CHAPTER 1

1.   GENERAL INTRODUCTION

Maiden (2001:125) reflects the 1984 position statement of the National Association of Social Workers as suggesting that problems occurring at work influence people and are often reflected in problems that develop at home or in the community. Similarly, the opposite also occurs where problems at home are conveyed by individuals to their work. It is the researcher's view that the human being is unlike a computer which stores information in different compartments. The human being consists of interrelated parts and what happens to one part undisputedly affects the other. If the employee experiences imbalance / stress in one area / system of his life, it will affect other systems as he is the common denominator in all these systems, and he is changed in some way by this event or experience.

As indicated above, the nature of the workplace is changing. Finding and retaining jobs that can provide a decent income and that are psychologically and socially tolerable, let alone rewarding, is becoming more of a challenge than before, (Barak and Bargal, 2000: 2).

In the Department of Correctional Services (DCS), as the role of workers in the workplace changed after demilitarisation, the needs of the employees also changed. The changing work environment placed different demands on them, unlike those that they had been used to in the past. The challenge for the DCS Employee Assistance Programme (EAP) is to meet both the changing needs of the workers and the demands of the changing work environment, to establish a comfortable fit.

In the workplace, especially in the Public Service, and with specific reference to the DCS; employees face increasing demands - upheaval caused by demilitarizing, severance packages, affirmative action, the

corruption scandals, the adjustment to a new management, and the pressure on newly appointed managers. In the Public Service our changing economy, movement towards increased technological advances, and the changing demographics of the work force all increase the rate of stress-related disorders which can result in an increase in social, physical, and psychological problems that hamper productivity. The EAP was introduced in the Public Service to assist employees who had problems affecting productivity, (DPSA circular 3/3/1/9/26 dated 29 August 1996).

Renewed interest in assisting troubled employees, coupled with increasing demands for effectiveness in the workplace, have led to an upsurge in the development of EAPs. With the increase of the workplace problems that were identified by means of job performance in the workplace, the DCS realised the need of having an EAP.

Burke (2004:24) in The Journal of Employee Assistance defines the business of EAPs and how the scope of services has evolved from a clinical emphasis to a focus on workplace productivity. He states that employers from around the world are beginning to realise that business success and the ability to compete globally, are dependent on how well human issues that affect productivity, are addressed.

1.1 Basic premises in the Department of Correctional Services

Presently, 42 000 personnel are employed at 218 prisons and at Head Office (Pretoria) of the DCS. The transformation of the Public Service has been a national priority, and the DCS has had to make several changes to be in tandem with this priority. Several events have occurred since, which have led to uncertainty, stress, and low morale. These include demilitarisation, severance packages, and physical working conditions.

From statistics received from the EAP monthly report since 2000 (as indicated in the Annual Reports), the researcher is of the opinion that the DCS employees are increasingly finding it difficult to manage the physical, mental, and emotional stress in the workplace. EA Practitioners have also indicated in their statistical returns that supervisors and managers are unaware of, or not sensitive to, their own roles in creating stress-related difficulties. Within the Department, there are many common occupational stresses, such as unfavourable working conditions, frustrating demands of managers and prisoners, changing expectations in the workplace, unskilled and autocratic supervisors, and an increased demand for productivity and profitability. These have both a direct and an indirect impact on health and productivity. Stress-related illnesses, poor morale and productivity, and a lack of innovation and commitment are becoming more prevalent.

Mergers, acquisitions, privatisation, and reductions in work forces have contributed to an era of change in the workplace. Prior to 1996, the DCS was a Military organisation with a military work ethic. With demilitarisation, employees were expected to reorganise or change how they worked. The traditional workplace with clearly defined procedures and practices was transformed almost overnight. Job security and a clearly defined and predictable career path have been replaced by a continually changing structure where survival depends on adaptation. The workplace today demands a continuous updating of skills, policies, and procedures.

As the national manager of performance contracts, it is the researcher's opinion that the "new performance contracts introduced by the DPSA for the Public Service" (a relatively new concept in the DCS, which has been introduced without adequate research, training and marketing) are an additional source of stress in the DCS. Employees entering the Department a generation ago had expectations of lifetime employment,

predictable promotion, career paths, and a stable job. All of these have been frustrated by a shifting workplace that faces continual threats to its survival as a Public Service Department. Technological advances have also caused a great deal of stress, especially for older employees.

Employees within the DCS have indicated that a lack of clarity about the performance of their duties leads to role ambiguity. New appointees sometimes have inadequate information about the job to be performed. This can lead to feelings of futility and underutilization of human resources, which is particularly stressful.

Some of the factors that contribute to work stress as perceived by employees of the DCS, in a survey conducted during 19 national workshops in 1999, include:-

- Prior to 1998 no support system existed for employees. Psychologists, Social Workers, and Chaplains employed by the Department were utilized for prisoners only.
- Custodial services place a lot of strain on employees.
- Constant conflict between unions and management.
- Uncertainty and insecurity caused by new policies.
- Lack of training.
- Corruption, favouritism, and nepotism.
- Poor communication.
- Overcrowded prisons and staff shortages.
- Routine work in isolated environments.
- Constant fear for personal safety.
- Autocratic management.
- Lack of understanding of cultural diversity.
- Gangsters and violence in prisons.
- Lack of financial management skills.

- Poorly administered incentive system.
- Transformation and racial tension.

(DCS Employee Assistance Programme report: May 1999)

The factors listed above were also discussed at the Department of Public Services and Administration conferences in 2005 and 2006, and are common to nearly all departments in the Public Service and are certainly common to the DCS. In a changing work environment, employees are faced with increasing demands but with little opportunity for control or support. Employee participation in the workplace has changed from diminished participation in the past to an active role and involvement in the workplace. Some employees are rigid and less flexible, and find it difficult to change the way they work, and as a result they get more brittle, apathetic, and worn down. This leads to low morale, illness, lost productivity, and rigidity of response - the precursors to work burnout, (O' Donnell; 1994: 241).

Organisations that offer greater self-determination and less division of labour leads to more stable employees with less stress, greater satisfaction, more effective work, and greater health. Scott and Jaffe (1991:115) state that empowerment is not just a programme, it is a process of changing mindsets about accountability and self-responsibility, changing relationships to enhance communication and feedback, and changing structures (policies, practices and incentives) so that people have more authority to go with the increased responsibility.

In a briefing session and media conference in 2004, the then Minister of Correctional Services, Mr. Ben Skosana reiterated the problems experienced by employees in the DCS.

He stated in his address: *"it is on the basis of overcrowding in prison that the identification of prisoners during the normal working hours makes it extremely difficult for officials of the Department to execute their duties properly, and this results in late arrivals at magistrates' courts, and thus delaying the judicial process.*

Overcrowding has its fair share of problems for officials of the Department. It has already resulted in victimisation and conflict among officials, which have reached alarming proportions. As a result, prisons have become stressful environments to work in.

Prisoners are by nature complex individuals to understand and communicate with; they can also be very demanding and where they are, there is always the presence of real danger. I think the time has come for us to assess the possibility of developing coherent and rigorous strategies to establish stress clinics for officials of my Department. They need to be mentally healthy in order to ensure that the vision of the Department is accomplished."

The researcher is of the opinion that the Correctional Services' employee is not only faced with hostile inmates but also with a working environment that contributes to his/her levels of stress. He/she often finds himself/herself working overtime to earn a living. As a result the worker may cut on time spent on various things like eating, sleeping, relaxation, and time spent with family, and most often has no time for exercise.

1.2   The Employee Assistance Programme

EAPs have expanded human resource consultation to offer more services to employers. They have evolved to offer education and prevention services including health promotion, stress, and supervisory coaching

programs. EAP offers a tool that allows supervisors to combine their concern about lowered performance with an offer of assistance.

The EAP should be viewed as an organisational asset, which can play an important role in helping those in positions of authority to resolve complex work performance. The DCS is aimed at delivering a good service to South Africans. Once the EAP policy has been delineated and the roles of those within the organisation have been defined, a means of promoting managerial and supervisory expertise in operationalising the process is required. There is also a growing need to evaluate EAP in the DCS.

According to the EAP Exchange (EAPA International; 1995:07) it is estimated that 18% of the work force are affected by personal problems that can impact on job performance. Of the affected employees, 12% have an alcohol problem or a drug-related problem, and 6% have emotion-related problems. If these problems can be handled in time, productivity can be increased by 25%. The EAP Exchange (EAPA International; 2000:50) also states that EAP orientation to those dealing with employees in an everyday contact can increase referrals by 98%. Individual consultations can also be used to broaden the scope of EAP.

1.3 Perspectives on the EAP

One of the major contributions from North America has been the Employee Assistance Programme. EAPs in South Africa are viewed for the most part as the social conscience of the organisation (Maiden, 2001:100). An important factor is the attitude of the manager towards the role of addressing employee's personal problems. Over the past few years, there has been a proliferation of EAP contractors in South Africa. Many of these are social workers, nurses, and psychologists, and human resource personnel also play a role, (Maiden, 2001:103).

Van Den Bergh, (2000:1) considers EAP as maybe one of the most important workplace innovations of the 20th century. She goes on to address two important themes that include the need for workplace-sponsored services, because of the changing demographics of the workplace and the development of intervention skills to help organisations manage crises, change, and evolution. Evolving EAPs should focus on solutions and strengths-based interventions, rather than only assessment and referral models. The researcher believes that this research will assist in determining both strengths and weaknesses of the DCS EAP.

Amaral (in Oher 1999:161) indicates that total quality management, continuous quality improvement, and other quality initiatives are an important part of service industries, and survival may depend on the effectiveness and quality of services. He goes on to add that the development of a core set of benchmarking indicators that will stand the test of time, is necessary. It is the researcher's opinion that effectiveness and efficiency are important in the provision of EAP services. It therefore becomes necessary to determine whether the DCS EAP is performing its functions in accordance with the main benchmark indicator for the profession in South Africa – the EAPA-SA standards.

A global perspective on modern EAPs is provided by Yandrick (in Oher 1999: 179). He discussed Behaviour Risk Management as a new operating paradigm for delivering workplace services. Behaviour Risk Management does not compromise EAP standards, and focuses on three forms:
- Individual;
- Interpersonal/group;
- Organisational.

Yandrick goes on to say that Behaviour Risk Management can help EAPs by strengthening their position and clout in work organisations. The researcher is aware that EAPs need to address the basic issues in

accordance with the EAP standards, which will prepare them for aligning their value and performance with the performance of the organisation.

1.4   EAPA SA standards

Standards are presented as guidelines for EA programmes and should be adapted without compromising the principles. They have been generated to promote quality EA programmes, to describe the scope of services and to enhance the functioning of existing programmes. EAPA SA (2005:6). The following EAP standards were developed for the EAP profession in South Africa as per the 2005 revised EAPA SA standards document:

Programme design
- Advisory- /steering- / consultative committee

Needs assessment

Service delivery models

Pricing models

Implementation
- Policy
- Policy statement
- Implementation plan

Management and administration

Staffing

EAP consultation and case management

Confidentiality

Record keeping

Professional liability insurance

Ethics

Trauma debriefing
- Crisis intervention

Assessment and referral

Short-term intervention

Monitoring

Follow-up and aftercare

Organizational consultation

Training of managers, supervisors, and union representatives

Marketing

Networking

Networking with internal organizational structures

Networking with external community organizations and resources

Networking with professional organizations

Networking with external agencies

Evaluation

It is the researcher's opinion that if one wants to adopt some or all of the standards listed above, the organisation must first assess and evaluate its existing programme.

2.   MOTIVATION FOR THE STUDY

The EAP must be aligned to the organisational goals. Service levels must be clearly defined before they can be evaluated. When the DCS EAP was initiated, it was aligned with the goals of the DCS. The DCS EAP has not been evaluated since inception, and there is a need to determine whether there are elements that are entrenched and running well, or whether there is a need for additional resource allocation to other areas, as well as whether there are efforts that are producing poor results and that need to be terminated. The programme must be revisited over time, as programming needs and workplace conditions change.

The EAP is a relatively new concept in the Public Service in South Africa. On a mandate from the Public Service Commission (circular 3/3/1/9/26 dated 29 August 1996), the Department of Public Service and Administration (DPSA) approved the establishment of EAPs in all

Government Departments. The DCS has the largest and most structured EAP in the Public Service in South Africa. As a result of the initiative taken by the DCS, several Public Service Departments have at some stage or the other consulted the researcher to assist with aspects of the EAP. These departments include:

- Building Works;
- Public Works;
- Transport;
- Justice;
- Environmental Affairs and Tourism;
- Water Affairs and Forestry;
- National Treasury;
- Education;
- Health;
- SAP;
- Agriculture;
- Defence Force;
- DPSA;
- Labour;
- Home Affairs;
- Road Accident Fund;
- Secretariat for Safety and Security;
- Eastern Cape Provincial Department of Agriculture;
- Several Premiers' offices; and
- The Office of the President.

Several Public Service Departments have established EAPs, but are experiencing difficulties in their programmes. A lack of knowledge on establishing an in-house EA programme in the broader Public Service has motivated the researcher to undertake this study. The researcher felt that,

as the DCS already has an established programme, it would be necessary to document and share the expertise with the broader Public Service after evaluation of the DCS programme, in order to greatly improve the effectiveness of EAPs, and in doing so to contribute to the SA Governments' vision of **"a better life for all."**

A national wellness workshop was conducted by the Department of Public Services and Administration (DPSA) on 7-8 April 2005 to consolidate inputs from Government Departments on employee wellbeing. The DPSA Employee Health and Wellness (EHW) component facilitated the workshop. Some sessions were led by assigned working group process facilitators.

The workshop report followed the agreed agenda with observations and recommendations from the participants included in the general body of the report. The workshop stemmed from recognizing that a narrow focus on HIV and AIDS, albeit important, does not address the directly and indirectly linked health and wellness needs of public service employees. An integral part of the DPSA's approach to the EHW policy and strategy development process is to retain the centrality of HIV and AIDS as a core workplace strategy, while incorporating a broader policy and strategy to address the health and wellness needs of public service employees.

The researcher also has a professional interest as Past President (2002 – 2005) of the Employee Assistance Professionals Association of South Africa (EAPA SA) in the establishment of the EAP profession in South Africa. The researcher is aware of the vital role that a positive, motivated and healthy employee (vision of DCS EAP) will play in the rehabilitation of offenders.

The EAP in DCS was conceptualised in 1997, and the researcher was appointed as Deputy Director to oversee the process of implementing the EAP in the DCS. Research in the EAP field in both the private and public sectors commenced, and the first EAP practitioner was appointed in October 1999. EAP services were delivered in the DCS in February 2000, when many of the practitioners commenced work. The EAP in DCS has not been benchmarked against the EAPA SA standards for the EAP profession. This research will enable the DCS to define deficiencies in its programmes. This research will also serve to guide other organisations (according to EAPA SA standards) that would like to establish EAPs.

