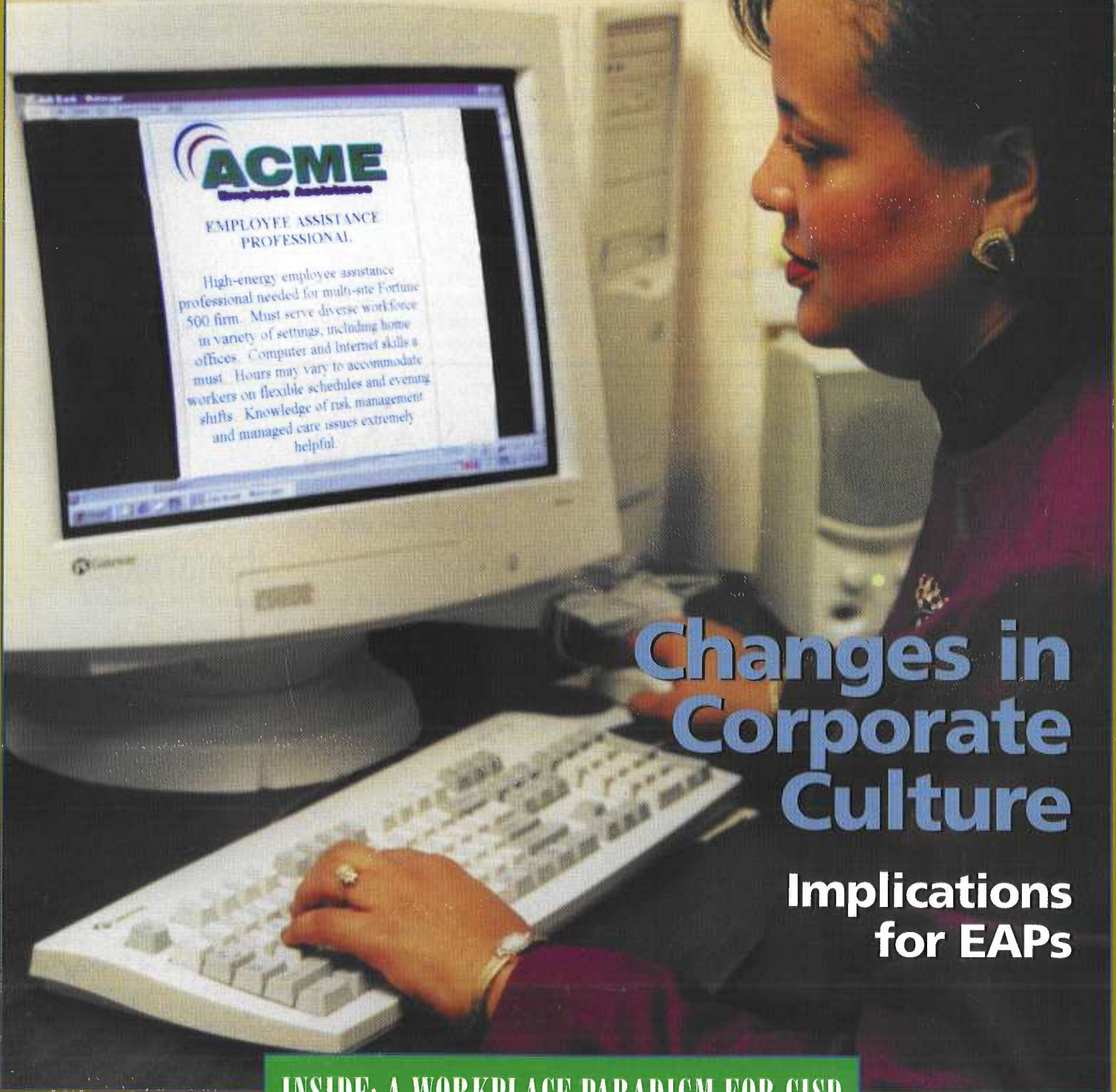


EAP ASSOCIATION

# Exchange

The Magazine of the Employee Assistance Professionals Association



## Changes in Corporate Culture

Implications  
for EAPs

INSIDE: A WORKPLACE PARADIGM FOR CISD

## EAPA Information Available By Fax

Frequently requested information is available from EAPA by fax. To access the fax-back system, dial (703) 387-1000 and press 2 when you get the main message. To receive a list of all available documents, press 1; to receive a specific document, press 2 followed by any of the numbers listed below.

