

EAP ASSOCIATION

EXCHANGE

JUNE 1994

VOL. 24 NO. 6

TIME

Workforce 2000

DoT Alcohol
Testing

Healthcare
Reform

TO

ADA
Implementation

Licensure

CHECK

Accreditation

Model State
Drug Laws

International
Development

THE

FUTURE

How does your
employee assistance program
compare with accepted
program standards?

Announcing a new publication from EAPA:



*Applying Professional Guidelines
to Employee Assistance Program Operations*

The EAPA Self-Administered EAP Assessment Form is a tool to assess EAP design, implementation and maintenance. It will help EAP practitioners as well as an organization's decision makers determine EAP scope of operation and responsibilities. It has added value in serving as an educational device for marketing quality EAPs.

While this Form is not part of the formal EAPA program accreditation process, it provides a blueprint for program self-inventory and can prepare practitioners for future program accreditation.

This form has been field-tested prior to publication. It contains 73 pages in workbook format.

Price: \$60.00 (U.S.) EAPA member rate
\$80.00 non-member rate

To order, call:

Employee Assistance Professionals Association Resource Center
(703) 522-6272 • (703) 522-4585 (fax)

EAPA

2101 Wilson Blvd. • Suite 500 • Arlington, VA 22201
Visa/MC/Amex accepted.

TABLE OF CONTENTS

FEATURES

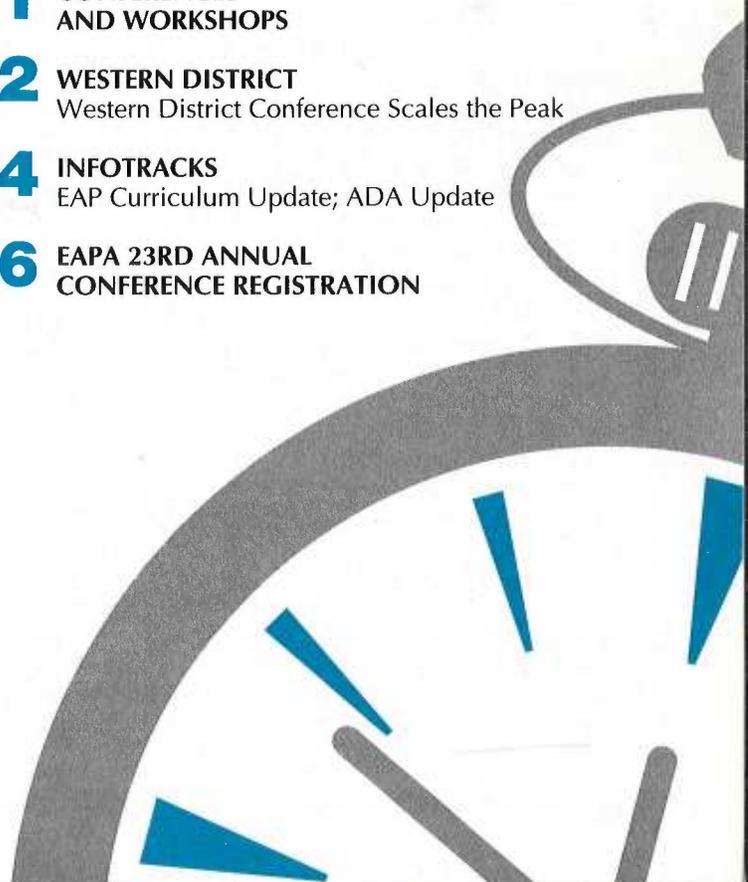
- 11** TIME TO CHECK THE FUTURE
Reports from EAPA Committee Chairs
- 16** BENEFITS AND THE FUTURE OF EAP or FITTING EAPS TO THE BENEFITS MARKET
by Lee Wenzel
- 18** GRAZING IN EACH OTHER'S PASTURE
Internal and External EAPs
by Jeff Christie
- 20** EAP SERVICES IN THE FUTURE
What Will They Be and Who Will Provide Them?
by James M. Oher
- 22** AN EAP FOR THE FUTURE
One Organization's Response
by A. Ward West, Jr.
- 24** MORE CONFIDENCE NOW THAN EVER
Kimberly-Clark EAP Ready for Year 2000
by Beverly J. Foster
- 27** A SPORTS PROGNOSTICATION
EAP's Future in Sports: An Interview
by Amy Crane Johnson and Cindy Smith



- 29** MANAGED CARE
Creating New Roles for the EAP
by John W. Hyatt
- 30** BEHAVIOR RISK MANAGEMENT
The EAP's Grail
by Rudy M. Yandrick
- 32** A JUMP-START FOR THE STALLED EAP
by Brent Chartier

