

**THE EVALUATION OF THE EMPLOYEE ASSISTANCE
PROGRAMME'S INTERNAL MARKETING STRATEGY IN THE
NATIONAL PROSECUTING AUTHORITY**

by

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SUMMARY

The Evaluation of the Employee Assistance Programme's Internal Marketing Strategy in the National Prosecuting Authority.

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The purpose of the study was to evaluate the EAP's internal marketing strategy in the National Prosecuting Authority. The study was conducted at the Head Office in Pretoria. The sample comprised of one hundred and three (103) employees of the NPA, representative of all business units in the organisation. The sample was drawn from the population using stratified random sampling method. The required number of respondents was further selected proportionally from each stratum using random sampling.

The research approach followed in the study was a combination of qualitative and quantitative approach, dominant-less-dominant survey design. The research approach was predominantly quantitative, and a small qualitative component was incorporated, which aimed to explore one aspect of the study where respondents were required to give recommendations for improvement of the EAP internal marketing strategy within the organisation.

A theoretical background on EAP internal marketing was provided through a literature study. In the literature study, the goals, objectives and elements of EAP marketing were discussed. The aspects of EAP that are critical for EAP marketing were explored and discussed. The literature study also included a discussion of various EAP marketing strategies. A practical review of marketing strategies employed by four companies was done in order to compare with the strategies implemented in the organisation where the study was conducted. The

section concluded with the discussion of challenges of developing an internal marketing strategy.

The empirical part of the study focused on the evaluation of the Employee Assistance Programme internal marketing strategy in the National Prosecuting Authority. The aim of the study was to determine whether the internal marketing strategy implemented was effective. A questionnaire was used as a research tool and distributed to the respondents. The findings of the study were based on ninety-nine (99) questionnaires that were returned by respondents. The findings were presented and analysed using tables and graphs, and also interpreted in words.

The study revealed that generally, respondents were aware of the existence of the EAP. However, there is a great need to improve on the EAP internal marketing strategy in order to increase awareness of the different components and services of the programme. The hypothesis of the study was that marketing activities improve knowledge of EAP services amongst employees. The results of the study supported the hypothesis since respondents that were exposed to various EAP marketing material and methods of communication were aware of the different aspects of the programme than respondents who were not exposed

Based on the findings of the study, conclusions and recommendations were made regarding the improvement of the EAP marketing strategy in the NPA.

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DEDICATION

I dedicate this work to my daughter Nokuthula, for being my inspiration.

KEY CONCEPTS

Awareness	Bewustheid
Confidentiality	Vertroulikheid
Effectiveness	Doeltreffendheid
Employee Assistance Programme	Werknemerhulpprogram
Evaluation	Evaluasie
Marketing	Bemarking
Strategy	Strategie
The National Prosecuting Authority of South Africa	Die Nasionale Vervolgingsgesag van Suid- Afrika
Utilisation	Gebruikmaking
Visibility	Sigbaareid

TABLE OF CONTENTS

CONTENTS	PAGES
SUMMARY	1
DECLARATION	3
ACKNOWLEDGEMENTS	4
DEDICATION	5
KEY CONCEPTS	6
TABLE OF CONTENTS	7
CHAPTER ONE: GENERAL ORIENTATION TO THE STUDY	12
1.1. INTRODUCTION	12
1.2. CONTEXT OF THE STUDY	13
1.3. MOTIVATION FOR THE CHOICE OF THE STUDY	14
1.4. PROBLEM FORMULATION	15
1.5. GOAL OF THE STUDY	17
1.5.1. Objectives of the study	18
1.6. RESEARCH HYPOTHESIS	18
1.7. RESEARCH APPROACH	19
1.8. TYPE OF RESEARCH	20
1.9. RESEARCH DESIGN	20
1.10. RESEARCH PROCEDURE AND STRATEGY	21
1.10.1. Data Collection method	21
1.10.2. Data analysis	22
1.11. PILOT STUDY	22
1.11.1. Literature study	23
1.11.2. Consultation with experts	24
1.11.3. Feasibility of the study	26
1.11.4. Pilot test of measuring instrument	27
1.12. DESCRIPTION OF THE RESEARCH POPULATION, SAMPLE, AND SAMPLING METHOD	28
1.12.1. Population	28
1.12.2. Sample	28

1.12.3. Sampling method	29
1.13. ETHICAL ISSUES	30
1.13.1. Informed consent	31
1.13.2. Privacy and confidentiality	31
1.13.3. Actions and competence of the researcher	32
1.13.4. Release of the findings	32
1.14. LIMITATIONS OF THE STUDY	33
1.15. DEFINITION OF KEY CONCEPTS	34
1.15.1. Employee Assistance Programme	34
1.15.2. Evaluation	35
1.15.3. Marketing	35
1.16. CONTENTS OF THE RESEARCH REPORT	36
CHAPTER TWO: EAP INTERNAL MARKETING	39
2.1. INTRODUCTION	39
2.2. GOALS AND OBJECTIVES OF MARKETING	40
2.3. UNIQUE WORKPLACES AND WORKFORCES AND THEIR IMPACT ON PROMOTIONAL EFFORTS	43
2.4. ELEMENTS OF AN INTERNAL MARKETING STRATEGY	46
2.5. ASPECTS OF EMPLOYEE ASSISTANCE PROGRAMMES CRITICAL FOR EAP MARKETING	47
2.5.1. The written policy statement	47
2.5.2. Top management support	48
2.5.3. Union involvement	49
2.5.4. Employee and family education	50
2.5.5. The individual EAP professional as a marketing agent	51
2.5.6. The role of the supervisor	52
2.5.7. Confidentiality	54
2.5.8. The structure and culture of the organisation	55

2.6. STRATEGIES OF EFFECTIVE EAP MARKETING	56
2.6.1. Orally transmitted information	57
2.6.2. Written materials	63
2.6.3. Surveys	67
2.7. A PRACTICAL REVIEW OF MARKETING STRATEGIES EMPLOYED BY DIFFERENT EAPS	69
2.7.1. HelpNet	69
2.7.2. Managed Care Concepts	70
2.7.3. Centre for Human Development (CHD)	73
2.7.4. The City of Lincoln (Nebraska)	77
2.8. CHALLENGES OF DEVELOPING AN INTERNAL MARKETING STRATEGY	80
2.8.1. Adoption of formal, written policy and procedures	80
2.8.2. Clarification of products and services provided by the EAP	81
2.8.3. Programme accessibility	82
2.8.4. Nature of feedback given by the EAP	83
2.9. CONCLUSION	83
CHAPTER THREE: EMPIRICAL FINDINGS	85
3.1. INTRODUCTION	85
3.2. RESEARCH METHODOLOGY	85
3.3. RESEARCH FINDINGS	86
3.3.1. Section A: Demographic information	86
3.3.2. Section B: Employment details	90
3.3.3. Section C: Awareness of the programme	92
3.3.3.1. Awareness of the existence of the programme	92
3.3.3.2. Utilisation of the services of the EAP	96
3.3.3.3. Willingness to utilise EAP services in the future	97
3.3.3.4. Awareness of the physical location of the EAP	99

3.3.3.5.	Visibility of EAP staff in informing employees about the service	100
3.3.4.	Section D: Aspects of the EAP which employees are aware	102
3.3.5.	Section E: Methods of communication from which employees became aware of the EAP	106
3.3.6.	Section F: Effectiveness of EAP material and methods of communication	110
3.3.7.	Section G: Comments and suggestions	114
3.4.	SUMMARY	125
 CHAPTER FOUR: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS		126
4.1.	INTRODUCTION	126
4.2.	SUMMARY	126
4.2.1.	Purpose of the study	126
4.2.2.	Goal of the study	127
4.2.3.	Objectives of the study	127
4.2.4.	Contents of the research report	127
4.3.	CONCLUSIONS	128
4.4.	RECOMMENDATIONS	129
4.4.1.	Recommendations from the literature review	129
4.4.2.	Recommendations from the empirical findings	131
4.5.	CONCLUDING STATEMENT	133
5.	REFERENCES	134
6.	LIST OF TABLES	
Table 1.	Sample size	30
Table 2.	Concerns of EAP's varied customers	45
Table 3.	EAP orally communicated promotion activities	58

Table 4	Different types of marketing vehicles companies use and the percentage of surveyed employers who use them to generate greater EAP awareness	62
Table 5.	EAP written promotional materials	64
Table 6.	Age distribution of respondents	86
Table 7.	Number of dependents of respondents	89
Table 8.	Number of respondents per business unit	91
Table 9.	Number of completed years in the NPA	91
Table 10.	Correlation between awareness of the programme and the number of completed years in the NPA	95
Table 11.	Aspects of the EAP which employees are aware of	103
Table 12.	Correlation between home language and awareness of telephonic counselling	104
Table 13.	Correlation between number of dependants and awareness of assistance rendered to family members	105
Table 14.	Methods of communication from which employees became aware of the EAP	107
Table 15.	Effectiveness of EAP marketing material/ methods of communication	111

7. LIST OF FIGURES

Figure 1.	Gender	87
Figure 2.	Home language	87
Figure 3.	Marital status	88
Figure 4.	Educational level	90

8. ANNEXURES 142

Annexure A:	Research questionnaire	142
Annexure B:	Letter of approval to conduct research in the NPA	

CHAPTER 1

GENERAL ORIENTATION TO THE STUDY

1.1. INTRODUCTION

For most Employee Assistance Programmes (EAPs), the marketing of the programme and its services are its bread and butter, not only in promoting the services to the workforce, but also in forming the foundation of expectations on which the programme's effectiveness will be measured (Beidel, 1999:91). The researcher views the marketing of the programme as an important aspect of Employee Assistance Programme management.

According to Clausen and Gauthier (1982: 14) many attempts have been made to document the effectiveness of Employee Assistance Programmes. Most of these efforts have focused on cost effectiveness or treatment outcome, as the EAP field grew in sophistication and evaluation techniques. While hard data has been slow in coming forth, it appears that EAPs do accomplish what they claim to achieve in both South African rands and cents, and in humanitarian terms. Cunningham (1994: 29) argues that in reality not much evaluation actually occurs. Generally, most evaluation studies are limited to determinations of the cost benefit or cost- effectiveness of the programme.

The researcher views evaluation of cost and treatment effectiveness of EAPs as indicated by Clausen and Gauthier (1982: 14) and Cunningham (1994: 29) as some of the aspects of EAP evaluation. The visibility and reputation of an EAP among employees is a key element of success of the programme in any work setting, since knowledge of the programme precedes programme utilisation. Hence, the evaluation of the internal marketing strategies of the EAP, which entails promotion of an EAP to a specified employee population, carefully tailored to meet the unique needs of the workforce, is the focus of this study.

1.2. CONTEXT OF THE STUDY

The study was conducted in the National Prosecuting Authority (NPA) of South Africa. The organisation is a national government department, with the headquarters based in Pretoria. The size of the work force is about 3, 500, fairly representative of racial and ethnic groups in South Africa. The staff is located in three business units and the support services component at the headquarters, regional offices and the courts throughout the nine provinces. The study only focused on the NPA Head Office employees, in Pretoria.

The Employee Assistance Programme was established in August 2001, to provide the entire NPA employees and their dependents with effective employee assistance services. The first year of the programme focused on the developmental phase, without rendering direct services to employees. The necessity of implementing an EAP has been identified through the need assessment process. Amongst other problems that were identified as critical for EAP interventions were trauma, stress, financial management skills, demotivation, relationship problems, and substance abuse. Given the stressful nature of the jobs that employees perform, the development and implementation of the EAP was seen as critical.

In line with the Corporate Services Shared Services model of service delivery adopted by the organisation, it became critical that the EAP does not duplicate EAP units in every business unit and province. Hence, the EAP is coordinated and managed at the head office, with employee assistance services made accessible to the entire staff of the NPA, through an outsourced service provider with a network of professional and experienced counsellors based nationally. This combined model of service delivery does not only ensure accessibility of services, but also services of the highest standard and quality.

The internal EAP unit focuses on the development of policies and procedures, ongoing needs assessment, marketing, training, and the day-to-day operation of the unit, while the counselling and life management components are provided by an external service provider.

The external service provider gives the NPA employees and their immediate family members access to a confidential service, 24 hours a day, 365 days a year provided by qualified and experienced counsellors. The service provider also offers multilingual access to both telephonic and face-to-face counseling, whereby individuals contact the EAP by simply calling one toll-free number. The life management component provides advice and information on issues such as pre-natal care, adoption, parenting, eldercare, divorce, debt concerns, and retirement. The life management consultants provide detailed, practical information, education and referrals that help employees manage their work-life responsibilities. The service provider also provides a managerial consultancy service which gives managers information and support in their management role and serves as a resource to refer employees to, whenever a need to refer an employee for EAP services has been identified.

1.3. MOTIVATION FOR THE CHOICE OF THE STUDY

Although EAP acceptance seems to have increased over the years, the researcher's observation is that, there are still misconceptions and misrepresentations about EAP services, particularly for employees of an organisation where an EAP is newly implemented. Similarly, in the National Prosecuting Authority, there was a need to market and evaluate the marketing strategies of the EAP to clarify misconceptions and improve knowledge of the services rendered through the organisation's EAP.

The need for this study was also identified from the nature of questions asked by employees, which did not necessarily fall under the scope of the EAP. There

was a misinterpretation of the term employee assistance, which was perceived to mean any form of assistance that employees required. For instance, employees would enquire about non-receipt of salaries, application of medical boarding through the EAP, assistance with the administration of injury on duty and payment of medical treatment. In such cases, clients were referred to the relevant service providers and service centres to obtain the services they required.

Amongst supervisors and managers, there was lack of knowledge regarding the referral procedures of the EAP. Supervisors would, for example, request EAP practitioners to contact employees who have been identified to have performance problems, rather than motivate employees to contact the EAP themselves or make supervisory formal referrals to the programme.

The researcher also identified a critical challenge for the internal EAP staff, which was that the programme became formally operational in April 2003, without enough time to market the services. This was due to the fact that marketing could not commence before management approval to outsource an external service provider. Therefore, there was no effective marketing of the service prior to its actual implementation, which depended a great deal on bringing on board a strategic partner, that is, a professional EAP service provider. The ability to reassure employees and managers that the use of the EAP is indeed in their best interest depended on the success of a marketing strategy by the EAP, which in turn determines the success of the programme in reaching its target populations. Against this background, the need to evaluate the effectiveness of the marketing strategies in the organisation became significant.

1.4. PROBLEM FORMULATION

Grinnell and Williams (1990: 59) identify two characteristics of problems, which are critical in problem formulation. The first characteristic that makes a problem

a problem, is that it must be known that it exists. The second characteristic of a problem is that it must be possible to do something about it.

In relation to this study, subsequent to the establishment of an EAP unit in the NPA, a need to implement a marketing strategy was identified in order to introduce the new programme to the NPA employees. The aim of the marketing strategy was to inform employees about the EAP in order to provide knowledge regarding services rendered by the programme. The marketing strategy included written material, oral presentations, EAP events as well as organisational events such as conferences and business units road shows, where the EAP staff utilised the opportunity to market the EAP services to employees.

The marketing strategy comprised of the following activities:

- Needs analysis
- EAP surveys
- New employee orientation sessions
- EAP launch
- Presentations by EAP staff
- Publication of articles in the organisational newsletter
- Notice boards
- NPA conferences
- Road shows
- Brochures
- Posters
- Promotional gifts
- Circulars
- Electronic information (e-mail)
- DVDs (video material)

According to Grinnel (1993: 94) when formulating a problem area for a study, one must always think about the original idea in the problem area and research methods by which one might study the problem. This constant feedback process refines both the problem area and the subsequent research design that will be finally selected to study the problem. Further, the author indicates that there are three basic ways to become interested in a research problem: some statement, observation, or finding from a written or verbal source; observation of something leading to a feeling of interest, puzzlement, or curiosity; or a seemingly sudden idea that holds attention. In the case of this study, the researcher developed an interest through observation of the problem.

Grinnell and Williams (1990: 278) maintain that the best way to begin explaining a research problem is to simply state what the problem is.

The problem addressed by this study was to determine whether the internal marketing strategy implemented was effective.

1.5. GOAL OF THE STUDY

Research goals provide a broad indication of what researchers wish to attain in their research (Mouton and Marais, 1990: 42). According to Fouché (2002: 108), research goals are categorised as either basic or applied. The goal of this research is applied, since the researcher focused on solving immediate problems facing the professionals in practice as opposed to providing a foundation for knowledge and understanding, that is, theoretical results. Fouché (2002: 108) describe applied research as research that is aimed at solving specific policy problems or at helping practitioners accomplish tasks. This research focused on solving problems in practice.

The problem that the researcher wanted to resolve was whether the various internal marketing activities of the EAP were effective in informing employees about the services rendered by the programme.

The goal of the research was to evaluate the EAP's internal marketing strategy within the NPA.

1.5.1. Objectives of the study

The objectives of the study were:

- To provide a theoretical background on EAP marketing through a literature review;
- To establish the effectiveness of the internal marketing strategy used within the National Prosecuting Authority through the empirical study; and
- To provide recommendations for the effective internal marketing strategy for the NPA.

1.6. RESEARCH HYPOTHESIS

According to Royse (1991: 19), a research process starts either with a question to be answered or with a hypothesis to be tested. A hypothesis is simply an assumption expressed as a statement. Hypotheses are formal versions of hunches, expectations, or speculations that make a prediction or express an assumed relationship between variables. Grinnell and Williams (1990: 75), describe a hypothesis as a statement written in such a way that it can be proved or disproved by comparison with known facts.

For the purpose of this study, the researcher formulated the research hypothesis as follows:

Marketing activities improve knowledge of EAP services among employees.

1.7. RESEARCH APPROACH

The researcher employed a combination of qualitative and quantitative, dominant-less-dominant design, as an approach to research in the study. De Vos (2002:366) describes a dominant-less-dominant design, as a design whereby the researcher presents the study within a single, dominant paradigm with one small component of the overall study drawn from the alternative paradigm. The research approach in the study was predominantly quantitative, with a small qualitative component incorporated to assist to probe in detail one aspect of the study, where respondents were required to give recommendations for improvement of the marketing strategy.

When the research was conceptualised, the researcher intended using the quantitative approach only, however a qualitative approach was incorporated since the research questionnaire included a question that allowed respondents to express their views, which needed to be reported on qualitatively.

According to Fouché and Delport (2002:79), qualitative approach refers to research that elicits participants' account of meaning, experience or perceptions. It also produces descriptive data in the participant's own written or spoken words. The researcher viewed the importance of incorporating a qualitative approach in the study as to understand the reality with regard to EAP marketing in the NPA, from the perspective of the participants.

Creswell (1998:1) defines quantitative study as an inquiry into a social or human problem, based on testing a theory composed of variables measured with numbers and analysed with statistical procedures in order to determine whether the predictive generalisations of the theory hold true. According to McMillan and

Schumacher (1993: 14), quantitative research reports statistical results presented with numbers.

The researcher's understanding of the quantitative approach is that, data collection procedures and measurements are developed prior to the study being conducted and applied in a standardised fashion. Researchers consequently avoid adding their own impressions and interpretation. The quantitative approach dominated the study as it was more relevant, and a structured method of data collection was utilised by means of a questionnaire.

1.8. TYPE OF RESEARCH

The type of research followed in this study was evaluation research. According to Babbie (2001: 333) evaluation research can be regarded as a process of determining whether a social intervention has produced the intended results. Mouton and Marais (1990:45), state that the primary concern of evaluative research is the assessment or evaluation of the effectiveness of a given practice, intervention, or social programme. The researcher's understanding of evaluation is that, it is an assessment of the value of an intervention, that is, whether it achieved what it was intended to achieve. This research had an evaluative focus, as it aimed to evaluate the effectiveness of the marketing strategy.

1.9. RESEARCH DESIGN

Mark (1996: 28) argues that a research design is guided by what the researcher wants to know and how data will be collected. Mouton (1996: 55) defines a research design as a plan or blueprint of how one intends conducting the research. Bless and Higson-Smith (1995: 63) define research design as a specification of the most adequate operations to be performed in order to test a specific hypothesis under given conditions.

From the two definitions provided, the researcher understands research design to have two implications. The first definition refers to all the decisions taken in designing the study in the broader sense. The researcher adopted the second definition, which denotes the term research design as referring to groupings such as experiments or surveys, which are aligned to specific research goals and objectives.

A quantitative-descriptive survey design was used in the study. According to Fouché and De Vos (2002: 142), quantitative-descriptive survey designs require questionnaires as data collection method and respondents are ideally selected by means of randomised methods.

1.10. RESEARCH PROCEDURE AND STRATEGY

Under the research procedure and strategy, the researcher focused on the data collection instrument and data analysis.

1.10.1. Data collection method

A questionnaire was utilised as a method for data collection in this study. McMillan and Schumacher (1993:42) refer to a questionnaire as a technique that encompasses a variety of instruments in which the subject reacts to written questions. The New Dictionary of Social Work (1995: 51) defines a questionnaire as a set of questions on a form, which is completed by the respondent in respect of a research project.

