A Comparative study between Employee Assistance Programmes and Occupational Social Work: A Quantitative View

By

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DECLARATION

I hereby declare that this study titled:

"A comparative study between Employee Assistance Programme and Occupational Social Work: A quantitative view"

has not previously been submitted by me for a degree at this or any other University, that it is my own work in design and in implementation and that all sources of information herein have been duly acknowledged.

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SUMMARY / ABSTRACT

The world of work has become increasingly competitive, demanding optimal productivity and performance from employees. Concerns regarding job security in a fluctuating social, political and economic climate in South Africa further contribute to pressure being placed on employees and organisations to continuously perform and develop. In viewing the employee as part of a system consisting of both the personal and work domain, it is only natural to assume that difficulties experienced in the individual's personal or occupational settings could influence their work performance and productivity.

Occupational Social Work (OSW) and Employee Assistance Programmes (EAP) both aim to assist the individual employee as well as the organisation in reaching optimal performance and productivity levels. The development of OSW and EAP, on an international level, can be traced back to work organisations alcohol abuse prevention programmes known as Occupational Alcohol Programmes (OAPS) that were established during the 1930s. Since the inception of these programmes, there have been significant growth and development in both fields of practice. Services offered through the programmes include supportive counselling interventions, financial advice, legal advice, managerial referrals, health assessments and training interventions, to name only a few.

The goal of this study was to compare Occupational Social Work and Employee Assistance Programmes and subsequently highlight key differences and similarities between the two fields. Limited literature could be found which focused on the similarities and differences between the practices of OSW and EAP. As a result of this, the type of research that was conducted was basic research, as the study aimed to explore and describe the differences and similarities between EAP and OSW. A quantitative research approach was followed and more specifically, a non-experimental design was applied. An electronic, self-developed questionnaire was used as data collection instrument. The questionnaire was compiled by the researcher after the literature review and respondents were invited. Following the pilot testing phase, a link to the survey was sent via email to all identified respondents. This link provided respondents with access to the on-line survey.

The findings of the study indicate that there are more similarities between the fields of EAP and OSW than differences. The overall impression is that both EAP and OSW aim to assist employees burdened with personal and work related difficulties in an effort to increase organisational performance and effectiveness. The core technologies, scope of practise and service delivery and practice models for OSW and EAP are closely linked which contributes to confusion regarding the differences between these two fields. Although similarities are evident, there are also distinct differences that distinguish EAP from OSW. These differences include the recognition of OSW as a specialist field of social work while EAP is not afforded this recognition. The occupational groups offering EAP services are more diverse than OSW and differences in specific services incorporated in either the EAP or OSW service offering are evident. These services include the rendering of community work, costing models, legal advice, crisis intervention and the promotion of human rights practice, social justice and productivity.

KEY CONCEPTS

Client Systems

Core Technologies

Differences

Employee Assistance Programme (EAP)

Employee Assistance Professionals Association of South Africa (EAPA-SA)

Occupational Social Work (OSW)

Practice Model

Productivity

Scope of Practise

Service Delivery Model

Similarities

South African Occupational Social Work Association (SAOSWA)

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CHAPTER 1: INTRODUCTION TO THE RESEARCH STUDY

1.1 Introduction

The world of work has become increasingly competitive, demanding optimal productivity and performance from employees. Concerns regarding job security in a fluctuating social, political and economic climate in South Africa further contribute to pressure being placed on employees and organisations to continuously perform and develop. In viewing the employee as part of a system consisting of both the personal and work domain, it is only natural to assume that difficulties experienced in the individual's personal or occupational settings could influence their work performance and productivity. Maiden (2001:25) highlights that problems at home or within an individual's community could affect the employee's work as they might find it difficult to separate their personal and occupational lives from each other. This is corroborated by the National Association of Social Workers of the USA (1984) who noted that similarly, work-related difficulties have an influence on employees and influence relationships in their personal domains.

Due to the impact that employees' stress has on their job performance and productivity, a need arose for workplace programmes that provide personal and social services to employees (Mogorosi, 2009:343). In the late nineteenth and early twentieth centuries, Occupational Social Work (OSW) was recognised as one of the core areas of social work intervention, evolving from the principles and background of generic social work practice, into a specialised field. Subsequently, Employee Assistance Programmes (EAPs) emerged as an organisational tool to assist employees and organisations in reaching optimal performance and productivity. Occupational social workers, as part of EAPs, were either employed by the organisation or hired, as part of outsourced services, to render counselling services and interventions to employees and their families. Over time, EAP dominated the OSW scene, thus EAP and OSW were often used and referred to interchangeably (Mor Barak & Bargal, 2000:3).

Jantjie (2009:103) states that there are some countries that view EAP and occupational social work as the same discipline, due to their overlapping tasks. Contradictory to this, some countries that have a strong background of occupational

social work are reluctant to introduce an EAP. These countries include France, Germany, Greece, Israel, Italy, Spain, Switzerland, the Czech Republic, Korea, Norway, the Philippines, Portugal and Sweden. Since the inception of EAPs in South Africa, there has been noteworthy growth in this field of specialisation with many South African companies choosing to make use of EAPs to support their staff and foster optimal work performance and productivity within the workforce. Currently, OSW in South Africa mainly resides with the South African National Defence Force (SANDF) and the South African Police Service (SAPS) or those individuals who are in private practice (Van Breda, 2009:297).

The title of the research study is: A comparative study between Employee Assistance Programmes and Occupational Social Work: A Quantitative View. The research study formed part of a group research project conducted by MSW students from the University of Pretoria but was the only quantitative study conducted. The aim of the study was to identify and describe the differences and similarities between EAP and OSW, both on a theoretical and practical level. Throughout the research study the researcher aimed to compare the fields of OSW and EAP by focusing on the following key aspects:

- Historical overview
- Service delivery and practice models
- Core technologies and functions
- Scope of practise
- Client systems
- Statutory requirements for practise
- Registration with professional associations

1.2   Definitions of key concepts

The following key concepts were central to the study:

1.2.1   *Employee Assistance Programme (EAP)*

The Standards committee of EAPA-SA (2015:1) provides the following definition for Employee Assistance Programmes (EAPs).

Employee Assistance is the work organisation's resource based on core technologies to enhance employee and workplace effectiveness through prevention, identification and resolution of personal and productivity issues.

The researcher believes that the EAP is an organisational resource, which could refer to an internal or external service provider including a registered and qualified psychologist, social worker or counsellor who aims to enhance organisational and individual functioning.

1.2.2 Occupational Social Work (OSW)

The South African Council for Social Service Professions (2018) defines Occupational Social Work "as a specialised field of social work which addresses the human and social needs of the work community through a variety of interventions which aim to foster optimal adaptation between the individuals and their environment". The researcher agrees with the viewpoint of Kruger and Van Breda (2001:947) who denote that the primary purpose of OSW is to enhance the social well-being and functioning of the work organisation as a community through contribution to the effectiveness and objectives of the work organisation.

1.3 Problem formulation

(Terblanche, 2014:402) denotes that although Occupational Social Work (OSW) and Employee Assistance Programmes (EAP) are currently still functioning as two separate professional fields, there is undeniable interrelatedness between the two fields. For example, both EAP and OSW are referred to in literature as workplace resources addressing a variety of workplace and employee related issues. In light of this, what constitutes this interrelatedness needed to be explored in order to clearly distinguish between the fields of OSW and EAP.

By conducting an online survey, where both OSW and EAP professionals could provide their opinion relating to the core technologies, client systems, scope of practice, service delivery and practice models, statutory requirements for practice and registration with professional associations, the researcher aimed to extract similarities and differences between the OSW and EAP fields. It should be noted that the rationale

of the study was not to reflect whether one practice field is more effective than the other, but rather to explore and describe similarities and differences between EAP and OSW and minimise possible confusion going forward.

1.4   Research question

According to Jansen (2016:3), the aim of a research question is two-fold. Firstly, it directs the researcher to appropriate literature and other resources and secondly, it provides focus for data collection.

The researcher believes that the fields of OSW and EAP are closely intertwined and that these fields are offering similar services to employees in various organisations across South Africa. Therefore, the rationale for the study was to determine the similarities and differences between EAPs and OSW theory and practice. In light of this, the study sought to answer the following question: *What are the differences and similarities between Employee Assistance Programmes and Occupational Social Work in Theory and Practise?*

1.5   Goal and objectives

Fouché (2002:107-108) indicates that a goal refers to a "broader, more abstract conception of the end toward which an effort or ambition is directed". According to the author, the objective pertains to the steps that a researcher takes, within a certain time period, in order to achieve the goal. The goal and objectives of this study were as follows:

1.5.1   Goal

The goal of the research was to compare Occupational Social Work and Employee Assistance Programmes.

1.5.2   Objectives

The objectives of this research were:

- To theoretically conceptualise Employee Assistance Programmes and Occupational Social Work.

- To explore and describe the similarities between Occupational Social Work and Employee Assistance Programmes in theory and practise.
- To explore and describe the differences between Employee Assistance Programmes and Occupational Social Work in theory and practice, from the respondents' perspective.

1.6   Research approach

The study was rooted in the post-positivist paradigm, as the emphasis of the study was on understanding the differences and similarities between EAP and OSW work as it evolved during the investigation. De Vos, Strydom, Shulze & Patel (2011:7) note that researchers in this paradigm generally believe in multiple perspectives from respondents rather than a single reality. Furthermore, post-positivism provides the researcher with more subjective measures of gathering information and allows the sample size to be smaller.

A quantitative research approach was followed and more specifically, a non-experimental design was applied. According to Maree and Pietersen (2007:152), non-experimental designs are mostly used in descriptive studies which align to the type of research that the researcher undertook.

1.7   Type of research

Both Fouché and De Vos (2011:94) and Mouton (1996:104-105) identified two main types of research, namely basic and applied research. Mouton (1996:104–105) indicates that applied research emphasises certain problems in the social world and tries to make a contribution or to solve real life issues. Fouché and De Vos (2011:94) view basic research as research that seeks empirical observations that can be used to formulate or refine a theory. The authors continue by stating that this type of research does not lend itself to problem solving of a specific phenomenon, but rather developing and increasing a knowledge base relating to a specific topic.

Limited literature could be found which focuses on the similarities and differences between the practices of OSW and EAP. As a result of this, the type of research that was conducted was basic research, as the study aimed to explore and describe the

differences and similarities between EAP and OSW. This was accomplished through pursuing exploratory and descriptive research. Numerous authors in Fouché and De Vos (2011:95) agree that exploratory research aims to gain further knowledge and understanding of a specific phenomenon. In addition to exploratory research, there was also a descriptive element to the study. Descriptive research aims to answer the "how" and "why" questions. In the case of this study, the questions were: "how are EAP and OSW similar or different?" and "why are EAP and OSW similar or different?" (Fouché & De Vos, 2011:96).

1.8 Research design

As outlined previously, the research design best suited for the quantitative study conducted by the researcher was a non-experimental design. Maree and Pietersen (2016:171) indicate that non-experimental designs are predominantly used in descriptive studies which align to the type of research that was conducted where the researcher aimed to explore and describe the differences and similarities between EAP and OSW.

1.8.1 Data collection method

The specific type of design that was used in the study was a survey design. Fouché, Delport and De Vos (2011:156) note that the randomised cross-sectional survey is most commonly associated with exploratory and descriptive studies that examine several groups of people at one point in time. This is in line with the exploratory and descriptive nature of the research study that sought to gain an understanding of the differences and similarities between EAP and OSW.

For the quantitative research, an electronic, self-developed questionnaire was used as data collection instrument. The questionnaire was compiled by the researcher after a literature review on the differences and similarities between Occupational Social Work and Employee Assistance Programmes was conducted. As identified by Delport and Roestenburg (2011:189), the following principles were considered when the questionnaire was compiled:

- Information needed: before deciding on the nature of the questionnaire, the researcher gained clarity on exactly what information was required.
- Writing the questions: questions were compiled in a creative but precise manner.
- Length of the questionnaire: the researcher attempted to keep the questionnaire brief and only included questions which were absolutely necessary to collect all the relevant information.
- The format of the questionnaire: the questionnaire was accompanied by a covering letter that introduced and explained the study. The researcher aimed for the questionnaire to be clear, neat and easy to follow.
- Pilot-testing of the questionnaire: the questionnaire was thoroughly pilot tested by two respondents before being utilised.
- Ways to ensure completion of the questionnaire: the student ensured that the layout of the questionnaire was neat and attractive with a reasonable page length and clear instructions as respondents are usually more motivated to complete such questionnaires.
- Data analysis: the questionnaire was structured in such a manner that the data gathered could be analysed using a computer programme, namely Excel.
- Response systems: the researcher made use of various types of questions including closed questions and open questions to substantiate initial responses and dichotomous questions.

The researcher made use of the Qualtrics software programme – available through the University of Pretoria framework – to build the online survey. The covering page of the questionnaire reflected the goal of the research as well as instructions to respondents on how to complete the questionnaire. The contact details of the researcher were also provided in the event that respondents had questions or concerns that they needed to discuss with the researcher.

The questionnaire consisted of six sections and a total of 20 questions. The six sections focused on biographical information, occupational setting, client systems, core technologies and functions, scope of practice, statutory requirements for practice and registration with professional associations.

The researcher predominantly made use of closed ended questions that offered respondents the opportunity to select one of two or more options. The respondents could select the most appropriate response from a list of responses provided. Other question types used included open questions to obtain perceptions or substantiate initial responses. Some of the questions made provision for 'other' responses, to enable the respondents to provide their own opinions and perceptions. For 'other', the respondents were expected to explain or motivate their answers.

There were no mandatory fields on the questionnaire and in some instances, respondents were allowed to provide multiple responses.

Following the pilot testing phase, a link to the questionnaire was sent to all identified respondents via email. This link provided respondents with access to the on-line survey.

1.8.2   Data analysis

As mentioned previously, data entry occurred through an on-line web-based programme, titled Qualtrics. The researcher was able to extract responses to the survey at any point of the research process in excel or word format. The final list of responses was extracted in excel format and the dataset was scrutinised and cleaned before data analysis. Those surveys where more than 10 fields were left blank were excluded from the dataset used to analyse responses. Furthermore, those surveys where respondents spent less than 10 minutes on completing the questions were also excluded from the final dataset. All the questionnaires removed from the final dataset were thoroughly examined to ensure that the results would not influence the outcome of the research. The majority of these questionnaires only had the consent section selected with no further responses.

Data analysis predominantly occurred through bivariate analysis, focusing on two variables, namely EAP and OSW. Fouché and Barley (2011:266) explain that bivariate analysis aims to explore the relationships between two variables. The aim of the data analysis conducted in this study, was to test the degree of association and the relationship between EAP and OSW in an effort to identify differences and similarities between the two fields of practice. The researcher made use of frequency distribution

tables including counts and percentages as well as clustered bar charts to visually conceptualise the results of the survey. According to Fouché and Barley (2011:268), this refers to cross-tabulation that is a technique used for displaying the joint frequency distribution of two variables. By using these tables and charts, the researcher aimed to clearly distinguish between the perceptions of EAP respondents and OSW respondents, highlighting possible differences and similarities between the two fields.

To ensure valid and reliable data, the researcher aimed to increase the reliability and validity of the measuring instrument. Validity refers to the accuracy and credibility of the measuring instrument, while reliability pertains to the stability or consistency of the measurement (Delport & Roestenburg. 2011:177). Validity was enhanced through content validity, face validity of the measuring instrument, criterion validity and construct validity. By implementing the following procedures, the researcher aimed to improve the reliability of the measuring instrument:

- Eliminating items that are unclear
- Increasing the level of measurement
- Standardising instructions
- Maintaining consistent scoring procedure
- Conducting a pilot study
- Moderating the degree of difficulty of the instrument

1.9 Pilot test

Delport and Roestenburg (2011:195) indicate that for newly constructed questionnaires it is imperative to be pilot tested before being utilised during the actual quantitative study. Pilot testing achieves two objectives. Firstly, it improves the face and content validity of the instrument and secondly, it provides an estimation of how long it will take to complete the questionnaire. The Qualtrics software programme provided for a pilot test to be carried out, prior to distribution of the final survey to the sample. Two members – one from EAPA-SA and one from SAOSWA – were randomly selected for the pilot test and agreed to assist the researcher. Their comments were considered in relation to the literature available on the research topic and modifications to the questionnaire were made as advised.

1.10 Description of the population, sample size and sampling method

1.10.1 Population

Gravetter and Forzano (2009:128) describe the population as the total group of interest to the researcher, often consisting of a large number of individuals, too big in size to participate in the study. The population identified for the research study included all the registered members of the Employee Assistance Programmes Association of South Africa (EAPA-SA) and all registered members of the South African Occupational Social Work Association (SAOSWA). The members of these associations were included because they were practicing in the fields of EAP and/or OSW at the time of the study and thus expected to have knowledge of the core technologies, service delivery models, scope of practice, client systems and statutory requirements of each of these fields of practice. The significance of this research was to explore and describe similarities and differences between OSW and EAP as identified by EAP and OSW practitioners/professionals.

1.10.2 Sampling method

The sampling approach used in the study was non-probability sampling, as the exact population size was initially unknown to the researcher (Gravetter & Forzano, 2009:133). A subsequent decision was made to approach EAPA-SA and SAOSWA to request that their members were targeted for the research. A list of members was received from the two associations and from there simple random sampling was used to identify respondents. Delport and Roestenburg (2011:228) indicate that simple random sampling is the easiest of all sampling methods and by using this method each individual has an equal chance of being selected. The researcher randomly selected the respondents from the member lists provided by EAPA-SA and SAOSWA. A total number of 167 members' names were indicated on the EAPA-SA name list, compared to 187 names on the SAOSWA name list. Due to the fact that this study formed part of a group research project conducted by MSW (EAP) students from the University of Pretoria, the names on the list had to be randomly distributed amongst the eight students involved in the study. The quantitative research study conducted by the researcher required 25 respondents from EAPA-SA and SAOSWA respectively. As a result, a total of 57 respondents from EAPA-SA and 59 respondents from SAOSWA

were allocated to the researcher. Email invitations were sent to 57 EAPA-SA members and 59 SAOSWA members on 20 August 2018 with a link to the online questionnaire. Due to the limited number of responses received from SAOSWA members, a second email was sent on 11 September 2018 to remind members of the survey. The respondents were requested to complete the electronic survey, hosted on Qualtrics.

1.10.3 Sample

For EAP and OSW combined, a total of 50 responses were received through the online questionnaire. Seven of these responses had to be removed due to data cleaning efforts. The total number of completed questionnaires used for the analysis was 43. Thirty-two (32) of the surveys were completed by EAP practitioners/professionals. This yields a participation rate of 64% (based on the 50 emails delivered to recipients). Eleven surveys were completed by OSW respondents, yielding a participation rate of 20.8% (based on the 53 emails delivered to recipients).

1.11 Ethical considerations

Geyer (2012:51) highlights that social research should not be conducted in a social vacuum and that researchers should adhere to the code of ethics that guides professional behaviour and practice. The aim of ethical research is to ensure that participants do not experience harm as a result of the participation in the research. The researcher believes that this study was not sensitive in nature but rather descriptive, aiming to describe and explore differences and similarities between two fields of practice. However, the researcher did remain mindful of all ethical considerations and specifically their responsibility to provide accurate and honest answers based on the research that was conducted.

The following ethical considerations were relevant to the study, as described by Strydom (2011:115-126), Babbie (2001:472) and Babbie (2007:27):

Voluntary participation

Participation in a study should be voluntary and no person should be forced to participate. In line with this, the researcher highlighted that participation in the study was voluntary, in the email invitation sent to respondents as well as the consent form.

Confidentiality

Research distinguishes between anonymity and confidentiality. Confidentiality implies that only the researcher and a few members of his/her staff would be aware of the identity of participants. Anonymity pertains to the fact that no one, including the researcher, will be able to identify the participants. Respondents were informed on the consent form, that their responses would be kept confidential. Anonymity was also ensured by using Qualtrics, an electronic online survey software programme.

Harm to respondents

The primary ethical rule of social research is that it should not bring harm to respondents. In line with the nature of the research topic, no harm was predicted, since the topic focused on the day-to-day activities of all respondents and carried no emotional risks.

Compensation

Research highlights that it is reasonable to reimburse participants for costs incurred such as time away from work and travel costs. Due to the fact that the survey was conducted electronically, the participants did not incur any costs due to travel or any other factors.

Actions and competence of research

Researchers are ethically obliged to ensure that they are competent, honest and adequately skilled to undertake the investigation. The researcher conducted previous research pointing to competence and adequate skill.

Publication of findings

The findings of the research study must be provided to the public in written format. The researcher is publishing the findings of the research in writing through the compilation of a mini-dissertation in partial fulfilment of MSW (EAP) programme.

1.12 Limitations of the study

The following limitations were identified within the study.

1.12.1 Lack of prior research studies on the topic

The literature review revealed that research is available pertaining to the fields of EAP and OSW respectively, but limited research reflecting the similarities and differences between the fields of EAP and OSW could be found. This limitation was one of the key reasons why the researcher decided to conduct the research and could be used as motivation for future research relating to the subject.

1.12.2 Number of OSW respondents

Eleven OSW respondents had completed the questionnaire, yielding a participation rate of 20.8% (based on the 53 emails delivered to recipients). The limited number of responses received from OSW practitioners/professionals is viewed as a limitation to the research. It is difficult to identify the reason for hesitation amongst OSW practitioners'/professionals' to engage in the research as a greater number of respondents would have been more representative of the OSW population. This limitation highlights the need for future research to focus on the perceptions of OSW practitioners/professionals regarding the type of work being conducted.

1.13 Structure

This study is structured as follows:

Chapter one provides an introduction to the study and a brief overview of the rationale for the study, the goals and objectives, the research approach, type of research, the research design, pilot test, the population and sample and the limitations of the study. Chapter two focuses on a literature review on EAPs. Chapter three provides a theoretical overview of OSW. Chapter four aims to critically discuss the key differences and similarities between OSW and EAP as identified through the literature review. Chapter five highlights the results from the quantitative research study. Chapter six offers the key findings, conclusions and recommendations based on the research conducted.

CHAPTER 2: THEORETICAL OVERVIEW OF EMPLOYEE ASSISTANCE PROGRAMMES

2.1 Introduction

Chapter two focuses on providing a theoretical overview of Employee Assistance Programmes (EAPs). EAPs as previously defined are work-based programmes and services offered by the employer to employees as a workplace resource, based on specific core functions and technologies, to address the organisations business needs and enhance workplace and employee effectiveness through the prevention, identification and resolution of personal and productivity issues (Barker, 2003:141; Standards Committee of EAPA-SA, 2015:2).

The purpose of a literature study is to contextualise the EAP theoretically. In order to compare EAP and OSW, each field of practice is described individually and broken down into the following components:

- Historical overview
- Service delivery and practice models
- Core technologies and functions
- Scope of practice
- Client systems
- Statutory requirements for practice
- Registration with professional associations

2.2 Historical overview

The history of the Employee Assistance Programme (EAP) is closely associated with that of Alcoholics Anonymous (AA). The AA movement was initiated in Akron, Ohio during 1935. Trice and Schonbrunn (2009:8) denote "In 1938, there were three AA groups and approximately 100 members. By 1944, the movement had 10,000 members in just over 300 groups in America and Canada". Many of the individuals who participated in the Alcoholics Anonymous programme were members of the workforce and the transformation in their behaviour and work performance were duly noted by management and colleagues. The motivation for rehabilitative action in the

workplace can further be linked to the labour market conditions during World War II. The significant production requirements of the war resulted in a shift from a period of recession to one of maximum production. This however did result in various problems for the industry including those arising from the employment of individuals who were experiencing alcohol related challenges which highlighted the need for rehabilitative action (Trice & Schonbrunn, 2009:8-9). In light of this, it is evident that the climate in the labour market during World War II as well as the assistance and treatment provided by Alcoholics Anonymous to individuals presenting with alcohol related difficulties resulted in the emergence of occupational alcohol programmes (OAPs) in the 1940's.

These workplace-based occupational alcohol programmes gained acceptance and status throughout the 1950's and 1960's. Dickman and Challenger (2009:28) indicate that OAPs proved so effective and successful in terms of rehabilitation of employees, cost saving and increased productivity that it was realistic to assume that such an approach would be effective for other human problems as well.

In the early 1960s, OAPs expanded to include family members and close relatives of alcoholic employees who were experiencing personal problems, which subsequently led to the emergence of employee assistance programmes (EAPs). The United States federal government promoted these programmes through the promulgation of legislation that required federal agencies and military installations to utilise such programmes. "Broad Brush" Employee Assistance Programmes continued to grow and included a wide variety of services including financial, emotional and family related problems. The 1980s saw the emergence of modern EAPs with a strong focus on stress and general health (Dickman & Challenger, 2009:29-30).

Govender and Terblanche (2009:10) reported that "The development of EAP in South Africa has been influenced significantly by various professions, arose out of different organisational needs and occurred in varying forms and levels of sophistication depending on staffing, availability of resources and capacity within organisations." Employee assistance services in South African workplaces can be traced back to the 1930's rooted in the field of Occupational Social Work when the state owned railways employed a social worker to provide social services to employees. (Terblanche, 1992: 19; Govender & Terblanche, 2009:30; Van Breda, 2009:285). The first South African occupational social worker was employed by SASOL in 1954 while the first Employee

Assistance Programme was introduced during 1986 by the Chamber of Mines of South Africa after they carried out a feasibility study in the mining industry in 1983 (Terblanche, 1992:19). EAP Services soon expanded to include sectors such as the financial sector, food sector and motor industry, to name a few. The public sector followed and in 1996 a formal commitment was made by the Department of Public Service Administration (DPSA) to issue instructions to government departments on national, provincial and local authority levels.

According to Govender (2009:32-33), South African legislation has also played a role in the development of EAPs and provides a mandate for EAP services, albeit indirectly. The author highlights that the "Labour Relations Act, 66 of 1995, places a duty upon employers to manage incapacity by investigating the cause and providing the opportunity for appropriate treatment, counselling and rehabilitation prior to dismissal. EAPs are often used as the means to provide the "opportunity" for correcting problematic behaviour and ensure compliance of the employer to this Act". The obligation that employers have to provide a healthy and safe environment is identified in the Occupational Safety Act, 85 of 1993. According to Govender (2009:32-33), personal problems, for example, alcohol and drug abuse are viewed as a health and safety risk and the employer has the responsibility to communicate with the employee and offer counselling. In light of this, the employer has the right to intervene when an employee's behaviour is such that health and safety in the workplace may be compromised.

Since the inception of EAPs there has been noteworthy growth in this field of specialisation with many South African companies choosing to make use of EAPs to support their staff and foster optimal work performance and productivity within the workforce.

The focus of the next section is on the service delivery and practice models of EAPs.

2.3   Service delivery and practice models

Govender (2009:31-32) indicates that in 1995 the Deputy Permanent Secretary and a Strategic Team, on behalf of the Public Sector, approached the Public Service Commission regarding the introduction of EAP in the Public Service. The Strategic

Team indicated that the EAP should play a role in restoring normality in the departments by:

- Assisting to reduce labour turnover resulting from unresolved problems experienced by the employees, which could have been amicably dealt with and resolved whilst the worker remained productive and an asset to the organisation
- Assisting with change and transformation taking place as a result of socio – political changes.
- Assisting employees to understand the cause and effect of change and furthermore, to harness coping mechanisms by dealing with the trauma of sudden changes in jobs or skills requirements, relocation, cultural shock and basic resistance to change.
- Assisting with low morale and demotivation, communication problems and work performance issues that occur as a result of the above.

Govender (2009:35) argues that "The modern workplace is a dynamic entity that is continuously evolving with the changes in the economic, social and political situation. From the one-person micro-enterprise to the macro-enterprise that distributes thousands of personnel within a variety of occupational groups, levels and geographical locations, workplaces are unique and complex entities. As a workplace resource, the EAP also has to be dynamic and individually customised to fit the needs of the modern work organisation that it serves". The researcher agrees with this statement and believes that this makes it difficult to implement a standardised service delivery model across EAPs. However, the Employee Assistance Professionals Association of South Africa (2015) has identified specific core technologies and standards for EAP practise and service delivery. These standards are published in their "Standards for Employee Assistance Programmes in South Africa". The purpose of the Standards document is to "provide a benchmark for Employee Assistance practise, to promote the offering of high quality EAPs, to define the scope of EAP services, to operationalise programme standards and guidelines, to educate the work community regarding EAP services, to service as a guide for EAPA-SA membership and related professionals and to enhance the quality and functioning of existing EAPs" (EAPA-SA, 2015:1).

The core technologies and standards are discussed in more detail in the sections titled Core technologies and functions (2.4) and Scope of practise (2.5).

2.4 Core technologies and functions

Herlihy (2002) in Govender (2009: 47) denotes that "The Employee Assistance Core Technology or EAP Core Technology represents the essential components of the employee assistance (EA) profession. These components combine to create a unique approach to addressing work organisation productivity issues and employee client personal concerns affecting job performance and ability to perform on the job".

Historically EAPs were viewed to be reactive in nature and limited to counselling, but more recently it has become evident that their scope of practise has evolved. Terblanche (2014:402) highlights that reactive counselling is now identified as one of several core technologies of an EAP in South Africa. EAPA-US (2010:6) identifies eight core technologies including consultation with, training of and assistance to work organisation leadership, active promotion of EA services, confidential and timely problem identification and assessment services, use of constructive confrontation, motivation and short-term intervention with clients, referral of clients for diagnosis, treatment and assistance as well as case monitoring and follow up, assisting work organisations in establishing and maintaining effective relationships with other service providers, consultation to work organisation and evaluation of the EAP. The Standards Committee of EAPA-SA (2015:1-2) identifies the following six core technologies and functions of EAPs: training and development, marketing, case management, consultation to the work organisation, stakeholder management and monitoring and evaluation. Each of these six core technologies is discussed in more detail in the ensuing sections.

2.4.1 Training and development

The Standards Committee of EAPA-SA (2015:1) indicates that training and development pertain to the training and development of the work organisation's stakeholders including managers, supervisors and unions. The focus of the training and development initiatives would be on effectively managing employees who are experiencing behavioural, emotional or wellness concerns, enhancing the work

environment and improving employees' work performance. Furthermore, these initiatives would assist in ensuring organisational wellness by creating a resilient workforce. EAPA-US (2010:6) also identifies training of the work organisation leadership (managers, supervisors and union officials) seeking to manage vulnerable employees as one of their core technologies of a successful EAP.

2.4.2 Marketing

EAPA-US (2010:1) and the Standards Committee of EAPA-SA (2015:1) identify marketing and active promotion of the EAP as a core technology of the EAP. Marketing should focus on the promotion of EAP services to managers, supervisors, unions, employees and their family members. Furthermore, marketing should highlight the availability and confidential nature of the EAP. The researcher is of the opinion that continued promotion of EAP initiatives will sustain employee well-being gains achieved through the EAP and will also assist in the integration of the EAP within a company to ensure optimal utilisation of the service. In accordance with this Baloyi (2014:19) feels that the main aim in marketing the EAP is to ensure that the programme is known at all levels of the organisation. The researcher agrees with this viewpoint and therefore feels that it is imperative to be honest and transparent when marketing the service to an organisation. Occasionally marketing material omits that the EAP is a short-term intervention limited to between six and eight, or less, counselling sessions, or that interventions exclude specialised services such as school readiness assessments, inpatient or outpatient substance rehabilitation or psychiatric assessments. Misrepresentation in marketing material constitutes unethical behaviour as outlined by the EAPA-SA (2010) Code of Ethics specifically relating to the ethical principle of Public Responsibility. This ethical principle states that, amongst others, EAP Professionals have a responsibility to maintain the highest standards of the EAP Profession and promote EAPs and that EAP professionals will not engage in fraudulent or misleading advertising practises.

2.4.3 Case management

According to the Standards Committee of EAPA-SA (2015:1) case management pertains to confidential and timely risk identification, assessment, motivation, short-term intervention, referral, monitoring, follow-up, reintegration and aftercare services

for employees who are experiencing personal and work-related difficulties that may affect their occupational functioning. Ultimately, effective case management will ensure both individual and organisational effectiveness through therapeutic and practical assistance for problems.

EAPA-US (2010:6) identifies three core technologies linked to case management activities as highlighted by the Standards Committee of EAPA-SA (2015:1). These three core technologies pertain to confidential and timely problem identification/assessment services; the use of constructive confrontation, motivation and short-term intervention and referral of employee clients as well as case monitoring and follow-up services. All three core technologies identified by EAPA-US (2010:6) are necessary components to ensure the effective management of EAP individual cases and if executed properly will assist in efficient problem resolution. The researcher is of the opinion that the core technology of case management as identified by the Standards Committee of EAPA-SA (2015:1) includes all three the core technologies recognised by EAPA-US (2010:6).

2.4.4 Consultation to the work organisation

Consultation can be defined as an interpersonal relationship between an expert and someone who requires that expertise to solve a problem (Barker, 2003:93). Khubeka (2015:3) is of the opinion that consultation is a process of exchanging knowledge or skill in addressing a specific problem or condition.

