A comparative study between Employee Assistance Programmes

and

Occupational Social Work in the Gauteng Province.

BY

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Declaration:

I, Nozazi Vuyelwa Myeni of student no.28135662 hereby declare that this **mini-dissertation** is my own work and that it has never been presented by me or any other person at any institution for any degree purposes. All the sources herewith are fully acknowledged. I therefore, reserve copyright of this paper in favour of the University of Pretoria

Place: Pretoria

Date: 13 November 2018

Signature:

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"To God be the glory, for I have seen with my own eyes the great and astounding things he has done"

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Abstract

Title: A comparative study between Occupational Social Work and Employee Assistance programmes

Many employer organisations have implemented Employee Health and Wellness Programmes as a result of the increasing recognition that the well-being and health of employees have a direct influence on the overall performance of the employer. Due to this, Employee Assistance Programmes and Occupational Social Work have had a definite existence and impact in the work community. The health and wellness services made available to employees are commonly provided by employee assistance practitioners or occupational social workers. However, there seems to be perplexities surrounding these two fields on how they may be similar or how they may be distinct from one another. The study that was pursued was in response to the suspected gap in research and practice in comparing Occupational social Work and Employee Assistance programmes.

The goal of the study was to explore and compare the literature and practice of Employee Assistance Programmes and Occupational Social Work. The study pursued to review literature of both the fields and thereafter, pursued a qualitative approach with the exploratory and explanatory methodology to obtain the realities of Employee Assistance Programmes and Occupational Social Work practice in the Gauteng province. The main selection criteria for participations in the study was valid memberships with the Employee Assistance Professional Association of South Africa (EAPA-SA) and the South African Occupational Social Workers Association (SAOSWA) and could be of any race, gender or age. Eleven participants partook in email interviews. An interview schedule was used to provide the researcher with a set of pre-determined questions which served as an instrument to engage the participants. The completed interviews presented information based on the anticipated themes; Theme one: Qualifications and Requirements of for practice; Theme two: Core technologies and functions; Theme three: Client systems; Theme four: Service delivery and Practice models and theme five: scope of practice.

Subsequently, the conclusions that were obtained from the findings were that the respective fields were very similar based on the functions, client systems as well as the requirements for practice. The requirements for practice did also have differences based on the specific criteria of qualifications and memberships with the associations. The service delivery models presented uniqueness in each field whereby OSW focused on the types of interventions and

yet EAPs focused on where services would be located. The scope of practice in each of the fields did have similar elements and yet possessed differences based on the extent that they could provide services as well as ethical guidelines provided each of the fields. Several recommendations were made in efforts to prove importance of each of the fields in respect of their similarities and differences.

Key words:

Occupational social workers

EAP practitioners

Similarities

Differences

Employee

Contents

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CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION

Employee Assistance Programmes and Occupational Social Work are two fields that have progressively developed in South Africa over the years. EAPs and OSW seem to have established a firm platform in the working sector or employed community of the country and they continue to have a strong demand. Employer organisations take social initiatives to provide health and wellness services to employees as part of their corporate social responsibilities. Dugmore (2013:1) defined corporate social responsibility is a strategic decision taken by employer companies to engage in ethical and moral responsibilities to both internal and external company stakeholders. It has also been noted and acknowledged that the health and wellness services made available to employees are facilitated and provided by employee assistance practitioners/ professionals and/ or occupational social workers. This would make one assume that they are more or less the same occupations and yet they have different designations. With employer organisations reserving health and well-being services for occupational social workers and employee assistance practitioners/professionals; this brings forward the curiosity of determining what the difference maybe between the two. There seems to be certain incongruent but also identical features in OSW and EAPs based particularly on the functions, client systems, service delivery/ practice models, the scope of practice/standards and the qualifications and requirements for practice.

1.2 STATEMENT OF THE PROBLEM AND RATIONALE FOR THE STUDY

OSW and EAP are known to be based and function in an occupational setting and share the same platform of comprehensively addressing employees and employer organisations with various matters that arise in the workplace. Maiden (2001:130) explained that "Employee Assistance Programmes are the principal practice arenas for occupational social workers". With that said, one would be of the assumption that EAPS and OSW are the identical designations, fulfilling similar duties and responsibilities. However, Jantjie (2009:21) argued that there is a distinct difference between EAP and OSW. She maintains that EAP follows a clinical approach, while OSW focuses on general employee problems. Furthermore, she emphasises that OSW is a specialist field, which services can only be rendered by registered social workers, while EAP services can be rendered by staff not necessarily qualified as a professional. These are just some of the noted arguments that simmer in the differentiating between OSW and EAPs

The study was a response to a perceived gap in research and practice regarding the differences and similarities of OSW and EAPs. There doesn't seem to be a clear line established between the two fields and it is of this reason that the focus of the research would be comparatively study the two fields to establish what differentiates OSW from EAP and what similarities these two fields share. In essence, the research lays a black and white groundwork between OSW and EAPs.

1.2.1   Rationale

The rationale for the study was to determine the similarities and differences of OSW and EAPs in theory and practice based on the functions; Service Delivery and Practice models; Scope of practice: Standards; Client systems; the requirements for practice as well as the registration with statutory bodies and professional associations.

1.2.2   Research question

The research Question that is highlighted and addressed in the study is:

"What is the difference between Employee Assistance Programmes and Occupational Social Work in theory and in practice? ".

1.2.3   Goal

The goal of the research is to explore and compare the two fields, OSW and EAPs, to investigate what makes OSW and EAPs identical or the same but yet different. Geographically, the study will showcase this exploration based on the Egoli Chapter area of the Gauteng province.

1.2.4   Objective

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

- To explore and describe the similarities between Occupational Social Work and Employee Assistance Programmes in theory and practice; and

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

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1.3 RESEARCH APPROACH

The research approach that was thought to be best suited for the study was qualitative approach guided by the interpretivism paradigm. In understanding and explaining the interprevist approach, De Vos, Strydom, Fouche & Delport (2011:309) elaborated that the reality of a matter needs to be interpreted through the meaning and understanding of the research participants to give their perspective and view of their sphere. This reinforced that the research study should reflect have the true facts of the two fields; through exploring and explaining the similar and differentiating themes on theoretical and practical standpoints.

In selecting the qualitative approach, the study was conducted with the assumption that there are various perspectives and realities that can be constructed and explored through human interactions and meaningful practices. In support of the above statement, De Vos et al. (2011:309) explicate that interpretation is considered very different in comparison to natural sciences and that reality should be understood through the meaning and descriptions that research participants give in attempt to shed light of their world.

The researcher was of the anticipation that the occupational social workers and employee assistance programmes practitioners will give their understanding and explanation of the realities experienced in both OSW and EAPs. This was achieved through completing an in-depth examination and reading of literature in order to identify the embedded authenticities of OSW and EAPs. It was the intention to explore and understand the nature of OSW and EAPs rather than observing them in controlled environments and obtaining data through measurements.

1.4 TYPE OF RESEARCH

A qualitative research approach was preferred for this comparative study to get the true experiences of practitioners committed in their designated roles as occupational social workers and employee assistance practitioners.[1]

Basic research approach was considered to be more fitting as it aligned with the goals and objectives of the study. Fouché and De Vos (2011:94) explained that basic research seeks a realistic observation that aids in formulating or refining theory. This is strongly supported by

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[1] Although the term employee assistance practitioner is used, for the purpose of the study it includes EAP co-ordinator, EAP professional and EAP specialist, according to designation by SAQA

Shaughnessy, Zechmeister & Zechmeister (2009:49) who stated that basic research, upon application, could be used to acquire knowledge about the behaviours within each the OSW and EAP practices.

In expanding knowledge of OSW and EAPs, the exploratory and descriptive methodology was undertaken. De Vos *et al*. (2011:95) defined exploratory research as a route of gaining insight into a situation or phenomenon. As there had not been many studies completed that distinguished the differences and similarities of OSW and EAPs, the path of this comparative study attempted to acquire new information on these two fields. The research study of OSW and EAPs assisted in gaining more insight on "how EAPs and OSW are similar and different?" as well as "why EAP and OSW similar or different?" both in practice and in theory. Rubin and Babbie (2005:125) explained that describing could prompt an intense analysis to get deeper meaning leading to reveal a profound meaning and understanding of the OSW and EAPs.

1.5   RESEARCH DESIGN

Research design was described by Mouton (2011:55) as a plan of how the researcher would conduct the actual study. The comparative study took on a case study route. The researcher had much interest in the meaning and interpretation that practitioners had towards their professions and the data provided would be transformed into feasible and useful information was meant to provide valid perspectives of practitioners in both OSW and EAPs. The researcher was motivated by the prospect that the exploratory and explanatory approach would bring out the quality of the current realities of modern OSW and EAP practices in our present society.

1.6   RESEARCH METHODOLOGY

1.6.1   *Study population and sampling method*

A population is defined by Shaughnessy *et al*. (2009:139) as fixed cases of interest. It is further explained that researchers tend to pick a particular subset of the population, also known a sampling frame. Placing the above mentioned information into context of the research study, the applicable population were practitioners based in social sciences, servicing and practicing in occupational settings, particularly employee assistance practitioners and occupational social workers. The particular group of practitioners, who actually took part in the study, were considered to be the sample. The sample that was

selected would be a representation of the population, and due to this, the outcome of the study would then be applied to accommodate the general population of OSW and EAP practitioners.

Non-probability sampling was applied in selecting the participants. From non-probability sampling, purposive sampling was the most practical and direct form of sampling that was preferred for the study, due to the specific criterion that had to be considered in selecting the sample. In addition to the above, purposive sampling brought forward particular features that would provide clarity thus prompting clear responses to the research questions.

The following criteria had to be considered;

- Participants had to be registered and practicing members of SAOSWA or EAPA-SA.

- Participants had to be registered with a statutory board.

- The participants were required to have work experience.

- The participants also had to be located in Gauteng region of South Africa.

SAOSWA and EAPA-SA were formally approached to request their assistance in motioning the research. Numerous interactions with both Associations entailed that the department of Social work and Criminology at the University of Pretoria present the research proposal that was granted ethical clearance. Upon clarifying certain concerns, permission was contracted to have access to both the Associations' database. Formal communication was received by most of the members of each of the Associations, informing them of the research study that was undertaken by the University of Pretoria Masters Student. Six Occupational Social Workers and six Employee Assistance programmes professionals/practitioners were selected particularly for the research from the data base received from each of the associations. Further to this, informed consent letters and forms were received by the participants, reminding them of the ethical conditions that were applicable for the study.

1.6.2   Data collection method

The study took the course of collecting data through semi-structure interviews. De Vos et al. (2011:348) explain semi structured one-to-one interview are used to obtain a detailed understanding of the participants perceptions, beliefs of the topic being explored. Further to this, the semi-structured interview was most appropriate when the researcher is interested in the complexity or the process of the topic being explored.

Apart from flexibility that was certain between the participant and the researcher, the researcher was able to follow up further on information that was presented to them to get complete image and understanding. The researcher had compiled pre-set questions to guide the direction of the interview. The pre-set questions were set on an interview schedule to navigate the direction of the interview. This was guided by De Vos et al (2011:354) who explained that preparing an interview schedule prepares the researcher prior to the actual interview engagement and think of the possible difficulties that might arise.

The email interview was thought to be best way of collecting data to identify similar or unique information pertaining to OSW and EAPs. It is explained by Hawkins (2018:494) that qualitative researchers are increasingly using technology to collect data more efficiently as well economically. Further to this, email interviews have been observed to be an emerging alternative method for conducting interviews, particularly in qualitative research (Hawkins, 2018:493). In corresponding with participants via email, participants were anticipated to respond to open-ended interview questions that were deemed as key in collecting the required data to support the motion of the study of OSW and EAPs. In selecting this particular form of data collection, the following advantages and disadvantages had to be reviewed to acknowledge the feasibility of obtaining the information that would be of value to the study.

The advantages of email interview are explained below, provided by Hawkins (2018:494)

- Email interviews offer a convenient and practical alternative to overcome geographical barriers and financial concerns that hinder face to face interviews (Hawkins, 2018:494). In light of the research study, the researcher and the participants would not have to travel or arrange formal face to face appointments to provide the data required.

- Scheduling of the email interviews could increase access to participants and encourage more participation of working adults (Hawkins, 2018:494). It had been confirmed that the population that was being studied had to be practicing occupational social workers and employee assistance professionals/practitioners. Due to the knowledge that they are employed in different organisations and would possibly have challenges scheduling face to face appointments, email interviews would be most convenient and had more prospects of still acquiring data

- Email interviews can be conducted with participants globally without the additional expenses of travel costs and travel time (Hawkins, 2018:494). Telephone and video interviews were considered by the researcher, as they offer a similar advantage, however, a distinct feature of the email interview is the ability to complete asynchronous interviews.

The disadvantages of Email interviews

- Email interviews may possibly side-line available participants. With email interviews, participants must have access to the Internet and be competent in computer use (Bowden & Galindo-Gonzalez, 2015:81). The sample selected for the research study required to be accessible via email, and this would not have been viable for those participants that didn't have access to email. A possible way to overcome this short fall would be to consider other alternatives that still allow researcher to obtain feedback by email.

- Email interviews limit the lack of social cues. To explain further, face-to-face interviews have the advantage of being conducted synchronously in both time and place as confirmed by Bowden & Galindo-Gonzalez (2015:81). With email interviews, the researcher and participant will not be scheduled to see each other face to face, thus not benefiting from anticipated social cues that include paralanguage, body language, pauses, inflection, and tone. The lack of social cues in email interviews, however, may increase obscurity and possible misinterpretations of the information provided. A possible alternative to overcome this would be maintained continuous interactions and obtaining clarity of certain feedback. This could be achieved by prompting more information on the matter being discussed.

- Email interviews could contribute in delayed data being received by the researcher as well as other data issues (Bowden & Galindo-Gonzalez, 2015:81). As participants would respond to questions at their own convenience, researchers may have to wait a number days to receive a response. Participants may possibly forget to reply at all and this certainly increases the opportunities to lose participants at multiple stages throughout the process of interviewing. To avoid a delay in responses, the researcher made all efforts to provide a specific time-frame to eliminate any delays.

1.6.3   Data analysis

The data was analysed using thematic content analysis. Thematic content analysis is described by Maguire & Delahunt (2017:3352) as process of identifying pattern or themes within qualitative data. Further to this, it is also note that thematic analysis is not tied down to a particular epistemology or theoretical perspective.

1.7   PILOT STUDY

Bhoodram (2010:25) stated that pilot studies help to develop an understanding of the concepts and theories held by the population being studied. With that said a pilot study for this study will have ensured that the process and procedures are valid, reliable as well as effective. This allowed for the researcher to make provision for errors that may have come to light. With this study, the email interview schedule was the selected tool of collecting data. It consisted of open ended questions that were simple and clear. Additionally, it was compiled to be user- friendly and well organised.

Email interview questions were individually sent to a participant. The participant answered one question at a time and sent the response as per the question provided. Based on the clarity of the responses, the researcher prompted for further clarity if there was uncertainty. Throughout the pilot study exercise, the researcher realised that the response time was not effectual, resulting in a delay of responses as well as deteriorating interest from the participant. This prompted for alternative measures that the researcher had to consider in an effort to avoid modifying the qualitative nature of the study.

1.7.1   Feasibility of pilot study

The pilot study was deemed to be feasible; as most of the participants were available to the researcher and data requested from the participants was applicable in achieving the objectives of the study   The Pilot study was launched, aiming to get the applicable feedback that would support the true realities of both occupational social workers and employee assistance practitioners.

1.8   ETHICAL CONSIDERATIONS

As ethical consideration remained to be a strong influence in the conduction of the study, it must be clarified that the topic of the study was not sensitive or harmful in nature. The nature of the study was more solidly based on exploring and describing the daily and trending

realities of OSW and EAPs in practice. There were ethical matters that cautioned towards the physical, emotional and mental harm towards practitioners that took part in the study namely harm to respondents; the deception of Respondents; actions and competence of researchers; release of information; Informed Consent; violation of privacy/anonymity and confidentiality as well as the debriefing of participants. A more detailed discussion is presented in chapter 5 of this study-see pp. 98-100. Ethical elements were strongly considered by the researcher and were also presented to the participants through the informed consent forms in effort to bring awareness of potential harm of the study.

1.9   LIMITATIONS OF THE STUDY

- Despite the availability of theory and literature in the OSW and EAP fields, literature on the actual comparisons on the respective fields is limited.

- The participants were employed full time in their respective fields, and email interviews were thought to be best data collection method to accommodate participants. It therefore became a timeous process to obtain data. The email interview was very limited even though the interviews were guided by an interview schedule. It was noted by Hunt & McHale (2007:1420) that email interviews can become quite limited and these can be validated through a series of face to face interviews.

- The interview schedule needed to be aligned more with the direct objective of the study to further guide the researcher on the exact information that was required.

CHAPTER TWO: THEORETICAL OVERVIEW OF EMPLOYEE ASSISTANCE PROGRAMMES

2.1 INTRODUCTION

Employer organisations have come to acknowledge and understand that an organisation's biggest asset is its employees. The well-being of an organisation is mostly influenced by the well-being of the employees. Employee Assistance programmes (EAPs) have been understood to address a broad range of areas within the workplace and it is essential for EAPs to be explored further, in order to meet the purpose of the study. This chapter theoretically focuses on EAPs by bringing forward the definitions, history, requirements for practice and registrations with the statutory bodies and professional associations. The core technologies/functions, models and the standards are also discussed to obtain a better understanding of the underlying drives of EAPs- to be able to differentiate EAP from OSW.

2.2 DEFINING EMPLOYEE ASSISTANCE PROGRAMMES

Various definitions have been used to explain and describe EAPs .These definitions seem to have evolved over the years and have been made adaptable to the ever changing societal trends. The definitions established by the Employee Assistance Professionals Association (EAPA) have set an insightful criterion for many other definitions that have been compiled by scholastic authors. EAPA's latest standards document set forth two definitions. The first was that EAP "is a set of professional services specifically designed to improve and/or maintain the productivity and healthy functioning of the workplace and to address a work organisation's particular business needs, through the application of specialised knowledge and expertise about human behaviour and mental health" (EAPA, 2010:6). The Association then provided a detailed definition of EAPs which gave more clarity about the concepts highlighted in the first and basic definition. The detailed definition states that it "is a workplace programme designed to assist: (1) work organisations in addressing productivity issues, and (2) "employee clients" in identifying and resolving personal concerns , including health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal issues that may affect job performance". (EAPA, 2010:6).

The Employee Assistance Programmes Association – South Africa, also known as EAPA-SA brought forward their unique definition, guided by the EAPA's definition. EAPA-SA defined EAP as a " work organisation's resource based on core technologies or functions to

enhance employee and workplace effectiveness through prevention, identification, and resolution of personal and productivity issues" (EAPA, 2010:1).

Taking note of the definitions discussed above, an identified baseline of these definitions is that EAPs are support services that employees and employers can approach when faced with individual and/or collective challenges, whether it is personal or work related (Mogorosi, 2009:344). Maynard (2004:36) identified EAPs as an application that applies awareness and knowledge about mental and health behaviour in order to make accurate assessments and take action appropriately with the intention of improving productivity and healthy working spaces in the workplace. Masi (1992:1) described EAPs to be specialised assessments, referrals as well as brief counselling interventions offered to aid employees with delicate challenges that tend to influence their work functioning. The services tend to also include training and employee education, not excluding managerial-supervisory consultations. Employees are provided with the option of referring themselves (self-referrals) to consult with the EAP. Alternatively, they are referred to EAP services by supervisors. To further support the above, Newton, Hayday & Barkworth (2005:1) elucidate that EAPs are a form of intervention aimed to deliver professional services to employees who are negatively affected by work concerns, resulting in a declined work performance.

Based on the above definitions, the researcher is of the broad understanding that EAPs are employment based services, directed at employees and employer organisations, to assist with personal matters through means of assessing the nature of the identified challenges and referring to valid community resources. It is also noted that EAPs are well-being resources that are available and visible in work environment. As mentioned previously, the definitions of EAPs have changed over the years and this may have been influenced by the chronological turn of events in the evolvement and development of EAPs.

2.3   THE HISTORY OF EMPLOYEE ASSISTANCE PROGRAMMES IN SOUTH AFRICA

Bhoodram (2010:29) suggested that employee assistance services can be traced back to the 1930s and much of its roots are traced into the fields of occupational social work. This was recognised based on the welfare system as well as the Apartheid system of government during that era. Up until the 1994 democratic elections in South Africa, employee assistance services were segregated.

EAP in South Africa was first noticed through large manufacturing companies such as FORD and AECI. They adapted the programme as part of their corporate strategy in addressing

alcohol use amongst many of the employees. This was then included in their alcohol policies and other programmes that were already present within the companies. This was prompted by the realisation that a great number of the employees were alcohol users and the companies needed to place more rigid boundaries and polices in order to strongly address this matter. Additionally, The South African National Council on Alcoholism (SANCA) also played a huge role in consultative services to help manage EAPs in work places, mostly as part of their social responsibility initiatives.

Govender (2009:30) explains that in the development of EAPs, the Chamber of Mines contributed in the construction of the traditional structure of EAPs. The Chamber of Mines became solidly involved due to that soldiers (returning from War) were seeking employment. Much of this was under repellent conditions, and as a result, created mental and health related conditions. It was then in 1983 when the Chamber of mines appointed a consultant to study the feasibility of an EAP within the mining industry. The study thus then became a contributing breakthrough in the development of EAPs in South Africa. Going forward the EAP was highly acknowledged and the Chamber of Mines took a step forward to introduce the first two counselling centres/services for employees. From that important period of EAP history, EAPs have established developed and advanced significantly and are still currently trending amongst employer organisations. (Govender, 2009:30).

2.4 REGISTRATION WITH STATUTORY BODIES AND PROFESSIONAL ASSOCIATIONS AND REQUIREMENTS FOR PRACTICE

2.4.1 Statutory body/Professional Associations: EAPA-SA

In the sphere of EAPs, The Employee Assistance Professionals Association (EAPA) is highly recognised and is a reliable source of supportive information and structure for the Employee Assistance profession. EAPA has obtained registered members in over 40 countries and consistently arranges the Annual World EAP Conference. Currently, they offer other relevant resources including training to broaden and sharpen skills and to also increase business contacts amongst its members. EAPA strives to ensure that members in EAP remain relevant and are continuously updated with the latest developments within the EAP field.

Guided by EAPA, EAPA-SA seems to also have a diligent and well recognised profile. EAPA-SA initially affiliated as a branch of EAPA in 1997 with the purpose of providing leadership, professional development as well as a strategic direction for EAP practice in South Africa. EAPA-SA's goals and objectives are aligned with the strict principles and

standards that members are expected to abide to, whether members are service providers, individual affiliates or members registered with the Association .The South Africa Qualification Authority (SAQA) recognises EAPA-SA as "a professional body constituted to represent and/or regulate a recognised community of expert practitioners…" (International EAP Association, 2018). As it is acknowledged that EAP practitioners are registered with EAPA-SA, compulsory registration with a statutory body such as the HPCSA as well SACSSP is also momentous.

2.4.2   Requirements for practice

Considering the above, the EAPA-SA has certain requirements that are expected from their registered members. It is noted in the Constitution of the Employees Assistance Professionals Association of South Africa (2015:11) that there are three categories of membership namely, individual memberships, student membership and EAP Service Provider membership. The requirements for practice are highlighted through the different registration categories for practicing in the EAP field.

2.4.2.1   Student membership requirements (International EAP Association, 2018)

- Proof to indicate that study is done full-time. Proof may be a student card or letter from the institution.
- Declaration that student is not employed or receiving any form of remuneration.
- An amount payable to the Association

2.4.2.2   Individual membership

The general requirements of individual membership includes a proof of employment in the EAP field, copies of qualification, successful completion of an EAP short course, registration with a statutory body, chapter involvement and proof of payment to EAPA-SA (International EAP Association, 2018). Individual membership registrations are broken further into four types and are summarised below, as indicated by the EAPA-SA Board (International EAP Association, 2013:4-6).

Employee assistance practitioner (International EAP Association, 2013:4)

- Three year bachelor degree in social science /behavioural field or a B-Tech in Occupational Health and Safety or a higher diploma in nursing, HR or equivalent.
- Two years' work experience.

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- Suitable for an individual who meets the minimum requirements of performing EAP specific duties.
- CPD point should be 20
- Payment of membership

Employee assistance professional (International EAP Association, 2013:5)

- Masters/PHD degree and not limited to any Social Science/behavioural field.
- 5 Years of EAP experience
- Registration with a statutory council such as SACSSP, HPCSA or SANC.
- CPD points should be 20 or as requested by other statutory council
- Published Journal, served articles
- Payment of membership

EAP specialist, SAQA [Sa]

- qualification must be related to the Employee Assistance Professionals discipline and can be located from any of the Social, Health and Business sciences subject areas.
- A master's or a doctoral degree is accepted.
- 5 years of leadership/senior management experience within an EAP work environment is also required.
- A Minimum of at least 25 CPD points are accumulated by designees.
- A portfolio is also required to support the application to practice s an EAP specialist.

Employee Assistance Co-ordinator (SAQA,[Sa]).

- Qualifications in any subject areas of Health, Social and Business Sciences. These may include a diploma, advanced certificate, occupational certificate or a comparable qualification at NQF level 6.
- Minimum of two years' experience within the Employee Assistance environment is expected.
- 15 CPD points of acceptable CPD learning activities that are relevant to the EAP work is required from designees.
- A portfolio of work experience evidence and educational achievements should also be submitted as part of the application process to practice as an EAP co-ordinator (SAQA,[Sa]).

From the above, it is established that EAPA-SA split the designations according to particular functions that each designation carries out. As noted, each of the designation have their specific requirements, thus confirming that these are very different roles to played by each designation. The researcher suggests that the designations widen the scope, role and services that are provided by those in EAP.

2.4.2.3 *EAP service providers (International EAP Association, 2018)*

- Policy mandates regarding EAP and wellness services
- Proof of qualifications of at least two main role players.
- A minimum of at least two references from clients.
- A valid tax clearance certificate.
- Proof of membership to a statutory body.

As much as EAPA-SA is not considered to be a statutory body, it clearly still requires its members to be registered with a statutory body, to prove legitimacy in any recognised social science field. From the above, the researcher is certain that the association has a firm grip on professionalism and what that is required of professionals, practitioners, service providers and stakeholders in the field. The researcher is also of the belief that as the EAP field is growing at a rapid pace, at some point in time, EAPA-SA will be recognised as a statutory association. This is mentioned based on the knowledge that EAPA-SA is already overseeing any aspects relating to registration, ethical behaviour, ensuring continuing professional development and professional conduct. In addition to the above, it monitors the adherence to EAP standards as well as the training and education in EAPs. All of the above mentioned activities are similar to those of other existing statutory boards.

2.5 CORE TECHNOLOGIES/FUNCTIONS OF EAPS

EAPA and the Standards Committee of EAPA-SA provide descriptions and explanations of the functions, also referred to as core technologies that are deemed necessary in the operating of EAPs. From time to time, they do update the functions, but for the study, the researcher used the most recent documentations compiled by the Associations. Govender (2009:12) promoted the idea that core technologies represent the ideal components of the EAPs. Once joined, they create a unique methodology in addressing work organisations and productivity challenges amongst its employees.

Consultation with work organisations

Consultations with work organisations are undertaken to promote job performance and to enhance the working space. Consulting with work organisations is not based on therapeutic relationships, but is rather a process of getting to understand the organisation and its functions. The above is supported by Nagesar (2013:44) who explains that the "consultation, training of, and assistance to work organisation leadership aims to manage troubled employees, enabling them to enhance their work environment as well as improve employee performance". It is further noted by Nagesar (2013:44) that management seems to be troubled by globalisation and diversity. The Standards Committee of EAPA-SA (International EAP Association, 2010:2) elucidates that consulting with work organisations aims to pro-actively address integral trends that tend to root from personal or organisational needs.

Given the nature of EAPs in South Africa, the researcher's thoughts are that the core technology can be maintained through consistent communication and interaction with the EAP practitioner/professional. At the point of implementing EAPs, it would be emphasised that consultations should be considered very strongly to gain more understanding of the nature of the employer work place, the culture and customs of the work environment in order to accurately provide realistic strategies to attend to employee challenges within and around the work environment.