In the study, a self-developed questionnaire was utilised as a data collection method and distributed to participants, with a convenient return box placed in the EAP office to enhance the return rate. The questionnaire had seven sections, six of which dealt with quantitative data, and the last section addressed the qualitative aspect of the study.

1.10.2. Data analysis

McMillan and Schumacher (1993: 191) state that data analysis phase serves to examine the body of data that has been gathered. It is in this stage of the research that answers to the research questions are found. Quantitative research findings, as it mainly applied in this study, are usually presented in statistical form, using statistical techniques. According to De Vos, Fouché and Venter (2002: 223), data analysis in the quantitative paradigm entails that the analyst breaks data down into constituent parts to obtain answers to research questions and to test research hypotheses. Data analysis in this study focused on determining the relationship, that is, correlation between variables measured, and establishing frequencies and percentages of the responses. The research support service of the University of Pretoria was utilised for statistical analysis and presentation of data.

With regard to the qualitative data, the researcher focused on establishing categories and themes of the information and classified them together in order to derive meaning from the responses provided by participants. The data was then interpreted and presented in words. De Vos (2002:339) refers to qualitative data analysis as the process of bringing order, structure and meaning to the mass of collected data.

1.11. PILOT STUDY

Strydom (2002: 210) maintains that before embarking on a scientific research on a specific research problem, the researcher needs to have thorough background knowledge about the research to be focused on. The pilot study is an essential means in which the prospective researcher can familiarise himself with the research project. Therefore, the pilot study formed an integral part of the research process.

According to Bless and Higson- Smith (2000: 155), a pilot study can be regarded as a small-scale trial run of all the aspects planned for use in the main research. A pilot study is therefore a small study conducted prior to a larger piece of research to determine whether the methodology, sampling, instruments, and analysis are adequate and appropriate. The purpose of a pilot study is an investigation of the feasibility of the planned project, as well as to bring possible deficiencies in the measurement procedure to the fore.

The researcher believes that if a pilot study is not done, the researcher will not know if the methods to be implemented will be effective. The researcher embarked on a pilot study to check whether the research strategy would yield the relevant information. The pilot study assisted with the adjustment of some of the research questions, which were not relevant to the study.

1.11.1. Literature study

Mark (1996: 20), points out that with a careful review of literature, a discovery can be made regarding how others have studied the problem and approaches that the researcher had not considered. A solid review of literature also helps to position research interest and possible findings within a theoretical framework. Acquaintance with literature can provide a researcher with the data to compare with his own findings.

According to Neuman (1997: 88), reviewing the accumulated knowledge about a question is an essential early step in the research process, no matter which approach to social science is adopted.

Providing a theoretical background on EAP marketing through a literature study was one of the objectives of this study. Therefore, the researcher conducted an in-depth literature review, which is presented in chapter 2.

1.11.2. Consultation with experts

Tapping on the experience of experts offers more advantages and therefore should be considered as part of the pilot study. Garbers (1996:213) defines expertise as a specific knowledge and/or skills that individuals and groups have at their disposal. It is characterised by and acknowledged in a specific scientific field.

Garbers (1996:303) maintains that consultation services are essential resources for masters and doctoral students in the human sciences. In addition to their supervisors or promoters, students have access to a diversity of services in the form of staff from other departments who can be consulted, in conjunction with a supervisor or promoter, on a variety of issues. Consultation in respect of research methodology and statistical processing of research data are also important resources.

According to Strydom (2002:213), the utilisation of experts can help to delineate the problem more sharply and to gain valuable information on the technical and practical aspects of the prospective research endeavour. The author however warns that consulting experts is not necessarily always advantageous to the prospective researcher. Not only may experts confuse a researcher with too many ideas about the prospective project, they may also attempt to force their own ideas and possible subjects on him.

The researcher believes that the importance of consulting experts cannot be overemphasised, as a wealth of information can be accumulated in this regard. The researcher views it as crucial to embark on literature study before consulting experts in order to have ideas in place already. This addressed the possibility of confusion since the researcher was more focused.

Three experts in the EAP field were consulted to obtain their views regarding the subject of study.

Ms Florah Kganyago, an EAP professional at the Department of Labour views marketing of the EAP as a critical component of the programme. Marketing serves the purpose of making employees aware of the products and services rendered. It also informs employees about the benefits as well as the advantages of using the service. During marketing, information such as accessibility of the service, EAP procedures and the location of the EAP offices should be included. The professional also stressed the importance of evaluating whether the EAP is reaching its beneficiaries.

According to Ms Rika Tome, Account Manager at the Independent Counselling and Advisory Service (ICAS), a professional EAP service provider, evaluation is an aspect of programme management. Therefore, every component of the EAP should be evaluated to ensure the effectiveness of the service. She stressed that marketing is part of EAP implementation and should therefore form the foundation for effective implementation of the services. In evaluating the effectiveness of the marketing strategies, it should be assessed whether marketing targets all the key stakeholders of the programme. The involvement of the EAP committee was also emphasised since evaluation is one of the key functions of the committee. Training of key personnel and staff orientation were also considered as key aspects of marketing.

Professor L.S. Terblanche, in the Department of Social Work at the University of Pretoria, was consulted with regard to the topic of the study. He emphasised the importance of linking the topic of study with the developmental phases of the programme where the study is conducted. In relation to evaluation, it is important to evaluate a process that participants have been exposed to, to ensure the feasibility of the study as well as generate the interest of the participants. It became clear that if the topic of study was not aligned to the developmental

phases of the programme, it could significantly affect the response rate, or result in information that is not useful to the researcher.

From the information gathered from the three experts consulted, the researcher understood the importance of marketing and evaluating the effectiveness of marketing activities implemented.

1.11.3. Feasibility of the study

According to Fouché (2002: 100), it is crucial to consider the usefulness and feasibility of a research when identifying a research problem. Tutty, Rothery and Grinnell (1996:57), indicate that it is critical to ask the question of whether a research problem is feasible. This question relates to both resources and to ethical issues since some research may be too large to be undertaken without a huge budget and researchers. Collection of data may also determine the feasibility of the study, for example, whether participants will be willing to fill in the questionnaires. Time and costs are therefore, contributing factors to the feasibility of the study. The authors emphasise that a problem is researchable if it lends itself to a solution of the problem of obtaining knowledge, whether qualitative or quantitative. The necessary data can be collected and analysed by the particular researcher, given the availability of resources.

The research formed part of the researcher's day-to-day operations as she is in the EAP field, therefore, the research was not an added responsibility, which could have been perceived as interfering in the researcher's work. Access to respondents was also not an impediment as there was top management support of the programme, and any activity that was seen to be contributing to the effective implementation of the programme was given support and encouraged. The researcher was sponsored to study the programme, therefore the study was considered as a return in investment for the organisation. A formal request for

approval to conduct research was submitted to management and approval was granted.

1.11.4. Pilot test of measuring instrument

Strydom (2002: 211) considers this aspect as the most valuable function of the pilot study. When a measuring instrument is tested carefully during a pilot study, no problem should be experienced during the main investigation. The total instrument or a section of it can be tested during the pilot study. If a measuring instrument has been thoroughly tested during the pilot study, certain modifications can be made for the main investigation, if necessary.

According to Bless and Higson-Smith (2000: 155), the pre-testing of a measuring instrument consists of trying it out on a small number of persons having characteristics similar to those of the target group of respondents. It is a process whereby the research design for a prospective survey is tested.

In this study, the researcher utilised a questionnaire as a measuring instrument. Piloting of the questionnaire assisted in establishing whether respondents would be willing to participate and whether the questions provided relevant answers to the research question. Also, the distribution aspect was tested to establish the return rate.

Five respondents were used for the pilot testing. The respondents in the pilot study did not form part of the sample for the actual research.

1.12. DESCRIPTION OF THE RESEARCH POPULATION, SAMPLE AND SAMPLING METHOD

1.12.1. Population

The population for a study is that group, usually of people, about whom conclusions are drawn (Babbie, 1998: 109). Dane (1990: 289) describes a population as all possible units or elements that can be included in a study or research report. Since it is not possible to study all the members of the population of interest or make every possible observation of them, a sample is selected from among the data that might be collected and studied.

The population for the study was the employees of the National Prosecuting Authority in Head office, Pretoria. The size of the work force was 500. However, it would be impossible to involve them all in the study, hence a sample representative of the population was selected.

1.12.2. Sample

According to McMillan and Schumacher (1993: 163), the researcher must determine the size of the sample that will provide sufficient data to answer the research question. McMillan and Schumacher (1993: 163) further mention that the general rule for determining sample size is to use the largest sample possible. According to Seaberg (1988: 254) and Grinnell and Williams (1990:127), a 10% sample should be sufficient for controlling the sampling errors.

Babbie (1992: 232) defines a sample as a special subset of a population observed for purposes of making inferences about the nature of the total population itself. The researcher's understanding of a sample is that it should be representative of a population of study. Therefore, the characteristics of a

sample should be the same as those of the population from which the sample is selected. The size of the sample for this study was 103, drawn from all the business units in the organisation.

1.12.3. Sampling method

The sampling method that was used in this study was the stratified random sampling, which is suitable for a heterogeneous population similar to the NPA. Stratification according to Mitchell and Jolly (2001:497) consists of the universe being divided into a number of strata that are mutually exclusive, and the members of which are homogeneous with regard to some characteristics such as gender, home language, or age. According to Strydom and Venter (2002:205), this type of sampling is suitable for heterogeneous populations because the inclusion of small subgroups percentage-wise can be ensured.

In terms of the population for the study, the subjects were categorised in terms of business units (which differ in terms of the number of staff, job categories and the work environment that the jobs present). The required number of participants was selected proportionately within each of the different strata, that is, larger samples from larger strata and smaller samples from smaller strata. The selection of a sample from the different strata was conducted randomly.

A sample of 103 participants was selected from the population, which forms 20% of the population as recommended by Strydom and Venter (2002:201) using random sampling technique. According to Strydom and Venter (2002: 204), in random sampling, each individual case in the population theoretically has an equal chance to be selected for the sample. Random sampling was conducted according to Babbie (1992: 211), where the researcher assigned a single number to each element in the list, not skipping any number in the process. A table of random numbers was then used to select elements for the sample. The sample consisted of four strata.

Table 1 indicates the total number of employees per stratum and the number that was drawn from each stratum.

Table 1: Sample size

Business units (stratum)	Total number of employees	Sample size per business unit (stratum)
National prosecution services	68	14
Corporate services	220	46
Directorate of special operations	130	26
Auxiliary services	82	17
TOTAL	500	103

1.13. ETHICAL ISSUES

Dooley (1995: 19) argues that ethics involves the study of right and wrong conduct. The research process can pose ethical dilemmas in instances where the researcher may falsify data or claim the words written by another researcher. The author points out that this type of misconduct results from conflicting interests but seldom produce shocking moral tragedies. However, efforts to protect human subjects have resulted in principles and procedures than the other ethical conflicts in research. Hence, informed consent plays a critical role in deciding approval for research.

The researcher identified the following ethical issues as pertinent to this research project:

1.13.1. Informed consent

Informed consent involves obtaining the voluntary participation of the subject, with his right to withdraw from the study at any time, thus counteracting potential undue influence or coercion (Kvale, 1996:112). To ensure the implementation of this ethical principle, the researcher provided the prospective subjects with written information about the study and a consent form for a signature, before they could participate in the study. The information that provided the basis for consent included the purpose of the study, subject confidentiality procedures, risks and benefits, who to contact for further details, and a statement that participation is voluntary with no penalty for discontinuing at any time. After receiving and considering this information, the subjects indicated their consent to participate in writing. This written consent does not waive any of the subjects' legal rights or release the researcher from liability for negligence in the research project. To ensure that voluntary participation in the study was sought, participants were required to sign a consent form prior to completion of the questionnaire.

1.13.2. Privacy and confidentiality

Confidentiality implies that only the researcher and possibly a few members of his staff should be aware of the identity of participants, and that the researcher should have made a commitment with regard to confidentiality (Strydom, 2002: 68).

With regard to this study, where a questionnaire was used as an instrument for data collection, no identification numbers were put in the questionnaires. Respondents were not required to write their names on the questionnaires. In cases where respondents volunteered to give their names, such information was removed immediately. In terms of reporting the data, the researcher ensured that data that identified the subjects was not reported on.

1.13.3. Actions and competence of the researcher

Researchers are ethically obliged to ensure that they are competent and adequately skilled to undertake the proposed investigation (Strydom, 2002: 69). Babbie (2001:475) maintains that an obligation rests on the researcher towards all colleagues in the scientific community to report correctly on the analysis of data and the results of the study.

In this study, the researcher was competent by remaining objective and refrained from making value judgements on the information provided by the respondents. The researcher understood the organisational culture of where the study was based, therefore, sensitivity to the values, norms, and organisational climate was ensured. The researcher honoured the information reflected on the consent form and did not make any promises to subjects. The researcher also honoured ethical guidelines and was constantly aware of ethical considerations throughout the aspects of the research process.

The researcher has completed the Research Methodology module, which equipped her to conduct research, and the study was conducted under the guidance of a supervisor.

1.13.4. Release of the findings

According to Strydom (2002, 71), researchers should compile the report as accurately and objectively as possible. Babbie (2001: 345) maintains that the researcher is in a best position to personally realise what the shortcomings of his study are and should mention them clearly in the report. Furthermore, the researcher should inform the subjects about the findings without impairing the principle of confidentiality.

The researcher released findings in a form of a written research report, according to the requirements of the Department of Social Work, University of Pretoria, which were compiled as accurately and objectively as possible in order to encourage utilisation by others. A manuscript based on the findings was compiled, with the intention of publication in a professional journal. Participants will be informed about the findings in an objective manner without providing too many details. The principle of confidentiality will not be impaired.

1.14. LIMITATIONS OF THE STUDY

The researcher did not encounter major limitations with regards to conducting the study, however, the researcher found it noteworthy to indicate the limitations concerning the scope of the research. The study only evaluated the effectiveness of the EAP internal marketing strategy of the NPA, as implemented by the programme. More emphasis and attention was placed on the EAP staff as the role players responsible to ensure that employees are aware of the services. Apart from the EAP staff, management and supervisors are responsible to ensure that staff reporting to them participate in EAP activities. Even employees themselves have a responsibility to gather knowledge about the programme that is responsible for their wellbeing as well as the wellbeing of their family members. The role of other role-players such as the EAP committee was not effectively addressed in the study since they also have a direct impact on the effectiveness of the marketing strategy.

The study aimed at establishing whether the marketing strategy implemented was effective, in terms of creating awareness of the programme. The study did not embark on inquiring about the reasons, for example, why respondents did not utilise or were not willing to utilise the service, which could have provided more information on understanding the challenges that needs to be addressed through the marketing of the programme.

1.15. DEFINITION OF KEY CONCEPTS

Royse (1991: 30) states that the definition of the major concepts of the study and their translation into observable empirical operations is part of the process of progressive narrowing of the scope of a study. The concepts for study must be such that they can be represented by evidence that can be gathered by observable, interviewing, or some other means of data collection. Clear, well-formulated and well-operationalised concepts for study set the stage for later creation of appropriate data-gathering instruments as well as eventual analysis, summary and organisation of the results of the study. According to Grinnell and Williams (1990: 65), it is critical to present a more concrete definition of a concept, before data collection in order to provide understanding of what is measured or observed.

With regard to this study, the key concepts were defined and operationalised to enable data gathering.

1.15.1. Employee assistance programme

According to Clemmet (1998:17), EAP is a work located programme of counselling, support, and advice to assist employees to resolve personal anxieties, which may be affecting their performance at work.

An Employee assistance programme is a work-site based programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns including but not limited to: health, marital, family, financial, alcohol, drug, legal, emotional, stress or other personal concerns which may adversely affect employee job performance (EAPA- SA, 1999).

The researcher defines an EAP as a support structure for employees, which is provided for by the employer to ensure that personal problems of employees that adversely affect their performance at work are identified and resolved through counselling.

1.15.2. Evaluation

Evaluation is essentially an effort to determine what changes occur as a result of a planned programme by comparing actual changes (results) with desired changes (stated goals) and by identifying the degree to which the activity (planned program) is responsible for the changes (Emener and Yegedis, 1988:243).

Watkins (1995: 6), defines evaluation as a way to compare programme components, activities, or outcomes to standards of desirability, a way to see how closely the EAP and managed behavioural care programme meets its goals and objectives.

The researcher defines evaluation as a process of establishing goals and objectives of a programme in order to compare them with the desired outcomes. This definition emphasises the fact that evaluation is a planned and systematic activity.

1.15.3. Marketing

Francek (1985: 25, 28) differentiates between external and internal marketing. The author defines internal marketing as a systematic promotion of an EAP to a specified employee population. External marketing is defined as the process that defines the target population, leads to direct access to the decision makers, and ultimately results in a closing of the sale or contract. This activity occurs before

an EAP is established within a workplace. For the purpose of the current study, the internal marketing definition was adopted.

EAPA- SA (1999: 7) defines marketing as promotion of a specific service to potential customers and employees of existing clients.

The researcher defines marketing as any activity that the EAP practitioners engage in to inform staff about EAP services. These activities would include, amongst others, orientation sessions, training of supervisors, distribution of brochures, posters, presentations in staff meetings, informal contacts, and reminders such as posters and wallet cards.

1.16. CONTENTS OF THE RESEARCH REPORT

A research report is defined as a written document produced as a result of procedures undertaken to reveal information. However, the writing of a report must be preceded by certain activities, termed research or investigation (Strydom, 2002: 248).

The following are the contents of a research report integrated from Royse (1995:324-325); Strydom (2002: 253-256); Bless and Higson-Smith (1995: 148-151); Neuman (1997:495-501); Mouton and Marais (1990: 189-195). The researcher presented the research report according to the guidelines of these authors.

Chapter 1: General orientation to the study

Chapter one provided the general orientation to the study, which included the context of the study, the rationale for the study, problem formulation, as well as the research methodology used to address the problem. The goals and

objectives were clearly stated as well as the limitations of the study. The ethical aspects and definition of concepts also formed part of this section.

Chapter 2: Literature review

Chapter two provided the theoretical background on EAP marketing. The chapter further served to reiterate the purpose of the study. In the literature study, the goals, objectives and elements of EAP marketing were discussed. The aspects of EAP that are significant for EAP marketing were explored and discussed. The literature study also discussed various EAP marketing strategies. A practical review of marketing strategies implemented by four companies was done in order to compare with the strategies employed in the organisation where the study was conducted. The section concluded with the discussion of challenges of developing an EAP internal marketing strategy.

Chapter 3: Empirical study

Chapter three dealt with the presentation and discussion of the empirical findings.

Chapter 4: Conclusions and recommendations

In this section of the report, the conclusions and recommendations, as well as further interpretation and summary of the investigation were presented. The chapter had a concluding statement of what has been discovered about the subject of the study as well as future research directions.

Bibliography

The list of references included sources referred to in the research report. Its intention is to enable the reader to trace the sources.

Appendices

Appendices included material relevant for inclusion in the report such as the measuring instruments used, which in the case of this study is the questionnaire.

The following chapter presents the theoretical framework regarding EAP internal marketing.

CHAPTER 2

EAP INTERNAL MARKETING

2.1. INTRODUCTION

Beidel (1999:91) maintains that for most Employee Assistance Programmes (EAPs), the marketing of the programme and its services are its bread and butter. Hence, marketing is important not only in promoting the EAP services to the workforce, but also in forming the foundation of expectations on which the programme's effectiveness will be measured. The researcher views the above statement as fundamental to the success of an EAP, because an assumption that employees understand the services rendered cannot simply be made on the basis that a once-off announcement was made regarding the existence of the EAP in the organisation. Continuous promotion and visibility of the service is imperative.

Francek (1985: 28) maintains that a programme is not successfully implemented until it has been satisfactorily marketed inside the organisation. An effective marketing strategy could therefore, address wrong expectations about the EAP and the services rendered through the programme.

Dickman, Challenger, Emener, and Hutchison (1988: 120) emphasise that the EAP requires constant marketing for it to be effective. These authors further maintain that opportunities to market the EAP are invaluable. According to their experience, every time one of the marketing activities occurs, requests for EAP services increase. This view echoes that of Francek (1985: 28), because without effective marketing of the EAP, the programme cannot be successfully implemented and utilised.

The aim of this chapter is to review the marketing strategies employed by EAPs and their effectiveness in promoting EAP services to the workforce. In exploring

the strategies, techniques and activities that most programmes employ in marketing their services, the challenges of marketing those activities within work organisations and employee populations were examined. A review of developing a marketing strategy for the programme and promoting the employee assistance services on an ongoing basis has been incorporated in this chapter. Whereas the techniques and activities are important, much of the comments focused on the marketing process and the importance of integrating marketing into the ongoing activities and services of the EAP. The unique role of the employee assistance professional in the marketing of the programme was also explored. As Francek (1985:24) states, the common theme of marketing throughout, concerns the unique characteristics of the Employee Assistance Practitioner as a responsible individual for the marketing of the programme. The chapter concludes with a summation of critical issues and concerns that must be considered when developing an internal marketing strategy.

