

**EAP ASSOCIATION**

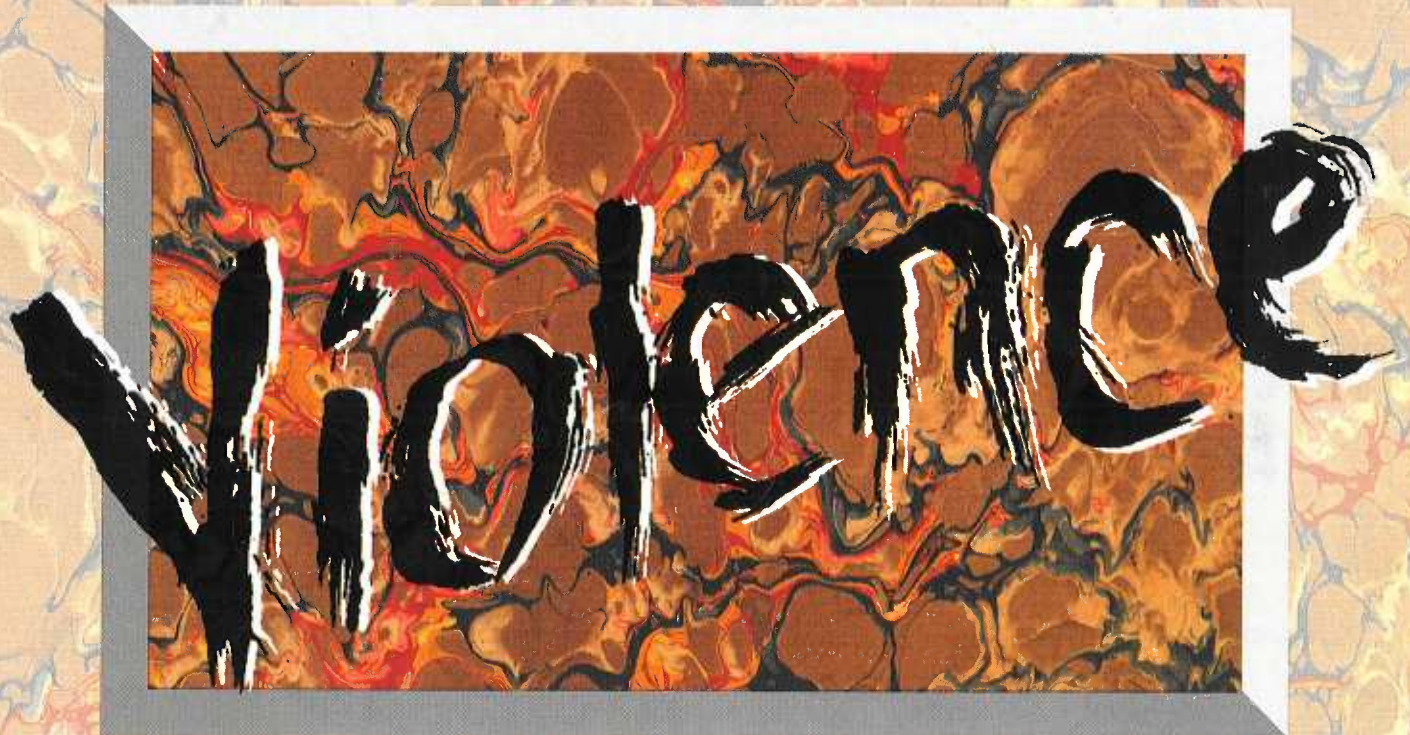
# EXCHANGE

SEPTEMBER 1993



VOL. 23 NO. 9

## Responding to



## in the workplace

**Is workplace  
violence  
increasing?**

**Organizational  
Coping Skills**

**Prevention and  
the Post-Trauma  
Response**



EARN UP TO  
16 PDHs!

## PRESENTING FIVE CERTIFICATE COURSES IN CONJUNCTION WITH EAPA'S ANNUAL CONFERENCE

EARN UP TO  
16 PDHs!

