

EAP ASSOCIATION

EXCHANGE

MARCH 1992



VOL. 22 NO. 3

Shades of Difference



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EDITOR'S COMMENT

Shades of Difference

FOR THOSE OF YOU who wear glasses, have you ever found it difficult to adjust to wearing photogray or tinted lenses, or to trying on a new pair, or to wearing glasses for the first time? It can give you the sensation that your feet are not firmly beneath you and literally changes how you look at the world and how the others see you. But, the change, which at first seems difficult and awkward, eventually seems second nature. Many employers are adjusting to change of a very different nature, but with similar effects. The emergence of a more diverse working population—diverse, that is, in terms of age, race, gender, disability, economic status, sexual preference, parenting status, and so forth—is inducing many employers to reassess how they view their employee base and the communities from which their workers are drawn.

Our cover features this month, written by Gary Maltbia, Santiago Rodriguez and Kathy Akerlund, explore how the American work force is changing in composition, why it's advantageous for employers to be accommodating and receptive to the changes, and how EAPs can facilitate during this period of adjustment. Of particular note, the emerging occupational field of diversity management is explored as a third-generation product that is vastly different than its predecessors, Affirmative and Equal Employment Opportunity, which force employers to institute changes by statutory authority. Please turn to page 12 for our coverage.

THE HIGHLIGHTS of EAPA's 2nd Legislative & Public Policy Conference are on record in this issue. There's one thing about

governmental affairs that can be said with certainty: it's an insider's game, whether it happens in Washington, D.C. or the state capitals. Perhaps the greatest benefit of EAPA's L&PP conference is that it peels back the veneer of government so that interested people can view the legislative and regulatory processes.

ONE LAST MENTION. The *Exchange* would like to recognize two service providers who contribute mightily to its month-to-month success. Standard Production Services of Harrisburg, Pennsylvania provides the composition services and bends over backwards to help maintain some semblance of a production schedule as all of the magazine's loose ends are tied together at deadline time. Also, Commercial/Industrial Photographers of York, Pennsylvania, shoots some of the cover photos for the *Exchange*, including some of the elements on this month's cover. In the *Exchange's* pursuit of editorial and graphic excellence, their contributions are appreciated.

Rudy M. Yandrick

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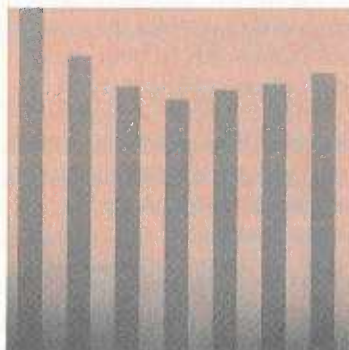
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FROM THE C.O.O.

Transition and Change

by Michael L. Benjamin
EAPA Chief Operating Officer

In today's rapidly changing world, with technological breakthroughs, new consumer trends, political elections and national initiatives, world-wide realignments, economic uncertainty and emerging work force issues, the unexpected becomes tomorrow's headlines.

As an association, EAPA has undergone dramatic change within the last three years. This includes the diversity of our membership, the changing roles and definition of EAPs, the numerical growth of members, and change in staffing within the association. From our perspective, change is everywhere! EAPA fits within this "wave of change."

As we move further into the decade of the 90s, we at EAPA need to maximize our skills in order to manage the changes impacting us from all directions (e.g. managed care, drug testing in the workplace, medical review officers, program standards, and so on). Most importantly, we must reexamine our philosophy of dealing with change. Is change something that happens to us, or is change something that we do? Clearly it should be both.

Remember!

Responses to
the Call for
Proposals for
EAPA's 21st
National
Conference are
due on April 1st.

"Our desired climate at EAPA is to have increased commitment to group goals, increased productivity of individual work units, and development of staff members who find intrinsic reward in their work."

TRANSITION AND CHANGE ON STAFF

In this, my first column, I want to comment on how EAPA staff members are addressing transition and change with the association. In terms of the association's ability to serve its members using manpower and technical expertise, it is probably the change that hits EAPA closest to home. As an association executive, I see *opportunities* in change while at the same time others might see the "crisis of change."

Over the past month, I've worked with staff to address one of the major changes in their work environment—the changes in staff leadership. My initial task was to articulate basic standards related to a desired climate. Such standards include: consensus on professional work conduct, inner-office confidentiality, appropriate use of personal and position power, clear lines of communication within and outside of headquarters, and good customer service—both internally and externally.