The research ethics committee of the DCS, guided by Ms. J. Schreiner (Chief Deputy Commissioner: Functional Services) and Ms. J. Sishuba (Chief Deputy Commissioner: Development and Care), has advised the researcher in several meetings during the course of 2005/6 in this evaluation of the EAP.

As the Past President of EAPA SA, the researcher has had the opportunity to consult with several experts in the field. A presentation on the proposal was made to the EAPA SA Board in 2006. The following members received the presentation: Lourie Terblanche, Nono Motloung; Mannini Radebe; Siyabonga Nkosi; Bob Marara; Tony Kanengone; Dawie Spohr ; Anchen Pienaar; Andre van Jaarsveld, Andre Beugger and Kenneth Matabane. The following comments received from the Board Members were included in the research proposal:
- Basic premises in the DCS
- Comments on the Correctional Services environment
- Behaviour risk management
- DPSA wellness workshop

3. PROBLEM FORMULATION

The New Dictionary of Social Work (1995:45) states that problem formulation is the process of "defining the phenomena into which research is carried out." Mouton (1996:42) in De Vos (2005:99) states that there are three factors determining the manner in which research problems are formulated, the unit of analysis, the research goal and the research approach. Bless and Higson–Smith (1995: 29) refers to the research problem as general questions about relations between two or more variables. It is stated in the form of a question.

It has been widely acknowledged that the use of EAP services in most companies have helped employers to notice the social needs of their employees, especially those considering having healthy employees. Masi (1992:1) states that, as early as the 1980's, many employees would have been reprimanded or even fired, because of the problems they have. Traditionally, employers felt that employee problems were to be dealt with privately, at a distance. Employees in the past felt that their employers were disinterested in personal concerns and difficulties, however recently major changes in these kinds of attitudes and perceptions have occurred with the development of EAPs, designed to deal with employee problems that may affect workplace performance (Masi, 1992:1).

The success of EAPs depends on the support of the management of the organisation and the involvement of supervisors. The supervisors are the primary source of helping in identifying the troubled employees, and the EAP also serves as an aid for them in dealing with the problem of poor work performance that is associated with personal problems.

With the growth of personal problems at the workplace, EAPs were developed in most SA companies and organisations to deal with those problems. The DCS has undergone phenomenal change since 1994. In

as much as many new changes have been made; very little has been done to re-engineer the work. There has been change, but the work to be completed by fewer employees has stayed about the same. There is also an accelerated pace of technological change, which, coupled with a lack of management skills by supervisors, often leads to employees taking increasing amounts of time off from work. The pressure for continual innovation and adaptation, and the changing demographics of the work force leads to an increase in the rate of stress-related disorders, and many believe that they cannot do much to overcome its negative effects. Has the EAP in DCS been effective in managing stress? Has the EAP been effective in managing pressures, and has it evolved effectively since inception? How has the EAP in DCS adapted to the changing demographics of the workplace? The retention of EAPs has been a problem for the DCS, as 18 practitioners had resigned. Operational problems are being experienced which may negatively impact the programme. These and other questions need to be addressed, and while this research may not address all the problems mentioned above, it will serve to evaluate the DCS EAP by reviewing the pilot project, national workshops, processes, procedures, staffing, financial, programme, facility, marketing, training and evaluation models of the DCS against the EAPA SA standards.

The problem is formulated as follows: The EAP in the DCS has been in existence since 2000 and has not been formally evaluated according to the EAPA SA standards. This has resulted in a lack of evidence to be used to adapt or improve the EAP. The EAPA SA standards are the benchmark against which all EAPs in South Africa can be measured. It is therefore necessary to ascertain whether the EAP in the DCS follows the prescripts of the EAPA SA standards.

4. PURPOSE / GOAL AND OBJECTIVES OF THE STUDY

4.1 Goal:

The goal is to evaluate the development of the EAP in the DCS in South Africa according to the EAPA SA standards.

4.2 Objectives

The following are the objectives of the study:

- To explore and describe, through a literature study, the factors influencing the establishment of EAP standards in South Africa.
- To explore, evaluate and describe the factors influencing the establishment of the EAP in the DCS.
- To benchmark the EAP in DCS against EAPA-SA Standards in order to evaluate the functioning of the DCS EAP.
- To provide conclusions and recommendations on improving the functioning of the EAP in the DCS.
- To develop criteria for future evaluation of the EA programme in the DCS.
- To serve as a guideline for other EAPs in the Public Service.

5. RESEARCH QUESTION

Research always commences with one or more questions or hypotheses. Walliman (2005:217) indicates that the term "hypothesis" should be used in its strictest scientific sense, that there are alternatives to formulating a hypothesis, and that a hypothesis should be tested in order to provide evidence to support or reject the existence of the stated relationship between the variables. He also goes on to say that subject of the research question gives a clear indication of the subject to be investigated. Questions are posed about the nature of the real situation while the hypothesis is a statement about this situation. According to Cresswell (1998:99), research questions are open-ended, evolving, and non –

directional, restate the purpose of the study in more specific terms, and start with words such as what or how, rather than why.

Based on the above information, the questions in this study will be the following:

- **What are the processes that contributed to the development of the EAP within the DCS?**
- **Is the DCS aware of the EAPA-SA standards document, and if so, what is their take on it?**
- **How do the processes and standards of the EAP within the DCS compare with those set standards prescribed in the EAPA SA Standards document?**
- **How efficient is the DCS EAP with regard to the existence of each of those standards and the efficient functioning thereof?**

6.   RESEARCH APPROACH

The research approach in this study has been both qualitative and quantitative in nature. De Vos (2005:357) indicates that according to Mouton and Marais (1990:155-156) the quantitative approach is that approach in the social sciences that is more highly formalised and more explicitly controlled, and which, in terms of the methods, is relatively close to the physical sciences.

Within qualitative research, different methodologies exist and subscribe to different epistemological and ontological assumptions that comprise and provide distinctions about the research process, (Guba, 1990:146).

The qualitative approach has been used in documenting the processes followed in the conceptualisation, introduction and creation of the EAP in

DCS. The quantitative approach has been used to evaluate the EAP in DCS using the EAPA SA standards as a benchmark.

Creswell (1998) discusses a "two-phase approach" in which a researcher can conduct a qualitative phase of a study as well as a separate quantitative phase. The researcher used the qualitative approach to analyse the implementation of the EAP in DCS and the quantitative approach to analyse adherence of DCS to EAPA SA standards in their implementation of the EAP.

According to Bless and Higson–Smith and Kagee, (2006:44) in nearly all cases the line between qualitative and quantitative methods is somewhat blurred, and a comprehensive study will include both methods. Silverman (2005:9) indicates that qualitative researchers are prepared to sacrifice scope for detail and that quantitative researchers seek detail in certain aspects of correlations between variables. He goes on to say that qualitative researchers find detail in the precise particulars of such matters as people's understandings and interactions. The researcher has attempted to understand how the DCS has implemented the EAP as well as to quantify how many correctional centres apply the EAPA SA standards. The degree to which these standards are applied or adhered to has also been examined.

7.   **TYPE OF RESEARCH**

Evaluative research forms part of applied research. The most appropriate type of the research in this study will be evaluative research. Patton (2002:217) indicates that the purpose of applied research is to contribute knowledge that will help people understand the nature of a problem in order to intervene, thereby allowing human beings to be more effective in controlling their environment. Applied qualitative researchers are able to bring their personal insights and experiences into any recommendation

that may emerge. Evaluative research examines and judges the processes and outcomes aimed at attempted solutions. Evaluative research can also be conducted on any attempt to solve problems.

Bless and Higson–Smith and Kagee (2006:58) indicate that evaluative research may be needed to identify areas of need, effectiveness, and usefulness of a programme. Programmes can be evaluated so that they can be improved and to determine the extent to which programmes meet their specified aims and objectives.

Fouché and De Vos (2006:108) indicate that when we are asked, or feel compelled, to evaluate an existing programme, we are undertaking programme evaluation, and that evaluation researchers use social research methodologies to judge and improve the ways in which human service policies are conducted, from the earliest stages of defining and designing programmes through their development and implementation. Programme evaluation was originally focussed on finding out whether a programme works. The researcher has had the same intention in mind in finding out whether the EAP in the DCS works through a data-based enquiry. The researcher also used the EAPA SA standards to ascertain whether the implementation, processes, and outcomes were achieved by requesting management to complete a questionnaire.

The development of the EAP in the DCS can be viewed as the development of an innovative solution to the problems experienced by employees in the Public Service, and this process has been evaluated according to the EAPA SA standards. In as much as the EAP is an old concept, especially in the United States and the UK, it is a relatively new concept in Government in South Africa. There has not been an established internal EAP within the entire Public Service in South Africa prior to the establishment of the EAP in the DCS. Therefore the

establishment of the EAP in DCS, as the first and largest EAP in the Public Service in South Africa, can be seen as the producer of knowledge upon which other Government departments can build. An evaluation of the EAP in DCS, according to EAPA-SA standards, has also exposed deficiencies that can be attended to, as well as best practices that other departments can use. Evaluative research forms part of applied research.

Patton in Fouché and De Vos (2005:108) indicates that programme evaluation involves the systematic collection of information about a programme, with the intention to make judgements, improvements, and informed decisions about future programming. An evaluation of the DCS EA programme has focussed on the collection of information on the conceptualisation and implementation of the programme, with the intention of determining whether the programme has been effective and whether it complies with EAPA-SA standards.

Yamatani (1993:65) presents ten types of evaluative studies for an Employee Assistance Programme:

- Service needs
- Compliance or legality
- Program adequacy
- External resources
- Program effort
- Program effectiveness
- Program benefit equity
- Client satisfaction
- Cost/benefit
- Program constraint analysis

8. RESEARCH DESIGN

A research design is defined as the plan of a research project through which data is gathered in order to investigate the hypothesis or to realise the aim (The New Social Work Dictionary, 1995:63). Bless, Higson–Smith and Kagee (2006:71) define research design as a programme to guide the researcher in collecting, analysing and interpreting the observed facts. It is a specification of the most adequate operations to be performed in order to test specific hypotheses under given conditions.

Leedy and Ormrod (2005:135) indicate that qualitative studies typically serve one of the following purposes:

- Description
- Interpretation
- Verification and
- Evaluation

The researcher used the evaluative approach to judge whether the DCS introduced the EAP effectively by utilising the EAPA-SA standards. Leedy and Ormrod (2010:137-145) describe five common designs used in qualitative research.

- Case Study – a particular individual, programme or event is studied in depth for a definite time period
- Ethnography – researcher studies entire group
- Phenomenological Study – researcher studies people's perceptions, perspectives and understanding of a particular event
- Grounded Theory – researcher uses a prescribed set of procedures for analysing data and developing a theoretical model from them
- Content Analysis – researcher attempts to identify patterns, themes or biases by examining a particular body of knowledge

The researcher followed the case study design by focusing on the introduction of the EAP in the DCS by collecting extensive data from annual reports, pilot projects, as well as workshops – which fits into the qualitative approach.

Evaluative research refers to the general processes of evaluating something. De Vos (2005:367) refers to evaluation research as the systematic application of social research procedures for assessing the conceptualisation, design, implementation and utilisation of social intervention programmes. While the EAP is not a new concept, its introduction in the DCS was new and innovative. De Vos (2005:368) also argues that if we feel compelled to evaluate an existing programme, then we are doing programme evaluation. Patton (2002) in De Vos defines programme evaluation as the systematic collection of information about the activities, characteristics, and outcomes of programmes to make judgements about the programme, improve its effectiveness and / or inform decisions about future programming. EAPA SA standards (2005) will be used to evaluate the EAP in the DCS.

8.1 Data Collection

Strydom and Delport (2005:314) indicate that the method of data collection within the context of qualitative research involving the study of documents is neglected. Primary sources of written material as well as secondary sources will be used. Bailey (1994:294) defines official documents as structured and formal that they are kept by large organisations such as government institutions. The researcher analysed and interpreted all documentation available in the DCS on the introduction of the EAP including documentation on national workshops and pilot projects. Data was collected from the DCS' annual reports, memorandums, and the DCS national workshops, as well as the DCS EAP pilot project in the EAP. The qualitative component is covered in the

in the questionnaire of the quantitative component – requesting respondents to provide data of a qualitative nature.

Parker and Rea (2005:3) indicate that surveys have become widely used and acknowledged as a research tool. Surveys as a research technique in the social sciences has derived considerable credibility from its widespread acceptance and use. They go on to say that if a researcher needs personal self-reported information that is not available elsewhere, and if generalisation of findings to a larger population is desired, sample survey research is the most appropriate method.

The researcher also carried out a survey as the method of data collection by using a questionnaire as the data collection instrument. The New Dictionary of Social Work (1995:51) defines a questionnaire as "a set of questions on a form which is completed by the respondent in respect of a research project." The basic objective of a questionnaire is to obtain facts and opinions about a phenomenon from people who are informed on the particular issue. Both closed and open-ended questions were used.

Fouché and De Vos (2005:137) refer to the randomised cross-sectional survey design in quantitative research designs (as one of two designs that are commonly used with surveys) as the data-collection method. The researcher has identified the population as the DCS, and used a questionnaire based on EAPA SA standards to survey all Heads of Correctional Centres (senior management) in the DCS.

Where Heads of Correctional Centres were not available or appointed, the Head of Corporate Services was requested to respond. Questionnaires were e-mailed to these managers. Data collected from the questionnaires were analysed. Kruger, De Vos, Fouché and Venter (2005:218) advocate a good data management system for easy storage and retrieval of data.

A third method of data collection was applied – although not planned from the planning stage of the research project. This method of data collection – which should also be described as qualitative research – was collection of data through means of focus group interviews. The need for this additional application of data collection arose from the fact that the researcher and his promoter were members of a Workgroup on EAP Standards of the Employee Assistance Professionals Association of South Africa (EAPA-SA). This particular Workgroup was task to revise the existing Standards document and to release this third version of the mentioned document on behalf of the EAPA-SA Board. Although it was not planned to include the results of the Workgroup, i.e. the 3rd version of the Standards document, permission was obtained from the members of the Workgroup – during one of the work sessions - to utilise the information for purposes of this study.

8.2   Data Analysis

For the **qualitative study**, data was analysed in the following manner:

Information from the DCS annual reports were used to document the progress made in the EAP in DCS. In De Vos (2005:333), mention is made of reducing the volume of raw information, sifting the most relevant information, identifying patterns, and eventually communicating the essence. Documentation on the DCS national workshops and workgroups was a source for determining the type of programme that was implemented in the DCS. The pilot project conducted by the DCS was analysed to determine whether it was aligned with the EAPA SA standards.