Recognizing that EAP Professionals and others who currently work with EAPs wish to enhance their existing knowledge and skills, EAPA is presenting five separate certificate training courses November 12-13, 1993 in Anaheim, California. Certificates will be awarded to enrollees upon completion of any of the 4 hour or 8 hour courses. *CEAPS CAN EARN UP TO 16 PDHs!*

### TOPICS

#### **RECOGNIZING CHEMICAL DEPENDENCY** November 13, 1993: C.A. 5-8 PDHs

This course will cover basic pharmacology and related physiology for the most commonly abused substances, the behavioral concepts and theories of substance abuse, and an introduction to the use of related testing instruments.



#### **EAP AS AN ORGANIZATIONAL CONSULTANT** November 12, 1993: C.A. 4-4 PDHs

This course will explain the organizational-development roles of EAP to both corporations and labor unions. The focus is on bringing health change to the organization.



#### **LABOR ISSUES FOR NON-LABOR PERSONNEL** November 12, 1993: C.A. 3-4 PDHs

This course introduces the history and concepts of organized labor in the workplace, with emphasis on correcting the common mistakes made by the non-labor personnel when consulting with organized labor.



#### **COMPONENTS OF A PSYCHOLOGICAL PROBLEM DIAGNOSIS** November 13, 1993: C.A. 6-8 PDHs

This course will provide instruction on the recognition and diagnosis of various categories of depression, anxiety, compulsive behaviors and personality disorders, as well as the general testing instruments that can assist in making a diagnosis. Cultural and ethnic issues involved in psychological problem diagnosis as well as sensitivity needed by EAP practitioners to understand diverse populations will be emphasized throughout the workshops.



#### **ETHICAL ISSUES IN EMPLOYEE ASSISTANCE PRACTICE** November 12, 1993: C.A. 3-4 PDHs

This course will explain the potential ethical dilemmas that employee assistance practitioners face, particularly with regard to conflict-of-interest situations and potential organizational and legal liabilities. Also included will be a discussion of conflict between the EAP roles of client advocate and managed care/cost containment.



*Unlike anything presented before, the new EAPA-sponsored certificate courses bear the endorsement of EAPA—the premier international association of employee assistance professionals, and the approval of EAPA's Education and Training Committee. EAPA's lamp-of-knowledge emblem is your assurance of a quality educational product representative of the EAP field.*



#### **LOCATION**

Disneyland Hotel, Anaheim, CA  
November 12-13, 1993

**For more information on certificate courses...**

Send to:



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## IN THIS ISSUE

**THE EMOTIONAL TRAUMA** from a violent act at the job site is chillingly felt at all levels of a work organization, both individually and collectively. Homicide, assault, destruction of property, and suicide are examples of violent acts that induce extreme feelings of loss, anger and blame to well to the surface. The potential for violence is elevated by a high-stress work environment, especially during periods of downsizing or reorganization, which are common occurrences in American business today. If management is seen by employees as having sat on its hands by providing inadequate employee support, and the unspeakable act finally comes to pass, employees may be just as likely to regard the company to be the culprit as the perpetrator of the act.

EAPs address the dysfunction that occurs within work organizations, and responding to a violent act can be the untidiest of all jobs. This month's lead features make the case that EAP responsibilities should begin with preventive activities at the organizational level intended to deter violent acts from occurring in the first place. Moving forward on a continuum, other activities should include response preparedness at the program level, intervention after an incident, and ongoing support to assist in the healing process.

In a coordinated response plan, the EAP may not be

## *The untidiest of all jobs*

the signal caller, but it certainly should be relied on as a valuable role player.

**OTHER PROMINENT COVERAGE** in this issue includes a continuing discussion of work force diversity; a "One Member's View" column on the

need to redefine EAP as a prevention tool; more coverage of EAPA's 22nd Annual Conference scheduled for this November; and the second part of a long three-part list of all Certified Employee Assistance Professionals. Additionally, following up on last month's coverage of the Americans With Disabilities Act, a legal opinion is issued as to whether future court findings under the ADA related to alcohol and drug abuse cases will reflect those previously found under the Rehabilitation Act of 1974.