Training and development

Training and development are aimed at effectively managing employees who are experiencing overwhelming challenges in and out of the workplace. Managers, supervisors and unions are approached for training and development as it is noted to boost and develop the work environment, thus improving productivity in employees (The Standards Committee of EAPA-SA, 2015:1). Kubheka (2015:4) strongly suggests that training in the EAP context would be directed mostly at employees, first-line supervisors, managers as well as union representatives.

The researcher is of the idea that training and development are imperative in order to educate those who are responsible for others in the workplace, to be able to identify employees who seem to have challenges noted through a decline in job productivity and performance.

Marketing

The Standards Committee of EAPA-SA (2015:1) explains marketing as a core technology whereby EAP services are promoted to mangers, supervisors, unions and employees along with their family members. In essence, marketing in EAPs emphasises the idea to actively encourage the programme to employees, family members and the employer organisation. Manzini (2005:33) suggests that it is imperative that an EAP identifies its goal for the marketing campaign holistically as well as its objectives for a particular marketing activity.

The researcher is of the understanding that, through marketing, the employer organisation and the employees would be develop a consciousness on specific services that are accessible in the work place. Further to this, the researcher is of the opinion that leadership does play a role in the marketing or exposure of EAPs and therefore should be involved more in creating awareness of EAPs.

Case management

Case managing is a core technology assigned to provide a confidential process of identifying the particular challenges for employees who are faced with personal challenges, thus negatively influencing with work performance. Nagesar (2013:46) further explains that case managements as a core technology, preserve employee privacy, acting as barriers and facilitation in using EAPs. Short-term interventions and motivation are applied to address these challenges that affect work performance. Employees are referred for an assessment, diagnosis, assistance, treatment and aftercare services. The researcher deems the core technology as very essential as this would have a positive influence in enhancing the value of EAPs.

Stakeholder management

The Standards Committee of EAPA-SA (2015:2) explains this core technology to be a strategy of managing stakeholders by establishing and maintaining active relations with external and internal role players, including service providers. Nagesar (2013:48) justified the above to say that establishing and maintaining effective relationships is essential for employee wellbeing. The researcher understands the core technology to be very vital in ensuring that all stakeholders are not neglected.

Monitoring and evaluation

The Standards Committee of EAPA-SA (2015:2) guides that "monitoring and evaluation of the value/success/impact of EAP services is purely related to the work organisation and individual job performances". Bergh and Theron (2009:215) explain evaluation as a way of determining if the desired outcomes and objectives are achieved. This is supported by Govender (2009:48) who explains monitoring and evaluation as a way of identifying the effectiveness of EAP services on the work organisation and also individual work performances. The researcher suggests that monitoring and evaluation can be completed on a micro and macro scale. To elaborate further, the effectiveness of the EAP services on individual employees (who have utilised the services) can be measured as well as the impact that EAP services have on the employer organisation as a whole.

The researcher suggests that leadership in work organisations as well as an experienced and well-informed EA Professional practitioner plays a massive role in successfully attending to the core technologies. Amongst other services that are made available in the work environment, the EAP is given a unique identity through the core technologies and as explained by Govender (2009:12), it creates a unique approach in addressing the work place.

Challenges that employees experience may be psychological, social, economic and political challenges. EAPs do have a scope of services that may be made available to employees and these are guided by the core technologies. Clinical and non-clinical matters are also addressed by the core technologies and the researcher strongly suggests that the core technologies remain integral and central in the existence of EAPs.

Rajin (2012:18) explains that EAP practitioners' roles have become complex and such roles include:

- Referral agents
- Ombudsmen
- Legislative analysts
- Teachers/trainers
- Researchers/evaluators
- Benefits administrators

- Mediators
- Programme development specialists
- Liaisons

Based on the above, the researcher is clear that EA practitioners need to have more insight and knowledge on the various roles they may to have fulfil in the occupational setting and practices. It is also very important for the EA practitioners to maintain their duties and responsibilities whilst remaining within their scope of EAP practice.

2.6   SERVICE DELIVERY/PRACTICE MODELS OF EAPs

There are three main and commonly used service delivery or practice models that are available in the EAP field. Terblanche (1992:19) explains that the choice of workplace programme is based on the structure and the operation of the employer organisation. Selecting an appropriate EAP service delivery or practice model is based on the needs of the organisation(s) it serves, the structures and functions. This is also supported by Mahlahlane (2003:32) who explained that a model to be used by a particular organisation is determined by the size and location as well as the socio-demographics of the workplace. With that said, one needs to then also take into consideration the advantages and disadvantages of each of the EAP models.

2.6.1   In-house model

The in-house model is a common type of model that provides interventions and services within an employer organisation. With this particular type of model, the employer would have to maintain and offer full services and therefore, EAP practitioners would be appointed for a full time position by the employer organisation. Rajin (2012:21) explained that, from various studies, the in-house model is less costly than other models. Further to this, it is also apparent that the in-house model gives management direct control of the programme and services, resulting in them being able to meet their goals and objectives. Phillips and Older (1988:133) further described that the coordination of all client services would take place within the work environment .He further stated that internal programmes do differ. For example, counselling services may be excluded or included and either offered on-site or off-site, but this would depend on the appropriateness and preference of the decision-makers.

Advantages of the In-House Model

- Top management would benefit from this model as it would reflect on corporate policies and be able to provide services to match the company's goals Goldstein (1997:26).
- This type of model is able promote knowledge and is positioned in such a way that it delivers high-quality organisational services designed for that specific organisation Cagney (1999:64).
- This type of model seems to be quite convenient for employees, as they are able to access the EAP programme, thus anticipating a much earlier intervention. The model seems to have a higher utilisation rate in comparison to other models. Goldstein (1997:26).
- The EAP staff is also seen to be at an advantage. This is based on Cayer and Perry's (2000:64) discussion that internal EAP staff members possess much more knowledge and understanding of the organisations culture compared to external EAP providers.

As the advantages of the in-house model have been identified, is it acceptable to state that not all employer organisations would select the same EAP model but this would be influenced by various factors. The disadvantages of the in-house model are listed below and these would give further understanding in selecting the in-house EAP model.

Disadvantages of the In-House Model

The researcher took into consideration the down side to having an EAP in-house model and in summary, they are listed below:

- It is argued by Phillips and Older (1988:134) that the in-house model would be best suitable for large organisations and rather than catering to the small organisations. Hiring EAP staff for a small organisation is observed to be a misuse of resources.
- Cagney (1999:64) brings forward the idea that confidentiality is seen as a possible threat. It would be perceived by the employees that the t EAP services are linked to a

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particular department or division within the organisation. It would be a challenge to convince employees on confidentiality aspect of the services.

- Termination of services is also considered a challenge. This is very true in the instance whereby an employee would still be in need to approach the EAP whenever the employee would be experiencing a challenge or when they come across something that would remind them of the EAP (Myers, 1984:93).

In exploring the advantages and disadvantages of the in-house model, the researcher is of the knowledge that the in-house model would be ideally fitting for a large organisation that is centralised in one location. An example of such an organisation would be vehicle manufacturers such as Mercedes Benz. In this instance, the workforce largely consists of blue and white collar employees. The EAP services could perhaps be part of a multidisciplinary department of an onsite clinic, with other professionals such as doctors, physiotherapists and so forth. The researcher is of the opinion that not all small organisations would be able to accommodate the in-house model due to resourcing matters, but this would depend on the organisational setting. Another common model is the external model, which is the contradictory of what was discussed above and this is explained and discussed further.

2.6.2   External model

In an attempt to explain the external model, Rajin (2012:21) explains that a contractual agreement would be signed and maintained by an external employee assistance programme selected by the employer organisation. Services would be provided either at the facilities of the service provider or facilities provided by the employer. The advantages and disadvantages are clarified below:

Advantages of the external model

- Cagney (1999:66) understands that the external model seems to be less costly for small organisations. However, this would also depend on the availability of specialists as well as resources. Bhoodram (2010:85-86) explains that the external model of seems to be costlier as the EAP service is outsourced by the employer organisation. It is further noted that the external model would provide a wider range of services.
- Confidentiality and conflict of interest also seem to be addressed positively, whereby it lessens the perception that management would be in hold of personal and confidential information. It is for this reason that employers would opt for this type of

model as confidentially would be easily maintained (Cagney, 1999:66). The researcher is of the idea that confidentiality is maintained due to the fact that supervisors/managers receive comprehensive reports from EAP staff, thus limiting personal information and would only address matters that have been initially raised. Bhoodram (2010:82) brings forward the notion that confidentiality is easier to maintain due to the limited contact with the employer, besides the employees.

- Professionalism is observed more closely. External professional staff would be expected to always present themselves professionally and to be accountable. This is a factor when an external EA Programme is made present (Cagney, 1999:66). Bhoodram (2010:86) supports the above in saying that the external model would provide a more diverse, but yet professional staff.

- As indicated by Cagney (1999), the external model seems to be less costly for small organisations; it would be the researcher's opinion that larger employers' organisations may also benefit more from the EAP external model, even though it may be costlier. Larger employer organisations would depend greatly on the professionalism and expertise in the services provided through the external model and would have expectations for the external EAP to cater for the number of employees referred for services, thus experiencing an outstanding EAP service.

Disadvantages of external model

- Phillips and Older (1988:136) brings forward that there is lack of ownership. They further elaborate that the external model is not able to account for on-site counselling capacity. This may also affect the knowledge base of the external EAP provider on the employer organisation and could cause challenges in maintaining EAP services in the employing organisation.

- EAP services that are provided off-site may have an impact on the utilisation rate (Masi, 2000:320).

- In accommodating an external EAP service provider, the EAP staff would possibly have challenges in understanding the culture, structures and processes of the employer organisation, resulting in possible delays in providing services to the employees.

Having acquired the above knowledge, the external model seems to be better when claiming accountability, as it lowers the legal liability and confidentiality is better managed. Professionalism is also anticipated through external-house model but a possible down side

would be the lack of ownership the employing organisation may struggle with. The researcher is of the opinion that organisations need to weight the advantages and disadvantages based on their preferences and what would best suit the employing organisations, as it is noted that each of the advantages and disadvantages need to be thoroughly thought over.

2.6.3   *Hybrid model*

The hybrid model is also known as the combination model whereby the EAP services are facilitated by EAP practitioners employed by the employer and also sourcing from an external EAP service provider. Explained by Rakepa (2012:33), it is a combination of the in-house and external model. The hybrid seems to be quite popular amongst many organisations, as employees are given an option to be assisted internally or externally. (Rakepa, 2012:33.)

Advantages of the hybrid model

- The EAP staff employed by the employer organisation is able to select and change services that are offered, based on the employee and organisational needs (Govender, 2010:12).
- Govender (2010:86) suggested that the hybrid model is more flexible such so that the needed service will be contracted based on the needs, whilst the EAP personnel employed by the employer organisation can monitor the EAP contracts.

Disadvantages of the hybrid model

- The researcher is of the opinion that the hybrid model would not be preferable for small employer organisations, as this would be deemed as misuse of resources or possible fruitless expenditure with the extra unnecessary services that are made available.
- The researcher is also of the believe that confidentiality would be of question to the employees, as there would be uncertainty as to whether the employer has access to the private information of the employee.

Manzini (2005:44) strongly explained that a combined programme offers services delivered by EAP practitioners employed by the employer and other services under contract with the employer. Govender (2013:83) strongly emphasises that the combination models is

becoming increasingly popular. The researcher concurs with this as it is highly noticed amongst employers contracting with EAP service providers and yet maintaining their internal EAP personnel. Further to this, the researcher is of the knowledge that large state provisional and national departments are leaning towards this model. This is of the understanding that the EAP personnel is able to get external services in the instance where they may be struggling to resolve a matter. Further to this, it is large organisations that seem to be in favour of the hybrid model and they would be in advantage in obtaining both the internal and external model benefits.

2.7 CLIENT SYSTEMS: ORGANISATIONAL MANAGEMENT AND SUPERVISORY STRUCTURES, EMPLOYER ORGANISATIONS AND EMPLOYEES AND FAMILIES

Clients systems in EAP are identified to be Organisational management and supervisory structures; worker organisation as well as employees and immediate families (International EAP Association, 2010:3). The below discussions will bring clarity on the different client systems in EAP practice.

2.7.1 Organisational management and supervisory structures

The EAPA-SA (International EAP Association, 2010:3) explained that organisational management and supervisory structures act as the organisation or the employer. In Organisational management and Supervisory structures as a client system, training and development of managers and supervisors is the main strategy in engaging with the client system. It is stated by EAPA-SA (International EAP Association, 2010:15) that it is imperative to train those that are responsible for others in the workplace. Kubheka (2015:7) that first line supervisors is the group that is mostly targeted during supervisory training. Content such as EAP services, confidentiality and the role of supervisors is common content in training. Bhoodram (2010:60) discussed that supervisory training is completed in effort to detect and resolve problems that affect productivity and should be a compulsory activity amongst supervisors. It further provides clear value to managers and the organisation to ensure that managers and supervisors comprehend the supervisory referral process and the AP consultation process.

2.7.2 Worker organisations

Worker organisation is another client system within the EAP practice. Worker organisations are mostly addressed through organisational consultations. Kubheka (2015:21) explains that

the focus is on its interventions on the organisations core activities which would include amongst others, organisational policies, business strategies. Blair (2001:36) adds that in adding value to the organisation, the EAP should be positioned as a strategic partner to provide management consultation to help explain human behaviour as well as find solutions to human resource challenges (Metsing, 2015:67). Organisational consultations is regarded as an EAP standard and guides on the EAP assisting management in addressing organisational issues that may impact on well-being. Additionally, It is noted that consultations do offer the EAP practitioner a platform to provide business intelligence that will result in cost benefits (ROI) Kubheka (2015:21) to the business through policies and undertaking other crucial business activities.

The researcher is of the understanding the employer organisations do approach EAP practitioners for regarding guidance in dealing with specific situations or behaviours of a particular employees. The researcher is also take note that organisational consultation may be the first footing in organisational change and also influence organisation cultures. This client system can't be ignored within EAP as it guides that way forward with the EAPs existence in the employer organisation

2.7.3 Employees and their families

Employees and their families is the third identified client system in EAP. The client system places great effort in assisting employees and their immediate family members with personal and work –related challenges which may have a negative impact in their productivity and social functioning (Joja, 2004:5). It further explained that EAP has been a proven and effective strategy for assisting employees as well as their family members with personal and work-related matters. Difficult problems are resolved by providing a comprehensive system that supports all those involved. Hillier, Fewell, Cann & Shephard (2005:425) explain that when employees and their families are given tools such as self-care information, newsletters, online services and telephone access to healthcare professionals, they are able to make better decision based on their health and this can result in significant cost savings.

The researcher identifies employee and their families a very strong clients system and EAP caters comprehensively to their needs. The researcher is of the understanding that the services that are made available to employees and families would be training on social functioning, psycho-education interventions and so forth, thus enabling and empowering them on any psycho-social matters.

2.8 THE SCOPE OF PRACTICE: STANDARDS OF THE EMPLOYEE ASSISTANCE PROGRAMME

2.8.1 *The purpose of standards in employee assistance programmes*

In understanding the standards of the EAP, it's important to be mindful of the purpose of the standards. The purpose of compiling the standards document provided by the Standards Committee of EAPA-SA (2015:1) was for the following reasons:

- To provide a point of reference for existing and new established employee assistance programmes
- To support the formation of employee assistance programmes that are quality based.
- To define the scope of the EAP practice.
- To operationalise programme standards.
- To coach the workplace about EAP services and availability.
- Serves to guide EAPA-SA members on related professionals.
- To enhance the quality of the existing employee Assistance programmes.

The purpose brought forward by the standards Committee of EAPA-SA has clearly bought clarity on the purpose of the document. It is of researcher's opinion that the standards provided by EAPA-SA clarify the scope of practice for practitioners engaging in the EAP field and these are discussed below.

2.8.2 *EAP standards*

EAPA and the EAPA-SA introduced a Standards documents with categories that consist of the various standards that are vital in the functioning of employee assistance programmes. In addition to the standards document, EAPA-SA provides a code of ethics for EAPs in South Africa as a supporting foundation to achieve successful ethical EAP functioning. As the below discusses the standards, the code of ethics is referenced to express the depth of the EAP scope of practice.

2.8.2.1 Programme design

- Organisational profiling

One of the standards that EAP practitioners need to be familiar with is organisational profiling. "Programme design must be based on a formal assessment of organisational and employee needs". (Standards Committee of EAPA-SA, 2015:4).

This emphasises that programme design should consist of an outline of all the important aspects that would motivate the need of an EAP. Programme design is suggested to be a formal assessment intended to assist the employer organisation in determining what would be the most appropriate and cost-effective methods of providing EAP services (Standards Committee of EAPA-SA, 2015:4).

Lefakane (2015:22) agrees to say that the aim of needs assessments is to assist in the design of an EAP, selecting what would be most suitable to create effective operations of an EAP the organisation. Additionally, the assessment process needs to be a continuous process so that the programme design is also able to evolve in order to meet changing needs.

It is the researcher's perspective that this standard should not be neglected, as most of the information about the employer organisation can be obtained to design and maintain a tailor made, effective and sufficient EAP. So much information can be obtained from organisational profiling through assessments. This is a pathway for EAP practitioners to learn about the culture, customs structures, work environment, policies and procedures of the employees. Consulting with work organisations and organisational profiling may work hand in hand to determine the true needs and essentials that employer organisations lack. Fulfilling the duties of this standard certainly maps a route that EAP services may be introduced and implemented.

- Policy

EAP practitioners need to be knowledgeable of policies relating to EAPs ."The policy should describe the EAP in its entirety" (Standards Committee of EAPA-SA, 2015:4).

"The Policy standard is to ensure that the mandates, principles and focal areas of the EAP are fair, consistently applied and balanced in respect of the interests of all the various stakeholders". (Standards Committee of EAPA-SA, 2015:4).

Bhoodram (2010:199) explains that the EAP policy must be compatible with disciplinary procedures, grievances within the workplace. In essence a policy provides credibility and thus needs to be activated in order to operate a successful EAP.

It is of the researchers understanding that the EAP needs to be designed in consideration of all other policies relevant and applied by the employer organisation. The standards committee of EAPA-SA (2015:4) further brings forward the idea that the EAP policy is meant to provide a legitimate framework for consistent application. Upon compiling a policy statement, employee and dependent access, the language, gender and race should be considered. Further to this, specific conditions that may affect job performance and employee functioning should also be identified and specified. Clinical records are also very important and it must be stipulated that records should be kept strictly confidential. Additionally, clinical data should be kept for a minimum of 5 years.

The above is deemed to be imperative when completing an EAP policy and the policy should be reviewed and updated bi-annually in order to accommodate changes and remove themes that would be no longer relevant. It is of the opinion of the researcher to assume that the EAP policy is considered to be the 'Rule Book' of an EAP, whereby the readers would be informed and guided about existing EAPs in the work environment. The researcher brings forward the idea that standard operating procedures would be guided by established EAP policies and deems this very important in micro-specific functions of EAP services. Standards operating procedures would be step by step directives yielding services to clients and this emphasises the importance of EAP policies.

- EAP Advisory Committee

EAP advisory committee is important in establishing and maintaining of EAPs. "There should be an EAP Advisory Committee at the highest possible level within the organisation involving representatives from all segments of the workforce". (EAPA, 2010:8).

An ideal Advisory committee should be represented by role-players such as management, supervisors, union members and employees in order to contribute to an applicable design and tailor made functioning of an EAP. Lefakane (2015:22) agrees with this by elaborating that the advisory committee serves as a platform for all vital role players in the operation and design of EAP services. The functions of the committee are to formulate policies and strategies, to advice on the implementation process, marketing and evaluation of the EAP as well as other important decisions that need to be made about the EAP.

The researcher is of the opinion that members of an advisory committee should be trained or knowledgeable on EAP related matters in order to have the mindful capacity of making appropriate suggestions and decisions. They can be guided by various tools such as

statistics, trends and research to determine various factors of the programme .e.g. the utilisations of the EAP services. In addition to the above, the researcher points out the professional responsibility of the advisory committee members. Members should embrace responsibility towards the establishment of EAPs and make reasonable judgements as well as decisions that would not be costly towards the employers business.

- Service Delivery and Costing Models

"Service delivery and Costing models of an EAP should be based on sound financial principles" (The Standards Committee of EAPA-SA, 2015:7).

The most suited services delivery system should be able to provide entry/ access to services to all segments of the employer organisation. In addition, the service delivery system that deemed suitable must be pumped with sufficient resources to allow the EAP to meet its goals, objectives, as well as the essential components that are relevant to the EAP.

In elaborating further on the above, the Standards Committee of EAPA (International EAP Association, 2010:7) explains that the EAP services have to be provided through a distinct and identifiable delivery system. It is highlighted by Lefakane (2015:23) that a service delivery model facilitates EAP services through a distinct and identifiable level, incorporated into other organisational processes and functions, such Human Resources department to ensure that the EAP service delivery doesn't occur through inappropriate organisational channels. The standards committee of EAPA-SA (2015:7) further explains that the model would possibly improve the reliability of the services and also demonstrate that the EAP is attentive of the obligation to utilise resources, and at the same time illustrate its adaptability in terms of best practices. It is also strongly suggested that employee benefits should be considered when selecting a pricing model in conjunction with the service delivery model. The pricing of EAPs should be discussed and settled upon both by the service provider and the employer, after different models have been considered.

The researcher is of the opinion that when selecting an ideal service delivery model, a consultation with an EAP practitioner/professional as well as the relevant stakeholders would have to take place, as they play an essential role in what would be best appropriate for the employer organisation.

2.8.2.2 Implementation

- Operational guidelines

Operational guidelines guide the EAP processes, functions and policies. "Operational guidelines should be developed to operationalise the policy" (Standards Committee of EAPA-SA, 2015:9)

Standards Committee of EAPA-SA (2015:9) maintains that the purpose of operational guidelines is to provide specific processes for the employee assistance programme. The researcher believes that the operational guidelines would aid and guide a reader on EAP processes and structures. As processes could possibility change, it is also quite vital that the operational guidelines are also updated regularly.

- Implementation plan

The Standards Committee of EAPA-SA (2015:9) states that "An implementation plan must outline the actions and schedules needed to establish an operationally-effective EAP"

Referencing the Standards Committee of EAPA (2015:9), the implementation plan should provide a guideline of the actions required to establish a complete and functioning EAP and set forth a time line for its completion.

In the process of implementing an EAP, an implementation plan should be able address all of the essential components. Once complete, the plan should be signed off by all stakeholders and thus reviewed annually. Govender (2009:57) also expresses the importance of an implementation plan by explaining that it would reflect on who is supportive of the programme; the estimated number of employees that would use the service and the type of challenges that would be anticipated. The researcher is of the understanding that planning is of outmost importance and thus could lead to a smoother introduction of the EAP as well as to the users.

2.8.2.3 Management & administration

According to standards committee of EAPA-SA (2015:11), Professional competence relays to the ability of the EAPA-SA members to perform their duties and tasks responsibly and in accordance with the required knowledge, professional standards and skills. Professional

competence strongly ties up with the management and administration standard to ensure that the abilities, skills and knowledge are presented at a high standard.

- Staffing

Staffing in EAPs need to be strongly considered. "An appropriate number of suitably qualified EAP staff members must be available to achieve the stated goals and objectives of the programme" (Standards Committee of EAPA-SA, 2015:10)

It is understood that the number of qualified EAP professionals/ practitioners should match the programme needs. However, in a supporting statement provided by the Standards Committee of EAPA-SA (2015:10), there should be at one qualified internal employee/EAP practitioner or professional who would be formally liable for co-ordinating the services but in particular; be able to monitor the EAP external provider. The staffing standard ensures that practitioners/professionals providing the EA services are matching and complementing the organisations needs for effective delivery (Lefakane.2015:24).

It is the researcher's opinion that the staffing level standard does provide guidance on the number of staff that should be made available and this would be greatly influenced by various factors pertaining to the employer organisation, its needs, nature of the business, number of employees and etc.

- Professional development

"EAP professionals must engage and participate in professional development activities" (Standards committee of EAPA-SA, 2015:12).

From the above stated standard, it is brought forward that all EA professionals and practitioners should participate actively within the EAP and must also be able to deliver the highest levels of professional service. In order to improve practice, EAP professionals should engage in professional development activities through enrolling in CPD (continuing professional development) events. In support of the above, the Standards Committee of EAPA (2015:17) suggested that an EAP does require EA practitioners and professionals to sustain and enhance professional knowledge and skills to deliver quality services

The researcher is in agreement with the standard, that in order for EAP professionals and practitioners to grow and develop in EAP services, they must engage and participate in professional development activities to ensure that their professional skills and knowledge are

continuously updated and to also align with current EAP trends and developments. As much as EA professionals and practitioners may come from other various expert fields, the topics and concepts in EAP are inimitable, thus making the above applicable.

- Record keeping

"The EAP must maintain records" (Standards committee of EAPA-SA, 2015:15).

The Record keeping standard emphasises that there should be proper and accurate administrative records. The client records should be managed in a confidential manner and should be secured with various security measures. Additionally, they should be reserved for at least five years and should be in accordance with legal requirements (Standards committee of EAPA-SA, 2015:15)

Standards committee of EAPA-SA (2015:12) explains that the employee assistance programme should create and maintain confidential client records that are consistent with the EAP service delivery system, organisation policies, programme procedures, and in accordance with the applicable ethical and legal requirements. Lefakane (2015:26) suggests that record keeping should never be compromised, and the importance of maintaining records of all interactions with clients by all EAP professionals/practitioners. The researcher suggests that it serves as proof of proper and accurate control over the utilisation of EAP services.

- Ethics

Every EAP practitioner needs to understand and adhere to ethics related to EAP services and functions. "EAP practitioners must maintain the highest level of ethical conduct" (Standards Committee of EAPA, 2015:13).

Ethics would be better understood in bringing forward the discussion that the EAP must pledge that all programme personnel have read, understood and agreed to adhering to the EAP Code of Ethics, more in particular the EAPA-SA code of ethics (Standards committee of EAPA-SA, 2015:12). Through this, clients and customer protection is guaranteed, and that EAP professionals/ practitioners are operating within the scope of their registrations and expertise. Govender (2009:62) is in agreement and indicates that ethical issues relating to EAP practice would include confidentiality, conflicts of interests, informed consent,

termination of services, competence of EAP professionals/practitioners and misrepresentation in marketing. The researcher concurs that these topics seem to be highly related to ethics and would highlight the processes that need to be implemented to avoid violating the ethical platform of EAPs.

The researcher is of the opinion that ethics should be taken quite seriously in the EAP practice. EAP professional/practitioners should look no further than the statutory bodies that they are registered with, as they have clear guidelines on codes of practice within their designated professions. For example, a registered counsellor should strongly guide by the HPCSA to maintain ethically correct practice.

- Confidentiality

"Confidentiality is the cornerstone of the profession, consistent with all professional standards, ethics and legal requirements that regulate the management of information" (Standards Committee of EAPA-SA, 2015:14).

In the EAP discipline, confidentiality is maintained in order to protect the privacy of employee clients as well as the interest of all stakeholders. Looking at confidentiality on a broader aspect, confidentiality is very much aligned with the right to privacy, stipulated in the constitution of the Republic of South Africa. To best regulate confidentiality within EAP, a written informed consent needs to be obtained in instances whereby information needs to be disclosed. The written consent should indicate the specific information of what is to be disclosed, purpose of the disclosure, signature of the employee/client, the signature of the EAP professional and also the specific person to whom the information will be disclosed to.

The researcher is of the agreement that confidentially remains to be a huge factor in a successful functioning of EAPs and much of the responsibility remains with the EAP staff that is directly engaging with employees. The employer organisation also needs to maintain confidentiality through the policies, record keeping, ethics and further incorporating it into the EAP structure and processes.

- EAP professional consultation or supervision.

"Every EAP Practitioner/professional who provides services will be subject to on-going consultation and/or supervision" (Standards committee of EAPA-SA, 2015:12).

