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Perceptions of effectiveness of employee assistance programs in private and public sectors

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PERCEPTIONS OF EFFECTIVENESS OF EMPLOYEE ASSISTANCE PROGRAMS IN PRIVATE AND PUBLIC SECTORS

A DISSERTATION
SUBMITTED TO THE FACULTY OF CLARK ATLANTA UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF DOCTOR OF PHILOSOPHY

BY
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SCHOOL OF SOCIAL WORK

ATLANTA, GEORGIA
MAY 1999
ABSTRACT

SCHOOL OF SOCIAL WORK

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PERCEPTIONS OF EFFECTIVENESS OF EMPLOYER ASSISTANCE PROGRAMS
IN PRIVATE AND PUBLIC SECTORS

Advisor: Professor Amos Ajo

Dissertation dated May, 1999

The purpose of this study was to describe, analyze and synthesize the perceptions of effectiveness of employee assistance programs (EAPs) in the private and public sectors. This study was based on the premise that perceptions of effectiveness are linked to several management factors. The researcher investigated two independent variables, perceptions of EAP effectiveness in the private and public sectors. These variables were examined in relation to several intervening variables: management level of commitment, knowledge of employee problems, rating of EAP services, and management action toward EAP. The following demographic variables were also analyzed: gender, time worked in organization, educational level, age, job title, annual income, marital status, number of children under eighteen, and race.

This investigation included a review and critique of related literature. Key components addressed include the following: Historical Overview, Measurement of Effectiveness, EAPs’ Use of Power Bases, Management Level of
Commitment, Knowledge of Employee Problems, Rating EAP Services, Management Action Toward EAP, Treatment Variables, Client Variables, and Conceptual/Theoretical Framework.

An exploratory research design was used to investigate the perceptions of effectiveness of private and public sector employee assistance programs in the metro Atlanta, Georgia area. The author designed and administered a questionnaire in order to analyze and evaluate the views of sixty respondents from public and private sectors; thirty respondents were from the private sector and thirty respondents were from the public sector.

The researcher found that there is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs among all dependent variables. The null hypotheses were accepted based on the calculated t-test value.

The author concluded the study with a series of recommendations that may assist employee assistance programs in enhancing their quality and effectiveness. Emphasis was placed on management being proactive in establishing an organizational strategic plan that includes the use of the employee assistance program services. The research suggests that this behavior influences perceptions of EAP effectiveness.
ACKNOWLEDGEMENTS

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CHAPTER I
INTRODUCTION

In this chapter the subject of Employee Assistance Programs (EAPs) was introduced. Employee assistance programs are a programmatic intervention at the workplace, usually at the level of the individual employee. Behavioral science knowledge and methods are used to assist EAP counselors in recognizing and controlling certain work and non work-related problems which adversely affect job performance. "The objective is to enable the individual to return to making her or his full work contribution and to attaining full functioning in personal life." The focus was on describing key components and functions of EAPs. Following the introduction was the purpose of the study, statement of the problem, research questions, definitions of terms, significance of the study and a summary of the chapter.

In standardized EAPs, (see Appendix A), variations exist between individual needs, organizational characteristics, providers' capabilities, professional

definitions, and even national cultures. All of these factors combine to ensure that every EAP acquires distinctive features in use, if not at inception.

Nevertheless, EAPs exhibit similar characteristics which have been formulated into "core technologies" by Roman and Blum.² Although these technologies are not prescriptive in and of themselves, they do provide an analytical exposition of the key elements of EAPs. The elements are: impaired job performance, consultative assistance, constructive confrontation, individual micro-linkages, organizational macro-linkages, corporate culture, and improved job performance. Some expected outcomes of these "core technologies" are seen as "functions" of the EAP. They include: improved employee retention, reduced managerial workload, more humane and constructive actions, improved financial control, and enhanced employee morale.³

Given this foundation, Tom Pope, in his research, revealed that at this time when substance abuse, mental health problems, and other stressors beset the United States workforce, an effective Employee Assistance Program (EAP) can be a wise investment.⁴ He supported Mike Megranahan's

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³Ibid.
contention that although there may be some variations among EAP standards from company to company, there are core factors that exist and contribute to EAP effectiveness.\(^5\) Some programs combat alcoholism, while others struggle with personal and marital problems. The most all-encompassing programs address every phase of psychological need and direct workers to appropriate clinics, outpatient programs and residential facilities.

Over the past two decades, there has been a vast growth in EAPs.\(^6\) Similar findings were reported in studies conducted by the National Institute on Alcohol Abuse and Alcoholism, the National Association of State Alcoholism and Drug Abuse, and the American Society for Personnel Administration. "Companies are endorsing employee assistance programs as a tool to help individuals overcome alcohol and drug abuse problems that impede worker performance."\(^7\)

According to Kay Springer, communications manager for the Employee Assistance Professionals Association, Arlington, Virginia, the growth of EAP programs has, in some

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\(^6\) Employee Assistance Program (Arlington, VA: 1997); (Pamphlet).

cases, been driven by the federal government. For example, drug testing regulations have contributed to the establishment of EAPs in nearly seventy-nine percent of the nation's companies with two hundred fifty or more employees. However, it is duly noted that the future of these programs and their long-term potential for contributing to the delivery of industrial health care services now depends on track record and accountability.

Research indicated that EAPs can assist in identifying and resolving individual problems and stimulating the creation of a learning, and coping enterprise. Private corporations such as Levi Strauss & Co. experienced improved organizational operations since implementing their employee assistance program. Representatives verbalized their positive perceptions regarding the EAP. Similarly, public sector agencies, for example the United States courts, also reported positive perceptions regarding the impact of the EAP on the organization.

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8 Employee Assistance Program (Arlington, VA: 1997); (Pamphlet).


10 James Cocker, "Exposing the EAP," Benefits Canada 17, no. 9 (October 1993): 29.


Moreover, innovative companies across the country have generated convincing data on the ways employee health, illness and medical treatment affect productivity.\textsuperscript{13} The documentation supported a strong connection between health and productivity, and may be further supplemented by additional research. Corporations are becoming more aware that illness can affect the workplace by increasing sick days, adding to the cost of replacement workers, reducing effectiveness on the job, causing accidents and injury and adding to the stress level of the co-workers who must cover for sick colleagues. Several studies attempted to connect treatment programs to productivity gains. Employee assistance programs have aided researchers in documenting the link between treatment, treatment programs and productivity. In turn, researchers have documented measurements of effectiveness and perceptions of effectiveness of employee assistance programs.

**Purpose of Study**

In recent years there has been an increase in research studies regarding mental health problems in the workplace. For example, there was an increase in the number of studies focused on the impact of the EAP services on alcohol abusing employees. However, many studies appear to have been subjective or descriptive. Efforts to evaluate perceptions

of the effectiveness of employee assistance programs have been met with problems of validity and reliability due to methodological inconsistencies. There has also been a lack of research on perceptions of effectiveness of EAP programs in the public and private sectors. This information may expedite the establishment of more effective EAP programs.

The current research provided an empirical study to extend the amount of existing knowledge on this subject. Therefore, it was the writer’s goal to present a valid and reliable methodological model that would contribute to the understanding of perceptions of effectiveness of employee assistance programs in private and public sector agencies.

**Problem Statement**

In spite of enormous growth in Employee Assistance Programs (EAPs) in recent years, the number of studies delineating the effectiveness of these programs has not kept pace with this growth. Even though there have been studies on the philosophical foundations of the employee assistance program and its operations, there is a lack of perceptual studies on the effectiveness of EAPs in the private and public sectors. Researchers noted that the gaps in research include employee attitudes and motivations concerning EAPs. Researchers Roman, Blum and Benett concurred with this notion. Their research data confirmed a systematic

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connection between management and EAP effectiveness. Their studies indicated the need for management level officials to work with EAP representatives in an effort to bridge the gap between management and subordinates. In addition, the study conducted by Ford and Ford echoed similar findings. These factors contributed to EAP effectiveness. However, additional research is needed documenting its effectiveness.

The author has described, analyzed, and synthesized perceptions of effectiveness of employee assistance programs in the private and public sectors. The analysis included the following factors: level of managerial commitment, knowledge of employee problems, rating of EAP services (level of job performance, tardiness, absenteeism, sick leave usage, relationship with fellow employees, attitudes towards their work, satisfaction with EAP services, satisfaction with work) and management action toward EAP.

Research Questions

1. Is there a significant difference between perceptions of effectiveness in private and public sector employee assistance programs?

2. Is there a significant difference between perceptions of effectiveness in private and

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public sector employee assistance programs based on level of management commitment?

3. Is there a significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on the managers/supervisors/EAP Coordinators' knowledge of employee problems?

4. Is there a significant difference between perceptions of effectiveness in private and public sector employee assistance program based on ratings of EAP services?

5. Is there a significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on management's action toward EAP?

Definitions of Terms

1. Employee Assistance Program: A programmatic intervention at the workplace, usually at the level of the individual employee.

2. Demographic Data: Age, gender, race, marital status, educational level, time worked in organization, income, number of children, sector and job title.

3. EAP Effectiveness: The extent to which the program was able to provide supportive counseling services to individuals and families regarding mental health, financial, legal and/or physical problems.
4. Level of Management Commitment: The degree to which management supported the EAP with regard to policies, procedures, and finances.

5. Knowledge of Employee Problems: The degree to which management was aware of employee problems that impact the workplace, i.e., absenteeism, tardiness, use of sick leave.

6. Rating EAP Services: Ratings were based on how respondent's perceived the status/behaviors of employees who return to work after having used the EAP.

7. Management Action Toward EAP: The degree to which management's behaviors support or reject the EAP services.

Significance of Study

The EAP introduced a broad range of social services to employees and, in doing so, has increased the need for professional therapists in business and industry. Toomer stated that "the development of EAPs has represented one of the most visible and effective interventions by health care professionals in business and industry."16 As EAPs continue to expand their focus, new non-traditional opportunities for counselors are emerging in the marketplace. Clinicians may serve as administrators or consultants. The EAP counselor serving in the role of an organizational practitioner has

the ability to enact change with individuals in the organization, as well as with the organization as a whole. This, at times, translates into changes in policies and procedures so that the organization functions more efficiently and effectively.

However, as the practitioner undertakes such a task, one must be aware of the two worlds in which one is functioning. There are economic factors and clinical dynamics that must be considered. In order to be accepted and survive in the corporate environment, it is very important for the EAP counselors to possess business skills to compliment their clinical expertise. These skills may be achieved in educational arenas. It would be helpful to offer business administration courses to social work students seeking to enter into employee assistance counselor positions.

Trice and Roman, authors of "Spirits and Demons at Work: Alcohol and Other Drugs on the Job," suggested that there is a lack of quality research due to the rift between academic communities and the arena of employee assistance programs. As academic communities and EAPs collaborate, it may lead to further research in the field by academicians. This would, in turn, help close the gap between the academic communities and the field of employee assistance.

17 H.M. Trice and P.M. Roman, Spirits and Demons at Work: Alcohol and Other Drugs on the Job: (Ithaca: New York State School of Industrial and Labor Relations, 1972), 2.
assistance programs. In contributing to this body of knowledge, professionals in the fields of social work and employee assistance programs will be better able to develop and implement quality EAP programs and, in turn, better serve their constituents. It is the author's hope that employee assistance programs will enable private and public sector agencies to become more productive as evidenced by elevated levels of work performance in the workplace.

Summary of Chapter

In summary, the goal of this study was to examine perceptions of effectiveness of private and public sector employee assistance programs as perceived by organizational managers, supervisors, and EAP coordinators. The researcher provided the following statements: introduction, purpose of the study, statement of the problem, research questions, definition of terms, and significance of the study. In the following chapter, the author will present the review of literature. It includes a historical overview, discussion of measurements of effectiveness of the EAP, use of power bases in employee assistance programs, management level of commitment, knowledge of employee problems, and rating EAP services. The chapter concludes with the identification of the most prominent conceptual/theoretical frameworks to be used in analyzing the study.
CHAPTER TWO

REVIEW OF THE LITERATURE

Historical Overview

Employee assistance programs date back to the nineteenth century. Disciplines, such as industrial and occupational psychiatry, occupational medicine and industrial psychology, contributed to the emergence of EAPs. Initially, employee assistance programs were work-based occupational alcoholism programs. The staff members were primarily recovering addicts. The goals of these informal programs focused on getting late stage alcoholics into treatment. Today they have expanded to include worker concerns about health, marriage, family, finances, drug abuse, legal matters, stress and other emotional problems.¹

As early as the nineteenth century, the effects of alcoholism in the workforce were being recorded. In 1893 Rollo Law instituted what may be considered the first company employee assistance program. Law invited employees struggling with the addictive disease into his home. The goal was to begin the rehabilitation process. In the beginning of the twentieth century, laws and publications

¹ "How to Choose an Employee Assistance Program," Dallas Business Journal 13, no. 6 (November 1997): 34.
stressing the financial liability of employers for on-the-job injuries, and the importance of not drinking on-the-job, also contributed to the development of the EAP.

The Metropolitan Life Insurance Company of New York was one of the first companies to implement an EAP counseling program. In 1919 it began in an informal fashion where a house mother was hired to provide counseling for female employees. In the 1940s, an informal alcohol treatment center was established under the umbrella of the Medical and Personnel Departments. In 1949 the program was formalized and the House Mother concept was replaced. Policies and procedures were documented and supported by the Board of Directors. During this transition, the program became known as the Employee Advisory Service.

A number of articles were published in the 1940s about the mental health programs in the post-war era. McLean noted the "need for physicians to recognize the emotional factors underlying behavior which often resulted in inferior output, high sickness rates, high labor turnover, and absenteeism...of prime importance under wartime conditions

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3Ibid.
which cannot countenance impaired efficiency."4 Researchers Trice and Schonbrunn acknowledged this concern in the study of the "absent prone employee." The study revealed that alcoholism was a key determinant to absenteeism.5

Community efforts and medical departments began to play major roles in addressing this issue regarding alcoholism. In the mid-forties, Kodak, Dupont and Bell Telephone of Canada established counseling programs. The programs were initially informal. In later years, alcohol rehabilitation began to become more formalized. The focus of treatment expanded to include psychiatric problems.

Moreover, in the late 1940s, Consolidated Edison Company of New York and Chalmers Manufacturing Company in Milwaukee, Wisconsin implemented programs in their industrial relations department. This program was largely supported by the union officials, the Board of Directors and other industries in the community who began to send their employees to treatment. This case denoted the significant role of industries in breaking through the "wall of denial and enforcing therapy long enough to give it a chance."6


Other companies in the 1940s following this pattern included: Caterpillar Tractor, Great Northern Railway Company, North American Aviation, Reynolds Tobacco Company and Western Electric Company.

In 1957, the National Institute of Labor & Education, consisting of union and mental health professionals, was formed to "stimulate research and program development in the labor-mental health area." Following in 1959, the National Council on Alcoholism (NCA), formed a department to advocate for occupational programs and to study motivational factors for creating employee assistance programs. Since this time, there has been gradual, but continuous growing support for employee assistance programs. According to statistics obtained by EAPA, Inc., "the number of EAPs in existence has grown from approximately 50 in 1950 to over 10,000 today in the United States." 

In recent years, EAPs have been more structured and formalized with the inclusion of standardized policies and procedures (see Appendix A). EAPs have expanded to provide not only treatment for addictions, but also a variety of other mental health issues. Mental health professionals have been trained to assess complex problems such as dual diagnosis, major depression, and other DSM-IV diagnoses. In

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addition, many programs focus on prevention and education. Health promotional activities are key tools used in raising employees' awareness regarding numerous physical and mental health related issues.

The EAP is commonly used as a tool in helping to ensure that organizational goals are not impeded by troubled employees. Although epidemiological studies vary, there are numerous estimates that indicated that at any given time, a large portion of the workforce may be experiencing consequential emotional and/or substance abuse problems. Studies dating back to the 1970s, along with more recent studies, indicated the impact of mental illnesses and substance abuse problems on organizational productivity. In 1973, Yolles, former director of the National Institute of Mental Health, approximated that 30 percent of the workforce is handicapped by emotional problems.9 In a study funded and conducted by federal United States officials, it was reported that "18.7 percent of all Americans suffer from at least one mental health disorder in a six-month period. Approximately one-third of these disorders were related to substance abuse, and the other two-thirds were related to

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marital or mental health problems, i.e., anxiety disorders, depression."\textsuperscript{10}

Moreover, recent research has shown the impact of depression on workplace productivity. There are direct and indirect costs of illness. Researchers from MIT estimated that direct treatment costs exceeded $12 billion in 1990, while productivity costs accounted for $23.8 billion. Early death, often the result of suicide associated with depression, added another $7.5 billion.\textsuperscript{11} Therefore, it is evident that an employer who attempts to maintain costs by imposing rigid limits on mental health benefits could end up with higher total costs.

