*The Development of an Employee Assistance Programme for the
Department of Correctional Services in the
Barberton Management Area.*

By

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SUMMARY

The research study was a quantitative investigation of the knowledge, attitudes and skills of the personnel in relation to the Employee Assistance Programme.

The literature study was carried out on the Employee Assistance Programme. The Employee Assistance Programme was defined and its development traced. Furthermore its function, models, goals and standards were discussed. The systems of which the employee forms part and the existence of problems were explored and described. The existence of problems in the Department of Correctional Services, and how those problems affect the functioning of the individual, were also explored.

The research was undertaken by means of mailed questionnaires. One group was utilized, namely the personnel of Barberton Management Area. Respondents represented all management levels.

The purpose of the empirical part of the research study was to develop the Employee Assistance Programme of the Management Area, seeing that it is something new and the Department of Correctional Services has adopted an EAP policy very recently. From the findings it appeared that little is known about the Employee Assistance Programme. It however appeared that members have a positive attitude towards the EAP. ·The staff members do experience problems in the work place, at home and even in their communities and they are willing to seek and receive help. At present, the EAP is attending to individual problems that directly interfere with productivity. It also appeared from the findings that the personnel members favour the combined model of the EAP. It is important that management has a structured programme that will address the needs of the personnel.

Based on results, the decentralisation of the EAP to the management areas was indicated and a structured programme needs to be implemented. A concept EAP suitable for the needs of the Department of Correctional Services in the specific management area was developed and recommended for implementation.

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CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 Introduction.

Various organisations are searching for new and better ways to assist employees in dealing with personal and social problems. These problems also include dealing with changes brought about by the transformation process. It is hoped that the new methods will change the behaviour of employees and improve productivity.

The Department of Correctional Services is one of those organisations, which has adopted the Employee Assistance Programme in order to address problems experienced by employees. It is hoped that once the programme is in place, employees of the Department of Correctional Services will be able to deal with change, change behaviour and accept responsibility and accountability for performance.

1.2 Motivation for the choice of the subject.

Work is an important element in the life of the individual as for example, it contributes to the sense of who one is and brings concrete and material rewards to the individual. If work is such an important element in the life of the individual, then the workplace should take some responsibility in promoting emotional well-being for the employee and likewise the employee also has a responsibility towards the employer to be as productive as is required.

Organisations and various departments are developing and adopting the Employee Assistance Programme in order to assist employees with virtually any behaviour or personal problems (Doolittle, 1996:22). These problems have a negative effect on the job performance of the individual. According to Sussal (1992:35) more than twenty thousand companies are using the Employee Assistance Programmes and there are indications that this figure is on the increase. Googins and Godfrey (1987:102) have in their definition of an EAP maintained that organisations set up rules, regulations and channels to be followed when intervening, identifying or responding to the employee problems and such problems should have a negative impact on the job

performance. This definition is also extended by Mndawe (1998:3) when he referred to the Employee Assistant Programmes as programmes which aim to link employees with personal problems to appropriate resources in order to prevent or improve a deteriorating job performance.

The literature on EAP, mentions two reasons why companies adopt EAP, for example; Sonnenstuhl and Trice (1986:6) indicated that employers are concerned about the employees' welfare and the cost benefit to the company. Terblanche (1988:79) also agrees that the rationale for companies in using EAPs is two-fold. He states "humanitêre aspek van programme as synde die belangrikste redes". He further develops this by stating that this aspect helps to develop the person's potential and shows the employer as being concerned about his employees and taking responsibility for their welfare. In addition he considers whether employers can afford to dismiss their employees without having built a solid case for dismissal. EAPs help build such a case. Terblanche states (1988:79)"daar meer en meer werkgewers 'n ingesteldheid openbaar ten opsigte van die verantwoordbaarheid, in sowel ekonomiese terme as die welslae van sodanige programme".

Sussal (1992:36) states that studies show that there is definitely money saved when EAPs are present in terms of "recouping days formerly lost to absenteeism from substance abuse, medical problems and accidents". She further states that success in the workplace is very much dependent on having "mutually co-operative interdependent relationships," and that with the EAP supervisors can evaluate job performance and identify employees with problems at an early stage.

Through observations and discussions with the Head of Personnel Service, it was established that the Department of Correctional Services does not have an Employee Assistance Programme. Employees who have personal problems are left to deal with their problems alone, and with work-related problems the employee might be transferred to another section or prison. Sometimes employees are charged for failing to comply with job expectations without the matter being investigated fully. According to the paper presented by Tsetsane (1998:43) the Department of Correctional Services has adopted a humanitarian approach to dealing with its employees. The National Office has appointed a Deputy Director for the Employee Assistance Programme, and according to Mndawe (1998:13) the functions of the Employee Assistance Programme should be decentralised from the National Office to provincial and management level.

There is a gradual increase of work-related problems in the Department of Correctional Services for example; absenteeism, stress, financial problems, alcoholism and it is also noticeable that the Department of Correctional Services does not prepare its employees for retirement. Some members even abuse their sick leave. These problems have an effect on the Department, for example, it is very easy for employees to be manipulated by prisoners who have money while he as an employee does not have money. This also results in prisoners being aided in escaping from prisons.

These problems have a destabilising effect on the economy of the Department of Correctional Services. Unproductive employees are carried on its budget for example; an employee who works only for two weeks and the other two weeks is off sick or absent and gets full pay.

Although the Employee Assistance Programme will be established to give a procedural guideline where employees with social problems will be identified and counselled, it will also contribute in getting rid of those employees who have become "deadwood" (unproductive) that is those employees regarding which their final prognosis reveals that they will not be rehabilitated and that their continued employment in the Department of Correctional Services will be a burden.

It is the right of employers to intervene when an employee's job performance is decreasing due to personal problems, as such problems may cause a decline in the organization. The impact of the EAP on the workplace will have the desired effect of restoring the balance in the organisation.

1.3   Problem formulation

According to the Department of Correctional Services' National Office, figures as given by Mndawe (1998:10) indicate that approximately 2 000 employees out of the total workforce of 1500 may occasionally abuse substances and there is a decrease in productivity in that the employees no longer concentrate on the safe custody of prisoners or their rehabilitation or development. According to the provincial head (Labour Relations) the average of employees who are dismissed per month has now increased to 14 and discharging of the employee is very costly, taking into consideration all the administrative aspects of disciplinary procedures involved. Mndawe in his paper (1998:7) has identified the following problems or needs of the employees of the Department of Correctional Services: absenteeism, alcohol abuse, drug abuse, financial mismanagement, Aids awareness, bad company, plateauing, burn-out, stress, family-related

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problems, negative attitude, loneliness, insubordination, preparation for retirement and legal problems.

These problems have a negative impact on the Department, for example: the prisoners are escaping from custody, tax payer's money is used and the victims of crime (community) are blaming the Department. The development and rehabilitation rate of prisoners is very low. Few members may report for duty and not all prisoners will be involved in programmes for the day.

As mentioned earlier on, the Department of Correctional Services does not have the resources to address the above needs or problems. It is only now that an EAP sub-directorate has been established. It still needs to do a need assessment, define the EAP and market it, before implementation. The employees need to know about the EAP and also where to get assistance when they experience problems.

1.4   Aim / Goal and objectives of the study.

1.4.1   Goal

To develop an Employee Assistance Programme for the Department of Correctional Services

1.4.2   Objectives

*   To define the EAP (through literature study)
*   To identify and describe job-related (work-related) and social problems
         within the Department of Correctional Service
*   To make employees aware of sources for help
*   To present employees with strategies for coping with problems
*   To design / develop the EAP

1.5   Assumptions for the study

The absence of an Employee Assistance Programme results in social problems and work-related problems not being addressed/ being unattended to.

1.6   Research approach

The approach followed throughout the research was quantitative in nature and it followed the principles of descriptive research. The quantitative approach was used because according to Epstein (1982:185) this method is useful when one has extensive knowledge of the culture and environment in which the study will take place, for example in this research the researcher has been employed by the Department for nine years now and the knowledge and experience gained during this time was of great value to the research.

The quantitative approach tends to be relatively intrusive and employs such techniques as social surveys, interviews and self-administered questionnaires, which were what the researcher utilized in the study.

1.7   Type of research

Developmental research was used in this study, because according to Huysamen (1994:24) there is a need for a new approach in dealing with organizational problems, which may be excessive absence of employees, staff turnover and job dissatisfaction. By developing a new approach or programme, the researcher aims to reduce the seriousness of the problems. The developmental approach was also suitable in determining the needs of a group and these results will be positive and usable because the Department of Correctional Service will be aware of the findings and may implement or improve the programme.

1.8   Research design

Descriptive research was used throughout this research project. This design was suitable because according to Huysamen (1994:19) this design is used in order to try to understand "the way things are," for example what the type of problems are, that are prevalent in the Department of Correctional Service. Data was collected using questionnaires and according to Bless and Higson-Smith (1995:43) this design relies on questionnaires for data collection.

It should also be noted that the principles of a quantitative research were followed as respondents were asked about their experiences. According to Schurink and Muller (1993:19) "this particular style of research is employed to describe, interpret or reconstruct the subjectively meaningful

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words of people." The aim of this style is, in my opinion, to understand and interpret the meanings and intentions that underlie everyday human action.

1.9 Research procedure

*   Literature study about the EAP was done in order to get a theoretical background of the concept.
*   A literature study was also done on the various social systems of which the employee forms part and of the problems that might affect the employee.
*   Problems in the Department of Correctional Service were examined.
*   From the theoretical background a questionnaire was constructed.
*   A pilot study was done to investigate loopholes in the questionnaire.
*   The collected data was analysed and interpreted in accordance with the aim of the study and an annexure was attached as the actual designed programme.

1.10 Pilot study

1.10.1 Literature Study

Recent, relevant available literature on the EAP was consulted. The focus area was on the definition of the EAP, rationale and goals of EAP, models and the components of the EAP. Work-related problems were discussed in terms of the systems of which the employee is part. Relevant publications in this connection in the Department of Correctional Service, such as the regulations were also consulted.

1.10.2 Consultation with experts

The study was undertaken under the qualified guidance of

1. Prof L.S. Terblanche, because of his academic background and he is the course leader and supervisor.

2. Mr Bhoodram is the Deputy Director of the EAP and has experience in the activities of the Department of Correctional Services at national level.

3. Mr E.S. Mndawe who is the Director and Provincial Head (Human Resources) in the Mpumalanga Province. He has also drafted a policy document for the implementation of the EAP in the Mpumalanga Province.

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1.10.3 Feasibility of the Study

The study was conducted within the Mpumalanga province at the Barberton Management Area. It was conducted within the researcher's area of work and she was also familiar with all the activities of the Management Area. It was much easier to get respondents in a group to complete the questionnaire without having to influence their responses, as they were at the workplace.

1.10.4 Pilot test of questionnaire

Bless and Higson-Smith (1995:50) see a pilot study as a technique used to evaluate and improve the methods and materials for collecting data. Also in this study a pilot was done from a selected group of the population to inquire into loopholes in the instrument (questionnaire) to collect data. The pilot study was done also because the instrument was the first of its kind in this context specifically for the purpose of the research project. Huysamen (1994:98) views a pilot study as necessary to investigate the reliability and validity of the instrument in an independent project.

1.11 Description of the research population

Bless and Higson-Smith (1995:85), define a population as a universe or the entire set of objects or people which is the object of research. This definition also holds true for Kerlinger (1986:94) when he says that the population is the set element that the research focuses upon and regarding which the results obtained by testing the sample should be generalized. In this study the population was all employees working in the Mpumalanga province at the Barberton Management Area. The total population is 705 and this total includes all employees at all levels.

1.11.1 Sample and Sampling methods.

According to Bless and Higson-Smith (1995:88) a sample is a subset of the population and must have properties that make it representative of the whole. He went on to say that if a sample is representative of the population it will allow for an accurate generalization of results.

The Barberton Management Area is divided into four levels, that is : top, middle, supervisors and the production level. To ensure a representative sample, the researcher selected respondents from each management level.

The probability sampling procedure was suitable in this research because each employee had an equal chance of being selected from the total workforce of Barberton, at all levels. According to Bless and Higson-Smith (1995:91) the principle of stratified random sampling is useful as the population is divided into different groups of levels, and this principle applied here.

A simple sampling method took place at each level. A list of all personnel was compiled according to the management levels and from each level the fourth person was drawn for the sample for the purposes of this study. The sample was as follows:

Table 1.1 Population of Barberton Management Area according to the four levels.

Level	Total	Sample
Top	16	2
Middle	26	4
Supervisors	221	31
Productions	442	63
TOTALS	705	100

The total sample for the study was 100 (N = 100)

1.12 Contents of research report.

The rest of the dissertation is divided into several chapters. Each chapter is related to a part of the research process.

In Chapter 2, 3, and 4 the following aspects were covered from the literature on the EAP; the systems of which the employee is part, the existence of problems, and problems experienced by the members of the Department of Correctional Services.

Chapter 5 gives detailed research results and discussions. Following this, in chapter 6 conclusions and recommendations are made. Several annexures and the bibliography follow the main body of the report.

CHAPTER TWO

THE THEORETICAL FOUNDATIONS OF THE EMPLOYEE ASSISTANCE PROGAMME

2.1 Introduction

Not only does work contribute to the sense of who one is, it also gives stability and continuity to that sense once it has been established. Work, then is a central element in achieving and maintaining a sense of personal identity. Through work the person is linked to a social network of other persons of similar age, sex, and education. In addition, work serves to integrate the person in his culture, for example in the exercise of one's job functions, each person becomes a practitioner of those trades and crafts, arts and sciences, professions and business enterprises essential to the perpetuation of the culture. The concrete and material rewards that work brings, are no less important than the emotional and psychological implications.

If work can be such an important element in the life of the individual, it is self-evident that the workplace should take some responsibility in promoting emotional well-being for the employee. Likewise, the employee also has a responsibility towards the employer to be as productive as is required. It thus makes sense that some investment in human resources would be of benefit to both, the employer and the employee. The above statement justifies the existence of the Employee Assistance Programme in the workplace.

2.2 Definition of the term.

The prevalence of problems in the society became so even in the workplace. The effects of these problems at work are revealed through the employee's absenteeism at work, poor work performance or deterioration of work performance and demonstration of unacceptable behaviour in the workplace. The implication for the organisation is less productivity, which may result in financial profit loss. In order to curb the losses or employ new people and train them (a process which proved to be expensive) some organisations have taken precautions or preventative measures by implementing the Employee Assistance Programme-henceforth referred to as EAP-to address problem areas as experienced in the workplace.

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2.2.1 Employee Assistance Programme

According to Googins and Godfrey (1997:102) the EAP can be defined as "a set of company policies and procedures for identifying or responding to, personal or emotional problems of employees that interfere directly or indirectly, with job performance". This definition clearly embraces the involvement of the employer and reinforces the status and legitimacy of the programme within the company through the policies. The idea of also seeing the EAP as a procedure implies that there is a process, which should involve a structural approach, or strategy to identify the problems as experienced by the employee.

Another point to be recognized in this definition is the fact that the employees are perceived as experiencing personal or emotional problems, which affect their work performance directly or indirectly. This presents a very bad scope for the practitioner involved in the programme with regard to defining the problem area, since emotional and personal problems are broad fields.

Sonnenstuhl and Trice (1986:1) highlight the areas such as alcoholism, drug addiction, marital difficulties and emotional distress as issues that can disrupt the work of troubled employees. Mndawe in his policy document included among other problems, burn-out, plateauing and a negative attitude (1998:7).

What the definition entails is that the EAP model is concerned with a holistic approach towards the employee's problems, which may have an impact on her/his work performance. Most of the EAP's definitions stress the determining factor as the need for intervention at the time of the deterioration of work performance. In other words an employee who may be experiencing personal problems or is an alcoholic but whose job performance is not affected and who does not seek help, will remain undetected or untreated.

2.3   Rationale for the EAP

The EAP is one of the principal mechanisms that any organization or company can use to assist employees with personal problems that affect job performance. The role of the EAP has changed dramatically since its inception as a programme mainly for employees with alcohol problems. After the industrial alcohol programmes remained in effect through the 1960s the term EAP was

adopted country wide in 1971. People in the field recognized that to achieve their potential as a function beneficial to personnel, human resource management and labour relations, the EAP needed to address the full spectrum of employee problems. Susal (1992:35) believes that more than twenty thousand companies are using EAPs and there are indications that this figure is on the increase. Why is the EAP so important to companies and what then is the rationale for its use? Dickman (1988:7) gives five major reasons for adopting or implementing the EAP:

2.3.1   Reduction of cost

*   The opportunity to reduce financial burden for workplace
*   The control/containment of health care costs through early identification and treatment prior to a crisis situation
*   Discharging of employees
*   The possible prevention of potential problems through training and education of all
*   Potential for an increase in productivity for a minimum investment.

2.3.2   Rehabilitation rate

*   Capability/potential to retain up to 80% of the employees
*   Through family involvement and coverage reaching into the home for domestic problems
*   Through utilization of improved and sound economical treatment modalities, maintain a high level recovery value
*   Provision of support for the use of self-help groups.

2.3.3   Enhancement of labour / management relations

*   The opportunity for labour and management to jointly tackle a problem that will benefit all concerned
*   To jointly remove the "games played" by troubled employees.

2.3.4   No-lose situation

*   The opportunity to provide a benefit to employees and families that returns more that it costs.

2.3.5   Humanitarian aspect

*   The capability of projecting a "caring" image internally and externally
*   Fulfilling a corporate responsibility within the community

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*   The possibility of saving valued employees and their jobs

*   The possibility of restoring families

*   The capability of saving lives

When looking at the above points, they coincide with what Jones says in Klarreich (1985:7) when he confirms that EAPs are developed for humanitarian reasons, people are maintained, work attendance is improved and hospital and medical costs are reduced.

Terblanche (1988:79) also is of the impression that the development of EAPs is an alternative to the discharge of problem employees. Employers can no longer afford to dismiss employees. In terms of the Labour Relations Act (Act no 66 of 95) they are now beginning to look deeper into the feasibility of just discharging problem employees, for both the financial and social responsibility reasons. Employers are becoming more cautious to be labeled as an employer who does not care for his workers, as this can be negative for the image of the organization. The tendency is that more and more employers are taking responsibility in this regard.

2.3.6   Early intervention

-      The EAP worker intervenes at an early stage of the problem, by taking responsibility for the following aspects:
-      Educational programmes (educate people about social problems and how to prevent them and to promote the service of the programme as an employee benefit rather than an arm of management)
-      Expansion of EAP services
-      Identification based on the psychological signs of problems
-      Management's ways of consultation

Within the above parameters, the employer can put pressure on an employee to participate in an EAP to help resolve his problem. The employer has the power because of his responsibility for providing employee benefits, which could be in jeopardy if an employee refuses to participate.

2.4   The goals of EAP

The EAP has the objective of intensifying productivity of employees, equipping supervisors to identify problem worker, motivating them and referring them. The supervisors are released from

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the responsibility of diagnosing a person. The whole process is in the interest of the employer. The EAP has the purpose of helping employees with any form of social, psychiatric problem, to overcome it and to function well as social and working persons (Terblanche, 1988:81).

The first goal therefore has a financial motive, while the second is humanistic in nature. The more an organization relies on people for productivity, the closer the link between financial gain and human resources. This argument is taken further by Jones in Klarreich et al (1985.7) when he says, "The primary reasons are humanitarian, but to some it also makes good business sense to invest in the development of human resources. People maintenance contributes to maximizing human potential and resource. Thus monetary return on investment can be realized. Work attendance is improved, hospital, medical, surgical costs are reduced, as are other expensive benefits that are over utilized".

It is thus becoming clear that the financial and the altruistic aspects of EAPs are closely linked to each other. It would depend on the primary focus of the organization whether more emphasis would be placed on the financial or humanistic aspects of the programme.

