

Annual Meeting

Alcoa Receives Ross Von Wiegand Award

The Aluminum Company of America was presented the prestigious Ross Von Wiegand Award at the 12th Annual Meeting of ALMACA in Minneapolis. Following are the acceptance remarks by Alcoa President C. F. Fetterolf.

I'm honored to receive this award for a company I'm proud to represent here today, the Aluminum Company of America. Don't take this the wrong way, but it really doesn't surprise me that Alcoa has been chosen the winner of the Ross Von Wiegand Award.
(See ALCOA, p. 6)



Jack Hennessy, ALMACA Vice President-Operations, with William Perryman, manager of award-winning Alcoa program, and C. F. Fetterolf, Alcoa president.

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Name Change Not Likely

Based on the strength of membership response, it does not seem likely that ALMACA will change its name. The effort, in fact, was characterized at ALMACA's Annual Meeting as a "non-issue" by Charles F. Pilkington of United Technologies, chairman of the group named last year to study the matter.

Pilkington told the ALMACA business meeting that he "thought we were going to have a lot of fun over the many, many names to be submitted." The five-member working group named to guide the staffing of the proposal contacted regional vice presidents who in turn conducted grass-roots polls on possible new names.

The result of all the effort was six replies, and of these, four said the name should remain as it is.

"There does not seem to be an emotional surge favoring a change from ALMACA," Pilkington said, nor, he added, does it seem to be "a burning issue."

In the interest of making certain the ALMACA membership had its say, however, the committee on the name change was continued for at least one more year.

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EAP Challenges and Solutions

Joseph P. Sullivan, president and chief executive officer of Swift & Company, told a luncheon meeting at ALMACA's 12th Annual Meeting that "it is indeed a pleasure and an honor to address a group

such as yourselves—a group whose individual members represent many backgrounds and professions, yet who collectively stand for the ultimate convergence of the goals of business and human services."

Sullivan, keynoting the major luncheon function, added that "we all know that the business of business is to make profits, and that the mandate of the human services worker is to improve the lives of individuals. Through the development and implementation of employee assistance programs, we are seeing perhaps the most dramatic merger of these goals. The reduction of problems caused by alcohol and other drug abuse, and the eradication of the financial, marital and other problems that may or may not be related, pays off for all concerned."

The remainder of Sullivan's remarks follow.

In business terms, the pay-off is improved productivity. In more basic terms, the pay-off is the salvation of the careers, the finances, the families, and even the

(See SULLIVAN, p. 8)



Joseph P. Sullivan

Executive Director's Comment

By TOM DELANEY

In considering the effectiveness of employee assistance programs, one has to agree on what is an employee assistance program and what outcomes are expected as the result of having an employee assistance program. ALMACA has its roots in the occupational alcoholism field and so do most employee assistance programs. The occupational alcoholism field was a merging together of the interests of the alcoholism field and industry. People in alcoholism recognized that the organization and structure in the world of work provided means for identifying alcoholic persons, often in an earlier disease stage than they otherwise would be identified, and that the rates of recovery (by the definition of the alcoholism field) would be higher than for groups identified by other means. Industry recognized that a significant number of employees were suffering from alcoholism and that occupational alcoholism programs would help to restore them to health and productivity. Restoration of health and productivity were goals ascribed to industry and that led to some of the earlier conflicts between labor and management of the objectives of occupational alcoholism programs. Through the maturation of our field, the dedicated hard work of people from both labor and management and changing economic conditions, the concern for health and productivity are not now seen as conflictual.

Nevertheless, in evaluating employee assistance programs, one has to first determine what outcome is to be measured. I use to think that would be quite easy because all you had to do is identify the key decision maker and ask him or her what the program objective is. I should have remembered many of my public policy courses. An administrator (whether the setting be the public or private labor or management) has conflicting sources of directions. In our field, the reduction of absenteeism, lowering of health care costs, improvement of employee health and morale are just a few. When you talk to a trained researcher about evaluating such programs, they are going to start talking about such things as multiple regression. Another term which often comes up is goal displacement. In other words, you may start out with a goal of reducing the costs of absenteeism and have to switch to a goal of reducing your health insurance costs.

