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Annexure one: Cover letter for questionnaire

To Whom It May Concern:

UP LOGO

Date:

Ref: Prof L S Terblanche
Tel. 012 420-3292
Fax. 012 420-2093
Email: lourie.terblanche@up.ac.za

Dear Respondent

PARTICIPATION IN RESEARCH PROJECT

Thank you for your participation in this project. The purpose of the research is to determine whether the EAP service made a positive contribution to your life, as well as your organisation as a whole.

For that purpose, this study is investigating your experience of the impact of the EAP on your personal problems. To do this, the researcher needs to obtain participation from you on two levels. The first is the completion of this questionnaire. The second level is a request for permission to view your personnel file, kept by your HR department. The latter part will allow the researcher to obtain objective information indicating relevant changes that your participation in the programme may have had on aspects like absenteeism and use of sick leave.

Confidentiality is guaranteed, as only the researcher and your EAP coordinator will be aware of your participation in the research programme. The information obtained from you will be utilised by the researcher only, for the purpose of this study and no personal information will be made available in the final report. Your participation in the research programme will not reflect any confidential information shared by you with the therapist you were involved with. Your name does not appear on the questionnaire, but is contained in a coding system held by the researcher. The coding system helps the researcher to link the questionnaire with the information from personnel files.

You have the right to stop your participation in the programme at any time you wish to do so.

The questionnaire is short and should not take more than 30 minutes of your time.



Please feel free to contact the researcher at any time should you have questions while completing this questionnaire.
Thank you for your participation.

Yours Faithfully

ANNELINE KEET (Ms)
RESEARCHER

Anneline Keet is a D Phil-student at The University of Pretoria and a contracted affiliate to *The Careways Group*.

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Annexure 2: Zulu translated cover letter for questionnaire

To Whom It May Concern:

UP LOGO

Date:

Ref: Prof L S Terblanche

Tel. 012 420-3292

Fax. 012 420-2093

Email: lourie.terblanche@up.ac.za

Dear Respondent

UKUBAMBA IQHAZA KUHLELO LOCWANINGO

Siyabonga ngokubamba iqhaza kwakho kuloluhlelo. Inhloso yalulu cwaningo ukuhlaziya nokuthola ukuthi uhlelo lwezokunakelelwa kwabasebenzi linomthelala omuhle yini empilweni yakho kanye nenkampani ngokubanzi.

Ngokwezinjongo loluhlelo luphenya ngesipiliyoni sakho ngendlela loluhlelo olwenze umehluko ngayo ezinkingeni zakho. Ukwenza lokhu umcwaningi kufanele othole iqhaza olumbaxambili kuwena

Okokuqala ukugcwaliswa koluhlu lwemibuzo. Okwesibili ukuthola imvume yokufikelela nokubona ifayela lakho eligcinwa umnyango wezindaba zabasebenzi. Lokhu kuzosiza umcwaningi ukuthi athole ulwazi oluqondile mayelana no shitsho nendima edlalwe iqhaza olibambile kuloluhlelo , ukufanekisa nje, izimo ezi njengokuphutha emsebenzi noma ikhefu ngenxa yokugula

Iqhaza nokuzibandakanya kwakho kuloluhlelo kuyogcinwa kuyimfihlo njengoba umcwangi nomlawuli wohlelo lwe zokunakelwa kwabasenzi kuphela abaziyo ngalo. Ulwazi oluyotholaka luzosentshenziswa umcwaningi kuphela ukufeza injongo ze sifundo cwaningo, alukho ulwazi oliqondene ngqo nawe oluyodalulwa kwi rephothi

Iqhaza nokuzibandakanya kwakho kuloluhlelo ngeke kube nemithelela izintweni eziyimfihlo neziqondene nawe ngqo. ozikhulume nomeluleki wakho ngokomoya.

Igama lakho ngeke livezwe ohleni lwemibuzo kodwa imininingwane ifakwe ngokuhlelo lwamkhodi esentshenziswe yagcinwa umcwaningi. Uhlelo lwamakhodi

Iusiza umcwaningi ukuze akwazi ukuhlanganisa izimpendulo zohla lwe mibizo yokuqala neyesibili ndawonye kanye futhi nolwazi olutholakale kwifayela lakho.

Unelungelo lokumisa ukubamba iqhaza kuloluhlelo noma ngabe kunini uma ufisa kube njalo

Uhla lwemibuzo lufishane , lungathatha nje isikhathi esingange mizuzu engamashumi amathathu kuphela yesikhathi sakho.