Furthermore, First Chicago also experienced the costliness of depression in the workplace. Depressed employees reportedly averaged 40 short-term disability days higher than for any other illness, including low back pain and heart disease.\textsuperscript{12} The employee assistance program at First Chicago successfully reduced the impact of depression on the workplace. Since First Chicago's EAP began actively managing psychiatric short-term disability cases in 1989, the average absence dropped from a high of 48 days to a low


\textsuperscript{12}Ibid.
of 30 days. Also, the EAP positively impacted the one year relapse rates as evidenced by rates that did not increase. In "Managed-Care Employee Assistance Programs Report Successes," Smith and Schleifer found that the mental health problems of the workforce are receiving more attention today than at any time since the industrial evolution. These contentions are supported by the Health Care Financing Review and other researchers.

**Measurements of Effectiveness**

The literature revealed that there are several factors that are used to analyze the effectiveness of employee assistance programs in organizations. These factors influence perceptions of effectiveness. Roman, Blum and Benett identified five distinct outcomes of an effective EAP. Their field study involved 480 private sector EAPs. The respondents were asked about their perceptions regarding the degree to which they saw EAPs providing valuable services to their organization.

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15 Ibid.

The findings defined an effective EAP. It is one where managers and union representatives were provided with effective means for dealing with troubled subordinates. EAP expertise provided supervisors and union officials with policy-based guidance to handle the troubled employee, eliminating ambivalence that can prove to be draining on supervisors' energies and patience.

An effective EAP also places emphasis on due process. Through due process, EAP consultation and intervention greatly increased the likelihood that the organization will be able to recover the effective performance of employees. This process also benefits the employee and their families through job and career protection. Also, through due process and fairness, positive outcomes provide managers and union representatives with effective means for dealing with troubled employees. Due process and fairness are often translated by peers in the workplace to mean that the organization is concerned about its workforce.

Furthermore, perceptions of EAP effectiveness are influenced by organizations providing a relatively low cost additional benefit to the workforce. This can possibly improve morale by projecting an image of employer concern regarding an employees' personal well-being.17

17P.M. Roman, et al., "Educating Organizational Consumers About Employee Assistance Programs," 4.
More recent studies support these significant factors. For example, Kohl suggested that the effectiveness of employee assistance programs is influenced by EAPs' training managers and employees on the best way to utilize EAP services. This included training union representatives and managers on how to identify and utilize job performance indicators in order to determine which employees should be referred for help. Job performances indicators included absenteeism, reduced productivity, tardiness, and quality or work.\

Moreover, research studies have indicated that an employee assistance program can work be most effective if it develops a strategic plan with measurable objectives. Also, program evaluation needs must be established to assure predetermined goals and objectives are achieved.

Mike Megranahan looked at the issue from a similar angle. He stated that before an EAP is introduced, there needs to be a clear analysis of its aims and objectives. Without this analysis there will be no mechanism in place to control the quality of the service. Overall, the review

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20 Mike Megranahan, "Quality Control for an Employee Assistance Program," 16.
of literature revealed several perspectives regarding measuring effectiveness of employee assistance programs.

**EAPs' Use of Power Bases**

Several researchers investigated EAP effectiveness regarding power bases. Ford and Ford, in their 1987 study, discussed seven power sources as the basis for EAPs to effectively influence organization members. These sources were derived for social, psychological, and organizational development. The sources of power are: reward, referent, legitimate, expert, persistence, negotiation and sanctions. It was implied that the degree to which these sources of power are utilized effectively, impacts perceptions of effectiveness of the EAP in organizations.

Social power was originally defined by French and Ravens as the basis by which EAPs achieve organizational influence. Colleagues of French and Raven, for example, Podsakoff, Schriesheim, and Ford, perceived social power as a means of illustrating integrity, and resourcefulness and not intimidation and aggression, or other ways of attempting to force compliance.

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"Ford and Ford, Employee Assistance Programs," 62.


Researchers have identified reward power as the first source of social power that EAPs should take into consideration. Reward power involves the acknowledgment and implementation of reinforcers that result in cooperative behavior. Effective reward power is based on demonstrating genuine and honorable cooperativeness to set a positive model that elicits mutual good faith and trust.

A second power source, as documented by Ford and Ford, was referent power. It comes from "establishing strong alliances with groups and individuals who are spokespersons...for the organization, and community networks." It is important for the EAP counselor to strategically situate herself in the organization where she will be able to develop trust relationships.

Legitimate power was the third source of EAP effectiveness. According to Ford and Ford, it involves the EAP establishing itself as a key figure among the constituencies, i.e., employees, co-workers, supervisors, treatment providers, community and group leaders. The key is for the EAP to obtain and maintain a high position on the

\[24\] Ford and Ford, "Employee Assistance Programs," 62.

\[25\] Ibid.


\[27\] Ford and Ford, "Employee Assistance Programs," 62.
organizational chart in internal organizations, or in an asserted position as an independent contractor.

Ford and Ford also identified expert power as a power source for EAP effectiveness. Expert power is derived from credentials. It is, therefore, important for EAPs to appropriately staff their agencies with professionally trained and licensed social workers, psychologists and other qualified mental health professionals.

The fifth power source discussed by Ford and Ford was persistence power.\(^{28}\) The author documented the importance of EAP counselors continuing to support the employee as opposed to wavering or avoiding the employee. As the EAP counselor appropriately uses persistence power, she in turn positively effects referent power and becomes aligned with the constituents.

The sixth power source identified by Ford and Ford was negotiation power.\(^{29}\) They defined negotiation power as "the willingness and ability to clarify and communicate priorities and action plans while developing meaningful compromises realistically achievable by both EAP provider and services consumer."\(^{30}\) The goal is to create positive outcomes for all parties involved.

\(^{28}\)Ford and Ford, "Employee Assistance Programs," 62.

\(^{29}\)Ibid.

\(^{30}\)Ibid.
The seventh and final power source referred to by Ford and Ford was sanction power. This involves "enforcing certain consequences in order to define expectations of EAPs and troubled employees." For Example, whereas the EAP makes a referral to a treatment program, the treatment program must respond effectively and efficiently to serve the employee while simultaneously adhering to the rules and regulations established by the EAP.

Management Level of Commitment

Total management commitment to the EAP was identified in the literature as a key ingredient for a successful EAP. Whereas EAP is to have a positive impact, there is the need for continuous support, open communication and interaction among all levels of management, union officials and EAP professionals.

According to Shore, this support should be activated through funding, training, policy development, and service delivery. Pierre noted that the success of an organization's EAP depends on its financial commitment and the availability of adequate personnel or community-based assessment and referral capability. He reported that it


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is beneficial for small and medium-sized organizations to pool their efforts in establishing a consortium-type program. EAP services are then made available to employees of all cooperating organizations and viewed as management's commitment to employee well-being. This helps to alleviate the financial burden of an organization paying all of the costs associated with an EAP. The decision to develop, implement, and maintain an EAP in an organization is an indicator of the management's support.

In addition, policy formulation was also identified as a key factor influencing perceptions of effectiveness. It demonstrates an organization's level of commitment. Basic to the EAP, is a company policy statement communicated to all employees. Shore and his colleague, DeGrande, emphasized the importance of policies and procedures that ensure access to help and adequate treatment. They recommended that top management officials display a high level of commitment to EAP systems where they formulate policies that clearly depict the procedures as to how to access and use the EAP; policies implemented emphasize confidentiality. A corporate statement of purpose should


35 Ibid.


cover the cost of decreased productivity; increased absenteeism; property loss; and increased health insurance utilization.\textsuperscript{38}

To assure that these policies and procedures are carried out appropriately, it is also suggested that training sessions should be held for all management staff members. This gives management staff members an opportunity to familiarize themselves with unique aspects of the organization’s EAP policies. Their involvement in this process implies a certain level of management commitment to employee well-being.

On the other hand, management’s commitment to the EAP was noted by management encouraging employees to use the services on their own as opposed to using it only for strict disciplinary reasons. They also stressed that employees should be oriented about the program and given the opportunity to self-refer. Trice and Schonbrunn hypothesized that "cognitive awareness of the EAP on the part of employees was essential for their effective use of the program."\textsuperscript{39} Organizations were urged to take steps to ensure such awareness.

In a study conducted by Plavan, she noted the relationship between employee awareness of the EAP, and

\textsuperscript{38}Ronald M. Schwartz, "Creating a Substance Abuse Policy," Business & Health 4, no. 7 (May 1987): 40.

perceptions of effectiveness. Research has indicated that "a significant number of organizational members were underinformed about the EAP and its function..." Whereas managers are actively involved in the process with the EAP in keeping employees aware of the EAP benefit, the program will be used.

In addition, Weiss documented that awareness of the EAP increases employee self-referral. He reported that "thirty percent of problem employees referred themselves to their EAP services among those organizations that encourage self-referral." In a study reported by Milne, Blum and Stuart in 1994, the outcomes indicated that employees continue to self-refer and at a somewhat higher rate. Overall, when management trusted the EAP, and its practices, the commitment followed.

However, the review of the literature revealed several instances where supervisors were reluctant to refer problem employees. Harrison stated four reasons why supervisors hesitate to refer to employee assistance programs: (1) the


41S. Milne, T. Blum, et. al., "Factors Influencing Employees Propensity to Use an Employee Assistance Program," 125.


43S. Milne, T. Blum, et. al., "Factors Influencing Employees Propensity to Use an Employee Assistance Program," 125.
task is unpleasant; (2) the supervisor is often a friend of the employee; (3) the supervisor is not trained as to how to approach the problem; and (4) the supervisor has not documented actual behaviors of the supervisee that reflect poor job performance. Harrison's findings also emphasized the importance of training supervisors to address these issues.

As previously mentioned, the importance of training was noted, especially concerning referrals made to the EAP. It does seem logical that supervisory trainings would lead to an increase in the number of referrals, but in a study conducted by Shain and Groeneveld, the findings were to the contrary: "Supervisory training had no effect in rates of referral in a study of EAPs in Canada." Wrich supported this contention and stated, "supervisors tend to forget their training and make confrontations based on their own...habits or personal biased." Furthermore, managers may choose not to use EAP due to their negative perceptions of the program. Research has indicated that top management's negative feelings towards their organizations

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rehabilitative services may invariably contribute to low levels of managerial commitment and tend to retard the program's level of effectiveness. To detect, address and monitor the effects of low management commitment on the effectiveness of the EAP, it is important for EAPs to utilize a "needs assessment, followed by coordination and support building among employees, management and union officials." 

In summary, the author discovered that strong managerial commitment is a key component toward the effectiveness of an EAP. Level of commitment can be raised by way of sufficient funding, appropriate trainings for management, and systemic evaluation of the program to make sure that program goals and objectives are achieved. Peterson, Cohen, Vogt, and Sullivan stated that "ultimately, companies will need to understand how illness can impede their ability to change, compete and be profitable in the long term -- and to incorporate productivity goals into health benefits decision... 'We are in an era where human adaptability, change, knowledge and commitment are critical factors to success.'" In order for any EAP to establish

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47 Chima, "Employee Assistance Program," 12.


and maintain effectiveness, a great deal of cooperation is needed between EAP providers, employees and management.

Knowledge of Employee Problems

Alcohol abuse in the workplace has been identified as a significant administrative dilemma. According to the Diagnostic Statistical Manual of Mental Disorders - Fourth Revision, alcohol abuse is defined as self-destructive behavior that continues over a significant period of time despite the known consequences of the behavior.\textsuperscript{50} Alcoholism is a cyclical disease. Trice and Roman presented three stages of alcohol use -- normal, deviant, and alcohol addiction. Normal drinking does not alter behavior, interfere with effective and efficient performance of role assignments and obligations, or significantly affect day-to-day functioning. On the other hand, deviant drinking is behavior that both exceeds bounds of community definitions and impairs role performance. And lastly, alcohol addiction has been found to be a physiological loss of control over drinking.\textsuperscript{51}

Despite the controversy that has existed regarding the definition of alcohol abuse, its origins and causes, experts in the field have agreed on two primary points -- first,

\textsuperscript{50}Diagnostic Statistical Manual of Mental Disorders IV (Revised, 1996), 150.

that "alcoholism is a condition of dependency on alcohol, and secondly, that alcohol is a drug." They emphasized the importance of focusing on the impact of alcohol on the abuser and what steps can be taken in the workplace to address these needs. Researchers Sell and Newman have reported that "substance abuse is America’s foremost health problem, finding that more people die from it than from cancer and heart disease." In the workplace, EAPs have the opportunity to educate supervisors about the warning signs of alcoholism. EAP counselors may educate management about the following common warning symptoms: increased absenteeism, tardiness and work-related accidents, along with overall declining job performance.

Furthermore, costs of an alcohol problem are incurred by both the abuser as well as by the employer. Since alcoholism may go undetected for several years, often the employee has suffered many losses by the time the problem is addressed. For example, numerous divorces have been identified as the result of an alcoholic spouse. In addition, there may also be health and financial problems that have also been identified. The personal consequences of substance abuse are often identified and well documented.

53 Ibid., 65.
However, until recently, no previous attempts were made to estimate the total health, economic and social cost of the problem.\textsuperscript{55} These cost factors have affected the impact of EAPs in the workplace. "Employers need to be concerned about substance abuse because the costs associated with lost productivity due to substance abusers are about $100 billion annually."\textsuperscript{56} A study conducted by Sessel revealed that, "by conservative estimates, alcoholics are costing their employers a minimum of one quarter of their annual salary each year... This cost is approximately one to five percent of the total annual payroll."\textsuperscript{57} Research studies indicated that the cost to employers for an EAP is negligible when compared to the return.\textsuperscript{58} Similarly, a survey of Fortune 500 companies revealed that substance abuse costs industries $60-$65 billion dollars per year.\textsuperscript{59} In 1994, Peters reported that after "Levi, of Levi & Strauss, started providing a drug and alcohol education program to its domestic employees in the early 1990s, it saw a cost savings

\textsuperscript{55}A. Bellegris, "Managing the Costs of Substance Abuse," Business Quarterly 6, no. 12 (Winter, 1996): 11.

\textsuperscript{56}Schwartz, "Creating a Substance Abuse Policy," 40.

\textsuperscript{57}Schwartz, "Creating a Substance Abuse Policy," 46.

\textsuperscript{58}Steven A. La Shier, "Safety Professionals Take the Lead: Substance Abuse in the Workplace is a Safety Issue," Professional Safety 36, no. 6 (June 1991): 51.

\textsuperscript{59}Gerald Grinstein and William D. Oliver, "Winning the War Against Substance Abuse," Chief Executive 91 (January/February 1994): 32.
in behavior health-care dollars of $1.1 million from 1991 to 1992."60

In contrast, an employee assistance program coordinator from the state health department in Chicago reported that "there is no way of estimating...how much time and money is lost."61 For example, in a survey directed by Sell and Newman on substance abuse among Chicago area companies, all of the participating organizations had experienced problems with substance abusing employees over the last two years. These firms were asked whether the cost of dealing with this substance abuse issue was more or less than five percent of total payroll costs. Responses were evenly divided between the choices. However difficult it may be to determine accurate costs incurred, it is agreed that costs do exist for the employer.

Moreover, Tom Pope, author of "EAPs: Good Idea, But What Is the Cost?," stated that EAPs are a "good investment particularly because of the large number of employees who abuse alcohol and drugs. It is also noted that there is approximately a 'seventy to eighty percent recovery rate for substance abusers when treatment is initiated in the workplace.'"62 La Shier concurred and acknowledged that


61Ibid.

abusers will lose family and personal possessions long
before losing a job, because the job pays for the habit.\textsuperscript{63}

Furthermore, La Shier commented on the studies
conducted by the Johnson Institute in Minnesota regarding
the treatment of alcohol abuse. Based on the outcomes of
these studies, he inferred that "the recovery rate for
alcohol abuse is much higher when treatment is initiated at
the work..."\textsuperscript{64} This documentation indicated that there is a
need for an intervention which addresses employee needs and
improves workplace productivity. La Shier recognized the
EAP as an intervention tool. However, Pope acknowledged the
limitations of EAP in addressing alcoholism.\textsuperscript{65} Due to the
nature of the disease, permanent cures do not always exist,
thus rendering this type of intervention less effective.

Furthermore, mental health issues impact productivity
in the workplace and present a challenge to EAPs to address
the needs of the workers. According to the HR Focus
publication, "five percent of United States adults -- about
11 million people -- are clinically depressed at any given
time."\textsuperscript{66} The Analysis Group, Inc. and MIT Sloan School of
Management conducted a study and discovered that "depression

\textsuperscript{63}La Shier, "Safety Professionals Take the Lead," 51.

