

CHAPTER 3

DEVELOPMENT OF THE EMPLOYEE ASSISTANCE PROGRAMME IN THE DEPARTMENT OF CORRECTIONAL SERVICES

1. EAP IN DCS

As indicated in Chapter one, the researcher will attempt to answer the following question:

- **What are the processes that contributed to the development of the EAP within the DCS?**

EAPA SA (2005:9) includes a standard on programme design that should be based on organisational and employee needs (Standard 2). The researcher has numbered the standards for easy reference. The four areas addressed in this standard include:

- Organizational profile and needs;
- Employee needs;
- Supervisors and union representatives' needs; and
- Healthcare profiles and needs.

The researcher will attempt to link the information provided in the reports presented later in this chapter with the relevant standard to show that the development of the EAP in DCS can be associated with some of the EAPASA standards. In chapter one the researcher quoted Patton in Fouché and De Vos (2005:108) who indicated that the evaluation of a programme would involve the systematic collection of information about that programme, with the intention of making judgements, improvements, and informed decisions about future programming. This means that the researcher would need to focus on the collection of information on the conceptualisation and implementation of the DCS EA programme, with the intention of determining how the programme has been implemented. Patton (2002) and De Vos also defines programme evaluation as the systematic collection of information about the activities, characteristics,

and make judgments about the outcomes of programmes, improve its effectiveness and / or make informed decisions about future programming. In Chapter 3 the researcher will present an overview of the events and documentation that led to the establishment of the EAP in DCS. The researcher will also attempt to link the information in the report to relevant EAP standards.

The researcher will mainly rely on one source as there are very few published sources on the DCS in South Africa. The researcher will present the following documents in this chapter: (summaries are provided as the documents are about 300 pages in length)

- Investigation Report, commissioned by the Minister of Correctional Services in 1996 on labour-related problems encountered in the Department of Correctional Services
- Pilot project on establishing the EAP in DCS (1999)
- National Workshop Report (1999)
- Implementation Report on the post establishment of the EAP in DCS (1999)
- DCS Annual Reports for the years 2000/2001, 2001/2002, 2002/2003, 2003/2004, 2004/2005, 2005/2006, 2006/2007.

2. INVESTIGATION REPORT

A mandate was given by the Minister of Correctional Services on the 6th of September 1996 to investigate labour-related problems at three prisons (Jali and Barlow, 1996:2). The investigation took place from 14 October - 12 December 1996; the final report was presented to the Department of Correctional Services on 13 January 1997. The researcher is of the opinion that this report serves to highlight the problems experienced by employees in the DCS. It is also his opinion that because this report was commissioned at the highest level, it could not be ignored as it served to expose the poor conditions that employees were faced with. The report

also made fundamental recommendations on the establishment of support programmes for employees. The investigation report consisted of the following:

- Introduction
- Prison inspection
- Information from the various interviews (labour problems)
- Transformation
- Salaries and benefits
- Poor labour relations
- Discrimination
- Stress management
- Medical staff and medical resources
- Financial management
- Corruption / mismanagement
- Correctional supervision
- Conclusion
- Recommendations

The terms of reference in relation to the committee were set out in a letter addressed to the committee dated 5 September 1996, directed committee members to investigate one Area of Command (Prison). Subsequent to that the terms of reference were extended to include two other Prisons. (Jali and Barlow, 1996:2)

The terms of reference were as follows:

- To analyse the causes of labour-related problems within the selected Prisons;
- To make recommendations on the steps that could be taken to promote sound labour-relations with the co-operation and trust of all employees;

- To evaluate findings against prevailing conditions;
- To enquire into and report to the Minister on any other matters, which in the investigating team's opinion is relevant to the abovementioned matters, (Jali and Barlow, 1996:2).

It must be noted that at the time of issuing the report the DCS did not have an EAP but was in the process of conceptualising the concept.

2.1 Report on committee enquiry into labour-related problems at prison A.

The investigation commenced with meetings attended by members, union representatives and management; the following issues were raised:

- The nurses raised a concern about the lack of facilities for dispensing medicines at the various sections within the prison. A nurse had to push a trolley to provide various inmates in different sections with medication, which posed a safety risk, especially for female nurses as they were not accompanied by a member of the security team.
- There was a general lack of suitable office space.
- Where office space was adequate, office furniture like desks and chairs were in short supply, making the potential working environment unsuitable. Heaters were unavailable during the winter months.
- The intercom system, a necessity for security reasons in various sections of the different prisons, was malfunctioning. According to committee members the intercom system was damaged during the 1994 riots leading to the general elections and had not been repaired since. The members further explained the risk the department faced due to the malfunctioning of the intercom system. When a member enters a section unaccompanied by a fellow employee, he cannot make any contact with the operations room in the event of a problem in the section. This vital aspect was

expressed as one of the urgent needs to ensure the safety of members. (This basic necessity for basic security and protection was also an urgent requirement at Prison B).

- At the Prison reception room, no alarm system was operative that could allow the member stationed there to communicate with other members elsewhere or the control room. If the event of a member being attacked by an inmate or more than one prisoner, who usually congregated in groups when they enter the prison for the first time, the member would not be in a position to raise an alarm or communicate with the operations room. This risk was also perceived by the investigators as an urgent justification to remedy the safety of members.
- A number of security posts were inspected by the investigators. At one security post they found no ablution facilities; this meant that a member who is on guard at the security post could not leave to relieve himself. If he left his post, he would be prosecuted for leaving the post unattended. The investigators felt that there was a need to totally renovate or rebuild the various security posts to incorporate, ablution facilities. At another post, members were expected to stand on guard without any form of shelter or facilities. During winter and when it rained they were exposed to harsh weather conditions. The urgent need to implement the building of appropriate security posts, (Jali and Barlow, 1996:7-9) was reiterated.

The following standards can be linked to the information above:

2.1.1 Information gleaned from the interviews (labour problems)

Subsequent to visiting the prison, the team interviewed representatives from all the trade unions. In addition, the psychologist and resident doctor at Prison A were also interviewed.

The assessment of the situation indicated that there are a number of factors which contributed to the labour problems at the Prison. The most prominent being a lack of trust between management and the unions. Other problems have been grouped into the following categories:

- Transformation related issues;
- Salaries and benefits;
- Poor labour relations;
- Racial discrimination;
- Medical staff problems;
- Stress management;
- Financial management;
- Corruption or poor management;
- Lack of facilities/resources (this has already been dealt with above);
- Lack of discipline;
- Lack of motivation, (Jali and Barlow, 1996:11).

2.1.2 Transformation

According to the investigators (Jali and Barlow, 1996:12), the department was obliged to transform itself after the 1994 general elections so that it would comply with the human rights culture as espoused in the new South African Constitution. The Department of Correctional Services demilitarized its operations and also attempted to formulate an affirmative action policy as part of the transformation. The fact that the Department of Correctional Services appeared not to have a concerted action plan for transformation in place led to a number of problems.

The members indicated that the definition and criterion of the affirmative action policy had never been explained to them. They did not know who would benefit from the policy nor were they aware of how the programme should be implemented. They were only told that the target is to reach a

ratio of 70/30 (Black v White) by the year 2000. Consequently, due to the alleged failure of the department to consult with experts on the subject of affirmative action and implementing the policy, the notion emerged that nepotism would prevail when recruiting personnel. White members felt that they would be marginalized by the mandatory implementation of the affirmative action policy and that they had no career path within the department. This perception could give rise to problems affecting self-esteem, productivity and racism. Workshops have not been held with the members and the unions. The feeling was that the Department could not afford to lose the skills of people in the transformation process, (Jali and Barlow, 1996:13).

It was also alleged that in an attempt to create capacity for affirmative action appointments, the department invited members to apply for severance packages. The said invitation did not set out any criteria or restriction in respect of race or rank of applicants. In response thereto a number of members applied for severance packages. The department had however, resolved to only approve applications from members above a certain rank and exclude all Black members from the granting of severance packages; this was done with the view of creating capacity for achieving its affirmative action targets. However, this course of action had created a number of problems and unhappiness amongst most members as the expectation was created that all members would be considered for the severance packages. At Prison A there were 66 members who applied for severance packages, which included a number of Black members who were advised that their applications had not been approved, (Jali and Barlow, 1996:17).

The affirmative action issue was the main cause of unhappiness within Prison A as the high expectations created by the department did not materialize which resulted in the union members believing the department

had not taken the transformation seriously. It was apparent that a clearly defined and acceptable affirmative action policy, guideline or action plan was not in place. As a result, the concept and principles of affirmative action were blurred in the minds of many members. The purpose of introducing affirmative action into the workplace was therefore misinterpreted which led to some employees feeling demotivated and unhappy. Top management was also perceived as noncommittal due to their apparent unwillingness to seek solutions to rectify the situation within the department. Rather, the perception was that they would like to perpetuate the current position. Certain unions continued to believe that management was still marginalizing the Black members despite the introduction of the affirmative action policy. Unions assumed that since this ambivalent behaviour had happened previously and believed that with the transformation of the country it would not happen again, (Jali and Barlow, 1996:18).

About 25% of the prison workforce resided within prison premises. The unions expressed a view that even though they did acknowledge an acute housing shortage within the prison grounds, they believed the allocation of residences was still based on racial grounds. The housing issue on the prison precinct influenced the question of weekend and after hours work schedules. This created further tension as only certain people would be afforded the opportunity to earn overtime pay due to their place of residence. Management did however advise the investigators that the Department of Public Works would build additional houses and flats on the premises, (Jali and Barlow, 1996:20).

2.1.3 Poor Labour Relations

The department, in the process of transforming itself, abolished the military system during 1995 and in so doing, it was alleged that no proper consultation and preparation for the change was made. The military

system became unsuitable for the department after the 1994 general elections as it did not fit with the democratic principles which are contained in the South African constitution. The military system, to a certain extent, suited the authoritative White management who were now left with a perceived lack of power to discipline members as most of their decisions were being challenged. White management had encountered problems in transforming their status from an authoritative milieu to a fairness culture as espoused in sound labour relations. It was stated that management was not properly equipped in dealing with the various labour issues in a non-militaristic style. It was also stated in the report that management had chosen to abdicate its responsibility to deal with recalcitrant members of staff, resulting in a general decline in discipline and simultaneously an increase in corruption. The report also stated that there was a high rate of absenteeism and that some members fail to do a full day's work, (Jali and Barlow, 1996:23).

According to Jali and Barlow, 1996:26 the underlying reason for non-compliance was due to the fact that historically the vast majority of members were trained under the apartheid era. That training had since become obsolete for members operating under the new dispensation. The investigation also revealed that there was a need to reassess the full scope of training given to warders at the various training colleges and to bring it into line with the new South African Human Rights culture. It was also believed that the warders needed to be educated on prisoner's rights and how to deal with prisoners who demand rights to which they may or may not be entitled to in terms of the new constitution. It was clear that members did not know how to deal with the demands made by inmates, which caused frustration, a feeling of helplessness and inadequacy, and eventually a breakdown of discipline within the prison system. It was suggested that training colleges should endeavour to put more emphasis on informing members about prisoner's rights as opposed to focusing

solely on training members on how to handle guns and rifles, (Jali and Barlow, 1996:26).

2.1.4 Discrimination

It was alleged (Jali and Barlow, 1996:27) that the merit award system as well as promotions tended to be based on racial grounds. There was also an element of nepotism when it came to promotions. It was stated that relatives of senior officials tended to be employed and promoted to the exclusion of other members.

2.1.5 Stress Management

A prison environment is very stressful due to numerous factors which have been previously documented. Two occupational areas that exacerbate stress are the very nature of the inmates with whom the members work with in the prison environment and problems that arise from the understaffing situation within the department of Correctional Services. It was also believed that the recreation and sporting facilities at the Prison did not assist the members in managing stress. The department needed to give this particular aspect serious consideration. The DCS should look into a variety of recreation facilities and not limit it to what was previously perceived as White sporting codes. The department should conduct a thorough study of the stressful environment in which members work and be advised by experts on the assistance that may be afforded to members to sustain healthy, balanced lifestyles, and in the process cope better with occupational stress, (Jali and Barlow, 1996:29).

2.1.6 Corruption / Mismanagement

The team questioned the increase in corrupt practices. It was suggested that a psychological study may give revealing insight in this regard. It was also stated categorically that whatever the cause of corruption, it would

de-motivate and corrupt others if it was left unchecked, (Jali and Barlow, 1996:31).

2.1.7 Conclusion

The report revealed that a general perception existed that management is only nominally in control of the prison, (Jali and Barlow, 1996:34). It was also stated that top management (which was all White) had lost interest and motivation in effectively managing the prison as they had all applied for and received approval to claim their severance packages and departure dates. Accordingly they had abdicated their responsibilities. The inherent danger therefore was that the unions would take charge of the prisons if they were forceful.

2.1.8 Recommendations in Report by Jali and Barlow (1996)

A number of members, at the time of the investigation, had either applied to go on stress leave or were already on stress leave. It was also evident that there had been a sudden increase in the number of people who were eligible for stress leave. While the investigators accepted that conditions within prisons were stressful, they put forward a recommendation for the department to investigate the authenticity of the various applications and the extent of leave which had been taken by some members. There was a perception within the prison services that some members were using alleged stress management as an avoidance tactic to pursue their duties within the department. The investigators also stated that if not curtailed promptly the concession offered members to take “stress leave” when necessary will in their view be increasingly exploited. .

There was a serious need to set up a stress management unit under a qualified psychiatrist or psychologist as had been established within the South African Police Services, (Jali and Barlow, 1996:38-47).

According to the researcher the following standards can be linked to the investigation report at prison A.

EAPA-SA STANDARD (2) **PROGRAMME DESIGN**

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

- Organizational profile and needs;
- Employee needs;
- Supervisors and union representatives' needs; and
- Healthcare profiles and needs.

The researcher believes that the information contained in the investigation report at prison A identifies the respective needs of the organisation, employees, supervisors and labour. Employees have expressed concern for their safety; this includes the conditions under which they work and the effect the transformation in the DCS has had on personnel security. The EAP should focus on programmes that would address the needs identified as it is evident to the researcher that productivity is being hampered. Labour has expressed concern for the slow pace of transformation and has raised serious issues related to corruption. The researcher can understand why stress was identified as a serious concern and that stress management should be an integral aspect of any future EAP. Listed below are standards for Employee Assistance Programmes in South Africa which were developed by the South African Chapter of the Employee Assistance Professionals Association (hereafter known as EAPA SA), in 1999 and revised in 2005, as guidelines for implementation of EAPs. The researcher has also utilised the EAPA incorporated standards as a benchmark.

EAPA-SA STANDARD (7) **IMPLEMENTATION PLAN**

An implementation plan shall outline the actions and schedule needed to establish an operationally effective EAP. EAPA SA (2005:13) The researcher believes that for the EAP in the DCS to be operationally effective, it should have a proper implementation plan. The plan should prioritise strategic specific areas of concern as raised in the investigation report.

Emener, Hutchison and Richard (2003:190) state that the implementation plan shall also set forth the timeline for the completion of the implementation plan. They also indicate that the implementation plan should cover:

- Policies, procedures and objectives
- Logistics
- Operational plan
- Management plan
- Evaluation system

The researcher believes that the issues raised in the investigation report presented above should be addressed in the implementation of the DCS EAP.

EAPA-SA STANDARD (15) **CRISIS INTERVENTION**

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

The researcher believes that the DCS is in a crisis and that the factors highlighted in the investigation report must be addressed. Interventions developed by the EAP must be specific and can be targeted at both members and management of the DCS.

Emener, Hutchison and Richard (2003:193) also refer to the standard on crisis intervention and indicate that the EAP must be prepared to respond

to emergencies in a timely fashion to prevent or lessen long-term dysfunction.

EAPA-SA STANDARD (19) **FOLLOW-UP AND AFTERCARE**

The EAP will ensure that follow-up and aftercare services are provided to EAP clients, supervisors, and union representatives. EAPA SA (2005:23).

The researcher recognizes the stressful conditions under which members work and believes that once-off interventions will not address the needs of clients, supervisors and union representatives. Interventions must be sustained and follow up participation must include evaluation, monitoring and control procedures to continually assess the impact of such interventions.

EAPA-SA STANDARD (23) **NETWORKING**

The EAP, being an integral part of the organization, should network with the various internal departments, EAPA SA (2005:26).

It is the opinion of the researcher that the EAP cannot resolve all the problems that emanated from the investigation report. It is therefore vital for the success of the EAP that the practitioner networks with the various internal departments. The researcher understands that organisational development, training, diversity management and employee relations must work together to resolve the issues that have been identified.

2.2 Report of Committee Enquiry into Labour Related Problems at Prison B

Investigations commenced at Prison B on Monday 28 October 1995 (Jali and Barlow, 1996:1). In accordance with their previous modus operandi the investigators commenced the investigation by calling a meeting of all the role players in the labour relations scenario at the prison. This general meeting was attended by labour representatives of all recognised unions and the Management of the Prison.

2.2.1 Senior Management Who Were On Sick Leave

The investigators believed that with the announcement of the results of the investigation at certain Prisons, the previous commander and the Head of Finance vacated their posts simultaneously and took sick leave. It was noted that many union members were considerably aggrieved at the fact that these senior management officials were being paid a full monthly salary every month whilst they stayed at home. It was also alleged that these senior managers were not genuinely sick and were simply abusing the system in an attempt to sabotage the transformation of the prison as a whole, (Jali and Barlow, 1996:10).

2.2.2 Lookout Posts

It was noted by the investigators (Jali and Barlow, 1996:17) that lookout posts were found to be unsatisfactory was also a grievance encountered at the other prison. The lookout posts were often temporary features that did not provide toilet facilities. In addition, it was found that the lookout posts were allegedly in a dilapidated condition and perceived by members as a safety hazard and not conducive to the well-being of employees manning these posts. Some of the lookout posts had been in existence since 1967 but no funds had been forthcoming to rebuild or repair them. It apparently had occurred in the past that members had refused to work in these posts where the windows were broken and where members were obliged to stand in the rain for six hours at a time. If a member needed to relieve himself there was often no-one to replace him and he was compelled to abandon his post temporarily. This situation was a major grievance shared by all members; these unacceptable work conditions affected the members' motivation and morale in general.

2.2.3 The Negative Morale of the Workers

It was stated by one labour union that discipline levels among members and their morale was generally low. The union's view was that this decline

in previously assertive behaviour had steadily occurred from the time the military ranks were abolished. The union entertained the viewpoint that each member needed to have some indication of his status displayed on his uniform in order for members to afford respect to that person, not necessarily as a result of “rank”, but because of his position within the non-military system. The union was also concerned that even the inmates were struggling to come to terms with the new structure now that the military system had been done away with. This according to the union led to a depletion in morale, (Jali and Barlow, 1996:19).

2.2.4 Understaffing

It was stated in the interview report (Jali and Barlow, 1996:22) that the issue of understaffing was further aggravated by the fact that one particular nurse had been off on stress leave for eight months and two other nurses were on sick leave. The nurses remaining on duty voiced their opinion about the situation stating that they were unable to cope with the workload; this objection had led in one instance to a march on Parliament by the nurses because of understaffing.

2.2.5 Safety of Nurses

The nurses’ union expressed concern with the depleted custodial staff that brought prisoners to the nurses. The union alleged that in many instances one warder was provided to guard ten inmates and the safety of nurses was thereby compromised. They also stated that safety can be compromised when nurses have to go to the sections to deliver medicines, especially in maximum security prisons. This problem was aggravated by the fact that there were only two male registered nurses and it was extremely dangerous for a female nurse to visit a section to dispense medicine in a male prison, (Jali and Barlow, 1996:27).

2.2.6 Members on Stress / Sick Leave

Management referred to senior members and others who were absent from work on sick/stress leave. It was alleged that many of the senior management who had resigned after the most recent investigation had subsequently applied for voluntary retrenchment packages, which had been granted to most of them. Five of the six senior managers had been off work for a considerable period of time. Management regarded it as significant that all senior managers that were on sick leave were white and that the reasons given were stress and major depression. The investigators also stated that certificates authenticating sick leave were simply produced. Many warders were also on leave as they were unwell but there was also a large proportion that indicated they were stressed and depressed. Management also was of the opinion that a pattern could be established where a member would return to duty after a period of sick leave followed immediately by another member who would take leave claiming poor health apparently due to stress and/or depression. While there was a normal medical board that considered the whole issue, management felt that the process took too long and was inappropriate under the circumstances. Management also felt that many of the members who were taking stress leave were using this to escape the effects of affirmative action policies and transformation in the department.