2.2. GOALS AND OBJECTIVES OF MARKETING

According to EAPA-SA (1999: 28), EAP professionals should evaluate the appropriateness, effectiveness, and efficiency of the EAP operational activities. The goal of evaluation is to ensure a cost-effective and relevant service to employers, employees, and their dependants. Myers (1984:291) maintains that evaluation is conducted to determine if an EAP is meeting its objectives, which are formulated to support organisational goals in profits, customer service, employee growth and development, and community service. Every evaluation project should, therefore, begin by clearly identifying the objectives and goals involved.

As with any marketing campaign, an EAP promotional effort must have clear and distinct goals and objectives. Beidel (1999:91) identifies the following goals and objectives of marketing:

- To increase employees' knowledge of the EAP and its services, activities, and key components (for example, confidentiality, policy, and referral procedures);
- To increase familiarity and comfort with the EAP's operations in order to enhance the acceptance and use of the service by employees, managers, labour representatives, and the organisation's leadership;
- To increase utilisation of the programme at all levels throughout the organisation;
- To enhance the integration of the EAP within the host or contract organisation to promote a feeling of ownership for the programme on the part of the organisation and its managers and employees;
- To maintain the visibility of the EAP and its presence as a vital contributor to the organisation's productivity and efficiency and to the well-being and general work life of the employees and managers.

The researcher draws various conclusions from the list of goals and objectives highlighted above. Beidel (1999:91) has successfully identified the goal for the overall marketing, which is to promote the EAP services at all levels throughout the organisation. The author further highlighted the importance of identifying objectives for any specific marketing or promotional activity, targeting specific audience of the programme. In the context of the current study, a general informational brochure on the programme has been developed as a strategy of choice to introduce the EAP to the workforce and also to announce the contracted external provider of the EAP services. In addition, the programme embarked on different activities such as presentations, training, publication of educational articles in the internal newsletter, and dissemination of information targeting managers and supervisors in order to increase the level of job performance-based referrals to the EAP.

Beidel (1999:93) further stipulates that whether initiating an EAP and formulating the programme's initial marketing effort within the organisation or building on or modifying the ongoing promotional efforts of an established programme, the

organisation and the EAP are best served when the marketing strategies and activities are carefully planned and coordinated with other information dissemination efforts within the organisation. These coordination activities themselves play an informal part in the programme's marketing campaign - exposing other operations within the organisation to the services of the EAP and increasing the knowledge of and familiarity with the programme among other key personnel who by virtue of this liaison role, become an extension of the EAP's promotional efforts.

Clarification of the goals of a marketing strategy and coordinating marketing activities with other information dissemination efforts within the organisation was critical to this study. The goal of the marketing strategy was to introduce the EAP services to the entire organisation. In addition, the researcher realised that it was critical to integrate the EAP marketing strategies with other activities. For example, presentations to managers were conducted in their management meetings, as it is difficult to arrange a separate time to specifically present EAP information. Employees were also addressed during staff meetings and workshops, where time was allocated for EAP presentations, after which promotional gifts were distributed.

The researcher's conclusion is that the key to an employee assistance programme's successful internal marketing plan is entrenched not only in the knowledge of the current status and the future goals of the programme, but also in carefully planning the implementation of identified strategies and activities. The goals of the plan must be precise, whether it is strengthening the services, increasing client utilisation, meeting specific service delivery goals, improving the image of the EAP within the workplace or to improve utilisation of the programme by specifically targeting under-served populations. The marketing strategies must also be specifically targeted to address the goals of embarking on marketing activities.

2.3. THE UNIQUENESS OF WORKPLACES AND WORKFORCES AND THEIR IMPACT ON PROMOTIONAL EFFORTS

When developing a marketing plan, the EAP must consider many issues and aspects that could have a serious impact on the promotional efforts. Whereas clarifying the objectives of the marketing campaign is a critical task, as discussed in section 2.2, Beidel (1999: 94) argues that tailoring the marketing strategies and promotional activities to the unique dynamics of the organisation and its workforce is as important as the message itself. The author further indicates that it is beneficial to both an EAP as well as employees, when the EAP practitioner spends time on up-front meetings with employees, getting to know the particular dynamics and EAP perceptions of different occupational groups. A marketing plan and promotional materials that incorporate the findings obtained from the meetings, would address employees' perceptions that could be hindering them from utilising EAP services.

The researcher conducted a needs assessment at the organisation where the study was conducted to determine the perceptions of EAP by employees of the organisation. The needs assessment was conducted prior to the implementation of the programme in order to identify issues that could negatively impact on promotional efforts. The EAP was perceived as a welfare and counselling service, with no relevance to workplace issues. Therefore, the perception resulted in employees believing that the programme was a waste of financial resources, which could be used to increase salaries of staff. Confidentiality issues also came to the fore due to the culture of self-sufficiency, where employees are concerned that utilisation of the programme will have negative implications on their jobs, especially in being allocated work assignments and awarded promotions. These findings were critical in the development of a marketing plan and promotional material that addressed the issues raised by employees, which if not properly addressed could hinder service utilisation.

In addition to the unique dynamics of a particular workforce or occupational group, other considerations also come into play as the EAP carries out its marketing campaign. Clausen and Gauthier (1982: 16) state that any employee population must be considered highly mobile. Even though some employees may remain with a single employer for an extended period, in the sample of the study conducted by Clausen and Gauthier (1982: 16), up to 30% of employees changed an employer annually. These employees form a new target population for any ongoing EAP, and efforts need to be made to acquaint them with the service. Therefore, in an organisation that has a high annual employee turnover rate and routinely experiences significant organisational transitions that result in the regular departure and entry of employees, the implications for an ongoing marketing campaign is clear. At a minimum, the programme needs to avail itself of strategies to keep the EAP services visible to the ever-changing workforce. Such a workplace demands a more frequent information distribution schedule and specifically targeted promotional activities for the new hires.

Beidel (1999: 96) indicates that the changing dynamics of the client groups of the EAP in the organisation impacts on the marketing plan. Whereas many EAPs undertake a single promotional activity to reach the entire organisation, the workforce is made up of a variety of customers - employees, referring managers, top management, line supervisors, union representatives and shop stewards, family members, specific work groups, and other diverse or special interest groups (for example, single parents and employees with specific disabilities). Each of these client groups challenges the EAP to address or respond to a complex range of special concerns and specific values that are particularly important to that group.

Table 2 below indicates a few of these varied and frequently changing customers and the type of questions that reflect their potential interests and areas of concern.

Table 2: Concerns of EAP’s varied customers

Top management	Line supervisors	Union personnel	Employees/families
How does the EAP interface with our health insurance?	How does the EAP referral process interact with our disciplinary process?	Will the EAP referral process conflict with the arbitration process specified in our contract?	Will the EAP be confidential?
What is the EAP’s impact on health costs, absenteeism, and productivity in the organisation?	Will it be easy to refer employees to the EAP?	How will management deal with our members who voluntarily use the EAP?	What will it cost me?
How well is the EAP integrated into the organisation’s day-to-day operations?	How realistic is it to expect improvement in employee performance as a result of a referral to the EAP?	How will the EAP’s confidentiality be handled should a member file a grievance with the organisation?	How will the EAP work with my health care provider and the organisation’s managed care programme?

(Beidel, 1999:97)

The concerns raised by the different clients of the EAP, in table 2, are similar to the critical questions that are raised during promotional activities, as observed by the researcher. Top management raises questions about the return on investment, while employees are concerned about accessibility, cost, and confidentiality of the services. Union representatives are interested in confidentiality of the EAP when used by one of their members and the impact on work prospects. Line supervisors raise concerns about the objectivity of EAP staff in the assessment process and whether they view the performance problem from both the employee’s and the supervisor’s perspective. The significance of these customers and their interests cannot be overstated as they form the basis for developing an effective marketing plan.

2.4. ELEMENTS OF AN INTERNAL MARKETING STRATEGY

Francek (1985: 28) identifies key elements of an internal marketing strategy, which form an integral part of the EAP marketing strategy. The researcher found these elements valuable for the development and evaluation of a marketing strategy. In addition, the researcher utilised these elements as a basis for development of the questionnaire utilised in the study, which incorporated the demographic information, programme awareness and programme visibility.

The key elements identified by Francek (1985: 28) include the following:

- A systematic evaluation, which includes demographic descriptions of the client population, that identify which clients utilise the EAP and the ones that do not utilise the programme. These efforts will allow for timely and target-specific promotional activities for low use areas;
- A high level of programme awareness by both management and union leaders regarding their specific roles and responsibilities. The survival of the EAP over time will depend in a large part on this ongoing awareness;
- A high level of programme visibility needs to be established and maintained over the life of the EAP through both programme promotion efforts and organisational networking.

These key elements of an internal marketing strategy provided a framework that was used to understand the impact of the various marketing activities used by employee assistance professionals to promote their services. By means of demographic description of the population, the researcher was in a position to identify employee groups in the study that did not utilise services and recommended implementation of promotional activities that are specifically targeted for them. Continuous programme visibility and awareness were also critical, and were integrated into the specific strategies of effective EAP marketing. It is evident from the above elements that for the EAP to be effectively

utilised, there has to be continued awareness amongst management and unions. This confirms the important role played by management and union leaders in the utilisation of EAP in an organisation.

2.5. ASPECTS OF EMPLOYEE ASSISTANCE PROGRAMMES CRITICAL FOR EAP MARKETING.

Certain aspects have emerged as core ingredients for successful employee assistance programmes. According to Dickman (2003:47); Dickman (1988: 110); Reynolds & Lehman (2003:240); and Nelson & Emener (2003:37) these elements include a written policy statement, top management support, union involvement where possible, employee and family communication and education, the role of supervisors, confidentiality, the EAP professional as a marketing agent, and the structure and culture of the organisation. The researcher believes that these elements are not only important for successful implementation of the programme, but are also an integral part of promotion and communication strategies, as they form the basis for programme utilisation.

These important elements are briefly discussed as follows:

2.5.1. The written policy statement

Consad Research Corporation (1999:6) maintains that the development of a policy statement should precede any EAP implementation. It is further argued by Consad Research Corporation (1999:6) that when clearly written and widely publicised, the statement serves as a guide to supervisors and managers regarding constructive handling of an employee's personal problems. It also prescribes ways of balancing organisational needs with the needs of the individual employee and the employee assistance programme itself. In addition, the policy should explain to employees that the EAP is a mechanism for providing confidential access to counselling and services, as well as reassuring

them that using the programme will not jeopardise their current or future position with the company.

Dickman (1988: 112) explains that every industry establishing an EAP must have a clear policy statement regarding the philosophy and intent of the programme. From a marketing perspective, the researcher views the relevance of the policy statement as to emphasise the fact that the organisation acknowledges that employees are not immune to human problems. Hence, an EAP is implemented to provide professional assistance to employees whose problems interfere with work productivity, in order to restore them to their full capacity rather than dismiss them. The policy statement, therefore, serves to assure employees that they are the organisation's most valuable assets, and encourages them to utilise the service.

2.5.2. Top management support

Dickman (2003: 47) states that management endorsement and active involvement from the very top of the corporate structure is required to get the EAP off the ground. In a study conducted by Reynolds and Lehman (2003:240), significant conclusions were drawn regarding the relationship between employee trust in top management and willingness to utilise EAP services. Firstly, it was established that employees with low trust in management were less likely to believe that the confidentiality of sensitive information would be maintained than would employees who trusted management. Secondly, employees who did not want to reveal a stigma were particularly discouraged at the idea of using the EAP if they did not trust the confidential maintenance of their information. Thirdly, employees who perceived greater trust in the organisation were more likely to go to the EAP if they had a problem. The researcher believes that these findings emphasise the importance of top management support of the EAP policies, principles, and procedures.

According to Consad Research Corporation (1999:6) both internal and external programmes alike, appear to require access to the highest levels of management for optimum success. Top management endorsement is critical for ensuring an EAP's acceptance and protection in the organisation. Dickman (1988: 110) also maintain that it is absolutely necessary that management, at its highest level, endorse and actively support their EAP.

The researcher views top-level commitment as critical in ensuring support of the programme by all levels of management and in allocation of financial resources to implement EAP activities. From a marketing point of view, mailing of EAP letters and brochures to employees, training of supervisors and development of promotional material requires allocation of adequate budget. These marketing activities can only be possible if top management supports the programme. However, DeFalco (2001: 21) warns that it is not enough to have top management support, if the effects of the programme are not quantified and continually placed before management as a cost saving-improvement activity, management will loose interest. This suggests that the EAP practitioner must always be able to quantify the service, for management to be aware that the resources are not wasted but benefit the workforce.

2.5.3. Union involvement

EAPA recommends the formation of an advisory committee that includes labour representatives, where possible, to maximise potential for success (EAPA, 1990:3). According to Sonnenstuhl and Trice (1995: 24), depending on the circumstances, union support and involvement can also dramatically increase programme acceptance and efficiency in unionised facilities. Union support and involvement greatly improve the effectiveness of EAPs, especially when the union is involved in the formulation of the policy.

The researcher's experience is that unions play a significant role in supporting EAPs if they view the programme as a benefit for their constituencies. Therefore, where labour is involved in the organisation, it is crucial to secure its support. Unions should, therefore, be utilised as a valuable resource to market EAP to employees.

2.5.4. Employee and family education

EAPA-SA (1999: 23) maintains that appropriate marketing and promotion of the programme will encourage utilisation of its services, which ultimately impacts on the healthy functioning of the organisation. The researcher believes that an EAP must communicate its availability and services to employees and their families, in cases where family members are also covered by the programme, in order to function effectively. As a means to reach members of the workforce and their families, verbal presentations, newsletters, brochures, and posters are some of the mechanisms that have been adopted at the organisation where the study was conducted.

Sonnenstuhl and Trice (1995: 20) argue that at a minimum, employees must know about a company's policy and understand what the programme can and cannot do. Unfamiliarity with the policy and scope of programme efforts could keep employees from using the EAP, or lead to inappropriate and disappointing expectations. Further, educational programmes also make employees aware of the organisation's commitment to helping those in need. Providing proper information, therefore, encourages people to step forward when necessary and to proactively seek help themselves.

The researcher observed that lack of education leads to misunderstanding of the services of the EAP. Employees would request for assistance that is not within the scope of the EAP, which makes it critical to educate employees on the type of services rendered by the programme.

2.5.5. The individual EAP professional as a marketing agent

Myers (1984: 183) states that although top management, authority, structure, strong organisational policy statement and training are important, they will not ensure EAP effectiveness unless the EAP professional activates them to produce a viable programme. The EAP professional is a catalyst in an EAP, who fulfills multiple roles as a change agent.

Beidel (1999:106) also argues that although marketing strategies are valuable and essential for any successful EAP, the EAP professional is often the most critical marketing device within the organisation. No matter how effective the written materials or electronic media are in promoting the programme, the professional may be the absolute marketing tool having the opportunity to reach customers and influence their perceptions each and every day he/she operates within the organisation or interacts with any employee, manager, or family member. The EAP professional is held to a high standard in most organisations. And with that standard is the responsibility to carry oneself in the most positive light and to live by the principles, policies, and procedures advocated by the EAP professionals. EAP professionals represent their programme in all their interactions in the workplace, as a result a number of expectations and principles provide the basis for an EAP professional's effective marketing of a programme.

According to Francek (1985: 29), the profile of a successful EAP marketing consultant will include skills, experience, and education, reflecting the mixture of human service and business interests. If a consultant is to be successful, he will need to be able to translate the product (human service) into the language of business (finance). A successful consultant will need specific skills in making both written and oral presentations, negotiation, market analysis, organisational analysis and networking.

From the discussion above, it is evident that the staff selected for the EAP need to feel comfortable in presenting a professional image that is compatible with the business world. An attitude that displays self-confidence in a warm and outgoing way is a most desirable trait of staff. Staff that work in EAPs are marketing a 'broad brush' program, therefore, the researcher's point of view is that an EAP professional should be able to understand questions and concerns raised by various clients of the EAP, some of which are listed in table 2. From an employee's perspective, this means that clinicians must feel comfortable with handling a variety of problems.

The researcher believes that it is important for a clinician to recognise that the primary goal of an organisation in providing the EAP is to improve employees' job performance. Clinicians should be able to adapt practical methods to this goal by appreciating the financial reality of service provision, which is the concern of management. Therefore, the ability to carry out short-term counselling is a valued clinical skill for EAPs because on-site time is a critical issue, hence supervisors have concerns about how much time an employee misses from the job to attend counselling sessions. The researcher, therefore, believes that an EAP professional should possess a variety of skills in order to be a successful marketing agent as this will ensure successful implementation of the EAP.

2.5.6. The role of the supervisor

An Employee Assistance Programme is an organisational asset, which plays a significant role in helping those in positions of authority to resolve complicated work performance problems. Cohen (1985:183) indicates that once an EAP policy has been outlined and the roles of those within the organisation have been defined, a means of promoting managerial and supervisory expertise in operationalising the process is essential. The researcher believes that the importance of training supervisors cannot be underestimated because

supervisory training forms part of the EAP core technology, hence it is not an option, but an absolute necessity and component of the programme.

According to EAPA –SA (1999: 21), the goal of supervisory training is to equip supervisors to fulfill their roles in early recognition, intervention, and appropriate referral to the EAP.

Sonnenstuhl and Trice (1995:18), maintain that supervisors have traditionally played a major role in the carrying out of EAP policies. The responsibility for training and educating supervisors to perform necessary functions usually rests with the employee assistance practitioner. Employee assistance practitioners can train supervisors to identify troubled employees through deteriorating job performance, and to motivate these individuals to resolve their problems and improve performance either on their own or through the EAP. When using intervention strategies, supervisors confront employees with evidence of declining work effectiveness, providing suggestions about how to improve. Prompted by this advice, employees who sometimes face difficulties, enter treatment, or utilise everyday problem-solving techniques to eliminate the trouble on their own.

The researcher recognises that the role of supervisors in the workplace has become more complicated. Modern-day employees face more broad and complex problems than in the past. Consequently, supervisors must take a human interest in the people who work for them. In so doing, a supervisor should make the availability of EAP services known to employees, which forms part of the marketing strategies of the programme. A supervisor's ability to make appropriate referrals have a direct impact on EAP utilisation by employees. Therefore, it is important that supervisors understand that their role is not to diagnose personal problems, but to focus on employee job performance.

2.5.7. Confidentiality

According to Mayne (2004: 20) and Dickman (2003: 48), confidentiality is the cornerstone of EAP services. Mayne (2004: 20) further indicates that Individuals considering using the EAP must be certain that any information they provide will be treated as confidential, except in special circumstances. DeFalco (2001:21) states that referring supervisors are entitled to know two things: that the employee contacted the EAP office; and whether the employee is participating in the programme or not. The researcher believes that facilitating a dialogue with clients assuring them that they can safely confide their problems is essential to the success of any EAP and should be built in the EAP marketing strategy.

From a marketing perspective, Wright (2002: 54) maintains that confidentiality is crucial to ensuring a high level of employee participation, which in turn makes the programme more successful. The success of EAPs revolves, to a large extent, on employee confidence that the EAP respects individual privacy and adheres to confidentiality requirements and procedures. Unless participants are assured that communication with counsellors will be confidential, an EAP can become ineffective.

The researcher's deduction is that EAPs cannot function without commitment to confidentiality since employees will not use the programme. In this study, the development of an employee assistance policy that clearly defined the degree of confidentiality promised by the programme was a tangible way of assuring employees that their problems will be kept in the strictest confidence. Confidentiality is clearly stated in the policy and all marketing material of the EAP, such as posters and brochures, as a means to safeguard the effectiveness of the programme.

2.5.8. The structure and culture of the organisation

Dickman (1988:108) maintains that organisational structure and dynamics are relevant, critical, and pivotal to the work of EAP professionals. EAP professionals are urged to develop a professional practice in which they will always be learners of organisational structure and dynamics as these factors have an impact on the functioning of the programme. Beidel (1999: 94) argues that the most important consideration for the EAP marketing plan is the culture of the organisation, which entails the unique and particular way that the organisation functions and gets things done. The ability to formulate the EAP marketing strategies that take into consideration the culture of the organisation is therefore, vital to the integration and utilisation of the programme within the organisation.

From a marketing perspective, the researcher believes that communication forms part of the organisation's culture, hence it should be taken into consideration when a decision is made on the type of marketing strategies to be implemented. If for example, the company mainly adopts electronic medium of communication, the EAP staff should consider incorporating the approach in the marketing strategies. It is evident that the implementation of the EAP cannot be successful, without serious consideration of the culture of that particular organisation.

