

EAP ASSOCIATION
EXCHANGE
NOVEMBER 1991 VOL. 21 NO. 11



**Benevolence and
Long-Range Vision
in Congress**

These distinguished individuals have helped make the U.S. House of Representatives' Office of Employee Assistance a reality

EAPA's Subject Search Catalog

Updated for
the 1990s

EAPA is keeping apace with an EAP profession on the move and has fine-tuned its popular Subject Search Catalog. The new listings, shown in the menu below, are consistent with the newly revised Content Areas that constitute the CEAP Scope of Practice. Subject searches consist of a collection of journal articles, book chapters, brochures, pamphlets, ect. which provide informtion in a given topic.

Here's how to order: Mark the boxes to the left of the titles you want. Make a check payable to "EAPA" for the total amount of your order, based on the prices shown to the right of each title. Mail the form with your check or purchase order to: EAPA, 4601 N. Fairfax Drive, Suite 1001, Arlington, VA 22203.

Advance payment is required, but telephone orders will be accepted if they are billed to American Express, Master Card or Visa. Telephone: (703) 522-6272.

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EAP Direct Services

- Case Load/Case Management
- Critical Incident Stress Debriefing
- EAP/Chemical Dependency Assessment
- EAP Referral Process
- Prevention

Chemical Dependency and Other Addictions

- Aftercare/Relapse Prevention
- Co-Dependency
- Drug Testing Bibliography
- Drug Testing Cost-Benefit Analysis
- Drug Testing/EAP Perspective
- Drug Testing Overview
- Employer Anti-Drug Programs
- Women and Chemical Dependency

Personal and Psychological Problems

- AIDS and the Workplace
- Physically Challenged
- Stress: Job-Related
- Work and Family: General

Also of interest

- Audiovisual Reviews
- EAPs in Higher Education
- EAP Program Forms
- EAP Salaries
- EAPs in School Systems
- Troubled Health Care Providers

- Troubled Professionals/Executives

Special Offering

- Fact Sheets (complete sets only)

Topics: Absenteeism, consumption, dollar impact/workplace use, drug-free workplace regulations, EAP response, employer investment in EAPs, four most prevalent workplace drugs, impact/job-performance measures, incidence/prevalence, positive consequences of EAPs, termination vs. treatment, Workforce 2000

Cost of Searches \$ _____

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TOTAL \$ _____

YOUR NAME _____

Membership Category _____

Organization _____



Leading by Example

ON ANY GIVEN DAY, EAP professionals—sometimes individually, sometimes collectively—are typically snagged in imbroglios due to drug testing, managed care, workplace “incidents,” etc. Some chalk it up to a “crisis du jour” professional existence. That’s why it is always refreshing when someone reminds us of the most noble of reasons why work organizations implement EAPs. In this issue, Donald K. Anderson—Clerk of the U.S. House of Representatives and an individual of considerable prominence and influence on Capitol Hill—explains the humanitarian underpinnings of the newly implemented Office of Employee Assistance. He says its motivations were a desire and need to help House of Representatives employees who are in personal jeopardy due to alcohol, drugs or other personal problems.

Joining Anderson in this interview article is Bernard Beidel, director of the Office of Employee Assistance. Together, they narrate how the EAP originated, where it is now in program development, and how it will serve the U.S. House of Representatives—with its 12,000 employees—in the months and years ahead. As EAPA works with Congress to develop public policy initiatives that help eradicate drug and alcohol problems in the workplace, there is comfort in the fact that our lawmakers are setting a guiding example.

EAP PROFESSIONALS talk a lot about workplace integration, but what are the fine details? This month the *Exchange* explains how EAPs methodically fit

into occupational health & safety programming. Air Products and Chemicals, Inc., of Allentown, Pennsylvania, opens its doors and describes how its EAP and other programs mesh into a continuum of services. In a second health & safety feature, Jeff Fladen explains how one internal EAP implemented a wellness component on a shoestring budget.

RECERTIFICATION is another vital topic of discussion, as EACC chair Sandra Turner discusses proposed new changes that would simplify the process by which CEAPs retain their professional designations.

With the 20th National Conference being held this month in St. Louis, it is a bustling time of year for EAPA headquarters staff and, of course, the membership. Be looking for the December issue, which will recap all the major conference highlights.