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## 2000 CEAP EXAM

**Application Deadlines:**  
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**Exam Dates:**  
May 6 • Dec. 9

**Eligibility Requirements:**  
You must meet one of the following options

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- 3,000 hours of work experience in an EAP setting, which must have been gained over a minimum of two years and within seven years of the date of the application for the CEAP exam; AND
- 60 PDHs (Professional Development Hours) with at least 36 of them in content areas 3 and/or 4 (see PDH requirements below); AND
- 24 hours of CEAP advisement spread out over at least six months

### OPTION 2:

- Graduate degree in an EAP-related discipline (or equivalent outside the United States); AND
- 2,000 hours of work experience in an EAP setting, which must have been gained over a minimum of two years and within seven years of the date of the application for the CEAP exam; AND
- 15 PDHs (Professional Development Hours) with at least nine of them in content areas 3 and/or 4 (see PDH requirements below); AND
- 24 hours of CEAP advisement spread out over at least six months

### PDH Requirements for Both Options:

- At least 60 percent of total PDHs must be within content areas 3 and/or 4
- No PDHs may be earned by writing sample exam questions; PDHs must be from training occurring November 11, 1995, or later

For More Information, call (703) 387-1000, ext. 319

### EXAM FEES:

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\*U.S. Individual membership rate only.  
For other categories, contact EAPA's Membership Department.

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Employee assistance professionals are entering a much different workplace than the one that greeted their parents or even their older brothers and sisters. For a look at what will be expected of them, turn to page 18.

(Photo by Liz Roll)

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## A Sea Change in the Workplace

by John Maynard, Ph.D., CEAP

**J**udging from the numbers, there's never been a better time to be a worker. In the United States alone, according to the U.S. Bureau of Labor Statistics, 20 million net new jobs have been created since January 1993, more than 80 percent of them in industries and occupations that pay above-median wages. Unemployment, at 4.1 percent, is at its lowest level since 1970, and a larger percentage of the population is employed now than at any previous time.

Scratch the sheen off these glossy statistics, however, and you'll discover an intricate mosaic of workplace trends that add tone and texture to the raw data. For example, many companies, in an effort to streamline operations, are eliminating or selling business units and hiring outside vendors to provide services that once were performed in-house. Other companies, anxious to attract and retain workers in a tight job market, are paying higher salaries, offering more benefits, and even allowing employees to work from home. Still others, by taking advantage of new communications and information technologies, are restructuring their workforces and making greater use of part-time and temporary employees.

These and other developments are prompting a sea change in the relationship between employer and employee. Gone are the days when workers were seen as small, easily replaceable cogs in a corporate machine, as in the 1930s Charlie Chaplin film, "Modern Times." Gone, too, is much of the public veneration of business that William Whyte skewered in his 1956 classic "The Organization Man," which argued that "The fault is not in organization; it is in our worship of it ... it is in the soft-

mined denial that there is a conflict between the individual and society."

What has replaced them? According to a recent Labor Department report, "Futurework," the 21st century will greet us with an information-based, skills-intensive economy, a workforce increasingly composed of women and minorities, annual business losses of \$11 billion (and rising) from workers who must care for children and elderly relatives, technological innovations that are dramatically improving productivity but eroding the human interactions that help form the social networks of companies, and a small but growing "alternative" labor force whose members contract for work to provide "just in time" employment.

The corporate culture is changing, and the employee assistance field is changing with it. Telephone and Internet access services, nearly unknown only a few years ago, are now essential components of many EAPs, as are work/life and work/family initiatives such as child care and elder care. Meanwhile, many internal EAPs have given way to external programs, and managed behavioral health care firms are becoming dominant players in the employee assistance market.