\textsuperscript{64}Ibid.

\textsuperscript{65}Tom Pope, "An Eye on EAPs," Security Management 34
(October 1990): 81-83.

\textsuperscript{66}"Clinical Depression is Widespread and Costly for
costs the United States a total of $43.7 billion a year of direct costs for treating the illness, lost earnings and diminished productivity in the workplace. 67 In both the private and public sectors, businesses pay more than half of this tab -- some $23.8 billion -- when employees miss days of work during episodes of depression or when they perform below capacity due to depression-related symptoms, such as poor concentration, indecisiveness and lack of self-confidence. Each depressed worker costs his or her employer about $3,000 a year. 68

The review of literature revealed that "many public and private organizations implement EAPs for their cost effectiveness, others institute the programs for no other reason than the perceived need to provide EAP services as a benefit to employees and as a normal cost of doing business." 69 At a time when organizations are confronted by increasing mental health care expenditures, agencies are more prone to develop and implement early intervention tactics that can help limit costs and suffering.

United States companies are beginning to approach the issues surrounding depressive illness by way of utilizing

67Ibid.
68Ibid.
employees assistance programs. For example, in 1990 the United States Courts and the Department of Federal Occupational Health (DFOH) entered into an "interagency agreement to provide EAP services nationwide to employees and their families." Similarly, the Department of Transportation, National Labor Relations Board, the Equal Employment Opportunity Commission and other federal, state, county and local government agencies also have contracted with DFOH to receive EAP services. On the other hand, some private companies such as NationsBank, McDonnell Douglas, and Levi & Strauss, to name a few, have also contracted for EAP services so that they may better address employee needs. In addition, some of these organizations have also "developed a depression and [substance abuse] awareness training for managers, restructured benefit plans, and enhanced communication to raise employee awareness, and provide information." 71

Absenteeism

Early and recent studies revealed the impact of absenteeism on workplace productivity. Although experts disagree as to the actual costs an employee's absence incurs, there is consensus as to the substantial loss it may


cost the organization. Researchers suggested that measuring lost productivity is not a totally straightforward endeavor. "Employers have a feel for lost productivity," explained the Massachusetts Institute of Technology's Ernst Berndt, but their main measure is absenteeism data, whether in scattered or consecutive days away from work. Absenteeism has affected productivity and performance efficiency. Research studies estimated that the "productivity of employees with an...alcohol problem is twenty-five to forty percent less than that of non-substance abusing employees." There is consensus in the literature that absenteeism rates among alcoholics are greater than those of non-alcoholic employees. McDonnell Douglas revised its fourteen-year old EAP in 1985 after finding the program was not effective in handling employees with substance abuse and mental health problems. The company expanded its program to all corporate units, with increased attention to drug dependence, mental illness, and family problems. "Those who were treated for chemical dependence under the plan lost forty-four percent fewer days than workers treated outside the plan."  

According to Kaighan, "of some 10.5 million alcoholics in the United States, those who work cost businesses an


73 Herbert V. Kaighan, "Substance Abuse Abuses the Bottom Line," Pension World 25, no. 7 (July 1989): 16.

74 Kaighan, "Substance Abuse Abuses the Bottom Line," 16.
estimated $71 billion a year in lost time and productivity." Also, alcoholics are absent three times more than average and have two to four times more on-the-job accidents than non-alcoholics. Research studies indicated that "alcoholic employees cost companies through increased absenteeism, poor work performance and a high accident rate...In addition, executives suffering from alcoholism can cost the company through poor decision making." 

More recent studies such as Blum (1994) and Cohen, Vogt, Naught, and Sullivan (1997) revealed congruent findings. The outcomes indicated that the existence of an EAP provides employers with a tool that may be able to help affected employees. Researchers Wrich and Kohl noted that the results of this approach included: lower absenteeism rates, higher recovery rates, and job performance improvement. The EAP serves as a tool to help organizations move toward an addiction-free workplace with treatment available for all. The "cost to industry of all  

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75Ibid.
76Bell and Bell, "Alcohol in the Workplace," 11.
78Wrich, "Beyond Testing: Coping with Drugs at Work," 64.
79Kohl, "Fighting Substance Abuse in the Service Center," 41.
sickness absence has been estimated at half a billion working days a year."\(^{80}\) Other companies that have implemented EAP programs report similar figures.

Companies in general are faced with a certain number one-day absences. Settineri stated that in order to evaluate effectiveness of EAPs, the following factors should be determined: who is taking one-day leaves; reasons for these absences; and the incidence of Monday/Friday absenteeism patterns.\(^{81}\) Correlation's between these absentee groups should be identified in order to determine the EAP's impact on absenteeism.

Similarly, Cohen, Vogt, Naughton, and Sullivan noted that private and public sector companies are looking at workers who are on the job but clearly functioning in a diminished capacity -- a phenomenon referred to as "presenteeism."\(^{82}\) Sell and Newman also documented a similar phenomenon. They categorized three types of absenteeism: total absenteeism; partial absenteeism; and on-the-job absenteeism.


\(^{81}\) Settineri, "Effectively Measuring the Costs of EAPs," 56.

First, total absenteeism was described as the employee who does not come to work. "The problem drinker's absenteeism is disruptive because it is erratic."\(^{83}\) Whereas jobs are interdependent and have a high degree of internal coordination, the unpredictability of days missed can cause major problems in the workforce. Secondly, partial absenteeism affects the organization. For example, this may occur when an employee unexpectedly leaves work to get a drink in efforts to disguise signs of a hangover or in attempt to recover from the effects of drinking. A third type was "on-the-job" absenteeism. This type may occur when a "worker appears at the job but, because of drinking or having a hangover, is in such poor condition that he or she is unable to perform the assigned tasks."\(^{84}\) In addition, research studies indicated that family members of alcoholics are also absent and/or more tardy more frequently as they aid the abuser. Authors Trice and Roman interjected that absenteeism overall "stems from the employee's work behavior, impacts other employees, and creates the dynamic of having to do something about the problem drinker once the limits of tolerance are reached."\(^{85}\)

\(^{83}\) Sell and Newman, "Alcohol Abuse in the Workplace," 68.

\(^{84}\) Sell and Newman, "Alcohol Abuse in the Workplace," 68.

\(^{85}\) Trice and Roman, *Spirits and Demons at Work: Alcohol and Other Drugs on the Job*, 10.
Employee turnover was another absenteeism-related issue identified. If the "EAP is effective in early problem intervention, then employee turnover should ideally stabilize or decrease since the EAP is helping employees adjust to the stress that may lead to voluntary or involuntary termination."\(^6\) A stable work force translates into direct savings to the company due to lower overall expenses for recruiting and training new hires. Indirectly, lower turnover should improve employee morale.

One of the aims of the EAP is to serve as a preventative maintenance tool by educating the workforce about the nature of alcohol misuse. This may help to defray employee absenteeism and increase workplace productivity. For example, the McDonnell Douglas employee assistance program cut lost work days by 25 percent over a five-year period for employees...per-case costs were nearly $4,000 lower than for workers with similar ailments who did not get help from the EAP. Considering direct medical claims costs, absenteeism and turnover, the company reported a 4:1 return on its investment.\(^7\)

Similar to absenteeism, tardiness was also a variable documented in the literature as a work performance issue that may be related to alcohol abuse problems. According to

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\(^6\)Settineri, "Effectively Measuring the Costs of EAPs," 53.

the National Institute on Drug Abuse, "substance abusing employees are late three times more than non-abusing employees; request early dismissal or time off from work 2.2 times more often than others; have 2.5 times as many absences of eight days or more; are five times more likely to file for workmen's compensation; and are involved in accidents 3.6 times more often than their peers." 88

Workplace Accidents

To ensure a successful safety program, a safety professional must promote a sound safety attitude among the workforce, as well as develop and implement safety programs. By way of training programs, policies and procedures, the safety professional strives to show that accidents are preventable and that employees play a key role in accident causation and prevention. 89

Trouble employees cost United States companies approximately $100 billion each year due to absenteeism, accidents, errors, sick leave and health insurance benefits. 90 Castelli documents that a typical drug user is 3.6 times more likely to injure oneself or another person. 91

88 Grinstein and Oliver, "Winning the War Against Substance Abuse," 32.


91 Castelli, "Addiction-Employer-Provided Programs Pay Off," 55.
To control these losses, many public and private sector agencies have developed and implemented employee assistance programs. Studies, such as Castelli and others, have shown how EAPs can assist in decreasing an employee's potential for being involved in a worked-related accident, improve employee productivity and reduce employer costs.

Bell and Bell documented that alcoholics "have 2-4 times more on-the-job accidents than non-alcoholics." According to the 1988 study "Caution: Drugs at Work," almost half of the human resource officials surveyed in one study reported that substance abusers incurred two to three times the average number of workplace accidents. Studies also revealed that "forty percent of industrial fatalities (about 18,000 people annually) and 47 percent of on-the-job accidents (about 10 million injuries) involved alcohol." Managers cannot afford to minimize employees' drug or alcohol abuse problems. Ignoring the problem is perhaps the worst choice a manager, co-worker or a Human Resource official can make. Ignoring the problem can be dangerous to the life and limb of customers and employees.

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92 Bell and Bell, "Alcoholism in the Workplace," 11.


94 Sell and Newman, "Alcohol Abuse in the Workplace," 68.
More recent studies support earlier statistical findings. They too show that alcohol and drug abusers have two to four times as many accidents as people who do not use drugs and alcohol, and that can be linked to forty percent of industrial fatalities. These injuries contribute to the high rate of absenteeism due to alcohol-related problems. And, they also significantly increase health care costs. Many sources document excessive use of health benefits by alcohol abusers. The statistics show that alcohol abusers use approximately "eight times more hospital days and eight times more of all health care benefits than for the non-alcoholic." 96

Kimberly Clark, Inc. documented a seventy percent reduction in accidents among a sample of employees who were EAP participants. And, Phillips Petroleum determined that its EAP had netted more than $8 million per year in reduced accidents...sick leave and higher productivity. 97 Employee assistance programs are reportedly a viable tool that may be used in an effort to deal with alcohol abuse in the workplace. A research study conducted by Cowan revealed that "...alcoholics in EAP enjoy a ninety percent success rate in controlling their problems if treatment is received

95Castelli, "Addiction-Employer-Provided Programs Pay Off," 55.
97Wrich, "Beyond Testing: Coping with Drugs at Work," 120.
while employed as opposed to five percent when unemployed. In a research study reported by Banta and Tennant, they enumerated six advantages EAPs may provide for all parties concerned: (1) the employee is informed and given a chance to rehabilitate; (2) the employee improves attendance, safety practices and other behavior; (3) health costs are reduced; (4) the program helps ferret out abusers; (5) the employer is not required to discharge the employee; and (6) the employer can strike a blow against a serious problem.

However, in order for EAPs to be most effective, constructive confrontation is needed. It is important that managers/supervisors are aware of the warning signs of alcoholism and take an active role in identifying poor performance behaviors. EAPs are more likely to be perceived as effective whereas there is a collective effort and organizational objectives are developed, implemented and maintained. This often translates into a more productive work environment.

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98 Terrance R. Cowan, "Drugs and the Workplace: To Test or Not to Test," Public Personnel Management (Winter 1987): 313.

Rating EAP Services

Employee assistance program service ratings are often reported in organizational reports. Many organizations reported success with EAPs from a cost-benefit standpoint. For example, DeGeorge documented that General Motors saved $3,700 for every 10,000 employees who used its EAP program. Similarly, a study conducted by Lewis and Lewis regarding Bell Telephone Company's EAP, revealed a 72 percent recovery rate among alcohol addicted employees and a decrease in sickness disability cases from 662 to 336 within five years of operating the EAP. Lastly, Plavan reported that employees at the Kennecott Copper Corporation who used the EAP and increased their attendance by 52 percent, decreased their worker's compensation costs by 74.6 percent and decreased health care costs by 55.4 percent.

The review of literature denoted that employee assistance programs (EAPs) are generally cost effective because they reduced the costs associated with job performance problems manifested by problem and/or troubled employees. "Some of these costs are poorer work quality and quantity, reduced attendance, more frequent accidents, 

102 Plavan, "A Description of Significant Characteristics and Evaluation Activities of Assistance Programs," 17.
higher costs of health insurance claims, greater employee turnover, and higher incidences of disability and criminality.\textsuperscript{103} Muir (1994) and Cohen, et. al. (1997) noted the improvement in factors such as absenteeism whereas the trouble employees utilize the EAP.\textsuperscript{104} Organizations such as Levi & Strauss documented positive cost savings due to the utilization of the EAP. In another study conducted by Worner, Chen, Ma and McCarthy, the outcome indicated that programs can "significantly lower medical expenses for those who successfully complete them."\textsuperscript{105} From these findings it is suggested that employee assistance programs effectively reduce cost.

EAP service ratings should also include organizational contribution to improved management practices. According to Carr and Hellan, recommending assistance to trouble employee(s) reflects the organization's willingness to contribute to the employee(s) well-being.\textsuperscript{106} This type of investment in employees at times translates into a more  

\textsuperscript{103}Mani, "Difficulties, Assumptions, and Choices in Evaluating Employee Assistance Programs," 70.


productive employee who is more functional in the workplace as well as in her home and community.

In summary, EAP service focused on how EAPs help reduce absenteeism, tardiness, workplace accidents and other symptoms of employee personal problems. This often results in employees utilizing their skills more efficiently. Most importantly, it displays management's commitment to employees and often contributes to employee commitment to organizational goals and objectives.

Management Action Toward EAP

Managerial actions toward the EAP influence perceptions of effectiveness of the EAP. According to Johnson, "without managerial understanding and commitment to the EAP, program directors will find that resources are insufficient to educate supervisors about troubled employees and EAP services." Research studies indicated that a troubled employee is more likely to seek help from the EAP whereas she perceives that management is supportive.

Roman, Blum and Bennett noted that management may expect positive outcomes from employee utilization whereas management's actions include a written policy statement indicating the expectations from management, union

representatives, and EAP employees. Positive managerial actions may include efforts to orient managers, supervisors, union representatives and employees as to the benefits of the EAP. Ford and Ford observed that these positive managerial actions tend to encourage employee self-referral and employee trust of management.

Issues of confidentiality are of the utmost importance since employees and management want both accessible services and clear policies and procedures that can protect user confidentiality. Confidentiality is an issue that is particularly challenging for management when addressing substance abuse issues. It is their responsibility to develop a comprehensive and effective strategy to deal with this issue.

More importantly, EAPs must maintain confidentiality in order to be perceived as effective. "One of the basic elements of EAPs is the assurance of confidentiality to those who seek employee assistance." EAP counselors are mental health professionals and are legally and ethically

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108 Roman, Blum and Benett, "Educating Organizational Consumers About Employee Assistance Programs," 4.

109 Ford and Ford, "Employee Assistance Programs: Sources of Effective Organizational Influence," 57.


mandated to maintain client confidentiality. It was noted by Commerce Clearing House, Inc. that research conducted by Belohlav and Pop indicated that a conspiracy of silence tends to exist whereas management personnel lacks sufficient training and an awareness of confidentiality laws. Fortunately, in many settings, management and labor have recognized the need for formal training on substance abuse issues for all administrative personnel, especially first line supervisors.

In essence, management actions toward EAPs contributed to overall perceptions of effectiveness of the employee assistance program. Explicit managerial actions included significant financial commitment, educational training for supervisors and managers regarding EAP procedures, written policy and procedures and confidentiality guarantees that encouraged employees to use the EAP. Whereas declining work performance and the occurrence of disruptive incidents are used as the sole criterion for supervisory referrals of an employee to the EAP, management can enable workers to maintain high work standards and management empowers themselves to be able to improve administrative operations.

Treatment Variables

There are employee assistance programs that provide assistance within the employment environment with referral

\[112\text{Ibid.}\]
out to the community and some that are housed outside the agency. Researchers such as Ashby, Alexander and Campbell studied several programs that use only community services for assessment.\textsuperscript{113} Mellon, on the other hand, examined programs that provided services primarily for in-house.\textsuperscript{114} The review of literature indicated no consistent view regarding preferences for in-house based EAPs. The decision appeared to be left up to the clinical staff based on what would be in the best interest of the employee.