The investigators also found that the absence of members on sick leave had a very demotivating and stressful effect on other members in that the members remaining were required to perform additional work that the member who is on sick leave would have done. It was also stated that if members perceived system exploitation by persons who are not really sick or under stress, that this attitude over time would encourage even these members to also exploit the system. To prevent the perpetuation of the exploitation of the system the investigators deemed it essential to address this issue. (Jali and Barlow, 1996:32-34).

2.2.7 Morale of the Members

When the investigators (Jali and Barlow, 1996:34) questioned management regarding their perception of the morale of the members, it appeared that in most instances the heads of the various prisons viewed the morale as being fairly low. The low morale was attributed, amongst other things, to the alleged unfairness of overtime payment due to members residing on prison property and to under-staffing due to absenteeism as a result of sick leave concessions.

2.2.8 Shortages of Staff

Under-staffing, according to the investigators (Jali and Barlow, 1996:46), was a general problem prevalent at all the prisons. One union felt that the post allocations which were reviewed in 1993 needed to be revised as there had been an expansion of the prisons without allocation of additional staff. This oversight had led to a great shortage of staff on weekends and an undesirable prisoner/warder ratio.

2.2.9 Whites Hampering the Transformation Process

It was stated by the investigators (Jali and Barlow, 1996:48) that one of the unions was of the opinion that many of the white members who were on stress leave at that time were hampering the process of transformation because whilst they were away on leave, their posts could not be advertised. It was the feeling of the trade union that those positions should be reviewed and such persons should be medically boarded to create capacity. The union was also of the opinion that many of the people who were on stress leave were doing so merely to defy change. The union felt that management was not being proactive in this regard.

2.2.10 Trust

The investigators alleged that a trade union had pointed out that morale amongst members in general at Prison B had declined. This union also

asserted that future investigations should be carried out by independent people and that the committee conducting investigations should be fully representative.

The investigators stated that there was a serious lack of trust between members themselves and between members and management. They claimed that this lack of trust was very deep-seated and effectively prevented any acceptable system from functioning; consequently, members either delivered judgment amongst themselves or management sat in judgment upon members. It is for this reason that the investigators believed it would be necessary in the immediate future to contract the services of independent people outside the Department of Correctional Services to serve on relevant committees of investigation, take responsibility to implement disciplinary steps and take charge of monitoring the implementation of the affirmative action policy and staff promotions in general. The investigators arrived at this conclusion because they believed that if an independent third party was objective it would be trusted and accepted as being impartial and therefore more likely to be accepted by the various parties; it was also believed that members would more readily accept the outcome of investigations, affirmative action appointments and general promotions.

All of these factors had led to many members feeling uncertain about their powers and functions and the role that they were expected to play in prison B. Many members felt inadequate and this diminished self-esteem issue needed to be addressed urgently in the form of detailed re-training. The investigators stated that re-training would go a long way towards creating a new culture of thought within the Department of Correctional Services and would provide an opportunity for interaction between white members and members of colour and appreciation for cultural diversity. The need for re-training was viewed as a necessary step forward because

many members had been recruited into the service from outside the Department of Correctional Service but who had not been trained under the old military-style system. Their attempts to operate within this system invariably caused clashes with members who were old-school and had a different way of doing things.

It was the view of the investigators that members were experiencing emotional conflict and felt ill-equipped in an ever-changing environment. Many members in fact felt that their rights had been taken away and that the inmates had more rights than they did. While this assumption was obviously incorrect, the very fact that this perception existed warranted the feeling of inadequacy expressed by many members.

The investigators stated that members were very concerned about their image in society but were even more concerned about how their relationship with prisoners was perceived; their chief concern was whether their rapport with prisoners was effective and workable, (Jali and Barlow, 1996:60-68).

2.2.11 Working Conditions

It was stated by the investigators that a labour union was concerned that the working conditions at prison B were inadequate and that this would affect morale and encourage corruption. They also raised the question of the dilapidated lookout posts were dangerous and ill-equipped since no ablution facilities were nearby. In addition the investigators referred to the agricultural area where no ablution facilities were provided for members. The union also alleged that within the sections there were no facilities for members to sit and eat their regular meals. As a result members ate their meals either standing or walking in the passage. According to the union the reason for the lack of space is because the prison was originally designed for fewer members of staff and a smaller number of inmates

than what are currently the case; as a result the prison is very overcrowded.

A Labour Union also referred to problems associated with the lack of facilities for visitors at the prison. Visitors were sometimes prevented from visiting the inmates, which in turn provoked aggression toward members, and thus resulted in further conflict between members and prisoners, (Jali and Barlow, 1996:71-73).

2.2.12 Recommendations

2.2.12.1 Retraining of Members

The investigators believed that many of the members at the time of the investigation employed in the department were trained under an old system which was wholly inappropriate. Issues such as prisoners' rights, demilitarization, industrial relations and reconciliation between members must be addressed. Each member should be compelled to go through a re-orientation/new training course to acquaint him or herself with the agreed principles and also to enable such a member to function effectively and with confidence in his or her working environment. It was also stated many members feel inadequate especially in regard to their relationship with prisoners and require training on managing stressful and difficult situations.

2.2.12.2 Members on Stress/Sick Leave

The investigators also found that members who were working suffered from low self-esteem because they felt exploited by the number of members who were on so-called sick leave. It was also alleged that certain members of senior management who were supposed to be on stress leave were in fact simultaneously employed in the private sector whilst also claiming remuneration

from the department. It was the view of the investigators that an appraisal system should be promptly developed to assess the veracity of sick/stress leave claims as the present system was cumbersome and open to exploitation. The investigators believed that taking sick/stress leave was fast becoming a trend among members who regarded it as an “easy way out”.

2.2.12.3 Psychological Analysis of Stress Factors

The investigators concluded that working in a prison environment was stressful and conceded that while members had elected voluntarily to work within such an environment, it was deemed extremely necessary and urgent for the department to appoint a team of experts (psychologists and social workers) to analyse the various stress factors prevailing in a member’s works environment. Based on the outcome of the research and recommendations from these experts, the investigators concluded that the department should take steps to support members and equip them to deal with stress, (Jali and Barlow, 1996:79-100).

According to the researcher the following standards can be linked to the investigation report at prison B.

EAPA-SA STANDARD (1) ADVISORY COMMITTEE

An Advisory Committee should be elected to operate at the highest possible level within the organization, involving representatives of all segments of the workforce, EAPA SA (2005:7). The researcher is of the opinion that the work performed by an advisory committee can enrich the EA programme as the relevant groupings within the organisation will be represented. The committee will also serve as consultant to offer guidance on programme development in accordance to needs that are identified.

Emener, Hutchison and Richard (2003:189) state that the EAP is relative to the degree of support from senior management and labour. Membership of the advisory committee should include:

- Top management
- Union employees
- Medical personnel
- Human resources
- Benefits
- Safety and occupational health
- Finance
- Legal
- Training and development
- EAP operations

The researcher realises the importance of achieving this standard in the context of the information provided in the report above, since issues mentioned in the report can be raised in the advisory committee.

EAPA-SA STANDARD (2) NEEDS ASSESSMENT

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

- Organizational profile and needs;
- Employee needs;
- Supervisors and union representatives' needs; and
- Healthcare profiles and needs, EAPA SA (2005:9).

The researcher believes that the problems identified by the researchers will serve to inform the programme design as they will be based on employee needs.

EAPA-SA STANDARD (14) **TRAUMA DEFUSING AND DEBRIEFING**

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

EAPA SA (2005:17)

The researcher believes that according to the report there is evidence of poor working conditions, low morale and high stress levels. He is also of the opinion that trauma counselling should form an integral part of the DCS EAP as employees work under extremely stressful conditions as indicated in the report.

EAPA-SA STANDARD (15) **CRISIS INTERVENTION**

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

The researcher has deduced from the report that employees are demotivated, stressed and concerned about the implications of transformation. The EAP should be able to intervene to address issues that have been raised in the report.

EAPA-SA STANDARD (16) **ASSESSMENT AND REFERRAL**

EAP professionals or an assessment service under contract to the organization, will:

- Conduct an assessment to identify employee and/or family member and/or organizational problems;
- Develop a plan of action, and
- Recommend or refer the individual(s) to an appropriate resource of intervention, EAPA SA (2005:19).

It is the researcher's opinion that the problems listed in the report will be clearly assessed through EAP interventions. Furthermore it is also the opinion of this researcher that the EAP can develop a plan of action to address both individual and organisational problems.

Emener, Hutchison and Richard (2003:193) reflect on assessment and referral and state that the intention of this standard is to match the identified problems with the appropriate care. Assessments and appropriate referrals can result in improved job performance and employee well-being. The researcher is of the opinion that this standard will assist in matching the identified problems (as raised in the report above) with the appropriate care.

2.3 Report on Committee Enquiry into Labour Related Problems at Prison C

2.3.1 Introduction

The mandate of the investigators was to enquire into and make a total analysis of the causes of labour related problems within Prison C, (Jali and Barlow, 1996:2-3).

- To make recommendations as to steps that can be taken in order to rectify and promote sound labour relations, as well as to provide the department with a basis to manage the situation with the full co-operation and trust of all employees and to promote the process of transformation;
- To evaluate our findings against prevailing conditions at other areas of command to be indicated;
- To enquire into and report to the Minister on any other matters, which in the investigating team's opinion is relevant to the abovementioned concerns.

The investigators were of the opinion that the department's transformation of policies did not start with a work shopped and agreed action plan for transformation. This would include amongst others, the affirmative action policy. According to the members, the policy was never explained to them. The members stated that they were only advised that the programme was to follow the "Linda Human" document and they were to reach a target of 70% Blacks: 30% White employees by the year 2000, (Jali and Barlow, 1996:14).

The members also made an allegation that they had been threatened by some HIV positive prisoners with needles that contained blood. This had caused a degree of stress, (Jali and Barlow, 1996:29).

2.3.2 Transport

The investigators (Jali and Barlow, 1996:31) were advised that 50% of the members at Prison C lived in the northern suburbs. They could not afford to live in the neighbourhood as it was very expensive. Members who reside at certain suburbs are provided with transport. However the members living in the northern suburbs were neither subsidized nor provided with transport.

2.3.3 Lack of Resources

There was a complaint from the members about the general lack of suitable equipment for purposes of doing their work. The lack of facilities rendered the working environment difficult for members which added stress to an already stressful occupation. Members trying to perform their functions efficiently were hampered by the lack of resources, which included basic items such as chairs and tables. In general the items which were brought to the investigators attention as lacking within prison C were the following, (Jali and Barlow, 1996:34-35):

- Furniture;
- Intercom system;
- The absence of two way radios which were used by staff especially when they go into the sections;
- Poor maintenance of the prison by the Department of Public Works;
- The kitchen in Medium A was finished during January 1996. However, it was not functional as it did not have the necessary pots. The members were under considerable pressure from the prisoners as they could not provide hot food.

2.3.4 Stress Management

The investigators were of the opinion that working conditions led to a number of members taking stress leave. The investigators also were of the opinion that some of the members were exploiting the stress leave facility by taking such leave as soon as they had any misunderstanding or dissatisfaction with the head of their department. They felt that there were a large number of members who were stressed within the prison environment who needed assistance to cope within the work environment. In this regard, the department should, as the investigators previously recommended, conduct a thorough psychological study of the stress environment in which members work and should be advised by experts as to any assistance that may enable members to cope more adequately. It was felt that the department's proactive response in this regard would go a long way towards demonstrating to members that the department was aware of and concerned with the difficult environment in which they worked, (Jali and Barlow, 1996:35-36).

2.3.5 Training

The investigators were of the opinion that there was a clear need for members to be trained in public relations, fundamental human rights and prisoners' rights. It is also necessary that headquarters be proactive in promoting the changes that are taking place within each prison; both in terms of prisoner's rights, rehabilitation of prisoners and the importance and valued work of members.

It was the opinion of the investigators that the vast majority of members were trained under the apartheid era and that training had since become inadequate and inappropriate for the realities of the day-to-day life of members operating under the new dispensation. The investigation also revealed that there was a need to revisit the training which was provided to the warders at the various training colleges in order to more appropriately relate to the new South African Human Rights culture. The investigators felt that the warders were not trained in respect of prisoner's rights. They were not adept at how to deal with prisoners who were demanding a right to which they may or may not have been entitled to in terms of the new constitution. When members were confronted by the demands for rights, they did not know how to deal with these demands. This subsequently led to frustration as well as, a feeling of helplessness and inadequacy and eventually to a total breakdown of discipline within the prison system, (Jali and Barlow, 1996:36-37).

2.3.6 Corruption and Demotivation

The investigators were of the opinion that the level of corruption at prison C had increased (Jali and Barlow, 1996:38-40). This was highlighted by the high rate of smuggling, breakouts, the discovery of firearms found within the prison and recently the illegal possession of a hand grenade,

which exploded within the prison walls. The highly publicized incidence of corruption was a clear manifestation of the disciplinary system which was about to collapse.

The investigators believed that most staff members were demotivated and some had resorted to taking excessive stress leave. Furthermore, this was also manifested in the decline in the number of White members who were furthering their studies to improve their careers within the department. The investigators believed that the reasons for the decline in the number of White members were multifaceted, ranging from a sense of inadequacy on the part of members to cope with an ever-changing work environment to lack of funds and stress related to transformation itself. It is in this context that the investigators believed that a psychological analysis of the members' working environment would be invaluable to the department in accessing the steps that it should take to address the very real needs of members to improve morale and to help members cope with stress. Many members of colour were of the view that Whites had adopted an attitude to do as little work as possible to earn their monthly remuneration and that they would not contribute to promote transformation. In this context it was even alleged that some White members had stated that as they only stood a 30% chance of being promoted based on the 70/30 affirmative action policy, they would only perform 30% of their day's work. This negative attitude to their allocated duties was obviously a matter of some considerable concern. The reasoning behind such thoughts, if held by White members, would obviously also need to be addressed by means of a psychological analysis.

De-motivation however was not confined to White members only. There were members of colour who clearly showed signs of demotivation. The

cause of demotivation relating to the members of colour would also need to be addressed in the psychological analysis.

There is also the view that the department failed to recognize individual member' achievements within the department. Some members who had made every effort to improve themselves had not been given the necessary recognition by the department. It is believed that members who held university degrees could be better utilized if they were to be promoted to administrative posts within the department or prison.

According to the researcher the following standards can be linked to the investigation report at prison C.

EAPA-SA STANDARD (2) NEEDS ASSESSMENT

Programme design would be based on an assessment of organizational and employee needs as they related to EAP utilization. The background information and organizational data to be considered into the programme design would include at least:

- Organizational profile and needs;
- Employee needs;
- Supervisors and union representatives' needs; and
- Health care profiles and needs, EAPA SA (2005:9).

Emener, Hutchison and Richard (2003:189) clarify that programme design must be based on an appropriate needs analysis. If this is done correctly then the researcher is of the opinion that it will include the identified problems as indicated in the report above. Programme design would then incorporate the needs of employees.

The researcher is also of the opinion that any programme would be successful if it is based on organisational needs. The above report raised serious concerns by both management and members of the DCS and this was confirmed by the unions. The researcher therefore utilised the concerns raised in this report to determine the types of programmes that the EAP in DCS would deliver to members.

EAPA-SA STANDARD (6) POLICY STATEMENT

The policy statement would provide the guarantees, principles, and the rights and responsibilities of various stakeholders, such as the user, employer and provider, EAPA SA (2005:12). The researcher believes that this standard is important in the context of the report as it would be necessary to ensure that any future EA programme should inculcate the guarantees, principles, and rights and responsibilities of all stakeholders indicated in the report.

Emener, Hutchison and Richard (2003:192) indicated that confidentiality would be an important aspect to consider and that the EAP policy should include professional standards and ethics. It is evident from the report above that employees were not confident in the Department of Correctional Services' ability to resolve some of the issues raised. The researcher is of the opinion that this proposed standard could adequately address the issue of employee confidence and would add to the credibility of the programme.

STANDARD (14) TRAUMA SERVICES

The EAP will offer trauma defusing and debriefing services for employees, family members, and the organization in extreme situations. EAPA SA (2005:17). The researcher is aware that issues of stress and trauma have been raised in the report. He is of the opinion that the EAP in the DCS should address issues concerning stress experienced by members and

also offer services to family members and the organisation as well. While the report highlights issues of members, it is evident that management also needs assistance in this regard.

STANDARD (19) FOLLOW UP AND AFTERCARE SERVICES

The EAP will ensure that follow-up and aftercare services are provided to EAP clients, supervisors, and union representatives. EAPA SA (2005:23). The researcher acknowledges that issues raised in the report would not necessarily be addressed immediately. The researcher further recognizes that it would be incumbent on the DCS EAP to make sure entry-level services are adequate and to determine whether follow-up services are necessary.

Emener, Hutchison and Richard (2003:194) state that the availability of follow-up services will enhance the credibility of the EAP services. This course of action will also ensure that problems are resolved timeously. The researcher has indicated in the above report that employees are dissatisfied with the manner in which problems have been resolved.

STANDARD (22) PROMOTIONAL MATERIAL

EAP professionals will ensure the availability of promotional material and provide guidelines to facilitate the application of educational activities aimed at encouraging supervisors, managers, union representatives, peers, employees and family members to make use of the programme EAPA SA (2005:25). The researcher believes that the utilisation of the EAP will depend on how the programme is marketed. An additional challenge, as indicated in the report, is to remedy the lack of trust between the parties; this problem was highlighted through interviews conducted with members. Members as well as management and the unions will need to be educated on the benefits of the programme.

3. REPORT ON EMPLOYEE ASSISTANCE PILOT WORKSHOP (19 January to 15 April 1999)

3.1 Executive Summary

The researcher had commenced with his studies on stress on the DCS in 1997 and decided to include his findings as motivation for the establishment of the EAP in DCS. The following statement, taken from the introduction of this study, is relevant for this section as it serves to illustrate the rationale for a stress reduction programme as well as the need for sport and recreation in the DCS. The results of the researcher's findings served to motivate management in the DCS to implement the EAP, (Bhoodram, 2001:2).

“Stress within the Department of Correctional Services is a growing concern both for Management and employees. This study is aimed at identifying stressors both from within and outside the work context, as well as reviewing the correlation between stress and physical activity (sport and recreation) in general. The parallel between specific stressors and exercise is also examined in the context of the Department of Correctional Services' sport policy.

Although there are numerous methods of reducing physical and mental stress this study proposes to view physical activity and recreation as a central part of life and wellness. The study draws attention to the fact that healthy physical activity and recreation is as conducive to good health as getting enough sleep and reiterates that participation in sport and recreation contributes to a balanced work life by providing restorative refractory periods as well as reducing stress levels. This study has shown that circumstances in the workplace, whether related to environment or interrelationships between people, are a major contributor to stress. The study also shows that the DCS has excellent sporting facilities in most

Management Areas and that these need to be utilised fully. The DCS sport and recreation policy should be reviewed to ensure that DCS employees make optimum use of the opportunities to participate in sport and recreation.” (Bhoodram, 2001:4)

The report presented below has been compiled by the researcher and the views expressed are those of the researcher. Arising from the recommendations of the investigation report, as well as a circular 3/4/5/14 forwarded to the Commissioner of Correctional Services on the establishment of an Employee Assistance Programme, the management of DCS decided to allow the researcher to conduct a pilot project on the EAP. The purpose of this pilot project was to make known the development of an EAP for DCS, specifically to communicate the progress to employees by affording them the opportunity to provide input into the manner the EAP should be structured within the Department of Correctional Services and to identify problems that hampered productivity.

The EAP workshops provided a platform for employees to voice their opinions on issues that they believe hamper performance and affect productivity. What became evident was that the Department had in the past apparently been largely insensitive to the needs of employees. The findings of this study revealed a number of concerns expressed by employees, including merit and notch increases, nepotism, victimisation, favouritism, stress, appointments and promotions, training, financial management, and ineffective communication. Employees generally felt neglected. They also believed that the Department placed more emphasis on the needs of prisoners, hence the view that "Human Rights" are only for prisoners, (Bhoodram, 1999:3).