The Standards Committee of EAPA-SA (2015:1) denotes that consultation to the work organisation aims to pro-actively address inherent trends resulting from personal or organisational issues. EAPA-UK (2015:8) is of the opinion that, "An EAP will offer a partnership approach to the purchaser" and "An EAP will has clear and effective lines of communication, a sharing of vision, outcomes and action plans and will provide every opportunity for the EAP to influence strategic initiatives". The researcher is of the belief that, through continuous consultation, risk areas that could negatively impact employee engagement and organisational effectiveness could be identified and addressed.

2.4.5 Stakeholder management

The Standards Committee of EAPA-SA (2015:2) comments that stakeholder management focuses on the establishment and maintenance of effective relations with internal and external role-players and service providers. The researcher holds that this will promote the rendering of an integrated service offering which is customised to meet the needs of the relevant employee population. EAPA-US (2010:6) concurs with this highlighting that the EAP should assist the work organisation in establishing and maintaining effective relations with resources and in in managing provider contracts.

2.4.6 Monitoring and evaluation

Monitoring refers to the supervision of activities in progress to ensure that objectives and targets of performance are met timeously (Business Dictionary.com, 2017). According to Naicker and Fouché (2003:29), evaluation is an assessment, presented in a systematic and objective manner, of an on-going or completed programme, policy or project, its design and the implementation thereof.

The importance of monitoring and evaluation of the EAP is highlighted by the fact that it is identified as a core technology by both EAPA-US (2010:6) and the Standards Committee of EAPA-SA (2015:2). The Standards Committee of EAPA-SA (2015:2) notes that the value, success and impact of EAP services relating to the work organisation and individual job performance should be monitored and evaluated. Regular monitoring and evaluation will ensure that the EAP is excellent in scope and practise and relevant in addressing the needs of both the employee and the employer.

The researcher is of the opinion that the six core technologies, as outlined by the Standards Committee of EAPA-SA (2015:1) align to the core technologies identified by EAPA-US (2010: 6) and furthermore form a foundation for the implementation, management and administration of a successful EAP.

The next section focuses on the scope of practise of the EAP and more specifically the 26 standards identified by the Standards Committee of EAPA-SA (2015:4-27) that guides EAP service delivery.

2.5 Scope of practise

The Standards Committee of EAPA-SA (2015:4-27) identified 26 standards, categorised in to eight categories that guide EAP service delivery. These eight categories include programme design; programme implementation; management and administration; clinical services; non-clinical services; proactive services; stakeholder management; and monitoring and evaluation.

The term "Standards" refer to the agreed level of best professional practise, or a description of an ideal situation as outlined by the Standards Committee of EAPA-SA (2015) to ensure that the core technologies or functions of the EAP will be achieved in an effective and efficient manner.

2.5.1 Programme design

The Standards Committee of EAPA-SA (2015:4-7) include organisational profiling, EAP policy, EAP advisory committee and service delivery and costing models in the programme design category. EAPA-US (2010:7-12) categorise needs assessment, regulatory compliance, advisory function, service delivery, systems, additional services, policy statement and implementation plan in this category. EAPA-UK (2015:6-8) does not clearly identify categories but standards relating to programme design include needs assessment, organisation-wide integration of the EAP and implementation plan.

It is evident that the Standards Committee of EAPA-SA (2015:4-7) does not have regulatory compliance, additional services and implementation plan as part of the programme design category. The implementation plan is included in the implementation category as identified by the Standards Committee of EAPA-SA (2015:9-10).

The regulatory compliance identified by EAPA-US (2010:7-8) referred to the fact that the EAP should be designed with an understanding of the regulatory and legislative implications relevant to the organisation. In South Africa, there is no EAP specific legislation but it should be noted that provisions are made for EAP regulations in various other acts. It is further clear that EAP professionals are required to address a

wide variety of personal, practical and work related issues. In light of this it is advisable for EAP professionals and service providers to have knowledge of relevant Acts.

The standard relating to additional services as indicated by EAPA-US (2010:10-11) specifically states that "The EAP shall remain alert for emerging needs and may add new services when they are consistent with and complementary to the EAP core technology. EA professionals and programmes are most useful to organisations and their employees when they are proactive in identifying and responding to emerging needs. Services to meet these needs may be incorporated into the EAP as long as they do not reduce the effectiveness or perceived neutrality of the EA professional and programme. The EA professional may assist in the design and location of services for which a need has been identified but which are better housed outside of the EAP". The researcher is of the opinion that this standard is partially covered by the Standards Committee of EAPA-SA (2015:23) that focuses on the rendering of proactive services.

The Standards Committee of EAPA-SA (2015:4-7) standards including organisational profiling, EAP policy, EAP advisory committee and service delivery and costing models that form part of the programme design category are discussed in the ensuing sections.

2.5.1.1   Organisational profiling

EAPA-US (2010:7), the Standards Committee of EAPA-SA (2015:4) and EAPA-UK (2015:6) highlight that the EAP programme design should be based on a formal assessment of organisational and employee needs. The goal of this standard is to ensure that programme design includes a profile of the employee population and the organisation for which they work. This assessment is intended to help the organisation determine the most appropriate and cost-effective methods of providing EAP services.

Organisational profiling is "a planned systematic investigation of the way things are and the way they should be" (Nakani, 2015:2). Organisational profiling gathers all required information that could lead to better knowledge and understanding of the organisation's structure, culture and employee needs. This knowledge and understanding of the client organisation will result in the design of an effective EAP programme that addresses the needs of its beneficiaries. The process of

organisational profile includes the planning stage, data collection stage and finally the data analysis and reporting stage.

2.5.1.2   EAP Policy

The Standards Committee of EAPA-SA (2015:4-5) argues that the EAP policy must describe the EAP in its entirety. The goal of the standard is to ensure that the mandates, principles and focal areas of the EAP are fair, consistently applied and balanced in respect of the interests of all the various stakeholders. The EAP Policy should meet international best practise by:

- Having clear mandates
- Being clear and specific
- Creating an EAP that is comprehensive and attractive as far as user access is concerned
- Protecting the interests of all the stakeholders
- Outlining clearly the confidential nature of the EAP activities in the policy and policy statement
- Aligning the policy with the organisational strategy

In line with the EAPA-SA standard relating to EAP policy, EAPA-US (2010:11-12) advises that an organisation should adopt a written employee assistance programme policy which defines the employee assistance programme's relationship to the organisation, describes the programme as a confidential resource and states the scope and limitations of the programme's services. The intent of a written policy statement is to assure understanding of the EAP and consistency of its application throughout the organisation and to provide a clear definition of its role and function.

Although EAPA-UK (2015:6) does not identify EAP Policy as a standard on its own, it does specify that "An EAP will offer an EAP policy wording for integration into the employment policies and to review the same". This forms part of the standard relating to Purchasers: organisation-wide integration of the EAP.

The EAP policy is an important element in ensuring the effective implementation of an EAP, guiding the services offered through the EAP and generating awareness across the employee population regarding the services being offered and the various access points to the EAP. This is confirmed by Govender (2009:56) who notes that "The EAP policy describes the strategic and operational framework for the EAP and the implementation thereof. If this essential element is a product of the collective effort of the key stakeholders in the organisation then there will be commitment of all concerned to the effective implementation of the EAP". In light of this, it is necessary to have a specific standard relating to EAP policy in line with the standard identified by the Standards Committee of EAPA-SA (2015:4-5).

2.5.1.3   EAP Advisory Committee

According to the Standards Committee of EAPA-SA (2015:6-7), there should be an EAP Advisory Committee at the highest possible level within the organisation involving representatives from all segments of the workforce. The goal of this standard is to ensure that all the relevant role-players in the organisation, such as top management, employees, supervisors and union members, contribute to the effective design and operation of the EAP.

EAPA-US (2010:8-9) denotes that the advisory process is intended to assure programme understanding, acceptance and support throughout the organisation. Where it is not inconsistent with the organisation's culture, the advisory process should be accomplished by a formally identified advisory committee.

The Standards Committee of EAPA-SA (2015:6) continues by stating that the functions of the EAP advisory committee are:

- to formulate policy and strategy
- to advise on the implementation procedure
- to assist with the marketing and promotion of the EAP
- to act as a sounding-board for EAP practitioners/professionals
- to provide the necessary support
- to contribute to the monitoring and evaluation procedure

The researcher agrees with both the Standards Committee of EAPA-SA (2015:6) and EAPA-US (2010:8-9) regarding the importance of the advisory process and the advisory committee. By involving different role-players from the organisation the EAP obtains buy-in from the different organisational groupings which is likely to contribute to the acceptance and success of the programme. The researcher further agrees with the functions of the advisory committee as outlined by the Standards Committee of EAPA-SA (2015:6) and acknowledges that it provides a framework for any advisory committee. An additional function that could be considered includes the identification of organisational health and wellness related risk areas and deciding on strategies to address these issues. This could form part of the monitoring and evaluation of the EAP.

2.5.1.4 Service delivery and costing models

Both EAPA-US (2010:9) and EAPA-UK (2012:11) guides that Employee assistance programme services should be provided through a distinct, identifiable delivery system.

The Standards Committee of EAPA-SA (2015:7) maintains that service delivery and costing models of an EAP should be based on sound financial principles. The goal is to ensure the most effective model of service delivery, which will enhance the services to the organisation in terms of both the individual and the corporate client, resulting in the best possible application of financial resources.

There are three main EAP models that could be considered in the rendering of EAP services. These three models include the internal/in-house EAP, external EAP service provider or the combination/hybrid model:

- Internal /In-house Model: With an internal EAP all services are being rendered by EAP professionals appointed by the relevant organisation. These professionals' forms part of the workforce and therefore are expected to be knowledgeable of the organisational culture and climate.
- External Model: With an external EAP model all services are outsourced to an EAP service provider as contracted by the client organisation.

- Combination / Hybrid Model: Focussing on the combination or hybrid EAP model it is evident that certain services will be provided internally while other services will be provided by the external service provider. The hybrid model of the EAP could be costly due to the fact that professionals will need to be appointed internally to offer services that could include training, managerial consultations and immediate containment. The external EAP service provider would result in additional cost and could offer services such as counselling, financial and legal advice.

The Standards Committee of EAPA SA (2015:8) identifies the following costing models for EAPs in South Africa:

- Capitated pricing (cost for the total service): this model implies that the company will pay a baseline amount per employee per month.
- Fee-for-service: employers pay for each service as and when it is provided – often by a contracted service provider. There is a contract in place and frequently an administration fee is associated with this model.
- Co-payment by the healthcare provider: healthcare and medical aid service providers contribute towards the EAP.
- Co-payment by the client/employee: Both the employee and the organisation contribute towards the EAP.
- Limited clinical services: This is where a client makes use of limited clinical services offered by the EAP, for example, employees are only able to access telephone counselling or group trauma interventions.

The pricing models seem to be most relevant in relation to external and hybrid EAP models rather than internal models where services are being rendered by individuals employed by the client organisation. The researcher is further of the opinion that the capitated and fee-for-service pricing models are the most frequently used in South Africa. The researcher is of the opinion that the relevant organisation will need to consider the most cost effective model based on the specific needs of the organisation as well as the strategic objectives of the EAP.

2.5.2 *Implementation*

Included in the implementation category are standards pertaining to operational guidelines and the implementation plan (The Standards Committee of EAPA-SA., 2015:9).

2.5.2.1 Operational guideline

The Standards Committee of EAPA-SA (2015:9) maintains that operational guidelines should be developed to operationalise the EAP policy. The objective of the standard is to provide specific guidelines for the EAP practitioner/professional regarding the core technologies and standards and their unique application in each organisation. In studying the standards document it became evident that no specific guidelines have been formulated. The researcher is of the opinion that this is an area of improvement that should be addressed by the Standards Committee of EAPA-SA.

According to the Standards Committee of EAPA-SA (2015:9), the operational manual must be based on and correlate with the organisation's EAP policy, be aligned with the organisation's unique operations; infra-structure, profile and procedures, culture and reflect the application of the core technologies and standards tailor-made for the organisation.

2.5.2.2 Implementation plan

EAPA-UK (2015:6) denotes that an EAP will provide an implementation plan to every EAP purchaser or client organisation. The EAP implementation plan will contain reference to:

- The actions and responsibilities of those involved and timelines required to put the EAP in place.
- Arrangements for monitoring progress and taking corrective action.
- Arrangements to promote, publicise and launch the service.
- Arrangements for continued promotion or marketing of the service.
- Emphasis on confidentiality.

The Standards Committee of EAPA-SA (2015:9-10) concurs that an implementation plan should be compiled and must outline the actions and schedule needed to establish an operationally-effective EAP. The goal of this standard is to ensure that the implementation plan and schedule reflect all the essential core technologies. Furthermore, the implementation plan should be reviewed annually during the evaluation process and/or strategic planning session and must stipulate, among others, the following:

- Actions needed
- Timeframe
- Resources
- Person responsible
- Performance indicators
- Monitoring
- Evaluation

The researcher is of the opinion that the implementation plan is crucial when initially implementing an EAP and agrees that plan should be revised annually to ensure that the programme is well positioned to meet the organisational needs. Lefakane (2015:92) corroborates this by indicating that "Regular revision of these implementation plans is crucial as this would drive continuous improvement of the delivery of the EA programmes because what was not addressed during a particular year could be included in the plan for the following year". Lefakane (2015:1-96) conducted a study to assess the understanding of the standards relating to EAP implementation amongst South African EAP practitioners. One of the key findings identified by Lefakane (2015:93) was that most EAP practitioners saw the implementation plan as a once-off activity that is not to be revised and reviewed which in turn implies that the respondents are not familiar with the standard as outlined by the Standards Committee of EAPA-SA (2015:9-10). Lefakane (2015:93) recommended that regular revision of the EAPA-SA standards relating to the implementation plan should be done through workshops at EAPA-SA chapter level to ensure that practitioners are familiar with what the standard entails.

2.5.3 Management and administration

The management and administration category outlined by the Standards Committee of EAPA-SA (2015:10-15) pertains to staffing, EAP professional consultation or supervision, professional development, professional liability insurance, ethics, confidentiality and record keeping. The standards outlined above differ slightly from the standards identified by EAPA-US (2010:13-20) that include, EAP administrative and operating procedures, staffing levels, staff and affiliate criteria, affiliate management, EAP consultation and case supervision, professional development, record-keeping, risk management and ethics. EAPA-UK (2015:9-14) do not categorise standards similarly to the EAPA-US and the Standards Committee of EAPA-SA. The standards that they identify in relation to management and administration include information control relating to record-keeping and confidentiality, EAP business operations including service delivery and people and EAP network pertaining to affiliate management, EAP affiliate case management and EAP case risk management. The main difference between the Standards Committee of EAPA-SA (2015:10-15) and the EAPA-US (2010:13-20) and EAPA-UK (2015:9-14) management and administration category is the exclusion of the administrative and operations procedure and affiliate management sections in the South African document.

In the standard relating to EAP administrative and operating procedures, EAPA-US (2010:13) highlights that written procedures for EAP administration and operation should be developed based on the organisational needs, programme objectives and the EAP policy statement. The researcher is of the opinion that this standard is covered by the Standards Committee of EAPA-SA (2015:9) but forms part of the implementation category. The researcher agrees that this standard is best suited in the implementation category as outlined by the Standards Committee of EAPA-SA (2015:9).

Both EAPA-UK (2015:13) and EAPA-US (2010:15-6) stipulates in the standard relating to affiliate management that the EAP shall assure that all affiliates understand and accept the policies, procedures and responsibilities associated with their role in the EAP. EAPA-UK (2015:13) continues by stating that "An EAP will have robust recruitment, due diligence, credentialing and audit processes in place to ensure high

quality service delivery by appropriately qualified and credentialed affiliates. An EAP will also provide affiliates with a contract and ensure affiliates receive regular, non-managerial 'supervision' of their counselling practise. An EAP will provide affiliates with detailed documentation of the EAP policies and procedures. This will include the management clients at risk and escalation procedures". The Standards Committee of EAPA-SA (2015:24) does not specify affiliate management but rather included a standard relating to staffing.

The ensuing sections focus on the management and administration category identified by the Standards Committee of EAPA-SA (2015:10-15) which includes staffing, EAP professional consultation or supervision, professional development, professional liability insurance, ethics, confidentiality and record keeping.

2.5.3.1 Staffing

According to EAPA-US (2010:14), the Standards Committee of EAPA-SA (2015:10) and EAPA-UK (2015:11), an appropriate number of suitably qualified EAP professionals should be available to achieve the identified goals and objectives of the EAP. The Standards Committee of EAPA-SA (2015:10) continues by indicating that the goal is to ensure that the number and qualifications of EAP professionals match the needs of the organisation and the programme.

EAPA-US (2010:14) argues that the following factors should be considered when determining the necessary staffing level for an EAP:

- Size and distribution of the workforce
- Diversity of the employee population
- Type and structure of insurance and other benefits offered by the organisation
- Scope and design of the EAPs
- Consideration of the potential for unique events, such as catastrophes, major downsizing, plant closings, or other critical incidents, which may impact the organisation

In addition to the above, the Standards Committee of EAPA-SA (2015:11) indicates that the following factors should also be considered when determining the ideal staffing level for an EAP:

- Geographic location of the workforce
- Ethnic and cultural mix of employee population
- Job descriptions for each EAP staff member

The factors identified by both the Standards Committee of EAPA-SA (2015:11) and EAPA-US (2010:14) provide clear guidelines when considering the staffing of an EAP. The researcher agrees that the additional three factors identified by the Standards Committee of EAPA-SA (2015:11) are crucial in the South African context given the diversity of the population and the geographic landscape. Furthermore, it would be imperative to consider the various job descriptions of EAP staff members including professionals, support staff and management/supervisory structures to ensure that EAP services being rendered are of high quality and meets the needs of the entire workforce.

The researcher is of the opinion that EAP affiliates are included in the staffing section of the standards document compiled by the Standards Committee of EAPA-SA. It might be beneficial for the Standards Committee of EAPA-SA to consider including a standard specifically relating to affiliate recruitment and management as with other countries rather than including it as part of staffing. Affiliates are not always used when an internal EAP model is followed but where an external model is used, EAP service providers frequently makes use of affiliates. This could be the reasoning for including a broader category relating to staffing rather than a specific section focussing on affiliate recruitment and management.

2.5.3.2   EAP professional consultation or supervision

Kadushin and Harkness (2002:23) define supervision as a "Process in which the supervisor coordinates, enhances and evaluates on-the-job performance of the supervisee." The researcher is of the opinion that on-going consultation and supervision with EAP practitioners and professionals will ensure that quality services are offered to the individual client as well as the organisation. It will further assist

practitioners and professionals to keep abreast of developments in the EAP field. The Standards Committee of EAPA-SA (2015:12), EAPA-UK (2015:12) and EAPA-US (2010:16) recommend that every EAP practitioner/professional who provides services will be subject to on-going consultation and/or supervision. The goal of the standards is to ensure the quality of the services and to support professional development.

The Standards Committee of EAPA-SA (2015:12) further provides the following guidelines for the consultation or supervision process:

- Members should have access to professional supervision.
- The professional providing supervision/ consultation should have the recommended minimum of five years' experience.
- An appropriate post-graduate and/or management qualification would be a recommendation.
- It is the responsibility of both the supervisor and supervisee to ensure there is a plan in place for self-care to avoid burn-out.

The researcher agrees with the statement that EAP staff members should have access to professional supervision. According to the researcher, the supervision could include individual supervisory sessions as well as group supervision sessions facilitated by an EAP professional in a management or supervisory position. EAP staff members are often confronted with a variety of personal and work related problems being experienced by employees and their dependents. In light of this, the researcher agrees that it is imperative for the supervisor and supervisee to ensure that a plan is in place to avoid burn-out and promote self-care.

2.5.3.3   Professional development

EAPA-US (2010:15) holds that professional competence of EAP staff is critical to programme success. The Standards Committee of EAPA-SA (2015:12) recommends that EAP professionals engage and participate in professional development activities. The goal is to ensure that EAP professionals deliver the highest levels of professional service. This is confirmed by EAPA-US (2010:15) who highlights that all individuals, including affiliates, who provide EA services, must have training in and understanding

of EAP practise, alcohol and other drug problems, mental health issues, human resource and labour relations issues and organisational dynamics.

2.5.3.4 Professional liability insurance

The Standards Committee of EAPA-SA (2015:13) maintains that all EAP professionals in South Africa must have adequate professional liability insurance. The goal is to protect the EAP professional, the corporate client and the service provider where applicable. Professional liability insurance should be obtained from a creditable insurance company.

2.5.3.5 Ethics

Ethics constitutes the 11th Standard of the Standards of EAPs in South Africa as identified by The Standards Committee of EAPA SA (2015:13-14). According to the standards document "EAP practitioners must maintain the highest level of ethical conduct". The goal of this standard is to foster professional behaviour while the objectives of the standard are:

- To ensure client and customer protection;
- To ensure professional behaviour at all times; and
- To ensure that EAP practitioners/professionals operate within the scope of their registration and expertise.

In addition to the standard mentioned above, EAPA-SA published a Code of Ethics in 2010 for EAP professionals and practitioners as well as the EAPA-SA board and EAPA-SA members. This Code of Ethics was designed to: "provide guidance regarding ethical conduct for employee assistance professionals and it defines the standards of ethical behaviour for the benefit of their clients, both individual employees and employer organisations. The code will apply to the EAP professional's activities and relationships with employees, employers, unions, EAP colleagues, professionals from other disciplines, the local community and society as a whole".

The ethical principles identified by EAPA-SA (2010) are depicted below:

Public Responsibility: EAP Professionals have a responsibility to promote professional development, to maintain the highest standards of the EAP profession and promote EAPs, EAP professionals shall conduct themselves in a way that does not denigrate other professionals or undermine public confidence in their ability, EAP professions will not engage in fraudulent or misleading advertising practises and will conduct research in accordance with ethical standards.

Confidentiality: Confidentiality can be viewed as the cornerstone of the EAP and clients should be advised of the importance of confidentiality in any communication and also the events that could lead to a breach in confidentiality, such as the risk to harm self, others or the organisation and child abuse. All client information will be regarded as confidential and release of documentation will only be done in compliance with a court order, subpoena, or written consent of the client. Personal identifiable information obtained will only be conveyed when working in a team. EAP professionals will inform clients of their rights regarding the scope and limitations of confidential communication.

Record Keeping: EAPA-SA Standards for EAPs in South Africa, referring to confidentiality and record keeping must be followed. Access to records should be controlled and only necessary and accurate information, that is a true reflection of the situation, should be kept. All records should be safeguarded and not be accessed by outside individuals other than the relevant EAP professionals and the client him-/herself.

Professional Competence: EAP professionals should be proficient in the knowledge of work organisations, EAP policy and administration and direct services. Professionals should further ensure that their qualifications or capabilities are not misrepresented.

Client Protection: EAP professionals and practitioners must operate within the Constitution of the Republic of South Africa, 1996 with regard to non-discrimination as outlined in the Employment Equity Act 55 of 1998.

Hiring: EAPA-SA members and EAP professionals/practitioners strive to abide by the principle of equal treatment for all and will not discriminate against employing persons.

Business Practises: Promotion of fair use and encouragement of competition. Furthermore, EAP professionals and practitioner should consider their professional conduct relating to the business of their EAP and must avoid fraudulent or misleading practises.

Complaints procedures: Under the terms of the EAPA-SA Code of Ethics, the Board (or any Chapter) is required to investigate complaints about EAPA-SA and Chapter members.

The ethical principles identified in the EAPA-SA Code of Ethics links to some of the ethical issues highlighted in research done by other authors including White, Sharar and Funk (2001:38) and Winegar (2002:56-58). These authors emphasises the importance of the following key ethical principles:

- Privacy and confidentiality;
- Informed consent;
- Competence of EAP practitioners / contractors / referral resources;
- Shift to cost containment / managed care;
- Loss of boundaries around employee assistance functions and competencies; and
- Misrepresentation in marketing /advertising.

The researcher is of the opinion that ethics underpin each of the EAPA-SA standards and furthermore, the core technologies of EAP as identified by the Standards Committee of EAPA-SA. If service providers, EAP professionals and practitioners maintain the ethical principles identified by the EAPA-SA (2010) Code of Ethics, then the services provided to employers and employees would be effective and of high quality.

2.5.3.6   Confidentiality

Confidentiality is identified as the 12th Standard of the Standards of EAPs in South Africa as indicated by the Standards Committee of EAPA-SA (2015:14) and it is also an ethical principle outlined in the Code of Ethics as compiled by EAPA-SA (2010). The standard states that "confidentiality is a cornerstone of the profession, consistent

with all the professional standards, ethics and legal requirements that regulate the management of information."

The goal of the Standards Committee of EAPA-SA (2015:14) standard relating to confidentiality is to promote confidentiality and professionalism while the objective is to protect the privacy of the individual employee and the interests of all the stakeholders. In addition to this, the motivation for this standard on confidentiality is that the EAPs' professionalism and credibility depend on maintaining confidentiality. In accordance to this, EAPA-US (2010:21) argues that the success and credibility of the EAP hinge on confidence by all parties that the EAP respects their privacy and will appropriately protect the information that they disclose. Dickman (2009:49-50) concurs with this and indicates that all employees have the right to seek assistance for their problems and to know that the information they share with the EAP will be kept in the strictest confidence. Mogorosi (2009:348) further asserts that an EAP is likely to be more effective if employees trust that services are provided within appropriate professional boundaries of confidentiality and privacy.

The guidelines around confidentiality and disclosure of information provided by the Standards Committee of EAPA-SA (2015:14-15) are:

- Informed written consent is required in situations where confidential information has to be disclosed.
- Written consent must meet the following criteria:

    o Specific information to be disclosed;
    o Specific person(s) to whom information will be disclosed;
    o Purpose of the disclosure;
    o Valid period;
    o Signature of the employee;
    o Signature of the EAP professional; and
    o Statement of withdrawal.

- Feedback to referring supervisor/manager is ethically correct and required, but without informed written consent, the disclosure will be limited to:

o Confirmation of attendance at EAP sessions

o Cooperation or non-cooperation with the treatment plan

o Progress or lack thereof

- Confidentiality should not be confused with anonymity. The researcher is of the opinion that anonymity relates to the fact that information cannot be linked to the individual who supplied it as no identifying particulars were provided, while confidentiality protects the information shared by a person who can be identified.

- Limits to confidentiality should be defined in the policy (i.e. fraud, child abuse, espionage and danger to self/others).

2.4.3.7   Record keeping

The Standards Committee of EAPA-SA (2015:15) clearly states that the EAP must maintain records and the goal of the standard is to ensure proper and accurate administration of records.

The objective of the standard of record-keeping, as outlined by the Standards Committee of EAPA-SA (2015:15), is to design and maintain a system that complies with best practise for capturing and maintaining the following:

- Administrative matters
- Documentation on meetings
- Clinical information
- Corporate client information
- Evaluation data
- Marketing and promotional material
- Training material
- Project reports (progress reports)

EAPA-UK (2015:53) highlights that the intention of record-keeping is to ensure quality and continuity of care. Furthermore, record-keeping should adhere to confidentiality and ethical guidelines of the profession. This notion is echoed by the Standards Committee of EAPA-SA (2015:15) who denotes that the motivation for the standard of

record-keeping is to enhance monitoring, ensure statutory compliance and to ensure quality control.

The standard of record-keeping is advised to ensure proper and accurate administration of records. In addition to this, record-keeping is important to ensure continuum of care, accountability and to inform monitoring and evaluation of the EAP through monthly, quarterly and annual utilisation reports. It is imperative to keep accurate records to ensure a truthful reflection of organisational trending as well as to provide clients / service users with the best possible care and support. In this regard, the researcher agrees with the opinion of Govender (2009:61) who argues that "record keeping can also enable the EAP Manager to provide important feedback to Management on client demographics, profile of problems presented for purposes of identifying trends and to inform the planning primary and secondary prevention programmes, to monitor utilisation and referral sources. This type of information also assists the EAP advisory committee to design and evaluate EAP programmes". When providing the client with accurate information the EAP practitioner needs to include all information pertaining to contact with the employee who utilised the service and the number of participants in group trauma/critical incident debriefings, awareness sessions and training interventions. Accurate services accessed, problems presented and the impact on individuals' work performance and productivity should also be captured to ensure that organisational trending is relevant to the company's workforce. In light of this, it can be argued that record-keeping is not only imperative to ensure accountability and continuum of care but also to assist the company in planning interventions going forward and evaluating the EAP.

2.5.4   Clinical services

The Standards Committee of EAPA-SA (2015:14-20) include the following standards in the clinical services category; critical incident management, crisis intervention, assessment, referral, short-term intervention, case monitoring and evaluation and aftercare and reintegration. EAPA – US (2010:23-29) does not have a clinical services category but identify problem identification/ assessment and referral, crisis intervention, short-term problem resolution, monitoring and follow-up services, training of organisation leadership, consultation with organisation leadership, organisational consultation and programme promotion and education as direct services. The

Standards Committee of EAPA-SA (2015:21-22) categorises organisational consultation, EAP management and supervisory training and marketing as non-clinical services that are discussed in Section 2.5.5.

The standards included by the Standards Committee of EAPA-SA (2015:14-20) in the clinical services category, namely critical incident management, crisis intervention, assessment, referral, short-term intervention, case monitoring and evaluation and aftercare and reintegration are discussed next.

2.5.4.1   Critical incident management

EAPA-UK (2015:17) combines the standards relating to critical incident management and crisis intervention and indicates that an EAP will be able to offer support in the event of crisis and trauma situations, including telephone support, onsite support and follow up. Where the EAP is not able to offer this support it should make an appropriate referral for support. The minimum requirements for the EAPA-UK (2015:17) standard are:

- An EAP provider will develop an appropriate procedure for triggering and co-coordinating critical incident or emergency services, with the purchaser.
- The EAP will provide and maintain a 24 hour/365 days a year service that is able to respond appropriately to any crisis.
- A mental health/crisis management professional will be on call at all times.
- Procedures for accessing help in an emergency will be made clear to employees.
- An EAP will have access to a team of pre-selected critical incident response specialists or be able to refer to an appropriate support organisation.
- The EAP will have clear procedures and guidelines for dealing with crisis situations.

The Standards Committee of EAPA-SA (2015:15-16) identifies critical incident management as a standard on its own. The standard states that the EAP will offer trauma defusing and trauma debriefing services for employees, family members and the organisation in case of critical incidents. The objectives are to provide trauma-defusing services for the immediately-affected employees; to provide trauma-debriefing services in response to a traumatic incident and to influence organisational policies and protocols relating to trauma management.

2.5.4.2 Crisis intervention

Both EAPA-US (2010: 24-25) and the Standards Committee of EAPA-SA (2015:16) state that the employee assistance programme shall offer responsive crisis intervention services to employees, eligible family members and the organisation. Similar to EAPA-UK (2015:17), EAPA-US combined the standards relating to critical incident management and crisis intervention as one standard.

EAPA-US (2010: 24-25) further indicate that critical components to crisis intervention include the following:

- The EAP must establish procedures for 24-hour availability of crisis intervention services and response by qualified professionals.
- The EAP must provide for the availability of critical incident response services to the organisation and its employees.

In line with the above, the Standards Committee of EAPA-SA (2015:16) identifies the following objectives in relation to the standard of crisis intervention:

- To contain and normalise a crisis situation.
- To influence organisational policies and protocols relating to crisis management.
- To ensure that EAP clients have access to crisis intervention and other appropriate professional services 24 hours a day.

2.5.4.3 Assessment

The Standards Committee of EAPA-SA (2015:17) argues that EAP professionals should conduct an assessment to identify problems on the part of an employee and/or a family member and/or an organisation and develop a plan of action/treatment. According to the Standards Committee of EAPA-SA (2015:17) and EAPA-US (2010: 23) assessments should include:

- the client's statement of the problem
- the precipitating event/s
- past history of the problem
- mental status

- relevant family history
- level of risk to self or others
- effect on job performance
- corroborating data
- initial impression
- available support systems
- conclusion / recommendations

The researcher maintains that the aspects identified to be included in the assessment are all critical to ensure a clear understanding of the problem presented by individuals as well as in planning the way forward in line with the short-term nature of EAP service. By obtaining a clear view of the problem and possible precipitating factors, the family history, mental status of the client, available support system, the impact on work performance and productivity and initial impressions of the counsellor, the client and counsellor will be able to decide on the most appropriate treatment plan as well as focus on solutions in addressing the problem. Emener and Dickman (2003) as quoted in Richard, Emener and Hutchison (2009:117), indicate that "With the problems clarified, the clinician and the client then can explore alternate solutions and select those that promise to be most helpful".

2.5.4.4   Referral

The Standards Committee of EAPA-SA (2015:17-18) argues that clients should be referred to an appropriate resource according to their unique needs revealed by the assessment. The goal is to match the individual who has an identified problem with a cost-effective and appropriate level of care. EAPA-UK (2015:16) concur that EAP clients should be referred for appropriate services in accordance to the assessed problem. Furthermore, EAPA-UK (2015:16) recommends that the EAP refer clients to accredited counsellors and that the EAP will only refer onward when the assessed problem falls outside the scope of the EAP.