Keohale and Newman (1984: 295) formulated a strong argument regarding the impact of structure and culture of the organisation on the successful marketing of the EAP. According to Keohale and Newman (1984: 295) management commitment to the EAP is reflected by the position of the programme within the organisation's structure, which is a key to its success. Many of the decisions regarding the internal policy of the organisation and the contractual arrangements need immediate attention. Because of this need for rapid decision-making, top management structure must allow time for direct and active participation in the programme's operation, particularly during the stages of

planning and marketing. Active participation is required because decisions about the EAP often call for new directions and priorities of the organisation as a whole. Any given company has its own internal coalitions and power struggles that, if not understood, could jeopardise the success of the EAP before it gets started.

Furthermore, Keohale and Newman (1984: 295) maintain that the crucial foundation for developing an employee assistance programme includes a solid commitment on the part of an organisation's top management. The commitment to the EAP is reflected by the resources made available to the programme, such as allocation of staff time for coordinating the programme, securing funds for the coordinator's positions, and the necessary staff.

The aspects discussed above, are critical to EAP marketing within an organisation. If these aspects are in place, the EAP is more likely to be effective as they provide a sound foundation for EAP marketing. EAP professionals should understand the importance of ensuring that they integrate these aspects in their marketing plan, for the benefit of all EAP role players, that is, the employee, employee families, management, labour, and the EAP itself.

2.6. STRATEGIES OF EFFECTIVE EAP MARKETING

Dickman (1988: 120) maintains that the EAP requires constant marketing to be effective, and that opportunities to market the programme are invaluable. Some of the ways in which awareness is done is through supervisory training, talking before shifts, home mail outs, site visitations, and presentations (such as union meetings, departmental meetings and motivational meetings).

The researcher has, through literature review, discovered that most employee assistance programmes have employed various methods of EAP marketing to meet their marketing goals, with communication forming the essential part of marketing.

Beidel (1999: 97) identifies four essential components of organisational communication, that is, written communication, oral presentations, meetings, and interpersonal communication. These essential components provide a convenient framework from which to explore the promotional and marketing efforts of an EAP. Therefore, when exploring the marketing strategies of the EAP implemented in various organisations, attention will be paid to the written material, promotional activities communicated orally, meetings, and training.

2.6.1. Orally transmitted information

Employee assistance professional's most effective strategies for promoting the EAP and the acceptance and use of its services involve some form of oral presentation. These efforts offer several advantages because the professional can use persuasive skills and interact with the targeted population (Beidel, 1999: 100).

Oral presentations also fulfill one of the intents of communication, which according to Olson and Olson (1993:6) is to establish and enhance a relationship. Most of the oral promotional efforts employed by EAPs occur as part of a formal training or educational programme or within a context of a structured or informal briefing to a targeted population in the organisation.

Under the component of orally transmitted promotional efforts, the researcher will elaborate on orientation and training of managers and supervisors, and employee orientation. Table 3 below, from Beidel (1999: 100) presents a list of traditional forms of oral communications available to the EAP and examples of programmes and strategies that have been effective in a variety of labour and management settings.

Table 3: EAP orally communicated promotional activities

New employee orientation sessions
Supervisory and management training sessions
Shop steward training
Brownbag luncheon seminars
Health fair or wellness programme information booths or tables
Presentations to specific work groups, (e.g., senior management, union officials, organisation task forces).
Ongoing educational programmes dealing with work and family issues; alcohol and drug awareness; smoking cessation; conflict resolution; transition and change management.

(Beidel, 1999: 100)

- **Orientation and training of managers and supervisors**

EAP supervisory training is training provided by EAP professional staff that assists supervisors and other management personnel to learn the signs and symptoms of deteriorating job performance among their employees (Staff Stuff, 2003: 6)

Maynard and Farmer (1985: 31) maintain that training is essential to communicate to managers and supervisors that identifying and constructively confronting problem employees is a relevant and central supervisory function and that appropriate referral of problem employees to the EAP is a key aspect of their supervisory duties. When first implementing a programme in the company, it is helpful to supplement the ongoing integrated training with an orientation session for all supervisors and managers. The goals of this session are to familiarise participants with the newly developed EAP-related policies and procedures and to make them aware of the benefits of using the EAP as a tool to assist in supervising troubled or problem employees.

Sonnenstuhl and Trice (1995: 18) indicate that the supervisory training model consists of defining programme policy, emphasising the degree of management support for the EAP, explaining the supervisor's role in implementing the

programme, and demonstrating how the programme can be integrated into supervisors' existing responsibilities for employee job performance.

According to Maynard and Farmer (1985: 31) ideally, each orientation session should include twenty to fifty supervisors or managers, with roughly the same degree of supervisory responsibility. Sessions should be conducted in a format that promotes active participation by the supervisors and allows them to ask any questions or state any resistance to the programme that they may feel. Examples to demonstrate identification, confrontation, and referral techniques should be totally consistent with the organisational style and structure of the participants' own departments.

Managed Care Concepts (2000: 1) maintains that EAP training often helps managers to manage better. Managers are relieved to know that experienced, professional help is available to their employees, themselves, and family members. In addition, disciplinary processes run more smoothly as managers concentrate on managing while counsellors counsel. Managers are trained to refer their employees to the programme solely on the basis of performance-related problems.

Managed Care Concepts (2000: 1) recommends and provides ongoing additional manager and supervisory training in the following areas:

- Identifying employees with problems
- Documenting performance
- Constructive confrontation
- Effective use of the EAP as a management tool
- Effective monitoring and follow-up to ensure continued performance
- Stress management for managers and supervisors
- How to effectively develop employees
- Coaching versus counselling
- Team building

- Conflict management
- Clarifying and simplifying the management or supervisory role
- Common mistakes or traps managers and supervisors get into
- Effectively dealing with HIV/AIDS in the workplace
- How to appropriately and legally exercise authority
- Other relevant topics determined by need

The researcher is of the opinion that it is pointless to implement an EAP, if supervisors do not know how to use it to support them in their supervisory role. For this reason, supervisory training programme is designed to assist supervisors understand the EAP, familiarise them with the EAP policies, procedures and counsellors; demonstrate effective programme usage; increase awareness of behavioural problems at their early developmental stages; become proficient at documentation and confrontation of troubled employees; and open channels of communication between EAP, staff, and supervisors.

The researcher further deduces that supervisory training is one of the fundamental ways of marketing EAP services in organisations. This conclusion is supported by the findings of DeFalco (2001:49) and Blum & Roman (1995:32). DeFalco (2001:49) maintains that supervisory referrals are one of the major ways employees become clients of the EAP. Blum and Roman (1995:32) indicate that in a study by Schneider and Colan (1992) supervisors who received systematic training made significantly more EAP referrals, compared with a control group of supervisors who did not receive training. Blum and Roman (1995:32) claim that knowledge about the EAP is an important predictor of EAP utilisation.

- **Employee orientation**

According to Managed Care Concepts (2000: 2), employee orientation is generally delivered in seminar groups with a live presentation and discussion in order to ensure the EAP is perceived as available, user friendly and helpful.

Although the content of the information presented at these meetings is certainly important, Maynard and Farmer (1985: 37), believe that it is the process itself that is the critical variable in programme implementation, and hence provide three reasons why employee orientations are seen as effective ways to promote an EAP in the company. Firstly, it is quickly clear to employees and their supervisors that the EAP is seen as important by the company when they are drawn from their jobs for even a few minutes to participate in the meetings. Secondly, the personal exposure to the coordinator and the opportunity to ask questions serves to make the programme much less threatening to employees. The visibility and personal connection with the coordinator, therefore, helps to defuse much of the anxiety associated with using EAP services. Thirdly, the coordinator has the opportunity to hear the kinds of concerns employees have about the programme, and can address major issues, either on the spot or in later promotional literature.

According to Reynolds and Lehman (2003:239), awareness of the EAP and its referral processes would appear to be a prerequisite for being willing to use the EAP. Employees who are aware of the EAP and the referral process should be more aware of the benefits of using the EAP and thus more willing to use it. For example, substance abusers who are more aware of the benefits of using the EAP may view it as a barrier against negative job sanctions. Thus, greater awareness of the EAP should be associated with an increased willingness to use the EAP among substance abusers.

The desired outcomes of orientation sessions as outlined by Managed Care Concepts (2000: 2) are to:

- Educate the employees so that they can completely understand the benefits offered to them and how to use those benefits when necessary.
- Assist the employees in taking the first step toward benefit utilisation, without feeling uncomfortable or stigmatised.

- Begin the member/ EAP relationship in the most positive way to promote both employee and company prosperity.

Judging from the response to a survey referred to in HR Focus (1995: 12) conducted by life office management association, Atlanta, the best way to get the word out about EAP benefits is to discuss them during employee orientation. More than 90 percent firms polled that have EAP in place market this benefit during orientation sessions. The second common promotional vehicle was employee handbooks, followed by presentations by EAP counsellors. More than 60 percent of surveyed companies used all three methods.

Table 4 lists the different types of marketing vehicles companies use and the percentage of surveyed employers who use them to generate greater EAP awareness. It is evident that employee orientations are widely used to market EAP services compared to other strategies of EAP marketing.

Table 4: Different types of marketing vehicle companies use and the percentage of surveyed employers who use them to generate greater EAP awareness.

New employee orientation	91%
Employee handbooks	85%
Presentations by EAP counselors	69%
Company newsletters	65%
Bulletin boards	62%
Presentations by managers or HR	42%
Letters mailed to employees' homes	32%
Payroll enclosures	27%
Brochures, memos, supervisory referrals	20%
Videos	16%

(HR Focus, 1995: 12)

In terms of process, Maynard and Farmer (1985: 37), indicate that each employee orientation meeting requires only about twenty minutes and can

include as many employees as can be gathered in one place at a time. At these meetings, the coordinator should briefly explain what the EAP is, how employees can use it, what they should expect after they make an appointment, how confidentiality is protected, and what statistical information the company has access to regarding programme use. A brief explanation of the supervisory or other non-self referral process should be given. Examples of typical problems with which EAP can assist should be mentioned in a way designed to normalise and de-stigmatise the use of the programme by employees and their families. Opportunity for employees to ask questions should be provided. Maynard and Farmer (1985: 37) emphasise that if none are asked, it is often useful for the coordinator to emphasise certain points by specifically mentioning and answering questions that have come up in other orientation groups.

From the discussion of orally transmitted information above, the researcher concludes that although EAP training programmes are frequently intended to provide specific information about the manner in which the EAP operates, these programmes also provides an opportunity to employees to raise needs that may be met in future by adding other service component within the EAP. The initial oral presentation of a concept is an effective tool to promote the recognition, acceptance, and ultimate utilisation of the EAP services.

2.6.2. Written Materials

Olson and Olson (1993: 6) point out that the role of communications in the organisation is to teach, persuade, influence, set expectations, exchange values, and establish or enhance relationships. This set of communications principles and objectives provides a framework from which to guide any employee assistance promotional material or marketing strategy.

Table 5 provides a list of written materials and strategies from Beidel (1999: 98) that have been effective in several distinctive organisations and settings.

Table 5: EAP written promotional materials.

Brochures
Flyers
Newsletters
Paycheck inserts
Posters
Informational memos
Stress cards
Rolodex cards
Tabletop information tent cards
Stress cards
Fax informational announcements
Training calendars
Seminar announcements

(Beidel, 1999: 98).

Beidel (1999: 98) emphasises that although a list of promotional materials can provide a variety of options for the beginner as well as the seasoned employee assistance professional, there are some basic rules and guiding principles to the development and delivery of these written materials. For this reason, any marketing or advertising text may offer suggestions and recommendations to drive the preparation and distribution of these materials, but the efforts should be rooted in sound communication practices.

The strategies for development and distribution of promotional materials are briefly discussed under programme promotion and material distribution, to further elaborate on the use of written materials in EAP marketing, taking into consideration good communication practices recommended by Beidel (1999: 98).

- **Programme promotion**

The researcher believes that through positive communication and publicity, the EAP sets a conducive environment that encourages employees to seek help

when needed. Employees learn to view EAP as a positive, caring step towards improvement. After the EAP has been implemented, an organisational promotional effort needs to be made to ensure the programme's effectiveness.

HelpNet EAP (2001:1) is of the firm belief that the greater the EAP is promoted to employees and their families, the higher the programme utilisation. The saying that "out of sight, out of mind" certainly applies to EAP programme promotion.

Theda Care at Work EAP (2003:2) maintains that it is important for employees to be aware of EAP services so that they may utilise them. Theda Care at Work EAP has a wide variety of awareness materials to increase visibility of EAP. Brochures, wallet cards, and EAP posters, are some of the items available. The company also provides orientations to employees about the service as well as supervisory training to assist managers in using their EAP services.

Sonnenstuhl and Trice (1995: 20) maintain that an EAP must communicate its availability and services to employees and their families because, providing proper information encourages employees to step forward when necessary and to seek help themselves. Brochures, posters, and workshops about personal troubles and their solutions can be used to reach members of the workforce.

According to Francek (1985: 28), keeping current and meaningful information readily available to all employees is one of the foundations of successful programme utilisation. One method used at the onset of most EAPs is the mailing of brochures and topic related materials to all employees' homes to establish a level of awareness for the employee and his/her family members. This establishes that confidential information and help are available through the employee assistance service. In addition, a systematic provision of a series of convenient onsite presentations of psycho-social or health issues is another effective method in programme promotion.

The discussion of EAP promotion makes it clear that there are numerous ways to promote EAP services to employees and their family members. The researcher, however, cautions that it is critical to include information that will encourage utilisation of the service, such as confidentiality, contact details of the EAP staff and problem areas addressed by the programme. In addition to the importance of the content of marketing material, emphasis has to be placed on using simple language to ensure that every employee understands the content of the promotional material, as opposed to using the counselling jargon. The researcher, therefore, supports the view of Olson and Olson (1993:6) that communication forms the essential part of marketing. It is important to ensure that the type of language used is appropriate to the target groups of the marketing activities implemented.

- **Distribution of marketing material**

Maynard and Farmer (1985: 38) state that descriptive brochures explaining to employees what the programme is, why it has been established, and how to seek assistance from it should be distributed as widely as possible. Mailing brochures to employees' homes makes it more likely that spouses or other family members will learn of the programme. Brochures and other literature such as business-size cards with the EAP number should be available throughout the worksite in places where employees will see them and have a chance to pick one up without necessarily being observed by others.

HelpNet (2001: 1) encourages mailing of EAP literature, such as brochures and announcement letters to the homes of their employees. This is to ensure that family members are aware of the EAP and the help it provides.

Maynard and Farmer (1985: 38) indicate that all EAP-related literature should stress the strict confidentiality and lack of stigma associated with using the programme. Personnel and medical staff, managers, supervisors, and union

representatives should all have several brochures that they can hand out to specific employees as appropriate.

In the organisation where the study was conducted, brochures, wallet cards and other promotional gifts such as stress balls, key rings and note pads, with the EAP number were distributed to employees during meetings, workshops, and conferences to promote the service. Articles were also published in the internal newsletter and distributed to every employee, which they take home with. These activities provided an opportunity to also promote the EAP services to families of employees, and were aimed at ensuring optimal utilisation level of the programme.

2.6.3. Surveys

Beidel (1999: 104) indicates that surveys provide another indirect and often subtle method to effectively promote the EAP within the organisation. In particular, needs assessment and satisfaction surveys have been exceptionally beneficial. Some EAPs have also employed focus groups to assess the needs of the entire organisation or of particular populations within the workplace. Needs assessments have traditionally looked at identifying new or emerging trends within the organisation that may require the development of specific service components or training and educational programmes to meet those needs. Beidel (1999: 104) further states that the mere fact that an EAP is using a survey to gather information for further service development reflects its attentiveness and responsiveness to the changing needs of the organisation, which is a critical promotional goal for any EAP.

Maynard and Farmer (1985:37) maintain that it has been found helpful to include a brief needs assessment questionnaire as part of the orientation meetings. The questionnaire is anonymous and is designed to be answered in about five minutes, simply by checking off various response alternatives. Essentially, it

asks employees what type of problems they, their families, and their coworkers may have experienced.

Maynard and Farmer (1985:37) emphasise that although it is helpful to have the data from the questionnaire, the real value lies in the process. Answering the questions helps define for employees the scope of problems with which the EAP might be helpful. The individual feeling of participation in the design and implementation of the programme that completing a questionnaire provides, increases the employee's own investment in the program's success. When summary results of needs assessment are made available, the employees who themselves are suffering from such problems feel less deviant and are, therefore, more likely to come to the EAP for assistance.

According to Beidel (1999: 105), satisfaction surveys can serve a similar promotional function. Whether telephone, mail, or face-to-face processes are utilised for the survey, employee assistance professionals who take the time-off to solicit information from their customers actively promote the EAP as an operation focused on the needs, satisfaction, and feedback of its clients. The EAP can use a random process to select those clients who will receive a satisfaction survey or can distribute a satisfaction survey to every EAP client. The end result is that the employees, managers, union personnel, and other clients will see the EAP as an operation that is interested in improving its services and enhancing its responsiveness to its customers, the employees, managers, and family members who actually use its services or will consider using them in the future.

The researcher embarked on a needs assessment process, prior to the implementation of the EAP at the organisation where the current study is conducted. The process proved to be effective because misconceptions about the EAP were identified. Further, the process was a first step in informing employees about the establishment of the programme. The process encouraged

employees to give input into the development of the programme, which would address their needs. Therefore, surveys do provide important information that can be utilised to effectively market the service.

From the review of the strategies of effective EAP marketing, the researcher established that various methods can be implemented to market EAP services in an organisation. However, it is critical to ensure that the methods employed are appropriate to the targeted population, as the ultimate goal of EAP marketing is to increase utilisation of the programme at all levels in the organisation.

2.7. A PRACTICAL REVIEW OF MARKETING STRATEGIES EMPLOYED BY DIFFERENT EAPS

Having embarked on a theoretical review of marketing strategies, the researcher viewed it as important to look at some practical marketing strategies utilised by different EAPs to promote their EAP services, in order to draw a comparison with the setting where the study was conducted. HelpNet, Managed Care Concepts, Centre for Human Development (CHD), and the City of Lincoln (Nebraska) marketing strategies were reviewed.

2.7.1. HelpNet

HelpNet (2001:1) is a nation-wide EAP with coverage in 15 states in the United States. HelpNet provides EAP services to over 250 organisations, covering over 100 000 lives associated with government, education, health care, financial institutions, news media, food production, transportation, manufacturing, and business. Each of these organisations, whether small or large, is served in a personalised, customer/client-orientated manner. HelpNet contracts with organisations to render EAP services, in order to assist them to implement effective programmes.

HelpNet (2001: 1) employs a variety of strategies to promote the EAP. These include conducting face-to-face orientations with employee groups to introduce the EAP and to answer questions. Orientations typically last approximately thirty minutes. In addition, EAP wallet cards are issued to all employees so that they can have the necessary information (office phone number and location) readily available. As a supplement to the wallet cards, EAP posters are prominently displayed throughout the work setting. Typically they are on bulletin boards, in cafeterias and break rooms, and also by time clocks. Posters are rotated so that there is a new poster every thirty days or so.

In addition to the above strategies, HelpNet encourages contracted companies to mail EAP literature (brochure, announcement letter) to the homes of their employees. This is to ensure that family members are aware of the EAP and the help it furnishes. HelpNet provides companies with the brochures and samples of announcement letters. Finally, HelpNet authors and prints quarterly newsletters that are disseminated to contracted companies who then make them available to their employees to read. The newsletters are topical and can include such subject matter as “coping with stress”, “handling money matters”, “adjusting to loss”, and “resolving conflict”.

The researcher’s analysis is that HelpNet’s marketing strategies typically include both written and oral presentations. In addition, family members are targeted through home mailing of EAP literature.

2.7.2. Managed Care Concepts

Managed Care Concepts (2000:1) is a Florida- based, private company formed in 1992. The company provides EAP services to small and large companies in a wide range of industries across the United States and Canada. Some of these industries include medicine, finance, manufacturing and professional sports. Managed Care Concepts offers a wide range of mental health services including

comprehensive EAP, drug free workplace programmes, and mental health care programmes. Managed Care Concepts works with organisations to drive a solid, smooth, and effective EAP implementation process. Some of the key elements for implementation include supervisory training, employee orientation, and promotion of EAP services. The company provides the necessary training and marketing materials to organisations that they contract with.

According to Managed Care Concepts (2000:2), EAP promotion is a key ingredient in employee self-referral. With high visibility, people often connect with the EAP earlier for help before a problem becomes a crisis, which ensures success of EAP interventions. Publicity for EAP typically follows the initial supervisory training. This is developed in collaboration with those responsible for internal communication. Specific channels of communication are selected to merge with the overall EAP image and with the organisation's internal communications style and approach. A complete information campaign is initiated for programme implementation, including:

- A letter supporting the EAP from a senior executive to all employees
- An accompanying brochure describing the programme and inviting all employee levels to use the service
- An introductory article in the house newsletter, including a description of services and the procedure to contact the service
- Wallet cards with information about the EAP
- Posters for company bulletin boards
- Payroll stuffers or flyers
- Quarterly newsletter
- Bulletin board and special memos that comply with personnel policies and procedures
- Materials designed to eliminate the stigma that, unfortunately, is often associated with counselling.