However, the programme does not only focus on the social responsibility of the organization, but also on that of the employee.

Klarreich et al (1985:3) are of the impression that "the occupational alcoholism movement was founded on the premise that individuals suffering from this health problem could be motivated to seek treatment by using a combination of accountability for job performance and an offer of professional help".

Although the previous statement refers mostly to programmes on alcohol in the workplace, it was already noted that this was just a precursor of the more holistic approach. In conclusion, it can be stated that the goal of the EAP is to eliminate the effect of social and organizational problems on the productive functioning of the employee, to create a sense of social responsibility with both the employer and the employee, enhance healthy functioning of the worker and increase productivity for the organization.

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2.5   Functions of the EAP

Organisations and companies adopt EAP to fulfil different functions, because their needs and interests differ. This is true when various companies are compared with regard to the EAP they have adopted. Functions that are shared by different EAPs will be discussed.

Archambault et al (1986:69) states that before one can discuss the functions of an EAP, the goals and objectives have to be taken into consideration, as EAPs will vary in their objectives. "There is nothing wrong with this they state, because companies may vary in their "objective, procedures, and staffing arrangements". The importance then is to "recognize specific objectives and to establish activities aimed at reaching them". Before implementing the programme, it should identify the constraints and their work within those constraints or develop strategies to remove these constraints over a period of time. It should also recognise that the objective would change and therefore the functions as the programme matures.

The other consideration, which EAPs should take into consideration, is the responsibility for the different functions that certain personnel members have to carry. Some of the functions could be carried out internally, that is, by the employee or externally, that is, by other contracted organisations outside the company. Erfurt and Foote as cited in Terblanche (1998:83) identify and separate the functions in the following manner:

* Identification and confrontation of problem workers
* Assessing / referral / follow-up
* Treatment

Therefore, according to the objectives, the constraints, the staffing, and the content of the EAP, the functions could be separate as above and the different components internally or externally could take the responsibility of the three functions as broken up above. The following are the functions of an EAP as stated by Terblanche (1988:86-123):

2.5.1   Identification of the problem worker

The value of identification by the employer is that early identification can take place because the trained EAP officer will be able to detect problem workers easily. Early identification would also

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mean that the worker's prognosis is good and treatment complications are decreased. Identification can be done in two ways namely:

2.5.1.1 Identification through the level of achievement

This would mean that a problem worker could be identified through the identification of his level of achievement. If he is under-achieving, then there is something wrong. The supervisor should have a:

* Good, effective and efficient achievement evaluation method in place and
* Should be well trained to implement such an evaluation method.

This identification has two consequences, that is, whether the problem worker should subscribe to voluntary referral or whether it would be involuntary. Under-achievement of the worker does not necessarily mean that there is a social problem, therefore the worker is not achieving. It could be due to other factors such as medical/ physical problems, collegial pressure, and lack of job satisfaction, poor work environment and a number of other factors.

EAPs can still be important though the programmes do not necessarily identify social or psychological problems; they can identify other problems, which could be referred to the relevant resources.

2.5.1.2 Identification of a problem worker by self-referral

Self-referral is the ideal type of referral. The worker has identified that he has a problem and goes for help. The identification takes place early and not much damage is done with regard to his work achievement. The prognosis is once again good and the worker is motivated to resolve his problem/s.

Self referral also says something about the EAP itself. It is seen in a positive light because of its marketing, its value, and its success with other employees, and their recommendation of the programme.

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Intervention comes more easily when it is a voluntary referral. According to Archambault (1986:74) "self-referrals represent earlier intervention and are therefore most desirable".

2.5.2 Assessing, referral and follow-up

According to Archambault (1986:72) "intake, assessment, referral and follow-up services" take a "major portion of EAP staff time." These functions are mainly performed internally by EAP staff members who are professionally trained, such as social workers and psychologists - it should, however, be noted that referral might not be necessarily by a professional.

2.5.2.1 Assessment

Assessment as defined by Terblanche (1988:100) "involves determining the precise nature of an employee's problem, the services necessary to treat the problem, and the best qualified service provider who can meet the client's need. The final step in assessment is arranging an appointment for the employee with the service provider".

The EAP personnel who are responsible for such functions should be trained to identify the "precise nature" of the problem. He should also be well versed with the available resources internally and externally, which would provide the appropriate treatment of the problem, resolution and costs.

2.5.2.2 Referral

The correct handling of a referral could also work towards a positive image by the worker towards the EAP. The EAP personnel handling the referral should explain fully to the employee with the problem, what the problem entails, possible treatment procedures and the procedures for referral. The EAP personnel are also responsible to a large extent for motivating the employee to take further steps towards the resolutions of the problem. Here again referral can be voluntary or involuntary.

Involuntary referrals are where an employer places enough pressure on the worker to seek help and treatment for his problem. The worker could also be threatened with dismissal if he refuses to do so, especially if his work performance is affected as a result of his problem.

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Voluntary referral means that the employee has insight into his problem and would seek help and treatment for the resolution of the problem.

2.5.2.3   Follow-up and after-care

Follow-up and after-care services are of the utmost importance especially if the employee has been removed from his environment and placed into an institution for treatment. A problem employee is extremely vulnerable after his discharge and when he is back in his environment with all the usual stresses and strains. After-care could include group or individual therapy by means of assistance with referral to a self- help group. Follow-up is another important function whereby periodical follow-up is done with the employee to enquire whether he had a relapse, especially in the case of alcohol abuse. Good communication is an advantage to this function.

2.5.3 Treatment

Treatment is another function that can be handled internally or externally. When handled externally with personnel from other institutions, it must be found that the treatment facilities programme is in accordance with that of the employer and the model applied should not conflict with that of the internal programme.

When treatment is internal, the advantage is that it is more cost-effective in that valuable time is not lost and the employee is still productive and present at work. If treatment is handled internally employers could manipulate the programme for their interests. However, internal treatment of the problem employee could have an impact on the employee's job performance and his/her attendance at work. The supervisor would be able to monitor whether there is any change in the employee's job performance.

2.6   Conclusion

With the increase in its use and value, EAPs' functions seem to be ever broadening whilst its goals and objective seem to change with its progressive success. However, its value and worth within the employment market is undeniably useful to both the employer and employee, whatever their reason for its utilisation.

2.7   Standards of the EAP

2.7.1   Policy

One way to begin to understand how an EAP works is to examine a typical programme policy. Policy is the cornerstone of an effective EAP, because it articulates the balance between the role of supervisors and others in the workplace and the role of practitioners in the counselling components of the programme according to Sonnenstuhl & Trice, (1986:9)

According to Dickson et al (1998:112) every industry instituting an EAP must have a clear policy statement. The policy statement makes it clear that human problems are inevitable, that these problems often interfere with work performance, and that rather than terminating the impaired or troubled employee's work, the company prefers to restore the employee to capacity by providing the appropriate assistance in a confidential and professional manner. An effective EAP policy statement makes the following aspect clear:

*   To have problems is human, and the workplace is not immune. The EAP will assist employees to resolve these problems and others for which the employee may seek help. The EAP may also address a specific problem, for example alcoholism is a disease, and it can be cured. The employee's commitment to being cured is essential in order for the EAP to be effective.

*   The policy statement must make it clear that the employees', current job and future advancement, will not be jeopardized by using the EAP service.

*   As with all health and personnel documents, EAP records will be maintained in a confidential manner.

*   When necessary, sick leave may be granted for treatment and rehabilitation on the same basis as it is granted for their health problems.

*   Employees will be responsible for complying with the EAP service recommendations and treatment plan. No one will be forced to accept treatment, but the importance of job

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performance and possibility of disciplinary action being taken against the employee need to be clearly highlighted for him / her to make a choice.

*   The EAP service will also be available to employees' families. When the worker's problem emanates from home such as adolescence or marital problems, the family members will be included in counselling in order to be able to deal with the worker's problems holistically.

*   Appropriate credentials and experience of EAP personnel will be taken as first preference in order to provide the best possible and up to date service for the employees.

*   The policy statement should include the aspect that the company is committed to making the service affordable to the employees; and lastly:

*   The companies' consideration of the EAP's availability, accessibility and aspects of universality. This means that the service should be available to all workers of all ranks and gender and no victimisation will take place against anyone using EAP, although progress regarding effectiveness and improvement in performance should be significant. There must be a difference in a worker's performance after EAP treatment.

2.7.2 Procedures

Procedures are defined by Myers (1984:70) as the way to operationalise the policy.

Details are given on how the entire process will be implemented starting with the referral procedure, what happens during all visits and treatment, recovery programme and evaluation of the service rendered. The following factors are of significance to ensure that the programme will be successful. Sonnenstuhl & Trice (1986:10)

*   Employees who need professional advice are encouraged to use the EAP's counselling service and those with personal problems affecting their work adversely are encouraged to seek help voluntarily from the EAP services.

*   In the policy, it should also be included that the supervisors are responsible for confronting employees about their unsatisfactory performance and helping them to improve their work. The procedure that the supervisors follow is that:

*   They bring employees' unsatisfactory work to their attention and encourage them to solve the problem on their own or with the help of the EAP counselling service. Supervisors also point out to the employees that continued unsatisfactory performance will lead to formal discipline:

*   If performance improves, no further action will be taken:

*   If performance continues to be unsatisfactory, regardless of whether or not employees have accepted help, regular disciplinary procedure will be followed up to and including discharge.

The principle behind this procedure stressed that the supervisor must use constructive confrontation to motivate employees to resolve their problems and to overcome denial.

When the employees' work deteriorates, the supervisors confront the employees to help them correct their performance. Such confrontation occurs within the company's established guidelines for due process and at each step the employees are encouraged to solve their problems on their own or with the EAP. Constructive confrontation provides a powerful motivation for employees to solve their problems one way or the other because it demonstrates both the possible consequences of action and a way to help resolve the problems. Counselling is used to help resolve problems when it is clear that they are beyond employees' control. The policy sections reflect the company's commitment to helping employees work through their troubles. In general the procedures of the EAP policy emphasize the programme's availability to employees and describe how supervisors are to use the policy.

2.7.3   Confidentiality

Personal information must not be disclosed in any way without the consent of individual employees. Personal information must be treated confidentially all the time. It is unethical to discuss personal information and this can also harm not only the individual employee, but also the success and acceptance of the EAP.

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According to Dickman et al (1988:112) confidentiality is another cornerstone of an effective EAP. All employees have the right to seek help for their problems and know that their problems will be kept in the strictest confidence. In addition, when a worker is referred to the EAP by a supervisor, he/she needs to know that under no circumstances will this information be noted in any office files. Furthermore, any employee needs to know that nothing of the nature of his/her problem will get back to the supervisor or anyone else. Unless absolute confidentiality is kept at all levels, the EAP will not be successful. Only the employee himself or herself may reveal his/her treatment but no one else may, including the referring supervisor or labour steward, a manager, or EAP personnel who are bound by the professional ethics.

It is, however, very difficult if not impossible, to totally conceal that an employee is receiving EAP services. The important aspects to consider are that the treatment process and what transpired during the interview and was recorded in the EAP office files are to be kept confidential but the progress made by the employee regarding the treatment should be communicated to the supervisor of the employee who was referred. The progress report only includes the information relating to whether the employee did keep the appointment or not, whether he accepted treatment or not, whether he will be hospitalised or be referred to an outside treatment centre. The performance improvements will be communicated after the service has been rendered to see whether it has helped or not. And if not, the reason why it did not help. The supervisor is also told approximately how long the employee will be away from work.

2.7.4   Management endorsement or top management support

It is absolutely necessary that management at its highest level endorses and actively supports its EAP. Top management backing will ensure that:

* Doors are open to EAP personnel at all levels of management;
* Adequate financial support to begin EAP will be made available for mail outs, lower supervisory training and initial diagnostic sessions;
* Enthusiastic support of middle and lower management will more likely model and reflect management activities.

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Management has a number of responsibilities to make sure that the EAP becomes successful and reaches its desired objectives. Its engagement is very significant in the fact that it has to prepare, disseminate and require adherence to EAP policy statements. In the planning of the EAP, management will prepare procedures explaining how EAP will function and relate to other personnel procedures. Although during the planning phase of an EAP all necessary stakeholders are involved and participate, management will implement control mechanisms to ensure that EAP policies and procedures are uniformly and fairly applied.

Management is also responsible for continually educating employees in alcohol use, alcoholism and other problems. Prevention will be encouraged through educational programmes directed towards discovering and eliminating problems caused.

Management is also responsible for conducting a legal review of all EAP phases to ensure adequate malpractice/liability claim protection for the organization.

Management must also be trained in the key roles it performs in ensuring EAP utilization. This training should be regularly revised to ensure that it remains current. In other words, management must continuously evaluate EAP progress. The findings will establish whether the EAP is benefiting the company and will indicate areas, which are still lacking, to improve on. This action will also help the company to know whether the EAP is committed to its work and whether it is beneficial and relevant to the agency's ever-changing policy status. If management is not guarding against an ineffective EAP, that does not upgrade itself, with the new developments within the field in order to assist employees accordingly, the company will lose financially and will lose workers with expertise according to Myers (1984:125).

2.7.5 Union support and involvement of labour endorsement

Like management support, union support and involvement will greatly improve the effectiveness of EAPs. Firstly, the unions support EAP policy because they view it as an additional benefit for their members and a method of extending their traditional helping role to employees with problems. Secondly, union support is conveyed to supervisors in training sessions, emphasizing the union's intentions to go to arbitration in cases in which supervisors failed to confront alcoholic employees and to offer them assistance. Those supervisors with unionised facilities or companies

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are well informed about union's support of EAP policy and therefore are more willing to use it, according to Sonnenstuhl and Trice (1986:21).

An example given by Dickman et al (1988:111) is an "illustrative incident in one shop in Tamba Bay. It involved alcoholism and it occurred late in 1979. In the incident the author was "beeped" by his answering service in the middle of a Saturday morning. It appeared that a worker (with several years' seniority) had an emotional breakdown during the midnight shift. During a disagreement with a foreman he had "lost it" and thrown a bottle at the foreman (the bottle fortunately missed but crashed through the plate glass window of the foreman's office).

The caller (an EAP officer) was a labour steward who quickly asked if the worker could be seen. He was seen an hour later, initially diagnosed as "withdrawal acute" and he was referred to a treatment centre. It was clear that he was blackout most of his shift. He was treated, suspended for several months; continued with the programme, returned to work and today he is a fully functioning, sober, effective employee. No doubt that his job, seniority and expertise would have been lost had not the labour steward acted quickly and had the EAP not been there"

Myers (1984:125) says that unions' responsibilities are:

*   To emphasize prevention and early identification and treatment of employee problems. To meet this responsibility the unions need to conduct workshops and seminars on different problems of employees.
*   The unions must publish articles in the union newsletter concerning causes, symptoms and treatment of problems.
*   Where possible, the union will establish an EAP committee to aid communication among EAP personnel and union members. The EAP committee members will be fully committed to EAP goal accomplishment. Committee representatives will develop communication networks where members are employed. When employee problems become known, a committee representative will talk with the employee concerned to encourage self-referral to the EAP.

It is very sad to note that in South Africa with the political state of the past, unions were only concentrating on assisting its members to get the best financial benefits, improvement of working

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conditions, work misplacement and other unfair labour practices. Unions were not effectively educating its members about their responsibilities towards members' problems, which affected their work performance. They were mostly engaged in strikes to address their problems and blamed the company management for every problem that were related to the employee, be it personal or otherwise. Therefore the union members interviewed union representatives and advocates regarding the wrongs that the company management did to them and not about how they as members could secure their work by being responsible and to get the necessary help they need to sustain their work. The approach needs to be reversed. The union's management and EAP must be actively involved from the very beginning of the programme. They all have to be engaged in the planning of policies and how these policies should be implemented to help the employees to change their attitude and views about unions' involvement in their work structure.

2.7.6   Referral procedure

Employees may be referred to the EAP by means of several methods. If these methods are correctly utilised, the EAP programme will be sustained. Some referral procedures have been discussed at the beginning of the chapter.

2.7.6.1   Supervisory referral

The first method is whereby the supervisor initiates the EAP referral when he/she recognizes a deficient employee. Referral can also be made when an employee discloses a personal problem to the supervisor. In making referrals managers/supervisors should stress that the EAP is a benefit and provided free to the employee. A referral is made by calling the EAP office and making an appointment for the employee. Normally this must be done while the employee is present. Experience gained according to Myers (1984:127-128) from different EAPs indicated that the supervisor is a key in EAP success, when he/ she makes the referral.

2.7.6.2   Union referral

Secondly, unions as previously mentioned have a fraternal and a contractual interest in the problems of union members. As the union goal is to help members achieve happiness and productivity, both at work and in their personal lives, unions also find themselves contractually responsible to refer troubled members to EAP by first talking to the member and then making an appointment. The member is then given the note with an appointment date and time.

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2.7.6.3   Self-referral

Another type of referral is self-referral (discussed also under the functions of EAP). One indicator of a successful EAP is a high rate of self-referrals. Procedures must be established to motivate self-referrals. Sometimes a self-referral is initiated because the employee does not want anyone to know about the problem. Every precaution should be taken to ensure that employees who have referred themselves are treated confidentially and anonymously. The supervisor shall not ask the counsellor if an employee is a client unless the supervisor himself/herself has made the referral.

Family members and co-workers may also refer employees to EAP. Firstly, they have to notice the problem, and talk with the employee concerned about the problem before calling the EAP and making an appointment.

On the other hand, EAPs are treatment centres and the referral mechanisms are necessary to link the programme with the external treatment system, according to Googins & Godfrey (1987:128). The art and science of referral through interagency co-ordination is made complex by an array of service providers, each with their strengths and weaknesses, their eligibility system, waiting list and fee structures. Coupling this with the formal and informal elements of each system and the constantly changing characteristics of the system, the complexity of good referral becomes apparent. Failure to establish a referral mechanisms security within the EAP severely limits the ability of the programme to provide employees with appropriate and effective service. It is of significance that the EAP staff should be familiar with community resources. Their relationship with the outside agencies should also go beyond sufficient understanding of those agencies to facilitate effective information and referral services to employees.

2.7.7   EAP records

All client records must be confidential. Myers (1984:128) suggests that in establishing clients' records the first consideration will be accommodating the purpose of records without revealing client's identity. Records may be maintained on a computer disk file that only the EAP staff can access. After that time it is suggested that the records be destroyed. Where another person is given access to the client's records, signed authorization by the client is needed.

All in all records are used for the following purposes:

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* Records are used in case management wants to determine how the employee is progressing in treatment.

* Records are used to determine if a particular service source is more effective than the others in treating problems are. They are also used to evaluate whether a specific treatment or service plan was successful.

* Records are used as follow-up to determine how the employee is adjusting after treatment.

* Lastly, records are used for various statistical purposes, for reports and research projects.

2.7.8 Connection between EAP, the financial aspect and the insurance coverage

2.7.8.1 Financing the programme

Payment of services could become a problem even for a motivated, troubled employee. EAP personnel must always have sufficient knowledge of the company's medical and health benefit plan to advise the client of the payment or reimbursement provisions for the treatment needed. The client or employee will also be shown the nature, extent and the cost of the proposed treatment. In other instances some companies will stipulate in their policies that the companies will pay for the first three visits. If the employees know that going to EAP may cost them something but there money will not be wasted, they will be more willing to accept a referral or even refer themselves. If possible, there should also be insurance coverage for paying any inpatient or ongoing outpatient visits that employees' may need. Some EAP centres will even strike an agreement with companies concerned that no escalation of fees or costs will be implemented for a period of five years, with an effort towards cost containment and to work with each company to make it easier for the employees to make that first effort, Dickman et al (1988:118).