Creswell (1998:312) indicates that data analysis involves the following steps:

Organising details of the case

- o Arranging source documentation on implementation of the EAP in the DCS in chronological order
- Categorisation of the data
  - o Clustering the data into the work sessions
- Interpretation of data
  - o Examining the workshop reports
- Identification of patterns
  - o Benchmarking the needs analysis against EAPA SA standards
- Synthesis and generalisations
  - o Constructing an overall picture of the EAP in DCS by looking at the pilot project conducted in the DCS

Regarding the **quantitative study**, data was analysed in the following manner:

According to Strydom (2005a:214) whether the data is to be analysed manually or by computer, most statistical analyses, as is often imperative in the quantitative approach, require that the data be in the form of numerical codes. The data gathered was analysed and interpreted for easy utilisation. The graphic presentation in numerical format and tables were used to interpret and analyse data for use. The statistics section under Professor Smit and Dr. Mike van der Linde from the University of Pretoria assisted in analysing the data.

Data collected through means of the focus group interviews – also part of the qualitative component of the study – was analysed with the assistance of the members of the mentioned Workgroup and is presented as Annexure A of this report.

9. **PILOT STUDY**

Maxwell (2005:56-58) identifies an important use of pilot studies. He indicates that pilot studies help to develop an understanding of the

concepts and theories held by the people you are studying. De Vos (2005: 205) advocates a pilot study, as this will ensure that procedures are suitable, valid, reliable, effective, and free from problems and errors, and that precautions against problems that may arise from the study are obviated.

9.1 Feasibility of the study

According to Bless and Higson-Smith (2000:154), a feasibility study is "a study designed to determine whether a particular strategy or intervention is likely to reach its stated objectives." One should therefore be certain that a planned project is viable, before investing a large amount of money.

A written request was submitted to the DCS to further the research study. A personal contact had also been made for assurance of the chance of being permitted for conducting research. Written permission had been granted. Costs were kept to a minimum, as the researcher had no sponsor for this research. Respondents work in the DCS and were available for the study.

9.2 Pilot test of the data-collection instrument

With regard to the quantitative part of the study:

Walliman (2005:282) indicates that a questionnaire should be pre-tested on a small number of people, so as to anticipate any problems of comprehension or other sources of confusion. A small number of Heads of Correctional Centres (3) were used to test the measuring instrument and were not part of the final respondent group. The researcher piloted the questionnaire with 3 Heads of Correctional Centres in close proximity to the researcher, and edited the measuring instrument after the pilot was completed. The pilot study was executed in the same way as the main study.

With regard to the qualitative study:

No data collection instrument as such was applied, as existing documentation was utilised in order to obtain data.

10. DESCRIPTION OF THE RESEARCH POPULATION, DELIMITATION/ BOUNDARY OF SAMPLE AND SAMPLING METHOD

10.1 Population

According to Bless, Higson-Smith, and Kagee, (2006:98) population is the entire set of elements that the researcher focuses upon to determine some characteristics. Seaberg in (Strydom and De Vos, 1998:190) defines the term population as the total set from which the individuals or units of the study are chosen. Population includes the totality of persons, events, organisations, units, case records or other sampling units with which the research problem is concerned. Neuman (1997:202) describes the population as the large pool, which has an important role in sampling. The researcher also agrees that population is the important role-player in performing the research study, because without the population to select the sample from, no research can be performed.

The research population of this study included all 230 Heads of Correctional Centres from DCS – throughout the country.

10.2 Sample and sampling method

As a research population itself may often be too large to study, a sample can be drawn. Sampling is the act of drawing a sample from a population. Bless and Higson-Smith (1995:87) define a sample as a representative of a whole. According to the Dictionary of Social Work (1995:55), "a sample is a number of units in the population concerned." A sample therefore is a representative portion of the population concerned.

The researcher, together with consultation with his internal guide (Chief Deputy Commissioner Sishuba appointed by the research and ethics committee in the DCS), as well as after discussions with senior management, has identified DCS employees that would be best representative of the DCS population. All Heads of Correctional Centres in the DCS were targeted for the study, and as a result no sampling was done. Heads of Correctional Centres had been selected for this study, because they are managers responsible for Correctional Centres as well as for the implementation of the EAP in their respective areas. They are also in a position to assess the EAP as well as implement recommendations. There are 230 Heads of Correctional Centres in the DCS, and all were included in the study. They are located throughout the country, and consist of all racial groups, and are also representative as far as gender is concerned.

11. ETHICAL ISSUES

Ethical acceptability is a primary issue in any research study. Usually, the ethical standards in question have to do with service clients. Grinnell (1997:58) states that client confidentiality is always a concern, since many researchers request access to clients and /or client's files. According to Fouché (2005:118) ethics is a set of moral principles which is suggested by an individual or group, is subsequently widely accepted, and which offers rules and behavioural expectations about the most correct conduct towards experimental subjects and respondents, employers, sponsors, other researchers, assistants and students.

Different authors identify different ethical issues. Bless and Higson–Smith, (1995: 103), Strydom, (2005b: 58-66) and Babbie (2001:439-445), mention the following ethical issues for social research:
- voluntary participation for respondents,
- no harm to the participants,

- anonymity and confidentiality,
- no deceiving of subjects,
- analysis and reporting,

Bless and Higson –Smith (2000: 103) also mention other ethical issues which had been mention by Babbie (2001), i.e. privacy, voluntary participation, anonymity, and confidentiality.

- Voluntary participation for respondents

All Heads of Correctional Centres included in the research sample were informed in a covering letter attached to the questionnaire that participation is voluntary. They were also informed that the reason for evaluation of the programme was to ensure compliance with EAPA SA standards and that gaps identified in the programme would be addressed collectively. An 'Informed consent form' was developed, and each respondent was requested to sign this form prior to completion of the questionnaire.

- Harm to respondents

The research does not involve any dangerous situation that the respondents must engage in. As only facts are required, there are no emotional matters to engage into. Respondents were informed thoroughly in advance about the potential impact of the study. Respondents were also informed that their participation would not harm their employment situation. Sensitive and personal information of respondents was not collected in the research. The research itself would have positive consequences for the respondents, in that they would be able to identify both positives and weaknesses in the EAP system and that they would be able to address these.

Walliman (2005:347) indicates that ethical research is aimed at causing no harm but also at producing some gain for the participants. Participants were reassured of the benefits to all employees of the research. The researcher assured respondents that the research would not harm the dignity, reputation, or privacy of subjects.

Strydom in De Vos (2005:58) states that all respondents must be informed beforehand about the potential impact of the investigation, allowing them to withdraw if they wish to. It is also stated that respondents' cooperation must be requested respectfully and research must be explained.

- Confidentiality and anonymity

Bless, Higson-Smith and Kagee (2006:142) indicate that confidential information provided by respondents should be protected and not made available to anyone. The participant responses will be anonymous, because privacy is assured in this way. In this study, the participant's identity will not be displayed on their responses, therefore responses will be anonymous. Respondents were informed about the objectives of the research, so that accurate and complete information could be provided. Respondents' could ask questions on the nature and purpose of the research. The researcher respected the respondents' freedom to participate, and did not coerce them into participating. It was necessary to obtain informed consent. Although respondents would not be disclosing personal matters, they would be emailing their responses and confidentiality was guaranteed. The questionnaire was completed at the respondents' convenience and as there was no personal contact with respondents their responses were anonymous. Each form had an identification number for follow up and this was explained to respondents to ensure that they understood that this was for tracking and it would not jeopardise confidentiality. As the respondents are scattered throughout South Africa the most viable and cost effective option for the researcher

was email. Strydom (2005b: 61) indicates that respondents should not be deceived and that if this happens inadvertently, it must be rectified immediately. Respondents were informed in advance by mail and the letter approving the research in the DCS was attached.

- Negative findings.

The researcher was also guided by an internal guide that was determined by the DCS. The DCS has its own research and ethics component that approves research in the Department. This committee appoints a very senior manager to mentor and guide the researcher. It is also important to identify oneself as a researcher to the respondents in the study, because deceiving people is unethical. Negative findings were also reported if it was related to analysis.

- Deception of respondents.

Strydom (2005b:61) believes that no form of deception should be inflicted on respondents and if this happens inadvertently, it must be rectified. The researcher did not withhold any information or mislead subjects by way of written or verbal instruction. Walliman (2005:345) indicates that any dishonest means of persuasion such as posing as an official must be avoided. Subjects should not be misled or coerced into participating. Participants will be fully informed about the research as far as it affects them. The researcher also ensured that he did not give false information about his background, reasons for the study and anticipated outcomes Walliman (2005:364).

- Release of findings

Strydom (2005b:65) indicates that in releasing the findings, information must be formulated and conveyed clearly and unambiguously. The researcher was aware of the following: accuracy of information, objectivity, plagiarism, and shortcomings. The researcher ensured that recipients

were informed about the findings through the publishing of the research as well as in articles in the DCS magazine.

- Good working relationship

Finally, respect will be maintained at all-times to maintain a good working relationship for the study, and even after research. Bless, Higson-Smith and Kagee (2006:146) also discuss relationships with organisations and say that organisations will be interested in learning the results they have supported. The DCS should be interested in the results of the research to improve and inform the EA programme. It is therefore necessary to give feedback of the research findings so that they can be of maximum use and improve the lives of people involved. Bless, Higson-Smith and Kagee (2006:146) also say that research is also about making informed decisions about what needs to be changed by appropriate feedback, so that peoples' lives can be improved. The findings of the study will be introduced in written form. The report will be as clear as possible for everyone to understand, and will be submitted to the DCS as well as to the University of Pretoria.

12. DEFINITION OF KEY CONCEPTS

- **Benchmarking**

Benchmarking is a process in which organizations evaluate various aspects of their processes in relation to best practice companies' processes, for the purposes of comparison. This then allows organizations to develop plans on how to make improvements or adapt specific best practices, usually with the aim of increasing some aspect of performance according to Robert (1994:225).

- **Employee Assistance Programme**

According to Bruce (1990:4) an EAP refers to a programme designed to meet specific problems of employees by utilising professional human services and personnel, on either a contractual or an employment basis, to meet the needs of troubled employees.

"An EAP is a worksite-based programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns including but not limited to: health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal concerns which may adversely affect employee job performance," (Standards Committee of EAPA, SA, 2005:4).

The primary function of the EAP is the prevention and treatment of psychological and social functioning (such as alcohol and drug dependency, marital and family malfunctioning, and emotional and behavioural malfunctioning) which could have a negative impact on the employee's job satisfaction, as well as the efficiency and quality of work rendered by officials employed by the organisation.

According to the researcher, EAP is the programme aimed at helping employees deal with their social, emotional, and psychological problems that may impair job performance.

- **Evaluation**

Evaluation is the systematic determination of merit, worth, and significance of something or someone using criteria against a set of standards. "An evaluation is a systematic, rigorous, and meticulous application of scientific methods to assess the design, implementation, improvement or outcomes of a program" (Rossi, Lipsey, & Freeman, 2004).

- **Head of Correctional Centre**

A head of a correctional centre is a manager in the DCS responsible for a Correctional Centre (prison). A head of correctional centre is appointed in terms of the Correctional Services Act.

- **Management Area**

A management area is a geographically demarcated area consisting of a number of prisons in close proximity. A management area is determined by a number of factors including offender population, employees as well as geographical location.

- **Standards**

A Standard is defined in the EAPA SA standards document as the agreed level of best professional practice or description of the ideal situation with the purpose of enhancing the quality and functioning of existing Employee Assistance Programmes

13. LIMITATIONS OF THE STUDY

The findings in the current research appear to be compelling, and make a significant contribution to the EAP field as well as the understanding of the implementation of the EAP in the DCS. However the current research essentially is limited, and subject to flaws. The current research acknowledges several limitations that should be noted to help with interpretation of the results. This section aims to provide the limitations of the research with particular reference to the research design, scope of the research, measures used, statistical analysis of the results, and lack of EAP practitioners.

There are several limitations of this study and they include:
- The involvement of the University of Pretoria statistics department only occurred after the data was collected. The researcher was only

informed that the involvement of the University of Pretoria statistics department was necessary after the questionnaire had been developed and administered and the data collated. The statistics department should have been involved from the outset with the development of the questionnaire as well.

- At the time of administering of the questionnaire, only 18 EAP practitioners remained in the DCS and the rest had resigned and not been replaced. This may have caused some of the respondents to answer the questions negatively as stated by some of the respondents.

- Most of the management areas did not have EAP practitioners at the time of the data collection and as a result many HCC's did dot answer all the questions.

- Those who did answer the questions responded negatively to all or most of the questions if there was no EAP practitioner in their management areas. This has skewed the results in the direction of no feedback and negative responses.

- The research Department from the DCS took almost a year to finalise the approval for conducting the research.

- The questionnaire was developed based on the ideal situation – the implementation of all the standards and the availability of EAP practitioners in all management areas.

- EAP is still in its infancy in SA and has not matured in the DCS.

- The scope of the research was too large – perhaps only selected standards should have been used – combination of qualitative and quantitative.

- The sample used in this study is small, when compared to the number of employees in the DCS. However, the sample size was adequate to indicate general trends and find significant relationships, in an explorative manner.

- The questionnaires should have been administered to those areas that had EAP practitioners and compared with those that did not.

- The inclusion of the revised standards occurred as the thesis evolved and was not part of the initial plan. The focus group discussions, however, were planned and managed to add value to the standards document. The Implementation of the focus group discussion was an interactive process. Each focus group discussion built on the previous one. Although the inclusion of the revised standards was an afterthought, it has added tremendous credibility to the research in providing a new blueprint for the EAP in South Africa.

- Statistical analysis, which may examine the impact of the above demographic information (region, race group, age and gender), was not conducted. Thus, this point limited the scope and depth of the analyses and findings in the current research.

CHAPTER 2

LITERATURE REVIEW - THE EMPLOYEE ASSISTANCE PROGRAMME

1.   INTRODUCTION

This literature review presents a retrospective overview of the developments in the EAP industry by initially focussing on the most modern interventions and thereafter moving to the origins. The literature review will also attempt to reflect on existing standards associated with these interventions and benchmarks during the evolution of the EAP. In trying to understand EAPs as they exist today it is necessary to define the context within which they have developed both within South Africa and the United States. This entails a review of the historical background, definitions of EAP models and relevant service delivery as well as factors that have influenced the development of EAPs through choice, core technology, and criterion set for maintaining standards. This literature study will trace the evolution of EAP and will cover crucial issues that have shaped modern EAPs, including the development of occupational social work (OSW) in countries around the world. EAPs as they exist today are a result of decades of evolutionary processes, which have not only been influenced by the history and dynamics of the countries that they have originated in, but also organizations which house them and occupational groups that have taken the responsibility to cultivate human service needs.