Some of the ways that Managed Care Concepts (2000:3) uses to maintain the visibility of the EAP are payroll stuffers, flyers, training, and education. Common training and education topics include:

- De-stigmatising getting help
- Alcohol and drug education
- AIDS education
- Stress management
- Dealing with elderly parents
- Education on raising children
- Time management
- Money management
- Retirement planning (emotional, social, and financial)
- Conflict management
- Team building
- Taking full responsibility for yourself
- Women's issues
- Men's issues

The researcher observed that Managed Care Concepts recognises that every company has different needs, hence they develop promotional material in collaboration with the internal communication departments. At the organisation where this study was conducted, although the EAP counselling, life management and support components are outsourced, marketing is the responsibility of the internal EAP staff, in collaboration with the internal Communication unit. This approach ensures that there is consistency with regard to the communication style in the organisation. The researcher views this approach as significant since the EAP image should be aligned with the organisational image. Like HelpNet, Managed Care Concepts also focuses on EAP promotion to employees, training, and orientation programmes, as part of their marketing plan.

2.7.3. Centre for Human Development (CHD)

According to Fourie (2001), Centre for Human Development's experience dates back to 1986 when it was the EAP provider to the South African Mining Industry. The CHD directly contracts with more than 190 clients organisations for EAP. As a privately owned, independent company, CHD provides clinical services to more than 300 000 households that are contracted with CHD affiliates throughout Southern Africa. CHD has partnerships with client organisations in the motor, manufacturing, and financial industries.

Peters (1999:100-101) conducted a review of CHD's EAP. In terms of their marketing and service strategy, the EAP is marketed at two levels. The first level is directed towards clients of the EAP, which are the employees. The second level is aimed at customers who would like to buy EAP services. Both levels are the responsibility of the centre through the marketing portfolio. Marketing to clients in-house takes place continuously and is directed towards EAP functionaries and employees. The in-house marketing, having a direct impact on the utilisation of the service, was considered relevant for this study, as the focus of this research was on internal marketing strategies.

Peters (1999:100) indicates that the marketing strategy of CHD is founded, firstly, on a mandate from the customer's management, which authorises the in-house marketing efforts. Therefore, entering into a contract with CHD is a high profile event. The Chief Executive Officer would sign the contract together with the Director of CHD and a press statement is released. It is important that the in-house magazine carries an article and photographs of the event. The aim is to show management's commitment to the EAP. A letter from management inviting employees to use the EAP is also necessary. CHD's approach of involving top management is in line with what is emphasised by Consad Research Corporation (1999:6) and Dickman (1988: 110) that top management endorsement is critical for ensuring an EAP's acceptance and protection in the organisation.

It is further argued by Peters (1999:100) that the success of the EAP provided by CHD, is dependent on informed and dedicated functionaries. It is, therefore, necessary that all the functionaries receive training so that they are aware of why, when and how to use EAP. Training would also ensure knowledge of the focus of EAP, principles of EAP, the EAP policy and structures, and the individual's functions in the EAP structure. Blum and Roman (1995: 32) also emphasise the importance of training because knowledge about the EAP predicts EAP utilisation.

Peters (1999:100) further maintains that momentum of the initial start of the programme is maintained through regular articles in the in-house magazine, regular presentations on relevant topics, new brochures, and the display of colourful posters. As the marketing function is evaluated, the strategy is adjusted to take new information into account. The researcher views the evaluation of marketing as important because it provides an opportunity to improve on the effectiveness of the strategies utilised. In addition, it provides information on the employees who have not yet been reached through EAP marketing activities.

- **CHD's EAP programme promotion**

Peters (1999:101) indicates that to maximise EAP utilisation, the CHD EAP consultants provide on-going publicity to management, employees, and their family members. Promotional activities are designed to familiarise employees with EAP services. Programme promotion includes:

- EAP Brochures with the name of the organisation and logo
- Newsletters for employees and supervisors
- Posters
- Wallet cards
- Magnets
- Payroll stuffers

- Educational pamphlets
- E-mail announcements
- Supervisory guidelines
- Employee orientation
- Supervisory training
- Workshops
- Lunch and learn talks

CHD's programme promotion seems to target all the beneficiaries of the service, which covers employees and their families, supervisors, and management.

- **Employee orientation**

Employee orientation introduces employees to the EAP, explains the reasons for using the EAP and methods of accessing the programme. The training also builds trust and encourages self-referrals in the early stages of problem development (Peters 1999:101). The researcher believes that encouraging self-referrals in an EAP is a valuable approach to marketing of the programme because an increase in the number of self-referrals can be seen as an indication of acceptance of the programme by employees.

- **Supervisory training**

This training teaches supervisors how to effectively use the EAP to help improve the performance of employees having problems on the job. These programmes can be conducted live, and are also available via videotape and on the website Peters (1999:100). The importance of training of supervisors cannot be emphasised enough. The researcher's view of the approach followed by CHD of supplementing live training with video and website-based training is that it serves to address the limitation of lack of time to attend scheduled training. This approach provides supervisors with an opportunity to go through training during

their own time. However, the constraint of this approach is that supervisors will miss the opportunity to interact with other supervisors and the EAP consultant to share their experiences. The other limitation could be lack of understanding of some aspects, which could otherwise be clarified by the employee assistance practitioner, as the facilitator of the training process.

- **Workshops**

In terms of workshops conducted, Peters (1999:100) indicate that EAP consultants at CHD offer a variety of seminars including:

- Developing leadership skills
- Managing your career
- Coping with organisational change
- Does your money fly away
- Dealing with a problem employee
- Dealing with difficult people
- Communication skills
- Stress management
- Parenting skills
- Diversity in the workplace
- Preparing for retrenchment
- Money management
- HIV/AIDS: Myths and realities
- More steam in your self-esteem
- Caring for an ageing family member
- Coping with grief
- Preparing a will
- Violence in the workplace

The researcher views the importance of educational workshops listed above, as to stress the importance of prevention of problems, educate employees about early warning signs, and the availability of referral to professional help when problems arise. Educational workshops also serve the purpose of marketing the EAP.

From the discussion above, it is evident that although CHD is an EAP vendor, the marketing strategies adopted compare well with those conducted by internal EAPs in organisations. The researcher observed that CHD views top management support of the EAP as critical to the success of the programme. This is important to both internal and external programmes. Like HelpNet and Managed Care Concepts, CHD, also focuses on EAP orientation and promotion to employees, supervisory training, and workshops, as part of their marketing strategies.

2.7.4. The City of Lincoln (Nebraska)

Kant and Kingkade (2004: 22) reviewed the importance of educating employees about the EAP in the City of Lincoln, in Nebraska. In the process of the analysis, the authors discovered some steps implemented to enhance programme visibility and utilisation.

According to Kant and Kingkade (2004: 22) the city turned its attention to promoting the programme to employees and teaching them how to make the best use of it, following the selection of an EAP vendor. The personnel department took the first step by designating an internal EAP liaison to serve as the initial contact for employees and family members in need of assistance and provide ongoing support and follow-up as appropriate. The EAP and the city then joined together to provide training to top management to obtain their support for the programme.

The approach followed by the City of Lincoln, is similar to the setting where this study was conducted. Orientation and training followed the appointment of an external service provider, and was a joint venture between the internal EAP staff, who serves as a contact for employees, and the EAP service provider.

Kant and Kingkade (2004: 22) maintain that the EAP offered training programmes to supervisors to provide skills in using the EAP as a management tool. The training focused on how to deal effectively with employees whose work performance is unsatisfactory, when to take internal disciplinary action, and how to refer employees to the EAP. After conducting the trainings, the EAP and city leaders asked supervisors to promote the programme as a resource to employees.

The next step was to provide orientation and education sessions to employees. These sessions not only conveyed useful information about common concerns such as stress, but also put a human face on the programme. The sessions allowed employees to meet EAP staff face-to-face and ask questions, which sometimes generated a self-referral of an individual to the programme. The dual purpose of providing information and developing trust served to enhance programme visibility and generated interest in the subsequent educational programmes. EAP staff also conducted sessions on a wide range of topics, including diversity, change and stress management, customer service, communication skills, professionalism, and team building (Kant and Kingkade 2004: 22).

The approach of meeting EAP staff face-to-face is considered important by Beidel (1999:106) because EAP professionals are considered as ultimate marketing tools as they have the opportunity to reach customers and influence their perceptions of the programme. The researcher agrees with Beidel (1999:106), because although a service provider has been appointed, in the organisation where the study is conducted, the EAP manager still plays a

significant role of marketing the service to staff, and has to ensure that the organisation knows the face behind the EAP initiatives.

Kant and Kingkade (2004: 22) indicate that in addition to providing orientation and education sessions, City of Lincoln EAP sends posters regularly to each department to display in hallways and distributes wallet cards to employees. These materials enhance the visibility of the EAP, remind, and educate employees about the broad range of issues the programme can help individuals address. City personnel also publish articles about the EAP in the employee newsletter, place brochures in new employee orientation packages, and introduce the EAP at welcome sessions for new hires sponsored by the city.

Staff from the city's personnel department meet regularly with EAP management to evaluate the programme's effectiveness. Each year, the EAP compiles and presents information showing whether the programme is being utilised by all levels of the employee population, the range and frequency of presenting problems, and whether all departments are using the programme. City and EAP personnel also work together to plan training and develop an annual publicity plan to enhance usage of the programme (Kant and Kingkade 2004: 22).

From the practical review of marketing strategies of the four companies discussed in section 2.7., above, the researcher deduces that similarities can be drawn from the activities embarked upon to promote the services. Written materials, oral presentations and training, as well as workshops covering a variety of issues to address employee's needs are utilised. Furthermore, marketing is seen as a critical factor of programme implementation. The role of the EAP professional as a marketing agent is seen as critical in the successful marketing of the EAP. The researcher concludes from the review of marketing strategies employed by the different EAPs, that knowledge about EAP is a critical success factor of programme utilisation. Continuous marketing is also important to ensure utilisation of the programme.

2.8. CHALLENGES OF DEVELOPING AN INTERNAL MARKETING STRATEGY

Reynolds and Lehman (2003:239) point out that although organisations provide EAP services as a benefit and actively promote EAP utilisation, the majority of people who need help choose not to get it. This statement raises serious concerns as far as the effectiveness of the marketing strategies embarked on by organisations are concerned. Hence, the researcher sees it as critical to highlight the challenges of developing internal marketing strategies that will be effective in informing employees about the EAP. Throughout the discussion in this chapter, it became evident that there are certain critical elements that are necessary for an effective marketing and implementation of any EAP. Few challenges have been identified by several authors and are briefly discussed as follows:

2.8.1. Adoption of formal, written policy and procedures

According to Consad Research Corporation (1999:6), one aspect of successful employee assistance programme implementation is the adoption of a formal, written policy, reflecting company commitment to EAP guidelines and goals. Putnam and Stout (1985: 183), reviewed data on nearly 400 organisations contacted by occupational programme consultants over a 20-month period of a New England health maintenance organisation. Data showed that one third of these organisations adopted employee assistance policies and set about establishing formal programmes. The adopting organisations also had reputations for being progressive, and actively concerned about employee welfare; they tended to be large, their executives autonomous, and their union membership rates high.

The researcher's observation is that adoption of a formal policy serves as an indication of management concern about the well-being of employees. In

addition, a policy defines the principles that guide the programme to ensure a fair and consistent service delivery to the beneficiaries of the programme. The researcher focused her attention on obtaining top management approval of the policy. This entailed making presentations to management in order to clarify the aspects of the policy. The challenge experienced was on balancing the views of top management, while ensuring that the policy adheres to the standards of the Employee Assistance Professionals Association- SA (1999), especially regarding the nature of feedback that should be given to referring managers. It became clear that marketing would not be effective, if the content of the marketing material is not aligned to a formal policy that addresses issues of confidentiality.

2.8.2. Clarification of products and services provided by the EAP

Keohale and Newman (1984: 295) maintain that to market the EAP, the organisation must be prepared to present clearly the product or service it has to offer. Keohale and Newman (1984: 295) further explain that the programme's less extensive package provides assessment and referral services; its more elaborate package provides assessment and counselling. In addition to the basic counselling service, most companies also want management and supervisory and /or programme orientation. An organisation must, therefore, decide which model will be more appropriate and also determine whether it is willing to provide on-site counsellors to provide services to employees during work time.

From a marketing perspective, the researcher believes that it is important for employees to understand the type of services that they can access, which from an EAP standpoint, also serves as a product that the programme is marketing to the employees. To this end, within the context of the study, employees understood that the EAP has a combined model of service delivery. The internal EAP staff focuses on the development of policies and procedures, needs assessment, marketing, training, and the day-to-day operation of the unit, while the counselling and life management component is provided by an external

service provider. The external service provider gives the employees and their immediate family members access to a confidential service, 24 hours a day, 365 days a year provided by qualified and experienced counsellors. It offers multilingual access to both telephonic and face-to-face counselling to eligible employees and immediate family members. Individuals contact the EAP by simply calling one toll-free number. The external service provider also provides a managerial consultancy service. From this discussion, it is clear that without a clear product, the EAP will have challenges in effectively promoting the services to employees.

2.8.3. Programme accessibility

The researcher believes that programme accessibility is a critical aspect to be considered when marketing an EAP. Programme accessibility can be a challenge if employees perceive the programme to be inaccessible, ultimately affecting the client's use of the programme. Keohale and Newman (1984:296) argue that a marketing plan involves an initial idea of the feasibility of an EAP. The researcher believes that feasibility of the programme should also address accessibility of the services to the beneficiaries of the EAP. Accessibility entails travel time by staff to attend EAP sessions as well as traveling costs. Travel time must also be considered from the company's viewpoint because employees lose on-the-job hours by traveling to the counselling agency.

As a solution to addressing the problem of accessibility, the researcher motivated for an external service provider that has capacity to provide services to employees closer to the workplace or their homes. Therefore, accessibility is used as one of the strong points to market the programme to employees. In relation to addressing accessibility from a cost perspective, the organisation funds the service, making it free to employees as an additional benefit.

2.8.4. Nature of feedback given by the EAP

Another critical challenge of developing an internal marketing strategy, according to Mayne (2004: 20), Wright (2002: 54) and Keohale & Newman (1984) comprises the EAP's decision about the kind of feedback it can offer. The feedback EAP gives to the employer is usually statistical, and total confidentiality is maintained on behalf of the client. The exception to the practice of confidentiality is a 'job-in-jeopardy' referral, where a client is offered the opportunity to participate in the programme in an effort to improve job performance. In these situations, the client completes a form, permitting the release of information, thereby allowing the counsellor to discuss the client's progress with the appropriate company representative.

From a marketing perspective, the researcher supports the fact that it is important to clarify to employees the nature of feedback that the EAP gives to referring managers and supervisors. It is also imperative to state in the promotional material that EAP is a confidential and professional service in order to allay the fears of employees to access the programme. From the researcher's observation, employees are more likely to pose the question relating to the nature of feedback given to referring supervisors, during orientation sessions. Therefore, an EAP professional should be in a position to clarify the nature of feedback that can be provided to referring supervisors and managers.

2.9. CONCLUSION

From the literature review, it is evident that continuous promotion and evaluation of promotional efforts is important in an effective EAP. However, in order to promote and evaluate the marketing strategies, clear goals and objectives of the programme should be defined from the onset. It also became clear that a marketing strategy cannot be implemented within a vacuum, a conducive environment needs to be created, characterised by top management support,

union involvement, written policy, proper structure, as well as resources necessary for programme implementation, amongst others.

Various activities need to be conducted to market the programme in order to effectively reach the different target clients of the EAP, which includes management, supervisors, union representatives, employees and their family members. It is also crucial to use communication media that is suitable for specific target groups and accessible to them as well. Also of greater importance is the message that is communicated to the various client population of the EAP. Throughout the discussion in this chapter, it became clear that different target groups have different interests and concerns for the EAP. Therefore, the message that is communicated should address the specific needs of EAP clients. It is then that EAP clients will derive meaning from the marketing efforts of the EAP and utilise the services, which is the ultimate goal of embarking on a marketing strategy.

The following chapter deals with the empirical findings of the study.

CHAPTER 3

EMPIRICAL FINDINGS ON THE EVALUATION OF THE EMPLOYEE ASSISTANCE PROGRAMME'S INTERNAL MARKETING STRATEGY IN THE NATIONAL PROSECUTING AUTHORITY

3.1. INTRODUCTION

This chapter focuses on the empirical findings of the study. The research methodology is briefly described, followed by the discussion of the empirical findings, which are presented according to the sections of the questionnaire. The research project focused on the evaluation of the EAP internal marketing strategy in the National Prosecuting Authority. The aim of the research was to determine whether the internal marketing strategy implemented was effective.

3.2. RESEARCH METHODOLOGY

The type of research followed in this study was evaluative. The research design used was survey research. The researcher employed a combination of qualitative and quantitative, dominant-less-dominant design, as an approach to research. However, the research approach was predominantly quantitative, with a small qualitative component incorporated in the last section of the questionnaire. A self-developed questionnaire was used as a data collection instrument. In order to facilitate understanding by respondents, the aim of the research and the motivation for completion of the questionnaire were highlighted at the front page of the questionnaire.

The total population of the study consisted of 500 employees of the NPA at the head office in Pretoria. A sample size of 103 employees, representative of all business units in the organisation, was drawn from the population using the stratified random sampling method. The required number of respondents was

further selected proportionally from the different strata using random sampling. The data was analysed quantitatively, with the exception of the last section of the questionnaire, which was analysed qualitatively as it allowed respondents to give their views and recommendations on how the marketing strategy in the organisation could be improved.

3.3. RESEARCH FINDINGS

The questionnaire was divided into seven sections, and the research findings are, therefore, presented as such.

3.3.1. Section A: Demographic information

A total number of 103 questionnaires were distributed to employees of the National Prosecuting Authority at the Head Office in Pretoria. The sample was drawn from all Business Units to ensure representativity and generalisation of the results. Ninety-nine (96,2%) questionnaires were returned and four (3,8%) were not returned.

- **Age**

Table 6: Age distribution

Age	Frequency	Percentage (%)
21-30	39	47,56
31-40	33	40,24
41-60	10	12,20
TOTAL	82	100%
17 frequencies missing		

Table 6 depicts that amongst the participants who responded to this question, 39 (47,56%) were between the ages of 21 and 30; 33 (40, 24%) were between the

ages of 31 and 40, and 10 (12,20%) were older than forty. Seventeen participants did not respond to this question. The findings suggest that the NPA is an organisation constituted mainly of young people, since the majority of employees are in their twenties and thirties.

- **Gender**

Figure1: Gender

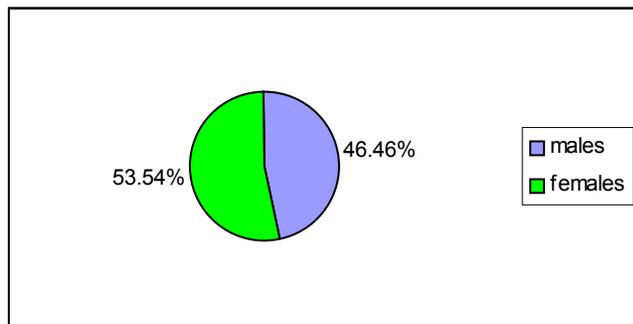


Figure 1 illustrates that gender distribution of the respondents who participated in the study was 46 (46,46%) males and 53 (53,54%) females. The researcher expected more participation from females than males due to the fact that females are more open to Employee Assistance Programmes activities than males. However, the response rate from both genders was good and there was no huge disparity between males and females.

- **Home language**

Figure 2: Home language

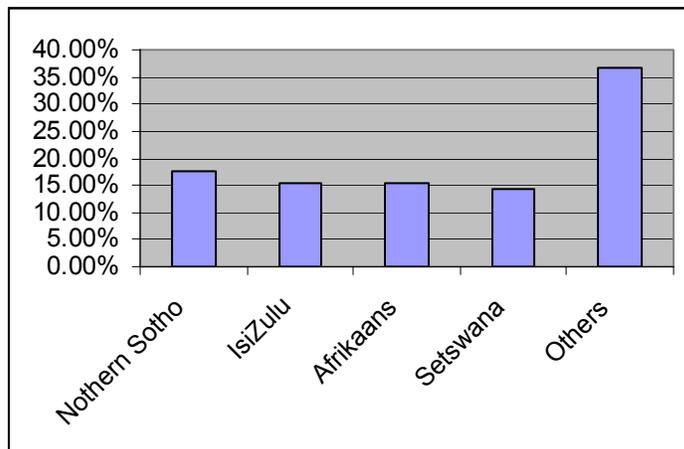
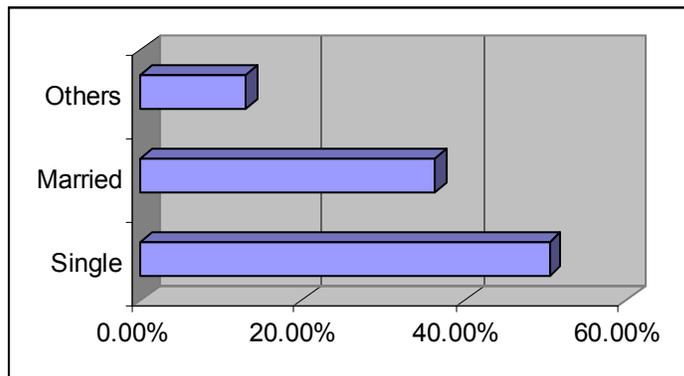


Figure 2 illustrates the language distribution of respondents. Northern Sotho was the most dominating language at 17, 78% followed by both IsiZulu and Afrikaans at 15, 56% and Setswana was 14, 44 %. The rest of the language groups were in the minority and altogether constituted 36,67% (which included IsiXhosa, Tshivenda, Xitsonga, English, IsiSwati, South Sotho and Isindebele). Nine respondents did not indicate their home languages.