For alcohol abusing employees, Alcohol Anonymous has been identified as a key community-based treatment component. Other researchers, such as Hilker, Asma and Eggert supported this contention.\textsuperscript{115} Stoker noted that other treatment services are often needed, but must be provided by community supports, i.e., detoxification and/or hospitalization.\textsuperscript{116}


The composition and competency of the staff are also key treatment components (see Appendix B). Roman stated that the traditional qualifications of the persons who provide the hands-on services are very important.\textsuperscript{117} There is a rift in research that defines the program staff/personnel. According to Asma, Eggert & Hilker, originally the staff primarily consisted of individuals trained in the medical profession.\textsuperscript{118} Cunnick and Marchesini in their research found that staff members were often trained in the personnel profession.\textsuperscript{119} In recent years the academic and experiential backgrounds of the program staff have been social workers, nurses, physicians, and counselors. There has been much controversy over the utilization of recovering alcoholics as staff counselors. Proponents of this concept argue that recovering individuals would appropriately serve this population because they are familiar with the illness. However, opponents argue that one's ability to relate to another individual's issues should not be the basis for being placed in a counselor position. To do so would

\textsuperscript{117}P. Roman, "A Developmental Perspective on Employee Alcoholism Programs in The U.S.A.," (New Orleans: Center for Monitoring of Occupational Alcoholism Programs, 1980), 1.


possibly pose great risk to the client. Emphasis was placed on adequate experience and training.

Client Variables

Many researchers found it important to note the following client variables:

Age

Descriptive statistics indicated that the average age of the employee seeking treatment through the EAP is somewhat representative of the employee age population. T. Stoker conducted a study and discovered that whereas the mean age of those seeking treatment was 47 years and 8 months, the mean age of the organization population was 46 years. Foote, Erfurt, Strauch and Guzzardo conducted research that also indicated that the mean age of those using the program was comparable to the general population in the organization.

Gender

Research studies indicated that there is a lower occurrence of alcoholism among female employees than their

\[120^T\text{. Stoker, "An Evaluation of Program Effectiveness," 1.}\]

\[121^A.\text{ Foote, et. al., Cost-Effectiveness of Occupational Employee Assistance Programs: Test of an Evaluation Method (Ann Arbor: Institute of Labor and Industrial Relations, The University of Michigan - Wayne State University, 1978), 51.}\]
male counterparts. Researcher Presnall concurred. He stated that the "higher numbers of employee alcoholism will be in work groups composed largely of men."  

Race

Research studies revealed inconsistencies regarding which ethnic group in the agencies use the employee assistance program. In a study conducted by Foote, the results indicated that in the client population of four programs, the Caucasian population used the EAP program most frequently. However, Schramm indicated that African Americans were predominately clients of the EAP. One must note that these statistics are all relative to the total ethnic composition of the agencies under study. Hence, this occurrence suggests why the empirical data has not yielded consistent results.

Occupational Level

In a study conducted by Foote, it was found that typically the performance of managerial and other "white 

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123 L.F. Presnall, Occupational Counseling and Referral Systems (Salt Lake City: Utah Alcoholism Foundation), 53.

124 Foote, et. al., Cost-Effectiveness of Occupational Employee Assistance Programs, 51.

collar" personnel was judged differently from lower occupational level (blue collar) personnel.\textsuperscript{126} Other researchers, such as Schramm concurred. They agreed that judgments of the performance were more subjective and not as accessible. It was duly noted that the "blue collar" workers were more likely to take advantage of the EAP and feel less inhibited, in comparison to "white collar" workers.\textsuperscript{127} Researchers also studied other intervening variables that should also be considered: marital status, time worked in organization, and educational level. These areas were surveyed as well in this study.

**Conceptual/Theoretical Framework**

In the review of literature, there were four primary theoretical models presented regarding this research topic: Employee Assistance Role Model, Life-Events Model, Systems Theory and Contingency Theory.

**Employee Assistance Role Model (Appendix C)**

This model was developed in 1983 by Richard F. Green. He conducted a survey of EAP administrators of large nationally known United States corporations. As a result, the model was created to describe the work of the employee assistance counselor and identify skills and knowledge associated with the five key areas of job responsibility:

\textsuperscript{126}Foote, "Evaluating an Employee Assistance Program," 14.

\textsuperscript{127}Schramm, "Measuring the Return on Program Costs," 50.
client skills, administrative skills, program skills, interpersonal skills, and knowledge of systems. This model was helpful in this research in that it clearly described the qualifications necessary to be an EAP counselor.

Life Events Model

The life events model takes into account the position of the EAP within the business. The EAP interacts with all parts of the employees' external systems: individual, family, community and work environment. Googins and Davidson defined that this model is "... to help employees maximize their ability to handle life events and to help corporations anticipate and to adapt to changes brought by the life events of employees and the community. These life events can range from divorce, relocation and chemical dependence on the micro-level, to dual earner families, AIDS, the wellness movement, and rising health care cost on the macro level." This model was helpful in analyzing this research topic due to the holistic approach apparent in the model and needed in examining the nature of the variables under study.

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128 Presnall, Occupational Counseling and Referral Systems, 9.

Systems Theory

In line with the Life Events Model, it is apparent that systems theory has also been identified as a theoretical model that is helpful in understanding the dynamics of employee assistance programs. Systems theory may be defined as "a set of concepts and relationships describing the properties and behaviors of things called systems, i.e., organizations, groups, and people...they are viewed as a unitary whole composed of parts or subsystems; the system serves to integrate the parts into a functioning unit." Systems may either be opened or closed. Employee assistance programs need to function as open systems in order to allow for the effective transformation of information. Effective systems establish clear boundaries and encourage feedback among the components of the system. Whereas an employee assistance program is functioning efficiently and effectively, clear communication patterns at all levels within the system will be evident. It has been determined that feedback between the EAP counselor and its constituencies is vital in order for an EAP to be perceived as effective and to be effective.

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Contingency Theory

Contingency theory has been defined as an "organizational design that specifies how the different features of an organization should fit together under varying conditions." It implies that there is no single, best way to design an organization. According to the contingency model, the layout of an organization depends on the environment, the task and the people involved. Due to the dynamic nature of the relationships between these factors, an organization must work toward matching employees in an agency to organizational tasks, while at the same time monitoring the impact of the environmental conditions. It is apparent that the more uncertain and unpredictable the environment, the more differentiation and integration are needed in the organization. The author examined the role of the EAP using this theory to investigate organizational systems.

In summary, the review of literature revealed research that has been compiled from a variety of sources. It documented information regarding the significance of the variables under study. "It is important to realize that we are in an era where human adaptability, change, knowledge and commitment are critical factors to success...yet in some cases we've done a better job of preventive maintenance on

\footnote{Cummins and Worley, Organizational Development and Change, 276.}
our equipment than on our human capital." Employee assistance programs are perceived as the tool to assist organizations in continuing to adapt to a changing society and must live up to that image.

**Null Hypotheses**

The null hypotheses investigated are as follows:

1. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs.

2. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on level of management commitment.

3. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on management's knowledge about employee problems.

4. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on ratings of EAP services.

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5. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on management's action toward EAP.

The following chapter is Methodology. The following concepts were discussed: the research design, description of the setting and sampling procedures, description of the instrument, data collection procedures and statistical applications. In addition, a summary of methods and procedures has been included.
CHAPTER THREE

METHODOLOGY

In the following pages the methodology is explained. The author identified and elaborated on the following key components: the research design, description of the setting, sampling procedures, description of the instrument, data collection procedures, statistical analysis and a summary of the methods and procedures.

Research Design

An explanatory research design was used to investigate the perceptions of effectiveness of private and public sector employee assistance programs. Explanatory research designs require careful problem formulation, including relevant measurements and criteria of success or failure. Ethical considerations are inherent in this type of applied research due to focus on day to day real life situations. This design assisted the researcher in examining the differences between the public and private sector EAPs based on the following variables:

1. Perceptions of effectiveness of employee assistance programs in public and private sector organizations;
2. Management level of commitment;
3. Knowledge of employee problems;
4. Rating of EAP services; and
5. Management actions toward the EAP.

This goal was accomplished by obtaining an appropriate sampling, data collection and utilizing analytic strategies.

Description of Setting

The setting of this study was the employee assistance program. The employee assistance program was established to assist employees in dealing with a variety of problems, i.e., alcoholism, drug addiction, marital, financial, and legal problems, and a host of other mental health issues. The role of the EAP counselor is to serve as the liaison between the employees and management. They are responsible for representing the interest of both parties regarding the use of EAP services.

The author surveyed private and public sector organizations in the metro Atlanta, Georgia area who have employee assistance programs. The subjects for this study were management level employees. The subjects were chosen based on their positions in the organization, their accessibility to the researcher and the willingness of the organizational representatives to participate in the study.

Sampling Procedures

A sample of convenience was utilized to conduct this study. This sampling strategy was chosen because
probability sampling was prohibitively costly. Multistage sampling, a multiple-tiered sampling technique that involves moving from larger clusters of units to smaller ones until the unit of analysis is reached, was implemented using the following process:

1. A list of public and private sector organizations, in the metro Atlanta, Georgia area with EAP programs, was obtained from the Employee Assistance Program Association (EAPA) Directory and the Department of Federal Occupational Health (DFOH).

2. Private and public organizations were selected from the lists based on their willingness to participate.

3. Managers, supervisors and EAP coordinators were selected based on their willingness to participate.

Description of Instrument

The Employee Assistance Program Survey was the instrument used to collect the data. It was designed for the purpose of obtaining perceptions of EAP effectiveness (see Appendix E). It was a modified form of the Employee Assistance Program Coordinator’s Questionnaire (EAPCQ) originally developed by Felix Onwuburiri Chima, a former doctoral student at Clark Atlanta University School of Social Work. He conducted a study regarding measurements of
effectiveness of Employee Assistance Programs. The validity of this instrument was tested by way of a pilot study. Subjects not associated with the sample but familiar with employee assistance programs were utilized. This researcher also conducted a pilot test study to assure content validity. Aspects considered to be ambiguous and/or irrelevant were deleted or modified as needed. The EAPCQ consisted of the following six sections:

1. Demographic data (age, gender, race, marital status, educational level, time worked in organization, income, number of children, job title and sector);
2. EAP effectiveness;
3. Level of management commitment;
4. Rating EAP services;
5. Management action toward; and
6. Knowledge of employee problem

The instrument was formatted in the following sections.

Demographic Data

This section of the survey consisted of eleven closed-ended statements. The purpose of this section was to collect and analyze vital statistical data regarding the study population. The following variables included in this section were: sex, time worked in the organization, level of education, age, job title, income, marital status, number of
children, race, and private or public sector employee. Participants were directed to select the item that best described them by placing a check next to the appropriate response.

**EAP Effectiveness**

In this section there were ten close-ended questions. The objective of this section was to measure the perceptions of management representatives regarding the effectiveness of the employee assistance program. All respondents were instructed to select from four ordinal item responses in each question. The choices were as follows: (1) Strongly disagree; (2) Disagree; (3) Agree; (4) Strongly agree. Respondents were asked to place a check by the item within the response set that most appropriately reflected their perceptions regarding the employee assistance program's effectiveness.

The responses were scored and classified as follows. Each of the "strongly disagree" responses received a score of one. If the respondent consistently strongly disagreed he or she received a maximum score of 10; $10 \times 1 = 10$. The "disagree" responses received a score of two with a possible of 20; $10 \times 2 = 20$. All "agree" responses received a score of three, with a maximum score of 30; $10 \times 3 = 30$. Each "strongly agree" responses received a score of four with a possible maximum score of 40; $10 \times 4 = 40$. 
Scores were categorized as follows with the respective meanings:

1-10  Respondents generally strongly disagreed with the statements.

11-20 Respondents generally disagreed with the statements.

21-30 Respondents generally agreed with the statements.

31-40 Respondents generally strongly agreed with the statements.

Perceptions of Managerial Commitment

There were ten items that were utilized in surveying managerial commitment. The purpose of this section is to measure respondent’s perception of management’s commitment to the EAP. Respondents selected one item from the four Likert-type response categories that best described their perceptions. The response options were: (1) Strongly disagree; (2) Disagree; (3) Agree; (4) Strongly agree.

The "strongly disagree" responses received a score of one. The highest score achieved where the respondent consistently strongly disagreed was 10; 10 X 1 = 10. The "disagree" responses received a score of two with a possible maximum score of 20; 10 X 2 = 20. All "agree" responses received a score of three with a maximum score of 30; 10 X 3 = 30. Each "strongly agree" response received a score of four with a maximum score of 40; 10 X 4 = 40. The
scores were classified as follows with the respective meanings:

- **0-10** Respondents generally strongly disagreed with the statements.
- **11-20** Respondents generally disagreed with the statements.
- **21-30** Respondents generally agreed with the statements.
- **31-40** Respondents generally strongly agreed with the statements.

**Knowledge of Employee Problems**

This section contained five close-ended questions with four Likert-type items in each response set. The purpose of this section was to measure management’s knowledge about employee problems. The response set consisted of the following: (4) Strongly disagree, (3) Disagree, (2) Agree, (1) Strongly agree. The respondents selected one item in the response set that most appropriately described their perceptions regarding their knowledge of employee problems and EAP functions.

The scoring was categorized as follows. The "strongly agree" responses received a score of one. Where the respondent consistently strongly agreed, the highest possible score was 5; $5 \times 1 = 5$. The "agree" responses received a score of two, with a possible maximum score of 10; $5 \times 2 = 10$. All "disagree" responses received a score
of three, with a possible maximum score of 15; $5 \times 3 = 15$.

Each "strongly disagree" response received a score of four, with a possible maximum score of 20; $5 \times 4 = 20$.

The scores were categorized as follows:

- 0-5 Respondents generally strongly agreed with the knowledge about employee problem statements.
- 6-10 Respondents generally agreed with the statements.
- 11-15 Respondents generally disagreed with the statements.
- 16-20 Respondents generally strongly disagreed with the statements.

Rating of EAP Services

In this section, EAP participants rated ten EAP service areas. The ratings were based on how management perceived the status/behaviors of employees who returned to work after having used the EAP. The ten areas consisted of: job performance, tardiness, absenteeism rate, sick leave usage, relationship with fellow employees, attitudes toward their work, satisfaction with EAP services, and level of satisfaction with their work. Management representatives were instructed to rate the first eight areas as either: (1) Highly Unsatisfactory, (2) Moderately Unsatisfactory, (3) Moderately Satisfactory, or (4) Highly Satisfactory. The last two components rated contained percents. The ninth
item was used to rate the overall effectiveness of the employee assistance program in percents. And, in the last area, managerial level of commitment was also rated using percents. Scoring results were reported numerically and in percents with the respective meanings:

- **0%-25%** Respondents generally perceived the EAP effectiveness to be highly unsatisfactory.
- **26%-50%** Respondents generally perceived the EAP effectiveness to moderately unsatisfactory.
- **51%-75%** Respondents generally perceived the EAP effectiveness to be moderately satisfactory.
- **76%-100%** Respondents generally perceived the EAP effectiveness to be highly satisfactory.

With regards to managerial commitment:

- **0%-25%** Respondents generally perceived the EAP effectiveness to be highly unsatisfactory.
- **26%-50%** Respondents generally perceived the EAP effectiveness to moderately unsatisfactory.
- **51%-75%** Respondents generally perceived the EAP effectiveness to be moderately satisfactory.
- **76%-100%** Respondents generally perceived the EAP effectiveness to be highly satisfactory.

The first eight areas were rated by participants as either highly unsatisfactory, moderately unsatisfactory, moderately satisfactory or highly satisfactory.
0%-25% Respondents generally perceived the EAP effectiveness to be highly unsatisfactory.

26%-50% Respondents generally perceived the EAP effectiveness to moderately unsatisfactory.

51%-75% Respondents generally perceived the EAP effectiveness to be moderately satisfactory.

76%-100% Respondents generally perceived the EAP effectiveness to be highly satisfactory.

Management Action Toward EAP

There were eight closed-ended questions in this section which included four items in each response set. The objective of this section was to ascertain management’s perceptions of specific management actions regarding the EAP. These Likert-type response sets consisted of the following: (1) Strongly disagree, (2) Disagree, (3) Agree, (4) Strongly agree. Respondents were asked to select the one item that most appropriately described their perceptions.

The scoring was constructed as follows. The "strongly disagree" responses received a score of one. Where the respondent consistently strongly disagreed, the maximum achievable score was 8; 8 X 1 = 8. The "disagree" responses received a score of two with a possible maximum score of 16; 8 X 2 = 16. All "agree" responses received a score of 24; 8 X 3 = 24. Each "strongly agree" response received a score
of four with a possible maximum score of 32; \(8 \times 4 = 32\). The scores were arranged as follows with the respective meanings:

- **0-12** Respondents generally strongly disagreed with the statements on managerial action toward EAP.
- **13-21** Respondents generally disagreed with the statements.
- **22-30** Respondents generally agreed with the statements.
- **31-36** Respondents generally strongly agreed with the statements.