Bhoodram (2010:208) suggests that in-house EA programmes are becoming more and more complex and therefore clinical supervision is imperative to address and certain aspects such as refining counselling skills. EAP professional consultation ensures ethical accountability in practice; addresses therapeutic concerns, contributes to a positive perception towards the employer and also promotes the ability to put order in professional practices of EAP. Supervising ensures that the quality of services is aligned with professional development. Ultimately, it enhances the EAP staff's knowledge, attitude and skills towards the needs of the EAP.A structured approach should be initiated for EAP professional consultation or supervision through the guidance of an experienced professional.

The researcher suggests that as the EAP staff needs to sponge a lot of knowledge about the ins and outs of EAP in order to place more value and quality of EAP services

- Professional liability insurance

"All EAP professionals must have adequate professional liability insurance" (Standards committee of EAPA-SA, 2015:13).

Govender (2009:61) describes the standard to be of a sensitive nature and action can be undertaken to ensure protection against legal action by clients alleging malpractice. This particular standard ensures that the EAP staff, the corporate client and the service provider is legally insured. It addresses the necessary precautions for addressing legal challenges concerning service delivery and aims to also sustain financial funds to guarantee a continuation of the programme.

Bhoodram (2010:14) explains that EAP work has the potential to lead to litigations against EAPs and therefore, It is continually encouraged that EAP staff should operate within their scope of their training and/or certification. Relevant EAP documents such as release of information forms, statements of understanding, and permission for treatment should be standardised and should be part of every engagement with EA staff.

According to the researcher, the Standards committee of EAPA-SA deems this standard applicable to the South African scope of EAP practice. However, it does not reflect in the EAPA standards document. The EAPA-SA standards document displays the most applicable, most appropriate standards suitable for the South Africa EAP scope of practice, and the researcher understands this standard to be a precaution measure in addressing legal challenges. The researcher truly believes that management and administration in EAPs

hold a lot of weight in maintaining the purpose of EAPs. As the different standards in the management and administration category have been discussed, these standards are interlinked with one another, and that one standard does not operate on its own, but rather is dependent on the other standards.

2.8.2.4 Clinical services

- Critical incident management

A big component of the EAP clinical services is critical incident management. "The EAP will offer trauma defusing and trauma debriefing services for employees, family members and the organisation in case of critical incidents" (Standards committee of EAPA-SA, 2015:15).

The above standard implies that trauma –defusing services and trauma debriefing services should be made available for affected employees exposed to a traumatic event and preferably in a timeously fashion. It should also be in line with organisational policies. It is of the importance to note immediate trauma diffusing may possibly prevent long term challenges on an organisational and an employee level. EAP staff should be trained and well equipped with skills to facilitate immediate trauma defusing and debriefing sessions. In essence, this clinical approach seems to give EAPs a comprehensive intervention, not only to a group of employees but also supports individual needs even in a group setting.

The researcher is of the idea that managers of the employer organisation should be briefed on attending to trauma in the workplace.

- Crisis intervention

"The Employee Assistance Program will offer intervention services for employees, family members, and the organisation in crisis situations" (Standards committee of EAPA-SA, 2015:16).

The idea of crisis intervention also suggests the actions of containing and normalising a crisis situation. To allow for efficiency with this standard, employees/clients should have easy access to trauma debriefing and other relevant professional services 24 hours a day. Bhoodram (2010:247) states that this standard is important in attending to emergency situations and should be done in in constructive manner before it transpires into a chronic matter. Similar to Critical Incident Management, managers in various departments of the employer organisation should also be briefed or trained on the procedures to be followed

should a work related accident occur. EAP professionals should also receive specialised training in crisis intervention.

In summary the researcher is of the opinion that there should be availability of crisis intervention services, a 24-hour service, and should be managed by qualified practitioners that are able to respond to emergencies timeously.

- Case assessment

"EAP professionals will conduct an assessment to identify the problems on the part of an employee and /or family member and /or an organisation and develop a plan of action/treatment" (Standards Committee of EAPA-SA, 2015:17).

It is explained by Bhoodram (2010:224) that an incorrect or a poor assessment could cause misguided treatments. It is for this reason that assessments are deemed to be a vital portion of EAP services. Further to this, it is suggested that applicable referral mechanisms need to be in place in order to refer to external treatment arrangements.

The researcher strongly believes that assessing is very imperative, to be able to determine what treatment would be applied to address the challenges that have been identified. From there, it would be most appropriate to then compile a treatment plan that would be put into action. One needs to also take caution that the treatment plan of one client would not be identical to the treatment of another client, and is based on various factors such as history, demographics, environments and so forth.

- Referral

"Clients should be referred to an appropriate resource according to their unique needs revealed by the assessment" (Standards Committee of EAPA-SA, 2015:17).

In essence, the referral standard ensures that clients are referred to the appropriate resources to obtain the level of care that is required. Referring a client appropriately would possibly increase employee well-being and also enhances the credibility of EAP services within an organisation (Standards Committee of EAPA-SA, 2015:17). From this, the researcher strongly highlights that the referral process is a step that should be thoroughly considered. The EAP professional should also have access to appropriate variety of resources available to refer employees/clients.

- Short-term intervention

Short-term invention seems to be a preferred from of intervention. "EAP professionals will provide short-term intervention services" (Standards Committee of EAPA-SA, 2015:18).

Govender (2009:65) suggests that a short-term intervention is quite complimentary of the EAP as it is cost-effective. It is also a time-limited therapy and beneficial to the employer and employee. In essence, the short-term intervention standard should be applied in EAPs and should have methods to determine when to provide short-term problem resolution interventions and when to make a referral to community resources. The EAP should reinforce EAP professionals to develop a written individualised plan or a treatment plan, consisting of mutually agreed goals and time frames between the EA professional and the client/employee. In the event that the EAP professional has reached the conclusion that a referral is appropriate, he or she must provide motivational counselling and encourage the employee/client to follow through with referral recommendations.

It is to the researcher's knowledge and understanding that providing short-term interventions to employees should be backed and supported by organisational policies and should address the challenges that are being experienced by employees/clients, through recommendations provided by an EAP professional. A current trend within EAPs in South Africa is telephone counselling which seems to have been adopted by almost all EAP service providers. Telephonic counselling is also considered to a short-term intervention that transpires telephonically and is also deemed to be quite cost effective.

- Case monitoring and evaluation

Case monitoring and evaluation adds more value to EAP clinical services. "The therapeutic process will be monitored to ensure progress" (Standards Committee of EAPA-SA, 2015:19).

Govender (2009:66) highlights the idea that monitoring seems to be the most neglected function and yet it is essential to monitor progress of treatment that is parallel to work performance. Govender (2009:66) further brings forward her thoughts by elaborating that failure to monitor progress or the impact of an intervention could result in gaps within the case management process. This could result in a negative impact based on the time it may take to assist the client. It could further damage the partnership between the client and the EAP practitioner/professional and the intervention as a whole. On the other hand, Bhoodram (2010:229) supports the above to say that failure in monitoring progress is quite frequent and

that the standard is essential in the processing of referrals and supports the fact that the processing of referrals should be systematically implemented.

The researcher is in agreement with the above statement as it surely does influence the EAP process holistically, if clients are not assisted and monitored timeously.

- Aftercare and reintegration

"The EAP will ensure that EAP clients receive aftercare and reintegration services" (Standards Committee of EAPA-SA, 2015:20).

The goal of this standard is to facilitate the reintegration and continued well-being of referred employees after an intervention has been completed. Govender (2009:66) states that reintegration and aftercare services form an essential part of case management and through this; one would be able to determine the impact of an intervention. Therefore, the EAP staff would be able to possibly prevent a relapse. Reintegration and aftercare services would ensure that the programme remains effective and that the employee/client has displayed improvement as a result of clinical interventions. Further to that, the therapeutic relationship between the professional and client would be maintained until the client feels empowered to fully return back to the work environment. In the event that an employee/client has been referred to long-term care, reintegration and aftercare would ensure that the employee/client would be able to have access the long-term care resource.

The researcher suggests that recommendations to the employer are very important and that EAP professionals/practitioners should take caution as to what is recommended to the employer. This has been observed to aid supervisors in monitoring the employee within the workplace. However, it should be in line with EAP and Human Resources policies.

2.8.2.5 Non-clinical services

- Organisational consultation

"The EAP professional will provide advice and consultation to minimise risk and promote organisational effectiveness" (Standards Committee of EAPA-SA, 2015:21).

The highlighted objectives of the standard are to align an EAP with the intention of adding value to strategic business requirements but to also be proactive amongst relevant stakeholders, through suggested strategies for minimising the impact of events, thus adding

value to organisational change events (Standards Committee of EAPA-SA, 2015:21). This is highly supported by Govender (2009:67), who elaborates that the EAP should be identified as a strategic partner that provides management consultations to help explain relevant aspects of human behaviour and determine solutions on Human Resources issues. Kubheka (2015:19) supports the above to say that, in applying the standard, the EAP staff would have to understand the organisation through a needs assessment as well as organisational profiling.

The researcher maintains the idea that consultation is one of the strong standards and functions. EAP staff need to ensure that consultation does take place regularly to update the changes and any other new and relevant information that could affect the functioning of an EAP within the employer organisation. Kubheka (2015:20) goes on to explain that EAP practitioners would have to guide management of the employer organisation on possible changes and the affects that this may have on employees. Educating supervisors on change is an active role that EAP practitioners could be expected to play with the intention of assisting the employer and employee to make the process of change more manageable and to avoid conflict and confusion.

- EAP management and supervisory training

"The EAP will use training as an intervention strategy" (Standards Committee of EAPA-SA, 2015:21).

Training is required in order to enhance employee and organisational resilience. Further to that, it would consist of targeted interventions as a result of identified trends and possible business risks. The standard doubles up to be a core technology. With that said, the supervisory training equips management, supervisors and labour representatives in order to address their functional roles in the utilisation of EAPs. Govender (2009:68) suggests that training is an essential feature of a successful EAP.

Training assists in bringing forward changes based on existing knowledge and attitudes that empower the EAP to recognise its objectives within the organisation. On-going training assists management and supervisors to realise and value EAP more within the workplace (Kubheka, 2015:35). However, the downside of not providing adequate training could lead to personnel failing to obtain understanding and obtaining resources, in order to maintain an effective EAP and utilising the provided services optimally.

- Marketing

EAP services need to be marketed to clients and stakeholders. "EAP practitioners will develop and implement an appropriate marketing strategy" (Standards Committee of EAPA-SA, 2015:22).

Kubheka (2015:44) identifies marketing to be a matching process between an organisation's capabilities and the needs of customers to achieve the objectives of both parties. The researcher sees this definition to be general, but quite complimentary of the aims of marketing within the EAP. From the marketing standard, it is understood that marketing plays a vital role in making the EAPs visible. However, appropriate marketing needs to be streamlined to ensure that the EAP is presented in a positive manner, thus attracting the targeted clients to make use of the programme. The marketing of the EAP should be developed and reviewed continuously in order to maintain its relevancy and viability.

Lefakane (2015:29) brought all the non-clinical services together and explains that non-clinical standards ensure that EAP services are marketed effectively within the organisation, exposing employees on the EAP services and how they can be accessed. Further to this, campaigning the EAP through leaflets, posters and talks could be practical ways of attracting the employees/clients to utilise the service.

2.8.2.6   Proactive services

"The EAP will develop holistic, proactive interventions" (Standards Committee of EAPA-SA, 2015:23).

This standard highlights the concept of pro-activeness. It is noted that proactive services are more cost-effective than curative services. Rajin (2012:24) states that, historically, EAPs have been noticed to be reactive rather than proactive, resulting in employees receiving assistance after the challenge has transpired rather than possibly preventing it. However, as of late, it seems that EAPs have taken the route of being both proactive and reactive in approaching employee/client challenges. Standards Committee of EAPA-SA (2015:23) suggests that EAP practitioners/professionals should have sufficient knowledge of the organisation in order to give management guidance on future challenges and include

preventative interventions. In order to successfully carry out proactive services, an organisational risk assessment should be thoroughly completed to obtain as much information as possible to identify what interventions can be implemented.

2.8.2.7   Stakeholder management

"The EAP should network with various internal and external stakeholders" (Standards Committee of EAPA-SA, 2015:24).

Govender (2009:24) explains that the standard aims to guide on appropriate application of knowledge relevant to regulations as well as legislation. External agencies in stakeholder management would include regulatory, legislative, financial, business and academic bodies.

The Standards Committee of EAPA-SA (2015:24) further suggests that stakeholder management (resources in the community) would maximise programme effectiveness and decrease potential liabilities by involving the different role players. This would allow for viability and credibility of the EAP. The Standards Committee of EAPA-SA (2010:30) suggests that the EAP must promote itself as a resource to other organisational functions and this could encourage appropriate utilisation.

2.8.2.8   Monitoring and evaluation

"The effectiveness of the EAP should be continually monitored and evaluated" (The Standards Committee of EAPA-SA, 2015:26).

Through this standard, it is understood that, by monitoring and evaluating the programme, it provides clarity on the EAPs progress to determine whether the goals and objectives have been met. Govender (2009:26) explains that it has been only recent that programmes have attended to the need of evaluations, both within the company as well as the external surroundings. As a core technology, monitoring and evaluation add credibility and provide information that could aid in further improving EAP services. Further to the above, Bhoodram (2010:229) states that a systematic mechanism for monitoring and evaluation proves its importance in managing the progress of work performance and treatment and being able to detect possibilities of relapsing and backsliding.

The researcher strongly agrees that monitoring and evaluation aid to improve performance and achieve the desired results, to improve the current and future state of EAPs. Further to this, the researcher is of the knowledge that the evaluation and monitoring of the

programmes could be done internally, but could also obtain an external evaluator of the programme. Either way, the researcher is of the opinion that it paves the way forward for EAPs.

2.9 CONCLUSION

With this chapter, a theoretical perspective was obtained regarding the various aspects of EAPs that are considered quite vital in EAP existence and various themes that are relevant for the study-comparing EAPs and OSW. The functions, service delivery models, scope of practice, client systems and requirements for practice have been assessed with the intention of being able to compare them to those of OSW, thus being able to find similarities and differences between OSW and EAPs on a theoretical level. With regards to the above, the researcher is of the knowledge and understanding that EAPs certainly do have benefits for both the employee/clients and the employer organisations and also on a broader, community level. The following chapter indulges into the existing theories of OSW, also based on the themes discussed in Chapter 1.

CHAPTER THREE: THEORETICAL OVERVIEW OF OCCUPATIONAL SOCIAL WORK

3.1 INTRODUCTION

Occupational social work (OSW) has had a developing and innovative podium in the existence of many employer organisations. The theoretical overview for this OSW provides a platform that brings forward and discusses the various vital themes of OSW, as done with EAPs. In an effort to obtain a more advanced understanding of the similarities and differences of OSW and EAP, the definitions, history, functions, service delivery or practice models, client systems, requirements for practice and the scope of practice are in dialogue.

3.2 DEFINING OCCUPATIONAL SOCIAL WORK

Occupational Social Work was defined by Akabas and Kurzman (1982:197) as a distinct field of practice where much of the focus was on the employee. Akabas (1995:1779) later re-defined OSW as "policies and services delivered through auspices of employers and trade unions, to workers and those who seek entry into the workplace". At a later stage, Barker (2003:141) brought forward the notion that OSW consists of services that are offered by employers to their employees in attempt to assist them to overcome problems that may negatively affect job satisfaction or productivity.

In 1987, another definition was introduced by Googins and Godfrey (1987:5), who described OSW as a field of practice whereby social workers gratify human and social needs of the working community through means of designing and executing appropriate interventions to insure healthier employees and work environments. This is a general, simple and straight forward definition and it doesn't focus on the actual details and the roles of an occupational social worker. A more specific definition of OSW came from Barker (2003:141), who explained OSW as services that are offered to employees by the employer with the aim of providing assistance to overcome challenges that could negatively influence job productivity. Mogorosi (2009:343) defined OSW as a speciality of the social work profession that is purely based in the workplace, where the objectives are much in line with assisting an employee. The Government Gazette (2010:3) explained occupational social work to be "a specialised field of social work practice which addresses the human and social needs of the work community within a developmental approach through a variety of interventions which aim to foster optimal adaptation between individuals and the environment"

In reviewing the definitions, certain common elements are identified which seem to be consistent in defining OSW (Mogorosi, 2009:344):

- OSW uses methods and skills derived from social work such as counselling and case work.

- A common model of workplace programme practice seems to lean towards EAPs

- The main attention is on employees with social welfare needs that require assistance.

In understanding the definitions and bringing forward the common elements, the researcher understand OSW to be a specialised profession that involves helping employees and their families with challenges they experience , based on social functioning, intrapersonal and interpersonal relationships. Additionally, occupational social work intends to address workplace needs and other elements that could hinder productivity. The various definitions brought forward are greatly influenced by the historical development of OSW and were bound to change overtime.

3.3 HISTORY OF OCCUPATIONAL SOCIAL WORK

The development of OSW in South Africa can be sketched back to the 1930s. During those times, the focus of welfare systems was based solidly on racial ranking, with white employees being the foremost focus. As a result, they were recognised to have been the main recipients of services. The State-run railways service at that time, identified a need to assist white employees. The services were aimed at white employees that were disadvantaged, recent migrants from rural areas and poorly educated. The primary function was to provide services to white employees who were experiencing work performance difficulties. The first white social worker was employed by the state-run railway service followed by SASOL and ISCOR in 1950s. In the 1960s, the first black social worker was employed by ISCOR. As the services that were being provided were anatomically based on racial ranks, these eventually became accessible to all races in the 1980s (Govender, 2009:29). It is further explained that social work services focused on the therapeutic aspect for many decades and as a result, disused the prevention, developmental and educational aspect of assisting an employee. It is believed that OSW gave birth to EAPs through the context of the welfare system and the Apartheid system in Government prior to 1994.

Dugmore (2013:25) explains that, after the African National Congress came into power in 1994, the beliefs and viewpoints of social welfare changed towards the direction of a

developmental approach. This resulted in Social Work practices to also move towards a developmental approach. It is further explained that comprehensive developmental Social work is an integration of micro, macro and meso practice.

Based on the above, the researcher is of the understanding that OSW entered the South African society during a time when oppression was very prevalent. The existence of OSW was influenced by the former political framework and was guided by the social welfare system that was functioning at that time. From this, the researcher acknowledges that the history strongly influenced OSW practice as what it has become today. The theoretical review will continue to explore the different and current components OSW, having a conceded the history.

3.4 REGISTRATION WITH STATUTORY BODIES AND PROFESSIONAL ASSOCIATIONS AND REQUIREMENTS FOR PRACTICE

3.4.1 Statutory body/Professional Association: The South African Council for Social Service Profession and the South African Occupational social workers' association

The South African Council for Social Service Profession

Occupational social work is governed by the South African Council for Social Service Profession (SACSSP)**.** The SACSSP is a council that was established based on Section 2 of the Social Service Professions Act No 110 of 1978. The act was previously known as the Social and Associated Workers Act 110 of 1978. From that time, the act had gone through a number of amendments which led to the current council since it was last amended in 1998 (SACSSP, 2018).

SACSSP is identified to be a statutory board that umbrellas two proficient boards, namely The Professional Board for Social Work and the Professional Board for Child and Youth Care Work. The council, with these two professional boards, guides and regulates the professions of social work and child youth care work, based on the registration, education and training, professional conduct as well as ethical behaviour. Further to this, it ensures continuity of professional development and fosters compliance with professional standards. It is explained that, in safeguarding the public and indirectly the profession, registration with the council is a prerequisite in order to provide social work services and child and youth care work.

The researcher acknowledges that all professionals who practice any of the social work services are required to register with the council, strongly highlighted by the Social Service Profession Act 110 of 1978. It is further noted that registration is compulsory, as it is governed by legislation, to ensure that practices are legal and proceed by following official rules.

The South African Occupational Social Workers Association (SAOSWA)

The South African Occupational Social Workers Association (SAOSWA) is a professional association that was established in 2003 to promote and protect the interest of occupational social workers in addition to their client systems. SAOSWA is known amongst occupational social workers to set professional standards and guidelines for occupational social workers in practice. It is understood that any social worker that specializes in occupational social work is able to register and become a member; however, membership into the association is voluntarily.

3.4.2 Requirements for practice

In regards to the requirements for practice in OSW, it remains highly important that occupational social workers need to be registered having a speciality in occupational social work with the statutory body, SACSSP. Based on information published in the Government Gazette (2010:4), the requirements for registering for a speciality in occupational social work are as follows:

- An acknowledged and recognised qualification in the field of social work, registered with the Council as a social worker.

- A master's degree that has been appropriate and approved by the council and should be associated with Occupational Social Work, with a minimum of two years applicable and evidence-based practical experience in Occupational Social Work services.

- An appropriate certificate or a post graduate diploma in Occupational Social Work that is approved by the council. This requires at least three years appropriate and evidence-based training and practice in Occupational Social Work.

- Evidence-based practical experience of at least five years within the scope of Occupational Social Work services. This is in condition that the applicant

demonstrates knowledge and proficiency in Occupational Social Work through an assessment criterion of the council.

South African Occupational Social Work Association (SAOSWA)

Similar to EAPA-SA, SAOSWA has 3 different membership types namely an ordinary member, an associate member and an honorary member. These types of memberships are discussed below.

3.4.2.1 Ordinary member

An ordinary member is a social worker who is registered with SACSSP. A social worker is required to have a bachelor of social work. Prior to qualification changes, any individual who had acquired a BA Honours in social sciences and specialised in social work would also qualify to apply as an ordinary member. (SAOSWA, 2018)

3.4.2.2 Associate member

 An associate member is considered to be any professional who is registered as an auxiliary social worker or student social worker with the SACSSP. The associate member can also be professionals from other related social sciences fields, e.g. psychology or human resources (SAOSWA, 2018).

3.4.2.3 Honorary member

An honorary member would be considered an individual who has made a contribution to the association based on the view of the National Executive Committee (NEC) (SAOSWA, 2018).

3.5   CORE TECHNOLOGIES/FUNCTIONS OF OSW

Ramanathan (1992:234) suggested that OSW is not new in society and that in recent years, more and more work organisations have offered social services to their employees, resulting in more social workers having opportunities to be employed in work/ occupational settings.

The following are tasks obtained from Mogorosi (2009:344), acknowledges what is expected from occupational social workers in their professional capacities in work-based programmes:

- Occupational social workers should consult around employee needs and policy conditions from the employer organisation.
- They are expected to assess and intervene through a short-term process.
- They are expected to facilitate negotiations and resolve challenges amongst relationships (e.g. management and employee and vice versa).
- They must advocate on behalf of the employee as well as the referrals made with community based social service agencies.

Based on the above, the researcher is of the understanding that services provided by occupational social workers are mostly executed in the work environment. They attend to challenges in the workplace ranging from organisational needs right down to individual attention; however, these challenges need to be within the scope of social work services.

The Government Gazette (2010:4) gives a clear description of the services that are designated for occupational social workers. These services are:

- Occupational social workers should be able to do work-focussed assessments by gauging the needs and challenges of the different client systems within the workplace as well as the reciprocal relationships amongst the clients systems.
- Occupational social workers should be able to assess the boundaries and the influence of the employer organisation in the community, where the workplace is located.
- Work-focused interventions that occupational social workers provide should be based on individual persons, groups, employer organisations and community levels.
- Occupational social workers should ensure to provide employer organisation and community interventions to promote a socially responsible from the employer organisation.
- Occupational social workers should facilitate work-family related interventions to promote family wellness in order to positively influence employees in and out of the workplace.
- Culture in the workplace should be promoted and considered by occupational social workers in order to enhance major theme that include but are not limited to social justice, productivity, work-focused policy and programme development and human rights practice.

The above-mentioned functions of OSW that are provided by the Government Gazette, give a clear description of what is expected from occupational social workers on a legislative

perspective. Maeli (1999:21) brought forward the different roles of occupational social workers, and through explaining the roles, their functions would also be presented.

Counsellor

The occupational social worker can play the role of a counsellor, where by long term and/or short term assessments will be done in attempt to improve the social functioning of the client. Maeli (1999:21) further suggests that the counsellor assists the client to understand their attitudes, feelings and subjective perceptions in order to alter their behaviour and coping skills in difficult situations.

Enabler/Facilitator

Maeli (1999:21) explains that an enabler focuses on client systems to find coping strengths to make the changes that are needed to resolves problems or needs. As a facilitator or enabler, the attention would be on the client's ability, involvement, strength and efforts. Client systems wold be guided on identifying their needs, clarifying their challenges, exploring possible resolutions, and most importantly, developing capacities to address issues more effectively.

Broker

In the role of a broker, an occupational social worker links clients with resources that they may not be aware or not familiar with, to get the assistance they need.

Advocate

Occupational social workers would help a client to get services and resources that they would not be able to obtain on their own. The advocate would collect the relevant information based on the client's needs and challenges.

Constructive confrontation

Occupational social workers act as constructive confronters with clients that may be battling with substance problems and may be in a stage of denial. The constructive confronter may request for assistance from the clients manager or family members to assist with addressing the matter with the client. Extra support is considered important in successfully confronting the client.

After reviewing the functions of OSW, it is clear that they do have special functions and designations in the workplace and the researcher thoroughly acknowledges their presence in the workplace. The researcher is of the opinion that the functions and services provided by occupational social workers are comprehensive towards their client systems and thoroughly addresses the needs and challenges that these client systems are confronted by. However, the researcher is still uncertain of the extent that occupational social workers can get involved.

As all the client systems are based around the employer and employees, the researcher would be of the assumption that the policies and regulations of the employer can set a framework of OSW services, resulting in conventional boundaries on OSW services. This limits the ability for occupational social workers to showcase their services holistically. Considering the objectives of the study, the functions of OSW had to be examined to define whether they may be different or identical when compared to functions of EAPs.

3.6   SERVICE DELIVERY/PRACTICE MODELS OF OSW

It is acknowledged by Williams (2016:133) that OSW is a specialised field of social work that confronts social and human challenges based on a developmental perspective and approach. Various interventions can be applied in order to address client systems. Keeping the above in mind, Van Breda (2009:296) acknowledged four types of interventions that are confirmed to be most common and applicable in social work practice, including OSW.

3.6.1   Organisational interventions

Organisational interventions focus on the organisation or the workplace itself, thus defining the organisation as a client. In organisational interventions, the work place structures, management staff, communication channels and organisational cultures are considered. Policies and procedures as well as people management practices also incorporated (Van Breda, 2009:296).

Organisational interventions can also be observed to be organisational consultations. With that said, work-focused based assessments are completed with the employing organisation in order to identify certain needs in the client systems. Furthermore, the assessments analyse connections (reciprocal or not) and the impact it would have within the work environment. Occupational social workers are expected to establish scientifically-based or workable recommendations with the intention of establishing better work-life conditions.

Occupational social workers fulfil duties pertaining to organisational policy development, evaluation, work process design and promoting or even changing the workplace culture. This might result in the enhancement of human rights practices and social justice (Williams, 2016:135). Dugmore (2013:38) also echoed similar opinions by explaining that occupational social workers should fulfil the roles of an organisational development consultant, policy maker, system analysts and researcher. In organisational interventions, occupational social workers are located in the developmental social welfare sector, attending to macro changes that are aimed at re-arranging structures, systems and policies are no longer conducive to human development.

Based on the above, the researcher understands why this intervention is considered in OSW and what beneficial factors could derive from it. Further to this, it is understood to be quite an important component of engaging with the employer organisations. The researcher is of the opinion that occupational social workers do not work in isolation, but are part of a multidisciplinary team that is working together to achieve the same goals and objectives in addressing organisational needs. The researcher is of the thought that occupational social workers would then have to be mindful of other role players and also intervene within the scope of OSW practice. The researcher also believes that in some instances, occupational social workers may be requested to go beyond their scope of practice, as a result of the employer not being aware of the scope of practice. An Organisational intervention is a "high level thinking" practice and occupational social workers need to be able to engage on that level in order to bring out maximum results from the interventions. Nonetheless, the researcher is also of the opinion that is it a powerful service delivery model and contributes to the comprehensiveness of services in OSW.

3.6.2   *Work-person interventions*

Social workers are required to assemble profiles based on community work principles and ideologies, and these are determined by the organisational needs of the person-in-work. Additionally, they are required to monitor the relationship between the job contexts of employees (Williams, 2016:136). Dugmore (2013:38) explains that work-person interventions focus on what transpires with people, the structures in the workplace and the boundaries between the two. In this instance, occupational social workers would adapt to various roles such as a mediator, arbitrator or facilitator and so forth. The purpose of the intervention would be to address work-related needs or problems experienced by employees. Based on the outcome of the interventions, occupational social workers would then be able to determine the priorities and consider further personalised interventions going

forward. Reports that highlight the outcomes and the impact of the interventions would be expected to aid in determining best suited interventions.