What's in store for the years to come? This issue of the *EAPA Exchange* offers views from members of the business community and the human resources sector, and from two workplace productivity consultants. Together, they paint a picture of a work environment that is becoming more complex—and even more reliant on employee assistance services—than it is today. I hope you find that these articles provide you with food for thought and a fresh perspective on the challenges and opportunities that lie ahead. ☺

# EAPA ASSOCIATION Exchange

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IBC: Inside back cover  
IFC: Inside front cover

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# President's Message

## Back to the Future

by Gregory P. Delapp, CEAP



GREGORY DELAPP, CEAP  
EAPA President

**F**or the past few months, my mind has been on the future—the future of the employee assistance field in general and EAPA in particular. The Board of Directors has been preparing a strategic plan to help position both our field and our Association for the future, and we will be sharing the details of that plan in an upcoming issue of the *Exchange*.

But for now, I'd like to tell you about a journey I recently took into my—and our—past. On January 11, I visited the National Clearinghouse for Alcohol and Drug Information (NCADI), a division of the Substance Abuse and Mental Health Services Administration (SAMHSA), to talk about employee assistance programs and EAPA's role in strengthening and promoting them.

The trip to the NCADI was not my first. More than 25 years ago, while a student at the University of Connecticut, I traveled to Washington, D.C., to conduct some research on alcoholism, specifically the pros and cons of lowering the drinking age from 21 to 18. I hitched a ride on a shuttle bus for employees of the then-U.S. Department of Health, Education, and Welfare and soon found myself in Rockville, Maryland, home of the NCADI—then, and now, a great source of information and an ally in the role of “front door” to the resources available on alcohol and drugs.

As most of you know, the NCADI and the National Institute on Alcoholism and Alcohol Abuse (NIAAA) were established by the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilita-

tion Act of 1970, also called the Hughes Act in recognition of its primary sponsor, Sen. Harold E. Hughes of Iowa. I had the pleasure of meeting Sen. Hughes and many other leaders in the alcohol and drug treatment field, including Lois W., the founder of Al-Anon (and wife of Bill W., one of the co-founders of Alcoholics Anonymous), and Marty Mann of the then-National Council on Alcoholism, during my visit to Washington.

By creating the NCADI and the NIAAA, the Hughes Act firmly established alcoholism as a public health concern rather than a criminal justice issue. And the act did something even more profound—it established programs to prevent and treat alcohol abuse and alcoholism at the state level.

Under the Hughes Act, Congress authorized grants totaling \$300 million over a three-year period to help states develop and administer programs for the prevention and treatment of alcoholism. These grants enabled NIAAA staff to train two “occupational alcoholism” consultants in each state. Many of these consultants, known as the “Thundering Hundred,” were among the first members of EAPA (called ALMACA in its early days). Thus, the seed money for the formation of EAPA was part of the same funding that brought about the NIAAA and the NCADI.

Thanks to the Hughes Act, EAPA shares a common history with the NCADI and the NIAAA, two of the leading sources of research and information on alcoholism and alcohol abuse. We are linked by the timing of our geneses and by our early histories. And we are still linked today in our

common ability to share information and expertise.

My trip to the NCADI afforded me the opportunity to renew those links and discuss the challenges facing our Association and profession in the new workplace and health care market of the 21st century. These challenges require that we strengthen our relationships with allied agencies and organizations and establish new ones that will help us better serve workers, their families, and their employers.

For example, two days after I visited NCADI, EAPA's chief operating officer, Sylvia Straub, attended a preliminary viewing of “On Our Own Terms: Moyers on Dying in America,” a four-part television documentary on the movement to improve care at the end of life. The documentary, which will air this fall on public television, is being produced by Bill and Judith Davidson Moyers, who also created the award-winning 1998 series, “Close to Home: Moyers on Addiction.” Many EAPA chapters and members played a prominent role in publicizing “Close to Home” and encouraging discussions about alcohol and drug addiction, and I urge each of you to do likewise with “On Our Own Terms.” The death of a loved one exacts a painful toll on families and, increasingly, on workplaces, and this series will serve as a catalyst for promoting discussions about how to alleviate it. (I know that burden well—I've been there.)

In addition to working with allied organizations, we also must play an active role in promoting and protecting our interests on Capitol Hill and in state and local legislatures. To that end, Sheila Macdonald, EAPA's director of

legislation and public policy, has been meeting with representatives of the National Association of Insurance Commissioners, the American Managed Behavioral Healthcare Association, and other groups to familiarize these organizations with the employee assistance profession and its practices, services, and programs.