2.   HISTORY OF EAP

2.1   Modern trends in EAP

Prohofsky (2007:27) traces the evolution of EAPs. She indicates that EAPs were established in the mid–1940s to address substance abuse issues. This objective did not change much over the next 30 years but by the mid–1970's there were other challenges that employees were facing that had to be addressed. Some of the concerns included marital concerns, family issues, and prescription drug abuse, all of which began to

fall under the expanding realm of EAPs. Prohofsky goes on to say that EAPs have continued to evolve, promoting wellness, productivity, and work/life balance services to meet the burgeoning needs of a diverse global work force.

Epstein and Rubin (2007:13) further elaborate on the globalisation of EAP by stating that workforce performance and productivity issues are not confined to national borders. They are of the opinion that EAPs should not only be provided within a countries' borders but that multinational organisations with locations around the world are also responsible for providing EAP resources to work forces within multiple locations globally which includes employees from diverse cultures, religions and races.

2.2. Value of EAP

While standards for EAPs were only introduced in South Africa in the late 1990's and in the United States prior to this, the success of modern EAPs is based on demonstrating their value. This is echoed by Jorgensen (2007: 16) in his article on demonstrating EAP value. He states that EAPs provide many services including counselling, critical incidence responses, support for management, and many more; yet EAPs are unable to demonstrate effectively the calculable extent of how valuable they are to organisations. EAPs need to demonstrate that they belong to the world of work and not just to the world of health care. Both the pricing model (standard no. 4) and evaluation (standard no. 27) of the Employee Assistance Professionals Association of South Africa's (EAPA SA) standards document support Jorgensen's idea of communicating to organisations what EAPs do in real terms as well as providing verified evidence in a format that employers and human resource managers understand, appreciate and want.

Jorgensen (2007: 16) elaborates further on how to demonstrate service effectiveness and EAP value. He indicates that the EAP industry has fallen into the trap of trying to communicate value simply by utilisation and supporting whoever can produce the highest number of attendees at the lowest cost. The employer does not necessarily win but the contractor does. There is a need to calculate value, demonstrate value and communicate value. The impact summary (below) as indicated by Jorgensen (2007: 16) measures the total approach as a balanced scorecard would.

EAP Impact Summary

A full-service EAP provider offers a wide variety of services in addition to employee counselling. It is this synergistic combination of clinical and organizational support services that maximizes the economic benefit for client organizations. Service utilization data for 2005, of a large organisation that provides an EAP service to its employees in the United States of America, is displayed below.

Figure 2.1 Service utilisation data – USA - 2005
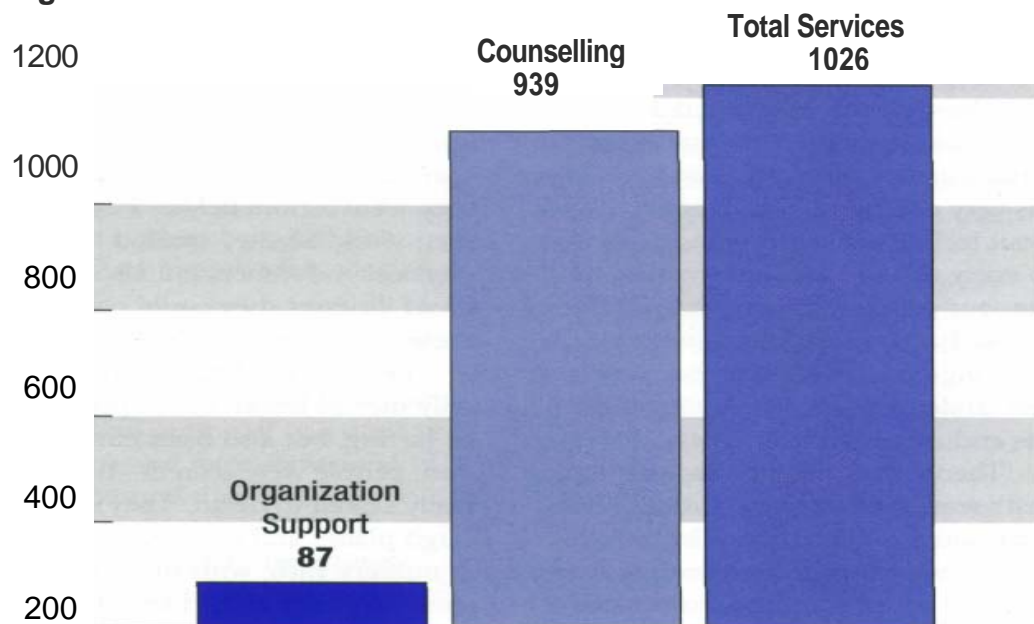
EAP impact score 16% - organisational support services-87; counselling services-939; total EAP service contracts-1026; organisational population-6500

The EAP Impact Summary is a balanced scorecard approach to measuring the total value of all EAP services to an organization. It is calculated from actual contacts made with an organization's employees and managers, including counselling, workplace training, crisis response, and management consultation. It does not include peripheral contacts such as mailings, e-mail, or telephone inquiries. The EAP Impact Score is a predictive indicator of the expected value for the organization under current utilization of EAP services.

2.3   EAP and risk management

Modern EAPs are also being confronted with ethical, compliance and legal issues and employers are starting to look for ways of managing behaviour. Gaipa (2006: 12) proposes that EAPs position themselves under a behaviour risk umbrella. She states that risk management is not about things being chaotic and totally out of control but rather about how you can prevent those things from happening. Early intervention is the highest form of risk management. She uses health care data to help determine what's going on within the organisation but is similarly aligned with the world of work. EAP can interface with the behaviour risk model by getting involved at either individual or organisational levels. EAPs are even consulting with senior management in different parts of organisations depending on their expertise. Consultation processes within the organisation can include legal, compliance, risk as well as financial aspects. Gaipa (2006: 12) defines behaviour risk management as a re-engineering process of two workplace issues, namely loss prevention and the cost of managing people. Conflict resolution, sexual harassment, and ethical violations can all be grouped under the cost of managing people.

From the information presented thus far, the researcher understands that the prevalence of EAPs can be attributed in part to the fact that employee assistance programmes save employers money by helping the

organisation retain skilled workers and enhance workplace performance. Have we been successful, then, at demonstrating to South Africa that EAP is an investment rather than an expense, and a viable productivity tool rather than a social service programme? The question remains how best to position the EAP to enhance behaviour risk management? We still have some way to go. EAPs in South Africa must evolve to the levels where data can be used to confirm the value of the EAPs in business terms.

2.4   Strategic positioning of EAP

Phillips (2006: 18) states that as individuals, work organisations, and society itself grow increasingly complex, EAPs continue to evolve in tandem. Initially EAPs offered short-term focussed solutions to alcohol abuse and related employee behaviours that contributed to poor work performance. The EAPs have since evolved to not only expand as far as implementing strategic objectives is concerned but also in elaborating on service offerings and delivery models. Customised programmes, tailored to specific organisational needs, have replaced the standardised 'one-size-fits-all' model.

Phillips (2006: 18) makes another interesting observation in emphasising the challenge of merging these innovations with the organisations overarching objectives. This is still a challenge for most organisations as the EAP industry continues to struggle to make the strategic connection and too often is relegated to simply another human resource initiative. Phillips advocates the broadening of our horizons by attempting to halt acquiescing and to instead embark on innovation by taking three basic steps:

- Educate and be educated

It is important for those involved in EAP business development and account management to be focussed on the bigger picture, namely

evaluating and enhancing the complete organisation and not only a single department. Linking the EAP to the organisation's overall corporate strategy is vital. It is necessary to be well acquainted in terms of goals, concerns, problems and successes of the organisation. It is also important to empower the key contact person with information and insights in understanding the EAP advantage as well as delivering the benefits of a strategic EAP to the organisation's executive management.

- Influence key decision-makers

It is necessary to meet with the client's leadership team to establish a rapport that can demonstrate to those in charge of forging the vision and mission, that EAP can be effectively positioned to achieve strategic objectives. It is also an opportunity to demonstrate how the EAP can achieve a meaningful and lasting impact by:

- Containing benefit costs
- Influencing profitability
- Improving employee retention
- Boosting productivity
- Improving the organisation's status as an employer of choice
- Attracting and retaining the best and brightest employees.

Organisations with a work force mature in age will be concerned more with comprehensive health care including nutritional information, prevention and management of diabetes, age-appropriate exercise, osteoporosis and obesity. Organisations with a younger work force will be interested in promoting issues such as preventing absenteeism, child care, work life balances and parenting issues.

- Customise, customise, customise

The importance of being able to demonstrate how an EAP can effectively meet the needs of specific groups of employees must be stressed. Real

world examples of customisation must be provided. For instance, an information technology manager may be interested in engaging in on-line counselling while a retail salesman may want to understand how to address people with complex requirements or demands or how to resolve a diverse range of conflict situations. Phillips concludes by stating that if EAPs want to flourish, they must move from the traditional position which is generally one-sided or focused on a single entity to one that is more varied, that understands and responds both to corporate strategists as well as front line workers.

The researcher understands that EA Professionals often find themselves in the uncomfortable position of being challenged to justify their existence within organisations. Managers should be made to understand that there is a need for data that confirms the value of the EAPs in business terms. The researcher also supports the view that the importance of conducting research on Employee Assistance Programmes should be elevated so that services and dissemination of findings to enhance productivity can aid the positioning of the EAP as a strategic partner. This, in the opinion of the researcher, is not happening on a large scale in South Africa.

2.5   Training of modern Employee Assistance Professionals

Otterstein and Jacobson (2006: 13) focus on the demands required by modern EAPs as far as training and life experience are concerned. Their article is grounded on recent disasters and catastrophes that affected the workplace. The 2005 hurricanes in the United States, 2005 London Bombings, the 2004 Asian Tsunami, and the events of September 11, 2001 are some of the disasters that have highlighted the need to expand crisis intervention services within organisations. Otterstein and Jacobson found that locating missing workers, managing internal and external communication, restoring and maintaining business continuity and

addressing personal and professional challenges are issues that employers value.

EAPs that provide a broad base of support to the organisation and its corporate functions are increasingly demonstrating their value as strategic partners. The provision of this broad base support has necessitated an improvement in the levels of training required to supply these interventions. This essential stipulation has raised the dilemma that formal crisis intervention training is incomplete without real-life experience training. This may suggest that some EA Professionals may not be adequately equipped to offer workplace crisis intervention services. Otterstein and Jacobson (2006:13) also focuses on ways that EAPs can assist businesses in planning and responding to potential large-scale workplace disasters and cite three areas of intervention.

- Response vs. management

EAPs are increasingly being called upon before, during and after workplace crises as the expert model to facilitate behaviour risk management. There is a need for EAP consultants to work cooperatively with senior management through the development of task-specific training to enhance skills that will alleviate crises affecting a corporate management team; EAPs can assist in the development and training of the team. Sometimes the disaster response becomes an elevated disaster on its own if not managed properly. One of the key functions of the EAP is connecting corporate clients with appropriate crisis management and response consultants as well as to eliminate potential problems relating to communication.

- Communication and rumours

Communication within the organisation, between employees and sometimes family members is a critical service that EAPs can offer an

organisation. Crisis communication requires establishing an understandable means of interaction, appropriate use of language to facilitate accurate interpretation, quick responses to rumours and authentic verification of information. Otterstein and Jacobson (2006: 14) also advocate the following checklist of activities:

- Be proactive
- Match resources to needs
- Offer individualised services
- Support communication
- Become a corporate consultant

- Seeing the larger picture

Sometimes businesses pick up where they left off after the crisis subsides. Yet in cases where the crisis is deemed traumatic, a follow up response is required. The plan of action however must be planned in advance to incorporate vital aspects to facilitate the restoration of the business; the same applies to conducting a formal evaluation of the response comparative to risk management.

Masi and Paul (2002: 13) conclude that it is critical to develop and define the most effective channel of communication should a disaster occur. Response to the September 11, 2001 event required unparalleled organisational and professional collaboration within the employee assistance field. A survey was developed to measure satisfaction levels with services provided as well as to ascertain the organisational impact of the terrorist attacks on both managers and employees and their perceived needs. Select interviewees were asked to evaluate the effectiveness of services in the following categories:

- Individual services
- Group services
- Management consultation

- Web services
- Educational material

Responses from managers and employees indicated that while the majority of needs were adequately met they believed that they were ill-equipped to deal with the challenges posed by the events. In short, the responses indicated that existing disaster recovery and trauma response plans were inadequate. Organisations were ill equipped to impart or distribute pertinent information in a quick and effective manner. Some managers stressed that they would have liked access to more information on how to deal with their employees' emotional reactions. Communication and dissemination of materials are critical in a disaster situation of this magnitude.

The researcher is of the opinion that not all EA Practitioners are adequately trained in South Africa. The chief reason for this is that the programme is relatively new and there are many different EAP alternatives available in today's market, with numerous organizations and individuals claiming program expertise. Unfortunately there are no generic standards and key performance indicators for the broader Public Service where most EAPs are employed in South Africa. One of the reasons for its existence is that employee assistance has become a profitable, market-driven business.

2.6   EAPs and comprehensive wellness programmes

Moeller-Roy (2005: 24) states that by viewing employee health as an asset to be managed, employers can use health promotion and wellness programmes to instil pro-active behaviour and a healthful mindset among workers and encourage them to make smarter health choices. Moeller-Roy also advocates defining organisational goals and illustrating how health programmes fit into the overall strategic plan. Employee assistance

professionals can enhance the value of health programmes by assessing organisational needs, planning strategies and making their services available as functional resources within a burgeoning industry.

Beuermann-King (2005: 29) talks about the competitiveness within industry and the reliance on comprehensive health and wellness programmes to maintain an edge in the marketplace. She indicates that the focus on health promotion as a global objective has evolved from crisis intervention, involving personal assistance and prevention to health promotion that includes environmental and organisational issues. Originally the focus of workplace health fell on issues such as the handling of chemical substances; yet, merely addressing the potency and effects of these hazards was inadequate to sustain the health of employees. Employees were expected to resolve personal and mental issues on their own and often lost their jobs if they failed. EAPs were initially formed to help those employees who were in danger of losing their jobs because of addiction problems. The scope of employee assistance programmes has gradually evolved to include mental health, financial, legal and various 'crises' events. Throughout this evolution EAPs had one resolve – to help employees to return to previous levels of productivity.

Beuermann-King (2005: 29) also states that over time wellness programmes emerged which focussed on a more preventative orientation. She also indicates that employers can be held liable if workplace stress makes it difficult to maintain a healthy lifestyle and pursue healthy practices. Benchmarking includes what you currently know about your employees and incorporates current costs of stress programmes, compensation, short and long term disability, absenteeism patterns, retention rates, productivity and quality costs, current status of employee health, stress and satisfaction levels and current wellness programming. Beuermann-King goes on to say that job functioning includes not only

safety, fitness, nutrition, health monitoring and health benefits but also training and development, reward and recognition, team building initiatives, conflict and problem solving initiatives as well as strategies and communication programmes.