Based on the above, it is the researcher's view that work-person interventions would focus on the individual employee in the work environment. In light of this, an occupational social worker would have to gain insight in the different processes, systems and reporting lines of the organisation in order to understand the work-person in the workplace and thus be able to intervene appropriately. Occupational social workers would mediate, facilitate and arbitrate interactions related to work-person interventions.

3.6.3 Promotive interventions

Van Breda (2009:293) states that promotive interventions are focused on promoting and enhancing the social activities and the welfare of clients. Promotive interventions include proactive, needs-based interventions that cater for the community, employees and their families. Such interventions comprise of well-being topics such as anger management, colleague sensitivity, dependency as well as self-management. This particular intervention not only targets employees but also targets every other individual, on a micro, macro and meso level. Dugmore (2013:37) states that the main emphasis of promotive interventions is to prevent, educate and develop employees on their non-work related needs and challenges. Occupational social workers would take on the roles of being an educator, trainer, facilitator and co-ordinator.

The researcher strongly believes that most employer organisations have taken huge strides in accommodating promotive interventions. It was recently reported that they solidly focused on the therapeutic aspect of individual clients. Education sessions, training and workshops are being facilitated more and more in the workplace. Promotive interventions are observed to be initiated on a meso practice level due to interventions that would address specific topics that are directed at particular groups of employees and would influenced by policies and even organisational change/ development.

3.6.4 Restorative interventions

Van Breda (2007:4) suggests that restorative interventions are applied on a micro, macro or meso level and such interventions address personal, non-work problems of employees and their families. Although individual therapy is practiced, social workers are encouraged to work with client problems on a macro level as much as possible and neither one should be

neglected. Dugmore (2013:37) explains that restorative interventions are aimed at restoring employees' problem solving skills as well as coping skills and capacities. A result of restorative interventions would be empowered employees who are able to resolve deal better with personal challenges.

The researcher notes that restorative interventions are an advantage in the workplace as they incorporate family members. Family members receive assistance as they are believed to directly and indirectly influence employees in the workplace and thus also need to be included in restorative interventions. Restorative interventions in the workplace include other services such as legal, financial and health advice/assistance that may attend to employee challenges and in hindsight, the employer. An occupational social worker may not be trained and educated on providing specialised services outside the scope of OSW practice. They may however be resourceful and provide information and resources to employees.

The practice/ service delivery models discussed reflect on foundations of social work practice, but are than applied in the occupational setting. The researcher is of the opinion that the OSW interventions explored, are unique strategies in the workplace and the researcher realises the relevancy and importance of each of the interventions. Further to this, they complement the occupational setting and accommodate the clients systems. As the study aims to identify similar and differentiating features of OSW and EAPs, the researcher suggests that this may be a unique difference. As EAPs were discussed in Chapter 2, the practice and service delivery models that were explored did not have a similar resemblance to those of OSW.

3.7   CLIENTS SYSTEMS - MICRO, MACRO AND MESO LEVELS OF OCCUPATIONAL SOCIAL WORK.

As we recently discussed the different interventions that are applied in the workplace, these interventions are targeted at various client systems. Kruger and Van Breda (2001:948-951) state that the three client systems namely the employees as a person, the person as an employee and the organisation as a client. These mentioned client systems will be discussed further below. However, the client system will be explained through micro, meso and macro practice.

3.7.1   Micro practice

Austin, Anthony, Tolleson Knee & Mathias (2016:273) explain micro social work practice as a process of working with individuals, groups/families in a solution focused and eclectic process that reflects an understanding of social diversity and the elevation of economic and social justice. Practicing on a micro level suggests that the immediate environment of the client needs to be considered. This is further supported by Maribe (2007:21) who stated that the focus is mostly on individuals, couples and families. Challenges that are commonly identified on a micro level are chemical dependency, domestic violence, marital challenges and HIV/AIDS and occupational social workers could tackle this through assessments and crisis intervention. Occupational social workers need to be well-informed on how to go about assisting employees, through direct interactions. Austin *et al.* (2016:274) state that signature skills for micro practice can be observed through interviewing, interpersonal skills, critical-thinking skills as well as problem-solving skills.

The researcher suggests that micro practice does address individual challenges such as drug and substance abuse, domestic violence, marital challenges as well as health related issues. Such challenges would be experienced by individual or family members. Through micro practice, one is able to pinpoint the client system that occupational social workers; being employees and family members .Further to this, it is acknowledged that work related matters are also addressed through the micro form of practice and include conflict with management or peers, work stress, substances, work overload and so forth. Micro practice should be present and remain incorporated in OSW services.

3.7.2   Macro practice

On a macro practicing level, the organisation as a whole is considered to be the client. Occupational social workers should pay attention to the employer organisation (as a client), assess and analyse the organisation as a whole. If there is any intervention that is required, a procedure as well as a policy change tends to be the result. This is supported by Austin *et al.* (2016:274) who explain that macro practice has progressed over the years to include spheres of community, management and policy practice. Macro practice interventions are noted to improve organisational functioning, service delivery and also guide in developing new services. It is cited by Dugmore (2013:26) that occupational social workers should be more considerate of macro factors such as political, economic and social changes as well as

global events and how these could possibly influence employer organisations. Anon ([sa]:6) suggests that the professional roles that social workers take on are those of a planner, policy analyst, program co-ordinator, community organiser, manager and administrator.

The researcher is of the opinion that macro practice can be complicated. However, it is not done in isolation, but through the assistance of other role-players in the employer organisation in order to achieve optimal success. It is important that occupation social workers do practice on a macro level, as the researcher suggests that it compliments micro practice, not only focuses on individuals, but also expresses the presence of the employer organisation and other relevant stakeholders such as labour unions. Yet again in macro practice, we are able to identify the client system being addressed- the employer organisation

3.7.3   Meso practice

At a meso level of practice, the social worker focuses on a particular group of employees, where specific challenges and needs are identified and addressed (Maribe, 2007:22). According to Anon (2018:9), meso practice tends to create changes in task groups, teams and organisations. In essence, the locus of change is within organisations and formal groups. Meso practice also pays attention to groups or organisational structures, goals and functions. Change within an organisation requires an understanding of the group dynamics and skills in facilitating decisions. It is the opinion of the researcher that meso practice incorporates both micro and macro practice. In an attempt to explain meso practice, an example would be employees that are close to retirement. In this instance, workshops can be arranged to provide guidance and clarity on the retirement process. Further to this, policies could be incorporated and reviewed based on the topic being addressed in the groups or organisations.

The researcher takes note of the specifications of this practice. It targets a particular need or challenge and an intervention is arranged to attend to the raised matter. Such an application or intervention would not be suited for macro nor micro practice. The researcher emphasises that occupational social workers need to be able to recognise the different worldviews/perspectives of the groups and the employer organisation and should be able to utilise their skillsets from both macro and micro practice in order to fulfil their services in practicing on meso level.

3.8   SCOPE OF PRACTICE: GENERAL ETHICAL STANDARDS FOR SOCIAL WORK

The general ethical standards for social work are sourced from the policy guidelines for the course of conduct, code of ethics and the rules for social workers. This is a document compiled by the South African Council for Social Service Professions (SACSSP). The document acts as a guideline and contains the code of conduct for social workers. Similar to the standards document from EAPA-SA, it describes, in detail, the set standards for social work practice. The document does confirm the scope of social work practice and is not specific nor is it based on a particular specialisation in social work. It sets the general ground rules for all practitioners in social work.

The standards expected in social work will be brought forward with the intention to understand the criteria and what is expected in social work and the permitted scope of practice. The South African Council for Social service Professions (2018) expresses the standards and are divided into 5 segments and are as follows:

- "Social workers' ethical responsibilities towards client systems"

- "Social workers' ethical responsibilities towards colleagues and other social workers"

- "Social workers' ethical responsibilities towards the profession"

- "Social workers' ethical responsibilities in practice settings"

- "Social workers' ethical responsibilities to the broader society"

3.8.1   *Social workers'* ethical responsibility towards client systems

Ethical responsibility towards client systems is also strongly emphasised in social work practice. Occupational social workers need to have a strong hold on the different client systems that they attend to also be ethically precise and to avoid discrepancies amongst their client systems. Confidentiality is strongly emphasised with regard to ethical responsibility and legislation.

3.8.1.1   Gifts and incentives

Social workers are encouraged to not receive services, goods or other non-monetary rewards from clients in return for social work services. Such arrangements could create potential for conflict and misrepresentations towards social workers as well as the social worker-client relationship. Social workers are informed to disclose to management of any

gifts and incentives given to them by clients and also place it on record (The South African Council for Social service Professions, 2018:26).

3.8.1.2 Terminating the social worker-client relationships

Social workers should not abandon any of their clients. In the phase of terminating, the social worker should be certain and reasonably clear that the client no longer needs services (The South African Council for Social service Professions, 2018:27).

The researcher is of the opinion that clients should not be abandoned and termination should be carried out systematically ensuring that the client's matters have been resolved. Ethically speaking, should the social worker be of the knowledge that the client still needs further guidance beyond the services that the social worker is able to provide, the client needs to be referred to other professionals that would be relevant, based on the client's needs.

3.8.1.3 Confidentiality

- Confidentiality should be considered in the framework of the right to privacy (according to legislation) and should be held in the highest regard.

- Social workers are required to transmit or dispose of clients' records in a way that safeguards the client's confidentiality and remain consistent with state statutes governing records.

- Social workers should safe guard the client systems' privacy in the event that the social work practice is terminated, incapacitated or death.

The above points out the important aspects of confidentiality that social workers should be conscious of whilst working with the different client systems. These aspects are further discussed in more detail.

- Guidelines relating to the divulgence of confidential information

Social workers should inform clients and other involved parties of the nature of confidentiality and the limitations of the client's right to confidentiality. Social workers need to educate clients about circumstances whereby confidential information may be legally required. (The South African Council for Social service Professions, 2018:16).

The researcher expresses the opinion that an informed consent form must be signed by the client, formally agreeing that they understand the service being provided by the occupational social worker and the terms and conditions of divulging confidential information.

- Circumstances under which confidential information could be divulged

Social workers could divulge confidential information authorised by subpoenas that are issued by the court of law to social workers to disclose confidential information. Subpoenas are a dominant force when it comes to divulging of information. Social workers should also inform the client of the information that would be disclosed and should further advise the client to obtain a high court application when challenging the subpoena, where legally advisable to do so (The South African Council for Social service Professions, 2018:17).

- Access to records/information

Social workers should provide clients with reasonable access to records concerning only the client. Social workers who are concerned that clients' access to their records could cause a serious misunderstanding or harm should provide assistance through interpreting the records and also consult further with the client regarding the records (The South African Council for Social service Professions, 2018:20).

- Confidentiality in practice settings

"Social workers must ensure to handle the affairs of the client (in their offices or private practices) in such a manner that the privacy of their clients is further optimised. They would be deemed guilty or unprofessional should information be lost or overheard in an office environment by other persons who are not involved with the particular client" (The South African Council for Social service Professions, 2018:21).

Through the information provided by the SACSSP, it's important that social workers are very aware of the expectations pertaining to confidentiality such as informed consent, exceptions for when information has to be divulged as well as access to records.

In the practice setting, occupational social workers are expected to provide a safe and private space for their clients and this would include a record for each of their clients.

3.8.1.4   Dealing with client's money

A social worker should not be permitted to administer a client's money in an irresponsible manner. Money should be thoroughly managed and records should be maintained, recording all transitions (The South African Council for Social service Professions, 2018:26).

3.8.1.5   Professional relationships

- Communication with client systems

Social workers should make efforts to answer the client's queries and to correct any misunderstandings or misconceptions regarding interventions or services. Oral or written information using a language that is reasonable for the client to understand should also be made available (The South African Council for Social service Professions, 2018:22).

The researcher is of the idea that the social worker should establish an open and comfortable relationship with the client, to overcome the possibility of misunderstanding one another. The client needs to be able to take full advantage of the services and this cannot be fulfilled if the client is apprehensive of the services.

- Client self-determination

Client systems should be respected by social workers, as this would aid in deciding whether or not the client would cooperate and engage with the social worker, even in the case of statutory order. Implications of refusing should be explained to those concerned clients (The South African Council for Social service Professions, 2018:22).

Legally so, the client does have the right to decline or accept the services and this should also be communicated with the client.

- Inappropriate relationships

Like any other profession, inappropriate relationships are not tolerated in the social work profession. Next, some detail to the various relationships that are considered as unethical are listed:

Sexual relationships

Sexual contact between social workers and clients is not tolerated and is considered to be a complete betrayal of the client's beliefs and would be observed to an unfair exploitation of the client's transference of feelings. Further to this, in regards to contact after termination of services, social workers should not engage in sexual intimacies with former clients, seeing as they tend to be more harmful (The South African Council for Social service Professions, 2018:23). In addition, social workers should (by all means) refrain from sexually harassing clients. This should include sexual advances, sexual solicitation and requests for sexual favours and any other verbal or physical conduct of a sexual nature.

Dual relationships

- Social workers should avoid being involved in relationships that conflict with the social work relationships.

Exploitative relationship

- Social workers should not be involved in exploitation of any form which includes coercion, manipulation, extortion of persons over whom they have authority such as learners, employees, research participants and clients (The South African Council for Social service Professions, 2018:25).

The researcher concurs with the above as it is of great importance that clients should be well-informed about the profession, to avoid negative perceptions. Without proper communication, one can only expect misconceptions and misunderstandings from the clients. Social workers need to be very conscious of their client systems and always treat them with thorough care, whilst maintaining professionalism. Inappropriate relationships that include a sexual, dual and exploitive nature should be avoided at all times as these certainly harm the social work profession, thus defeating the purpose of existence.

3.8.1.6 Advertising and public statements

Social workers are not permitted to advertise their services. Advertising services in an unprofessional manner would be considered as unprofessional conduct and such advertisements should be sanctioned. Further to that, no advertisement may undermine any other services and professions, knowledge, skills or efficiency of the advertising social

worker and those of other colleagues (The South African Council for Social service Professions, 2018:27).

The researcher suggests that the above needs to be strongly considered in order to avoid compromising the dignity of the profession. It certainly would be very unprofessional, at any point, to undermine the dignity of other professions.

3.8.1.7   Third party requests for services

At the onset of the services, clarity needs to be provided to attain and maintain the nature of the relationship with each client. The social worker needs to provide further information regarding their role as social workers, the probable use of the services and also inform them in detail about confidentiality (The South African Council for Social service Professions, 2018:25).

3.8.2   Social workers' ethical responsibilities towards colleagues and other social workers

3.8.2.1   Respect

Colleagues should be treated with respect. It is further encouraged that social workers need to exhibit loyalty towards other colleagues, avoid unnecessary negative criticism of their colleagues and speak of this with clients or with other social workers (The South African Council for Social service Professions, 2018:32).

The researcher believes that the above is a grounding rule that paves the way forward for further interactions amongst other social workers.

3.8.2.2   Supersession

A social worker should not accept clients from colleagues unless a colleague is not available and the required services cannot be provided by the referring social worker. The receiving social worker needs to be in consent of the arrangement. Additionally, the social worker services would have to be terminated by the client without encouragement or persuasion from the social worker. The client needs to be informed about the arrangements to avoid complications which will only lead to unprofessionalism (The South African Council for Social service Professions, 2018:36).

3.8.2.3 Consultation

Social workers should seek the guidance and counsel of colleagues whenever such consultation is in the best interest of the client as well as keep themselves informed about their colleagues' areas of expertise and competencies (The South African Council for Social service Professions, 2018:34).

The research suggests that the SACSSP can support social workers in obtaining the guidance that is required to provide their services. This can be achieved by providing training sessions and workshops on the countless of challenges that social workers encounter on a daily basis, acting in the profession.

3.8.2.4 Referral of services

In regards to referral services such as financial advice, legal and health related matters, referrals and consultations should be done appropriately and responsibly. Clients who are referred to other social workers should take the fitting steps to facilitate a prearranged professional transfer of responsibility (The South African Council for Social service Professions, 2018:35).

The researcher is of the thought that the referral of services may turn to be risky and complicated but with the right guidance, from other experienced social workers; the referral of services could be successfully completed. Confidentiality should also be maintained within this process, as more parties would get involved in attempts to address challenging matters.

3.8.2.5 Interdisciplinary collaboration

Social workers who are part of an interdisciplinary team should participate efficiently in an effort to contribute towards decisions that may affect the well-being of clients. This can be achieved by drawing on their perspectives, values and experiences of other members of the team.

Working in multidisciplinary teams is a good platform for social workers to express and experience the relevancy of the social work profession. The researcher is of the opinion that clients should be catered for in a delicate and comprehensive manner, by also involving other professionals, such as occupational nurses, psychologists, physiotherapists and so

forth. It is understood that this could strongly assist in addressing client needs holistically and not only focusing on psychosocial challenges. The researcher strongly believes that social workers should be able to actively participate towards addressing the well-being of clients through the assistance of other disciplines and professionals and not in isolation.

3.8.2.6   Confidentiality

Social workers should respect confidential information shared by colleagues and "ensure that their colleagues understand a social worker's obligation to respect confidentiality and any relevant exceptions to this". The researcher believes that confidentiality still remains a high priority in all realms of social work practice and should be maintained among social workers, as colleagues. Written informed consent also remains to be a highlight in this (The South African Council for Social service Professions, 2018:33).

3.8.2.7   Criticism and disputes involving colleagues

"Social workers should not exploit clients in disputes with colleagues or engage clients in any inappropriate discussion of conflicts between social workers and their colleagues" (The South African Council for Social service Professions, 2018:34). Social workers should rather protect and defend colleagues against unfair discrimination and shouldn't take advantage of disputes between a colleague and a client to obtain a position or otherwise advance his/her own interests (The South African Council for Social service Professions, 2018:34).

3.8.3   Social workers ethical responsibilities towards the profession

3.8.3.1   Education, training and development

In the event that social workers function as educators or field instructors, they can only provide knowledge pertaining on the most recent and trending information and facts accessible within the field. Reasonable steps should be taken to ensure that clients are routinely informed (The South African Council for Social service Professions, 2018:12).

Educating, training and development are recognised as very significant aspects of social work, particularly when social workers have the role of being educators. Lombard, Pruis, Grobbelaar & Mhlanga (2010:107) explain that social workers have ethical obligations towards employees, employers, regulatory and professional bodies and other parties. Ethical practice does require consistent and on-going commitment from all parties concerned in order to develop their knowledge, skills as well as ethical attitudes.

Social workers need to ensure that they don't educate information that is not related to social work. In the event that they challenge other professions such as medical professions, the applicable referral needs to be made to nearby community resources, such as clinics and hospitals. With regard to the information that they will be educating, social workers need to ensure that it is related to social work and must thus not be deceitful, but rather current and accurate.

3.8.3.2 Dishonesty

It is suggested that social workers should not be found guilty of partaking in any deceitful practices in the course of social work duties. In relation to that, the distribution of money received from any persons for social work services should be avoided. The exception would be that the funds should be received from a partner and the distribution of the money is reasonably commensurate with such person's contribution to the services rendered (The South African Council for Social service Professions, 2018:9).

It is the researcher's thoughts that social workers should, by all means, avoid deceitful and fraudulent situations as this would promote a negative perception of the social work profession. Observing dishonesty on the grounds of ethical responsibility towards the profession, it is clear that it would also cause reputational damage to the profession as a whole.

3.8.3.3 Competency

Social workers should continue to conserve their skills and knowledge in the area of service delivery. This can be achieved by revising on social work education, development and consultation as well as adhering to the existing standards of scientific or social work knowledge. It is further noted that social workers should engage in appropriate studies, consultations and training prior to using new intervention methods or approaches. In essence, occupational social workers should familiarize themselves with new interventions prior to formal engagements to maintain the value of competency in the profession.   Social workers should take responsible steps in ensuring proficiency in their work and should also protect clients from harm (The South African Council for Social service Professions, 2018:12).

From the above, it is clear that the SACSSP takes competency seriously and that social workers should continue to update their knowledge and skills, also by engaging in continuous professional development. Workshops and training should be provided on a

continuous basis to empower social workers in the current trends of social services in the communities.

3.8.3.4 Negligence

In essence, a social worker's behaviour must not be detrimental to the position of the social worker or even the profession. It is expected that social work duties should be practiced in a manner that conforms to the accepted principles of practice within the profession and should, by all means, avoid negligence.

The researcher acknowledges that negligence could certainly damage the profession's reputation and impose a negative connotation to it, which is why the training of social workers should also incorporate any skills that would assist occupational social workers to work in means and ways that would avoid negligence of any form.

3.8.3.5 Incompetence of colleagues

Social workers who are aware of another social worker's incompetence should address and assist the other colleague when feasible as well as assist colleagues to take remedial action. In the event that a colleague is incompetent, direct steps can and should be taken to address the incompetency. Action should be taken through the applicable networks made available by regulatory bodies, employers and other social work associations or specialists (The South African Council for Social service Professions, 2018:13).

The research is in agreement with the above, i.e. that incompetency should be addressed and should not be tolerated by the council and social workers. The researcher suggests that the council could also assist with this by providing social workers with channels and access points to report unethical matters. Once reported, the council should also then act upon the information given.

3.8.3.6 Compliance with legislation, policies and procedures

Social workers are advised to comply with legislature, policies and processes that are social work related. It is further explained that social workers should be aware of the procedures relating to ethical behaviour, including policies and procedures developed by SACSSP. Social workers should support and guide colleagues who have been unfairly charged with unethical conduct (The South African Council for Social service Professions, 2018:14).

The researcher acknowledges that occupational social workers should act in accordance with the legislation, policies and procedures at any given time in providing their services. It is clear that the legislation is seen to be an important aspect of social work and should be applied continuously throughout practice.

In summary, the social worker's ethical responsibilities towards the profession include integrity, negligence, dishonesty, evaluation and research, education, training and development, competency, incompetence of colleagues, compliance with legislation, policies and procedures and the display of registration certificates. These all seem to be vital concepts in ensuring that occupational social workers have acted responsibly towards the profession, thus displaying a truthful and accurate perspective of occupational social work in the occupational setting.

3.8.3.7 Evaluation and research

Social workers should be able to research, evaluate and monitor policies. With that said, this would also include the implementation of programmes as well as interventions. Promoting and facilitating evaluation and research are expected of social workers in order to contribute to the development of knowledge. Nonetheless, they should not create or even conduct evaluations or research without permitted procedures. Research and evaluations may require particular arrangements of surveillance and documented research; unless a rigorous and responsible review of the research has found it to be justified due to scientific, educational, or applied value potential. Evaluation and research should be reported accurately and should by all means avoid fabricating or even falsifying results and alternative steps should be taken to correct any errors later found in the published data using standard publication methods (The South African Council for Social service Professions, 2018:10).

Based on the above facts, the researcher is of the opinion that monitoring and evaluation should be completed thoroughly and should reflect accurate information. Occupational social workers should be able to conduct evaluation and research. Evaluation and research could be observed as an organisational intervention component of occupational social work. Accurate statistics or outcomes of research would assist stakeholders in an employer organisation in making precise decisions with regard to the organisation as a whole, whereas evaluation would be implemented to determine the effectiveness of OSW services. It is for this purpose that evaluation and research should be exercised on a continuous basis as they are deemed to be important in motivating the presence of OSW services.

3.8.3.8   Integrity of the profession

The South African Council for Social service Professions (2018:8) suggests that social work aims to maintain and promote high-leveled standards within the profession. Social workers should be able to sustain and advance the morals, ethics, knowledge and the mission of the social work profession. Professionals in the social work field should enhance, improve and protect truthfulness of the profession through appropriate study, research, and proactive discussions. With that said, social workers are required to share their knowledge related to the ethics, research and practice with colleagues within the profession. Social workers should also be pro-active to prevent any unauthorised or unqualified practice of social work.

The researcher understands that occupational social workers should have respect and act accordingly to not compromise the integrity of the profession. It is also emphasised that social workers should be in the capacity of contributing to the practice, research and ethical matters that may arise. However, this entails that social workers should be receiving sufficient training in report writing, researching and adhering to the ethical boundaries.

3.8.4   Social workers' ethical responsibilities in practice settings

3.8.4.1   Labour-management disputes

In some cases, social workers may be involved in organised activities and these may include participation in labour unions, with the intention of improving services to clients and working conditions. However, they need to also abide to the provisions of the Labour Relations Act. In the event that social workers are involved in labour strikes or labour-management disputes, they should be guided by the profession's ethical standards and values. Prior to deciding on the course of action, clients should be considered as well as the impact of such actions (The South African Council for Social service Professions, 2018:40).

The researcher suggests that social workers need to be skilled and experienced enough to engage with labour management disputes. The researcher's opinion is that, as much as other professionals do get involved in employee related matters, social workers should also be representative of the employee's psychosocial reputation, thus only engaging in matters that are within the social work scope.

3.8.4.2   Commitment to employers

According to the South African Council for Social service Professions (2018:9), social workers should obey the policies and procedures established by employers and thus should maintain adherence with the employer's policies and procedures, whilst considering the efficiency and effectiveness of their services.

3.8.4.3   Supervision/management and consultation

Social workers who have the capacity of providing supervision or consultation are encouraged to be accountable in setting appropriate and culturally sensitive limitations. "Social workers who provide supervision or consultation should have the relevant knowledge and skills to supervise or consult appropriately" (The South African Council for Social service Professions, 2018:37). Supervision and consultations should be aligned within their areas of knowledge and competence

The researcher is of the opinion that supervision is necessary to achieve the desired goals of fulfilling their duties and responsibilities and how to best assist clients. It is also understood that social workers who provide supervision and /or consultation should be competent and confident enough to do so, as they would be providing information to other social workers and thoroughly guiding them on attending to difficulties with their clients.

3.8.4.4   Advocacy for sufficient resources

Advocacy within and outside agencies is promoted in social work in order to maintain adequate resources to meet clients' needs. Reasonable steps should be taken to ensure that adequate agencies or organisational resources are accessible in order to provide appropriate staff supervision (The South African Council for Social service Professions, 2018:39).The researcher is of the opinion that establishing and maintaining relationships plays an integral role in retaining resources.

3.8.4.5   Billing

Billing practices should accurately reflect the nature and extent of services provided by social workers. Further to this, the documents used in billing should reflect the information of the social workers, limited details and time span of the services (The South African Council for Social service Professions, 2018:39). From this, the researcher notes that billing practices should be done accurately and should be treated in a confidential manner.

3.8.4.6   Performance evaluation

Evaluating the performance of others should be done in a responsible, fair and considerate manner, based on clear criteria (The South African Council for Social service Professions, 2018:38).

The researcher is of the idea that the purpose of performance evaluation is not destruction but rather to aid and guide how others may be performing and to determine reasons that hinder positive performance, thus working towards achieving productivity.

3.8.4.7 Client records

Social workers should take responsibility in ensuring accuracy in records and therefore reflect the services that are provided. Documentation that is sufficient and timely is required to facilitate the delivery of services. This to ensure that there is a continuity of services provided to clients in the future (The South African Council for Social service Professions, 2018:38).

Social workers are encouraged to store records once services have been terminated. Nonetheless, they should be accessible for possible future use (when required). Records should be stored and maintained for a number of years required by state statutes and relevant contracts.

3.8.5   Social workers' ethical responsibilities to the broader society

3.8.5.1   Public emergencies

"Social workers should provide appropriate professional services in public emergencies to the greatest extent possible" (The South African Council for Social service Professions, 2018:42). The research however does stand firm in stating that social workers should then be cautious of the extent to which they would avail their services towards a client, also keeping in mind the duration of services offered.

3.8.5.2   Social and political action

Vulnerable, disadvantaged, discriminated and exploited people should be represented to extend choice and opportunity for all people. Social workers promote conditions that encourage respect for the cultural and social diversity within the Republic of South Africa

and also on a global scale. Social workers should endorse policies and practices that demonstrate admiration for these differences as well as policies that safeguard rights and confirm to equality amongst all (The South African Council for Social service Professions, 2018:42).

