

## CHAPTER 5

### EMPIRICAL STUDY ON THE NATURE AND FORMAT OF EAP STANDARDS WITHIN THE DEPARTMENT OF CORRECTIONAL SERVICES

#### 1. INTRODUCTION

The 27 standards contained in the EAPA SA document were based on the EAPA International Standards and the standards covered in this study, represent not only the national agreed level of professional best practice for EAP practitioners but also the basic principles and key elements that EA programmes should contain. As indicated in Chapter four, the word “**standard**” is defined in the Oxford English Dictionary as the “**level of quality or attainment**” and also as the “**something used as a measure, norm, or model in comparative evaluations**”. It is with this in mind that the research was undertaken and the standards presented to all Heads of Correctional Centres to evaluate. The EAPA SA standards were used as a norm to draw a comparison between what was happening in the DCS and the EAPA SA standards document, which provides a very good framework of best practice for implementing an EAP in any setting.

However, the analysis of the results should be viewed in the context of what is happening in the Department of Correctional Services as well as

the Public Service in South Africa. The issue of Employee Health and Wellness, relative to whether our country is capable of achieving its vision to attain 'a better life for all' was emphasized at the 2004/2005 Senior Management Service conference by several Governmental Ministers. In 2007/8 this question was also the focus of attention of the Minister of Public Service, which resulted in a conference convened by the DPSA on Employee Health and Wellness. The decision to stage the conference was realized following several meetings, presentations and discussions between the DCS and the Department of Public Services and Administration (DPSA). Correctional Services has been a leader in the field of the EAP and is one of the first departments to have implemented an internal EAP. The DCS has taken Employee Health and Wellness to another level by integrating components such as HIV/Aids, EAP, Organisational Culture and Occupational Health and Safety under one Directorate. This amalgamation was first presented at the Public Service HIV/Aids Indaba 2 in 2000 as well as at the Employee Health and Wellness Indaba, and adopted as a model for the Public Service. The DCS is also one of the first departments in Public Service to have in place an Employee Health and Wellness strategy. It is an initiative that has been lauded by the participants in the Employee Health and Wellness Conference and has been adopted as a possible model for an integrated National Employee Health and Wellness strategy for the Public Service.

In as much as the DCS is seen as a leader in the Employee Health and Wellness field, progress is slow. Several Public Service departments that were lagging behind the DCS have now overtaken the DCS. Employee Assistance practitioners employed by the DCS have been leaders in the Public Service field making them prime targets for departments implementing the EAP strategy for the first time. To date 18 EAP practitioners have resigned for more lucrative offers in the Public Service. These resignations have seriously hampered service delivery on EA

programmes and may have contributed to the large number of non-responses to the standards questionnaire.

There are several issues that need to be addressed if the DCS is to maintain its leadership role in the Employee Health and Wellness field. Management needs to resort to radical means to assess and reinforce positive change. If the DCS wants to be “one of the best in the world” then Corporate Services needs to focus on the single best predictor of overall excellence: *the ability to attract, motivate and retain talented people*. Creating a dynamic business philosophy of continual improvement, particularly in terms of developing human resources, is a step toward being regarded ‘one of the best in the world’. The recommendations contained in this thesis are therefore linked to the DCS Employee Health and Wellness Strategy.

## **2. PILOT QUESTIONNAIRE**

### **2.1 Pilot Questionnaire Analysis**

#### **2.1.1 Pilot questionnaire summary**

Walliman (2005:282) indicates that it is necessary to pre-test a questionnaire on a small number of people, so as to anticipate any problems of comprehension or other sources of confusion. The respondents were contacted in advance of submitting the questionnaire by the researcher to confirm their understanding of and ability to answer the questions. The interviewees were also able to understand what was expected from them and were not pressurised in any way to complete the questionnaire.

#### **2.1.2 Pilot questionnaire conclusions**

De Vos (2005: 205) indicates that a pilot study can be used to ensure that procedures are suitable, valid, reliable, effective, and free from problems

and errors, and that it serves as a precautionary measurement to alleviate problems that may arise from the study. The researcher has concluded that the pilot questionnaire adequately addressed the issues raised by De Vos.

### **2.1.3 Pilot questionnaire recommendations**

The researcher applied the pilot questionnaire to the main study, as no modification needed to be introduced, based on the feedback by respondents.

## **3. STANDARDS QUESTIONNAIRE**

The following is an analysis of the standards questionnaire. There were 230 Heads of Correctional Centre positions in the DCS, and all were included in the study. However, only 198 positions were filled when the questionnaire was administered. Some of the respondents consisted of employees acting in the HCC positions. Hundred and thirty-eight (138) HCC's responded by filling in the questionnaires and submitting them to the researcher, indicating a response rate of 69.69%.

### **3.1 Demarcation of DCS**

The Department of Correctional Services is demarcated into six regions and not nine provinces. They include:

- Eastern Cape (EC)
- Free State and Northern Cape (FNC)
- Gauteng (G)
- KwaZulu Natal (KZN)
- Limpopo, Mpumalanga and North West (LMN)
- Western Cape (WC)

The following table represents the number of employees per region, the number of EAP Practitioners, the vacancies as well as the ratio of EAP

practitioner per employee as on 1 January 2008 in the Department of Correctional Services. It is evident from the table below that the DCS is severely understaffed and that this situation may have had a bearing on the response rate of the survey.

### 3.2 Responses per region

**Table: 5.1 Regional responses to questionnaire including number of EAP practitioners per region**

REGION	EMPLOYEES	NUMBER OF EAP PRACTITIONERS	HEADS OF CORRECTIONAL CENTRE POSTS (HCC)	NO AND % OF RESPONSES	% RESPONSES PER REGION
Eastern Cape (EC)	5617	1	44	39 (28.3%)	88.6
Free State/ Northern Cape (FNC)	5376	4	47	32 (23.2%)	68.1
Gauteng (G)	8713	4	26	25 (18.1%)	96.2
KwaZulu Natal (KZN)	6820	3	40	19 (13.9%)	47.5
Limpopo, Mpumalanga, North West (LMN)	5767	0	32	13 (9.4%)	40.6
Western Cape (WC)	7475	6	41	8 (5.8%)	19.5
Missing information				2 (1.4%)	
<b>TOTAL</b>	<b>39768</b>	<b>18</b>	<b>230</b>	<b>138</b>	

#### 3.2.1 Discussion of data:

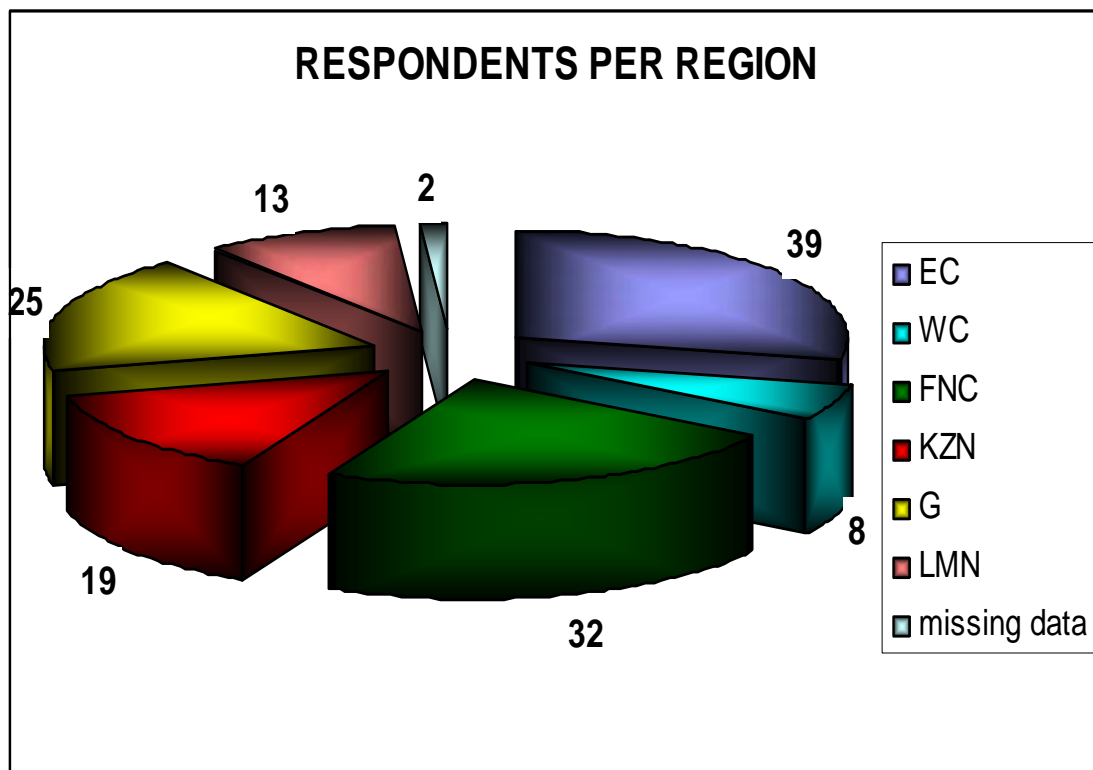
The response rate from the Gauteng Region was the highest with 25 of the 26 HCCs responding to the questionnaire. In the Western Cape the response rate was the lowest with only 8 out of the 41 HCCs responding. The researcher is of the opinion that there should have been more responses from the WC as this region had the most EAP practitioners. The researcher followed up to ascertain the reason for the poor response and was informed that the Head Corporate Services, who should have managed the process, had been transferred to Head Office. The responses from KwaZulu Natal and Limpopo, Mpumalanga and the North West (LMN) were over 40%. The above table also reveals some startling information in relation to the number of EAP practitioners in each Region. Eastern Cape has only one EAP serving 5617 employees. LMN has no EAP for its 5767 employees. The ratio of EAP practitioners to employees in the Free State and Northern Cape is 1:1344; in Gauteng – 1: 2178; in KwaZulu Natal – 1: 2273; and in the Western Cape – 1: 1245. These ratios pose serious questions regarding the availability of the EAP as well as the work load of these EAP practitioners. Regions are also vast and Management Areas are far apart. This means that considerable time would be wasted in travelling to remote areas.

While the response rates from the Regions have been good; the number of EAP practitioners in the management areas will definitely have an impact on the quality of responses received as it is clear that there are insufficient EAP practitioners in the DCS. The researcher has included information on the EAP practitioners as well as the staff compliment to present the conditions that exist in the management areas where the HCCs are based. The questions that arise are: if there are no EAP practitioners in most of the management areas, how did the HCCs manage to complete the questionnaires and did the respondent's have sufficient information and relevant knowledge to answer the questions accurately. These questions resulted in missing variables in many of the

questionnaires. A qualitative analysis of each response, which is provided in this chapter, reveals that many of the questions were left unanswered by the HCCs. This can be attributed to the fact that no EAP practitioners are employed within most management areas. This fact is corroborated by the qualitative analysis in this chapter where several HCCs indicate that they do not have in their employ EAP practitioners in the management areas.

### 3.3 HCC responses per region

Figure 5.1 Head correctional centre (HCC) responses per Region



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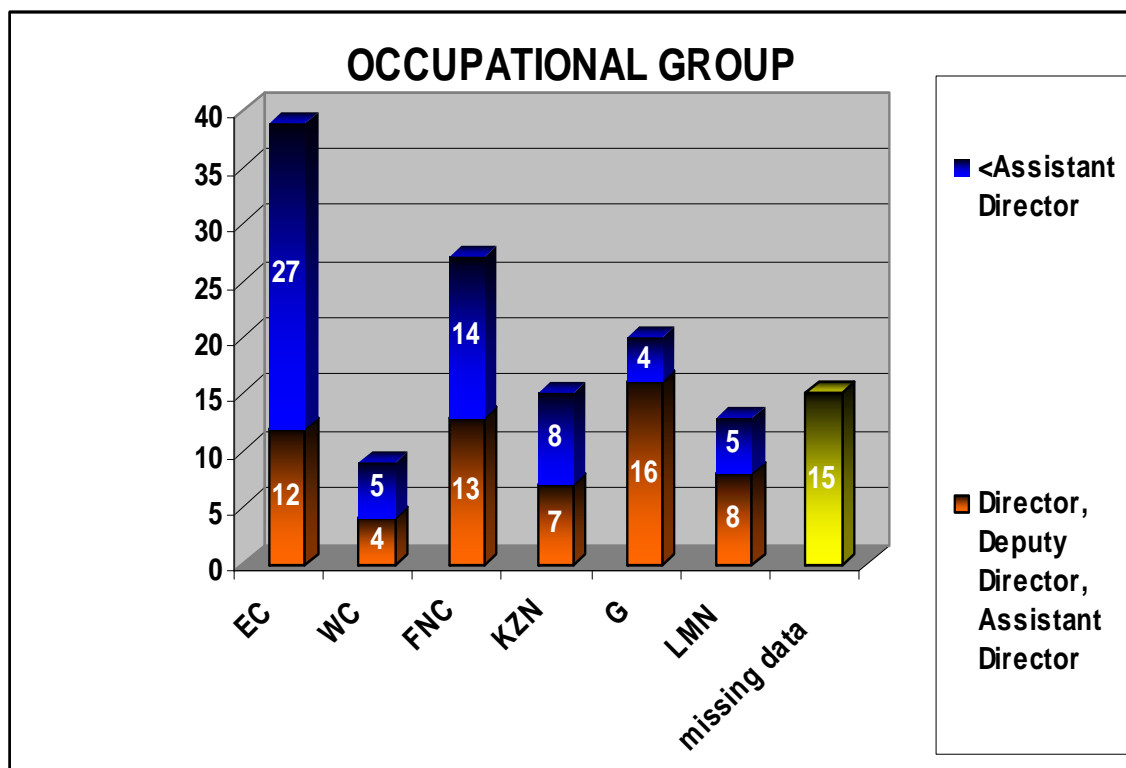
#### 3.3.1 Discussion of data:

The greatest number of responses was received from Gauteng (96.2%) and the fewest responses were received from the Western Cape (19.5%).

The Regional Heads Corporate Services in each Region were requested to manage the process of data collection in each Region. In the Western Cape the researcher experienced difficulty in receiving the completed responses as the Regional Head Corporate Services was transferred to Head Office. This could have contributed to the poor response rate from the Western Cape. Western Cape also has the most EAP practitioners (6) as compared to the other Regions. At the time of conducting the research not all HCC posts were filled and there were also several employees acting in these positions. This could also have had an impact on the responses received.

### 3.4. Occupational groups

Figure 5.2 Occupational groups of HCCs per region



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#### 3.4.1 Discussion of data:

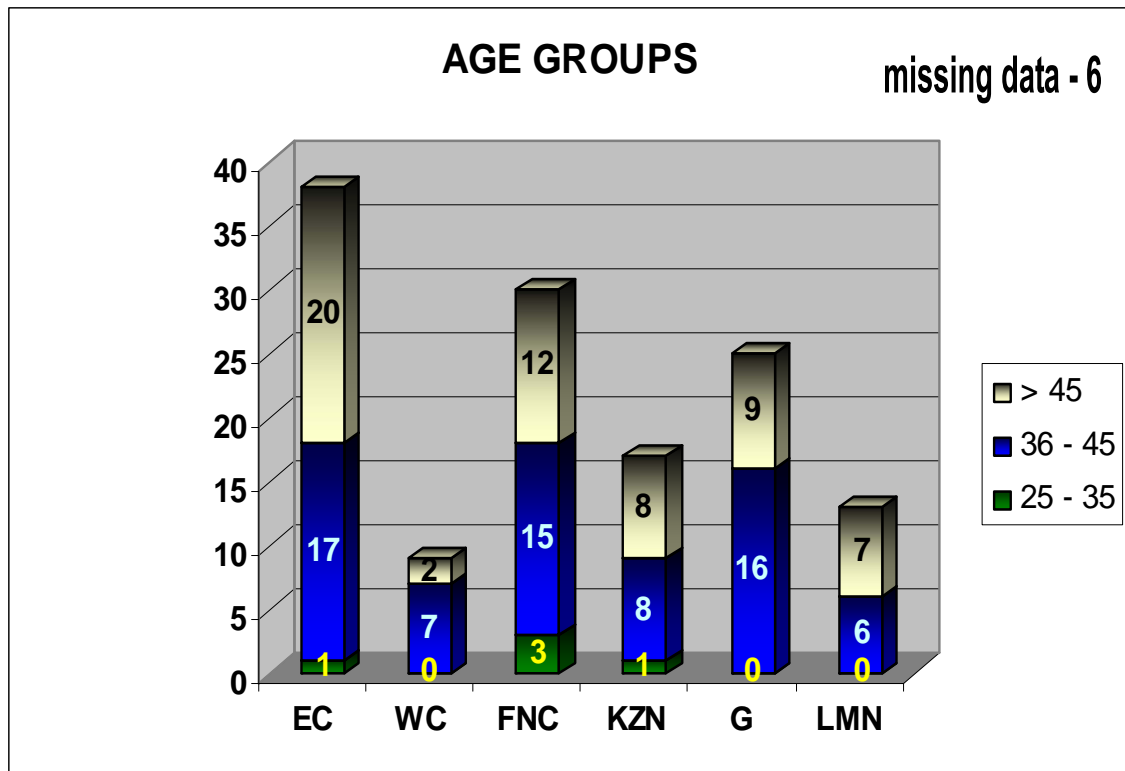
From the graph above it is evident that the respondents are almost equally divided between the two occupational groups (Deputy Director - DD and Assistant Director - ASD). There are however more HCCs below the level



of Assistant Director in the Eastern Cape and KwaZulu Natal. Heads of Correctional Centre positions are management positions yet many of the HCCs are on a level below Assistant Director. Although the size of the centre is a factor in determining the occupational status of the HCC, the researcher is of the opinion that these levels should be revised as the HCC is a very important position in the DCS. More HCCs in the EC (26/39) and KZN (12/19) are below the level of ASD. The occupational level could be a factor in the quality of responses received from the regions.

### 3.5 Age group

Figure 5.3 Age group of respondents



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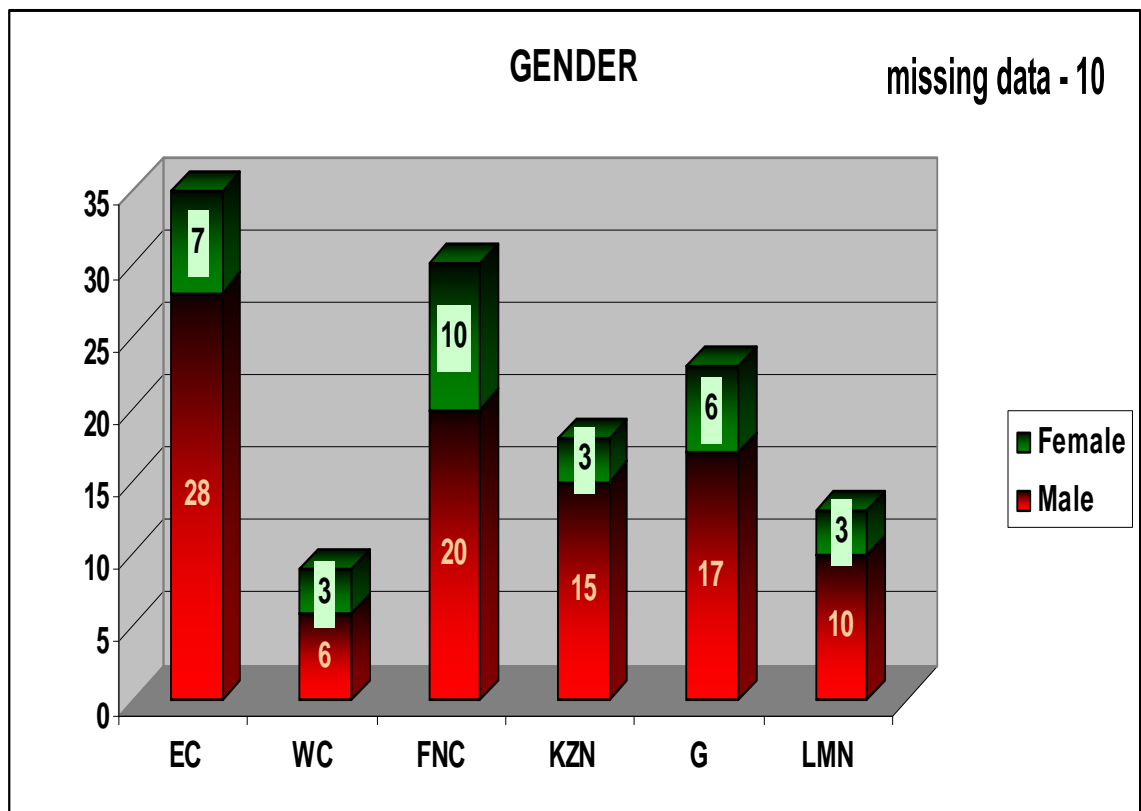
#### 3.5.1 Discussion of data:

Fifty per cent (50%) of respondents fall in the age group 36-45. Fifty-eight (58) of the respondents are older than 45 years and only five of the respondents are between the ages of 25-35. The age groupings might be

indicative of a level of maturity among the respondents relative to the answers provided in the questionnaire. The survey revealed that a large number of respondents were older than 45 years, which implies that they may have been better able to understand the conditions under which their subordinates work. Albeit, this study did not focus on the correlation between age and the ability to answer the questions posed in the questionnaire. It would nonetheless have been interesting to learn which age groups were more in touch with the need for the EAP in their management areas. The types of problems experienced by the different age groups will have an impact on the type of services required from the EAP.