Beuermann-King (2005: 29) stresses the importance of a comprehensive evaluation process and that the measurements of wellness programmes need to be tied to overall business outcomes.

Karch (2005: 32) states that the health promotions field will be busier and under more pressure over the next ten years to deliver quantifiable results than at any time since its inception in the 1960's. In their infancy wellness programmes focussed in some cases on a single risk factor – cardiovascular disease and cardiovascular rehabilitation programmes for executives. In the 1980's some progressive corporations expanded their wellness programmes to include all employees and not just serving executives. By the 1990's the focus had evolved from disease prevention to health promotion. For a company to prosper into the 21st century, health promotion programmes must encourage employees to adopt a positive attitude to wellness and to live healthier lives while effectively managing existing risks. US companies have also been forced to take a more proactive approach to wellness because of rising health care costs. There has been a migration of many subsets promoting the cause of wellness, including health and safety, employee assistance, insurance, recruitment and maintenance. Today well designed and well operated wellness programmes bring a diversity of resources to bear on the goal of improving and maintaining the health of workers and their dependents.

2.7   EAP and Work Life

Herlihy (2002: 10) analyses the core components of work/life and employee assistance to determine whether they can be integrated. A

survey of more than 1000 employee assistance and work/life professionals was conducted in 2001 to determine the extent of integration of their respective programmes. Employee assistance and work/life fields operate on both micro and macro levels. Contemporary EAPs focus on linking individuals to resources in the community providing consultation on health care provider services while work/life professionals similarly provide direct services to individuals such as life-cycle consultation and child or elder care referral, and also consults with the work organisation on broader issues, including enhancing the work environment and community initiatives.

The survey conducted by Herlihy (2002: 10) also indicated that there is collaboration between the programme and integration at macro levels. One in six respondents considered themselves both an EA professional as well as a work/life professional. This has given rise to new models of service delivery where strategic partnerships are being created between EA professionals and work/life vendors.

2.8   EAPs and Organisational Culture

Mor Barak (2002: 19) reflects on the preparation of EA professionals and the challenges of creating an organisational culture in an age of globalisation. She states that the next generation of EA professionals will have to practice in an increasingly diverse environment where business will blur national boundaries. There is an ongoing struggle throughout the world with hostile inter-group associations, including prejudice, discrimination, and even violence as a result of increasing workforce heterogeneity. The challenge for management is to fully understand the dynamics of diversity and identify ways to divest itself from all prejudicial attitudes to effectively unlock the creativity embedded in a multicultural workforce. The composition of the workforce is constantly changing because of immigration, worker migration and gender and ethnic

differences. Many migrants are fleeing upheavals or even violence in their native lands while others seek economic opportunities.

Barak (2002: 19) goes on to say that the inclusive workplace is defined on four levels as an organisation that:

- Accepts, values, and utilises individual and inter-group differences within its workforce
- Cooperates with, and contributes to, its surrounding community
- Alleviates the needs and utilises the potential talents of disadvantaged groups in its wider social an ecological environment
- Collaborates with organisations across cultural and national boundaries

EA Professionals will have to intervene in organisations to:

- Instil knowledge of diversity, discrimination, and empowerment and initiate interventions on diversity training, support and mentorship programmes
- Collaborate with communities to facilitate effective partnerships
- Facilitate the inclusion of immigrants by creating a receptive environment as well as focussing on the challenges of affordable child care and transportation
- Establish programmes to overcome cultural barriers and promote collaboration in multinational work teams

The researcher is convinced that employees want to feel cared for and are motivated in different ways to behave in a way conducive to organisational improvement i.e. becoming more team orientated, cutting costs and developing degree of efficiency output. Organisational culture is the social glue that helps hold an organisation together. The role of EAP and organisational culture in influencing employee behaviour appears to be increasingly important in today's workplace.

2.9   EAPs and future growth

Blair (2002: 21) on providing added value to employers indicates that the EAPs role as the employer's expert consultant on human dynamics in the workplace has diminished. This has occurred because the responsibility for EAP has been delegated to benefits departments rather than human resources while budget limitations have forced EAPs to concentrate on immediate needs of individuals at the expense of larger organisational issues. In addition, employers often fail to take advantage of organisational services offered by EAPs. There are also many EA Practitioners who sit in a corner waiting to be called upon; while these practitioners are regarded as an employee benefit they are seldom viewed as critical to an employer's human resource mission.

Blair (2002: 21) mentions the following value indicators of EAPs:
- Utilisation
- Professional expertise
- Consultation
- Solving difficult problems
- Initiative.

Blair (2002: 22) also advocates the following for the future growth of EAPs:
- Align with the company's human resource objectives
- Think and act strategically
- Revisit the EAP core technology and professional standards
- If it is not an EAP, it should be called something else
- Work with organised labour
- Become proactive and consultative
- Define your consultation as valuable in and of itself
- Stay abreast of trends in the workplace.

The following steps can be taken by employers, according to Blair:

- Reconsider your expectations for your EAP
- Test your EAPs ability and willingness to take on a consultative role
- Demand that your EAP function has a strategic ally
- Be willing to pay for quality.

The researcher agrees with the view that the responsibilities for EAP has been relegated to benefits departments and that in South Africa budget limitations and a lack of direction have forced EAPs to concentrate on immediate needs of individuals at the expense of larger organisational issues. The researcher is also aware that many EAPs are not proactive and instead of taking the initiative wait to be summoned; the researcher agrees with the author that these EAPs are regarded as an employee benefit but not viewed as critical to an employer's human resource mission.

Herlihy, Attridge and Turner (2002: 10) cited their findings after surveying 801 members of EAPA, 70 members of the Employee Assistance Society of North America and the Association of Work Life Professionals. The following were the key survey findings:

- Approximately one in six survey respondents consider themselves both an EA professional and a work/life professional. This finding was consistent across all three organisations.
- There is a significant level of collaboration/integration at the service level. The overlap of services tends to be non-core areas of each profession, except among what may be called a 'new breed' of professionals who seem to provide services across core areas of both professions.
- Respondents generally agreed that collaboration or some form of integration is better for the employee and employer than two separate focused programmes. They expressed ambivalence,

however, about the impact of collaboration on professional identity and the identity of each practice field.

2.10 EAPs and human capital

Attridge (2001: 39) on the role of EAPs in managing human capital states that since the focus is on 'human' capital it is necessary to manage it as effectively as 'physical' capital. Pressures such as low employment, increased productivity, and rising health care costs are focusing employees on attracting and retaining talented employees. He goes on to state that not only is business advocating the human capital approach but academic institutions are conducting research on wellness issues. This provides an opportunity for EAPs to integrate their work with that of the organisation. Clinical approaches are giving way to holistic interventions.

Maynard (2001: 28) reflects on the next generation of EAP in his article, stating that it is vital for EAPs to recognise problems presented by their client's in a developmental context as this will enable them to devise appropriate assistance plans thereby motivating clients to collaborate with them. Maynard goes on to state that history and environmental situations greatly influence how people handle inevitable transformations, transitions and innovative tasks. EAPs need to position themselves as a resource for understanding normal behaviour through the interpretation of an employee life cycle. They can then assist an employee through consultative procedures to fathom concerns such as retention, motivation, and self-development challenges.

The researcher recognizes that to make intelligent choices between options, human resource (HR) managers need to understand underlying philosophies with regard to what different EA programmes seek to accomplish, where to position them and how to ensure the best return on investment. How then does one make an informed decision if one does

not understand the core business of the EAP? This very dilemma, according to the researcher, must be resolved before the EAP can be positioned in an organisation.

3.   HISTORY OF OCCUPATIONAL SOCIAL WORK AND LINKS TO EAP

As has been stated in the introduction to this chapter, EAPs exist today as a result of decades of evolutionary processes which have been influenced by the history and dynamics of the countries that they originated in. It is therefore necessary to present an overview of the history of Occupational Social Work, one of the professions that contributed significantly to the development of EAPs in the United States and other parts of the world. This field did not play a causative role but was rather one of the professions of choice when OAP's were taken under the umbrella of EAPs. Occupational social work found a place in EAPs and helped it develop into a comprehensive service, including assessment, short term counselling, referral, consultation to supervisors, training and employee education programs. The focus of the next few pages of this literature study will be on the international relationship between occupational social work and EAP.

3.1   Occupational Social Work and EAP in Australia

Logan (2001:1) describes the development and current practices of occupational social work in Australia, which is seen as a specialised work practice that assists the individual to adapt to work culture and changing environments. In the late 1940's the Social Services Department expanded to meet the demands of a welfare state. New schools of Social Work emerged and in the 1960's and 1970's workers received training in child care, foster care and home care. During the 1970's practitioners were obligated to charge fees for services in order to stay in business. By the end of the 1980's and early 1990's the process of rationalisation and downsizing, as a direct consequence of restructuring and privatization,

resulted in a decline in the demand for occupational social workers. However, they soon merged relevant services with employee assistance programmes to enhance treatment outcomes, thus re-establishing demand for Occupational Social Work and EAP.

The researcher believes that the Social Work profession in Australia has a good foundation of knowledge and skills especially in dealing with its multicultural society. This foundation is necessary for solving work-related problems and can be built on by the EAP.

3.2 Occupational Social Work and EAP in Germany

Gehlenborg (2001:17) provides a history of the development of occupational social work in Germany. The loss of the First World War, the devastation of the economy, and mass unemployment were the context of the occupational social work's first years in Germany. Occupational social work was relegated to work welfare from 1945 to 1960. Between 1960 and 1980 the occupational social work profession evolved to focus on increased productivity as well as assisting employees to overcome personal problems. Occupational social work was only introduced in the last 30 years in service industries such as insurance companies, banks and aerospace firms. No mention is made of employee assistance programmes in the article.

The researcher is of the opinion that the evolution of OSW in Germany has been patterned on social, economic and political changes in that country, and that these changes have played a decisive role in determining a professional profile contributing to a healthier and more productive work place.

3.3 Occupational Social Work and EAP in India

Siddiqui and Sukhramani (2001:43) describe in an article the development of occupational social work in India, as follows: The term occupational social work can be seen as synonymous with industrial social work. Social workers were therefore employed in welfare programmes run by the state and private sector organizations. Initially they were responsible to supervise conditions of work such as wages, working hours, leave, and social security benefits which eventually expanded to also include industrial relations, personnel management and eventually human resource management. The duties of the welfare officer also included supervision, counselling, advisory services, and liaison with employees and management as well as outside agencies. The link between occupational social work and EAP is not mentioned in the article.

The researcher believes that while the link between OSW and EAP is not clearly defined in the article there is promise for this correlation as the scope of work includes counselling and support services for employees who have problems that might affect productivity.

3.4 Occupational Social Work and EAP in Ireland

Maria Powell (2001: 65) traces the origins of occupational social work in Ireland. The country's comprehensive health care services are provided by its social system and it is within this system that occupational social work operates. In the early 1900's the welfare movement focussed on benefits offered to workers by employers to socialise the workforce. The next major evolution to affect occupational social work was the human relations approach of focussing on problems created by policies within work organisations. The latest development has been the emergence of the EAP resulting in a multidisciplinary approach to the provision of occupational social work in the workplace. It was found that in some instances, organisations tended to overlap their occupational social work

and EAP services. The Confederation of Irish Industry has been supportive of this move. Several EAP practitioners from different disciplines, including personnel and human relations managers, occupational health nurses and addictive counsellors, are involved in the delivery of Employee Assistance Programme services. EAP practitioners are therefore of diverse backgrounds with varying academic qualifications. In recent years several institutions now offer training courses in the field of EAP and occupational social work services.

The types of problems EAPs address are not different from those encountered in the realm of occupational social work in Ireland; however, there is insufficient research to make a clear distinction between the practice of EAP and occupational social work services. The future development of these services will depend on the involvement of educational structures as well as relevant qualifications obtained from tertiary institutions. Such developments will have to include the unique facets of education developed by proponents of EAP as well as the more traditional broader based skills of the social science graduate.

3.5 Occupational Social Work and EAP in the United States

The evolution and practice of occupational social work in the United States has in some way influenced the development of the profession in all the countries listed above. (Maiden, 2001: 119) states the following with regard to the development of occupational social work in the US: Social services emerged in the early 1900's from the welfare movement. However, occupational social work did not gain a foothold in the workplace because it was perceived as a management tool to subvert unionisation. The view that there was no place for industry in psychosocial case work prevailed for several decades. The emergence of EAPs in the 1970's saw resurgence in workplace human service delivery. Occupational alcoholism programmes (OAP), which began in the 1940's, were the predecessors to

EAPs. Programmes staffed by recovering alcoholics to assist and provide counselling for alcoholic employees heralded the beginning of a new era of social service programming. Recovering alcoholics; although effective in intervening with the alcoholic employee, were not skilled in techniques to perform mental and social problem intervention. EAPs broadened the scope of services of the OAP and occupational social workers were employed to fill the unique roles as generalists.

EAP focused on job performance by drawing attention to the interrelationship between personal problems and their impact on job performance and productivity. Today a more proactive role is assumed by the EAP that focuses on early identification and resolution of identified problems. The occupational social worker in an EAP also focuses on providing supervisory training and management consultation as well as the reintegration of employees into the workplace once they have undergone treatment.

Managed behavioural healthcare emerged to ensure the delivery of cost-effective quality healthcare through selective contracting and channelling of members to selected service providers. This move provided new opportunities to advance aspects of behavioural healthcare, especially for occupational social workers. Feinstein and Brown (2001:142) list the skills needed by occupational social workers relevant to corporate social responsibilities:

- Organizational skills
- Planning an policy making skills
- Political and legislative skills
- Interpersonal and small group skills
- Administrative skills
- Strategy design and implementation skills
- Promotion and communication skills.

The researcher believes that access to these essential skills add value to organisations. The modern EAP is grounded in the human resource management consultation orientation, and offers a wide range of opportunities to support managers to carry out their responsibilities, while the skills listed above are an adequate guideline to form that foundation. The modern EAP is most likely equipped to provide crisis management, trauma debriefing, and employee counselling in response to organizational downsizing and other types of worksite transformations. The researcher is also of the opinion that these programmes have been instrumental in developing new services such as HIV/Aids, legal counselling, financial administration and disability management, and making it assessable to all employees. It is also evident to the researcher that some of the services listed above can be expanded into the risk management and prevention aspects of job performance.

Shank (2001:143) includes other roles and responsibilities of occupational social workers:

- Human resource policy consultation
- Legislation analysis
- Health and welfare benefits administration
- Social research
- Community development
- Consultation
- Data analysis
- Administration
- Community planning.