The story of how most occupational alcoholism programs became employee assistance programs has been told many times and I will not repeat it here. Certainly one of the other disease areas that we got into quickly was addiction to other drugs. We have been treated to quite a lot of coverage in the popular press about drug

abuse in industry lately. The press coverage, by itself, is going to impact on many of us. After all, when the boss sends down a copy of a national magazine and asks what you are doing about the subject of their cover story, you respond instead of filing it for leisure reading. Will the security people use this to open up their old argument about sharing of information? The point is that enlarging the focus of the old occupational alcoholism programs to employee assistance programs enlarges the scope of evaluation efforts as well as the scope of the program.

In the last couple of years, some employee assistance programs have greatly expanded their scope. Some of the new activities include smoking cessation clinics, cardio-vascular screening, health promotion, wellness, pre-retirement counseling, financial counseling, re-location assistance and re-training. These are all fulfilling a need within their organization. There is no point in saying that these are not employee assistance activities because they obviously have been defined as such by their organization. That certainly does not mean that programs which do not encompass these elements are not employee assistance programs. However, it does point out a crucial issue for the field as a whole and for ALMACA, in particular. It is what I have started to think of as the "boundary question" (with apologies to my friends in academia). In order to improve the common understanding of what employee assistance programs are all about, we need to work on defining different types of employee assistance programs and the outside parameters of all such programs. This was a topic that came up during many of my discussions at the Annual Meeting and I will be working with the Standards Committee on this. However, I would appreciate thoughts and suggestions from any ALMACAN. It seems to me that it is vital for evaluating employee assistance programs but is needed for all of us, whether we are involved in evaluation or not. □

Alcoholism in Alaska

It is reported that Alaska has the highest state percentage (3.53 percent) of deaths attributed to alcoholic psychosis, alcoholism, cirrhosis of the liver, and accidental alcohol poisoning, with an estimated 70 percent of traffic fatalities involving alcohol as compared with approximately 50 percent nationwide. In this article, the author describes some of the efforts to reduce alcohol consumption in Alaska, specifically, legislation that restricts the sale and distribution of alcoholic beverages. Several Alaskans describe their personal experiences with alcohol problems and contend that these legislative measures will be ineffective.

Matthews, J. Washington (DC) Post, 30 Aug 1982

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ALMACANS Work Characterized As "An Enhancement, An Investment"

Minnesota Attorney General Hubert Humphrey told the opening plenary session of the 12th ALMACA Annual Meeting that the aims of ALMACA are linked with those of the nation as a whole—peace and increased productivity.

"This nation is searching earnestly for peace—in Central America, in Lebanon and in this world," declared Humphrey, son of the late Vice President and U.S. Senator, in his welcoming remarks to the ALMACA attendees.

"Ladies and gentlemen, what you are doing, what you are involved in, what ALMACA is doing, is making peace—peace in the family, peace in the work place, peace where it counts, here at home."

Recalling a book authored by his late father entitled "The Cause is Mankind," Humphrey told the ALMACA members that their cause is "human kind, and its healthfulness, and its ability to produce and be efficient."

The Minnesota official noted the current emphasis being placed on the need for U.S. industry to compete with overseas producers, and said:

"All the machines in the world are not going to make us more competitive if we as human beings are not . . . ready to work full time all the time without the problem of alcoholism."

Urging ALMACA to continue its work in organizing programs in the work place, Humphrey said such efforts are "not a cost that cuts down on efficiency."

"They are an enhancement, an investment, that makes the business more efficient and more competitive, and we have to look at it that way."

William Peterson, Vice President of the Minnesota AFL-CIO, said his labor organization has a long history of promoting treatment for chemical dependency, and gave its full support for ALMACA and its program activities.

The current high rates of unemployment have exacerbated alcohol problems, Peterson said. "Men and women are out of work, losing their homes and reverting more and more to alcohol because they see no light at the end of the tunnel."

At the same time, Peterson said, working men and women are suffering higher rates of separations and divorces, and more cases of child and family abuse directly attributable to alcohol are occurring. Urging ALMACA to continue its programs, Peterson told the conference attendees that "without you, our people have no place to turn."