The language distribution indicates that the NPA is a diverse organisation, where the eleven South African official languages are fairly represented. It was for this reason that the EAP coordinator motivated for a service provider that could provide counselling services in all South African official languages. The researcher found it notable that although English was not reflected as one of the major language groups, it was the most preferred language of communication when employees call the EAP call centre for services. This trend could be attributed to the high educational level of employees as well as the fact that English is the business language in the organisation. In addition, given the language diversity in the organisation, employees generally communicate in English in order to understand each other.

- **Marital status**

Figure 3: Marital status



The majority of respondents (50,51%) as indicated in figure 3. were single, which constitutes half of the respondents; 36,36% were married and the others, which is 13,13% included respondents that are living together, divorced, widowed and separated. Single people were dominant, which corresponds to the fact that the majority of employees were still in their twenties and thirties and new in the labour market. Hence, their current focus could be on career development rather than marriage and settling down.

- **Number of dependants**

Table 7: Number of dependants

Number of dependants	Frequency	Percentage (%)
None	32	32,65%
One	34	34,69%
Two	22	22,45%
More than two dependants	10	10,20%
Total	98	100%

Thirty-two (32, 65%) respondents indicated that they had no dependants, 34,69% had one dependant, 22,45% had two dependants and the rest of the respondents, which is ten (10,20%) had more than two dependants. Only one participant did not respond to this question.

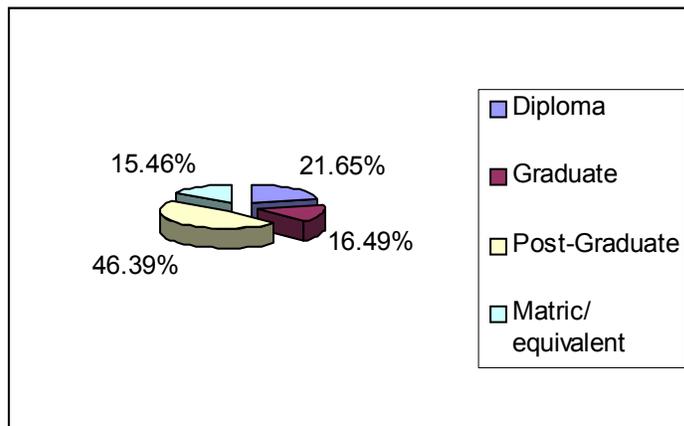
The researcher draws an assumption that the fact that there is only 2% utilisation of EAP services by dependants (as indicated in the utilisation report by the EAP external service provider contracted with the organisation) could be attributed to the fact that most respondents either had one or no dependant, hence, the need to utilise such services by dependants was not much.

The researcher believes that an EAP must communicate its availability and services to employees and their families, in cases where family members are

covered by the programme in order to function effectively. This view is also maintained by HelpNet EAP (2001:1), which has the firm belief that the greater the EAP is promoted to employees and their families, the higher the programme utilisation.

- **Educational level of respondents**

Figure 4: Educational level



The respondents in this study were highly educated, as illustrated in figure 4. The majority of respondents (46, 39%) were post-graduates, and have achieved educational levels higher than the minimum requirements for entry into their professions, 21,65% respondents had diplomas, 16,49% were graduates and 15,46% had matric or equivalent qualifications. It is evident that this was a highly dynamic team of young and ambitious employees. Only two participants did not respond to this question.

3.3.2. Section B: Employment details

Employees were required to indicate their employment details in order to establish the Business units in which they were located as well as the number of years employed in the NPA.

- **Number of respondents per Business Unit**

Table 8: Business units

Business unit	Frequency	Percentage (%)
National Prosecutions Services (NPS)	14	14,14%
Corporate Services	42	42,42%
Directorate of Special Operations (DSO)	26	26,26 %
Auxiliary Services	17	17,17 %
Total	99	100 %

Table 8 reveals that 42 respondents (42, 42%) were from Corporate Services, 26 (26,26%) were from DSO, 14 (14,14%) were from NPS and 17 (17,17%) were from the Auxiliary Services, which is constituted of four smaller units. The response rate was expected as such, since it is a representation of the distribution of employees in the NPA, at Head Office in Pretoria.

- **Number of completed years in the NPA**

Table 9: Number of completed years

Number of completed years	Frequency	Percentage (%)
0-1 year	21	21,43%
2 years	22	22,45%
3 years	18	18,37 %
4 years	16	16,33 %
5 years	10	10,20 %
More than 5 years	11	11,22 %
Total	98	100 %

The majority of employees were with the organisation for less than five years. This could be attributed to the fact that the majority of employees are young and

have just entered into the labour market. In addition, this could mean a high staff turnover, whereby young employees are looking for other challenges and career growth, as opposed to older employees who are more likely to be stable and not look for other jobs. Clausen and Gautier (1982:16) caution that any employee population must be considered highly mobile. Even though some employees may remain with a single employer for an extended period of time, in their sample, up to 30% of employees changed an employer annually. These employees become a new target population for any ongoing EAP, and efforts need to be made to acquaint them with the service. The researcher deems it important that in an organisation like the NPA, where there is a significant organisational transition that results in the regular departure and entry of employees, an ongoing marketing campaign is imperative.

3.3.3. Section C: Awareness of the programme

In this section the researcher established the level of awareness of the programme by respondents, focusing on different aspects of awareness. The researcher further established a correlation between some variables, in an attempt to better understand the nature of awareness, beyond merely establishing whether respondents were aware of the EAP or not.

3.3.3.1. Awareness of the existence of the programme

Ninety-five (95,96%) respondents were aware of the existence of the Employee Assistance Programme. Only four (4,4%) respondents were not aware of the programme. The percentage indicates a high level of awareness of the programme amongst the respondents.

- **Correlation between awareness of the programme and age of respondents**

The findings indicated that there was awareness of the programme in all the age groups. Thirty-seven (94,87%) respondents between the age of 21 and 30 were aware of the programme; between the age of 31 and 40 thirty-two respondents (96,97%) were aware; and there was 100% (10 respondents) awareness amongst respondents older than 40 years. Although awareness of the programme was high amongst all age groups, the researcher noticed that the level of awareness also increased with age.

- **Correlation between awareness of the programme and gender**

Amongst the male respondents, forty-four (95,65%) were aware of the EAP and amongst the females, fifty-one respondents (96,23%) were aware of the programme. The researcher expected that females would be more aware of the service than males since through the researcher's experience, females tend to show more interest in EAP issues than males. However, there was no significant difference in awareness between the two gender groups. These findings could be an indication that males are increasingly becoming aware and comfortable of participating in EAP activities, which could be an indication of the success of the marketing strategies embarked upon in the organisation.

- **Correlation between awareness of the programme and marital status**

There was a high level of awareness of the programme across different marital status. Forty-seven (94%) single respondents were aware of the service; thirty-five (97,22%) married respondents were aware of the service; and 100% (thirteen) respondents that are living together, divorced, widowed and separated were aware of the service. Awareness of the programme was high irrespective of marital status of respondents. The researcher believes that the fact that married

respondents as well as respondents that were living together, divorced, widowed and separated were more aware of the service than single respondents was a positive thing since they could be facing relationships, marital and other challenges than single respondents, and therefore, may require EAP interventions more.

- **Correlation between awareness of the programme and educational level of respondents**

The researcher established whether there was a difference in awareness of the programme amongst respondents with different educational levels. The finding was that respondents at all educational levels were aware of the programme. Amongst the participants with diplomas, nineteen (90,48%) were aware of the service, fifteen (93,75%) of graduates were aware, 100% (forty-five) post-graduates were aware and fourteen (93,33%) matriculants or equivalent qualification were aware of the service. As indicated in 3.3.1 (under educational level of respondents), the participants in the research were a highly educated group, therefore, the researcher deduces that the respondents were able to read the marketing material themselves, which formed a huge part of the marketing activities in the organisation.

- **Correlation between awareness of the programme and business units**

The level of awareness of the programme was compared across business units to establish if some units were more aware of the programme than others. From NPS, thirteen (92,86%) respondents were aware of the EAP, thirty-nine (92,86%) from Corporate Services were aware, 100% (twenty-six) respondents from DSO were aware and 100% (seventeen) respondents from auxiliary services were aware. The findings indicate that there was a high level of awareness of the programme in all the business units.

- **Correlation between awareness of the programme and the number of completed years in the NPA**

The researcher compared the level of awareness of respondents in relation to the number of completed years that they have been employed in the NPA. The findings indicated that respondents that have been employed in the organisation for a longer period were more aware of the programme than employees that were with the organisation for a shorter period, as illustrated in table 10 below.

Table 10: Correlation between awareness of the programme and the number of completed years in the NPA

Number of completed years	Frequency	Percentage of respondents aware of the service
0-1	18	85,71%
2	21	95,45%
3	18	100%
4	16	100%
5	10	100%
More than 5 years	11	100%

From the discussion of the findings on EAP awareness, the researcher discovered that generally, the level of EAP awareness was high amongst the respondents. There was no significant difference in awareness of the programme between males and females, amongst different age groups, marital status, educational levels and business units. The researcher noticed an increasing tendency with regard to the level of awareness in relation to the number of years completed in the organisation, whereby employees who were in the organisation for a longer period were more aware of the programme than employees who were with the organisation for a shorter period. The researcher believes that it is

critical to ensure that new employees are specifically targeted and given proper orientation on the programme to increase their awareness of the programme.

3.3.3.2. Utilisation of the services of the EAP

Twenty-four (24, 24%) respondents indicated that they have utilised the services of the EAP while seventy-five 75 (75, 76%) respondents indicated that they have not utilised the services of the EAP. The utilisation rate in the sample was higher than the utilisation rate in the organisation, which was 10% as indicated in the annual report on service utilisation. The researcher, therefore, considers the utilisation of EAP services by respondents to be good, which could have been influenced by the high level of awareness of the programme.

- **Correlation between utilisation of the services of the EAP and awareness of the programme**

The researcher found that 24,24% of respondents who indicated that they have utilised the service also indicated that they were aware of the programme, while none of the 4,4% of respondents who have not utilised the service were aware of it. Therefore, the researcher supports Blum and Roman (1995:32) that knowledge about the EAP is an important predictor of EAP utilisation.

The researcher believes that it is important for employees to be made aware of the programme in order to increase their chances of utilising the services. The researcher also supports Managed Care Concepts (2001:2) in the fact that EAP promotion is a key ingredient in employee self-referral because if employees view the programme as a helping hand, they would be more likely to feel comfortable with utilisation of the programme.

3.3.3.3. Willingness to utilise EAP services in the future

The findings indicated that there was willingness amongst the respondents to utilise the EAP services, even by respondents who have not yet utilised services of the EAP. Eighty-eight (91, 67%) respondents indicated that they would utilise EAP services in the future if they need assistance, while eight (8, 33 %) indicated that they would not utilise the services.

- **Correlation between age and willingness to utilise EAP services in the future**

All age groups indicated willingness to utilise EAP services. Amongst respondents between the age of 21 and 30, thirty-three (89,19%) were willing to utilise the EAP service in future, between the age of 31 and 40, thirty (93,75%) were willing and 90% (nine) respondents older than 40 years were willing to utilise the services.

- **Correlation between gender and willingness to utilise EAP services in the future**

The researcher also focused on the correlation between willingness to use the EAP and gender. As indicated in the case of awareness, it was expected that females would be more willing to use the service than males. However, forty-one (95,35%) males were willing to utilise EAP services and forty-seven (88,68%) of females were willing. Hence, a percentage of males that showed willingness to utilise the service was slightly higher than females. Therefore, the researcher's assumption was not supported by the findings.

- **Correlation between willingness to utilise EAP services and awareness of the programme**

Amongst eighty-eight (91,67%) respondents that were willing to utilise the service, eighty-six (89,58%) indicated that they were aware of the service while two (2,8%) were not aware. Amongst the eight respondents (8,33%) that were not willing to utilise the services, six (6,25%) were aware of the EAP while two (2,8%) were not aware of the programme. The researcher deduces that awareness of the programme played a critical role in determining whether respondents would be willing to utilise the service.

- **Correlation between utilisation of EAP services and willingness to utilise the services in future**

There was a positive correlation between utilisation of EAP services and willingness to utilise the services in the future. Amongst the twenty-three (23,96%) respondents who indicated that they have utilised the EAP services, twenty-two (22,92%) were willing to use the service again, while only one respondent (1,4%) was not willing. Amongst the seventy-three (76,4%) respondents that have not utilised the service before, sixty-six (68,75%) indicated that they would utilise the service in the future, while seven (7,29%) indicated that they will not utilise the service.

The researcher established that there was generally willingness to utilise EAP services amongst the respondents of all age groups, with males indicating slightly more willingness than females. Willingness to utilise the services was further influenced by awareness of the programme as well as whether respondents have utilised the services in the past. From the research findings the researcher observed that respondents who have utilised the services in the past were still willing to utilise the services in the future, which could be attributed to the fact that they could have developed confidence in the programme.

3.3.3.4. Awareness of the physical location of the EAP

Seventy (70, 71%) respondents indicated that they were aware of the physical location of the EAP offices, and 29 (29, 29 %) were not aware. The researcher deduces that although some of the respondents were not aware of the physical location of the EAP offices, they were aware of the existence of the programme, since only 4,4% of respondents were not aware of the existence of the programme as indicated in 3.3.3.1. In addition, some respondents have utilised EAP services or showed willingness to utilise the services, despite the fact that they were not aware of the physical location of the programme, as discussed further in this section.

- **Correlation between awareness of the EAP and awareness of the physical location of the programme**

From 95 (95,96%) respondents who indicated that they were aware of the programme, 70 (70,71%) indicated that they were aware of the physical location of the programme and 25 (25,25%) were not aware. The 4,4% of respondents who were not aware of the physical location of the programme, were also not aware of the existence of the programme. The findings, therefore, suggests that awareness of the existence of the EAP precedes awareness of the different aspects of the programme.

- **Correlation between awareness of the physical location of the EAP and utilisation of the programme**

From 24 (24,24%) of respondents who have utilised EAP services, 16 (16,16%) were aware of the physical location of the programme and 8 (8,8%) were not aware of the physical location. Amongst seventy-five (75,76%) respondents who have not utilised the EAP services, 54 (54,55%) were aware of the physical location of the programme and 21 (21,21%) were not aware of the physical

location. Lack of awareness of the physical location of the programme did not prevent respondents from utilising the services, although the researcher believes that it is important that the EAP staff create awareness on the location of the programme.

- **Correlation between awareness of the physical location of the EAP and willingness to utilise the programme**

From 88 (91,67%) respondents who were willing to utilise the programme, 66 (68,75%) respondents were aware of the physical location of the programme and 22 (22,92%) were not aware. Amongst the 8 (8,33%) respondents who were not willing to utilise the service, 2 (2,8%) respondents were aware of the physical location of the programme, and 6 (6,25%) were not aware.

The findings on awareness of the physical location of the programme indicated that lack of awareness of the physical location of the programme did not prevent respondents from utilising the programme or willing to utilise the service in future. However, the researcher believes that awareness of the physical location of the programme is important because it indicates that the EAP staff is more visible in the organisation, which could ultimately encourage employees to develop confidence in the programme and ultimately utilise the services.

3.3.3.5. Visibility of EAP staff in informing employees about the service

Fifty-five (56, 70%) respondents indicated that they found the EAP staff to be visible in informing employees about the service, and 42 (43, 30%) responded that the EAP staff was not visible in informing employees about the service. From these responses, it is indicative that there is a need for the EAP staff to increase their visibility amongst employees which would result in building a trust relationship with the beneficiaries of the EAP services. Beidel (1999:106)

maintains that although marketing strategies are valuable and essential for any successful EAP, the EAP professional is often the most critical marketing device within the organisation. According to Managed Care Concepts (2000:2) with high visibility of the programme, people often connect with the EAP earlier for help before a problem becomes a crisis.

- **Correlation between awareness of the EAP and visibility of EAP staff**

Amongst the 96,91% of respondents that were aware of EAP services, 55 (56,70%) found EAP staff visible in informing staff about EAP services, and 39 (40,21%) did not find EAP staff visible. Four (4%) respondents who were not aware of the programme also did not find EAP staff visible. The findings indicate that there is a need to increase visibility of EAP staff which could improve the awareness of the programme.

- **Correlation between utilisation of EAP services and visibility of EAP staff**

The visibility of EAP staff appeared to have an impact on the utilisation of the programme by staff. From the 24 (24,74%) respondents that have utilised the service, 20 (20,62%) found the EAP staff visible in informing staff about EAP and 4 (4,12%) did not find EAP staff visible. From 73 (75,26%) that have not utilised the programme, 35 (36,8%) found EAP staff visible and 38 (39,18%) did not find EAP staff visible.

- **Correlation between willingness to utilise EAP services and visibility of EAP staff**

The findings indicated that amongst 86 (91,49%) respondents that were willing to utilise EAP services, 54 (57,45%) found EAP staff visible, and 32 (34,4%) did not find EAP staff visible. Eight (8,51%) respondents who were not willing to utilise

EAP services did not find EAP staff visible, in informing employees about the service.

- **Correlation between awareness of the physical location of the EAP and visibility of EAP staff in informing employees about the availability of the service**

Amongst sixty-nine (71,13%) respondents that were aware of the physical location of the EAP, 46 (47,42%) found EAP staff visible in informing employees about the programme, and 23 (23,71%) did not find staff visible. Amongst 28 (28,87%) respondents that were not aware of the physical location of the programme, 9 (9,28%) found EAP staff visible and 19 (19,59%) did not find EAP staff visible in that regard.

The findings on visibility of EAP staff in informing employees about the service strongly points to the fact that there is a great need for EAP staff to improve on their visibility. The findings also indicate that visibility of EAP staff seems to have a direct impact on awareness of the programme, since 100% of respondents who were not aware of the programme indicated that they did not find EAP staff visible in informing staff about the programme. In addition, the fact that 43,30% of the respondents who were aware of the service indicated that they did not find EAP staff to be visible in informing employees about the programme, could be attributed to the fact that they became aware of the programme through other media of communication, other than the EAP staff, or the interaction with EAP staff could have been minimal.

3.3.4. Section D: Aspects of the EAP which employees are aware of

In this section, the respondents were required to indicate the aspects of the EAP that they were aware of. The researcher was interested in establishing the aspects of the programme which employees were aware of and those that they

were not aware of. The ultimate aim was to make recommendations on areas of awareness that needed to be emphasised more during marketing activities.

Table 11: Aspects of the EAP which employees are aware of

Aspects	Frequency	Percentage of respondents
24-hour call centre	61	10,48%
HIV/AIDS programme	55	9,45%
Telephonic counselling	54	9,28%
Procedures for utilising the service	49	8,42%
Confidentiality of the programme	49	8,42%
EAP toll-free number	48	8,25%
Face-to-face counselling	41	7,04%
EAP policy	39	6,70%
Health promotion programme	38	6,53%
Existence of an EAP committee	37	6,36%
EAP committee member	36	6,19%
Assistance rendered to family members	35	6,01%
Life management services	19	3,26%
Management consultation services	14	2,41%
Supervisory training	7	1,20%

The researcher established that although 95.96% respondents were generally aware of the existence of the EAP, 24,24% had utilised the services, and 91,67% indicated that they would utilise the services of the EAP in future, awareness of the different aspects of the service was very low as indicated in table 11.

The researcher further explored the relationship between some of the critical aspects of EAP services, which employees were aware of and some variables

related to demographic information of staff, employment details and awareness of the programme.

- **Correlation between home language and awareness of telephonic counselling**

The researcher explored the relationship between home language and awareness of telephonic counselling, as one of the aspects of the programme. This interest emanated from the fact that the EAP call centre offers telephonic counseling in all official languages. Therefore, the researcher wanted to establish the percentage of respondents from the different language groups that were aware of telephonic counselling. Table 12 below depicts the findings.