The researcher is of the opinion that a major cause for concern is the belief that even though the Department has demilitarised, Top

Management style and culture is still largely militaristic and autocratic. According to popular opinion The Code of Conduct is ineffective in that it only exists to “adorn walls in offices”, an aspect that accentuates a grave cause for concern relative to the reshuffling of Provincial Commissioners and top management in Provinces. This situation has led to uncertainty and a lack of continuity within the Department. Any change at the top has a ripple effect at lower levels and contributes to instability if each member is not briefed thoroughly to anticipate and comprehend the ‘cause an effect’ of implementing change.

Perhaps the single area causing the greatest dissatisfaction in all provinces is the merit and notch increases. Most employees believe that the process of ‘awarding of merit bonuses’ is fraught with favouritism and subjectivity. Some regard merit committees as being incompetent in that they are ill-informed about the procedure to identify deserving employees and are also ignorant of the subject matter at their disposal; consequently this alleged perk is procedurally and substantively unfair to employees. While the vast majority of employees agree that the idea of incentive bonuses is essentially a good one, the present ‘subjective’ system should be scrapped with immediate effect and replaced by a more objective system that is based on merit and productive participation.

Nepotism, victimisation and favouritism within any organization are serious causes for concern. Employees are afraid to address issues because of victimisation. Some even attribute the transfer of employees to victimisation. Most employees are rendered helpless when confronted with the possibility of victimisation; besides they are of the opinion that the grievance procedure is ineffective. A large majority of employees attribute appointments or promotions to nepotism, (Bhoodram, 1999:4).

Stress within the work place appears to be rising as a result of increasing pressure to sustain a high level of efficiency, to adjust to profound change, and to meet the increasing demands of a modern working environment or industry. Employees have correctly linked stress to almost every common disease, from heart attacks to influenza, which poses a major barrier to personal health. Excessive or poorly managed stress levels can overwhelm the body's immune system thus putting employees at risk to a variety of stress-related ailments; many employees in the future risk suffering from burnout as a direct consequence of their job or work environment. The increasing pressure to accomplish more within a shorter space of time at a quicker pace with fewer resources and often lacking comprehensive or task-specific skills training has contributed to a nation of people suffering from personal ill-health. Several employees attribute substance abuse (especially alcoholism), absenteeism, and premature death to stress.

The findings of the workshops also reveal that there is uncertainty with regard to the Department's transformation process. Some delegates attending the workshop stated that reverse discrimination and racism had replaced the Affirmative Action and Equity policy and that minority groups were now being marginalised, Bhoodram, 1999:4).

Besides ascertaining problems that hamper productivity, the importance of the exercise was not lost in that employees were found to be overwhelmingly optimistic that something was being done to improve their circumstances. Their attitude and contributions at the workshops were offered in a positive spirit in anticipation of the establishment of the EAP infrastructure in the provinces.

The researcher is hopeful that the contents of this report will spur the Department into action to urgently address some of the issues raised.

However it should be emphasised that the EAP is not a “quick-fix” solution to the entire Departments’ problems, (Bhoodram, 1999:4).

Arising from concerns and problems, expressed by delegates attending the workshops, the EAP sub-directorate had devised recommendations (Bhoodram, 1999:5). The recommendations were presented to senior management and the researcher was given the mandate by the DCS to develop a plan to run workshops on a national level to obtain consensus and employee input in the implementation of an EAP in the DCS.

Yamatani (1993:65-81) proposes that the evaluation of any EA programme should also take into account ten types of evaluative studies. The following evaluative studies were conducted during the national workshops:

- Service needs assessment – establish the potential number of employees that may need EAP services.
 - DCS employees were requested to indicate the types of problems that affect them; how they overcome these problems as well as what other services they would like to receive from the EAP.
- External resources – an examination of outside agencies used including the extent and satisfaction.
 - DCS employees were asked whether they were aware of community resources that were available as well as whether they utilised these resources.
- Program constraint analysis – identification of sources of programme limitation.
 - DCS employees were asked to indicate whether they would like to have internal or external employee assistance practitioners as well as the levels of qualifications.

3.2 Project description and methodology

3.2.1 Project goal

The EAP sub-directorate led by the researcher embarked on this project to publicize progress achieved by the EAP within the Department of Correctional Services afford employees the opportunity to have their say about the direction the Department should be going, and market the concept. According to the researcher this project goal can be linked to STANDARD (2) which indicates that programme design should be based on an assessment of organizational and employee needs as they relate to EAP utilization. The background information and organizational data to be factored in the programme design will include at least:

- Organizational profile and needs;
- Employee needs;
- Supervisors and union representatives' needs; and
- Healthcare profiles and needs, EAPA SA (2005:9).

3.2.2 Objectives

- to market the EAP
- to present a legislative framework and mandate for the EAP.
- to empower employees through group discussions and
- to identify needs

3.2.3 Methodology

A series of workshops and group discussions with employees of the Department took place from 19 January to 15 April 1999. Complementary reading material about topics covered during the workshop was distributed to all attendees. In terms of the transfer of knowledge during the course of the workshop; this was achieved in the following ways: -

- presentations by personnel from the Equity Directorate

- participation and learning opportunities for employees through group discussion
- feedback in plenary
- concerns and the way forward, (Bhoodram, 2001:6).

3.2.4 Calendar of workshops

Table 3.1 Workshops in DCS

PROVINCE	DATE
NORTH WEST	19 JANUARY 1999
GAUTENG	26, 27 and 28 JANUARY 1999
MPUMALANGA	09 and 10 FEBRUARY 1999
FREE STATE	16 and 17 FEBRUARY 1999
NORTHERN CAPE	02 and 03 MARCH 1999
WESTERN CAPE	15, 16 and 17 MARCH 1999
EASTERN CAPE	29 and 31 MARCH 1999
KWA ZULU NATAL	12,13 and 15 APRIL 1999

3.2.5 Attendance of the workshops

The workshops targeted all employees within the Department. However, it should be noted that most of the workshops were attended by Correctional Officers I, II and III and Senior Correctional Officers. Many Provincial Commissioners and Area Managers did not attend. There were no prescribed requirements for attendance except that delegates should represent the entire vertical structure of the province, in terms of race, gender and disability. Approximately 40 delegates attended each of the workshops which included officials from certain unions, (Bhoodram, 2001:7).

3.2.6 Format of the report

This report contains information that was collated and analysed by the researcher. The recommendations are further based on issues and concerns raised by employees during group discussions.

3.2.7 Reconciliation of report presented by discussion groups

There were many issues raised by members during the workshops. The following questions were posed to groups to facilitate discussion coupled with the relevant responses from members, (Bhoodram, 1999: 6-54).

a. Do you require an EAP? Motivate

YES – unanimous response from all areas

- In the past greater emphasis was placed on the needs of the prisoner than on the needs of members. A reliable structure needed to be created to give special attention to also recognize the needs of members.
- Broadly, the EAP should help create a stress-free organisational environment that will result in a motivated workforce and improved or increased productivity.
- The EAP can help resolve personal problems such as alcohol abuse, substance abuse and financial management problems.
- The EAP can help to help improve communication within the organisation between all levels of management and personnel.
- The EAP can encourage cooperation, friendship, trust and openness among personnel, through learning and understanding the many facets and benefits of cultural diversity that prevails within the Department.

- The EAP can help address the needs of employees such as aftercare services for children and recreational facilities for personnel.
- The EAP can help resolve problems related to improper placement, and lack of induction or orientation, training and development.
- The EAP can assist in conflict resolution and discouragement of petty jealousy among personnel.
- The EAP can provide a reliable outlet where employees' problems (including family, community and job-related issues) can be handled confidentially.
- The EAP can help redress imbalances of the past that might have an adverse affect on some members' attitude and understanding of necessary change in the workplace, through counselling and also assist them through the transformation period.
- The EAP can help encourage training and empowerment to demonstrate to members the benefits of a participatory rather than an autocratic management style, (Bhoodram, 2001:6-8).

The question posed above can be linked to the standard that focuses on programme design which emphasises employee and organisational needs, EAPA SA (2005:9). It is also the researcher's opinion that the statement can be linked to the standard that focuses on the assessment of the organisation with the intention of developing a plan of action as well as recommending the individual for the appropriate course of action, EAPA SA (2005:19).

b. What problems do you experience that have an influence on your job (personal, domestic or work related)?

Personal:

- Financial problems emanating from lack of financial management skills resulting in debts; repossession of goods; unnecessary insurance policies and also maintenance of illegitimate children.
- alcoholism and substance abuse, stress
- Sexual problems related to stress and
- Fatigued while on duty.

Domestic:

- Lack of childcare facilities
- Extended families not covered by medical aid.
- Department is not sensitive to family needs during transfer e.g. securing a job for spouse.
- Lack of decent accommodation for family within reach of the workplace.
- Lack of transport for school children.

Work related:

- Lack of transport to and from place of work
- Insufficient and ill equipped offices
- Shortage of staff. Lack of proper compensation for members working two shifts , over-worked workforce, low productivity and low morale
- Lack of induction and training
- Certain members (e.g. nurses) forced to visit prison more often than others. Female members having to travel alone to prison for night visits. There is no accommodation in prison for members doing night duty.
- Lack of recreation and catering facilities within premises.
- Exploitation of sick leave and absenteeism

- Lack of cooperation, trust and discipline amongst members resulting from lack of understanding of cultural diversity.
- Lack of transparency and consultation by management on policy changes and decision making.
- Management/Supervisors with little or no management skills - hence autocracy prevails.
- The merit award system should be reviewed as it is considered to be unfair and biased, (Bhoodram, 2001:8-9).

The question posed above can also be linked to the standard that focuses on programme design, which emphasises employee and organisational needs, EAPA SA (2005:9). It is also the researcher's opinion that the statement can be linked to the standard that focuses on the assessment of the organisation with the intention of developing a plan of action as well as recommending the individual for the appropriate course of action, EAPA SA (2005:19).

Emener, Hutchison and Richard (2003:193) indicate that programme design includes the standards on:

- Advisory committee
- Needs assessment
- Service delivery systems

The researcher is of the opinion that programme design should be based on organisational needs obtained from an assessment carried out by the advisory committee to re-evaluate the service delivery systems.

c. *How do you cope presently with these problems?*

- Most members "**DO NOT COPE**".
- No relevant structures available to assist personnel
- Some members choose to find solutions to their problems themselves because they do not trust those around them

- Some discuss problems with their peers, spouses, colleagues, preachers, external social workers or elder family members. Since Supervisors generally have their own problems to deal with, members choose not to approach them for help.
- On occasion members choose to approach shop stewards to discuss work-related issues.
- Other members are of the opinion that management will be unsympathetic to their problems, chiefly because management has "**demilitarised in uniform only**" and are believed to still follow an autocratic approach. Members strongly believe that although the uniform and ranks have gone; there is very little change in autocratic management styles.
- Some members resort to alcohol and substance abuse in the face of so-called insurmountable problems.
- Some members resort to absenteeism, taking sick leave to avoid facing problems or challenges at work..
- Those members who encounter financial difficulties attempt to solve their problems by borrowing money either financial institutions providing cash loans or loaning money from prisoners.
- Some members' inability to deal with problems within the workplace or who suffer from extenuating difficulties as a consequence, are referred to institutions like Weskoppies (Psychiatric Hospital), Bhoodram, 2001:10).

d. *What needs or problems would you like the EAP to address?*

The EAP should:

- Introduce programmes on alcohol and substance abuse.
- Address the problem of absenteeism.
- Address heavy cigarette smoking motivated by stress and present programmes that can help members quit smoking and also reduce stress.

- Introduce practical programmes on topics such as self-motivation, self-development, career guidance and life skills.
- Encourage better human relations through training on cultural diversity.
- Empower members on how to interact with disabled people/personnel.
- Advise members on how to manage their personal finances and debt management.
- Encourage communication and conflict resolution among members.
- Introduce infectious disease awareness programs (e.g. AIDS, STDs), (Bhoodram, 2001:10-11).

It is the researcher's opinion that the above information can assist the Department in determining the types of services that should be offered to employees as indicated in STANDARD (14) The EAP will offer trauma defusing and trauma debriefing services for employees, family members, and the organization in extreme situations, EAPA SA (2005:17).

STANDARD (15) is also relevant here as it focuses on responsive intervention services for employees, family members and the organization in crisis situations, EAPA SA (2005:18).

Emener, Hutchison and Richard (2003:193) state that the EAP must be prepared to respond consistently and timeously to emergencies and urgent situations. The researcher agrees with Emener, Hutchison and Richard that members would be more self-assured and productive if their needs are anticipated and linked to harmonious solutions. The researcher also recognizes that many of the problems listed above can be responded to timeously, thus averting any further complications. .

e. Who would you like to attend to your needs/problems and what qualities would you look for in this person?

- Trained members in the EAP field
- Social workers
- Psychologists

Qualities

- Must be able to maintain confidentiality.
- Professionalism, relevant qualifications and experience.
- Must be respectable, friendly and show genuine respect to the employee
- Should have good communication skills
- Honest, reliable and maintain good interpersonal relations, as well as commitment.
- Be easily accessible and approachable.
- Be patient, fair, impartial and trustworthy
- Must be broad minded and caring, (Bhoodram, 2001:11-12).

The researcher believes that both STANDARD (8) and STANDARD (13) can be correlated with this question.

STANDARD (8) QUALIFIED EAP PROFESSIONALS

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

STANDARD (13) PROFESSIONAL REGISTRATION

EAP professionals should register and maintain their registration with their respective statutory and/or professional councils and adhere to the codes of practice of such bodies, EAPA SA (2005:17).

f. Where would you like this person to be based, and how many individuals would you need?

- Recommended ratio of practitioner to members should be **1:200**.
- Preferably in management areas but operating outside the prisons environment.
- Must be within reach of the majority of members and easily accessible, (Bhoodram, 2001:12).

The question listed above can also be correlated with standard 8 mentioned above.

g. Do you think an employee should receive free time from work for appointments with EAP practitioner? Motivate

YES

- The problem might be serious and urgent and therefore likely to need immediate attention.
- A stand-in for the duration of a member's absence should be organized to sustain productivity.
- Legislation formulated by the Public Service Commission allows one to consult with an EAP practitioner during working hours as is the case with medical doctors, (Bhoodram, 2001:12).

The researcher understands that the above information will be contained in the policy document of the DCS and that STANDARD (10) will be relevant.

The written policy shall include a statement on confidentiality consistent with all professional standards, ethics and legal requirements which regulate the management of information, EAPA SA (2005:15).

h. Do you have any other suggestions?

- The EAP should be implemented immediately.
- There should be a 24 hour toll free number for the EAP.
- Management should not have access to members' confidential material.
- There should be a report to the province after the survey is completed, (Bhoodram, 2001:12-13).

4. RECOMMENDATIONS

The following recommendations were made by the researcher. For the Public Service, ensuring a supportive and participatory work environment is a new concept especially when one considers the legal framework within which the work environment in the Public Service had been founded. Although there hasn't been consensus on how a supportive environment can be defined, such as environment in this document can be defined as:

- *an environment which fosters a thorough and comprehensive analysis of people in the work place, work and organisation*
- *with distinctive elements that validate an in-depth understanding of the impact that work has on people and also the relative affects of that work in the way people within the workforce relate and react to one another.*
- *as well as organisational effectiveness that is founded on clearly outlined policies that support and uphold a philosophy of sustaining a work environment that is conducive to all aspects of occupational safety and health.*

Traditionally, employers had been regarded as people who knew best what employees had to do and what their needs and commitments were; employers therefore expected employees to perform their duties without

question. Hence, due to the autocratic style of management, employees were not given the opportunity to voice an opinion and had no say or voting rights regarding the managerial structure of the organisation as well as decisions made affecting their personal development. As a result, jobs were simply a means of earning a living. Employees under autocratic rule were supervised and subject to strict discipline merely as a means of inducing submissiveness. Consequently, the concept of work was narrowly defined and as a result employees put into effect minimal skills and no initiative in the routinised execution of their tasks. During this era little consideration was given to causes for job alienation that resulted in frustration and negative attitudes among employees. Alienation at work rendered employees powerless and the work that would allegedly benefit the organization lost its meaning since employees experienced no sense of pride or fulfilment from what they were doing.

In view of the impact of the said work environment, it was realised that if organisations are to survive and succeed in improving services that are to be delivered to the Public Service clients and ultimately, the Department of Correctional Services, something had to be done to create an environment that will ensure effective and efficient service delivery.

The Department of Correctional Services has an inherited culture and systems that need to be examined so that its policies, practices and structures can be aligned with Government policies and the Constitution.

Management, particularly Top Management at Head Office, is still viewed by many as being autocratic. There is widespread criticism of Top-down management especially in relation to the development of policy. Many employees were initially reluctant to participate in the workshop as they were under the impression that 'no matter what inputs we make, top management at Head Office already has decided the outcome for us.'

The recommendations based on this report are intended to provide avenues for consultation and establish mechanisms for the implementation of an Employee Assistance Programme in the Provinces. Flowing from the concerns raised and in fulfilling its duties inter alias of "**personnel wellness**", the Directorate of Affirmative Action makes the following wide-ranging recommendations :-
(Bhoodram, 2001:13-15).

4.1 EAP Plan

- Vigorous efforts must be taken to market the EAP to all members of the Department, irrespective of race, gender, disability and rank.
- All appointees must receive comprehensive training.
- A proper structure must be developed that must include staff appointments for management areas.

4.2 Programmes

Awareness workshops or seminars must be held to brief members on the following:

- Information dissemination.
- Programmes to address the following needs :
 - Alcohol abuse
 - Substance abuse (e.g. drugs)
 - Coping with stress
 - Smoking cessation
 - Self-motivation
 - Understanding Cultural Diversity and disability
 - Personal Financial Management
 - Awareness Programmes e.g. AIDS and STDs.
 - Development programmes
- A newsletter/periodical must be developed and sent to Management Areas regularly.

4.3 Services

Provision of the following services must be investigated:

- Aftercare services for children of members.
- Night visits to prisons and accommodation for members.
- Recreation and catering services.

4.4 Human Resource Management

- Special attention must be given to needs of members.
- Structures to address these needs need to be put in place, (Bhoodram, 2001:15-16).

The researcher believes that these recommendations can be linked to STANDARD (21) **SUPERVISORY TRAINING**

The EAP will provide training for supervisors, management and union representatives to give them a clear understanding of the EAP. EAPA SA (2005:24) as well as STANDARD (22) **PROMOTIONAL MATERIAL**

EAP professionals will ensure availability of promotional material and educational activities and encourage the application of programmes by supervisors, managers, union representatives, peers, employees and family members, EAPA SA (2005:25).

4.5 Mechanisms for implementing recommendations

To address the concerns of members and to implement the recommendations of the Directorate of Affirmative Action, the Employee Assistance Programme needs to be Marketed nationally by means of appropriate mechanisms (strategies) devised by the department. In devising such strategies the following key components should be considered:

4.5.1 Human Resources - Dedicated and capable EAP personnel must be identified within provinces to take responsibility for implementing the recommendations. This cadre of members, appointed within managerial

regions, will liaise with the EAP Sub-Directorate to facilitate the evaluation process and ultimate implementation of recommendations.

4.5.2 Financial Resources

Financial resources (and any other resources) outlined in budgets that are managed by Head Office and provinces should be made available for perusal by EAP management to facilitate the implementation of recommendations.

4.5.3 Basic information systems

An audit to verify the extent of information management in relation to the communication needs of members in the department should be carried out. Thereafter, appropriate information management infrastructure and communication facilities should be established and made accessible to all members.

- It was evident that members had needs which required attention.
- The Equity directorate would take the suggestions provided into consideration to provide direction to the National workshops commencing in January 1999.
- It is critical that members from Northern Province should be provided an opportunity to peruse the contents of the Report.
- In this regard the implementation of the recommendations would be after the National Workshops in 1999 where the inputs from Northern Province can be benchmarked against those of the rest of the country, (Bhoodram, 2001:16-17).

4.5.4 Report conclusion

This report provides an insight into problems, experienced by members, which impact negatively on work performance and productivity. Members are VERY pleased with the Department's decision to sanction the formation of an EAP. It was also evident from the workshops that there is

a lack of trust and that discrimination manifests itself in varied and subtle forms. The EAP will focus on needs of members. The following work plan and service standards were developed. The above mechanisms for implementing recommendations are closely linked to Yamatani's evaluation of an EA programme. Yamatani (1993:65-81) focussed on ten areas which include:

- Service needs assessment
- Compliance or legality assessment
- Program adequacy
- External resources
- Program effort
- Program effectiveness
- Program benefit equity
- Client satisfaction
- Cost/benefit and
- Program constraint analysis.