### 3.6 Gender distribution per region

Figure 5.4 Gender of respondents



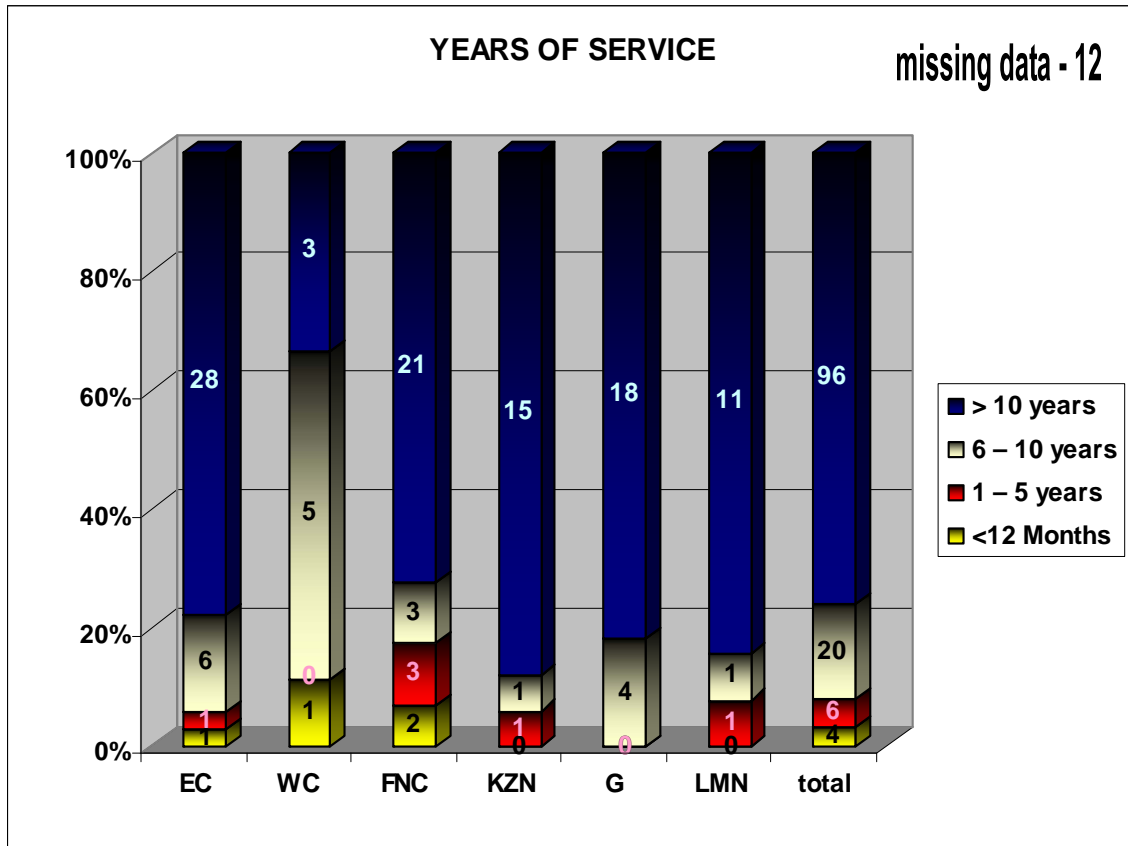
n-138

### 3.6.1 Discussion of data:

It is evident from the statistics that the majority of HCCs in all Regions are male, despite the DCS having gender equity targets and an employment equity plan. Many of the respondents (10) did not indicate their gender on the questionnaire. It is believed that female HCCs may be more sensitive to the needs of employees and probably would be more supportive of EAP intervention programmes.

### 3.7 Years of service

Figure 5.5 Years of service



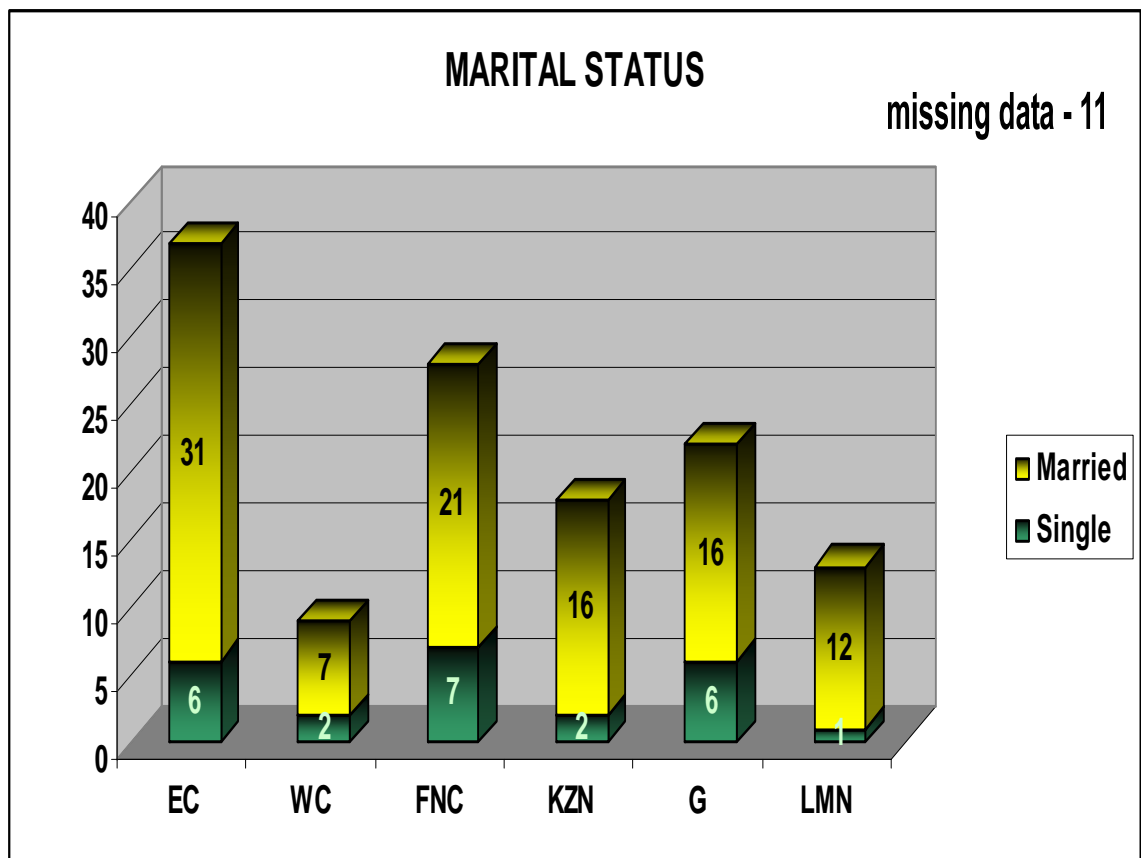
n-138

### 3.7.1 Discussion of data:

All the HCCs in Gauteng have more than six years of service compared to those in the Western Cape who have more HCCs with a service record of six to ten years. The vast majority of respondents have more than 10 years of service (96) which means that they were already on the DCS payroll when the EAP was introduced in the late 1990's. The duration of their service would also indicate that they were exposed to supervisory training carried out for all managers. In addition, the survey also revealed that these HCCs have also been in the DCS when it was demilitarised and would therefore be aware of the conditions pre and post demilitarisation. It is also expected that these interviewees would understand the role of the EAP in the organisation.

### 3.8 Marital status

Figure 5.6 Marital status



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### 3.8.1 Discussion of data:

Hundred and three (74.6%) of the respondents are married while twenty four (17.4%) indicated single or unmarried status. Eight (8) per cent did not respond to this question. Eleven of the respondents did not complete the data requirements on marital status. Most of the respondents are married which would indicate that they may understand the need for EAP assistance with employee and family problems. Paul and Masi (2002: 13) indicate that modern services can be evaluated by addressing individual services and needs.

## 4. RESPONSES PER STANDARD

The sequential format to be adhered to as outlined in the next chapter is as follows: the standard itself will be quoted as from the EAPA-SA Standards document, followed by the question from the questionnaire, followed by a table with details on the responses itself, followed by the actual discussion and interpretation of data.

### 4.1 Key to responses

Although the following information may not have a direct impact on the actual presentation and resulting interpretation of data, the information is shared in order to provide a complete overview to the reader on the raw data format. The statisticians allocated the following codes for calculation purposes.

**Table 5.2 Key**

<b>LETTER / SYMBOL</b>	<b>MEANING</b>
<b>V</b>	<b>Variable</b>
<b>N</b>	<b>Number of responses</b>
<b>0</b>	<b>Response – NO to question</b>

1	Response – YES to question
.	No response to question – answer left blank / missing data

#### 4.2. STANDARD 1: Advisory Committee

##### **STANDARD (1)**

*“There should be an Advisory Committee at the highest possible level within the organization involving representatives of all segments of the workforce.”*

##### 4.2.1 Question 1

**1. Does your management area have an EAP advisory committee at the highest possible level? VARIABLE 7 – (V7)**

**Table 5.3 Advisory committee**

V7	Frequency	Percent
No (0)	121	87.7
Yes (1)	17	12.3
n = 138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

##### 4.2.1.1 Discussion of data

The vast majority of respondents – one hundred and twenty one (87.7%) - indicated that no high level EAP advisory committees were in place in their areas. Only seventeen (12.3%) of the DCS management areas

answered the question in the affirmative that their management area has an EAP advisory committee. The role of the advisory committee is to ensure that all relevant role players in the organization contribute to the effective design and operation of the EAP. The responses above indicate that the different role players will not be in a position to make a meaningful contribution to the EAP if an operational advisory committee is absent. The researcher is of the opinion that this standard to establish an advisory committee within each management area will also ensure participation and ownership from relevant components and that they will be more supportive of EAP intervention programmes. In the review of DCS documentation the Jali/Barlow report was presented indicating a strong need for the different role players (top management, employees, supervisors and union members) to work together to address employee problems.

The researcher however needs to indicate that the wording ‘at the highest possible level’ attached to the question “Does your management area have an EAP advisory committee at the highest possible level?” may have had an influence on the responses. The implication might be that respondents might have access to an advisory committee, but not necessarily ‘at the highest possible level’. No accompanying notes were provided to explain if an advisory committee was in place, but not necessarily on the highest level.

#### **4.2.2 Question 1.1**

**1.1 If your answer to the previous question is yes; then answer the following three questions. If not, move to question 3.**

**1.1.1 Did your EAP advisory committee assist in the formulation of the EAP policy and strategy? (V8)**

**1.1.2 Does/did the advisory committee advise on the implementation procedure of the EAP? (V9)**

**1.1.3 Does the EAP advisory committee contribute to the development of an evaluation procedure? (V10)**

**Table 5.4 Functions of the advisory committee**

<b>V8, V9, V10</b>	<b>Frequency</b>	<b>Percent</b>
...	86	62.3
..0	3	2.2
.00	1	0.7
000	35	25.4
1..	1	0.7
110	2	1.5
111	10	7.3
N = 138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### **4.2.2.1 Discussion of data**

The majority of respondents (62.3%) did not respond to question 1.1.1 to 1.1.3. A quarter (25.4%) of the interviewees indicated that the advisory committee is not involved in formulating policies and procedures. Only



7.3% of the respondents indicated that the advisory committee is very involved in all issues of policy-making and procedures. The respondents did not seem to understand this question as they answered this question despite having answered “no” to the previous question. As indicated in the chapter on the EAP standards, Googins and Godfrey (1987: 164 -165) state that the EAP should develop a relationship with a variety of stakeholders; these include labour unions, management, personnel, labour relations personnel, medical personnel and others to enable the committee to mobilize the necessary support for the EAP. The aim of generating support for EAP acceptance is to persuade relevant parties throughout the corporation or union of its core values to assist employees and the organization. Achieving this objective is crucial especially in South Africa where the EAP is a relatively new phenomenon.

According to the vast majority of respondents (62.3 + 25.4) the advisory committee is not involved in decision-making processes to formulate policies and procedures.

#### **4.2.3 Question 1.2**



<b>1.2 The advisory committee in my management area consists of members, representing the following:</b>
♦ Senior management; (V11)
♦ Human resources; (V12)
♦ Medical management areas; (V13)
♦ Occupational Health and Safety; (V14)
♦ Finance management area; (V15)
♦ Training and development; (V16)
♦ Safety and loss control; (V17)
♦ Union / employee/worker representatives; (V18)
♦ Line management; (V19)
♦ Employee relations specialists; and (V20)
♦ EAP professional / professionals (V21)

**Table 5.5 Composition of the advisory committee**

<b>V11, V12, V13, V14, V15, V16, V17, V18, V19, V20, V21</b>	<b>Frequency</b>	<b>Percent</b>



.....	85	61.6
.....111	1	0.7
.....11.1	1	0.7
.....1100	1	0.7
.....1111	1	0.7
00000.....	1	0.7
0000000....	2	1.5
000000000..	1	0.7
0000000000	26	18.8
00000000001	2	1.5
00000001000	1	0.7
00010010011	1	0.7
00011001011	1	0.7
10111111101	4	2.9
11000000001	1	0.7
11000000011	1	0.7
11111111..11	1	0.7
11111111000	1	0.7
11111111001	1	0.7
11111111111	5	3.6
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.2.3.1 Discussion of data

Only five (3.6%) of the respondents indicated that their advisory committees are fully representative. A small number (9.4%) of respondents indicated that their advisory committees include some of the role players indicated in the questionnaire. Almost one-fifth – twenty six

respondents (18.8%) -- indicated that none of the indicated role players serve on their advisory committees. Almost two-thirds, eighty five respondents (61.6%) of Heads of Correctional Centres failed to respond to this question. The response to this question is consistent with the response to question One (1) where the majority of respondents indicated that the main role players do not form part of their advisory committees. Lack of involvement by an advisory committee would mean that issues such as the formulation of policy statements and strategic plans, advice on implementation procedures, assistance with marketing and promoting the EAP and evaluation processes would not receive the attention they deserve.

#### 4.3 Standard 2

##### **STANDARD (2)**

***“Programme design shall be based on an assessment of organizational and employee needs as they relate to EAP utilization. The background information and organizational data to be factored into the programme design will include at least:***

- ***Organizational profile and needs;***
- ***Employee needs;***
- ***Supervisors and union representatives’ needs; and***
- ***Health care profiles and needs.***

##### 4.3.1 Question 2

**2. Programme design in my management area has been based on an assessment of my management area and employee needs. (V22)**

<b>2.1 Our needs assessment focused on the following:</b>
♦ Organizational profile and needs (V23)
♦ Employee needs (V24)
♦ Supervisors and union representatives' needs (V25)
♦ Health care profiles and needs (V26)

#### 4.3.1.1 Findings

**Table 5.6 Programme design**

V23, V24, V25, V26	Frequency	Percent
....	83	60.1
.1..	3	2.2
.1.1	1	0.7
.111	1	0.7
0...	1	0.7
000.	1	0.7
0000	27	19.6
0100	3	2.2
011.	1	0.7
0110	1	0.7
0111	1	0.7
11..	2	1.5
1111	13	9.4
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.3.1.2 Discussion of data

Almost two-thirds (60.1) of respondents failed to respond to question 2.1. One-fifth (19.6%) answered 'no' to all the variables in this question. Only

9.4% of the respondents answered yes to all the variables. A sound basis is required for the EAP to function proactively within an organisation. The respondents who answered this question contradict the information provided in Chapter 3 where 23 national workshops were held in the DCS wherein a needs analysis was conducted to ensure that programme planning and development included an assessment of the needs of the DCS employee population. This assessment was intended to help the DCS determine the most appropriate and cost-effective methods of providing EAP services. In responding negatively to the question, the respondents would be unaware of the function of a needs assessment, which is to ensure that the right approach is followed in the design of the EAP. If an in-house needs assessment is not conducted then an external, objective check on the subjective process of planning an EAP would apply. It would then be difficult to identify problem areas in which EAP services may be delivered cost-effectively. The responses to this question would further indicate that the composition of the workforce in terms of age, gender and marital status for example have not been taken into consideration to determine the need for different types of services and that barriers to impede the use of the EAP, which can be addressed prior to implementing services, were not identified.

#### **4.3.1.3 Conclusions**

Employee needs (V24) had been selected by 19.5% of the respondents. The vast majority of respondents indicated that variables 23 – 26 had not been included in their needs analyses. If this is added to the non-responses then the negative responses to this question are significantly higher.

#### **4.4. Standard 3**

**STANDARD (3)**

***“There should be an appropriate model for service delivery for specific employer organisations.”***

#### 4.4.1 Question 3

<b>3. Are you aware of the type of model for EAP service delivery that the DCS uses? If so indicate the type of model below. (V27)</b>
♦ On-site/ in-house (V28)
♦ Off-site / outsourced (V29)
♦ Combination model (V30)

**Table 5.7 EAP model for service delivery**

V27	Frequency	Percent
No (0)	69	50
Yes (1)	34	24.6
No response	35	25.4
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

##### 4.4.1.1 Discussion of data

Fifty per cent of the respondents (69) appeared to be unaware of the model used in the DCS. Only a quarter of the respondents (24.6%) indicated that they knew which model was used in the DCS. There were 35 (25.4%) missing responses. It is important that employees understand why an organisation adopts a particular EAP model, so that they may identify with the services available to them. The respondents obviously

were unaware of the type of model adopted by the DCS. An understanding of the model adopted by an organisation would ensure the most effective model of service delivery as the recipients of the service would be able to question the application of the model in relation to its effectiveness and determine whether it had the capacity to enhance the services of the programme in the DCS. The problem was further compounded when the responses in the next table were considered.

**Table 5.8 Appropriateness of the model for service delivery**

<b>VV27</b>	<b>Frequency</b>	<b>Percent</b>
No (0)	104	75.4
Yes (1)	34	24.6
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### **4.4.1.2 Discussion of data**

If the missing responses are added to the “no” responses then the number of responses would escalate to 75.4%. This table was developed to expand question three and reflected an even bleaker picture. It took into account the “no” responses and added them to the missing data with the assumption that those who did not answer the question would presumably have answered “no” if they had done so. It was revealed that only one in four employees understood or was aware of the EAP model used in the DCS. This implied that these individuals would not understand the rationale for the implementation of the combination model that the DCS had implemented since 1998. In the needs analysis conducted in the DCS during the inception of the EAP as reflected in chapter three, employees were asked what type of model they preferred. More than 90% of the respondents indicated that they would prefer a combination model as



outsiders would not be able to understand the problems experienced in the DCS. (Bhoodram, 2001:2).