In a departure from the traditional format of a single keynote speaker at the opening session, this year's conference commenced with a panel of five top cor-

porate executives from Minnesota firms which have become involved with chemical dependency programs.

The panel was moderated by James G. Keenan, General Manager—Customer Relations, for Northwestern Bell Telephone Company, who told about the chemical dependency prevention activities of the Minnesota Association of Commerce and Industry (MACI). MACI was spurred to mount a program in this area by former Gov. Albert Quie in 1982. Made up of some 4,500 representatives of business—including large multinational corporations based in the state, chambers of commerce, and state trade associations, MACI has a speakers' bureau for local forums on chemical dependency issues. It has launched initiatives in the drinking and driving area, as well as programs to promote responsible use of alcohol at business functions, including the offering of non-alcoholic beverages.

Another panelist, David L. Printy, President and chief executive officer of Morrison International, a Minneapolis investment firm, said he has done a preliminary study of problems encountered by new venture capital companies, and found that alcohol had a role in four out of every ten

ventures that ran into difficulty—either an alcohol problem suffered by a management or production person, or by a family member. Printy said he is working with the University of Minnesota and other institutions to frame a specific research project on small companies and venture capital enterprises to determine the impact of chemical dependency on their fortunes.

"We have discovered in a preliminary way that it has a dramatic economic impact on our investments, and we have to target our investments for our clients so they can achieve their goals," Printy said.

Other panelists included Thomas M. Dale, Jr., Chairman of the Board and chief executive officer of Dain Bosworth, Inc., whose firm was instrumental in the inception of the Johnson Institute and its training, education, and consultation activities in the late 1960s; Raymond L. Sachs, Vice Chairman and Chief Financial Officer of Campbell-Mithum, Inc., a major advertising agency which also has worked closely with the Johnson Institute; and Jim Womack, President of Sheldahl, Inc., Northfield, MN, electronics firm, who spoke of ALMACA as the "cutting edge" of efforts to raise productivity, and efficiency of U.S. industry. □

Annual Meeting

ALMACA Continues Growth, Develops Organization Maturity

With ALMACA growing in numbers of members and becoming stronger in the process, the Industry Outreach Program is lined up for successful implementation, President Tom O'Connor told the 12th Annual Meeting's business session.

O'Connor urged further work on speakers' bureaus at all levels for the use of "Chambers of Commerce, Boards of Trade, government, and civic organizations," because, he said, "we want to show these people what we can do."

O'Connor stressed that "we want to offer services, not handouts," when encouraging organizational memberships in ALMACA and use by labor, business, and industry of ALMACA resources. He urged those at the business meeting to "anticipate problems and be prepared with answers when labor and industry come forward for guidance."

ALMACA Executive Director Tom Delaney told the business meeting ALMACA is indeed growing, with some 3,500 members at present. He said three new chapters were brought into ALMACA in the month

preceding the Annual Meeting.

Delaney, in reviewing the work of the National Office, told the business meeting that all Chapter by-laws are ready for updating, and that improved procedures had been put into place for the processing of membership applications.

Betty Reddy, ALMACA Vice President—Administration, told the business meeting that work was continuing on position descriptions, procedural guidelines for management of ALMACA affairs, a salary and benefits package for staff, and a review and revision of staff position descriptions. She stressed that the review would produce an understanding of the knowledge, skills, and abilities required to perform according to those staff position descriptions.

Ms. Reddy added that there is now under development a set of guidelines for transition of administration so that a new person assuming an office or staff function from another person would know what had gone on before, thus eliminating duplicative work effort. □

ALMACA Adopts Revised Regional Conference Guidelines

Until 1980, ALMACA was a loosely knit professional organization with a minimum number of chapters. As such, it enjoyed a fairly well-defined distinction between those activities which are best served through nationwide activities, and those issues which could best be addressed at a local level. In effect, the local chapter was a "mini-region".

With the explosive growth of chapters, membership, scope of programs, and types of program providers, a new mechanism to facilitate communication began to emerge . . . the regional ALMACA conference. As with all good things that meet a need, these conferences have grown in complexity and popularity and, in so doing, have generated some confusion and misunderstanding. The original guidelines drafted in 1981 provided sensible ideas to facilitate conference planning. They did not, however, identify specific responsibilities and accountabilities.