Table 12: Correlation between home language and awareness of telephonic counseling

Home language	Frequency	Percentage of employees aware of telephonic counseling
Northern Sotho	11	19,64%
IsiZulu	9	16,07%
Afrikaans	7	12,50%
Setswana	8	14,29%
Others	21	37,50
Total	56	100%

The findings indicate that awareness of telephonic counselling amongst respondents from all language groups was low, meaning that they were also not aware of the fact that the EAP call centre offered telephonic counselling in all official languages. In a counselling context, language can be a barrier in accessing the service since in situations of distress people prefer to express themselves in their own languages. The researcher believes that telephonic counselling should be well-marketed to employees in order to encourage them to

access the service with the knowledge that they would be in a position to express themselves in the language of their choice.

- **Correlation between the number of dependants and awareness of assistance rendered to family members**

The researcher established whether respondents were aware of the assistance rendered to family members. The assumption was that respondents with dependants would be more aware of services rendered to family members than respondents without dependants. However, there was no positive correlation between the number of dependants and awareness of assistance rendered to family members. Contrary to the expectation of the researcher, respondents without dependants were more aware of the assistance provided to family members than respondents with dependants, as indicated in table 13.

Table 13: Correlation between number of dependants and awareness of assistance rendered to family members.

Number of dependants	Frequency	Awareness of the assistance rendered to family members
None	12	34,29%
One	9	25,71%
Two	11	31,43%
More than two	3	8,57%
Total	35	100%

- **Correlation between utilisation of EAP services and awareness of the confidentiality of the programme**

Employees who have utilised the EAP and those who have not were aware of the confidentiality aspect of the programme. From the 49 respondents who were aware of the confidentiality of the service, 17 (34,69%) indicated that they have

utilised the EAP service and 32 (65,31%) respondents who have not yet utilised the service were also aware of the confidentiality of the programme.

- **Correlation between willingness to utilise EAP services and awareness of the confidentiality of the programme**

Amongst the 49 respondents that were aware of confidentiality of the service, 47 (95,92%) were willing to utilise the EAP services, while 2 (4,8%) were not willing to utilise the service. The findings therefore, indicate that confidentiality is a critical factor in determining EAP utilisation. Mayne (2004:20) indicates that confidentiality is the cornerstone of the EAP services, hence, individuals considering using the EAP must be certain that any information they provide will be treated as confidential.

From the discussion of the aspects of the EAP which employees are aware of, the researcher observed that a great deal of work still needs to be done to ensure that employees are aware of the various services available to them. The researcher specifically focused on awareness of telephonic counseling, assistance rendered to family members and confidentiality as they significantly impact on the effectiveness of the programme. Hence, employees need to be made aware that counseling is rendered in the language of their choice in order to prevent barriers to communication and that assistance is also rendered to family members in order to holistically address the problems of employees. Emphasis on confidentiality of the programme will also assist in establishing trust in the programme.

3.3.5. Section E: Methods of communication from which employees became aware of the EAP

In this section the researcher established the different methods of communication from which respondents became aware of the EAP. The researcher further

established the extent to which some of the methods of communication enhanced awareness of the programme.

Table 14: Methods of communication from which employees became aware of the EAP

Method of communication	Frequency	Percentage of respondents
Promotional gifts	58	10,14%
Electronic (e-mail, intranet)	56	9,79%
Organisational newsletter	55	9,62%
EAP launch	53	9,27%
Posters	43	7,52%
Notice boards	39	6,82%
Brochures	38	6,64%
Presentations by EAP staff	36	6,29%
Word of mouth	35	6,12%
Circulars	35	6,12%
EAP Committee member	26	4,55%
Needs assessment questionnaire	23	4,02%
NPA conferences	19	3,32%
Informal referral by a colleague	15	2,45%
Video material	13	2,27%
EAP surveys conducted (e.g., trauma)	9	1,57%
Road shows	9	1,57%
New employee orientation	6	1,05%
Supervisory referrals	5	0,87%

Table 14 illustrates that respondents became aware of the EAP mostly from less interactive methods such as promotional gifts, electronic material and the organisational newsletter. The more interactive methods such as EAP committee

members, new employee orientation, and supervisory referrals were rated less as the methods from which employees became aware of the EAP. The researcher concludes that written material was more utilised as a method of promoting the service than presentations and new employee orientations. In addition, the high level of education of respondents could mean that they were able to read and understand the marketing material on their own, unlike in organisations where the level of illiteracy is high, and oral presentations are therefore widely used to market the programme. The researcher compared this finding to the survey conducted by life office management, Atlanta (HR Focus, 1995:12), where the best way of promoting the EAP services was through employee orientations. More than 90% of firms surveyed marketed the EAP during orientation sessions, followed by employee handbooks and presentations by EAP counselors. The importance of orientation sessions as emphasised by Managed Care Concepts (2002:2) is to assist employees in taking a first step towards EAP utilisation, without feeling uncomfortable or stigmatised.

- **Correlation between presentation by EAP staff as a method of communication and visibility of EAP staff in informing employees about the programme**

There was a positive correlation between presentation by EAP staff as a method of communication from which respondents became aware of the programme and visibility of EAP staff in informing employees about the programme. From the 36 respondents that indicated that they became aware of the programme through presentations, 30 (83,33%) indicated that they found EAP staff visible in informing staff about the programme and 6 (16,67%) did not find EAP staff visible. The researcher wanted to establish whether EAP presentations contributed towards the visibility of the EAP staff, which could ultimately increase service utilisation. From the findings, the researcher concludes that presentations by EAP staff did improve on their visibility to employees, in addition to increasing awareness of the programme. Maynard and Farmer (1985:37)

maintain that visibility and personal connection with the EAP coordinator, helps to defuse much of the anxiety about using the service.

- **Correlation between presentation by EAP staff as a method of communication and the effectiveness of the presentations**

From the respondents that indicated that they became aware of the programme through presentations by EAP staff, 1 (3,13%) respondent found the presentations useful to a minimum extent; 12 (37,50%) indicated that they found the presentations useful to a moderate extent; and 19 (59,38%) indicated that they found the presentations useful to a great extent. The finding indicates that presentations by staff did improve the awareness of the programme amongst respondents since only 3,13% found the presentations useful to a minimum extent.

- **Correlation between EAP promotional gifts as a method of communication and accessibility of promotional gifts to staff**

The researcher established that although 51 respondents indicated that they became aware of the programme through promotional gifts, there was a difference in the extent to which they found the marketing material accessible to staff. The findings indicated that 9 (17,65%) found EAP promotional material accessible to staff to a minimum extent, 21 (41,18%) found material accessible to a moderate extent, and another 21(41,18%) found material accessible to a great extent. The researcher strongly believes that accessibility of promotional material to staff should be improved, since promotional gifts were rated as the highest method of communication from which respondents became aware of the programme.

The findings on the methods of communication indicated that EAP promotional gifts were the method through which most respondents became aware of the

programme, yet the gifts were not accessible to all employees. In addition, the methods that were mostly utilised (orientation sessions, employee handbooks and presentations by EAP counselors) in the survey conducted by (HR Focus, 1995:12) due to their effectiveness were not widely utilised in the organisation. This could have had a significant impact on awareness of the programme in the organisation since the methods of communication that do not provide an opportunity to interact with the EAP staff do not offer the benefit of asking questions and alleviating employees' fears and anxiety of utilising the service.

3.3.6. Section F: Effectiveness of EAP marketing material and methods of communication

Respondents rated the effectiveness of EAP marketing material and methods of communication, using the codes Mn (to a minimum extent), Mo (to a moderate extent) and Gr (to a great extent).

Table 15 below, indicates how the respondents rated the effectiveness of the marketing material and methods of communication. Most respondents rated the effectiveness of the methods of communication and marketing material to a moderate extent. Generally, respondents were not completely dissatisfied with the marketing material or the communication methods. However, the ratings indicate that there is a need to improve on the marketing material as well as intensify the marketing and communication of the EAP to encourage participation in the programme. Hence, the researcher established how the rating of some of the variables influenced the willingness to utilise the programme. Respondents who rated the EAP methods of communication and marketing material to a moderate and greater extent indicated willingness to utilise EAP services than respondents who rated them to a minimum extent.

Table 15: Effectiveness of EAP marketing material/methods of communication

EAP Material/ Method of communication	Mn	Mo	Gr
EAP marketing material easy to understand	18,89%	37,78%	43,33%
Attending EAP presentations useful in obtaining information on the programme	27,03%	33,78%	39,19%
EAP promotional material accessible to staff	34,15%	35,37%	30,49%
EAP marketing material meets expectations of what EAP services should address	38,75%	28,75%	32,50%
Topics presented by EAP relevant to employee needs	22,89%	37,35%	39,76%
Marketing activities address confidentiality concerns	27,03%	43,24%	29,73%
EAP material designed to eliminate stigma associated with utilising EAP services	28,05%	43,90%	28,05%
EAP promotional activities increase awareness of the problems that can be resolved through the EAP	25,00%	39,29%	35,71%
EAP marketing assisting in understanding the benefits of utilising the services	25,58%	40,70%	33,72%

- **Correlation between willingness to utilise EAP services and confidentiality concerns**

From 66 (90,41%) respondents who indicated willingness to utilise EAP services, 14 (19,18%) specified that EAP marketing activities address confidentiality concerns to a minimum extent, 31 (42,47%) indicated to a moderate extent and 21 (28,77%) to a great extent. Amongst the 7 (9,59%) respondents who indicated that they were not willing to utilise EAP services, 5 (6,85%) specified that EAP marketing activities address confidentiality concerns to a minimum extent, one (1,37%) indicated to a moderate extent, while another one (1,37%) indicated to a greater extent. The findings indicate that respondents who felt that confidentiality

concerns were not effectively addressed through EAP marketing activities were less willing to utilise the EAP services.

- **Correlation between willingness to utilise EAP services and stigma associated with utilising the services**

The researcher established the relationship between willingness to utilise EAP services and stigma associated with utilising the services. Twenty-two (27,50%) respondents rated the effectiveness of EAP material in eliminating stigma associated with utilising EAP services to a minimum extent. From the 27,50% 16 (20%) indicated willingness to utilise EAP services and 6 (7,50%) were not willing. Thirty-five (43,75%) respondents who rated the effectiveness to a moderate extent were all willing to utilise EAP services. Amongst twenty-three respondents (28,75%) that rated the effectiveness to a greater extent, 22 (27,50%) were willing to utilise EAP services and 1 (1,25%) was not willing. The findings indicate that respondents who rated the effectiveness of EAP marketing material to a moderate and greater extent indicated willingness to utilise EAP services than respondents who rated them to a minimum extent.

The researcher interpreted the findings to mean that concerns about stigma associated with utilisation of EAP services have an impact on employees' willingness to utilise EAP services. This interpretation is in line with the findings of Reynolds and Lehman (2003:240) that employees who do not want to reveal the fact that they are utilising EAP services due to the stigma associated with participating in the programme, might be particularly discouraged at the idea of using the EAP. Managed Care Concepts (2002:2) emphasises that the desired outcomes of EAP orientation sessions for employees is to assist them to utilise the service without feeling stigmatised. Maynard and Farmer (1985:38) indicate that all EAP-related literature should stress the strict confidentiality and lack of stigma associated with using the programme. Therefore, the researcher believes that if marketing activities targets on eliminating the stigma associated with

programme utilisation, employees would be more likely to feel comfortable to participate in the programme.

- **Correlation between willingness to utilise EAP services and understanding of benefits of utilising the services**

The researcher established the relationship between willingness to utilise EAP services and the effectiveness of EAP marketing material in assisting employees to understand the benefits of utilising the services. Amongst 21 (25%) respondents who rated the effectiveness of the marketing material to a minimum extent, 15 (17,86%) were willing to utilise the service, and 6 (7,14%) were not willing. Thirty-four (40,48%) respondents that rated the effectiveness of the material to a moderate extent were all willing to utilise the service. Amongst the 29 (34,52%) respondents who rated the material to a greater extent, 28 (33,33%) were willing to utilise the service, and 1 (1,19%) was not willing. The findings indicate that understanding of the benefits of utilising the service increased the chances of respondents' willingness to utilise EAP services, since the majority of respondents who rated the effectiveness of the marketing material in assisting employees to understand the benefits of using the service to a moderate and greater extent, showed more willingness to utilise the services of the programme.

From the discussion of the effectiveness of EAP marketing material and methods of communication, it became evident that there is a need to improve on the effectiveness of the marketing material and methods of communication. The researcher also specifically reviewed the effectiveness of marketing material in relation to confidentiality, stigma and understanding of the benefits and how the variables related to willingness to utilise the EAP. The findings indicated that respondents who perceived the marketing to be effective in addressing confidentiality concerns, stigma associated with utilising the service and understanding of benefits of utilising the services were more willing to utilise the services of the programme. The findings are further supported by the findings of

Reynolds and Lehman (2003:239) who established that employees who are more aware of the benefits of using the EAP are more willing to use it, especially amongst substance abusers who are generally resistant to utilise EAP services.

3.3.7. Section G: Comments and suggestions

Respondents were required to comment and give suggestions that they thought would improve the marketing of the programme within the organisation. The responses were reported on qualitatively, without interpreting what respondents have said, so as to capture the views of respondents as far as possible. The responses were grouped according to their similarities in order to assess if there were general views expressed by respondents. At the end of each group of suggestions, the researcher gave a synthesis of the comments and suggestions, and also linked them to the information obtained from literature.

3.3.7.1. Employee orientation programme

The following are the comments from the respondents regarding the orientation of new employees:

- Please put the same information on employee orientation programme.
- Orientate new members.
- The employees must be informed about this programme and be able to ask questions more especially the new employees of the NPA.
- I am a new employee and not informed; every employee should attend a workshop or presentation when joining the organisation.

Respondents felt that orientation sessions were important in informing employees about the service, more especially new employees as they will be in a position to ask questions about the programme. Managed Care Concepts (2002:2) indicate that employee orientation ensure that EAP is perceived as

available, user-friendly and helpful. According to Reynolds and Lehman (2003:239), awareness of the EAP and its referral process appears to be a prerequisite for being willing to use the programme.

3.3.7.2. Trust in the EAP

With regard to employees' trust in the EAP, the respondents had the following to say:

- Most of my colleagues do not have trust in the EAP because they think some of its members might know their bosses and they might tell their bosses about what they said at EAP. Make NPA staff trust your members.
- Build trust with people you are serving, as most people do not seem to have trust in EAP.
- Establish ways of making people see EAP as a helping hand to their problems.

Trust in the programme was highlighted as a critical factor in determining the utilisation of the EAP. Employees expressed fears that their managers might be informed about their participation in the programme. Therefore, the researcher established that lack of trust was not only directed at the EAP, but also to management. Hence, the researcher believes that management support of the programme and trust in management are critical factors for the success of the programme. In a study conducted by Reynolds and Lehman (2003:240), significant conclusions were drawn regarding the relationship between employee trust in top management and willingness to utilise EAP services. It was established that employees with low trust in management were less likely to believe that the confidentiality of sensitive information will be maintained than would employees who trust in management. The researcher believes that the findings indicated the importance of top management support of the EAP policies and principles, especially confidentiality.

3.3.7.3. Implementation of the marketing strategy

The respondents had the following to say regarding the implementation of the marketing strategy:

- Implement what you are enquiring about above.

Respondents felt that the information in the questionnaire was useful, however, it appeared as if the marketing activities were not well- implemented.

3.3.7.4. Support groups

Following is the comment from one respondent, with regard to support groups:

- Start support groups

Establishment of support groups was viewed as one of the factors that could improve the marketing of the programme. Support groups could also assist in terms of improving the effectiveness of the programme as employees experiencing similar problems could meet and discuss their challenges. This will assist to address stigma associated with utilisation of the programme as individual employees will learn about the benefits of participating in the programme from other members of the support groups.

3.3.7.5. Interactive marketing activities

Regarding the interactive marketing activities the respondents said the following:

- It would be much appreciated if the EAP representatives or staff could pay visits to the business units so that people can ask any questions that they are not clear on.

- More presentations and workshops (formal or informal of relevant and practical issues) should be held, to make employees aware of the services that the EAP offers. This should be on a compulsory basis to ensure that everyone attends. Workshops and presentations should be held regularly, for example, monthly, quarterly to serve as a reminder and a platform to ask questions.
- Awareness sessions will be appreciated.
- More road shows
- EAP conferences should be held annually.
- Regular lunch time presentations
- More communication with employees
- Office presentations
- If you can do short information sessions, Friday afternoons
- You need to create awareness of the EAP to all members of the NPA.
- Make sure that you arrange some workshops unit by unit because people need to know much about this programme, and some of us will be free to talk about our problems, people have a lot of problems.

There was a great emphasis on marketing activities that would ensure that employees have opportunities to interact with EAP staff in order to obtain more information on the programme. Respondents mainly suggested presentations, workshops, and regular communication with employees as critical to the success of the programme. Beidel (1999:100) emphasise that the most effective strategy for promoting the EAP and the acceptance and use of its services involve oral presentations. The advantage of this approach is that the EAP professional can use persuasive skills and interact with the employees. Olson and Olson (1993: 6) indicate that presentations fulfill the intent of communication, which is to establish and enhance a relationship. It is evident that the interaction between the EAP staff and the employees will enhance working together, which could increase the level of utilisation of the programme.

3.3.7.6. Improvement and communication of the operation of the programme

The following are the comments regarding the improvement and communication of the operation of the programme:

- It is also significant that employees are made aware of the fact that by contacting the EAP it does not mean that they will have to talk about their problems with the internal staff. In other words, they should be aware that they will be helped by a professional person, who has been trained to deal with the particular problem.
- We need to be informed on a regular basis of the developments and activities of the EAP as well as what benefits can be enjoyed by an employee.
- The number of sessions that are arranged for an employee are not enough, for example, 6 sessions are not enough definitely must be increased in accordance with the employee's needs.
- Constant communiqué regarding best practices on the internet.
- Open voluntary counselling and testing of all employees (including top management) can enhance and encourage voluntary testing by all staff members.

Some respondents emphasised the need to clarify the operational procedures of the programme as well as benefits of utilising the EAP in order to encourage employees to use the programme. Further input was given regarding the improvement of the operations of the programme, through increasing the number of session. However, the idea of improving the number of sessions was informed by lack of understanding of the EAP model, which is based on short-term counseling. Therefore, the researcher supports the fact that operational procedures should be communicated to employees in order to address misunderstanding.

3.3.7.7. Use of EAP promotional gifts

The following comment was given regarding the use of EAP promotional gifts:

- I think some of the gifts can be obtained by winning prizes, may be people will be encouraged to need to know about EAP, and utilise it.

The use of EAP promotional gifts as prizes could further enhance the marketing strategy, since EAP promotional gifts were rated as the most method through which respondents became aware of the programme.

3.3.7.8. Improvement of EAP Committee involvement

With regard to the improvement of EAP committee involvement, the following comments were given:

- The EAP committee should come up with a strategy to ensure that all NPA employees attend their workshops and are aware of the importance of EAP.
- We find it difficult to attend some of the meetings (for example, AIDS Day), because of the timing. May be if you can send some of these representatives to come and address us here, we will appreciate that.
- Greater involvement of regional EAP committee representatives will enhance the knowledge of services amongst employees.

The involvement of the EAP committee was cited as critical to the success of the marketing strategy. This recommendation is also emphasised by EAPA (1990:3), which maintains that the formation of an advisory committee serves to maximise the success of the programme. In the researcher's observation, an EAP committee plays a significant role in ensuring the effectiveness of the programme and should be involved from the developmental phase of the programme.

3.3.7.9. E-mails

The following comment was given regarding the utilisation of e-mails:

- Utilisation of e-mail to communicate EAP information, for example, by means of circulars could be appreciated.

E-mails were rated second, after EAP promotional gifts, as a method through which employees became aware of the service. The researcher, therefore, believes that it would be important to maintain this method of communication to further enhance the effectiveness of the marketing strategy.

3.3.7.10. Sports activities

Following is the comment given regarding the utilisation of sporting activities to market the EAP:

- Please encourage soccer games, volley ball (that is, sports in general) as a tool to market EAP.

The researcher believes that EAP marketing could be well-integrated with sports as both functions have an impact on enhancing the wellness of staff. Beidel (1999:93) stipulates that the organisation and the EAP are best served when the marketing strategies are carefully planned and coordinated with other efforts within the organisation. The researcher believes that this approach would solve the constraints of availability of staff and resources to attend EAP-specific information sessions, as promotional activities would be linked with other activities in the organisation.

3.3.7.11. Visibility of the EAP

The comments given regarding the visibility of the EAP are as follows:

- EAP needs to be visible, and marketing strategy has to improve.
- EAP products and people to be more visible
- More visibility would enhance the service rendered by EAP
- EAP should start working hard on their visibility as I have never heard or saw any of the above materials or methods of communicating since I have started here.