**Table 5.9 Responses to the question on the DCS model**

V28, V29, V30	Frequency	Percent
...	52	37.7
..0	1	0.7
..1	12	8.7
.1.	1	0.7
0..	2	1.5
00.	1	0.7
000	33	23.9
001	1	0.7
010	1	0.7
1..	19	13.8
1.1	3	2.2
10.	1	0.7
100	4	2.9
111	7	5.1
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.4.1.3 Discussion of data

A small percentage (5.1%) of the respondents chose all three models. Almost a quarter (23.9%) indicated that none of the models presented were utilised in the DCS. Five respondents chose the on-site/in-house model. Three respondents chose the off-site/outsourced model as the correct answer. Only four respondents correctly selected the correct model utilised in the DCS. These results contradict the results of questions 6.6 and 6.7. Feedback provided by respondents in the previous two

questions indicated that at least a quarter of the interviewees indicated they had some idea of the model used in the DCS. When asked to verify this by selecting the correct model, only 4 respondents made the correct choice. This indicated to the researcher that the respondents may have selected the models at random or guessed the correct answer.

#### 4.4.1.4 Conclusions

A small percentage (5.1%) of the respondents chose all three models indicating that they were unaware of the correct model. Only 4 respondents correctly identified the correct model used in the DCS (V30). Ignorance on the specific EAP model, supported by the DCS on the side of the heads of Correctional Centres, might result in limited input regarding strategic planning and future decisions on adaptations if indicated, for instance to expand on the utilisation figure.

#### 4.4.2 Question 4

**4. Do you believe that this is the best model for the DCS? (V31)**

##### 4.4.2.1 Findings

**Table 5.10 Suitability of the model for DCS**

V31	Frequency	Percent
No response (.)	24	17.4
No (0)	51	36.9
Yes (1)	63	45.7
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

##### 4.4.2.2 Discussion of data

Almost one fifth (17.4%) of respondents did not respond to the question; almost half (45.7%) indicated that the existing model is the best for the DCS. The researcher believes that although the respondents may not know the type of model used in the DCS, they may still believe that the designated model is the best for the Department. Their responses could stem from their experiences with the EAP. This would be an indication that more than 40% of the respondents have faith in the model used in the DCS. When individuals have faith in the success rate of the EAP, utilisation rates can improve and they may be more likely to recommend the programme to fellow employees. The size and structure of the organization, the geographical location, accessibility to community resources, in-house capacity as well as preferences of employees are critical factors in selecting an appropriate model for an organisation. The relentless downward pressure on prices and budgets for EAP services is a serious concern according to Maynard (2005: 38). This is a concern for those wanting to implement a specific model in an organisation as limited funds may restrict the choices that departments have.

#### **4.4.2.3 Conclusions**

In the previous question 50% (See Table 6.6) of the respondents were unaware of the model used in the DCS. Only 24.6% indicated that they had been informed of the model used in the DCS. However the response to the question, whether this was the best model for the DCS, elicited 45.7% affirmative responses. The researcher believes that there should be a correlation between the responses for questions 3 and 4.

#### **4.5. Standard 4**

**STANDARD (4)**

*“Pricing of EAPs should be negotiated and agreed upon between the service provider and the employer, after different models have been considered. The function and outcome of models should be transparent and acceptable to all role players involved.”*

This standard was not covered in the questionnaire as the DCS has an internal model and there is no budget to outsource some or all of the EAP functions.

**4.6. Standard 5**

**STANDARD (5)**

*“The policy shall describe the EAP in its entirety.”*

**4.6.1 Question 5**

**5. Does your Management Area have copies of the EAP policy that describes the EAP in its entirety? (V32)**

**4.6.1.1 Findings**

**Table 5.11 Availability of copies of the EAP policy**

<b>V32</b>	<b>Frequency</b>	<b>Percent</b>
No response (.)	8	5.8
No (0)	66	47.8
Yes (1)	64	46.4
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

**4.6.1.2 Discussion of data**

Respondents are almost equally divided in their responses to this question. The researcher believes that this question should have had two parts: a question on the availability of the EAP policy and another question on the description of the EAP in its entirety in the EAP policy. While the researcher believes that the EAPA SA standards document contains essential information that outlines policy procedure, aspects on strategic alignment and mandates are not included. For the policy to describe the EAP in its entirety, the document should make provision for matters such as:

- Employee and dependant access
- Managing alcohol and other forms of substance abuse, emotional, marital, family, financial and HIV/Aids and other related problems which may affect job performance, employee functioning and quality of life;
- Securing job status, which will not be jeopardized as a consequence of seeking EAP services, except where mandated by law.
- Specifying that employees who use an EAP are expected to adhere to the job performance requirements of the employer;
- Client/user records, which shall be kept strictly confidential to the extent provided for by law and/or regulation, and will not be documented in any official company record or in the employee's personnel file.
- Information from the EAP, which may only be released with the written permission of the employee, with response to legal requirements.
- Ensuring that the EAP is not exploited by non-complying employees," EAPA SA (2005:11-12).

#### **4.6.1.3 Conclusions**

If the number of respondents that indicated “no” to this question is combined with those who failed to respond then it can be concluded that 53.6% (74) of the Heads of Correctional Centres do not believe that the DCS has policies in place that describes the EAP in its entirety in the management areas. This would imply that EAP functions in the management areas would not have policy-backing and guidance to facilitate implementation.

#### 4.7. Standard 6

##### **STANDARD (6)**

***“The policy statement shall provide the guarantees, principles, the rights and responsibilities of the various stakeholders, such as the user, the employer and the provider.”***

#### 4.7.1 Question 6

**6. Is the EAP policy accessible to members on different levels? (V33)**

##### 4.7.1.1 Findings

**Table 5.12 Accessibility of the EAP policy**

<b>V33</b>	<b>Frequency</b>	<b>Percent</b>
No response (.)	2	1.4
No (0)	84	60.9
Yes (1)	52	37.7
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

##### 4.7.1.2 Discussion of data

Almost two thirds (60.9%) of the respondents indicated that the policy was not accessible to members at different levels. Only 37.7% of the Heads of Correctional Centres answered positively. The researcher is aware that the responsibility for the accessibility of policy to all levels of the organisation is the responsibility of the HCC. The respondents therefore indicated that the HCC had not made the policy available to members on the different levels. This oversight may impact negatively on the EAP utilisation rates as employees may be unaware of how issues such as anonymity and confidentiality are explained in the policy to protect employees.

#### 4.7.1.3 Conclusions

The majority of the Heads of Correctional Centres believe that the policy is not available to members on different levels.

#### 4.7.2 Question 7

**7. Are the type of problems that may be addressed within the context of the EAP, mentioned? (V34)**

#### 4.7.2.1 Findings

**Table 5.13 Type of problem that maybe addressed within the context of the EAP**

V34	Frequency	Percent
No response (.)	10	7.3
No (0)	66	47.8
Yes (1)	62	44.9
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.7.2.2 Discussion of data

Almost half (47.8%) of the respondents indicated that they were of the opinion that the different types of problems that may be addressed by the EAP were not specified. Only 44.9 % of the respondents indicated that the types of problems that may be addressed by the EAP are revealed within the DCS policy statement. The policy should make provision for matters such as:

- Managing alcohol and other substance abuse cases, emotional, marital, family, financial and HIV/Aids and other related problems that may affect job performance, employee functioning and quality of life, EAPA SA (2005:11).

The following statement in the DCS policy focuses on the problems that are covered: “For the Department of Correctional Services the Employee Assistance Programme (EAP), is defined as a work-site based programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns, but not limited to: health, marital, family, financial, alcohol, drug, legal, emotional, stress, placement, or other personal concerns (e.g. manager – employee tension) which may adversely affect employee job performance,” DCS EAP policy (2000:2).

This statement however does not indicate the range of problems attended to by EAP practitioners in DCS. This lack of data poses a limitation in as far as the DCS EAP policy is concerned. However, the EAP in the DCS categorised problems that had been addressed over the years and devised a list as follows:

- Alcohol
- Absenteeism
- Accommodation
- Attempted suicide
- Bereavement
- Child welfare





- Depression
- Divorce
- Domestic violence
- Drug dependency
- Finance
- HIV/Aids
- Interpersonal conflict
- Maintenance
- Medical health
- Mental health
- Rape
- Stress
- Suicide
- Sexual harassment
- Social relationships
- Transfers
- Trauma
- Work related – (DCS EAP Final report, 2007).

#### **4.7.2.3 Conclusions**

Respondents are divided in their response to this question. Phillips (2006: 18-19) states that EAP practitioners offer different programmes and have adapted to meet new challenges.

#### **4.7.3 Question 8**



<b>8. Does your policy statement provide the guarantees, principles, the rights and responsibilities of the member?</b>
♦ Guarantees (V35)
♦ Principles (V36)
♦ Rights (V37)
♦ Responsibilities (V38)

#### 4.7.3.1 Findings

**Table 5.14 Policy statement guarantees**

V35, V36, V37, V38	Frequency	Percent
....	22	15.9
...1	1	0.7
..1.	1	0.7
..11	2	1.5
.1..	1	0.7
.111	1	0.7
0...	2	1.5
0000	50	36.2
0001	1	0.7
0010	1	0.7
0011	1	0.7
0111	2	1.5
1.1.	1	0.7
1.11	1	0.7
1000	1	0.7
1011	1	0.7
11.1	1	0.7
1111	48	34.8
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### **4.7.3.2 Discussion of data**

One third (36.2%) of the Heads of Correctional Centres answered “no” to all the variables while 6.5% answered “no” to only some of the variables. Another third (34.8%) of the respondents answered “yes” to all the variables while 16 (11.5%) of the respondents answered “yes” to one or more of the variables.

As indicated by Myers (1984: 117-120) in Chapter 4 of this document, a policy statement should be one that explains:

- the significance of employee problems and the proportion of the workforce usually affected.
- that an EAP is being implemented to address these problems through a combination of prevention and confrontation interventions
- the range of problems to be treated in the EAP
- that client confidentiality is assured for all referrals and EAP records
- how family members are covered if they are eligible for services
- client services that the organization will provide
- the responsibilities and involvement of the union if there is one.
- disclaimers regarding the EAP and management’s authority to discipline deficient employees, union prerogatives to represent members or client employees’ employment and career advancement.

This information is usually found under the heading: principles underlying the employee assistance programme. In the DCS EAP policy the guarantees, principles, rights and responsibilities form a fundamental part of the policy and ensure that employees are motivated to utilise the programme without fear of reprisals.

#### **4.7.3.3 Conclusions**

Respondents were divided in their responses to this question. However 46.3% answered “yes” to one or more variable, confirming that guarantees, principles, rights and responsibilities were specified. This implied that HCCs were aware of the policy guarantees of the EAP.

#### 4.8 Standard 7

##### **STANDARD (7)**

***“An implementation plan shall outline the actions and schedule needed to establish an operationally effective EAP.”***

#### 4.8.1 Question 9

**9. Does your Management Area have an implementation plan which outlines the actions and schedule needed to establish an operationally effective EAP? (V39)**

#### 4.8.1.1 Findings

**Table 5.15 Implementation plan**

<b>V39</b>	<b>Frequency</b>	<b>Percent</b>
No response (.)	4	2.9
No (0)	100	72.5
Yes (1)	34	24.6
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.8.1.2 Discussion of data

The vast majority of respondents – almost two thirds, (72.5%) indicated that their relevant Management Area did not have an implementation plan. Only 34 respondents (24.6%) were aware of the Management Area implementation plan. The implementation plan usually describes the implementation in terms of actions needed, timeframes and resources to eliminate confusion. Successful rollout is dependent on a well-developed implementation plan. Not having an implementation plan in place in the DCS would cause confusion, especially since the security environment justifies the inclusion of special provisions. Service delivery within a security environment would require the approach to be customised to incorporate issues of safe custody. Another important consideration is the fact that work sites in the DCS are very far apart and comprise both urban and rural sites. Stakeholders, including management, labour, employees and their families would by necessity be informed of their responsibilities through the Implementation Plan. Staffing and training are important aspects of the implementation plan. These areas are covered in detail in chapter three under the heading: Implementation report on the post establishment of the EAP in DCS (1999).

#### **4.8.1.3 Conclusions**

Only a quarter of the Management Areas have an implementation plan. This would suggest that the EAP is deficient, which prevents it from being implemented in a uniform manner in Management Areas.

#### **4.9. Standard 8**

##### **STANDARD 8**

***“An appropriate number and suitably qualified EAP professionals shall be available to achieve the stated goals and objectives of the programme.”***

##### **4.9.1 Question 10**

**10. Does your Management Area have an appropriate number of EAP professionals available to achieve the stated goals and objectives of the programme? (V40)**

#### 4.9.1.1 Findings

**Table 5.16 Number of EAP professionals**

<b>V40</b>	<b>Frequency</b>	<b>Percent</b>
No response (.)	1	0.7
No (0)	123	89.1
Yes (1)	14	10.1
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.9.1.2 Discussion of data

One hundred and twenty three respondents (89.1%) indicated that the Management Areas were not sufficiently staffed. Only fourteen respondents (10.1%) indicated that there were sufficient EAP practitioners in their Management Areas. These are very crucial responses in terms of this study. In the implementation report discussed in chapter three, it was stated that the norm for employing EAP practitioners in the DCS would be 1: 1000 relative to insufficient funding to roll out the programme. Consequently, 35 EAP practitioners were appointed in lieu of the 35 000 DCS employees. However, many of these EAP practitioners resigned to take up employment elsewhere or were lured by better pay packages to work in other departments. At the time of administering the questionnaires there were only 18 EAP practitioners on staff, thus almost doubling the

pre-scribed quota of employees per specialist. An overwhelming majority of HCCs indicated that there were insufficient EAP practitioners in the management areas, a fact endorsed by the qualitative responses to the question “Does your Management Area have an appropriate number of EAP professionals available to achieve the stated goals and objectives of the programme? HCCs raised concerns about the diminished number of EAP practitioners in the DCS; yet the negative response to this question could also be an indication of the negative responses to many of the other questions as no EAP practitioners are employed in those management areas. The researcher believes that HCCs responded negatively to the question as they did not have EAP practitioners in their management areas.

#### 4.9.1.3 Conclusions

There are an insufficient number of EAP practitioners in the Management Areas.

#### 4.10 Question 11

**11. Does your Management Area have suitably qualified EAP professionals available to achieve the stated goals and objectives of the programme? (V41)**

##### 4.10.1 Findings

**Table 5.17 Qualifications of the EAP**

<b>V41</b>	<b>Frequency</b>	<b>Percent</b>
No response (.)	18	13.0
No (0)	84	60.9
Yes (1)	36	26.1
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.10.2 Discussion of data

Eighty four (60.9%) respondents stated that they do not have suitably qualified EAP practitioners in their Management Areas. Only thirty six (26.1%) indicated that there were suitably qualified EAP practitioners in their Management Areas. The responses to this question should be read in conjunction with the previous question where 123 respondents indicated an insufficient number of EAP practitioners in the management areas. One of the principles used by the DCS when employing EAP practitioners is that candidates must have a Degree in Social Work as a minimum qualification. No EAP practitioner will be considered for employment by the DCS without this entry level minimum qualification. Those respondents who indicated that their management areas did not have suitably qualified EAP practitioners on staff were probably stating that no EAP practitioners were on staff in their management areas.

#### 4.10.3 Conclusions

The majority of Management Areas do not have suitably qualified EAP staff.

#### 4.11 Standard 9

##### **STANDARD (9)**

***“Every EAP professional who provides services shall be subjected to ongoing consultation and/or case management.”***

##### 4.11.1 Question 12

**12. Does your Management Area provide ongoing consultation for EAP professionals who provide services? (V42)**



#### 4.11.2 Findings

**Table 5.18 Ongoing consultations for EAP professionals**

V42	Frequency	Percent
No response (.)	18	13.0
No (0)	85	61.6
Yes (1)	35	25.4
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.11.3 Discussion of data

The majority of respondents, eighty five (61.6%), indicated that the DCS did not provide ongoing consultation for EAP professionals, while eighteen (13.0%) of the respondents failed to answer this question. In the chapter on EAPA SA standards, Craig (1997: 63 – 69) discusses in-house programmes and how they are evolving. She states that there is a growing demand for bottom-line functioning and that professional counselling can be both financially and professionally beneficial to an organisation. Craig also states that the primary purpose of clinical supervision is to refine counselling skills, enhance and develop the ability to organize professional practice, assist in determination of priority of focus and to ensure ethical accountability in the practice of the profession. All job profiles of EAP practitioners in the DCS include the issue of ongoing supervision and consultation. The supervision of EAP practitioners is also a primary responsibility of the DCS head office.

#### 4.11.4 Conclusions

There is limited ongoing consultation and supervision for EAP professionals.

#### 4.12. Standard 10

##### **STANDARD (10)**

*“The written policy shall include a statement on confidentiality that is consistent with all professional standards, ethics and legal requirements and which regulate the management of information.*

#### 4.12.1 Question 13

**13. Does your Management Area have a written policy which includes a statement on confidentiality consistent with all professional standards, ethics and legal requirements which regulate the management of information? (V43)**

#### 4.12.2 Findings

**Table 5.19 Statement of confidentiality in the written policy**

<b>V43</b>	<b>Frequency</b>	<b>Percent</b>
No response (.)	18	13.0
No (0)	63	45.7
Yes (1)	57	41.3
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.12.3 Discussion of data

Almost half the number of respondents who answered this question (45.7%) indicated that the management areas did not have policies in place that included statements of confidentiality. This feedback was consistent with responses pertaining to standard 5 where 47.8% indicated

that Heads of Correctional Centres did not believe that the policy described the EAP in its entirety. The following is an extract from the DCS EAP policy:

Confidentiality of the Employee Assistance Programme

- 6.14 *In line with the Code of Ethics and Standards on the Employee Assistance Programme, consultations with EA practitioners shall be treated in the strictest of confidence.* Information provided during consultations shall not be shared with anyone, including the Department's management, except where written permission has been given by the member concerned or when it is required by law as in the cases of potential homicide or suicide.
- 6.15 The information provided by members during consultations shall not be used for any other purpose other than what was agreed to by the EA practitioner and the affected member.
- 6.16 A breach of confidentiality by the EA practitioner will be a violation of both the Department's Code of Conduct as well as the Employee Assistance Professional Association Board of South Africa (EAPASA) to which they belong. Disciplinary action will be taken against those EA practitioners who are found to have breached the confidentiality of the consultations. DCS EAP policy (2000:6-7)

It is therefore evident that those who indicated that the DCS does not have a policy which includes guarantees on confidentiality are unaware of the DCS policy as indicated above.

#### **4.12.4 Conclusions**

The availability of EAP policies with statements on confidentiality is confined to some management areas in the DCS.

#### **4.13. Standard 11**

**STANDARD (11)**

***"The EAP shall maintain records."***

#### 4.13.1 Question 14

**14. Does your Management Area keep proper EAP records? (V44)**

#### 4.13.2 Findings

**Table 5.20 Keeping of proper records**

V44	Frequency	Percent
No response (.)	19	13.8
No (0)	76	55.1
Yes (1)	43	31.1
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.13.3 Discussion of data

Seventy six (55.1%) of the respondents indicated that the Management Area did not keep records while forty three (31.1%) indicated that EAP records were being kept. Some interviewees (13.8%) did not respond to the question. The EAPA SA standards document indicates that it is necessary to design and maintain a system of records regarding the following:

- Administrative matters;
- Documentation regarding meetings;
- Clinical information;
- Corporate client information;
- Evaluation data;
- Marketing and promotional material; and training material. EAPA SA (2005:14-15).

The researcher believes that it would be difficult to identify trends, provide quarterly statistics, evaluate and monitor progress in management areas

without a record keeping system in place. Record keeping is essential to justify the existence of the programme and to illustrate the value EAP adds to the organisation.

#### 4.13.4 Conclusions

Several Management Areas do not keep EAP records.

