.

Services available from EAP: The internal structure provides an evaluation of need and once this is obtained, referral is made to the appropriate sources. Our EAP does not medically treat and/or diagnose an employee.

Is there a measurable success rate of your EAP?: No, due to the fact that it is so new, statistics are not yet attainable.

III. B. EAP ANALYSIS

The interviews discussed were both internal structure EAPs in organizations of approximately 900-1100 employees. The organizations are non-profit and of the public sector. There is a diversified classification of employees ranging from blue collar laborers to white collar administration. Both have one primary EAP Coordinator with either two alternates or at least two advisors (counselors). The employee problem list varies in proirity but the problems listed from both were quite similiar in nature. There is union representation from both as well as a grievence protocol and an EAP committee. The referral services utilized are numerous and varied. The Coordinators make every effort to assist "troubled" employees with
referral. The costs are absorbed by either the employee himself and/or the employee's health insurance benefits. It appears from at least one EAP interviewed that success rate was fairly good as only 1% of its (organization) employees were terminated despite EAP efforts. The other EAP is fairly new to the organization (less than one year) therefore it is difficult at this time to evaluate success. These statistics support the concept that EAP services are a corporate benefit. They are management tools to help "troubled" employees resolve their personal problems and to resume their roles as valuable contributors to their organization. The benefits of the EAP enables for reduced absenteeism, improved quality of work, reduced need for employee discipline and the early detection of problems. In discussion with the EAP coordinators, it is found that employees and personal problems can have a detrimental effect upon a worker's productivity and the quality of the work, no organization is too large or too small to feel the negative impact of employees who are unable to be fully productive because those employees cannot get the short-term help and services needed to deal with personal and job-related problems. EAPs meet that organizational need.
IV. CHAPTER FOUR: PROGRAM EVALUATION

The following EAP is an internal design model for a small (500-1000 employees) non-profit organization. It is purely fictional; its design is based upon the interviews and the literature review information obtained. If successful, the EAP could be utilized and implemented within such an appropriate organization.

The following program is devised for the purpose of a trainer's manual in an effort to establish an internal EAP. It is strictly a guideline toward development. One must additionally seek the assistance of seminars, other local EAPs and literature in order to further extend and to broaden awareness of what an EAP exists of.
EAP MODEL: INTERNAL STRUCTURE DESIGN

A. Program Goal

B. Program Benefits

C. Relationship of EAP/Work Performance

D. EAP Internal Structure Model

E. Definitions

F. Selection of EAP Coordinator
   1. Characteristics
   2. Duties

G. Indications of Poor Job Performance

H. Policy Development

I. On-Going Training

J. Program Costs

K. Program Evaluation
A. Program Goal

Goal: To provide a program which allows the labor/management force to assist an employee who displays symptoms of poor work performance through counseling and referral format in order to bring job performance back to satisfactory standards.

OBJECTIVES:
- To decrease turnover
- To decrease absenteeism
- To decrease tardiness
- To decrease job stress
- To decrease co-worker stress
- To decrease personal stress
- To decrease benefit/health care costs
- To decrease recruitment/education training of new employees
- To increase stability
- To increase productivity
- To increase job satisfaction
- To promote self worth
- To promote positive attitude
- To promote a wellness concept

EVALUATION: Positive and effective program implementation will reflect an analysis of improved productivity, decreased absenteeism, and increased morale as well as reduction in benefit costs, decreased worker’s compensation claims. Program will also reflect long range goals of decrease of human resources development costs, recruitment, education and training while allowing for an image of organization, concern and responsibility towards employees.

B. Program Benefits

EAP IS A BENEFIT TO THE:
Employee
Employer
Supervisor
Agency
Human Resource Department
Family
Community

WHETHER YOUR PROBLEM IS:

Drug/alcohol related
Family/marital
Emotional
Medical
Legal
Financial

The EAP is a confidential service to all agency employees help with behavioral/medical problems which adversely affect their job performance.

Problems left untreated can have a negative effect on the job and most of these problems can be treated, particularly in the early stages, before an employee's job security is seriously threatened.

C. RELATIONSHIP OF EAP/WORK PERFORMANCE

**CYCLE:** Employee → poor work performance → continual pattern deteriorating job performance

Supervisor intervention → affirmative action agreement to plan of suggestion on improvement of job performance → satisfactory standards met in job performance.