Maiden (2001: 155) states that the EAP is offered with four enhanced services as far as the case management model of EAP is concerned:

- EAP case management would assume a more proactive approach. Long term follow up (up to a year) on a regular basis, depending on the needs of the participant, is necessary.
- Mentoring programmes designed to provide support, direction, skill building, and encouragement would be provided by the EAP case manager.
- Supervisory training to detect and resolve problems that affect productivity should be an obligatory commitment for all supervisors.
- EAP services should be broadened to include issues such as housing and transportation.

The researcher is of the opinion that different intervention strategies are needed to assist employees to overcome the challenges present in their personal and work lives. It is the responsibility of the EAP to match the client with appropriate intervention and resources and utilise the appropriate case management model and enhanced services as indicated above.

3.6   Occupational Social Work and EAP in South Africa

The development of occupational social work in South Africa is traced in the article by Du Plessis (2001:97). The welfare system in the 1930's focussed on whites as the primary recipients of services, but which were entrenched in 1948 when services were structured separately by the government. Employee assistance services in South African workplaces can be traced as far back as the 1930s with its roots in the field of Occupational Social Work, which developed within the context of the Welfare System and Apartheid System of Government. Up until 1994 when the first democratic elections took place, services were segregated. One of the major influences from North America has been the EAP. Du Plessis (2001:100) indicates eight factors that either facilitated or hindered occupational social work in South Africa.

- Individuals championed occupational social work because of personal commitment
- Industrial relations procedures where some managers sought outside assistance while others chose to deal with problem employees in-house
- The retrenchment of social workers when times were tough
- The influence of lobbyists like the South African National Council for Drug and Alcohol Abuse (SANCA) to employ social workers
- Prevailing managerial views in respect of assisting employees through counselling
- The lack of union involvement in promoting the feasibility of occupational social work in South Africa
- Socio-political changes created opportunities for social workers
- The approach by qualified social workers to market their services to prospective employers and the education institutions in placing newly graduated social workers with organisations.

In the late 1990's a proliferation of EAP contractors emerged who were often classified as social workers. While occupational social workers also work within EAPs, social workers have become the preferred profession for staffing EAPs in South Africa. Nurses, psychologists and human resource personnel are also taken into consideration to staff EAPs. A popular trend emerging in South Africa is the outsourcing of EAP/occupational social work functions, which has resulted in a number of companies being created. Mental health however has not been a priority because the focus has been on the gross violation of human rights, poverty, unemployment and the state of the education system. Unions have been engaged in battles for better living wages and other conditions of service.

The researcher can identify with the factors listed above and finds that the same factors are hindering the development of the EAP in South Africa. EAP has been championed by individuals rather than private companies and the government. When the researcher approached the Department of Public Services and Administration (DPSA) in 1999 to champion the EAP as a broader vehicle to address wellness, he was informed that the DPSA was focusing only on HIV/Aids. Albeit, the researcher was allowed to edit and amend the manual on HIV/Aids for government departments and included, wherever possible, references to the EAP. The researcher has also been instrumental in ensuring that the narrow focus on HIV/Aids has been widened to include other areas of wellness and consequently championed the role of the EAP in driving the concept of addressing wellness. The researcher has delivered several presentations since 1999 at annual DPSA conferences on the role of the EAP in HIV/Aids and broader wellness issues. Elaborating the correlation between the EAP in HIV/Aids culminated in a resolution being adopted in 2000 on the integration of employee counselling on HIV/Aids into wellness activities. The researcher has also held several meetings with the DPSA and has been successful in ensuring that the narrow focus on HIV/Aids has been broadened to include issues of Occupational Health and Safety, EAP, spirituality as well as Sport and Recreation.

The retrenchment of social workers has not happened in South Africa since the introduction of the EAP in the early 1980's. The researcher however concedes that the shortage of social workers in the country will impact negatively on EAP service delivery, purely because the profession of choice for the EAP in South Africa is social work.

The researcher agrees with Du Plessis that union involvement is sadly lacking and that organised labour has not been as involved in the EAP field as is the case in the United States. In order to generate active

participation, the researcher has over the past five years delivered several presentations to organised labour, which has resulted in some unions implementing EA programmes.

3.6.1 Training in Occupational Social Work

In 1986 the University of the Witwatersrand offered a full-time specialist course in occupational social work; and from 1991 as a part-time Masters Degree. The University of Pretoria taught EAP as a module of the Masters Degree. The early nineties also saw two groups contribute to the needs of occupational social workers in South Africa, namely The Forum for Occupational Social Work (which still exists today) and the Southern Gauteng EAP Workgroup whose purpose was to provide mutual support and education. Links with EAPA International were also explored during this period. The Institute for Personnel Management has over the years made a very significant contribution to the development of EAP and it was through this association that practitioners became involved in looking at EAP as a profession. It was the Institute for Human Resource Management that formed the National EAP Committee in 1989. This later evolved into the South African Chapter of the Employee Assistance Professionals Association in 1997.

Du Plessis (1991:35-36) contends that EAPs in South Africa developed for several reasons. She states that some Employee Assistance Programmes were formed to seek alternative ways of managing poor performance and emphasized program cost effectiveness while others were set up to express the concept of 'internal' social responsibility. Du Plessis also stated that the Durban–based SANCA's Information and Preventative Services played an important role in the training of EAP Coordinators since 1982. Workplace assistance in dealing with alcoholic employees was offered by some SANCA Societies; they extended their services to assist companies to develop substance abuse policies and EAP services

as well as prevention and education programmes.

3.6.2 Legislation and EAP in South Africa

Legislation has played a significant role in the development of EAPs in South Africa, despite the fact the no EAP-specific legislation had been formulated to date in South Africa. In the context of this study, it is also important to take note of the views of. Yamatani (1993:68) who indicates that the evaluation of any EA programme should also take into account the issue of legal compliance:

- Compliance or legality assessment – determine whether EA programmes comply with legal rules and regulations.

His focus on the compliance with established rules and regulations; operating procedures as well as policies are important for the EA practitioner and the researcher has included the relevant legislation in this chapter. By providing an environment where the health and wellbeing of employees are protected legislation also, albeit indirectly, provides a mandate for EAP services. The right to Health Care is contained in the Bill of Rights in the Constitution. The Labour Relations Act 66 of 1995 places a duty upon employers to manage incapacity by investigating the cause and providing the opportunity for appropriate treatment, counselling and rehabilitation as opposed to outright dismissal. EAPs are often used as the means to provide the "opportunity" for correcting behaviour and facilitating compliance of the employer to this Act. Employers are entitled to demand acceptable conduct and work performance from their employees. However, they also have a responsibility to help employees who are experiencing difficulties by offering counselling after evaluating the relevant circumstances to prevent unfair discrimination. The EAP professional also has a responsibility toward the organisation to deliver services determined by the nature of the employee's problem. If necessary the EAP professional should refer the employee to an appropriate outside agency for further evaluation and treatment.

a) **Quotations from Labour Relations Act No. 66 of 1995**

Schedule 8: Code of Good Practice: Dismissal.

"1. Introduction

(1) This code of good practice deals with some key aspects of dismissal related to conduct and capacity.

(3) The key principle in this Code is that employers and employees should treat one another with mutual respect. A premium is placed on both employment justice and the efficient operation of business. While employees should be protected from arbitrary action, employers are entitled to satisfactory conduct and work performance from their employees."

"3. Misconduct

(2) The courts have endorsed the concept of corrective or progressive discipline. This approach regards the purpose of discipline as a means for employees to know and understand what standards are required of them. Efforts should be made to correct employees' behaviour through a system of graduated disciplinary measures such as counselling and warnings.

(5) When deciding whether or not to impose the penalty of dismissal, the employer should in addition to the gravity of the misconduct consider factors such as the employee's circumstances (including length of service, previous disciplinary record and personal circumstances), the nature of the job and the circumstances of the infringement itself."

"8. Incapacity: Poor work performance

(1)   When appropriate, an employer should give an employee whatever evaluation, instruction, training, guidance or counselling the employee may require to render satisfactory service.

(2)   After probation, an employee should not be summarily dismissed for unsatisfactory performance unless the employer is thoroughly convinced that

(a) the employee after being given appropriate evaluation, instruction, training, guidance or counselling persists in delivering poor work.

(3)   The procedure leading to dismissal should include an investigation to establish the reasons for the unsatisfactory performance and the employer should consider other ways, short of dismissal, to remedy the matter."

"10. Incapacity: III health or injury

(3)   The degree of incapacity is relevant to the fairness of any dismissal. The cause of the incapacity may also be relevant. In the case of certain kinds of incapacity, for example alcoholism or drug abuse, counselling and rehabilitation may be appropriate steps for an employer to consider."

It is clear from the above that employers are entitled to expect satisfactory conduct and work performance from their employees. However, they have a responsibility to offer counselling to staff members after considering their personal circumstances to avoid unfair discrimination and dismissals. Employees displaying personal problems that affect work performance can be referred to an EAP for counselling; this action can be viewed as part of a disciplinary measure where confidential counselling is used to remedy and improve a situation of poor work performance. The researcher believes that the EAP is only responsible for primary therapy and should

refer the employee to an appropriate outside agency for further evaluation and treatment.

b) **Quotations from Employment Equity Act No. 55 of 1988**

The Employment Equity Act ensures that the EAP client will not be discriminated against and states that discrimination will not be tolerated in the work environment. The Act further states that personnel Information is to be held in the strictest confidence and that records must under normal circumstances be kept in a secure place and made available to courts when required.

ACT: "To provide for employment equity; and to provide for matters incidental thereto."

Chapter II: Prohibition of unfair discrimination

"Article 5:   Every employer must take steps to promote equal opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice."

"Article 6: (1) No person may unfairly discriminate, directly or indirectly, against an employee, in any employment policy or practice, on one or more grounds, including race, gender, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language and birth."

Chapter III: Affirmative Action

"Article 26: An employer must establish and, for the prescribed period, maintain records in respect of its workforce, its employment equity plan and any other records relevant to its compliance with this act."

"Article 50: (4) If the Labour Court declares the medical testing of an employee as contemplated in section 7 is justifiable, the court may make an order that it considers appropriate in the circumstances, including imposing conditions relation to

(a) the provision of counselling

(b) the maintenance of confidentiality

(c) the period during which the authorisation for any testing applies

(d) the category or categories of jobs or employees in respect of which the authorisation of testing applies."

"Article 59: (1) Any person who discloses any confidential information   acquired in the performance of a function in terms of this Act, commits an offence."

The researcher is of the opinion that this act is relevant as it focuses on unfair discrimination, equal opportunities, an equity plan as well as the disclosure of information. Discrimination will not be tolerated in the work environment and the EAP cannot discriminate in offering services. Employees expect fair and unprejudiced treatment from the EAP. Accurate records on activities need to be kept confidential and should be made available to the courts if required.

c)   Quotations from Protected Disclosures Act No. 26 of 2000

Any consultative session between the EAP and his/her client is protected under this Act. Information is confidential and should not be used for gain or to the detriment of the client.

"Article 3:   No employee may be subjected to any occupational process whereby information is acquired that might be potentially detrimental to his or her employer or on account of the employee having inadvertently made a protected disclosure."

"Article 9: Any disclosure made in good faith by an employee

(a) who reasonably believes that the information disclosed, and any   allegation contained in it, are substantially true; and

(b) who does not make the disclosure for purposes of personal gain, excluding any reward payable in terms of any law;   is a protected disclosure if

(i) one or more of the conditions referred to in subsection (2) apply; and

(ii) in all the circumstances of the case, it is reasonable to make the disclosure."

The researcher understands that protected disclosures can be made in a counselling session. The Act focuses on the protection of information as well as confidentiality. Information shared with the EAP should not be disclosed or used in disciplinary hearings.

d)   **Quotations from Basic Conditions of Employment Act No. 75 of 1997**

EAP services must be managed by trained professionals, since they are co-responsible for keeping records that are accurate and confidential, in a safe place.

"Article 78: (1) Every employee has the right to inspect any record kept in terms of this Act that relates to the employment of that employee

(2) Every trade union representative has the right, at the request of the employee, to inspect any record kept in terms of this Act that relates to the employment of that employee."

"Article 90: (1) It is an offence for any person to disclose information that a person has acquired while exercising or performing any power of duty in terms of this Act, and which relates to the financial or business affairs of any other person except if the information is disclosed in compliance with the provisions of any law

(a) to enable a person to perform a function or exercise authenticated power in terms of an employment-specific law

(b) for the purpose of the proper administration of this Act

(c) for the purposes of the administration of justice.

(2) Subsection (1) does not prevent the disclosure of any information concerning an employer's compliance or non-compliance with the provisions of any employment law."

The researcher is of the opinion that the Act focuses on the conditions under which the EAP is employed, which includes remuneration, training, hours of service as well as working conditions. Hence, EAP services should be offered by adequately trained professionals. The EAP is expected to render services during both allocated times and also called

upon to assist in crises after hours. The EAP is also expected keep all disclosures during counselling confidential.

e) **Quotations from the Domestic Violence Act No. 116 of 1998**

This act is certainly applicable for any professional to whom any form of domestic violence is disclosed.

7.1.6.1 Description taken from this Act

Article 1 defines "domestic violence" as the following acts (when they take place within a domestic relationship)

(a) physical abuse;

(b) sexual abuse;

(c) emotional, verbal and psychological abuse;

(d) economic abuse;

(e) intimidation;

(f) harassment;

(g) stalking;

(h) damage to property;

(i) entry into the complainant's residence without consent, where the parties do not share the same residence; or

(j) any other controlling or abusive behaviour towards the complainant, where such conduct harms, or may cause imminent harm to the safety, health or well-being of the complainant (1999: 4).

The domestic violence Act, according to the researcher, is an integral part of the EAP toolkit as it defines what constitutes domestic violence, types of assistance available to complainants, and identifies those who should assist as well as how to lodge complaints. It is often necessary for the EAP to inform the client on their legal rights as enshrined in the Domestic

Violence Act. Disclosure of information by the EAP is sometimes necessary and should accompany written informed consent. Disclosure can be made to the South African Police, welfare or other social or civic service organisations. The EAP professional should try to gain permission from the employee to disclose this information to the appropriate body, in this instance the South African Police Service or local Social Services Organisation. If medical attention is needed, the employee should be referred to a medical practitioner.

f) **Compensation for Occupational Injuries and Diseases Amendment Act No. 61 of 1997**

(4) For the purposes of this Act an accident shall be deemed to have arisen out of and in the course of the employment of an employee, notwithstanding that the employee was at the time of the accident acting contrary to any law applicable to his employment or to any order by or on behalf of his employer, or that he was acting without any order of his employer, if the employee was, in the opinion of the Director-General, so acting for the purposes of or in the interests of or in connection with the business of his employer.