2.5.4.5   Short-term intervention

The Standards Committee of EAPA-SA (2015:18-19), EAPA-US (2010:25) and EAPA-UK (2015:17) emphasises that the EAP will provide short-term intervention services.

The solution focused, short-term intervention aims to provide brief, collaborative and cooperative counselling.

The Standards Committee of EAPA-SA (2015:18) provides the following guidelines for the provision of short-term services:

- The EA professional contracts with the employee client for six to eight sessions.
- The EA professional works in a solution- rather than problem-focused way.
- The EA professional utilises homework to give the employee client practise in skills development.
- The intervention plan could include the identification and ranking of problems, the establishment of immediate and long-term goals and the designation of resources to be used, including those contained within the EAP.

The researcher is aware of the fact that the number of sessions included in the EAP intervention is often dictated by the contract between the client company and the EAP, but aligned to the guidelines identified by the Standards Committee of EAPA-SA (2015:18), the number of sessions seldom exceeds eight. The researcher is further of the opinion that by concentrating on a solution rather than the problem, the intervention is more focussed and the client is allowed the opportunity to be optimistic regarding the outcome of the intervention. Furthermore, clients are involved in decision making and goal setting that will impact their immediate and long-term planning.

2.5.4.6   Case monitoring and evaluation

The Standards Committee of EAPA-SA (2015:19) recommends that the therapeutic process should continuously be monitored to ensure progress. The Standards Committee of EAPA-US (2010:26) states that the EAP is in a unique position to monitor and adhere to accepted standards of practise. Providing follow-up services also demonstrate a commitment to the well-being of EAP clients and the organisation. The Standards Committee of EAPA-SA (2015:19) further highlights that good case monitoring and evaluation will help improve the image and credibility of the EAP among potential clients and management.

The following guidelines and criteria are provided by the Standards Committee of EAPA-SA (2015:19) and EAPA-US (2010:26) to ensure effective case monitoring and evaluation:

- A telephonic or face-to-face meeting should take place to discuss the client's view of the progress made as outlined in the intervention plan.
- There should be follow-up with the referring supervisor immediately after assessment and referral and again when the intervention is complete.
- The EAP practitioner/professional should routinely monitor all referred cases for one year after intervention and chemical dependency/other addiction cases for a minimum of two years.
- An EAP practitioner/professional should contract with an outside service provider to submit written reports on the progress of a referred employee.
- For clients referred to treatment resources, the EAP must maintain appropriate contact with the client and resources to support the goals and objectives of the treatment plan.
- The EAP must establish parameters for case management and follow-up.
- The EAP must document all monitoring and follow-up activities in client's EAP records.

The guidelines identified by the Standards Committee of EAPA-SA (2015:19) and EAPA-US (2010:26) provide a good foundation for the rendering of case monitoring and evaluation services. In establishing parameters for case management the EAP will have a practical guideline for managing different types of incidents. It might be beneficial for the Standards Committee of EAPA-SA to consider compiling such guidelines. This could focus on the management of managerial referrals, risk cases including suicidal -, homicidal -, safety risk and substance abuse, clinical cases and cases that fall outside the scope of the EWP thus referred to outside service providers. It should be noted that the importance of documentation of monitoring and follow-up activities is emphasised by the standard relating to record-keeping as identified by the Standards Committee of EAPA-SA (2015:15). This standard clearly indicates that all evaluation data should be recorded.

The researcher understands the importance of case monitoring and evaluation to ensure effective service delivery and problem resolution. Furthermore, the researcher agrees that regular follow-up with clients and outside service providers will assist in providing a high quality service that will be successful in addressing the client's needs and will promote the credibility of the EAP.

2.5.4.7   Aftercare and reintegration

The Standards Committee of EAPA-SA (2015:20) highlights that the EAP will ensure that EAP clients receive aftercare and reintegration services. The goal is to ensure the reintegration and continued well-being of referred employees after the intervention. The objectives are:

- To monitor the intervention outcomes after the re-entry of an employee who has undergone treatment.
- To assist the employee in reintegrating/ readjusting in the workplace following an intervention.
- To assist the referred employee in maintaining the outcomes of an intervention.

In ensuring that individuals are offered the most effective EAP service it would be imperative to provide aftercare and reintegration services especially where individuals were referred for substance abuse related matters. These services would not only benefit the employee but also the manager/supervisor, colleagues and the organisation as a whole. A key focus of the EAP is to assist the organisation in creating a productive and resilient workforce. By providing aftercare and reintegration services, the EAP will ensure that the affected employee, team and manager/supervisor are supported and will also be in a position to identify any risks that could compromise the employee's progress and functioning.

2.5.5   Non-clinical services

Historically, EAPs have focussed on offering clinical services to client companies but the importance of non-clinical services cannot be discarded. Included in the non-clinical service category are organisational consultation, EAP management and supervisory training and marketing. The Standards Committee of EAPA-SA (2015:1-

26) not only identifies non-clinical services as key standards of the EAP but also recognises consultation with the work organisation, marketing and training and development as three of the six core technologies of the EAP. The researcher agrees with Khubeka (2016:18) who emphasises that the non-clinical services play a crucial role in the promotion and positioning of the EAP in the workplace.

2.5.5.1 Organisational consultation

The Standards Committee of EAPA-SA (2015:21) identifies organisational consultation as the 21st standard for a successful EAP. The standard of organisational consultation notes that the EAP professional will provide advice and consultation to minimise risk and promote organisational effectiveness if and when appropriate. The goal of the organisational consultation is to assist management in addressing the organisational issues which could impact on employee well-being and organisational effectiveness.

EAPA-UK (2015:8) stresses that an EAP will offer a partnership approach to the purchaser and furthermore, an EAP will have clear and effective lines of communication, a sharing of vision, outcomes and action plans and will provide every opportunity for the EAP to influence strategic initiatives. The minimum requirements for the standard are:

- The EAP should make clear its ability to provide strategic organisational consultancy as part of its role.
- Using management information reports, the EAP will be able to offer feedback to the purchaser regarding trends that would benefit from their action.
- Having identified those themes and trends, the EAP will be proactive and supportive in suggesting appropriate remedial action.

Guidelines provided by the Standards Committee of EAPA-SA (2015:21) in rendering appropriate and effective organisational consultation include:

- The EAP practitioner/professional should provide reports and give regular feedback to management on the trends, risks and statistics identified during EAP utilisation.

- The EAP practitioner/professional should alert and advise management on the possible impact of organisational changes and events.

- Management should consult the EAP professional about envisaged changes, such as retrenchment, restructuring, reorganising, preparation for retirement, life skills and budgeting.

It is evident that the guidelines provided EAPA-UK (2015:8) and the Standards Committee of EAPA-SA (2015:21) overlaps. Both publications highlight the importance of providing reports and consulting on the relevant statistics. In line with this, Khubeka (2016:30) states that the consultation process offers the EAP practitioner a platform to provide business intelligence that will result in cost benefits (ROI) to the business through policies and/or when undertaking other crucial business activities. The author continues by stating that by conducting a thorough assessment of employees presenting with personal and work related problems, the EAP practitioner will be able to look at clients holistically and consider all factors that might be associated with the cases. The researcher is of the opinion that these assessments could then be consolidated to predict emerging trends and implement strategies to address such trends.

Furthermore, the relationship between management and the EAP professional is highlighted by the requirements and guidelines provided by both EAPA-UK (2015:8) and the Standards Committee of EAPA-SA (2015:21). It is important for management to alert the EAP regarding any possible organisational changes or activities that are taking place in the work environment. This will allow the EAP to align services to ensure that organisational and individual needs are being met.

2.5.5.2   EAP management and supervisory training

The Standards Committee of EAPA-SA (2015:21-22) outlines that the EAP will use management and supervisory training as an intervention strategy. The supervisory training aims to meet four objectives, namely:

- To provide targeted interventions in response to commonly-identified trends and business risks.

- To build and strengthen individual and organisational skills and competencies.

- To equip supervisors, management and labour representatives to fulfil their functional roles in terms of access, support and utilisation of EAP.

- To enhance the functioning of the EAP in the organisation.

Terblanche (2016:24) advises that the curriculum content of supervisory training should include the company's written EAP policy, goals and rationale of the EAP, EAP scope of services, benefits of the EAP, problems addressed by the EAP, the EAP principles, impact of problems on work performance, description of a vulnerable employee, role of the supervisor, the three referral types, do's and don'ts for supervisors, effective communication skills and involvement of HR management. The provided list of supervisory training curriculum is not exhaustive.

2.5.5.3   Marketing

The Standards Committee of EAPA-SA 2015 (2015:22) identifies the motivation for this standard as follows: "Marketing is one of the core technologies of the EAP and resulting activities should be planned and executed accordingly". According to the Standards Committee of EAPA-SA (2015:2) marketing as a core technology should focus on the outreach and promotion of EAP services to management, supervisors, unions, employees and their family members. The Standards Committee of EAPA-SA (2015:23) continues by stating that appropriate marketing of the EAP will encourage the use of its services, which ultimately impact on the healthy functioning of the organisation. Relating to this, Winegar and Bistline (1994:79) note that employees should be encouraged to utilise the EAP early before a minor concern becomes more serious. The authors highlight that in order to do this all, EAPs are expected to promote the programme on a regular basis.

In order to meet the objectives of the marketing standard, the Standards Committee of EAPA-SA (2015:23) identified the following criteria; "The marketing strategy should be developed and reviewed on an on-going basis to ensure its continued relevance and feasibility". In linking to this, Beidel (1999:91) argues that EAP marketing has clear and distinct objectives that can be categorised into five key areas. These five objectives include:

- To increase employees' knowledge of the EAP and its services, activities and key components.
- To increase familiarity and comfort with the EAP operations and to enhance the acceptance and use of the service by employees, managers, labour representatives and the organisation's leadership.
- To increase the use of the programme by all levels of the organisation.
- To augment the integration of the EAP in the organisation and to promote a sense of ownership of the programme amongst the organisation, management and employees.
- To maintain visibility of the EAP and its presence as a vital contributor to the organisation's productivity and efficiency as well as the wellbeing for employees and managers.

2.5.6 Proactive services

The Standards Committee of EAPA-SA (2015:23) states that the EAP should develop and provide holistic, proactive interventions to ensure that programmes are in place to mitigate employee behavioural and organisational risks. Guidelines provided by the Standards Committee of EAPA-SA (2015:23) for the rendering of proactive services include:

- Proactive actions or programmes should be aimed at different target groups and should respond to trends.
- Risk profiling should form the basis of preventive interventions.
- Proactive activities could include awareness campaigns, wellness days, posters, workshops, information sessions, seminars, training, HCTs and health-risk screening.

The researcher is of the opinion that the standards of proactive services and organisational consultation are closely intertwined. Through organisational consultation key risks to individuals and the organisation could be identified and during consultation, proactive strategies could be decided upon to address these risks. This is confirmed by EAPA-UK (2015:8) who states that after identifying themes and trends and consulting with the organisation regarding this, the EAP will be proactive and supportive in suggesting appropriate remedial action.

2.5.7 Stakeholder management

The stakeholder management standard suggests that the EAP shall network with various internal and external stakeholders to ensure that the EAP partners with both internal stakeholders and external resources in order to respond to the needs of the work organisation, the employees and the family members in a cost-effective manner and to enhance the knowledge, skills and attitude of EAP practitioners/professionals and to ensure that they are aware of new developments and technologies used in EAP service delivery (The Standards Committee of EAPA-SA, 2015:24). The objectives of stakeholder management are:

- To identify all the relevant business units to optimally utilise their resources for the benefit of the EAP and to elicit buy-in and commitment to the EAP.
- To seek clarification of EAP boundaries and authority lines within the organisation in order to protect EAP neutrality and to facilitate teamwork.
- To identify, select and evaluate external resources to support the EAP and assist employees in gaining access to these resources.
- To develop service level agreements, including the expected package and quality of the services.
- To ensure that the EAP practitioners/professionals are aware of new developments and technologies in EAP service delivery by attending training or professional development programmes.
- To maintain regular, on-going contact with other EAP practitioners/professionals.
- To identify all the relevant external structures that impact on EAP activities and to network with these role-players to ensure commitment to the EAP.

EAPA-US (2010:31-36) indicates that the EAP should maintain positive relationships with the following key stakeholders: internal organisational structures; managed care systems; work/life, health promotion and related services; external community organisations and resources and external agencies.

2.5.8 Monitoring and evaluation

The Standards Committee of EAPA-SA (2015:1, 26) identifies monitoring and evaluation as both a core technology as well as the 26th standard for EAPs in South

Africa. This standard highlights that the effectiveness of the EAP should be continually monitored and evaluated. The goal of the standard is to ensure that the EAP adds value to the organisation and its beneficiaries. EAPA-US (2010:36-37) directs that the EAP should evaluate the appropriateness, effectiveness and efficiency of its services and operations. Furthermore, measurable objectives should be stated for both programme processes and outcomes. The meaningful evaluation of an EAP depends on having these measurable programme objectives and also data collection mechanisms. These should be developed early in a programme's planning process. In accordance to this statement, the Standards Committee of EAPA-SA (2015:26-27) identifies the following guidelines for the monitoring and evaluation of an EAP:

- The monitoring and evaluation strategy should be developed during the initial design phase of the EAP.
- All role-players who could contribute to the evaluation process should be identified for involvement.
- The effectiveness of the EAP should be continually monitored and evaluated.
- Different types of data should be collected for programme evaluation, such as design effectiveness, implementation, management and administration, union representative involvement, completeness of the programme, direct services (i.e. counselling, marketing, training) and networking.
- Evaluation should include all the core technologies.
- Consider the utilisation of an external evaluator/consultant to maximise the objectivity of evaluation procedures.
- Evaluation should be executed scientifically.

The researcher believes that one of the key pillars of a successful EAP is ensuring that it is excellent in scope, relevance and quality. In order to ensure this, it is important to monitor and evaluate the effectiveness of the EAP through participation, client satisfaction and behavioural change. The monitoring and evaluation should be conducted objectively and by using standardised tools in monitoring EAP services, objectivity will be ensured. In light of this the student believes that EAPA-SA should become involved in developing a measuring instrument that could be utilised by all service providers to monitor and evaluate EAP services.

In the following section, the client systems of EAP are discussed.

2.6   Client systems

EAPA-US (2010:6) highlights that the EAP is a workplace programme designed to firstly assist the work organisation in addressing productivity issues and secondly to assist "employee clients" in identifying and resolving personal concerns, including health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal issues that may affect job performance.

EAPA-UK (2012:2) argues that what is special about an EAP is its unique tri-partite relationship between the employer, the EAP or counsellor and the employee. This means that because of the performance-based backdrop, the work of an EAP always retains an organisational context and focus.

The Standards Committee of EAPA-SA (2015:2) indicates that "EAPs deliver comprehensive quality services to three target groups: organisational management/ supervisory structures, worker organisations and employees and their family members".

2.6.1   Organisational management/supervisory structure as a client system

Dickman (2009:48) asserts that, in order to implement an effective EAP, it is necessary for management, at its highest level, to endorse such a programme. This links to the statement made by the Standards Committee of EAPA-SA, that one of the three target groups in the rendering of EAP services is organisational management/supervisory structures. In viewing the organisational management/supervisory structure as a client system, the EAP could be used as a tool in ensuring that the organisation meets its strategic objectives. The role of the EAP is to assist in creating a resilient and productive workforce by providing employees with supportive counselling, mitigating risks posed to the individual, identifying and communicating organisational and human capital risks, providing proactive interventions and assisting employees in functioning optimally in the work environment.

EAP services offered to organisational management and supervisory structures encompass the six EAP core technologies of training and development, marketing of

EAP services, case management, consultation with the organisation, stakeholder management and monitoring and evaluation.

2.6.1.1 Training and development activities for management/supervisory structures

Training and development activities focus on the identification of the vulnerable employee, the EAP managerial referral process for employees presenting with personal and work related problems and a variety of health and wellness related topics including, but not limited to, stress management, resilience building, change management, conflict resolution in the workplace and resilience building.

2.6.1.2 Marketing of the EAP to management/supervisory structures

Marketing of EAP services includes the marketing of the managerial referral and consultation services available to managers but also the importance of accessing the EAP for personal and work related problems and proactive initiatives.

2.6.1.3 Case management relating to management/supervisory structures

Case management relates to the management of managerial referrals as well as self-referrals in instances where managers and supervisors are experiencing personal and work related problems that impact their own performance and productivity.

2.6.1.4 Organisational consultation to management/supervisory structures

Management and supervisory staff members identify the client organisation as a structure and during the consultative process, it is imperative that these groups be informed of organisational trends and risks to ensure effective and relevant service delivery.

2.6.1.5 Inclusion of management/supervisory structures in stakeholder management/networking

The importance of including management/supervisors in stakeholder management and networking cannot be overlooked. Stakeholder management and networking with this client system ensures leadership buy-in. Furthermore, if management and

supervisors are not aware of the various components of the EAP they will not be able to fully promote services to the rest of the workforce.

2.6.1.6   Management/supervisory structures and monitoring & evaluation

It is also important to keep management informed of monitoring and evaluation efforts and the perceptions of employees and service users regarding the effectiveness of the EAP.

2.6.2   Worker organisations as a client system

As identified by the Standards Committee of EAPA-SA (2015:2), services are rendered to worker organisations. The researcher is of the opinion that this refers to organisations that represent the workforce collectively, such as unions.

Dickman (2009:48) maintains that cooperation between the EAP and union representatives are crucial and will increase EAP participation. In the South African context, the EAP recognises the importance of this group as stakeholders in EAP services and further sees unions as a resource in identifying and dealing with work related matters, the vulnerable employee as well as professional development. Services relevant to this client system would comprise of training and development of unions representatives, consultation regarding programme design, development and implementation, marketing of EAP services, networking and stakeholder management and evaluation of EAP services (Standards Committee of EAPA-SA, 2015; Terblanche, 2009:215).

2.6.3   Individual employees and their family members as a client system

The final client system that EAP services target includes the individual employees and their families. Most services offered to this target group specifically aim at providing support and assistance to employees burdened with personal and work related problems that are impacting on their work performance and productivity. These services could be reactive through case management activities but could also include proactive interventions such as training sessions and targeted communication regarding wellness related topics. The researcher is of the opinion that it would also be imperative to include this client system in monitoring and evaluation efforts such as

client satisfaction survey to ensure that the EAP remains excellent and relevant in addressing the needs of the employee population.

The following section addresses the statutory requirements for practise and registration with professional bodies.

2.7 Statutory requirements for practise

Terblanche (2014:423–426) highlights that practising in the field of EAP does not require registration with a statutory body. Furthermore, it seems that EAP practitioners and professionals are not limited to one profession. Terblanche and Taute (2009:xiv) highlight that EAP practitioners includes social workers, psychologists, educators, nurses and chaplains.

2.8 Registration with professional associations

During 1997, EAPA-SA was established and affiliated as a branch of the Employee Assistance Professionals Association (EAPA) Inc. EAPA is the largest and oldest professional association for individuals in the Employee Assistance field of work. Across the globe, EAPA represents more than 7000 individuals and organisations involved in Employee Assistance. EAPA-SA is currently the only officially recognised voice for the Employee Assistance profession in South Africa. EAPA-SA is continually growing and in recent years their presence has expanded into other parts of Africa to support the establishment of like structures. There are currently eight active Chapters across the various provinces of South Africa.

EAPA-SA (2017) states that one of the strategic goals for EAPA-SA is to earn full statutory status for EA practise to protect the clients and client systems receiving these services as well as those professionals that provide these services by regulating the practise. Since 2013, the South African Qualifications Authority (SAQA) recognises EAPA-SA as "a professional body constituted to represent and/or regulate a recognised community of expert practitioners". This recognition has enhanced the emerging profession of Employee Assistance in South Africa and given more credibility to EAPA-SA in its oversight and guardianship role (EAPA-SA, 2017).

EAPA-SA (2017) awards four designations of SAQA approved accreditations, namely EAP co-ordinator, EAP practitioner, EAP professional and EAP specialist. According to SAQA (2018) provides the following guidelines for each of these designations.

- An EAP practitioner is a person who meets the minimum requirements to perform EAP specific duties such as client consultation, initial assessment, development of a treatment plan, maintaining confidential records and referral. The EAP practitioner also coordinates other EAP services such as marketing, supervisory training, workshops on EAP or related services and monitoring and evaluation of the programme.

- An EAP professional is a person who meets the minimum requirements to perform EAP specialised functions including therapeutic services to employees and their family members. The EAP professional guides the client to develop a plan of action in order to address their personal or work related problems. Another core function of the EAP professional is to maintain high confidentiality of clients' records.

- The employee assistance co-ordinator is a person who provides employee assistance information, identifying and checking of documents, ensuring that the employee assistance organisational documents comply with the relevant legislation and regulation, maintains stakeholder relationships and ensures implementation of interventions.

- The EAP specialist is a person who focuses on the design and implementation of EAPs, provide strategic management of Employee Assistance Programmes, maintains strategic stakeholder engagement and management, conducts researching and reporting on factors influencing employee assistance performance, analyse competitors' and market trends; oversees clinical services, provides EAP training and consulting and acts as a strategic advisor to C-level executives and policy-makers.

Furthermore, the EAPA-SA (2017) indicates the following requirements for registration as a member of EAPA-SA:

- Proof of employment in the field of employee assistance programmes and/or wellness.

- Proof of the successful completion of a short course in EAP (as part of accreditation).
- Proof of registration with a statutory body.
- Proof of Chapter involvement/attendance of at least two meetings.

The researcher is in agreement that proof of employment in the EAP field, proof of successful completion of an EAP short course and proof of registration with a statutory body is essential to ensure registration as a member of EAPA-SA. However, the final requirement pertaining to Chapter involvement and attendance of at least two meetings might not be practically possible.

2.9 Conclusion

The history of the Employee Assistance Programme (EAP) is closely linked with that of Alcoholics Anonymous (AA) through the emergence of occupational alcohol programmes (OAPs) in the 1940s. In the early 1960s, OAPs expanded to include family members and close relatives of alcoholic employees who were experiencing personal problems, which subsequently led to the emergence of employee assistance programmes (EAPs). Currently, many South African companies are choosing to make use of EAPs to support their staff and foster optimal work performance and productivity within the workforce.

The core technologies or functions of EAPs in South Africa include training and development, marketing, case management, consultation to the work organisation, stakeholder management and monitoring and evaluation.

The Standards Committee of EAPA-SA (2015:4-27) identified 26 standards, categorised in to eight categories that guide EAP service delivery. These eight categories include programme design, programme implementation, management and administration, clinical services, non-clinical services, proactive services, stakeholder management and monitoring and evaluation.

EAPs deliver services to three target groups, namely organisational management/ supervisory structures, worker organisations and employees and their family members.

Practising in the field of EAP does not require registration with a statutory body and the service providers are made up of various professions, including but not limited to, psychologists, social workers, registered counsellors, educators, nurses and chaplains.

The Employee Assistance Professionals Association (EAPA-SA) is a professional body, recognised by SAQA, representing EAP practitioners and professionals in South Africa. One of the strategic goals for EAPA-SA is to earn full statutory status for EA practise to protect the clients and client systems receiving these services as well as those professionals that provide these services by regulating the practise. The researcher is of the opinion that it will be beneficial to the EAP field, should EAPA-SA be able to obtain statutory status for EA practise.

The next chapter provides a theoretical overview of Occupational Social Work (OSW).

CHAPTER 3: THEORETICAL OVERVIEW OF OCCUPATIONAL SOCIAL WORK

3.1 Introduction

Chapter three focuses on providing a theoretical overview of Occupational Social Work (OSW). The researcher is of the opinion that OSW programmes aim to enhance the social well-being and functioning of employees and the work organisation to ensure a productive workforce and organisational effectiveness.

The aim with Chapter three is to provide a theoretical overview of occupational social work based on the following:

- Historical overview
- Service delivery and practise models
- Core technologies and functions
- Scope of practise
- Client systems
- Statutory requirements for practise
- Registration with professional associations

The next section focuses on the historical overview of OSW.

3.2 Historical overview

During the late nineteenth century, Occupational Social Work (OSW) was formally recognised as a principal field of social work intervention, initially referred to as industrial social work. The establishment of OSW was the result of the growing number of employees requiring social work services. In offering these social work services to employees, OSW utilised the basic principles of generic social work intervention within the occupational setting. OSW is further rooted in the work organisations' sponsored alcohol abuse prevention programmes. These programmes, known as Occupational Alcohol Programmes (OAPS), were established during the 1930s and focused on addressing the threat that alcohol abuse, by employees, posed to the workplace. The development of OSW is intertwined with that of EAPs. Occupational social workers were actively participating in the work based

programmes, which would later become known as EAPs (Mor Barak & Bargal, 2000:3).

Du Plessis (1999:19) reports, "There are two major contexts from which to analyse the development of occupational social work in South Africa. The first is the welfare system, while the second relates to the management of people at work". The author continues to explain that the welfare system locates occupational social work within a professional arena. The management of people at work relates to the "view of the worker in the workplace and the acceptance (or not) of social services as necessary and/or desirable management options to support or develop workers". The researcher agrees with Du Plessis (1999:19) that the management of people at work is a key contributor to the development of occupational social work in South Africa. As mentioned earlier, OSW was the result of the growing number of employees requiring social work services. In availing social services through the rendering of occupational social work, employees are supported in addressing personal and work related problems. Furthermore, occupational social work services contribute to the professional development of employees through advocacy, empowerment and skills training conducted at an individual (micro), group (meso) and organisational (macro) level.

The formal state welfare system in South Africa was borne out of the poverty problem in the 1930's. Due to the system of apartheid[1] in South Africa at that time, the focus of the welfare system was on white individuals as primary recipients of welfare services. Until 1994, when a democratic government was elected, service for different race groups were separated in respect of quality and quantity. During the 1930's the state's Civilised Labour Policy invited social workers in to the workplace to provide supportive services to white employees. Initially the focus of the supportive services was on providing material aid but over time this changed to focussing on employees' personal problems. During 1935 the state-owned railway services employed a social worker to provide social services to employees (Du Plessis, 1999:19-20). The first official South African occupational social worker was employed by SASOL in 1954 (Terblanche,

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[1] Apartheid can be viewed as a policy or system of segregation or discrimination on grounds of race. Apartheid existed in South Africa from 1948 until 1994.

1992:19). Subsequently, OSW has grown in South Africa, developing into a recognised field of specialisation. The Social Services Profession Act, 110 of 1978, defines OSW as a specialist field and stipulates the guidelines that regulate the practise thereof, under the auspices of the South African Council for Social Services Professions (SACSSP).

Du Plessis (1999:24-25) attempted to locate OSW practitioners in South Africa. According to the author, the majority of OSW practitioners, in 1996, were working in the South African Police Services (SAPS) with more than 200 occupational social workers followed by 153 occupational social workers employed by the South African National Defence Force (SANDF). The author originally attempted to locate all practitioners in South Africa during 1988 and at that time 30% of practitioners were found the be working at various gold mines. However, during 1996 it became evident that the number of OSW practitioners in the mining sector had decreased and that many mines were not employing their own social workers anymore but rather contracting service to EAP service providers. In light of this, the researcher is of the opinion that currently (2018); OSW in South Africa mainly resides with the South African National Defence Force (SANDF), the South African Police Service (SAPS) and those individuals who are in private practise. This is substantiated by Van Breda (2009:297) who states that "OSW seems to be more isolated than before, with the majority of occupational social workers working in SAPS and SANDF".

With the next section, the researcher aimed to discuss the service delivery and practice models of OSW.

3.3   Service delivery and practise models

There are three key concepts that need to be considered when discussing OSW service delivery and practise models, namely Micro, Meso and Macro Practises, the Occupational Social Work Practise Model and the Developmental Approach to Social Work. Each of these concepts is discussed in more detail in the sections that follow.

3.3.1 Micro, meso and macro practices

Drugmore (2013:3) and Maribe (2006:21) denote that occupational social workers have a professional mandate to deliver services on micro (individual), meso (group) and macro (organisation and community levels).

3.3.1.1   Micro practices

Drugmore (2013:3) notes that most occupational social workers are currently focussing on micro therapeutic interventions with the individual and that there is limited focus on meso and macro practises. At a micro level the focus is on personal problems that require solutions. Van Breda (2009: 292 - 293) conducted a study focussing on the practise of occupational social workers. The study revealed that case work at a micro level was the primary task being performed by occupational social workers. Problems being addressed at a micro level include marriage, family and other relationships, children and childcare, finances, HIV and AIDS, bereavement and emotional difficulties including depression. Maribe (2006:26) and Van Breda (2009:292) further state that in response to these problems; occupational social workers take action that includes assessment, short-term crisis intervention, activation of support systems and referral for specialised interventions where appropriate. The author further denotes that while micro practises can be appropriate to address problems it could also benefit employers rather than employees, for example, an employer could have grounds to dismiss an employee who does not meet operational requirement after engaging with the occupational social worker.

The researcher is of the opinion that OSW services should be positioned as supportive interventions aimed at assisting employees and should not be used as a punitive measure. This is corroborated by the fact that Maribe (2006: 22) states that optimal change will only take place in an environment that is nurturing, encouraging and conducive for positive change.

3.3.1.2   Meso practises

Hepworth, Rooney, Rooney, Strom-Gottfried and Larsen (2010: 14) indicate that meso level practise in the OSW field of practise focuses on the relationship between

individuals and peers at work. Therefore, meso interventions are designed to change systems that directly affect these peer relationships. Maribe (2006: 22 - 24) notes that at meso practise level, the occupational social worker focuses on a specific group of people in an organisation. The group of employees is then reached through group work, workshops and seminars. The author provides the following example; "A workshop can be arranged for employees who are about to be retrenched. Issues such as losing their jobs, budgeting and future plans can be looked at". Meso practise interventions could also be extended to other groups in the organisation including management or any other stakeholders such as union officials and shop stewards.

From the description and examples provided by Maribe (2006:22 – 24) it seems that meso practises often focuses on reactive group interventions but the researcher is of the opinion that meso practises should also focus on proactive interventions. By analysing global trends, occupational social workers could identify topics that could be addressed in proactive group sessions focussing on education of the workforce. This is corroborated by Williams (2016: 136) who indicates that proactive, needs-based interventions promoting and enhancing the social functioning and wellbeing of the organisation, employees, families and the community should be applied at micro, meso and macro levels.

3.3.1.3   Macro practises

Netting, Kettner, McMurtry and Thomas (2012:5) define macro practise as a "professionally guided intervention designed to bring change in organisational, community and policy arenas". The authors continue by stating that macro practises go beyond individual interventions and focus on addressing general trends in communities or organisations and could further influence policy development. Drugmore (2013:27) concurs with this and further holds that the purpose of macro practise is "for occupational social workers to use their knowledge and skills to address issues that affect the health and well-being of the work community and organisation-community to promote a greater integration of individual, group, organisational and community needs".

According to Maribe (2006:24-25); there is a need for occupational social work to move from micro practise to macro practise. Drugmore (2013:25) holds that comprehensive

occupational social work practise requires an integration of micro, meso and macro practise. This is corroborated by Patel (2005:110) who notes that an integrated approach, including micro, meso and macro practise, will promote a balance of "rehabilitation, prevention, promotion and social and economic development". The researcher agrees with Drugmore (2013:25) and Patel (2005:110) that an integrated approach is necessary to ensure a comprehensive and effective OSW programme. The researcher believes that more employees will be reached through meso and macro practises but feels that micro practises will always be necessary to assist the employee and their family members who are experiencing personal or work related problems. The assistance provided to individuals will also directly impact the performance of the organisation; as a happy and healthy workforce is a more productive workforce.

3.3.2 *The Occupational Social Work practice model*

Kruger and Van Breda (2001:948-951) proposed the Occupational Social Work practice model as departure point for OSW practise. This occupational social work practise model was initially developed in the South African National Defence Force in 1997 to assist social workers to facilitate a more expanded view of the potential of social work beyond just micro practise (Van Breda & Du Plessis, 2009:324-325). The OSW Practise Model was subsequently adopted as the official model of social work practise by the SANDF Directorate Social Work (1990). Kruger and Van Breda (2001:948-951) understood occupational social work to be a "specialised field of social work practise which addresses the human and social needs of the work community through a variety of interventions which aim to foster optimal adaptation between individuals and their environment". The model draws on the ecosystems theory that includes both the individual and the work environment.

According to Kruger and Van Breda (2001:948-951) there are two principles that guide the occupational social work practise model, namely the notion of "binocular vision" and the concept of positions that emphasises an integrated and all-inclusive practise.

3.3.2.1 Binocular vision

The term "binocular vision" is identified to be the ability to have a "microscopic" view of the individual and the problems that they and their family might experience while also having a "telescopic" view of the organisation and possible organisational related issues. This allows the social worker to be objective, look at situations in perspective and also to address both individual and organisational problems.