As members of EAPA, we all have a responsibility to educate employers, legislators, regulators, the media, and the public about our role in the workplace, our value to employers and unions, and our services to employees and families. We must step forward and tell the world who we are, what we do, and why we matter—and will continue to matter—in the workplaces of the world. It is time for us to go back to the future, to fulfill the vision of Harold Hughes and demonstrate that every dollar spent to address alcohol abuse (not to mention depression, drug abuse, and a host of other illnesses) will be returned to society several times over. ☺

## Nominations for EAPA's Board of Directors

The following positions on the EAPA Board of Directors are open for nominations for 2000-2002: President-Elect, Vice President, Secretary, Treasurer, Diversity Director, Internal EA Programs Director, and Eastern, Midwest, Southern, Western, and International Regional Directors.

The nominations period is open from January 1 through April 28. The elected officers will assume office at the 2000 Annual Conference in New York, New York, in November. All candidates must be voting members of EAPA. Officers may not serve in a position for more than two consecutive terms nor may they hold more than one office in the Association, including chapter offices, at any one time.

Nominations shall be submitted in writing by two voting members to the Nominations Committee. Send your nominations, including a seconding nomination, by April 28, 2000, to:

Nominations Committee, EAPA, 2101 Wilson Blvd., Suite 500, Arlington, VA 22201-3602, USA or fax nominations to George Figliozzi at (703) 522-4585 by close of business on April 28, 2000.

For more information, call George Figliozzi at (703) 387-1000 ext. 314 or send an e-mail to supdir@eap-association.org.

**All Board Members**, except the International Director, must be CEAPs, voting members in good standing for at least four years immediately pre-

ceding nomination, and willing and able to attend scheduled meetings of the Board and Association.

**Regional Directors** must live in the region they would represent. Persons nominating a regional director must also live in the region to be represented. Regional Directors are elected by members in their respective regions.

**Special Directors** (Diversity Director and Internal EA Programs Director) are voted for by all members of the Association. The Internal EA Programs Director must work in an internal employee assistance setting.

**Executive Committee** All Persons nominated for the Executive Committee (President-Elect, Vice-President, Secretary, Treasurer) shall have served on the EAPA Board of Directors.

Board members normally meet twice per year, at the Annual Conference and in the spring. Board members participate in at least two conference calls annually, act as liaisons to Association committees and to their directorates, and serve on task forces at the President's request. Reimbursement is made for expenses related to Board affairs. Additional information can be found in the EAPA bylaws under Article V.

Consider stepping up to the challenge of international association service!

### EAPA'S BOARD OF DIRECTORS

#### EXECUTIVE OFFICERS

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Mike Webb	Pacific Region
Barbara Murdock	Southern Region
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Jack Dempsey	Labor
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Phil Hess	External Programs

#### CHAIRPERSON

Steve Haught	Employee Assistance Certification Commission
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[www.eap-association.org](http://www.eap-association.org)



## EAPA Mission Statement

To promote the highest standards of practice and the continuing development of employee assistance professionals and programs.

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*Author, EAP Law Handbook*

**June 23-24**  
**Substance Abuse: Workplace Issues**  
at Univ. of Pittsburg at Johnstown, PA

For information on EAP Professional Development Continuing Education Program: (412) 624-3711 or [www.pitt.edu/~pittsw/ce.htm](http://www.pitt.edu/~pittsw/ce.htm)

# From the COO

## Who Can Assist You When You Call EAPA?

by Sylvia Straub, Chief Operating Officer

**G**ood customer service is a high priority for businesses, but it's also crucial for associations. Each day, dozens of our members call the EAPA office for answers to questions and other assistance. To help you get the service you need, you may wish to consult this brief guide before you make your next call:

**Q:** I want to check on my membership dues payment. With whom should I speak?

**A:** You might think you should speak with someone in the Membership Department, but instead you should ask for the Finance Department and specifically EAPA's accounts receivable manager, Ruth Maupin (ext. 310). Dues payments, and in fact all payments such as conference registrations and certification fees, are handled by the Finance Department.

