

THE ALMACAN

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ALMACA Keynoter Expert at Managing Change

The 12th Annual Meeting plenary session at 9 a.m., Thursday, October 5, will feature Matthew J. Puleo, Vice President, Human Resource Group for Yankelovich, Skelly and White, Inc., and an expert at helping agencies and companies manage organizational change. His topic: "EAP—A Response to the Changing Needs of the American Worker." According to Diane Olson, Ph.D., President, ALMACA Minnesota Chapter, Puleo and his employer are nationally known as forerunners in understanding the intricacies of the changing work force of the '80s.

Puleo, a lecturer at Columbia University, Fairleigh Dickenson's Graduate Business School and Kean College, has completed both a master's and a doctoral program in Personnel-Organizational Psychology at Columbia University. His academic life, which is well grounded in years of consulting experience, has given him an edge in understanding the work force of the '80s; in his words — "the segmented work force."

"The pervasive changes in society and the psychology of affluence legitimized the development of the segmented work force — a work force whose premise was a focus on self-needs— in opposition to an earlier one based on a submissive subservience to a common cause." In Puleo's view, work is subject to the same pressures as products in the marketplace. "It is as if (work) were a segmented product to be sold to workers," Puleo says, "not a commodity we buy from them." He believes that in the work force of the 80's there are five clearly defined groups with different priorities, different life styles, and different stances vis-a-vis work. The implication of these varying segments is that human resource policies must be flexible, giving recognition to this segmented company community.

According to Puleo, "It is easiest to think of these groups as old values and new values workers. The two new values groups come from a focus on self-orientation. The first group we call Fulfillment Seekers. A fulfillment seeker places more emphasis on a job and career than on interpersonal relationships. Commitment to fulfilling work is the key. There is a strong commitment potential to the organization if they find their work fulfilling. What clearly differentiates this group from the other new values group is that money will not be taken as a substitute for psychic rewards. Demographically, they are highly educated, disproportionately professional and have the highest concentration in high tech industries.

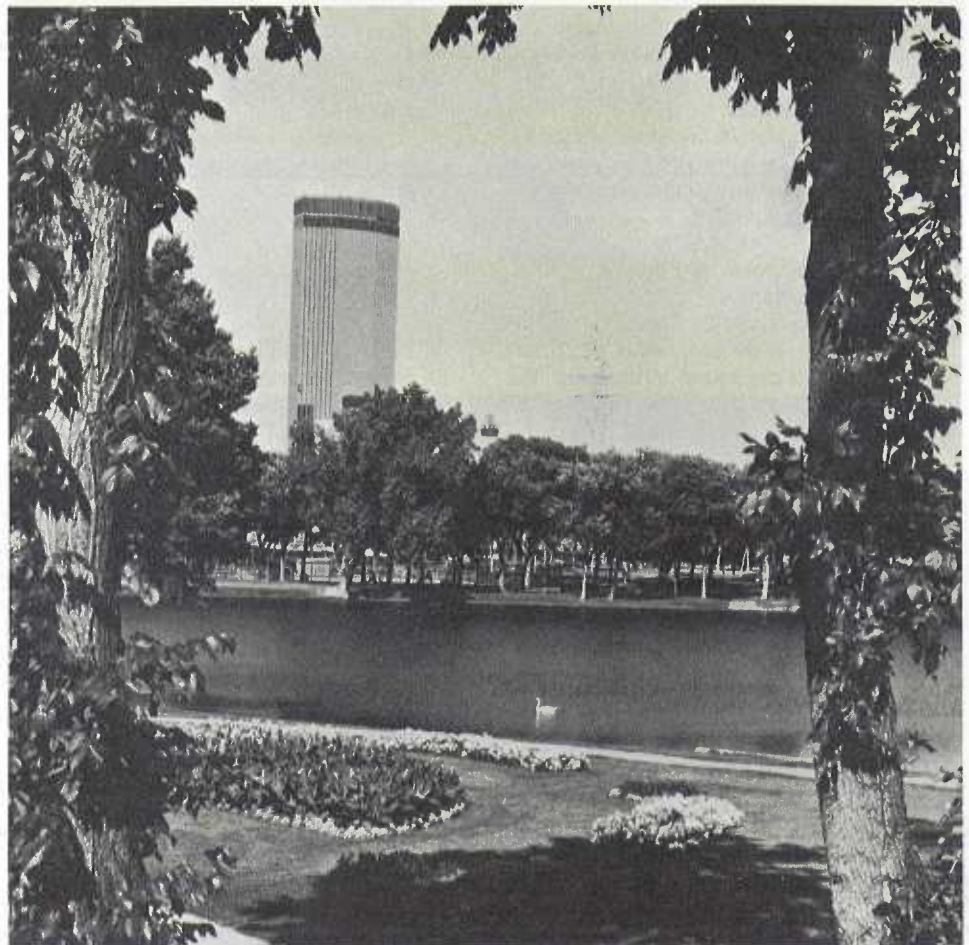
"The other new values group is called Money or Excitement Seekers. They seek a full, rich