Our desired climate at EAPA is to have increased commitment to group goals, increased productivity of individual work units, and development of staff members who find intrinsic reward in their work. From the staff perspective, goals must be set, tasks must be understood, and directions which govern their interrelatedness in accomplishing those tasks must be given.

Also, an equitable work climate must be established. To that end, staff members will be working to develop a three-to-five-year plan that addresses their concerns. This plan will then be dovetailed with the strategic planning process in which the Board is currently engaging.

At the same time, we are working on a reorganization plan which will ultimately result in clarification of roles, responsibilities and functions. Most staff members are acknowledging the changing nature of the association. I have asked them to join with me as a team in demonstrating patience during the next few months of change as the leadership of EAPA reaches consensus regarding the mission of the association and moves into a new era in providing services to its various constituencies.

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SPECIAL MEMORANDUMS

Got Leadership Skills, A Vision of the Future?

On the campaign front, there's more to get excited about this year than just the Presidential election! EAPA is holding its own elections this fall, and the time to think about running for office is *right now!* We're looking for reputable EAP professionals with that right, undefinable mix of smarts, charisma, good people skills and chutzpah that makes for excellent leadership.

STAFF APPOINTMENT

Melvin B. Mooring, CPA, hired by EAPA

EEAPA's Chief Operating Officer, Michael Benjamin, has made his first staff appointment since coming onboard at headquarters. He has named Melvin B. Mooring, certified public accountant, as EAPA's Director of Finance and Administration.



Melvin joined the headquarters staff on February 3. He comes to EAPA from the National Association of Counties, where he worked seven years as controller. Among his accomplishments, he has: written employee and financial manuals; designed, developed and implemented computerized general ledger financial systems; and designed costing software, balance-sheet and financial-ratio packages, and cash-flow reporting and forecasting systems. He has managed a staff of 75 employees to reduce employee costs while optimizing flexibility with multi-tiered, wage-level employees.

Mooring earned his BS. degree from George Washington University in 1982 and received his C.P.A. from the State of Maryland in 1988.

The best quality-assurance mechanism for leadership is head-to-head competition at election time. In 1990, all but one of EAPA's regional and national seats had contested races—an unprecedented feat. That provides EAPA with an election-year goal for 1992: do one better by assuring there is a race for *every* office! According to EAPA Secretary Kevin Parker, who is directing the itinerary leading up to the elections, "It was gratifying to see a high level of competition in 1990. It shows that EAPA's elected leadership positions confer some prestige on the holder. We hope that in 1992 the same kind of excitement will be generated, starting right from the start with the nomination process."

In accordance with EAPA's recently approved Bylaws, the national seats needing filled will be the Executive Committee positions of President, Vice President, Secretary and Treasurer. (In the 1992-94 administration, there will be one vice president position instead of the current two.) Also, each of the 10 regional representative positions will be available.

Bullet by bullet, here's how EAPA's election process has been plotted out:

- By March 20th, a Nominating Committee member will be named by each of EAPA's regional representatives, one committee member for each region.

- By March 31st, a chair for the Nominating Committee will be named.

- Between April 1st and June 30th,

petitions for nomination to elective office from the EAPA membership will be accepted by the Nominating Committee. *Further information about the process*



Kevin Parker

and the names of Nominating Committee members will be published in the April Exchange.

- The Nominating Committee will meet in early July to cull through the



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petitions and select two EAPA members who will run for each office. Its report will be filed on July 15th. *Full election coverage, including the entire slate of candidates, will be published in the August issue of the Exchange.*

- Ballots will be mailed to all of EAPA's individual, voting members, along with campaign literature on each candidate, by September 4th.

- Completed ballots must be received postmarked no later than October 2nd.

- The winners will be announced on October 30th at the 21st National Conference in Atlanta.

"EAPA hopes it will continue to benefit from the wealth of experience and knowledge that the EAP field is cultivating," adds Parker. "Our elections have a direct relationship on how the EAP field is represented to the business community, state governments, Congress and the world at large.

"It's quite an opportunity for aspiring leaders in our membership to distinguish themselves. Historically, EAPA members have stepped forward because they would like to preside over a field continuously moving forward or because individual chapters have wanted to participate in the association's leadership structure. Either way, it's a purely democratic process that keeps EAPA at the leading edge of the EAP field."

For updates on EAPA's '92 elections, stayed peeled to the *Exchange* and Chapter Officers' Newsletter. But the time to begin planning your run for office is *right now!*