**Q:** I lost my membership card. Whom should I call?

**Q:** I need to change my address/phone number/e-mail address? Who handles these kinds of requests?

**Q:** I didn't receive my latest copy of the Exchange. Who can send me a copy?

**Q:** I'd like to rent EAPA's mailing list. With whom should I speak?

**Q:** Who can send me a membership application?

**A:** All of these questions can be answered by Juanita Padgett, EAPA's membership manager (ext. 317). But if all you need is a membership application or a short EAPA publication, you can save time and get immediate turnaround by using EAPA's fax-back service. Just dial EAPA's main number, (703) 387-1000, then press 2 and 2 again for an index of publications available by fax.

**Q:** I would like to request a certification packet/test application/Advice-ment Guide. Whom should I call?

**A:** For Certification Department publications, contact EAPA's receptionist, Katina Doulis (ext. 301), or our certification assistant, Anthony Brown (ext. 319). Anthony can also help you if you need to check your recertification date, have a question about applying for the certification exam, sent in pre-approval forms for training you're conducting and want to know when you can expect to get your approval number, or want to know the certification exam dates. However, before you call in about your training approval number, you should check the Training Providers Guide. Training pre-approval forms must arrive at the EAPA office 30 days prior to the training for which pre-approval is sought; if they arrive within fewer than 30 days, the request must be accompanied by a \$25 late fee. Exam dates can be found in the Member Resource Directory or any issue of the *Exchange*.

**Q:** I want to purchase a copy of the "Employee Assistance Law Desk Book." Who can take my order?

**A:** Resource Center Manager Janice Dixon (ext. 307) can help you with this or any other publication available through the Resource Center. You can also call Janice to request the Publications Catalog or the PDH Catalog.

**Q:** I want to hire a new employee assistance staff person. How do I place a job listing with EAPA?

**A:** If you wish to place the ad in EAPA's Job Bank, send an e-mail to Support Services Director George Figliozzi (eapoffman@aol.com) and he will list the ad on our Web site. If you want to publish the ad in the *Exchange*, call EAPA's advertising manager, Marilyn Lowrance, at (703) 538-5557 or fax her at (703) 538-4071 (Marilyn



**SYLVIA STRAUB**  
Chief Operating Officer

can also help you if you want to run the ad in the *Exchange* and list it in our Job Bank).

The preceding list of questions is not exhaustive, but it does cover some of the most common queries from members. EAPA staff members strive to assist you whether you call, write, or e-mail us.

### Welcome, Katie and Stuart!

Two new staff members have joined the EAPA roster. Katie Borkowski is EAPA's new certification director. Katie comes to EAPA from the American Gastroenterological Association, where she served as director of the Education Department. She also has worked with the National Board for Certified Counselors and is herself a certified counselor.

Stuart Hales is EAPA's new director of communications and editor of the *Exchange*. Stuart has more than 10 years' experience as a publications manager (including four years at the American Red Cross, where he worked with Kay Springer, who later joined EAPA as communications director!) and most recently was a freelance writer and editor.

### Exhibits and Awards

For the third year in a row, EAPA has received a generous grant from Eli Lilly and Company to fund EAPA's national exhibit program and activities associated with an ongoing national depression awareness campaign, including a chapter awards program. As part of the campaign, EAPA invites the Employee Telephone Access Program (ETAP), a powerful tool for detecting depression, to share exhibit space at national conferences to encourage awareness of depression and ETAP services.



This year, the EAPA/ETAP exhibit will travel to the following conferences:

- \* Risk and Insurance Management Society, April 30-May 5
- \* American Occupational Health Conference, May 16-19
- \* Society for Human Resource Management, June 25-28
- \* American Psychological Association, August 4-8
- \* Benefits Management Forum & Exposition, September 24-27
- \* Employee Benefits Conference, November 10-15

Last year EAPA sponsored a chapter awards program in conjunction with the national depression awareness campaign, and we have received very positive feedback from participating chapters. The chapters were particularly pleased to have this means for recognizing companies in their areas for outstanding depression programs. The program provides beautiful plaques for chapters to give to their respective award winners. Look for announcements of the program in the *Exchange* and the Chapter Officers Newsletter. ☺

## EAPA Staff by Department

### Administration

Chief Operating Officer: Sylvia Straub  
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### Certification

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Manager: Sharon Thomas  
Ext. 310 or eapcertman@aol.com  
Assistant: Anthony Brown  
Ext. 319 or eapcertdep@aol.com