#### 4.14. Standard 12

##### **STANDARD (12)**

***“All EAP professionals shall have adequate professional liability insurance.”***

#### 4.14.1 Question 15

**15. Do all EAP professionals in your Management Area have adequate professional liability insurance? (V45)**

#### 4.14.2 Findings

**Table 5.21 Professional liability insurance**

V45	Frequency	Percent
No response (.)	30	21.7
No (0)	90	65.2
Yes (1)	18	13.0
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.14.3 Discussion of data

Ninety respondents (65.2%) answered negatively to this question, while only eighteen (13.0%) indicated that all EAP professionals within their Management Areas had adequate professional liability insurance. Adherence to this standard minimizes the risk of exposure by protecting the professional EAP practitioner in the event of litigation. All EAP practitioners are expected to maintain their registration with the Social Work Council as a condition of employment in the DCS. Membership means they would have the necessary protection under the council. The DCS however does not have professional liability insurance for its EAP practitioners but has a legal component that would assist the EAP practitioners to defend any action against them.

#### 4.14.4 Conclusions

EAP professionals do not have liability insurance.

#### 4.15. Standard 13

##### **STANDARD (13)**

***“EAP professionals shall register and maintain their registration with their respective statutory and/or professional councils and adhere to the codes of practice of such bodies.***

#### 4.15.1 Question 16

**16. Do all EAP professionals in your Management Area register and maintain their registration with their respective statutory and/or professional councils? (V46)**

#### 4.15.2 Findings

**Table 5.22 Registration of EAP professionals**

<b>V46</b>	<b>Frequency</b>	<b>Percent</b>
No response (.)	25	18.1
No (0)	76	55.1
Yes (1)	37	26.8
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.15.3 Discussion of data

Only thirty seven (26.8%) of the respondents indicated that EAP professionals in their Management Area did in fact register and maintain their registration with their respective statutory and/or professional councils. Seventy six (55.1%) responded negatively to the question, implying that EAP professionals in their Management Area failed to register and maintain registration with their respective statutory and/or professional councils, while twenty five (18.1%) did not respond. According to the Codes of Ethics of relevant professional bodies, EAP professionals are urged to register with their respective statutory and/or professional councils not only to ensure professional behaviour at all times but also to ensure client and customer protection. EAP professionals in the DCS are responsible for the consequences of their actions and as a condition of service are not appointed if they are not registered with the social work council. It is also a condition of service to maintain registration. As indicated in chapter four Winegar (2002:55-56) discusses the issues of ethical focus as well as the highest ideals of human interaction. He also goes on to state that over the past century, various counselling professions have emerged and resultantly introduced unique professional codes of ethical conduct policies.

#### 4.15.4 Conclusions

Some EAP professionals fail to register with statutory bodies while others neglect to maintain their membership.

#### 4.16 Standard 14

##### **STANDARD (14)**

*“The EAP will offer trauma defusing and trauma debriefing services for employees, family members, and the organization in extreme situations.”*

##### 4.16.1 Question 17

**17. Does the EAP in your Management Area offer trauma debriefing services for employees, family members, and the organization when necessary? (V47)**

##### 4.16.2 Findings

**Table 5.23 Offering of trauma debriefing services**

<b>V47</b>	<b>Frequency</b>	<b>Percent</b>
No response (.)	22	15.9
No (0)	80	58.0
Yes (1)	36	26.1
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		



#### 4.16.3 Discussion of data

Eighty (80) respondents (58%) indicated that the EAP in their Management Area does not offer trauma debriefing services for employees, family members, and the organization when necessary; thirty six (26.1%) of the respondents indicated positively to the question. Trauma debriefing services in an organisation like the DCS, are imperative. It has been consistently stated in the Jali/Barlow report presented in this thesis, that DCS employees are often subjected to traumatic situations. The very nature of the work of correctional officials entails working with alleged dangerous offenders. It is therefore vital that the EAP is positioned to provide trauma defusing services to the immediate affected employees in response to traumatic situations. If this service is lacking in most management areas, then it would not be possible to carry out what McAninch (2006: 16) in chapter four recommends, namely that EAP practitioners need to adjust their tactics dealing with disaster situations. McAninch states that while trauma defusing and debriefings should ideally be performed within 24-48 hours of a disaster, they should include a follow-up plan. This means that the affect a traumatic situation has on an individual should be identified and attended to in subsequent sessions, following the critical 24-48 hour window.

#### 4.16.4 Conclusions

Trauma defusing and debriefing services are not being offered in most Management Areas.

#### 4.17 Standard 15

##### **STANDARD (15)**

***“The EAP will offer responsive intervention services to assist employees, their family members and the organization in crisis situations.”***

#### 4.17.1 Question 18

**18. Does the EAP in your Management Area offer responsive intervention services for employees, family members and the organization in crisis situations? (V48)**

#### 4.17.2 Findings

**Table 5.24 Offering of intervention services in crisis situations**

V48	Frequency	Percent
No response (.)	21	15.2
No (0)	81	58.7
Yes (1)	36	26.1
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.17.3 Discussion of data

Responses to this question were very similar to the answers given to the previous question. More than half the number of respondents indicated that the EAP failed to offer responsive intervention services for employees, their family members and the organization in crisis situations. Only thirty six (26.1%) respondents indicated that the EAP offered responsive intervention services for employees, their family members and the organization in crisis situations. It is critical for the DCS to respond to emergencies and urgent situations in a timely fashion, consistent with organizational policies. As indicated in chapter one many common occupational stresses exist within the DCS. These include unfavourable working conditions and frustrating demands of managers and prisoners made on employees, all of which impact both directly and indirectly on employees' general health and productivity, their family members as well

as the functionality of the organisation as a whole. The respondents indicated that responsive intervention services were not available in the majority of management areas, which meant that necessary services were not available in most of the management areas.

#### 4.17.4 Conclusions

The EAP does not, in the majority of Management Areas, offer responsive intervention services for employees, their family members and the organization in crisis situations.

#### 4.18. Standard 16

<b>STANDARD (16)</b>	
<b><i>“EAP professionals or an assessment service under contract to the organization, will:</i></b>	
•	<b><i>Conduct an assessment to identify employee and/or family member and/or organisational problems;</i></b>
•	<b><i>Develop a plan of action, and;</i></b>
•	<b><i>Recommend or refer the individual(s) to an appropriate resource of intervention.”</i></b>

#### 4.18.1 Question 19

<b>2</b>	<b>19. Does the EAP Professional:</b>
♦	Conduct a clinical assessment to identify employee and/or family member and/or organizational problems? (V49)
♦	Develop a plan of action? (V50)
♦	Recommend or refer the individual(s) to an appropriate resource of intervention? (V51)

#### 4.18.2 Findings

**Table 5.25 Assessments, plans of action and referrals**

V49, V50, V51	Frequency	Percent
...	12	8.7
0.0	1	0.7
0.1	1	0.7
000	74	53.6
001	5	3.6
010	1	0.7
011	6	4.4
1.1	2	1.5
100	1	0.7
101	2	1.5
110	1	0.7
111	32	23.2
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.18.3 Discussion of data

Seventy four (53.6%) of the respondents indicated that EAP practitioners in their management area failed to perform any of the functions listed in the question. Only thirty two respondents (23.2%) indicated that all the functions were performed. Nineteen (19) respondents indicated that only some of the functions were performed by the EAP. It is imperative that an accurate assessment, action plan and appropriate referral should form an integral part of the EAP process model with the intention to increase the likelihood of increased job performance and employee well-being. The credibility of the DCS EAP depends to a great extent on assessments and referrals that are conducted professionally. As part of the action plan it is

necessary to indicate to the client the reasons for the referral as well as the fact that DCS employees would not incur any costs as the referral process forms part of their medical aid. All referrals, as well as follow ups on referrals, form part of the data collection process in the DCS and must be reported quarterly to Head Office.

#### **4.18.4 Conclusions**

Not all functions are performed by the professional EAP in all management areas. However 51 respondents indicated that one or more of the activities listed are performed in the management areas.

#### **4.19 Standard 17**

##### ***STANDARD (17)***

***“EAP professionals will determine when it may be appropriate to provide short-term intervention services and when to make a referral to community resources.”***

#### **4.19.1 Question 20**

**20. In your Management Area do EAP professionals assess in order to determine when it may be appropriate to provide short-term intervention services and when to make a referral to community resources? (V52)**

#### 4.19.2 Findings

**Table 5.26 Assessments**

<b>V52</b>	<b>Frequency</b>	<b>Percent</b>
No response (.)	14	10.1
No (0)	80	58.0
Yes (1)	44	31.9
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.19.3 Discussion of data

Eighty (58.0%) of the respondents indicated that EAP professionals do not assess a needs analysis in order to determine when it may be appropriate to provide short-term intervention services and when to make a referral to community resources, while 44 (31.9%) respondents answered to the contrary. This response was very closely related to the previous response. In the DCS the EAP focused on the six-session model and usually referred the client to an outside resource if the EAP could not assist the client in the prescribed sessions. The EAP assessment formed an integral part of the EAP process and was crucial in determining whether or not to refer the client. The assessment process in the DCS was usually an hour in duration, preceded by the completion of a questionnaire. The assessment process is important because it ensures that the EAP operates within the scope of their registration and expertise.

#### 4.19.4 Conclusions

Most EAP professionals do not assess a needs analysis in order to determine when it may be appropriate in providing short-term intervention services and when to make a referral to community resources.

#### 4.20 Standard 18

##### **STANDARD (18)**

*“The process of referral will be reviewed and monitored to ensure progress.”*

##### 4.20.1 Question 21

**21. In your Management Area is the process of referral reviewed and monitored to ensure progress? (V53)**

##### 4.20.2 Findings

**Table 5.27 Monitoring of referrals**

<b>V53</b>	<b>Frequency</b>	<b>Percent</b>
No response (.)	14	10.1
No (0)	92	66.7
Yes (1)	32	23.2
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

##### 4.20.3 Discussion of data

More than two thirds of the respondents, a total of 92 (66.7%) indicated that the process of referral was not reviewed and monitored. This figure increases to more than 75% if those who did not respond to the question are added. Only thirty two (23.2%) of the respondents answered “yes” to the question “In your Management Area is the process of referral reviewed and monitored to ensure progress. While the respondents who answered

yes to this question may be lower than the previous question, it is acceptable as not all clients are referred outside the DCS for assistance. It is necessary to monitor referral to ensure that clients do not have too many treatment sessions as this is a costly process. The goals and objectives of the intervention plan should also be monitored and controlled by the EAP. Consequently, the EAP will be in a position to submit the necessary feedback to the manager or supervisor. The process of monitoring referrals will facilitate the DCS in making sure that DCS clients receive the assistance they need and to ensure that progress is being made.

#### **4.20.4 Conclusions**

The process of referral is not reviewed and monitored in the majority of management areas.

#### **4.21. Standard 19**

***STANDARD (19)***

***“The EAP will ensure that follow-up and aftercare services are provided to EAP clients, supervisors, and union representatives.”***

#### **4.21.1 Question 22**

**22. In your Management Area does the EAP ensure that follow-up services are provided to EAP clients? (V54)**



#### 4.21.2 Findings

**Table 5.28 Follow up services**

V54	Frequency	Percent
No response (.)	15	10.9
No (0)	81	58.7
Yes (1)	42	30.4
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.21.3 Discussion of data

Forty two (30.4%) of the HCCs indicated that follow-up services were provided to EAP clients while 81 respondents (58.7%) stated the contrary. This response is closely related to the previous question and question 20. The objective of follow-up services is twofold: to determine whether the individual has made progress and whether the client has been successfully reintegrated into the workplace following intervention. If this service is not provided, clients may be expected to return to optimal production immediately, albeit unfairly since they were not subjected to follow-up services and intervention, and therefore not afforded the opportunity to be successfully reintegrated into the workplace. Supervisors may also expect the client to work in the same environment that caused the problem in the first instance, which might exacerbate their current state of health and wellbeing. Incidents where employees are attacked and stabbed by offenders occur in the DCS. A client who has been traumatised in this way may not feel comfortable to resume their duties working in close proximity with offenders; this will require follow-up services to determine whether h/she is coping.

#### 4.21.4 Conclusions

Some follow-up services are provided to EAP clients.

#### 4.22 Standard 20

##### **STANDARD (20)**

*“The EAP professional will consult with the organization when developments and events, such as retrenchments or mergers, impact on employee well-being and fall within the EAP discipline and the EAP professional’s area of expertise.”*

#### 4.22.1 Question 23

**23. In your Management Area does the EAP professional consult with the organization when developments and events, such as retrenchments or restructuring, impact on employee well-being and fall within the EAP and the EAP professional’s area of expertise? (V55)**

#### 4.22.2 Findings

**Table 5.29 EAP consultation to the organisation**

<b>V55</b>	<b>Frequency</b>	<b>Percent</b>
No response (.)	21	15.2
No (0)	87	63.0
Yes (1)	30	21.7
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.22.3 Discussion of data

Eighty-seven (87) respondents (63.0%) indicated that the EAP professional does not consult with the organization when developments

and events, such as retrenchments or restructuring, impact on employee well-being and fall within the EAP discipline and the EAP professional's area of expertise. Only 30 respondents (21.7%) answered "yes" to the question. In the chapter on standards Cunningham (1994:169 – 188) states that the EAP should be positioned within the organisation to deliver assistance to both employees and the organisation through consultation when developments and events, such as retrenchments or restructuring, impact on employee well-being as one of its fundamental responsibilities. This would involve contributing assistance on issues that would play a part in helping employee wellness when problems arise. The EAP practitioner should also be a reliable source of information when employees cannot understand the rationale behind issues like retrenchments, downsizing, etc. EAP practitioners are also responsible for critical incident debriefing as well as influencing organisational culture. The DCS has been restructured several times and transformed from being labelled a militarised organisation. Consultation and negotiation between the EAP and the organisation is necessary to recognize obstacles to development and identifying collaborative opportunities to move forward, particularly in instances where the organisation is going through change.

#### **4.22.4 Conclusions**

The EAP professional only consults with the organization when developments and events, such as retrenchments or restructuring, impact on employee well-being and fall within the EAP discipline and the EAP professional's area of expertise in the minority of Management Areas.

#### **4.23 Standard 21**

**STANDARD (21)**

***"The EAP will provide training for supervisors, management and union representatives in order to give them an understanding of the EAP."***

#### 4.23.1 Question 24

**24. In your Management Area does the EAP provide training for members?  
(V56)**

#### 4.23.2 Findings

**Table 5.30 EAP training**

V56	Frequency	Percent
No response (.)	23	16.7
No (0)	85	61.6
Yes (1)	30	21.7
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.23.3 Discussion of data

Only 30 respondents indicated that the EAP in their management are provided training for members. The majority of respondents (61.6%) indicated that the EAP failed to provide training for members. The consequence of not providing training in an organisation meant that role players such as management, members of labour unions, supervisors and colleagues would be ignorant of the importance of their roles and responsibilities, which inevitably could lead to low self-worth, confusion and lack of motivation. Management needs to be educated on the strategic role that the EAP plays especially in restructuring organisational strategy, reducing absenteeism, understanding challenges of employee working relationships with inmates, and supporting the EAP to deal with problems associate with unacceptable employee behaviour. Supervisors need to understand how and when to refer subordinates to an EAP as well as their role in reintegrating employees into the workplace. Labour must

be educated to recognize that they have access to assistance programmes and receive training so that they may understand that the EAP can assist them with problems that negatively impact on their productivity. Employees should also have a clear understanding of their role in identifying and referring colleagues for help as they are often the first to notice signs of behavioural change that might exacerbate and cause detrimental harm to the worker if ignored.

#### **4.23.4 Conclusions**

Training is provided by the EAP in some Management Areas – although in the minority – which should be seen as a serious limitation due to the direct link between successful penetration of an EAP and effective and ongoing supervisory training.

#### **4.24 Standard 22**

**STANDARD (22)**

***“EAP professionals will ensure the availability of user-friendly promotional material and educational activities, intended to encourage the use of the programme by supervisors, managers, union representatives, peers, employees, and their family members.”***

**This standard was not covered in the questionnaire.**

If this standard was covered it would have entailed marketing the concept of programme utilization, which is often a determinant of EAP success. It is vital to increase visibility of mainstream EAP services into the core business strategy of the organization. The researcher realises that the process of communicating how the service functions and its outcome becomes an integral function of marketing, which includes employee orientation programmes, company and labour union bulletin boards,

newsletters and employee meetings. This question can however relate closely to the next question on networking.

#### 4.25 Standard 23

##### **STANDARD (23)**

***“The EAP, being an integral part of the organization, should network with the various internal departments.”***

##### 4.25.1 Question 25

**25. In your Management Area does the EAP, being an integral part of the organization, network with the various internal sections?(V57)**

##### 4.25.2 Findings

**Table 5.31 Networking**

<b>V57</b>	<b>Frequency</b>	<b>Percent</b>
No response (.)	21	15.2
No (0)	83	60.1
Yes (1)	34	24.6
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

##### 4.25.3 Discussion of data

Twenty one respondents (15.2%) did not answer the question. Eighty three (60.1%) respondents indicated that the EAP does not network with

the various internal sections while 24.6% (34 respondents) indicated that they do. EAPA SA (2005:22) identifies the role of EAP as having to;

- Network with role players in order to ensure a commitment to the EAP;
- Encourage other departments to recognise the EAP as an integral organizational resource and to utilise the EAP appropriately;
- Clarify EAP boundaries and authority lines within the organization in order to protect EAP neutrality and facilitate teamwork;
- Encourage appropriate referral to the EAP without revealing confidential information;
- Participate in decision-making about organizational policies and programmes that may impact on the EAP, such as strategic planning, design and implementation of wellness programmes.

The researcher believes that this standard has been neglected in the DCS and although there may not be sufficient EAP practitioners, marketing and networking form an integral part of EAP management.

#### 4.25.4 Conclusions

There is limited networking between the EAP and the internal sections.

#### 4.26 Standard 24

**STANDARD (24)**

***“The EAP, shall identify, utilize and evaluate healthcare delivery systems and community resources, which provide quality assistance at an affordable cost for the organization, employees and family members.”***

#### 4.26.1 Question 26

**26. In your Management Area does the EAP utilize cost- effective healthcare delivery resources for members? (V58)**

#### 4.26.2 Findings

**Table 5.32 Utilisation of cost effective health care services**

V58	Frequency	Percent
No response (.)	26	18.8
No (0)	86	62.3
Yes (1)	26	18.8
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.26.3 Discussion of data

Eighty-six (86) respondents (62.3%) indicated that the EAP does not utilise cost- effective healthcare delivery resources for members. Less than 20% (26 respondents) indicated that the EAP does utilise cost-effective healthcare delivery resources for members. In the DCS the researcher secured community information and referral directories that provide services suited to the needs of EAP clients in the geographic areas served, namely names of private professionals, lists of mental health centres, treatment programmes and information on self-help centres. A directory of professionals that the EAP could refer to had been provided to each practitioner during their orientation. All sources were verified and EAP Practitioners were encouraged to visit the relevant service providers to determine whether the services are of a predetermined quality. Factors to be considered are: availability, co-ordination with the EAP, accessibility, knowledge of work environments,



responsiveness, protection of clients’ rights, confidentiality, service delivery procedures, geographic location, professional capability, cost and payment systems, financial relationship to the EAP, references from former clients,” EAPA SA (2005:23).

#### 4.26.4 Conclusions

The EAP does not utilise cost-effective healthcare delivery resources for members in most Management Areas.

