



Employee Assistance  
Professionals Association

# INTERNATIONAL SURVEY OF EAP AND WORK/LIFE VENDORS

*Presented by*

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# Research

## Introduction:

The Employees Assistance Professionals Association (EAPA) has been tracking the development of the EAP and W/L fields for the last ten years. Due to the New Economy and resulting changes in the workforce, EAPA felt that it was a critical time to revisit the issue of whether some form of collaboration or integration of EAP and W/L benefits might be advantageous for both employers and employees. Thus EAPA began a three-phase project to study in-depth the issue of integration.

As the research evolved, it became clear that the concept of integration is even more complex than initially thought. EAP and W/L programs may be part of the same department, or may report to the same manager, which is a form of integration. But there is a more subtle and perhaps more powerful integration when there is true collaboration of effort... no matter where the programs reside. The research question of attempting to capture the level and type of integration present was a daunting task. We had to rely on self-report of the respondents regarding their perceptions and understandings of the concept of integration.

The overall goals of the three-year project are:

- ♣ Inform the marketplace, general public, vendors and professionals about integrated programs
- ♣ Map the full scope of integrated programs
- ♣ Pull together professional associations for collaboration
- ♣ Identify measures of value/quality

<b>Phase I</b> <i>Professionals</i> 2001	<b>Phase II</b> <i>Vendors</i> 2002	<b>Phase III</b> <i>Corporations</i> 2003-2004
<p>What do individual professionals in the field of EAP and Work/Life think about the integration of services?</p> <p>A written survey of 950 professionals (members of AWLP EAPA and EASNA).</p>	<p>What do the vendors who provide services think about the integration of services? Phase II had two projects.</p> <p>Part 1 was a pilot survey of 217 vendors.</p> <p>Part 2 was in-depth interviews of 79 vendors in the EAP, Work/Life and Wellness fields.</p>	<p>What do corporations (as purchasers of services) think about the integration of EAP and Work/Life services?</p> <p>Plan to interview 100 of the top corporations in U.S. and Canada.</p> <p>Replication of the 1994 National Survey of EAP &amp; Work/Family Programs.</p>

## Phase I

# Employee Assistance and Work/Life Professionals Survey

Summer 2001

6,351 members of AWLP, EAPA and EASNA received a survey  
56% via mail and 44% via the internet

950 returned surveys (15% response rate)  
7% mail vs. 30% internet

AWLP	EAPA	EASNA
125 members 16% response rate	801 members 14% response rate	70 members 30% response rate

## RESEARCH QUESTION

*What are the current practices and future directions of the Employee Assistance and Work/Life fields in relationship to integration of services?*

### Phase I Key Findings:

- ♣ Approximately 1 in 6 survey respondents considered themselves both an EA professional and a professional, and this finding was consistent across all three associations
- ♣ There is a significant level of collaboration/integration at the service level. The overlap of services in general tends to be in the non-core areas of each profession, except among what may be called a "New Breed" of professional who seems to provide services across core areas of both professions.
- ♣ Respondents' generally agreed that collaboration or some form of integration is better for the employee and employer than two separate, focused programs. They expressed ambivalence, however, about the impact of collaboration on professional identity and the identity of each practice field.

### Comments:

Phase I of the EAPA Work/Life Committee Research project was an extremely important piece in enlisting the voice of those professionals out in the field on the front lines. But it is important to acknowledge the limitations of this phase in isolation. Only 16% of the population of AWLP, EAPA, and EASNA members responded to this first survey.

*Herlihy, Patricia, Attridge, Mark and Turner, Sandra. (2002). The Integration of Employee Assistance and Work/Family Programs. EAPA Exchange. Jan/Feb. pp. 10-12.*

*Herlihy, Patricia, Gornick, Mary Ellen and Collins, Ken (2002). Employee Assistance and Work/Life Core Technologies. EAPA Exchange. May/June. pp. 10-12.*

*Swihart, David, Tompson, Darci. (2002) Successful Program Integration. EAPA Exchange. Sept/Oct. pp. 10-12.*

## Phase II

# International Survey of EAP and Work/Life Vendors

Summer/Fall 2002

### Part 1- Pilot Mail Survey

Phase II of this three-year project focused on the sellers of EAP and Work/Life products. Initially during the summer 2002, a pilot study was conducted with the universe of EAP and Work/Life Vendors. Approximately 1200 pilot surveys were sent with a 17% response rate. The intent was to gain some basic direction for the in-depth phone interviews of vendors that was to follow.