### Communications

Director: Stuart Hales  
Ext. 308 or eapcommdir@aol.com

### Conferences

Director: Ellen Miller Williams  
Ext. 303 or eapconvdir@aol.com  
Manager: Kathleen Rigden  
Ext. 304 or eapconvman@aol.com

### Finance

Director: Sheree Thomas  
Ext. 305 or eapfindir@aol.com  
Accounts Payable Manager: Cynthia Reed  
Ext. 313 or eapapppman@aol.com

Accounts Receivable Manager: Ruth Maupin  
Ext. 312 or eaprecman@aol.com

### Membership

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Manager: Juanita Padgett  
Ext. 317 or eapmemman@aol.com

### Public Policy

Director: Sheila Macdonald  
Ext. 309 or eapppdir@aol.com

### Resource Center

Manager: Janice Dixon  
Ext. 307 or eaprescen@aol.com

### Support Services

Director: George Figliozzi  
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Receptionist: Katina Doulis  
Ext. 301 or eapamain@aol.com

### Web Site/Job Bank

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Contact:  
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# A Workplace Paradigm for CISD

by Laurel Coppersmith, LSW, CEAP, and Arlene Grubbs, LSW, ACSW

**C**ritical incident stress debriefing (CISD) is increasingly considered an essential skill for employee assistance professionals. However, the current model of CISD originated in a very different context than the one in which EA practitioners usually apply it. This article will discuss what the authors see as the difference between CISD as originally formulated and its application in the workplace and provide a conceptual framework for assessing critical incidents and formulating intervention approaches in the context of an organization's behavioral health risks.

The classic model of CISD is based on techniques for helping rescue workers and fire and police departments cope with the psychological fallout from community disasters.<sup>1</sup> Although layoffs, closures, and the serious illness or sudden death of a co-worker are often grouped in the literature with murders and natural disasters as criteria or justification for CISD,<sup>2</sup> it is our premise that workplace events and community events occur in very different contexts. This distinction has implications for how a CISD is conducted.

It is crucial to remember that so-called critical incidents in the workplace do not occur in a vacuum—they are organic to the organization and have antecedents as well as sequelae. Risk factors are often inherent in an organization's practices, structures, and procedures (see Figure 1). These risk factors vary in the degree of their impact on the organization. Authoritarian management and supervisory styles, restructurings, and downsizings are factors that have been identified as posing the highest risks of workplace critical incidents.<sup>3</sup>

All organizations have risk factors, but what is most important is a company's ability to recognize and address them. We have identified three levels of organizational competence in this area.

The first level places the organization minimally at risk for critical incidents. In such organizations, risk factors are infrequently present, but when they do occur they are addressed quickly. The organization has systems, structures, and a culture that allow it to be proactive about its own health.

At Level II there may be occasional evidence of risk factors that are not addressed. The organization either fails to identify the risk factor or, having acknowledged it, is unprepared or unwilling to address the situation.

The most at-risk organizations have institutionalized patterns of ignoring risk factors. In fact, support for sustaining some risk factors may be built into the culture of the organization. For example, there are organizational cultures that fail to address performance problems, particularly those of an interpersonal nature, or address them by moving dysfunctional personnel from one department to another.

CISD interventions that are provided without at least recognizing the workplace context in which the incident occurred will be minimally effective and may even be damaging. EA practitioners, however, are in a position to do more than simply recognize organizational context—if given the opportunity, they can help the organization manage its anxiety by looking at contributing factors and recommending how to prevent or at least minimize the risk of future incidents.

A workplace CISD intervention offers EA professionals the opportunity to engage in activities that enhance the organization's health and decrease its risk level. EAPs are involved in the continuum of events around possible/actual incidents and thus are often the first to be aware of growing stresses and tensions in the organization. Information available to the EAP includes:

- Supervisory consultations/mandatory referrals identify-

Figure 1

## Critical Incident Antecedents: Organizational Risk Factors

### Structural:

- ◆ Poor security systems in place
- ◆ Poor condition of equipment
- ◆ Safety measures not in place for preventing accidents/exposures

### Procedural:

- ◆ Poor hiring practices (e.g., no pre-employment drug testing, failure to screen out prospective troubled employees)
- ◆ Failure to take appropriate disciplinary measures
- ◆ Failure to provide EAP help for troubled employees

### Cultural:

- ◆ Authoritarian management/supervisory styles\*
- ◆ "Fire at will" mentality vs. offering rehabilitation opportunities

### Educational:

- ◆ Failure to require employee training re: violence, accident prevention, depression, chemical dependency awareness.