#### 4.27 Standard 25

##### **STANDARD (25)**

***“EAP professionals shall maintain and upgrade their knowledge by belonging to an organization specifically designed for EAP professionals, attend training and/or professional development programmes and maintain regular ongoing contact with other EAP professionals.”***

##### 4.27.1 Question 27

**27. In your Management Area do EAP professionals maintain and upgrade their knowledge by belonging to an organization specifically designed for EAP professionals? (V59)**

##### 4.27.2 Findings

**Table 5.33 Maintenance and upgrading of qualifications**

<b>V59</b>	<b>Frequency</b>	<b>Percent</b>
No response (.)	29	21.0
No (0)	76	55.1
Yes (1)	33	23.9
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.27.3 Discussion of data

Thirty three (23.9%) of the respondents indicated that EAP professionals maintain and upgrade their knowledge by belonging to organizations specifically designed for EAP professionals. However 55.1% (76 respondents) did not agree that EAP professionals maintained and upgraded their knowledge by belonging to an organization specifically designed for EAP professionals. In the DCS all EAP practitioners are expected to obtain EAPA SA membership as well as register with the South African Council for Social Service Professions to enhance their knowledge and skills of the EAP discipline and ensure that they are kept informed of new developments and technologies in the field of EAP service delivery.

#### 4.27.4 Conclusions

A fairly large quotient of EAP professionals in the majority of Management Areas fail to maintain and upgrade their knowledge by belonging to an organization specifically designed for EAP professionals.

#### 4.27.5 Question 28

**28. In your Management Area do the EAP professionals attend training and/or professional development programmes? (V60)**

#### 4.27.6 Findings

**Table 5.34 Training for EAP practitioners**

V60	Frequency	Percent
No response (.)	28	20.3
No (0)	80	57.9
Yes (1)	30	21.7
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.27.7 Discussion of data

More than half (57.9%) the number of HCCs indicated that the EAP professionals in their Management Area do not attend training and/or professional development programmes while a fifth (21.7%) indicated that they do. EAP practitioners must keep abreast of the latest trends in counselling as well as have access to research undertaken in the different fields. This objective can only be achieved through on-going training and professional development. Training sessions on relevant topics are arranged throughout the year by the different chapters. EAPA SA also presents an annual conference that allows delegates access to up-to-date research and professional development within the discipline. All EAP practitioners are expected to attend training programmes and workshops to keep abreast of latest trends in their field.

#### 4.27.8 Conclusions

Only a small number of EAP practitioners attend training and/or professional development programmes within their Management Areas.

#### 4.27.9 Question 29

**29. In your Management Area do the EAP professionals maintain regular ongoing contact with other EAP professionals? (V61)**

#### 4.27.10 Findings

**Table 5.35 Maintenance of contact with other EAP professionals**

V61	Frequency	Percent
No response (.)	29	21.0
No (0)	78	56.5
Yes (1)	31	22.5
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.27.11 Discussion of data

Seventy-eight (78) respondents (56.5%) indicated that EAP professionals do not maintain regular ongoing contact with other EAP professionals. A fifth (31) of the respondents stated that they do. EAP practitioners need to share information about new developments and technologies with others in the field. They must also ensure that they participate in regular formal gatherings and meetings to share information and expertise as well as best practices. Maintaining regular contact with other professionals is also an essential aspect that allows practitioners to keep abreast of latest issues and methodologies in that particular field. If this philosophy is not adopted EAP practitioners in the DCS risk falling behind in terms of their knowledge and expertise, and consequently stagnate their development; the continual advance of the discipline depends on seeking opportunities to share information, debate and liaise with fellow professionals.

#### 4.27.12 Conclusions

Only a few EAP professionals maintain regular ongoing contact with other EAP professionals.

#### 4.28 Standard 26

**STANDARD (26)**

***“EAP professionals shall be informed of new developments within the discipline and encouraged to network with external bodies whose actions impact positively on EAP activities.”***

#### 4.28.1 Question 30

**30. In your Management Area do the EAP professionals network with external bodies which impact on EAP activities? (V62)**

#### 4.28.2 Findings

**Table 5.36 Networking with external bodies**

V62	Frequency	Percent
No response (.)	28	20.3
No (0)	75	54.3
Yes (1)	35	25.4
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

#### 4.28.3 Discussion of data

Thirty five (25.4%) of the HCCs indicated that EAP professionals in their Management Area networked with external bodies whose actions impact positively on EAP activities; while more than half (54.3%) did not agree. Twenty eight respondents failed to respond to this question. This question is very closely related to questions 27, 28 and 29. Networking with external bodies to induce professional development is crucial to the progress of the EAP. The EAPA SA standard adequately covers this question by indicating that EAP professionals should network with legislative, advocacy, financial, regulatory, business and academic institutions, EAPA SA (2005:25).

#### 4.28.4 Conclusions

One in four respondents indicated that EAP professionals networked with external bodies which impact on EAP activities.

#### 4.29 Standard 27

##### **STANDARD (27)**

***“EAP professionals evaluate the appropriateness, cost-effectiveness and efficiency of EAP operational activities.”***

##### 4.29.1 Question 31

**31. In your Management Area do the EAP professionals evaluate the appropriateness of EAP operational activities? (V63)**

##### 4.29.2 Findings

**Table 5.37 Evaluation of services**

<b>V63</b>	<b>Frequency</b>	<b>Percent</b>
No response (.)	30	21.7
No (0)	78	56.5
Yes (1)	38	21.7
n-138		
<b>(V) =Variable; (0) = No; (1) = Yes; (.) = No response</b>		

##### 4.29.3 Discussion of data

Seventy eight (56.5%) respondents answered “no” to the question whether EAP professionals evaluated the appropriateness of EAP operational activities while thirty eight (21.7%) answered “yes”. According to Emener, Hutchison and Richard (2003:303-305), as indicated in chapter four, programme evaluation data must be analysed to ensure that the programme can be updated and modified. The authors also state that programme evaluation is important for future services because:

- EAP practitioners can develop specialised client centred services
- EAP practitioners can offer a widening variety of services utilising specialised professionals to add value to programmes
- Multifaceted programmes depend on constant monitoring and evaluation

#### **4.29.4 Conclusions**

Only a small number of EAP practitioners evaluate the appropriateness of EAP operational activities.

### **5. SUMMARY OF QUANTITATIVE RESULTS**

The researcher believes that the defining question in the questionnaire submitted to all HCCs in the DCS is question 10, which requires the respondents to supply an answer whether they have sufficient EAP practitioners in their management areas. One hundred and twenty three (89.1%) of the respondents indicated that there were insufficient EAP practitioners in their management areas. Only 10.1% indicated that there are sufficient EAP practitioners in their management areas. As indicated earlier in this chapter, the researcher is of the opinion that the response to the question “Do the EAP professionals in your Management Area evaluate the appropriateness of EAP operational activities” is crucial in terms of this study. At the time of administering the questionnaires there were only 18 EAP practitioners left in the DCS. An overwhelming majority of HCCs indicated that this signified an insufficient quotient of EAP practitioners within the management areas. This response is further endorsed by the qualitative responses to this question where HCCs raised concerns about the insufficient number of EAP practitioners in the DCS. The researcher believes that the responses to all the questions were influenced by the fact that no EAP practitioners were operational in the majority of management areas. The researcher is also of the opinion that

respondents only answered positively when there was an EAP in that particular management area. The 18 EAP practitioners serviced only those correctional centres in their close proximity out of 230 correctional centres. This would mean that the majority of correctional centres could not be serviced by the EAP practitioners resulting in the negative responses by HCCs.

## **6. ANALYSIS OF QUALITATIVE DATA**

Gibbs (2007: 5) indicates that in the nomothetic approach to qualitative data analysis, the approach tries to show the commonality between people, events and settings and to explain them in terms of these common features. He also states that it is important to represent the views of participants and respondents as accurately as possible.

The questionnaires also contained sections where respondents were asked to motivate their answers. This qualitative response was analysed in this section. The researcher did not change the responses of the interviewees in any way and presented them as they were written in the questionnaires.

Ritchie (2003: 199) refers to the analysis of qualitative research as a challenging and exciting stage requiring a mix of creativity and systematic searching, a blend of inspiration as well as dogged detection. He also states that data reduction can be analytically categorised to subsume data under a wider array of possibilities. Ritchie (2003: 220) also indicates that a thematic framework should be used to classify and organise data into key themes, concepts and emerging categories. He goes on to say that data management may involve identifying themes, tagging the data, sorting the data and summarising or synthesising the verbatim data.



Creswell (2007: 39-40) indicates that we conduct qualitative research:

- when there is a problem to be explored
- to obtain a detailed understanding of the issue
- when we want individuals to share their stories
- when we want to understand the setting in which respondents address an issue

Creswell (2007: 148) states that data should be prepared and organised through a process of coding and then presented in figures, tables or a discussion. He also indicates that several general themes can be identified with sub-themes.

Willis (2007: 287) indicates that the process of data analysis and interpretation can be confusing. It may be difficult to get the right answer because there may be many right answers. It is also necessary to arrange the data in a way that is meaningful.

Gibbs (2007: 38) states that coding of data is necessary as it enables the researcher to index or categorise the text to establish a framework of thematic ideas. Responses can be counted and this can assist in the interpretation. There are many areas that can be coded and these may include:

- Specific acts or **behaviours** – what people do or say, opinions.
- States/**constraints** – general conditions experienced or found in organisations – apathy, resignation, and demotivation.
- Meaning – their **feelings**, blame, norms and values, Gibbs (2007: 47-48).

The researcher realises that colour coding the responses will certainly assist in deciphering the interpretation and has therefore decided to code all the responses that required the respondents to motivate their answers. Only questions 10, 18, 23 and 31 require respondents to motivate their answers. All responses to the above questions have been provided and

the researcher believes that it presents a better picture of the respondents' answers. It has also become obvious to the researcher that there may be more than one response to a particular question and the researcher has coded such responses as well. The researcher used the above areas to colour code the information presented in the questionnaires as follows:

- Specific acts or behaviours / statements
- States – general conditions experienced or found in the DCS
- Meaning – blame, norms and values of respondents.

### 6.1 Question 10

<p><b>10. Does your Management Area have an appropriate number of EAP professionals available to achieve the stated goals and objectives of the programme?</b></p> <p><b>10.1 Please motivate your answer</b></p> <p><b>All the comments listed below have not been altered in any way.</b></p>
<p>♦ The EAP professionals are employed and resign within no time in our area. Therefore they leave the management without any knowledge. As they are employed and resign, timeously it takes also to four years to have one and leave again without any achievements to show case the members.</p>
<p>♦ No EAP office in place as well no qualified EAP professionals.</p>
<p>♦ For almost four years there has been no EAP in our management area, whereas, there are critical situations that need such services. No EAP practitioner yet been appointed in our management area, to achieve the aims and objectives of the programme.</p>
<p>♦ No EAP practitioner in place currently.</p>
<p>♦ EAP is really needed in the DCS environment; therefore something must</p>



<p>be done to introduce its services.</p>
<p>♦ There is no EAP practitioner in the management area.</p>
<p>♦ No EAP practitioner</p>
<p>♦ We are not having any professional EAP in our centre/area. There is a need for EA programmes for our staff members.</p>
<p>♦ No EAP appointed.</p>
<p>♦ In our management are there is not even a single EAP practitioner employed there are the goals and objectives of this programme are not achieved.</p>
<p>♦ Just to tick "NO" because nothing I can say about something which does not exist.</p>
<p>♦ SADA management area does not have an EAP; we obtain the services of an EAP from another Management area.</p>
<p>♦ Only one EAP in the whole management area of which she has overloaded and cannot manage alone.</p>
<p>♦ Our management area is big the EAP, we have is one and the EAP services are utilized by the management area beyond.</p>
<p>♦ There is no EAP at this management area.</p>
<p>♦ NO EAP at all in this management area.</p>
<p>♦ No EAP in this management area.</p>
<p>♦ Available for the whole management area and the management consists of (12) twelve centres which is far away from each other. At least this management area need may be (3) three conditional EAPs so that they</p>

<p>can be accessible to the majority of our members.</p>
<ul style="list-style-type: none"> <li>◆ There are no EAP officials in my management area, even in regional office there are none.</li> </ul>
<ul style="list-style-type: none"> <li>◆ There are several EAP practitioners but they are not enough.</li> </ul>
<ul style="list-style-type: none"> <li>◆ We definitely need more EAP practitioners.</li> </ul>
<ul style="list-style-type: none"> <li>◆ We should have an EAP in every Management Area.</li> </ul>
<ul style="list-style-type: none"> <li>◆ The EAP practitioners are not replaced when they resign.</li> </ul>
<ul style="list-style-type: none"> <li>◆ We do not have enough but they do a very good job in our Management Area.</li> </ul>
<ul style="list-style-type: none"> <li>◆ There is only one EAP for the whole management area.</li> </ul>
<ul style="list-style-type: none"> <li>◆ Only one due to a shortage of Social workers.</li> </ul>
<ul style="list-style-type: none"> <li>◆ The EAP has just been appointed and he is to serve 6 (six) Centres.</li> </ul>
<ul style="list-style-type: none"> <li>◆ No EAP, this management area. Rely on other management areas for assistance.</li> </ul>
<ul style="list-style-type: none"> <li>◆ Over 900 officials in area one EAP can not address all officials' problems if correct referrals are in place.</li> </ul>
<ul style="list-style-type: none"> <li>◆ There is only one EAP that renders services to the whole Area, and some members are not aware of EAP services, so it needs to be marketed.</li> </ul>
<ul style="list-style-type: none"> <li>◆ We only have one EAP Practitioner for about 400 employees. That is not appropriate. The EAP also involved in other Ad-hoc tasks.</li> </ul>
<ul style="list-style-type: none"> <li>◆ One EAP per area, worked good previously.</li> </ul>
<ul style="list-style-type: none"> <li>◆ No EAP functioning in this management area.</li> </ul>
<ul style="list-style-type: none"> <li>◆ Just one EAP not clear to all officials that they can make use of the</li> </ul>



service. Not really assisting in workload situation. Conflict handling etc.
♦ There is no column to indicate where “I don’t know”.
♦ There is no EAP in our management area.
♦ Not even one EAP available.
♦ No EAP for the past two years.
♦ It is difficult for me to answer some of these questions because other information is new and unknown to me. I wish you can access this information to employers below the level of assistant director e.g Correctional Officer Grade III.
♦ No EAP available even those who were employed, resign immediately because payment of R15 700 is little to make a living in the department. The EAP is needed but it is a close book to many in DCS.
♦ No EAP available.
♦ There is no EAP in our management area, therefore EAPs must be employed within the management area.
♦ Management area has never had an EAP. We always encounter problems of officials need assistance of EAP and have to be referred to other management areas having such services of EAP.
♦ There is no EAP professional at all. Each time we have a problem that needs referral to the services of the EAP, we have to rely on other management area for help and they also complain that she/he is fully booked and cannot cover all the other areas.
♦ No EAP in the management area.
♦ Only one EAP in the management area.



♦	There is only one EAP who is also Asian and majority of members are African, this is a problem.
♦	We are in need of their service. They were here but just disappeared.
♦	The EAP professionals are employed and resign within no time in our area. Therefore, they leave the management without any knowledge. As they are employed and resign timeously it takes also to four years to have one and leave again without any achievement to show case the members.
♦	No EAP office in place and also no qualified EAP professionals.
♦	No EAP in place currently.
♦	For almost four years there has been no EAP in our management area, whereas, there are critical situations that need such service. No EAP professional has yet been appointed in our management area, to the aims and objectives of the programme.
♦	No EAP available.
♦	Currently this management area does not have an EAP professional.
♦	No EAP available at this management area.
♦	We rely on another management's EAP because we do not have our own EAP.
♦	No EAP official.
♦	Polokwane management area is small and one EAP manages effectively.
♦	Management area depends in Polokwane's EAP.
♦	We don't have EAP in the management area therefore we can not achieve any stated goal and objectives of the programme.

### **6.1.1 Discussion of data**

The first theme (what people do or say, opinions) that can be identified has been presented by the majority of respondents 22.5% (31) who indicated that no EAP Practitioners were employed within their Management Areas. Respondents also indicated that a need existed for an appropriate number of EAP practitioners in every management area. Reasons for not retaining EAP practitioners as well as possible solutions to inspire occupational permanence exemplified the second theme, namely general conditions experienced or found in organisations: apathy, resignation, and demotivation. Participants also indicated that EAP practitioners do not remain in the DCS because of poor remuneration, an aspect linked to the third theme influenced by their opinions, perceptions, norms and values.

### **6.1.2 Conclusions**

Management Areas do not have an appropriate number of EAP professionals available to achieve the stated goals and objectives of the programme.

### **6.1.3 Recommendations**

STANDARD (8)

An appropriate number and suitably qualified EAP professionals should be available to achieve the stated goals and objectives of the programme, EAPA SA (2005:14).

- Develop a retention strategy for the EAP
- Revise the remuneration structures for the EAP, EAPA SA (2005:25).

6.2 Question 18

<p><b>18. Does the EAP in your Management Area offer responsive intervention services for employees, family members and the organization in crisis situations?</b></p> <p><b>All the comments listed below have not been altered in any way.</b></p>
<ul style="list-style-type: none"> <li>◆ Ever since the introduction of EAP in this organization, there was never be an appropriate number in this management area except one EAP.</li> </ul>
<ul style="list-style-type: none"> <li>◆ Serious personal problems affect the daily business of Correctional Services very greatly.</li> </ul>
<ul style="list-style-type: none"> <li>◆ There is need for EAP intervention.</li> </ul>
<ul style="list-style-type: none"> <li>◆ The changes as a result of the transitional period, imposed critical negative impact on some of the individuals, groups as well as the organization.</li> </ul>
<ul style="list-style-type: none"> <li>◆ DCS is really in a crisis with the absence of EAP.</li> </ul>
<ul style="list-style-type: none"> <li>◆ No EAP in the management area.</li> </ul>
<ul style="list-style-type: none"> <li>◆ No EAP practitioner at Kirkwood.</li> </ul>
<ul style="list-style-type: none"> <li>◆ Since 2002 this management area does not appoint or did not make use of the services as outlined in the questionnaire. This services and policy does not reach this office and it is something new to me as H.C.C.</li> </ul>
<ul style="list-style-type: none"> <li>◆ There is no EAP in our area and there is a need for the intervention of EAP for our member, family and organization crises.</li> </ul>
<ul style="list-style-type: none"> <li>◆ No EAP in management area.</li> </ul>
<ul style="list-style-type: none"> <li>◆ Since we don't have EAP in our management area other problems probably minor cases are referred to the social workers or professional nurses.</li> </ul>



♦ The answers given to questions 13 and 16 are not certain; there is no option for “I don’t know”.
♦ No EAP in our centre.
♦ There is no EAP at this management area.
♦ We need one to be employed to help and assist officials.
♦ Yes the EAP offers responsive interventions services for employees only when requested to do so by the management. She is not always available to the members to determine their problems and assists them. She only responds when she is called by the management.
♦ No EAP professional available.
♦ The EAP helps the families as well as the members.
♦ Yes, they assist all of us including when we have problems with our families.
♦ They have even helped members of the community in an adjacent management area.
♦ They also help when there are problems in the Correctional Centres with members.
♦ Not known at this state.
♦ We don't have an EAP.
♦ Only one EAP official for 848 officials for the entire management area.
♦ That EAP Committee should be introduced immediately.
♦ There is no EAP in our management area.
♦ I could not answer the questions that I am not sure about them. Some of



<p>your questions are mainly directed to the Directors.</p>
<ul style="list-style-type: none"><li>◆ No EAP available.</li></ul>
<ul style="list-style-type: none"><li>◆ All could not happen if the EAP is not available.</li></ul>
<ul style="list-style-type: none"><li>◆ Our organization is in crisis as is in need of EAP to help officials in need of their services.</li></ul>
<ul style="list-style-type: none"><li>◆ Same as stated herein above. As a result all the other problems relating to the EAP do not received the desirable attention.</li></ul>
<ul style="list-style-type: none"><li>◆ Management area does not have EAP.</li></ul>
<ul style="list-style-type: none"><li>◆ Ever since the introduction of EAP in this organization, there was never be an appropriate number in this management area except one EAP.</li></ul>
<ul style="list-style-type: none"><li>◆ Serious personal problems affect the daily business of Correctional Services very greatly.</li></ul>
<ul style="list-style-type: none"><li>◆ There is a need for EAP intervention.</li></ul>
<ul style="list-style-type: none"><li>◆ The changes as a result of the transitional period, imposes critical negative impact on some of the individuals, groups as well as the organisation.</li></ul>
<ul style="list-style-type: none"><li>◆ It is much difficult to answer properly on questions because our management area does not have any EAP.</li></ul>
<ul style="list-style-type: none"><li>◆ The mere fact that this area has no EAP it is a great crisis.</li></ul>
<ul style="list-style-type: none"><li>◆ Currently these services are not in place, because we do not have an EAP.</li></ul>
<ul style="list-style-type: none"><li>◆ No EAP available.</li></ul>
<ul style="list-style-type: none"><li>◆ The intervention services are not timeous because the EAP has to be “borrowed” from another management area. A lot of problems remain</li></ul>

unattended.