The EAP encourages supervisors to:

1. Discuss work performance problems with employees
2. Make specific suggestions to employees for improving performance
3. Discuss an employee's persisting job performance problems with the EAP coordinator. (Third party).

The EAP program provides:

1. Further discussion by supervisor with the employee
2. Job performance review
3. A referral system to the employee made by the supervisor
4. A voluntary referral system to the employee
FORMULA: \[ \text{Supervisor} + \text{Employee} = \text{Improvement of job performance} \]

D. **EAP INTERNAL STRUCTURE MODEL** (for 500-1000 employees).

**DESCRIPTION:** EAP staff are employees of the work organization (agency)

**FOCUS:** Assessment of the problem and referral of the employee to the appropriate treatment resource in the Community.

Follow-up and feedback for internal programs are coordinated by the treatment resource and designated EAP Staff

**ADVANTAGES:**

1. Control and ownership of the program
2. Knowledge of the work organization
3. Communication within the organization
4. On-site problem assessment capability

**DISADVANTAGES:**

1. Problems of confidentiality
2. Limited staff have to fill numerous roles
3. Skills and expertise limited by having a small staff
4. Greater possibility of "burnout" with a one person program

(Source: **EAP DIGEST. May/June 1981**).

E. **DEFINITIONS:** The following are terms associated with EAP

1. **EAP** - Employee Assistance Program
2. Troubled employee - an employee who has a personal problem(s) which adversely affects his/her job performance.
3. **EAP Coordinator** - A resource person who motivates and assists troubled employees in obtaining professional assistance
4. **Professional Counselor** - A professional trained in providing guidance and assistance in a specific area of human concern.
5. **Supervisor Referral** - referral of an employee to the EAP by the supervisor based on declining work performance.
6. **Voluntary (self-referral)** - participation in the
EAP without the use of a referral by the supervisor.

7. Declining work performance - A steady decrease in an individual's on-the-job productivity.

F. Selection of EAP Coordinator

1. CHARACTERISTICS

The nature of this position calls for a very dedicated individual with the following characteristics:

- Commitment to program ideals
- Interest in the general welfare of the employer
- Availability of free time
- Ability to plan and organize
- Excellent communication skills
- Neutrality
- Reliability and discretion
- Confidentiality
- Good interpersonal skills
- Flexibility
- Sincere genuine warmth and caring for people

2. DUTIES

The main duty of the EAP Coordinator is not to act as a direct counselor. He or she assists the employee in defining the problems and refers into the community for confidential diagnosis and treatment.

The responsibilities are designated as follows:

1. Meeting with any "troubled" employee requesting assistance; including those referred by supervisors concerned about performance problems.

2. Assessing the employee's problem thoroughly in a professional, non-judgemental manner.

3. Processing an appropriate referral to an ongoing service provider if ongoing services are required.

4. Following up the referral to ensure quality service.

G. INDICATORS OF POOR JOB PERFORMANCE

An employee exhibiting one or more of these behaviors may be performing at a level below expectations. An employee suffering from several or all these symptoms would be unable to function satisfactorily on the job.
A. Absenteeism  
B. On-the-Job absenteeism  
C. High accident rate  
D. Difficulty in concentration  
E. Confusion  
F. Spasmodic work patterns  
G. Tenacity to job  
H. Coming to/returning to work in an obviously abnormal condition  
I. Generally lowered job efficiency  
J. Poor employee relation on-the-job  

H. POLICY DEVELOPMENT

Procedures for handling problem cases:

Individual cases originate either through voluntary referral or are referred on the basis of a job performance interview with the employee's supervisor and the EAP coordinator. In the case of non-voluntary referrals, the following procedures would be implemented:

1. The employee is evaluated on the basis of job performance by the appropriate supervisor.

2. If after talking with the employee, the supervisor suspects a job performance problem, the supervisor meets with the EAP coordinator to discuss the case.

3. If there appears to be a serious problem, the supervisor and the EAP coordinator will meet with the employee and inform the employee of the professional services available. The strictest confidence must be maintained by all parties involved in order for there to be any chance for success.

4. The employee may choose to accept or reject the offer of confidential help and services. If the employee accepts, the employee is immediately referred to a qualified professional counseling and diagnostic facility that has previously been selected by the EAP coordinator.