Emphasis on the need to improve on visibility of EAP staff indicated that respondents felt that the EAP staff was not visible enough to employees, although suggestions were not mentioned regarding how visibility could be improved. The researcher views visibility of EAP staff as a critical success factor in improving the effectiveness of the EAP marketing strategy. Visibility of EAP staff, as discussed in 3.3.3.5., was found to have an impact on awareness of the programme, utilisation of EAP services, willingness to utilise EAP services and awareness of the physical location of the programme. Therefore, an improvement on visibility could significantly enhance the success of the programme.

3.3.7.12. Regional visits

The following comments were given regarding the regional visits by EAP staff:

- Go to regions
- Reach out to NPA staff frequently, EAP should not be restricted to NPA Head Office only.

Although the study focused on staff at the head office, in Pretoria, respondents indicated that it is important to target all the staff of the organisation including the regions.

3.3.7.13. Communication of EAP success stories

The respondents gave the following comments regarding the EAP success stories:

- Successes, how many prosecutors have been assisted with real problems, trauma, debriefing, and other interventions.
- Tell us some of the success stories anonymously, so that people in similar situations can feel free to also make use of your services.

Sharing of experiences of utilisation of EAP services and the impact of the programme on users was seen as one of the approaches that could be adopted by the EAP to improve the marketing of the programme. The researcher view this suggestion as important since it could help to address misconceptions and stigma associated with utilising EAP services. Employees who have problems will become aware that they are not the only ones who are experiencing problems, and this would help to improve the utilisation of the programme, which is the ultimate aim of marketing the programme.

3.3.7.14. Adoption of a proactive and participatory approach

Following are the comments regarding the adoption of a proactive and participatory approach to rendering EAP services.

- There is a need for EAP to be more pro-active in addressing certain concerns or problems experienced by employees.
- Please help people when they need services at the spot.

- Compulsory survey analysis will be helpful since some employees are not willing to come forward with the problems they have.
- Random check-up on employees will also be appreciated. This will make employees feel appreciated and taken care of.
- Consultation with Business Units about the services of the EAP.
- Find out first what people would be interested in, in order to make them interested when you call them for any function, for example, awareness.

Respondents recommended proactive involvement of employees and rendering of services that are aligned to employee needs as ways of improving the marketing strategy of the EAP. The researcher particularly finds the use of surveys important in programme promotion as it increases employee participation and ownership of the programme. Beidel (1999: 104) argues that surveys provide an indirect method to effectively promote the EAP within the organisation as they reflect on the attentiveness and responsiveness of the EAP staff to the changing needs of the organisation. In line with the recommendation of the respondents, surveys could serve the purpose of consulting with employees regarding their needs.

3.3.7.15. Implementation of the EAP policy

Regarding the implementation of the EAP policy, the following comments were given:

- Management should show a genuine will to universally implement the policy throughout the NPA.
- Making the policy to be relevant to the people and be able to address any questions regarding to that.

The importance of an EAP policy and its implementation can not be overemphasised. According to Consad Research Corporation (1999:6) one

aspect of successful EAP implementation is the adoption of a formal, written policy, reflecting company commitment to EAP guidelines and goals. Therefore, the contents of the policy should be included in the marketing and promotional material of the EAP, especially information that explain to employees that the programme is confidential and utilisation of the services would not jeopardise their future with the company they are employed in.

3.3.7.16. Satisfaction with the marketing strategy

The following comments were given regarding the satisfaction with the marketing strategy:

- Good, keep it up
- Keep up the good work
- It is well-marketed, keep up the good work

Some respondents indicated that they were satisfied with the marketing strategy of the EAP. They commended the EAP staff for the work done to market the programme.

Most of the suggestions made on improving the marketing of the programme were on interactive marketing activities, which included presentations, workshops, road shows, conferences and business units visits. These activities will present opportunities to employees to raise questions and give input on the programme. Visibility of the EAP was also raised, although respondents did not suggest specific activities that could improve on the visibility of the programme. Orientation of new employees was cited as critical to the success and utilisation of the programme. Further, respondents viewed implementation of surveys, policy, and being proactive as approaches that would make employees feel taken care of. Some respondents even commended the EAP on the work that has been done to market the programme.

3.4. SUMMARY

Data was presented and analysed in this chapter, using tables and graphs, to highlight the findings. The chapter had seven sections, which included demographic information, employment details, awareness of the programme, aspects of the EAP which respondents were aware of, methods of communications from which respondents became aware of the programme, the effectiveness of the EAP material and methods of communication. The last section provided the respondents with an opportunity to give comments and suggestions on how the marketing of the programme could be improved.

The data provided by respondents indicated that although on a general basis employees are aware of the existence of the EAP, there is a need to improve on the marketing strategy of the programme in the NPA. The researcher is of the opinion that marketing of the EAP is required on an ongoing basis to raise awareness of the programme and services rendered. In addition, the marketing strategy should focus on improving understanding of the different components of the programme as well as the operational aspects of the programme, such as policies, procedures for gaining access into the programme, benefits of utilising the services and confidentiality of the programme.

The following chapter deals with the summary, conclusions and recommendations.

CHAPTER 4

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

4.1. INTRODUCTION

EAP internal marketing plays a critical role in informing employees about the availability of the EAP and the services rendered by the programme. Although there are various ways in which organisations can market the programme to their employees, the marketing strategy should be aligned to the culture of the organisation and the needs of various employee groups to ensure its success. EAP marketing is important as it aims to create awareness of the programme amongst employees, which ultimately impact on employee utilisation of the services. Therefore, continuous marketing of the programme is imperative.

In this chapter the most important information drawn from the literature and the empirical data will be briefly discussed. The summary is outlined, followed by conclusions based on the findings, and then recommendations are presented.

4.2. SUMMARY

This section presents the summary of the whole study. The purpose, goal, and objectives of the study, as well as the contents of the research report are as follows:

4.2.1. Purpose of the study

The purpose of the study was to determine whether the internal marketing strategy implemented was effective

4.2.2. Goal of the study

The goal of the study was to evaluate the EAP's internal marketing strategy within the NPA.

4.2.3. Objectives of the study

For the purpose of this study, the researcher wanted to achieve the following objectives, which the study managed to accomplish:

- To provide a broad theoretical background on EAP internal marketing. This objective was achieved in chapter 2.
- To evaluate the EAP internal marketing strategy used within the National Prosecuting Authority. That was attained in chapter 3, where the empirical findings are presented in detail. The data that was collected through a self-developed questionnaire has been presented in tables and graphs and interpreted.
- To provide recommendations on improving the effectiveness of the internal marketing strategy in the NPA. This has been achieved in chapter 4, where the researcher presents the recommendations based on the findings.

4.2.4. Contents of the research report

This research report comprises of four chapters that are divided as follows:

Chapter 1: General orientation to the study

This chapter focused on the conceptualisation of the study. That included the background to the study, the rationale for the study, problem formulation, the goal and objectives of the study as the well as the research methodology used in the study.

Chapter 2: Theoretical background regarding EAP internal marketing

Chapter two provided the theoretical background on EAP internal marketing.

Chapter 3: Empirical findings

This chapter focused on the evaluation of the EAP's internal marketing strategy in the National Prosecuting Authority.

Chapter 4: Summary, conclusions and recommendations

This chapter presents the summary of the research process, conclusions drawn from the findings and also the recommendations.

4.3. CONCLUSIONS

Based on the findings of the study, the researcher concludes that:

- The majority of the employees in the NPA are young, mostly in their twenties and thirties and highly educated. Therefore, their educational level enabled them to read the EAP marketing material on their own, which significantly contributed towards the high level of awareness of the programme.
- Awareness of the existence of the programme is very high amongst employees.
- Even though employees are generally aware of the existence of the programme, awareness of the different EAP aspects and methods of communication is still very low.

- A great deal of marketing still needs to be done to ensure that employees are aware of the various services available to them and how the programme operates.
- The EAP committee was not actively involved in the implementation of the marketing strategy of the programme.
- Supervisors were not subjected to EAP supervisory training since supervisory referrals were the least method of communication from which employees became aware of the EAP, leading to the fact that supervisors were not making formal referrals to the programme.
- Supervisors' lack of knowledge regarding their role influenced their involvement and utilisation of the EAP.
- Awareness of the EAP is an important predictor of EAP utilisation and willingness to utilise the EAP services.
- There is a need to improve on the effectiveness of the EAP marketing material and methods of communication as tools of informing employees about the programme.
- EAP marketing material and promotional gifts are not easily accessible to employees.
- Employees who perceive the marketing to be effective in addressing confidentiality concerns, stigma associated with utilising the service and understanding of benefits of utilising the services are more willing to utilise the services of the programme.

4.4. RECOMMENDATIONS

4.4.1. Recommendations from the literature review

Given the literature review embarked upon in the study, the researcher puts forward the following recommendations:

- Literature review revealed that EAP internal marketing is not only the responsibility of EAP staff, however, there are different role players in the process. The researcher recommends that the marketing strategy should target all the stakeholders of the programme, which include top management, unions, EAP committee, supervisors, employees and their family members in order to obtain their support and participation in the programme. In addition, the strategy should be supported by a written policy endorsed by management, which clarifies the confidentiality of the programme.
- The review of marketing strategies used by different EAPs to market their services to employees indicated that there are various ways to market the programme, such as orally transmitted information, written materials and surveys. However, it is critical to adopt communication methods that are aligned to the communication practices of the organisation. Without overlooking the communication strategy of the NPA, the researcher recommends orientation sessions and presentations by EAP staff as part of the marketing strategy of the programme. These approaches could improve on the visibility of the EAP staff and increase awareness of the programme as they will afford employees an opportunity to interact with EAP staff and ask questions about the programme. The opportunity to interact with employees will also give the EAP staff an opportunity to establish a good working relationship with employees and sustain trust in the programme in the long term.
- It has been established from the literature that supervisory training is an important aspect of EAP marketing and emphasis should be put on the role of supervisors in an Employee Assistance Programme. In addition, the training should be designed in such a way that it incorporates EAP into the day-to-day tasks of supervisors. To supplement formal training, which some supervisors might miss due to other commitments, the researcher

recommends that teaching aids such as videos and tapes should be used in order to develop skills on using EAP as a resource for supervisors in their management role.

4.4.2. Recommendations from the empirical findings

- Regular interaction between EAP staff and employees is an important approach to improve the visibility of EAP staff and create awareness of the EAP. The researcher recommends that presentations by EAP staff be conducted during employee orientations, staff meetings and workshops. These sessions should be conducted regularly, and on a compulsory basis to ensure that all employees attend the sessions.
- In relation to educational sessions, the researcher recommends that emphasis be put on teaching employees about the various EAP services and aspects of the programme to ensure that the programme is effectively utilised. Factors that would encourage employees to utilise the service should be emphasised, as the ultimate goal of marketing the programme is to increase utilisation of the services. These factors would include confidentiality of services, procedures for utilising the service, provisions of the policy, assistance rendered to family members, benefits of utilising the services, and the types of problems that the programme can assist employees with. Understanding of the programme and how it operates will assist to build trust in the programme as employees would understand the goal and objectives of the EAP.
- Given the staff mobility in the organisation, the researcher recommends that EAP orientation be conducted for all new employees of the NPA and that EAP marketing be implemented on an ongoing basis.

- Distribution of EAP marketing material and promotional gifts should be coordinated in a formal manner that would ensure that a database is kept that will indicate the number of material distributed per business unit. This approach will enable the EAP staff to track the number of employees who did not receive marketing material. This recommendation is critical given the fact that EAP promotional material was rated as the highest method from which respondents became aware of the programme. Marketing material should also be mailed to the homes of employees in order to reach family members, since it is difficult for the EAP staff to engage in direct promotional activities that would also include family members.
- The researcher further recommends that consultation with employees be done to ensure that the programme renders services that are aligned with employees' needs. Consultation can be done through needs assessment questionnaires, surveys, focus groups, suggestion box, e-mail system dedicated for the unit, and visits to various business units to engage staff on their expectations of the programme. An opportunity for employees to give feedback and suggestions regarding the improvement of the programme should be provided.
- EAP committee members need to be actively involved in the implementation of the marketing strategy of the programme in their respective business units. This should include scheduling of meetings where EAP staff can present to employees about the programme and coordinate the distribution of marketing material. Committee members can also conduct some of the presentations, following training by the EAP staff.
- The EAP staff and committee should embark on regular reviews of the marketing strategy to establish the level of awareness of the programme in order to target employees that are not aware of the service. Reasons for

lack of awareness should be established in order to improve the strategies used to target employees who are not aware of the EAP.

- The preceding recommendations can serve as an important guideline for developing an effective EAP marketing strategy in the National Prosecuting Authority.

4.5. CONCLUDING STATEMENT

It is evident that EAP internal marketing plays a major role in creating awareness of EAP services amongst employees. It has also been established in the study that awareness of the programme has an impact on utilisation and willingness to utilise the services of the programme. Therefore, effective marketing of the EAP is critical to the overall success of the programme.

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Annexure A: Research Questionnaire

RESEARCH TOPIC:

“An Evaluation of the Employee Assistance Programme’s Internal Marketing Strategy in the National Prosecuting Authority”

THE AIM OF THE RESEARCH

The study is vital in the NPA, as the programme is newly implemented and there is a great need to market the services of the EAP to all employees of the organisation. The researcher’s assumption is that the internal marketing activities will improve knowledge and increase utilization levels, of EAP services among employees. The aim of the research, therefore, is to determine whether the internal marketing strategies implemented were effective.

WHY SHOULD YOU COMPLETE THE QUESTIONNAIRE?

The study will contribute towards improving the marketing strategy of the EAP within the NPA, as recommendations will be provided at the end of the study regarding the effectiveness of the internal marketing strategy. In order to develop and implement an EAP that is specific to the needs of the NPA, we need the kind of information that only you, as an employee, can provide. It is, therefore necessary for employees to answer the questions **VOLUNTARILY** and **HONESTLY**.

WHO WILL HAVE ACCESS TO THE QUESTIONNAIRES?

The information you provide will be treated with **CONFIDENTIALITY**. Only the EAP Unit will have access to the completed questionnaires and all reasonable attempts will be taken to protect the information obtained. **Please remember NOT to provide your name**, as **ANONIMITY** has to be maintained in this study.

CLOSING DATE

Please return the completed questionnaires before **19 November 2004** to:

ATTENTION: Ms ALLIE MNISI

VGM BUILDING, BLOCK B, GROUND FLOOR, ROOM B/R 017

Fax number: (012) 843 2907)

e-mail address: amnisi@npa.gov.za

Please answer each question by drawing a circle (O) around a number in a shaded box or by writing your answer into the shaded space provided

Respondent

V1 1

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your age in completed years?

--

V2 4

2. What is your gender?

Male	1
Female	2

V3 6

3. What is your home language?

--

V4 7

4. What is your marital status?

Single	1
Married	2
Living together	3
Divorced	4
Widow	5
Widower	6
Separated	7

V5 9

5. How many dependents do you have?

None	1
One	2
Two	3
Three	4
Four	5
More than four	6

V6 10

6. What is your **highest** educational qualification:

Std 6 to 9	1
Matric	2
Diploma	3
Graduate	4
Post-graduate	5
N1 to N6	6
T1 to T6	7

V7 11

SECTION B: EMPLOYMENT DETAIL

7. Which **Business unit** are you in?

--

V8 12

8. For how many completed years have you been employed by the NPA?

--

V9 14

SECTION C: AWARENESS OF THE PROGRAMME

*Please read the following statements carefully. Choose the option(s) applicable to you. Please be **HONEST**. Remember the questionnaire is **VOLUNTARY, ANONYMOUS and CONFIDENTIAL!***

Please use the code:

Y = Yes (1)

N = No (2)

		Y	N
9	I am aware of the existence of the EAP	1	2
10	I have utilised the services of the EAP before	1	2
11	I will utilise the services of the EAP in future, if I need assistance	1	2
12	I am aware of the physical location of the EAP offices	1	2
13	I find the EAP staff to be visible, in informing employees about the service	1	2

V10 16

V11 17

V12 18

V13 19

V14 20

SECTION D: ASPECTS OF THE EAP WHICH I AM AWARE OF

(Please indicate both Internal and external aspects of the EAP which you are aware of).

14	EAP policy	1	V15	<input type="checkbox"/>	21
15	Procedures for utilising the service	2	V16	<input type="checkbox"/>	22
16	Existence of an EAP committee	3	V17	<input type="checkbox"/>	23
17	EAP committee member representing your Business unit	4	V18	<input type="checkbox"/>	24
18	Health promotion programmes	5	V19	<input type="checkbox"/>	25
19	HIV/AIDS programme	6	V20	<input type="checkbox"/>	26
20	24- hour Call centre	7	V21	<input type="checkbox"/>	27
21	Life management services	8	V22	<input type="checkbox"/>	28
22	Face-to-face Counselling	9	V23	<input type="checkbox"/>	29
23	Telephonic counselling	10	V24	<input type="checkbox"/>	30
24	Confidentiality of the programme	11	V25	<input type="checkbox"/>	32
25	Assistance rendered to family members	12	V26	<input type="checkbox"/>	34
26	EAP Toll-free number	13	V27	<input type="checkbox"/>	36
27	Management consultation services	14	V28	<input type="checkbox"/>	38
28	Supervisory training	15	V29	<input type="checkbox"/>	40

SECTION E: METHOD OF COMMUNICATION FROM WHICH YOU BECAME AWARE OF THE EAP

(Please indicate the method(s) of communication from which you became aware of the EAP).

29	Needs assessment questionnaire	1	V30	<input type="checkbox"/>	42
30	EAP surveys conducted (e.g., trauma survey)	2	V31	<input type="checkbox"/>	43
31	New employee orientation	3	V32	<input type="checkbox"/>	44
32	EAP launch	4	V33	<input type="checkbox"/>	45
33	Presentations by EAP staff	5	V34	<input type="checkbox"/>	46
34	EAP Committee member	6	V35	<input type="checkbox"/>	47
35	Organisation newsletter (Khasho)	7	V36	<input type="checkbox"/>	48
36	Notice boards	8	V37	<input type="checkbox"/>	49
37	NPA conferences	9	V38	<input type="checkbox"/>	50
38	Road shows	10	V39	<input type="checkbox"/>	51
39	Supervisory referrals	11	V40	<input type="checkbox"/>	53
40	Word-of-mouth	12	V41	<input type="checkbox"/>	55
41	Informal referral by a colleague	13	V42	<input type="checkbox"/>	57
42	Brochures	14	V43	<input type="checkbox"/>	59
43	Posters	15	V44	<input type="checkbox"/>	61
44	Promotional gifts (i.e., stress balls, note pads, key rings, AIDS pins, paper holders, wallet cards)	16	V45	<input type="checkbox"/>	63
45	Circulars	17	V46	<input type="checkbox"/>	65
46	Electronic (e-mail, intranet)	18	V47	<input type="checkbox"/>	67
47	Video material	19	V48	<input type="checkbox"/>	69

SECTION F: EFFECTIVENESS OF EAP MATERIAL/METHODS OF COMMUNICATION

Please use the code:

- Mn** = To a **Minimum** extent (1)
- Mo** = To a **Moderate** extent (2)
- Gr** = To a **Great** extent (3)

To what extent do you find

		Mn	Mo	Gr		
48	EAP marketing material easy to understand	1	2	3	V49	<input type="text"/> 71
49	Attending EAP presentations useful in obtaining information on the programme	1	2	3	V50	<input type="text"/> 72
50	EAP promotional material accessible to staff	1	2	3	V51	<input type="text"/> 73
51	EAP marketing material meets your expectations of what EAP services should address	1	2	3	V52	<input type="text"/> 74
52	Topics presented by EAP relevant to employee needs	1	2	3	V53	<input type="text"/> 75
53	Marketing activities address confidentiality concerns	1	2	3	V54	<input type="text"/> 76
54	EAP material designed to eliminate stigma associated with utilising EAP services	1	2	3	V55	<input type="text"/> 77
55	EAP promotional activities increase awareness of the problems that can be resolved through the EAP	1	2	3	V56	<input type="text"/> 78
56	EAP marketing assisting in understanding the benefits of utilising the services	1	2	3	V57	<input type="text"/> 79

SECTION G: COMMENTS/SUGGESTIONS

57. Please list any other comments/suggestions that you think will improve the marketing of the programme:

V58	<input type="text"/>	<input type="text"/>	80
V59	<input type="text"/>	<input type="text"/>	82
V60	<input type="text"/>	<input type="text"/>	84
V61	<input type="text"/>	<input type="text"/>	86
V62	<input type="text"/>	<input type="text"/>	88

Please turn to the next page

Please return the completed questionnaires **BEFORE**
19 NOVEMBER 2004 to:

ATTENTION: Ms ALLIE MNISI

VGM BUILDING, BLOCK B, GROUND FLOOR, ROOM B/R 017

Fax number: (012) 843 2907)

e-mail address: amnisi@npa.gov.za

If you have any enquiries do not hesitate to contact:

Allie Mnisi at 012-845 6907/ 082 446 4239

Thank you for your honesty and voluntary participation.