DEPARTMENTS

- 4** PRESIDENT'S MESSAGE
Reaching Out and Looking In
- 8** EAPA BOARD SEEKS NOMINATIONS
Annual Awards and 1995 Officers
- 10** INDEX OF ADVERTISERS
- 34** LABOR
Sixth Annual EAP Winter Institute
by Ying Gee
- 35** ON THE LABOR FRONT
- 36** EXCHANGE FAXBACK SURVEY
- 37** PUBLIC POLICY
Victory (for the moment) Is Ours!
- 38** PROFILES
Your EAPA Chapter Presidents
- 41** CONFERENCES AND WORKSHOPS
- 42** WESTERN DISTRICT
Western District Conference Scales the Peak
- 44** INFOTRACKS
EAP Curriculum Update; ADA Update
- 46** EAPA 23RD ANNUAL CONFERENCE REGISTRATION



PRESIDENT'S MESSAGE

Reaching Out and Looking In: EAPA's Strategic Plan for '94-95



by Sandra Turner, CEAP
EAPA President

Just prior to the March 12-13 Board meeting, the EAPA Board of Directors held its annual strategic planning session to re-prioritize the goals of the Association for 1994-95.

While these seven goals are the same as 1993-94, their order of priority has shifted dramatically! The Board considers that increasing access to employee assistance services by promoting the development of such programs is EAPA's number-one priority this year. Tactics for attaining this goal include: national and local legislative and public policy efforts; the development of innovative programs to reach underserved populations through small business consortia, member assistance programs, etc.; and the development of alliances with related business, professional and governmental entities to promote the growth of EAPs.

This goal was ranked seventh previously. Today it is first. Why? With the proliferation of legislation on a state and federal level impacting the scope of services delivered by EAPs, it is imperative that we employ a proactive strategy to define our own scope of practice. To be successful, we must utilize the help of many of our members in their local communities across this country and around the globe. The *Exchange*, legislative alerts and the chapter officers' newsletter, as well as presentations by staff and national officers at local chapter meetings are all vehicles for us to communicate about our successes, losses and cost-effective strategies for getting the word out about EAPs to government, business and aligned professional groups. Hope to see you out there on the campaign path.

The goals and strategies for attainment are as follows:

Goal 1. Access to Employee Assistance Services: Promote access to employee assistance services for all employed persons and their families.

Strategy A: Promulgate policies and procedures providing access to prevention, assessment, intervention, and follow-up services.

Strategy B: Develop a program to support the development of innovative models for services delivery, i.e., consortium, small business, members assistance programs, etc., incorporating the CEAP as a component of such models as a quality measure.

Strategy C: Develop alliances and legislative initiatives at federal, state and local levels that would promote employee assistance development.

Strategy D: Promote culturally diverse employee assistance programs.

Goal 2. Organizational Effectiveness: Strengthen EAPA's organizational structure to enhance EAPA's capacity to achieve the Association's mission and goals.

Strategy A: Formalize strategic planning through the development of a five-year business plan.

Strategy B: Maintain short-term financial stability, provide basis for enhancing financial viability.

Strategy C: Create and implement mechanisms for auditing of each achievement of goals and objectives on a timely basis to enable re-definition of objectives and re-allocation/re-direction of resources.

Strategy D: Develop mechanisms for upgrading technology throughout the Association's headquarters.

Strategy E: Create organizational and administrative handbook.

Strategy F: Develop a marketing plan to assist chapters in conducting local promotions.

Strategy G: Establish a membership structure to improve membership services.

Strategy H: Establish a structure to improve chapter services and utilization of user products.

Strategy I: Design strategies to help increase membership by increasing new members and retaining current members.

Strategy J: Ensure that Board Committees, Regional Representatives and the EACC are efficiently staffed.

Strategy K: Develop and implement a fundraising plan.

Goal 3. Professional Ethics: Fostering the highest ethical practice among Employee Assistance Professionals.

Strategy A: Develop a certification-based program to administer and enforce the Code of Professional Conduct for all CEAPs.

Strategy B: Develop a program to administer and enforce a code of ethics for all EAPA members, CEAPs and non-EAPA member CEAPs.

Strategy C: Develop and promote an ethics seminar for all EAPA members as a joint effort between the Ethics Committee and the Education and Training Committee.

Strategy D: Develop and promote a requirement for all CEAPs to attend the EAPA ethics seminar and require two hours of training in ethics in order to be recertified.

Goal 4. Professional Development: Identify the changing dynamics and global development of the Employee Assistance field and enhance the competency and qualifications of Employee Assistance Professionals.

Strategy A: Maintain the certification and recertification program that reflects current standards and trends.