**Data Collection**

Information was collected, reviewed and analyzed from primary sources of data. Primary sources of data were obtained from a survey questionnaire as noted above. The surveys were distributed and data were collected from February 1998 through June 1998.

Organizational representatives were contacted by telephone to solicit their support and consent to include them in the study. Participants were provided with a cover letter of intent indicating the purpose and scope of the research study. Emphasis was placed on the confidentiality of the information obtained. The participants were also informed that their identity would remain anonymous.
The research period involved the subjects self-administering the questionnaires. The researcher was available as needed by way of phone, fax and e-mail to answer any questions from the respondents. The researchers requested that the respondents return the questionnaires by the USPS mail, or fax to the address provided. The data were then collected, the responses tallied and the outcomes analyzed.

**Statistical Analysis**

For the purpose of this study, the data were analyzed using the t-test statistic. T-test is a parametric statistical method. It tests for differences between variables.\(^1\) This statistical analysis was chosen based on the fact that the use of t-test requires interval levels of measurement. In this study, nominal and interval level variables were utilized. Therefore, t-test was the most appropriate statistic to use in analyzing the data.

This statistical test enabled the researcher to demonstrate perceptual differences of effectiveness between private and public sector employee assistance programs based on managerial commitment, management action toward EAP, rating EAP services, and of knowledge of employee problems.

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Summary of Methods and Procedures

In summary, this chapter on the methodology described the research design, description of the setting, sampling procedures, description of the instrument, data collection procedures, and statistical applications. In the following chapter, the outcomes were reported, and recommendations were made regarding future research.
CHAPTER FOUR

RESULTS

This chapter presented the results of the findings, and statistical analysis of the data to test for the hypothesis of the study. The chapter was divided into two sections, Section A and Section B. Section A included demographic information and Section B included the following factors: EAP effectiveness, level of managerial commitment, knowledge of employee problems, ratings of EAP services (level of job performance, tardiness, absenteeism, sick leave usage, relationship with fellow employees, attitudes toward their work, satisfaction with EAP services, satisfaction with work) and management action toward EAP. The variables in this section corresponded with the null hypotheses of the study.

Tables and Discussion of Findings

Section A: Demographic Profile

This section contained demographic data for sixty (60) private and public sector employee participants; thirty (30) private sector respondents and thirty (30) public sector respondents. Results obtained from a frequency analysis are listed below for sex, time worked in organization, education level, age, job title, income level, marital status, number
of children, and race. Tables 4.1-4.9 are sample profiles of the univariate distribution of each variable.

Table 4.1. Percent Distribution of Respondents’ Sex

<table>
<thead>
<tr>
<th>Sex</th>
<th>Frequency</th>
<th>Percent</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>9</td>
<td>30.0</td>
<td>15</td>
<td>50.0</td>
</tr>
<tr>
<td>Female</td>
<td>21</td>
<td>70.0</td>
<td>15</td>
<td>50.0</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100.0</td>
<td>30</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As shown in Table 4.1, of 60 survey respondents, 36 (60%) were female and 24 (40%) were male. In the private sector there were 21 (70%) women and 9 (30%) men who responded and in the public sector there were 15 (50%) women and 15 (50%) men. The majority of the survey respondents were female.
Table 4.2. Percent Distribution of Respondents' Length of Service

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Private Sector N = 30</th>
<th>Public Sector N = 30</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent</td>
</tr>
<tr>
<td>Less than 1 year</td>
<td>1</td>
<td>3.3</td>
</tr>
<tr>
<td>1-3 years</td>
<td>8</td>
<td>26.7</td>
</tr>
<tr>
<td>4-6 years</td>
<td>7</td>
<td>23.3</td>
</tr>
<tr>
<td>7-9 years</td>
<td>5</td>
<td>16.7</td>
</tr>
<tr>
<td>10-12 years</td>
<td>5</td>
<td>16.7</td>
</tr>
<tr>
<td>13 years and more</td>
<td>4</td>
<td>13.3</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As shown in Table 4.2, of 60 survey respondents, 5 (8.3%) worked less than one year with the organization, 13 (21.7%) worked 1-3 years in the organization, 17 (28.3%) worked 4-6 years in the organization, 7 (11.7%) worked 7-9 years, 8 (13.3%) worked 10-12 years, and 10 respondents (16.7%) worked 13 years and more. In the public sector, the majority of the respondents, 10 (33.3%) worked in the organization approximately four to six years and in the private sector the majority of the respondents, 8 (26.7%), worked in the organization one to three years. Overall, the
majority of the respondents worked in their organization for four to six years.

Table 4.3. Percent Distribution of Respondents' Education Level

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Private Sector N = 30</th>
<th>Public Sector N = 30</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent</td>
</tr>
<tr>
<td>High School Graduate</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Some College</td>
<td>4</td>
<td>13.3</td>
</tr>
<tr>
<td>Completed College</td>
<td>3</td>
<td>10.0</td>
</tr>
<tr>
<td>Graduate Work</td>
<td>9</td>
<td>30.0</td>
</tr>
<tr>
<td>Graduate Degree</td>
<td>14</td>
<td>46.7</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As shown in Table 4.3, of 60 survey respondents, 1 (1.7%) was a high school graduate only, 5 (8.3%) respondents had some college education, 7 (11.7%) completed college, 11 (18.3%) had graduate work experience, and 36 (60%) obtained a graduate degree. In both the public and private sectors, the majority of the respondents obtained a graduate degree.
Table 4.4. Percent of Distribution of Respondents' Age

<table>
<thead>
<tr>
<th>Age (Years)</th>
<th>Private Sector N = 30</th>
<th>Public Sector N = 30</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>Percent</td>
<td>Frequency</td>
</tr>
<tr>
<td>25-34</td>
<td>9</td>
<td>30.0</td>
</tr>
<tr>
<td>35-44</td>
<td>13</td>
<td>43.3</td>
</tr>
<tr>
<td>45-54</td>
<td>5</td>
<td>16.7</td>
</tr>
<tr>
<td>55-64</td>
<td>3</td>
<td>10.0</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As shown in Table 4.4, of 60 respondents, 19 (31.7%) were between the ages of 25 and 34, 25 (41.7%) were between the ages of 35 and 44, 13 (21.7%) were between the ages of 45 and 54 and three (5.0%) were between the ages of 55 and 64. In both the private and public sectors, the majority of the respondents were between the ages of 35 and 44.
As shown in Table 4.5, of 60 respondents, 17 (28.3%) were managers, 13 (21.7%) were supervisors, 24 (40%) were EAP Coordinators and 6 (10%) were of other management positions. In both the public and private sectors, the majority of respondents were EAP Coordinators.
Table 4.6. Percent Distribution of Respondents’ Income (Yearly Salary)

<table>
<thead>
<tr>
<th>Yearly Salary</th>
<th>Private Sector N = 30</th>
<th>Public Sector N = 30</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percent</td>
</tr>
<tr>
<td>10,000-19,999</td>
<td>1</td>
<td>3.3</td>
</tr>
<tr>
<td>20,000-29,999</td>
<td>4</td>
<td>13.3</td>
</tr>
<tr>
<td>30,000-39,999</td>
<td>9</td>
<td>30.0</td>
</tr>
<tr>
<td>40,000-49,999</td>
<td>12</td>
<td>40.0</td>
</tr>
<tr>
<td>50,000 and above</td>
<td>4</td>
<td>13.3</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As shown in Table 4.6, of 60 survey respondents, 1 (1.7%) reported earning $10,000-$19,999; 8 (13.3%) earned $20,000-$29,999; 20 (33.3%) earned $30,000-$39,999; 17 (28.3%) earned $40,000-$49,999; and 14 (23.3%) earned $50,000 and above. In the private sector, the majority of the respondents earned income between $40,000-$49,999. In the public sector, majority of the respondents earned income between $30,000-$39,000.
As shown in Table 4.7, of 60 respondents, 18 (30%) were single, 32 (53.3%) were married, 3 (5%) were separated, and 6 (10%) were divorced/widowed. In both the public and private sectors, the typical respondent was married.
Table 4.8. Percent Distribution of Respondents' Number of Children

<table>
<thead>
<tr>
<th>Number of Children</th>
<th>Frequency</th>
<th>Percent</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>18</td>
<td>60.0</td>
<td>15</td>
<td>50.0</td>
</tr>
<tr>
<td>One-Two</td>
<td>11</td>
<td>36.7</td>
<td>10</td>
<td>33.3</td>
</tr>
<tr>
<td>Three-Four</td>
<td>1</td>
<td>3.3</td>
<td>4</td>
<td>13.3</td>
</tr>
<tr>
<td>Five or More</td>
<td>0</td>
<td>0.0</td>
<td>1</td>
<td>3.3</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100.0</td>
<td>30</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As shown in Table 4.8, of 60 respondents, 33 (55%) had no children, 21 (35%) had one to two children, 5 (8.3%) had three to four children and 1 (1.7%) reported having five or more children. In both public and private sectors, the majority of the respondents reported having no children.
Table 4.9 Percent Distribution of Respondents' Ethnicity

<table>
<thead>
<tr>
<th>Race</th>
<th>Frequency</th>
<th>Percent</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>African-American</td>
<td>14</td>
<td>46.7</td>
<td>14</td>
<td>46.7</td>
</tr>
<tr>
<td>Caucasian</td>
<td>14</td>
<td>46.7</td>
<td>13</td>
<td>43.3</td>
</tr>
<tr>
<td>Hispanic</td>
<td>2</td>
<td>6.7</td>
<td>3</td>
<td>10.0</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100.0</td>
<td>30</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As shown in Table 4.9, of 60 respondents, 28 (46.7%) were African American, 27 (45%) were Caucasian, and 5 (8.3%) were Hispanic. In the private sector, the typical respondent was either African American or Caucasian. In the public sector, the respondents were predominantly African American.

The demographic data revealed several issues that may be unique to this study. For example, there were more female than male respondents in both the public and private sectors. This was possibly due to the composition of the agencies surveyed. It may also have reflected a gender specific trend. There may be more female than male individuals that experienced employee assistance programs and were willing to share their perceptions. It is important for future research to take into consideration the
effect of gender on research response rates and on perceptions of effectiveness.

Also, it is noted that in the public sector, the majority of the respondents worked one to three years, whereas respondents in the private sector worked four to six years. This result revealed a possible trend in the public sector. Although employee assistance programs have been in existence for several decades, they were predominantly in the private sector. In the past decade, there have been more public sector employee assistance programs established. Also, the data may impact the findings because of the limited time in which the respondent had to become familiar with the employee assistance program and its services. This may also impact perceptions of effectiveness.

The tables also revealed that the majority of the respondents had matriculated through a graduate level of education. Due to the more stringent managed care credentialing standards required by employee assistance programs, employee assistance representatives tend to have a graduate level of education. Also, given that the respondents were members of upper management, it is not remarkable that they had achieved a graduate level degree. However, further research is needed to confirm or reject the existence of a relationship between educational level and perceptions of effectiveness of the EAP.
In this study age was also used as a demographic variable. In both sectors, the respondents were between the ages of 35 and 44. The findings may indicate that the majority of individuals in the work force are between these ages. Future research should investigate the effect of age on perception of effectiveness of employee assistance programs.

It is worthy of noting the job titles of the individuals completing the survey. The tables also showed that the majority of respondents were EAP Coordinators in both sectors. One may infer from the data that there was a certain level of commitment primarily on the part of EAP Coordinators, and secondarily on the part of managers. Future research may be used to delve deeper into this issue.

In the private sector, the respondents' annual salaries were overall higher than public sector respondents' salaries. It is worthy of noting the possible connection between income and perceptions of effectiveness. Future research may involve an investigation of this phenomenon.

Furthermore, in both sectors, the majority of respondents were married and had no children. This may impact perceptions of effectiveness due to the fact that the employee assistance program is designed to help families as well as individuals. This may in turn influence one's perceptions.
Lastly, between the private and public sectors, there were more African-American respondents than Caucasian respondents. However, the difference is minimal. Additional research should be conducted to determine the possible reasons for this occurrence.

Overall, the demographic data indicated that the majority of the respondents in the private sector were ages 35 to 44, married, African-American or Caucasian females with no children. They worked four to six years in their organization. They possessed a graduate degree and were EAP Coordinators making $40,000 - $49,999 per year as income.

In comparison, the majority of the public sector respondents were 35 to 44, married Caucasian females with no children. They worked one to three years in their organization. These respondents possessed a graduate degree and were employed as managers or EAP Coordinators. Their annual income was approximately $30,000 - $39,999.

Section B: Independent and Dependent Variables

1. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs.
Table 4.10. Crosstabulation Table of Perceptions of EAP Effectiveness (N=60)

<table>
<thead>
<tr>
<th>Sectors</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Row Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>3 (75%)</td>
<td>26 (50%)</td>
<td>1 (25%)</td>
<td>30 (50%)</td>
</tr>
<tr>
<td>Public</td>
<td>1 (25%)</td>
<td>26 (50%)</td>
<td>3 (75%)</td>
<td>30 (50%)</td>
</tr>
<tr>
<td>Column</td>
<td>4 (6.7%)</td>
<td>52 (86.7%)</td>
<td>3 (6.7%)</td>
<td>60 (100%)</td>
</tr>
</tbody>
</table>

According to Table 4.10, the majority of the respondents in the private sector 26 (86.7%), disagreed that the EAP is effective. Three responses (10%) indicated strong disagreement, and there was only one (3.3%) that reported agreement that the EAP is effective.

In comparison, the majority of the respondents in the public sector, 26 (86.7%), disagreed that the EAP is effective. One of the respondents (3.3%), reported that they strongly disagreed with the effectiveness of the EAP and the remaining portion, 3 (10%), reported their perception that the EAP is effective.

The data indicated that respondents in both sectors shared similar perceptions. An equal number of respondents, 26 (50%) in the private sector and 26 (50%) in the public...
sector, reported disagreement with the effectiveness of the EAP. Similarities were also reported in other response areas. Respondents in both sectors primarily perceived the EAP as ineffective. Overall, the data indicated 4 (6.7%) of all respondents strongly disagreed that their EAP is effective, 52 (86.7%) disagreed, and 3 (6.7%) agreed.

Table 4.11. A Comparison of the Means of Perceptions of EAP Effectiveness (N=60)

<table>
<thead>
<tr>
<th>Groups</th>
<th>N</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>t-value</th>
<th>df</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>30</td>
<td>1.93</td>
<td>.365</td>
<td>-1.41</td>
<td>58</td>
<td>.163</td>
</tr>
<tr>
<td>Public</td>
<td>30</td>
<td>2.07</td>
<td>.365</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The t-test was used to examine the reliability of the difference between two means. An independent t-test revealed that the mean responses regarding perceptions of EAP effectiveness in the private sector was 1.93 and 2.07 in the public sector. One can infer that in the private and public sectors, respondents perceived the EAP as ineffective. The t-test value of -1.41 indicated that there was no significant difference between perceptions of effectiveness in private and public sector employees assistance programs at the .05 level of significance.
Therefore, null hypothesis number one was accepted. In both sectors, perceptions of effectiveness were similar.

2. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on level of management commitment.

Table 4.12. Crosstabulation Table of Level of Management Commitment to the EAP (N=60)

<table>
<thead>
<tr>
<th>Sectors</th>
<th>Responses</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Agree</td>
<td>Row Total</td>
</tr>
<tr>
<td>Private</td>
<td>0 (0%)</td>
<td>19 (54.3%)</td>
<td>11 (57.9%)</td>
<td>30 (50%)</td>
</tr>
<tr>
<td>Public</td>
<td>6 (100%)</td>
<td>16 (45.7%)</td>
<td>8 (42.1%)</td>
<td>30 (50%)</td>
</tr>
<tr>
<td>Column</td>
<td>6 (10%)</td>
<td>35 (58.3%)</td>
<td>19 (31.7%)</td>
<td>60 (100%)</td>
</tr>
</tbody>
</table>

According to Table 4.12, the majority of the respondents in the private sector, 19 (63.3%) disagreed with the level of management commitment to the EAP. There were none that strongly disagreed. There was 11 (36.7%) that agreed with the level of management commitment to the EAP, but there were none that strongly agreed.
In comparison, the majority of respondents in the public sector 16 (53.3%) disagreed with the level of management commitment to the EAP. Of the remaining portion, 6 respondents (20%) reported strong agreement and 8 (26.7%) reported agreement with the level of management commitment.

Based on the number of responses calculated in both sectors, the replies of the respondents were similar. In both the public and private sectors, 19 respondents (54.3%) and 16 (45.7%) respectively, disagreed with the level of management commitment to the EAP. In both sectors, the majority of the respondents disagreed with the level of management commitment to the EAP. Overall, the data showed that 35 (58.3%) disagreed with the level of management commitment to the EAP, 19 (31.7%) agreed and 6 (10%) strongly disagreed.