Another important aspect that Dickman et al (1988:118) highlights is for an EAP coordinator to have a list of "okay to pay" service providers, which are accepted by the insurance companies. Research can also be done by the company on the issue of third party claims for treatment of alcoholism. One study by Dickman showed that 7 out of 10 employees were treated effectively with little or no time lost from work.

The company's commitment towards EAP will motivate it to plan for employee treatment costs. This must be done by all stakeholders during the planning of a programme. If all companies can

have the same concern for their employee's well being productivity can increase by close to 50%
compared to what it is currently. The problem is that EAPs are not taken seriously and no
commitment whatsoever is evident from all the role players to assist one another in providing
effective service.

The other problem is that the kind of information discussed in this document are not implemented
in public sectors also and one will find that both the employer and employees are frustrated by
their situation, which is that of unproductivity. The employee is protected by the Labour
Relations Acts from unfair dismissals and the process of disciplinary hearing which, if not followed
correctly can lead to the employer not being able to discharge the employee.

On the other hand, many cases have been witnessed whereby the employees discharged are suing
the various departments for unfair dismissals or payments of the time suspended because the
courts did not find them guilty even when there was due cause that they be dismissed because they
were not productive, according to the draft policy document presented by Mndawe (1998:2).

2.7.8.2   Insurance coverage for the EAP practitioner

According to the EAPA- SA standards for the employee assistance programme, all EAP
practitioners should have professional liability cover or insurance in order to be protected
(1999:20). This should be the case because EAP practitioners should adhere to professional
standards. The insurance is important also because it is a necessary precaution necessary to be
able to answer legal challenges concerning the delivery of services or for the practitioner to be able
to motivate the obtaining of financial resources to ensure that the EAP programme continues.

It is very important that all EAP practitioners, such as, social workers or psychologists, register
with professional bodies and obtain professional indemnity insurance. Registration with
professional bodies also means that the EAP practitioners adhere to the codes of practice for
professionals and this also eliminates unethical practices.

2.7.9   Qualifications of the EAP personnel

One of the basic elements of EAP is that the EAP staff and service providers must be fully
qualified. Personnel shall be certified within their fields where established certification procedures

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are available. Experience and certification in alcoholism shall be required for the counsellors and service providers for disease treatment. No client may be diagnosed or referred for assistance until assurance has been given that the abovementioned policy is being followed.

According to the drafted EAPA-SA standards for employee assistance programmes (1999:16), there should be a staffing criteria that is followed by all organisations adopting the EAP. The staffing standard as indicated says that, "each EAP shall retain professionals qualified to perform their duties and those staff shall adhere to all legal and professional regulations and ethical codes regarding their scope of practice".

This includes looking at the level of experience of the practitioner, education and registration with a recognised body. The EAP staff should also have knowledge of the needs of employees and be able to identify resources and make proper referrals.

The EAP staff members need to be experts in various fields and should have knowledge about social problems in the particular organisation, for example as indicated in chapter 3, various problems which include among others alcoholism, family problems, mentally illness and sexual abuse. The various roles of the EAP staff members are also explained in that chapter.

2.7.10   Treatment or service component

The EAP must be designed to helpfully respond to a wide variety of employee problems. Such a concept is known as the "broad brush approach" to industrial counselling as opposed to the historically earlier occupational alcoholism programme. The advantage of this approach is that more employees get help with problems, which definitely had an effect on productivity, and the employee's well-being. The other advantage is that the approach helps to avoid traps physicians fall into when they treat one symptom of the alcoholic without considering the patient holistically, according to Myers and Myers (1986:51)

The counselling component of the treatment process must also be planned by management, unions, EAP representatives and EAP co-ordinators, as to whether they are going to use in-house services or external services. If it is the first there should be close emphasis on the working relationships between the in-house and the external services for the purpose of referrals. Follow-ups must be

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conducted for referred clients to outside service providers. It can be done monthly for a year, or the timing of the follow-ups can be determined by the individual circumstances. Supervisors should not be contacted in follow-ups unless they made the initial referral.

2.7.11 Employee education

Sonnenstuhl & Trice (1986:17) point out that employee education has always been a part of the occupational programmes, and the newer broad-based EAP continues to conduct education for all employees. Today's curricula include posters, brochures and workshops about a bewildering number of personal troubles and their solutions. Educational material generally stresses prevention, early signs and the availability of referral to professional help when the problem occurs. It is suggested that EAPs should develop workshops on life skills, health, and decision-making.

The most important point highlighted here is that educational institutions try to promote health as a modern and scientific way to solve personal problems, and most individuals reject it out of ignorance and adhere to primitive beliefs. The employees also need to be made aware of the company's policy and programme and such information should be widely disseminated. Unfamiliarity with the policy and its scope and all other aspects discussed earlier in this assignment will prevent employees from using EAP or can lead to inappropriate use of it.

Educational programmes may also include information about a wide range of personnel problems and solutions such as information about alcohol and drug abuse, solutions to family problems, stress management, what employees can do for themselves, self-help groups, budgeting and what professional counselling entails.

This selection of subject matter would make employees aware of the scope of the company's commitment to help them and also encourage employees to help themselves. There is also great appeal in employee training in diet control, exercise, relaxation, smoking cessation and coping techniques. These strategies have been imported into many a workplace by EAP practitioners because of pressures to contain health costs but they are not part of EAP technology. The best evidence is that such tactics can reduce the risk of physical conditions such as cancer and heart disease.

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All in all there is evidence that well organized educational programmes can reduce alcohol intake by employees and promote appropriate beliefs about drinking.

The education of employees also reduces stigmatisation, for example in the case of alcoholism and provides a wide range of updated information regarding health problems and develops a culture of prevention. Since problems that affect society as a whole also affect the workplace, it (the workplace) is the appropriate environment to increase awareness and improve knowledge of employees about different aspects of life.

2.7.12   Supervisory and union steward training

Training is very important in the sense that it helps to bring about change in knowledge and attitudes that enables the EAP to realize its objectives within an organization. Googins and Godfrey (1987:126) confirm that training is a powerful tool for communication and change. Its content includes information regarding policy and procedures, explanation of the EAP itself, training of supervisors in procedures for identifying, confronting and referring an employee with job performance problems. Dickman et al (1988:116) recommends that it should include supervisors and labour stewards together in the same training. This is helpful in stressing the fact that EAP is a joint management-labour venture and two parties have the same interests in the well-being of the employees. If extensive training is adhered to, there is no way that the EAP will not be successful, as all parties involved will know exactly what is expected of them and they will be able to help the employee to deal with his problems.

2.7.13   Marketing of EAPs

The EAP should inform employees of what the EAP is and how to use it. Once an organisation has adopted the EAP's policy and procedures, it should be made available to the employees to ensure that it is fully utilized. Googins and Godfrey (1987:126) state that: "no programme can survive without visibility, recognition, and exposure".

Francek (1985:28) supports this statement by saying that a programme is not successfully implemented until it has been satisfactorily marketed inside the organisation. Marketing can be successful if, for example, brochures on EAP are issued to employees, through presentations

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during personnel or union meetings and also through articles on the magazine or newsletter for that organization, for example the Department of Correctional Services is using the Nexus magazine.

The standard for EAP marketing says that the EAP should be available and promotional materials and educational activities should be utilised. Information on EAP should reach all employees, supervisors, unions and even family members of employees (1999:32).

EAP marketing should be an ongoing process for as long as EAP services are still offered in the work organisation, and it should target all levels of employees.

2.7.14 Community resource network

As already mentioned earlier, this is a very important aspect because agencies outside the workplace provide a wide range of counselling services that are available for employees when the programme co-ordinator has made referrals to such agencies. The advantage of the state is that treatment is provided in the community under the company's existing medical coverage and most local facilities come to feel that they have a vested interest in the programme and therefore, may be committed to making it work, according to Googins and Godfrey (1987:127).

The EAP practitioner should identify and utilise community resources that provide quality at an affordable rate to the employees.

2.7.15 Evaluation

Through a record-keeping system, it will be easier for EAP services to be evaluated. According to Du Plessis (1990:213) the evaluation of programme effectiveness may include the effect of EAP intervention on the job. Performance factors, such as absenteeism, labour turnover, accidents and disciplinary inquiries may be taken into consideration when doing evaluations because their decrease may indicate that the EAP is effective.

According to the EAPA-SA standards (1999:39) the evaluation of EAPs should reveal a cost-effective and relevant service to employers and employees and their dependents. The criteria as stated in the standards for EAPA-SA is that evaluation of the programme should be ongoing and

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information should be obtained both qualitatively and quantitatively from the users of the programme.

Each EAP should have a programme evaluation mechanism, as this will add to the credibility of the programme and it will have information that can be used to improve service.

2.8   Conclusion

All aspects discussed are important and they constitute the cornerstone of every EAP programme that is established and that which proves to be effective and sustainable. The question one asks is, how much commitment would all the people concerned be willing to invest in this kind of programme? The reason why EAP in our society is not viewed as important, is that there is a lack of knowledge about what to do, where to start and as it involves a lot of education and awareness, it is a long-term project which needs thorough planning an cooperation from everybody concerned.

These are critical attributes. If they are all in place, the EAP will be effective and everybody wins i.e. the employee, employee's families, management, labour and the entire human service personnel.

2.9   Approaches and EAP models in EAP

EAP models and approaches are used in helping the employer to accomplish the goals of the EAP. Through them planning, organising, implementing and controlling functions of the EAP will be maintained.

2.9.1   EAP approach

The concept approach is defined within the EAP as a fundamental procedure by which organisations and departments attempt to identify and respond to problems experienced by employees. According to Meyers (1984:13) there are two major approaches to EAP namely; preventative and confrontation approaches. The two approaches are described hereunder:

2.9.1.1　　　Prevention approach

The prevention approach is concerned with the prevention of the employee problems. It has three forms; namely:

2.9.1.1.1　　　Primary prevention

This form of prevention concerns itself with the reduction of the incidence or problem. It removes the causes rather than the symptoms. Dickman and Challenger (1988:219) indicate that the major goals of this approach, is to block dysfunctioning in those who are currently healthy and prevent the existing problems from growing more serious.

2.9.1.1.2　　　Secondary prevention

Secondary prevention comes in as early as the problems arise. It is implemented in the early stages of the problem. Secondary prevention is sometimes called the treatment phase, as problems are dealt with through education.

2.9.1.1.3　　　Tertiary prevention

Tertiary prevention is defined as the rehabilitation that follows problem identification and diagnosis. Tertiary prevention approach involves the aspect of curing more, which is more costly and less effective than the two already mentioned. It should be noted that at this point in time, the employee's performance may not have deteriorated. The organisation can take preventative measures by training and educating their employees about methods of identifying personal problems and understanding symptoms and problems. This can be beneficial to both the organisation and the employee. To the organisation it means savings in terms of time and money by means of grooming an employee who later might be a poor job performer. Regarding the employee, it helps him/her to have early assistance with his/her problems (Myers 1984:116). According to this approach, the employee may present himself/herself voluntarily to the EAP should he/she experience problems/symptoms.

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The referral method in this approach is voluntary, according to Wright in Klarreich et al (1985:19). This also means that the employee may also make a request via his/her supervisor, family member, or union. Voluntary referral also guarantees employee confidentially as the counsellor need not report to the supervisor on feedback. Prevention approaches, however, concentrate on preventing problems in the form of educating and training employees to assume personal responsibility for their health. Prevention therefore creates a desired set of conditions and shapes behaviour through education and reinforcement.

2.9.1.2   Performance/Confrontation

According to Myers (1984:116) the confrontation approach is mostly used because it confronts the traditional management methods and ensures the eventual referral of employees to a professional. This implies that the determining factor for the need of treatment or intervention is the determination of work performance. Archambault et al (1982:14), explains that the employee is confronted with evidence of his/her poor work performance by others, such as supervisors or union representatives. Some of the sources are absenteeism, unexplained sickness or personal medical records. This approach is accepted easily by unions because it focuses on job performance. It further disciplines and corrects the poor behaviour and defines the problem to be treated. The disadvantage of this approach is that supervisors are reluctant to confront inadequate employees due to lack of training.

2.9.2   Models

Myers (1984:69) defines the concept model in EAP as "the structure that an organisation uses to plan, implement and serve the needs of troubled employees." This definition sees the EAP model as a framework from which the company will operate in order to provide service to the troubled employee. There are two types of service models, namely internal and external models.

2.9.2.1   Internal models

Internal models refer to programmes that are staffed by personnel even though they may consist of multi-disciplinary professionals who are employees of the organisation. The EAP is company-based and therefore employees receive treatment on the work-site. The following are the types of internal models:

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2.9.2.1.1   In-house model

According to Dickman et al (1988:335) this model implies that the EAP is located on the company's premises. This also holds true for Googins and Godfrey (1987:18) when they say that in-house models are places in the mainstream of work institutions. Sonnenstuhl and Trice (1986:19) state that some organisation develop this model because they believe it to be the most tangible way to express their humanitarian concerns to employees and it is cost-effective. The counsellor may have to deal with extreme cases. The function of the counsellor involves intake, assessment, diagnosis and treatment or referral. The counsellor has to build up trust and a warm relationship with the employees so that they will not resist.

Advantages of the in -house model

- Cunningham (1994:15) points out that the advantages of this model is that the counsellor is attuned to the culture of setting, outgoing changes, potential problems and shifts in political conditions.
- Better coordination of treatment and monitoring follow-up
- Accessibility of information and treatment for employee
- Feedback on improvement and performance is easily monitored
- Follow-up on job performance
- Affordable and cost-effective

Disadvantages of the in-house model

Cunningham (1994:16) points out the disadvantages of this model as follows:
- The confidential nature of intervention is interfered with, as the counsellor has to report to the supervisor.
- No off-site screen conducted.
- EAPs are non-profit generating and therefore during a crisis in an organization, funds can be cut from the programme.
- Lack of privacy.

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- Few staff members may be employed and therefore workload may be overwhelming, as the same person has to do programme policy, consultation and developing resources amongst other things.
- Discontinuity due to loss of jobs.

2.9.2.1.2   Union-based model

This model originates from unions recognizing the need to assist their members in receiving treatment. Masi (1982:80) points out that unions may administer the programme directly or they may co-operate with management in the running of the programme. The union in general has different cultural and political structures than the organisation and therefore their interest in an EAP intervention may differ. The interest is not in most instances profit-orientated, as is the case regarding management. The union's interest normally is a concern for their members and therefore the accountability is with regard to members, not the employer. So members when they receive a service, see it as entitlement. Cunninghan (1994:18).

Myers (1984:94) maintained that union members do identify employees and motivate them to seek assistance. They also monitor and evaluate their performance between counselling sessions and after treatment.

Klarreich et al (1985:97) points out that one prerequisite for a successful union-based programme is the development of a joint labour-management policy statement. This statement encompasses a union employer model in itself and it can be operated internally and externally. The union and employer representatives meet periodically to compare the EAP progress.

Advantages of the union-based model

The following advantages of the union-based programme, are stated by Googins and Godfrey (1957:119);

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"Union members respond positively as they feel that their leaders do care for them and to a great extent employees trust unions more compared to management because of the past system of government. Unions have the ability to implement self-development programmes for their troubled members, because they are well staffed and have a constituency. Each union member is contributing and it is high time that unions start doing something for their members in terms of development."

- It is affordable and cost-effective in the sense that the union foots the bill, rather than the programme taking place at the expense of the management.
- Only union members have access to the employee programme, therefore confidentially is maintained only amongst the group and no one from management will know about union members receiving EAP services as the rights of employees are protected and confidentiality is maintained.
- Follow-up on treatment and job performance evaluation is easily done as members are monitored at work and lastly it is accessible as it is within the organization.

Disadvantages of the union-based model

- The service does not serve those employees who are not union members.
- Management has reservations with regard to trusting and supporting such interventions.
- Unions hold political and cultural viewpoints that may be in conflict with that of the organisation.
- Skills and service of the providers may be limited.

2.9.2.2   External models

External models refer to service being delivered by the outside personnel of providers who are employed by an organization that sells the EAP service. Sonnenstruhl and Trice (1986:19) state that companies contract with other outside organisations to provide service for troubled employees. Straussner (1990:6) supports this statement by saying that the organisation makes a contractual agreement with other stakeholders like private firms, or private social workers, to provide the required services. In other words employees with problems are identified and referred

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to agencies outside the organisation for help. According to Myers (1984:90) the process involved in this type of intervention, is that the representative from the personnel department of the organisation together with the consultant would work together to establish the diagnostic and development procedure for the intervention strategies. Myers (1984:82) has identified the following types of the model.

2.9.2.2.1 Hot-line

This is either a local or long-distance telephone service, which serves the troubled employees by enabling them to talk and listen to a trained person who assesses their problem. Assessment accuracy is usually a function of the employee's communicative skills and the receiver's ability to understand and classify what problems are being communicated.

Advantages of hot-line model

- They are easily accessible to employees and ensure anonymity and confidentiality
- They are economical and can easily be terminated with no effect upon the organisation
- They are private and can be placed from any location

Disadvantages of hot-line model

- The helper may not be knowledgeable about resources in this employee's community
- The use of a hotline for interventions into crises can be ineffective
- Diagnosis is difficult

2.9.2.2.2 Contract model

In this model the organisation's contract consultants from outside are the service providers. The contractors may be allowed to handle one or two problem areas or the contractor may be affiliated with a residential care facility. The supervisor may have access to information with regard to the employee's treatment.

Sonnenstuhl & Trice (1986:19) state that companies contract with other outside organisations to provide mental health services for troubled employees.

Strausser (1990:6) supports this statement by saying that the organisation makes a contractual agreement with other stakeholders like private firms and private social workers to provide the required services, in other words, employees with problems are identified and referred to professionals outside the organisation for help.

Advantages of the contract model

Myers (1984:82) has identified the following advantages;
— Employees are encouraged to make contact with the contractor away from the office
— Confidentiality is maintained as employees may make own arrangements
— Less costly for small groups
— There is better communication with professionals in the community

Disadvantages of the contract model

— Some supervisors may be reluctant to deal with an outsider
— The professionals may present lack of knowledge about the organisation
— Communication between the workplace and service centres may be difficult.

2.9.2.2.3   Consortium model

The organisation may also provide service by contracting the outside providers to render a service to the organisation. The service provider may be located at the workplace sites or even outside the workplace environment. The consortium model differs from the contract approach only due to the fact that they promote the agency's goals rather than the organisational goals like the contractors' mode, according to Myers (1984:83) and he also mentioned the following advantages and disadvantages:

Advantages of the consortium model

— There is the alternative of both on-site and off-site treatment.
— It helps counsellors glean general information about different management philosophies

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- Organisations with fewer employees may use this type of service
- The contract may be terminated easily
- There is direct treatment service
- It is flexible and economical

Disadvantages of the consortium model

- The validity of referral is questionable
- Counsellor may be viewed as an outsider
- The validity of assessment of the problem of diagnostic service is also questionable
- Communication between the workplace and the organisation may be lacking
- There is no ownership of the programme or having it tailored for the organisational needs
- Not accessible - far away from work-site.

It is very important for organisations to choose the best model and approach, that is, the model that will address the needs of the employees. This will ensure that the EAP runs smoothly and leads to positive results regarding the employee's health and job performance.

2.10 Conclusion

Occupational programmes can be put into place in order to prevent problems in the workplace caused by the behaviour of the employee, leading to negative results or reduction. All programmes developed for the employee have one goal, which is to eliminate problems in the workplace and to improve job performance.

CHAPTER THREE

THE SYSTEMS OF WHICH THE EMPLOYEE IS PART AND THE EXISTENCE OF PROBLEMS

3.1 Introduction

Job performance relates to the extent that an employee fulfils the goals of the organisation. Job performance is measurable, however. This can be affected by many factors, namely; personal problems, emotional problems and work dissatisfaction. These problems will, to an extent, affect an employee's job performance negatively.