The researcher is in agreement that the social worker, working in an occupational setting, needs to focus on the employee as an individual as well as the organisation as a whole. This is corroborated by the fact that three client systems are identified for OSW, namely the employee as a person; the person as an employee and the organisation as a client (Kruger & Van Breda, 2001:948). These three client systems are discussed in more detail in Section 3.5 (client systems). Problems being experienced in the personal domain of the employee, including the family or community systems, could negatively impact on the occupational functioning of the individual. This, in turn, could have a negative impact on the organisation as a whole. The same could be true should the employee experience work related problems for example, conflict with a manager or work discontent or if the organisation is experiencing difficulties including, but not limited to, organisational change and high staff turnover. These workplace problems could result in high workloads and more time being spent to ensure completion of tasks, thus contributing to deterioration in the employee's personal relationships, elevated stress levels and fatigue, to name a few. From the examples provided it is clear that the focus of OSW should be on the employee as well as the organisation and the interrelatedness of these two systems.

3.3.2.2 Positions of the Occupational Social Work practise model

The four positions identified by Kruger and Van Breda (2001:948-951) are restorative interventions, promotive interventions, work-person interventions and workplace interventions and are discussed in more detail below.

Position 1: Restorative interventions

Restorative interventions relate to the rendering of problem solving services to individuals, couples, families, groups and communities. The term restorative suggests that the client has abilities and strengths and as a result the social worker and the client work together to allow and possibly restore these qualities. According to Du Plessis (2001:97-118) the emphasis, in this position, is on serving the employee in his role outside of work. Furthermore, this position is not only clinical but it includes work with groups and communities.

In a study conducted by Van Breda (2009:292-293), the author aimed to describe the scope of practise of occupational social workers. The author conducted a survey of 44 occupational social workers in Gauteng to assess their understanding of occupational social work. The majority of respondents to the survey indicated that restorative interventions accounted for a third of their time and that most of these interventions were focused on micro level predominantly relating to individual case work. Du Plessis (2001:97-118) recommended that the restorative position should include work with groups and communities. In light of the research conducted by Van Breda (2009:292-293) it was evident that a shift from the current focus on individual case work to working with groups and communities has not yet been achieved but still remains necessary for the advancement of OSW.

The researcher is of opinion that the restorative position links to the microscopic view of binocular vision, thus focussing on the individual and the family and community systems. However, in assisting the individual, family or community with problem solving, the occupational social worker will also assist the organisation by contributing to a more resilient and productive workforce.

Position 2: Promotive interventions

Promotive interventions focus on the rendering of services that enhance and promote social functioning of clients and highlights that there is commitment to the promotion of the optimal functioning of clients. According to Kruger and Van Breda (2001:949) "The main emphasis is on prevention, education and development".

Van Breda and Du Plessis (2009:324-325) states that both positions one and two focuses on the "employee-as-person" and they both address clients at micro, meso and macro level. The key difference between position one and two is that position one focuses on assisting the individual presenting with an identified problem while position two assists individuals who have a need for further growth and development.

The researcher is of the opinion that promotive interventions could be most effectively implemented on a meso and macro level. By analysing global trends and consulting with the organisation, key topics of interest could be identified and through group and organisational interventions, employees would then be educated regarding these health and wellness related topics. In addition to this, micro level interventions should focus on the personal and professional development of individuals by addressing matters such as self-actualisation, problem solving techniques, self-care strategies, work/life integration and relationship building including communication and conflict resolution skills.

Position 3: Work-person intervention

Work-person interventions render services that focus on what occurs between the person as an employee and the various workplace systems. This point to a shift from positions 1 and 2 focusing on employee-as-person to position 3 focusing on the person-as-employee. The concepts relating to employee-as-person and person-as-employee are discussed in detail in Section 3.5 titled client systems. In position 3 the emphasis of the occupational social work intervention is on work roles. Van Breda and Du Plessis (2009:325) explain that "The work-person interventions highlight the microscopic lens of the binocular vision, emphasising employees in their work role more than the workplace. Binocularity, however, always stresses the employee-in-the-workplace, thus the commitment is strongly on facilitating the interface between the employee and the workplace, although the focus of change is likely to be individual, family or a small group".

The researcher understands position 3 to focus on work related problems that employees are facing. Work related problem could include, but are not limited to, job dissatisfaction, organisational changes, conflict with colleagues and/or management, concerns pertaining to work load and work stress. These work related problems could

not only impact the functioning of the individual in the work environment but also impact on the individual's personal domain including relationships with significant others.

Position 4: Workplace Interventions

Position 4 gives preference to the telescopic lens of binocular vision, focusing on the organisation or workplace itself. The locus of change moves from the employees to the workplace itself, with its structures, management staff, communication channels, organisational culture, policies and procedures as well as people management practises (Van Breda & Du Plessis, 2009:325-326 and Kruger & Van Breda, 2001: 948 - 951). In workplace interventions the social worker focuses on the "impersonal structure of the workplace, within which employees function. While there may be a complete turnover of employees in a particular workplace, its structure may remain the same. The employee is seen as part of the organisational structure at this point in time" (Kruger & Van Breda, 2001: 950). In this way, the interventions aim at changing the social environments within which people work.

The researcher holds that workplace interventions might be the most difficult position for occupational social workers to function in and furthermore be an agent of change. It would be essential for the occupational social worker to be familiar with various elements in the organisation including, but not limited to, the organisational climate and structure, policies and procedures and people management practises as well as keeping abreast of any changes in the work environment. The researcher further contends that in this position it would be important for the occupational social worker to utilise tools such as organisational profiling, needs analysis of the employee population and climate surveys to ensure that interventions remain relevant and effective.

3.3.3   *The developmental approach to Occupational Social Work*

The White Paper on Social Welfare (1997) recommends a developmental approach to social service delivery. Occupational social work is founded on the general social work principles and, in line with the White Paper of Social Welfare (1997), should be based on a developmental approach. Kruger & Van Breda (2001:947) maintains that

OSW services should play a facilitative role in a changing environment, promote and contribute to the development of skills, should be able to undergo change in order to stay relevant and remain dynamic.

Patel (2005: 98) identifies five core themes to the South African approach to developmental social welfare. These five themes are rights-based approach, harmonisation of economic and social development, promotion of democracy and citizen participation, commitment to social development partnerships and welfare pluralism and bridging the micro-macro divide. These themes have been used by Van Breda and Du Plessis (2009: 326 - 333) to critique the degree to which the occupational social work practise model is aligned with developmental social welfare and furthermore identify key roles or responsibilities for occupational social workers. The five themes and the roles and responsibilities of the occupational social work in relation to these themes are discussed in the ensuing section.

3.3.3.1   Themes of developmental social welfare in South Africa

Rights-Based Approach

Van Breda and Du Plessis (2009: 326) highlights that when an occupational social worker encounters a violation of social rights in the workplace, binocular vision should be applied as a means to recognise the multifaceted relationship between the rights of the employee and the organisation. However, the rights-based approach of developmental social welfare holds that social workers should associate with those that have less power and those who are disadvantaged. In light of this, the role of advocate and champion should be one of the central components of occupational social work. The researcher is of the opinion that the rights-based approach refers to the occupational social worker's responsibility to advocate and champion the rights of the employee. In advocating and championing the rights of the employee, it would be important for the occupational social worker to have a clear understanding of South African legislation pertaining to the rights of the employee including, but not limited to, the Constitution of the Republic of South Africa, no 108 of 1996; the Labour Relations Act, no 66 of 1995; the Skills Development Act, no 97 of 1998; the Basic Conditions of Employment Act, no 75 of 1997; the Employment Equity Act, no 55 of 1998; the

Occupational Health and Safety Act no 85 of 1993 and the Compensation for Occupational Injuries and Diseases Act, No 130 of 1993 (COIDA).

Harmonisation of Economic and Social Development

The second theme in developmental social welfare in South Africa involves the need to harmonise or integrate economic and social development (Patel, 2005:99). Economic development at a macro level mainly advantages the few and disregards the majority. The developmental approach ensures that economic development is to the benefit of the majority of the nation, notably reducing "mass poverty and inequality" (Patel, 2005: 103). The researcher agrees with Van Breda and Du Plessis (2009:329) who highlights that the occupational social work practise model recognises the varied social roles of working citizens, as people and employees, as well as the work environment itself. The aim of the occupational social work practise model is to optimise the relationship between all the relevant components to facilitate a just, fair and inclusive work community. By doing this, the occupational social work practise model contributes to the economic and social sustainability and stability of those who are employed. The researcher does however contend that there might be factors that could make it difficult for the occupational social worker to focus on optimising the relationship between the organisation and the individual employee. These factors could include pressure by the organisation and the individual client and the role of the occupational social worker to advocate and champion the right of the employee. Should the occupational social worker focus too much on the work organisation as a client, it might alienate the employee population. On the other hand, while focusing heavily on the employee could create the impression that the social worker is not addressing the needs of the organisation.

Promotion of Democracy and Citizen Participation

Promotion of democracy and citizen participation involves inviting people to take an active role in society as citizens (Patel, 2005: 106). The invitation to be involved in decision-making is closely linked to the rights-based approach. The mutual relationship between the state and its citizens in holding each other accountable is central to the notion of active participation. Van Breda and Du Plessis (2009:330) assert that the occupational social work practise model creates a platform for

occupational social workers to facilitate the participation of the entire work community. The researcher is of the opinion that the facilitation of participation in decision-making is very important but that it could be a difficult task for the occupational social worker specifically if the organisational climate and culture is not inclusive and democratic. Should this be the case, it would be important for the occupational social worker to educate senior leadership around the importance of including the employee population or obtaining their buy-in in the decision making process.

Commitment to Social Development Partnerships and Welfare Pluralism

The developmental social welfare approach is founded on partnerships between various stakeholders including the state, non-governmental and community based organisations, individuals and families, as well as the corporate sector (Patel, 2005:108). According to Van Breda and Du Plessis (2009: 331) a comprehensive occupational social work service, that encompasses all four proposed positions of the occupational social work practise model, will contribute to the social upliftment of the community by reducing social pathologies. The researcher agrees with this view and also with Williams (2016:134) who indicate that OSW should direct its focus of service delivery to the relationship between the organisation, the employee, the family and the community. In addressing the relationship between these systems, the needs of the community will be highlighted and addressed which will, in turn, contribute to the upliftment of the community. Occupational social workers should also focus on networking with community based resources to ensure that individuals, groups, the organisation and the community receive the best possible service. Through networking with the relevant resources, partnerships will be built between state, non-governmental and community based organisations, individuals and families, as well as the corporate sector which Patel (2005:108) highlights as the foundation of the developmental social welfare approach.

Bridging the Micro-Macro Divide

Patel (2005) in Van Breda and Du Plessis (2009: 332) asserts that developmental social welfare intends to bridge the divide between micro practise aimed at individuals and families and macro practise aimed at communities, organisations and national law and policies. In line with this, social services should not be directed at individuals alone

but should rather be directed at "changing structures and institutions of society that caused social economic injustice" (Patel, 2005: 110). Van Breda and Du Plessis (2009:332) highlights that "the concept of binocular vision argues for an integration of micro and macro, of individual change and structure change". The researcher agrees with the authors who maintain that an occupational social work service that only attends to position one or even the last three positions of the proposed occupational social work practise maintains the divide between micro and macro which developmental social welfare seeks to overcome. The authors feel that occupational social work can only be regarded as developmental when sufficient attention is given to all four positions. The researcher believes that at present occupational social workers predominantly focus on individual case work and that is shift is necessary to include working with groups and communities. This is supported by Du Plessis (2001: 97 – 118) who clearly denotes that a shift from the current focus on individual case work to working with groups and communities is necessary.

In the next section, the core technologies and functions of OSW are discussed.

3.4   Core technologies and functions

The core technologies discussed in this section relate to the core functions or essential components of OSW programmes. The core functions of OSW services and work-based programmes are identified in Akabas (1995) as cited in Mogorosi (2009:344) and Kruger and Van Breda (2001:948) and include consultation, training and development, support services, client assessment and intervention, marketing and networking.

3.4.1   Consultation

Kruger and Van Breda (2001:948) note that consultation takes place with the workplace organisation and more specifically with management and stakeholders regarding the identification and management of needs and trends in relation to personal and organisational issues. Van Breda and Du Plessis (2009:296) state that participants in their study indicated that occupational social workers have a responsibility to act as change agents by providing input to the organisation for new or revised policies and strategies. The occupational social workers further consult and

advise management about the challenges within the organisation or implement processes of organisational development.

The researcher is of the opinion that the concepts of binocular vision and the four positions of the Occupational Social Work Practise Model are key to remember in the process of consultation. It would be important for the occupational social worker to have a clear understanding of problems experienced by employees, their family members as well as the organisation. In providing recommendations relating to interventions to address needs and trends, the occupational social worker would also need to consider the four positions including restorative interventions, promotion interventions, work-person interventions and workplace interventions

3.4.2 *Training and development*

Training and development focuses on teaching and facilitation of job-specific social skills and employee development. Van Breda and Du Plessis (2009:296) highlight that occupational social workers implement various interventions at meso level aimed at addressing the work-related needs of employees. The researcher holds that training and development predominantly takes place within work-person and promotive interventions. This is affirmed by Van Breda (2007:4) who states that these work-person interventions are focused on the relationship employees have to an organisation. Interventions are aimed to assist employees in adjusting to the needs of the organisation. A study conducted by Van Breda and Du Plessis (2009:294) indicated that commonly reported work-person interventions include training or programmes aimed at developing resilience in employees and their families to allow them to cope with organisation demands, mediation or resolving conflict between employees and management, team building, presenting and interpreting policies to employees. According to Van Breda and Du Plessis (2009:293), most promotive interventions are implemented at meso level. As indicated earlier, Maribe (2006: 22 - 24) indicate that at meso practise level, the occupational social worker focuses on a specific group of people in an organisation. The group of employees is then reached through group work, workshops and seminars.

3.4.3 Support services

Support services relate to the interventions provided to employees and their dependants with regard to personal and work related issues that they experience and which contribute towards social functioning. The researcher is of the opinion that support services links to the first position of the Occupational Social Work Practise Model, namely restorative interventions and is further associated with the function of client assessment and intervention as discussed in Section 3.4.4. Van Breda (2009:292) holds that restorative interventions and therefore support services are mostly focussed on the micro client systems (individual, couple and family) and aims to assist individuals with a range of personal and work related problems including, but not limited to, marriage, relationships, children, substance abuse, finances and HIV and AIDS related matters. This highlights the link between support services and restorative interventions.

3.4.4 Client assessment and intervention

Client assessment and intervention are conducted through social work methods and skills, including short-term and crisis interventions. As mentioned previously, the researcher is of the opinion that the functions of support services and client assessment and intervention are closely linked as they both aim to offer support to the individual in need. However, since the organisation is also seen as a client system client assessment and intervention could also refer to workplace interventions including needs assessments and promotive interventions such as training initiatives.

3.4.5 Marketing

Marketing as a core function relates to the marketing and the proactive promotion of OSW services and programme utilisation. This, in turn, contributes to reaching the work organisations goals and objectives. The researcher is of the opinion that marketing of the OSW programme is essential to ensure optimal use of the services as well as employee and leadership buy-in. By creating visibility of the OSW, employees and the organisation are aware of the services being offered and the various points available to access these services.

Googins and Godfrey (1987:98) highlight that marketing is not usually a function associated with social work activities however in OSW it is a necessary function. Through in-service training, social workers could be educated regarding marketing protocol as well as the relevant tasks involved in programme marketing.

3.4.6 Networking

Kruger and Van Breda (2001:948) indicate that networking includes advocating on behalf of clients and the development of relationships with and referral to community-based service providers. Googins and Godfrey (1987:85) highlights that a key role of the occupational social worker is to aid employees in accessing external service providers. Kirst-Ashman and Hull (2006:24) continues by stating that the occupational social worker takes on the role of broker and thus need to link clients' systems to needed resources. The researcher understands that this highlights the need for the occupational social worker to enlarge their resource network and referral sources to ensure that the employee, their family members, management, the community and the employer is offered the most appropriate and effective service possible.

The following section addresses OSW scope of practise.

3.5 Scope of practise

In this section, the OSW scope of practise is discussed. This relates to the specific tasks of occupational social workers and is closely linked to the core technologies or functions as discussed in the previous section.

The Social Service Professions Act 110 of 1978, Section 28(1)(gA): Regulations relating to the registration of a specialty in occupational social work, 2010 identifies OSW services as:

- Work-focused assessment of needs or problems of various workplace client systems;
- Work-focused interventions with individuals, groups, workplace organisations and communities;
- Work-family interventions to promote family wellness in relation to the impact of employment;

- The promotion of human rights practise, social justice and productivity; and
- Work-focused policy and programme development.

Akabus (1995) in Mogorosi (2009: 344) provides a list of tasks that occupational social workers are expected to perform in their professional capacities within work-based programmes that aligns to the above-mentioned services as outlined by the Social Service Professions Act 110 of 1978, Section 28(1)(gA). These tasks include:

- Consultations around individual employee needs and policy situations. Bhoodram (2010:59) and Kruger and Van Breda (2001:948) further highlight that consultation is a necessary task that occupational social workers need to perform. Bhoodram (2010:59) continues by stating that occupational social worker has a role to play in the development and consultative process of Human resource policy consultation;
- Client assessment and intervention, using short-term and crisis intervention methodologies. The importance of client assessment and intervention is further highlighted by the fact that Akabas (1995) as cited in Mogorosi (2009:344) and Kruger and Van Breda (2001:948) highlights this as a core technology of OSW;
- Facilitation of negotiations and resolution of conflicts between employees and their supervisors and managers; and
- Advocacy on behalf of clients and referrals to and the development of relationships with community-based service providing agencies. The importance of advocacy is highlighted by Du Plessis (2001:103) who indicates that one of the roles of the occupational social worker is to be an advocate for employees while Kruger and Van Breda (2001:948) indicate that networking is a core technology and include advocating on behalf of clients and the development of relationships with and referral to community-based service providers.

The researcher is of the opinion that the tasks identified in Akabas (1995) in Mogorosi (2009: 344) provides a good foundation for the roles and responsibilities of occupational social workers and should be aligned to the different levels of practise (micro, meso and macro) as well as the four positions of the Occupational Social Work Service practise model. In addition to the roles identified above, Shank (2001) in

Bhoodram (2010:59) identifies other roles and responsibilities of occupational social workers, including:

- Legislation analysis;
- Health and welfare benefits administration;
- Social research;
- Community development;
- Data analysis;
- Administration; and
- Community planning.

The researcher is further of the opinion that there is no clear distinction between the core technologies and scope of practise of OSW. From the literature it seems that the emphasis is placed on the service delivery and practise models with limited research pertaining to the core technologies and scope of practise.

The ensuing section focuses on the client systems of OSW.

3.6 Client systems

Kruger and Van Breda (2001:948) maintains that occupational social worker have three client systems, namely the employee as a person, the person as an employee and the organisation as a client. These three client systems entail the following.

3.6.1 The employee as a person

The authors explain that the employee as a person, describes the employee in their private capacity including their family members. The focus of interventions with the employee as a person is on personal problems that employees and their family members might be experiencing. The occupational social worker therefore primarily focuses on the employee in their role as community member, spouse, parent, child, etc. Van Breda (2009:292) highlighted that there are various problems experienced by individuals, including marriage, family and other relationships; finances; substance abuse; HIV and AIDS; crisis intervention; bereavement and emotional conditions such as depression.

The researcher agrees that the personal problems experienced by employees should be addressed as these difficulties impact on occupational functioning and could result in deterioration of work performance and productivity.

3.6.2   The person as an employee

In viewing the person as an employee the focus is on the employee's work related needs and problems. It is understood that these work-related difficulties could potentially have a negative impact on the work performance and productivity and subsequently result in the individual not fulfilling their work-related tasks. It is the task of the occupational social worker to enable and empower the employee to fulfil their work duties and responsibilities.

The researcher feels strongly that the employee should be viewed as a persona and the person as an employee, combining the first two client systems identified by Kruger and Van Breda (2001:948). The employee is likely to experience personal and work related problems and reciprocal relationship between the personal and work domains of individuals needs to be taken into account. Personal and work problems could result in a deterioration of work performance and productivity, while work related problems could impact on the employee's personal relationships and behaviour. This is confirmed by Mogorosi (2009:346) who states that it should be expected that employees will experience some personal or work-related problems that could affect their work performance. The author feels that the organisation has some obligation to offer help and the researcher maintains that this assistance is often rendered through occupational social workers.

3.6.3   The organisation as a client

The final client system is the organisation and refers to the employer system. The occupational social worker aids in facilitating the accommodation of human needs, functioning and problems into organisational policies and procedures. The researcher believes that in viewing the organisation as client, the focus shifts to the workplace itself including the structures, organisational climate and culture and people management practises, to name a few.   The researcher further believes that position

4 of the Occupational Social Work practise model, focussing on workplace interventions, directly aims to assist the organisation as a client.

The following section addresses the statutory requirements for practise and registration with professional bodies.

3.7   Statutory requirements for practise

The Social Service Professions Act, 110 of 1978, provides for the establishment of a statutory body, the South African Council for Social Service Professions (SACSSP), which regulates and ensures ethical conduct and professional social work practise. The South African Council for Social Service Professions (2018) recognises OSW as a specialised field of social work practise which addresses the human and social needs of the work community through various interventions which aims to foster optimal adaptation between individuals and their environment and focuses on the following:

a) Both a systemic approach in that the employees, the organisation and the broader environment receive equal attention in the planning for any intervention whether at a micro, meso or macro level for which an understanding of the impact of fluctuations in the market economy, political or social changes and international events on the social worker's employing organisation and all its stakeholders from the lowest level worker to the shareholders is required; and

b) A binocular vision in which individuals and the employing organisation, as well as the broader community together with their reciprocal relationship and impact on one another, are seen as the client systems. This could include the interface between the organisation and the broader community.

The Social Service Professions Act, 110 of 1978, further stipulates that the SACSSP shall register a speciality in occupational social work where the social worker has:

- A recognised qualification in social work and is registered as a social worker with the Council; and

- An appropriate Master's degree approved by the Council related to occupational social work, plus at least two years appropriate and evidence-based practical experience within the scope of occupational social work services; or

- An appropriate post graduate diploma or certificate in occupational social work approved by the Council, plus three years appropriate and evidence-based practical experience within the scope of occupational social work services; or

- Five years appropriate and evidence-based practical experience within the scope of occupational social work services, provided that the applicant demonstrates expertise in occupational social work by meeting the assessment criteria of the Council for the purpose of determining whether the social worker concerned is competent to practise occupational social work.

One master's degree is linked to the field of Occupational Social Work and another associated with the field of EAP in South Africa Terblanche (2014:405, 413) highlights that the University of the Witwatersrand offers a Master's focusing on OSW while a Master's programme in EAP was introduced by the University of Pretoria. Many social workers, who render services in occupational settings, have chosen to pursue careers in the EAP field and therefore completed the MSW EAP degree offered through the University of Pretoria. The fact that SACSSP does not clearly specify whether the Master's degree referred to in second bullet relates to the MA (Social Work) in Occupational Social Work and/or MSW EAP could create confusion amongst social workers wanting to register for a speciality in occupational social work. This could also be relevant for the final two bullets relating to the number of year's practical experience within occupational social work services. Maribe (2006:15) denotes that there is a close link between OSW and EAP and that in many articles the two concepts are used interchangeably. In light of this, the researcher argues that social workers working in EAP settings should be allowed to register for a speciality in occupational social work.

3.8 Registration with professional associations

According to the South African Occupational Social Workers' Association (2017), SAOSWA was launched in July 2003 and was formerly known as the Forum for Occupational Social Workers (FOSWA). SAOSWA is an association representing

OSW specialists and practitioners and its members are subject to the SACSSP code of ethics and the Social Service Professions Act 110 of 1978.   The aim of the association is to promote and protect the interest of occupational social workers and their client systems. The objectives of the Association are:

- To set professional standards and guidelines for practising occupational social workers;
- To uphold and promote SAOSWA's Code of Ethics for occupational social workers;
- To support and promote the development of SAOSWA's members by means of acquiring and sharing the knowledge required to register as a specialist occupational social worker with the SACSSP;
- To network as an organisation and maintain on-going communication with other relevant bodies of civil society and government;
- To provide leadership in promoting the national and provincial growth and development of SAOSWA and its members in both private and public sector workplaces;
- To provide regular opportunities for occupational social work practitioners to network for purposes of support, advice and overall professional growth;
- To promote academic research in the occupational social work field;
- To market and promote awareness of the contribution of occupational social workers to all stakeholders; and
- To provide support and on-going education for members who are frequently confronted with ethical dilemmas in a variety of work environments.

It should be noted that SAOSWA is not recognised as a professional association by the South African Qualifications Authority (SAQA) as is the case with the Employee Assistance Professionals Association of South Africa (EAPA-SA).

SAOSWA provides a code of ethics to its members and in the document states that its purpose is to promote the highest ethical practise by its members. The document identifies public responsibility, confidentiality, professional competence, record keeping and client protection as the key ethical principles and highlights guidelines in relation to each of these ethical principles. Other than that, limited documentation is

available on the SAOSWA website to set standards and guidelines. SAOSWA (2018) highlights that four training workshops were conducted at each of their branches (Johannesburg and Pretoria) during 2017. This reflects that SAOSWA is indeed aiming to provide OSW practitioner the opportunities to network for purposes of support, advice and professional growth as well on-going support and education for their members. Furthermore, by allowing and encouraging their members to participate in this research study, SAOSWA is promoting academic research in the occupational social work field.

3.9 Conclusion

Occupational social work was formally recognised as a principal field of social work intervention during the late nineteenth century. The development of OSW is intertwined with that of EAPs. Both these fields are rooted in Occupational Alcohol Programmes (OAPS) that focused on addressing the threat that employees abuse of alcohol posed to the workplace. The first official South African occupational social worker was employed by SASOL in 1954 (Terblanche, 1992:19). Subsequently, OSW has grown in South Africa, developing into a recognised field of specialisation. Currently, OSW in South Africa mainly resides within the South African National Defence Force (SANDF), the South African Police Service (SAPS) and those individuals who are in private practise.

Research has shown that an integrated approach to the rendering of Micro (individual), Meso (group) and Macro (organisation) practises is essential to ensure the further development of OSW.

The four positions of the Occupational Social Work Practise Model, identified by Kruger and Van Breda (2001:948-951), are restorative interventions, promotive interventions, work-person interventions and workplace interventions. The researcher is of the opinion that this practise model is a sound foundation for the rendering of OSW services and if used in collaboration with the developmental approach to social work as well as utilising an integrated approach of micro, meso and macro practises, services rendered to individuals, groups and organisations will be effective and the field of OSW will continue to develop.

The core functions of OSW services and work-based programmes include consultation, training and development, support services, client assessment and intervention, marketing and networking.

The occupational social worker has three client systems, namely the employee as a person, the person as an employee and the organisation as a client. The researcher believes that OSW services should therefore focus on assisting and supporting the employee but in doing so, also influencing the performance and productivity of the workforce.

It is encouraging to note that the South African Council for Social Service Professions (2018) recognises OSW as a specialised field of social work practise. Furthermore, SAOSWA is a professional body representing OSW specialists and practitioners and the aim of the association is to promote and protect the interest of occupational social workers and their client systems.

The next chapter provides a critical discussion of similarities and differences between EAP and OSW as highlighted by the theoretical overviews provided in Chapters two and three.

CHAPTER 4: CRITICAL THEORETICAL DISCUSSION OF THE SIMILARITIES AND DIFFERENCES BETWEEN EMPLOYEE ASSISTANCE PROGRAMMES AND OCCUPATIONAL SOCIAL WORK

4.1 Introduction

This Chapter focuses on providing a critical discussion of the similarities and differences between EAP and OSW.

In attempting to find literature that combines both the concepts OSW and EAP it became evident that limited research has been done which focusses on the similarities and differences between these two practises. However, Terblanche (2014:423-426) discusses similarities and differences between the OSW and EAP fields. Key differences identified by the author include:

- OSW is recognised as a specialist field in social work while EAP does not have this formal recognition;
- OSW requires registration with a statutory body while EAP does not; and

Similarities identified by the author include:

- Both EAP and OSW have national associations, namely SAOSWA for OSW and EAPA-SA for EAP. EAPA –SA has been recognised by SAQA as a professional association but SAOSWA has not been awarded this recognition by SAQA.
- Both EAP and OSW have specialist training programmes at a post graduate level;
- Both EAP and OSW have a code of practise developed by a national association;
- EAP and OSW both have a body of knowledge and research data base.
- OSW and EAP each have a diverse scope of services;
- Both fields are underpinned by systemic theory; and
- OSW and EAP are both client and customer based.

Maribe (2006: 13 - 14) notes that the primary role of occupational social workers is to develop and facilitate appropriate strategies for the workplace to meet the organisation's operational demands. In light of this, OSW focuses on the person in the environment. The author then goes on to describe the role of the EAP. In their opinion, EAPs can be viewed as programmes that aim to assist employees presenting with personal and work related problems by appropriately referring them to resources. The primary aim of EAP interventions is viewed as improving the job performance of individuals. EAPs therefore involve assisting employees in coping with their problems but at the same time helping management to foster optimal work performance and productivity. When considering the statements made by the author, the researcher is of the opinion that both EAPs and OSW aim to assist the employee population and in doing this contribute to the organisation meeting their objectives and demands.

Du Plessis (1999 : 19 - 39) conducted a study focussing on Occupational Social Work in South Africa with emphasis on the development and practises of occupational social workers in South Africa. It was interesting to note that in-depth interviews with social workers employed in various work sessions throughout South Africa was conducted. Included in the study was both Occupational Social Workers and Social Workers employed in EAP settings. The researcher believes that the inclusion of both OSW and EAP professionals and practitioners in the study of Occupational Social Work points to similarities between the two fields but could contribute to role confusion between EAP and OSW.

Van Breda (2009:285 - 286) argues that various definitions of OSW and EAP have become focused on the individual as the sole client systems. If viewed in isolation, this infers that OSW has become indistinguishable from EAP. However, the author continues by indicating that in recent times the view that EAP and OSW have become undifferentiated has been challenged. In the study Van Breda (2009: 285 -286) focussed on the definition of OSW as provided by occupational social workers as well as to explain the scope of practise of occupational social workers in relation to the holistic understanding of OSW through the view of literature. The population of the study was defined as social workers registered with the Social Service Professions Council who were practising in occupational settings and included both occupational social workers and EAP professionals. The conclusion of the study was that individual

case work dominates the workload of participants. Furthermore, the study showed that the American Micro Model of EAP has become dominant in the OSW field in South Africa. It was found that there is little distinction in most social workers' understanding between OSW and EAP.

In considering possible differences and similarities between OSW and EAP, the researcher attempted to draw inferences between each of the following aspects discussed in Chapters two and three:

- Historical overview
- Service delivery and practise models
- Core technologies and functions
- Scope of practise
- Client systems
- Statutory requirements for practise
- Registration with professional associations

4.2 Historical overview

The development of OSW and EAP, on an international level, can be traced back to work organisations alcohol abuse prevention programmes know as Occupational Alcohol Programmes (OAPS) that were established during the 1930's.

As indicated in the Chapter two, EAP in South African workplaces are rooted in the field of Occupational Social Work when the state owned railways employed a social worker to provide social services to employees. (Terblanche, 1992:19; Govender & Terblanche, 2009:30; Van Breda, 2009:285). The first official South African occupational social worker was employed by SASOL in 1954 while the first Employee Assistance Programme was introduced during 1986 by the Chamber of Mines of South Africa after they carried out a feasibility study in the mining industry in 1983 (Terblanche, 1992:19).

It should be noted that since the inception of EAPs in South Africa during 1986, there has been significant growth in this field with many South African companies choosing to make use of EAPs to support their staff and foster optimal work performance and

productivity within workforce. In contradiction to this, it seems that OSW has become more isolated as indicated by Van Breda (2009:297). The author noted that OSW in South Africa mainly resides with the South African National Defence Force (SANDF) and the South African Police Service (SAPS) at present.

4.3   Service delivery and practise models

The researcher is of the opinion that service delivery and practise models have been clearly defined in relation to OSW while in contrast to this, more emphasis is placed on the core technologies and scope of practise in the EAP field.

There are three key concepts that need to be considered when discussing OSW service delivery and practise models, namely Micro, Meso and Macro Practises, the Occupational Social Work Practise Model and the Developmental Approach to Social Work.

In the field of OSW there is a focus on delivering integrated services across Micro (individual), Meso (group) and Macro (organisational) practises.   Historically, most services focused on the individual with minimal interventions for groups and the organisation. Govender (2009:35) argues that in a similar fashion the EAP needs to be dynamic and customised in order to ensure that the modern organisation is effectively assisted from a micro to macro level. In light of this, the researcher is of the opinion that both OSW and EAP services aim to render services across the micro, meso and macro practises.

Kruger and Van Breda (2001:948-951) proposed the Occupational Social Work Practise Model as departure point for OSW practise. The four positions included in this model are restorative interventions, promotive interventions, work-person interventions and workplace interventions.