For the purposes of this Act the conveyance of an employee free of charge to or from his place of employment for the purposes of his employment by means of a vehicle driven by the employer himself or one of his employees and specially provided by his employer for the purpose of such conveyance, shall be deemed to take place in the course of such employee's employment.

63.   Presumption regarding cause of occupational disease

If an employee who has contracted an occupational disease was employed in any work mentioned in Schedule 3 in respect of that disease, it shall be presumed, unless the contrary is proved, that such disease arose out of and in the course of his employment.

The researcher understands that the Act focuses on injuries sustained during the course of duty and stipulates how to manage the incident to include the processing of compensation. Driving to and from work, as well as travelling to and from work assignments, are included within the parameters of assessing compensation. Occupational diseases are also specified in the Act as well the duties of both the employer and employee. The Act is relevant for the EAP as it outlines the processes and procedures for IOD (Injured On Duty) compensation and is a valuable tool in assisting with reintegration into the workplace.

g)   **General duties of employers to their employees in terms of the Occupational Health and Safety Act No. 85 of 1993.**

(1)   Every employer shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of employees.

(2)   Without derogating from the generality of an employer's duties under subsection (1), the matters to which those duties refer include in particular-

(a)   the provision and maintenance of systems of work, plant and machinery that, as far as is reasonably

practicable, are safe and without risk to health;

(b) taking such steps as may be reasonably practicable to eliminate or mitigate any hazard or potential hazard to the safety or health of employees, before resorting to personal protective equipment;

(c) making arrangements for ensuring, as far as is reasonably practicable, the safety and absence of risk to health in connection with the production, processing, use, handling, storage or transport of articles or substances;

(d) establishing, as far as is reasonably practicable, what hazards that may pose a risk to the health or safety of persons are attached to any work which is performed, any article or substance which is produced, processed, used, handled, stored or transported and any plant or machinery which is used in the business, and the employer shall, as far as is reasonably practicable, further establish what precautionary measures should be taken with respect to such work, article, substance, plant or machinery in order to protect the health and safety of persons, and shall provide the necessary means to apply such precautionary measures;

(e) providing such information, instructions, training and supervision as may be necessary to ensure, as far as is reasonably practicable, the health and

safety at work of employees;

(f)   as far as is reasonably practicable, not permitting any employee to do any work or to produce, process, use, handle, store or transport any article or substance or to operate any plant or machinery, unless the precautionary measures contemplated in paragraphs (b) and (d), or any other precautionary measures which may be prescribed, have been taken;

(g)   taking all necessary measures to ensure that the complete requirements of this Act are complied with by every employee or persons on premises under the control of the employer where plant or machinery is used;

(h)   enforcing such measures as may be necessary in the interest of health and safety;

(i)   ensuring that work is performed and that plant or machinery is used under the general supervision of a person trained to understand the hazards associated with it and who have the authority to ensure that precautionary measures taken by the employer are implemented; and causing all employees to be informed regarding the scope of their authority as contemplated in section 37 (1) (b).

The Occupational Health and Safety Act places the responsibility of providing a safe work environment for employees (safety, health, environment and life quality) on the organisation's managerial policy. As the health and wellness of employees are important considerations of the EAP and organisation, the researcher is of the opinion that this Act can assist the EAP in counselling employees affected by a toxic work environment. The Act also gives direction for employees with mental health problems or disabilities. Proper training in the use of machinery, first aid and fire fighting must be provided by the employer. The EAP professional can make recommendations to management on how to overcome occupational health and safety problems through proper training, alternate placement, or addressing of health issues which may be inhibiting the employee. Evacuation plans and critical incident management plans can also be developed with the assistance of the EAP.

4.   **MODELS OF EAP**

As a workplace resource, EAP also has to be dynamic and individually customized to fit the needs of the modern work organization that it serves because the modern workplace is continually evolving in line with change that occurs in both domestic and global economies, as well as social and political situations. As organisations are unique and have differing interests, there is no single model EAP model that can be universally applied. As a result there has been much debate on the most comprehensive model that can be applied to most organizations, made up of a combination of popular models. Cunningham (1994:22).

Models of EAPs are broadly categorized as either internal/in-house or external/off-site/contract with the combination or blended models having elements of each in varying proportion. For the purpose of this literature study these terms will be used interchangeably. According to Fleisher and Kaplan (1988:31 – 34) factors that will influence the type of model utilised

by an organisation includes:

- Size of Workforce
- Distribution of workforce
- Mission and Vision
- Core values
- Strategic direction
- Cultural climate
- Allocation of resources
- Target population
- Range of services
- Administrative considerations
- Funding source

The researcher is of the opinion that the following factors can also influence the type of model used:

- Location
  - o It is the researcher's opinion that staffing norms are not being applied consistently in South Africa. As a result fewer EAPs are being appointed than are actually required. This in addition to the vast distances that EAPs have to travel, especially in rural areas in South Africa, makes identifying a central location of the EAP an important factor.
- Types of problems encountered
  - o The researcher believes that employees may encounter similar problems in similar settings. This phenomenon may result in the modification and standardization of services that should be provided. If a larger percentage of psychological problems are being presented to the EAP, then the EAP will have to refer the proposal to an outside organisation for assistance. Therefore a combined model may be more relevant for that organisation.
- Cost of model
  - o The researcher understands that the cost of providing employee

assistance services is an integral aspect in determining the model for any organisation. Smaller organisations may not be able to offer employee's access to an internal EAP and would therefore have the service outsourced. The consortium model is also based on affordability where a group of companies can pool their resources to offer comprehensive EAP services.

- Capacity and resources within an organisation
  - According to the researcher the capacity and resources within an organisation (especially in South Africa where internal models proliferate) are an important determinant of the type of model. As EAPs become an integral aspect of the South African work culture, organisations are expected to implement this specialized service sometimes without the necessary resources. They are forced to review available resources in an attempt to implement a rudimentary EAP to find solutions to problems experienced by employees that impact negatively on their productivity. This decision is often linked to the cost of developing a comprehensive EAP model.

- Management support and buy-in
  - The researcher has been consulted by 24 national departments in South Africa and has found that one of the critical determinants in implementing a successful EAP has been management support. The researcher has observed over the past ten years that those national departments that had management support have made more progress than those where support was lacking. This has also had an influence on the type of model adopted by the organisation.

- Legislation
  - The first mandate (from the DPSA dated 29 August 1996) that enabled the researcher to implement an EAP in the Department of Correctional Services indicated that all departments were

assigned the responsibility to render an EAP within their human resources staff component. This paved the way for adopting the internal model for the EAP. If the mandate had not indicated that the internal model was preferred, national departments would have adopted another model.

4.1 The External Model

Cagney in Oher (1999: 59) states that the majority of modern EAPs are external programmes provided to the employer organization through outside contracting EAP vendors. Monfils (1995: 263) states that while internal staff can be integrated more totally into the corporate culture and are a good source for training and coaching, an external program on the other hand comes "ready made" and can be easier to implement. This may suit organizations that don't want to be directly involved with their EAP services and staff. Similar to in–house models the external or off-site models may also have some variations, including:

4.1.1 The Contract Model

The work organization contracts an independent EAP service provider (service centre) in the community, to provide EAP functions. The service centre provides problem assessment/diagnosis, short-term counselling or referral to treatment resources located within the community network; in some instances the service centre may sub-contract professionals in the employ of a local external vendor rather than make use of salaried in-house staff, as indicated by Phillips and Older (1988: 135 – 136) and Masi (2000:407). Service providers may offer different levels of service with varying rate schedules, allowing companies to purchase the exact combination of services they think they need.

4.1.2 The Consortium Model

Masi (2000:407) also describes the consortium model as an EAP in which

several companies' pool and maximize individual resources to develop a collaborative program. The vendor is thus able to reach multiple employers under one program umbrella; the consortium model is therefore an ideal choice for companies that do not employ a large number of personnel to warrant their own EAPs.

4.1.3 The Hot–line Model

The hot-line is either a local or long distance 24 hour telephone service, available as a self-referral for troubled employees. It is staffed by call centre operators, who are assisted by supervisors. Records are maintained on all calls and activities, and summary reports are forwarded regularly to the contracted organisation (Bruce, 1990: 130).

4.1.4 The Blended Model

Many employers are using a combination of EAP models to fit their employee needs. Cunningham (1994:22) states that modern organisations are combining select employee assistance programme models because workplaces have become more complex. Hence, EAP models, in trying to meet the demands of their client system, have had to be adjusted accordingly. A combination of models has the capacity to suit a large main work site but could be equally effective to serve smaller sites. Some EAP services may also be contracted to a service provider.

4.2 The Internal model

The internal model with counselling components contains all facets of the programme and may be suitable for specific types of organizations, due to a need to control confidentiality and also because the employees of that organization may view themselves as a homogenous group. Myers (1984: 91) indicates that in this model the EAP office is located on the premises, with a counsellor who is either a full- or part-time employee. The counsellor monitors the case to observe how the employee is progressing

and could also provide selected aftercare and job reintegration if required. Records to measure activity and performance are often maintained. Counsellor qualifications usually vary considerably.

4.3 Table of comparison between in-house and off-site models

Table 2.1 Model comparison

IN-HOUSE MODEL	OFF-SITE MODEL	COMMENT
LOCATION, ACCESSIBILITY AND OWNERSHIP		
EAP services located onsite and therefore easily accessible	EAP services located away from workplace	• Off-site location ensures anonymity of user and guarantees privacy • In-house location visible within workplace, which cannot guarantee anonymity and may endanger privacy • Off-site could have limited on-site capacity • On-site location easily accessible in emergency and crisis situations • Off-site non-ownership by the client system • On-site ownership of the program lies within the organization, i.e. "it's our program" • On-site suitable for large organizations with high turnover and a large human resources

IN-HOUSE MODEL	OFF-SITE MODEL	COMMENT
		department
		• Off-site suitable for small and medium enterprises for whom it is cheaper to outsource EAP services than to employ staff to deliver services
COMMUNICATION		
Patterns of communication already exist inside organisation	Lines of communication between EAP service provider and organisation need to be established	• Off-site can unwittingly get involved in the politics of the organization • Off-site Communication problems can occur between the service centre and the organization. • On-site better and faster communication within the organization • On-site assessments can be made in the light of organizational systems. • On-site can provide mediation services.
CONFIDENTIALITY		
Supervisor has direct contact with EAP staff, which could threaten	Confidentiality is ensured since reports are mostly the only access	• Off-site confidentiality easy to maintain because of limited contact with people other than the clients • On-site There may be concerns

IN-HOUSE MODEL	OFF-SITE MODEL	COMMENT
confidentiality	supervisor has with EAP staff.	about confidentiality (real or apparent) • Off-site is not part of the politics of the organization • Off-site neutrality is easier
UTILISATION BY FAMILY MEMBERS		
Employees' family members are unlikely to be willing to access EAP if it is located at workplace.	Family members of employees are more likely to utilise EAP if it is offered at a separate venue.	• On-site employee may feel uncomfortable bringing family members to workplace • Off-site counselling offers more privacy • Off-site facilities may be better and more conducive for families • Off-site facilities if located centrally may be easily accessible to family members
ACCESSIBILITY DURING WORKING HOURS		
EAP services can be accessed during workday, which does not infringe on employees free time	EAP services can be accessed outside of working hours, which does not take worker out of the office. Could be more	• Off-site location could be less convenient for some employees • Transport to and from as well as time to access services especially if it is during working hours are factors that impact negatively on the off-site location • Off-site locations may be fewer in rural areas • On-site beneficial in workplaces

IN-HOUSE MODEL	OFF-SITE MODEL	COMMENT
	convenient as worker is more relaxed after hours.	that experience staff shortages • On-site can be viewed as a service benefit as it can be accessed during working hours and staff will be given time off to access services
FAMILIARITY WITH ENVIRONMENT		
EAP provider is familiar with the company policies, procedures and goals – EAP in line with above	EAP provider has only a broad view of organizations purposes, but more counselling experience due to referrals from a variety of agencies.	• Off-site some supervisors may be reluctant to deal with 'outsiders'. • Off-site practitioners may be seen as 'outsiders' • Off-site lack of knowledge about the organization and its culture • Off-site are profit orientated and may not always serve the interests of the organization. • Off-site may not be able to adapt or tailor the program to the needs of the individual companies • Off-site may not be flexible in what they offer • On-site practitioner can provide multiple roles
REFERRALS		
Level of	High	• On-site formal referrals can be

IN-HOUSE MODEL	OFF-SITE MODEL	COMMENT
referrals is high due to "ownership" of EAPs by service providers	proportion of self-referrals due to employees confidence in outside agency to deliver service	monitored directly • On-site more credible with some supervisors • On-site knowledge of the organization and its culture as well as the nature of problems can lead to more self referrals • Off-site self referrals may increase because of wide variety of professional services • Off-site referrals may be more popular with employees who want an objective view uncontaminated by organisational dynamics
RESPONSE TIME		
Immediate response/ EAP services possible in crisis situations	Time between referral and response dependant on service provider's waiting list	• On-site emergencies and crises can be contained immediately • On-site response time is faster • Off-site in rural areas with poor infrastructure is problematic
COST AND RANGE OF SERVICES		
Services are provided at low cost, as existent	EAP is more expensive since it is outsourced or	• Off-site less costly for small or medium size organizations • On-site can be costly because of substantial staffing requirements

IN-HOUSE MODEL	OFF-SITE MODEL	COMMENT
structures (e.g. human resources department) and offices are utilised.	contracted to a specific service provider.	• Off-site can provide a range of services, including program formulation. • On-site better coordination of treatment and monitoring of follow – up. • On – site problem assessment capability.
STAFFING		
EAP services necessitate extra staff or create more administrative work for existing staff.	Utilisation of economies of scale e.g. centralised administrative services lower cost to employer	• Off-site may have more diverse and professional staff • Off-site the organization cannot be held responsible for malpractice of practitioners. • On-site only large organizations can justify full – time staff. • On-site a part-time person for smaller organizations usually will mean an inadequately trained person with insufficient time. • On-site level of persons in program can limit the level of employees participating • On-site skills and expertise limited by small staff • On-site possibility of staff "burnout" with one - person

IN-HOUSE MODEL	OFF-SITE MODEL	COMMENT
		program
		• On-site the practitioner can be more subjective in assessments
		• On-site practitioner can be used by management against the individual employee or vice versa
		• On-site the practitioner's neutral position in the organization can become compromised in the process of transverse involvement in various components.
		• On-site small number of staff available, often with experience of counselling a limited range of problems
		• Off-site staff have more diverse experience to support employees with different problems they may be facing
UTILISATION OF COMMUNITY RESOURCES		
Replicates already existing community service organizations	Better identification and utilisation of existing community resource	• Off-site better identification and utilization of community resources • Off-site better communications with professionals in community resources

IN-HOUSE MODEL	OFF-SITE MODEL	COMMENT
TERMINATION		
Termination of services is difficult as an employee must leave the company, be re-assigned, or made redundant	Terminating services is simpler, since a contract can be terminated at any time (Services can provided on a pay as needed basis)	• On-site easier to terminate services • Off-site can make termination easier

Masi (2000:407); Cagney (1999:65); (Myers, 1984: 70); Cagney in Oher (1999: 59); Oher (1999: 69); (Goldstein, 1997: 26).