5. If the employee rejects the offer and the job performance problems do not re-occur, the issue is dropped.

6. If the employee rejects the offer and the job performance problems re-occur, the supervisor notifies the EAP coordinator who, together meet
with the employee offering a firm option to either accept the assistance offered or to accept whatever administrative action is appropriate within the framework of the agency agreement.

I. ON-GOING TRAINING

The EAP coordinator must periodically review overall program effectiveness in order to see that reasonable uniformity is maintained.

TRAINING: Assists in the development and implementation at a district level training program for administration, EAP staff and union representatives.

PREVENTION/EDUCATION: Enables EAP Coordinator to engage in other district/local programs and approved activities which will be beneficial to the program; including prevention/education.

EVALUATION OF SERVICES: Assists in the evaluation and selection of diagnostic and treatment services in each community and for each district.

J. PROGRAM COSTS

FINANCIAL ESTIMATES

Consultant costs: 5 hours @$80.00/hr. $400.00
Initiation meeting with employees:
   2 hours @$80.00/hr 160.00
Follow-up: (3 month) 1 hour @$30.00/hr 80.00

Program evaluation: $640.00

AGENCY COSTS ANNUALLY

Telephone with hotline: $15.00 x 12 months $180.00
One time fee of answering machine 70.00
Printing 20.00
Travel 100.00
Seminars attended 150.00

$505.00

K. PROGRAM EVALUATION

There are many concerns when planning and implementing a program. The two most important aspects to
consider are (1) money and (2) cost benefit. Initially, the program costs are high, but are necessary in order to implement. One-time purchases are vital (e.g., equipment). It is anticipated that it will take at least one year for the program to generate statistics to allow for a budget analysis of program; insurance, disability, absenteeism and turnover costs to the organization.

The selection and training of in-house staff employees for the Coordinator and/or Counselor roles will save a great deal of money as the positions are strictly voluntary and do not require on-the-job time from the worksite. Having an EAP office on the premises will save on space and maintenance which should not conflict with accessibility and/or availability for either the employer and or the employee. The potential is evident to decrease turnover, absenteeism and to reduce health insurance and personnel costs as well as to promote employee productivity and morale. Program content has been designed to allow for simplistic yet informative instruction and orientation to the union representatives, administration, EAP committee, and the EAP Coordinator and/or Counselors. Initial costs of program may need to come from administrative budget but once program is more solidly developed, the expenses may need to come from a direct EAP budget. Finally, to review the effectiveness of the EAP and to ensure that
satisfactory referral and follow-up are comparable to absences, accidents and grievances, the EAP committee must maintain either monthly, quarterly or annual reports for submission to organization.
V. CHAPTER FIVE: CONCLUSION

The effort undertaken to design and to develop an Employee Assistance Program is, without a doubt, beneficial in the efforts of minimizing poor productivity and high turnover as well as recognizing employee problems in relation to cost containment within a non-profit organization. Careful planning should be incorporated into program design. Those employees who are knowledgeable and perhaps experienced in the areas of health related and/or counseling type of work should be encouraged to participate in research. All EAPs should have varied issues and views in order to determine goals and outcomes for its program purpose. Suggestions for further programs would be to increase methodology techniques in both a qualitative and quantitative fashion and to utilize assistance from the program's staff as well as the labor management and administration portion of the organization.

It is recommended that non-profit organizations participate in EAPs on perhaps an initial "trial" basis. Such an extensive effort is best begun on a small scale basis and by executing the program in such a way, it allows for close monitoring and also provides for a built-in evaluation program at each separate trial level. Along with a trial exam by the administration and labor management teams, the
organization must also carefully evaluate their needs. It appears to be more feasible to have an internal model EAP with a smaller (500-1000) employee organization. This type of model would save money as compared to an external model EAP which consists of contractual service referral sources. The step by step smaller scale implementation of the internal EAP prevents administration from excessive initial sums during the fiscal year. Through implementation of an EAP on a trial basis, periodic review by the EAP committee and administration and unions allow for revision, feedback, evaluation and changes to occur. It can be the beginning for developing solutions to the personal problems of the troubled employees to the financial losses of the employer. Support for such a program should be the obligation of an organization in need of and who will implement its purpose. The EAP will be the key which opens the organizational door to stability and success.
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