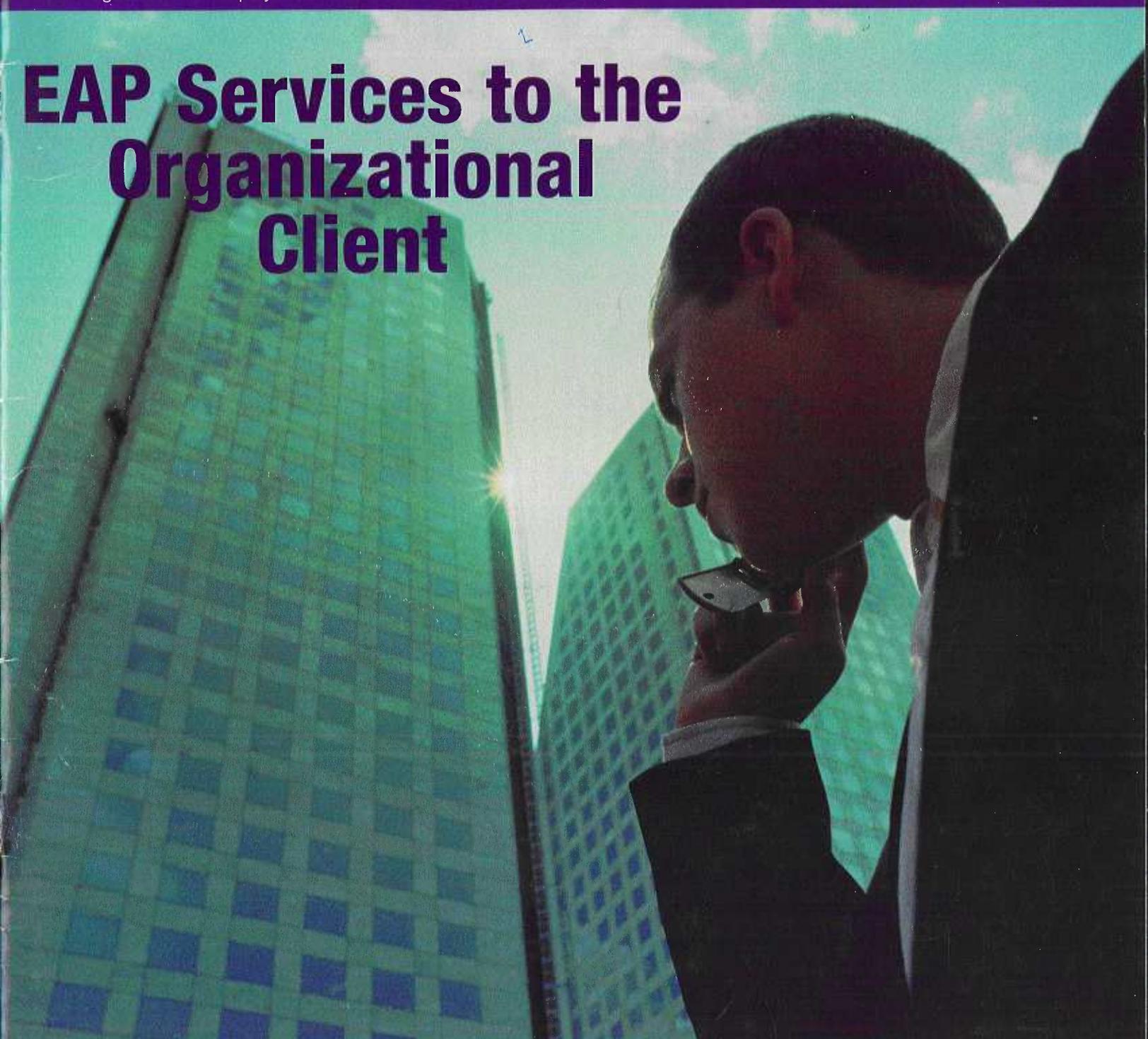


Journal of **Employee Assistance**

The magazine of the Employee Assistance Professionals Association

VOL. 33 NO. 3 • 4TH QUARTER 2003

EAP Services to the Organizational Client



Also Inside:
Fitness-for-Duty and Risk Assessments
Underemployment: What EA Professionals Need to Know
The Definition and Core Practices of Wellness



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Focus

EAP Services to the Organizational Client

17

Organizational services allow EAPs to reach wide audiences of employees and supervisors, raise their profile with management, and make the business case that they save money. The following articles offer concrete examples of how organizational services can benefit employers, workers, and EA professionals.