The comments in the last column are from authors listed above, together with comments from the researcher. The researcher also believes that there would be no clear winner if the advantages and disadvantages of the different models were compared. In providing the best EAP services, there is a need for the models to be assessed from an organisational point of view in terms of its goals and commitment to sustain good health of its employees.

As a general rule of thumb, however, smaller organisations, where EAP needs are usually more difficult to predict, may benefit more from external EAP models. By the same token, larger organizations, with more consistent EAP requirements, may find in-house models more effective.

Each EAP model has its own set of qualities that would make it appropriate for the needs and requirements of a specific organisation and therefore the responsibility lies with employers to evaluate and select the model or combination of models that will provide the best service.

4.4   Core Technology

The researcher understands that EAP core technology represents essential components of the Employee Assistance profession. Combined, these components create a unique approach to addressing productivity issues and personal concerns affecting job performance. Herlihy (2002: 12 - 13) states that the Employee Assistance Core Technology represents essential components of the employee assistance (EA) profession. These components, used in combination or individually, create a unique approach to addressing work organization productivity issues. This invariably assists in improving job performance. Maynard (2004: 36) however goes on to indicate that while EAP core technology defines the most appropriate approach to enhance the profession, it should not restrict the boundaries of the field. The following diagram as presented by Beidel and Brennan (2005: 36) illustrates the interrelatedness of EAP Core Technology and the productivity of an organisation.

Figure 2.2 EAP Core Technologies

Family/Medical leave Act (FMLA) Child/Elder Care Services	Substance Abuse Professional (SAP) Services	Risk Management		Support Groups	Return-to-Duty Assistance	Critical Incident/ Stress Management
Legal/Financial Referral	EAP Core Technology Functions are: 1 Consultation with, training of, and assistance to work organization leadership (managers, supervisors, and union stewards) seeking to manage the troubled employee, enhance the work environment, and improve employee job performance; and, outreach to and education of employees and their family members about availability of EAP services. 2 Confidential and timely problem identification/assessment services for employee clients with personal concerns that may affect job performance 3 Use of constructive confrontation, motivation, and short-term intervention with employee clients to address problems that affect job performance. 4 Referral of employee clients for diagnosis, treatment, and assistance, plus case monitoring and follow-up service. 5 Consultation to work organizations in establishing and maintaining effective relations with treatment and other service providers, and in managing provider contracts. 6 Consultation to work organizations to encourage availability of, and employee access to, employee health benefits covering med cal and behavioural problems, including but not limited to alcoholism, drug abuse, and mental and emotional disorders. 7 Identification of the effects of EAP services on the work organization and individual job performance.					Health Care Services • Clinical Evaluation • Clinical Diagnosis • Psychological Counselling • Chemical Dependency/ Mental Health Treatment
Outplacement/ Retirement						
Welfare-to-Work Programs						
Americans With Disabilities Act (ADA) Teams						Managed Care Services Manage: • Provider Networks • Healthcare Systems • Benefits
Conflict Management/ Violence Prevention/ Threat Assessment Teams						
	Drug-Free Workplace (DFWP)	OSHA/Safety Program		Wellness Promotion	Disability Management	Work/life Programs

Beidel and Brennan (2005: 36) continue to state in their article that the role EAPs play was validated in 1998 when the Employee Assistance Professionals Association convened a group of EA Practitioners to develop an updated illustration, indicating the interrelatedness between the core technology and services provided by EAPs. Several authors have written on the topic of EAP core technology and the researcher has decided to include the description provided by Herlihy. Herlihy (2002: 13) describes the EAP Core technology as:

4.4.1. Consultation and training:

Consultation with managers, supervisors and unions, as well as training of and assistance to work organization leadership seeking to manage the troubled employee, all form part of this core technology. Consultation and training efforts serve to enhance the work environment and improve employee job performance. Assistance is made available to employees and their family members, through training and outreach methods about the availability of EA programmes as well as guarantees (i.e. confidentiality) of EAP services.

4.4.2. Problem identification and assessment:

Problem identification/assessment services must be confidential and timely for employee clients with personal concerns that may affect job performance.

4.4.3. Constructive confrontation:

Constructive confrontation, motivation and short-term intervention with employee- clients to address problems that affect job performance are included here.

4.4.4. Referral for diagnosis, treatment and assistance:

This core technology includes referral of employee-clients for diagnosis, treatment and assistance plus case-monitoring, follow-up and aftercare service.

4.4.5. Consultation to work organization:

Establishing and maintaining an effective working relationship with treatment and other service providers, and managing provider contracts are included in the consultation with work organization.

4.4.6. Consultation with work organization for health:

Consultation with work organization is encouraged to facilitate the availability of and employee access to health benefits covering medical and behavioural problems, including but not limited to alcoholism, drug abuse and mental and emotional disorders.

4.4.7. Evaluation:

Return on investment and identification of the effects of EAP services on the work organization and individual job performance.

Comparing the 1988 EAP Core technology with the version approved in 1998 clearly demonstrates how EAP services have evolved over a period of one decade. It is clear to the researcher that while the 1988 Core Technology focussed predominantly on substance abuse the current focus is on a broader scope that encompasses not only employees but also their family members and work environment. The focus has also evolved from a supervisory tool to a participatory employee assistance programme tool. Dramatic changes in the health care market in the United States had an influence on this progress.

The researcher also believes that the turbulence now being experienced in the EAP field has both micro and macro sources. To illustrate this turbulence or instability will require the use the core technology as a benchmark. Some macro issues impacting EAP functioning, especially in South Africa, according to the researcher includes:

- The rapid pace of change, which has characterized the entire country, has accelerated the core technology since the democratic elections in 1994;
- The changing global EAP landscape, especially with the focus on wellness, behaviour risk management and work life balance;

- Economic and demographic alterations experienced by South Africa; and

- The emergence of an EAP "profession" in South Africa largely directed by individuals, EAPA SA and some companies from the private sector.

The researcher believes that sprouting from these larger issues is a host of more specific problems and pressures that the employee assistance field in South Africa needs to contend with, including:

- EAPs that tend to resist alternatives in program-focus and service delivery, as a consequence of the history and traditional orientation of the occupation

- The rising costs of medical aid memberships, and the desire and commitment by managers to better manage these costs;

- The costs of referrals to professionals, especially when these referrals are not covered by the employee's medical aid scheme;

- The implementation of the Occupational Health and Safety Act;

- Resolutions and guidelines intended to create a smoke-free work place;

- The development of a national anti-Drug Master Plan;

- The finalisation of the National Strategic Plan on HIV/Aids prevention and awareness; and

- The need to establish evaluation, monitoring and control--parallel to encouraging accountability—to ensure that EAP outcomes are realised.

In the light of the above it has become imperative to refocus on EAP Core technology. The researcher believes that an appreciation of EAPs past and present will help lay a reliable foundation for future planning and continual development. A Historical study of EAP core technology illustrates what has been effective in the employee assistance field by

highlighting elements that have remained constant across circumstances and time. The researcher understands that in times of change, historical study becomes particularly useful, offering access to a wide range of possible options and reducing the possibility of repeating previous mistakes. A well-defined point of departure makes the charting of new territory easier and less intimidating. It is therefore an important consideration of the researcher to review the EAP Core Technology in order to address the limited coverage of:

- Consultation and training

The researcher is of the opinion that in South Africa there should be a greater emphasis on consultation and training. The EAP Core Technology should differentiate between that which is applicable to countries which have already established a history of EAP development and those countries are the forefront of this new field or industry in a foundation stage. The researcher also believes that this Core Technology should be broadened to include formal training, similar to the curriculum offered at the University of Pretoria.

- Constructive confrontation

The researcher believes that the constructive confrontation aspect of the Core Technology is not emphasised enough. It is also his opinion that constructive confrontation is an integral tool for EAPs in South Africa and needs to be emphasised more strongly.

- Consultation to work organization

It is the opinion of the researcher that the Core Technology should expand the concept of consultation to the work organisation. While it may be that consultation to the work organisation may be an integral aspect of the EAPs work in some countries, the researcher believes,

that in countries that are still developing within the EAP field, this aspect may be neglected. It is also his opinion that consultation to the work organisation does not happen frequently in South Africa as EAPs in the country are still grappling with implementing the EAP.

- Consultation - health promotion and benefits

According to the researcher this aspect of the Core Technology does not enjoy the emphasis it deserves, especially in South Africa. The concepts Return on Investment (ROI) and Behaviour Risk Management (BRM) are not as common in the EAP field in South Africa as it is in the United States. The researcher believes that South Africa is still in the foundation phase of implementing the EAP which is expected to mature into a field that will focus on health promotion and benefits.

The researcher also understands that the following aspects need to be emphasised in the current Core Technology

- Prevention must be strongly reflected
- Interrelatedness of personal and productivity issues must be reaffirmed
- Stronger focus on prevention – compared to strong focus on the therapeutic component in the past
- Link to programmes with a wider focus on wellness or well-being programmes
- Shift from internal to external programmes

The researcher can therefore conclude that EAP Core Technology, although steeped in the past, serves as the bridge for the future progression of the EAP profession. To make intelligent choices between options, EAPs need to understand underlying philosophies with regard to what the core technology seeks to accomplish. How then does one make

an informed decision if one does not understand the core business of the EAP?

5.   **DEFINITIONS OF EAP**

EAP has evolved over the years and the scope and range of services it covers can be seen in the various definitions of EAP. The definitions that follow are being presented retrospectively to demonstrate how the EAP is defined in modern times and how the definition has evolved over time.

Some EAPs provided counselling services for employees and their families who needed help with personal problems, while others maintained the well-being and productivity of employees by providing confidential assistance or short-term counselling to those who were experiencing personal or work-related problems. It is from these services and the EAP core technology that the definition below evolved.

The Employee Assistance Programme is the work organization's resource that utilizes core technologies to enhance employee and workplace effectiveness. This is done through prevention, identification and resolution of personal and productivity-related issues, (EAPA SA new definition: E- member news September 2003).

The concept of core technologies for EAP is evident in this definition, moving it closer to a professional field of practice that can be more versatile in shape and scope. It also reflects the diverse and unique nature of the modern workplace and exemplifies the EAP as a resource rather than a product. This implies that it is dynamic and can take any shape according to the needs and direction of the modern work organization.

From the review of literature it can be seen from the history, definitions, models of service delivery and core technology that EAPs have evolved from the early days of providing material aid and assistance to employees

to a fairly sophisticated professional field of practice, making it an effective resource for work organizations to manage employee and productivity issues.

A comprehensive EAP can also be defined as a free and confidential workplace service that is voluntarily sponsored by employers or trade unions. Sponsorship could be done jointly or individually. Both internal and external EAPs respond to the needs of workers and their families and to management and the work organization. These EAPs are usually under the overall direction of professional health or mental health staff. These EAPs address comprehensive current and prospective bio-psychosocial progress of education, prevention, assessment, treatment, case management and referral, according to Akabas and Kurzman (1999:35).

These definitions outline traditional EAPs as they have occurred since inception as programmes that deal with employees' problems that may impact negatively on job performance. The definitions also deal with the legitimacy of the employers' intervention to find a solution to employees' personal problems. Modern definitions of the EAP demonstrate the evolution of EAPs and reflect the modern workplace. EAPs have become broader in focus and range of services – to a more proactive focus including not just therapeutic services but also prevention and education covering a range of bio–psychosocial and organizational productivity issues.

6.   CONCLUSION

According to the researcher, EAPs previously worked in crisis intervention, limited topic areas, and trusted source where the focus was on the individual. Modern EAPs must provide more diverse services, deal with declining funding and identify alternative revenue sources. There are also

many more requirements and competition to contend with. Human capital investment is being recognized as the most important investment in an organization. EAPs were also traditionally viewed as having a limited influence on an organization.

The researcher also believes that modern business needs tend to focus on behavioural issues and not on healthcare issues per se, as well as on tasks instead of functions. This has resulted in the use of technology to facilitate the integration of individual and organizational solutions. Some of the modern behavioural concerns being addressed by modern EAPs include issues regarding turnover, preventable accidents, theft, sabotage and blackmail, alcohol and substance abuse, emotional and psychological problems, compulsive behaviour, procrastinating, absenteeism, interpersonal conflict, violence, corruption, disruptive behaviour, racial as well as gender tension.

Replacement costs, time lost at work, benefit costs, litigation, and morale as well as poor internal communication, lack of supportive organizational culture, lack of supportive programmes, inadequate services and benefits, organizational stress, lack of control in recruitment and promotion procedures are issues that have been raised in the DCS national workshops as indicated in next chapter of this research document.

The researcher also believes the EAP can play a decisive role in recruitment and selection, learning and performance support, training, performance management, wellness, health risk appraisal, disease management, and on-site healthcare; and the modern EAP must have a consistent work-site presence if it is to impact positively on productivity. Successful EAPs have an effect on the reduction in absenteeism, turnover, and claims though qualitative tactics, which impact positively on strategic planning initiatives.

The "useful idea" of occupational alcohol-abuse programs (and, later, EAPs) was conceived in an environment in which many businesses and labour organizations were confronted with a critical business issue. The issue was the loss of employees and union members to problems that originated outside the workplace. Traditional workplace solutions and supervisory or employee advocacy practices did not help identify effective outcomes. Helping employees identify, confront, and resolve their problems was acceptable because it made a positive impact on the organization's bottom line. As EAPs evolved employers began to focus on reductions in lost time, turnover costs and increased retention of employees. Later customer satisfaction and employee relations became more prominent.

An appreciation of EAPs past and present helps establish a foundation for the rest of this study. This historical study illustrates what has been effective in the employee assistance field by highlighting elements that have evolved across circumstances and over time. The study also assists in documenting a range of program models utilized for service delivery to date and presents various definitions that bring the focus on the modern trends in EAPs to the fore. This chapter is particularly useful in offering access to a wide range of possible options, reducing the possibility of repeating previous mistakes and reinforcing the essence of this study, namely to conduct research in the DCS in South Africa. The purpose of this research is to evaluate the functioning of the DCS EAP according to EAPA SA standards as well as provide conclusions and recommendations on improving the functioning of the EAP in the DCS. A well-defined point of departure makes the charting of new territory easier and less intimidating.