Strategy B: Develop a policy and program to provide EAPA-sponsored innovative continuing education in employee assistance programming, human resources, management, labor, safety and occupational health issues.

Strategy C: Enhance collegiality, networking and education through high quality EAPA conferences by developing and maintaining a five-year conference plan for annual, legislative and district conferences.

Strategy D: Establish an international EAPA Training Center to

meet the everchanging training and education needs of employee assistance professionals and those striving to become EAPs.

Strategy E: Develop a program to encourage and assist colleges and universities to integrate EAPA-approved core curriculum into academic programs.

Strategy F: Develop strategies to enhance competency in cultural sensitivity.

Goal 5. Professional Standards: Foster the highest level of Employee Assistance Program standards.

Strategy A: Raise the awareness of individuals inside and outside of the EAP field about the process and availability of certification.

Strategy B: Be proactive in efforts to extend the voluntary certification process into practice or title licensure among any or all states, plus Canadian provinces and other countries.

Strategy C: Maintain a certification structure that is financially sound as well as legally defensible within efforts to enhance the competency and qualifications of employee assistance professionals.

Strategy D: Guide the Association in the development of accreditation functions. Explore options for the coordination of activities creating the proper mix of internal and external resources.

Strategy E: Develop alternative education/training/apprentice models to assist individuals pursuing CEAP certification.

Goal 6. Promotion of employee assistance contribution: Provide leadership in promoting the awareness and benefits of employee assistance programming.

Strategy A: Inform and educate members of EAP-related national and international activities and developments.

Strategy B: Promote the Employee Assistance field through favorable national and state legislation and regulations; and inform and educate EAPA members about public policy developments and their impact on the field.

Strategy C: Promote to EAPA members successful local grassroots activities.

Strategy D: Develop a program to promote employee assistance concepts to allied associations including labor-management, organizational development, behavioral health sciences, rehabilitation, insurance carriers, benefit consultants, wellness providers, treatment providers, and human resource managers.

Strategy E: Support the work toward the adoption and recognition of EAPA Standards by the public and private sector.

Strategy F: Support the work toward the adoption and recognition of the Certified Employee Assistance Professional by the public and private sector.

Goal 7. Research and Information: Identify, collect, analyze and disseminate information and sponsor research on issues affecting the profession and its constituents.

Strategy A: Identify existing and new channels of communication.

Strategy B: Collect information from the new and existing channels and develop mechanisms to upgrade existing technology.

Strategy C: Expand on the utilization of The Journal of Employee Assistance Research.

Strategy D: Develop a policy governing the manner in which EAPA applies for and receives funds for the purpose of conducting research and education and training through government and private foundation grants and contracts.

Strategy E: Obtain research funding on issues affecting the profession and its constituents.

FY 1994-95 Budget

EAPA, in recognition of a need to adjust expectations for some areas of income and adjust the level at which the Association has been attempting to operate, made a number of recommendations to the Board of Directors in April for a budgetary framework for the next fiscal year. It is clear that while the long view continues to look good, the close-up view of EAPA's coming two years calls for some belt-tightening to foster budgetary stability. The Association looks to an alignment of the use of Association resources with EAPA's re-

prioritized goals and strategies.

The principal budgetary assumptions continue to include an essentially steady-state revenue environment with the budgetary changes reflected in our expenditures. The premises underlying the expenditure budget continue to be that:

- we do not wish to completely eliminate any existing program or service;
- the present staffing level is the minimum necessary to maintain those activities; and
- to sustain EAPA's mission, we need to continue to invest in several programs and initiatives.

The budgetary proposal as presented, then, seeks to maintain: a broad base of member services; efforts to expand and leverage our existing member base; and a commitment to program investments that will ensure that our Association and membership are positioned to take advantage of changes in our environment.

We seek to continue, as well, a commitment to initiatives that may not require additional budgetary funding during the forthcoming fiscal year, including: international standards; accreditation; and ethnic diversity programs.

The "Baseline Budget"

The point of departure for evaluating the 1994-95 budget recommendations would be our 1993-94 "adjusted budget" presented on the following page and reflecting re-evaluations of our current revenue forecast, the implementation of budgetary re-allocations needed to support a balanced budget (including the full effect of the recommendations approved by the Board in Anaheim, e.g., a full year of savings from personnel positions) including:

- the annualization of personnel changes (savings) implemented during the 1993-94 fiscal year in accordance with the Finance Committee's recommendations made in Anaheim during the 22nd annual EAPA conference;
- the inclusion of a provision for "capital maintenance" that reduces the accumulated deficit by 24 percent (\$53,000); and
- a number of proposed initiatives and related budgetary provisions