N = 250 vendors who completed surveys.

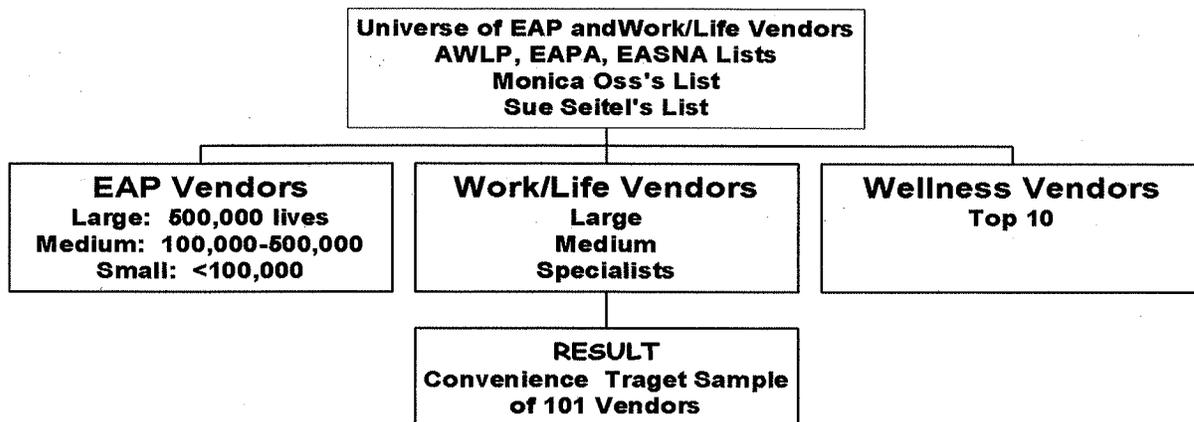
### **Phase II Pilot Study- Key Findings**

- ♣ Increased movement in industry towards integration of services - both over the past 5 years, current product mix and forecasted for the next 5 years
- ♣ Market demand for integrated products seen as greater among vendors already offering primarily integrated services today than for vendors offering primarily a stand alone product
- ♣ Wellness and HR/Benefits as the new partners for EAPs and Work/Life vendors
- ♣ Tone of Industry-worried about quality of products and ambivalent of direction of industry

Attridge, M., Herlihy, P., & Turner, S. (2002 October). International survey of employee assistance and work/life vendors. Presented at the Employee Assistance Professionals Association Conference, Boston, MA.

### Part 2- In-depth Phone Interviews

During the fall and early winter 2002/2003 over 100 EAP, Work/Life and Wellness Vendors were contacted for in-depth phone interviews. Over 79 vendors responded and participated in these interviews which resulted in a 78% response rate:



## Phase II - In-depth Interviews of Vendors - Key Findings:

- ♠ Increased movement in industry towards integration of services
- ♠ Projected growth in EAP, Work/Life Vendors
- ♠ Wellness & HR/Benefits the new partners for EAPs & W/L

### Product Offerings

Does your company offer this service?	Type of VENDOR			Total Sample
	Integrated	EAP Primarily	Work/Life Primarily	
<i>Sample size:</i>	<i>n = 26</i>	<i>n = 23</i>	<i>n = 24</i>	<i>N = 79</i>
Measuring program effect	92%	78%	79%	82%
Health and wellness	96%	74%	67%	81%
Financial	100%	91%	50%	79%
Legal	100%	74%	54%	75%
Older/disabled adult care	89%	61%	71%	73%
Program development	89%	57%	71%	72%
EAP	100%	100%	21%	72%
Child care assistance	81%	39%	92%	70%
Risk management services	89%	100%	13%	66%
Policy development	77%	65%	50%	65%
Organizational	50%	44%	75%	57%
Adoption	81%	30%	58%	57%
Community outreach	46%	39%	75%	56%
Convenience	65%	30%	54%	48%
Executive coaching	73%	52%	13%	44%
Administrative contracts	23%	26%	63%	37%
Concierge	50%	17%	21%	28%
<b>Average # offered from 17 possible services</b>	<b>13.00</b>	<b>9.78</b>	<b>9.25</b>	<b>10.61</b>