4.6 Work plan

4.6.1 Services

Table 3.2 Operational Plan

DIRECTORATES PURPOSE OBJECTIVES	DESCRIPTION OF SERVICES	QUANTITY OF SERVICES	DELIVERY TARGET DATE
To establish and sustain holistic support programme to assist personnel to overcome and prevent problems that may hamper job performance	<ul style="list-style-type: none"> ▪ To conduct a pilot project on the EAP ▪ To conduct an induction and training programme for new EAP 	15 Workshops 65 Attended 1 Training programme for all appointees 5 visits to	5-9 October 1998 10-14 January 2000

	<p>appointees</p> <ul style="list-style-type: none"> ▪ To monitor the implementation of the EAP ▪ To market the EAP by distributing pamphlets, posters and copies of the EAP policy 	<p>regions</p> <p>Management Areas</p>	<p>Ongoing</p> <p>December 1999</p>
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(Bhoodram, 2001:18)

4.6.2 Services level standards

Table 3.3 Services and Standards

DESCRIPTION OF SERVICES	SERVICE LEVEL STANDARDS
1. Facilitation of National EAP Workshops	<ul style="list-style-type: none"> ▪ All attendees will be informed on the EAP ▪ All attendees will formulate needs for the EAP
2. Co-ordination of National EAP – focus month	<ul style="list-style-type: none"> ▪ All attendees will contribute to the formulation of the DCS – EAP policy
3. Training and induction of new EAP appointees	<ul style="list-style-type: none"> ▪ All attendees will place the EAP onto the their local meeting agendas and inform others about the EAP ▪ All members will be educated and informed about the EAP through pamphlets, brochures and talks ▪ All new appointees will be inducted and

	trained in the EAP field in January 2000
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(Bhoodram, 2001:19)

4.6.3 Norms and standards

Critical inputs from provinces

The following inputs were received from the provincial workshops in terms of the implementation of the EAP. These inputs were to be implemented by the Head Office team.

Table 3.4 Provincial Inputs

INPUT DESCRIPTION	NUMBER	RETURN DATE
▪ Nominate members to attend National EAP Workshop	65	30 September 1998
▪ Make all arrangements for workshop including faxes to nominees, catering, venue, and transport as well invoices for expenditure	65	30 September 1998
▪ Area Managers to nominate EAP co-ordinator per management area	5	30 September 1999
▪ Provide operational support to newly appointed EAP members for provinces	1	After appointment
▪ Ensure that all members in the province have access to the DCS – EAP policy	788	After finalization
▪ Monitor implementation and provide feedback to EAP office quarterly		
▪ Nominate one co-ordinator per Management Area to co-ordinate activities for EAP focus month	1	Quarterly
	5	13 August 1999
▪ Co-ordinator to inform personnel and distribute literature about events		31 September 1999
	788	

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(Bhoodram, 2001:19)

4.6.4 Risks

The following risks in the implementation of the EAP in DCS were identified and if not addressed, would potentially have an adverse affect on the implementation process. .

Table 3.5 Risk Impact

POTENTIAL RISK DESCRIPTION	POTENTIAL IMPACT	ESTIMATED PROBABILITY
<ul style="list-style-type: none"> ▪ Ineffective communication between Provincial Commissioner's (PC) offices and nominees who would be attending workshops 	Members not attending workshops	20 %
<ul style="list-style-type: none"> ▪ Information not disseminated in time for focus month 	Limited focus on EAP	20 %
<ul style="list-style-type: none"> ▪ Delay in ratifying EAP policy in Bargaining Chamber 	Delay in implementing EAP	40 %
<ul style="list-style-type: none"> ▪ Delay in Appointing EAP members, for provinces (advertising and interviewing) 	Delay in implementing EAP	30 %
<ul style="list-style-type: none"> ▪ PC may not have personnel to spare in Management Areas to deal with EAP issues on an ad hoc basis 	Delay in implementing EAP	40 %
<ul style="list-style-type: none"> ▪ PC's may not be able to support EAP personnel with transport, office space etc. 	EAP personnel may have difficulty in reaching all areas EAP personnel may have difficulty in	

	reaching outlying areas	
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(Bhoodram, 2001:20)

The information provided above can be associated with the following standards:

STANDARD (7) IMPLEMENTATION PLAN

An implementation plan shall outline the actions and schedule needed to establish an operationally effective EAP. EAPA SA (2005:13) as well as

STANDARD (22) PROMOTIONAL MATERIAL

EAP professionals will ensure the availability and use of promotional material and educational activities which encourage the use of the programme by supervisors, managers, union representatives, peers, employees and family members, EAPA SA (2005:25).

4.6.5 Implementation report on the post establishment of the EAP in DCS (1999)

Following the report released above, the DCS management decided to implement an EAP. A work study report was commissioned which contained the following information:

The work study investigator from the DCS conducted information sessions with the Department of Foreign Affairs and the Centre for Human Development. Thereafter on the 21 January 1999 the Management Board of the DCS took the decision to allocate EAP to personnel in a ratio of 1: 1000 (Makgamatha, 1999:9). It was also mentioned that 30 practitioners would be appointed as the DCS had an employee compliment of approximately 30 000. According to the researcher the only Public Service department that had an EAP in 1999 was the Department of Foreign Affairs and they were using the same norm. It was also decided by the work study officers that the EAP would be located in the bigger Management Areas and that the offices must be located strategically for

easy access. The issue of confidentiality was also addressed and was incorporated into the new EAP policy. The researcher was given the responsibility of establishing offices for all EA Practitioners.

The investigation document contains the following inserts:

- Review of the England (HM Prison) and their focus on how employees are continuously orientated in a health programme including following a balanced diet, stress alleviation, relaxation, smoking reduction, fitness evaluation, healthy living and increased productivity.
- Review of Georgia (Federal Law Enforcement Training Centre) and their focus on the promotion of a healthy lifestyle, principles of exercise, diet, rehabilitation of injuries, coordination of fitness and general health. Review of the South African Police Service (SAPS) and South African National Defence Force (SANDF) and their focus on psychotherapy, hostage negotiations, chaplaincy service and general health and safety.
- Review of the DCS and isolated attempts to promote the wellbeing of personnel including stress management, sport and recreation, and biokinetics. Complaints lodged included limited access to social workers and psychologists who, due to work obligations, had to attend to the needs of inmates and could only assist employees under exceptional circumstances.
- An interview with Tracy Harper – past president of EAPA SA, former EAPA SA Board member and consultant in the EAP field - indicated that the qualifications and specialty skills of an EAP should suit the needs of the organisation. According to Harper, there should be one-on-one counselling sessions, and the programme should be accessible to all. Harper also indicated that the programme should be strategically aligned, be case managed, focus on behaviour change and skills management, and that the

programme should focus on both healthy and unhealthy individuals, (Makgamatha, 1999:10-13).

The researcher is of the opinion that the following standards can be associated with the responses above:

STANDARD (5) POLICY

The policy shall describe the EAP in its entirety. EAPA SA (2005:11). The information provided in the interviews formed the basis for the DCS EAP policy in terms of types of services, confidentiality statement, focus of the programme and strategic alignment.

STANDARD (6) POLICY STATEMENT

The policy statement shall provide the guarantees, principles, the rights and responsibilities of the various stakeholders, such as the user, the employer and the provider. EAPA SA (2005:12). This standard is relevant in that it describes the rights and responsibilities of the various stakeholders as indicated in the investigation interviews.

STANDARD (7) IMPLEMENTATION PLAN

An implementation plan shall outline the actions and schedule needed to establish an operationally effective EAP. EAPA SA (2005:13). The researcher believes that this standard would comply with the investigation report as it would outline the actions to follow.

STANDARD (8) QUALIFICATIONS

An appropriate number of suitably qualified EAP professionals shall be available to achieve the stated goals and objectives of the programme. EAPA SA (2005:14). The researcher agrees with those interviewed that suitably qualified individuals will be required to fill the positions that would be created.

STANDARD (9) CASE MANAGEMENT

Every EAP professional who provides services shall be in charge of performing ongoing consultations with relevant parties and/or collating information to report on case management. EAPA SA (2005:15). The researcher agrees with Tracy Harper that case management would form an integral part of EAP work.

The following norms for staffing for the EAP were established:

Table 3.6 Regional Staffing Norms

REGION	EMPLOYEES	Number of EAP practitioners
Eastern Cape	3969	4
Free State	3169	3
Gauteng including Head Office	7370	7
KwaZulu Natal	4291	4
Mpumalanga	2169	2
Northern Cape	840	1
Northern Province	785	1
North West	1731	2
Western Cape	5873	6
TOTAL	30 197	30

(Makgamatha, 1999:19)

Yamatani (1993:65-81), in evaluating an EA programme suggests the following:

- Service needs assessment – establish the potential number of employees that may need EAP services.
- Program benefit equity – an assessment of the equitable distribution of services to different population groups.
- Client satisfaction - obtaining opinions of clients about services delivered.

It is evident that when the post establishment for the DCS was being created issues of service needs, programme benefit as well as client satisfaction were taken into account. The information provided below addresses the issue of duties as well as staff and resources and this is also an area that Yamatani focuses on.

4.6.6 The following duties of the EAP were also included in the document:

DEPUTY DIRECTOR EAP

PRIMARY DUTIES AND RESPONSIBILITIES

A. PROGRAMME MANAGEMENT AND ADMINISTRATION

- Regular assessment of organizational and its employees' needs, in terms of the EAP and Organisational Culture.
- Quarterly visits scheduled to all Practitioners in all Provinces to monitor CRITICAL CASES.
- Development of an annual strategic plan and objectives for the EAP
- Preparation of the annual programme budget and monitoring of monthly expenses.
- Evaluation of the EAP process and outcome in terms of utilization, quality of services provided, and the attainment of programme objectives.
- Establish and monitor linkages with community organizations and resources.
- Participates in professional EAP organizations as well as provides consultation regarding EAP practice to the community.
- Establishes and maintains a program advisory committee with membership from a cross-section of the work organization; as well as elicit relevant advice on a regular basis.

B. PROGRAMME SERVICES

- Provides consultation to the work organization regarding the development of policies and procedures related to EAP services, including alcohol and drug policy, drug testing, and AIDS policy.
- Ensures development and implementation of annual program promotion and awareness activities to employees and their family, such as educational workshops, newsletter articles, distribution of promotional materials, and so forth.
- Establishes and maintains working relationships between the EAP internal work organization, such as human resources, medical, training, union, and labour relations.
- Personally directs National Initiatives in Provinces e.g. Focus Month, Aids Awareness, etc.
- Meets regularly with Area Managers to re-evaluate the programme. Although this service was highly recommended to keep the programme current, it did not take place.
- Arranges National Conferences to publicize and aid the development of EAP.
- Facilitates National Workshops on Organisational Culture.

C. HUMAN RESOURCES

- Develops and maintains an appropriate staff structure to provide high quality and timely services in the most cost-effective manner.
- Recruits, selects, trains, and develops members, followed by an appraisal procedure to identify staff members who are deemed capable of providing quality EAP services in an efficient manner.
- Constantly monitors progress in Management Areas and supports staff accordingly by offering relevant advice.

- Utilizes opportunities to share latest trends in the EAP field with staff.

ASSISTANT DIRECTOR: PRIMARY DUTIES AND RESPONSIBILITIES

A. PROGRAMME MANAGEMENT AND ADMINISTRATION

- Develops and implements standard operating procedures and practices for EAP service delivery that ensures client confidentiality as well as timely, ethical, and quality service.
- Establishes and maintains effective and confidential record keeping and data-management reporting systems.
- Assist in the following:
 - Evaluating EAP process and outcome in terms of utilization, quality of services provided, and the attainment of programme objectives.
 - Establishing and monitoring linkages with community organizations and resources.
 - Participating in professional EAP organizations as well as providing consultation regarding EAP practices to the community.

B. PROGRAMME SERVICES

- Supervises the delivery of assessment, referral, and short-term problem resolution, as well as follow-up and return-to-work services to employees/family members experiencing personal problems.
- Supervises the management of all critical cases.
- Ensures timely and quality supervisor training and consultation services.
- Providing direct EAP services as necessary.

- Providing assistance in development and implementation of annual program promotion and awareness activities to employees and family members including educational workshops, newsletter articles, and distribution of promotional materials.

C. HUMAN RESOURCES

- Recruits, selects, trains, develops and evaluates staff to determine level of competence to provide quality EAP services in an efficient manner.
- Provides ongoing supervision of all EAP services supplied to individuals and the work organization.
- Provides regular in-service training for EAP staff.

PROVINCIAL OFFICE LEVEL

SUMMARY OF DUTIES AND RESPONSIBILITIES

Coordination of all EAP operations in the Province comprises supervision of EAP services provided to employees, their families and the Provincial Office, while maintaining service quality and customer satisfaction.

COORDINATOR: Assistant Director/Senior Correctional Official

PRIMARY DUTIES AND RESPONSIBILITIES

PROGRAMME MANAGEMENT AND ADMINISTRATION

- Regularly re-assess the needs of the province and its employees.
- Prepare annual program budget for the Province and monitor expenses on a monthly basis.
- Evaluate EAP processes, quality of services and the attainment of programme objectives.

- Maintain effective and confidential record keeping and data-management reporting systems.
- Establish and maintain linkages with head office, community organisations and resources within the province.
- Maintain provincial database.
- Process provincial statistics and provide reports to head office on a regular basis.

EAP SERVICES

- Provides the delivery of assessment, referral, and short-term problem resolution, follow-up and return-to-work services to employee/families that have personal problems.
- Ensure implementation of annual programme promotion and awareness activities to employees and family members.
- Provide direct EAP services.
- Maintain standard operating procedures and practices with special emphasis on confidentiality, timely, ethical and quality service.
- Chair all provincial EAP meetings.
- Coordinate and control all Advisory Committees in Province.

HUMAN RESOURCES

- Provide ongoing supervision and support for all EA practitioners in his/her province.

AREA MANAGEMENT LEVEL

Summary of duties and responsibilities

To implement direct EA services to employers, their families and the area while maintaining service quality and customer satisfaction.

EAP senior correctional officer: - primary duties and responsibilities

A. PROGRAMME MANAGEMENT AND ADMINISTRATION

- Provide direct EAP services
- Regularly assess the needs of the employees
- Maintain effective, confidential record-keeping and data-management reporting systems
- Where necessary, assist in the preparation of annual programme budget.
- Evaluate the attainment of programme objectives.
- Provide regular feedback to Provincial Office and Head Office.
- Attend EAP meetings.
- Maintain standard operating procedures and practices for EAP service delivery that ensures confidentiality, timely, ethical and quality service.
- Establish and maintain linkages with community organisations within the area.

B. EAP SERVICES

- Perform assessments, referrals and short-term problem resolutions, follow-up and return-to-work services to employees/families experiencing personal problems.
- Assist in programme promotion and awareness activities to support employees, their families and the community.
- Rendering of EAP services to individuals and their families in the most efficient and professional manner.

EAP SENIOR CORRECTIONAL OFFICER:

PRIMARY DUTIES AND RESPONSIBILITIES

A. PROGRAMME MANAGEMENT AND ADMINISTRATION

- Assist in implementing standard operating procedures and practices for EAP service delivery that ensure client confidentiality, timely, ethical and quality service:
- Assist in maintaining effective and confidential record-keeping and data management reporting systems.
- Assist in evaluating EAP procedures and outcome in terms of utilization, quality of services provided and the attainment of programme objectives.

B. EAP SERVICES

- Assist in the delivery of assessment, referral and short-term problem resolution as well as follow-up and return-to-work services to employees/families that are experiencing personal problems.
- Assist in the implementation of annual program promotion and awareness activities to employees and family members including educational workshops, newsletter articles, and distribution of promotional material..
- Provide direct EAP services and maintain confidentiality.
- Assist in the management of all critical cases.
- Prepare reports and briefs.
- Co-ordinate and control logistics necessary for implementing training programmes for members.
- Co-ordinate monthly feedback meetings with Provincial co-ordinators.

EAP CORRECTIONAL OFFICER

SUMMARY OF DUTIES

PRIMARY DUTIES AND RESPONSIBILITIES

- Responsible for making and receiving telephonic calls and taking messages as precisely as possible.
- Keep record of appointments
- Arrange meetings and make bookings
- Receive clients and keep their names and consultations strictly confidential
- Receive guests
- Compile mail register and keep it up to date.
- Handle incoming and out-going mail and also distribute it.
- Arrange/prepare refreshments
- Follow up return dates
- Arrange transport/air tickets
- Handle all typing work including memorandums, faxes and letters, minutes of meetings etc.
- Keep filing system of all documentation.
- Handle claims for the sub-directorate
- Make Photostats
- Handle secretarial duties during meetings, (Makgamatha, 1999:44-50).

The researcher has been instrumental in developing the above duties in collaboration with the work study officer and is of the opinion that the duties listed above cover all 27 standards.

4.7 DCS Annual Reports for the years 2000/2001, 2001/2002, 2002/2003, 2003/2004, 2004/2005, 2005/2006, 2006/2007.

The researcher analysed the reports as indicated above, to determine whether they contained information on the EAP in the DCS. The following information is contained in the 2000/2001 Annual Report.

“The Department is confronted with a constantly changing, extremely competitive, cost-cutting, outcome-oriented national economy which demands nothing less than optimum productivity and performance levels from employees. To meet the demands of transformation, employees need to undertake heavier workloads and become accustomed to unusual working hours; consequently their jobs have become more stressful. The Employee Assistance Programme (EAP) has been established to assist the Department to meet these challenges.

The Programme is available to employees and their dependants and can assist with the early identification and resolution of a range of problems that may affect them. Typical complaints include marital problems, financial problems, alcohol and drug abuse or dependence, legal issues, emotional problems, stress, HIV/Aids or any other personal matter causing anxiety. The impact that overcrowding within correctional facilities has on the stress levels of personnel within the Department was investigated. The investigation indicated that overcrowding had a serious effect on the emotional well-being of personnel and is the primary cause of many stress-related issues. Other problem areas were also identified and recommendations made to create a working environment that would contribute to the harmonious interaction between employees and employees and inmates, thus creating an overall stress-free setting. This would enable personnel to explore their optimal potential, put into effect their abilities and skills in the performance of their duties and ultimately enhance their involvement in the rehabilitation of prisoners. (DCS Annual Report, 2001: 23-24).

The following table was prepared by the Department of Public Services and Administration and forwarded to the DCS for completion.

Table 3.7 DPSA Input

QUESTION	DETAILS, IF YES
Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	Yes. Mr M M M Ngubo who is the Deputy Commissioner: Supply Chain Management.
Does the department have a dedicated unit or have you designated specific staff members to promote health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	Yes. The Department has an EAP Unit with 23 personnel members attached to this unit.
	Yes. Staff members are interviewed and in 327 cases the members were referred to a psychologist
Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	Yes. There are 25 members serving on the committee.
Has the department reviewed the employment policies and practices of your department to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the	Yes. The Department's HIV/Aids Policy was reviewed and amended during the year.

<p>Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.</p>	<p>Yes. Continuous awareness campaigns are held. Literature was distributed, posters displayed, workshops and information sessions arranged, etc.</p>
<p>Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.</p>	<p>Yes. The results are not available yet.</p>
<p>Has the department developed measures/indicators to monitor and evaluate the impact of your health promotion programme? If so, list these</p>	<p>Yes. The Post Exposure Prophylaxis Protocol was developed and distributed for consultation purposes.</p>

The 2001/2002 report includes the following information:

Does the Department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is allocated for this purpose.

Has the Department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.

- Consultation and training to appropriate persons to further the identification and resolution of job performance issues related to employees' personal concerns and difficulties
- Confidential, relevant and timely problem assessment services
- Appropriate referrals for diagnosis, treatment and assistance
- Short-term counselling

- The formation of linkages between the work-site EAP, community resources and individual practitioners who provide such services
- Follow-up services for employees who utilize these services, (DCS Annual Report, 2002: 195).

The following article appeared in the 2003/2004 Annual Report, (DCS Annual Report, 2004: 123).