Uyacelwa ukuba ukhululeke uthintane nomcwaningi noma ngabe kunini uma unemibuzo uma usagcwalisa uhla lwemibuzo.

Please feel free to contact the researcher at any time should you have questions while completing this questionnaire.

Siyabonga ngeqhaza olibambile

Ozithobayo

ANNELINE KEET (Ms)

UMCWANINGI

U Anneline Keet umfundi usikhungweni semfundo ephakeme I university of Pretoria ezingeni le D Phil, kanti futhi usenzisana ne Careways group

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Annexure 3: Employee Questionnaire

A study on
The ROI (Return on Investment) of Employee Assistance
Programmes among the corporate clients of
The Careways Group

RESEARCH QUESTIONNAIRE:

Instructions for completion:

1. Please read carefully before you answer the questions.
2. Be as thorough as possible.
3. Submit the completed questionnaire to.....
4. This questionnaire is the first of two to be completed over a period of three months.

Note: Confidentiality is guaranteed.

DEMOGRAPHIC INFORMATION:

1.	How many years have you been working for the company?	
2.	How old are you?	
3.	What is your monthly income before deductions (bruto)/ your basic hourly rate without overtime?	



4. Please tick the box relevant to the nature of your problem. You may tick more than one box

Substance related	<input type="checkbox"/>
Marital or partner relations	<input type="checkbox"/>
Stress	<input type="checkbox"/>
Depression	<input type="checkbox"/>
Bereavement	<input type="checkbox"/>
Trauma	<input type="checkbox"/>
Accident at work	<input type="checkbox"/>
Financial	<input type="checkbox"/>
Legal	<input type="checkbox"/>
Parent-child	<input type="checkbox"/>
Work-related problems	<input type="checkbox"/>
Health-related problems	<input type="checkbox"/>
Other – please specify	<input type="checkbox"/>

5. How long, before utilising the EAP, have you experienced this problem?

0-3 months	<input type="checkbox"/>
4-7 months	<input type="checkbox"/>
8-12 months	<input type="checkbox"/>
<u>More than one year</u>	<input type="checkbox"/>

The following set of questions reflects on the impact of counselling on your relational/family functioning.

Please read the statements carefully and circle the number next to the response you agree with most.

Since I was involved in the counselling programme offered by the EAP:

6. My relationship with my spouse/partner has improved.

Definitely agree	2
Agree	1
Unsure	0
Do not agree	-1
Definitely do not agree	-2
Comments :(Indicate here if your relationship was never affected).	

7. Relationships with child/children have improved.

Definitely agree	2
Agree	1
Unsure	0
Do not agree	-1
Definitely do not agree	-2
Comments: (Indicate here if your relationship was never affected).	

The following set of questions refers to the impact of counselling on your work related activities.

Please answer the following questions by selecting the option that applies to you.

8. Are you of the opinion that your personal problems were impacting on your ability to perform your work adequately at the time of referral to the EAP? Please tick x in the box next to the statement that applies to you.

My problems never impacted on my ability to do my work adequately.	<input type="checkbox"/>
My problems sometimes impacted on my ability to do my work adequately.	<input type="checkbox"/>
My problems always impacted on my ability to do my work adequately.	<input type="checkbox"/>

9. Has there been an improvement in your work performance since participating in the EAP? Please tick x in the box that applies to you.

My problem never impacted on my work performance.	<input type="checkbox"/>
There has been no improvement in my work performance since participating in the EAP.	<input type="checkbox"/>
There has been some improvement in my work performance since participating in the EAP.	<input type="checkbox"/>
There has been significant improvement in my work performance since participating in the EAP.	<input type="checkbox"/>

10. Rate the following statement according to the impact of your personal problems on your work attendance, where 1 = totally disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

My personal problems had no impact on my attendance at work.	1	2	3	4	5
--	---	---	---	---	---

11. Indicate whether your personal problems – before participating in the EAP – resulted in the following:

	Yes	No	Not applicable
Taking extended lunches			
Arriving late for work			
Leaving work early			
Spending time unproductively			

12. Before referral to the EAP, were you considering leaving the company? Please tick x in the box that applies to you.

While experiencing personal problems I never considered leaving the company.	
While experiencing personal problems I sometimes considered leaving the company.	
While experiencing personal problems I regularly considered leaving the company.	

13. Indicate whether you were involved in performance counselling or disciplinary action before referral to the EAP. Please tick x in the box next to the statement that applies to you.