Shank (1988:79) states that, "it is a well-known fact that employees do not leave their personal or family problems at home, nor do they leave their work-related problems at work". Therefore, both personal and work-related problems impact on each other and tend to have, at times, and adverse affect on job performance. As there are many parties or systems that hold claims on the operation and nature of the workplace, it is their right (parties or systems) to intervene when job performance is affected, especially if it impacts on the production of the organisation. Because the individual does not function on its own, but exists alongside other people and systems of society, it is important to look at the work-related problems according to the various systems of which the employee are part. Within the workforce the same principle is held. People influence and are influenced by situations around them. This means that people's behaviour and the exhibition thereof, is shaped or at least strongly influenced by their social situation.

Working people spend at least eight hours of their day at work, five days in a seven-day week. Their workplace thus plays an important role in their social functioning. It can safely be said that people are influenced by their working environment. Likewise, their behaviour, positive or negative, also has an impact on their work milieu. This gives an indication that the individual is part and parcel of a set of systems, independent of one another, and because of that interaction problems arise.

3.2   Employee as an independent system

The employee functions first as an individual and then as part of the broader community. Beach (1980:425) says the following about people:

"Human beings as individuals are complex in their psychological make-up. When they interact with one another in groups and in large organisations, the complexities are multiplied.

These complexities are illustrated even more clearly when looking at the individual as an employee. When people enter a workplace, they immediately start interaction with other systems. Interaction will be with the management systems, colleague system and their unions as the formal employee system. As management becomes aware of the interplay between these systems, the impact of negative influences come to light. The Employee Assistance Programme has come into place because of the effect of troubled employees on the organisation."

Some typical social problems that have an influence on the employee, the workplace and the role of the practitioner in directing positive change, are discussed hereunder:

3.2.1   Alcoholism

Although the focus of occupational social work has augmented beyond the narrow focus on only alcoholism, the latter still seems to have a significant influence on the field. Dickman (1988:172) says that alcohol and drug abuse encircles 30 - 40% of the cases entering the Employee Assistance Programme. It is also closely linked to health problems in organisations as it can result in conditions such as mental illness, heart disease, cancer, orthopedic impairments and amputations, other problems like gastrointestinal disorders and liver cirrhoses. This results in employees over utilising their medical benefits, which can be a financial burden for the workplace.

Dickman (1988:174) uses a definition from the American Medical Association that is very applicable to this research.

Alcoholism is an illness characterised by preoccupation with alcohol and a loss of control over its consumption, such as to lead usually to intoxication if drinking is begun; by chronicity; by

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progression, and by tendency towards relapse. It is typically associated with physical disability and impaired emotional, occupational, and /or social adjustments as direct consequences of the persistent and excessive use of alcohol.

Chemical dependence is regarded as a progressive illness. The user, when developing a problem, starts losing control over the amount of drinking, causing hangovers that can impair work functioning. Loss of control also occurs when drinking causes late-coming and absenteeism on Mondays. Since the abuse also has an effect on the emotional balance of the employee, the once pleasant co-worker now often becomes withdrawn or irritable. As physical dependence increases, it becomes increasingly more difficult for the worker to concentrate on work aspects, resulting in abuse during work hours. Abusers, in a process of protecting themselves from disciplinary actions, start lying about these obvious changes in functioning and behaviour. This results in increasing stress levels and often isolation from colleagues.

3.2.2 Adolescent substance abuse

Rasch (1988:189) looked at the impact of adolescent abuse problems on the family and thus on the parent as employee. When an adolescent becomes a substance abuser, it often has an extremely negative effect on the whole family. Substance abuse, together with the unstable emotional states the developing adolescent often experiences, can be a hazardous combination. The adolescent's behaviour and attitude at home often changes, causing discipline problems. Breaking of rules, running away from home, isolation from family, emotional and even violent outbursts, stealing valued possessions of family members to support drug habit, often become daily problems. In addition to family adjustment problems, school performance also declines.

Commonly seen problems are declining grades, chronic truancy and suspensions for school conduct problems. Legal proceedings are often another complication. The adolescent who abuses substances often gets arrested for petty or even major crimes. Parents are often liable for it. All these aspects can have a negative affect on the occupational functioning of the parent as an employee as it causes tremendous stresses. In situations where no EAPs exist, the parent often has to take off an enormous amount of time from work to make contact with the school, courts and external welfare agencies.

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The practitioner at the workplace only becomes aware of this when the parent shares these concerns. Although the addict in this instance isn't the employee, the practitioner still has an important role to play in promoting emotional well-being for the worker by intervening. The troubled youth should immediately be involved in the helping process by interviewing. An assessment should be made to determine whether substance abuse is the underlying problem. It is important for practitioners to note that adolescents who abuse substances characteristically deny or greatly minimize their usage. For effective service, the practitioner should try to break through these defences. If substance abuse is the source of the problem, two professional avenues for help should be explored, a) inpatient care in a treatment centre, or b) outpatient counselling with a specialist agency. The intensity of the problem will determine what avenue to choose.

Once again the family should be linked with self-help groups like AA, Alanon and NA that will help them deal with their own feelings and ultimately create a drug-free lifestyle. Again it is stressed that preference should be given to treatment programmes that include a family treatment component as this will enhance the mental health of the whole family and thus the employee, and help combat co-dependency.

3.2.3 Co-dependency

Co-dependency is a widespread, often overlooked problem. The term refers to the tendency of spouses and children, parent and other people close to addicts to focus exclusively and feed on the denial system of the addict, in the process becoming as dependent as the addict himself/ herself. These characteristics seem to apply to a lot of people, particularly those reared in troubled families. They work hard to save the family system at the expense of their own emotional, mental, spiritual and physical well-being. This is often an unconscious process with awareness only achieved through a therapeutic process. Phillips in Dickman (1988:194) look at some generally accepted definitions of co-dependency. Without mentioning them all, the researcher will use two of them, which seem applicable for the research:

An emotional, psychological, and behavioural condition that develops as a result of an individual's prolonged exposure to, and practice of a set of oppressive rules - rules which prevent the open expression of feelings, as well as the direct discussion of personal and interpersonal problems. Subby (1984)

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It affects not only individuals, but families, communities, businesses and other institutions, and states and countries. Whitfields (1984)

When looking at the abovementioned, the researcher will thus define co-dependency as an unconscious emotional, psychological and behavioural condition resulting from extensive exposure to an addictive lifestyle, creating an inability to express own feeling, having a negative influence on the individual's personal, social and occupational sphere.

The family of the addict regards this behaviour as necessary. They adjust, in a silent coalition of denial, to control an uncontrollable situation, always trying to maintain a homeostasis in the family. If the process fails, they tend to blame themselves in the process. They learn to disassociate their experiences from the meaning these experiences hold for them. They may feel significant emotional pain, but typically not know its origin, believing that the world is manageable if you numb your feeling. This condition can continue long after the death or recovery of the addict.

Children growing up in a family with one or more addicts can easily feel nameless guilt, seeing themselves as victims and doubt their own potential to change situations.

If the individual was unable to deal with these symptoms of co-dependency before entering the job market, it can manifest itself in characteristics that may not be beneficial to the work environment. These characteristics can be as follows:

Although co-dependent people tend to be good workers, the unbalanced characteristics as stipulated above, can have a negative effect on people's long-term functioning, causing conditions like burn-out. This negative impact on the work performance makes it necessary for the practitioner to intervene. These employees should be made aware of their problematic psycho-pathology. Grown children of dysfunctional families may not be aware that their depression or failures stems from childhood. The practitioner can through education and support raise individual awareness, helping the employee in the process of introspection, and in developing a balanced, mature personality.

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3.2.4 Mental illness

Pinkard (1988:210) stresses the fact that the financial and human costs of mental illness escalate annually. Society's attitude towards the condition has changed over the years. A more humanitarian attitude as well as scientific approach has developed. Professionals in the mental health field also realizes that intense stresses deriving from daily pressures cause mental and emotional distress and pathology. Difficulties in interpersonal relationships and pathology-producing social conditions affect the commencement, progression, and severity of mental disorders. There is also the awareness, where the enhancement of mental health and prevention of mental disorders are possible and necessary goals of a national mental health movement.

The recognition given to mental illness as a disease that can be treated and prevented has pressurised EAPs to take responsibility for identifying and treating mental and emotional problems of individuals in the workforce. Efforts are also being initiated to prevent such problems and to promote the mental health of employees.

Pinkard (1988:213) further identifies three therapeutic interventions, which can be offered by the responsible practitioner/s. They are;
- Psychotherapy and counselling,
- Stress reduction programme,
- Prevention of disorders and promotion of physical and mental health.

3.2.4.1 Psychotherapy and counselling

These are labels for more or less formalised interpersonal exchanges between two or more people of which one is a professionally-trained helper who directs the process through a systematic, theory-based helping approach. The goal is improvement in the mental health of one or more people (employees). An EAP may have expert psychotherapists as staff members who can meet the need of employees. If not, the practitioner on the programme should have a system of referral to community programmes and specialists. To combat budget restraints, funds should be well invested in time-limited, problem-centred therapeutic approaches and in marital and family therapy.

3.2.4.2 Stress reduction programmes

Every person has a breaking point. Stresses cannot be piled on indefinitely without threatening the organism or person's emotional balance. Merton and Nisbet (1976:121)

Levine and Scotch (1970:21) also define stress as :

> ... any problem condition that is posed to the individual or organism for a solution.

There seems to be a growing awareness of the concept that stress in its myriad forms significantly impacts human psychological and physical functioning. In the mental health field an important research finding has been the identification of psychological factors as stressors. These are important changes and landmarks that demand significant changes in the life of the individual. A few of these life events and changes are :

3.2.4.2.1 Death of a spouse, relative or close friend. It is often difficult for people to deal with someone who has recently been bereaved. Responses are usually to avoid the situation or give good advice. However, what every bereaved person needs, is to mourn the loss of their loved ones. Bereavement often brings about feelings like sadness, anger and guilt. These are often difficult to express and takes time to work through. Effective counselling allows the bereaved person to talk about his/her loss within a supportive and caring relationship. The counsellor would not be frightened if the person breaks down and cries. Rather, this is a method of enabling the person to come to grips with his/her own sadness and gradually work through it.

3.2.4.2.2 Marriage/divorces; both can be stressful experiences. A large number of problems arising outside work are related to marriage. The effective counsellor will realize that all marriages have problems. In therapeutic intervention the therapist should guard against taking sides and the focus of intervention should be to help the person explore and understand the total situation. Divorce, like bereavement, can be a traumatic experience and only the feelings of guilt, anger and despair come more to the front. The practitioner dealing with this might not be able to save a marriage, but can help the

employee work through the emotional and practical problems arising form these changes.

3.2.4.2.3   Serious diseases not only have a physical impact but the latter also affects the person's emotional state, causing increasing stress. The practitioner's role here is thus two-fold, namely to link the person to the necessary medical treatment and to help him/her work through the emotional trauma deriving from it.

3.2.4.2.4   Retirement is often an under-estimated stressor. Masi (1982:62) describes it as a phase in everyone's life. A job provides an individual with self-identity. The sudden change from being active in the workforce to becoming more homebound and passive can create a feeling of worthlessness. The trained counsellor should develop a programme to prepare employees for this phase, helping them to view this as an opportunity to indulge in other interests and experience the quality of life. The daily repetition of un-stimulating tasks, also tend to create stress.

Furthermore, stress has an effect on bodily functioning and body systems and often results in conditions like hypertension, etc. The individual's coping style, degree of emotional stability and perception of life events also determine their ability to deal with stress. Stress is a universal occurrence amongst people and can recur throughout the life of the average adult. The responsible practitioner should draw from available resources in the field in making assets available.

Programmes should have the following elements;

*   identifying stressors,
*   where possible, remove stressors,
*   developing emotional, cognitive and behavioural means to deal with stress, and
*   clarifying the relationship between stress reactions and physical and mental health.

Programmes which contest work-related and other stresses, have the potential to improve the quality of life and mental and physical health of employees. Since stress reactions have

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a negative influence on the employee's productivity, these programmes can be beneficial to employers through increased effectiveness and satisfaction of the worker.

3.3   Family of employee as a system

Before going into the effects of social problems on the family, it is important to look at the different meanings of the word.

The unclear family is a set of people who play biological and institutionalised social roles with one another and, in doing so, develop beliefs and values that inform sets of expectations (roles), which are peculiar to them. Each individual belongs, first to one and then to two elementary families. He is born into one family, his family of origin, and then has his own family of procreation. Both constitute the kinship core (Harris 1983:36).

A family can also be seen as a domestic group providing shelter, food, clothing, safety, love, self-esteem and self-actualisation to its members. Dickman (1988:90) holds the same view about the family. He further sees family members as bound by a set of rules about how members should act and converse as well as the details of who, what when and where behaviour and communication occur. Rules may be explicitly stated or assumed. He also focuses on another concept called role. Role - refers to a code of conduct that is expected from an individual. Any respective role is influenced by, culture, values, and the family of origin as well as contemporary norms and perception of the individuals, in the role.

As a family is such a closely knitted unit, it is inevitable that the problems of one member would influence other family members. When one member, for example, has a substance abuse problem, it will have a negative influence on the rest of the family members.

These phenomena can cause the family structure to be the source of stress to its members. Dysfunctional members inevitably have an influence on the rest of the family members.

Family system theory assumes that everything individuals do or that happens to them, both within and outside the immediate family, has an effect on every family member, according to Hartman and Laird (Dickman 1988:89).

The family attempts to maintain a condition of homeostasis, meaning preserve the rules and roles they develop since change threatens to disturb or destroy their system of need satisfaction. Families do have the ability to adapt rapidly to social changes. This demand for change poses both an opportunity for the individual's growth and the danger of an individual's emotional distress. Social problems thus can have the effect of either personal growth or emotional agony. Some problems that place high stress on the family are the occurrences of chemical abuse or dependency of a family member, physical or emotional illness, violence in the family, sexual abuse and incest, marital separation, poverty, stress and others. Some of these problems and their effects are discussed hereunder.

3.3.1 Effect of chemical dependency on the family

The effects of chemical dependency of a family member on the unity of the family can be unsettling. As the person's chemical use progresses to abuse, they attempt to deny the problem by using defence mechanisms. The person also, after drinking episodes, feels ashamed, makes promises to stop or control drinking, creating false hope in the family that things will be better. Unfortunately, it is only better till the next episode. This creates disappointment, hurt and confusion for the family, who end up losing perspective, seeking advice from family and friends, isolating themselves socially, feeling sorry for themselves, try to cover up the problem, and being over-protective towards children. The addict also tends to end up committing criminal offences, creating shame for the family. When one of the spouses has an addiction problem, the other one usually takes over his/her role. For example, if the husband has the addiction problem, the wife takes over all the roles of manager, disciplinarian, and decision-maker, all roles that the husband previously held. Likewise, the husband of the addicted woman might take over the task of home organising and child-rearing, even when he is the main breadwinner of the house. When insufficient help is offered to the family, co-dependency tends to develop which in turn can have a life-long effect on the individuals concerned.

3.3.2 Effect of mental illness on the family

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When a member of the family suffers from a mental or physical illness, it also places a lot of strain on the rest of the family members. Since a person with a disability requires special attention, a lot of the family's energies are focused onto the care and protection of their member. Often the mother or father becomes preoccupied with the care of the disabled, resulting in other members feeling neglected.

3.3.3 Effect of violence on the family

Violence in the family can be another stressful situation. Attempts are often made to hide this phenomenon from the outside world, resulting in it being called a private crime. Violence often goes hand in hand with chemical abuse and is usually an indication of people having immature personalities. Although the most publicised abuse is that inflicted on woman through men, it certainly is not the only type of violent acts occurring in families. Whoever the victims of physical assaults, it indicates an inability on the side of the offender to deal with anger in an appropriate way. If the victim allows the assault to continue, it can also be a manifestation of a low self-esteem. The person often does not have faith in his/her ability to change the situation. Often the person stays in the situation because of a lack of resources or knowledge of such resources, as is often the case with children being assaulted. Whatever the circumstances, family violence as one of society's secret problems, is always a traumatic experience for the victim as well as those family members who have to witness it.

3.3.4 Effect of sexual abuse on the family

Sexual abuse and incest, even more than violence in the family, is probably the most intense and secretive abuse occurring in a family. When this occurs, it is often an indication of other systems in the family that are malfunctioning. Often the abuser has an inability to form meaningful relationships with people of his/her own age. Often it is an indication of a negative relationship between husband and wife. Whatever the case, it would always be one of the most disastrous for the victims and witnesses, if any. This is probably one of the most difficult areas in which any practitioner can intervene, yet one that cannot be allowed to continue. When the practitioner becomes aware of this, whether it is the victim, witness or offender working at the organisation, immediate action needs to take place. The victim and family need to be linked to the necessary resources if specialised services are not available at the workplace.

3.3.5 Effect of marital separation on the family

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Marital separation can also be a very traumatic experience for a family. It can be as confusing for children as it is painful for the couple involved. Children often do not know whose side to be on, often blaming themselves for the failure of their parents' marriage. Or else they end up having strong negative feelings towards one parent and over-identifying with the other. Parents often experience tremendous feelings of guilt when witnessing the pain they cause their children. Even when all `love` has vanished between them this change can still be traumatic.

The influence these problems have on individual family members can be illustrated through the following statement:

> "The social status of one's family to a considerable degree influences the relative ease or discomfort of one's physical existence, the values that one learn early in life, the opportunities that become available and the attitudes that are expressed towards one by other person." Nisbet (1961:121)

The EAP practitioner can do a lot to help the family deal with these problems. A perspective on family life can ameliorate the development, delivery and effectiveness of EAPs. Hutchinson (1988:89). It has the potential to improve work and school attendance, improve school grades of children, reduce stress and improve family health.

It could be stressed that the work place and the EAP practitioner do not have a primary responsibility towards the family. However, the effect of personal or social problems of the family always has an effect on the employee, whether the latter creates them or is influenced by them. This inevitably does influence the productivity of the employee and that of the workplace as a whole. Thus, support to the family by linking them to resources in the community, involving them in programmes running internally for problem employees through awareness campaigns, will contribute to healthier functioning of the family as a whole.

3.4   Workplace as a System

Before the effect of social problems on the workplace can be understood, it is important that the interrelated systems of a work organisation are understood

"Work organisations does not exist in isolation, they are rather influenced by many outside organisations and individuals", Lewis and Lewis (1983:95). Lewis and Lewis further define organisations as;

"the planned coordination of the activities of two or more people in order to achieve some common and explicit goal through a division of labour and a hierarchy of authority," (1983:95)

The important message coming from this definition is that work organisations have structure. The concept of structure indicates the way in which an organisation combines its human resources for its goal-directed activities.

To be successful, it is important for employee assistance professionals to be familiar with an organisation's complexity.

The question we could pose would be : " How do social problems influence the structural functioning of an organisation?" First of all it is important to note that for the structure to be effective, the human resource element of the organisation should function effectively.

Erfurt & Foote (1977:134) and Sayles & Strauss (1977:11) are of the impression that chemical dependency has had devastating repercussions for the workplace. Workers under the influence or suffering from hangovers can cause safety problems for themselves and their fellow employees. Their judgement and co-ordination are both likely to be impaired. Addicts often make poor workers as they are subject to increased absenteeism, accidents and sickness. The economic cost in terms of loss of productivity and medical expenditure is enormous and they often cost the employer more than their salary. To add to the problem, addicts are masters of disguise, making it difficult for managers to detect the problem. There can also be legal implications for the company when illegal drugs are distributed on their premises.