The following information was an integral part of the DCS 2004/2005 Annual Report:

- Approved policy and increased participation in employee wellness programmes
- Trained 200 peer educators, dealt with 625 cases of alcohol abuse, provided marriage counselling to 576 families, dealt with 272 cases of stress, 273 cases of depression and attended to 294 financial management cases.
- The EAP, gender and equity policies were reviewed.
- The Code of Conduct, EAP and HIV/Aids policies were also aligned.
- The DCS has also monitored and evaluated the programme and has a comprehensive list of indicators, (DCS Annual Report, 2005: 144).

The focus on wellness in the 2005/2006 Annual Report included the following information:

- Receipt of quarterly reports from all regions as part of the monitoring and evaluation process
- The launch of the first DCS Trauma Centre in the Western Cape
- HIV/Aids strategy developed and consulted
- Wellbeing strategy developed and consulted nationally

- Appointment of Occupational Health and Safety managers
- Compliance audit conducted in Gauteng
- Training of regional coordinators and inspectorate on OHS Act

The 2006/2007 Annual report focussed on the following areas:

- Baselines for the Employee Assistance Programme (EAP) have been established and approved.
- Draft employee Health and Wellness Policy and procedures were developed.
- A National Implementation Plan for Health and Wellness was developed.
- National audit of EAP posts happened. EAP service standards were developed and approved.
- Consultations with labour unions on the EAP Supervisory Training manual took place.
- Baselines for HIV/Aids are still being established. A national audit of HIV/Aids is currently underway.
- Implementation of the results of the National HIV and Syphilis Prevalence survey
- A national risk mitigation framework for wellness was developed. A pocket-size booklet on the Code of Conduct and Batho Pele principles were printed.
- Training of personnel on the Code of Conduct took place.
- OHS audit/inspection was finalised at training colleges and Head Office.
- Statutory appointment was finalised. Draft procedure for OHS programme was finalised.
- OHS committee was established but is not yet functioning - still waiting to be trained.
- The annual EAP budget is R 4, 3 million, (DCS Annual Report,

2007:35).

- The Department has integrated HIV/Aids into a broader health and wellness programme.
- The Wellness Committee comprises of the DC: Equity and Recreation-Mr H Davids, the Director HR Support Mr PA Bhodram, the Director Sport and Recreation Mr MD Jobodwana and the Director Facilities Fund Mr N Lebogo. Where necessary this committee co-opts the Director Spiritual Care and specific external services providers.
- The committee's aim is to oversee the health and wellness of all employees of the Department. In addition the Risk Management Committee is also monitoring the interventions and programmes provided for HIV/Aids as the third highest risk factor in the Department.
- The Department has a draft Employee Health and Wellness Policy and Procedures. Section 7.3.2 in the policy addresses discrimination against employees on the basis of their HIV/Aids status.
- The Code of Conduct, the Employee Health and Well-ness Policy and the Equity policy protects HIV positive employees against discrimination. The Department respects the Constitution of South Africa as well as the Basic Conditions of Employment Act.
- From October to December 2006 employees participated in voluntary counselling and testing (VCT), which was part of the Employee Health and Wellness Programme that ran concurrently with the HIV and Syphilis Prevalence survey. Top management participated in VCT which encouraged a higher participation rate nationally and this assisted in minimising the stigma of HIV/Aids, (DCS Annual Report, 2007: 157-158).

The researcher is aware, from the extracts above, that the annual report for 2000/2001 includes the most comprehensive report on the EAP. Thereafter the reports are not as comprehensive and tend to focus more on the HIV and AIDS aspect. The Annual Reports however succeed in keeping track of the development of the EAP in the DCS including:

- The establishment of the EAP in the 2000/2001 report;
- Response to the DPSA questionnaire on HIV/Aids;
- EAP Core technology questions in the 2002 report;
- Policy formulation and training as well as case management in the 2005 report;
- Reporting on strategy development in the 2005/2006 report;
- Policy and procedures, baselines, implementation plans and audits in the 2007 report.

5. CONCLUSION

The researcher has attempted to collate the information provided in the reports discussed in this chapter, with the criterion that defines the standard of the EAP in DCS to show the relevant developments. As stated in the introduction to this chapter and in chapter one the researcher quoted Patton in Fouché and De Vos (2005:108) who indicated that the evaluation of a programme would involve the systematic collection of information about that programme, with the intention of making judgements, improvements, and informed decisions about future programming. Thus the researcher has focused on the collection of information on the pilot projects, national workshops, and mandates from management, and work study investigations as well as annual reports to motivate how the programme has been implemented in the DCS. The information presented in this chapter also indicates that service needs legality issues, program adequacy, external and internal resources, the need to assess the processes in the implementation of the programme,

programme effectiveness, client satisfaction, cost/benefit identification and of sources of programme limitation have been addressed. Yamatani (1993:65-81)

CHAPTER 4: EAPA-SA STANDARDS – A THEORETICAL OVERVIEW

1. INTRODUCTION

The Employee Assistance Professionals Association – South African Chapter (hereafter known as EAPA SA), developed the Standards for Employee Assistance Programmes in South Africa in 1999 and revised it in 2005. As the researcher was an EAPA SA Board member and subsequently President of EAPA SA when the standards were developed and revised, he is aware that the 27 standards contained in this document were based on the EAPA International Standards and that the standards covered represent not only the national agreed level of professional best practice for EAPs but also the basic principles and key elements that EA programmes should contain.

The word “**standard**” is defined in the Oxford English Dictionary as the “**level of quality or attainment**” and also as “**something used as a measure, norm, or model in comparative evaluations**”. EAPA SA (2005:6) defines ‘standard’ as “**the agreed level of best practice or description of the ideal situation**”. The researcher is of the opinion that the EAPA SA standards document provides a very good framework of best practice for implementing an EAP in any setting.

Emener, Hutchison and Richard (2003:187) state that EAPs need to be designed, organised and operated in accordance with currently accepted EAP program standards which provide the spirit, intention and guidance for efficient and effective EAPs and EAP service delivery. They go on to state that the purpose of the EAP standards is to:

- Define the EAP as a profession
- Describe the scope of EAP services
- Educate the community regarding EAP services

- Suggest applications for program standards, guidelines and definitions
- Serve the needs of EAPA membership

In this chapter the researcher will present each standard as it appears in the standards document and comment briefly on each standard.

2. STRUCTURE

“It should be noted that these Standards are presented as guidelines for EA Programmes and should be adapted, without compromising the underlying principles, taking into account the status of the programme, i.e. design, maintenance or enrichment phase.

This document is structured in such a way to facilitate easy reading and is structurally formatted as follows:

- **Standard** (the agreed level of best professional practice or description of the ideal situation);
- **Goal** (a broad general description explaining the purpose of the standard);
- **Objective** (describes the specific elements of the goal);
- **Motivation** (reason behind the standard);
- **Criteria** (these features must be present to meet the objective of the standard and for the service to be described as an EAP);
- **Guidelines** (these discuss the various professional options, the best practices evolved in certain situations and offer ideas to those tailor-making their services to meet both typical and unusual customer requirements.).

3. PURPOSE

The purpose of this document is as follows:

- To promote quality Employee Assistance Programmes;

- To describe the scope of EAP services;
- To operationalize programme standards and guidelines;
- To educate the workplace community regarding EAP services; and
- To serve as a guide for EAPA membership and related professionals.
- To enhance the quality and functioning of existing Employee Assistance Programmes,” EAPA SA (2005:6).

4. DEFINITION OF AN EAP

“The EAPA defines an EAP as:

An Employee Assistance Programme is a worksite-based programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns, but not limited to: health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal concerns which may adversely affect employee job performance,”

EAPA SA (2005:6)

“The specific core technologies of EAPs include the following:

Consultation and training:

Consultation with, training of and assistance given to facilitate organizational leadership (managers, supervisors, and unions) sought to manage the troubled employee, enhance the work environment and improve employee job performance; outreach to support and educate employees and their family members about availability and guarantees (i.e. confidentiality) of EAP services.

Problem identification and assessment:

Confidential and timely problem identification/assessment services for employee clients with personal concerns that may affect job performance

Constructive confrontation:

Use of constructive confrontation, motivation and short-term intervention to assist employee clients to address problems that affect job performance

Referral for diagnosis, treatment and assistance:

Referral of employee clients for diagnosis, treatment and assistance plus case monitoring, follow-up and aftercare service

Consultation to work organization:

Consultation provided to work organization to encourage establishing and maintaining effective relations with treatment and other service providers, and managing provider contracts.

Consultation with work organization for health:

Consultation provided to work organization to encourage availability of and employee access to employee health benefits covering medical and behavioural problems, including but not limited to alcoholism, drug abuse and mental and emotional disorders.

Evaluation:

Identification of the effects of EAP services on the work organization and individual job performance.”

EAPA SA (2005:6-7)

EAP Core Technology has been discussed in detail in chapter two. As stated in chapter two, Maynard (2004: 36) indicates that while EAP core technology defines the approach to the profession and that while EAP core technology is at the heart of this line of work, it should not restrict the boundaries of the field. The researcher agrees with this viewpoint and is of the opinion that the focal point of EAP development in South Africa is evident where the boundaries of the field have been widened.

NOTE

“EAPs deliver comprehensive, quality services to three target groups:

- ***the organization management / supervisory structures,***
- ***worker organizations, and***
- ***employees and their family members,”*** EAPA SA (2005:7).

5. SIGNIFICANCE AND USE OF PROFESSIONAL STANDARDS

“Adherence to professional standards and guidelines ensures viable programmes. The guidelines are non-regulatory and its purpose is to assist all relevant stakeholders in establishing quality EAPs in accordance with international best practices and enhancing existing EAPs. The application of the contents of “STANDARDS FOR EMPLOYEE ASSISTANCE PROGRAMMES IN SOUTH AFRICA” will ensure quality EAPs, but should not limit the importance of organizational customization. In recognising this flexibility, many of the guidelines illustrate that there are a variety of ways in which standards can be implemented. When designing, implementing or evaluating an EAP, each organization should apply these standards and guidelines based on its own unique organizational culture and operation,” EAPA SA (2005:7). The researcher would like to add to the comments above by stating that the implementation of the standards will also ensure that there is uniformity in application. It would also ensure that while the standards can be adapted and customised to the organisation, the foundation would be similar.

6. GLOSSARY

“(Not to be seen as definitions but rather as descriptions).

- ***Aftercare*** – Assistance to an employee to reintegrate into the workplace following treatment;

- **Chemical dependency** – psychological and/or physical dependency on alcohol and/or other drugs;
- **Client** - individual/group/family member utilising the Employee Assistance Programme due to personal and/or work related problems;
- **Consultation** - process of interaction with another professional in order to verify or confirm specific information;
- **Counselling** - therapeutic intervention by a trained professional, i.e. social worker, psychologist or psychiatrist;
- **Crisis** – A stressful life experience that upset the normal functioning of an individual or family and threatens the stability and ability to cope or function;
- **Customer** - a corporate client, i.e. a company, organization having a formal agreement with a service provider;
- **EAP** – Employee Assistance Programme;
- **EAPA** - Employee Assistance Professionals Association;
- **EAPA-SA Board** - Elected Board of the South African Chapter of EAPA;
- **EAP professional** - a professionally trained person, performing EAP specific related tasks, i.e. therapy, counselling, marketing, evaluating;
- **EAP practitioner** - a person - not necessarily a professionally trained person - performing EAP specific related tasks, i.e. referral, liaison, training;
- **Employee** - a person legally employed by an employer, whether part-time, full-time or temporarily;
- **Employer** - anybody having legal status and providing employment to people and providing payment for services delivered;

- **External agency** - an agency providing psychosocial services to an employer and his employees and their dependants;
- **External resource** - any acknowledged resource in the community, providing services;
- **Follow-up** – With the referring manager/supervisor on job performance after the re-entry of an employee who has undergone treatment;
- **Intervention** - therapeutic and professional guidance to any employee in order to overcome his/her problem;
- **Manager** - person in a position of supervisory power with added status and authority;
- **Marketing** - promotion of a specific service to potential customers and employees of existing clients;
- **Regional EAPA Branches** - a number of EAP professionals, grouped together and associated/affiliated with EAPA SA in a geographical area with the view to grow professionally and to promote the EAP;
- **Service provider** - an agency providing professional services to clients and customers according to a formal contract;
- **Supervisor** - a person in a position of authority and who oversees the performance of subordinate staff;
- **Therapy** - assessment and treatment(based on a brief solution based approach) of a troubled employee;
- **Training** - Orientating employees and training Managers through means of didactic lecturing, modelling, interaction and role-plays;
- **Trauma** - Any event resulting in extreme emotional reactions in people in the present or future. An event which is generally considered to be outside the range of ordinary human experiences;

- **Treatment** - intervention with a troubled employee by exploring his/her feelings and guiding him/her through a process of recovery;
- **Troubled employee** - an employee suffering any personal or work related problem, resulting in a lack of optimal economic and social functioning;
- **User** - any person/company making use of services and facilities according to a contract;
- **Well-being** - a positive state of physical and emotional wellness;
- **Wellness** - an employee in good shape, resulting in a high level of productivity;
- **Worker representative** - a person with a specific task to act as a spokesperson for the labour movement.” EAPA SA (2005:7-8)

The researcher believes that the following can be added to the list above:

- **EAPA SA** – Employee Assistance Professionals Association of South Africa

7. STANDARDS

7.1 PROGRAMME DESIGN

7.1.1 ADVISORY / STEERING / EAP COMMITTEE

STANDARD (1)

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

GOAL

To ensure that all relevant role players in the organization, such as top management, employees, supervisors and union members contribute to the effective design and operation of the EAP.

OBJECTIVE

The function of the Committee should be defined in terms of the status of the programme e.g. design phase, maintenance phase and enrichment phase

The function of the advisory committee is:

- To formulate policy and strategy
- To advise on the implementation procedure;
- To assist directly with the marketing and promotion of the EAP; and
- To contribute to the evaluation procedure.

MOTIVATION

The appointment of an Advisory Committee representing all the relevant groupings within the organization will ensure maximization of the potential for a highly effective programme.

CRITERIA

The Advisory Committee should primarily consist (inter alia,) of representatives of and guided by the structures and practices in the organization

- Senior management;
- Human Resources;
- Medical departments;
- Occupational Health and Safety
- Finance department;

- Training and development;
- Safety and loss control;
- Union/Employee/worker representatives;
- Line management;
- Employee relations specialists; and
- EAP professional/professionals.

GUIDELINES

- An organization with many single parents and immigrants in its employ should ensure representation on the Advisory Committee;
- A small company could nominate a single functionary to co-ordinate the functions of an Advisory Committee;
- Leadership/Chairmanship of the Advisory Committee should change regularly;
- Invite members of the Advisory Committee to attend training sessions on EAP-related matters;
- Advisory Committee members should review statistics and trends on utilization;
- Advisory Committee members should make recommendations on programme enhancement and alignment,” EAPA SA (2005:8-9).

The functions of the Advisory Committee, according to Googins and Godfrey (1987: 164 – 165) and Stoer – Scaggs in Oher (1999:41), can be summarized as:

- Programme support and legitimacy
- Resource for information – organizational profiling and needs assessment.
- Ensure linkages with all relevant stakeholders

- Program design – advice on policy, goals, objectives, implementation plan and procedure, program services,
- Marketing
- Evaluation and critical feedback regarding the program initiatives
- Ongoing review of operations
- Supporting EAP confidentiality safeguards

Googins and Godfrey (1987: 164 -165) indicate that the EAP should develop a relationship with a variety of stakeholders: labour, management, personnel, labour relations, medical personnel and others. They go on to state that the advisory board is the formal mobilization of support which is necessary for the EAP and its services to become known, needed, trusted and accepted throughout the corporation or union. Others within the client system whose combined expertise help shape the programme and in doing so develop a degree of ownership for the EAP to assist the programme in its quest for legitimacy.

The researcher believes that this is one of the most important standards as it serves to provide the EAP with information on the role players within the organisation. The advisory committee is also an important avenue to ensure commitment from the different role players and can be invaluable when support for the programme is needed. This standard will also ensure that there is participation and ownership from the relevant components.

7.1.2 NEEDS ASSESSMENT

STANDARD (2)

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

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

GOAL

To ensure that programme planning and development includes an assessment of the needs of the employee population and the organization for which they work. This assessment is intended to help the organization determine the most appropriate and cost effective methods of providing EAP services.

OBJECTIVE

The function of a needs assessment is to ensure that the right approach is followed in the design of the EAP.

MOTIVATION

The needs assessment enables the EAP Professional to design the most appropriate and cost effective EAP.

CRITERIA

The needs assessment should be conducted in a factual, objective and unbiased manner.

GUIDELINES

Construction of a comprehensive organizational profile, including:

- Type of organization;
- Number of work-sites;
- Types of jobs/work, products;
- Size of workforce and demographics;
- Employee needs in terms of skills, health, employee diversity, gender, and ethnicity.
- Gathering of information in order to identify HR problem areas, such as:
 - Compensation claims;
 - Absenteeism patterns;
 - Sick leave abuse;
 - Disciplinary activities;
 - Grievance actions," EAPA SA (2005:9-10).

The researcher views the needs assessment in EAP as an integral aspect of the planning phase of an organisation. The researcher also believes that this standard creates a basis for a structured and systematic process of engaging with a client system with the purpose of understanding its characteristics, functioning, needs, goals and resources. This can be done with the purpose of designing a beneficial intervention, developing a relationship and setting baseline data for later evaluation. The researcher is also of the opinion that the realization of this standard has been neglected by several organisations in South Africa. In his interaction with several national departments, the researcher observed that some of these departments had introduced employee assistance programmes without first conducting needs analyses.

Grissom, Baldadion and Swisher (1988:81) offer an additional benefit of needs assessment in that: “the needs assessment process is itself one method of promoting awareness of services whilst simultaneously gathering data in support of program development.”

It is important to understand what type of EAP is best suited to the characteristics, problems, and resources of an organization to be relevant and meaningful. This condition is echoed in an explanation by Berman, Sulsky, Pargament, Balzer and Kausch (1991:22) that the needs assessment should address the issue of pertinent problems parallel to the impact on employee self-esteem and productivity.

Berman et al (1991: 22 -25) discuss the needs assessment as a process that involves a variety of different data collection methods and also the benefits of conducting an EAP needs assessment as follows:

1. It provides an external, objective confirmation of the subjective process of planning an EAP;
2. It can identify opportunities to put together cost-effective EAP services;
3. The composition of the workforce in terms of age, gender and marital status for example may indicate the need for different types of services or a combination of services;
4. It can identify barriers to the use of the EAP which can be addressed prior to implementing services;
5. The information can serve as a benchmark for determining if and how well the program is working and whether aspects need to be elaborated or eliminated;
6. It provides information on the size and scope of the relationship between job performance and personal problems;
7. It can provide an estimate of the savings, in terms of time and money spent on consultations and therapy sessions with an employee and

family members, and loss of active on-the-job activity that can be achieved by having an EAP.

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

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

Paul and Masi go on to add that when they conducted a need analysis to determine preparedness to manage disasters they found that many organisations were not well prepared. The researcher is of the opinion that while needs analyses can be used to anticipate needs and ascertain a direction for service delivery; they can also be used to determine preparedness in terms of response to crises.

7.1.3 SERVICE DELIVERY MODELS

STANDARD (3)

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

GOAL

To ensure that the most effective model of service delivery exists, which will enhance the services to the organization both in terms of the individual client and the corporate client.

OBJECTIVE

To ensure through selecting the most appropriate model, i.e. on-site/ in-house or off-site/outsourced, or a combination, the cost effectiveness and functional appropriateness of the EAP.

MOTIVATION

The selection of an all-embracing EAP model will enhance the credibility of the service and demonstrate that the programme is mindful of utilizing limited resources while at the same time illustrate its adaptability in terms of best practices.