- ♦ **No EAP official.** There is no proper plan put in place to address those problems **as there is no EAP.**

### 6.2.1 Discussion of data

Respondents found it difficult to answer the question because of the unavailability of EAP practitioners in many management areas. Only 30.43% (42) respondents answered this question. Sixteen (16) respondents indicated that no EAP Practitioners were employed in their management area, a phenomena linked to the second theme – (states / constraints – general conditions experienced or found in organisations – apathy, resignation, and demotivation). Individual respondents indicated a need for EAP services, which emphasised the second theme (specific acts or behaviours – what people do or say, opinions). The third theme (meaning – their feelings, blame, norms and values) indicated in the statement by respondents – that EAPs were available and provided the necessary services.

### 6.2.2 Conclusions

In the majority of management areas the EAP failed to offer responsive intervention services to assist employees, their family members and the organization in crisis situations. .

### 6.2.3 Recommendations

STANDARD (8)

An appropriate number and suitably qualified EAP professionals should be available if the stated goals and objectives of the programme are to be achieved, EAPA SA (2005:14).

STANDARD (15)

The EAP would offer responsive intervention services for employees, their family members and the organization in crisis situations, EAPA SA (2005:18).

- Determine the number of EAP practitioners required in relation to distances they would need to travel as well as management areas they would serve.
- Appoint EAP practitioners within all Management Areas.

### 6.3 Question 23

<p><b>23. In your Management Area does the EAP professional consult with the organization when developments and events, such as retrenchments or restructuring, impact on employee well-being and fall within the EAP and the EAP professional's area of expertise</b></p> <p><b>All the comments listed below have not been altered in any way.</b></p>
<p>♦ <b>No EAP practitioner at our Management Area.</b></p>
<p>♦ <b>No EAP practitioner no questions can be positive</b></p>
<p>♦ <b>The last one I know of was at another Management Area.</b></p>
<p>♦ <b>There is no EAP at this management area.</b></p>
<p>♦ <b>Yes EAP consults with organization when she is informed by the employee about the problem, but in most cases EAP only intervene on request.</b></p>
<p>♦ <b>Referrals are done to external role players</b></p>
<p>♦ <b>The EAP follows all cases.</b></p>
<p>♦ <b>All those who are referred to people outside are asked for reports.</b></p>



♦	The EAP practitioners help us to get back to our jobs as well as with difficult supervisors.
♦	Some of the things are not done due to the fact that the EAP only started from 1 <sup>st</sup> July 2007.
♦	The EAP has just been appointed, she has not yet started with many activities
♦	No EAP in the management Area .
♦	Marketing of EAP services still needs more attention in order for DCS officials to have a better knowledge of about EAP awards
♦	I do not have information regarding the responsibilities and implementation plan of the EAP
♦	No EAP in our management.
♦	No EAP available at management area.
♦	No EAP
♦	We always get reports from those we are sent to outside.
♦	On EAP services we rely on other areas which are ineffective.
♦	The absence of a full time EAP impacts negatively on all programs.
♦	No EAP official
♦	It is important that the identified personnel who are getting on pension be timeously prepared about the management of monies.
♦	Those activities are not taking place because there is no EAP.

### **6.3.1 Discussion of data**

Respondents found it difficult to answer the question because of the unavailability of EAP practitioners in many management areas; the question is linked to theme two (states/ constraints – general conditions experienced or found in organisations – apathy, resignation, and demotivation.) Several of the respondents indicated that no EAP practitioners were employed within their management areas. Respondents who answered the question in the affirmative indicated that the EAP practitioners only provided limited consultancy – linked to theme three (meaning – their feelings, blame, norms and values.)

### **6.3.2 Conclusions**

Due to the fact that an inadequate number of EAP practitioners are in the employ of the DCS consultation with the organization when developments and events, such as retrenchments or restructuring, impact on employee well-being could prove challenging if these issues do not fall within the EAP professional's area of expertise.

### **6.3.3 Recommendations**

#### **STANDARD (8)**

An appropriate number and suitably qualified EAP professionals should be available to achieve the stated goals and objectives of the programme, EAPA SA (2005:14).

#### **STANDARD (20)**

The EAP professional would consult with the organization when developments and events, such as retrenchments or mergers, impact on employee well-being and fall within the EAP and the EAP professional's area of expertise, EAPA SA (2005:24).

6.4 Question 31

31. In your Management Area do the EAP professionals evaluate the appropriateness of EAP operational activities?

All the comments listed below have not been altered in any way.

- ◆ We are in need of their service. They were here but just disappear.
- ◆ This institution is having a serious problem with regard to non-existence of EAP. Member need to be assisted in terms of dealing with personal, family and organizational problems. Your urgent intervention in this regard will be highly appreciated.
- ◆ If the EAP professionals can be employed and stay may be their duties can be understood by personnel and proper records for reference purposes can also assist to understand the concept otherwise we refer their duties to the available social workers, preferable this must be phased out and these services transferred to the social workers as it seems their duty is occasional that is why they result to resign from the department.
- ◆ Currently there is no EAP qualified professionals available in our management area and there is definitely a need for EAP professionals.
- ◆ The urgent appointment of EAP professional could come to the rescue of the situation. The escalating demotivation and stress on the correctional officials impose a negative impact on their level of performance, which at the end of the day result in non-compliance.
- ◆ The area does not have EAP. We are having staff that need the services of the person, but unfortunately do not get help. They go outside to get therapy, and at times it is difficult to make follow-up on the officials progress. The area had EAP, but is gone. Reasons were amongst other; Salaries. The area is desperately in need of the therapist.



- ◆ DCS must do something to reintroduce the services of EAP.
- ◆ Since members need the assistance of such services, therefore it is a matter of urgency that these source skills have to be employed. Management will also appreciate these service members who make use of alcohol and other related toxic drugs will now referred to these practitioners instead of let them go do whatever they like. Please employ these EAP and may be the moral of members can be uplifted.
- ◆ The EAP should provide regular training for managers and staff in the management area.
- ◆ In our area we are not having an EAP and there is a need for EA programmes for our members. The intervention of EAP is very important to address the family, members, problems as well as organizational crisis.
- ◆ No EAP appointed for our management area.
- ◆ The EA programme is very important and essential in an organization like Department of Correctional Services whereby staff members are exposed in stressful situations in their daily work performance specifically those working in Correctional Centre level. DCS should consider EAP practitioner as essential service required for staff members, and should ensure that these professionals are employed in all management areas and strategies to attract them to the Department and to keep them in a place such as employing them in higher level and with better salary package.
- ◆ Instead of commenting I can just suggest that our management area may have at least one EAP because there is a need for such members and their problems with families and even at work. Social workers and professional nurses can do but minimal according to their scope of



<p>practice. We really in need of one EAP may be if we do have members will not perform duties as they are doing now, absenting themselves without any reasons and even coming on duty drunk.</p>
<ul style="list-style-type: none"> <li>◆ There is no EAP in the management area.</li> </ul>
<ul style="list-style-type: none"> <li>◆ It is difficult to answer the questions since a short time the EAP arrived in our management area and at this moment the EAP is not around has gone for maternity leave so I can't answer all the questions.</li> </ul>
<ul style="list-style-type: none"> <li>◆ No EAP in our centre</li> </ul>
<ul style="list-style-type: none"> <li>◆ I simply answered only those that I know. We are not involved in her work we only attend the programmes given to us by her.</li> </ul>
<ul style="list-style-type: none"> <li>◆ This type of survey is very important to the organization in order to assess and evaluate the suitability of the employees in their work situation, most particularly after these dramatic changes that have positively and negatively affects people's or employees performance standard. Some employees seemed to be reluctant to shift from their legend of the past as they refuse to accept responsibility while they are also hard nut to crack to those who accept responsibility and that creates a stressful situation to those who are at leading positions.</li> </ul>
<ul style="list-style-type: none"> <li>◆ Our management area is in need of EAP practitioner, we have a few officials with problems that require the intervention of the EAP practitioner.</li> </ul>
<ul style="list-style-type: none"> <li>◆ Please take note that all the questions are "NO" due to the fact that the EAP position was vacant since 2003/12/31. Than it was filled on 2005/11/01, but vacant on 2005/11/04 to date. Entry salary level at DCS is too low = level 8. Other departments offer them level 9 car allowance. There is a need for an EAP. In view of all reasons supra it is recommended to review the salary package of EAP in order to keep them</li> </ul>



<p>within DCS.</p> <ul style="list-style-type: none"><li>◆ There is no EAP professional in our management area.</li></ul>
<ul style="list-style-type: none"><li>◆ There is a need for EAPs in my management area, because our area is one of the biggest management areas in the Eastern Cape Province. My centre only has at least two hundred and seventy (270) members which really some of them need the EAP services.</li></ul>
<ul style="list-style-type: none"><li>◆ The EAP for this management area resigned long time ago and ever since the vacancy was never filled.</li></ul>
<ul style="list-style-type: none"><li>◆ Shortage of EAP in my management area is identified as a serious urgent need. Presently in my centre some members are suffering from emotional and psych-social stress and due to the need for consultation are referred to social workers in the centre. It is advisable that the Department may make use of Head-hunting strategy including internal social workers to deal with the shortage and avoid losing members due to illnesses and other forms of stress experienced.</li></ul>
<ul style="list-style-type: none"><li>◆ I am writing as a Head of the Centre which is a Female Centre (Centre of Excellence). We do not have an EAP member at our area centre. I am of the opinion that it is of utmost importance to have such services at our area especially at our centre which is a Centre of Excellence. We are having members that are experiencing drinking problems (alcohol), financial problems, and marital problems and also some who are being off duty for long periods etc. In order for our Department to keep EAPs I would suggest that we need to look at their benefits especially their salaries to be competitive. I therefore fully support the idea of having EAPs as soon as possible.</li></ul>
<ul style="list-style-type: none"><li>◆ Questions 27 and 31 are not answered due to the fact that the EAP practitioner is not available at work to inform me whether she doing or not</li></ul>



	doing activities that are mentioned there. I have tried to consult her but I could not get hold of her as she was on leave.
♦	There is a need for EAP professionals in DCS but we are none in our management area as well as in Regional office. Currently we are making use of external role players.
♦	Members were not orientated about EAP in our institution. The employees know nothing about EAP were never visited even the word "EAP" is new to them.
♦	The EAP provide a fantastic service for our families.
♦	There are not enough EAP practitioners in our Region.
♦	Our Management simply does not care for the members.
♦	The EAP is vital for our wellbeing but the regional office does not do enough to help us.
♦	The regional Head Corporate Services is only concerned with issues that he likes or people that he likes and does not support the EAP.
♦	We have only one EAP professional who is overworked as she is expected to deal with +/- 1000 officials alone.
♦	The EAP has just been appointed; she has not yet started with various activities.
♦	The EAP in our management area fairly new, in my view, still trying to get her footing right. Therefore there is not much that could be said about her, however, with regard to a case that she had been dealing with one cannot complain.
♦	No EAP in the management Area and as such we have to rely on other



	<p>management area. EAP is available on a request and will attend to our request if he/she is available and he is committed from his/her management area.</p>
♦	<p>The EAP available should be utilized optimally. EAP Committees should be introduced as prescribed. Policies and guidelines to EAP operations should be accessible. Management should ensure that EAP service are utilized to the best interest of employees and DCS</p>
♦	<p>EAP services are not known to members and are not accessible. The services need to be marketed to the members. Members should know which cases should be referred to the EAP and whether they can refer themselves or what.</p>
♦	<p>There is a need for an additional EAP professional</p>
♦	<p>Currently no EAP functioning in our management area to private practitioners. EAP in other management area</p>
♦	<p>Most of the questions are difficult to answer as I do not have enough information about the EAP</p>
♦	<p>There is a shortage of EAP officials; some resources are not up to date. Schedule of the available official is so tight-up, is difficult to can provide or deliver services at ease.</p>
♦	<p>It is better that EAP can provide our members with training</p>
♦	<p>In our management area there is no EAP professionals those we had resigned. It is therefore very difficult to answer the questions.</p>
♦	<p>Please be advised that officials are in need of the EAP as they are having a lot of personal problems that even affects their work environment. An immediate attention is needed.</p>



- ◆ No comments because there is no EAP available and no attempt made by A/C to advertise the EAP posts
- ◆ No EAP available. This is a great concern as such services are needed as I believe that disciplinary procedures are not the only remedy to solve problems when dealing with staff.
- ◆ It is puzzling that we are expected to comment about the EAPs services yet we do not have one and for a year people are demanding that one should be employed and no one listens.
- ◆ The main problem is that there has been no EAP for the past 1 or 2 years in this management area.
- ◆ There is no EAP available within the whole management area.
- ◆ DCS must have to try by all means to employ EAP professionals in each management area and in bigger centres such as Westville, Pietermaritzburg, Empangeni, to each centre as there are mainly officials who are in urgent need of the services or EAP and their salaries must also be revised in order to prevent them from being resigning and accept appointments to other departments or private organization.
- ◆ Most answers in this questionnaire have been in the negative simple, because in our management area there is no EAP professional available. In the circumstances it becomes extremely difficult to respond to questions relating to the services of the EAP when we have now at our disposal. While the services of the EAP may prove to be vulnerable to the members and their immediate families. This dream is far from being realized in remote management areas such as ours. We hope, however that with the passage of time our lot will improve and we shall be able to attract these professionals in the future.

♦	I feel correct placement is vital; placing an Asian EAP in a black dominated area to me is a bit awkward. I think it is important to consider needs of the people.
♦	This type of survey is very important to the organization in order to assess and evaluate the suitability of the employees in their work situation, most particularly after these dramatic changes that have positively and negatively affects people's or employees performance standard. Some employees seemed to be reluctant to shift from their legend of the post as they refuse to accept responsibility while they are also hard nut to crack to those who accept responsibility and that creates a stressful situation to those who are at leading positions.
♦	There has been information concerning EAP discriminated to the exiles.
♦	This institution is having a serious problem with regard to non-existence of EAP. Member need to be assisted in terms of dealing with personal, family and organizational problems. Your urgent intervention in this regard will be highly appreciated.
♦	If the EAP professionals can be employed and stay maybe their duties can be understood by personnel and proper records for reference purposes can also assist to understand the concept otherwise we refer their duties to the available social workers. Preferable this must be phased out and these services transferred to the social workers as it seems their duty is occasional that is why they result to resign from the department.
♦	Currently there is no qualified EAP professional available in our management area and there is definitely a need for EAP professionals.
♦	The area does not have EAP. We are having staff that need the services of the person, but unfortunately do not get help. They go outside to get

<p>therapy, and at times it is difficult to make follow-up on the officials progress. The area had EAP, but is gone. Reasons were amongst others: salaries. The area is desperately in need of the therapist.</p>
<ul style="list-style-type: none"> <li>◆ It was not easy to respond to most of the questions e.g. questions 9-31 because almost all the questions were related to the availability of the EAP in the management area therefore it was difficult to respond to the questions because <b>currently we do not have an EAP in our management area.</b> When attending to other questions one was confuse not knowing what to say “Yes or No” because the question is asking directly about EAP professionals of which does not exist in our management area.</li> </ul>
<ul style="list-style-type: none"> <li>◆ Nothing mere than already mentioned.</li> </ul>
<ul style="list-style-type: none"> <li>◆ <b>It is difficult to answer these questions, due to the fact that we do not have an EAP professional.</b></li> </ul>
<ul style="list-style-type: none"> <li>◆ <b>The responses provided may seem contradictory mainly because there is no EAP at present.</b> It would be appreciated if the Department can consider placing an EAP at each Correctional Centre to address official's problems and challenges. Many a time, when the EAP finally arrives, it is already too late for professional assistance. The stress level that Correctional officials have deal with on daily basis, requires that an EAP be handy at all times. The EAP should also be well marketed to ensure that officials are conversant with the roles and boundaries of the EAP.</li> </ul>
<ul style="list-style-type: none"> <li>◆ <b>In this management area there is no EAP at all.</b> There is a need of the person of this calibre as people need his/her professional work.</li> </ul>
<ul style="list-style-type: none"> <li>◆ <b>No EAP official.</b></li> </ul>
<ul style="list-style-type: none"> <li>◆ The post level of the EAP should be revised to enhance trust at all level from ASD to Director. It has been identified that only two EAP against</li> </ul>

nine management area under LMN Region would impose a concern since we are working at an effective improved of wellbeing of members. It is therefore imperative that a retention strategy be formulated as a matter of urgent. DCS should take the welfare of its officials seriously.

- ◆ There is a crisis in our management area because there is no EAP. We only rely on the EAP from Polokwane management area. It took some months for him to come and assist us when there is a problem. There is no proper ways to help our officials who need the assistance of EAP.

#### 6.4.1 Discussion of data

Respondents found it difficult to answer the question because of the unavailability of EAP practitioners in many management areas (Theme one - specific acts or behaviours – what people do or say, opinions.) While respondents agreed that an urgent need exists to employ EAP practitioners, they seemed frustrated at the slow pace EAP practitioners were being recruited (theme three meaning – their feelings, blame, norms and values). Respondents reflected on the poor salaries that EAP practitioners received in the DCS and indicated that this could be the main reason why EAP practitioners tended to move to other departments (theme two - states/constraints – general conditions experienced or found in organisations – apathy, resignation, and demotivation).

#### 6.4.2 Conclusions

EAP professionals do not evaluate the appropriateness of EAP operational activities.

#### 6.4.3 Recommendations

STANDARD (27)



EAP professionals evaluate the appropriateness, cost effectiveness and efficiency of EAP operational activities, EAPA SA (2005:30).

The Department may make use of the head-hunting strategy including the utilisation of internal social workers to deal with the shortage of EAP practitioners

- Advertise all financed posts as soon as they become vacant.
- Develop a proper retention strategy as well as a career path for the EAP.

## **7. SUMMARY OF QUALITATIVE RESULTS**

The Qualitative data gives us a strong indication of what the conditions are within the Correctional Services environment in relation to the implementation of the Employee Assistance Programme. The data collected also presents a picture of the relevance correctional officials attach to the EAP. The data presented was coded, summarised and linked to respective standards thereby providing patterns, conclusions and reasons for the implementation or non-implementation of the EAP within the Management Areas. One specific theme that has emerged is the lack of practitioners in the different areas. Respondents reflected on the poor salaries that EAP practitioners receive in the DCS and that inadequate remuneration may be the main reason why EAP practitioners transferred to other departments in accordance with theme two - states/constraints – general conditions experienced or found in organisations – apathy, resignation, and demotivation. Participants indicated that EAP practitioners tended to resign from their post in the DCS because of poor salaries, which is linked to the third theme - their feelings, blame, norms and values.

## 8. ANALYSIS OF QUALITATIVE DATA FROM FOCUS GROUPS

As was explained in par. 8.1 of Chapter 1 of this report, data was also collected through means of the participation of the researcher in a series of Focus group discussions. The Focus group consisted of members of the Workgroup for EAPA-SA standards and as a sub-committee of the EAPA-SA Board. The inclusion of the revised standards occurred as the thesis was nearing completion 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. The researcher has been an integral part of the EAPA-SA standards revision committee. The committee, consisting of Professor Lourie Terblanche, Kelly Manzini, Radhi Vandayar, Thiloshni Govender, Godfrey Chabalala (convenor of the Committee) and the researcher, had been tasked with the process of revising the standards for South Africa. The research undertaken in this study as well as all the recommendations listed in this chapter were consolidated and used in the brainstorming exercise to facilitate the improvement of the standards during focus group discussions (FGD).