Likewise, anxiety and stress have an influence. "Anxiety is man's reaction to danger" (De Board 1983:102). It is a human experience. However, it becomes dissenting to the workplace when the

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individuals are unable to recognize or handle the condition. It often occurs when a person feels incompetent to manage an assignment appointed to him/her. When the person feels unable to discuss these fears with other people, it can manifest itself in physical discomforts. The condition can be overcome if it can be shared and the working conditions be altered to ease the workload. When the anxieties are not dealt with, it can lead to inefficiency in the work place, thus affecting the organisations as well as the individual. Prolonged anxiety, will inevitable produce stress.

Hennessey (1983:62) is of the impression that about 80% of employees' emotional problems are stress-related and that about 85% of accidents at work are caused by employees' difficulties in coping with emotional stress. Stress has also been observed to decrease employees' job productivity, resulting in higher turnovers. Acute social problems lead people to using more medical benefits and often taking time off work. These can have tremendous financial and organisational costs for the workplace.

The occupational social worker/EAP practitioner can play an important role as broker of services, moving beyond the linkage of clients to appropriate service. The skilled practitioner will be able to offer excellent consultation and new perspectives on creating cost-effective benefits. The practitioner also plays an important role as change agent. We live in an ever-changing industrial world. Change can at the same time be stimulating and threatening. The skilled practitioner will be able to positively influence the organisation about change, assisting them to "ride the crest of the breaking waves" Francek (1985:153).

It also needs to be stated that for any EAP to be effective, the existence and importance of worker unions needs to be acknowledged. As management is traditionally seen as caring more for production than for their workers the role of unions are perceived by workers as caring for their well being at work.

The EAP practitioner should be responsible to create joint union management committees. By acknowledging the importance of unions, the latter would be more willing to assist the practitioner in dealing with problem employees. This is also a way of making these problem employees aware of the reality that they are as responsible for solving their problems as the EAP practitioner. When

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unions are involved in the functioning of EAP programmes, employees will know that their wrongdoings will not be protected.

Finally, Terblanche (1988:82) is of the impression that although the EAP fundamentally has a humanitarian goal, it is financially important for any organisation to invest in its human resources. Thus it can be argued that an organisation that cares about the well being of its employees, is also looking at their financial investment.

3.5 Social system / community

The researcher has already dealt with the influence of different problems on the employee, the family and the workplace. A detailed discussion of its influences on society will be a repetition. This discussion would rather revolve around the interrelatedness of this system with the other system mentioned as this will give as an indication of the influence on society as a whole.

If we look at Klerreich's description of systems, it is clear that there is a continuous interplay between them. Furthermore, social, economical and political aspects influence each other. The negative impact of social problems on the workplace also has negative impact on the community as a whole. For example, a person losing his job because of chemical dependency becomes a burden to society at large. Unemployment, mental illness, chemical dependency, they all become societal problems.

Social welfare organisations derived from a societal need to deal with community problems. The community problems are often the result of poor economic status and/or the inability to deal with stressors created by our increasing industrial lifestyle. Community-based problems thus have an influence at micro and macro level.

Occupational/EAP practitioners thus do not only influence the employee, family and organisation which employs them, they also serve the community at large in promoting mental health, influencing the battle towards a healthier, more productive society.

3.6 Dealing with the problems

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The practitioner responsible for dealing with these problems will only become aware of problem employees through referrals by supervisors, co-workers, unions, family or voluntary admissions. The functions of the practitioner will include the following;

*   Interviewing the worker in order to assess, diagnose and draw up a treatment plan
*   Offering support but also making the employees aware of disciplinary options should improvement not occur
*   Involving the family in the treatment process from the outset
*   Determining the treatment model, whether it be internal treatment, out-patient treatment at community resource or in-patient treatment centre
*   Preference should be given to treatment programmes with a family treatment component
*   Linking the family with self-help groups e.g. family counselling centre
*   Managing administrative aspects like medical and leave benefits with recovering addicts on re-entry into work
*   Accurate assessment.

The EAP practitioner can also develop the various programmes in order to deal with work-related problems as indicated in the previous section and the following can also be included:

*   Supervisor training
*   Orientation programme
*   EAP orientation and resources
*   Troubled employee seminar
*   Stress management
*   Wellness programmes (self-assessment)
*   Computer-based courses
*   Aids counselling and many other programmes that the practitioner may view as necessary for the organisation's survival, Mndawe (1997:24).

3.7   CONCLUSION

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The role of the EAP practitioner and the benefit of the EAP programmes seem to be enormous. As human beings are so intertwined with all social systems, influencing them and being influenced by them, the researcher is of the impression that it is important for any organisation to invest in their human resources. By doing this, they will not only be looking after their own assets, but the assets of society.

CHAPTER FOUR

PROBLEMS EXPERIENCED BY THE EMPLOYEES OF THE DEPARTMENT OF CORRECTIONAL SERVICE

4.1   Introduction

Work has a great impact on the many systems that depend on it. For various reasons an upset to the whole, that is, the organisation, would cause a decline in the organisation. Therefore it is the right of employers to intervene when an employee's job performance is decreasing due to personal or social problems.

The Department of Correctional Service is no exception. It is also an organisation with many systems and subsystems. An upset to one system may affect the entire organisation. According to a paper on the national workshop (EAP) in the Department of Correctional Service, the minister for the Public Service and Administration has approved a recommendation by the Public Service Commission that all departments be assigned the responsibility to render an employee assistance programme to their employees. The management board decision (1996/30) has approved the decision to render an EAP for the employees of the Department of Correctional Services. This clearly indicates that there are problems in the Department of Correctional Services that affect employees. The problems will be discussed according to the systems of which the employees are part in the Department of Correctional Services.

4.2   Personal problems

As mentioned earlier on, employees don't leave their personal problems at home, but they carry them wherever they may be. According to Googins (1987:8) "employees have to work in a safe and just environment" where their purpose is to improve financially and socially and to maintain the family unit. According to Nexus (1999:9) the prison is a dangerous place to work in, and employees live in fear because prisoners might attack them at any time. This also means that the Department of Correctional Services' personnel members experience a lot of stress.

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Personnel members are also experiencing financial difficulties as can be seen by the fact that they receive bribery money from prisoners. This is absolute corruption and could cause people's lives to be lost (Nexus 1999:12) and this could mean that prisoners escape and in the process of tracing them, an employee might be killed.

Recent statistics in the Nexus (1998:12) indicate that members abuse their medical aid scheme, for example they do not inform the scheme of changes of their marital status or they register their dependents incorrectly. In a need analysis conducted by Mndawe (1997:7) the following were issues of concern in the Department of Correctional Services in the Barberton Management Area:

4.2.1 New Employee Issues

* Absenteeism
* Alcoholism
* Late reporting for duty
* Bad company
* Negative attitude towards management
* Financial mismanagement
* Aids awareness and basic primary health
* Choosing a marriage partner
* Abuse of sick leave

4.2.2 Middle-Aged Employee Issues

* Career burn-out
* Plateauing
* Stress
* Poor mental health
* High utilisation of medication
* Abuse of medical service
* Family-related problems
* Smoke cessation
* Illness and negative attitude

4.2.3 Adulthood

* Poor health

* Loneliness

* Preparation for retirement

* Financial planning

* Stress on pensioning

* Utilisation of leisure-time

A number of problems can be seen in the Department of Correctional Services. According to the researcher's observation, employees resort to sick leave because they cannot detect their problems and there are no programmes for them, but programmes are designed for prisoners.

4.2.4 Characteristics of problematic employees.

Some characteristics that might be shown by problematic workers in the Department of Correctional Service as stated by Mndawe (1997:14) include the following;

* An inability to be spontaneous

* Excessive needs to control self and others

* Experience anxiety when having to make decisions and changes

* Failing to meet the due dates

* Forgetfulness

* Low self-image, strong need for approval, obsession with what other people think or feel about them

* Fear and denial or anger

* Loneliness

* Sense of helplessness, experience a paradox about depending on others for support and at the same time looking for people to take care of

* Tendency to compulsive behaviour

* Reporting late at work

* Career burnout

* Stress at work

* Absenteeism.

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4.3 Family-related problems

The Department of Correctional Services mainly deals with prisoners and to a lesser extent with their families and it is even worse for the family of the employee. The Nexus (1999:10-11) indicated one incident where an employee of the Department of Correctional Services was stabbed to death by a prisoner. The Department of Correctional Service indicated that it was not responsible for the welfare of its members and their families and this included raising the children and taking them to school in the case of the death of an employee.

Families of employees live in fear and doubt and will keep on blaming the Department of Correctional Services even for the mistake made by their breadwinner, for example not taking enough education insurance for children.

4.4 Work-related problems

The fact that employees have personal problems that interfere with their job performance (discussed earlier on) indicates that there are work-related problems also, for example, the prison buildings are not user-friendly. The Nexus (1999:10) indicates that some officials are corrupt and there is a possibility that members are involved in the smuggling of illegal objects into the prison. This cannot be ruled out.

The Department of Correctional Services demilitarised in April 1996 and according to the Nexus (1998:8) the personnel retraining project emanated. The focus was to equip personnel with professional skills and competencies necessary for the professional execution of correctional and custodial service. It can be concluded that the Department of Correctional Service's personnel did not have enough work-related skills to do their job.

The management team must be trained to deal with the high rate of absenteeism and make sure that prisoners do not escape and they are equipped with skills for life after imprisonment. According to Googins and Godfrey (1987:81) management "has the same needs as employees' interests in the increasing growth of the organisation, and the profits."

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4.5 Community-related problems

Communities are expected by the Department of Correctional Service to accept prisoners after release. This in the researcher's opinion creates problems, for example, the victims of crime are in the community. The Nexus (1999:12) indicated that "escapes could cost the community more......". The personnel of the Department of Correctional Service might not be accepted by the communities. Communities believe that personnel in the Department of Correctional Service are involved in assisting prisoners to escape. Such members according to the researcher's viewpoint might lose their jobs and go back to the communities and be a burden or add to the high crime rate and unemployment rate, in the community.

4.6 Conclusion

For an organisation to function optimally, all the parts (employees, management, family, community and unions) must cooperate with one another with respect and fairness because they are not separate in the attainment of the goals of the organisation. Systems that are not fairly managed, will not operate optimally and achieve the maximum, they will decline. The employee is a valuable asset in an organisation, for example, the employee can market the Department of Correctional Services in the community and the community will not hide escapees, and the community will accept released prisoners.

CHAPTER FIVE

AN EMPIRICAL INVESTIGATION INTO THE DEVELOPMENT OF AN EAP FOR THE DEPARTMENT OF CORRECTIONAL SERVICES.

5.1 Introduction

A literature study was done on the Employee Assistance Programme and the focus was on the definition of the EAP, reasons for adopting the EAP, the goals of the EAP, and the functions of the EAP. The standards and the models of the EAP were also discussed. Furthermore the systems of which an employee is part and the existence of problems were explored and the problems experienced by the employees of the Department of Correctional Services were also examined. The literature study was used as a background for the research. The literature study was used to compile the questionnaire as a technique for collecting data in the research.

In this chapter the information gathered from the empirical research is presented in the following manner:
- place of the study
- the empirical data
- the results of the empirical research

5.2 Place of the study

The research was conducted in the Department of Correctional Services at the Barberton Management Area. This was the working area of the researcher. Respondents were the employees at Barberton in all the four levels of management, that is, top, middle, supervisory and the production level.

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5.3   The empirical method of the research

The research was quantitative in nature, as it needed enough theory to interpret data obtained in diagrams and tables. The quantitative method was chosen because according to Epstein (1982:185) this method requires that the researcher should have extensive prior knowledge of the culture and environment in which the study occurs and the researcher has ten years' experience in the Barberton Management Area and is familiar with almost all the activities of the Department of Correctional Services.

The research was also descriptive in nature in that according to Huysamen (1994:19) this method is used in order to try to understand "the way things are", for example what are the common problems experienced by employees in the Department of Correctional Services. The study was quantitative also in that a self-administered questionnaire was used as a data collecting technique and for Neuman (1991:106) this is typical of such a study.

Results were reported quantitatively with tables and percentages with descriptions and meaning given to those numbers.

5.3.1   The Sample

The employees in the Barberton Management Area were the population used for the study. A sample was drawn from the population, excluding those employees who were selected for the pilot study. The principle of a stratified random sampling technique was used according to Bless and Higson-Smith (1995:91) to select a representative sample from all the management levels. The fourth employee was drawn at each level from the list of all employees according to their management levels. The total sample was 100, as indicated in table 1.1 in chapter one and in the rest of this chapter.

5.3.2   The Questionnaires

Questionnaires were used as a data collecting technique in the empirical research. The questionnaire was compiled and given to respondents for completion and sent back as indicated by Cilliers (1970:92). The results were then analysed according to the quantitative methods.

Before the final questionnaire was distributed to the respondents, a pilot test of the questionnaire was done according to Bless and Higson-Smith (1995:50) involving 94 employees of the Barberton Management Area. The 94 employees were not included in the actual research. Loopholes were identified and corrected before the final drafted questionnaire.

Attached to the questionnaire were the instructions for completing the questionnaire, which included that the questionnaire would be completed anonymously, would take 30 minutes to be completed and it should be completed honestly.

With the permission of the Area Manager at Barberton, (annexure A) respondents were requested to complete the questionnaire at the training centre in one day. The researcher was assisted by the training officers, as the respondents were separated into three equal classes and completed the questionnaires. All 100 questionnaires were completed fully and submitted and all were useful.

5.4   Data Presentation

The obtained results were worked out by hand and will be given in tables and described. The results of the questionnaire will be presented according to the following sections of the questionnaire per management area.

- Demographic information
- Existence of problems
- Dealing with problems
- The Employee Assistance Programme.

5.4.1   Demographic information

The information is given on the 100 respondents. It should be noted that the 100 respondents represent all management levels at the Barberton Management Area

5.4.1.1   Level of operation in the DCS

Question 1

Respondents were selected from all levels of operation in the management area. Table 5.1 indicates how they were selected using the principle of Stratified random sampling technique identified by Bless and Higson-Smith (1995:91).

Table 5.1   Level of Operation

Management Level	Number of respondents
Top	2
Middle	4
Supervisory	31
Production	63
Total	100

This information is given on the 100 respondents. It should be noted that the 100 respondents represent all management levels at the Barberton Management Area. The following table as indicated in Table 5.1 the number of respondents according to their levels of operation is given. Representation was ensured as respondents were selected equally in percentages from each management level. All 100 questionnaires were received and completed in full.

5.4.1.2   Years of service in DCS

Question 2

Table 5.2   Years of Service

Management level	-5	Years of Service in D C S			
		5 - 10	11 - 15	Above 15	Total
Top		1	-	1	2
Middle		2	2	-	4
Supervisory		4	17	10	31
Production	6	28	24	5	63
Total	6	35	43	16	100
%	6	35	43	16	100%

Table 5.2   Shows the distribution of the respondents per management level according to the years of service in the Department of Correctional Services. The top management level, have

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50% in the 5-10 category and 50% in the above 15 years. In the middle management level 2% fall in the 5-10 category and the other 2% in the 10-15 years category. In the supervisory category 4% falls in the 5-10 category, 17% in the 10-15 category and 10% in the above 15 years category. In the production level 6% fall under 5 years, 28% under 5-10, 24% under 10-15 and 16% above 15 years category.

The greatest percentage, 43% of the respondents, have between 10-15 years of service in the Department of Correctional Services, 35% have between 5-10 years service, 16% have above 15 years experience and 6% have less than 5 years in the Department of Correctional Services, at the Barberton Management Area.

Respondents were selected from all the management levels to ensure representation. The large percentage 43%, have the longer service together with the 16% that falls above the 15 years of service. This shows that those respondents (59%) have more knowledge about the activities of the DCS. Although the 41% have between 5 and 10 years service they still have knowledge about the DCS that they have gained through formal training at the college, workshop, meetings and through interaction with the other colleges. Findings obtained from the study were a true reflection of what is happening in the DCS.

Very few respondents, 6% know little about the activities of the Department of Correctional Service, and most of the respondents know a lot about the Department of Correctional Services' activities.

5.4.1.3   Gender

Question 3

Table 5.3   Gender

Management level	Male	Female	Total
Top	2 %	-	2 %
Middle	2 %	2 %	4 %
Supervisory	29 %	2 %	31 %
Production	50 %	13 %	63 %
Total	83 %	17 %	100 %
%	83 %	17 %	100 %

Table 5.3   Indicates that 83% of the respondents were males and 17% females. Most of the females, 76% were in the production level and most of the males 60% were in the production level. This could be attributed to the fact that the Barberton Management Area is a male prison and is dominated by males. Females have just recently joined the DCS in large numbers, especially in male prisons.

This will not influence the results of the study because one does not have to be a male or female to experience problems in general.

5.4.1.4   Age of Respondents

Question 4

The were requested to indicate their age, so that the researcher could determine their level of maturity and to classify their problems in categories as follows, young age employee, middle aged employee and adulthood. (Mndawe, 1997:7)

Table 5.4   Age

Management Level	Age					
	Under 25	25 - 29	30 - 39	40 - 49	Above 50	Total
Top	-	-	-	1	1	2
Middle	-	-	2	2	-	4
Supervisory	-	2	14	12	3	31
Production	8	14	25	16	-	63
Total	8	16	41	31	4	100
%	8	16	41	31	4	100%

Table 5.4   Indicates that 41% of the respondents are between the ages of 30 - 39 which is the greatest percentage, followed by 31% for the age group of 40 - 49, 16% for 25 - 29, above 50 in 4% and the lowest age group 30-39 (41%) was also a target group for a need assessment conducted by Mndawe (1997:5). For him that particular group experienced a lot of problems, and these problems are carried from the youth stages as a new employee.

As indicated from Table 5.4 the large percentage is the middle-aged employee and according to Mndawe (1997:5) the group experiences a lot of problems and they are the ones who should be

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active at work to ensure productivity. Any programme designed and developed should take age groupings into account.

5.4.1.5 Tertiary qualification

Question 5

Respondents were requested to indicate their tertiary qualifications so that the researcher may know if there is any one in the DCS who has knowledge about the EAP or the behavioural sciences. These are the people that should be utilized in marketing the EAP and in being counsellors.

Table 5.5

Management Level	Tertiary Qualifications					
	None	Certificate	Degree/ Diploma	Honours	Doctorate	Total
Top	-	1	-	1	-	2
Middle	1	1	2	-	-	4
Supervisory	26	2	3	-	-	31
Production	59	-	4	-	-	63
Total	86	4	9	1	-	100
%	86	4	9	1	-	100%

Table 5.5   Indicates that only 9% have a diploma or degree, 1% with honours, 4% with certificates and 86% do not have a qualification. Those who indicated that they have a qualification have the following qualifications, three Teachers diplomas, two Correctional Service Management Diplomas, two Nursing Diplomas, two Prison Administration Diplomas and two Certificates, one Computer Certificate, one Human Resource Certificate and one Honours in music. From the qualifications given, there is no one trained in EAP or in rendering a service to employees. Even at the top.

5.4.2 EXISTENCE OF PROBLEMS IN THE DCS

5.4.2.1 Personal / Social problems and work performance

Question 6

Respondents were requested to indicate whether they are aware or do have problems. The need assessment conducted by Mndawe (1997:7) clearly indicate that problems do exist in the

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Department of Correctional Services and this is justified by the fact that the management board approved the adoption of the EAP (1996/30). The responses are indicated in Table 5.6

Table 5.6   Personal problems and work performance

Question	Management Level					
Do you agree that Personal Problems may affect your job performance	Top N=2	Middle N=4	Supervisory N=31	Production N=63	Total N=100	%
Yes	-	-	3	3	6	6
To some extent	2	2	25	26	55	55
To a lesser extent	-	2	2	23	27	27
Not at all	-	-	1	11	12	12
Total	2	4	31	63	100	100

The majority of the respondents, 55% have indicated that they agree that personal problems may to come extent affect one's job performance as indicated in table 5.6 and 6% strongly agreed that personal problems do have an impact on job performance. About 27% agree to a lesser extent and 12% do not agree at all.