### Qualitative Themes:

- ♠ Demographics and an aging workforce will play a huge role in the future of employee services
- ♠ Increase in Web based products and services will increase in all three fields
- ♠ There will be an increase in integration and partnerships in all three fields
- ♠ There is ambivalence in all three fields about the role of core competencies/core technology
- ♠ Professionals are excited about the opportunities and growth in their individual fields
- ♠ A large majority of vendors are concerned about the quality of products

## *Next Step*

# **Phase III Research Project**

Phase III of this research project will focus on the "buyers" of EAP, Work/Life and Wellness products. Replication of the Boston University *National Survey of EAP and Work/Family Programs* (1994), in addition to updates in the various fields, will provide a longitudinal look at the whole issue of integration of services and how it has progressed over the last ten years.

## **Definitions**

### EAP Definition

Employee Assistance Programs or EAP is a worksite-based program designed to assist: 1) work organizations in addressing productivity issues, and 2) employee clients in identifying and resolving personal concerns, including, but not limited to health, marital, family, financial, alcohol, drug, legal, emotional, stress or other personal issues that may affect job performance.

*(Employee Assistance Professional Association, 1998)*

### Work/Life Definition

Work/Life - Actions taken by employers and employees to help the workforce effectively handle the growing pressure and responsibilities of both work and personal lives, to live and work up to their full potential, and to achieve both life balance and increased productivity.

*(Boston College Center on Work and Family, 1999)*

### Wellness Definition

Health promotion is the science and art of helping people change their lifestyle to move toward a state of optimal health. Optimal health is defined as a balance of physical, emotional, social, spiritual, and intellectual health. Lifestyle change can be facilitated through a combination of efforts to enhance awareness, change behavior and create environments that support good health practices.

*(American Journal of Health Promotion, 1989)*

### Integration Definition

Quality of the state of collaboration that exists among departments required to achieve unity of effort by the demands of the environment.

*(Lawrence and Lorsch, 1967)*

### Proposed Integration Definition

Integration involves bringing together, in a synergistic way, the specialized knowledge and trained expertise of professionals in different but related fields in order to better serve organizations and it's employees.

*(Swihart and Thompson, 2002)*

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## RESOURCES

### Literature:

American Journal of Public Health  
[www.healthpromotionjournal.com](http://www.healthpromotionjournal.com)

National Report on Work and Family  
<http://www.bpinews.com/hr/pages/rwf.htm>

Work and Family News Brief  
<http://www.workfamily.com>

Work-Family Research Newsletter  
<http://www.bc.edu/bc.org/avp/csom/cwf/grantee/page/caplan.html>

### Professional Organizations:

Alliance for Work/Life Professionals  
<http://www.awlp.org>

College and Universities Work and Family Organization  
[www.cuwfa.org](http://www.cuwfa.org)

Employee Assistance Professionals Association  
<http://eap-association.org>

Employee Assistance Roundtable  
<http://earoundtable.org>

Employee Assistance Society of North America  
<http://www.easna.org>

National Council on Family Relations  
<http://ncfr.org>

The Society of Human Resource Management  
<http://www.shrm.org>

Welcoa  
[www.welcoa.org](http://www.welcoa.org)

World@ Work  
[www.worldatwork.org](http://www.worldatwork.org)

### Research Institutes:

Families and Work Institute  
<http://www.familiesandworkinst.org>

Boston College Center for Work and Family  
<http://www.bc.edu/cwf>

The Kunz Center for the Study of Work and Family  
<http://ucaswww.mcm.uc.edu/sociology/kunzctr>

Conference Board  
<http://www.conferenceboard.org>

Integrated Benefits Institute  
[www.IBIweb.org](http://www.IBIweb.org)

### Regional Work/Family Organizations:

**Purdue University**  
Midwestern Work-Family Association (MWFA)  
<http://www.cfs.purdue.edu/CFF/cff.html>

**San Diego**  
Work-Life Coalition of San Diego  
<http://www.worklifesanddiego.org>

**Boston**  
New England Work and Family Association (NEWFA)  
<http://www.bc.edu/newfa>

**San Francisco**  
One Small Step  
<http://www.onesmallstep.org>

## SPONSORS

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