- | | |
|---|----|
| Reducing the Risk of Workplace Violence | 18 |
| Human Resources Risk Management and EAP Services | 21 |
| Completing the Business Case for EAPs | 23 |
| Enhancing Organizational Safety Through Stress Management | 26 |
| Discerning the Value of Emotional Intelligence | 28 |

Features

Fitness-for-Duty and Risk Assessments

8

by David Fisher, Ph.D., ABPP, L.P.

EAPs can play a critical role in ensuring that fitness-for-duty and risk assessments identify specific risks an employee might pose and detailed measures an employer can take to reduce work-related problems.

Underemployment: What EA Professionals Need to Know

11

by Beth Bloomfield, PCC, CMC

EA professionals can help broker win-win employment arrangements for workers in jobs that do not meet their salary or career expectations.

The Definition and Core Practices of Wellness

13

by Michael Mulvihill, M.S.W., ACSW

As wellness programs become more popular with employers, the need for EA professionals to understand their goals and core principles and prepare for possible integration of services increases.

DEPARTMENTS

- | | |
|---------------------------|----|
| Best Practices | 31 |
| Constructive Intervention | 33 |
| Info Sources | 40 |
| Letters | 7 |
| News Briefs | 36 |
| The View from Here | 4 |

Index to Advertisers

5

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Legal questions?

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Back to the Future

by John Maynard, Ph.D., CEAP



John Maynard, Ph.D., CEAP

Isn't it amazing how we keep rediscovering truths we once knew?

For example, in recent years, many in the EA field de-emphasized what were once seen as core services to the organizational client. These EA providers focused on serving self-referred employees and family members with ever-more-sophisticated services. As they did so, however, they found themselves moving ever more deeply into a commodity marketplace.

**Organizations, like people,
value most those solutions
that directly address their
most pressing problems.**

Certainly, services to individual employees and their families are of value to organizations. The fact is, however, that the downward pressure on prices—and, therefore, on our ability to deliver quality services—has been relentless. We have not been able to demonstrate or differentiate the value of these employee services in terms for which employers will pay premium prices.

Why not? Perhaps we have lost

sight of the fact that organizations, like people, value most those solutions that directly address their most pressing problems. If we want the attention (and money) of organizational decision-makers, we must deliver solutions to the organizational concerns that keep them awake at night.

This is not a new insight. The earliest EAPs focused directly on addressing costly organizational concerns. The original statement of the EAP Core Technology included six core functions, five of which addressed the workplace directly. EAPA, meanwhile, has long defined an employee assistance program in part as a program “designed to assist work organizations in addressing productivity issues...”.

Today, many EA professionals are rediscovering the wisdom embodied in this approach. In recognition of this trend, we are focusing directly on EA services to the organizational client in this issue of the *Journal*.

Inside, you will find articles on a company-wide anger management initiative, a stress management program driven by EAP participation on a company safety committee, and the challenges and rewards of applying the “emotional intelligence” concept in the workplace. We also look at human resources risk management and how organizational services round out the “business case” for EAPs.

In addition to the focus articles, this issue also includes a look at wellness programs, fitness-for-duty evaluations, and the growing phenomenon of underemployment. We hope you will read the articles, talk about them with your colleagues, and let us know

if we're on the right track in bringing you the information you need.

And speaking of getting you the information you need, the 2003 EAPA Annual Conference is fast approaching. If you haven't made your reservations to attend, I urge you to do so now. We're planning something special this year, and you need to be there. See you in New Orleans. ■

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