Rudy M. Yandrick

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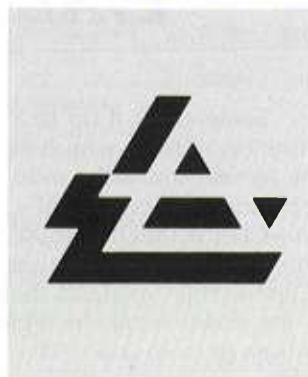
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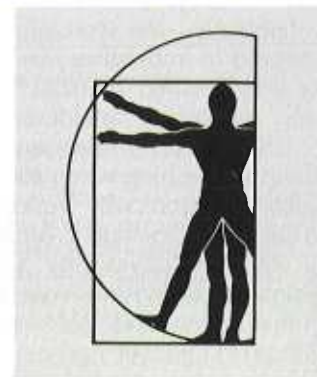
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FROM THE EXECUTIVE DIRECTOR



by Thomas J. Delaney, Jr., CEAP
EAPA Executive Director

There have been frequent references in this publication and elsewhere to the steady growth of EAPA since it was formed 20 years ago. I would like to discuss its future growth. This will not only consider numbers and budget size, but the directions, aspirations and opportunities for future growth.

In organizational growth, just as in personal growth, associations have to take account of their environment and the threats and opportunities which lie ahead. There is a long history of voluntary organizations engaging in strategic planning such as this. There is also a long history of voluntary organizations that have not prospered and sometimes even folded because they do not make a commitment to such strategic planning. In 1984-85, ALMACA (now called EAPA) underwent such an effort which was directed by Dan Smith, who was then Vice President-Administration. From that, a five-year plan was produced for 1986-90. When you look back at the operations of the association for those five years, EAPA was well-served.

During 1989-90, it was recognized that the plan needed to be updated and that it was time for the association to chart a course for the 90s. An effort was started which relied heavily on the strategic planning expertise of the United Fund Movement, which has elaborate planning guidelines for Red Feather and other community voluntary agencies. Since one of the members of EAPA's Board of Directors is Brad Googins of the Boston University School of Social Work, and since he has had considerable experience in advising community agencies on planning, he was asked to chair this agency. Brad's comprehensive orientation was not familiar to our members who work for modern American businesses whose "long-term" orientation is the next quarterly report. So,

while there has been work on a quick study for the last year, there needs to be a renewed strategic planning effort to provide the association with a road map for the rest of the decade.

Strategic plans should not be static. On the contrary, they should be dynamic and updated periodically. There should be feedback mechanisms that relate the organizational activities to the plan and continuously update the plans to account for changes in the external and internal environment.

"So, while there has been work on a quick study for the last year, there needs to be a renewed strategic planning effort to provide the association with a road map for the rest of the decade."

Staff must plan an important role in this continuous commitment to strategic planning. Several studies of ALMACA and EAPA have pointed to a structural problem in the "ambiguity" between the role of the executive director and the officers of the association. These have included the management survey of EAPA which was performed by the American Society of Association Executives and a study of office operations performed earlier this year by The Leadership Edge, a management consulting firm.

Since I will be ending an 11-year tenure as Executive Director of the association next month, it would seem to be an appropriate time for EAPA to review the respective roles of the Executive Director and Board. Whenever an association has an executive director for 11 years, there are a lot of assumptions and informal under-

standings. My successor will not have the benefit or burden of this. I can think of no better time to review these relationships. Such a review would have to take into account the strategic forces in the association and EAP field.

I have referred to the "voluntary" nature of EAPA. There is a long tradition of this in America. Of course, D'Tocqueville noted this phenomenon in the early 19th century, but the gathering together of people in associations continues to be a great force in our society. EAPA has been well served by this. If EAPA is to continue as such a force, it is going to have to have voluntary support. With the economic problems of many employers, there has been increasing pressure for EAPA to pay expenses of members to serve on Board committees, commissions, regions and chapters. This has been the downfall of many organizations. When members pay their own way, it not only makes them more aware of the association's finances, it prevents inevitable situations where political maneuvering and jealousy result from selectivity in who gets paid for expenses.

The October issue of the *Exchange* carried the audited financial report of EAPA for the fiscal year which ended on June 30, 1991. It shows a healthy financial status which members and staff should be proud of. As the membership identifies new activities and services that are required, additional sources of revenue will have to be identified. Membership expansion should be explored. For example, should EAPA aggressively recruit managed care personnel into its ranks, perhaps by establishing a committee to address their needs? Thanks mostly to the outstanding professional conference management skills of long-time EAPA Associate Director Judith Evans, the association has survived with profits from the conferences. EAPA needs to develop other sources. Although these can be identified in many ways, Judith keeps reminding