**THERE IS A NEW STAFF MEMBER** coming to EAPA! C.O.O. Michael Benjamin is pleased to announce that Beverly Foster joins the staff in Arlington on September 3 as editor of *EAPA Exchange*. Beverly comes to EAPA from Villanova University, where she was manager of development communications. Her publications background includes four years as editor of *MPT*, a monthly program magazine for the 60,000+ members of Maryland Public Television. She takes the reins of the October issue, so you'll be hearing from her in-person next month!

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EAPA and the EACC publish their complete list of Certified Employee Assistance Professionals (2nd of 3 parts)



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## FROM THE C.O.O.

# EAPA's Financial Picture

by Michael L. Benjamin  
Chief Operating Officer

Last month's column focused on the Board-approved two-year workplan for EAPA. This month's column highlights the financial condition of the Association. Although our membership has remained constant at about 7,000 members (the actual number is currently 6,956), we are feeling the recessionary pressures of downsizing which impacts our ability to attract new revenues at the very time when services needed and expectations of our membership are high, and the opportunities for employee advancement are greatest. All of this is taking place in a climate of worldwide political change and, in the United States, with the scepter of health care that's before us.

Those of you familiar with the Association's recent history know that we needed to reduce our level of expenditures this past year as well as increase the level, quality and breadth of our revenue base.

When I began as your Chief Operating Officer in January 1992 (we were at midpoint in the 1991-92 fiscal year at that time), I was informed by the accountants that we would experience a deficit "in the range of \$400,000-\$500,000." In fact, our independent auditors reported that EAPA had an operating loss of \$455,073 at the end of the fiscal year—June 30, 1992. The increased expenses occurred in four areas: office administration, the *Exchange*, EAP promotion, and certification.

### REDUCED EXPENDITURES

We have reduced expenditures substantially. Some of the measures which have already been taken to reduce expenditures during the last 19 months are:

- elimination of three positions;
- moratorium on all nonessential travel;
- deferred computer program

changes;

- deferred implementation of non-revenue-generating projects not yet started;

- elimination of one issue of the *Exchange* by combining the November and December issues;

**"Our staff goals are to continue to implement the Board-approved workplan, including efforts to enhance revenues and reduce expenditures as appropriate."**

- reduction in the total number of pages in the *Exchange* and use of less-expensive paper; and

- modification of the budget, accompanied by forced compliance.


Despite these cuts in expenditures, we have been able to maintain our programs and services.

On the revenue side, we began seeking grants and contracts, began profit sharing with the district conferences, began to charge for all publications, increased membership dues by \$5, and considered publication of our own texts. Also, this fall and winter, the Association will be conducting a concerted fund-raising effort to underwrite our current/planned activities, e.g. *Journal of Employee Assistance Research*, institutional research, and labor position.

### SHORT-TERM REVENUES

While we were successful in reducing costs without significantly reducing our commitment to programs, we were less than successful in growing short-term revenues. Although we do not have the audited financial statements yet, we experienced roughly a 5% operating loss (\$100,000) this past year (1992-93). This is significantly lower than the 20% operating loss of a year ago, but it means we still have a lot of work to do to reach financial stability. I continue to be opti-

mistic insofar as there are no serious structural problems (e.g. reduced revenues at the Annual Conference in Anaheim or dramatic loss in membership) that will prevent the Association from reaching a balanced operating budget by June 30, 1994. It should be noted that the 1992-93 audit report will appear in the November/December *Exchange*, as it has in the past.

In conclusion, let me remind each of our members that from my perspective, it is critical that the staff of our Association maintain effective communications about the organization to our members and contributors. Our staff goals are to continue to implement the Board-approved workplan, including efforts to enhance revenues and reduce expenditures as appropriate. I welcome any questions or your feedback! 

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