CRITERIA

The following should be considered when selecting a suitable EAP model to ensure it complies with:

- Existing business practices and philosophy
- The size and structure of the organization
- The geographical location
- Accessibility to community resources
- In-house capacity
- Preferences of the employees

GUIDELINES

All pros and cons should be considered (such as confidentiality,

- 365 days/24 hours coverage, in-house staff on leave etc.)
- The following should be considered:
 - Office space and administrative support
 - Locality in terms of anonymity and confidentiality
 - Legal compliance in terms of storing documentation
 - Accessibility to outside clinical resources

- An ‘in-house’ programme should be put into operation that engages staff participation in cooperation with the employer
- An ‘outsourced’ programme should be put into operation that engages the employees of a service provider selected and contracted by the employer
- In combination, certain services should be provided in-house (e.g. training) while other services (e.g. clinical/counselling) should be outsourced,” EAPA SA (2005:10-11)

Organisations differ in their requirements relating to EAP models. Some models may be more viable for an organisation while others may not. The apt choice of EAP models are identified as the result of a dynamic combination of organizational characteristics, such as size, complexity, and resources as well as management philosophy, community resources, and organizational history, according to Gould and Smith (1988: 10).

The criterion to be considered in choosing an appropriate model is outlined in the Standards Document (2005:10) as: existing business practices and philosophy, size and structure of the organization, geographical location, accessibility to community resources, in-house capacity and preferences of the employees. The specific models and combinations thereof are explained in detail in Chapter Two of this research report.

The researcher realises that it is up to the implementers of the programme (EAP, HR and management) to make the decision about the selection of an appropriate model for service delivery. The standard benchmark would, however, need to indicate who should determine the choice of an appropriate model, which may include the Advisory Committee. The researcher is also aware from his interaction with different departments

that this standard benchmark is not being applied consistently as departments tend to opt for an outsourced programme when they do not have a strong in-house EAP to manage the programme. The decision to outsource is usually not based on the guidelines presented in the standard but merely on the whim of a particular manager. The following guidelines indicated in the standard are generally not considered:

- Office space and administrative support
- Locality in terms of anonymity and confidentiality
- Legal compliance in terms of storing documentation
- Accessibility to outside clinical resources

The researcher is only aware of a few departments that have conducted an inspection of the service providers' premises to determine

- whether the service provider has sufficient office space and administrative support
- whether client appointments will remain anonymous and therefore maintaining client confidentiality
- whether documentation is managed correctly and stored safely
- whether referrals to contracted resources are managed correctly

7.1.4 PRICING MODELS

STANDARD (4)

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

GOAL

To ensure the best possible application of financial resources.

OBJECTIVE

To justify the balance between expenditure and benefits received.

MOTIVATION

The selection of a pricing model should ensure that the needs of the employer in terms of benefits and minimal administrative burden are met.

CRITERIA

- The selected manner in which pricing of EAPs are determined should be compatible with the overall philosophy of the employer/organisation and its business practices.
- Healthcare benefits should be considered when selecting a pricing model.

GUIDELINES

- A detailed analysis should be made of the proposed pricing model during the programme design phase.
- Comparison should be drawn on the pros and cons of all options.
- The pricing model should be communicated to all stakeholders to ensure a clear understanding of its various functions and objectives.
- Every effort should be made to discourage Managers to split the cost of services between the numbers of clients who have used the service and thereby deducing that the service is too expensive.

The following guidelines should be considered when different options of pricing models are being considered:

- cost for the total service

- fee-for-service strategy
- percentage co-payment by the health care provider
- percentage co-payment by the client/employee
- limited clinical services EAPA SA (2005:11).

Bradman (2003:7) focuses on full disclosure when service providers present options for pricing of EAPs so that comparisons can be made in the areas of:

- Ownership – Is the EAP owned by licensed practitioners? Hospitals? Insurers? Investors, payroll administrators or employee leasing firms?
- Funding – Is the EAP funded or supported by any sources beyond scheduled payments of clients? Is the EAP receiving fees for selling ancillary products or services?
- Conflicts of interest – Are there any direct or indirect organizational self referrals, insurance billings for EAP cases, profit affiliations or disguised referral fees?
- Phantom panels – Are advertised providers and locations equally accessible and adequate?
- Provider qualifications – Are the professionals who directly and personally render clinical services licensed, insured and credentialed? Does the EAP provide clinical supervision of lesser-qualified staff?
- Number of visits – Are patients receiving or accessing the advertised number of visits? Do EAPs that advertise “unlimited” sessions actually provide them? Does an EAP engage in practices that limit visits (e.g. telephone therapy, internet-based services and referrals out of the EAP)?
- Usage reports – Are utilization data valid and reliable according to usual statistical standards? In arriving at “usage units”, have face-

to-face counselling sessions been mixed with telephone calls to the scheduling centre, informal contacts with client account, case management by administrative staff, programme promotion activities, or web site interactions?

In choosing an EAP model, the organisation should balance EAP costs with benefits that the organisation would hope to receive. Cost considerations should include:

- Marginal costs or change in costs that would result from adding additional client services, for example: an assessment and referral service is only slightly cheaper than a program that also includes some short-term counselling;
- Service comparability allows for comparisons between inpatient versus outpatient treatment and also cost versus effectiveness;
- Method of pricing for the different program models involves taking into consideration per capita costs versus an overall cost;
- Workforce size – some experts are of the opinion that at least 3000 employees are needed to justify the cost of an in-house program, according to Myers (1984: 79).

Maynard (2005: 38) indicates that the relentless downward pressure on prices and budgets for EAP services is a serious concern. He goes on to say that he believes the root cause for this downward pressure has little to do with poorly outlined regulations and lack of definitions or ethics but more about the fact that many in the EAP field are trying to sell the concept to the wrong customer. Maynard further indicates that the EAP when targeted to suitable customers should also demonstrate how purchasing its expertise can be profitable for its customers.

Holloway (2006: 20) states that while small businesses represent one of the most viable markets for EAP, marketing and selling this service can be

challenging. He also states that owners of small businesses should be given the opportunity to test the validity of an EAP product as a tool to prove that it can facilitate profitable financial decisions; consequently, the selling price of the product is crucial. He goes on to state that it is important to build relationships with owners of small businesses and that the overall cost of the product is an important consideration.

This standard according to the researcher applies to both combined as well as external models of EAPs as references are made to ‘service provider’ and the ‘employer’ as well as ‘pricing’ which implies that the EAP is a marketable commodity. The researcher is of the opinion that pricing is the single most influential determinant when services are to be outsourced. The researcher has interacted with several government departments who tend to place too much emphasis on the cost of the service which might far outweigh the perceived value of the product or service; rather the ideal would be to create an authentic balance between the cost and the quality of the product or service. The researcher has also discussed the different models in Chapter two in detail.

7.2. IMPLEMENTATION

7.2.1 POLICY

STANDARD (5)

“The policy shall describe the EAP in its entirety.

GOAL

To ensure that the principles and focal areas of the EAP are fair, consistent and balanced with regard to the interests of all the different stakeholders

OBJECTIVE

- To ensure that all relevant systems are clearly described to ensure effective operational activities

MOTIVATION

A clearly written policy will enhance the outcomes of the EAP

CRITERIA

A policy should meet international best practices by:

- Being clear and specific
- Creating a climate which is conducive and attractive for user access
- Protecting the interests of all stakeholders

GUIDELINES

The policy should make provision for matters such as:

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

- The EAP not being abused by non-complying employees,” EAPA SA (2005:11-12).

The EAP is a programme designed to work in a specific kind of environment and for it to be effective there must be a policy in place. However, while the policy provides credibility and is therefore important, it needs to be activated to facilitate a successful EAP. To be effective, the policy must be compatible with performance appraisal systems, grievance processes, disciplinary procedures, insurance policies and above all guarantee employee confidentiality in order for the EAP to be viable, according to Googins and Godfrey (1987: 125).

Myers (1984:123 – 129) refers to the policy as an “EAP statement”, which incorporates goals, policies and procedures. Myers offers a model illustrating an EAP statement to assist organizations, which covers the following headings:

- Introduction,
- Companies view on personal problems and the role of the EAP in the organization,
- The EAP goals,
- The responsibilities of the EAP,
- Management, union and employees;
- Policy disclaimers,
- EAP procedures,
- EAP location,
- EAP staff,
- EAP records and evaluation.

The researcher is of the opinion that the above description of policy standard does not fully address the full extent of the policy framework. This standard, together with the next standard on the policy statement, does not indicate the strategic link between the EAP and the strategic direction of an organisation. The researcher has been successful in implementing the EAP in the Department of Correctional Services because of the strategic alignment of the EAP with the DCS strategic framework. The understanding that the policy is the strategic and operational framework for the EAP and that the implementation thereof is dependent on alignment does not exist in the standard document. The researcher is also of the opinion that the policy should be informed by mandates and legislation, aspects which are not addressed in the standards document.

7.2.2 POLICY STATEMENT

STANDARD (6)

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

GOAL

To provide a public document that can be displayed in various work-site environments focusing on the critical components of the EAP

OBJECTIVE

- To educate all employees in terms of the commitment of the employer regarding the interest of its employees
- To enhance the confidential nature of the EAP

MOTIVATION

A well documented policy statement will enhance user acceptance and will eliminate confusion and conflict among all stakeholders.

CRITERIA

The policy statement should at least include the following:

- The organization providing EAP services to its employees shall recognize that a mentally and physically healthy employee is an organizational asset;
- That the availability of appropriate EAP services is beneficial to both labour and management.
- The importance of confidentiality

GUIDELINES

- Brief – i.e. one page, poster format suitable for display in well-populated areas
- Available in different language groups – determined by demographics of the work force,” EAPA SA (2005:12).

Phillips (2006: 18-19) states that EAPs have adapted to meet new challenges not only in terms of reach but also in terms of service offerings and service models. He feels that the ongoing challenge is to communicate how these innovations fit into a particular company's overarching objectives and this can be achieved by utilising the policy statement. EAP decisions must not be oblivious to strategic objectives, organisation's vision and goals. The EAP policy statement can be utilised for such an alignment. Phillips also states that EAP services and products connect to the bigger organisational picture and that the policy statement can exemplify this.

Myers (1984: 117-120) describes a policy statement as one that explains:

- the significance of employee problems and the proportion of the workforce usually affected.

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

Many authors do not make a distinction between the policy and the policy statement. It is the understanding of the researcher that the policy statement summarizes the essence of the EAP policy, reflecting its core concepts and values, main principles and elements of the EAP as well as management's commitment to the programme. It is a statement endorsed by management that summarizes the essential elements of the policy as well as management commitment in respect of:

- Human resources
- Financial resources
- Equipment and office space
- Protection of the rights of the employee especially with reference to confidentiality

7.2.3 IMPLEMENTATION PLAN

STANDARD (7)

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

GOAL

To ensure that the implementation plan and schedule reflect all the essential core technologies

OBJECTIVES

The objectives of the implementation plan shall establish the EAP as an integrated service within the organization, by stipulating amongst others the following:

- Actions needed
- Timeframe
- Resources

MOTIVATION

The function of describing and documenting the plan eliminates confusion, which could negatively affect the on-going evolvement of the EAP. Successful rollout is dependent on a well-developed implementation plan.

CRITERIA

A document signed off by all stakeholders. This document is reviewed annually during the evaluation process.

GUIDELINES

- Special provision may be needed for programme implementation at work-sites geographically distant from urban localities;
- The implementation plan outlines the actions and responsibilities of all stakeholders, resources required and deadlines.
- The implementation plan should set objectives regarding utilization and number of referrals from risk groups;
- The implementation plan should set objectives regarding management-/ supervisory and union training;

- The implementation plan should consider the following: geographical location, organizational demographics and staffing depending on the service delivery model, EAPA SA (2005:12-13).

Monfils (1995:263) discusses Dr Deming's PCDA (Plan, Do, Check, Act) tool where the first quadrant called 'Plan' involves data collection and a process improvement plan based on that data. She suggests that the PDCA Cycle can also "be applied to the implementation and ongoing management of an EAP within a company." The first stage involving needs assessment and the development of an implementation plan is based on the data collected.

The researcher is of the opinion that this standard does not fully incorporate all aspects of the implementation of the EAP. The researcher believes that the following areas are crucial in the implementation of the EAP:

- Management commitment and support
- Conceptual definition and programme design
- Programme implementation including:
 - Programme activation
 - Marketing and promotion
 - Staff selection
 - Operations and administration
- Monitoring and evaluation

7.3 MANAGEMENT AND ADMINISTRATION

7.3.1 STAFFING

STANDARD (8)

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

GOAL

To ensure that the number of EAP professionals employed and their qualifications match programme needs, whether the EAP is internal and/or delivered by external providers.

OBJECTIVE

- To employ an appropriate number of staff to achieve the goals and objectives of the EAP;
- To ensure that all EAP staff meet professional and legal requirements;
- To ensure that all professional staff involved comply with continuous professional development (CPD) requirements
- To assign an appropriate level of administrative staff to support the EAP, who are sensitive to the confidential and ethical issues of the programme.

MOTIVATION

To ensure a minimum staff complement which can be justified in terms of cost and benefit to the organization.

CRITERIA

- Organizations that choose to contract EAP services from an external provider shall have at least one suitably qualified person

with formal responsibility for coordinating the delivery of services and monitoring provider performance;

GUIDELINES

The following factors could be considered when determining the ideal staffing level for an EAP:

- Geographic location of the workforce;
- Ethnic and cultural mix of employee population;
- Job descriptions for each EAP staff member,” EAPA SA (2005:13).

Emener, Hutchison and Richard (2003:52) state that the EAP Coordinator should possess expertise in:

- Alcoholism and its treatment,
- Marriage and family counselling,
- General emotional problems,
- Other typical problems such as financial and legal issues,
- Basic interviewing skills,
- Counselling and case management skills because they are central to service delivery.

Dickman, Challenger, Emener and Hutchison (1988:303) confirm that a review of literature and the authors’ experiences strongly indicate professional leadership from a skilled professional who must have credibility in the eyes of the employee is a critical attribute of a successful EAP, especially when it comes to data integrity, monitoring and evaluation. They also go on to state that professional evaluations can assist professionals in modifying their professional services.

Dickman, Challenger, Emener and Hutchison (1988:305) state that EAPs of the future would need to be specialised, highly skilled and professional if they are to offer services and training in the following fields:

- Communication
- Assertiveness
- Parenting
- Retirement
- Sexuality
- Loss and death
- Victim assistance and
- Day care

The researcher strongly believes that the EA programme will retain its professionalism if this standard is implemented successfully. Competent, professional EAPs add credibility to a programme and the researcher fully supports the idea of continuous professional development so that the EAP can be abreast of the latest trends and add value to organizational functioning.

7.3.2 EAP CONSULTATION AND CASE MANAGEMENT

STANDARD (9)

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

GOAL

To assure the quality of services

OBJECTIVE

To protect the client/employee's interests and to enhance the specialist EAPs professional knowledge, attitude and skills

MOTIVATION

To enhance the specialist expertise of the EAP to create a potentially profound effect on their clients via consultation and case management; clients are thus assured quality services. Consultation and case management prevents isolation and professional burnout.

CRITERIA

Consultation and case management should follow a structured approach under the guidance of a well-experienced consultant.

GUIDELINES

- Case managers/consultants should be experienced," EAPA SA (2005:14).

The objective of this standard as stated above is to protect the interests of both the organisation and its employees. It also focuses on professional development of the EA practitioner, EAPA SA (2005:14).

Craig (1997: 63 – 69) explains that in-house EA programmes are growing in complexity and that there is an emergent demand for bottom-line functioning. She goes on to say that professional counselling can be both financially and professionally beneficial to an organisation in the same way as is motivated in the Standards above. Craig also states that the primary purpose of clinical supervision is to effect quality and efficiency in the practice of counselling. It aims to:

- refine counselling skills;
- enhance and develop the ability to organize professional practices;

- assist in the determination of priority of focus; and
- ensure ethical accountability in the practice of the profession.

Craig indicates that internal EA programmes are integral to employee benefit packages and goes on to suggest that the “Employee Assistance Program needs a complementary component: a program of professional clinical supervision apt to accurately address the therapeutic concerns of the practice, while at the same time having real and functional autonomy from the organization.” Craig also intimates that the benefits of a well supervised programme are attractive and that it contributes to the positive perception of the organisation.

The researcher agrees with Craig when she states that disciplined efficiency in the application of the programme is essential, Craig (1997: 68). The researcher is also of the opinion that it is necessary to have an experienced manager to co-ordinate case management, especially in a large organisation. The researcher has also found that, regular meetings of EAPs are necessary in the DCS to discuss case management scenarios. The researcher has also requested experienced case managers in the DCS to mentor those who are less experienced in these matters.

7.3.3 CONFIDENTIALITY

STANDARD (10)

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

GOAL

To promote confidentiality

OBJECTIVE

To protect the privacy of the individual employee and the interests of all stakeholders

MOTIVATION

The EAPs credibility is dependent on the preservation of confidentiality.

CRITERIA

A written statement regarding confidentiality should be included in all relevant documents.

GUIDELINES

- Written consent is required for disclosure of situations that form part of the ethical and legal standard where confidentiality needs to be breached;
- Confidentiality should not be confused with anonymity;
- Limits to confidentiality need to be defined (i.e. fraud, child abuse, espionage and danger to self/others),” EAPA SA (2005:14).

Confidentiality refers to the professional EAPs obligation to uphold the privacy of therapeutic or consultative communications between client and service provider. Such information must not be divulged to another party without the client’s permission; professional EAPs are obligated to ensure that their practice procedures and protocols comply with this obligation, Winegar (2002:57).

Mistretta and Inlow (1991: 84) state that confidentiality is the cornerstone of every EAP, a decisive factor that makes it possible for an EAP professional to deliver maximum benefits to employees who then perceive the program as a safe environment where problems are dealt with in a professional manner. By the same token, the employee should also feel

protected against job loss, criminal sanction, or embarrassment. Personal communication between the EAP professional and the employee, as well as the records documenting the encounters, must be protected.

There are however limitations to confidentiality, mandated by statutes in certain states, which exempt the EAP professional from keeping information confidential. This is also the case in South Africa according to the researcher. These limitations include: if the purpose of client disclosure is in the furtherance of a crime or fraudulent; if the client has waived the right of privilege; if the disclosure relates directly to facts or circumstances of homicide; or if a lawsuit for malpractice has been filed against the professional. Other instances may include child abuse or if the behaviour of an individual poses a serious risk to others. While confidentiality is crucial to the success of an EAP, Misretta and Inlow (1991:85 – 86) caution that this is a difficult legal issue that EAP professionals may be required to contend with.

The researcher cannot over-emphasise the importance of this standard, especially in South Africa where EAP is still in its infancy stages. He is also of the opinion that the issue of counselling as a means to identify and eliminate employees' personal problems is often viewed with suspicion, chiefly because clients mistrust the promise of confidentiality. It is therefore necessary to ensure that convincing guarantees are in place regarding confidentiality, in order to gain the trust and co-operation of a client. The researcher is also of the opinion that the standard should focus more on the crucial aspect of introducing informed written consent and in this regard believes that since an individual can give consent without being aware of the consequences EAPs are morally obligated to inform their clients about the implications and consequences of granting written consent to which they are legally bound.

7.3.4 RECORD KEEPING

STANDARD 11

“The EAP shall maintain records.”

GOAL

To ensure proper and accurate recordkeeping

OBJECTIVE

To design and maintain a system that meets international standards for the capturing and maintenance of records, regarding the following:

- Administrative matters;
- Documentation regarding meetings;
- Clinical information;
- Corporate client information;
- Evaluation data;
- Marketing and promotional material; and
- Training material.

MOTIVATION

To ensure quality and continuity of care to sustain occupational safety and health to employees and their family members, as well as the organisation

CRITERIA

A system which captures relevant written and electronic data which is regularly up-dated and accessible in a structured manner to stakeholders

GUIDELINES

- Client/User records should be managed in a confidential manner and secured under lock and key

- Records should be retained in accordance with legal requirements,” EAPA SA (2005:14-15).

According to Googins and Godfrey (1987:127 -128) EAP keeping a record of performance information is an essential part of any process where clients are encouraged to confront their problems in order to take responsibility for their situation. They also state that the record keeping system consists of safely stored, confidential material gathered through approved organizational channels as well as from outside treatment agencies and from the client. These records are necessary for assessing problems, confronting denial and evaluating outcome. It can also be useful in other functions such as promoting the EAP function within the organization.

In the researcher’s experience, recordkeeping is an essential function on many levels: it enables the EAP to provide important feedback to Management on client demographics well-managed records are essential to summarize problems for purposes of identifying trends to facilitate the planning of primary and secondary prevention programmes; to monitor utilization and referral sources; and to defend litigations. The issue of electronic recordkeeping versus a paper-based approach is however not discussed in this standard, especially in relation to confidentiality. The researcher is of the opinion that the process of storing confidential information should be addressed in this standard as well as the length of time records should be stored.