Restorative interventions pertain to the rendering of problem solving services to individuals, couples, families, groups and communities.   The researcher is of the opinion that restorative interventions as identified in the Occupational Social Work Practise Model links back to the EAP core technology of case management and the clinical service category of the EAP standards document. The core technology of case

management pertains to the confidential and timely risk identification, assessment, motivation, short-term intervention, referral, monitoring, follow-up, reintegration and aftercare services for employees who are experiencing personal and work-related concerns that may affect job performance. The standards included by the Standards Committee of EAPA-SA (2015: 14 - 20) in the clinical services category are; critical incident management, crisis intervention, assessment, referral, short-term intervention, case monitoring and evaluation and aftercare and reintegration are discussed next. It is evident that the standards included in the clinical services category support the core technology of case management and furthermore correlates with restorative interventions as highlighted in the Occupational Social Work Practise Model.

Promotive interventions in OSW focus on the rendering of services that enhance and promote social functioning of clients and highlights a commitment to the promotion of the optimal functioning of clients in both their personal and work domains. In line with this, the Standards Committee of EAPA-SA (2015:23) states that the EAP should develop and provide holistic, proactive interventions to ensure that programmes are in place to mitigate employee behavioural and organisational risks. It is evident that both OSW and EAP focus on the rendering of proactive services rather than just offering restorative or curative interventions. The researcher is of the opinion that proactive or promotive services could effectively be rendered at a meso (group) and macro (organisational) level which will further assist in ensuring that the EAP and OSW is offering an integrated service across micro, meso and macro levels.

Work-person interventions render services that focus on what occurs between the person as an employee and the various workplace systems.   The researcher understands this position to focus on work related problems that employees are facing. In line with this, the EAP is also tasked to assist employees in dealing with work related difficulties that they may be experiencing. One such example is outlined in Govender (2009: 31-32) who notes that in the Public Service the EAP was tasked to assist in reducing staff turnover resulting from unresolved difficulties experienced by employees, assist with change and transformation in the workplace and to assist with low morale and demotivation, communication problems and work performance issues.

In workplace interventions the occupational social worker focuses on the structure of the workplace, within which employees function. The researcher asserts that it would be essential for the occupational social worker to be familiar with various elements in the organisation to provide effective workplace interventions. Furthermore, in this position it would be important for the occupational social worker to utilise tools such as organisational profiling, needs analysis of the employee population and climate surveys to ensure that interventions remain relevant and effective to the needs of the individual and the organisation. The Standards Committee of EAPA-SA (2015: 4) identifies organisational profiling as one of the standards of a successful EAP. This standard falls within the programme design category. Furthermore, the Standards Committee of EAPA-SA (2015:21) identifies organisational consultation as another standard for a successful EAP. The aim of organisational consultation is to assist management in addressing the organisational issues which could impact on employee well-being and organisational effectiveness. The researcher is of opinion that both the EAP and OSW aim to identify workplace structures that requires change and that both these fields are ideally placed to support the organisation through the change management process whether on an individual, group or organisational level.

The 3rd key concept of OSW service delivery and practise models is the Developmental Approach to Social Work. Kruger and Van Breda (2001:947) holds that OSW services should play a facilitative role in a changing environment, should promote and contribute to the development of skills and should be able to undergo change in order to stay relevant and remain dynamic. As mentioned earlier, EAPs also needs to be dynamic and adaptable to ensure the changing work environment is supported (Govender, 2009:35). The researcher is of opinion that the development approach to social work has not been fully implemented and integrated in the OSW field. This is confirmed by Van Breda and Du Plessis (2009: 326 - 333) who critiqued the degree to which the occupational social work practise model is aligned with developmental social welfare identifying a need for further alignment.

4.4   Core technologies & functions

The researcher holds that the core technologies and functions of the EAP are more clearly defined and explained than that of OSW in the literature available. The Standards Committee of EAPA-SA (2015: 1-2) identifies the following six core

technologies and functions of EAPs; training and development, marketing, case management, consultation to the work organisation, stakeholder management and monitoring and evaluation. The core functions of OSW services and work-based programmes are identified in Akabas (1995) as cited in Mogorosi (2009:344) and Kruger and Van Breda (2001:948) and include consultation, training and development, support services, client assessment and intervention, marketing and networking.

Consultation is identified as core technology of both EAP and OSW. For both these fields, consultation takes place with the work organisation and aims to identify and address needs and trends resulting from personal and organisational challenges. The researcher believes that the consultative process could assist the organisation in identifying organisational trends and furthermore, planning and implementing programmes and interventions aimed to address these trends. The consultation also provides the EAP or OSW an opportunity to identify global trends and propose proactive interventions to educate the workforce regarding such matters.

Marketing is another core technology of both EAPs and OSW and aims to promote these services to the entire workforce. The researcher is of the opinion that marketing is essential to ensure the effective implementation of EAPs and OSW and will further facilitate optimal utilisation of the programmes.

Literature reveals that training and development is also a core technology of both EAPs and OSW. In OSW training and development focuses on education and facilitation of job-specific social skills and employee development. For EAPs training and development initiatives focuses on the effective management of employees who are experiencing behavioural, emotional or wellness concerns by management and supervisory staff, enhancing the work environment and improving employees' work performance. The researcher believes that training and development initiatives across OSW and EAP aim to assist employees with personal and professional development while also focussing on organisational wellness by creating a resilient workforce.

Stakeholder management is identified as a core technology of EAPs while networking is highlighted as a key function of OSW. The researcher maintains that both stakeholder management and networking relates to the establishment and maintenance of effective relationships with internal and external role-players. This

could also include referral to external resources when services fall outside the scope of EAP or OSW practise. In maintaining good relationships with internal and external role-players the EAP and OSW ensures that the employee and organisation is offered an effective and holistic service.

Support services and client assessment and intervention are identified as two of the core technologies of OSW while case management is identified as a core function of EAPs. The researcher is of the opinion that the OSW functions of support services and client assessment and intervention are closely linked as they both aim to offer support to the individual in need. Aligned to this is the core technology of EAP case management that pertains to confidential and timely risk identification, assessment, motivation, short-term intervention, referral, monitoring, follow-up, reintegration and aftercare services for employees who are experiencing personal and work-related concerns that may affect job performance. The researcher believes that the core technologies of support services, client assessment and intervention and case management across EAP and OSW relates to the micro practises rendered to individuals which will inevitably contribute to individual and organisational effectiveness.

Limited literature could be found relating to monitoring and evaluation as a core technology of OSW while the Standards Committee of EAPA-SA (2015:2) maintains that the value, success and impact of EAP services relating to the work organisation and individual job performance should be monitored and evaluated. The researcher agrees that regular monitoring and evaluation will ensure that the EAP is excellent in scope and practise and relevant in addressing the needs of both the employee and the employer. Furthermore, monitoring and evaluation is also necessary as a core function in OSW to ensure that the services being rendered are effective and efficient in addressing the needs of the individual and the organisation. The researcher is of the opinion that monitoring and evaluation is being conducted in OSW but the researcher's assumption cannot be corroborated due to the limited research available on the subject matter. It would be beneficial for research to be conducted regarding the role of monitoring and evaluation in the field of OSW.

4.5 Scope of practise

From the literature review it seems that the scope of practise for EAP is more clearly defined, through the EAPA-SA Standards document, than the scope of practise for OSW. The researcher is further of the opinion that there is no clear distinction between the core technologies and scope of practise of OSW. It also seems that the emphasis is placed on the service delivery and practise models of OSW with limited research pertaining to the core technologies and scope of practise. Despite the limited information pertaining to the scope of practise, the following similarities were identified between the OSW and EAP.

Both EAP and OSW aim to assess the needs of employees and the organisation. On an organisational level the EAP assess the needs of employees and the organisation through, organisational profiling, establishment of an advisory committee and consultation with the work organisation. OSW also aims to assess the needs of the organisation through consultation with the organisation. On an individual level, both EAPs and OSW assess the needs of the individual client and furthermore decide, in consultation with the individual, on the most appropriate course of action or treatment plan.

OSW as well as EAP offer work-focused interventions with individuals, groups and workplace organisations. Both EAPs and OSW offers work-focused interventions through proactive or promotive interventions aimed to create a resilient workforce at organisational level through training and development as well as on an individual through the rendering of EAP clinical services and OSW support services and client assessment and intervention service. EAP clinical services include critical incident management, crisis intervention, assessment, referral, short-term intervention, case monitoring and evaluation and aftercare and reintegration. OSW support services and client assessment and intervention refer to using short-term and crisis intervention methodologies to assist clients presenting with work related problems.

Work-family interventions to promote family wellness in relation to the impact of employment is highlighted by the Social Service Professions Act 110 of 1978, Section 28(1) (gA) as an OSW service. The researcher is of opinion that these services are predominantly offered through restorative interventions identified in the Occupational

Social Work Practise Model. Restorative interventions focus on the rendering of problem solving services to individuals, couples, families, groups and communities. EAPs also provide work-family interventions through clinical services offered to individuals, couples, families and groups. In addition to this, many EAP external service providers have included legal and financial advisory services to employees and their family members in their service offerings.

Programme design is identified as a category of EAPs. The Standards Committee of EAPA-SA (2015:4-7) include organisational profiling, EAP policy, EAP advisory committee and service delivery and costing models in the programme design category. In line with the work-focused policy and programme development is identified as an OSW service by The Social Service Professions Act 110 of 1978, Section 28(1)(gA).

Unique to the EAP field is the inclusion of an implementation category which encompasses standards pertaining to operational guidelines and the implementation plan (The Standards Committee of EAPA-SA., 2015: 9). It could be argued that OSW programme development as highlighted by The Social Service Professions Act 110 of 1978, Section 28(1) (gA) would include the implementation plan and operational guidelines for OSW services in the client organisation. The researcher is of opinion that clear guidelines regarding to OSW programme development is necessary to ensure effective implementation of programmes.

Another category unique to the field of EAP is 'management and administration', although the researcher believes that OSW does include this in their scope of practise but that it is not clearly defined in documentation. The management and administration category outlined by the Standards Committee of EAPA-SA (2015:10 – 15) pertains to staffing, EAP professional consultation or supervision, professional development, professional liability insurance, ethics, confidentiality and record keeping. The researcher firmly believes that confidentiality is the cornerstone of both the EWP and OSW fields. It is essential for individual counselling interventions to be treated as confidential. Programme utilisation statics should be limited and ensure that service users will not be identified.

The Standards Committee of EAPA-SA (2015: 1-26) identifies organisational consultation, EAP management and supervisory training and marketing as part of the

non-clinical service category. Each of these standards is also identified as core technologies of the EAP as well as OSW as discussed in Section 4.4.

Proactive services and stakeholder management is also identified as both core technologies as well as standards of an effective EAP. In line with this, OSW recognises proactive service and networking as core technologies while promotive intervention, focussing on proactive services, is also one of the four positions of the Occupational Social Work Practise Model.

Monitoring and evaluation is identified as the final standard for effective EAP service delivery and is also highlighted as a core technology of the EAP. The standard of monitoring and evaluation highlights that the effectiveness of the EAP should be continually monitored and evaluated to ensure its relevance and effectiveness. Limited information could be found relating to the monitoring and evaluation of OSW services. Shank (2001) in Bhoodram (2010:59) indicates that data analysis is one of the roles and responsibilities of occupational social workers. Drugmore (2013: 35) indicated that data analysis includes practise and programme evaluation and, furthermore, that this was identified as an OSW activity during a survey of 499 occupational social workers in 1987 conducted by the National Association of Social Workers in the United States of America.

4.6   Client systems

Kruger and Van Breda (2001:948) maintains that occupational social workers have three client systems, namely the employee as a person; the person as an employee and the organisation as a client. These three client systems entail the following. The Standards Committee of EAPA-SA (2015:2) indicates that "EAPs deliver comprehensive quality services to three target groups: organisational management/ supervisory structures, worker organisations and employees and their family members". The researcher is of the opinion that both OSW and EAP view the employee as a part of various systems including family and work. In light of this, services are rendered to individual employees and their family members as well as the organisation as a whole. Furthermore, as a result of the performance-based backdrop, EAP and OSW both retain an organisational context and focuses on improving the work performance and productivity of the employee.

4.7 Statutory requirements for practise

The researcher agrees with Terblanche (2014:423-426) that one of the main differences between OSW and EAP pertains to the recognition of OSW as a specialist field in social work, while EAP does not have the recognition. Furthermore, OSW requires registration with a statutory body, namely the South African Council for Social Service Professions (SACSSP) while EAP does not require registration with a statutory body. One of the criteria to be registered for a speciality in occupational social work through the SACSSP is an appropriate Master's degree approved by the Council. It should be noted that a master's degree in the field of Occupational Social work is offered through the University of the Witwatersrand while the University of Pretoria offers a Master's programme in EAP. The researcher maintains that many social workers, who render services in occupational settings, have chosen to pursue careers in the EAP field and therefore completed the MSW EAP degree offered through the University of Pretoria. The fact that SACSSP does not clearly specify whether the Master's degree referred to could create confusion amongst social workers wanting to register for a speciality in occupational social work.

4.8 Registration with professional associations

Both OSW and the EAP have professional associations that aim to represent and regulate practitioners. The association representing OSW in South Africa is the South African Occupational Social Workers' Association (SAOSWA) while the Employee Assistance Professionals Association of South Africa (EAPA-SA) is the association for EAPs in South Africa, recognised as a professional association by SAQA. It is encouraging to note that EAPA-SA (2017) indicated that one of their strategic goals is to earn full statutory status for EA practise to protect the clients and client systems receiving services as well as those professionals that provide EA services by regulating the practise. The researcher believes that it would be beneficial for the EAP field should EAPA-SA be able to earn full statutory status for EA practise. This would also eliminate one of the key differences between EAP and OSW.

4.9   Conclusion

As mentioned earlier, the researcher agrees with Terblanche (2014:423-426) that the main differences between EAP and OSW pertain to the recognition of OSW as a specialist field in social work, while EAP does not have the recognition. In addition to this recognition, OSW requires registration with a statutory body while EAP does not.

Although the service delivery and practise models, core technologies and scope of practise for OSW and EAP differ to some extent, the researcher is of the opinion that similar themes have emerged:

- It is evident that the history and development of OSW and EAP within the international and South African context are closely associated with each other;
- Both OSW and EAP view the individual and their dependants, as a part of a larger system which includes the work system. This points that the systems theory can be seen as the theoretical framework underpinning both these fields.
- Both OSW and EAP sees the employee, including their dependants and the work organisation, including the management team, as clients and aims to address both individual personal and work related problems as well as organisational issues;
- Core technologies of both OSW and EAP include consultation with the organisation, training and development, case management or support services/client assessment and intervention, marketing, networking and stakeholder management and proactive services.
- While the scope of practise for the EAP is more clearly defined, through the EAPA-SA Standards document, it is clear that the scope of practise for EAP and OSW overlaps. This is confirmed through practises such as policy and programme development, assessment, crisis intervention, short-term therapy, proactive interventions, marketing, stakeholder management and networking, marketing, referrals to community-based resources and networking.

The researcher believes that monitoring and evaluation is a key element of a successful EAP as highlighted by the fact that it is identified as a core technology as well as a standard by the Standards Committee of EAPA-SA. Limited literature could be found relating to monitoring and evaluation in the OSW sphere. Although the researcher believes that OSW programme monitoring and evaluation is being

conducted there might be a need for research in to how this is being done and subsequent standardisation of OSW monitoring and evaluation activities.

CHAPTER 5: EMPIRICAL INVESTIGATION INTO THE SIMILARITIES AND DIFFERENCES BETWEEN EMPLOYEE ASSISTANCE PROGRAMMES AND OCCUPATIONAL SOCIAL WORK

5.1   Introduction

The fields of Employee Assistance Programmes (EAPs) and Occupational Social Work (OSW) have been closely linked since their inception which could pose the question whether Employee Assistance Professionals and Occupational Social Workers fulfil similar duties and responsibilities within the workplace? In an effort to gain a better understanding of the two concepts, the research question posed was: "What are the differences and similarities between Employee Assistance Programmes and Occupational Social Work in Theory and Practise?" The goal of the research was to compare Occupational Social Work and Employee Assistance Programmes, in order to explore the differences and similarities between OSW and EAP. The objectives of the research were:

- To theoretically conceptualise Employee Assistance Programmes and Occupational Social Work.
- To explore and describe the similarities between Occupational Social Work and Employee Assistance Programmes in theory and practise.
- To explore and describe the differences between Employee Assistance Programmes and Occupational Social Work in theory and practise.

The literature review in this study pointed to various similarities between OSW and EAPs but few differences. Chapter five focuses on providing results with regard to the research question, namely identifying the differences and similarities between Employee Assistance Programmes and Occupational Social Work in Practise.

5.2   Summary of research methodology

The type of research conducted in the study was basic research, as the aim of the study was to acquire knowledge concerning the similarities and differences between EAP and OSW. The study was conducted according to a quantitative research approach. The research design utilised was a non-experimental design as a

descriptive study was being conducted focussing on exploring and describing the differences and similarities between EAP and OSW. A questionnaire was used to obtain relevant information from respondents. The specific type of research design applied was the randomised cross-sectional survey design which is often used in exploratory and descriptive studies examining several groups of people at one point in time. The two groups being studied in this research were: OSW and EAP practitioners/professionals.

The following ethical issues were specifically addressed

Voluntary participation: Participation in the study was voluntary. On the consent form at the beginning of the study as well as the email sent to respondents, this was noted to ensure that respondents did not feel coerced to participate in the study. Participants had the opportunity to withdraw at any point, prior to or during questionnaire completion and without any consequence. The aim of the research being conducted, the requirements of their participation and the contact details of the researcher were also provided to respondents in the email sent to individuals as well as the consent form at the beginning of the questionnaire.

Confidentiality: Respondents were informed on the consent form at the beginning of the study that their responses would be kept confidential. All respondents were requested to provide consent to participate in the study by selecting the relevant option. Anonymity was ensured by using Qualtrics, an electronic online survey software programme. Furthermore, no personal or identifying particulars were requested from the respondents. All survey responses are stored away securely at the University of Pretoria for a period of fifteen years following completion of the study.

Harm to respondents: Due to the nature of the research topic, no harm was predicted – since the topic focused on the day-to-day activities of all respondents and carries no emotional risks. Respondents were provided with the researcher's personal details in the event that they wanted to discuss concerns regarding the questionnaire. The researcher's contact details were provided on the initial email with the survey link as well as the consent form at the beginning of the questionnaire. No respondents contacted the researcher to voice concern or possible harm.

Compensation: No financial compensation or remuneration was offered to respondents who participated in the study. Due to the fact that the survey was conducted electronically, the participants did not incur any costs due to travel or any other factors.

Actions and competence of researcher: The researcher has an ethical obligation to be competent and adequately skilled to conduct the research. In order to enrol for a MSW programme at the University of Pretoria, students are required to have obtained an undergraduate degree which includes the completion of a research project. The researcher thus has conducted previous research pointing to competence. In the initial survey invitation (email), the researcher highlighted to respondents that the quantitative study formed part of a group research project conducted by MSW students from the University of Pretoria. The research by the remaining members of this research group, however, was carried out according to the qualitative approach being applied.

Publication of findings: The researcher publishes the findings of the research in writing through the compilation of a mini-dissertation in partial fulfilment of MSW (EAP) programme. The results published in this document are an accurate depiction of the results, all sources and authors are adequately and appropriately referenced and plagiarism was avoided. The outcome of the study is publicly available and details of the completed reports and findings have been provided to EAPA-SA and SAOSWA. No identifying particulars of the participants would be published or released for any other purposes whatsoever.

5.3   Description of empirical survey

5.3.1   Procedure

In accordance with the goal of the study, the researcher collected the information from the members of EAPA-SA and SAOSWA who are employed in the field of OSW and EAP. Information was collected providing a link via email to a self-developed questionnaire that gave access to an on-line survey.

5.3.2 Target group/population

The main target group or population of the study was registered members of EAPA-SA and SAOSWA. The respondents were included because they are currently practising in the fields of EAP and/or OSW and expected to have knowledge of the core technologies, service delivery models, scope of practise, client systems and statutory requirements of each of these fields of practise. The significance in this research was to explore and describe similarities and differences between OSW and EAP as identified by EAP and OSW practitioners/professionals.

5.3.3 Sampling method

The sampling approach used by the researcher was non-probability sampling, as the members of the population were initially unknown to the researcher and a decision was made to target EAP and OSW professionals/practitioners registered with EAPA-SA and SAOSWA. Simple random sampling was identified as the most suitable sampling technique as the researcher randomly selected the respondents from a name list of EAPA-SA members and SAOSWA members that had been provided by the two associations (EAPA-SA and SAOSWA). A total number of 167 member names were indicated on the EAPA-SA name list compared to 187 names on the SAOSWA list. Due to the fact that this research study forms part of a group research project conducted by MSW (EAP) students from the University of Pretoria, the names on the list had to be randomly distributed amongst the eight students involved in the study. Due to the fact that the quantitative research required 25 respondents from EAPA-SA and SAOSWA respectively a total of 57 respondents from EAPA-SA and 59 respondents from SAOSWA were allocated to the researcher.

Email invitations were sent to EAPA-SA and SAOSWA members, allocated to the researcher, on 20 August with a link to the online questionnaire. Due to the limited number of responses received from SAOSWA members a second email was sent on 11 September 2018 to remind members of the survey. The respondents were requested to complete the electronic survey, hosted on Qualtrics.

The researcher was able to extract responses to the survey at any point of the process in Excel or Word format. The final list of responses was extracted in excel format and

the dataset was scrutinised and cleaned before data analysis. Those surveys where more than 10 fields were left blank were excluded from the dataset used to analyse responses. Furthermore, those surveys where respondents spent less than 10 minutes in completing the questions were also excluded from the final dataset. All the questionnaires removed from the final dataset were thoroughly examined to ensure the results would not influence the outcome of the research. The majority of these surveys only had the consent section selected and no further completed responses.

5.3.4   Sample size and response

Emails were sent to 57 registered EAPA-SA members and 59 registered SAOSWA members thus in total, 116 emails were sent out.

Of the 57 emails sent to EAPA-SA members, seven emails bounced back as undelivered. In total, 50 emails were delivered to EAPA-SA members and a total of 37 responses were received (74% response rate).

Of the 59 emails sent to SAOSWA members, six emails bounced back as undelivered resulting in 53 emails being delivered. A total of 13 (24.5%) SAOSWA members responded to the email to participate in the research. The email, inviting participation in the survey, was sent on 20 August 2018 and a second, reminder email was sent on 11 September 2018.

For EAP and OSW combined, a total of 50 responses were received through the online survey. Seven of these responses had to be removed due to data cleaning efforts. The total number of completed questionnaires used for the analysis was 43. Thirty-two (32) of the questionnaires were completed by EAP practitioners/professionals. This yields a participation rate of 64% (based on the 50 emails delivered to recipients). Eleven surveys were completed by OSW respondents, yielding a participation rate of 20.8% (based on the 53 emails delivered to recipients). The limited number of responses received from OSW practitioners/professionals is viewed as a limitation to the research.

5.4 Data collection instrument (Questionnaire)

5.4.1 Data collection instrument

The questionnaire was compiled by the researcher after the review of literature on the differences and similarities between Occupational Social Work and Employee Assistance Programmes.

The covering page of the questionnaire reflected the goal of the research as well as instructions to respondents on how to complete the questionnaire. The contact details of the researcher were also provided in the event that respondents had questions or concerns that they would have liked to discuss with the researcher.

The questionnaire consisted of six sections and a total of 20 questions. The information below provides an overview of the sections included in the questionnaire.

Section 1: Biographical information.

Section 2: Occupational setting

Section 3: Client systems

Section 4: Core technologies & functions

Section 5: Scope of practise

Section 6: Statutory requirements for practise and registration with professional associations

The researcher predominantly made use of closed ended questions that provided respondents the opportunity to select one of two or more options. The respondents could select the most appropriate response from a list of responses provided. Other question types used included open questions to obtain perceptions or substantiate initial responses. Some of the questions made provision for 'other' responses, to enable the respondents to provide their own opinions and perceptions for 'other' the respondents were expected to explain or motivate their answers.

There were no mandatory fields on the survey and in some instances respondents were allowed to provide multiple responses. Questions that were left unanswered would be indicated as "missing data" in the ensuing analyses. Given the fact that in some instance multiple responses were allowed, the total number of responses (n) may vary in some sections.

5.4.2   Pilot study

The Qualtrics software programme provided for a pilot test to be carried out, prior to distribution of the final survey to the sample. Two members – one from EAPA-SA and one from SAOSWA – were selected for the pilot test and agreed to assist the researcher in refining the data collection instrument. The following changes were proposed and implemented:

- On the consent letter the 3rd paragraph indicated the following:

"By clicking the button below, you acknowledge that your participation in the study is voluntary, you are 18 years of age and that you are aware that you may choose to terminate your participation in the study at any time and for any reason."

The section was changed to:

"By clicking the button below, you acknowledge that your participation in the study is voluntary, you are above 18 years of age and that you are aware that you may choose to terminate your participation in the study at any time and for any reason."

- Question 2: Changed from Age Category to Please indicate your age category
- Question 3: Changed from "Please indicate your highest qualification" to "Please indicate your highest completed qualification"
- Question 4: Changed from "Please indicate the total number of years work experience as an EAP professional / Occupational Social Worker" to "Please indicate the number of years of experience working as an EAP practitioner/professional or occupational social worker"
- Question 5: Changed from "Please provide an indication of the field of practise you are currently working in by selecting one of the following three options" to

"Please indicate your current field of practise by selecting one of the following three options"

- Question 6: Changed from "Please select, from the list below, the occupation most relevant to you" to "Please select, from the list below, your current occupation";
- Question 7: Changed from "Tick the appropriate box regarding professional registration" to "Please select your appropriate professional registration"; and
- Question 10: 4th row: Remove the full-stop at the end of the sentence (before close bracket).

The responses of the members who participated in the pilot study were not included in the research study but the members were invited to participate in the study once the survey was finalised and the proposed changes were made.

5.5 Presentation of data

As mentioned previously data cleaning was carried out by removing incomplete responses excluding those responses where less than 10 minutes were spent on the survey or more than 10 fields were left blank.

The results that follow are based on the 43 completed surveys – 32 from EAP respondents and 11 from OSW respondents

5.5.1 SECTION 1: Demographic and general information

The aim of this section was to obtain information regarding the profile and personal details of the EAP and OSW respondents who participated in the survey.

5.5.1.1   Information on the gender of respondents

(Question 1)

Table 5. 1: Gender of respondents

Gender	EAP		OSW	
	Number (n=32)	%	Number (n=11)	%
Female	20	62.50%	9	81.82%
Male	12	37.50%	2	18.18%
Total	32	100.00%	11	100.00%

Discussion of Table 5.1

The majority of EAP respondents (20 - 62.50%) are females while 81.82% (9) of OSW respondents are females. The results imply that the various perceptions of EAP and OSW are based on the opinions from mostly females although it should be noted that a higher percentage of males working in EAP settings participated in the research study when compared to OSW.

5.5.1.2   Information on the age of EAP and OSW practitioners/professionals

(Question 2)

Table 5. 2: Age of respondents

Age Grouping	EAP		OSW	
	Number (n=32)	%	Number (n=11)	%
20 – 29 years	4	12.50%	0	0.00%
30 – 39 years	14	43.75%	5	45.45%
40 – 49 years	8	25.00%	3	27.27%
50 – 59 years	4	12.50%	2	18.18%
60 + years	2	6.25%	1	9.09%
Total	32	100.00%	11	100.00%

Discussion of Table 5.2

From this table it is apparent that the age of the respondents in both EAP and OSW ranges from 20 years to older than 60 years. Most respondents who participated in the study from both the EAP and OSW field are between the ages of 30 to 39 years old. In light of the age demographic it can be assumed that most individuals practising in the EAP and OSW fields are between the ages of 39 to 39 years old.

5.5.1.3 Information on the highest qualification of OSW and EAP practitioners/professionals

(Question 3)

Table 5. 3: Highest qualification of respondents

Highest Qualification	EAP		OSW	
	Number (n=32)	%	Number (n=11)	%
Diploma	1	3.13%	1	9.09%
Bachelor's Degree	10	31.25%	5	45.45%
Honours Degree	10	31.25%	3	27.27%
Master's Degree	10	31.25%	0	0.00%
Doctorate (PHD)	1	3.13%	2	18.18%
Total	32	100.00%	11	100.00%

Discussion of Table 5.3

Respondents were requested to provide an indication of their highest qualification. Responses varied from individuals who completed a four-year diploma to those who obtained a Doctorate degree. Most OSW respondents (45.45% - five respondents) noted that they had a Bachelor's Degree while there was an even spread of EAP respondents indicating a Bachelor's Degree, Honours Degree and Master's Degree (31.25% - 10 respondents, respectively). According to the research a Master's Degree in OSW is offered through Wits. None of the OSW respondents indicated that they were in the position of a Master's degree.

5.5.1.4 Information on the number of years' working experience

(Question 4)

Table 5. 4: Number of years' working experience of respondents

Years Working in Relevant Field	EAP		Occupational Social Work	
	Number (n=32)	%	Number (n=11)	%
≤ 1 year	3	9.38%	1	9.09%
1.1 - 3 years	2	6.25%	1	9.09%
3.1 - 5 years	5	15.63%	1	9.09%
5.1 -7 years	3	9.38%	1	9.09%
7.1 - 10 years	6	18.75%	1	9.09%
≥ 10.1 years	13	40.63%	6	54.55%
Total	32	100.00%	11	100.00%

Discussion of Table 5.4

Responses varied from individuals who indicated that they have been working for less than a year to those who indicated that they have been working in their respective fields for more than 10 years. The majority of respondents for both EAP (40.63% - 13 respondents) and OSW (54.55% - six respondents) indicated that they have been working for more than 10 years. This highlights that the majority of responses to the survey questions are based on the perceptions of individuals who have extensive experience in and knowledge of their respective fields as they have been employed in these fields for more than 10 years.

5.5.2   SECTION 2: Occupational setting

The aim of this section was to obtain information regarding the occupational profile of EAP and OSW respondents.

5.5.2.1   Field of practise

(Question 5)

Respondents were requested to indicate whether they are practising as occupational social workers or EAP practitioners/professionals. This question was further used to identify EAP and OSW respondents depicted throughout the empirical data analysis.

Figure 5. 1: Field of Practise

Field of Practise (n=43)

0,0.00%

11, 25.58%

32, 74.42%

■ EAP (n=32)

■ OSW (n=11)

■ Other (n=0)
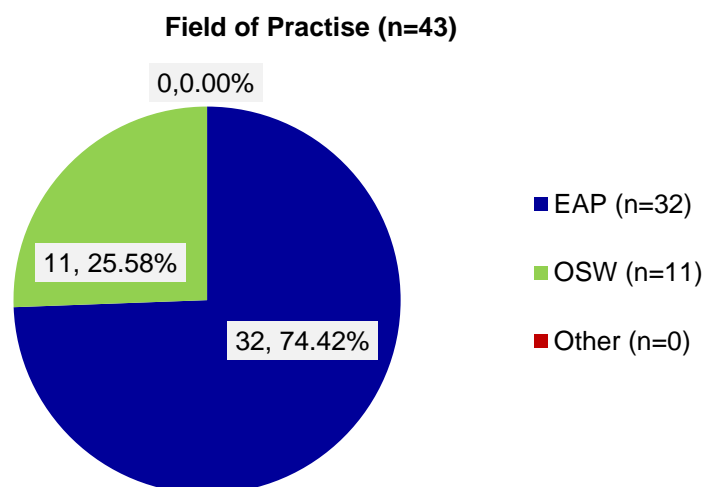
Discussion of Figure 5.1

A total of 43 respondents completed the survey. The majority of these respondents indicated that they were working in the EAP field (74.42% - 32) while 25.58% (11) of are employed in tan OSW setting. This clearly depicts that the EAP field is better represented than the OSW field. The limited number of OSW respondents is seen as a limitation to the research study and highlights the need for further research to be conducted to obtain the perceptions of occupational social workers with regard to their field of practise.

5.5.2.2   Occupation of respondents

(Question 6)

Terblanche (2014:423-426) pointed to the fact that registration with a statutory body is not required in order to practise in the field of EAP and furthermore, that EAP practitioners and professionals are not limited to one profession. In contrast to this, OSW is recognised as a specialised field of social work practise and the SACSSP provides for registration of a speciality in occupation social work in accordance to the guidelines provided by the Social Service Professions Act, 110 of 1978. As a result, all individuals practising in the field of OSW are required to qualify and register as social workers. This question, required respondents to indicate their occupation from a set list of options provided.

Table 5. 5: Occupation of respondents

Occupation	EAP		OSW	
	Number (n=32)	%	Number (n=11)	%
Other	6	18.75%	0	0.00%
Psychologist	3	9.38%	0	0.00%
Registered Counsellor	6	18.75%	0	0.00%
Social Worker	17	53.13%	11	100.00%
Total	32	100.00%	11	100.00%

Discussion of Table 5.5

The results depicted in Table 5.5 highlight a key difference between OSW and EAP. It is evident that all OSW professionals indicated that they are social workers while the

EAP is represented by a range of professionals. This resembles Terblanche & Taute (2009:xiv) who highlighted that EAP practitioners include social workers, psychologists, educators, nurses and chaplains. The majority of EAP respondents indicated that they are social workers (53.13% - 17 respondents), but it is evident that the occupations of EAP practitioners/professionals are more varied and includes psychologists, registered counsellors and other. The other category indicated in Table 5.5 is depicted in more detail in the Table 5.6 below.