life style and the money necessary to achieve it. At work, money is the dominant consideration and they are willing to accept increased monetary rewards to compensate for lack of psychic rewards from work. They are willing to commit to and do more for an organization, to a point. When they have sufficient money to pay for their level of satisfaction outside of work, they will not become involved in commitments that infringe on their life style interests. Demographically, they tend to be of average education and disproportionately represented in white collar clerical and sales positions. Interestingly enough, there are more women than men in this category.

"Old values workers, as the label implies, have their roots in the past. They adhere to the traditional work values that have guided American workers for decades — the Protestant work

ethic. Old values workers are categorized in one of three ways. First, there are the uncommitted. This is a segment of the population that is turned-off. They often have adopted an adversarial role or are disillusioned because they are unable to attain the rich, full life they thought they were entitled to. The second group is job-oriented. Specifically, they are interested in security and a job. The third are called the work-oriented. Work-oriented employees are comprised of a relatively well-educated group with a large proportion of professionals who are interested in strengthening their work skills and abilities. They are also strongly committed to their jobs and to working *per se*. However, there is little or no interest in maximizing earnings by making unattractive trade-offs."

The implications of this segmented work force are many for us in the EAP arena. □



Loring Park and Lake, one of 154 parks and 22 lakes in "The City of Lakes," is just a short stroll from Downtown Minneapolis. The rolling woodland is dotted with flower gardens and meandering pathways—a relaxing atmosphere for Downtown residents, workers and visitors.

President's Comment

By Tom O'Connor

When the criteria for the various classifications of ALMACA membership were published in the *ALMACAN* last month, some inquiries were received by the Membership Committee requesting clarification. The inquiries can be briefly summarized into the following three categories:

1. Why the change in requirements for "individual voting" membership in ALMACA?
2. Why the move toward exclusivity?
3. Does the Board of Directors have the power to authorize the changes?

The answers to these questions are obvious for those of us who have been active in ALMACA for several years, viz:

1. There has not been any change in requirements, merely a broader explanation.
2. There has not been any change toward exclusivity; actually, just the opposite has occurred.
3. The Board of Directors did not make any changes but merely reiterated and amplified on ALMACA's original objectives and purpose.

For the benefit of our many newer members however, who have joined us in the last 3-4 years during our great period of expansion (when we doubled our authorized chapters, and also doubled our total membership), some amplification of the membership issues recited above seems desirable.

The official ALMACA Statement of Purpose refers to the "association of professionals in occupational alcoholism", and is printed below to provide this perspective:

ALMACA

Statement of Purpose

The Association of Labor-Management Administrators and Consultants on Alcoholism, Inc. is the association of professionals in occupational alcoholism. We provide a group identity as well as interaction among persons working in the field. We encourage the systematic development of comprehensive occupational alcoholism programs, either as separate entities or as components of employee assistance programs. ALMACA also serves as an advocate with the public and private sectors for the support and development of the occupational alcoholism movement.

You will note that no reference is made to an "association of occupational alcoholism programs", per se. The statement strictly limits itself to the "professionals" in these occupational alcoholism programs. There can be no question about the intention. ALMACA is the professional association for program managers and program consultants in OA/EAP, just as the American Medical Association is the professional association for physicians, the American Psychological Association is the professional association of psychologists, and similarly for other professionals in other professions.