The FGD method was carried out by six persons guided by Godfrey Chabalala. Group members talked freely and spontaneously about ways to revise the EAPA SA standards document. A FGD is a qualitative method and its purpose is to obtain in-depth information on concepts, perceptions and ideas from the group. The FGD aimed to be more than a question-answer interaction. The idea was that group members would discuss the standards amongst themselves, with guidance from the facilitator.

“Focus group interviews or discussions are a research technique that collects data through group interaction on a topic determined by the

researcher. They are best suited to exploratory, formative, or process evaluation research. Both as a single method and in combination with other research methods such as individual interviews or surveys, focus group discussions are particularly useful where prior empirical evidence and resources are limited. Focus group discussions are applied widely across the social sciences, as well as in commercial market research and by public and non-profit organizations. Their application as an extension tool to facilitate needs assessment, increase awareness in programme development and evaluation, and to make possible change processes less common. Despite certain limitations, the focus group approach proved adequate for this dual research and extension project and the under-researched and underserved area of personnel management in small business,” (Bitsch, 2004: 461-469).

The numbering that follows has been adapted from the standards document. The original standards document has formed the basis for the revision. It should also be noted that changes were not made to all the standards. At the onset of the panel discussions it was decided to adapt the existing standards for South African conditions. The researcher believes that the Standards document is very well crafted and it lays out in detail the crucial elements of an EAP. The researcher also maintains that the standards assist EAP practitioners in their focus on dealing with the troubled employee to ensure that productivity is not compromised. The EAP Standards also assist the EAP practitioners to position themselves in an organisation to improve the functioning of the workplace. The standards also assist the EAP to ensure that quality EAP services are provided, that there is continuous quality improvement and that services are evaluated and monitored. The researcher is also of the opinion that the set of Standards are limited in that they do not focus as much on the proactive prevention of problems that hamper productivity. Oher

(1999:161) indicates that performance measures for benchmarking EAP practitioners can be selected against the following criteria:

- Tracking core activities of EAP work
- Calculating the impact
- Deriving information from process data that is readily available
- Standardisation
- Applicability to a wide variety of programmes

The researcher believes that the Standards can also serve the above purposes as well as assist EAP professionals in managing issues according to prescribed guidelines.

#### **SCHEDULE OF FOCUS GROUP DISCUSSIONS**

DATE	MONTH	VENUE	TIME
11	March 2009	University Of Pretoria, <b>HSB 13-31</b>	14:00 – 17:00
09 – 10	June 2009	University Of Pretoria, <b>HSB 13-31</b>	09:00 – 17:00
30	July 2009	University Of Pretoria, <b>HSB 13-31</b>	09:00- 17:00
06 - 08	August 2009	University Of Pretoria, <b>HSB 13-31</b>	09:00 – 17:00
07	August 2009	University Of Pretoria, <b>HSB 13-31</b>	09:00 – 17:00
08	September 2009	University Of Pretoria, <b>HSB 13-31</b>	09:00 – 17:00



## REVIEW OF EAPA-SA STANDARDS: MARCH 2009 PROJECT LIFE- CYCLE

### STAGE 1

#### INPUTS GATHERING

- Invite Individual comments
- Desk top study
- Compile working documents for circulation

### STAGE 2

#### RESEARCH & INPUTS CONSOLIDATION THROUGH FOCUSED GROUP DISCUSSIONS

- Website Survey
- Comments by international experts
- Focussed group discussions at arranged meetings

### STAGE 3

#### EDITING AND PROOF READING

- Circulation of document amongst committee members
- Professional editing

### STAGE 4

#### PRINTING AND PUBLICATION

- Printing of Standards for use

### STAGE 5

#### FIRST LAUNCH OF THE STANDARDS

- Presentation of final draft at conference
- Focus discussions





EAPA-SA DETAIL OPERATIONAL PROJECT PLANNING 2009  
STAGE 1: INPUTS GATHERING

STRATEGIC GOAL	STRATEGIC OBJECTIVE	DELIVERABLES FOR THE OBJECTIVE	ACTIONS PER OBJECTIVE	RESPONSIBLE PERSON	MONITORING AND EVALUATION	TARGET DATE
Develop and provide EAPA-SA quality services and products	Provide EAPA-SA services and products to internal clients (Constitution, Standards and Ethics).	Review of EAPA-SA Standards (aligned with the current market expectation) by August 2009.	1. Distribution of student work/assignment to assist with Desk top study.	Prof. Terblanche	Assignments distributed	27/03/09
			2. Invite Individual comments on current standards	Chabalala T.G to circulate standards document	Standards circulated for comments	16-27/03/09
			3. Compile the working document and circulate it with set time lines	Task Team	Working document circulated	15/06 to 15/07 09
			4. Arrange with different Chapters to conduct standards review sessions.	Task Team		
			5. Seek sponsorship to fund the project.	Mr. Glen Blackadder	Availability of sponsorship	27/03/09
			6. Invite comments on the current standards from all 15 Service Providers.	Mr. Glen Blackadder	Invitation sent	10/03/09

STAGE 2: RESEARCH AND INPUTS CONSOLIDATION

STRATEGIC GOAL	STRATEGIC OBJECTIVE	DELIVERABLES FOR THE OBJECTIVE	ACTIONS PER OBJECTIVE	RESPONSIBLE PERSON	MONITORING AND EVALUATION	TARGET DATE
Develop and provide EAPA-SA quality services and products	Provide EAPA-SA services and products to internal clients (Constitution, Standards and Ethics).	Review of EAPA-SA Standards (aligned with the current market expectation) by August 2009.	1. Conduct Website Survey: <ul style="list-style-type: none"> <li>▪ Staffing ratio</li> <li>▪ Preventative Approach</li> <li>▪ Wellness</li> <li>▪ Wellness</li> <li>▪ Integration (OHS, Critical scene management, HIV and AIDS)</li> <li>▪ Positioning</li> </ul>	Prof. Terblanche & Thiloshni Govender	Survey results availability	04 May 2009



			2. Circulate working document to Chapters, industry experts and Service Providers	Chabalala T.G to circulate standards document	Working document circulated.	15 June- 15 July 2009
			3. Consolidation of inputs by all Board members	All Board members	Inputs consolidated	15 June 2009
			4. Seek comments from international experts	Prof. Terblanche	Available comments by experts.	15 July 2009
			5. Receiving final inputs	Task Team	Received inputs.	15 July 2009

### STAGE 3: EDITING AND PROOF READING

STRATEGIC GOAL	STRATEGIC OBJECTIVE	DELIVERABLES FOR THE OBJECTIVE	ACTIONS PER OBJECTIVE	RESPONSIBLE PERSON	MONITORING AND EVALUATION	TARGET DATE
Develop and provide EAPA-SA quality services and products	Provide EAPA-SA services and products to internal clients (Constitution, Standards and Ethics).	Review of EAPA-SA Standards (aligned with the current market expectation) by August 2009.	1. Convene Task Team meeting to consolidate all inputs	Chabalala T.G	Minutes and inputs by Task team meeting	27-28 July 2009
			2. Editing and proof reading the document	Editors	Standards edited.	07 August 2009

### STAGE 4: PRINTING AND PUBLICATION

STRATEGIC GOAL	STRATEGIC OBJECTIVE	DELIVERABLES FOR THE OBJECTIVE	ACTIONS PER OBJECTIVE	RESPONSIBLE PERSON	MONITORING AND EVALUATION	TARGET DATE
Develop and provide EAPA-SA quality services and products	Provide EAPA-SA services and products to internal clients (Constitution, Standards and Ethics).	Review of EAPA-SA Standards (aligned with the current market expectation) by August 2009.	1. Printing and Publication	Prof. Terblanche	Standards printed and available.	14 – 15 August 2009

### STAGE 5: LAUNCH OF THE STANDARDS

STRATEGIC GOAL	STRATEGIC OBJECTIVE	DELIVERABLES FOR THE OBJECTIVE	ACTIONS PER OBJECTIVE	RESPONSIBLE PERSON	MONITORING AND EVALUATION	TARGET DATE
Develop and provide	Provide EAPA-SA services and	Review of EAPA-SA Standards	1. Launching at the conference	Prof. Terblanche	Standards launched.	27 September 2009

EAPA-SA quality services and products	products to internal clients (Constitution, Standards and Ethics).	(aligned with the current market expectation) by August 2009.	2. Conduct parallel workshop stream at the conference	Chabalala T.G T. Govender	Workshop conducted.	27- 29 September 2009
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Resolutions of meeting:

- Combine all the Networking aspects in the document into one section
- Synchronise all the standards sections for making it accessible in EAPA-SA website so that delegates can gain access to the data before the conference to facilitate effective discussion.
- Prepare PowerPoint presentation on the revised standards and circulate to the entire Task Team members to facilitate preparation before the Annual conference.
- Development of Annexure to the standards
- Printing and publication of the standards will only take place after the conference.
- The revised standards were presented and final inputs and comments captured in the document.
- The parallel sessions on the 29<sup>th</sup> September 2009 at the conference should be brought to one room to allow for more discussions and other Task Team members to form part thereof.

## 9. SUMMARY OF QUALITATIVE RESULTS FROM THE FOCUS GROUP DISCUSSIONS

The results of the Focus group discussions are presented as the 3<sup>rd</sup> edition of the Standards for Employee Assistance Programmes in South Africa – by the EAPA South Africa Branch. See Annexure A to this report.



## **CHAPTER 6: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **1. INTRODUCTION**

The EAP model, which has been in existence in the DCS since 2000, has not been formally evaluated according to the EAPA SA standards. The EAPA SA standards are the benchmark against which all EAPs in South Africa should be measured. The researcher decided to utilise this standard to determine whether the EAP in the DCS was functioning according to standard.

It has been stated in this research document that the work environment within the DCS is undergoing change; however, the downside of the transformation is that while employees are confronted with increasing challenges and demands to inspire improved efficiency, opportunities to exercise managerial control or support is lacking. Albeit, employee participation in the workplace has changed from diminished participation in the past to an active role and involvement in the workplace.

The role of workers within the DCS changed after the demilitarisation of the workplace along with the needs of the employees. The changing work environment placed different demands on employees as described in the Jali Commission report. The challenge for the DCS Employee Assistance Programme (EAP) is to meet both the changing needs of the workers parallel to the demands of the changing work environment, to establish a comfortable fit. The researcher decided to utilise a questionnaire based on EAPA SA standards to evaluate whether the DCS EAP was performing according to the benchmark set by the standards.

The study was conducted by targeting the Heads of Correctional Centres to complete the questionnaire. Personnel at The Department of Statistics at the University of Pretoria, under the leadership of Professor Smith and

Dr. Mike van der Linde, assisted with the data processing to achieve a quantitative analysis.

The following information in this chapter will include a consolidation of each chapter followed by conclusions and recommendations.

## **2. CHAPTER 1: GENERAL ORIENTATION TO THE STUDY**

### **2.1 Consolidation**

Chapter 1 provides a general orientation to the study as well as the researcher's rationale of and structure for the research. The following issues were highlighted in chapter 1:

- The global EAP perspective
- A South African EAP perspective
- The DCS EAP perspective
- Factors contributing to work stress in the DCS
- EAPA SA standards
- The motivation for the study
- Problem formulation
- Purpose goals as well as objectives for the study
- The research question, approach and type of research
- The research design as well as data collection
- Pilot study
- Ethical considerations as well as definitions of key concepts

The motivation for the study is based on the fact that the DCS needs to evaluate its EAP model as it has never been evaluated since inception in the late 1990's. The researcher therefore adhered to the EAPA SA standards to benchmark the EAP in the DCS in this study.

## 2.2 Conclusions

From chapter 1 it is clear that:

- limited research on the EAP within the broader Public Service and specifically on the EAP in the DCS has been undertaken to date; in addition, the establishment of the EAP in the DCS has been the forerunner for the establishment of EAPs in the broader Public Service in South Africa but not much of the information has been documented or explored.
- the decision to use both qualitative as well as quantitative research methods may have been too broad as the scope of work has been extensive. This aspect will be elaborated on in the section that discusses the limitations of the study. The decision to utilise both research methods was based on the need to document the establishment of the EAP in the DCS as well as benchmark the standards. This objective has been partially successful.
- this study can lay the foundation for the EAP profession especially in the evaluation of EAPs in South Africa using the EAPA SA standards as the benchmark. The data collected can also add value to the Social Work profession in which all the EAPs in the DCS have been practicing.
- the South African perspective, as contained in limited research, is marginally different from the international perspective owing to the impact HIV/Aids has had on the profession.
- this study can also benefit EAPA SA in revising the standards document.

## **2.3 Recommendations**

- Utilise the research findings to inform HR policies in the DCS.
- Utilise the research findings to revise the EAPA SA standards document.
- Conduct an extensive qualitative analysis of the development and implementation of the EAP in the DCS.

## **3 CHAPTER 2: LITERATURE REVIEW - THE EMPLOYEE ASSISTANCE PROGRAMME**

### **3.1 Consolidation**

This literature review epitomises a retrospective analysis of developments in the EAP industry by initially focussing on the most modern interventions and the origins as a subsequent focal point. The literature review also attempts to focus on existing standards associated with these interventions and benchmarks during the evolution of the EAP. This chapter also places the EAP in perspective according to national and international trends, which provides the context within which EAPs have developed both within South Africa and in other countries.

In this chapter, the researcher also discusses the value of the EAP especially in relation to behaviour risk management and the strategic positioning of the EAP in an organisation. The training of EAPs and their role in comprehensive wellness programmes are also highlighted. Occupational social work and its links to the EAP in countries such as the United States, Australia, Ireland, India and South Africa are explored. South African legislation is mentioned to provide the legal perspective in the country.

Different models of the EAP together with EAP core technology concluded the chapter.

### **3.2 Conclusions**

- There is a need for quantitative research on the effectiveness of EAPs in both the public and private sectors in South Africa.
- The EAPA SA standards are the benchmark for the EAP profession in South Africa but both qualitative as well as quantitative research is very limited and almost non-existent.
- The development of the EAP in South Africa has been influenced by the development of the EAP in the United States but has also evolved differently.

### **3.3 Recommendations**

- There is a need for more research on the EAP profession in South Africa because much of the research literature is from other countries.
- There is a need for magazines and journals to publish articles, interviews and case studies on EAP models as well as feedback from South African authors on the development of Standards. The researcher is of the opinion that media exposure is essential since the EAP field has evolved differently in South Africa compared to other countries.
- There is a definite need for more quantitative research on the EAP profession in South Africa.
- The role that HIV/Aids has played in the evolution of EAP in South Africa needs to be documented in the same way as occupational alcohol programmes have contributed to the development of the EAP in the United States.

#### **4. CHAPTER 3: DEVELOPMENT OF EAP IN DCS**

##### **4.1 Consolidation**

Chapter three focuses on the evaluation of the EAP in the DCS, which includes a systematic collection of information about that programme. The researcher focussed on collecting information on the conceptualisation and implementation of the DCS EA programme, with the intention of documenting how the programme was implemented.

The Jali and Barlow report, commissioned by the Minister of Correctional Services in South Africa, provided an insightful overview of problems experienced in three correctional centres as well as interactions with organised labour unions. Reference has also been made to a study conducted by the researcher in the DCS on how physical action and recreational activity plays a central part in life, much like sleeping. The aim of the study was to illustrate that sport and recreation can assist in creating a balance in work responsibilities by providing restorative refractory periods to facilitate reduced stress levels. This study successfully demonstrated that certain events and circumstances experienced in the workplace were major contributors to elevated stress levels. In addition, the study also identified the fact that the DCS already had excellent sporting facilities in place in most Management Areas and that these facilities were not being fully utilised by employees.

The implementation report for the EAP in DCS, as well as duties of EAPs, had been explored. Annual reports from the DCS were also analysed.

## 4.2 Conclusions

- The EA programme in the DCS has been implemented systematically.
- Although no benchmarks existed in the broader Public Service in the late 1990's, the DCS has been instrumental in developing processes and procedures through consultation and consensus.
- The DCS environment is a very stressful environment making the implementation of an EAP a necessity.
- Both organised labour and management are in agreement that the EAP is a vital resource.
- The progress in maintaining the EAP has been slow.
- Scant documented data on the EAP model is reflected in the DCS annual reports.

## 4.3 Recommendations

- Increase efforts to ensure that all Management Areas have a sufficient number of EAP practitioners in their employ.
- Consult regularly with employees and labour unions on the implementation of the EAP as well as their respective involvement in the utilization and development of the programme.
- Develop a strategic focus on stress alleviation in the DCS and ensure that all EAP practitioners are professionally trained to identify and manage this problem.
- Ensure that all EAP activities from inception to conclusion are reported in annual reports.

## 5. CHAPTER 4: EAPASA STANDARDS

### 5.1 Consolidation

In this chapter the researcher presented each standard as it appeared in the standards document and commented briefly on each standard. The standards were also reviewed in relation to recent published literature on

the subject. The implementation of these standards would also ensure sustainable uniformity in application in South Africa. It would also ensure that while the standards can be adapted and customised to the organisation, the foundation would be consistent.

## **5.2 Conclusions**

- The standards assist EAPs in their focus on dealing with the troubled employee to ensure that personal wellbeing and organizational productivity is not compromised.
- The EAP core technology (foundation for EAP) is also presented in the standards document.
- The EAP Standards will also assist the EAPs to position themselves in an organisation to improve the workplace functionality.
- The standards will also assist the EAP to ensure that quality EAP services are provided, that continuous quality improvement is ensued and that services are monitored and evaluated.

## **5.3 Recommendations**

- All organisations that have EAP services should utilise the EAPA SA standards as a benchmark.
- Organisations should use the standards to assess the quality of services provided.
- The standards should be used to monitor and evaluate EAP services.
- EAPA SA must monitor the implementation of the standards in organisations providing EAP services in South Africa.
- A standard on prevention should be included.
- The standards document should be revised regularly.
- Some of the standards must be revised and adapted to South African conditions.



## **6 CHAPTER 5: EMPIRICAL ANALYSIS**

### **6.1 Consolidation**

The analysis of the results should be viewed in the context of current circumstances in the Department of Correctional Services as well as the Public Service in South Africa. The researcher has indicated that in as much as the DCS is seen as a leader in public service in the Employee Health and Wellness field, progress has been extremely slow. EAP practitioners in the DCS have been leaders in the field in the Public Service making them prime targets for departments implementing the EAP for the first time. Eighteen (18) EAP practitioners had already resigned from their posts at the time when the questionnaire was completed; in general the reason for their resignation was stated as poor remuneration which motivated their acceptance of more lucrative offers within the Public Service. These resignations have seriously hampered service delivery on EA programmes and may have contributed to the large number of non-responses on the standards questionnaire.

Two hundred and thirty Heads of Correctional Centre positions in the DCS were identified, all of which were included in the study. However, only 198 positions were filled when the questionnaire was administered while the rest of the respondents were representative of employees acting in HCC positions. A total number of 138 HCC's responded by completing the questionnaires and submitting them to the researcher, indicating a response rate of 59.13%. The highest response was received from Gauteng (96.2%) while the lowest response came from the Western Cape (19.5%).

The quantitative analysis was followed by a qualitative analysis of the responses.

## 6.2 Conclusions

- Many of the EAP practitioners who had resigned had not been replaced at the time the questionnaire was administered.
- A large percentage of the respondents failed to answer the questions posed.
- Many indicated that their management areas did not have EAP practitioners and therefore could not respond to the questionnaire.
- Many of the standards in the EAPA SA standards document were not being adhered to by the DCS.

## 6.3 General Recommendations

- An appropriate number and suitably qualified EAP professionals should be available if the stated goals and objectives of the programme, EAPA SA (2005:14) are to be achieved.
- A retention strategy for the EAP should be developed.
- The remuneration structures for the EAP should be revised.
- EAP professionals would need to ensure the availability and use of promotional material and access to educational activities to encourage the application of the programme by supervisors, managers, union representatives, peers, employees and their family members, EAPA SA (2005:25).
- The number of EAPs required, in relation to distances they would have to travel as well as management areas they would serve, should be determined.
- EAP practitioners at all Management Areas should be appointed.
- The Department may use head-hunting as a strategy to recruit EAP practitioners as well as negotiating with internal social workers to take responsibility for relevant services in the absence of adequate EAPs on staff.
- All financed posts should be advertised as soon as they become vacant.