Table 5. 6: Breakdown of EAP Other Occupation

Other: Occupation Provided	EAP	
	Number (n=6)	%
Client Relations Consultant / Account Manager	2	33.33%
Employee Assistance Practitioner	2	33.33%
Training Facilitator	1	16.67%
Intern at Employee Health and Wellness	1	16.67%
Total	6	100.00%

Discussion of Table 5.6

Six EAP respondents had selected an occupation of 'other'. Two respondents had noted that their occupation was that of a client relations consultant or account manager while a further two respondents indicated their occupation was that of employee assistance practitioner. One individual noted being a training facilitator while the remaining respondent selected their occupation as an intern.

5.5.2.2   Professional Association

(Question 7)

Table 5. 7: Professional Association

Professional Association	EAP		Occupational Social Work	
	Number (n=32)	%	Number (n=11)	%
HPCSA (Health Professions Council of South Africa) : Psychologist	3	9.38%	0	0.00%
HPCSA (Health Professions Council of South Africa) : Registered Counsellor	5	15.63%	0	0.00%
None	2	6.25%	0	0.00%
Other	2	6.25%	0	0.00%
SACSSP (South African Council for Social Service Professions)	20	62.50%	11	100.00%
Total	32	100.00%	11	100.00%

Discussion of Table 5.7

From the above table it is evident that all the respondents who are practising in the OSW field indicated that they were registered with the South African Council for Social Service Professions (SACSSP) while 20 (62.50%) of the EAP respondents also noted that they were registered with SACSSP. Only 17 EAP respondents indicated that their occupation was that of social worker in Section 5.5.5.2. The researcher believes that the remaining three individuals are qualified and registered social workers but these respondents indicated that they are employed in other positions such as EAP practitioner or client relations consultant / account manager in an EAP setting. Two respondents indicated that they were registered with professional bodies not indicated on the list of responses. These professional bodies were:

- ASCHP – Association for supportive counsellors and holistic practitioners;
- CCSA – Council for Counsellors in South Africa

The results again confirm that a key difference between OSW and EAP is the fact that the EAP employs individuals from various professions while the OSW is staffed by social workers. As a result of the various occupations of EAP practitioners/professionals, the registration with professional associations also varies. The researcher is of the belief that, by employing a variety of individuals across various occupations, the EAP is able to assist organisations and individuals holistically and offer a multi-dimensional approach.

5.5.3   SECTION 3: Client systems

The aim of this section was to obtain information regarding the client systems of the OSW and EAP fields in order to ascertain similarities and differences between the two fields.

5.5.3.1   Client system

(Question 8)

As discussed in Chapters two to four, both OSW and EAP view the organisation and employee as their client systems. OSW focuses on the employee as person, the person as employee and the organisation as client. The EAP client systems include the employee and their family members, organisational management/supervisory structures and worker organisations. In an attempt to confirm that OSW and EAP both provide services to the individual and the organisation, respondents were requested to identify the client system that best describes their clients.

Figure 5. 2: Client Systems

Client Systems

■ EAP (n = 32)   ■ OSW (n=11)
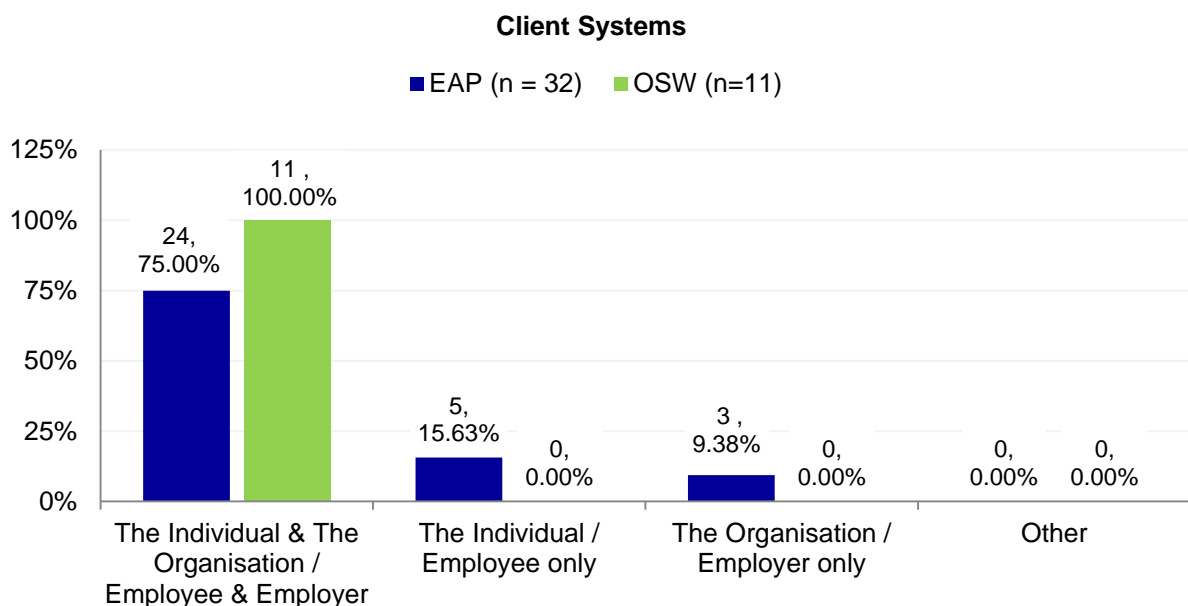
Discussion of Figure 5.2

All respondents from the OSW field indicated that their client system included both the individual and the organisation. This differs from the results of a study conducted by

Van Breda (2009: 290) where less than 25% of the 44 respondents identified their client system to include employees and the organisation. Van Breda (2009: 290) indicated that this understanding of OSW was not aligned to the literature on OSW. This suggests that the results from the current study, where all respondents identified the organisation and individual as their client systems, are aligned to literature.

Seventy-five percent (75%) (24) of EAP respondents noted that their client system included both the organisation and the individual while 15.63% (5) selected the individual/employee only and 9.38% (3) noted the organisation/employer only. The researcher is of opinion that the perceptions of EAP respondents could be influenced by their positions within an organisation or the EAP field. For example, EAP affiliates who offer therapeutic interventions to individuals might only select the option relating to the individual/employee while client relations consultants' / account managers who predominantly interact with the organisation might select the organisation/employer only option.

5.5.3.2   Dependent eligibility

(Question 9)

The literature review pointed to the fact that both OSW and EAP view the employee as a part of various systems including family and work. In light of this, services are rendered to individual employees and their family members as well as the organisation as a whole. Respondents were asked to indicate whether household member and dependents of employees are eligible for the OSW /EAP services offered by individuals or the organisations that they are working for.

Figure 5. 3: Dependent Eligibility

Dependent Eligibility

No ▪ Yes

	EAP (n=32) No = 2, Yes = 30	OSW (n = 11) No = 1, Yes = 11
No	6.25%	9.09%
Yes	93.75%	90.91%
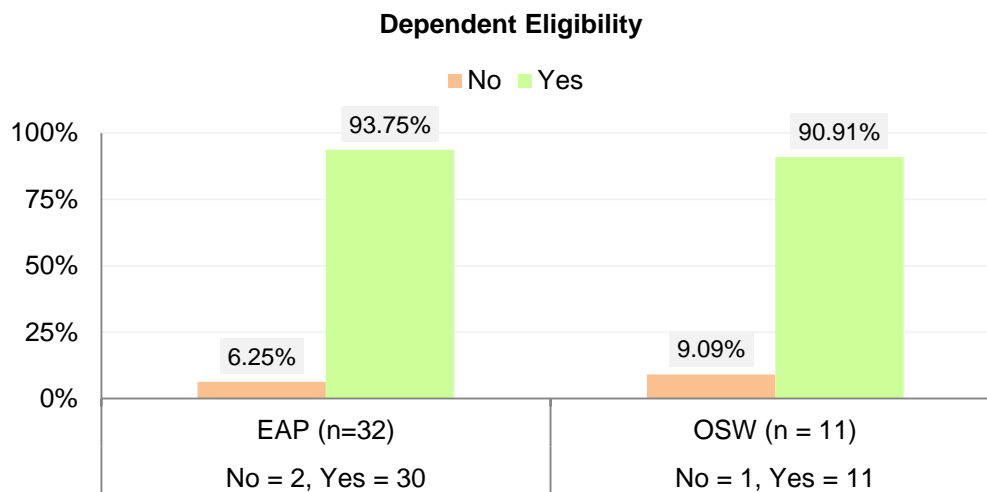
Discussion of Figure 5.3

The majority of both EAP (93.75% - 30) and OSW (90.91%) respondents indicated that the services offered by them or their organisations are extended to employees' household members and/or family members. The results confirm the assumption that both the EAP and OSW field views the employee as part of various systems including family and work and subsequently offers access to the services to dependents/household members. This is further substantiated by The Standards Committee of EAPA-SA (2015:2) who indicates that "EAPs deliver comprehensive quality services to three target groups, namely organisational management/ supervisory structures, worker organisations and employees and their family members". In line with this Kruger and Van Breda (2001:948) denotes that OSW views the employee as a person that includes their role as community member, spouse, parent and child.

Those employees who responded negatively were asked to share their thoughts regarding dependent eligibility. One individual indicated that they could not provide input due to the fact that they are in an administrative role. The remaining two respondents were of the opinion that, due to the nature of problems experienced by employees, services should be extended to dependents. One of these respondents did express concern about logistical arrangements due to family members living in different provinces across South Africa. The researcher believes that the offering of

telephonic counselling and referral to community resources could eliminate the concern raised by the respondent.

5.5.4 SECTION 4: Core technologies or functions

(Question 10)

The aim of this section was to obtain information regarding the core technologies and functions of EAPs and OSW. Literature has revealed that the core technologies of EAPs include training and development, marketing, case management, consultation with the organisation, stakeholder management and monitoring and evaluation (The Standards Committee of EAPA-SA, 2015: 1-2). Akabas (1995) as cited in Mogorosi (2009:344) and Kruger and Van Breda (2001:948) indicate that the core functions of OSW services are consultation, training and development, support services, client assessment and interventions, marketing and networking.

5.5.4.1 Training and development

Literature indicates that training and development is identified as a core technology of both EAPs and OSW. Training and development focuses on the education of management/supervisory staff as well as the employee population. The objectives are to facilitate job-specific social skills, employee development and management/supervisory development. The study aimed to assess whether respondents view training and development as a core technology of both EAP and OSW.

Figure 5. 4: Training & Development

Training & Development
(incl. management/supervisory training, social skills and employee development)
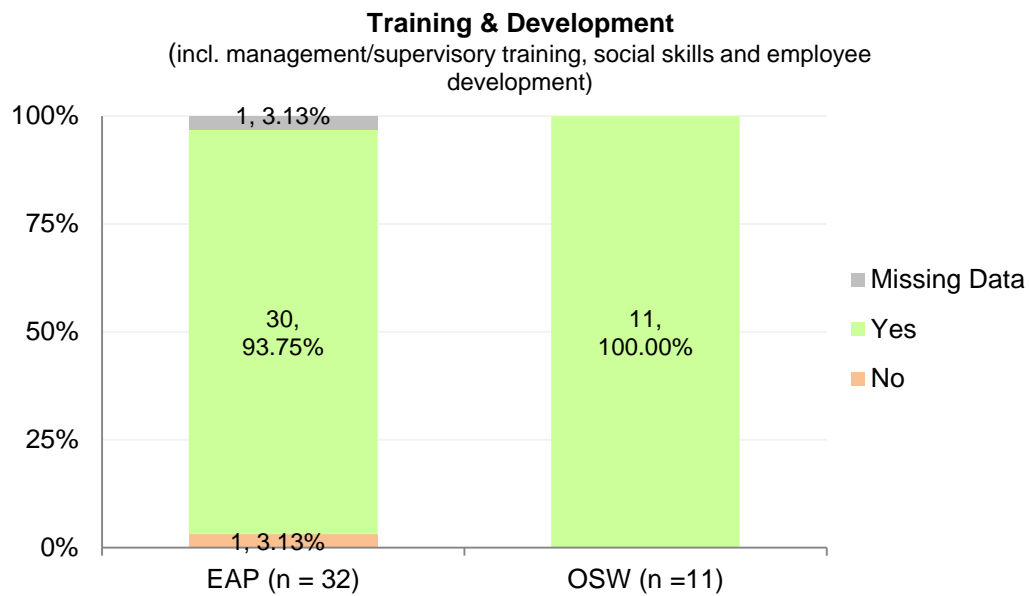
Discussion of Figure 5.4

All OSW respondents noted that training and development is a core technology of OSW practises. The majority of EAP respondents (93.75% - 30) indicated that training and development is also a core technology of EAPs while only one respondent provided an unfavourable response. The results confirm that training and development is a core technology of both EAP and OSW and points to a similarity between the two fields.

5.5.4.2   Marketing

The literature review positioned marketing as a core technology of both EAPs and OSW. Marketing aims to create awareness and promote OSW and EAP services to the workforce and is crucial in ensuring the effective implementation and utilisation of programmes. Respondents were requested whether they are of the opinion that marketing is a core technology of their respective fields (OSW and EAP).

Figure 5. 5: Marketing

Marketing of the EAP/OSW Services
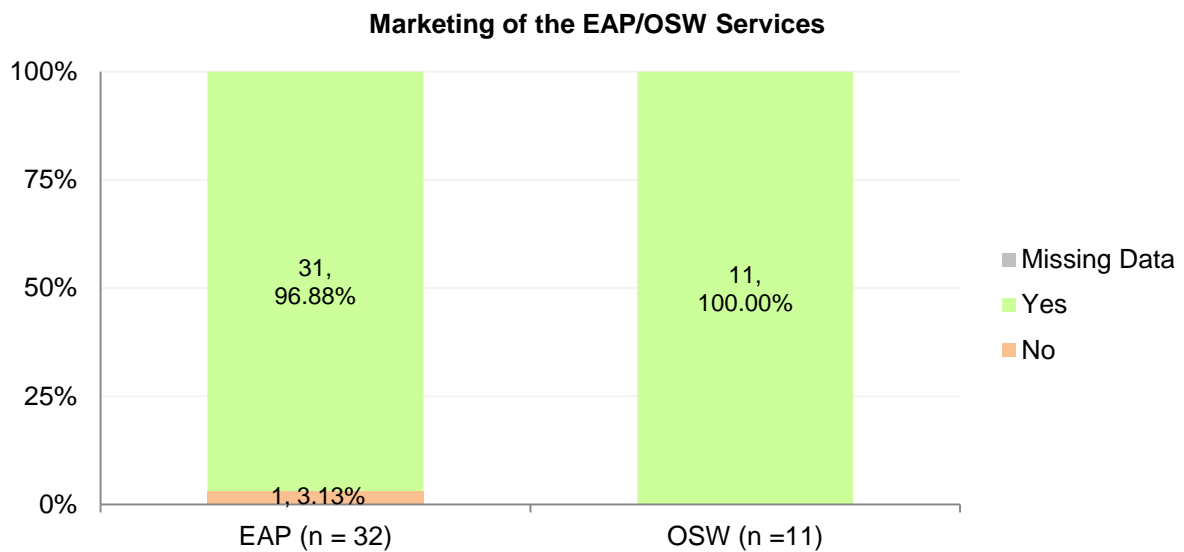
Discussion of Figure 5.5

As illustrated in figure 5.5, 96.88% (31) of EAP respondents and 100% (11) of OSW respondents confirmed that marketing is a core technology of the EAP and OSW. The results confirm that marketing is a core technology of both EAP and OSW and this in turn highlights another similarity between OSW and EAP.

5.5.4.3   Organisational consultation

For both EAP and OSW, consultation is identified as a core technology. Organisational consultation aims to identify and address organisational needs and trends resulting from personal and organisational challenges.

Figure 5. 6: Organisational Consultation

Organisational Consultation
(Consultation with stakeholders regarding trends and needs)

Chart showing two stacked bars:
- EAP (n = 32): Yes 30, 93.75%; No 2, 6.25%
- OSW (n =11): Yes 11, 100.00%

Legend: Missing Data, Yes, No
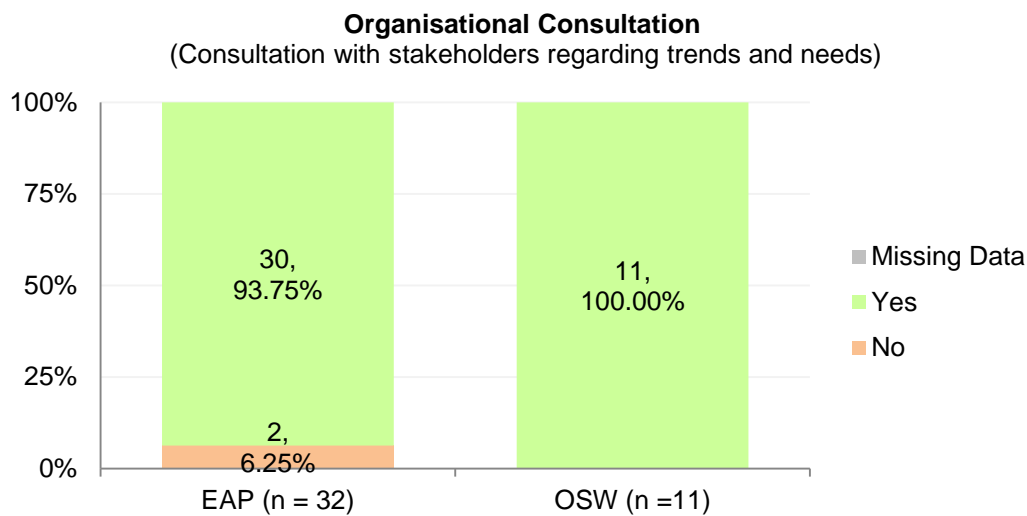
Discussion of Figure 5.6

Figure 5.6 depicts that the majority of EAP (93.75%) and OSW (100%) respondents confirmed that organisational consultation is core function of both OSW and EAP services. The results confirm the literature review indicating that organisational consultation is a core technology of both EAP and OSW and furthermore point to a similarity between the two fields.

The OSW results further correlate with a study conducted by Van Breda and Du Plessis (2009:296) where the majority of participants indicated that occupational social workers have a responsibility to act as change agents by providing input to the organisation for new or revised policies and strategies.

5.5.4.4   Therapeutic intervention

Case management, including confidential and timely risk identification, assessment, motivation, short-term intervention, referral, monitoring, follow-up, reintegration and aftercare services for employees who are experiencing personal and work-related concerns that may affect job performance is identified as a core function of EAPs. Support services and client assessment and intervention are identified as two of the core technologies of OSW. The researcher clustered these core technologies together and requested respondents to indicate whether therapeutic interventions are being offered to their client systems.

Figure 5. 7: Therapeutic Intervention

Therapeutic intervention
(These services consist of risk identification, assessment, motivation, short-term intervention, referral, monitoring, follow-up, reintegration, and aftercare services.)
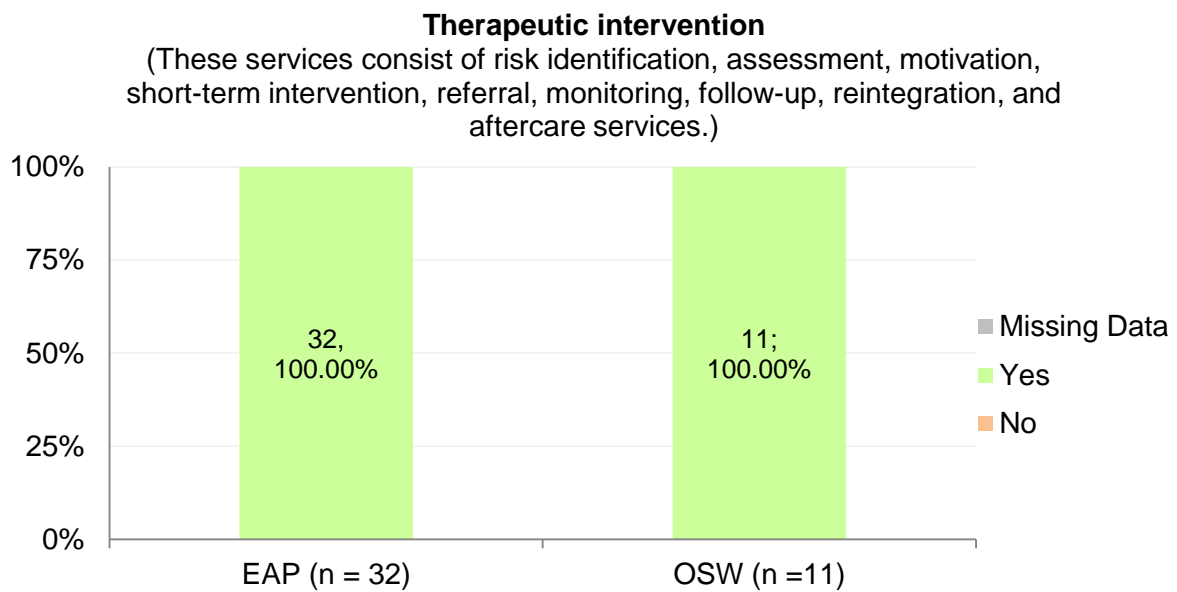
Discussion of Figure 5.7

All respondents from the OSW and EAP field indicated that they are offering therapeutic intervention that includes risk identification, assessment, motivation, short-term intervention, referral, monitoring, follow-up, reintegration and aftercare service. More detail is provided on each of these aspects in Section 5.5.5 titled scope of practise. Based on the favourable responses received by all respondents, the researcher is of the opinion that therapeutic intervention forms the foundation of both the EAP and OSW service offerings.

5.5.4.5   Networking

The literature review in Chapters two and three presented that stakeholder management is identified as a core technology of EAPs while networking is highlighted as a key function of OSW.   The researcher believes that both stakeholder management and networking relates to the establishment and maintenance of effective relationships with internal and external role-players. Respondents were required to indicate whether networking is a core technology of the EAP and OSW fields.

Figure 5. 8: Networking
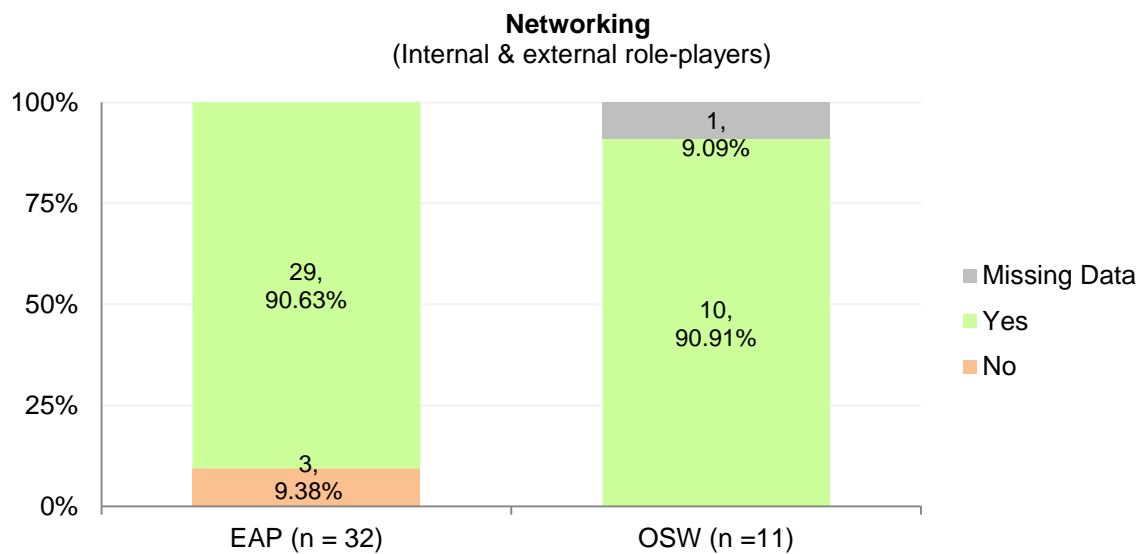
Discussion of Figure 5.8

The majority of EAP respondents (90.63% - 3) and most OSW respondents (90.91% - 10) highlighted that networking is a core technology of their respective fields. The OSW results confirms the statements by Googins and Godfrey (1987:85) and Kirst-Ashman and Hull (2006:24) who denoted that occupational social workers are required to network with various role players, such as external service providers, to ensure that clients receive the necessary and appropriate support. The EAP results also corroborate that the establishment and maintenance of effective relations with internal and external role-players is viewed as a core technology of a successful EAP (The Standards Committee of EAPA-SA, 2015:2).

The results identify another similarity between OSW and EAP.

5.5.4.6   Monitoring and evaluation

The literature review did not highlight monitoring and evaluation as a core technology of OSW but it was identified as a core function of EAP. Even though monitoring and evaluation was not identified as a core technology through the literature, the researcher believes that this function is being performed by occupational social workers. Respondents were required to indicate whether they felt that monitoring and evaluation is a core function of their respective fields.

Figure 5. 9: Monitoring and Evaluation

Monitoring & Evaluation
(Monitoring and evaluation of EAP/OSW services and interventions)
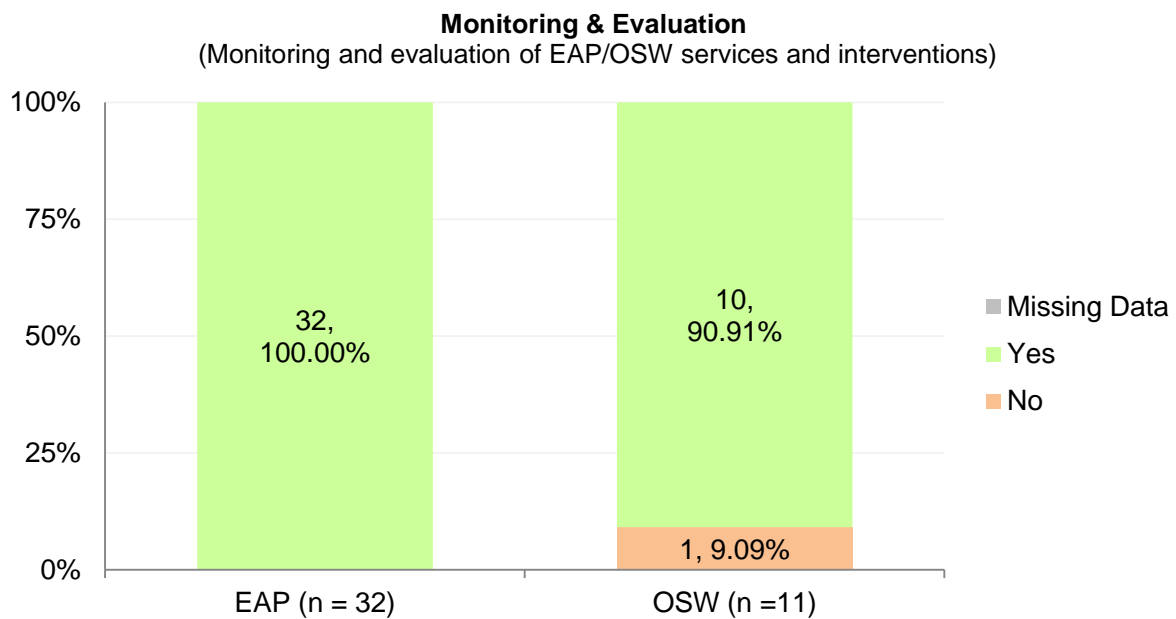
Discussion of Figure 5.9

All EAP respondents indicated that monitoring and evaluation is a core technology of the EAP which corresponds to the literature review that highlighted this as a core function. In contrast to the literature, the majority of OSW participants (90.91% - 10) of OSW respondents noted that monitoring and evaluation is a core function of OSW. The results clearly highlight that monitoring and evaluation of services and interventions are being conducted by both OSW and EAP and that monitoring and evaluation is viewed as a core technology of both fields. The results further identify another similarity between OSW and EAP.

5.5.5 SECTION 5: Scope of practice & service delivery models

(Question 11)

The aim of this section was to obtain information regarding the respondents' view of EAP and OSW scope of practise and service delivery models.

5.5.5.1 Scope of practice

From the literature review it seems that the scope of practise for EAP is more clearly defined, through the EAPA-SA Standards document, than the scope of practise for

OSW. In light of this, questions relating to the scope of practise were aligned to the EAPA-SA standards document.

Table 5. 8: Scope of Practise (aligned to EAPA-SA Standards)

Services offered aligned to EAPA-SA Standard	EAP (N=32)								OSW (N=11)							
	No		Yes		Missing Data		Total		No		Yes		Missing Data		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Advisory Committee	7	22%	25	78%	0	0%	32	100%	4	36%	7	64%	0	0%	11	100%
Organisational Profiling	5	16%	25	78%	2	6%	32	100%	0	0%	11	100%	0	0%	11	100%
Service Delivery Model	3	9%	27	84%	2	6%	32	100%	4	36%	7	64%	0	0%	11	100%
Costing Model	4	13%	27	84%	1	3%	32	100%	6	55%	1	9%	4	36%	11	100%
EAP/OSW Policy	3	9%	28	88%	1	3%	32	100%	1	9%	10	91%	0	0%	11	100%
Operational guideline	3	9%	28	88%	1	3%	32	100%	1	9%	10	91%	0	0%	11	100%
Implementation Plan	2	6%	29	91%	1	3%	32	100%	2	18%	9	82%	0	0%	11	100%
Staffing	6	19%	25	78%	1	3%	32	100%	3	27%	8	73%	0	0%	11	100%
Professional consultation and supervision of staff	5	16%	26	81%	1	3%	32	100%	1	9%	10	91%	0	0%	11	100%
Professional development of EAP/OSW staff	9	28%	23	72%	0	0%	32	100%	1	9%	10	91%	0	0%	11	100%
Ensuring Confidentiality	1	3%	31	97%	0	0%	32	100%	0	0%	11	100%	0	0%	11	100%
Record Keeping	1	3%	31	97%	0	0%	32	100%	0	0%	11	100%	0	0%	11	100%
Professional Liability Insurance	12	38%	20	63%	0	0%	32	100%	4	36%	7	64%	0	0%	11	100%
Ethical guidelines	1	3%	31	97%	0	0%	32	100%	0	0%	11	100%	0	0%	11	100%
Trauma Management	2	6%	30	94%	0	0%	32	100%	0	0%	11	100%	0	0%	11	100%
Crisis Intervention	2	6%	30	94%	0	0%	32	100%	1	9%	6	55%	4	36%	11	100%
Assessment of individuals	0	0%	31	97%	1	3%	32	100%	0	0%	11	100%	0	0%	11	100%
Referral to specialised services	0	0%	32	100%	0	0%	32	100%	0	0%	11	100%	0	0%	11	100%
Short-term intervention	0	0%	32	100%	0	0%	32	100%	0	0%	11	100%	0	0%	11	100%
Case Monitoring & Evaluation	2	6%	30	94%	0	0%	32	100%	1	9%	10	91%	0	0%	11	100%
Aftercare & Re-integration	5	16%	27	84%	0	0%	32	100%	0	0%	11	100%	0	0%	11	100%
Consultation with the organisation	2	6%	30	94%	0	0%	32	100%	0	0%	11	100%	0	0%	11	100%
Training interventions	2	6%	29	91%	1	3%	32	100%	0	0%	11	100%	0	0%	11	100%
Marketing	0	0%	32	100%	0	0%	32	100%	1	9%	10	91%	0	0%	11	100%
Proactive Services	2	6%	29	91%	1	3%	32	100%	1	9%	10	91%	0	0%	11	100%
Networking	2	6%	30	94%	0	0%	32	100%	3	27%	8	73%	0	0%	11	100%
Continuous monitoring & evaluation of services	1	3%	31	97%	0	0%	32	100%	2	18%	9	82%	0	0%	11	100%

Discussion of Table 5.8

From Table 5.8, it is evident that most EAP respondents indicated that all the services aligned to the EAPA-SA Standards document are being offered as part of the EAP service offering. With the exception of costing models, most services were also favourably rated by 50% or more of OSW respondents. Below is a brief overview of the responses

- 78% (25) of EAP respondents indicated that the EAP is involved in the establishment and management of an 'advisory committee' compared to 64% (7) of OSW respondents;
- 100% (11) of OSW respondents and 78% (25) of EAP respondents confirmed that 'organisational profiling' forms a part of the services offered;
- 84% (27) of EAP respondents and 64% (7) of OSW respondents highlighted involvement in the decision of service delivery model;
- 91% (10) of OSW respondents and 88% (28) of EAP respondents noted that they or the organisation they are working for are tasked with compiling a relevant EAP / OSW policy;
- 91% (10) of OSW respondents and 88% (28) of EAP respondents indicated that the compilation of an operational guideline forms part of their service offering;
- 91% (29) of EAP respondents and 82% (9) of OSW respondents confirmed involvement in designing and implementing an implementation plan for the services offered through the programme;
- 78% (25) of EAP respondents and 73% (8) of OSW respondents noted that it was their responsibility to ensure that their relevant programmes were appropriate staffed;
- 91% (10) of OSW participants and 81% (26) of EAP participants indicated that their programmes were complemented through regular professional consultation and supervision of both EAP and OSW staff members. This is encouraging and ensures professional and quality service delivery to client systems.
- 91% (10) of OSW participants and 72% (23) of EAP participants indicated that they were subjected or involved in the professional development of EAP/OSW staff. Similar to the previous point, this is encouraging and ensures that a professional and quality service is being offered.