	Yes	No
I was disciplined before I was referred to the EAP.		
My line manager counselled me before I was referred to the EAP.		

14. Please indicate by ticking x in the relevant box(s) what you perceive

as having been the benefits derived from your participation in the EAP programme. You may tick as many as you feel apply to you.

	No improvement	Moderate improvement	Remarkable improvement
Personal relationships			
Work relationships			
Work performance			
Self image			
Coping skills			
Attendance at work			
Mistakes in the workplace			
Number of work related accidents/incidents /			

	<u>Yes</u>	No
I give the researcher permission to access my employment records.		

Please submit the questionnaire in the sealed envelope to:

- the secretary at Reception (to specify)

THANK YOU FOR YOUR PARTICIPATION

Editor: Jenny Immelman

Annexure 4: Employee Questionnaire, Zulu translated

A cost benefit analysis /return on investment study of Employee Assistance Programme amongst corporate clients of the The Careways Group.

Research Questionnaire / Inhloluvo Yocwaningo

Imigomo Yokugcwalisa

1. Uyacelwa ukuba ufundisise ngaphambi kokuphendula imibuzo
2. Naba ngokwanele.
3. Gcwalisa uthumele uhla lwemibuzo ku—
4. Lenhloluvo yocwaningo iyisigaba sokuqala kwezimbili .Kumele igcwaliswe isikhathini esinga ngesinyanga ezintathu

Qaphela: Zonke izimpendula ziyongcinwa ziyimfihlo

Demographics mininingwane

1. Unesikathi esingakanani usebenza kulenkampani?	
2. Mingaki iminyaka yakho yokuzalwa	
3. Lingakanani iholo lakho (lingaphungulwa) / uholo malini (lingakaphungulwa)	

4. Faka uphawu uluhambelana nenkinga yakho. Ungafaka uphawu olulodwa nangaphezulu.

Izinkinkiga ezimayelana nezidakamizwa	
Umshado noma	
Ukuxineka	
Ukukhandleka kwengqondo	
Ukulahlekelwa / ukushonelwa	
Ukuhlukumezeka ngokomoya	
Ingozi emsebenzini	
Ezezimali	
Ezomthetho	
Umzali nontwana / nabantwana	
Izinkinga zasemsebenzini	
Izinkinga zezempilo	
Okunye – chaza	

5. Singakanani isikhathi unezinkinga ngaphambi kukusenzisa loluhlelo lokusiza abasebenzi.

0-3 wezinyanga	
4-7 wezinyanga	
8-12 wezinyanga	
Ngaphuzulu konyaka	

**Uhla lwemibuzo elandelayo luzwakalisa ushintsho ulwenziwe ukwelulekwa kubudlelwano/ukuhleleka emndenini wakho
Uyacelwa ufundisise izitatimende kahle bese ufaka uphawu kuleyo mpendulo ovumelana nayo kakhulu.**

Kusukela ekuzibandakanyeni kwami ohlelweni lwezokululekwa lokunakekela abasebenzi:

6. Bungcono ubudlelwano phakathi kwami nengiganene naye /engishade naye

Ngivumelana ngokuphelele	2
Ngiyavumelana	1
Akunasiqiniseko	0
Angivumelani	-1
Angivumelani ngokuphelele	-2
Beka imibono (Khombisa lapha uma ubudlelwano bakho bungazange buthinteke)	

7. Kunobungcono kubudlelwano phakathi kwabantwana

Ngivumelana ngokuphelele	2
Ngiyavumelana	1
Akunasiqiniseko	0
Angivumelani	-1
Angivumelani ngokuphelele	-2
Beka imibono (khombisa lapha uma ubudlelwano bakho bungazange buthinteke)	

Uhla lemibuzo olulandelayo luzwakalisa ushintsho oluza nokululekwa

ngokomsebenzi wakho. Phendula lemibuzo elandelayo ngokufaka uphawu lapho ubona kufanele.