The misunderstanding in ALMACA arose because ALMACA elected to be "non-exclusive" to a limited degree. ALMACA established a special category of membership for our "associates" who were not otherwise eligible for regular standard membership as "professional practitioners." We welcomed into our ranks in this limited category of membership, both our non-professional associates in OA/EAP, and also our *professional associates* in other disciplines *outside the OA/EAP field*. This "Associate Membership" category grants with it all of the rights and benefits and privileges of the standard regular membership except, obviously, for "voting rights." It would be impossible for ALMACA to continue to function as a professional association without this reservation. And again, a "professional association" was the purpose for ALMACA's birth.

An excellent description of the formation of ALMACA can be found in most of the Annual Souvenir Programs distributed at our various Annual Conferences over the years. The 1983 program includes the following description of the original objectives:

- To meet periodically and develop methods of communication so that experiences and methodologies can be shared, and programs improved.
- To develop improved methods of record-keeping and collection of uniform data and statistics.
- To develop uniform and improved methods of evaluating business and industrial programs.
- To develop job descriptions and job qualifications for labor-management administrators and consultants.
- To develop improved training programs and materials.
- To develop improved standards and techniques in providing consulting services to labor and management.

After a number of comments on these objectives the group unanimously approved the formation of a professional association. The first action taken was unanimous approval of temporary officers and an executive committee consisting of President Frank Huddleston; Secretary-Treasurer James Ray; and Executive Committee members Frank Huddleston, James Ray, W. O. Foster, Jr., A. J. Sullivan, Ross Von Wiegand, Don Sandin, Joe Zuska, J. F. MacBeth, Morris Lookout, and Art Stump.

It might be well to also note at this time that all of the founding members of ALMACA were either program managers or program consultants in occupational alcoholism.

I believe the decision of the founders to "broaden our ALMACA horizons," and to establish the category of "Associate Member" was a good, sound idea. And I personally continue to support this concept. However, it has brought with it the misunderstandings discussed

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First Western Regional ALMACA Conference



A variety of views on cost effective treatment of the troubled employee were shared May 12-14 at the first Western Regional Conference of ALMACA, held at the Sunnyvale (CA) Hilton.

Gary Atkins, conference chairman and president of the Santa Clara Valley Chapter, called the event "a complete success." Plans for next year's conference are already under way under the direction of the 1984 chairman, Jack Rose from Lockheed, Burbank. Rose is also chapter president of ALMACA, San Fernando Valley. (Atkins and Rose, right and left respectively, are in the photo lower right.)

Gary Graham, M.D., a cardiologist and medical director of Kemper Insurance Companies (on the right with Ben Tate of Kaiser, photo upper right), was keynote speaker the first day. He offered participants information on cost containment and its impact on treatment in a lively and informative slide-illustrated lecture.

Graham's talk was followed by a number of panels and workshops on treatment models, health maintenance organizations, professional standards review organizations, preferred providers, program evaluation and standards, and whether occupational alcoholism is "outdated." Often, presenters and audience members exchanged contrasting viewpoints on the issues, which resulted in enthusiastic discussions, adding interest and spontaneity to the conference.

Joseph Pursch, M.D., medical director of Comprehensive Care Corp., further enlightened the conference with his talk at the Thursday night banquet. Pursch's humor and blunt descriptions upstaged the prime rib that evening, as he repeatedly revealed the ignorance the public—and many professionals—have about the disease of alcoholism.

The conference ended with a presentation by Chauncey L. Veatch, Ph.D., Director, California State Office on Alcoholism. Veatch promised that California will continue to be the "laboratory for the United States" in the field of alcoholism, despite huge program cuts.

Also participating in the conference (left to right, photo above) were A.J. Sullivan, Founder of the Standard Oil Company of California EAP and now retired from that job; Jack Petersen, EAP Director, United Firefighters of Los Angeles, Local 112; and Mary Lou Finney, Hughes Aircraft Co. □



Semi-Annual Report of Women's Issues Committee

By Madeleine Tramm
Chair, Women's Issues Committee

The Women's Issues Committee has made great strides since the last report following the national ALMACA meeting in Philadelphia.