- 100% (11) of OSW respondents and 97% (31) of EAP respondents indicated that OSW and EAP ensure confidentiality to individuals and the organisation. These results are reassuring as the researcher believes that confidentiality is the cornerstone of both EAP and OSW practises and specifically relating to the rendering of therapeutic services;

- 100% (11) of OSW respondents and 97% (31) of EAP respondents that records are being kept of EAP and OSW services offered;

- 64% (7) of OSW respondents and 63% (20) of EAP respondents indicated that professionals are required to obtain professional liability insurance. The researcher is of the opinion that EAP and OSW practitioners/professionals should be educated regarding the importance of professional liability insurance.

- 100% (11) of OSW respondents and 97% (31) of EAP respondents indicated that they adhere to a set of ethical guidelines;

- 100% (11) of OSW respondents and 94% (30) of EAP respondents confirmed that they, or the organisation that they are employed by, offers trauma management services as part of the therapeutic offering.

- 100% (11) of OSW respondents and 97% (31) of EAP respondents noted that assessment of individuals requiring supportive interventions are being conducted;

- 100% of OSW and EAP respondents highlighted that they are responsible for referring individuals to specialised services where appropriate.

- 100% of OSW and EAP respondents confirmed that short-term interventions are being offered;

- 94% (30) of EAP respondents and 91% (10) of OSW respondents confirmed that they are responsible for individual case monitoring and evaluation.

- 100% (11) of OSW respondents and 84% (27) of EAP respondents specified that they are tasked with rendering aftercare and re-integration services to ensure that employees return to an optimal level of functioning in the work environment following therapeutic interventions;

- 100% (11) of OSW respondents and 94% (30) of EAP respondents corroborated that they or their organisations consulted with the work organisation. This result corresponds with the results pertaining to the core technology of organisational consultation where 94% of EAP respondents and 100% of OSW respondents identified organisational consultation as a core technology of each field.

- 100% (11) of OSW respondents and 91% (29) of EAP respondents indicated that training interventions were offered to organisations and employees as part of the OSW / EAP services.
- 100% (32) of EAP respondents and 91% (10) of OSW respondents denoted that they, or their organisation, were responsible for the marketing of the EAP / OSW service;
- 91% (29) of EAP respondents and 91% (10) of OSW respondents suggested that proactive services were being offered as part of the EAP and OSW services;
- 94% (30) of EAP respondents and 73% (8) of OSW respondents confirmed that networking formed part of their service offering; and
- 97% (31) of EAP respondents and 82% (9) of OSW respondents confirmed that continuous monitoring and evaluation of EAP and OSW services are being conducted.

The two services that showed the highest deviation and points to differences between OSW and EAP were:

- 84% (27) of EAP respondents confirmed that various costing models were offered through the EAP while only 9% (1) of OSW respondents indicated that different costing models were applied to OSW services.
- 94% (30) of EAP respondents noted that crisis intervention formed part of the EAP services to organisations and their employees while only 55% (6) of OSW respondents confirmed that crisis intervention forms part of the OSW service offering.

In an effort to obtain a clearer understanding of these deviations, the researcher analysed the responses for costing models and crisis intervention in relation to the years of working experience by EAP and OSW respondents.

Table 5. 9: Scope of Practise, Costing Models in relation to Years Working Experience

| Years Working Experience | EAP / EWP / EHWP (n=32) | | | | | | Occupational Social Work (n=11) | | | | | |
| | No | | Yes | | Missing Data | | No | | Yes | | Missing Data | |
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
≤ 1 year	2	50.00%	1	3.70%	0	0.00%	0	0.00%	0	0.00%	1	25.00%
1.1 - 3 years	0	0.00%	1	3.70%	1	100%	1	16.67%	0	0.00%	0	0.00%
3.1 - 5 years	1	25.00%	4	14.81%	0	0.00%	1	16.67%	0	0.00%	0	0.00%
5.1 -7 years	0	0.00%	3	11.11%	0	0.00%	1	16.67%	0	0.00%	0	0.00%
7.1 - 10 years	0	0.00%	6	22.22%	0	0.00%	1	16.67%	0	0.00%	0	0.00%
≥ 10.1 years	1	25.00%	12	44.44%	0	0.00%	2	33.33%	1	100%	3	75.00%
Total	4	100%	27	100%	1	100%	6	100%	1	100%	4	100%

Discussion of Table 5.9

Table 5.9 depicts the responses in relation to costing models compared to years of working experience. Six OSW respondents noted that costing models do not form part of the scope of practise of OSW while four participants did not respond to the question. The majority of respondents who indicated that costing models do not form part of the OSW scope of practise or who did not respond to the question have been working in the field for longer than 10 years. The fact that four OSW respondents did not respond to the question and that most of these (3) have been working in the field for longer than 10 years, highlights that there may be confusion amongst OSW professionals/practitioners regarding whether this forms part of the OSW service or not. Four EAP respondents indicated that deciding on an appropriate costing model does not form part of the EAP scope of practise. Most of these individuals (2 – 50%) have been employed in the EAP for less than a year.

Table 5. 10: Crisis Intervention in relation to Years Working Experience

Years Working Experience	EAP / EWP / EHWP (n=32)						Occupational Social Work (n=11)					
	No		Yes		Missing Data		No		Yes		Missing Data	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
≤ 1 year	1	50.00%	2	6.67%	0	0.00%	0	0.00%	0	0.00%	1	25.00%
1.1 - 3 years	0	0.00%	2	6.67%	0	0.00%	0	0.00%	1	16.67%	0	0.00%
3.1 - 5 years	0	0.00%	5	16.67%	0	0.00%	1	100%	0	0.00%	0	0.00%
5.1 -7 years	0	0.00%	3	10.00%	0	0.00%	0	0.00%	1	16.67%	0	0.00%
7.1 - 10 years	0	0.00%	6	20.00%	0	0.00%	0	0.00%	1	16.67%	0	0.00%
≥ 10.1 years	1	50.00%	12	40.00%	0	0.00%	0	0.00%	3	50.00%	3	75.00%
Total	2	100%	30	100%	0	0.00%	1	100%	6	100%	4	100%

Discussion of Table 5.10

Table 5.10 depicts the responses in relation to crisis intervention compared to the years of working experience. One OSW respondent indicated that crisis intervention does not form part of the OSW scope of practise while four individuals did not respond to the question. This highlights that confusion exists pertaining to whether crisis intervention is offered as part of the OSW service offering.

5.5.5.2   Service Delivery & Practise Models

(Question 12)

The researcher is of the opinion that service delivery and practise models have been clearly defined in relation to OSW while in contrast to this, more emphasis is placed on the core technologies and scope of practise in the EAP field. In light of this, the questions posed in this section were aligned to the four positions identified in the Occupational Social Work Practise Model.

Figure 5. 10: Services aligned to Occupational Social Work Practise Model

Service Delivery aligned to Occupational Social Work Practise Model

Position	EAP (n=32)				OSW (n = 11)		
	Restorative Interventions	Preventative / Promotive	Workplace focussed	Work Person			
EAP (n=32)	87.50%	90.63%	93.75%	93.75%			
OSW (n = 11)	100.00%	100.00%	100.00%	100.00%			
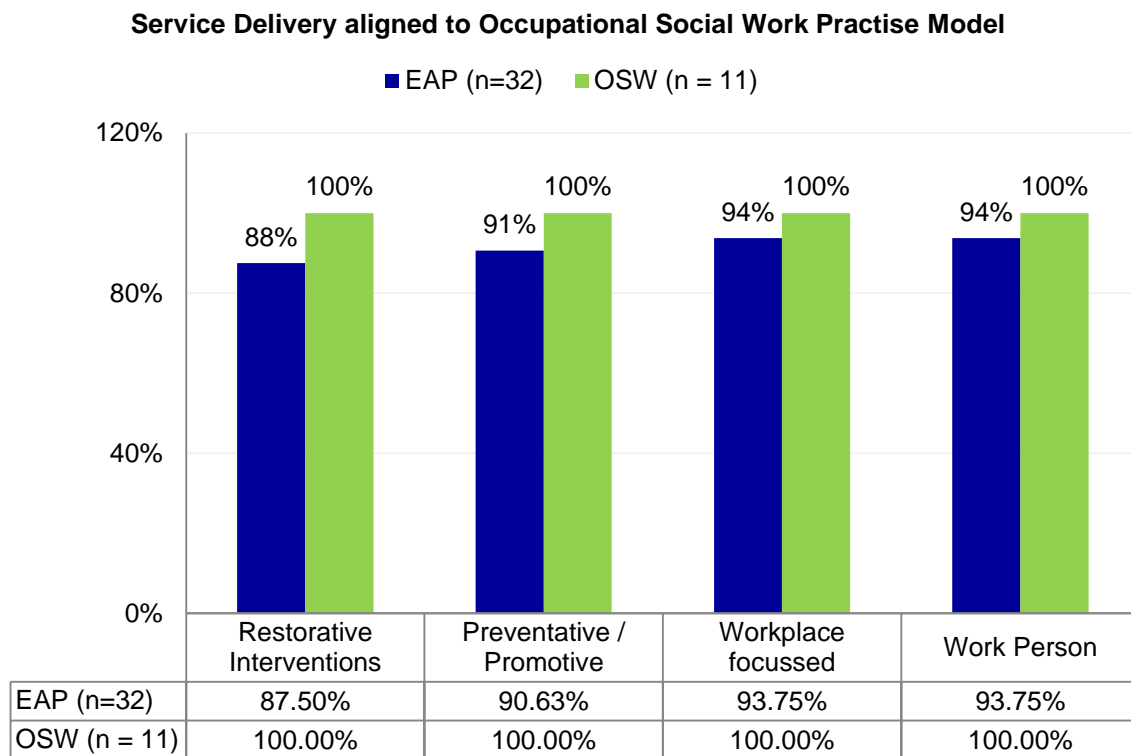
Table 5. 11: Service Delivery aligned to Occupational Social Work Practise Model: Number of Responses

Position	EAP (n=32)			OSW (n = 11)		
	No	Yes	Missing Data	No	Yes	Missing Data
Restorative Interventions	3	28	1	0	11	0
Preventative / Promotive	3	29	0	0	11	0
Workplace focussed	2	30	0	0	11	0
Work Person	2	30	0	0	11	0

Discussion of Figure 5.10 and Table 5.11

Figure 5.10 depicts the percentage of OSW and EAP respondents who provided a confirmatory response to the questions posed. All respondents from the OSW field indicated that they were offering restorative interventions, preventative/promotive interventions, workplace focussed interventions and work person interventions.

The majority of EAP respondents (93.75% - 30) indicated that they were offering workplace focussed and work person interventions. 90.63%(29) of EAP respondents confirmed that preventative/promotive interventions were offered through the EAP

while 87.50% of EAP respondents indicated that restorative interventions are offered. The results suggest that both EAP and OSW aim to provide all services to address all four positions identified through the Occupational Social Work Practise Model and points to another key similarity between the two fields.

5.5.5.3   Service Delivery - *Workplace Services*

(Question 13)

To gain a further understanding of the services delivered through the EAP and OSW respondents were requested to indicate specific types of services being offered as part of their programme.

Figure 5. 11: Detailed Breakdown of Workplace Services: Percentage of Responses

Detailed Breakdown of Workplace Services
(% of Respondents who answered Yes)

EAP (n=32)   OSW (n = 11)

Service	EAP	OSW
Work-family Interventions	81%	82%
Promotion of human rights practice, social justice and productivity	81%	55%
Individual Counselling (Therapeutic)	100%	100%
Family Counselling	94%	91%
Managerial Referral	97%	100%
Group Trauma Intervention	91%	91%
Financial Advice	94%	91%
Legal Advice	75%	64%
Training Interventions	88%	100%
Executive Health Assessments	81%	82%
Community Work	28%	64%

Table 5. 12: Detailed Breakdown of Workplace Services: Number of Responses

Workplace Service	EAP (n=32)			OSW (n = 11)		
	No	Yes	Missing Data	No	Yes	Missing Data
Work-family Interventions	6	26	0	2	9	0
Promotion of human rights practise, social justice and productivity	6	26	0	1	6	4
Individual Counselling (Therapeutic)	0	32	0	0	11	0
Family Counselling	2	30	0	1	10	0
Managerial Referral	1	31	0	0	11	0
Group Trauma Intervention	1	29	2	1	10	0
Financial Advice	2	30	0	1	10	0
Legal Advice	6	24	2	4	7	0
Training Interventions	3	28	1	0	11	0
Executive Health Assessments	6	26	0	2	9	0
Community Work	21	9	2	4	7	0

Discussion of Figure 5.11 and Table 5.12

Figure 5.11 depicts the percentage of OSW and EAP respondents who provided a confirmatory response to the questions posed. The results are as follows:

- 100% of EAP and OSW respondents confirmed that individual counselling was offered as a part of their services;
- 100% of OSW respondents and 97% (31) of EAP respondents indicated that managerial referral services were offered to their client systems;
- 100% of OSW respondents and 88% (28) of EAP respondents confirmed that training interventions were being conducted;
- 94% (30) of EAP respondents 91% (10) of OSW respondents confirmed the rendering of family counselling;
- 94% (30) of EAP respondents 91% (10) of OSW respondents denoted that financial advice is being offered to clients,
- 91% (29) of EAP respondents and 91% (10) of OSW respondents confirmed that group trauma interventions were conducted in response to critical incidents taking place in the work environment;
- 82% (9) of OSW respondents and 81% (26) of EAP respondents agreed that work-family interventions were offered;

- 82% (9) of OSW respondents and 81% (26) of EAP respondents indicated that executive health assessments were being conducted;

The most prominent differences in services being offered pertained to:

- 64% (7) of OSW respondents indicated that they were involved in community work compared to 28% (9) of EAP respondents.
- 81% (26) of EAP respondents noted that services offered through the EAP aimed to promote human rights practise, social justice and productivity compared to 55% (6) of OSW respondents;
- 75% (24) of EAP respondents confirmed that legal advice is being offered compared to 64% (7) of OSW respondents.

In order to gain a better understanding of differences highlighted in relation to the workplace services being offered an analysis was undertaken based on the years of service by respondents.

Table 5. 13: Community Work as a Workplace Services in relation to Years Working Experience

Years Working Experience	EAP / EWP / EHWP (n=32)						Occupational Social Work (n=11)					
	No		Yes		Missing Data		No		Yes		Missing Data	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
≤ 1 year	1	4.76%	1	11.11%	1	50.00%	0	0.00%	1	14.29%	0	0.00%
1.1 - 3 years	0	0.00%	2	22.22%	0	0.00%	1	25.00%	0	0.00%	0	0.00%
3.1 - 5 years	5	23.81%	0	0.00%	0	0.00%	1	25.00%	0	0.00%	0	0.00%
5.1 -7 years	3	14.29%	0	0.00%	0	0.00%	1	25.00%	0	0.00%	0	0.00%
7.1 - 10 years	3	14.29%	2	22.22%	1	50.00%	0	0.00%	1	14.29%	0	0.00%
≥ 10.1 years	9	42.86%	4	44.44%	0	0.00%	1	25.00%	5	71.43%	0	0.00%
Total	21	100%	9	100%	2	100%	4	100%	7	100%	0	0.00%

Discussion Table 5.13

Table 5.13 focuses on community work as an OSW and EAP workplace service in relation to the years working experience of respondents. It is evident that the majority of EAP respondents (21) indicated that community work is not a workplace service offered through the EAP. Most of the EAP respondents who indicated that community

service does not form part of the EAP service offering have been working in the EAP field for more than 10 years. This highlights that the majority of responses relating to community work are based on the perceptions of EAP practitioners/professionals who have extensive experience in and knowledge of their respective fields as they have been employed in these fields for more than 10 years. The researcher is of the opinion that this could confirm that community work does not form part of the EAP services available to organisations.

Table 5. 14: Promotion of human rights practise, social justice and productivity as a Workplace Services in relation to Years Working Experience

Years Working Experience	EAP / EWP / EHWP (n=32)						Occupational Social Work (n=11)					
	No		Yes		Missing Data		No		Yes		Missing Data	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
≤ 1 year	0	0.00%	3	11.54%	0	0.00%	0	0.00%	0	0.00%	1	25.00%
1.1 - 3 years	0	0.00%	2	7.69%	0	0.00%	0	0.00%	1	16.67%	0	0.00%
3.1 - 5 years	0	0.00%	5	19.23%	0	0.00%	1	100.00%	0	0.00%	0	0.00%
5.1 -7 years	1	16.67%	2	7.69%	0	0.00%	0	0.00%	1	16.67%	0	0.00%
7.1 - 10 years	2	33.33%	4	15.38%	0	0.00%	0	0.00%	1	16.67%	0	0.00%
≥ 10.1 years	3	50.00%	10	38.46%	0	0.00%	0	0.00%	3	50.00%	3	75.00%
Total	6	100%	26	100%	0	0 %	1	100%	6	100%	4	100%

Discussion Table 5.14

Table 5.14 focuses on the promotion of human rights, social justice and productivity as an OSW and EAP workplace service in relation to the years working experience of respondents. Six OSW respondents indicated that OSW focussed on the promotion of human rights, social justice and productivity. Four OSW respondents chose not to answer the question which could point to uncertainty relating to whether these services are being offered. Three (75%) of the respondents have been working in the OSW field for more than 10 years. This could possibly point to the fact that experienced individuals are not aware of the renewed focus of OSW services on the promotion of human rights, social justice and productivity as part of the developmental approach to occupational social work.

Table 5. 15: Legal advice as a Workplace Services in relation to Years Working Experience

Years Working Experience	EAP / EWP / EHWP (n=32)						Occupational Social Work (n=11)					
	No		Yes		Missing Data		No		Yes		Missing Data	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
≤ 1 year	0	0.00%	2	8.33%	1	50.00%	0	0.00%	1	14.29%	0	0.00%
1.1 - 3 years	2	33.33%	0	0.00%	0	0.00%	0	0.00%	1	14.29%	0	0.00%
3.1 - 5 years	1	16.67%	4	16.67%	0	0.00%	0	0.00%	1	14.29%	0	0.00%
5.1 -7 years	0	0.00%	3	12.50%	0	0.00%	1	25.00%	0	0.00%	0	0.00%
7.1 - 10 years	1	16.67%	5	20.83%	0	0.00%	1	25.00%	0	0.00%	0	0.00%
≥ 10.1 years	2	33.33%	10	41.67%	1	50.00%	2	50.00%	4	57.14%	0	0.00%
Total	6	100%	24	100%	2	100%	4	100%	7	100%	0	0%

Discussion Table 5.15

Table 5.15 focuses on legal advice as an OSW and EAP workplace service in relation to the years working experience of respondents. Four OSW respondents indicated that legal advice was not a part of the OSW services offered compared to six EAP respondents. Most of the OSW and EAP respondents that indicated legal advice do not form part of their service offerings have been working in the field for longer than 10 years. The researcher is of the opinion that this could potentially indicate that legal services are not a part of the OSW service offering as given the tenure of these respondents, they should be familiar with the services that are on offer. Alternatively, this could mean that the relevant respondents were not informed or trained in relation to the inclusion of legal services as part of the OSW services on offer.

5.5.5.4   Similarities between OSW and EAP

(Question 14)

Respondents were asked to identify similar tasks shared by OSW and EAP. It should be noted that respondents were allowed the opportunity to provide multiple similarities between OSW and EAP. The similarities that were identified are depicted in the table below.

Table 5. 16: Similarities between EAP and OSW

Similarities Identified	Number (n=92)	%
Individual Counselling	18	19.57%
Family Counselling	8	8.70%
Trauma Debriefing (Individual & Group)	6	6.52%
Organisational Consultation	6	6.52%
Training	6	6.52%
Preventative/Proactive Interventions	5	5.43%
All services are similar	4	4.35%
Marketing	3	3.26%
Assessment of employee needs and challenges	3	3.26%
Referral Services	2	2.17%
Monitoring and Evaluation	2	2.17%
Restorative interventions	2	2.17%
Crisis Intervention	2	2.17%
Short-term Intervention	2	2.17%
Both strive to enhance the well-being of the individual to increase productivity.	2	2.17%
Networking & Stakeholder Management	2	2.17%
Record-Keeping	1	1.09%
Strategic planning of integrated services	1	1.09%
Confidentiality	1	1.09%
Workplace focused - risk assessment	1	1.09%
Workplace based interventions that have a positive impact on the overall health and wellbeing of individuals, teams, organisational practises to ensure improved performance and productivity	1	1.09%
Managerial/Supervisory Training	1	1.09%
Incapacity and disability support services	1	1.09%
Conflict Mediation	1	1.09%
Executive Health support i.e. medical assessments and support of executives	1	1.09%
Financial Advice	1	1.09%
Work person-focused - coaching	1	1.09%
Case Management	1	1.09%
Group Work	1	1.09%
Community based support i.e. assisting families/schools with appropriate interventions	1	1.09%
Absenteeism and sick leave management	1	1.09%
Induction Programmes	1	1.09%
Promotion of Human Rights	1	1.09%
Legal advice	1	1.09%
Managerial Consultation	1	1.09%
Total	92	100.00%

Similarities between EAP and OSW in Table 5.16 were identified based on the total combined number of respondents, despite the fact that more EAP than OSW respondents had participated.

Discussion of Table 5.16

The most prominent similarities identified by respondents include; individual counselling, family counselling, trauma debriefing (individual and group), organisational consultation and training interventions.

Four respondents indicated that all the services offered through the EAP and OSW are similar and there were no distinguishing factors between the two fields.

The list of similarities corresponds with the overall results of the various sections in this study and confirms that there is confusion between the uniqueness of the OSW and EAP fields.

5.5.5.5   Differences between OSW & EAP

(Question 15)

5.5.5.5.1 Tasks unique to OSW

Respondents were asked to identify tasks unique to OSW. It should be noted that respondents were allowed the opportunity to provide multiple tasks unique to OSW. The following responses were received.

Table 5. 17: Tasks Unique to OSW

Tasks unique to Occupational Social Work	Number (n=25)	%
Focus is on the individual	4	16.00%
Occupational Social Work and EAP are similar programmes	3	12.00%
Four Positions of the Occupational Social Work Practise Model	3	12.00%
Community Involvement	2	8.00%
Long-term counselling model	1	4.00%
Comprehensive assessment of organisational systems and practises	1	4.00%
Application of the principles of structural social work	1	4.00%
Family Counselling	1	4.00%
Home visits	1	4.00%
Initial debriefing	1	4.00%
Trauma debriefing	1	4.00%
HIV/AIDS awareness	1	4.00%
Disability Management	1	4.00%
Interventions can be focused on the individual, his/her family or the organisation at large.	1	4.00%
The philosophical underpinnings (person-in-environment fit)	1	4.00%
Therapeutic services	1	4.00%
In-house appointment (Internal social worker appointed)	1	4.00%
Total	25	100.00%

Discussion of Table 5.17

The responses in this section again points to confusion relating to the uniqueness of the OSW field compared to the EAP field. Most respondents indicated that the key differentiator between EAP and OSW is that the OSW field focuses on the individual. The researcher believes that the results from previous sections point to the fact that this is a misconception by EAP practitioner/professionals in relation to the OSW field as the results indicate that OSW focuses on the individual and the organisation as client systems. Three respondents noted that the four positions of the Occupational Social Work practise model is another task unique to OSW. The researcher agrees that while these four positions are uniquely identified in OSW related literature, the services offered through these positions are also being offered in the EAP sphere.

Three individuals commented that OSW and EAP are similar programmes with no unique tasks being offered.

5.5.5.5.2 Tasks unique to EAP

Respondents were requested to identify tasks unique to the EAP. It should be noted that respondents were allowed the opportunity to provide multiple tasks unique to EAP. A total of 53 responses were provided as depicted in the table below.

Table 5. 18: Tasks Unique to EAP

Tasks unique to EAP	Number (n=53)	%
Financial Advice / Support	5	9.43%
Legal Advice / Support	5	9.43%
Occupational Social Work and EAP are similar programmes	4	7.55%
Individual Counselling	3	5.66%
Managerial support	2	3.77%
Organisational Consultation	2	3.77%
Health Advice	2	3.77%
Management / Supervisory training	2	3.77%
Awareness/Induction programmes	2	3.77%
Proactive programmes	2	3.77%
Training on wellness topics (finance, retirement)	2	3.77%
Services offered to family members	1	1.89%
Marketing of EAP	1	1.89%
Access to range of professionals	1	1.89%
Confidentially allowing employees to access the service without fear of exposure	1	1.89%
Access to statistical information including data from family members	1	1.89%
Different service models (in-house, external or combination)	1	1.89%
Continuous monitoring & evaluation	1	1.89%
Executive Health Assessment	1	1.89%
Focus on the individual solely	1	1.89%
Focus is multi-dimensional (Physical, Spiritual, Financial, Social, Emotional, Environmental and Career/Job wellness)	1	1.89%
Risk Assessment	1	1.89%
Involvement in Health and Safety	1	1.89%
Family counselling	1	1.89%
Community involvement	1	1.89%
Short-term interventions	1	1.89%
EAP Standards	1	1.89%
Case Management services	1	1.89%
Promotion of Sport and Recreation activities	1	1.89%
Promote psychosocial wellness	1	1.89%
Promote organisation wellness	1	1.89%
Needs assessment	1	1.89%
Return on Investment (ROI) analysis	1	1.89%
Total	53	100.00%

Discussion of Table 5.18

The responses in this section again points to confusion regarding the unique tasks offered through the EAP in comparison to OSW. Most respondents indicated that the offering of legal and financial advisory services is what distinguishes the EAP from OSW. This is confirmed to some extent, but the results in Section 5.5.5.3 (Workplace Services) where results indicated that 75% (24) of EAP respondents agreed that legal advice is being offered compared to 64% (7) of OSW respondents. However, more than 91% of EAP and OSW respondents indicated that they offer financial services to their clients.

Four individuals commented that EAP and OSW are similar programmes with no unique tasks being offered.

5.5.6 *SECTION 6: Statutory requirements for practise and registration with professional associations*

The aim of this section was to obtain information regarding the statutory requirements for EAP and OSW practise and registration with profession associations.

5.5.6.1   EAP as domain of Social Work

(Question 16)

The question aimed to identify whether EAP and OSW practitioners/professionals feel that the EAP should be the domain of social worker.

Figure 5. 12: EAP Domain of Social Work

EAP Domain of Social Work
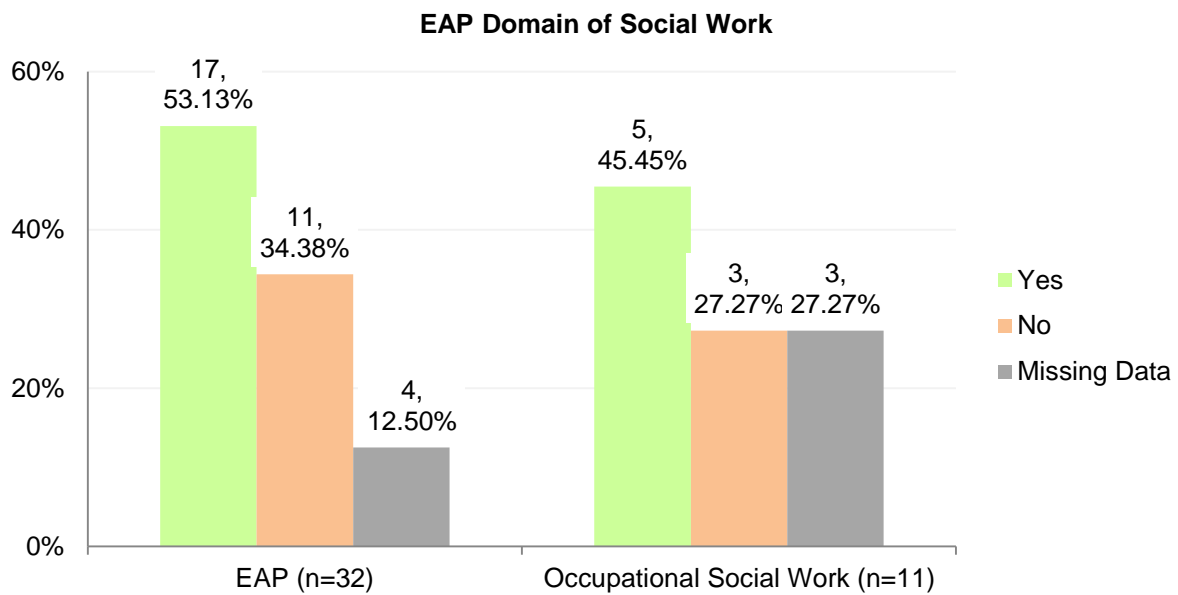
Discussion of Figure 5.12

The responses to this question were varied. Most EAP respondents (53.13% - 17), as well as, OSW respondents (45.45%) felt that EAP is the domain of Social Work. The results are not conclusive with less than 60% of the respondents providing a confirmatory response.

5.5.6.2   Profession most suitable to do EAP work

(Question 17)

As identified in the literature review, various professions are involved in the rendering of EAP services. Respondents were requested to identify the profession that they felt were most suitable to do EAP work.

Figure 5. 13: Profession most suitable to do EAP work

Profession most suitable to do EAP work

■ EAP (N = 32)   ■ OSW (N = 11)

Social Worker: EAP 56.25%, OSW 54.55%
Registered Counsellor: EAP 15.63%, OSW 0.00%
Other: EAP 9.38%, OSW 18.18%
Human Resources Practitioner/Professional: EAP 9.38%, OSW 0.00%
Psychologist: EAP 6.25%, OSW 0.00%
Missing Data: EAP 3.13%, OSW 27.27%
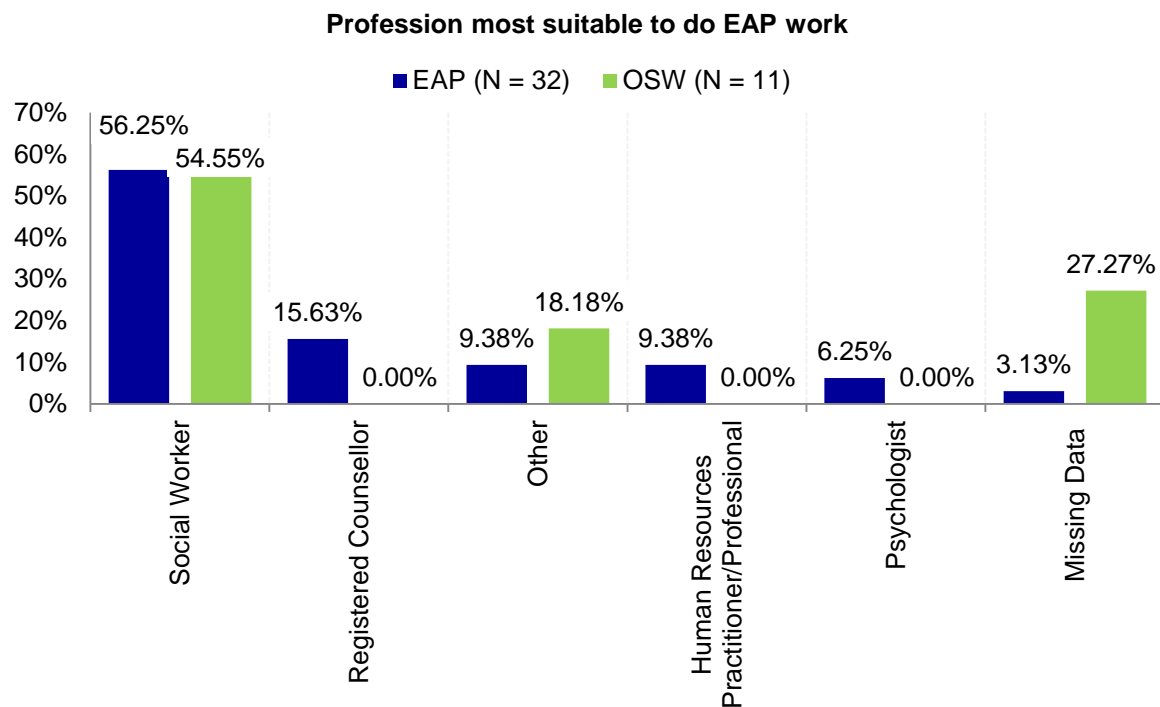
Discussion of Figure 5.13

The majority of EAP (56.25% - 18) of EAP respondents felt that social work is the profession most suitable to do EAP services. Most OSW respondents (54.55% - 6) also felt that social work is the profession most suitable to do EAP work. 15.63% (5) of EAP respondents indicated that registered counsellors were the profession most suitable to do EAP work.