- 8. Ngokubona kwakho izinkinga zakho ziphazamisile yini indlela owenza ngayo umsebenzi wakho ngesikhathi udluliselwa ohlelweni lukunakekelwa kwabasebenzi. Khetha ibhokisi elinempendulo eqondene nawe.**

Izinkinga zami azikaze zibe nomthelela ekwenzeni umsebenzi wami ngokwanele	
Izinkinga zami ngesinye isikhathi ziba nomthelela ekwenzeni umsebenzi wami	
Izinkinga zami zihlezi ziba nomthelela ekwenzeni umsebenzi wami ngokwanele	

- 9. Usuke wabona umehluko ongcono emsebenzini wakho selokhu ube yingxenywe yezokunakekelwa kwabasebenzi. Uyacelwa ufake uphawu ebhokisin elihambelana nawe**

Inkinga yami ayizange ibe nomthelela emsebenzini wami	
Ukuzange kube khona umehluko ongcono emsebenzini wami selokhu ngibe yingxenywe yezokunakekelwa kwabasebenzi	
Kube khona umehluko ongcono kancane emsebenzini wami selokhu ngibe yingxenywe yezokunakekelwa kwabasebenzi	
Kube khona umehluko obonakalayo emsebenzini wami selokhu ngibe yingxenywe yezokunakekelwa kwabasebenzi	

- 10. Qhathanisa izitatimende ezilzndelayo ngokwezinga izinkinga zakho ezibe nomthelela ngawo ukubeni khona kwakho emsebenzini .**

Lapho kuno 1=ukungavumelani ngokuphelele.

2=awuvumelani

3= uphakathi nendawo nje

4=uyavumelana

5=uyavumelana ngokuqinisekile/ kakhulu



Izinkinga zami azikaze zibe nomthelela emsebenzini wami	1	2	3	4	5
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11. Khombisa ukuthi izinkinga zakho zibe nawo yini umthelela kulezimo ezilandalayo – ngaphambi kokuba ube sohlelweni lezokunakekelwa kwabasebenzi.

Ukuthatha izikhathi ezingeziwe zekhefu	Yebo	Cha	
Ukufika emuva kwesikhathi emsebenzini			
Ukuhamba ngambambi kwesikhathi emsebenzini			

12. Ngaphambi kokuba yingxenywe yohlelo lwezokunakekeleka kwabasebenzi, uke wacabanga ukushiya lenkampani. Faka uphawu ebhokisini elifanele.

Ngesikhathi nginezinkinga angizange ngicabange ukushiya lenkampani	
Ngesinye isikhathi uma nginezinkinga ngike ngicabange ukushiya lenkampani	
Ngesikhathi nginezinkinga ngicabanga njalo ukushiya lenkampani	

13. Khombisa ukuthi uke waba yini ingxenywe yokululekwa noma izinyathelo zokujeziswa ngokomsebenzi ngaphambi kokuba ube sohlelweni lwezokunakekelwa kwabasebenzi.

	Yebo	Hayi
Ngike ngaya kwimfundiso yezokululeka ngaphambi kokuba ngidluliselwe kulohlelo lwezokunakekelwa kwabasebenzi.		
My line manager counseled me before I was referred to the EAP		

14. Uyacelwa ufake Uphawu X ebhokisini/emabhokisini ocabanga ukuthi abe nezi nzuzo ozithola ngokuba ingxenywe yohlelo lwezokunakekelwa kwabasebenzi. Ungabeka uphawu kuwo wonke amabhokisi ohambisana nawo.



	Hayi, awukho umehluko	Okahle umehluko	Obonakala yo Umehluko
Ubudlelwane nabantu			
Ubudlelwane emsebenzini			
Ikhono lokusebenza			
Izinga lokuzazi			
Izindlela namazinga okukhona			
Izinga lokubakhona emsebenzini			
Amaphutha emsebenzini			
Inani lezingozi/izehlakalo emsebenzini			

	Yebo	Hayi
Nginikeza umncwaningi ilungelo lokufikelela kwi fayela lami		

Uyacelwa ikuba uthumele lenhloluvo emvilophini evalwe ngci ku mabhalane endaweni yokufikela .

SIYAKUBONGA NGOKUBA INGXENYE YALOLUCWANINGO

Annexure 5: Invitation letter to managers

Dear Mr/Ms

“Company name”

Date: February 2008

Ref. Prof L S Terblanche
Tel. 012 4203292
Fax. 012 4202093
E-mail: lourie.terblanche@up.ac.za

PARTICIPATION IN RESEARCH PROJECT

I would herewith like to introduce to you a proposed research program to be conducted at the “company name” site, by Ms A Keet. She is presently involved in an academic research exercise as part of the requirements of the D Phil Social Science with the University of Pretoria. *The Careways Group* previously employed her as team leader for the Network Development and Management Department. She is currently an affiliate therapist to *The Careways Group*.

This research exercise is intended to evaluate whether the referral of troubled employees into the EWP programme contributes towards improved work performance and as a result impacts positively on the general well being of the company as a whole.