### Organizational Life Cycle:

- ◆ Stress in workforce because of downsizing/restructuring\*

### Historical:

- ◆ Recent (within past year) critical incidents that are widely known within the workforce

\*Highest risks for workplace critical incidents

ing troubled employees who are potential perpetrators of workplace violence

- Similar concerns—about sexual harassment, difficulties with managers, etc.—being raised by multiple employees from the same department
- An increase in the occurrence of fitness for duty, accident, and short-term disability cases within particular

self-contained and have a defined ending. In a healthy organization, these incidents can be treated with classic CISD interventions.

More difficult are those ongoing events that cause a continuous level of anxiety or fear and erode an individual's psychological resilience (see Figure 2). In fact, the impact of organizational cataclysms such as layoffs, downsizings,

departments or employee categories.

Using this information, the EA practitioner can begin to assess the level of organizational risk. The practitioner can also go a step further and correlate the information with behavioral risk data, such as the following:

- Number of grievances filed
- Number of EEO claims and harassment claims
- Number of lawsuits filed by employees or customers
- Number of workplace accidents
- Number of behavioral disability claims
- Number of employees laid off or reassigned in the past year

However, any information shared with the organization's leadership must be "trended" to conform with the confidentiality guidelines of the EAPA code of ethics.

In addition to identifying organizational risk factors that can serve as a backdrop to critical incidents, it is important to recognize that incidents themselves vary greatly in the severity of their impact. In some ways, this variance is counterintuitive—i.e., incidents that might be judged as most traumatic, such as murder or suicide, may actually be more easily addressed since they are

Figure 2

## Severity Index for Workplace Incidents

### SCALE FOR WORKPLACE CRITICAL INCIDENTS

Least Traumatic.

**Level I Events**  
Employee unexpected death  
Child's death

Criteria:  
Events that are time limited, self contained, and have a defined ending

Murder/ suicide

**Level II Events**  
Multiple deaths  
Serious on-the-job injuries

Criteria:  
Events that are of longer duration, involve more than one person, and have a defined ending.

Layoffs

Ongoing sabotage threats

Most Traumatic

**Level III Events**  
Restructuring/  
Downsizing/  
Harassment

Criteria:  
Events that are ongoing, cause a continuous level of anxiety or fear, and erode a person's psychological resilience.

Figure 3  
**Workplace CISD Models**

CLASSIC CISD	EXPANDED CISD
Incident Characteristics: Dramatic Single event	Incident Characteristics: May or may not be dramatic Usually endures over time
Participant Characteristics: Psychologically healthy	Participant Characteristics: Psychologically stressed
Practitioner involvement: Immediately after incident	Practitioner involvement: Before, during, and after incident
Intervention: Time limited Incident specific Incident level specific	Intervention: Ongoing Organization wide Multi-level

or restructurings is often confusing. These upheavals can serve both to put an organization more at risk for critical incidents and as critical incidents in themselves.

There are three important differences that must be acknowledged before applying the CISD model in a workplace context (see Figure 3). First, the most dramatic incidents may not be the most traumatic in a workplace situation. For example, restructuring, although dramatic in its announcement phase, tends to become a nagging fact of life rather than an intense, discrete incident.

Second, situations in the workplace that may endure over time need an expanded CISD approach. The CISD model is premised on the assumption that debriefing will help individuals process the impact of one critical incident so that psychological reactions to it will not carry over and interfere with the ability to function when the next crisis comes along. In contrast, during restructurings, downsizings, or layoffs, the critical activity is ongoing and often is experienced in stages as plans unfold. Employees often understand that more organizational change is coming, but do not know when it will come or what form it will take.

Even self-contained events may require more than the current CISD model offers. A standard debriefing assumes that psychologically healthy people experience reac-

tions to an abnormal event. In contrast, workplace incidents, even those that are singular events, often are experienced by chronically stressed employees.