Table 4.13. A Comparison of the Means of the Level of Management Commitment to the EAP (N=60)

<table>
<thead>
<tr>
<th>Groups</th>
<th>N</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>t-value</th>
<th>df</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>30</td>
<td>2.37</td>
<td>.490</td>
<td>1.94</td>
<td>58</td>
<td>.057</td>
</tr>
<tr>
<td>Public</td>
<td>30</td>
<td>2.07</td>
<td>.691</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The t-test showed that the mean response in the private sector was 2.37 and in the public sector it was 2.07. The results implied that the respondents in both sectors disagreed with the level of management commitment to the EAP. The t-value, 1.94, indicated that at the .05 level of significance, there is no difference between perceptions of effectiveness in private and public sector employee assistance programs based on management's level of commitment to the EAP. Therefore, null hypothesis number two was accepted.

3. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on management's knowledge of employee problems.
Table 4.14. Crosstabulation Table on Management's Knowledge of Employee Problems (N=60)

<table>
<thead>
<tr>
<th>Sectors</th>
<th>Responses</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Row Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(0%)</td>
<td>(36.4%)</td>
<td>(56.5%)</td>
<td>(0%)</td>
<td>(50%)</td>
</tr>
<tr>
<td>Private</td>
<td></td>
<td>0</td>
<td>4</td>
<td>26</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td>Public</td>
<td></td>
<td>2</td>
<td>7</td>
<td>20</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Column</td>
<td></td>
<td>2</td>
<td>11</td>
<td>46</td>
<td>1</td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>(3.3%)</td>
<td>(18.3%)</td>
<td>(76.7%)</td>
<td>(1.7%)</td>
<td>(100%)</td>
</tr>
</tbody>
</table>

As displayed in Table 4.14, the majority of the respondents in the private sector, 26 (86.7%), agreed with management's level of knowledge of employee problems. Only 4 (13.3%) disagreed. It is also duly noted that there were no respondents that expressed strong agreement or disagreement.

In comparison, the majority of public sector respondents, 20 (66.7%), also agreed with management's level of knowledge of employee problems, only one person strongly agreed. Of the remaining portion, 2 (6.7%) strongly disagreed and 7 (23.3%) disagreed.

In both sectors respondents shared similar perceptions. There was a total of 46 (76.7%) respondents agreeing with management's level of knowledge of employee problems.
Twenty (43.5%) were found in the public sector and 26 (56.6%) were found in the private sector. The majority of respondents were in this response category.

Table 4.15. A Comparison of the Means of Management's Knowledge of Employee Problems (N=60)

<table>
<thead>
<tr>
<th>Groups</th>
<th>N</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>t-value</th>
<th>df</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>30</td>
<td>2.87</td>
<td>.346</td>
<td>1.47</td>
<td>58</td>
<td>.147</td>
</tr>
<tr>
<td>Public</td>
<td>30</td>
<td>2.67</td>
<td>.661</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The t-test showed that the mean response in the private sector was 2.87 and in the public sector it was 2.67. These results suggested that overall, respondents agreed that management had sufficient knowledge of employee problems. The t-value, 1.47, indicated that at the .05 level of significance, there is no difference between perceptions of effectiveness in private and public sector employee assistance programs based on management's knowledge of employee problems. Therefore, null hypothesis number three was accepted.
4. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on rating on EAP services.

Table 4.16. Crosstabulation Table of Ratings of EAP Services ($N=60$)

<table>
<thead>
<tr>
<th>Sectors</th>
<th>Highly Unsatisfactory</th>
<th>Moderately Unsatisfactory</th>
<th>Moderately Satisfactory</th>
<th>Row Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>2 (22.2%)</td>
<td>19 (59.4%)</td>
<td>9 (47.4%)</td>
<td>30 (50%)</td>
</tr>
<tr>
<td>Public</td>
<td>7 (77.8%)</td>
<td>13 (40.6%)</td>
<td>10 (52.6%)</td>
<td>30 (50%)</td>
</tr>
<tr>
<td>Column</td>
<td>9 (15.0%)</td>
<td>32 (53.3%)</td>
<td>19 (31.7%)</td>
<td>60 (100%)</td>
</tr>
</tbody>
</table>

According to Table 4.16, the majority of the respondents in the private sector, 19 (63.3%) reported that they perceived EAP services as moderately unsatisfactory. In addition, 2 (6.7%) perceived the services as highly unsatisfactory. The remaining portion, 9 (30%), perceived the services as moderately satisfactory.

In comparison, the majority of the respondents in the public sector, 13 (43.3%) also perceived the EAP services as moderately unsatisfactory. In contrast to the private
sector, more respondents, 10 (3.3%), perceived EAP services as moderately satisfactory. The remaining portion, 7 (23.3%) perceived the services as highly unsatisfactory.

Also, according to Table 4.16, the responses calculated in both sectors were similar. For example, the table indicated that 19 (59.4%) in the private sector, and 13 (40.6%) in the public sector found the EAP services to be unsatisfactory. Of all of these response categories, this area received the highest percent of responses in both sectors. However, it is also noted that a lower percent of respondents, only 2 (22.2%), in the private sector perceived that EAP services were highly unsatisfactory. In comparison, 7 (77.8%) of the respondents in the public sector expressed the same response. In the private sector, 9 (47.4%), reported that EAP services were moderately satisfactory. A higher percent of respondents in the public sector, 10 (52.6%), expressed similar perceptions.

Overall, the majority of respondents 32 (53.3%) were moderately unsatisfied with EAP services. The "moderately satisfactory" category had the next largest percent of respondents. The table indicated that 19 (31.7%) expressed a level of satisfaction with EAP services. Fewer respondents, 9 (15%), expressed being highly unsatisfied with EAP services.
Table 4.17. A Comparison of the Means of Rating of EAP Services (N=60)

<table>
<thead>
<tr>
<th>Groups</th>
<th>N</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>t-value</th>
<th>df</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>30</td>
<td>2.23</td>
<td>.568</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.77</td>
<td>.58</td>
<td>.444</td>
</tr>
<tr>
<td>Public</td>
<td>30</td>
<td>2.10</td>
<td>.759</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The t-test showed that the mean response in the private sector was 2.23 and in the public sector it was 2.10. These figures suggested that, overall, respondents rated EAP services as unsatisfactory. The t-value, .77 indicated that at the .05 level of significance, there is no difference between perceptions of effectiveness in private and public sector employee assistance programs based on ratings of EAP service. Therefore, null hypothesis number four was accepted.

5. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on management's action toward EAP.
Table 4.18. Crosstabulation Table of Management’s Action Toward EAP (N=60)

<table>
<thead>
<tr>
<th>Sectors</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>Private</td>
<td>2 (22.2%)</td>
</tr>
<tr>
<td>Public</td>
<td>7 (77.8%)</td>
</tr>
<tr>
<td>Total</td>
<td>9 (15.0%)</td>
</tr>
</tbody>
</table>

According to Table 4.18, of the 30 respondents in the private sector, the majority, 28 (93.3%), disagreed with management’s actions toward the EAP. The table also indicated that 2 (6.67%) strongly disagreed.

In the public sector, 21 (70%) of the respondents disagreed with management’s actions toward the EAP. The majority of the remaining respondents, 7 (23.3%), strongly disagreed.

In both sectors, the most frequent responses expressed disagreement or strong disagreement. For example, in the private sector 28 (57.1%) disagreed with management’s actions toward the EAP. Similarly, in the public sector, 21 (42.9%) disagreed with management’s actions toward the EAP; this category had the most responses. Overall, 49 (81.7%)
disagreed, 9 (15%) strongly disagreed and only 2 (3.3%) agreed.

Table 4.19. A Comparison of the Means of Management's Action Toward EAP (N=60)

<table>
<thead>
<tr>
<th>Groups</th>
<th>N</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>t-value</th>
<th>df</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>30</td>
<td>1.93</td>
<td>.254</td>
<td>.93</td>
<td>.58</td>
<td>.356</td>
</tr>
<tr>
<td>Public</td>
<td>30</td>
<td>1.83</td>
<td>.531</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The t-test showed that the mean response in the private sector was 1.93 and in the public sector it was 1.83. This insinuated that in both sectors, respondents perceived management's actions toward the EAP as insufficient. The t-value, .93 indicated that at the .05 level of significance, there is no difference between perceptions of effectiveness in private and public sector employee assistance programs based on management's action toward EAP. Therefore, null hypothesis number five was accepted.

In summary, this chapter analyzed the data in two sections. Section A included the demographic data and findings, and Section B included data and findings of the following variables: EAP effectiveness, level of managerial commitment, knowledge of employee problems, ratings of EAP
services (level of job performance improvement, tardiness, absenteeism, sick leave usage, relationship with fellow employees, attitudes towards their work, satisfaction with EAP services, satisfaction with work) and management action toward EAP. In the following chapter, the conclusions, limitations and recommendations were provided.

In reviewing these findings, one must also take into consideration the possible effects of the demographic variables. For example, one must think about whether the respondent is a male or female, single or married, with or without children. These are only a few of the many deliberations the researcher had to process in order to account for the unhypothesized statistical findings. However, it appears that even with the numerous profiles presented in this study, there was no significant difference in perceptions of effectiveness between private and public sector respondents.
CHAPTER FIVE

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

The purpose of this study was to describe, analyze and synthesize the perceptions of effectiveness of employee assistance programs (EAPs) in the private and public sectors. The study was based on the premise that perceptions of effectiveness are linked to several management factors. The researcher investigated two independent variables, perceptions of EAP effectiveness in the private and public sectors. These variables were examined in relation to several intervening variables: Management level of commitment, knowledge of employee problems, rating of EAP services, and management action toward EAP. The following demographic variables were also analyzed: gender, time worked in organization, educational level, age, job title, annual income, marital status, number of children under 18, and race.

This investigation included a review and critique of related literature. Key components addressed included the following: Historical Overview, Measurement of Effectiveness, EAPs’ Use of Power Bases, Management Level of Commitment, Knowledge of Employee Problems, Rating EAP
Services, Management Action Toward EAP, Treatment Variable and Client Variables.

The Conceptual/Theoretical Framework was also included. The frameworks discussed were as follows: The Employee Assistance Role Model, Life-Events Model, Systems Theory and Contingency Theory. The Employee Assistance Role Model was useful in analyzing the data because it provided the framework of the EAP. It described client skills, program skills, interpersonal and administrative skills. Similarly, the Life-Events Model served as a useful tool. It helped to account for the dynamics in the workplace that lead to absenteeism, tardiness, and other problems that may need to be addressed by the EAP. Systems theory conceptually tied together the process from the point a problem is identified through use of the EAP. It helped to link all players: management, union officials, employees and EAP representatives. It allowed for the communication of issues that needed to be addressed.

The author also identified and elaborated on the following key components: the null hypotheses, research design, description of the setting, sampling procedures, data collection, description of the instrument, and statistical analysis.
The null hypotheses investigated were:

1. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs.

2. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on level of management commitment.

3. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on management's knowledge about employee problems.

4. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on ratings of EAP services.

5. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on management's action toward EAP.

An explanatory research design was used to investigate the perceptions of effectiveness of private and public sector employee assistance programs in the metro Atlanta, Georgia area. The author designed and administered a questionnaire in order to analyze and evaluate the views of
sixty respondents from public and private sectors; thirty respondents were from the private sector and thirty respondents were from the public sector.

The setting of this study was the employee assistance program. The author surveyed private and public sector organizations in the metro Atlanta area who have employee assistance programs. The subjects for this study were management level employees. The subjects were chosen based on their positions in the organization, their accessibility to the researcher and the willingness of the organizational representatives to participate in the study.

A sample of convenience was utilized to conduct this study. Multistage sampling was implemented using the following process:

1. A list of public and private sector organizations, in the metro Atlanta, Georgia area with EAP programs, was obtained from the Employee Assistance Program Association (EAPA) Directory and the Department of Federal Occupational Health, (DFOH).

2. Private and public organizations were selected from the lists based on their willingness to participate.

3. Managers, supervisors and EAP Coordinators were selected based on their willingness to participate.
Data information was collected, reviewed and analyzed from primary sources. Primary sources of data were obtained from a survey questionnaire as noted above. The surveys were distributed and data were collected from February 1998 through June, 1998.

The Employee Assistance Program Survey was the instrument used to collect the data. It was designed for the purpose of obtaining perceptions of EAP effectiveness. This researcher conducted a pilot test study to assure content validity. Aspects considered to be ambiguous and/or irrelevant were deleted or modified as needed. The questionnaire consisted of the following six sections:

1. Demographic data: (age, gender, race, marital status, educational level, time worked in organization, income, number of children, job title). The purpose of this section was to collect and analyze vital statistical data regarding the study sample.

2. EAP effectiveness: The objective of this section was to measure the perceptions of respondents regarding the effectiveness of the employee assistance program.

3. Level of management commitment: The purpose of this section was to measure respondent's perceptions of management's commitment to the EAP.
4. Knowledge of Employee Problems: The purpose of this section was to measure respondent’s perceptions of management’s knowledge of employee problems.

5. Rating EAP services: The rating were based on how respondent’s perceived the status/behavior of employees who returned to work after having used to EAP.

6. Management action toward the EAP: The objective of this section was to ascertain respondent’s perceptions of specific management actions regarding the EAP.

The data were analyzed using the t-test statistic. This statistical analysis was chosen based on the fact that the use of t-test requires interval levels of measurement. The researcher found that there is no significant difference between perceptions of effectiveness in private and public sector assistance programs among all dependent variables. The five null hypotheses were accepted based on the calculated t-test value.

The author concluded the study with a series of recommendations that may assist employee assistance programs in enhancing their quality and effectiveness. Emphasis was placed on management being proactive in establishing an organizational strategic plan that included the use of the employee assistance program services. The research
suggested that this behavior influences perceptions of EAP effectiveness.

Discussion of Section A: Demographic Data

The demographic data revealed several issues that may be addressed in future research. For example, there were more female than male respondents in both the public and private sectors. It is important for future research to take into consideration three key questions:

1. Are survey response rates impacted by gender?
2. What effect does gender have on perceptions of effectiveness?
3. What is the ratio of males to females in the EAP profession?

Procuring answers to these questions will enhance the empirical database on perceptions of effectiveness. Due to financial and time constraints, this researcher was unable to do so.

Also, the majority of the respondents in the public sector worked one to three years, whereas respondents in the private sector worked four to six years. Years of experience with employee assistance programs may impact the findings because as one progresses through this career, knowledge and skills may be acquired. Therefore, it is important for future research to delve more specifically into whether there is a relationship between the number of years an EAP has been in operation and employee perceptions.
of effectiveness. Also, it is important to investigate the extent to which respondents were exposed to EAP services. These factors may impact perceptions of effectiveness.

Furthermore, the majority of the respondents received a graduate level of education. Prior research in various fields has indicated the impact of education on the development of individuals. Similarly, the EAP field may benefit from further research which may confirm or reject the existence of a relationship between educational level and perceptions of effectiveness of the EAP.

In addition, age was also a demographic variable that may impact the findings of this study. In both sectors, the respondents were between the ages of 35 and 44. In future analysis of this topic, researchers should specify the overall mean age of recipients of the EAP benefit. This may help explain whether age affects perceptions of employee assistance programs’ effectiveness.

Moreover, the data revealed that the majority of respondents were EAP Coordinators in both sectors. It is worthy of noting the positions of the individual completing the survey. The data in this study implied a certain level of commitment primarily of the part of EAP Coordinators, and secondarily on the part of managers. However, future research is needed to probe further. The EAP field may benefit from more data on the roles and responsibilities of the EAP Coordinator as compared with the roles and
responsibilities of other individuals surveyed. For example, are EAP Coordinators presented with more opportunities to be exposed to EAP services as opposed to other managers. And, are EAP representatives adequately providing training to all recipients of the benefit. These and other pertinent question need to be addressed in future empirical studies.

Respondents in the private sector, overall, received higher annual salaries than their colleagues in the public sector. This study did not focus on whether the income of respondents positively or negatively effected perceptions of effectiveness. Future research is necessary to further explore the impact of income on perceptions of employee assistance programs' effectiveness.

Furthermore, in both sectors, the majority of respondents were married and had no children. This may impact perceptions of effectiveness due to the fact that the employee assistance program is designed to help families as well as individuals. This condition may in turn influence one's perceptions. The findings provided researchers with an opportunity to further investigate the effect of this factor on perceptions of effectiveness of employee assistance programs.

Lastly, between the private and public sectors, there were more African-American respondents than Caucasian respondents. However, the difference is minimal. Research
on this topic may be enhanced by analyzing the ethnic ratio that exist in the public and private sector employee assistance programs. In comparing and contrasting these variables, one may be able to further elaborate on these results.