Based on all the above, the researcher brings forward the thought that social workers should then not discriminate based on race, ethnicity, religion, mental disability, socio-economic status, language, sexual orientation and so forth. This is supported by the understanding that social workers play a massive role in society, therefore they and need to be open and available to all members within society.

3.8.5.3   Social development

Social workers are required to promote the general development of society, from local to global levels. Further to this, they need to empower their environments as well as their communities. Social workers should therefore promote decent and healthy living conditions that are regarded as conducive in fulfilling basic human essentials and also promote social, economic, political and cultural values.

Social work plays a huge role in society and participating in empowering the community does come with responsibilities. This doesn't expel the knowledge that social workers are already contributing to the community by assisting one client at a time, but rather enhances the extent that social workers could go in aiding their communities (The South African Council for Social service Professions, 2018:42).

As it was clearly demonstrated, the scope of practice is considered very strongly by the SACSSP and it has been encouraged that all social workers, including occupational social workers, should be conscious of the ethical standards in social work practice. As recently discussed in the Chapter 2, EAPA-SA provided a document that strongly emphasises EAP standards of practice. Likewise, the general ethics standards discussed in detail above also guides occupational social workers.

3.9   CONCLUSION

This chapter gave knowledge to the various aspects of occupational social work. The chapter covered in detail the history, functions requirements for practice, practice. It also took route in identifying and discussing the client systems in social work as well as the

standards that the profession operates on. In comparing occupational social work and employee assistance programmes, the most current information pertaining to occupational social work was used to maintain the reality of theory within the social work field. The chapter exposed numerous avenues of OSW that would contribute in comparing OSW and EAPs. The details and discussions brought forward various elements of OSW that does inform of the differences, and yet other elements proved to be quite similar to EAPs. The identified differences and similarities will be identified and discussed in the following chapter.

CHAPTER FOUR: CRITICAL DISCUSSION OF SIMILARITIES AND DIFFERENCES BETWEEN EAP AND OCCUPATIONAL SOCIAL WORK

4.1   INTRODUCTION

In the previous chapters, the literature and theory were explored to get an inclusive background and understanding of the fields of Occupational Social Work (OSW) and Employee Assistance Programmes (EAPs). It was very important that the mentioned fields were critically conversed, as it would support the discussion that transpires in this chapter. The focus of this part of the study was to highlight and critically discuss the important features of OSW and EAP, the functions, the service delivery and practice models, scope of practice, client systems as well as the requirements for practice.

4.2   FUNCTIONS/CORE TECHNOLOGIES OF OSW EAPs

4.2.1   *Marketing*

Employee Assistance Programmes

Kubheka (2015:44) explained marketing as providing goods and services for customer demand. Govender (2009:69) stated that marketing increases visibility and also promotes EAP services and through these programmes, utilisation would increase, making EAPs a success. As marketing is a core technology/ function, Kubheka (2015:44) suggested that crucial consideration should be given to the uniqueness of the workplace and that marketing of the EAP should be effective in the respective workplace. A marketing plan is a management lead process and capital needs to be available to market services. Rajin (2012:26) explains that, if employees and employers are not aware of the benefits of EAPs, they would not be able to take advantage of what is made available to them. It is therefore a reasonable step to promote EAPs in such a way that it would be incorporated into employees daily routines and responsibilities to ensure that EAP exposure is at its maximum capacity. Promoting the benefits of EAPs could be achieved through the employer's newsletters, memos, posters, emails and presentations, throughout the workplace.

The researcher acknowledges that EAPs need to be promoted in the most efficient and effective manner. Further to this, the marketing of the EAP should not, in any way, be misleading as this would have a negative impact on the services available to employees. The researcher is of the opinion that every company that has an EAP should continuously

promote and market the services, to also attempt to promote the value of the EAP in the organisation. Employees in the work organisation need to feel comfortable when making use of the service and the way in the services are markets can influence an employee's decision to accept or decline, which is why it is vital the EAP needs to be marketed in a positive manner.

Occupational Social Work

Marketing of OSW seems to take another route. The South African Council for Social Services Profession (2018:8) suggested that services should be made accessible to clients/employees. Information about the services to both the clients and communities should be openly provided and transparent whilst maintaining high standards and professionalism. The Government Gazette (2010:4) also states that culture in the workplace should be promoted to enhance human rights practice, social justice and productivity, but doesn't actually mark the ground of marketing occupational social work services.

The researcher is of the opinion that marketing doesn't seem to have a strong presence in OSW. More than anything, occupational social workers are encouraged to promote the culture in the workplace to enhance factors such as productivity, human rights and family wellness, but not their specialization. The researcher is of the opinion that the South African Council for Social Service Profession does not upkeep marketing of occupational social work. Du Plessis (1994:222) brought forward the notion that occupational social workers would need to promote social work practice in the workplace in order to be recognised in the workplace.

To summarize the above, similar factors between OSW and EAP is that marketing is a considered a function. However, marketing in EAP emphasises the need to promote the EAP services and marketing in OSW is done in a way to promote social justice, human rights and productivity and well-being in the workplace. This does generate a difference in the two fields.

4.2.2 Consultation and training

Employee Assistance Programmes

In EAP, consultation and training are suggested to be directed at leadership within the employer organisation. Consulting with organisational leadership opens up the opportunity to train and further educate on EAPs. Herlihy (2002:13) explains that consultations are

combined with training to support organisational leadership include managers, supervisors and unions seeking to manage troubled employees. Gould and Smith(1988:36) also strongly emphasises that supervisory training is incorporated into the different EAP programme models and confirms to be part of the range of services in EAP. The training of managers, supervisors is important due to that it presents an understanding of the EAP objectives, the procedures of referring employees and the impact of the programme on the organisation. It is imperative that supervisors are equipped with skills to identify matters pertaining to a decline in performance rather than clinical diagnoses. Confidentiality should also be accentuated when they encourage employees to use EAP services

Consultation with the employer organisation is the first step in the right direction. The researcher's opinion is that training, educating and consulting with management on EAPs could alleviate a lot of pressure from managers who aren't able to manage challenged employees. Managers would be informed on how to assist employees, thus maintaining and stabilising their work performance in the workplace. The core technology or function could also work hand in hand with organisational profiling and the needs assessment process, in the sense that information would be obtained to further understand the employer organisation and guide accordingly.

Occupational Social Work

The Government Gazette (2010:4) brought forward the notion that interventions should be provided to the employer organisation and the community to endorse social responsibility for the employer organisation.

The researcher is of the opinion and view that training and consultation is very important and should be applied throughout the client systems with the intention of addressing psycho-social related challenges, to empower employees, employer organisations and the community on addressing various challenges that might hinder productivity on all platforms.

4.2.3   Consultation with work organisation

Employee Assistance programme

Consulting with the work organisation is understood by the researcher as sustaining relationships with the employer organisation, in attempts to reveal and address trends that

have been identified due to work and personal challenges. The practical aspect of the core technology would be observed through presentations provided to relevant and involved stakeholders. The presentations and training could illustrate trends and concerns that could negatively impact the productivity in the workplace, as a whole. Through strategic interventions, the challenges could be addressed but also initiate recommendations on how the employer organisation can eradicate these challenges and concerns. To place this function into perspective, a current challenge that many employer organisations are battling with is substance use. There may be a variety of reasons for employees using substances and it does turn out to be a costly exercise for the employer organisation in the long run. To address this challenge, consulting with the work organisation would be a starting point. The EAP would identify the causes of employees using substances. In most instances, employees battle with personal challenges and would see alcohol or drugs as an escape route to cope. The EAP would identify and implement specific interventions to reduce the high rate of absenteeism. A commonly used intervention would be psycho educating employees on substance use and even addiction. Employees would be taught coping strategies and other ways of dealing with their challenges in a more effective and conducive manner. Once interventions have been concluded, the EAP would then provide recommendations to the employer organisation on how they can assist their employees in the workplace and encourage a healthy work environment. The EAP can also engage in adjusting and reviewing policies on substance use and abuse. Introducing support services such rehabilitation and alcoholics anonymous services maybe also be one of the many routes the EAP may take in ensuring that employees and the employer organisations are functioning at an optimal level.

Occupational Social Work

Consultations could be based on engaging with the employer organisation together with management and stakeholders to determine individual employee needs, identifying trends and addressing policies in the workplace. (Mogorosi, 2009:344). This is strongly noted by the Government Gazette (2010:4) that also suggested that OSW should assess the needs of various client systems in the workplace and the interconnectedness between those client systems and the actual workplace. Additionally, another stated function of OSW was to assess the boundaries as well the effect the employing organisation may have in the community in which the workforce functions.

The researcher agrees that consultation with the employer organisation is important to determine the actual challenges that are being experienced by both the employer organisation and the employees. This carries great significance, as it would justify one of the many purposes of OSW. It seems that OSW would go beyond just assisting the employer, but would explore other contributing factors as well in effort to understand the system as a whole. In essence, it would place a strong emphasis on the needs of employees, the employer and the community. The researcher further notes that this is very similar to the function that EAPs carry out when it comes to consulting with the employer. OSW and EAPs do consult with the employer and apply relevant interventions that alleviate any malfunction present in the workplace.

4.2.4   Client assessment and support services

Employee Assistance Programme

Client assessment and support services in EAPs are identified as part of clinical services in the EAP standards. Clinical services include critical incident management, crisis intervention, case assessment, referral, short-term interventions as well as case monitoring an evaluation. Govender (2009:65) summarises assessments and referrals by stating that an assessment needs to be conducted to identify the needs of employees/family members or organisational problems.

The researcher is of the opinion that all the mentioned clinical interventions do have a therapeutic element and EAPs practitioners should be able to handle clinical matters appropriately. A preferred and recommended form of treatment is short-term therapy. However, it is further noted that if short-term intervention is not rendered, referrals to an outside resource for long-term intervention is considered. The researcher is of the view that client assessments and support services need to be easily accessed by employees and family members. In many instances, employees and family members request for assistance because they are a crisis and need immediate help. Delays in providing assistance could impact the employee negatively and aggravate the matter. Many of the EAP service providers have taken great strides ensuring that that the needs and demands of their client are met. The large EAP service providers such as ICAS and Careways offer their clients a 24 hour counselling service so that employees are able to get immediate attention at any time. The counselling services do include client assessments and support services.

Occupational Social Work

From the literature discussed in Chapter 2, Client assessments and support services are also part of OSW. This entails attending to employees and immediate household members by applying interventions that would assist in alleviating the personal stressors. Much like EAPs, this function also has the same goal, being that they target mostly employees, their immediate lives and family members and require therapeutic knowledge of attending to challenges.

The researcher is of the opinion that OSW does provide clinical assessments and support services, but strongly lean on the general social work scope, of which is very similar to those present in EAPs. However, the extent to which clinical services are offered may present a difference between OSW and EAPs. This confirms the idea that OSW and EAPs still fulfil the functions of assessing clients and providing support services, buy yet, the platforms and strategies may differ. This does suggest a difference between the two respective fields.

4.2.5   Stakeholder management/networking

Employee Assistance Programmes

Stakeholder management is identified to be both a standard and core technology in EAPs. As a core technology, stakeholder management is intended to establish and maintain relationships with both internal and external role players, whether they are directly or indirectly involved with the EAP services. Keeping in mind the EAPs do provide short-term interventions, they have an option of referring long term clients to affiliate therapist within their network, or other resources (e.g. rehab centres) for further assisting the client. In such instances, the EAP maintains their clinical values and professionalism.

According to the researcher, establishing relationships with stakeholders and maintaining these relationships is vital. EAP practitioners can be surrounded by new knowledge that can be used to positively position the EAP in the employing organisation and could introduce modified models to meet the needs and demands of the employees. The researcher further acknowledges that leadership plays a big role and is very influential in building or damaging relationships, hence why the presence of leadership is seen as important.

Occupational social work

Dugmore (2013:29) explains that it is part of corporate social responsibility to increase the quality of life of internal and external company stakeholders namely individuals, organisations and communities. Further to this, it is pointed out that OSW in corporate social

responsibility is available to assist employer organisations to fulfil commitment to the economic and social well-being of both internal and external stakeholders within an employer company. Mogorosi (2009:344) suggests that occupational social workers should be activists on behalf of clients and enhance the development of relationships with community-based services, as part of networking management. Additionally, The South African Council for Social Services Profession (2018:6]) does highlight the ethical principles of social justice. It is explained that social workers should pursue social change on behalf of vulnerable and disadvantaged individuals, families, groups and community. One of the ways of fulfilling this task would be occupational social workers providing information, services and resources to clients.

The researcher is of the opinion the networking and stakeholder management is the extended services of OSW and EAPs. Occupational social workers and EAP practitioners reach out to community resources for clients/employees to experience holistic support, not only from the workplace but from the wider community, thus acting as activists. The researcher further believes that establishing and maintaining relationships with stakeholders is beneficial and no-one is disadvantaged. The researcher does note and observe the relevance in maintaining partnerships in OSW and EAP practitioners. However, the researcher is curious to know how each of the respective fields maintains their relationships with stakeholders and perhaps that would be a differentiating factor in OSW and EAPs. The researcher further suggests that networking and stakeholder management in EAP and OSW have the same grounding principle, being that they cater to employees, the employer organisations and communities to establish and maintain relationships with parties that may contribute or be influential towards EAP and OSW practices.

4.2.6 Case management

Employee Assistance Programmes

Case management is a function/core technology of EAP and is also acknowledged as one of the standards set for EAP. (Standards Committee of EAPA-SA, 2015:1). In EAP, case management would be carried out through assessment, diagnosing, treating, assisting, as well as aftercare and integration back into the workplace. Case management is a process that needs to be completed thoroughly from beginning to end, ensuring the clients/ employees are assisted appropriately and in the best way possible. This is supported by Govender (2009:59) who suggests that case management assists in eliminating isolation in EAP.

The researcher's thoughts are that case management is a guiding process and encompasses a range of functions that include assessing, short-term intervention, monitoring, follow-ups, reintegration of employees and aftercare services. The researcher suggests that case management ensures that the EAP referral process is effective is an efficient accomplishment. It further showcases the structure and the process in maintaining a case from the beginning right through to reintegrating back into the workplace and providing aftercare services to employees engaged in the programme.

Occupational Social Work

Similar to case management in EAP, case managing in OSW also entails of diagnosing, treating, and re-integrating employees back in the workplace. This is supported by Nagesar (2013:48) who promoted the idea that, in the workplace, there should be structure in guiding clients/employees returning to work. The researcher is of the opinion that occupational social workers should be involved in the case management, guiding referrals accordingly and in an appropriate manner. However, the Government Gazette (2010:4) does not elaborate on case managing of cases in OSW, which then questions the structures that are put in place to guide occupational social workers and ensuring that cases are safe guarded.

Based on the above, it is clear that case managing in both respective fields does perform the same functions, ensuring that a process is in place to assist employees from the beginning right until the end, thus resolving their challenges in an all-inclusive manner.

4.2.7   Monitoring and evaluation

Employee Assistance Programme

Nasegar (2013:49) brings forward the notion that the effects of EAPs in an organisation and individual job performance must be evaluated and that it should be a workplace base service.

The researcher observes evaluation to be the pro-active strategy to determine the success of EAPs and that it should be a continuous process to measure EAP performance. In the evaluation process of EAPs, there needs to be evidence (through quantitative analysis or qualitative data) that indicates reduced work performance or absenteeism. The EAP would then engage to address the challenges, with the anticipation of a positive outcome.

The researcher is in agreement that EAPs serve a sincere purpose in the workplace, but also need to be evaluated to determine its effectiveness. This would further prove its usefulness and relevancy in the employer organisation. The researcher suggests that two forms of evaluation would be most relevant in EAP and these would be direct practice evaluation and programme evaluation. The direct practice evaluation would assess the process and the outcome and this would be compared to the issues that were initially presented. The programme evaluation would then determine the efficiency and effectiveness of the EAP intervention.

Occupational Social Work

It is strongly highlighted by the South African Council for Social Services Profession (2018:9) that evaluation and research are vital in the implementation of programmes. Occupational social workers are required to promote and facilitate evaluation and research to contribute to the development of knowledge within the profession

The researcher is of the opinion that occupational social workers should familiarise themselves with the evaluation and research process as it requires much knowledge and accuracy. Additionally, social workers should also be able to distinguish amongst the different types of evaluation and thus be able to select the most applicable, based on the goals and objectives of evaluation. Monitoring and evaluation is very much the same between OSW and EAPs. They both have the purpose of evaluating effectiveness of psycho-social interventions in the workplace.

EAP service providers seem to have grasped and incorporated the term "return of investment", also referred to as ROI. Life healthcare (2017) informed that merely 10% of employer organisations measure returns of investment on wellness services and from these, it is noted that 80% have observed positive results. Occupational social workers and EAP practitioners that are based in EAP service providers may have exposure to measuring and reporting on ROIs, projecting the success of wellness service in the work environment. The researcher strongly maintains that monitoring and evaluation should continue to maintain a strong presence in wellbeing services and programmes with employer organisations.

Table 4. 1: Summary of Functions in OSW and EAPs, compiled by the researcher

	Occupational Social Work	Employee Assistance Programme
Marketing	• Services should be made accessible to clients/ employees. • Information about the services should be transparent to clients and communities	• Marketing increases visibility and also mainstreams EAP services, • Utilisation would increase- EAPs a functioning success • Management are main drivers of marketing • Promoting EAPs is achieved through the employer's newsletters, memos, posters, emails and presentations
Consultation and Training	• Training and consultation provided to the employer and the community • Endorses corporate social responsibility for the employer	• Opportunity to train and further educate on EAPs. • Training to support organisational leadership may include the managers, supervisors and unions seeking to manage challenges employees
Consultation with work organisation	• Engages the employer, management and stakeholders to determine individual employee needs, trends and policy related circumstances. • To assess the needs of various client systems • Assess the impact of the employer in the community where workforce functions	• Sustains relationships with employer • Addresses trends and concerns that impact the productivity • Employee-based and employer-based interventions
Client assessment and Support Services	• Short-term and crisis intervention methodology applicable and suited in addressing identified challenges • Work-family interventions are included in OSW based on the impact of employment	• Part of clinical services in the EAP standards • Assessments conducted identify the needs of employees/ family members or organisational problems.
Stakeholder Management/ networking	• Employers fulfil commitment to the economic and social well-being of both internal and external stakeholders within an employer company • Occupational social workers are activists on behalf of clients	• Establish and maintain relationships with both internal and external role players
	• Enhance relationships with community-based services	
Case Management	• The diagnosis, treatment, and assistance monitoring and follow ups	• Entails a range of functions that include assessing, short-term intervention, monitoring, follow-ups, reintegration and aftercare services • Showcases the structure and the process in maintaining a case from the beginning right through to reintegrating and aftercare services
Monitoring and Evaluation	• Evaluation and research are vital in implementation of programmes and practice interventions • Promote and facilitate evaluation and research to contribute to the development of knowledge.	• Effects of EAPs in an organisation and individual job performance • Workplace base service. • Pro-active strategy to determine the success of EAPs • should be a continuous to measure out EAP performance

The above table was compiled by the researcher to display a summary of what was discussed in this section of the chapter, to illustrate what has been reviewed on the similarities and differences, based on the functions of OSW and EAPs. The researcher observed that the EAP functions seemed to have more structure than the OSW. Nonetheless, it is observed that they definitely have similar, if not the same functions. If any, the differences may be the mechanisms that are used to carry out the functions. The researcher is of the idea that occupational social workers and employee assistance

practitioners come from different educational backgrounds and they would thus approach the functions quite different, but overall, they aim to carry out the same functions and to achieve identical goals.

As the functions of OSW and EAPs have been consoled, the next step would be discussing the service delivery and practice models to determine how they would go about carrying out the above discussed functions.

4.3   SERVICE DELIVERY AND PRACTICE MODELS

In exploring the service delivery and practice models of both EAPs and OSW, the researcher has identified that there may be possible differences in the approach of delivering services, but this has been proven and the service delivery and practice models of each are discussed next.

Employee Assistance Programme

The in-house model is a common type of EAP model that provides interventions and services in an employer organization. It has been noted by the researcher that large private sector organisations seem to lean more towards the in-house models. Manufacturing companies, for example Ford Motor Company are companies that are large enough to have an in-house service delivery model established. However, in such instances, the EAP would be possibly incorporated as part of a wellness clinic. The wellness clinic would also have other disciplines providing services such as biokineticists, dieticians and medical care. In settings of this nature and because the organisation is large and diverse, the employer would be able to maintain a full service facility. EAP practitioners would thus be employed full time. There needs to be caution when it comes to confidentiality as this could be a threatening factor.

External models in delivering EAP services can be provided either at the facilities of the EAP service provider or facilities provided by the employer. The researcher agrees that the external model seems to be capable of also accommodating large organisations as it would also lower legal liabilities and confidentiality is noted to be achieved with less hassles. If an employer organisation would have acquired an external EAP service provider, the expectation would be that the external professional staff would display professionalism and accountability. Confidentiality seems to be less of a threat for those that engage with the EAP. The researcher also suggests that EAP services that are provided off-site tend to have

an impact on the utilisation rate. However, it would be the responsibility of the external EAP service provider to provide utilisation reports to the employer organisation to showcase statistics of the use of the EAP services, what type of service was used and how many employees utilised the services.

The hybrid model or combination model can be facilitated by EAP practitioners employed by the employer and with this model, the employer would also able to source an external EAP service provider. The EAP staff seem to have the option of altering services based on the needs that have been identified. There is also flexibility with the type of model. Depending on the size of the employer company, hybrid models could be applied in smaller and also large employer organisations.

With the above in mind, the researcher is of the suggestion that EAPs are mainly focused on where the EAP services are delivered and made available to clients, hence strongly highlighting whether services are internally or externally based or even combined. In conclusion, this may be deemed as EAP practice models.

Occupational Social Work

Restorative interventions

Van Breda (2007:4) cited that restorative interventions are problem solving services provided to the employee and close family members, as it focuses on the personal needs of clients at a micro, macro and meso level. Williams (2016:137) further explains that this intervention would be based on a short-term intervention model. Ultimately, restorative interventions are directed at restoring the involved persons'/clients' problem-solving and coping skills. This brings the researcher to then understand that the restorative interventions are out-of-work related interferences that occupational social workers aim to address with their clients/employees. In comparing the restorative intervention of OSW to EAP, EAP addresses this as a standard, as part of the clinical services. The researcher understands that direct services (assessment and short term brief therapy) would be made available to the client, similar to that of the restorative intervention provided by OSW. It is further noted by the researcher that the EAP identifies a challenge as a challenge and doesn't distinguish whether it is challenges within the workplace or a challenge that does not result from the workplace.

Promotive interventions

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As discussed in the previous chapter, promotive interventions are aimed to promote and enhance the social functioning and well-being of clients or employees. It is further explained by Van Breda (2009:293) that interventions of this nature occur mostly on a meso level, thus engaging with communities and established resources. Williams (2016:136) describes theses interventions as needs-based interventions that promote and enhance the social functioning and well-being of employees/clients and that it is applied at a micro, macro and meso level. Promotive interventions in the workplace also address personal social functioning, substance dependency, colleague sensitivity, anger management, self-management and personal financial management to name only a few. The researcher agrees to say that all the mentioned topics that are addressed through promotive intervention do certainly have an impact on the lives of employees and could hinder productivity if not resolved. Comparing to the EAP, the researcher brings forward the knowledge that the EAP provides services such as training and development, however, they are made available to managers and supervisors and don't cover all employees, although promotive interventions do. However, the researcher is of the thought that EAPs address interventions of this nature through short-term interventions as part of clinical services for all employees and EAP management and yet Supervisory training addresses and educates management and supervisors of the employer organisation.

Work-person interventions

Williams (2016:136) explained work-person interventions as the assessment of all the challenges experienced in the workplace and the nurturing of the mutual relationships amongst client systems. Social workers in general have been required to compile work community profiles, with the purpose of determining the person-in-work's social needs and to also monitor the employee-in-work context. In OSW, Van Breda (2009:294) explains that work-person interventions would include training or programmes that assist in building the resilience of employees and families in order to cope with workplace demands. Further to that, these are interventions that pay attention to cultural sensitivity, conflict resolution, team building and also critical incidents that are work based. Van Breda (2009:295) further suggested that work-person intervention occurs in groups and thus addresses specific topics. In EAPs, it seems that interventions that would take place in groups would be critical incidents and training services that cover topics such as anger management, dealing with HIV/AIDS, alcohol and substance abuse that tends to be incorporated within the EAP services.

The researcher is of the opinion that work-person interventions responses to the various challenges that are directly linked and experienced by the different client systems. Further to this, it is understood that person-work interventions aid in enabling the employee and their family members in better understanding the work organisation and to build resilience pertaining to further stressors that could be experienced in the future. Based on the above, it is clear that work-person interventions could be interpreted to be training/workshop programmes offered to all client systems

Organisation interventions

Organisation interventions are also known as workplace interventions and these place much focus on organisation consultations. Work focused assessments are incorporated into these interventions with the intention of determining the needs of all client systems involved. Williams (2016:135) suggested that their current initiatives and the involvement of social workers would consist of active participation and execution of organisational policy development processes, programme evaluation, work process design, promoting workplace culture, social justice and productivity. Van Breda (2007:4) further suggested that workplace intervention focuses on the relationship the organisation maintains with its employees, is aimed at establishing an innovative work environment and maintains the healthy functioning of employees. This may be also extended to family members.

The researcher brings forward the idea that organisation intervention certainly addresses the needs that are identified from the employer organisation as well as other client systems. Once an assessment is completed, social workers take on the role of compiling/reviewing organisation policies, completing programme evaluations as one of the many duties. The focus moves away from the employees and the attention is on the employer organisation itself, including the structures, management culture, procedures and policies. Organisational interventions occur on a macro level, and it is with this that the researcher suggests that interventions also aim to make changes that are observed to be relevant, to positively influence the employer organisation and yet somewhat indirectly affect employees. In the process of comparing organisational intervention to EAPs, this intervention would be most comparable to that of the consultation to the work organisation. In EAPs, it pays attention to the employer organisation, to actively address identified trends and yet in OSW, it also brings forward identified challenges and thus attends to reviewing policies amongst many other duties.

In bridging the service delivery and practice models of OSW and EAPs, they clearly have different systems and mechanisms in delivering services to their client systems. It is clear, based on theory, that EAPs focus on where the services would be stationed and OSW focuses on what interventions would be applicable as part of delivering services. In reversing this, the researcher would be of the idea that OSW services would be stationed internally, externally and even a combination of internal and external. In EAPs, the researcher would also be of the assumption that EAPs would practice the services based on promotive, restorative, work-person and organisational interventions. From this, it can be confirmed that the service delivery and practice models of both OSW and EAPs are not identical to one another as they are noted to be two different aspects, thus highlighting a difference between the respective fields.

4.4 SCOPE OF PRACTICE

Employee Assistance Programme

As discussed in the previous chapters, EAPA-SA published standards are applicable for EAP practice and service delivery. The Standards Committee of EAPA-SA (International EAP Association, 2010:1) states that the documents are "to provide a benchmark for EAP practice and service delivery; promote the establishment of quality programmes; describe EAP's scope of service and operationalize programme standards and guidelines". Ultimately, the purpose was to provide guidance to EAP practitioners, placing a benchmark for practice and service delivery. The Standards Committee of EAPA-SA thought best to categorise those standards according to programme design, implementation, management and administration, clinical services, non-clinical services, proactive services, stakeholder management and monitoring and evaluation.

The following is a summary of the standards applicable within the South African context that have been considered very important in the functioning of Employee Assistance Programmes.