Shank (1988:79) in his study has indicated that employees do not leave their personal problems at home or their work problems at work. His study agrees with the results received. The 12% who indicated that they do not agree at all, that personal problems have an effect on job performance might not be aware of such problems and that they sometimes would like to see someone having a personal problem that affects job performance and some might have developed their own coping skills to an extent that they no longer think that problems exist.

5.4.2.2   Problems at work

Question 7

This question aim at determining whether employees are aware of problems that are work related for example as indicated by Lewis and Lewis (1993:95) Stress and Mndawe (1997:27) gives and example of the prison environment, dealing with violent prisoners and the working system. The responses are indicated in Table 5.7

Table 5.7   Existence of problems at work

Questions	Management level					
Do you agree that even at work problems exist	Top	Middle	Supervisory	Production	Total	%
Yes	1	1	16	21	39	39
To some extent	1	3	5	29	38	38
To a lesser extent	-	-	7	4	11	11
Not at all	-					
Total	2	4	31	63	100	100%

Table 5.7   Indicates that 39% of the respondents agree that even at work problems exist and 38% indicate that to some extent problems exist, 11% to a lesser extent and 12% indicate that they don't agree that problems exist at work.

Problems do really exist at work. This statement is justified by the adoption of the EAP by many companies and organisations. This is also confirmed by Sussal (1992:35) when he said that companies adopt the EAP for the possibility of preventing problems in the work environment. The respondents who indicated that they agree to a lesser extent, 11%, and those who did not agree at all, 12% need to be educated on work-related problems. They might be aware of work-related problems but may not see that these are problems and that they sometimes affect him or her indirectly. In most cases this is happening at the production level, for example Table 5.7 indicates that 9% of the production level does not agree that problems exist at work.

5.4.2.3   Solving personal / social problems

Question 8

Before one can solve his / her problem he / she must know and accept that he is having a problem. There are various ways in which employees respond to their problems. Respondents were expected to indicate whether they can solve their personal or social problems.

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Table 5.8   Solving social / Personal problems

Question	Management level					
Are you able to handle your problems	Top	Middle	Supervisory	Production	Total	%
Yes	-	1	2	4	7	7
To some extent	2	1	11	32	46	46
To a lesser extent	-	2	16	26	44	44
Not at all	-	-	2	1	3	3
Total	2	4	6	31	100	100

Table 5.8   Indicates that 100% of the top management can solve their social problems to some extent, the middle management only 25% can solve their problems, 25% to some extent and 50% to a lesser extent. Respondents from the supervisory level responded as follows, 7% can solve their problems, 35% to some extent, 52% to a lesser extent and 6% not at all. The production level responded as follows, 51% to some extent, 41% to a lesser extent and 2% not at all.

From Table 5.8, the respondents in all the management levels, 7% can handle their social problems, 46% to some extent, 44% to a lesser extent and 3% cannot handle their social problems at all. Resources should be made available (sources of help) for these employees, because not all of them can solve their problems and the EAP should address their needs,.

5.4.2.4   Confiding in Supervisors

Question 9

As mentioned in the previous chapters, confidentiality is a cornerstone for an effective EAP. According to Dickman et al (1988:12) employees need to have confidence in supervisors. They need to know that their personal problems won't be disclosed in any form. Because supervisors are in close contact with employees, they play a major role in convincing employees that their information won't be shared with any one. Respondents were requested to indicate whether they would confide to their Supervisors if they have social or personal problems.

Table 5.9   Confiding in Supervisors

Question	Management Level								
Can you confide in your Supervisor if you have problems	Top N=2	%	Middle N=4	%	Supervisory N=31	%	Production N=63	%	Total *For all levels*	%
Yes	-		1	35	3	10	3	5	7	7
To some extent	-		1	25	11	35	5	8	17	17
To a lesser extent	2	100	2	50	15	48	31	49	50	50
Not at all	-	-1	-		2	6	24	38	26	26
Total	2	100	4	100	31	100	36	100	100	100

Table 5.9   Indicates that respondents 2(100%) from the top management level will confide to the supervisor when they experience problems to a lesser extent. From the middle management's respondents 25% will confide to the supervisor, 25% will confide to some extent and 50% will confide to a lesser extent. In the supervisory level 19% will confide to supervisors, 35% to some extent, 48% to a lesser extent and 6% will not confide at all.

This shows that employees have little or no confidence in the Supervisors. This can be attributed to the fact that the DCS was not meant for supervisor but for prisoners. Employees were left to deal with their problems on their own. Supervisors and employee need to be trained on the EAP so that they may know that EAP services is very confidential and records of users of EAP will be kept strictly confidential, because the principle of confidentiality is the cornerstone of a successful EAP.

There should be a mind shift on both the supervisor and subordinate regarding confidentiality. The results clearly indicate that subordinates still see the supervisor as threat to their job security like in the old "Prison Department".

In general 7% of the respondents will confide to their supervisors when they have problems, 17% will confide to some extent, 50% will confide to a lesser extent and 26% will not confide at all. Respondents should develop trust in the supervisor and have confidence in them, to the extent that subordinates will be able to confide in their supervisors. Dickman (1988:113) confirms this by saying that all employees have the right to seek help for their problems but they need to know that their problems will be kept in confidence.

5.4.2.5   Knowledge of Social Problems

Question 10

The respondents were expected to indicate whether their supervisors know about the subordinates' social or personal problems. Top management also has supervisors (Head Office). If supervisors know about social or personal problems, then they will refer the subordinates for help to the EAP.

According to Mndawe (1997: 20) supervisors need to know about problems that affect their employees so that they can be able to design programmes that can address such problems.

Table 5.10   Knowledge of Social problems

Question	Management level									
Do Supervisors know about subordinates problems	Top N=2	%	Middle N=4	%	Supervisory N=31	%	Production N=63	%	Total	%
Yes	-	-	-	-	3	10	4	6	7	7
To some extent	-	-	2	50	2	6	8	13	12	12
To a lesser extent	2	100	2	50	25	80	29	46	58	58
Not at all	-	-	-	-	1	3	22	35	23	23
Total	2	100	4	100	31	100	63	100	100	100

Table 5.10   Indicates that 100% of top management know little about subordinates' problems, in middle management 50% know to some extent and 50% to a lesser extent, supervisory 10% know, 6% to some extent 80% to a lesser extent and 3% do not know at all. In general the table also indicates that 7% of all the respondents know about subordinates' problems, 12% know to some extent, 58% know to a lesser extent and 23% don't know at all.

The results as indicated in table 5.10, show that supervisors do not know about subordinates' problems. They need to be educated on how to work with an employee. As mentioned earlier, employee problems were not a concern for the DCS in the past. Shank (1988:79) also indicated that employees do not leave their problems at home nor their work problems at work. Supervisors also need to know about this. Seeing that the DCS have or is still transforming, the researcher hope that supervisors will in the long run know about subordinates problems and the fact that an employee is a complex system.

5.4.2.6 Assessment of problems

Question 11

Supervisors must be able to assess if their subordinates do experience problems. This will make it possible for them to make referrals, to the EAP practitioner. The aim of the question was to determine if supervisors have the necessary skill of doing assessments. Terblanche (1988:100) sees assessment as involving the supervisor in determining the precise nature of an employee's problem, the service necessary to deal with the problem and making proper referral. Table 5.11 indicate the responses.

Table 5.11   Assessment of Problems

Question	Management Level									
Are Supervisors able to assess if subordinates have problems	Top N=2	%	Middle N=4	%	Supervisory N=31	%	Productions N=63	%	Total	%
Yes	-	-	-	-	4	13	8	13	12	12
To some extent	-	-	1	25	3	10	13	21	17	17
To a lesser extent	2	100	3	75	17	55	26	41	48	48
Not at all	-	-	-	-	7	22	16	25	23	23
Total	2	100	4	100	31	100	63	100	100	100

From the study conducted 12% from all the management levels can do assessments, 17% can assess to some extent and a large percentage, 48% can do this to a lesser extent and 23% can not do it at all. The study shows that supervisors and even top management must be trained to do assessments because if assessments are not done properly the problems may not be addressed correctly.

5.4.2.7 Behavioural Patterns

Question 12

The problematic employee behaves in a certain way. There are constantly changes in his actions, for example having too many excuses for not performing according to the required standard. This was not happening before the person experienced problems. This is a sign that indicates

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something troubling the employee. The respondents were expected to indicate from the given list, tendencies that they have noticed. The given tendencies were taken from the need assessment done by Mndawe (1997:7). Respondents were also allowed to give other tendencies that they know of and are not in the table.

Table 5.12   Behaviour Patterns

			MANAGEMENT LEVELS												
Question															
Behavioural Patterns	TOP N=2			MIDDLE N=4			SUPERVISORY N=31			PRODUCTION N=63			ALL LEVELS %		
	Most of the time	Some times	Not at all	Most of the time	Some times	Not at all	Most of the time	Some times	Not at all	Most of the time	Some times	Not at all	Most of the time	Some times	Not at all
Absenteeism	-	2	-	2		-	19	12	-	29	13	21	50	29	21
Reporting late at work	1	1	-	1	3	-	29	2	-	24	24	15	55	30	15
Failing to meet due dates	2	-	-	3	1	-	26	5	-	30	14	19	61	20	19
Forgetfulness	1	1	-	3	1	-	16	15	-	9	13	41	29	30	41
Loneliness	-	2	-	-	4	-	11	11	9	7	33	23	18	50	32
Abuse of sick leave	-	2	-	-	4	-	31	-	-	34	10	19	65	16	19
Negative attitude	-	2	-	-	3	1	30	1	-	36	1	26	66	7	27

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Table 5.12 Indicates the behavioural patterns that are shown by employees who experience problems. Top management indicated that they think that most of the behavioural patterns occur sometimes. Middle management also think that these patterns occur sometimes and some most of the time. Supervisors think that these behavioural patterns occur most of the time and the production level also agree that these are the behavioural patterns that occur.

The behavioural pattern that is thought to be most common among employees is a negative attitude, with 66% and it occurs most of the time, followed by the abuse of sick leave 65%, failing to meet due dates 61%, reporting late for work 55%, absenteeism 50%, 29% forgetfulness and 18% loneliness.

The overall percentage for loneliness was 50%, which indicates that it occurs sometimes. These tendencies were confirmed by Mndawe (1997:7) in his needs assessment and he rated absenteeism, late reporting at work, negative attitude and abuse of sick leave very high or as tendencies or behavioural patterns shown by employees in order to alert management about their problems. They are in a way drawing the management's attention, for example an employee will report late at work every Monday because he does not want to be seen that he is drunk. Some tendencies that were mentioned by the respondents include greediness, alcohol use at work and dodging (leave work before the knock-off time).

5.4.2.8 Problems experienced by employees

Question 13

Asking about individual problems was too personal. Respondents were given a list to indicate if they have noticed someone with that particular problem. They were also allowed to give any problem not mentioned in the list. The list was taken from various authors to indicate in chapter three and four.

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Top management as indicated in Table 5.13 have not noticed any cases of drug abuse. The same applies to middle management. At the supervisory level, some supervisors have noticed that employees do have a drug abuse problem. A very low percentage from the production level also indicated that they do notice drug abuse in the Management Area. The overall percentage for all the management levels is 15% and indicates that there is a drug abuse problem, although 38% said no and 47% do not know. Even from the need assessment conducted by Mndawe (1997:8), nothing is indicated on drug abuse. Employees might not use drugs but their families might be using them and as indicated by Rasch (1988:189) drug abuse by family members have an impact on the parent as an employee. Drug abuse, should not be ignored by the EAP practitioner.

Alcohol abuse was indicated as 73% for its presence in the work place 9% for non-existence and 18% for "don't know". All respondents from top middle and supervisory level, have all maintained that alcohol abuse is present. A large majority from the production level also agreed that alcoholism is a problem. Dickman (1988:172) says that alcohol and drug abuse encompasses 30-40% of the cases entering the Employee Assistance Programmes. It is also closely linked to health problems in organisations and may result in employees over-utilising their medical benefits and abusing the sick leave as indicated in table 5.12.

The overall percentage for marital difficulties is 58%, about 22% indicated that they don't know any problems and 20% indicated that they do not have family difficulties. It is difficult to detect whether one does have family problems. But it is a known fact that man does not leave his problems at home nor at work (Shank, 1988:79). He carries them wherever he goes. Some respondents could not notice whether their colleagues do experience problems, because in certain cultures you do not tell others (strangers) about your problems.

Marital difficulties go together with family problems. About 67% of the respondents indicated that employees have family problems, and stress. Alcoholism, drug abuse and marital difficulties increase the stress level and often result in isolation of the employee from colleagues. All these problems according to Dickman (1988:176) make the employees lose concentration regarding work aspects, resulting in a negative attitude, which results in an occurrence of 58% in the

Table 5:13   Problem Detection

MANAGEMENT LEVEL

Question	Top N=2			Middle N=4			Supervisory N=31			Production N=63			% for all level		
	Yes	No	Do not know	Yes	No	Do not know	Yes	No	Do not know	Yes	No	Do not know	Yes	No	Do not know
Have you noticed the following problems?															
Drug abuse	-	1	1	-	1	3	9	2	20	6	34	23	15	38	47
Alcohol abuse	2	-	-	4	-	-	31	-	-	36	9	18	73	9	18
Marital difficulties	1	-	1	3	-	1	20	7	4	34	13	16	58	20	22
Lack of skills	2	-	-	4	-	-	31	-	-	47	10	6	84	10	6
Workload	2	-	-	3	-	1	24	5	2	37	16	16	10	66	21
Stress	2	-	-	4	-	-	6	11	14	11	32	20	23	43	34
Financial problems	2	-	-	4	-	-	29	-	2	58	5	-	93	5	2
Negative attitude	2	-	-	4	-	-	31	-	-	21	2	20	58	22	20
Burn out	2	-	-	4	-	-	10	7	14	19	10	34	35	17	48
Work- related problems	2	-	-	4	-	-	10	17	4	24	29	10	40	46	14
Family problems	2	-	-	4	-	-	2	3	6	39	12	12	67	15	18

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workplace. Although stress contributed 23%, this might be attributed to the fact that not all people can assess whether one does have stress or not.

Work-related problems may include lack of skills (84%), workload (66%), stress (23%) and a negative attitude 58% may contribute to burnout (35%) of the employees. The burnout problem was only indicated by all top and middle management. They are the ones who have a clear meaning of the concept. A financial problem was identified by the majority of the respondents. The overall percentage was 93% for yes, 5% for no and 2% don't know. For Mndawe (1997:7) Financial difficulties was a common problem for new employees.

The Nexus also (1999:12) indicated that employees are experiencing financial difficulties and this is indicated by a number of cases of corruption and accepting bribery (money) from prisoners. As revealed by the discussion held with the Head Personnel Services a number of employees are running to the fly-by-night cash loans and they earn very little to maintain their families.

5.4.3 Dealing with the problems

Question 14

The rationale with this question was to determine how the employees are coping with their problems in the absence of the EAP in the management area.

Table 5.14   Ways in dealing with personal problems.

Question	MANAGEMENT LEVEL														
How do you deal with problems?	Top N=2			Middle N=4			Supervisory N=31			Production N=63			% All levels		
	Most of the time	Some times	Not at all	Most of the time	Some times	Not at all	Most of the time	Some times	Not at all	Most of the times	Some times	Not at all	Most of the time	Some times	Not at all
Tell a friend	-	2	-	-	3	1	15	12	4	2	5	56	17	22	61
Tell a family member	2	-	-	3	1	-	18	9	4	43	15	5	66	25	9
Confide to my supervisor	-	1	1	-	3	1	7	10	14	4	15	44	11	29	60
Seek professional advice	1	1	-	3	1	-	15	14	2	51	10	2	70	26	4
Suppress it	-	-	2	-	1	3	1	3	27	12	11	40	13	16	72
Solve it on my own	-	1	1	1	3	-	19	10	2	28	22	13	48	36	16

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Table 5.14 Indicates the ways in which employees can deal with their problems. Top management and middle management will sometimes tell a friend, the majority of supervisors will tell a friend most of the time and sometimes and the production level (the majority) will not tell a friend at all (61). The majority of all the management levels (66%) will tell a family member and very few will not tell a family member (9%).

At all the levels the majority, 60% will not confide to their supervisors, 29% will sometimes and 11% will do so most of the time. Most of the respondents, 70% deal with their problems by seeking professional advice most of the time, 26% sometimes and 4% do not seek professional advice.

Interestingly enough, 72% of the respondents do not suppress their problems. This applies to all management levels, and the production level has a greater percentage also The respondents will also solve their problems on their own, and there are only 16% who cannot solve their problems on their own and this percentage included top, supervisors and production levels.

The most important results noted here is that employees will not confide to a stranger unless confidence is built or guaranteed. This is also justified by Dickman (1988:112) when he says that confidentiality is a cornerstone for an effective service. All employees must have a guarantee that their problems will be treated confidentially, and this needs to be communicated to supervisors, as about 60% won't confide in them.

Additional comments made by respondents were that they would prefer to refer a person to sources for assistance or advise the person to seek professional advice.

5.4.4. Definition of the Employee Assistance Programme

The Employee Assistance Programme is a programme designed by any organization according to certain procedures to identify personal problems that interfere with the functioning of employees

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in the workplace and to respond or deal with those problems in order to improve productivity, so that the respondents may know about the EAP and respond accordingly.

5.4.4.1   Provision of support by the DCS

Question 15

The aim of the question is to determine whether the DCS does have programmes for the employees who experience personal or social problems. Having programmes in the worksite will make sure that employees get assistance immediately. According to Dickman (1988:7) organisations design programmes for their employees to project a caring image and to retain valuable employees

Table 5.15   Programmes

Question	MANAGEMENT LEVEL								% ALL LEVELS		
Does the DCS provide support for members who have problems?	Top N=2	%	Middle N=4	%	Supervisory N=31	%	Production N=63	%	yes	no	not sure
Yes	-	-	-	-	-	-	2	3	2	-	-
No	2	100	3	75	22	71	50	7 0	-	77	-
Not sure	-	-	1	25	9	29	11	1 7	-	-	21

Table 5.15   Indicates that 100% of top management, 75% of middle management, 71% of supervisors and 79% of the production level confirmed that there are no support systems for employees. This is true because the Department of Correctional Services has enough programmes for prisoners. Social workers are employed for prisoners only, that is, social workers only focus on the rehabilitation of prisoners and there is little or nothing done for promoting the well being of employees.

This was also confirmed by Tsetsane (1998:43) during the second annual conference on modern trends in Corrections when he said that the DCS has adopted a humanitarian approach in dealing with its employees. It was also confirmed by the Head of Personnel Services that there are no

programmes in place for members. It is only now that an EAP has been adopted by the DCS and it is still only at Head Office. It should be decentralised to management areas for implementation, and some posts in some provinces were created for EAP coordinators.

5.4.4.2 The need for an EAP

Question 16

Respondents were required to indicate whether they see a need for an EAP in the management area. It may happen that although employees may experience social or personal problems, they choose not to see a need for it in the workplace. However, as mentioned earlier in chapter four, Mndawe's need analysis indicates the existence of problems in the DCS and this justifies the need for an EAP (1997:7).

Table 5.16 Confirmation of a need for an EAP

Question	MANAGEMENT LEVEL								% all levels		
Is there a need for an EAP in DCS	Top N=2	%	Middle N=4	%	Supervisory N=31	%	Production N=63	%	yes	no	not sure
Yes	2	100	4	100	29	94	59	93	94	-	-
No	-	-	-	-	-	-	1	2	-	1	-
Not sure	-	-	-	-	2	6	3	5	-	-	5

Table 5.16 Indicates that 94% of the respondents do see a need for the EAP in the management area, 2% do not see a need at all and 5% are not sure if there is a need or not. The majority of supervisors/ managers show a positive attitude towards dealing with employee problems, as it further proves that employees will accept assistance if they see a need for the EAP.