- A career path for appointed EAP practitioners should be developed.

#### **6.4 Recommendations on the advisory committee**

Advisory committees must be put in place in all Management Areas as indicated in the EAPA SA Standards document, which proposes that the advisory committee should consist of:

- Senior management;
- Human Resources;
- Medical departments;
- Occupational Health and Safety
- Finance department;
- Training and development;
- Safety and loss control;
- Union/Employee/worker representatives;
- Line management;
- Employee relations specialists; and
- EAP professional/professionals, EAPA SA (2005:8-9).

The EAP has to develop a relationship with a variety of stakeholders: labour, management, personnel, labour relations, medical personnel and others; Googins and Godfrey (1987: 164 -165) It is therefore recommended that all stakeholders, as indicated in the EAPA SA standards, as well as employee relations specialists and EAP professional/professionals be included in advisory committees.

#### **6.5 Recommendations on programme design**

The researcher agrees with Paul and Masi (2002: 13) who indicate that modern services can be evaluated by addressing the following needs:

- Individual services

- Group services
- Management consultation
- Web services
- Educational materials

The researcher also believes that programme design should be reviewed to cater for both organisational as well as employee needs.

### **6.6 Recommendations on the EAP model for service delivery**

It is recommended that EAPA SA considerations on the different models be communicated to all employees. They include:

- “An ‘in-house’ programme will operate with the staff of the employer
- An ‘outsourced’ programme operates with the staff of a service provider selected and contracted by the employer
- In a combination, certain services will be provided in-house (e.g. training) and other services (e.g. clinical/counselling) outsourced.”  
EAPA SA (2005:10-11)

### **6.7 Recommendations on the appropriateness of the model for service delivery**

- The recommendations are the same as for the above question.

### **6.8 Recommendations on the availability of the EAP policy**

The EAPA SA standards document is clear in its recommendations on policy provision, which indicates mandatory principles should be included in the EAP policy. The EAP Policy should make provision for matters such as:

- Employee and dependant access;

- Managing alcohol and other substance abuse, emotional, marital, family, financial, HIV/Aids and other related problems which may affect job performance, employee functioning and quality of life;
- Securing job status, which will not be jeopardized as a consequence of seeking EAP services, except where mandated by law;
- Specifying that employees who make use of an EAP are expected to adhere to the job performance requirements of the employer;
- Client/user records, which shall be kept strictly confidential to the extent provided for by law and/or regulation, and will not be noted in any official company record or in the employee's personnel file;
- Information derived from the EAP, which may only be released with the written permission of the employee, in response to legal requirements;
- Mandates as well as legislation, EAPA SA (2005:11-12).

#### **6.9 Recommendations on the accessibility of the EAP policy**

- The EAP policy must be marketed to facilitate instant identification and made available to all Management Areas so that the document is displayed in various work-site environments that focus on critical components of the EAP.

#### **6.10 Recommendations on the type of problem that may be addressed within the context of the EAP**

- It is recommended that a list of applicable problems that may be addressed by the EAP be included in the policy procedures.

### **6.11 Recommendations on policy statement guarantees**

- The DCS EAP policy statement provides guarantees, principles, and members' rights and responsibilities. However, there is a need to market the policy within the DCS.

### **6.12 Recommendations on the implementation plan**

- Special provision may be needed to facilitate programme implementation at Management Areas that are geographically distant from urban localities;
- The implementation plan should outline the actions and responsibilities of all stakeholders, resources required and deadlines (reporting to Head Office);
- The implementation plan should set objectives regarding utilization and number of referrals from risk groups, as well as type and nature of problems;
- The implementation plan should set objectives regarding management-/ supervisory- and union training;
- The implementation plan should consider the following: geographical location, organizational demographics and staffing depending on the service delivery model, EAPA SA (2005:12-13).
- The implementation plan should ensure that it includes a statement on Management commitment and support;
- The implementation plan should include a conceptual definition of the programme as well as programme design;
- The implementation plan should include:
  - Programme activation
  - Marketing and promotion
  - Staff selection

- Operations and administration
- The implementation plan should also include a monitoring and evaluation process.

### **6.13 Recommendations on the number of EAP professionals**

- Each Management Area should employ a resident EAP practitioner if it is to achieve the goals and objectives of the EAP;
- An appropriate level of administrative support staff must be assigned to the EAP.

### **6.14 Recommendations on the qualifications of the EAP**

The EAP should possess expertise in:

- Alcoholism and its treatment,
- Marriage and family counselling,
- General emotional problems,
- Other typical problems such as financial and legal problems,
- Basic interviewing skills,
- Counselling and case management skills because they are central to service delivery. Emener, Hutchison and Richard (2003:52).
- Knowledge of HIV/Aids mediation;
- All EAP staff must be registered with the South African Council for Social Work Professions.

### **6.15 Recommendations to pursue ongoing consultations for EAP professionals**

- It is necessary to have an experienced manager to co-ordinate the case management especially in a large organisation;
- Regular meetings of EAPs are necessary where case management can be discussed;
- Experienced case managers should mentor those who are less experienced.

### **6.16 Recommendations to put into operation a statement of confidentiality in the written policy**

The researcher was instrumental in crafting the EAP policy for the DCS. The DCS EAP policy includes specific mention of confidentiality as follows:

- The EAP practitioner protects the client's right to privacy with reference to both confidentiality and anonymity;
- Anonymity refers to non-disclosure of the identity of a client;
- Confidentiality refers to the private, non-disclosable nature of information obtained in the course of communication between a client and practitioner;
- The EAP practitioner provides effective professional service only when there is complete and unreserved communication between him/herself and his/her client;
- Whenever any limitation or exception exists to assume complete confidentiality (e.g., the obligation to report child abuse, etc.), the practitioner declares and explains the ethics of limitations of confidentiality before continuing in a professional relationship with the client;
- Any breach of confidentiality will be addressed through the DCS disciplinary code.



### **6.17 Recommendations on the keeping of proper records**

- Record keeping is essential to enable the EAP to provide important feedback to Management on client demographics, profile of problems presented for purposes of identifying trends to inform the planning of primary and secondary prevention programmes, to monitor utilization and referral sources as well as to defend litigations;
- Include guidelines on electronic record keeping versus a paper-based approach;
- The storing of confidential information should also be addressed.

### **6.18 Recommendations on professional liability insurance**

- Professional indemnity insurance should preferably be obtained via relevant statutory bodies.
- Premiums should be paid by employers, EAPA SA (2005:15).

### **6.19 Recommendations on the registration of EAP professionals**

- The researcher does not agree with respondents who indicated that the EA professionals are not registered with their respective statutory bodies. DCS EAP practitioners are in fact registered with their respective professional councils; it is a condition of service in the DCS. The researcher is of the opinion that respondents answered this question negatively because no EAP practitioners were employed in their Management Areas.

### **6.20 Recommendations on the offering of trauma debriefing services**

The researcher supports McAninch who defines the approach in planning an intervention in trauma debriefing to include:

- Target. Identifying those who need assistance

- Type. Determining the type of assistance needed
- Timing. Identifying when the assistance will be most appropriate
- Theme. Building the right trauma intervention package
- Teams. Determining the correct resources that will be needed, McAninch (2006: 16).

#### **6.21 Recommendations on the offering of intervention services in crisis situations**

- Fill all the EAP positions in all Management Areas.
- The EAP contracts with a local crisis line to provide after-hours coverage;
- The EAP establishes procedures for crisis intervention and communicates this to all employees ;
- The EAP prepares a step-by-step procedure guide identifying actions to be taken in a crisis situation by staff, management, and employee assistance professionals;
- The Wellness Centres manage the crisis management protocol for the DCS.

#### **6.22 Recommendations on assessments, plans of action and referrals**

- Utilise the assessment to identify, document and evaluate clients' strengths, difficulties and needs;
- Lay the groundwork for an executable plan of action;
- Base referrals on the unique needs of the client, as revealed through the assessment and supported by observation and documentation;
- Act as an advocate for clients to ensure they gain access to appropriate levels of care;

- Utilise the services of outside resources when needed, to facilitate the option of making referrals;

Ensure that identified problems are correctly assessed and located within the organization instead of being aimed at the client, so that clients are not inappropriately labelled as being in need of intervention, EAPA SA (2005:17).

### **6.23 Recommendations on assessments**

- The EA professional contracts with the employee or client for six to eight sessions as outlined in the EAP policy;
- The EA professional focuses on short-term intervention and referral;
- The EA professional's work ethic is solution-focused and not problem-focused;
- Constructive confrontation forms part of short-term intervention;
- The EA professional utilizes homework to provide the employee/client with practice for skills development;

The EAP professional should make use of consultation as an interactive means to communicate with the employee/client to assist him/her in acquiring new skills with regard to short-term intervention, EAPA SA (2005:18).

### **6.24 Recommendations on monitoring of referrals**

Monitor the process of referral to:

- Keep in check costs of treatment;
- Maintain regular contact with the client and service provider during the intervention period to ensure that the goals and objectives of the intervention plan are being met;

- Enable the EAP professional to give appropriate feedback to the referring manager/supervisor about the employee's progress;
- Monitor decrease of chemical dependency.

### **6.25 Recommendations on follow-up services**

Follow-up services should include:

- Plan of action to determine and convey the effectiveness of the programme;
- Credible indications that illustrate whether the employee is improving;
- Opportunities to provide feedback to the referring supervisor on compliance and progress;
- Opportunities to describe the gains made during therapy;
- Maintaining the therapeutic relationship until the client feels strong enough to take the next treatment step;
- Communication from the EAP to the work site to inform the organization about decisions concerning the employee's status at work;
- Checking if the employee who has been referred to longer term care has in fact been able to access that resource, Darick (1999:11).

### **6.26 Recommendations on EAP consultation to the organisation**

Cunningham (1994:169 – 188) elaborates on the concept of 'organizational assistance' as a special responsibility of the EAP towards the organization as a client and an extension of client service:

- Advocacy in relation to specific client needs – interventions designed to modify the attitudes or behaviours of significant others at the workplace that contribute to an employee's dysfunction or through mediation when interpersonal problems are an issue.

- Becoming a confidential source of information and guidance for those employers who are overwhelmed or perplexed by employee behaviour that they do not understand.
- Addressing work-related problems affecting a particular work group that impacts negatively on the overall performance of the work unit
- Critical incident debriefing
- Influencing organizational culture through direct intervention to bring about a change in attitude and opinion and to create a climate conducive to promoting the welfare of both the company and the individual client. This may include imparting relevant information and exploring educational efforts.
- Use of EAP specialist knowledge, expertise and experience to guide decision making processes and implementation of policy, especially those relevant to the health and welfare of employees.

#### **6.27 Recommendations on EAP training**

Ongoing training must be provided:

- To enhance the functioning of the EAP within the organization;
- To provide clarity to potential referring supervisors about their role in the assessment of poor performance and the referral process.
- Enhance Supervisors' ability to make appropriate referrals;
- Ensure the support for the EAP along with union representatives;
- To define the rationale of the EAP;
- To promote the EAP as a management support system;
- To clarify programme operation;
- To outline procedures for referring employees experiencing job performance problems;

- To communicate the positive impact the EAP may have on the organization, EAPA SA (2005:20-21).

## **6.28 Recommendations on networking**

The EAP in DCS should network with:

- Unions;
- Human resources/personnel departments;
- Benefits;
- Safety;
- Equity and Gender;
- Medical;
- Security;
- Risk management;
- Legal;
- Training;
- Organizational Development;
- Industrial relations;
- Public relations;
- Occupational Health and Safety;
- HIV/Aids;

Sport and Recreation, EAPA SA (2005:22).

## **6.29 Recommendations on the utilisation of cost effective health care services**

- An EAP manager must:
  - secure community information and referral directories,
  - maintain a list comprising names of private professionals,

- maintain lists comprising mental health centres and treatment programmes, record information on self-help centres, and provide services suited to the needs of EAP clients in the geographic areas served;
- An EAP professional should verify an external service provider's professional credentials (i.e. accreditation and registration with professional bodies);
- EAP staff should periodically visit area service providers to gather current information about facilities, available services, staffing and quality management, EAPA SA (2005:23).

### **6.30 Recommendations on the maintenance and upgrading of qualifications**

EAPs should ensure that they:

- Are members of EAPA;
- Regularly attend EAP related professional conferences or training programmes;
- Actively participate in EAP related professional organizations;
- Share information about new developments and technologies with others in the field, taking appropriate credit for original contributions and adhering to copyright guidelines for acknowledging the work of others;
- Become involved in professional organizations for personnel working in the EAP-related fields of human resources, risk management, training and organizational development, benefits and occupational health and safety, EAPA SA (2005:24).

### **6.31 Recommendations on the training for EAP practitioners**

- As per question 27 – paragraph 6.27.

### **6.32 Recommendations on the maintenance of contact with other EAP professionals**

- As per question 27– paragraph 6.27.

### **6.33 Recommendations on networking with external bodies**

- Identify external agencies that have a direct impact on EAP activities in order to ensure effective linkages;
- Set regular meetings between an EAP professional and representatives from different external agencies to identify areas to be addressed in order to enhance the EAP and to respond appropriately to comments and recommendations;
- Provide guidance to relevant individuals in the work organization regarding compliance with the policies and procedures of the organization and of the EAP;
- Consult with external agencies in areas related to EAP practice - such external bodies include regulatory, legislative, advocacy, financial, business and academic bodies;
- Network with EAPA SA, Social Work Council, EAP providers, National Departments as well as the private sector.

### **6.34 Recommendations on the evaluation of services**

A written evaluation plan, directly related to the programme's goals and objectives should be included in the programme design;

- Regular evaluation should be undertaken to determine if goals and objectives are being met;



- Gathered quantitative data on each client should be obtained for evaluation; data to be forwarded quarterly to Head Office for consolidation;
- Gathered qualitative data should be obtained on each client for evaluation;
- Feedback mechanisms should be incorporated into the evaluation and design of programme;
- Report on results of the ongoing evaluation should be issued on a monthly basis;
- A return on investment as well as impact evaluations should be prepared;
- Objectives should be specific, measurable, attainable, realistic and time-bound, EAPA SA (2005:25).

## 7. EVALUATION OF THE GOALS AND OBJECTIVES OF THE STUDY

- ***To explore and describe the goals and objectives, through a literature study, the factors influencing the establishment of EAP standards in South Africa.***
  - This objective has been accomplished as the researcher has provided an extensive literature review focusing on existing standards and benchmarks during the evolution of the EAP. The EAP has also been placed in perspective according to national and international trends. This provided the context within which EAPs have developed both within South Africa and in other countries.
  - Occupational social work and its links to the EAP in countries such as the United States, Australia, Ireland, India and South Africa are also explored.

- ***To explore, evaluate and describe the factors influencing the establishment of the EAP in the DCS.***
  - The objective to explore, evaluate and describe the factors influencing the establishment of the EAP in the DCS has been accomplished through a qualitative analysis of existing documentation from the DCS. The Jali and Barlow report, commissioned by the Minister of Correctional Services, was evaluated as it provided an insightful view of the problems experienced in three correctional centres as well as interactions with organised labour. There has also been a reference to a study conducted by the researcher in the DCS on how physical activity and recreation play a central part of in the wellbeing of individuals. This study has illustrated that certain events and conditions in the workplace are major contributing factors that create stress. The implementation report for the EAP model in DCS, including relevant duties of EAP professional, was explored. Annual Reports from the DCS were also analysed.
  
- ***To conduct research in the DCS in South Africa in order to evaluate the functioning of the DCS EAP according to the EAPA SA standards.***
  - This objective was realised in the development and completion of the standards questionnaire by Heads of Correctional Centres. One hundred and thirty eight (138) HCC's responded to the survey by filling in the questionnaires and submitting them to the researcher; this indicated a response rate of 69.69%. The greatest number of responses was received from Gauteng (96.2%) and the fewest responses were from the Western Cape (19.5%).

- ***To provide conclusions and recommendations on improving the functioning of the EAP in the DCS.***
  - This objective was accomplished in Chapter 6 where several recommendations were made on the improvement of working conditions of the EAP in the DCS. Some of the recommendations include developing a retention strategy, devising a career path for the EAP, advertising vacant posts as soon as they become vacant and reviewing the remuneration structure.
  
- ***To develop criteria for future evaluation of the EA programme in the DCS.***
  - This objective has been accomplished. The review of the standards document upon which all EAPs should be benchmarked has provided a firm foundation for the evaluation of the EAP in the DCS. The standards document also assisted the EAP model to ensure that quality EAP services are provided, that continuous quality improvement is maintained and that the services are continuously monitored and evaluated. The study has also shown that while there are generic standards for evaluating the EAP, work circumstances within the DCS are unique and should also incorporate diverse benchmarks to ensure that the EAP functions effectively. However, sustainability of the EAP in the DCS has come under scrutiny in this study indicating the need for timeous HR interventions to retain this valuable resource.
  
- ***To serve as a guideline for other EAPs***
  - This objective has been accomplished. The entire study is applicable as a comprehensive guideline for the establishment of EAPs in South Africa; the content is decisive from the initial

analysis of prevailing conditions in the DCS to covering the historical development of the EAP in the DCS, including job descriptions, ratios and working conditions. The study provides both a local and international historical overview, supported by the inclusion of perceptions of the discipline, as well as analyses, comments on each standard, and a breakdown of relevant documentation. The objective of the study is to assist other EAPs especially those who are considering establishing programmes in their departments. The researcher is of the opinion that a complete revision of the current standards document is essential to produce a good resource for other EAPs.

## 8. EVALUATION OF THE RESEARCH QUESTION

The following research questions were posed for this study:

- ***What are the processes that contributed to the development of the EAP within the DCS?***
  - This question was answered adequately and discussed in the first chapter where the entire study was placed in perspective. It was concretised in the chapter that dealt with the development of the EAP in the DCS with a focus on the Jali and Barlow report. Employees of Correctional Services are in accordance to their post and relevant duties subject to service conditions that are by and large not conducive to their personal wellbeing. High stress levels, in worse case scenarios culminate in employees committing suicide, is prevalent among personnel in a correctional system and can be attributed to the running of in-house operations of a correctional centre/security environment; examples of problematic behavioural challenges employees are required to relate to include the potential risk to personal safety due to the nature of some offenders, the existence of gangs;

threats to and intimidation of employees and their families; and the risk of exposure to communicable diseases during close interaction with offenders.

- ***How do the processes and standards of the EAP within the DCS compare with those set standards prescribed in the EAPA-SA Standards document?***

- This question was answered in the administration section of the questionnaire. The results of the analysis indicated that the DCS failed to comply with many of the standards as set out by EAPA SA. It was also found through this study that while the retention of EAP was considered a crucial aspect in maintaining the standards as set out by EAPA SA, this unfortunately had not been complied with in the DCS; this conclusion was qualified in the qualitative analysis of the questionnaire.

- ***How efficient is the DCS EAP with regard to the existence of each of those standards and the efficient functioning thereof?***

- The study has shown that the DCS EAPs where they exist are reasonably efficient in the implementation of the standards. However, the shortage of EAP practitioners paints a bleak picture with regards to efficiency. There are no EAP practitioners in the majority of management areas and therefore limited functioning in relation to the standards.

## **9. RECOMMENDATIONS FOR FURTHER RESEARCH**

- Implementation of EAPA SA standards in all National Departments in the Public Service – a qualitative analysis
- Implementation of EAPA SA standards in all National Departments in the Public Service – a quantitative analysis
- Implementation of EAPA SA standards in the private sector

- Revision of EAPA SA standards
- Integration of EAPA standards with wellness
- Development of wellness standards for South Africa
- The impact of not having adequate, suitably qualified EAPs to manage the EAP in an organisation