The bulk of the original guidelines have been retained as they have proved viable. They have been reformatting, and additions have been made to clarify critical issues.

It should be kept in mind that regional conferences have complemented both the national organization and its many chapters. The spirit and intent of this revision is to further enhance the process, which has contributed greatly to all concerned.

Revised Conference Guidelines

PURPOSE—The primary objectives for a regional conference are:

- Provide a forum for the exchange of knowledge and information pertinent to that region;
- Strengthen inter-regional cooperation and communication;
- Develop informed input and recommendations concerning regional needs for the ALMACA Board of Directors and National Office; and,
- Educate the attendees and general public on issues of significance within the Occupational Alcoholism/EAP profession.

ACCOUNTABILITY—The Chairperson for regional conference planning shall be the then current Regional Vice President. As an Officer of the Corporation and acting within the scope of the RVP job description, this individual shall be responsible for:

- Compliance with generally accepted ALMACA principles;
- Participation of all chapters within the region in the planning process;
- Fiduciary responsibilities which the Executive Director and Assistant Director of ALMACA National may share (signing of contracts, legal documents, etc.); and

- Reporting compliance with Guidelines to the National Office.

CONFERENCE PLANNING—All chapters within the region should be requested to participate in site selection and program planning. The following items should be addressed:

- 1) Regional conference committees should reflect a balance of the various ALMACA backgrounds and interests; i.e., labor, management, consultants, treatment, etc.
- 2) House the conference in a union hotel. Include these considerations in making site plans:
 - a) Investigate all possible cost-reduction policies; i.e., work with a travel agency to receive reduced room rates, plans for room sharing, cost saving air fare plans, etc.;
 - b) Consider that more members might be encouraged to attend if the site chosen is in a tourist attraction; and,
 - c) Be aware that in some regions, members might prefer the conference to start or end on the weekend.
- 3) Choose conference dates anytime within the first six months of the year; the National Conference is usually held during the last three months.
 - a) Limit regional conferences to a maximum of two days;
 - b) When dates have been set, inform the National office, so that conflicts can then be avoided; and,
 - c) Publicize the conference in the *ALMACAN*, in magazines and newspapers, and on radio and TV as appropriate.
- 4) When planning the meeting schedule:
 - a) Consider the value of including some round table discussions or rap sessions for special interest

- a) groups, wherein participants can experience informal exchange of information, ideas or experiences;
 - b) Reserve rooms to be available for AA and Al-Anon meetings in the evenings; and,
 - c) consider tape recording sessions for variety of uses (the written release of all participants in a session to be taped is required).
- 5) Arrange to have attendance checked and require evaluation forms to be filled out and turned in before participants receive certificates and/or CEU's.
 - a) Tally evaluations so a report can go to the national office and to next year's conference committee;
 - b) Arrange for exhibits from interested organizations, with appropriate restrictions and requirements.
 - 6) Keep registration fees as reasonable as possible. These fees cover costs of meeting rooms, luncheons or dinner meetings, free coffee, committee expenses, printing expenses and speaker's fees and travel expenses (unless speakers donate their services and pay their own travel expenses).
 - a) Keep costs down by recruiting local and regional keynote speakers or ALMACA members for luncheon and dinner functions;
 - b) Get treatment or business organizations to sponsor all events outside of actual program (i.e., "fun runs," hospitality rooms, cookouts, coffee, etc.).

Four items require careful examination and agreement at the very earliest stages of planning:

DISBURSEMENT OF PROFITS OR PAYMENT OF LIABILITIES—Each re-



Dan Anderson, president and director of Hazelden Foundation, speaks at the awards breakfast while master of ceremonies Hank Govert of Southern Bell looks on.

gion should develop a formula to deal with this issue at the *first* planning session. The following must be considered:

- If profits are to be shared in any manner among chapters, agreement must be reached to share losses in the same manner.
- In developing a formula for distribution of profits:
 - reserve sufficient “start-up” funds for the following years conference until the following year in a regional account in National office.
 - consider a contribution to National ALMACA, especially if the National staff has assisted in conference planning and delivery.
- Merit or Equal Distribution
 - Distribution can be accomplished by the weight of each chapter’s contribution to planning and delivery or simply in equal shares.
 - The “host” chapter (if there is one) may deserve special consideration.