5.4.4.3 Administration of the EAP

Question 17

From the list given, respondents were expected to tick one block. Only two blocks were ticked, 23% for human resources and 77% for social workers to be responsible for the administration of the EAP. In the motivation columns, outside organisations and supervisors were identified. Outside organisations were favoured because employees do not have confidence in their employers.

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Some do not want their problems to be known and they do feel that whatever is discussed might be used against the employee during merit assessments or promotion, or performance appraisal.

The area manager, heads of prisons, psychologists and religious workers were not marked and this is attributed to the work they are doing, and the distance between them and the employees.

5.4.4.4 Family involvement

Question 18

Respondents were requested to indicate whether they want their families to be involved in the EAP. Involving the family is very important because according to Dickman (1988:90) family members are bound by a set of rules about how their members should act. This will be of significant importance in the treatment process should an employee experience problems in the workplace.

Table 5.17 Family involvement in the EAP

| Would you like your family to take part in the EAP | MANAGEMENT LEVEL | | | | | | | | % all level | | |
	Top	%	Middle	%	Supervisory	%	Production	%	Yes	No	Not sure
Yes	2	100	3	75	21	68	40	64	66	-	-
No	-	-	1	25	7	23	11	17		19	-
Not sure	-	-	-	-	3	9	12	19	-	-	15

Table 5.17 Indicates that 66% of the respondents favour family involvement, 19% do not and 15% are not sure. Family involvement is important in that other problems can be solved with the assistance of the family, for example Rasch (1988:189) looked at the impact of adolescent substance abuse on the parent as an employee. The whole family is affected. The EAP practitioner should play an important role in promoting the emotional well-being for the employee.

The involvement of the family is also stressed by Dickman (1988:89) when he says that the family systems theory says that everything individuals or employees do both within and outside the family has an effect on every family member.

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5.4.4.5   Rationale for EAP in the DCS

Question 19

Against the background that the respondents know from the questionnaire about the EAP, the researcher hope to establish from them what do they think will be the value of adopting the EAP in the management area. Various reasons were given by Sussal (1992:35) and Dickman (1988:7) and respondents were given the list and were expected to prioritise it from the lowest which 1 and 2, 3 the middle and 4,5 highest. Responses were separated in tables according to the management levels. The number in brackets represent a percentage of the respondents in that particular reason.

5.4.4.5.1   Top management level N = 2.

The top management level set aims and objectives decide on their content, decide what must be done to achieve objectives and communicate this to the people who are required to perform the tasks (Drucker, 1977:12). This is true also when we look at table 5.18(a). The Top management is committed in developing employees through the EAP. The top level management rated almost all the possible reasons for the EAP in the management area very high. Only 50% rated the reduction of medical costs on the middle. This might be attributed to the fact that management is the one working with funds and who want to know why there was no production.

Table 5.18(a)   Top Managements reasons for adopting the EAP

N = 2	LOWEST			HIGHEST	
	1	2	3	4	5
Possible prevention of problems	-	-	-	2 (100)	-
Increase in production	-	-	-	1 (50)	1 (50)
Improved work attendance	-	-	-	1 (50)	1 (50)
Reduction of medical costs	-	-	1(50)	1 (50)	-
Retention of employees	-	-	-	2 (100)	-
Resources will be available	-	-	-	-	2 (100)
Restoring of relations at work	-	-	-	2 (100)	-
Education of people about problems	-	-	-	-	2 (100)
Identification of under-achievers	-	-	-	-	2 (100)
Projection of a caring image	-	-	-	-	2 (100)

5.4.4.5.2   Middle management level   N = 4

The middle management level in table 5.18(b) rated all the reasons the same as top management, possibly because they do almost one and the same type of job. On this level Steers (1985:31) indicate that managers must be able to organize information in order to understand or improve their own performance. They need to understand their organisations as a whole and how the various parts operate and match.

Table 5.18(b)   **Middle Managements reasons for adopting the EAP**

N = 4	LOWEST			HIGHEST	
	1	2	3	4	5
Possible prevention of problems	-	-	-	4 (100)	-
Increase in production	-	-	-	4 (100)	-
Improved work attendance	-	-	-	-	4 (100)
Reduction of medical costs	-	-	3 (75)	1 (25)	-
Retention of employees	-	-	3 (75)	1 (25)	-
Resources will be available	-	-	-	1 (25)	3 (75)
Restoring of relations at work	-	-	1 (25)	2 (50)	1 (25)
Education of people about problems	-	-	-	3 (75)	1 (25)
Identification of under-achievers	-	-	-	3 (75)	1 (25)
Projection of a caring image	-	-	-	-	4 (100)

5.4.4.5.3   Supervisory level N = 31

Responses on table 5.18(c) were made by the supervisors and 67% of them rated the reduction of medical costs and 10% the retention of employees very low. The rest of the reasons were rated high. This according to Steers (1985:31) is because supervisors are only concerned with the fact that employees are doing the job regardless of the problems they have. Some reasons were rated high by top management but for the middle management it was different. Supervisors in the DCS should improve their human and interpersonal skills with employees

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Table 5.18 (c)   Supervisor's reasons for adopting the EAP

N = 31	LOWEST			HIGHEST	
	1	2	3	4	5
Possible prevention of problems	-	-	4 (13)	19 (61)	8 (26)
Increase in production	-	-	-	22 (71)	9 (29)
Improved work attendance	-	-	1 (3)	29 (94)	1 (3)
Reduction of medical costs	-	21 (67)	10 (32)	-	-
Retention of employees	-	3 (10)	28 (90)	-	-
Resources will be available	-	-	-	29 (94)	2 (6)
Restoring of relations at work	-	-	10 (32)	16 (52)	5 (16)
Educating of people about problems	-	-	-	28 (90)	3 (10)
Identification of under-achievers	-	-	15 (48)	11 (36)	5 (16)
Projection of a caring image	-	-	22 (71)	9 (29)	-

5.4.4.5.4   Production level N = 63

The responses as indicated in table 5.18 (d) indicate that the production workers are not concerned with medical costs (68%). It is at this level according to Mndawe (1997:16) where there is a high number of sick leave abuse. The production workers go to medical doctors to avoid going to work. With the adoption of the EAP, the production workers will be able to use the tools procedures and techniques of their specialty, in other words, be skilled in the methods and practice of their work more effectively. The other reasons were rated high which shows that they are also positive about the EAP.

Table 18 (d)

N = 63	LOWEST			HIGHEST	
	1	2	3	4	5
Possible prevention of problems	-	-	19 (30)	39 (62)	5 (8)
Increase in production	-	-	-	47 (75)	16 (25)
Improved work attendance	-	-	7 (11)	39 (62)	17 (27)
Reduction of medical costs	14 (22)	29 (46)	20 (32)	-	-
Retention of employees	-	10 (16)	31 (49)	22 (35)	-
Resources will be available	-	-	7 (11)	43 (68)	13 (21)
Restoring of relations at work	-	-	5 (8)	31 (49)	27 (43)
Education of people about problems	-	-	2 (3)	49 (78)	12 (19)
Identification of under-achievers	-	-	22 (35)	34 (54)	7 (11)
Projection of a caring image	-	-	27 (43)	25 (40)	11 (17)

5.4.4.5.5   **All management levels (%) N = 100**

Table 5.18(e)   **All management levels reasons for adopting the EAP**

N = 100	LOWEST			HIGHEST	
	1	2	3	4	5
Possible prevention of problems	-	-	23%	64%	13%
Increase in production	-	-	-	74%	26%
Improved work attendance	-	-	8%	69%	23%
Reduction of medical costs	14%	50%	34%	2%	-
Retention of employees	-	13%	62%	25%	-
Resources will be available	-	-	7%	73%	20%
Restoring of relations at work	-	-	16%	51%	33%
Education of people about problems	-	-	2%	80%	18%
Identification of under-achievers	-	-	37%	48%	15%
Projection of a caring image	-	-	49%	34%	17%

Most of the respondents, 80% prioritised the education of employees about social problems as very high, Dickman (1988:7) saw this as an early intervention by organisations.

Organisations design educational programmes to educate people about social problems and how to prevent them and to promote the service of the programme as an employee benefit rather than a tool of management. By adopting the EAP, resources will be available (after education) and about 73% rated this high. This will also increase production in the workplace (74%) and this according to Sonnenstuhl and Trice (1986:6) shows concern by the employers for the welfare of its employees and is a cost benefit to the company. The following were rated low : reduction in medical costs (50%) and retention of employees (62%). However, when we look at table 5.18(a) and 5.18(b) the top and middle management rated these two aspects very high. It could be that these are management issues. The lower levels are not directly concerned about the medical costs and the hiring and discharging of employees.

If employees do not experience problems, they will definitely come to work and the results (69%) also confirm this. Another important reason why companies adopt the EAP as indicated by Klarreich et al (1985:7) is humanitarian reasons, as this was indicated by the results when rating the caring image aspect (49%) and restoring of relations at work from 16% at three, 50% at four and 33% at five the highest priority.

5.4.4.6   Marketing the EAP

Question 20

Marketing of the EAP will ensure that every member is accurately and fully informed about the EAP, the reasons for its existence, policy on personal problems and channels of communication to be followed. The respondents were given a list of five marketing techniques as presented in the following table 5.20 as percentages for all management levels and were requested to indicate the most effective ways of marketing.

Table 5.19   Marketing Techniques

Techniques	Yes	No	Not sure
News letters	84%	8%	6%
Meetings / workshops	89%	6%	5%
Training	85%	2%	13%
Nexus	53%	41%	6%
Pamphlets	70%	9%	21%

The majority 89% saw meetings as the most effective way to market the EAP, followed by training 85%, newsletters 84%, pamphlets 70% and the Nexus 53%. There was a general feeling that most employees do not receive the Nexus (Departmental magazine), as they do not subscribe. It should be ascertained whether all members are involved in the training sessions and do attend meetings.

Additional comments from the respondents indicated that unions should be involved in marketing the EAP as they too (Unions) are responsible for the individual growth of employees and in consequence often institute general education and social programmes for their members.

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5.4.4.7 Training needs

Question 21

Training is important in that it brings change in knowledge and attitudes, information is shared and people develop or improve their skills. For the research purpose respondents were required to indicate whether they need training in the EAP field.

Table 5.20 Is there a need for EAP training

Question	MANAGEMENT LEVEL								% all management levels		
Is there a need for EAP training	Top	%	middle	%	supervisory	%	production	%	yes	no	not sure
Yes	2	100	4	100	30	97	59	94	95	-	-
No	-	-	-	-	-	-	2	3	-	2	-
Not sure	-	-	-	-	1	3	2	3	-	-	3

There is definitely a need to train all employees in the EAP, as indicated in table 5.21, 95%. Employees need to acquire more skills and knowledge about the EAP so that they may know what is expected of them, and this is also justified by Myers (1984:127 - 128). This is also a standard for the EAP, as training will give an understanding of the EAP, what it is and the procedures for referral and receiving assistance.

5.4.4.7 General Suggestions

Question 22

Respondents were given a chance to indicate what they want to see in the EAP, which was not indicated from the other questions.

The general suggestions made in the questionnaire were that the EAP must be accessible and be made known at all levels. It should not be an arm of management but be implemented to the benefit of all employees. It was also felt that the EAP must be well defined at all levels and shop stewards must be involved, as they also have an influence on their members. Confidentiality was also a concern for others.

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5.5 Findings in relation to the formulated goals and objectives of the study

The EAP was defined through literature study and presented in chapter one. The definition of the EAP was also given in the questionnaire for the respondents, so that they could have a background of the EAP, and this enabled them to give views about the EAP.

The employee as a system (individual, family, work, and community system) was also discussed through literature study with the problems that he experiences through interaction within the various systems. The problems within DCS context were also attended to. In the questionnaire the problems were given and also the respondents were able to give problems that they know of and which were not mentioned in the questionnaire. Employees became aware of the EAP as a source for help as they agreed that it should be implemented in the management area.

5.6 Conclusion

In the research, 100 respondents who are all employees of the DCS in the Barberton Management Area were used as a sample. They all completed the questionnaire and the results were presented in this chapter. None of the respondents had a qualification in the EAP and the EAP was something new to all of them. It is recommended that based on these results, the EAP will be developed and presented to the management team.

CHAPTER SIX

CONCLUSION AND RECOMMENDATION

6.1 INTRODUCTION

On the grounds of the literature study on the EAP, the system in which the employees forms part, the existence of problems in the Department of Correctional services and the results obtained during the research, the following conclusions and recommendations are made in order to develop the EAP for the DCS at the Barberton Management Area.

6.2 DEMOGRAPHIC INFORMATION

6.2.1 Conclusion (Question 1 – 5)

- The Management levels were equally represented in the sample, top, middle, supervisory and production levels. All of them (respondents) completed the questionnaire.

- A very small percentage (6%), have few years of service in the DCS, and the majority (64%), have more than five years of service. The majority of the respondents know more about the DCS its policies, orders, procedures, act and regulations and most of the activities within the DCS. All respondents have undergone the basic training course for all correctional officers.

- The Barberton Management Area is dominated by males hence it is a male prison and was called the maximum security prison. Female employees were involved in the study and were found in all the levels except in the top management level.

- Most (92%) of the respondents were mature adults as they were above 25 years of age.

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- A large percentage (86%) does not have further training after passing matric. Those who have qualifications (14%) are qualified teachers, nurses and others have certificates and diplomas in prison matters, and music. All respondents have undergone the basic training course, which deals with prisoners, the act and regulation and the policy of the DCS. No one has undergone a training session or workshop of the EAP.

6.2.2 Recommendation (Question 1 – 5)

- The focus of the EAP must be on all levels as they all have contributed in the development of the programme. It should not be limited to any specific level, but made accessible to all levels.

- The EAP should be integrated in the training manual for correctional officers (Basic Training Course) so that it may be known when the person joins the DCS. Interaction between new and old employees (longer service) should be encouraged at all levels so that they can share ideas about the EAP. This could be achieved by bringing them together during workshops so the EAP would not be for a specific group.

- The EAP should address issues of females and males so that everybody can benefit from it.

- The EAP should address the needs of all age groups, in general and specific programmes for each age group, for example retirement for the adult employee.

- Workshops, seminars and training on the EAP should be planned and conducted. The human resource officer should co-ordinate this activity. As mentioned earlier the EAP should be introduced at the training colleges.

6.3 EXISTENCE OF PROBLEMS

6.3.1 Conclusion (Question 6 – 13)

- Personal and social problems do exist and affect the work performance of the employee of the Department of Correctional Services.

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- The deterioration of work performance justifies the existence of problems at work. As indicated in the study a large percentage (77%) agree, that problems exist.

- Most of the employees are able to solve their problems to some extent. There are no mechanisms designed in the management area to address the needs of employees.

- Most of the respondents will not confide to their supervisors if they have a problem. Relationships between supervisors and employees are poor.

- As mentioned in Chapter three and four, supervisors do not know about social/ personal problems of subordinates. In the past the DCS did not cater much for the employees, but only focused on production and the client (prisoners). There has been a distance between employees and employers.

- Supervisors cannot assess their subordinates and they are not even aware if they have problems. Supervisors as mentioned, focus only on charging subordinates instead of investigating the matter.

- Supervisors must be alert on how their subordinates behave when they have problems for example being absent from work most of the time on Mondays, abusing sick leave or even being negative about new developments.

- The most common problem that is experienced by the employees is mismanagement of funds. It should be noted that finances control almost everything of the employee. Without money the employee might turn to alcohol, drugs and even find himself frustrated about the loan sharks. These problems may also affect the dependents of the employee and the work place.

6.3.2 Recommendations (Question 6 – 13)

- A need assessment must be done on work related problems as this does affect the performance of employees. Resources should be made available at the work place. A need

assessment is important, as it will indicate what type of problems exist and will assist in the formulation of a programme.

- Programmes should be designed to meet the employees' needs. All employees should be educated on various programmes for example, the life skills, alcohol abuse and financial management.

- The EAP should be made available in the management area for the benefit of all members

- Employees need to be trained and assisted in developing trust and confidence in their supervisors. A confidential record system/ filing system must be developed. Relationships between supervisors and employees should be re-established through workshops and seminars.

- Supervisors need to be educated on how to work with subordinates and this could be achieved by organising a seminar for them. The seminar should cover all aspects including the work and the existence of problems so that they may know that there is a negative relationship between work and problems.

- All supervisors should undergo a training session in order to assess their subordinates apart from the programmes mentioned earlier on. Supervisors must have more knowledge and skill in assessing employees and they should make referrals correctly and immediately.

- The supervisors should keep a profile of their subordinates. They can do this by recording on the evaluation form of the subordinates' every behaviour that is not familiar and they should relate this to job performance.

- Programmes should be developed to address the problem of employees and this can be achieved as interim measures by inviting specialist to address employees, for example, on financial issues, alcohol and drugs or even a marriage counsellor. These programmes must

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be accessible and visible to all employees. Employees should be encouraged to use such programmes even if they don't have problems so that they can refer their colleagues or families for advise when they have problems.

6.4   Dealing with the problems

Question 14

Conclusion

The respondents have developed their own mechanisms for dealing with their problems to date. The majority will however seek professional advice or tell a family member. Employees will not suppress their problems. The majority of the respondents will not confide in their supervisors or even tell a friend about their problems.

Recommendations

Resources like professionals should be made available for employees, so that they may know where to go to when they have problems. Family members should be involved in the EAP as respondents have confidence in them, and the family member who is an employee. Relationships between employees and supervisors should be strengthened. Employees must be assisted to gain confidence in the supervisors and should be able to trust them. Employees should be encouraged to seek help when they have problems so that they do not suppress problems. Suppressing problems is a problem on its own, it will also hinder the rehabilitation process when the employee is confronted and it may lead to denial of the problem. Supervisors should be trained in order to win the trust and confidence of the employees.

6.5   The Employee Assistance Programme

6.5.1   Provision of support by the DCS

Question 15

Conclusion

The majority of the respondents indicated that there is little or no support for employees who have personal or social problems. This is also shown by the fact that there are no social workers employed for employees, Social Workers work only with prisoners. The EAP is still new in the DCS and should be decentralised to management levels for effective implementation.

Recommendations.

It is recommended that an EAP practitioner be appointed for the Management Area and the present social workers be utilised on an ad hoc basis to assist members in dealing with their problems. Management should request the decentralisation of the programme. Management must also formulate a working committee, or action or advisory committee, which should include the social workers, religious workers, human resources, supervisors and shop stewards, to formulate guidelines for the EAP.

6.5.2   EAP need in DCS

Question 16

Conclusion

The majority of the respondents do see a need for the EAP in the Management Area. This also shows that once the EAP is implemented, employees will be able to utilise it. The response also indicates that employees at all levels have a positive attitude about the EAP.

Recommendations

All employees must be oriented regarding the EAP so that they can understand it, and know when to seek and receive help. The management team must develop a marketing strategy and should

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use marketing tips and be clear on how the philosophy of treatment is compatible with the mission of the DCS.

6.5.3 Administration of the EAP

Question 17

Conclusion

The social workers and the human resource officer should administrate the programme because of their skill and knowledge on employee problems. The two professionals (social workers and human resources), were favoured by the majority of the respondents. Although the minority indicated external organisations and supervisors, it should be noted that the two categories will not be ignored but because the programme is still new, employees should develop trust in the EAP practitioner.