Table 4. 2: EAP-SA scope of Practice

Category	Standard
Programme design	- Organisation profiling - Policy - EAP advisory committee - Service delivery and costing models

Implementation	• Operational guidelines • Implementation plan
Management and administration	• Staffing • EAP professional consultation or supervision • Professional development • Professional liability insurance • Ethics • Confidentiality • Record keeping
Clinical services	• Critical incident management • Crisis intervention • Case assessment • Referral • Short term Intervention • Case monitoring and evaluation • Aftercare and reintegration
Non-clinical services	• Organisational consultation • EAP management and supervisory training • Marketing
Proactive services	• Develop holistic, proactive interventions • To enhance optimal wellness, individual resilience, teams and the organisation
Stakeholder management	• Networking with internal and external interested parties • Partnership with external stakeholders in response to the employer organisations needs
Monitoring and evaluation	• Monitoring of the effectives of EAPs • EAPs need to add value to organisation and beneficiaries

The researcher is of the understanding that the standards displayed above are observed to cover EAP as a whole, right from the beginning of establishing an EAP up until monitoring and evaluating the programme once it is in existence and operating. This appears to be very helpful in guiding EAP practitioners on their duties and responsibilities in a professional and expected manner. However, one matter that is in question is the auditing of EAP

practitioners and EAP service providers. To ensure that EAP practitioners and EAP service providers are functioning accordingly based on the standards, the researcher would suggest a possible auditing process. EAPA-SA doesn't seem to have a process in place to carry out auditing processes, which are considered paramount in ensuring that the EAP practitioners and EAP service providers are in adherence to the standards. Further to this, should an EAP professional not adhere to the outlined standards, EAPA-SA could also provide and promote information on how to report incompetency/recklessness/negligence. This would not only protect the profession but also employees/clients and other relevant stakeholders.

Occupational Social Work

Occupational Social Work in South Africa is guided and led by SACSSP, through a document entitled the General ethical standards-policy guideline for course of conduct, code of ethics and the rules for social workers. This document guides social workers on the scope of practice with the purpose of summarising broad ethical principles and reflects the professions' core values and established set of specific ethical standards.

Table 4. 3: Summary of General ethics codes for social workers

Category	Ethical responsibilities
Social workers ethical responsibilities towards the profession	- Integrity of the profession - Negligence - Dishonesty - Evaluation and research - Education, training and development - Competency - Incompetence of colleagues - Compliance with legislation, policies and procedures - Display of registration certificate
Social workers' ethical responsibility towards client systems	- Confidentiality - Professional relationships - Third party requests for services - Gift and incentives - Dealing with client money - Terminating the social worker-client relationship - Advertising and public statements
Social workers ethical responsibilities	Respect

towards colleagues and other social workers	- Confidentiality - Interdisciplinary collaboration - Criticism and disputes involving colleagues - Consultation - Referral of services - Supersession
Social workers' ethical responsibilities in practice settings	- Supervision/management and consultation - Performance evaluation - Client records - Billing - Advocacy for sufficient resources - Commitment to employers - Labour management disputes
Social workers' ethical responsibilities to the broader society	- Social development - Public emergencies - Social and political action

The ethics and guidelines that have been outlined above clearly demonstrate the organised structure on how social work manages client systems. As highlighted, it details various practice settings, client systems, colleagues as well as the broader society. The ethical responsibilities are also very specific, which is quite beneficial for the social worker to be guided accordingly. The ethics code document also informs social workers of implementing as well as obeying their ethical responsibilities. Social workers are also made aware that, in the event that they don't comply with ethical a responsibility, which is possible, there would be consequences to non-adherence. Similar to EAPA-SA, it is not clear as to whether occupational social workers are audited to ensure adherence to their codes of ethics and yet again, the researcher suggests that there should be a process placed forward to audit occupational social workers in practice.

In analysing the provided information above, it is clear that EAP practitioners are guided by their respective statutory bodies and occupational social workers are guided by the general ethics code for social workers. The researcher is of the idea that no formal document was developed to guide the scope of practice specifically for occupational social workers, and thus OSW leans on the general code of ethics provided by the SACSSP. Nonetheless, as

the guiding documents for both professions were presented and discussed, the researcher would be of the assumption that all occupational social workers and employee assistance professionals would refer to the documents to attend to their daily functions and roles in each of their occupations.

4.4 CLIENT SYSTEMS

Employee Assistance Programmes

Client systems in EAPs are understood to be the organisational management, worker organisations as a whole and employees as well as immediate family members.

Organisational management and supervisory structures

Organisational management and supervisory structures are considered to range from top management down to lower management. This client system would be exposed to the training and development strategy programmes from the EAP, with the intention to aid, guide and educate supervisors and management on EAP services and its usefulness. The researcher suggests that the function that stands very close to this client system is training and development. This is reinforced by Rakepa (2012:17) who explained that EAP core technologies assist employees who have similar challenges in a group so that individuals are able to learn from one another how to confront challenges. In the researcher's point of view, even top managers and supervisors are considered to be employees of the employer organisation and as a result, certainly qualify to access such services. It is further explained that supervisory training is important in maintaining the efficiency of an EAP, strongly emphasising the significance of the managers and supervisors being a client system. Their importance has also been highlighted in the previous themes that were discussed.

Worker organisations

Worker organisations are identified as organisations that represent the workplace as a whole. When EAP practitioners address worker organisations, they approach this client system as a whole, using the name of the company, rather than paying attention to individuals within the company. From the literature recited, unions may also be considered to be a worker organisation. Unions, in this client system, play an important role as stakeholders in EAPs. They are used as resources that are able to identify and attend to

employee matters. Rakepa (2012:29) suggests that labour movements seem to be in favour of employers introducing EAPs. It is further advocated that a union's involvement in policymaking would escalate the chances for the employer organisation to introduce the EAP to the workplace.

The researcher agrees that unions need to be highly engaged, active and supportive of EAPs in the workplace. Unions are considered as stakeholders and resources that aid in dealing with employee matters related to the workplace. Further to this, in attending to worker organisations, EA practitioners should be knowledgeable of their existence, their purpose and the type of products/services manufactured so that they are engaged with thoroughly.

Employees and immediate families

The researcher is of the perception that this client system would refer to employees and immediate family members who do engage in EAP services. Employee and immediate family members would receive direct assistance through clinical services and trauma debriefing, trauma diffusing, short-term interventions, case monitoring, reintegration and aftercare services. The researcher believes that EA practitioners would not engage with employees and immediate family members the same, as with the worker organisation or management and supervisory structures. Due to the fact that they would be engaging with individuals and personal human needs, it's imperative that practitioners are able to practice on a personal, human to human capacity.

Occupational Social Work

Micro practice

Micro practices in OSW focus on employees and their families. The researcher suggests that occupational social workers apply a humanistic approach when attending to individuals and assisting with their immediate challenges that affect them. An example of these challenges would be drug and substance abuse, domestic violence, marital challenges and health related issues and it is vital that occupational social workers are competent enough to attend

to these, as they may have to apply clinical and therapeutic knowledge and also engage with community resources.

The researcher feels that this client system is very similar to the client system in EAPs that focuses on employees and immediate family members, whereby engagement needs to be on a human to human basis in order to gain understanding of the immediate challenges and thus be able to assist accordingly.

Macro practice

On a macro level, engagements and interactions are directed at employer organisations, on a holistic point of view. The researcher is of the opinion that interventions that are undertaken on this level are aimed at improving the operative aspects of organisations, whilst refining service delivery as well as developing new services. It is further understood that, should any interventions take place, policies and other processes could be reviewed as well. Dugmore (2013:28) suggested that occupational social workers utilise their skills and knowledge from the micro and meso practices in order to assist on a macro level, thus emphasising the integrated practice. It is further explained that macro changes are identified and developed through the centre of interventions with individuals and then operationalised in groups and are also incorporating other societal issues, such as economic, social and environmental aspects.

Meso practice

Specific challenges and needs are identified and addressed to a particular group of employees. In comparison to EAPs, the researcher pin points that perhaps this type of practice would address a group of employees/individuals on a particular matter. The meso practice would be strongly suited for interventions such as trauma debriefings in the workplace, addressing financial challenges and retirement plans. Dugmore (2013:58) proposes that meso practices could be aligned with promotive interventions, where much of the focus is on the education, prevention as well as the development of employees in non-work roles.

In understanding client systems in OSW, Dugmore (2013:25) brought to light that comprehensive OSW does require an integration of micro practice that is focused on individuals, meso practice that pays attention to groups and macro practice that addresses organisations, communities and general matters such as the laws and policies. The

researcher is in agreement with this. The researcher is also of the opinion that the client systems in EAP are identical to the client systems of OSW. Besides the different terms that are used in each of the designations, they are in direct proportion of one another.

4.5 REQUIREMENTS FOR PRACTICE: REGISTRATION WITH STATUTORY BODIES AND PROFESSIONAL ASSOCIATIONS

Employee Assistance Programmes

EAPA-SA board (2013) suggested that numerous benefits can be obtained in maintaining industry recognised accreditations, and this may include career prospects. EAPA-SA introduced 4 different designations within the EAP namely, EAP coordinator, practitioner, professional and specialist .The below further elaborates on these designations to point out and clarify the requirements of practice.

An Employee Assistance Co-ordinator is expected to have qualifications in any subject areas of Health, Social and Business Sciences. These may include a diploma, advanced certificate, occupational certificate or a comparable qualification at NQF level 6. In addition to the above, at least two years' experience within the Employee Assistance environment is expected. 15 CPD points of acceptable CPD learning activities that are relevant to the EAP work is required from designees. A portfolio of work experience evidence and educational achievements should also be submitted as part of the application process to practice as an EAP co-ordinator (SAQA,[Sa]).

In practicing as an Employee Assistance Practitioner, the EAPA-SA board (2013) mentions that one would have to acquire three year bachelor degree in social science /behavioural field or a B-Tech in Occupational Health and Safety or a higher diploma in nursing. Two years of work experience is also required and designees would be guided by the EAPA-SA Code of Ethics and standards.

Practicing as an Employee Assistance Professional would entail one to have a masters/PHD degree and not limited to any Social Science/behavioural field. 5 Years of EAP experience is obligatory as well as registration with a statutory council such as SACSSP, HPCSA or SANC. Much like an Employee Assistance Practitioner, their code of conduct will be from the EAPA-SA Code of Ethics and Standards. (EAPA-SA board, 2013:6)

To practice as an EAP specialist, SAQA [Sa] explains that it is expected that the qualification must be related to the Employee Assistance Professionals discipline and can be located

from any of the Social, Health and Business sciences subject areas. A master's or a doctoral degree is accepted. 5 years of leadership/senior management experience within an EAP work environment is also required. It is also expected that at least 25 CPD points are accumulated by designees. A portfolio is also required to support the application to practice as an EAP specialist. In consideration of the above, the researcher does acknowledge that there is no specific statutory body that governs EAP practitioners. EAP practitioners are from various disciplines and thus EAPA-SA is considered a grounding body for the profession, even though it's not a statutory body.

Occupational Social Work

There are expected requirements to be working in the capacity of an occupational social worker. Lombard *et al.* (2003:1) noted that the core drivers of education and training are the South African Qualifications Authority (SAQA) and the National Standards Bodies and Education and Training Assurance and these elevate social work in South Africa to a higher level of practice, thus upgrading expectations in social work.

It needs to be noted that registration with SAOSWA is voluntary and with that said, not all social workers in the workplace are registered with SAOSWA. It is nonetheless encouraged that occupational social workers be registered with the association, based on three membership types available.

An ordinary member in SAOSWA is a social worker who is registered with SACSSP.

An associate member is considered to be any practitioner who is registered as an auxiliary social worker or student social worker with SACSSP. Further to this, practitioners who are registered in a related field, such as psychology, may qualify to register as an associate member.

Lastly, honorary members are members who have made a contribution to the association based on the view of the National Executive Committee (NEC) (SAOSWA, 2018). It is further explained that honorary members pay no subscription and are able to attend events as guests of SAOSWA.

In summary of the above, the researcher positively criticises that gaining knowledge of the basic requirements of social work, a four-year degree is anticipated to ensure that the basic

and generic skills and methods of social work are covered to take place as well as serve the community. Gaining further education and skills in order to qualify as occupational social worker is vital as this truly anchors the profession in social work. Additionally, as the Government Gazette (2010:4) gives clarity on the requirements of practicing as a registered occupational social worker, it is of essence that current social work students are made aware of the requirements. Depending on further aspirations in occupational social work, one is able to decide on whether to register to be an ordinary, associate or honorary member.

In comparing requirements for practice and registration with the associations, it is noted by the researcher that they seem to have the same process in acquiring registration, but different requirements. Further to this, the requirements for each of their membership types seem to be different. A noted difference to this would be the requirements of experience in the fields. EAPA-SA does emphasise on experience on each of the designations whereas OSW does not strongly deem this as a requirement. Another noted difference would be the field of study. OSW necessitates that members should be social workers registered with the SACSSP and yet EAP is not rigid on this, but rather seems to accept any EAP related field, whether it maybe a social, business and health related field.

4.6   CONCLUSION

Based on the themes that were explored in the study, the researcher believes that this was an important part of the study, to ensure that OSW and EAPs are placed together to get a better view and understanding of what may vary or be identical. In the following chapter, the field work of the study will be narrated and will showcase the responses that were received from participants.

CHAPTER FIVE: EMPIRICAL STUDY ON THE SIMILARITIES AND DIFFERENCES BETWEEN OSW AND EAP.

5.1   INTRODUCTION

In comparing OSW and EAPs, previous chapters of the study focused mainly on the functions, service delivery and practice models, scope of practice, client systems and the requirements for practice and registration with professional associations and statutory bodies. The previous chapters explored the literature aspect, to get an informed perspective of what content of literature was available on OSW and EAPs and these were compared to one another to establish any variations. In this chapter, the data collected to obtain the similarities and differences of OSW and EAPs in practice was analysed, interpreted and presented in the form of themes. This chapter illustrates the completed field work of the study in order to identify any similarities and differences between the current realities of practice in both fields.

5.2   RESEARCH APPROACH

The researcher thought best to apply a qualitative research approach in order to obtain a true and realistic impression of what proceeds in OSW and EAP practice. To support this, Babbie & Mouton (2001:271) stated that qualitative research is the most naturalist and most attentive way to get an insiders' outlook or perspective on a social marvel. Creswell (2007: 39) elaborates to say that qualitative research is reserved to obtain detailed knowledge on issues and to also get an understanding of the scenery where participants would be reporting from.

The researcher obtained an insightful understanding of the common and distinguishing factors of OSW and EAPs. An extensive understanding was gained from the study regarding the literature aspects and by exploring the realities of OSW and EAPs in practice by obtaining a subjective perspective of these two fields from practitioners in OSW and EAP practice.

5.3   TYPE OF RESEARCH

The comparative study placed a lot of focus on the features that gave OSW and EAPs a common ground, but also recognised the distinguishing factors both in literature and in practice. Basic research was most applicable for the study as the goal was not to apply nor

resolve any challenges in practice or in theory. Shaughnessy and Zechmeister (2009:49) highlighted that basic research is used to obtain more understanding of certain comportments.

The study favoured the exploratory route, namely to identify and examine the matching and differing elements of OSW and EAPs in such a way that it establishes facts around what occupational social workers and employee assistance practitioners are knowledgeable of and how it is applied in practice. In exploring OSW and EAPs in literature, the researcher was in a position to better understand the two fields and to bring forward information for subsequent studies that may follow.

The particular qualitative approach took a strong stand in exploring and explaining what the similarities and differences were in OSW and EAPs, through relatable foci that were present in the two fields, e.g. the function, scope of practice and so forth.

5.4   RESEARCH DESIGN

As the comparative study of OSW and EAPs was motivated by the apparent gap in research and in practice, a case study was opted to be the most applicable research design course to pursue. With that noted, a certain quantity of occupational social workers and EAP practitioners was studied so that comparisons could be made based on their knowledge and experiences.

5.5   RESEARCH METHODOLOGY

5.5.1   Research setting

It was decided that, due to the study being a group project for the Masters students at the University of Pretoria, the two associations, namely SAOSWA and EAPA-SA would be approached to request for the data base of occupational social workers and EAP practitioners. Permission was granted after providing the research proposal and a motivation letter to both associations, to give assurance of the study's' intentions. Both SAOSWA and EAPA-SA provided their members with a brief introduction to the research data collection process, informing them that Masters students from the University of Pretoria would formally approach them to request for their participation in the study. The members were again briefed and also informed of the individual contact that would be made. The EAP-SA and SAOSWA members were in a position to make an informed decision as to whether they would accept or decline participation.

5.5.2   Study population and sampling method

A study population is known to set restrictions on a unit being studied. This was stated by Strydom (2011:223). In context of the comparative study at hand, the researcher explained the study population as individuals that had particular traits to support what was being studied. The study population was occupational social workers and EAP practitioners. The researcher paid attention to the experiences and knowledge of these practitioners who were dedicated to aiding employees in the workplace and addressing challenges that were known to affect employees and immediate family members, employers and communities.

The sampling method that complimented this particular study was non-probability sampling. De Vos *et al.* (2011:231) explained that it is unknown if a particular individual is guaranteed due to no knowledge of the population. This did apply to the study as the researcher was unaware of how many EAP and OSW practitioners were available. Purposive sampling was the favoured sampling method, whereby the study was seeking participants with specific knowledge and experience.

The below criteria was considered

- Participants had to be active members of SAOSWA or EAPA-SA (occupational social workers and EAP practitioners). The study could not accommodate or consider any member of society, but rather focused on individuals that had been trained and educated on EAPs or OSW and who practiced as occupational social workers and employee assistance practitioners.
- Members of SAOSWA or EAPA-SA with experience within their respective fields. To elaborate on this, it was important that the participants had familiarity and skill, practiced as occupational social workers or employee assistance practitioners to obtain a realistic reflection of current practices.
- The participants of the study were required to have internet access. This was as a result of the data collection method that was selected.
- A specific geographical location was also a requirement. The research study accommodated those that were based in the Gauteng province/region of the Republic of South Africa.

From the SAOSWA and EAPA-SA data base, six participants were selected from each of the respective fields. All the participants were contacted to determine if they wanted to be part of the study. All twelve participants agreed, however, upon the commencement of data

collecting, one participant from SAOSWA withdrew and no reasons were disclosed. From EAPA-SA, one participant also withdrew and reasons were also unknown. A participant from EAPA-SA that partook in the pilot study was included in the main study. This resulted in 11 participants taking part in the study.

5.5.3   Data collection method

Data was collected through semi-structured interviews, through a predetermined interview schedule. This type of method motivated for current and subjective experiences of occupational social workers and EAP practitioners.

Due to the operational nature and availability of the participants, the researcher thought that email interviews would be beneficial in accumulating extensive data, giving the participants the space and time to think of the responses to the questions from the researcher. The participants were well aware that they were required to have internet connection, as this was an electronic form of communication.

Email-interviews were conducted with each participant. However, it became known through the pilot study that the response time from participants was a negative factor and thus needed to be addressed. The participants who engaged in the pilot study informed the researcher that it was a tedious process to answer questions one by one. It was suggested that all of the questions needed to be emailed simultaneously in order for the participant to maintain an interest and attentiveness towards the study. It was noted by the researcher that, by altering the data collection method (sending all the questions simultaneously), the outcome would be a semi- structured or open-ended questionnaire. A questionnaire is explained by De Vos (2011:186) to be a manuscript consisting of questions as well as other items that would be lobbied for analysis. Further to this, a questionnaire is considered as a quantitative data collection method. In order to accommodate and not alter the study nor the data required from the participants, it was decided that the researcher would undertake the route of sending all the predetermined questions to the participants with the expectation that all the questions would be answered and channelled back to the researcher. The researcher would then critically analyse the data received from the participants and query any unanswered, uncertain or unclear responses and probe further, if required. This was done with the purpose of maintaining the qualitative approach of the study.

The researcher attempted to probe on some of the data that was insufficient, in order to get clarity and further understanding to maintain a full qualitative experience of the study. With

each interview, an average of 8 days was sufficient to obtain complete responses as well as retrieving feedback pertaining to the unanswered queries from the researcher.

5.5.4 Pilot study

One participant, an EAP practitioner, was selected to complete the pilot study prior to the commencement of the actual data collection. The ultimate purpose was to determine the practicality of collecting the data and to enhance the data collection procedure. The results or information that were received from the pilot study were then also included in the main study.

5.5.5 Ethical considerations

Participating in any social science research study increases the possibility of encountering ethical challenges. As much as the study was basic, the researcher had to take into account the possible ethical matters that could be raised during the research process and these are explained below.

5.5.5.1 Harm to respondents

In this study, the researcher ensured that the respondents were informed of the nature of the research. The information that was required for the study did not pose any form of harm (physically, emotionally and mentally) to the participants, through the interview schedule that was revised and cleared by the ethical committee.

5.5.5.2 Deception of respondents

The consent forms that were provided to the participants provided a description of the actual study, the purpose, the methodology as well as their contribution towards the study. A follow-up briefing was provided when the participants received the informed consent form and letter, reminding them of the terms and conditions of the study. The participants were assured that it was voluntary participation and that the results of the study would be made available once completed. Information pertaining to the study was not withheld and participants were not deceived or misled.

5.5.5.3 Actions and competence of researchers

The researcher had a comprehensive understanding of collecting data and facilitating the research process in order to successfully complete the data collection process. The participants were also informed of this. The researcher ensured absolute competence and professionalism throughout the process. In addition to this, the research supervisor was also available in the event that the researcher needed extra guidance on certain ethical aspects of the study.

5.5.5.4 Release of information

The release of information was an important matter that required accuracy to ensure that the study is a true representation of the data provided by the participants. Further to this, it was imperative that the participants' information was kept confidential and only used for the purpose of the research at hand.

Further to this, the researcher ensured that the reporting of the data needed to be executed carefully, ensuring accuracy and remaining true to the goal of the study. EAPs and OSW resources were acknowledged and the shortcomings of the study were brought forward and discussed. The final report was made available to all participants who wished to obtain the final paper.

5.5.5.5 Informed consent

Govender (2009:23) explained informed consent as making the subjects (participants) fully aware of the purpose of the study, the possible dangers and the divulging of credentials of the researcher to ensure that the subjects contribute freely in the study. This information was outlined in the cover letter to both the associations, EAPA-SA and SAOSWA, as well as the individual respondents. Respondents were requested to sign the consent form, to ensure their understanding and contribution towards the research.

5.5.5.6 Violation of privacy/anonymity and confidentiality

As all participants provided data via an email interview, it was important to re-assure them that their information would be kept confidential and that no names and other personal information would be included in the report chapter of the study. In addition to this, the respondents were informed that their personal information will not be used for other

purposes. This was strongly communicated in the informed consent forms that was provided to each respondent.

5.5.5.7 Debriefing of participants

As the researcher probed the participant's perceptions, knowledge and explanations pertaining to their respective fields of practice, it was anticipated that no harm would be caused to any of the respondents. However, Strydom (2011:122) states that due to the respondents' engagement in a directive and reflective process, it is possible that they realize certain aspects that they were not conscious of. Due to this, respondents were informed that, should they need debriefing, it would be offered to them to avoid mental and emotional harm.

5.5.6 *Data analysis*

The study took on a qualitative approach. The data collected and converted into feasible and useful information was meant to provide a valid point of view from occupational social workers and EAP practitioners. The researcher was motivated by the prospect that the exploratory and explanatory approach would bring out the quality of the current realities of modern OSW and EAP practices in our present times. Bhoodram (2015:325) described the analysis section of the qualitative research as a challenging and yet exciting stage as it requires a mix of creativity and systematic searching. The data analysis process of the study was guided by Schurink *et al.* (2011:402) who explained that data should be analysed and processed based on the tabbed data analysis strategy and the results should be verified against the theoretical framework.

An interview schedule was developed prior to the commencement of data collection. This was with efforts to ensure that the researcher plans for the questions required in obtaining the information needed. Due to this, the data collection methods were in the form of email interviews. The researcher was not required to transcribe, as all the data received from participants was in witting. A preliminary analysis was completed in two parts. The first part was the in-field data analysis that took place whilst collecting the data. The second part was analysing the data after the data collection process was completed. The data was organised accordingly, based on the topics in question, such as the functions, requirements for practice and so forth. The researcher familiarised herself with the data and began the thematic analysis process. Once completed, the researcher was able to provide information obtained from the data.

The next part of the chapter will inform and expound the results obtained from the data collection process and what transpired from analysing the data.

5.6 EMPIRICAL FINDINGS OF THE STUDY

As recently explained, data was collected through email interviews with five participants representing OSW and six participants representing EAPs. The total number of participants also included those from of the pilot study. Section 1 showcases the biographical profiles of the participants based on their genders, race, qualification levels, occupation platform and years in service. Section 2 displays and discusses the central and sub-themes that were established during data analysis and is also compared to what was revised in the literature review.

5.6.1   Section 1: Biographical profile of participants

The below table illustrates the biographical profile of the participants from OSW and EAPs. The profiles were based on the gender, race, qualification level, occupational platform and years in service.

Table 5. 1: Biographical profile of participants

	Gender	Race	Qualification level	Occupational Platform	Years in Service
Occupational Social Work					
Participant 1	Female	Caucasian	Bachelor of social work (Honours)	Employed by an EAP service provider	4
Participant 2	Female	African	BA in Social Sciences (social work)	Employed by an EAP service provider	3
Participant 3	Female	African	Bachelor of social work (Honours)	Affiliated with service provider/ private practice	6
Participant 4	Female	African	Master's degree in Occupational social Work	Employed by an EAP service provider	3

Participant 5	Male	African	Bachelor of social work (Honours)	Employed with the SAPS	8
Employee Assistance practitioners					
Participant 1	Female	African	Bachelor of social work (honours)	Employed by an EAP service provider	4
Participant 2	Female	African	Bachelor of psychology (honours)	Employed by an EAP service provider	3
Participant 3	Female	African	Bachelor of psychology (honours)	Employed by an EAP service provider/ Private practice	5
Participant 4	Female	African	Bachelor in social sciences(social work)	Affiliated with an EAP service provider/ Private practice	4
Participant 5	Female	mixed Race	Masters in Counselling psychology	Employed by an EAP service provider	8
Participant 6	Male	1 Caucasian	BA degree in Theology	Employed by a clinical consultancy firm	8

5.6.1.1 Gender

In the study, the majority of the participants were females. Nine females (81%) participated in the study, whereas two (19%) participants were males. There is no significance in the differences in genders, but based on the participants who made themselves available to volunteer for the study, the researcher is of the idea that perhaps the EAP and OSW field could be dominated by females. This did not influence the objectives of the study, as the main priority was to focus on the current realities of OSW and EAP practice.

5.6.1.2 Race

The raw data from the study indicated that the participants were mostly African but also included other races. Eight participants (72%) were African, one (9%) participant was coloured and two (18%) were Caucasian.

5.6.1.3 Qualification level

Participants from OSW indicated that they had a social work degree but these varied. Three out of the five participants had a Bachelor's degree in Social Work. One out of the five had a BA Honours in Social Sciences. Only one participant had acquired a Masters in OSW. In EAP, one participant indicated to have a Bachelor's degree in Social Work, while two had a BA Honours in Psychology. One participant had a Masters in Counselling Psychology and another participant had a BA Honours in Social Sciences. One participant had a Bachelor's degree in Theology.

5.6.1.4 Occupational designation

Occupational designation displayed the different titles that the participants had whilst in practice. In OSW, three participants indicated that they had been employed by an EAP service provider, one was in private practice and another participant was employed by the South Africa Police Services. In EAP, four participants were employed by an EAP service provider, one participant was employed at a clinical consultancy firm and the other participant was affiliated with an EAP service provider.

5.6.1.5 Years in service

It was determined that the years in service from participants in OSW ranged from three to eight years. The years in service from participants in EAP ranged from four to nine years.

5.6.2 Section 2: qualitative thematic analysis

This section displays the qualitative data findings and is discussed according to themes and sub-themes generated from the data. Additionally, the discussions from the literature review are also brought forward to confirm whether literature and practice are aligned.

5.6.2.1 Theme 1: qualification and requirements for practice

Sub-theme 1.1: qualifications for practice

Qualifications for OSW practice

In the data analysed for participants practicing as occupational social workers, it was observed that all of them had obtained an Honours degree in Social work, as a qualification for practice. Some had accomplished a Bachelor's degree in Social work and others had a

Bachelor of Social Sciences in social work. One participant obtained a Masters in Occupational Social Work.

The following quotes from the participants confirmed their qualifications in social work:

- *" I received my BSW in 2015…so I'm still new practicing in the industry…….an honours degree in social work is required to practice as a social worker"*

- *" I did my Bachelor of Social science and then I majored in Social Work"*

- *" I have a Bachelor of social work"*

- *" Master's Degree in Occupational Social Work"*

- *" Bachelor of Social Work"*

From the results obtained, it was confirmed that a degree in social work is the required qualification to practice as an occupational social worker. Further to this, it came to light that a Masters in Occupational Social Work was not a minimal requirement. However, to be officially recognised as an occupational social worker, a master's degree is required and official registration with the SACSSP. The social work qualification that was reported in the literature review corresponds with what was retrieved from the data collected. The Government Gazette (2010:4) and the South African Council for Social Service Profession (2018) did confirm that a social work qualification was a requirement to become an occupational social worker.