Discussion of Section B: Independent and Dependent Variables

Below is a detailed discussion of the five primary null hypotheses analyzed:

1. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs. The null hypothesis was accepted.

The effectiveness of any program depends on the ability of the organization to achieve its predetermined goals and objectives. EAP goals focus on helping employees work toward resolution of a variety of mental health, substance abuse, marital, legal or financial problems. The review of literature revealed that employee assistance programs are most likely to be effective where management and union representatives are provided with operative methods for dealing with trouble subordinates. According to Miln and Blum, the degree to which management believes that these needs are being met, the more likely the employee assistance
program will be perceived as effective. Similarly, researchers Kohl and Settineri concurred with this notion. Their research revealed a direct positive relationship between supplying management with the necessary training to address job performance issues and EAP effectiveness.

The findings in this research were congruous to support the findings in the review of literature. Whether in a public or private sector organization, there was no significant difference between perceptions of effectiveness. Both in the public and private sectors, perceptions of effectiveness were similar. The respondents perceived that the EAP was ineffective. It may be implied that employees were not provided with adequate education on the benefit of EAP. This may have occurred due to inadequate management support. Consequently, with inadequate education and inadequate management support, one would be less likely to use the EAP.

Overall, it appears that respondents were dissatisfied with the EAP's effectiveness. The typical respondent in this study was employed by the organization 4-6 years. Given that EAPs had been previously established in the selected organizations under study, it may be implied that

1Milne, Blum, et. al., "Factors Influencing Employees Propensity to Use the Employee Assistance Program," 123.

they were relatively aware of the level of effectiveness of the EAP. However, a lack of employee awareness may either be a negative reflection on the EAP’s training practices or management’s lack of support. Therefore, these results indicated that issues need to be addressed in order to increase the effectiveness of the EAPs. There may be other variables that contributed to this finding. Further research is needed to determine what other factors may have influenced the perceptions of these respondents.

2. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on level of management commitment. The null hypothesis was accepted.

In comparing these findings with the review of literature, it was evident that there are some similarities and some differences. Researchers, such as Bell, Pierre, and Shore concurred regarding the importance of management commitment as it impacts employee perceptions of effectiveness of employee assistance programs.3 Emphasis was placed on management behaviors that may indicate support. For example, commitment to the EAP was often

measured based on financial support, and the development and implementation of equitable policies and procedures regarding use of the EAP. These factors appeared to influence perceptions of effectiveness. However, the literature also revealed instances where EAPs were perceived as ineffective due to employees not being aware of the EAP services. Researchers, Miln and Blum, reported outcomes that indicated that organizational members were not informed about the EAP and its functions. It was implied that their perceptions were influenced by the lack of information. There is indeed a need for adequate information to be communicated to employees and their families for the program to be effective.

Moreover, Ford and Ford recommended that employee assistance programs utilize their power bases in order to develop a trusting relationship with management. The researchers noted a systemic relationship between management trust and management commitment. In order to increase employee awareness and employee use of the EAP, management commitment has to be established. Apparently, in this study the majority of the respondents disagreed that management is committed to supporting the employee assistance program.

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4 Miln, Blum, et. al., "Factors Influencing Employees Propensity to Use the Employee Assistance Program," 125.

5 Ford and Ford, "Employee Assistance Programs: Sources of Effective Organizational Influence," 62.
3. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on the management’s knowledge about employee problems. The null hypothesis was accepted.

Empirical findings of this study complemented the existing body of knowledge found in the literature review. In considering the extent to which management has knowledge about employee problems, emphasis was placed on the wide variety of problems that may exist. Issues that were frequently noted as most problematic were substance abuse problems, absenteeism, and workplace accidents. In the literature review, emphasis was placed on educating management about the basics of identifying employees that may be abusing addictive substance(s). Emphasis was also placed on identifying other employee behaviors that many adversely affect job performance. Sell and Newman suggested that where management chooses to use the EAP to help with problem employees, this behavior positively influences perceptions of EAP effectiveness.

Similar outcomes were noted in the review of literature. The outcomes of several studies indicated and emphasized the importance of managers being aware of

---

employee problems, but there was no significant difference between the private and public sector regarding perceptions of effectiveness. For example, researcher Shannon Peters noted that Johnson Institute and Levi & Strauss recognized and implemented an EAP as an intervention tool to address alcoholism among employees. Similarly, the United Stated Post Office and US Courts, under the leadership of Department of Federal Occupational Health, organized their EAP to address alcoholism and a hosts of other employee and family issues. In both cases, perceptions of effectiveness were not significantly different.

In this study, the majority of the respondents perceived that management was aware of employee problems. The issue to be debated in future research regards how to better use EAP services to address these problems. It is the role of the manager to refer to the EAP as it is the responsibility of the employee to self refer. It is the responsibility of the EAP to provide confidential and accessible services. In any event, all parties involved in any organization should work together toward resolution.

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4. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on ratings of EAP services. The null hypothesis was accepted.

These findings supported the literature review. According to DeGeorge, Lewis, Lewis and Plavan, EAP service ratings indicated the degree to which the EAP was productively addressing job performance issues and other organizational issues that impact productivity. The results of their research indicated that employee use of the EAP reduced organizational cost as related to use of sick leave, absenteeism, and tardiness. In various studies, EAPs in private and public sector agencies were utilized and the results were the same. Therefore, it is suggested that in both the private and public sectors, rating of EAP services may serve as an indicator of EAP effectiveness.

In this study, both respondents in the public and private sector reported that they were not satisfied with the results of employees' behavior after receiving EAP services. It appears that they did not perceive adequate improvement in absenteeism, tardiness, usage of sick leave

8G. DeGeorge, "Treating the Troubled Worker," 2; Lewis and Lewis, Counseling Programs for Employers in the Workplace, 12; Plavan, "A Descriptive Study of Significant Characteristics and Evaluation Activities of Employee Assistance Programs," 12.
and in other behavioral areas. It is not clear as to what influenced these perceptions. Information about the circumstances surrounding the behavior problem would be helpful. Future research is needed in order to determine why respondents did not see sufficient improvement.

5. There is no significant difference between perceptions of effectiveness in private and public sector employee assistance programs based on management's action toward EAP. The null hypothesis was accepted.

In comparing these findings with the review of literature, there was congruency. It was evident that managerial actions influenced the perceptions of effectiveness of the EAP. Several studies suggested that whether in the public or private sector, there is a relationship between management actions and EAP effectiveness. Research conducted by Johnson, Roman, Bennet and Blum, confirmed that where management translates its verbal commitment into actions, it helps to create positive perceptions of the EAP and in turn helps the organization avail itself of resources that may not otherwise be available through the EAP. 9

9 Johnson, "Municipal Employee Assistance Programs," 10; Roman, Blum and Benett, "Educating Organizational Consumers About Employee Assistance Programs," 14.
In this study the majority of the respondent’s perceived management’s actions as inadequate. It may be implied that the respondents did not perceive that management placed EAP as a priority. This in turn could lead to a lack of adequate funding of the EAP which could contribute to negative perceptions of the EAP.

In summary, all of the null hypotheses were accepted bases on the calculated t-test statistic. The research also included the findings as presented in tables and in written discussion. In conclusion, it is evident that there is no significant difference between perceptions of effectiveness in private and public sector employee assistant programs.

Limitations

In proceeding through this process, there were several obstacles that presented as limitations to the study. For example, the researcher was unable to obtain permission to conduct the survey from all private and public sector agencies with employee assistance programs. This limitation was overcome by using a sample of convenience as opposed to a random sample. The major drawback of using this sampling technique, is that this study cannot be generalized to the larger population. Also, due to financial and time constraints, the researcher chose a non longitudinal type of methodology.
Implications

The results of this study revealed implications to social work education. In order for social workers to continue to be competitive in the market place, their knowledge and skill level must be diversified. Social work educational courses should include information about the clinical and administrative aspects of employee assistance programs. A social work education must include curriculum that provides social workers with the proper tools to be effective. The training should include: human resource management, financial management, labor relations, business administration and legal knowledge.

As social workers strive to enact change in communities, it is important for them to acknowledge employee assistance programs as a resource. Also, they must be aware of the economic, and political dynamics that exist. This knowledge may serve to be useful in assisting problem employees in resolving their issues and maintaining their jobs.

Recommendations

These findings may also be used to contribute to the existing body of knowledge. It is recommended that empirical research continue on this topic. Additional updated research is needed to continue to monitor and validate the level of quality of service that is provided by the EAP. Continued research is also recommended because it
will serve to enhance the field of social work. Employment opportunities for social workers and other mental health professionals have been increasing due to the growth of employee assistance programs. There are opportunities for social workers to use knowledge obtained from this research to enhance employee productivity in the workplace as well as employees wellness.

It is also recommended that in light of the key roles which management plays in both the public and private sectors, assessment of the employee assistance program should be initiated by management as a priority in strategic organizational development. The assessment should include the following components: mission statement, goals, and objectives, policies and procedures, anticipated results, organizational structure, monitoring procedures, time tables and outcomes.

Specifically, managers may use milestones to indicate explicit strategies for pinpointing progress on improving the effectiveness of the EAP. A milestone should denote a major task or event rather than a routine event. It should also be a singular or discrete task or event, a significant step leading to the completion of an objective, and be a part of a logical sequence. In addition, management should establish monthly, quarterly and year-end reports as feedback instruments (see Appendices F-H). A separate form should be used for each objective addressing each of the
following components: personnel, objectives, anticipated results, current status, specific task(s) attempted task(s), due date(s), completion date, discussion of current status of EAP objectives, outcomes, impact of objective to date regarding EAP activity and recommendations.

Furthermore, institutional commitment must be evident. This commitment may be in the form of financial support, availability of educational training’s and accessibility of services. In light of the fact that most of the respondents perceived that there was some degree of institutional commitment to the EAP, it is recommended that institutions publicized and affirm the significance and value of employee assistance programs.

Ultimately, future research should serve to focus on the current perceived limitations of the EAP program. Efforts are needed to analyze and resolve these issues. It is important for researchers to continue to investigate the effectiveness of employee assistance programs from a variety of angles. For example, additional outcome studies are needed. Continued efforts are needed to ensure that employee assistance programs are viable tools that address employee needs and assist in creating productive work environments. These recommendations should be utilized to help employee assistance programs enhance their quality and effectiveness.
APPENDIX A

EMPLOYEE ASSISTANCE PROGRAM STANDARDS

1. POLICY AND PROCEDURE

1.1 Policy Statement

An organization shall adopt a written policy statement on alcoholism and other problems covered by the EAP. This will be signed by the chief executive and union head, where appropriate, and will reflect management and labor attitudes and agreements as to the Program’s objectives. The policy should state that alcoholism is a disease responsive to treatment and rehabilitation and specifying the responsibilities of management, union representatives, and employees as they relate to the Program. The EAP need not in any way alter management’s responsibility or authority or union prerogatives. Participation in the EAP will not affect future employment or career advancement, nor will participation protect the employee from disciplinary action for continued substandard job performance or rule infractions.

1.2 Confidentiality

Written rules will be established specifying how records are to be maintained, for what length of time, who will have access to them, which information will be released to whom, and under what conditions, and what use, if any, can be made of records for purposes of research, evaluation and reports. Client records maintained by an EAP should never become part of an employee’s personnel file. Adherence to Federal regulations on the confidentiality of alcohol and drug abuse records (42 CFR Part 2) is required of Programs even indirectly receiving Federal funds.

1.3 Procedures for Individuals Referred by Management and/or Union Representatives

EAP will prepare written procedures for action initiated by management and/or union representatives. This will provide for assessment by EAP staff, evaluation by professionals, referral for treatment, feedback to and from the referral source and follow-up. For alcoholism cases there should be a follow-up at least monthly for a minimum of one year.
APPENDIX A - continued

1.4 Procedures for Voluntary Use of the Program by Employees/Family Members

Procedures for individuals who refer themselves will provide for assessment by EAP staff, evaluation by professionals, referrals for treatment and follow-up. The Program will initiate no contact with management concerning individuals who refer themselves, consistent with confidentiality regulations.

2. ADMINISTRATIVE FUNCTIONS

2.1 Organizational Position of the EAP

Operation of or responsibility for the EAP should be positioned at an organizational level high enough to insure the involvement of senior management and/or union leadership in sustaining the Program.

2.2 Physical Location of the EAP

The physical location of the EAP should facilitate easy access while insuring confidentiality.

2.3 Record-keeping System

Each EAP will have a record-keeping system carefully designed to protect the identity of the client, while facilitating case management and follow-up and providing ready access to statistical information.

2.4 Relation of the EAP to Medical and Disability Benefit Plans

There should be a review of medical and disability benefits to insure that plans adequately cover appropriate diagnosis and treatment for alcohol, drug, and mental health problems. Where feasible, coverage should include outpatient and day treatment care. The EAP staff should be familiar with provisions of the medical and disability benefit plans so they can advise clients clearly as to the extent, nature and cost of the recommended treatment and reimbursement available.
APPENDIX A - continued

2.5 Malpractice/Liability Insurance

The organization should conduct a legal review of all aspects of the Program. The purpose is to ensure that there should be adequate protection for all EAP staff and the Organization against possible malpractice/liability claims.

2.6 Qualifications of EAP Staff

The EAP staff should combine two primary qualifications: (1) appropriate managerial and administrative experience and (2) skills in identifying problems, interviewing, motivating, referring clients, and, where appropriate, in counseling or related fields. Experience and expertise in dealing with alcohol related problems are essential.

3. EDUCATION AND TRAINING

3.1 Communicating EAP Services to Employees and Their Families

It is important that employees and their families are informed about the organization's EAP and the services it offers and are continually updated by various educational techniques on its existence and availability. Information about the EAP should be made available to all new employees and their families.

3.2 Employee Education

An organization should have a major commitment to ongoing education about alcohol use and alcoholism. Additional efforts should be made to educate employees about other recognized problem areas.

3.3 Orientation of Management and Union Representatives

Management and union representatives should be thoroughly informed about their key role in utilizing the EAP services. Orientation for management and union representatives should be updated regularly.
APPENDIX A - continued

4. RESOURCES

4.1 Resource File on Providers of Assistance

Each EAP should maintain current information about alcohol treatment services and other resources. These include Alcoholic Anonymous, Al-Anon, Alateen, and other self-help groups, appropriate health care, community services and other professionals.

5. EVALUATION

5.1 Program Review and Evaluation

There should be a periodic review of the Program to provide an objective evaluation of operation and performance.

5.2 Staff Performance Evaluation

There should be an annual evaluation review of EAP staff performance.
APPENDIX B

INTERVIEW GUIDE

Demographics

Organization

Organization ____________________________________________________________

Number of Employees in Organization ______________________________________

EAP Start Date __________________________________________________________

EAP Administrator or Consultant

Name, Title _____________________________________________________________

Organization, Address, City, State, Zip Code ______________________________

Telephone ____________________________________________________________

M/F __________________________________________________________________

Education Training (Medical, Psychiatry, Psychology, Counseling, Social Work, Addictions, Business, Other [Describe] ) ________________________________

______________________________________________________________________

COMMENTS:

APPENDIX B - continued

Location and Accessibility of EAP in the Organization

1. Where in the organization is the central EAP located? (Executive Level, Personnel/ Human Resources, Medical, Union, EAP Department, Other [Describe])

   If the EAP is not located in the Medical Department, is there a Medical Department that refers employees to the EAP?

   Do you have EAPs in different locations? If yes, are they administered by corporate headquarters?

2. Are the EAPs accessible to all employees and their families? (Research Question #1.)

   Does the EAP have a 24-hour hotline? If yes, is it answered by a person, answering service, or machine?

Motivating Factors for Developing an EAP

3. Who was involved in the development of the EAP? (EAP Administrator/Consultant, Management, Personnel/Human Resources, Medical, Union, Other [Describe])

4. What was the major motivating factor or purpose to create an EAP? (Humanitarian, Help Employees, Reduce Absenteeism, Accidents, Medical Costs, Overtime, Retraining Costs or Grievances, Improve Performance or Productivity, Save Money, Enhance Company's Image, Other [Describe])

5. Was a needs assessment conducted in the organization prior to the development of the EAP? If yes, who was involved in the assessment and how was it utilized?

Policy and Guidelines of EAPs

6. Are there written EAP policies and guidelines? If yes, were existing ALMACA standards used?
EAP Model

7. Is the EAP primarily an internal or external program?

What are the criteria or factors that led your company to choose an internal or external program?

If you had to do it over again, would you choose the same program? If not, how would you change it?