Recommendations

It is recommended that the social workers, chaplains and the human resource officer be used as EAP administrators. The social worker should demonstrate his/her competence by offering service to the personnel. They must adopt an assertive approach and persistently seek opportunities to expand into the entire Management Area and convince the employees about the value of the EAP. This will require marketing skills on their part and require a good knowledge of the employees. The EAP councillor must register with the different professional bodies governing their professions.

6.5.4 Family involvement

Question 18

Conclusion

The majority of the respondents favour family involvement in dealing with the problems of employees. Some problems cannot be solved without the involvement of the whole family.

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Recommendation

Families must be involved when a problem is family-related and because the EAP is still new, referrals to the area social worker should be made. The family must not be left out of the treatment process. The management team must encourage families to be supportive to the employee and they must know that their problems do have an influence on the employee and on the organisation at large. This can be achieved by involving families during EAP workshops, meetings and seminars. So that they may know what EAP is all about and they will know what is expected of them.

6.5.5 Rationale for EAP

Question 19

Conclusion

Employees must be educated about social or personal problems, so that they will be aware of them and will seek ways to deal with the problems. Education should be accompanied by resources, which should be made available and should also be accessible to all employees. If a caring image is projected by the organisation, employees will come forward with their problems and will receive assistance. This will definitely stimulate them to increase production for the organisation. Problematic employees will be identified early, whether it is a social or personal problem. For management, medical costs will be reduced and good relations will be maintained between management, unions and employees.

Recommendation

There should be commitment from every aspect of the world of work. Commitment from the top management, middle management unions, supervisors and commitment from employees, that EAPs are factual, beneficial and the best way to resolve personal or social problems which have an impact on job performance in the workplace. This could be achieved by establishing a working committee inclusive of a representative from each level or section that will work with the EAP practitioner.

6.5.6 Marketing the EAP

Question 20 and 22

Conclusion

Marketing of the EAP plays an important role in the development and acceptance of the EAP. There are marketing techniques; but for the Management Area, meetings were supported by a majority followed by training sessions, newsletters, pamphlets and the Nexus (DCS magazine). It should be ascertained whether all employees receive the necessary information about the EAP. Labour unions should be involved in the marketing of the EAP, as they have an influence on their members.

The EAP must be made known to all employees through effective marketing. The principles and procedures must be well-stated and communicated well, at all levels.

Recommendation

The EAP committee, social workers, supervisors and unions should be involved in the marketing of the EAP. Newsletters should be distributed to families. The EAP must also be introduced to labour unions in detail, through seminars and meetings. EAP workshops must be held on a continuous basis as long as it is still available in the management.

All Stakeholders must be involved in the development and implementation of the EAP. The policy statement of the EAP should be visible, for ex ample, including it in all pamphlets and also placing it on the door of the EAP practitioner so that everyone can see it. The EAP is recommended for the Management Area and the attached programme (annexure D) should form the basis for the actual programme.

6.5.7 Training

Question 21

Conclusion

From the results received, the EAP is still a new programme, and there is a great need for a training programme on the EAP. Training is very important in the sense that it helps to bring about change in knowledge and attitudes. This will ensure that EAP objectives are realized within the Management Area. The training programme should include information regarding policy and procedures, definition of the EAP, confronting and referring of employees, assessment and resources available.

Recommendation

Supervisors, labour unions and management should be involved in the training programme. The training programme should be designed in order to address the problems of employees and management at large.

6.6   Conclusion about the aim of the study

-    There is no EAP in the DCS, it is still in its infancy stage of development at the head office where they are still formulating its policy.

-    Since the study was started the Department of Correctional Services have in the beginning of 2000/01 appointed 25 EAP practitioners for the nine provinces and have already resumed their duties.

-    The drafted EAP policy for the Department of Correctional Services is also available on the internet and a copy thereof was made available in the Departmental Magazine (Nexus June 2000:12-13)

- The few employees involved in the research are now aware of the EAP, its definition, rationale and goals.

- Problems do really exist in the DCS and production is really affected. This was shown by the results of the National workshops as done on the need assessment and the need assessment done by Mndawe at the Barberton Management area

- Sources of help for employees in the DCS are not available in the form of programmes or the EAP.

Recommendations

The EAP should be decentralised to the provincial and management levels. The EAP must be marketed at all levels in management areas through workshops, meetings and pamphlets. Various programmes must be developed to address the needs of the employees. The information gathered is to be used to design the programme (EAP).

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ANNEXURE A

Head Community Corrections
Private Bag x 611
BARBERTON
1300

1999 July 29

The Area Manager
Head Management Services
Barberton
1300

APPLICATION TO DO RESEARCH IN THE DEPARTMENT OF CORRECTIONAL SERVICES : BARBERTON MANAGEMENT AREA

The undersigned has registered with the University of Pretoria for MA (SW) Management. A requirement for her studies is to do a research which involves (empirical study) the distribution of a questionnaire on her topic which is the development of an EAP Programme for the Barberton Management Area.

The questionnaire will take ± 30 minutes to complete and the response will be confidential. Only 100 members will be involved in the survey and the outcome of the research (programme) will be made available to the management.

Your approval to continue with my research will be appreciated.

STUDENT
Z.B MTHETHWA

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ANNEXURE B

Z.B. Mthethwa
Barberton Community Corrections
Private Bag x 611
BARBERTON
1300

1999 September 08

Dear Colleague

Research : MA (SW) Management : The development of an EAP Programme

The undersigned is registered with the University of Pretoria for the above degree. A requirement of the course is to complete a research project. The title of the research project is "the development of an EAP programme for the Department of Correctional Service". The requirements for the course/ research, as part of the empirical investigation is that a questionnaire must be completed.

A questionnaire on the above is attached hereto with a self-addressed envelope, which will be used to send the questionnaire back. The included postcard should be sent in order to acknowledge receipt of the questionnaire. It would be appreciated if the completed questionnaire could be sent back by 15 September 1999.

The questionnaire should not take more than 45 minutes to complete. Further, you will note that the questionnaire is completed anonymously and confidentiality is guaranteed. No individual response will be made known. The information will be used to develop the EAP Programme.

Your support in this regard is appreciated.

Z.B MTHETHWA
Community Corrections

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ANNEXURE C

RESEARCH TOPIC :

THE DEVELOPMENT OF AN EMPLOYEE ASSISTANCE PROGRAMME FOR THE DEPARTMENT OF CORRECTIONAL SERVICE IN THE BARBERTON MANAGEMENT AREA.

INSTRUCTION FOR COMPLETING THE QUESTIONNAIRE.

1. The questionnaire is completed anonymously and the content will be treated as confidential.
2. Do not put your name on the questionnaire.
3. Answer the questions as honestly as possible.
4. The questionnaire will take 30 min. to complete.
5. Return the completed questionnaire to the researcher by 15 September 1999, using the envelope given.

Thank you.

QUESTIONNAIRE

A.   DEMOGRAPHIC INFORMATION

1.   At which level do you function in the Management Area? Choose one.

Top management level	
Middle management level	
Supervisory level	
Production level	

2.   How many years of service do you have in the Department of Correctional Services?

Under 5 years	
5 to 10 years	
10 to 15 years	
Above 15 years	

3.   Gender

Male	
Female	

4.   Age

Under 25	
25 – 29	
30 – 39	
40 – 49	
Above 50	

5.   (a)   What is your tertiary qualification?

None	
Certificate	
Diploma/Degree	
Honours	
Masters	
Doctorate	

(b)   Specify your field if any ....

(c)   Any specialized training ....

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B. EXISTENCE OF PROBLEMS

		Yes	To some extent	To a lesser extent	Not at all
6.	Do you agree that personal problems may affect your job performance				
7.	Do you agree that even at work problems exist?				
8.	Are you able to handle your social/personal problems?				
9.	Can you confide in your supervisor if you have problems?				
10.	Does your supervisors know about the subordinates' problems?				
11.	Are supervisors able to assess if subordinates do have problems.				

12. (a) What do you think are the behavioural patterns of employees who experience social/ personal problems?

	Most of the time	Sometimes	Not at all
Absenteeism			
Reporting late at work			
Failing to meet due dates			
Forgetfulness			
Loneliness			
Abuse of sick leave			
Negative attitude			

(b) Give any tendencies that are not mentioned above that you may know of

i. ....

ii. ....

iii ....

iv. ....

v. ....

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13   (a)   Have you noticed whether any employees in the Management Area experience the following problems?

	Yes	No	Don't know
Drug abuse			
Alcohol abuse			
Marital difficulties			
Lack of skills			
Workload			
Stress			
Financial problems			
Negative attitude			
Burn-out			
Work-related problems			
Family problems			

(b)   Name other problems that you are aware of that are experienced by the employees.

i.   ....

ii.   ....

iii. ....

iv.   ....

v.   ....

C.   DEALING WITH THE PROBLEMS

14.   (a)   How do you deal with any of these problems that you may experience?

	Most of the time	Sometimes	Not at all
Tell a friend			
Tell a family member			
Confide in my supervisor			
Seek professional advice			
Suppress it			
Solve it on my own			

(b)   Give any other ways of dealing with problems not mentioned above.

i.   ....

ii.   ....

iii   ....

iv.   ....

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D. DEFINITION OF THE EMPLOYEE ASSISTANCE PROGRAMME

The Employee Assistance Programme is a programme designed by any organization according to certain procedures to identify personal problems that interfere with the functioning of employees in the workplace and to respond or deal with those problems in order to improve productivity.

15. (a) Does the Department of Correctional Services provide sufficient support for employees

who have problems? Tick one.

Yes	
No	
Not sure	

(b) Please motivate your answer ....
....
....

16. Do you see a need for an Employee Assistance Programme in the Management Area? Tick one.

Yes	
No	
Not sure	

17. Who should be responsible for the Employee Assistance Programme's administration? Choose one.

Area Manager	
Human Resources	
Head of Prison	
Psychologist	
Social workers	
Religious workers	
None	

Others (specify) ....

18. Would you like your family to take part in the EAP?

Yes	
No	
Not sure	

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19. What do you think will be achieved by adopting the EAP in the management area?
(Tick in order of priority lowest to highest)

	1	2	3	4	5
Possible prevention of problems					
Increase in production					
Improved work attendance					
Reduction of medical costs					
Retention of employees					
Resources will be available					
Restoring of relations at work					
Educating people about problems					
Identification of under achievers					
Projection of a caring image					

20. How do you think the EAP should be marketed? Tick one

	Yes	No	No Sure
Newsletters			
Meetings / Workshops			
Training			
Nexus			
Pamphlets			

21. Do you think a training programme is needed regarding the EAP.

Yes	
No	
Not Sure	

Any other suggestions that you want to add regarding the EAP

_____

_____

_____

_____

_____

_____

THANK YOU.

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ANNEXURE   D

**EAP PROGRAMME FOR THE DEPARTMENT OF CORRECTIONAL SERVICES :
BARBERTON MANAGEMENT AREA**

1.   Introduction

The programme is developed form the results obtained in the study and the in-puts from
the National Office's workshops and drafted policy and the EAPA-SA Standards.

2.   Definition

The given definition is used in the EAPA standards and by the Department of Correctional
Services drafted policy on EAP.   The EAP is a work-site based programme designed to
assist in the early identification and resolution of productivity problems associated with
employees impaired personal concerns including, but not limited to, health, marital, family,
financial, alcohol, drugs, emotional, stress or other personal concerns which may adversely
affect employee job performance.

3.   Standards

3.1   Programme Design

3.1.1   Advisory Committee

The advisory committee should be formed in the management area and the appointed EAP
practitioner be the chairperson.   The other committee members should be, the :

-       Training Officer
-       Human Resource Manager
-       Section Heads / Supervisors
-       Head Personnel Services, and
-       Union Representatives

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The committee will perform the following functions:

-   Coordinating the EAP activities from the management area to the Provincial Office.
-   Reviewing statistics and trends on EAP utilization, and
-   Making recommendations on programme enhancement

3.1.2   Needs Assessment

-   The results obtained from the study conducted by Mndawe (1997) should be used in conjunction with the results from the workshop on EAP conducted by the National Office

-   The advisory committee should give new information, which they think have an effect on the EAP.

-   The need assessment should be conducted continuously in order to review employee needs.

3.1.3   Service Delivery System

The serviced delivery model should be consistent with the organisational and employee needs. To ensure this (according to this standard), the existing Performance Management System must be utilised.

3.2 Implementation

3.2.1 Policy Statement

As indicated in the draft policy on the EAP in the DCS, the implementation of the EAP in the DCS is underpinned by among others the following principles:

- The EAP will aid management's decision-making with regard to people management without intervening in those decisions.

- Consultation with the Employee Assistance Practitioner (who must be a member of the EAPA-SA) will be treated in the strictest confidence and

- The employee assistance practitioner will be bound by both the Department of Correctional Services' code of conduct as well as the EAPA-SA code of ethics and standards.

The following is also included in the policy statement of the EAP in the DCS.

- Institutional arrangements like the location of the EAP
- EAP services   Resource Centre

                   Preventative (proactive) category

                   Primary therapeutic
- Consultation with EAP practitioners
- Referral to external service providers
- Confidentiality of the EAP

3.2.2 Implementation Plan

The EAP practitioner in the management area should have an implementation plan and such a plan should outline programmes, goals, objectives, policy and procedures.

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The plan should be made available to the advisory committee and other stakeholders, and

The plan should be on,

- Educating officials about the value of the EAP
- Explaining the referral procedure
- Explaining the role of the supervisor, manager, union representative, the advisory committee and the employee assistance practitioner, and

It should clarify perceptions around the EAP.

3.3 Management and Administration

3.3.1 Programme Procedure

- Training on a continuous basis
- Pamphlets on EAP should be made available and distributed
- The referral procedure should be:
  - Self referral
  - Informal referral
  - Formal referral
- Assessment should be done by the EAP practitioner.
- The evaluation and monitoring of EAP success should be done by the advisory committee.
- The advisory committee should ensure that every official is accurately and fully informed about the EAP, the reasons for its existence, policy on personal problems and the channels of communication to be followed.

3.3.2 Staffing Level

The Human Resource Manager should determine the number of EAP practitioners and can be assisted by the National Office in this regard. Important enough is that the EAP must be accessible and visible for the work force and there should be a duty sheet for the practitioners.

3.3.3 Staffing Criteria

- All EAP practitioners should be members of the Employee Assistance Professional Association Board of South Africa (EAPA-SA) and must register with their professional bodies or councils.

- All EAP practitioners must be held by the DCS code of conduct and the EAPA-SA ethics and standards.

3.3.4 EAP Consultation and Case Supervision

- The practitioner must receive supervision and consultation in order to enhance his/her knowledge, attitude and skills

- All EAP practitioners must be trained on a regular basis and must meet with others and the national office.

3.3.5 Confidentiality

The EAP policy for DCS does have a clause on confidentiality. During training sessions or meetings adherence to the principle of confidentiality at all times must be encouraged. Where confidentiality needs to be breached, written consent must be given.

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3.3.6 Record Keeping

The EAP practitioner should keep records for :

- Administrative matters
- Minutes of meetings
- Marketing Material
- Training Material
- Evaluation Documentation, and
- Client Information

The information can be kept in a form of written documents or electronic data but it should be relevant and updated and reviewed regularly. The client records must be managed in a confidential manner.

3.3.7 Professional Liability Cover / Insurance

All EAP practitioners shall have adequate professional liability cover or insurance which they can obtain via their professional bodies.

3.3.8 Ethics

As indicated earlier, the practitioners must register with their professional bodies in order to ensure ethical behaviour and to eliminate unethical practices.

3.4   Direct Services

3.4.1   Crisis Intervention

The EAP practitioner must be trained to handle crisis situations or trauma debriefing.
Crisis help-line should be opened and the officials must be informed on the procedures for
handling a crisis.

The crisis help-line information must also be communicated to the families of the members
of Correctional Services.

3.4.2   Assessment and Referral

The assessment and referral should be done by the EAP professional. The supervisor and
the other staff members should only refer the problematic employee to the EAP practitioner
because of poor work performance. Under no circumstances must a non professional
assess the employee.

3.4.3   Short-term Intervention

The EAP should provide short-term intervention services and then to make a referral to
community resources. This could be achieved by developing a protocol for distinguishing
between those cases appropriate for short-term intervention and those cases appropriate
for referral to ongoing care.

3.4.4   Monitoring

To ensure quality treatment the EAP staff member must compile reports on the progress of
the service provided. Information can also be obtained form external service providers
where a referral was made. The EAP professional should also monitor for example
whether a person referred for absenteeism is still reporting every day for work.

3.4.5 Follow-up

The EAP practitioner should provide follow-up services to EAP clients, supervisors, union, management and service providers. This can be achieved by :

- Establishing a policy of contracting every supervisor six month after a supervisory referral to enquire about the employee's job performance, or

- Contacting the client, or

- Tracking progress through the Department's performance management system

3.4.6 Organisational Consultation

EAPs will consult with the organisation when developments and events such as HIV/AIDS or retrenchment, impact on employee well-being and fall within the EAP professional's area of expertise and the role of the EAP

3.4.7 Training of Managers, Supervisors & Worker Representatives

The EAP will provide training for supervisors, management and worker organisation personnel in order to give them an understanding of:
- EAP objectives
- Procedures for referring employees experiencing job performance problems to the programme, and
- The impact of the programme on the organisation

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3.4.8 Supervisor / Manager / Worker Representative Consultation

EAP professional will provide individual consultation to supervisors, manager and union representatives regarding the management and referral to the EAP of employees with job performance and other behavioural problems.

3.4.9 Programme Promotion / Marketing

The EAP should be marketed through the Departmental magazine (Nexus), newsletters for the management area, and educational activities, workshops and during meetings. Marketing should be ongoing, realistic, honest and specific.

3.5 Linkages

3.5.1 Internal Organisational Activities

The EAP, being an integral part of the organisation, should be integrated with the various internal departments and committees as mentioned earlier on about the advisory committee. The EAP should reach all the sections in the management area in one way or another. Resources in the various sections should be utilised by the EAP like training centres.

3.5.2 External Community Organisations and Resources

The EAP should identify, utilise and evaluate health care, delivery systems and community resources which provide quality assistance at an affordable cost for the work organisation, employees and family members. An index of all external resources should be kept and updated.

3.5.3 Professional Organisations

EAP professionals shall maintain and upgrade their knowledge by belonging to one or more organisations (EAPA-SA and the local branch) specifically designed for EAP Professionals, attending training or developmental programmes and maintaining regular ongoing contact with other EAP professionals.

3.5.4 External Agencies

The EAP practitioner should keep copies of regulations, laws and rulings in areas relevant to EAP practice for example the Occupational Health and Safety Act, 1993 (Act No 85 of 1993)

3.6 Evaluation

The EAP practitioner should evaluate the appropriateness, effectiveness and efficiency of the EAP operational activities. This could be achieved by having interviews and surveys on services rendered or using an external evaluator or consultant in order to maximise objectivity of evaluation procedures.

DEPARTMENT OF CORRECTIONAL SERVICES

The Area Manager
Correctional Services
Management Area
Private Bag X611
BARBERTON
1300

Miss ZB Mthethwa

Community Corrections

Private Bag X611

BARBERTON

1300

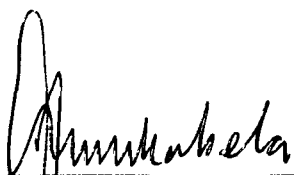|		
Date	:	99/08/15
Ref. No.	:	97146863
Tel. No.	:	712-9500

Dear Miss Mthethwa

RE : REQUEST TO DO A RESEARCH IN THE DEPARTMENT OF CORRECTIONAL SERVICES : BARBERTON MANAGEMENT AREA

In reference to your request to conduct a research at Barberton Management Area, permission is hereby granted for you to do so.

Wishing you success with your research.

Kind regards,

AREA MANAGER : BARBERTON
CORRECTIONAL SERVICES
JM   MKABELA

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