Qualifications for EAP practice

From the collected data, it was noted that, to become an EAP practitioner, any degree in the social sciences is deemed acceptable and it is not limited to a particular field of study. It also noted that the minimal degree is an honours degree, much like the qualifications acceptable in OSW.

The following quotes support this sub-theme:

- *" BA in Theology"*

- *"………..I have a Bachelor of Psychology and specialised in Trauma"*

- *"I have a Bachelor of Social work…….."*

- *"One needs a Masters or PHD in your relevant field….."*

- *" I am a registered…….., so I have a Bachelor of Psychology"*

Participants who were practicing as EAP practitioners had different qualifications. They either had a background in psychology, theology or social work. From the literature compiled, it was noted that the acceptable qualifications could be from other related fields such as human resources, psychology etc. (International EAP Association, 2013:4)

In terms of qualifications of both OSW and EAPs, a similarity that was identified was that both fields required an honours degree. However, a difference from the qualifications was that OSW was only limited to social workers (with social work degrees with honours) and did not accommodate any other field. On the other hand, EAP does accommodate other fields such as psychology or theology. This is a differentiating factor between OSW and EAP.The qualifications required for OSW and EAP apply to all occupational social workers and EAP practitioners and not only those based in the Gauteng region.

Sub-theme1.2. Requirements for practice

Requirements for OSW practice

From the data analysed, it was noted that all the occupational social workers were registered with the South African Council for Social Service Professions (SACSSP). Some of the participants further informed the researcher that their social work degrees were also a requirement for obtaining a membership with SACSSP and SAOSWA. It was also noticed that membership with SAOSWA was not compulsory but rather validated recognition as an occupational social worker.

The below quotes illustrate the requirements for occupational social workers who are in practice:

- *"Registration with SACSSP is mostly required"*

- *"Registration with the South Africa Council for Social Services Profession"*

- *" SAOSWA membership enhances recognition"*

- *"You need to be registered with the SA Council for Social Services Professions, and registered with the South African Occupational Social Work Association"*

- *" Experience is also required, but that is more for SAOSWA, to ensure that there has been exposure in the occupational field"*

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- *"Registration with SAOSWA is voluntary"*

From the above, it is clear that registration with SACSSP is a requirement to practice as an occupational social worker. Further to this, registration with SAOSWA is not a compulsory requirement but definitely boosts recognition in the field of practice. SACSSP is the statutory body that needs to confirm and register an occupational social worker in this specialised field. Experience is noted to be a requirement in both SACSSP as well as SAOSWA. The Government Gazette (2010:4) and the South African Occupational Social work Association (2018) did place emphasis on the years of experience as a requirement for practice.

Requirements for EAP practice

Participants from EAPA-SA informed the study that registration with EAPA-SA was required to be recognised as an EAP practitioner/ professional. It was also reported that payment of a fee was necessary as part of a requirement as well as a short course in EAP. Experience in the EAP field, proof of attendance in EAPA-SA meetings as well as proof of continuous professional development were also stated as requirements.

Below are the quotes that highlighted the response from participants:

- *"You have to be registered with EAPA-SA"*

- *"Registration with the HPCSA and also EAPA-SA"*

- *" You need at least 5 years working Experience in the field, and expertise and exposure to a range of experiences from offering therapeutic services to Programme design"*

- *" The EAP chapter meetings also count"*

- *Continuous professional development needs to be earned continuously"*

- *"Registration with the statutory councils (SACSSP,HPCSA or SANC) is a requirement"*

- *"Attained 20 CPD points per year. Follow EAPA-SA code of Ethics and standards."*

From the above, it seems that registration with EAPA-SA certainly sets the ground rules for being recognised as a practicing EAP practitioner. Registration with a statutory body is identified to be a compulsory requirement and registration would depend on the academic field. CPD and Chapter involvement was also highlighted to be important in practice. The

above reported requirements for practice concur with those indicated in literature and as illustrated by the EAPA-SA board (International EAP Association, 2013:4).

An identified similarity was that both OSW and EAP required members to be registered with statutory bodies, however, the difference was that OSW participants indicated that registration with SACSSP was compulsory to be confirmed as an occupational social worker and yet, registration with SAOSWA was not compulsory. On the other hand, participants from EAP indicated that membership with EAPA-SA was compulsory to be validated as an EAP practitioner. This is noted to be a key difference and an advantage in comparison to OSW. Another noted similarity was that each of the respective associations has similar requirements that include registrations with statutory bodies, experience in the field, membership fee etc. This would also apply to all active occupational social workers and EAP practitioners in South Africa.

Discussion on Theme 1: Qualifications and requirements for practice in OSW and EAP

The above findings and discussions of the qualifications and requirements for practice in OSW and EAP have raised realistic elements that are in current practice. In separating the two (even though they are with one accord), the specifics in the similarities and differences were more perceptible. OSW was undeviating from Social Work. The qualifications and requirements were potently in the social work direction and these parade the specialization of OSW and its fixation in social work. On the other hand, EAP is accepting of various subject areas and is more comprehensive. It was also revealed (based on the biographical profiles) that most of the occupational social workers were based in EAP service providers. This certainly confirms that OSW and EAP practice is connected even though the qualification and requirements may differ. In regards to the requirements for practice, it was determined that registration with a statutory body, proof of experience, CPD and an honours degree were common requirements in each of the respective fields and membership with SAOSWA and EAPA-SA is voluntary. The researcher is of the thought that OSW and EAP do have common requirement but the differences would be obtained from the minutiae in the qualifications and requirements of OSW and EAPs.

5.6.2.2 Theme 2: Functions and core technologies of OSW and EAP

Sub-theme 2.1 Consultation with work organisation

Consultation with work organisation in OSW

Some participants gathered from the SAOSWA dataset indicated that they consult with work organisations whilst in current practice. It was also indicated that they did consult upon request of the employer organisation. This would depend on the needs of the employer organisation.

The quotes that described consultation with the employer organisation include the following:

- *"Yes we consult with an employer if they have a particular topic they would like us to address at work"*

- *" If we notice an increase of employees formally referred for challenges, such as alcohol or conflict with colleagues, we do inform management of this and also provide interventions of addressing the challenges"*

- *"Things such as alcohol intake, nutritional and lifestyle behaviours are researched so that I would be able to know how I can intervene in the company."*

As the above responses gave an idea of what transpires in OSW practice regarding consulting the work organisation, it is clear that occupational social workers do consult with employer organisations. This is congruent with what was stated in the literature part of the study. The Government Gazette (2010:4) confirmed that occupational social workers should provide interventions to promote a socially responsible employer organisation. Further to the above, Williams (2016:130) also confirms that occupational social workers in the SAPS also need to contribute to the organisational well-being through means of advocating or suggesting policy changes, updating operational procedures, training and developmental interventions with the SAPS. However, based on the information received from the participant based in the SAPS, there was not much evidence of this.

Consultation with work organisation in EAP

In analysing the data, the researcher noted that EAP practitioners do also consult with employer organisations as one of their functions. Participants informed that in the event that the employer organisations had particular requests such as employee wellness days, special assessments or surveys, they would facilitate the process, fully involving the employer.

The below quotes justify the above report of findings:

- *"Yes I consult management when I develop and set the dates for the wellness programmes and interventions".*

- *" There are specifics organisations that do request for consultations to address distinctive matters such as conflict amongst managers or employee and managers………………we would then do a full assessment to see what interventions would best suit the challenges…….but this is also depends on the service level agreement that was signed between the EAP service provider and the company"*

- *"I identify trends and risks amongst the workers that management needs to be aware of and do make recommendations of which appropriate workplace interventions would be most applicable"*

From the above, it is noted that EAP does accommodate consultations with the work organisations in EAP practice. This is further supported in literature, where the Standards Committee of EAPA-SA (2015:2) explains that consulting with work organisations pro-actively addresses trends that start from personal or organisational needs. It was noticed that some of the practitioners who are employed by EAP service providers did not consult with employer organisations. A very possible scenario for this is that EAP service providers do have a process or structure in place that fulfils the function of consulting with the employer organisation .With that said, EAP practitioners may not be necessarily assigned to be directly involved in consulting with employer organisations.

Based on the results obtained from the data collected, OSW and EAP practice both have a function of consulting with employer organisations. However, the differences may come from the exposure and experience that each of the practitioners may have in their designated workplace. As most of the interviewed participants were based in EAP service providers, occupational social workers and EAP practitioners may or may not carry out the duties and responsibilities of consulting with employer organisations, as there may be processes already in place to fulfil the function.

Subtheme 2.2 Case management

Case management in OSW

Based on the findings retrieved from OSW participants of the study, it was determined that case management seemed to be a function which the occupational social workers carry out

in an effort to manage client cases from the point of commencement right through to the termination session.

The following quotes support the above findings:

- *"I manage the cases that get allocate to me right up until the very end"*

- *"I counsel my clients face to face and also do case work"*

- *"I used to work at a police station where I used to take on a lot of cases. I used to sit down and   consult with SAPS employees, mostly police officers. I would find out more about their challenges and counsel them until the client is able to function back to normal"*

- *"I case manage formal referrals, and self-referrals as well as risk cases"*

- *"In case work, we do what we can to help the client. Even if the client is experiencing long term challenges, we manage the case until the clients challenges are resolved"*

From the above, it is clear that occupational social workers do fulfil the case management function. It was also made clear that there are different cases ranging from formal referrals, self-referrals and risk cases. The participant who was based at the SAPS indicated that they did case manage clients from the beginning right through to the very end. This contradicts what was suggested by Mogorosi (2009:344), namely that occupational social workers were required to assess and intervene through a short-term process. However, the Government Gazette (2010: 4) does not inform of any time frame that an occupational social worker can work on a case.

Case management in EAP

Much like OSW, EAP practitioners do case management. The EAP practitioners practicing in in EAP service providers seemed to be involved in case management and yet those who are affiliated with EAP service providers are less involved with case management.

The quotes below illustrate EAP practitioners in EAP service providers:

- *"Every day I would engage with the client and do follow up sessions, until they are in a place where they are able to help themselves "*

- *" I am in private practice so I don't fully case manage clients that were referred by a service provider but I do offer supportive counselling to the clients referred to me'*

- *"I manage cases that require special attention such as high risk related cases and also trauma debriefing interventions"*

The above discussion brings forward the knowledge that those who are working from EAP service providers do consider case management to be part of EAP functions, but not all EAP practitioners fulfil the function. Much like OSW, EAP practitioners also seem to case manage various cases such as those of high-risk cases as well as trauma debriefings. One of the participants who is in private practice did not mention anything pertaining to case management. Due to the fact that they affiliate with EAP service providers, they would attend to a client face to face and revert back to the case manager with the outcome of the therapy sessions. From this, the researcher acknowledges that EAP service providers do carry out the case management function and EAP practitioners who are affiliated play a role in the process of case management and are thus not expected to manage cases from the start right through to termination of the employees' engagement in EAP services. Nagesar (2013:46) did inform that case management acts as a barrier and also facilitates EAP services. It is of logical sense that EAP service providers would take on the responsibility of case management.

Based on the above feedback and discussion, EAP and OSW share a very similar stance on case management as a function. The differences would be stipulated based on their designations in their workplace unless they are in private practice. Another matter that was noticed was the duration of case management. As discussed, it seems that occupational social workers do not have a set time frame of attending to cases, whereas EAP practitioners work on a short-term framework. As most of the participants were based in EAP service providers, they would have to abide to the internal policies and structures of their workplace. This would then also insinuate that occupational social workers would have to work on a specific time frame in case management.

Subtheme 2.3 Assessment and support services

Assessment and support services in OSW

The data provided by participants in OSW illustrated the involvement of occupational social workers in assessment and support services. Most of the occupational social workers did

inform that they engaged in assessing challenges from individual employees and also provided support services.

The below quotes support their involvement*:*

- *"I Work directly with employees with problems, whether from work or form home"*

- *"I Work in an EAP Service provider-Receiving or making phone calls to different employees; assessing their problems, providing counselling using (Solution-focused brief counselling) and referring to face to face counselling (if there is a need) or referring to Legal or Financial assistance."*

- *"…..I do offer supportive counselling to the clients referred to me"*

- *"I make appointments with employees and conduct assessments to find out what challenges they're going through. There after I make the necessary referrals to the correct resources for the employee to be assisted.*

Assessment and support service seem to be a strong function for occupational social workers. The Government Gazette (2010:4) initially stated that occupational social workers should pay attention to assessing needs of their client systems. Mogorosi (2009:344) also mentioned that occupational social workers were meant to assess and intervene through short-term framework. The researcher admits that assessments and support services are imperative in OSW. The researcher further acknowledges the importance of assessing a challenge or an employee thoroughly to ensure that the employee is guided the best way possible.

Assessment and support services in EAP

EAP practitioners took on the same standpoint to indicate that assessments and support services are important. EAP practitioners in private practice and those employed by a service provider provided similar information. The following quotations reflected that participants did provide assessments and support services:

- *"I sit at the call centre and we get the immediate calls that come in. I then do an assessment of the matter raised. If it is something I can attend to then I attend to it."*

- *"I do telephone counselling and also probe to see if there are any other matters that the clients have. If they money problems, I would refer them to speak with a financial advisor to help them with that."*

- *"Receiving calls that come into the call Centre, assessing needs, identifying behavioural risk and conducting telephonic psychosocial counselling for eligible individuals I would refer them to the people that would be able to assist them"*

- *"Assess and identify EAP needs of clients and design appropriate actions and interventions".*

From the above, it is demonstrated that EAP practitioners are very much involved in the assessment of needs and challenges that arise and also go to the extent of offering support services in instances where they aren't able to assist. The researcher greatly supports this and believes that support services and assessments do positively impact employees in client organisations. Client organisations are also enhanced based on their economical rankings and this is achieved by increasing the productivity of employees.

Assessments and support services seem to be identical functions that both occupational social workers and EAP practitioners fulfil. Further to this, it seems that they do the same tasks of assessing the clients' challenges and also assisting them through support services (e.g. legal advice, financial advice, health advice and so forth). This concurs with Blair and Harper (2002:28) who informed that assessments do lay the ground work for the plan of action. This would be applicable for both occupational social workers and EAP practitioners.

Subtheme 2.4 Monitoring and evaluation

Monitoring and evaluation in OSW

In OSW practice, it is sighted through the data collected that monitoring and evaluation are purposeful through consultations with the employer. Responses that were received from occupational social workers were that, if the employer had a particular need in their organisations, occupational social workers would respond by providing trainings and workshops and through this, they would monitor and evaluate the attendees' responses to workshops and trainings.

Participants confirm monitoring and evaluation through the following quotes:

- *"If they require training for employees or managers, we provide that as well but I also need to know their environment, what type of work is done by the employees so that I am able to assist them based on the problems they are dealing with. This is also where monitoring and evaluation comes in."*

- *"Monitoring and Evaluation is important, to check if I'm making an impact in the organisation"*

The above illustrates that occupational social workers do play a role in monitoring and evaluation. The South African Department of Social Development (2005:47) asserted the importance of having client satisfaction surveys as monitoring and evaluation tool to determine how clients experience services. From the results obtained, they would be able to establish the effectiveness of their services.

Monitoring and evaluation in EAP

Participants indicated that EAP monitoring and evaluation take place. It was reported that EAP practitioners did design monitoring and evaluation surveys. This feedback was accumulated from EAP practitioners who were employed with a service provider.

The following quotes do support this sub-theme:

- *"Design client evaluation surveys "*

- *"EAP monitoring ad evaluation-reporting for client senior management"*

- *"Quality assurance calls ,this is to assess clients overall satisfaction with services provided"*

These quotes confirm that EAP practitioners do consider monitoring and evaluation as part of their functions. An EAP practitioner stated that they even go as far as designing evaluations, which is very impressive. Further to this, they would be in a good position to design evaluations surveys. This is due to the fact that the EAP practitioners are knowledgeable about which intervention would be best suitable for a certain challenge/need. A task of this nature may also come from experience and exposure in the EAP environment.

Monitoring and evaluation are definitely important functions in ensuring that the interventions are effective towards clients' systems and the measuring wellness programmes need to be matched to the overall business outcomes. This is an identical function that OSW and EAPs

have in common. A difference is the measurement tools that are used. As there are different types of evaluations and depending on the information that is required, occupational social workers and EAP practitioners may not use a standardised evaluation instrument. From the above it is further noted understood that evaluation seems to be the only mechanism that determines if the OSW and EAP services are reaching their objectives. Evaluation would also inform the employer on the achievement of the services. The above clearly does demonstrate that monitoring and evaluation does take place but yet there doesn't seem to be a strong sense of importance of the function that was relayed by the participants.

Subtheme 2.5 Marketing

Marketing in OSW

Participants stated that marketing was part of their daily tasks. They reflected on promoting OSW as a profession and the services that are provided. It was identified that marketing was a very important factor, in order for clients or employees to be aware of the EHWP services that are available within their work organisations.

The below quotes expressed participants' involvement with marketing:

- *"We do marketing for our department. We design posters, get marketing material labelled with the EHWP logo, such as caps, pens, fridge magnet"*

- *"A lot of the times, we use the mental health calendar to guide us on how we market every month. So for example if we have world AIDs day in December, we need to start planning and gathering marketing material before the actual day. On that day we then have a talk on AIDS and invite a special guest to speak to the employees. This is just one of the many way that we market our employee wellness departments"*

- *"Marketing is important, so that employees are conscious of the EAP programme that is available for them"*

As mentioned previously, Mogorosi (2009:334) acknowledged that proactive promotion of OSW services and programmes utilisation was a task that was part of OSW. In current practice, it seems that this is accurate. The participants expressed their involvement with marketing and seemed to be very involved in the actual marketing of the services.

Marketing in EAP

Some of the participants who partook in the comparative study indicated that they were not directly involved in the marketing of EAP services. They explained that most EAP service providers did have a marketing department, where they compiled posters, corrected logos, did electronic marketing and so forth. Even though they might not have been directly involved, they did indicate that marketing did take place, from wellness day to the trainings, talk and workshops they facilitated. The below quotes explain engagements of EAP practitioners in marketing:

- *"We do a lot of marketing, but I do not directly do it as there is a marketing department that is dedicated to that. The colleagues in marketing can come to get guidance on stress."*

- *"I facilitate a lot of workshops and trauma debriefings, and I do a bit of marketing. I let the employees be aware of the EAP programme and if they still need assistance, they can call in. I normally carry wallet cards around."*

- *"We market a lot during wellness day. Posters, flyers, pens, caps, rulers are have the logo"*

Based on the above, it is noted that EAP is very active in the marketing of services and uses any opportunity to market EAP services. Archambault, Doran, Matlas, Nadolski & Sutton-Wright (1982:57) emphasise that it is necessary to market in order for information about the programmes to be distributed so that trust can be established, resulting in more referrals made.

The information obtained from the participants re-assures that marketing is a strong function in the respective fields and the researcher acknowledges the power that marketing has to increase utilisation of OSW and EAP services. OSW and EAPs do share the same marketing values. Different marketing mediums and platforms are used so that employees in the workplace feel comfortable in engaging with the services made available. Cekiso (2014:29) indicated that marketing does become a challenge due to that EAP practitioners are mostly dedicated to clinical skills and thus lack the competencies and skills required for effective marketing. However, in EAP service providers, marketing is assumed by sales and marketing specialists that are able to consult with EAP practitioners and occupational social workers on clinical aspects of the services being promoted. The researcher is of the opinion that marketing of EAPs seems to be more streamlined. This is motivated by the fact that

marketing is a core technology and also a standard that needs to be maintained throughout the existence of an EAP.

Discussion of Theme 2: Functions and core technologies of OSW and EAP

The functions and core technologies in OSW and EAPs strongly displayed very similar and yet different characteristics, but this did depend on the various workplace settings. As noted in the findings, occupational social workers and EAP practitioners were either employed by an EAP service provider; in the SAPS; clinical consulting firms or private practice. The workplace setting seems to have set the tone and extent of services for occupational social workers and EAP practitioners. Overall, occupational social workers and EAP practitioners carried out similar functions and core technologies but the differences were based on how services are executed. Further to this, the researcher has also noted that occupational social workers seem to lean towards employment in EAP service providers, or alternatively, receive referrals from EAP service providers. This then brings forward and confirms the fact that EAP service providers do house occupational social workers to fulfil their similar functions.

5.6.2.3 Theme 3: Client systems

Subtheme 3.1 Micro practice/individual clients

Micro practice in OSW

Participants who were practicing in OSW informed the researcher that individual clients were the most targeted client system in current practices. All the participants detailed their engagements with individual clients and also highlighted immediate family members who were also assisted in attempts to aid the employee. As most of the participants were practicing from government departments or in private practice, it seemed that they were mostly attending to the immediate challenges of employees as well as their immediate environments.

The below quotes strongly highlight participants' involvements with individual clients and family members:

- *"I am affiliated with an EAP service provider and I work directly with employees work and home problems."*

- *"Face to face counselling with employees"*

- *"I used to sit down and consult with SAPS employees, mostly police officers. I would find out more about their challenges and counsel them through and...."*

- *"I assess clients and help with them with their problems"*

- *"I help employees with different challenges that affect them at work by educating them on coping skills .I monitor their progress and do follow up sessions. "*

The above quotes indicate that there is a lot of intense and personal activities between individual clients and occupational social workers. The Government Gazette (2010:4) strongly highlights occupational social workers and their engagements with clients by stating that they need to pay attention to individuals through work focused interventions. Micro practice is noted to be a strong client system amongst occupational social workers. In literature, Maribe (2007:2) informed that the focus is mainly on individuals, couples and families. From the above discussion on microsystems, it is clear that, what currently transpires in OSW practice is aligned with the OSW literature.

Individual clients in EAP

Participants from the study showed, through their functions, that individual clients seemed to be a common and mostly approached client system. Participants displayed a lot of activities with clients and their families. Participants intervened through assessments, face to face counselling and assisting with any form of challenge that is psycho-social based.

The below quotes stress the in-depth involvement of participants with individual clients:

- *"I attend to a lot of clients that have challenges with stress, home challenges such as marital problems, child behaviour, parental guidance and so forth"*

- *"I do telephone counselling and also probe to see if there are any other matters that the clients have"*

- *"Assessing needs, identifying behavioural risk and conducting telephonic psychosocial counselling for eligible individuals…."*

- *"I do face to face counselling with clients…"*

- *"Staff counselling and facilitation of lifestyle workshops"*

Individual clients and the families seem to be assisted accordingly and get appropriate attention from EAP practitioners. As mentioned earlier that most of the participants were based in EAP service providers, it seemed that they were the first-line contact once employees initiate communication with EAP services. From there, assessments are completed and EAP practitioners then take the necessary step in ensuring that the employees receive assistance. Further to this, Bhoodram (2010:49) also supported to say that employee assistance work/life services operate on both micro and macro levels. Occupational social workers and EAP practitioners approach this client system in an identical manner with the intention of achieving the same objectives. In OSW and EAP, the client systems run parallel to one another and provide the same assistance, accommodating employees and the family members. The researcher noted that a possible difference may be the terminologies that are used to describe this client system. Occupational social workers used micro system, whereas EAP practitioners would refer to it as employers and immediate family.

Subtheme 3.2 Meso practice/ organisational management

Meso practice in OSW

Participants who practiced OSW did reflect on activities that took place on a meso level of practice. The clients in meso practice are managers, supervisors as well as clients in group work. From the data gathered, the following quotes show occupational social workers' interventions with organisational management:

- *"I have been asked to do workshops. Different topics have been raised. Substances at work are a common one."*

- *"….Requested to do presentations and workshops for companies on burning issues such as anger management"*

- *"I have done a number of presentations and these are topics that have been requested by manager of the companies. Depending on the trends that are taking place, I could be asked to do something alcohol and substance abuse…"*

Based on the above information received from participants, occupational social workers are active in meso practice. As it was recently realised, occupational social workers do provide training and workshops and these may be in the form of meso practice, by targeting certain groups of employees and providing training based on particular topics. The researcher is of

the opinion that occupational social workers may present a variety of topics that may positively educate and influence employees. It is also very important to note that the employer also determines current needs of the employees and thus addresses a common challenge in such a way that everyone in the group feels supported and the matter is therefore attended to. Maribe (2007:22) elaborates to say that opportunities with change do not materialise if the environment is not nurturing and encouraging. The researcher is supportive of the statements and suggests that approaching the work environment through meso practices does pull towards a positive influence amongst employees.

Organisational management in EAP

Organisational management in EAPs seems to be regarded as part and parcel of their functioning and an expectation. Participants revealed that they were very involved in organisational management and this was noticed through the different interventions that were provided by EAPs. Participants further elaborated on the different interventions and trainings that they were involved in as well as what particular topics were presented to groups in the workplace.

The below points emphasise the interventions that are facilitated towards organisational management:

- *"I do get requested from time to time to facilitate groups work and present on different topics"*

- *"Depending on the trends that are taking place, I could be asked to do something alcohol and substance abuse, peer relationships, managerial referrals"*

- *"I do get asked to do workshops, talks, and inductions.*

The above data obtained reflects on how EAP practitioners are involved in organisation management, as a client system. The participants didn't elaborate much on whether these topics were presented to employees or supervisors or managers. However, the presentations are done in order to educate everyone on different matters that tend to arise in the workplace. The researcher does not doubt that some presentations are aimed at addressing supervisors and managers on challenges in the workplace and how to best assist employees.

In efforts to compare EAP and OSW, it is acknowledged that occupational social workers and EAP practitioners do provide interventions aimed at supervisors or employees themselves. Meso practice in occupational social work and organisational management as clients are assisted in a similar manner and a common factor is that it is mostly group work and interventions that are directed at managers or supervisors.

Subtheme 3.3 Macro practice/employer organisation

Macro practice in *OSW*

Participants displayed involvement in macro practice, addressing the employer's needs (as an organisation). The following affirming statements from participants confirmed their involvement with employers as a client system:

- *"I assist with the company – only upon the request of the organisation"*

- *"Yes I work with the employee and the employers"*

- *"No I just assist with the employees and give formal feedback to employer"*

As Mariya *et al.* (2015:323) state, occupational social work can be involved in macro practice and includes organisational interventions. The information retrieved from the data concurs with this statement. Occupational social workers are very knowledgeable of macro practice as it is part and parcel of the training in social work. Govender (2010:26) mentioned the lack of macro practice due to the fact that a lot of focus was on the therapeutic services in previous years and this was also influenced by being guided by the northern hemisphere countries. The researcher is in agreement with this, however, due to demands and needs of the working community, there seems to have been more involvement as time went by, resulting in occupational social workers catering for organisations as a whole. Further to this, it can be recognised from employer organisations that had introduced in-house models and EAP services. The researcher suggests that organisational needs are easily met if employee wellness services are easily accessible and staff is familiar with the organisational needs.

Employer organisations in EAP

From the interviews, EAP participants pointed out their involvement with employer organisations as a client system. As most of the participants were employed by EAP service providers, it indicated that they did provide assistance by intervening on an employer level.

The following quotes support this sub-theme:

- *"…….coaching, guiding, project management, and budgeting, training, presenting, marketing, coordination of wellness activities….."*

- *"…..but in terms of the employer, we can go far and wide, but cannot go beyond the EAPA-ethics of practice…."*

The participants expressed that they did engage with employer organisations and provided assistance that would elevate the employer organisation as a whole. Matters that would be addressed with employer organisations would be trainings, budgeting, marketing as well as wellness activities. Kubheka (2015:21) mentioned that employer organisations would be attended to by means of organisational consultation and interventions in matters that would concern the employer in understanding human behaviour. Thus, challenges directly linked to Human Resources can be resolved.