Employee Wellbeing Programmes are widely accepted as a workplace intervention that not only reflect the humanitarian intentions of an organisation, but have authentic cost-saving potential as well. Mental health problems such as: stress, depression, and alcohol and drug abuse are major contributors to sickness, absenteeism and poor productivity. A newspaper report (*Rapport Loopbane* 2 July 2006) indicated that absenteeism from the workplace cost the South African economy at least R20 milliard for the year 2006. The average cost of absenteeism per day for an employee who earns about R5 000 is estimated at R200 (direct costs) and up to R600 if indirect costs are included.

A cost benefit analysis, also called a return on investment study, is in essence a form of program evaluation, informing us whether the program is yielding the type of returns it intended to.

The focus of this study is to determine the return on investment of the Employee Wellbeing Programme to Old Mutual through the following procedure:

- Determining the impact of people's mental health problems on their productivity.
- Determining the financial impact of productivity indicators like sickness, absenteeism, lower job performance and staff turnover.
- Investigating whether the involvement in the EAP has a positive impact on productivity indicators as mentioned above.
- Measuring the costs savings of improved productivity indicators against the costs incurred by investing in the EAP.

The focus will be on employees who used the program through the formal referral process during 2007/2008. This will be done through the use of self-reporting questionnaires and existing statistical research. Permission will be obtained from these employees to have access to their personnel files for the statistical research component. The reason for this is to build in an objective component in the self-reporting exercise. This latter part (studying existing statistical information) is dependent on permission from both the employee and Old Mutual.

The qualitative component of the study involves the interviewing of line managers like you who referred employees into the program. The researcher aims to comprehend from your point of view how you interpret employee's emotional problems impacting on his/her productivity, what your expectation is of the program and your perception of improvement regarding productivity indicators after the intervention. Interviews with a schedule are utilised for this purpose. An added value of these interviews is its ability to capture your views as referring managers regarding different components of the program. Your contribution can help us further improve the EAP and evaluate the effect of the programme on the productivity of your staff.

The self-reporting questionnaires will be repeated after three months to determine consistency of changed behaviour. The researcher hopes to start the interactions (completion of the first round of questionnaires and the interviews) March 2008. Your participation in this exercise will be of great value. Employees would spend a maximum of 30 minutes completing the questionnaire, while an interview with referring managers would be conducted within a 30-45 minute time frame.

For purposes of confidentiality and a sense of comfort, the researcher would like to suggest that she send the employee questionnaires to you. You will only ask the employee whom you referred (she will provide the name to you only), to complete the questionnaire and hand it back to you. They have the option to decide whether they want to be part of the program. Their names do not appear on the questionnaires and the researcher works according to a coding system to be able to link the first and follow-up questionnaire with each other.

The rationale for the above is that these employees already have an existing relationship with you and you are aware of their participation in the program. They can then pick up the questionnaire from you, complete it and hand it back to you. The researcher will pick it up at the time of the interview.

If you have any questions about the research and its operating process, please feel free to contact the researcher directly – or alternatively her promoter, Prof L S Terblanche - at 082 768 1321 or e-mail: [mailto: lourie.terblanche@up.ac.za](mailto:lourie.terblanche@up.ac.za)

Contact details of Ms A Keet:

Cell phone number: 0827827502

E-mail address: annelinekeet@gmail.com

Yours faithfully

PROF L S TERBLANCHE
PROMOTER

Annexure 6: Interview Schedule for referring managers and supervisors

A COST BENEFIT ANALYSIS OF EMPLOYEE ASSISTANCE PROGRAMMES AMONGST CORPORATE CLIENTS OF *THE CAREWAYS GROUP*

Semi-structured interview schedule for referring managers and supervisors

1. Have you been involved in EAP referral agent training in your company?
2. If yes, how did the training assist you in making use of the EAP?
3. Please describe the process leading to the actual referral of troubled employees to *The Careways Group*?
4. Do you take into consideration the existing company policy on performance appraisal, when referring troubled employees to *The Careways Group*?
5. Please motivate your answer to question 4.
6. Generally speaking, what is your perception of ***the impact of employees' personal problems***, on productivity in the workplace?
7. What are the financial implications of such productivity problems for the company?
8. Generally speaking, what is your perception of ***the impact of employees' personal problems*** on the social functioning of troubled employees?
9. What is your expectation of the EAP when referring troubled employees to the programme?



10. What is your perception of the productivity outcome of referring troubled employees to *The Careways Group* on their productivity?

11. What is your perception on the outcome of referring troubled employees to *The Careways Group* on their social functioning?