Progress has been made in both of those areas that are the mandate of the Committee, namely:

1. "To work to make the alcoholism field generally and ALMACA as part of it maximally responsive to the needs of women affected by alcoholism; and,
2. to develop a strong Committee within the Association."

Regarding the status of the Committee within ALMACA, the following steps have been taken since the last report:

1. ALMACA's Board of Directors approved a name change to Women's Issues Committee. The previous name was the Committee on Women and Alcohol at the Work Place, often shortened to the Women's Committee.
2. The Board agreed to consider changing the status of the Committee from *ad hoc* to standing. The advantages of a standing committee are visibility within National, and permanence—it does not exist at the pleasure of the President, but can only be disbanded by a membership vote. This proposed amendment requires a Bylaws change, and will be voted on with a group of other proposed changes in October.
3. The *ALMACAN*, our organization's monthly newsletter, has agreed to consider articles and/or announcements of interest to the Committee on a monthly basis. To date, two articles have appeared, in the March and April issues.

Please note: a column requires your work and support. If you have significant data, draft articles, or finished articles of possible interest, please send these to Madeleine Tramm, HAP-ACTWU, 15 Union Square West, New York, NY 10003.

The Committee is developing strength and visibility more generally and in other ways:

1. Two members active on the Committee

PRESIDENT (from p. 2)

ed above. And I certainly do not expect my brief explanation to resolve the issue. However, I am confident that our Membership Committee will continue to conduct their open and fair hearings on the problem, and provide complete explanations for all of our activities and decisions.

The Membership Committee with M. O'Brien as Chairman is an excellent, dedicated group. They have worked long and hard on their "redefinitions." They deserve our plaudits, and encouragement and support on this most difficult project. I am sure they will be pleased to hear from anyone who thinks we may have erred in any membership process. And we might on rare occasion—it is only human, after all. But I am certain that appropriate corrective action will be forthcoming as soon as possible. □

are National Executive Board members—Betty Reddy (Vice President-Administration) and Jennifer Farmer (Treasurer).

2. Members active on our Committee are serving on other ALMACA Committees, thereby lending a voice to women's issues within other policy-making bodies of the organization.
3. We have begun to develop Women's Issues Committees at local and regional levels of ALMACA. Local chapter Presidents are being contacted to designate an individual responsible for issues of concern to us. Some of the larger chapters already have such representatives.

All regional representatives have been asked to recommend persons within their areas interested or knowledgeable about women's issues.

Our far-reaching goal of making the alcohol-

ism field "maximally responsive to the needs of women affected by alcoholism" will require: data collection and analysis; the communication of that research; and the translation of that research into policy program and development.

To these ends, the Committee has solicited papers through ALMACA's regional network. As a result, the Committee will be represented as a panel at October's national meeting. This panel consists of four speakers, and its topic will be "The Facts of Women in Treatment."

There will be a Women's Issues Committee meeting following this panel. **Everyone is invited and encouraged to attend.**

Other papers were received and will be presented on other panels at the annual conference.

Finally, the Committee has been solicited to work with other organizations in developing and communicating information; most notably, the Alcohol and Drug Problems Association. □

GEICO Announces 1983 Public Service Awards Program For Federal Employees

Government Employees Insurance Company (GEICO) has announced that the company is sponsoring the GEICO Public Service Awards program for federal civilian employees again in 1983. The company began the awards program in 1980.

GEICO will recognize four federal employees for their special achievements and contributions to the public good in four areas of endeavor that improve the quality of life in the United States. One award will be made in each of the following categories:

- Alcoholism
- Fire Prevention and Safety
- Physical Rehabilitation
- Traffic Safety and Accident Prevention

In addition, GEICO will recognize one retired civilian federal employee for outstanding

achievement in one of the four fields listed above.

Winners of the GEICO Public Service Awards will be honored at a special awards ceremony to be held in early 1984 in Washington, D.C. They will each receive a plaque commemorating their outstanding accomplishments as well as a cash award of \$2,500 in further recognition of the significance of their achievements.

The winners will be nominated and selected by members of two prestigious committees assembled by GEICO. Nominations must be received by September 1, 1983.

Members of the nominating committees include ALMACAN William S. Dunkin, Director, Labor-Management Services, National Council on Alcoholism. □

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