ADVERTISEMENT IN PROGRAM MATERIALS—While “complimentary” receptions or other “free” events may have some benefit, care should be taken not to feature the sponsoring organizations in conference material (program, advance registration forms, etc). Where the sponsoring organization desires printed recognition, ensure that type size and spacing do not differ from other written materials. In deference to generally accepted ALMACA principles, all printed material should be printed bearing the appropriate “union bug”.

EXHIBITORS—Generally speaking, exhibitors fees are the main source of potential profit since it is a good idea to keep registration fees as low as possible to attract maximum attendance. Consider the following:

- Exhibitors are not the primary purpose of a regional conference;
- If exhibits are solicited for a regional conference, the fee charged should be equal to that which will be charged at the National ALMACA Meeting;
- Place emphasis on exhibitors who serve the region as opposed to those which serve a broader area; and,
- If regional conferences “drain-off” exhibitors from the National Meeting in the future, further discussion on the whole subject will be necessary.

PROGRAM CONTENT—A regional conference should present a program pertinent to that region. It should feature speakers from that region and topics of current interest for the audience. In the future, the National ALMACA Meeting will limit itself to issues of national importance and limit the past practice of dominating the program and presentors with people from the “host region or city”. This should help clarify the distinction between these events and give the potential attendee a clearer definition of where his or her needs can be met. □

Annual Meeting

Providing Technical Help To Dispersed Programs

By Marilyn Sneiderman
Program Specialist
AFSCME

The American Federation of State County and Municipal Employees—AFSCME—represents over one million public and private sector workers in an incredibly broad range of occupations. We have over 3,000 local unions across the country in almost every state in the United States. The Community Service Department was developed by our President, Gerald W. McEntee to address the concerns of our members that may extend beyond their current contracts. Examples of these concerns may be alcohol or other drug abuse, family problems, or stress. The Department is also working to promote and recognize the community involvement of our membership in the communities in which they work and live.

Providing technical assistance to AFSCME locals covered by EAP’s is a major role of The Department. Today, many state, county and city governments have EAP’s, initiated by the Union, by management, or as joint labor/management agreements. Our role at the International Union is to ensure that however the program is initiated that AFSCME members have a very strong role in its development and ongoing operation. Often EAPs are sold to management as ways to increase productivity & profits; we at the union need to ensure that the needs of our members are met without their rights and interests being jeopardized in any way. In theory, confidentiality exists in all programs. We need to ensure that it also exists in practice.

As one way to help accomplish our goals, AFSCME has published a brochure entitled “Employee Assistance Programs: The Unions Role.” We strongly recommend certain steps that union members can follow in working with EAP’s. We stress the importance of the committee, which is responsible for:

1. developing EAP policies & procedures;
2. ensuring that the EAP remains separate from the grievance/arbitration procedures and that management never uses it to circumvent the union contract;
3. coordinating EAP referrals to community resources with current insurance coverage and documenting the services needed by members but not covered by insurance for use in future contract negotiations;
4. insisting on AFSCME involvement

and recognition in all EAP publicity and training materials;

5. requiring that all EAP training classes for supervisors and management also be offered to union stewards and officers;
6. locating the EAP office in a convenient and non-threatening location—inside the personnel office, for example, would be threatening to many members; and,
7. demanding that EAP staff be familiar with the union and the union contract. AFSCME officers and/or staff should be involved in the hiring process. EAP staff should also regularly attend local union meetings to publicize the EAP, answer questions, and get to know the local union better.

The role of the committee to ensure that members’ needs are met is important, but not enough. Unions have never stood back and let our problems be individualized. I must say, I have concerns with the term “the troubled employee.” There are employees with troubles, but there are also organizations that contribute to these troubles. Unions have never allowed our employers to blame our members as one would “blame the victim.” We need to make sure that the EAP doesn’t ignore the working and social conditions which often cause or aggravate “personal” problems on the job. For example, a child care center at the workplace may do more to relieve stress and financial burdens for working parents than a workshop on family budgets. Or, additional staff might do more to relieve stress caused by an excessive workload than the best workshop on stress management. □

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