7.3.5 PROFESSIONAL LIABILITY INSURANCE

STANDARD (12)

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

GOAL

To protect the EAP professional and the customer from potentially damaging litigation concerning the delivery of services.

OBJECTIVE

- To take relevant precautions necessary to address legal challenges concerning the delivery of services;
- To maintain financial resources sufficient to ensure continuation of the programme during and following litigation.

MOTIVATION

Adherence to this standard minimizes the risk of exposure by protecting the professional.

CRITERIA

Sufficient liability insurance for EAP professionals, financed by either the individual or the employer, regardless of registration - enhances the standing of professional service delivery.

GUIDELINES

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

EAP work by its very nature can lead to litigation against the EAP or the organisation, and professionals should create a relevant means to protect themselves against legal action by clients alleging malpractice. The researcher believes that while this standard is definitely necessary, it is currently not being implemented in South Africa. The researcher is unaware of any Public Service department in South Africa that implements this standard.

According to EAPA SA (2005:15) the objective of this standard is to take necessary precautions to address legal challenges concerning the delivery of services while at the same time endeavour to accumulate adequate financial resources to ensure continuation of the programme during and following litigation, should this occur.

7.3.6 ETHICS

STANDARD (13)

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

GOAL

To ensure professional behaviour and customer protection

OBJECTIVE

To ensure professional behaviour at all times according to the Codes of Ethics of relevant professional bodies.

MOTIVATION

EAP professionals are responsible for the consequences of their actions. A potential conflict may arise when an EAP professional provides services beyond core EAP technologies.

CRITERIA

Professionals shall have the necessary skills and knowledge regarding the philosophy and best practices of the EAP.

GUIDELINES

- Core technology should be clearly addressed in the contract and/or internal philosophy of the EAP in order to eliminate possible conflict.
- The Code of Conduct of EAPA SA can be utilized as a guideline for both members and non-members of the mentioned association,” EAPA SA (2005:15).

Winegar (2002:55-56) explains that ethical standards focus on human behaviour and motivation aimed at the highest ideals of human interaction. He also goes on to state that over the past century, various counselling professions have emerged with their unique set of professional codes of ethical conduct. However, in general, these codes are based on the premise that professionals hold a judiciary or special ethical responsibility for the benefit of their clients. Counselling professionals provide a service assisting individuals come to terms with personal problems by establishing a relationship of trust while also combining both high-minded ethical principles and taking elements of criminal law into account.

The researcher understands the need for EAP professionals to register and maintain their registration with their respective statutory and/or professional councils and adhere to the codes of practice of such bodies, especially since the commitment endorses accountability, standards on ethics and professionalizing the EAP. In terms of expanding the criterion and guidelines of the standard the researcher also believes that issues of misconduct, removal from practice and disciplinary procedures should be elaborated on. The standard would also achieve its purpose better if it outlined the ethical issues in the definition of Employee Assistance Practice.

Some of the ethical issues relating to EAP practice, discussed by White, Sharar and Funk (2001:38); Winegar (2002:56-58); Caron (2003); include:

- Privacy and confidentiality
- Conflict of interests – balancing ‘individual client’ versus ‘organization’.
- Informed consent
- Termination of services – does the service contract end when the employee no longer works for the employer?
- Competence of EAP practitioners / contractors / referral resources
- Shift to cost containment / managed care
- Loss of boundaries around employee assistance functions and competencies
- Misrepresentation in marketing / advertising.

7.4 DIRECT SERVICES

7.4.1 TRAUMA DEBRIEFING

STANDARD (14)

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

GOAL

To respond to traumatic situations in a timely fashion, consistent with organizational policies.

OBJECTIVES

- To provide trauma defusing services immediately to affected employees;
- To provide trauma debriefing services in response to identified traumatic situations;

- To participate in decision-making processes about organizational policies which affect the company's response to traumatic situations.

MOTIVATION

- In order to maintain its relevance and credibility it is essential that the EAP respond effectively to traumatic situations;
- Timely defusing of and subsequent debriefing of traumatic situations may lessen or prevent long-term difficulties or dysfunction, both on an individual and organizational level.

CRITERIA

- EAP staff should be trained in the principles of trauma defusing and debriefing;
- The EAP coordinator/manager should ensure that all sections/departments of the organization are briefed about the procedure to be followed in a traumatic situation.

GUIDELINES

- The EAP prepares a step-by-step procedure guide identifying actions to be taken during trauma defusing by staff, management, and employee assistance professionals;
- The EAP establishes procedures for trauma debriefing services,”
EAPA SA (2005:16).

McAninch (2006: 16) states that EAPs need to change the manner in which they treat disasters as some perform debriefings within 24-48 hours of a disaster and leave. Industrial disasters can range from the suicide of a colleague to a natural disaster such as a tornado. He goes on to state that each of these incidents require a complex trauma debriefing service conducted by experienced, formally trained, and emotionally seasoned

EAPs. McAninch defines the approach in planning an intervention in trauma debriefing to include:

- Target. Identifying those who need assistance
- Type. Determining the type of assistance needed
- Timing. Identifying when the assistance will be most appropriate
- Theme. Building the most inclusive trauma intervention package
- Teams. Determining the correct resources that will be needed

Beidel and Brennan (2006: 29-30) indicate that the theory and practice of trauma response and management are continuing to evolve and challenge the ability of the EAP. Many EAPs do nothing more than “debriefing” for any person or group that has been through a trauma or critical incident in the workplace. They go on to say that the EAP should provide a spectrum of services enabling the EAP and the organisation to respond to needs specific to the particular incident, trauma or disaster. Critical incident stress management services have been embraced by many EAPs. These services have to be both culturally sensitive and portable. Beidel and Brennan also state that the best time to respond to a traumatic incident is long before it occurs and affects an organisation.

According to Cunningham (1994: 176), problems that occur in the workplace that are generally acknowledged to be traumatic or of crisis proportions to a significant percentage of the workforce will be encountered by EAPs. EAP staff may have the primary responsibility for coordinating all of the activities required to minimize the effects of the trauma while supporting the organization’s need to carry out its normal work responsibilities.

The researcher agrees that trauma intervention is particularly useful for the South African context where a high incidence of violent crimes

including rape, armed robbery, high jacking, murder and domestic violence is prevalent. He however is also of the opinion that the standard does not define “extreme situations” and that trauma counselling should not only be available for extreme situations but for any traumatic incident and must form part of EAP service delivery.

7.4.2 CRISIS INTERVENTION

STANDARD (15)

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

GOAL

To respond to emergencies and urgent situations in a timely fashion, consistent with organizational policies.

OBJECTIVES

- To promote effective coping skills that can lead to positive growth and change by acknowledging the problem;
- To participate in decision-making about organizational policies which affect the company's response to crisis situations.

MOTIVATION

- In order to maintain its relevance and credibility it is essential that the EAP can respond effectively to crises;
- Timely intervention may lessen or prevent long-term difficulties or dysfunction, both on an individual and an organizational level.

CRITERIA

- EAP staff should be trained in therapeutic skills;

- Information on crisis services, which are also available after hours, must be provided;

The EAP coordinator/manager should ensure that all sections/departments of the organization are briefed about

- The procedure to be followed in a crisis situation,” EAPA SA (2005:16-17).

Roberts, (1999:223) states that a crisis can be defined as a subjective reaction to a stressful life experience that threatens the individual’s stability and ability to cope or function normally. He also goes on to state that crisis intervention is the process where the clinician enters into the life situation of an individual or a family to alleviate the impact of the crisis and to help mobilize the resources of those detrimentally affected.

The researcher agrees that this standard is crucial in the South African situation because any EAP should be prepared to get involved in emergency situations and able to respond in a constructive manner. Timely intervention can address the problem before it becomes chronic. The researcher also believes that this standard is not followed by public service departments in South Africa. In his interaction with several departments, the researcher has observed that those EAPs that have been outsourced tend to have a better focus on crisis intervention processes than those who are reliant on internal programmes. It is the researcher’s belief that these programmes will eventually evolve to focus more on intervention programmes for crisis situations. The researcher agrees with the guidelines as contained in the Standards document as listed below:

GUIDELINES

- The EAP contracts with a local crisis line to provide after hours coverage;

- The EAP establishes procedures for crisis intervention ;
- The EAP prepares a step-by-step procedure guide identifying actions to be taken in a crisis situation by staff, management, and employee assistance professionals;
- To ensure that EAP clients have access to crisis intervention and other appropriate professional services 24 hours a day, whether or not these form part of the EAP.” EAPA SA (2005:17)

7.4.3 ASSESSMENT AND REFERRAL

STANDARD (16)

“EAP professionals or an assessment service under contract to the organization, will:

- ***Conduct an assessment to identify employee and/or family member and/or organizational problems;***
- ***Develop a plan of action, and***
- ***Recommend or refer the individual(s) to an appropriate resource of intervention.”***

GOAL

To match the individual who has an identified problem with a cost-effective and appropriate level of care.

OBJECTIVES

- To utilise assessment of identification document to evaluate clients' strengths, difficulties/needs and to determine the groundwork for a plan of action;

- To base referrals on the unique needs of the client, as revealed by the assessment process supported by observation and documentation;
- To act as an advocate on behalf of clients to ensure that they gain access to appropriate levels of care;
- To utilise the services of outside resources when needed, and to make referrals;
- To ensure that problems located within the organization rather than the client are correctly assessed as such, so that clients are not inappropriately labelled as being in need of intervention.

MOTIVATION

- Accurate assessment and appropriate referral should increase the likelihood of increased job performance and employee well-being; Competently conducted assessments and referrals will enhance the
- Credibility of the EAP in the organization.
 - The employee assistance professional must explain to the client the reasons for the referral as well as any costs the client may incur;
 - The EAP professional should focus on the confidential nature of programme participation and clearly outline/emphasise limitations;
 - The progress and outcome of referrals should be followed up by EAP staff;
 - The EAP should clarify referral procedures with outside resources to which clients are referred.

GUIDELINES

- Upon assessing a client who shows possible symptoms of chemical dependency, an employee assistance professional who does not

have specialist training in this field refers the client to an addiction specialist for further evaluation;

- When long-term psychotherapy is indicated, referral to an alternative resource should be considered;
- EAP professionals should not give or receive financial rewards for referring clients to particular therapists/ treatment resources," EAPA SA (2005:17).

Assessment is a very important fundamental aspect of EAP where referrals for extended treatment are frequently made. It should also be stated that because the solution of a problem flows from its definition, an incorrect or poorly defined assessment may lead to misguided treatment. Yet, EAPs cannot be expected to provide complete treatment centres and it is therefore necessary to ensure that necessary referral mechanisms are in place to link the program with external treatment systems and in so doing provide employees with appropriate and effective services, Googins and Godfrey (1987: 128).

The researcher agrees with the criteria listed below as prescribed in the EAPA SA standards document:

CRITERIA

- Assessments should include:
- the client's statement of the problem,
- the precipitating event/s,
- past history of the problem,
- mental status,
- relevant family history,
- level of risk to self or others,

- effect of problem on job performance,
- corroborating data,
- assessment of alcohol and drug use,
- initial impression, and
- recommendations,” EAPA SA (2005:17).

The researcher believes that the above assessment criterion relates mainly to self-referral cases and is of the opinion that it is important for formal referrals, observations and documentation of incidents by the supervisor to be extended to provide for interventions put in place by the supervisor prior to referral.

7.4.4 SHORT-TERM INTERVENTION

STANDARD (17)

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

GOAL

To provide cost-effective and appropriate short-term intervention

OBJECTIVES

- To ensure that short-term intervention comprises a pre-determined maximum number of sessions;
- To ensure that EAP staff members operate within the scope of their registration and expertise;
- To develop a protocol for distinguishing between cases appropriate for short-term intervention and those for referral to engage ongoing care.

MOTIVATION

- The nature of the workplace context offers the ideal opportunity for time-limited intervention;
- In accordance with programme policy, there are occasions when it may be more efficient and effective for the EAP professional to provide short-term intervention services as opposed to referring the case to an outside resource;
- Larger numbers of clients can be assisted if the EAP confines itself to short-term intervention services;
- Short-term intervention is rendered more cost-effectively;
- Short-term intervention reduces the potential risk of boundary violations between the professional and the employee.

CRITERIA

- EAP staff should be well trained in the use of time-sensitive intervention models;
- There should be ongoing professional training in short-term, task-centred and solution-focused approaches;
- A written action plan should be prepared to facilitate the realisation of specific objectives within an appropriate time period. This could include identification and prioritisation of problems that need to be resolved, establishment of immediate and long-term goals, and designation of available resources to be utilised in the process, including those contained within the EAP;
- Organizational policies should support short-term intervention services that are consistent with employee needs;
- Long-term, ongoing treatment is not part of the EAP model, EAPA SA (2005:18).

According to Darick in Taute (2004:15) short-term therapy in the EAP context can be valuable and successful for work-related and personal issues. He goes on to state in the same article that the clinician should, after a thorough diagnostic assessment, decide on two options: continue to see the client for short-term problem resolution meetings or refer the client to an outside resource for long-term assistance.

Taute (2004:15) suggests that short-term therapy can be viewed as therapeutic help in a specified time frame. She also states that the EAP should help the employee in the shortest possible time so that the employee can return to work and be productive as soon as possible. Taute also states in the same article that the EAP should identify appropriate resources necessary to enable the employee to make progress. Taute also states that due to limited time to effect change the employee should be given clear instructions of responsibilities

The following guidelines contained in the EAPA SA Standards document are relevant:

- The EA professional contracts with the employee client for six to eight sessions;
- The EA professional works solution-focused and not problem-focused;
- Constructive confrontation forms part of short term intervention;
- The EA professional utilizes homework to provide the employee client with practice for skills development;
- The EAP professional should make use of consultation to assist him/her in acquiring new skills with regard to short-term intervention,” EAPA SA (2005:18).

The researcher believes that the standard adequately captures the responsibility of the EAP professional in relation to short term therapy.

7.4.5 MONITORING

STANDARD (18)

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

GOAL

To ensure quality treatment from resources

OBJECTIVES

- To contain costs of treatment;
- To maintain regular contact with the client and service provider during the intervention period to ensure that the goals and objectives of the intervention plan are being met;
- To enable the EAP professional to give appropriate feedback to the referring manager/supervisor about the employee's progress.

MOTIVATION

- The EAP is in a unique position to monitor and review the progress of referrals and ensure quality and cost-effective treatment;
- Good monitoring will assist in improving the image and credibility of the EAP amongst potential clients and management.

CRITERIA

- Frequency of contact should be contracted with the employee client and the service provider during the treatment period;
- There should be follow-up meetings with the referring supervisor immediately after assessment and referral, and then once the intervention is complete;
- All monitoring activities should be documented in the client's EAP record for verification and evaluation.

GUIDELINES

- An EAP staff member would discuss the client's view of progress relative to the intervention plan either telephonically or arranges a formal meeting to do so.
- EAP staff routinely monitors all chemical dependency cases for a minimum of two years;
- An EAP professional contracts with an outside service provider to submit written reports once a month on the progress of an employee." EAPA SA (2005:19)

Googins and Godfrey (1987: 128) state that monitoring may be the most neglected function within EAP. They explain that a well defined mechanism for case monitoring is essential to manage the progress of treatment, work performance, and identify relapse and recidivism.

In the researcher's experience failure to monitor progress or manage the impact of intervention occurs frequently in the South African context. Follow-up procedures where referrals are made are minimal and with external models the EAP tends to rely on the consultant to take responsibility for the follow-up process. The researcher agrees that it is crucial the standard for processing referrals is properly implemented; a poorly implemented model can result in serious gaps in the case management process and can prolong the time it takes to assist the client. Failure to monitor progress also negatively impacts on the interrelated partnerships between the EAP practitioner, the supervisor/union representative and the client and therefore diminishes the effectiveness of the intervention as a whole. This becomes critical when the EAP has to show return on investment to his/her manager as with the implementation of the next standard.

7.4.6 FOLLOW-UP AND AFTERCARE

STANDARD (19)

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

GOAL

To ensure the continued well-being of employees, their dependants and organizations

OBJECTIVES

- To monitor job performance in collaboration with the manager/supervisor following the re-entry of an employee who has undergone treatment;
- To assist the employee with reintegration into the workplace following intervention.

MOTIVATION

- By providing ongoing aftercare services, the EAP demonstrates a commitment to the well-being of the organization and its employees;
- Documentation of follow-up and aftercare activities assists in evaluating the effectiveness of the EAP service.

CRITERIA

- The company's EAP policy should describe the programme's follow-up and aftercare procedures and determine what constitutes closure of a case;
- Follow-up should be conducted with the referring manager/supervisor after the employee's re-entry into the workplace to monitor job performance;

- The impressions of the employee, family members, the referring supervisor, union representatives and the service provider should be documented in the EAP records after the employee's re-entry.

GUIDELINES

- An EAP professional establishes a policy of contacting every supervisor six months after a supervisory referral, to inquire about the employee's job performance;
- An EAP follows a policy of contacting every client six months after referral to close the case, if appropriate;
- The company's performance management system should be utilised to track productivity of the individual client – by implication his/her progress/outcome, EAPA SA (2005:19-20).

Lilly (2007: 18) indicates that follow-up services are important and cites several factors that need to be taken into account. They include:

- Stress management
- Conflict resolution
- Media handling
- Cross cultural training
- Team building
- Safety and security
- Personal needs

Darick (1999:11) states that follow-up services are an important aspect of EAP care and may take many forms depending on the type of referral.

The purpose of follow - up services includes the following:

- to ensure that the programme is effective to make sure that the employee is improving,

- to provide feedback to the referring supervisor on compliance and progress.
- to support the gains made during therapy.
- to maintain the therapeutic relationship until the client feels strong enough to take the next treatment step,
- to communicate from the EAP to the work site to inform their decisions about the employee's status at work
- to check if the employee who has been referred to longer term care has in fact been able to access that resource.

The researcher is of the opinion that this standard is inadequate in that it does not emphasise re-integration into the workplace. Although its objective requires the EAP to provide feedback to the supervisor it does not place emphasis on the fact that the client must be reintegrated into the workplace to ensure that he/she returns to optimal productivity. The researcher has also found that supervisors want the employee to continue with his/her work as though he/she has not been subjected to treatment. The researcher has learned that some supervisors do not know how to re-integrate the employee as this was not emphasised or ignored in the supervisory training. This standard forms an essential part of the case management process.

7.4.7 ORGANIZATIONAL CONSULTATION

STANDARD (20)

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

GOAL

To assist management to address organizational issues, which may impact on employee well-being.

OBJECTIVES

- To position the EAP in terms of the well-being of employees;
- To be proactive in suggesting strategies an organization might develop to minimise the adverse impact of events, such as change in employee benefits, relocation of the organization or new legislation.

MOTIVATION

To ensure that the EAP functions as an integral part of the organization and offers a valuable perspective as part of the organizational team confronting external and internal developments and changes.

CRITERIA

- EAP Professionals should report and comment on trends identified in service rendering and utilisation.
- Promptly respond to requests for EAP services to address organizational needs.

GUIDELINES

- Management should consult the EAP professional regarding transformations such as retrenchment, restructuring, reorganising, preparation for retirement, life skills and budgeting," EAPA SA (2005:20).

Blair (2001:36) indicates that to add value to the organization, the EAP should be positioned as a strategic partner to provide management

consultation to help explain human behaviour and find solutions to human resource issues.

Cunningham (1994:169 – 188) elaborates on the positioning of the EAP by explaining the concept of “organizational assistance” as a special responsibility of the EAP towards the organization as a client and an extension of client service. She expands on this by indicating that organizational assistance involves:

- Advocacy in relation to specific client needs – interventions designed to modify the attitudes or behaviours of significant others at the workplace that contribute to an employee’s dysfunction or through mediation when interpersonal problems are an issue.
- Becoming a confidential source of information and guidance for those overwhelmed/perplexed by employee behaviour that they do not understand.
- Addressing work-related problems affecting a particular work group that impact on the overall performance of the work unit
- Critical incident debriefing
- Influencing organizational culture by intervening to bring about change in attitudes and beliefs and to create a climate that is conducive to promote the welfare of both the company and the individual client. This may include informational and educational efforts.
- Use of EAP specialist knowledge, expertise and experience to guide decision-making processes and the implementation of policy, especially those relevant to the health and welfare of employees.