Discussion of Theme 3: clients systems in OSW and EAP

The study completed displayed the type of interventions with each client system. The findings of the study confirmed that Client systems in OSW and EAPs are similar, but yet differed in the terminology used to label each of them. From the information gathered, it was clear that micro practice (term used in OSW) consisted of individual clients and family members (term used in EAP). Maeli (1999:16) suggested that this is an approach from employer organisations to motivate for efficiency and effective productivity in the workplace, on a micro scale. With regard to organisational management or meso practice, both the client systems are catered for in a similar manner. Training and workshops are leading methods of interventions and seem to be mostly directed at groups, training and developing managers and supervisors as well as employees. In micro practice or employer organisation, the focus is mainly on the employer as a whole and its role towards the employees and the surrounding environment. The two fields do present themselves on a small, medium and large scale and contributes as a positive factor.

5.6.2.4 Theme 4 Practice delivery/practice models

Service delivery/practice model in OSW

Participants reflected on different services that they provided and facilitated amongst the client systems. These ranged from counselling, trauma debriefings, crisis interventions, trainings and workshops and fulfilling all the different practice models stated in theory (restorative, promotive, work-person, organisational interventions).

Participants reflected on the following interventions in support of the different service delivery systems:

- *"I have done a number of presentations and these are topics that have been requested a manager of the company*

- *"I am also requested to do presentations and workshops for companies on burning issues such as anger management, substance use, and wellness in the workplace"*

- *I do psycho-educate clients of various topics and need attention within the organisation"*

- *"psychosocial assistance to employees in companies"*

- *"I do get requested from time to time to facilitate groups work and present on different topics"*

- *"I case manage formal referrals, and self-referrals of troubled employees"*

- *"….if training needed to be done, I would be informed by the station commander and facilitate trainings"*

- *" My scope of practice allows me to facilitate rehabilitation for employees battling with substances "*

Theme 4 provided a clear confirmation that occupational social workers do practice their services based on restorative, promotive, work-person and organisational interventions, even though they would not refer to them using terminology from literature. The above type of interventions would strongly be determined by the needs in the work environment as well as client systems involved.

Service delivery/practice model in *EAP*

As most of the EAP participants were employed by an EAP service provider, they were not able to provide feedback as EAP service providers. However, based on the data retrieved, the researcher was able to pinpoint certain advantages of EAP service providers.

The following quotes suggested professionalism, confidentiality and various services that were made accessible to employees:

- *"I am employed by a service provider and I am able to provide services from an external perspective." So to answer your question, the service delivery model that I use would be external model"*

- *"I can assist employees as far as my professional designation allows from an external mode. Some the companies that we are contracted with do have internal EAP service and should they need to refer clients externally, they refer to us"*

- *"We are an external model to our contracted companies"*

The participants informed the researcher that they were external service providers and were based in an EAP service provider. One participant indicated that some of the client companies did have an internal EAP staff.

Discussion of Theme 4: Service delivery/practice models in EAP and OSW

It has been proven that occupational social workers and EAP practitioners do provide valid and yet similar psychosocial services in the workplace. The differences that have been noted are the terms used to address the service delivery models. In OSW, service delivery models are intervention types and yet in EAP, it is the location of the EAP. Nonetheless, this may be what differentiates the two fields as they may not have similar terminology. On this point, the two fields complement one another and become one unit. To explain this further, Bhoodram (2010: 61) explains that social workers have become a preferred profession for staffing EAPs in the South Africa. Service delivery models in EAPs are location based, whereas service delivery models in OSW are interventions based. The interventions (OSW) need to be sourced from a location (EAP), thus resulting in the two to be a perfect match. The above

certainly clarifies why social workers are accommodated in EAP services. This was also noticed with the participants who were used for the study.

5.6.2.5 Theme 5 Scope of practice

Scope of practice in OSW

Participants from OSW displayed knowledge about their scope of practice and ethical conduct that is expected by the statutory body, SACSSP. The participants expressed the following about their knowledge on policies and ethical conduct and ethics:

- *"Yes , the company policy and the social workers code of conduct"*

- *"The ethics that I stick to are the one given by SACSSP. The other standards that I follow are the ethics given by my work"*

- *"Yes the SACSSP sets the terms and conditions on how to practice in the profession"*

- *"Yes the SACSSP guides us directly on professionalism and how to attend to matters in the social work field"*

The above quotes indicated the awareness that the participants had towards their profession and also the ethics that guide social work practice. It was determined that, whether they are in private practice, employed by a service provider or government departments, they have tight policies pertaining to social work practice. The policy guideline for Course of Conduct, Code of Ethics and the Rules for Social Workers document provided by SACSSP, set out ethical standards according to various approaches, namely towards the profession, the client system, colleagues and other social workers, ethics in practice setting and ethics towards the broader society.

Scope of practice in EAP

Participants from EAPA-SA displayed their awareness on the scope of practice and the guideline policies and ethics that guide them in practice. As EAP practitioners do come from different backgrounds such social work and psychology, they indicated that they were also guide by their statutory bodies, such as the HPCSA and SACSSP. The participants were also aware of the EAPA-SA code of ethics that guided them in practice. Awareness of their scope of practice is supported by the following quotes:

- *"The HPCSA and EAPA-S and the Scope set out by the EAP service provider".*

- *"Follow EAPA-SA code of Ethics and standards"*

- *"The ethics and guides of the HPCSA is very important……………and yes the EAPA-SA's code of conduct"*

- *"EAPA-SA standards/ ethics"*

- *" ICAS has internal ethics but I don't go beyond the EAPA-SA ethics of practice, as that would then defeat the EAP programme"*

The above information gathered gives the impression that EAP practitioners are very much aware and knowledgeable of the codes of conduct and ethics of practice from the statutory bodies as well as the EAP Association in South Africa. Some participants did mention that they were also guided based on the policies of the service providers in which they were based. The researcher suggests that the code of ethics from the statutory board and the EAPA-SA code of ethics work hand in hand to re-enforce the scope of practice and to ensure that practitioners act accordingly in practice.

Discussion of Theme 5: Scope of practice in OSW and EAP

The feedback from participants in the study provided an outline of who and what guides and ethically supports EAP practitioners and occupational social workers. This certainly gives the impression that both occupational social workers and EAP practitioners are very much aligned with what is expected of them ethically, whilst in practice. The study also confirmed that EAP and OSW is strongly governed by legislation. OSW and EAP certainly showcase their similarities in this manner. A difference in this theme would be the different bodies and associations that guide practice and services in OSW and EAPs

5.6.3   Conclusion

This chapter captured the practical aspect of the study, showcasing the process of gathering qualitative data from EAP practitioners and occupational social workers in practice. The data that was received was analysed and report was made to determine what transpired in practice. It was determined that functions were similar and some functions were more prominent than others. The practice models of EAP and those of OSW seemed to complement one another. With regard to the client systems, it was determined that OSW and EAP had identical client systems, but were named differently. The requirements for

practice were also very much identical and the same process was required for OSW and EAPs. The scope of practice also indicated identical ethics and a code of conduct that addressed EAP practitioners and occupational social workers. A slight difference was that they originated from the different statutory bodies that facilitate registration to practice in each of the two fields. The following chapter summarises the key findings of the study and provides a conclusion on the similarities and differences.

CHAPTER SIX: KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1   INTRODUCTION

OSW and EAP practice are fields that are clearly prominent and trending amongst many employer organisations within the republic of South Africa, dating back to the 1930s. OSW and EAP have had an immense impact on the existence of many workplaces and continue to do so presently. As Bhoodram (2010:56) mentioned, EAPS began in the 1930s and much of its roots stem back to OSW, yet there were no formal descriptions of the differences and similarities between OSW and EAPs. This study was an appeal to comprehensively display common and differing features of OSW and EAPs. The available literature of OSW and EAPs were weighed against the current and trending practices of OSW and EAPs, to also determine how they differ in practice in comparison to what is available in literature. As the study was a response to the perceived gap in identifying the similarities and differences of the two fields, this chapter presents the summary, where the achievements of the objectives and aims are discussed. The key findings, conclusion and recommendations are also presented.

6.2   SUMMARY OF THE OBJECTIVES AND AIM OF THE STUDY

6.2.1   Objectives

The objectives of the study were:

- To explore the theory and literature of OSW and EAPs

- To explore and describe the similarities of OSW and EAPs in theory and practice

- To explore and describe the differences of OSW and EAPs in theory and practice, from the respondents' perspective

The following section discusses the objectives that were achieved: *To explore and compare the theory and literature of OSW and EAPs*

This objective was fully achieved by conceptualising OSW and EAPs in Chapter 2 and Chapter 3. In each of these chapters, the literature and collected works of each of the fields were brought forward, discussing the important features of each of the fields that would be comparable in theory and in practice. These features consisted of the functions, the service delivery models or practice models, the client systems, the requirements for practice and the

scope of practice. Each of the features was explored in detail to be able to pinpoint distinguishing and similar factors between them.

To explore and describe the similarities and differences of OSW and EAPs in theory and practice

The objective of exploring and describing the similarities of OSW and EAPs was successfully achieved. The theory part of the study was accomplished in Chapter two and three whereby OSW and EAPs were introduced and discussed. These two chapters were mainly devoted to 5 different aspects of EAPs and OSW, more specifically the functions, client systems, practice models, registration for practice and the scope of practice. In Chapter four, the 5 aspects were critically discussed, pinpointing the similarities or even identical features that OSW and EAPs shared and this was based on theory. In completing the empirical part of the study, participants who were interviewed provided factual information that reflected on the current realities of OSW and EAPs. From the information provided, the similarities were determined and discussed.

6.3   KEY FINDINGS, CONCLUSION AND RECOMMENDATIONS

The following conclusions were made based on the findings of the study which explored the similarities and differences of OSW and EAPs in the Gauteng Province.

6.3.1   Theme 1: Qualification and requirements for practice

The theme focused on establishing the qualifications and requirements for practice in OSW and EAPs and if there were any similar or distinguishing factors between the respective fields.

6.3.1.1   Key findings

The majority of the participants practicing OSW brought forward that they required social work honours degrees to qualify as occupational social workers. Additionally, they had to obtain a registration with the South African Council for Social Service Profession (SACSSP) with an option to additionally register as occupational social workers. Experience within the scope of occupational social work was also regarded as a requirement. It was also confirmed that membership with the South African occupational social work association (SAOSWA) was not compulsory, but did benefit their recognition. SAOSWA had three types

of registrations and they would be placed according to their qualifications and activities in OSW.

Participants who were EAP practitioners confirmed to have various honours degrees that were within the social science field and these included social work and psychology. Registration with a statutory body is compulsory and such would be the HPCSA and SACSSP. To be recognised as an EAP practitioner, one needed to obtain experience and be registered with the Employee Assistance Professionals Association of South Africa (EAPA-SA). Membership with EAPA-SA was considered not compulsory but would be of benefit in being identified as an EAP practitioner. Four different designations are also available and recognised by SAQA, once registered as a member of EAPSA, according to their qualifications, experience and CPD experience.

6.3.1.2 Conclusions

The principal similarities of OSW and EAPs were that requirements to practice and to be recognised as an occupational social worker or an EAP practitioner was to acquire Honours degrees and to be registered with statutory bodies. For both fields, it was confirmed that experience, CPD and membership fees are also important. Further to this, it was confirmed that SAOSWA and EAPA-SA were supportive associations for the two fields, however not considered compulsory. A clear difference between these respective fields though was that OSW required only an honours degree in social work and didn't accommodate any other degree, yet respondents from the EAP were recognised, based on either social work or other fields.

6.3.1.3 Recommendations

- Registrations with the statutory bodies and experiences should remain obligatory as this encompasses the legislative endorsement.

- Membership with SAOSWA and EAPA-SA should be pushed to have enforced requirements because that it would add more value and ensure quality towards the respective fields.

- As OSW lodges social workers, it is recommended that it should be unchanged. This contributes to the profession's unique distinction and thus speaks for the unique dynamics of the OSW profession.

- EAP should also maintain and continue to accommodate other social science fields to maintain this differentiating element.

- Both EAP-SA and SAOSWA should promote CPD amongst members. This is a very strong quality that can develop and could be of great benefit in promoting both the professions.

6.3.2   Theme 2: Core technologies and functions of OSW and EAP

6.3.2.1   Key findings

The results from the study confirm that EAP and OSW do share very similar functions or core technologies. Consulting with work organisations, marketing, case management, assessments and support services and stakeholder management and networking were all considered common between OSW and EAPs. Assessments and support services seemed to be the most leading function, as all participants reported on providing assessments and counselling to all employees who required services. Consultations with work organisations and networking were also prevalent. However, marketing seemed to have reflected less in OSW than in literature. In practice, the function seemed to be fulfilled. EAP was slightly contradictory whereby marketing was strongly emphasised both in literature and in practice. Consultation with the work organisations seemed to also be present in both fields. Case management was present in both fields, however, in OSW, the function was not strongly highlighted in literature but it was carried out in practice. In EAP, case management seemed to be part and parcel of daily functions, had a robust presence and was guided in literature as well as in practice. Stakeholder management and networking were also current in both practices.

6.3.2.2   Conclusions

EAP and OSW carry out essential functions that meet the purpose of Employee Health and Wellness Programmes (EHWP) in the workplace. Some functions may be more primary than others, however, this may depend on the designations and where occupational social workers and EAP practitioners are based, e.g. SAPS, EAP service providers, private practice, government departments etc.

6.3.2.3 Recommendations

- Functions of EAP and OSW should continue to be benchmarked, particularly those of OSW, as occupational social workers don't seem to have set guidelines and are not thoroughly supported and openly promoted by the SACSSP.

- Marketing of EAPs in employer organisations should be consistent as it enhances the integration of EAPs service with the workplace and also promotes ownership for the organisation and thus increases utilisation.

- Based on the constant developments in the EAP and the OSW field, it would be important for organisations to invest in continuous training for employers, employees, occupational social workers and EAP practitioners. Education and training at all levels does ensure that the EAP becomes part of HR policy. Continuous training would meet the ever-changing demands of the workplace and the business itself.

- The workplace programmes should continuously integrate families of employees to ensure that holistic support is available for those who support employees. This has proven to be effective through breaking the cycle of re-occurring challenges in the home of the employee.

- Employers should not undermine the services that can be provided by occupational social workers and EAP practitioners. There is much potential capability in fulfilling their professional functions and employers should be knowledgeable of these.

6.3.3   Theme 3: Client system in OSW and EAPs

6.3.3.1 Key findings

All participants in OSW and EAPs confirmed that the client systems were individual clients, organisational management and employer organisations. In OSW, the client systems are named differently and are known to be micro, macro and meso systems. Client systems in OSW and EAPs are identical but due to the different angles that the fields emerge from, the terminologies differ. In practice, the three client systems are addressed and attended by both occupational social workers and EAP practitioners.

6.3.3.2   Conclusions

In the study, it was displayed that the client systems of OSW and EAP were not any different and thus illustrated that each of the client systems were addressed in a similar fashion. The employee and immediate family members or micro practice were given personal and individual attention, through assessments, short-term counselling and case management incorporated into the client system. The employer as a client system or macro practice is consulted with matters that are deemed to effect the organisation as a whole and that would impact policies and structures established in the organisation. The meso practice or organisational management is more directed at addressing specific groups of individuals such as managers and supervisors and places emphasis on interpersonal relationships. Macro practice or the employer is addressed on large-scale matters pertaining to social problems or implementing policies, monitoring and evaluation of services and so forth.

6.3.3.3   Recommendations

- Both OSW and EAPs should engage more on an organisational level. It was noted that occupational social workers had focused a lot on micro practices in the previous years but have since taken on the motion of delivering services on an organisational level.

- Occupational social workers and EAP practitioners should maintain service delivery on all three of the client systems as it complements the practice models both in EAPs and OSW.

6.3.4   Theme 4: Service delivery/practice models in OSW and EAPs

6.3.4.1   Key findings

From the study, it was determined that the service delivery models in EAP and OSW were complementary of one another. Service delivery or practice models in OSW was more fixated on interventions, being the work-person, promotive, restorative and organisational, whereas EAP was more based on 'where' interventions would take place. This was reflected through the in-house, external-house model and hybrid model. The above finding does not identify similarities nor differences, but rather points out how they harmonise with one another.

6.3.4.2 Conclusions

The practice delivery models in OSW and EAPs are different from each other, and yet they are consolidated in the finding that EAP service delivery models houses OSW practice models. It also concurs with the current practice proven through the profiling of the participants, that many occupational social workers are based in EAPs.

6.3.4.3 Recommendations

- The practice and service delivery models fit into one another and thus should be maintained between in OSW and EAPs. It is recommended that occupational social workers and EAP practitioners should provide effective ethical and quality services that should be timeous and confidential, in an attempt to accommodate both OSW and EAPs.

- It is thus recommended that employer organisations should first determine the service delivery model that would be most suitable and appropriate as this would then determine the scene of the OSW interventions that will be provided.

- Depending on the particular needs of an employer organisation, it's important that they need to note what is more vital, where the services are located or the type of services that are required.

6.3.5 Theme 5: Scope of practice in OSW and EAPS

6.3.5.1 Key findings

The scope of practice in both OSW and EAPs is noted to guide the actual functions, interventions and services to the client systems and to what extent it may take place. All the participants noted that their respective statutory bodies provided the guidelines for ethical practice and codes of conduct. EAP participants strongly favoured the EAPA-SA standards and code of ethics documents and OSW participants also favoured the SACSSP standards for practice. Further to this, the scope of practice is re-enforced by the employers of occupational social workers and EAP practitioners.

6.3.5.2 Conclusion

In essence, occupational social workers and EAP practitioners need to rely on legislation as to not cross boundaries and maintain ethical practice. Statutory bodies (SACSSP and

HPCSA) play a huge role ensuring that occupational social workers and EAP practitioners are channelled and steered in accordance with their respective professions. EAPA-SA and SAOSWA do place extra measures in safeguarding ethical EAP and OSW practices.

6.3.5.3 Recommendations

- Occupational social workers and EAP practitioners should comply with ethical practices guidelines provided by the respective statutory bodies.

- EAP practitioners should also comply with the guidelines and code of ethics set by EAPA-SA to maintain professional behaviour and should differences occur, more stringent provision should be followed.

- EAP practitioners and occupational social workers should maintain registration and membership with the statutory bodies and not only guide conduct but also provide guidance when faced with ethical challenges.

- Membership with SAOSWA and EAPA-SA is required to also re-enforce correct practices and behaviour within the respective professions.

- It is recommended that SAOSWA publishes a formal document specifically for occupational social workers that guide their scope of practice.

- EAPA-SA should continue to maintain both the standards and code of ethics document and should be continuously updated.

- In efforts to evaluate and review the two professions, it is put forward as a recommended that SAOSWA and EAPA-SA, along with other bodies such as SAQA, examine each of the respective fields with the intention of highlighting specifics of the current scopes of practice of each fields and attempt to pursue a conclusion as to whether the respective fields are aligned with one another or whether they are different to one another. Information retrieved from such debates could strongly pave the way forward for both fields.

6.4 CONCLUSIVE REMARKS

Throughout the study, it was demonstrated that OSW and EAP are very similar to each other and yet show differentiating factors. They certainly play a huge role in contributing towards well-being in the workplace by offering a variety of effective and efficient services towards

their client systems, through interventions that aim to make a positive difference. The similarities and differences displayed in the study demonstrate what may be connecting elements and differentiating factors between the two fields, in literature and in practice. From the information provided in theory and in practice, it can be said that the two fields are different but yet they run parallel to one another. As any occupational setting seems to be the main target of OSW and EAP practice, it is crucial for employers to determine a difference and thus be able to select the applicable field to best meet the needs of the workplace.

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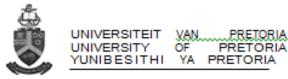
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ANNEXURES

Annexure 1: Proof of ethical clearance from the University of Pretoria

Faculty of Humanities
Research Ethics Committee

13 April 2018

Dear Ms Myeni

Project:	A comparative study between Employee Assistance Programmes and Occupational Social Work in the Egoli area, Gauteng Province, South Africa
Researcher:	N Myeni
Supervisor:	Prof LS Terblanche
Department:	Social Work and Criminology
Reference number:	28135662 (GW20180332HS) (Group research)

Thank you for the application that was submitted for ethical consideration.

I have pleasure in informing you that the Research Ethics Committee formally approved the above study at an *ad hoc* meeting held on 13 April 2018. Data collection may therefore commence.

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

We wish you success with the project.

Sincerely

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

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

Annexure 2: Informed consent form

Faculty of Humanities
Department of Social Work and Criminology

23 February 2018

Our Ref: Prof L S Terblanche/N Myeni
Tel. 420-3292
Fax. 0866287488
Email: lourie.terblanche@up.ac.za

INFORMED CONSENT FORM

Participant's Name: ………………………….…….
Date: ………………

Principal Investigator: Nozazi Myeni
Institution: University of Pretoria
Address: Lynnwood Rd, Hatfield, Pretoria, 0002

I wish to give my permission to participate in the research project according to the details provided below:

1. **Title of Study:** A comparative study between Employee Assistance Programmes and Occupational Social Work in the Egoli Chapter Area, Gauteng Province, South Africa.

2. **Purpose of the Study:** The purpose of this study is to investigate, through exploring and describing, the similarities between Occupational Social Work and Employee Assistance Programmes in the above mentioned area.

3. **Procedures:** An individual interview will be carried out through email communication and may take about 1 hour. The 'interview' will be scheduled according to the preference of the respondent, through email correspondence.

4. **Risks and Discomforts:** There are no known emotional risks or discomforts associated with this study.

5. **Benefits:** There are no known direct benefits for participating in this study. However, the results of the study may help researchers gain a better understanding of the two professions; Occupational Social Work and Employee Assistance Programmes.

6. **Participant's Rights:** Any respondent may withdraw from participating in the study at any time.

7. **Financial Compensation:** There will be no financial compensation offered for participating in the project.

8. **Confidentiality:** No additional recordings will be made – since all communication will be on record. The records will be accessible only to the Principal Investigator and authorised members of the research team at the University of Pretoria.

9. **The results will be kept confidential and only released if requested by the respondent.** The results of this study may be published in professional journals or presented at professional conferences, but no records and/or identity will be revealed unless required by law.

Any questions or concerns can be taken up with Nozazi Myeni at 081 894 5894 at any time during the day.

I understand my rights as a researcher subject, and I voluntarily consent to participation in this study, I understand what the study is about and how and why it is being done. I will receive a signed copy of this consent form. I am also aware that all raw data generated through this study will be stored at the University of Pretoria for a period of 15 years for archival and possible future research.

_____   _____
Subject's Signature   **DATE**

_____
Signature of Investigator

Faculty of Humanities
Department of Social Work and Criminology
Fakulteit Geesteswetenskappe
Departement Maatskaplike Werk en Kriminologie
Lefapha la Bomotho
Kgoro ya Modiro wa Leago le Bosenyi

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Annexure 3: Interview schedule for EAP Practitioners

Research Topic: A Comparative study between Occupational Social work and Employee assistance Programmes in the Egoli Chapter of the Gauteng Province

Name: Nozazi Myeni

Email: zazired@live.com

Contact numbers: 0818945894

Qualitative data collection: Interview via email correspondence

Introduction

As a Masters Student at the University of Pretoria, my study is based on comparing Occupational Social Work and Employee Assistance Programmes. I would like to ask a number of questions and the answers provided that would be of benefit in determining the similarities and differences of the two professions Occupational Social Work and Employee Assistance Programmes.

Qualifications and requirements Employee Assistance Programmes

1. What qualifications are required to be an EAP professional?

2. What are the requirements of being recognised as EAP professional?

Practicing in the Professional Field

1. Tick the appropriate box:

   I am appointed as an occupational social worker: ☐
   I am appointed as an EAP staff member (job titles may be different) ☐

2. In the capacity of being an EAP professional, what are your day to day functions?

3. Who are your target groups in service rendering? Individual employees, families of employees, the employer or the communities representing your employer

4. Do you offer a therapeutic component to the services you rendered to clients/employees?   Yes   ☐

          No   ☐

    4.1 If you are rendering therapeutic services, please specify which therapeutic approach you follow (for example, Solution-focused brief therapy):

    4.2 Are you of the opinion that the current therapeutic approach applied in your workplace, is suitable for all race/cultural groups?

    4.3 Please motivate your answer for the above question

    4.4 Share your views on the need for a typical culturally-based therapeutic model within the EAP field:

5. In your capacity as an Employee assistance programmes professional, to what extent does the scope of practice allow you to assist your clients/ employees?

6. What legislation or constitutional acts and policies guide your practice as an EAP professional?

7. As the profession is occupation based, do you consult with the employer and to what extent?

8. As a professional in your field, are you guided by an ethics/standards documents provided by the professional body/Council?

Professional Understanding

1. In your understanding, what differentiates an Occupational social worker from an EAP Professional in practice?

2. In your perspective as a professional, what are the similarities between the two fields, Occupational social work and Employee Assistance programmes? Base your response on your own scope of practice

3. Do others confuse your functions as an occupational social worker as those of an Employee assistance professionals and vice versa
    3.1 If yes, in what ways?

Closing

Thank you once again for participating in the study and your contribution of knowledge about the two professions is much appreciated

Annexure 4: Interview schedule for Occupational social workers

Research Topic: A Comparative study between Occupational Social work and Employee assistance Programmes in the Egoli Chapter of the Gauteng Province

Name: Nozazi Myeni

Email: zazired@live.com

Contact numbers: 0818945894

Qualitative data collection: Interview via email correspondence

Introduction

As a Masters Student at the University of Pretoria, my study is based on comparing Occupational Social Work and Employee Assistance Programmes. I would like to ask a number of questions and the answers provided will be of benefit in determining the similarities and differences of the two professions Occupational Social Work and Employee Assistance Programmes.

Qualifications and requirements in Occupational Social work

3. What qualifications are required to be an occupational social worker?

4. What are the requirements of being recognised as an occupational social worker?

Practicing in the Professional Field

9. Tick the appropriate box:

I am appointed as an occupational social worker: □

I am appointed as an EAP staff member (job titles may be different) □

10. In the capacity of being an occupational social worker, what are your day to day functions?

11. Who are your target groups in service rendering? Individual employees, families of employees, the employer or the communities representing your employer

12. Do you offer a therapeutic component to the services you rendered to clients/employees?(please Tick)   Yes   No

    4.1 If you are rendering therapeutic services, please specify which therapeutic approach you follow (for example, Solution-focused brief therapy):

    4.2 Are you of the opinion that the current therapeutic approach applied in your workplace, is suitable for all race/cultural groups?

    4.3 Please motivate your answer for the above question

    4.4 Share your views on the need for a typical culturally-based therapeutic model within the EAP field:

13. In your capacity as an occupational social worker, to what extent does the scope of practice allow you to assist your clients/ employees?

14. What legislation or constitutional acts and policies guide your practice as an occupational social worker?

15. As the profession is occupation based, do you consult with the employer and to what extent?

16. As a professional in your field, are you guided by an ethics/standards documents provided by the professional body/Council?

Professional Understanding

4. In your understanding, what differentiates an Occupational social worker from an EAP Professional in practice?

5. In your perspective as a professional, what are the similarities between the two fields, Occupational social work and Employee Assistance programmes? Base your response on your own scope of practice

6. Do others confuse your functions as an occupational social worker as those of an Employee assistance professionals and vice versa
    3.1 If yes, in what ways?

Closing

Thank you once again for participating in the study and your contribution of knowledge about the two professions is much appreciated

Annexure 5: Permission letter from EAPA-SA

10 November 2017

ENTERPRISES UNIVERSITY OF PRETORIA
FACULTY OF HUMANITIES

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

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

5. Furthermore, you will be required upon completion of the study to submit a copy of the final report to EARA SA and also share the results of your

Annexure 6: Permisssion letter from SAOSWA

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

"YOUR SPECIALISATION PARTNER"

24 October 2017

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

Dear Prof Terblanche,

AUTHORISATION OF RESEARCH PROJECT BY MASTERS EAP STUDENTS

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

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

Kind regards,

[signature]

MRS ARISTA BOUWER
National Chairperson
SAOSWA National Executive Committee

Annexure 7: Data Storage Form

Declaration for the storage of research data and/or documents

I/ We, the principal researcher(s) _____

and supervisor(s) _____

of the following study, titled _____

_____

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

department: _____

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

Start date of study: _____

Anticipated end date of study: _____

Year until which data will be stored: _____

Name of Principal Researcher(s)	Signature	Date

Name of Supervisor(s)	Signature	Date

Name of Head of Department	Signature	Date