Type of EAPs

8. How would you describe the type of EAP? (Alcohol/Drug, Broadbrush, Wellness, Other [Describe])

If a Broadbrush EAP has been adopted, what areas are focused on? (Alcohol/Drugs, Psychiatric/Psychological, Family/Marital, Legal/Financial, Other [Describe])

If a Wellness EAP has been adopted, what areas are focused on? (Stress Management, Exercise, Nutrition, Smoking Cessation, Weight Reduction, Retirement and Career Planning, Other [Describe])

If you have an internal program, do you contract any of the wellness programs? Which ones?

9. Are there any other areas that you would like to develop? (Depression, Abuse, Life Satisfaction Counseling, Procrastination, Other [Describe])
APPENDIX B - continued

Goals of EAP

10. What are the primary goals of the EAP? (Primary, Secondary, Tertiary)

Education and Training of Employees

11. How are employees informed of EAP services? (Training, Brochures, Posters, Newsletters, Notices in Paychecks, Other [Describe])

If training is conducted, who is trained?

What is the length and content of the training?

Who is responsible for the training?

Job Performance

12. Does your company have a job performance appraisal system? If yes, is it linked or connected to the EAP? How?

Referral Source

13. Do you rely on voluntary or supervisory referrals or constructive confrontation with employees?

Assessment and Counseling

14. How would you define the type of assistance or counseling available to employees? (Assessment and Referral or Clinical Counseling)

Who is responsible for the counseling of employees?
APPENDIX B - continued

What type of insurance coverage is available to employees for mental health and alcohol/drug rehabilitation?

What is the limit of counseling sessions per employee?

Drug Screening and Testing

15. Does your company have a written drug screening/testing policy?

Has your company employed pre-employment drug screening tests? With whom?

Has your company employed random drug testing? With whom?

Who is responsible for the drug screening/testing in your organization?

Is the drug screening/testing considered a part of the EAP?

Data Collection

16. What data are collected for EAP purposes? (Client Demographics, Calls/Visits to EAP or Medical Department, Type of Problems, Referral Source, Use of Benefits, Absent or Sick Days, Accidents, Other [Describe])

Are there any other data that you would like to collect?
17. Who is responsible for collecting the information? (EAP Administrator/Consultant, Other Departments, Other People, Computer Assistance)

18. How is the information collected utilized? (Modify or Change Program, Justify Program’s Existence, Show Improvements in Employee Productivity, Performance or Health, Other [Describe])

Who utilizes the information?

19. Are you (EAP Administrator/Consultant) satisfied with the present method of collecting and utilizing the information?

20. What do you experience as the major problems or barriers to collecting and utilizing data? (Time, Money, Confidentiality, Other [Describe])

Evaluation

21. What type of process or outcome evaluations have you been engaged in presently or in the past? (Counselor Activities, Program Implementation, Characteristics of Troubled Employees, Types of Employee Problems, Evaluation of Training Effectiveness, Penetration or Utilization Rates, Client Outcome/Satisfaction, Employee Surveys, Follow-up, Cost-Benefit/Cost-Effectiveness Studies)

If you calculate utilization rates, what percentage of employees and their families utilize the EAP?
22. Have you ever hired an outside consultant to conduct an evaluation? If yes, how would you describe the results? If no, would you consider hiring an external consultant? Why?

**EAP Satisfaction**

23. Are you (EAP Administrator/Consultant) satisfied with the overall functioning of your EAP?

1  2  3  4  5
Not Satisfied  Satisfied  Very Satisfied

**Further Suggestions or Recommendations**

24. Comments:

**Future Research**

25. Comments:
## APPENDIX C

### EMPLOYEE ASSISTANCE COUNSELOR ROLE MODEL

The Employee Assistance Counselor Must Be Able to . . .

<table>
<thead>
<tr>
<th>Client Skills</th>
<th>Administrative Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assess/Evaluate/Refer Clients</td>
<td>11. Plan</td>
</tr>
<tr>
<td>2. Perform Crisis Intervention</td>
<td>12. Organize</td>
</tr>
<tr>
<td>3. Perform Counseling</td>
<td>13. Communicate Effectively</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Skills</th>
<th>Interpersonal Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Promote and Market the EAP</td>
<td>15. Present Self Credibly and Effectively</td>
</tr>
<tr>
<td>6. Evaluate and Research the EAP Audiences</td>
<td>16. Adapt Role to Varying</td>
</tr>
<tr>
<td>7. Design and Deliver EAP Training</td>
<td>17. Elicit Trust and Confidence in Others</td>
</tr>
<tr>
<td>8. Match EAP to Company's Needs</td>
<td>18. Demonstrate Maturity</td>
</tr>
<tr>
<td>9. Consult to Managers</td>
<td>19. Demonstrate Flexibility</td>
</tr>
<tr>
<td></td>
<td>21. Be Perceived as Empathic</td>
</tr>
<tr>
<td></td>
<td>22. Be an Active Listener</td>
</tr>
<tr>
<td></td>
<td>23. Manage Conflict</td>
</tr>
</tbody>
</table>

And, the Employee Assistance Counselor Must Know . . .

| 24. Alcoholism and Substance Abuse                                         | 28. The EAP Movement Itself               |
| 25. Psychology and Behavioral Sciences                                     | 29. "World of Work" Issues               |
In Order to Produce the Outputs of the Counselor's Job in the Following Areas . . .

1. Direct Service
2. EAP Program Development
3. Liaison Between the EAP and Treatment Resources
4. Interface within the Parent Organization
5. Personal Qualities (Interpersonal)
APPENDIX D

Letter to Survey Respondents

Dear Participant:

My name is Davine S. Sparks and I am a Clark Atlanta University doctoral student, pursuing a degree in Social Work Planning, Policy and Administration. My research interest is in the area of Employee Assistance Programs. I am conducting this study to ascertain your perceptions regarding your organization's Employee Assistance Program.

I would appreciate your completing the survey enclosed. Your responses will only be used for the analysis of the study purpose.

All information received will remain anonymous and confidential. Your name and other identifying information are not requested. Thank you for your time and participation.

Sincerely,

Davine S. Sparks, LCSW
APPENDIX E

Employee Assistance Program Survey

Listed below are questions that describe you (Section A). The next section (Section B) contains statements designed to elicit your perceptions about the EAP. Feel free to respond since all answers are held in the strictest of confidence. Please answer all questions by placing an "X" next to the appropriate response(s).

Section A

Demographic Data

1. **Sex**
   - a. Female
   - b. Male

2. **Time worked in this organization**
   - a. Less than 1 year
   - b. 1 to 3 years
   - c. 4 to 6 years
   - d. 7 to 9 years
   - e. 10 to 12 years
   - f. 13 years or more

3. **Highest level education achieved**
   - a. Less than high school
   - b. High school graduate
   - c. Some college
   - d. Completed college
   - e. Graduate work
   - f. Graduate degree

4. **Age**
   - a. Under 18
   - b. 19 - 24
   - c. 25 - 34
   - d. 35 - 44
   - e. 45 - 54
   - f. 55 - 64
   - g. 65+

5. **Job title**
   - a. Manager
   - b. Supervisor
   - c. EAP Coordinator
   - d. Other (Specify job title)

6. **Annual income level, 1998** (include self only)
   - a. $0 - 9,999
   - b. $10,000 - 19,000
   - c. $20,000 - 29,000
   - d. $30,000 - 39,000
   - e. $40,000 - 49,000
   - f. $50,000 and above
APPENDIX E - continued

7. Marital status
   - a. Single
   - b. Married
   - c. Separated
   - d. Divorced/Widowed

8. Number of children under 18
   - a. None
   - b. One - two
   - c. Three - four
   - d. Five or more

9. Race
   - a. Black
   - b. White
   - c. Hispanic
   - d. Asian
   - e. Other (please specify)

10. Employed by private sector organization
    - a. Yes
    - b. No

11. Employed by a public sector organization
    - a. Yes
    - b. No

Section B

Employee Assistance Program Effectiveness

The statements contained in your questionnaire are designed to elicit your perception about the program. Most of them are followed by four choices. Please indicate whether you Strongly Disagree (SD), Disagree (D), Agree (A), or Strongly Agree (SA). On items 21-28, indicate either Unsatisfactory (UNSAT), Moderately Satisfactory (MSAT), or Highly Satisfactory (HSAT) by each of the three choices.

Please place an "X" by the response you feel is most appropriate. There are no right or wrong answers. We are only interested in your perception. It is very important that you answer every item.

1. EAP is functioning as effectively as it should.
   - Strongly Disagree
   - Disagree
   - Strongly Agree
   - Agree

2. Absenteeism is a serious problem in your organization.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
</table>

3. There is a high turnover rate in your organization.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
</table>

4. There is a low sick leave usage in your organization.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
</table>

5. The EAP provides your organization with adequate education regarding substance abuse.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
</table>

6. Your organization has adequate education regarding psychological problems.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
</table>

7. There are few on-the-job injuries in your organization.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
</table>

8. There are few on-the-job accidents in your organization.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
</table>

9. There are few cases that require disciplinary action in your organization.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
</table>
APPENDIX E - continued

10. New employee training costs could have been avoided by properly following the EAP process.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

Level of Management Commitment

The statements contained in this section are designed to elicit your perceptions about level of management commitment to the EAP. Please place an "X" by the response you feel is most appropriate.

11. Top management is fully committed to your EAP.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12. Your EAP is adequately staffed to handle the needs of your organization.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

13. Management encourages the utilization of services provided by the EAP to employees.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

14. The EAP provides your organization with adequate resources.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

15. The EAP provides your organization with technical support.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
16. There is adequate periodic training for managers and supervisors on procedures of EAP referral.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
</table>

17. Managers and supervisors are adequately educated on the functions of EAP.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
</table>

18. The EAP allocates adequate funds to your organization for EAP operations during budgeting.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
</table>

19. The management of your organization encourages input from coordinators.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
</table>

20. The management encourages input from EAP administrators regarding human resources decision making.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Strongly Agree</th>
<th>Agree</th>
</tr>
</thead>
</table>

**Rating of EAP Services**

Please place an "X" by the response indicating how you would generally rate employees who returned to work after referral to the EAP. The ratings are Highly Unsatisfactory (HUNSAT), Moderately Unsatisfactory (MUNSAT), Moderately Satisfactory (MSAT) Satisfactory (SAT) or Highly Satisfactory (HSAT).

<table>
<thead>
<tr>
<th>HUNSAT</th>
<th>MUNSAT</th>
<th>MSAT</th>
<th>SAT</th>
<th>HSAT</th>
</tr>
</thead>
</table>

21. Job performance improvement

22. Tardiness improvement
APPENDIX E - continued

<table>
<thead>
<tr>
<th></th>
<th>HUNSAT</th>
<th>MUNSAT</th>
<th>MSAT</th>
<th>HSAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>23.</td>
<td>Absenteeism</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24.</td>
<td>Sick leave usage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25.</td>
<td>Relationship with fellow employees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26.</td>
<td>Attitudes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27.</td>
<td>Satisfaction with EAP services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28.</td>
<td>Satisfaction with work</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29.</td>
<td>In percentages, how would you rank your organization's EAP effectiveness presently?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. 0% - 25% (highly unsatisfactory)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. 26% - 50% (moderately unsatisfactory)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. 51% - 75% (moderately satisfactory)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>d. 76% - 100% (highly satisfactory)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30.</td>
<td>In percentages, how would you rank your organization's management level of commitment to its EAP?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. 0% - 25% (highly unsatisfactory)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. 26% - 50% (moderately unsatisfactory)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. 51% - 75% (moderately satisfactory)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>d. 76% - 100% (highly satisfactory)</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Management Actions Toward EAP

The statements contained in this section are designed to elicit perceptions about management's action toward EAP. Please place an "X" by the response you feel is most appropriate.

31. Management is doing its best to assist EAP to achieve its objectives.

   | Strongly Disagree | Disagree |
   | Strongly Agree | Agree   |
APPENDIX E - continued

32. Management is doing its best to promote the use of EAP services to employees and their families.

| Strongly Disagree | _____ | Disagree | _____ |
| Strongly Agree    | _____ | Agree    | _____ |

33. Management does everything possible to reduce employee absenteeism through the use of EAP services.

| Strongly Disagree | _____ | Disagree | _____ |
| Strongly Agree    | _____ | Agree    | _____ |

34. Management does everything possible to reduce employee turnover through the use of EAP services.

| Strongly Disagree | _____ | Disagree | _____ |
| Strongly Agree    | _____ | Agree    | _____ |

35. Management does everything possible to reduce chronic employee tardiness through the use of EAP services.

| Strongly Disagree | _____ | Disagree | _____ |
| Strongly Agree    | _____ | Agree    | _____ |

36. I am satisfied with the support that EAP receives from management.

| Strongly Disagree | _____ | Disagree | _____ |
| Strongly Agree    | _____ | Agree    | _____ |

37. Management sees to it that there is cooperation between departmental representatives and EAP representatives.

| Strongly Disagree | _____ | Disagree | _____ |
| Strongly Agree    | _____ | Agree    | _____ |

38. EAP is perceived by top management as an important part of the whole organization.

| Strongly Disagree | _____ | Disagree | _____ |
| Strongly Agree    | _____ | Agree    | _____ |
APPENDIX E - continued

Knowledge of Employee Problems

The statements contained in this section are designed to elicit your perception about the extent of employee problems. Please place an "X" by the response you feel is the most appropriate.

39. Substance abuse is a pervasive problem among the employees in your organization.

   Strongly Disagree   ______     Disagree   ______
   Strongly Agree     ______     Agree      ______

40. Drug abuse is a pervasive problem among the employees in your organization.

   Strongly Disagree   ______     Disagree   ______
   Strongly Agree     ______     Agree      ______

41. There is a high need for family counseling among the organization's employees.

   Strongly Disagree   ______     Disagree   ______
   Strongly Agree     ______     Agree      ______

42. There are many employees in the organization with psychological problems who need counseling.

   Strongly Disagree   ______     Disagree   ______
   Strongly Agree     ______     Agree      ______

43. Confidentiality is a problem when employees consider using EAP services.

   Strongly Disagree   ______     Disagree   ______
   Strongly Agree     ______     Agree      ______

Thank you for your cooperation. Your time is much appreciated.
APPENDIX F

EAP Monthly Report

For the Period ____________________ to ____________________

Activity Title: ____________________ Director: ____________________

Directions: Complete a separate form for EACH objective.

<table>
<thead>
<tr>
<th>Personnel (Staff Names, Titles, % Time)</th>
<th>Objective (From Activity Objectives)</th>
<th>Anticipated Results (From Performance Evaluation Measures)</th>
<th>Status (Completed, Delayed, In-Progress)</th>
<th>Specific Task Attempted (From Implementation Strategies)</th>
<th>Task Due Date</th>
<th>Task Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Discussion Status of Objective</th>
<th>OUTCOMES</th>
<th>IMPACT OF OBJECTIVE TO DATE ON ACTIVITY</th>
<th>RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>As Pursued Through This Period (Results, How Documented, Problems, Resolutions)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX G

EAP Quarterly Report

For the Period __________________ to __________________

Activity Title: ____________________________________ Director: _______________________

Directions: Complete a separate form for EACH objective.

<table>
<thead>
<tr>
<th>Personnel (Staff Names, Titles, % Time)</th>
<th>Objective (From Activity Objectives)</th>
<th>Anticipated Results (From Performance Evaluation Measures)</th>
<th>Status (Completed, Delayed, In-Progress)</th>
<th>Specific Task Attempted (From Implementation Strategies)</th>
<th>Task Due Date</th>
<th>Task Completion Date</th>
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<tbody>
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</tbody>
</table>

Discussion Status of Objective
As Pursued Through This Period (Results, How Documented, Problems, Resolutions)

<table>
<thead>
<tr>
<th>OUTCOMES</th>
<th>IMPACT OF OBJECTIVE TO DATE ON ACTIVITY</th>
<th>RECOMMENDATIONS</th>
</tr>
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</table>

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APPENDIX II

EAP Year End Report

Reporting Period: ________________ to ________________

<table>
<thead>
<tr>
<th>OBJECTIVES (From Plan)</th>
<th>ANTICIPATED RESULTS (From Plan)</th>
<th>KEY TASKS (From Plan)</th>
<th>DUE DATE</th>
<th>COMPLETION DATE</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>
APPENDIX H - continued

<table>
<thead>
<tr>
<th>Discuss completion of above objective, anticipated results and tasks.</th>
<th>RECOMMENDATIONS</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tbody>
</table>


Broin, Colin O. "Drink and Drugs at the Workplace." Personnel Management 17, no. 12 (December, 1985).


"Clinical Depression is Widespread and Costly for Businesses." HR Focus 71 (December 1994): 14.


Cowan, Terrance R. "Drugs and the Workplace: To Test or Not To Test." Public Personnel Management (Winter 1987): 313-322.


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