Those individuals who selected "other" were requested to provide more detail. Most respondents indicated that a multi-professional approach is necessary in rendering EAP services. Responses included the following:

- "The social worker is only for the social and mental part. Psychologist is only for Therapeutic counselling. The EAP field is much more. We are dealing with a person as a whole from nutrition, fitness, health and emotional side. I think we cannot concentrate on social workers that are the only one that dealing with EAP. You must also have knowledge on HR policies. Employees are absent for reasons maybe they are sick or have family problems";
- "It needs to resort under a multi professional manager";

- "Employee Wellness Practitioner";

- "I'm dreaming of the day where the following structure operates within the workplace: A Employee Wellness Structure, with the Employee Wellness Practitioner as Head, with the second level of reporting staff - A minister of religion (for Spiritual wellness), Financial adviser (Financial wellness), Environment officer (environmental wellness), Health Practitioner (Physical wellness), Job/Career counsellor (Career/Job wellness), Social Worker (Social wellness) and Psychologist (Emotional wellness). If you can dream it, it is possible!";

- "I would not classify the EAP as the domain of solely social work, but rather that of both social workers and psychologists that have the ability to work in a broad brush approach. This for me is a major requirement for working within an EAP";

- "It depends on the individual's interest. All of the above professions can be suited, but if one has to narrow it down I would suggest Social Work".

It is the view of the researcher that the multi-professional team rendering EAP is one of the key differences between OSW and EAP. Social workers are adequately trained and skilled to provide EAP services but by collaborating with other professionals a more holistic EAP service is rendered to employees and organisations.

5.5.6.3   Certification of professionals

(Question 18.1)

The section aimed to assess whether respondents are in favour of the certification of professionals.

Table 5. 19: Certification of Professionals

In favour of the following: Certification of professionals	EAP		OSW	
	Number (n=32)	%	Number (n=11)	%
No	1	3.13%	0	0.00%
Yes	28	87.50%	7	63.64%
Missing Data	3	9.38%	4	36.36%
Total	32	100.00%	11	100.00%

Discussion of Table 5.19

Most of the EAP respondents (87.5% - 28) indicated that they are in favour of certification of Professionals. This aligns to the literature that indicates that EAPA-SA (2017) awards four designations of SAQA approved accreditations, namely EAP coordinator, EAP practitioner, EAP professional and EAP specialist but EAP does not require registration with a statutory body. 63.64% (7) of OSW respondents are in favour of certification of professionals. It should be noted that, OSW requires registration with a statutory body, namely the South African Council for Social Services.

5.5.6.4   Accreditation of programmes

(Question 18.2)

The section aimed to assess whether respondents are in favour of the accreditation of programmes.

Table 5. 20: Accreditation of Programmes

In favour of the following: Accreditation of programmes	EAP		OSW	
	Number (n=32)	%	Number (n=11)	%
No	2	6.25%	0	0.00%
Yes	27	84.38%	8	72.73%
Missing Data	3	9.38%	3	27.27%
Total	32	100.00%	11	100.00%

Discussion of Table 5.20

Twenty-seven (84.38%) of EAP respondents were in favour of accreditation of EAP programmes compared to 72.73% (8) of OSW participants. The results suggest that most respondents, from both fields, feel that accreditation of programmes will be a positive outcome for the fields of OSW and EAP.

5.5.6.5   Expectations of SAOSWA

(Question 19)

The OSW respondents, who participated in the research study, were asked to list their expectations of the South African Occupational Social Workers' Association (SAOSWA) as a professional association. It should be noted that respondents were provided with the opportunity to offer multiple expectations. Similar responses were categorised together in order to provide meaningful results.

Table 5. 21: Expectations of SAOSWA as identified by Occupational Social Workers

Expectations of SAOSWA	Number (n=10)	%
More training and development (with CPD points)	7	70.00%
Networking opportunities	2	20.00%
Accreditation at SACSSPs as Occupational Social Workers	1	10.00%
Total	10	100.00%

Discussion of Table 5.21

From the above table it is evident that most respondents indicated that they would like SAOSWA to arrange more training and development opportunities and furthermore, that these opportunities would allow for them to obtain CPD points. Other expectations of SAOSWA related to more frequent networking opportunities and the accreditation of all SAOSWA members as occupational social workers by SACSSP.

5.5.6.6   Expectations of EAPA-SA

(Question 20)

The EAP respondents, who participated in the research study, were requested to list their expectations of the Employee Assistance Professionals Association of South Africa (EAPA-SA) as a professional association. It should be noted that respondents were afforded the opportunity to provide multiple responses. Similar responses were categorised together in order to provide meaningful results.

Table 5. 22: Expectations of EAPA-SA as identified by EAP practitioners/professionals

Expectations of EAPA-SA	Number (n=31)	%
Regular and on-going training, support and development of professionals and service providers (including electronic training interventions)	8	25.81%
Monitoring and auditing of service providers & EAP practitioners/professionals to ensure compliance with standards and quality service delivery	6	19.35%
Promotion of the EAP field/profession	3	9.68%
Advocate for the inclusion of EAP as a specialist field in social work /registration of EAP professionals	2	6.45%
Regulation of Industry	2	6.45%
Networking with relevant stakeholders (Corporate & Government)	2	6.45%
Compulsory membership of individuals practising in the EAP field	1	3.23%
Annual conference to be hosted in Gauteng where most practitioners are located	1	3.23%
Specialised registration	1	3.23%
Indemnity insurance obtainable through EAPA-SA	1	3.23%
To engage the Public Service Departments to appoint officials who are registered with the Professional body and who have degree in Social Science.	1	3.23%
Workshop the Wellness Management Policy for the Public Service	1	3.23%
Be more visible and accessible	1	3.23%
Development of Workplace Programmes	1	3.23%
Total	31	100.00%

Discussion of Table 5.22

The majority of respondents (8 – 25.81%) indicated that they expected EAPA-SA to provide regular and on-going training, support and development of professionals and service providers which includes the offering of electronic training interventions. 19.35% of responses related to the monitoring and auditing of EAP service providers and practitioners/professionals to ensure compliance with the EAP standards and offering of quality services. Other key expectations included the promotion of the EAP field/profession, advocating for the inclusion of EAP as a specialised field in social work, registration of EAP professionals, regulation of industry and networking with relevant stakeholders including both Government and Corporate entities.

5.6   Conclusion

The empirical investigation has revealed several similarities and some differences between OSW and EAP. The findings of the empirical investigation are discussed in more detail in Chapter six of this study and relevant conclusions and recommendations are included to address the findings.

CHAPTER 6: KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

The researcher conducted this study in an attempt to explore and describe the similarities and differences between EAP and OSW. As such, a literature review pertaining to the fields of EAP and OSW was carried out. Following the literature review, the researcher conducted a quantitative research study, through an online survey, to assess the perceptions of OSW and EAP practitioners/professionals relating to their service delivery and practise models, core technologies or functions, scope of practise, client systems, statutory requirements for practise and registration with professional associations.

It became evident from the literature review that limited research is available where the fields of OSW and EAP are compared, but the literature focussing on EAP and OSW separately did highlight that these two terms are used interchangeably and that there is confusion amongst practitioners and researchers regarding the specific nature of, and tasks, associated with OSW and EAP.

The aim with Chapter six is to highlight the key findings of the literature study and empirical research conducted and to provide recommendations based on these findings.

6.2 Findings of the study

The literature review yielded meaningful information related to the fields of OSW and EAP while the empirical investigation depicted the perceptions that OSW and EAP practitioners/professionals have related to their chosen field of practise. The key findings of the study can be summarised as follow.

6.2.1 Similarities between OSW and EAP

The literature review and empirical investigation revealed several similarities between OSW and EAP. The most prominent similarities include:

- **Historical overview**

It is evident that the history and development of OSW and EAP within the international and South African context are closely associated with each other.

- **Client systems**

Both the EAP and OSW fields view their client systems to include employees, their dependants and the organisation. Furthermore, both OSW and EAP view the individual and their dependants, as a part of a larger system which includes the work system. This highlights that the systems theory can be seen as the theoretical framework underpinning both these fields.

- **Core technologies**

The core technologies of consultation, training and development, therapeutic intervention, marketing, networking and monitoring and evaluation are offered by both the EAP and OSW. It should be noted that limited literature could be found relating to monitoring and evaluation as a core technology of OSW. However, from the empirical investigation conducted, it was evident that most OSW respondents acknowledged that monitoring and evaluation does form part of the core functions of OSW.

- **Scope of practise, service delivery and practise models**

The majority of services described in the sections focussing on scope of practise and service delivery are being offered by both the EAP and OSW. These services include the establishment and management of an advisory committee, organisational profiling, involvement in the decision of a service delivery model, compiling a EAP/OSW policy; compilation of an operational guideline, designing and implementing an implementation plan for services, staffing of programmes, regular professional consultation and supervision of staff members, professional development of staff, maintaining confidentiality, record keeping; obtaining professional liability insurance, adhering to a set of ethical guidelines; offering trauma management services, assessment of individuals requiring support, referring individuals to specialised services; offering short-term interventions, case monitoring and evaluation, rendering aftercare and re-integration services, consultation with the work organisation, offering training interventions, marketing of the services, offering proactive/preventative

services, networking; continued monitoring and evaluation of the entire service offering, offering restorative interventions, offering workplace focussed interventions, offering work-person interventions, individual counselling, managerial referrals, family counselling, financial interventions, group trauma interventions, work-family interventions and executive health assessments.

- **Statutory requirements and registration with associations**

Both EAP and OSW have national associations, namely SAOSWA for OSW and EAPA-SA for EAP. It should be noted EAPA-SA has been recognised by SAQA as a professional association but SAOSWA has not been awarded this recognition by SAQA. From the empirical study it was evident that both OSW and EAP practitioners/professionals were in favour of the accreditation and certification of programmes.

A key recommendation made by both EAP and OSW respondents to EAPA-SA and SAOSWA pertained to more frequent training opportunities for their members and if possible to link these training interventions to obtaining CPD points.

6.2.2 Differences between OSW and EAP

The literature review and empirical investigation revealed distinct differences between OSW and EAP. The most prominent differences between the two fields include:

- **Registration with statutory body**

The literature study revealed that OSW requires registration with a statutory body while EAP does not and furthermore, that OSW is recognised a specialist field in social work while EAP does not have this formal recognition. This was corroborated by the empirical study where respondents recommended for EAPA-SA to advocate for the inclusion of EAP as a specialised field of social work.

- **Occupational settings**

Both the literature review and empirical study confirmed that all OSW professionals are social workers while the EAP is represented by a range of professionals including, but not limited to, social workers, psychologists and registered counsellors.

- **Scope of practise, service delivery and practise models**

The literature review highlighted that service delivery and practise models have been clearly defined in relation to OSW while in contrast to this, more emphasis is placed on the core technologies and scope of practise in the EAP field. The empirical investigation emphasised the following as the most prominent differences between OSW and EAP in relation to the scope of practise and service delivery and practise models:

  o EAP professionals/practitioners are involved in the decision relating to costing models while OSW professionals/practitioners are not involved in this service.
  o Most EAP respondents indicated that crisis intervention forms part of the EAP services while only 55% of OSW respondents noted that this is service offered through OSW.
  o Most OSW respondents indicated that community work is a service offered through OSW while only a few EAP respondents noted that it is a service offered through the EAP.
  o The majority of EAP respondents indicated that EAP services aim to promote human rights practise, social justice and productivity while lesser OSW respondents confirmed that this forms part of the OSW services.
  o A greater percentage of EAP respondents confirmed that legal advice is being offered through the EAP compared to OSW respondents

6.3 Conclusions of the study

The findings of the study indicate that there are more similarities between the fields of EAP and OSW than differences. The overall impression is that both EAP and OSW aims to assist employees presenting with personal and work related difficulties in an

effort to increase organisational performance and effectiveness. The core technologies, scope of practise and service delivery and practise models for OSW and EAP are closely linked which contributes to confusion regarding the differences between these two fields. The researcher is of the opinion that both these fields are moving towards an integrated approach to overall employee wellness that not only focuses on counselling interventions for individuals or groups but includes practical advice such as financial guidance; assessing, addressing and monitoring the physical and psychological health of employees through health assessments, therapeutic interventions and reintegration of employees in the work environment, networking with internal and external role-players and consulting with organisations to ensure organisational resilience.

Although similarities are evident there are also distinct differences that distinguish EAP from OSW. These differences include the recognition of OSW as a specialist field of social work while EAP is not afforded this recognition. The occupational groups offering EAP services are more diverse than OSW and differ in specific services incorporated in either the EAP or OSW service offering, including community work, costing models, legal advice, crisis intervention and the promotion of human rights practise, social justice and productivity.

6.4   Recommendations

The following key recommendations are made in light of the findings of this study:

- Replicating the study under investigation with a bigger sample size, specifically relating to OSW practitioners/professionals. This would ensure that generalisations made are representative of the entire OSW population.
- Further studies are required to clearly differentiate between the fields of OSW and EAP. The researcher believes that it would be beneficial to study each of the following aspects in isolation to obtain an in-depth understanding of the respective fields: service delivery and practise models, core technologies or functions, scope of practise, client systems, statutory requirements for practise and registration with professional associations. It would also be useful to conduct research based on specific tasks being conducted by each of the fields such as referral procedures, the nature of counselling interventions, legal and

financial advisory services and additional service offerings such as executive medicals, community outreach and health risk assessments.

- Collaboration is required between the two associations, SAOSWA and EAPA-SA, to discuss the differences and similarities between these two fields and decide on the best way forward for each of these fields of practise as well as strategies to strengthen the relationships between OSW and EAP practitioners/professionals.

- Both SAOSWA and EAPA-SA should consider conducting regular and on-going training relating to relevant topics for their members. If possible, the associations should consider linking these training interventions to obtaining CPD points for professionals. Training interventions could be conducted through face-to-face interventions but these associations should also consider conducting internet based (online) training interventions to ensure a larger population is reached.

- The researcher is of the opinion that EAP should be identified as a specialist field in social work. This is corroborated by the empirical research study where respondents recommended for EAPA-SA to advocate for the inclusion of EAP as a specialised field in social work.

- A greater understanding is necessary of the type of legal advice being offered through EAP and OSW and whether this service is relevant and in line with the scope of practise of both fields. The researcher believes that only legal advice is being offered through the EAP and OSW. The researcher is of the opinion that legal representation during court proceedings does not form of the EAP and OSW service offerings or scope of practise and should not form part of the services available to employees or organisations going forward.

- The crisis interventions being offered through both EAP and OSW should be clearly defined to ensure that all practitioners/professionals have the necessary understanding of what this entails.

- EAPA-SA should investigate the need for community services within the EAP field and whether it would be appropriate to offer such service. In line with this, EAP practitioners/professionals could play a supportive role to organisations with regard to the community social responsibility actions and provide them with valuable resources obtained through networking.

- Further research is advised pertaining to monitoring and evaluation as a core function of OSW followed by standardisation of OSW monitoring and evaluation activities to ensure consistent, effective and efficient implementation.
- The researcher believes that SAOSWA should consider approaching SAQA to obtain accreditation as a professional association.
- EAPA-SA should consider implementing processes to monitor and evaluate EAP service providers. Auditing of service providers should be standardised and could be conducted annually to ensure that services offered to organisations and employees are of the highest quality.
- Regular networking opportunities should be provided for EAP and OSW practitioners/professionals respectively. This could be done through quarterly branch meetings, annual conferences and creating online groups where discussions around EAP/OSW topics are facilitated.

6.5   Evaluation of the research goal, objectives and question

6.5.1   Summary

The goal of the research was to compare Occupational Social Work and Employee Assistance Programmes within the South African context. The objectives of the study were:

- To theoretically conceptualise Employee Assistance Programmes and Occupational Social Work;
- To explore and describe the similarities between Occupational Social Work and Employee Assistance Programmes in theory and practise; and
- To explore and describe the differences between Employee Assistance Programmes and Occupational Social Work in theory and practise, from the respondents' perspective.

The research question for the study was 'What are the differences and similarities between Employee Assistance Programmes and Occupational Social Work in Theory and Practise?'

6.5.2   *Findings*

The researcher believes that the goal of the study was met and that the research was able to compare Occupational Social Work and Employee Assistance Programmes. The researcher also believes that the three objectives outlined in the summary section were met.

Objective 1: To theoretically conceptualise Employee Assistance Programmes and Occupational Social Work

The researcher achieved this objective through the two literature studies that focussed on providing a theoretical overview of EAPs and OSW. The researcher consulted both South African and international research to contextualise the fields of OSW and EAP.

Objective 2: To explore and describe the similarities between Occupational Social Work and Employee Assistance Programmes in theory and practise, from the respondents' perspectives.

This objective was achieved through the facilitation of the online survey. The data analysis process and findings of the empirical data allowed for insight in to the perceptions of respondents relating to similarities between OSW and EAP in theory and practise. Several similarities between OSW and EAP were identified and described throughout the study.

Objective 3: To explore and describe the differences between Occupational Social Work and Employee Assistance Programmes in theory and practise, from the respondents' perspectives.

This objective was also achieved through the facilitation of the online survey. The data analysis process and findings of the empirical data allowed for insight in to the perceptions of respondents relating to differences between OSW and EAP in theory and practise. A few differences between OSW and EAP were identified and described throughout the study.

The researcher further believes that the research question has been addressed through the literature review as well as the empirical study that was conducted and

that key differences and similarities between OSW and EAP were identified throughout the study.

6.6 Conclusion

The researcher trusts that the findings of this study offer a valuable contribution to the empirical knowledge and existing knowledge base regarding the fields of EAP and OSW within the South African context. The study further highlights key similarities and differences between the fields of OSW and EAP that could be used in future studies.

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Annexure A: Declaration of originality

Full names	Marisa Pretorius
Student number	97124682
Topic of work	A comparative study between Employee Assistance Programmes and Occupational Social Work: A Quantitative View

Declaration

1. I understand what plagiarism is and am aware of the University's policy in this regard.

2. I declare that this assignment (e.g. essay, report, project, assignment, dissertation, thesis, etc.) is my own original work. Where other people's work has been used (either from a printed source, internet or any other source), this has been properly acknowledged and referenced in accordance with the requirements as stated in the University's plagiarism prevention policy.

3. I have not used another student's past written work to hand in as my own.

4. I have not allowed, and will not allow, anyone to copy my work with the intention of passing it off as his or her own work.

Signature:

Annexure B: Proof of ethical clearance

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Faculty of Humanities
Research Ethics Committee

20 March 2018

Dear Ms Pretorius

Project:	A comparative study between Employee Assistance Programmes and Occupational Social Work: a quantitative view
Researcher:	MM Pretorius
Supervisor:	Prof L Terblanche
Department:	Social work and Criminology
Reference number:	97124682 (GW20180231HS) (Group research)

Thank you for your response to the Committee's correspondence of 18 March 2018.

I have pleasure in informing you that the Research Ethics Committee formally **approved** the above study at an *ad hoc* meeting held on 20 March 2018. Data collection may therefore commence.

Please note that this approval is based on the assumption that the research will be carried out along the lines laid out in the proposal. Should your actual research depart significantly from the proposed research, it will be necessary to apply for a new research approval and ethical clearance.

We wish you success with the project.

Sincerely

Prof Maxi Schoeman
Deputy Dean: Postgraduate and Research Ethics
Faculty of Humanities
UNIVERSITY OF PRETORIA
e-mail: tracey.andrew@up.ac.za

cc: Prof L Terblanche (Supervisor)
Prof A Lombard (HoD)

Research Ethics Committee Members: Prof MME Schoeman (Deputy Dean); Prof KL Harris; Dr L Blokland; Dr K Booyens; Dr A-M de Beer; Ms A dos Santos; Dr R Fasselt; Ms KT Govinder; Dr E Johnson; Dr W Kelleher; Mr A Mohamed; Dr C Puttergill; Dr D Reyburn; Dr M Soer; Prof E Taljard; Prof V Thebe; Ms B Tsebe; Ms D Mokabpa

Annexure C: Permission letter from EAPA-SA

Brooklyn Medpark,
1148 Jan Shoba Street,
Brooklyn, Pretoria 0001
Tel: 012 346 4630
E-mail: admin@eapasa.co.za
Website: www.eapasa.co.za
P.O Box: 11167, Hatfield, Pretoria 0028
Company reg number: 201000022166

10 November 2017

ENTERPRISES UNIVERSITY OF PRETORIA
FACULTY OF HUMANITIES
DEPARTMENT OF SOCIAL WORK AND CRIMINOLOGY
140 LUNNON ROAD
HILLCREST, PRETORIA

Attention: Prof L.S. Terblanche

**RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH BY GROUP
OF MASTERS STUDENTS IN EAP FIELD.**

1. Your e-mail dated 10 October and previous communication in this regard
    has reference.

2. The Employee Assistance Professional Association of South Africa
    (herein referred to as EAPA-SA) acknowledges receipt of your request
    to perform research study under the envisaged title: **A Comparative
    Study between Employee Assistance Programme and
    Occupational Social Work.**

3. Your request has been submitted to EAPA-SA Board of Executives for
    consideration and this application was successful.

4. You are hereby informed of the decision of the EAPA-SA Board to grant
    permission to conduct your research study using EAPA-SA members as
    population for your study, and that the permission has been granted
    conditional upon submission of the following documents to EAPA-SA
    before the study commence:

Ensuring excellence in Employee Assistance Programmes

Executive Committee: Mr. Tinyiko Godfrey Chabalala, Mr. Kelly Manzini,
Dr. Pravesh Bhoodram, Ms. Thiloshni Govender & Mr. Tshifhiwa Mamalis.

4.1 A copy of the Ethical clearance approved by the Department Faculty Ethics Committee of the University.

4.2 A copy of the data collection instrument (questionnaire) and informed consent form.

5. Furthermore, you will be required upon completion of the study to submit a copy of the final report to EAPA-SA and also share the results of your findings through presentation during EAPA-SA Annual Conferences and/ or Chapter Seminar or meetings.

6. Please note that EAPA-SA reserves the right to revoke this permission should the study compromise the confidentiality clause as presumed will be stipulated under the Ethics of the research proposal. More-over, EAPA-SA cannot be held accountable for any responses or lack of responses by its members towards the study.

NB: EAP-SA will first inform the EAPA-SA membership about the permission being granted, and that an online survey will follow soon.

EAPA-SA wishes you all of the best during the study and looking forward to the conclusion.

Regards

Tinyiko Godfrey Chabalala
President of EAPA-SA
Date: 10 November 2017

Annexure D: Permission letter from SAOSWA

South Africa Occupational
Social Workers Association
Unit 16
Northcliff Office Park
203 Beyers Naude Drive
Northcliff
2115
info@saoswa.co.za
www.saoswa.co.za

"YOUR SPECIALISATION PARTNER"

24 October 2017

Prof Lourie Terblanche
Department of Social Work and Criminology
University of Pretoria

Dear Prof Terblanche,

AUTHORISATION OF RESEARCH PROJECT BY MASTERS EAP STUDENTS

The correspondence between SAOSWA and yourself earlier this year regarding an academic research project in 2018 by Masters EAP students of your univesity has reference.

We hereby confirm that we have agreed that your Masters EAP students may contact SAOSWA's National Executive Committee for purposes of this research project. The National Executive Committee will facilitate contact between your students and eight SAOSWA members as respondents in the envisaged research project.

Kind regards,

MRS ARISTA BOUWER
National Chairperson
SAOSWA National Executive Committee

Annexure E: Data collection instrument (Questionnaire)

Section 1: Demographic Information

1. Please indicate your gender:

Male	Female

2. Please indicate your age category

20 - 29	
30 - 39	
40 - 49	
50 - 59	
60+	

3. Please indicate your highest qualification completed:

_____

4. Please indicate the number of years of experience working as an EAP practitioner/professional or occupational social worker:

_____

Section 2: Occupational Setting

5. Please indicate your current field of practice by selecting one of the following 3 options:

EAP /EWP/EHWP	
Occupational Social Work	
Other	

If you selected other, please provide a short description:

6. Please select, from the list below, your current occupation:

Psychologist	
Registered Counsellor	
Social Worker	
Human Resources Practitioner	
Occupational Health Practitioner	
Registered Nurse	
Minister of Religion	
Other	

If you selected 'other', please provide a short description:

7. Please select your appropriate professional registration:

HPCSA (Health Professions Council of South Africa) : Psychologist	
HPCSA (Health Professions Council of South Africa) : Registered Counsellor	
HPCSA (Health Professions Council of South Africa) : Psychometrics	
SACSSP (South African Council for Social Service Professions)	
SABPP (Personal Practitioners)	
SA Nursing Council	
Other	
None	

If you selected other, please provide a short description:

Section 3: Client Systems

8. From the list below, please select the client system that best describes your clients (only select one option):

The Individual / Employee only	
The Organisation / Employer only	
Individual & The Organisation / Employee & Employer	
Other	

If you selected other, please provide a short description:

9. Are the household members/dependants of employees eligible for the services offered by you/your organisation within the workplace?

Yes	
No	

If 'no', please share your own opinion on this matter:

Section 4: Core Technologies & Functions
10. Please indicate whether the following 6 functions/core technologies form part of the services offered by you/your team/your organisation (having more than one EAP staff member in the same section)?

Core Technology/Function	Yes	No
Training & Development (incl. management/supervisory training, social skills and employee development)	1	2
Marketing of the services to employees and their dependants	1	2
Organisational consultation (Consultation with stakeholders regarding trends and needs)	1	2
Therapeutic intervention for employees and their families experiencing personal and work-related problems that might affect job performance (These services consist of risk identification, assessment, motivation, short-term intervention, referral, monitoring, follow-up, reintegration, and aftercare services)	1	2
Networking (internal & external role-players)	1	2
Monitoring & Evaluation (monitoring and evaluation of EAP services and interventions)	1	2

Section 5: Scope of Practise & Service Delivery

11. Please indicate whether the following practises form part of the services offered by you/your team/your organisation?

Item	Yes	No
Establishment of an advisory committee to guide the services offered through the EAP / Occupational Social Worker	1	2
Compiling an organisational profile	1	2
Selection of appropriate service delivery models (incl. in-house, external and combination model) for the relevant employer/client company	1	2
Selection of appropriate costing models (including capitated, fee-for-service)	1	2
Formulation of EAP/ Occupational Social Work policy development	1	2
Formulation of operational guidelines for EAP / Occupational Social Work policy implementation	1	2
Formulation of an implementation plan for the EAP / Occupational Social Work services	1	2
Appropriate staffing of EAP / Occupational Social Work programme to ensure all employees are assisted	1	2
Professional consultation and supervision of EAP staff / Occupational Social Workers	1	2
Professional development of EAP/ Occupational Social Work Staff,	1	2
Ensuring confidentiality of EAP / Occupational Social Work Services	1	2
Record keeping pertaining to all interaction with the EAP/Occupational Social Worker	1	2
Professional liability insurance for EAP staff / Occupational Social Workers.	1	2
Adhering to ethical principles	1	2
Trauma management , i.e. Critical incident stress debriefing	1	2
Crisis intervention including behavioural risk management	1	2
Assessment of individuals presenting with personal and work related problems	1	2
Referral to specialized services or community resources where appropriate	1	2
Short-term intervention	1	2
Case monitoring/evaluation	1	2
Aftercare/ reintegration services	1	2
Consultation with the organisation	1	2
Training interventions focused on employee wellness related matters	1	2
Marketing of the services	1	2
Preventative services including the development of holistic and proactive prevention services	1	2

Item	Yes	No
Networking that encompasses the building of networks with internal and external stakeholders / service providers	1	2
Continuous monitoring and evaluation of the EAP / Occupational social work services	1	2
Work-family interventions to promote family wellness in relation to the impact of employment	1	2
The promotion of human rights practice, social justice and productivity	1	2

12. Please indicate, by answering yes or no, whether the following services are being offered, to your client system, by your team/department/organisation as part of the workplace services:

Service	Yes	No
Individual counselling	1	2
Family counselling	1	2
Managerial Referral	1	2
Group Trauma intervention	1	2
Financial advice	1	2
Legal advice	1	2
Training interventions	1	2
Executive Health Risk Assessment	1	2
Community work (with community the employee is from)	1	2

13. Please indicate, by answering yes or no, whether the following service types/categories are being offered:

Service	Yes	No
Reactive/Restorative	1	2
Preventative/Promotive	1	2
Workplace-focussed	1	2
Work person-focussed	1	2

14.   Please list those tasks being the same within Occupational Social Work and EAPs:

15. Please list those tasks being unique to each of the relevant disciplines:

Tasks unique to Occupational social work	Tasks unique to Employee assistance professionals

Section 6: Statutory requirements for practice and registration with professional associations

16. Is EAP the domain of Social Work?

Yes	1
No	2

17. Which professional is the most suitably trained to do EAP work? (you may select only one)

     a. Social Worker
     b. Psychologist
     c. Registered Counsellor
     d. Nurse
     e. Human resources
     f. Other – please specify

18. Are you in favour of the following:

	Yes	No
18.1 Certification of professionals	1	2
19.2 Accreditation of programmes	1	2

19. Please specify any expectations you have regarding the EAPA-SA

_____
_____

20. Please specify any expectations you have regarding the SAOSWA (South African Occupational Social Workers Association)

_____
_____

Annexure F: Email invitation to EAPA-SA respondents

Dear Sir / Madam

You have received earlier notification from EAPA-SA as well as Prof Lourie Terblanche (from the University of Pretoria) regarding the research project being conducted by MSW students.

The title of the study is: A comparative study between Employee Assistance Programmes and Occupational Social Work.

The goal of the research is to compare Occupational Social Work and Employee Assistance Programmes within the South African context and the objectives of this research are:

- To theoretically conceptualise Employee Assistance Programmes and Occupational Social Work;
- To explore and describe the similarities between Occupational Social Work and Employee Assistance Programmes in theory and practice; and
- To explore and describe the differences between Employee Assistance Programmes and Occupational Social Work in theory and practice, from the respondents' perspective.

You were selected to form part of the quantitative study which will be conducted through an online survey. It is important to note that the study is voluntary and it remains your choice whether to participate or not.

Should you choose to participate in the research study, please click on the link below and complete the online survey:

Link : A Comparative Study between EAP & Occupational Social Work

I wish to thank you in advance for your willingness to consider participation in the relevant research project. Should you have any questions, please feel free to contact me.

Kind regards

Marisa Pretorius

Tel: 084 551 0845

Email: marisap2212@gmail.com

Annexure G: Email invitation to SAOSWA respondents

Dear Sir / Madam

You have received earlier notification from SAOSWA as well as Prof Lourie Terblanche (from the University of Pretoria) regarding the research project being conducted by MSW students.

The title of the study is: A comparative study between Employee Assistance Programmes and Occupational Social Work.

The goal of the research is to compare Occupational Social Work and Employee Assistance Programmes within the South African context and the objectives of this research are:

- To theoretically conceptualise Employee Assistance Programmes and Occupational Social Work;
- To explore and describe the similarities between Occupational Social Work and Employee Assistance Programmes in theory and practice; and
- To explore and describe the differences between Employee Assistance Programmes and Occupational Social Work in theory and practice, from the respondents' perspective.

You were selected to form part of the quantitative study which will be conducted through an online survey. It is important to note that the study is voluntary and it remains your choice whether to participate or not.

Should you choose to participate in the research study, please click on the link below and complete the online survey:

Link : [A Comparative Study between EAP & Occupational Social Work](#)

I wish to thank you in advance for your willingness to consider participation in the relevant research project. Should you have any questions, please feel free to contact me.

Kind regards

Marisa Pretorius

Tel: 084 551 0845

Email: marisap2212@gmail.com

Annexure H: Informed consent

Welcome to the research study!

We are interested in understanding the differences and similarities between Employee Assistance Programmes (EAP) and Occupational Social Work (OSW). You will be presented with information relevant to the differences and similarities between EAP and OSW and asked to answer some questions about it. Please be assured that your responses will be kept completely confidential.

The study should take you around 10 - 15 minutes to complete. Your participation in this research is voluntary. You have the right to withdraw at any point during the study, for any reason, and without any prejudice. If you would like to contact the Principal Investigator in the study to discuss this research, please e-mail Marisa Pretorius at marisap2212@gmail.com.

By clicking the button below, you acknowledge that your participation in the study is voluntary, you are above 18 years of age, and that you are aware that you may choose to terminate your participation in the study at any time and for any reason.

Please note that this survey will be best displayed on a laptop or desktop computer. Some features may be less compatible for use on a mobile device.

I consent, begin the study

I do not consent, I do not wish to participate

Annexure I: Data storage form

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

**FACULTY OF HUMANITIES
RESEARCH ETHICS COMMITTEE**

Declaration for the storage of research data and/or documents

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I/ We, the principal researcher(s)   Marisa Pretorius

and supervisor(s)   Prof L.S. Terblanché

of the following study, titled   A Comparative study between Employee Assistance Programmes and Occupational Social Work: A Quantitative View

will be storing all the research data and/or documents referring to the above-mentioned study in the following

department: Department of Social Work & Criminology

We understand that the storage of the mentioned data and/or documents must be maintained for a minimum of **15 years** from the commencement of this study.

Start date of study: July 2018

Anticipated end date of study: December 2018

Year until which data will be stored: 2033

Name of Principal Researcher(s)	Signature	Date
Marisa Pretorius	*MPetrius*	2018.12.09

Name of Supervisor(s)	Signature	Date

Name of Head of Department	Signature	Date