The researcher understands that organizational consultation may be one of the most important standards as it deals with the strategic alignment of the EAP and enshrines the EAP as a strategic business entity within the organisation. It is also the researcher’s belief that this standard ensures

the EAP takes into account the needs of the organisation and therefore becomes “relevant”. This standard also ensures that the EAP is utilised as a management tool to address strategic issues such as retrenchments, downsizing and restructuring.

7.4.8 TRAINING OF MANAGERS, SUPERVISORS AND UNION REPRESENTATIVES

STANDARD (21)

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

GOAL

To equip supervisors, management and union representatives with the requisite knowledge and experience to fulfil their functional roles regarding the EAP in terms of access and utilization

OBJECTIVES

- To enhance the functioning of the EAP within the organization;
- To provide clarity to potential referring supervisors about their role in the assessment of poor performance and the referral process.

MOTIVATION

Ongoing training will:

- Enhance Supervisors’ ability to make appropriate referrals;
- Ensure support for the EAP amongst union representatives

CRITERIA

EAP training sessions should be conducted in a structured manner repeated when necessary and cover at least the following aspects:

- The rationale of the EAP:
- The EAP as a management support system

- Programme operation

GUIDELINES

An EAP professional should train supervisors on:

- Procedures for referring employees experiencing job performance problems;
- The positive impact the EAP may have on the organization,” EAPA SA (2005:20-21).

The researcher believes that the training of managers, supervisors and union representatives standard is vital for the acceptance and success of an EA programme in any organisation as supervisors and labour unions are always interacting with employees. Employees spend more time with their supervisors and union representatives than they do with the EAP and this opportunity to enhance skills and expertise can be utilised for the betterment of the programme. The researcher also realises that if EAPs prioritise this standard on training together with the next standard on marketing, the EAP will achieve the solid foundation it needs. Acceptance, and to an extent, the success of the programme, is dependent on supervisory and labour referrals for assistance. The researcher has had to make several presentations to supervisors, union representatives as well as senior managers from diverse departments and found their willingness to participate in and contribute to EAP processes once they recognize the value employee assistance adds to the organisation.

Supervisory referrals that most supervisors are expected to perform within their work organizations can provide an effective interface with job performance and developmental coaching processes. EAP supervisory training provides clear value to individual managers and the organization by ensuring that managers, supervisors and shop stewards are familiar with, understand the dimensions of, and are prepared to fully engage the

supervisory referral process and the dynamic EAP consultation process, Beidel and Brennan (2006:29-30).

Training is vital for a successful EAP. In order for the EAP to appreciate its objectives within the organization it has to bring about a change in the ways knowledge is perceived and utilized as well as cultivate a positive attitude toward self-motivation to achieve. These attributes are achieved through training. Training is also a powerful tool to facilitate communication and to initiate constructive change. Without training supervisors, personnel administrators and other individuals relevant to the programme would not be familiar with methodologies how best to work with and utilize the EAP. The content of training programmes often includes:

- Information on company policy and procedures,
- An explanation of EAP itself and
- Coaching on identifying, confronting and referring an employee with job performance problems, Googins and Godfrey (1987:126).

7.4.9 MARKETING

STANDARD (22)

“EAP professionals will ensure the availability and use of promotional material and educational activities, which encourage the use of the programme by supervisors, managers, union representatives, peers, employees, and family members.”

GOAL

To ensure that the EAP is highly visible and presented in a positive light to encourage members of the organization to appropriately utilise the programme.

OBJECTIVES

- To ensure that programme promotion is ongoing and directed at all levels of the organization;
- To market the programme in such a way that all people within the organization are motivated to utilize the EAP;
- To regularly provide employees with relevant information aimed at increasing their awareness of factors that affect their personal well-being and impact on job performance;

MOTIVATION

Appropriate marketing and promotion of the programme will encourage utilisation of its services, which ultimately impacts on the healthy functioning of the organization.

CRITERIA

Marketing should be ongoing, realistic, honest, specific, and consistent, EAPA SA (2005:21).

Googins and Godfrey (1987:126 – 127) state that the EAP should establish methods of calling attention to its services. This should be done in such a way that appropriate use is made of those services. They go on to say that any new intervention must learn to convey its presence, its purposes and its usefulness. They also state that no program can survive without visibility, recognition and repeated exposure. The goals of employee education are based on keeping staff members informed of the purpose and benefits of EAP, criterion to permit involvement and what results they can expect; as well as confidentiality policy to prevent stigmatization.

The researcher believes that programme utilization is often a determinant of EAP success. It is vital to increase visibility and mainstream EAP

services into the core business of the organization. The researcher also recognizes that the announcement of services becomes an integral function of marketing and agrees with EAPA SA guidelines:

- “The EAP should be marketed through employee orientation programmes, company and union bulletin boards, newsletters, employee meetings;
- Marketing should target all levels within the organization;
- EAP posters on topics of interest should be displayed to attract the attention to the employee population;

Electronic media should be considered where appropriate and available,”
EAPA SA (2005:21).

7.5 NETWORKING

7.5.1 NETWORKING WITH INTERNAL ORGANIZATIONAL STRUCTURES

STANDARD (23)

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

GOAL

To ensure that the EAP operates at optimal level by being fully integrated with internal organizational structures

OBJECTIVES

- To identify all relevant role players within the organization;
- To network with such role players to ensure a commitment to the EAP;
- To encourage other departments to recognise the EAP as an integral organizational resource and to utilise the EAP appropriately;

- To seek clarification of EAP boundaries and authority lines within the organization in order to protect EAP neutrality and facilitate teamwork;
- To encourage appropriate referral options to motivate interest in the EAP without revealing confidential information;
- To participate in decision-making about organizational policies and programmes that may impact on the EAP standard, such as strategic planning, design and implementation of wellness programmes.

MOTIVATION

- Close involvement and networking improves EAP visibility and credibility and increases its ability to have an impact;
- Involvement of different role players within the organization will ensure the ongoing viability of the EAP.

GUIDELINES

- The EAP professional should work with healthcare insurance/medical aid staff in decisions involving the structure of mental health/substance abuse benefits and managed care programmes;
- The EAP professional is a resource for the training department and should be regularly invited to present workshops on the EAP, EAPA SA (2005:22).

Googins and Godfrey (1987:125), state as follows: “Linkages to relevant organizational units assures two-way communication as well as functional integration into the culture and operations of the company”. Linkages also assist in contributing to the dynamics of the work community, and it can become a vehicle for both EAP and work groups to better understand one

another and can assist the organization to identify and deal with larger systemic problems in a department or corporate division or in the formulation of company policy.

The researcher has experienced the effect functional integration has on internal models. He believes that these associations are vital especially when developing a solid foundation for EAP service delivery and can also assist by providing resources for EAP service delivery, thus reducing the cost of certain operations. The researcher also agrees with EAPA SA's list of criteria for linkages:

“List of relevant internal organizational activities should be composed, maintained and extended in order to ensure effective networking.

These should be determined by the structures of the organisation but could include the following:

- Unions;
- Human resources/personnel departments;
- Benefits;
- Safety;
- Equal employment opportunity;
- Medical;
- Security;
- Risk management;
- Legal;
- Training;
- Organizational Development;
- Industrial relations;
- Public relations;
- Corporate Social Involvement, EAPA SA (2005:22).

7.5.2 NETWORKING WITH EXTERNAL COMMUNITY ORGANIZATIONS AND RESOURCES

STANDARD (24)

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

GOAL

To ensure the cost-effective delivery of relevant quality services remain responsive to the needs of the work organization, the employees and their family members..

OBJECTIVES

- To set criteria for identifying, evaluating and selecting external resources.
- To help employees gain access to external treatment resources.
- To network with appropriate healthcare providers and community resources on an ongoing basis.

MOTIVATION

- An effective network of professional resources, healthcare providers and self-help groups, will ensure the delivery of quality services, such as managing an effective referral procedure to facilitate timely response to the needs of work organizations, employees and their family members;
- Close involvement and collaboration improves EAP visibility and increases its ability to have a positive impact on what people think about the service
- Networking with relevant resources in the community will maximise programme effectiveness and decrease potential liabilities;

- Involvement of different role players from the community will ensure the viability and credibility of the EAP.

CRITERIA

- List of relevant external resources should be composed, maintained and extended to ensure effective linkages and affiliation with relevant groups;
- Regular contact between an EAP professional and representatives from different external resources, to identify areas to be addressed to promote co-operation with the EAP and to respond appropriately to recommendations received from community resources;
- A contract with clearly defined responsibilities that identify the affiliation between the EAP and any managed care services;
- Visible assistance made available to employees in order to gain access to external treatment resources;
- Continuous communication with external community organizations and resources relating to services and resources made available to employees.

GUIDELINES

- An EAP manager secures community information and referral directories, names of private professionals, lists of mental health centres and treatment programmes, and information on self-help centres that provide services suited to the needs of EAP clients in the geographic areas served;
- An EAP professional verifies an external service provider's professional credentials (i.e. accreditation and registration with professional bodies);
- EAP staff periodically visit area service providers to gather current information about facilities, available services, staffing and quality management.

- Factors to be considered are: availability, co-ordination with the EAP, accessibility, knowledge of work environments, responsiveness, protection of clients' rights, confidentiality, service delivery procedures, geographic location, professional capability, cost and payment systems, financial relationship to the EAP, references from former clients, EAPA SA (2005:23).

Rozensky and Wiens (2006: 21-23) indicate that many people experience significant stressors, including economic loss, loss of life, and family conflict following natural disasters. These reactions are common to people living and working in all geographical and social environments, while those in rural communities face unique challenges because of their remote location and unique challenges. There are often barriers in soliciting the support of external community organizations and relevant resources, which may include the fact that service providers are in short supply or lack speciality services; another obstacle is that some people need to travel long distances to receive care. There are however family and community social networks that can be accessed. It is important for the EAP to understand the needs of communities and the resources that are available. EAPs should also be able to identify alternative sources of assistance. Local resources include indigenous helpers, religious groups, organisations and schools.

Googins and Godfrey (1987:128) state that EAP staff need to familiarise themselves with community resources. They need to understand their strengths and weaknesses, their eligibility criteria, waiting lists, fee structures and also explore the establishment of working relationships with these resources to educate agencies about the realities of the workplace, the nature of work-based programmes, the involvement of treatment-management issues and needs of EAP staff to facilitate effective treatment.

In the researcher's experience, external linkages are crucial to filling EAP service delivery gaps. It is imperative to focus on service delivery as this is a cornerstone of the profession. The EAP cannot be an expert in all the areas and should always be able to refer cases to external resources, especially programmes where specific expertise and capacity is limited.

7.5.3 NETWORKING WITH PROFESSIONAL ORGANIZATIONS

STANDARD (25)

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

GOAL

To enhance the knowledge, skills and approach of EAP professionals to ensure that they are aware of new developments and technologies in EAP service delivery.

OBJECTIVES

- To ensure that EAP professionals are aware of new developments and technologies in EAP service delivery;
- To attend ongoing training and/or professional development programmes;
- To maintain regular ongoing contact with other EAP professionals.

MOTIVATION

Belonging to an organization geared for employee development programmes provides EAP professionals with support and collegiality, which contributes to professional development and the prevention of professional burnout.

GUIDELINES

- Make oneself available to become a committee member of EAPA or substructures;
- Delivery of professional papers at chapter and other relevant meetings;
- Presentation of training courses to EAP functionaries;
- Participation in the development of professional material, EAPA SA (2005:24).

According to EAPA SA (2005:24), the criterion for this standard includes:

- “Membership of EAPA;
- Regular attendance of EAP related professional conferences or training programmes;
- Active participation in EAP related professional organizations;
- Share information about new developments and technologies with others in the field, taking appropriate credit for original contributions and adhering to copyright guidelines for acknowledging the work of others;
- Become involved in professional organizations for personnel working in the EAP related fields of human resources, risk management, training and organizational development, benefits and occupational health and safety.”

The researcher is of the opinion that although Employee Assistance professionals are from different specialist fields, the issues or problems relating to EAP are similar. Professional organizations such as EAPA SA and the Social Work Council provide a forum for such issues to be shared and debated as well as provide guidelines such as ongoing training

through workshops for the sustained development of professionals and practitioners.

7.5.4 NETWORKING WITH EXTERNAL AGENCIES

STANDARD (26)

“EAP professionals shall be informed and encouraged to network with external bodies which impact on EAP activities.”

GOAL

To ensure appropriate application of knowledge pertaining to regulations, legislation and emerging issues and their implications for the EAP field.

OBJECTIVES

- To identify all relevant external agencies that impact on EAP activities;
- To ensure EAP professionals are informed and constantly made aware of the responsibilities of such role players;
- To liaise with such role players to ensure commitment to the EAP.

MOTIVATION

EAP professionals are at liberty to take a proactive stance when core EAP activities and employees' rights are challenged and possibly at risk due to the actions of external bodies.

CRITERIA

- Identification of external agencies whose policies have a direct impact on EAP activities in order to ensure effective linkages;
- Regular contact between an EAP professional and representatives from different external agencies to identify areas that need to be

addressed in order to enhance the EAP and respond appropriately to comments and recommendations;

- Provision of guidance to relevant individuals in the work organization regarding compliance with the policies and procedures of the organization and of the EAP;
- Consult with external agencies in areas related to EAP practices;
- Such external bodies include regulatory, legislative, advocacy, financial, business and academic. .

GUIDELINES

An EAP staff member is responsible for gathering copies of regulations, laws and rulings in areas relevant to EAP practice, such as confidentiality of records, drug testing, worker's compensation and vocational rehabilitation, EAPA SA (2005:24-25).

Wingate (2006:10) states that EAPs could play an important role in minimising the impact of employees with eating disorders in the workplace. The extent of the loss in revenue suffered by an organisation can be determined in direct correspondence to reduced levels of productivity due to anxiety, depression and substance abuse arising from the eating disorder. While choices for treatment should include specialist intervention it is vital for the EAP to also have a network of alternative service providers. Wingate also states that the EAP must acquire a broad knowledge of available resources within the community to facilitate the employee's recovery and return to work.

EAPA SA (2005:25) explains that such external bodies would include:

- Regulatory,
- Legislative,
- Advocacy,

- Financial,
- Business and
- Academic bodies.

This standard aims to ensure appropriate application of knowledge of regulations, legislation and emerging issues and their implications for the field. Issues such as confidentiality, drug testing, medical testing, worker's compensation and vocational rehabilitation are relevant to EAP Practice and practitioners have to operate within specified frameworks.

The researcher agrees with the description and outline of the standard for Networking with External Agencies and believes that it is covered adequately in the EAPASA document.

7.6 EVALUATION

STANDARD (27)

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

GOAL

To ensure a cost-effective and relevant service to employers and employees and their dependants

OBJECTIVES

- To identify measurements for both process-and-outcome and impact evaluation;
- To identify all role-players who may contribute to the evaluation process;
- To actively involve all role-players in the evaluation process;
- To identify different types of data to be collected for programme evaluation, such as design effectiveness, implementation,

management and administration, union representative involvement, completeness of the programme, direct services (i.e. counselling, marketing, training) and networking.

MOTIVATION

Measurable objectives allow the organization to judge the programme's progress and usefulness and identify the need for programme modifications.

GUIDELINES

- Evaluation plan to include specifics on surveys and interviews about services rendered;
- Detail on surveys to determine awareness level of the programme;
- Detail on measurement methodology to evaluate the impact of training courses;
- Evaluation activities should be on-going;
- Consider the utilisation of an external evaluator/consultant in order to maximise objectivity of evaluation procedures, EAPA SA (2005:25).

The evaluation of any EA programme should also take into account the ten types of evaluative studies: Yamatani (1993:65-81)

- Service needs assessment – establish the potential number of employees that may need EAP services. This area has been covered in the needs assessment as indicated in chapter 3, pages 137 – 147.
- Compliance or legality assessment – determine whether EA programmes comply with legal rules and regulations. This aspect is covered extensively in chapter 2, pages 64 – 76.
- Program adequacy – examine the appropriateness of EAP service availability, usage and utilisation rates. The needs analysis

conducted in the DCS (pages 137 – 147) adequately relate to programme adequacy.

- External resources – an examination of outside agencies used including the extent and satisfaction. This method of evaluation was also covered in the needs analysis and the different models were presented. DCS employees chose the internal model.
- Program effort – the need to assess the processes in the implementation of the programme. This method was not covered in this thesis. However an implementation strategy was included in the implementation report on the establishment of the EAP in DCS (pages 156 – 159)
- Program effectiveness – an assessment of the extent of change related to interventions. This aspect was not covered extensively in this thesis. However the researcher does make mention of statistics received from EA practitioners where the effectiveness of the programme as well as interventions was measured (page 100).
- Program benefit equity – an assessment of the equitable distribution of services to different population groups. This aspect was not covered in this thesis, as differentiation of services according to population group is no issue in the DCS. All employees have equal rights to all services.
- Client satisfaction - obtaining opinions of clients about services delivered. This area was not covered in this thesis. Determination of client satisfaction was not seen as part of the goal of the study. The importance of client satisfaction is however seen as important, but to be covered in another study.
- Cost/benefit – assessment of programme implementation costs versus benefits generated. This area was not covered in this thesis, as this was not the focus of the study.
- Program constraint analysis – identification of sources of programme limitation. This area was discussed when the

organizational profile and needs; which included employee needs, supervisors and union representatives' needs and healthcare profiles and needs; was mentioned on page 100.

Sithole (2009:365) states that one of the only ways to determine whether an EAP programme is reaching its objectives is to include specific evaluation plans to monitor the programme which will assist in improving the programme.

According to Emener, Hutchison and Richard (2003:303-305) programme evaluation data must be analysed for the purpose of programme modification. They go on to say that evaluation information can provide concrete evidence of the benefits of input by personnel. Programme evaluation can also assist a professional EAP in evaluating and possibly modifying their professional services. This aspect is crucial and must be taken into consideration when identifying clients' EAP requirements. The authors also state that programme evaluation is important for future services because:

- EAPs can develop specialised client centered services
- EAPs can offer a widening variety of services utilising specialised professionals to add value to programmes
- Multifaceted programmes, while able to support diverse solutions, depend on constant monitoring and evaluation

Googins and Godfrey (1987:129) also focus on evaluation mechanisms. They state that evaluation varies from simple counting of cases to highly sophisticated research to determine program effectiveness. They go on to state that only recently EAPs have attended to the need and usefulness of evaluation both within the company and in the external environment. The essential need for evaluation has encouraged better recordkeeping systems and the recruitment of researchers and program evaluators to

assist the EAP. Googins and Godfrey also state that the presence of a program evaluation mechanism adds to program credibility. It also provides information that can be used to improve service in general.

The researcher recognizes the importance of the EAP in terms of adding value to the work organization, which is evident when management acquires feedback that substantiates the return on investment. The researcher also agrees with the EAPA SA criteria for the evaluation of the appropriateness, cost-effectiveness and efficiency of EAP operational activities for this standard:

- “A written evaluation plan, directly related to the programme's goals and objectives should be included in the programme design;
- Regular evaluation to determine if goals and objectives are being met;
- Gathered quantitative data on each client for evaluation;
- Gathered qualitative data on each client for evaluation;
- Feedback mechanisms into the evaluation and design of programme;
- Report on results of the ongoing evaluation;
- Objectives should be specific;
- Objectives should be measurable;
- Objectives should be attainable;
- Objectives should be realistic;
- Objectives should be time-bound,” EAPA SA (2005:25).

8. CONCLUSION

The researcher is of the opinion that the Standards document is very well crafted and lays out in detail the crucial elements of an EAP. The researcher also maintains that the standards assist EAPs in their focus on

dealing with the troubled employee to ensure that productivity is not compromised. The EAP Standards also assist the EAPs to position themselves within an organisation to improve the functioning of the workplace. The standard also assists the EAP to ensure quality EAP services are provided, continuous quality improvement, and monitoring and evaluation of services. The researcher also believes that the Standards are limited in that they do not focus enough on the proactive prevention of problems that hamper productivity. Oher (1999:161) indicates that performance measures for benchmarking EAPs can be selected against the following criteria:

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

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