For example, the potential for interpersonal conflict tends to increase in organizations undergoing the constant changes of today's business environment.<sup>4</sup> As a result, many workers are left with a residue of unfinished interpersonal business. This interferes with their abilities to work through any stressful incident, no matter how apparently trivial, in a healthy way. After a series of restructurings or layoffs, there may be a large reaction even to a very small event.

Compounding this is the frenzied atmosphere of today's workplace, which allows fewer opportunities for the normal, ritualized activities that help employees process traumatic events. Situations like the severe illness or death of a co-worker, which under normal circumstances would be handled by rituals such as gifts of flowers, visitations to hospitals or funeral homes, and support and sharing at the water cooler, are now often addressed by distancing and shutting down emotionally. There is pressure in organizations to keep producing and get the work out. Grieving and loss must be set aside.

With these differences in mind, CISD can be modified to better fit the realities of the workplace. A suggested modification might be to have a three-part program called Expanded CISD. Part I would emphasize access to feelings that, because of chronic stress in the system, may be less accessible than in a typical CISD situation. Part II, provid-

Figure 4  
**Expanded CISD Model**

PHASE	FOCUS	QUESTIONS
I 48 - 72 HOURS AFTER EVENT	DEFUSING/ DEBRIEFING	What happened? Where were you? What was your relationship to those affected? What were you feeling? How has this affected you?
II 2 - 3 WEEKS AFTER EVENT	LESSONS LEARNED STEPS/SUPPORTS	What has your role been? What other factors may have contributed to the event? What supports do you want to help you now?
III 3 - 4 MONTHS AFTER EVENT	FOLLOW-UP & REVIEW OF OUTCOMES	What impact have your efforts had? What has hindered your efforts? What have you learned? What other roles might you take to improve the situation? What do you need now?

Figure 5

## Incident/Risk Intervention Matrix

	<b>ORGANIZATIONAL RISK LEVEL I</b> Organizational risk factors identified and quickly addressed.	<b>ORGANIZATIONAL RISK LEVEL II</b> Occasional evidence of organizational risk factors, usually not addressed.	<b>ORGANIZATIONAL RISK LEVEL III</b> Established and systematic pattern of inattention to organizational risk factors.
<p><b>INCIDENT LEVEL I</b> Events that are time limited, self contained, and have a definite ending.</p>	<p><b>Recommended Approach</b> Crisis Management Classic CISD</p>	<p><b>Recommended Approach</b> Crisis Management Expanded CISD Risk Management</p>	<p><b>Recommended Approach</b> Crisis Management Expanded CISD Risk Management Remedial Management</p>
<p><b>INCIDENT LEVEL II</b> Events that are of longer duration, involve more than one person, and have a defined ending.</p>	<p><b>Recommended Approach</b> Crisis Management Expanded CISD Risk Management</p>	<p><b>Recommended Approach</b> Crisis Management Expanded CISD Risk Management Remedial Management</p>	<p><b>Recommended Approach</b> Crisis Management Expanded CISD Risk Management Remedial Management</p>
<p><b>INCIDENT LEVEL III</b> Events that are ongoing, cause a continuous level of anxiety or fear, and erode a person's psychological resilience.</p>	<p><b>Recommended Approach</b> Crisis Management Expanded CISD Risk Management Remedial Management</p>	<p><b>Recommended Approach</b> Crisis Management Expanded CISD Risk Management Remedial Management</p>	<p><b>Recommended Approach</b> Crisis Management Expanded CISD Risk Management Remedial Management</p>

ed perhaps two to three weeks later, would focus on lessons to be learned and channel employees' energies into personal and organizational problem-solving processes. In three to six months, Part III would review outcomes and recommend additional steps needed. See Figure 4 for examples of questions appropriate to each phase.

What are the differences between CISD as it is currently practiced (Classic CISD) and the expanded approach we are suggesting? In Classic CISD, interventions are time-limited and directed toward those who have experienced the trauma. The involvement of top leadership, if it occurs, is incident-specific. Expanded CISD interventions are ongoing, organization-wide, and multi-level.

Like Classic CISD, Expanded CISD would provide for workplace debriefings at the time of the critical incident. But in contrast to Classic CISD—in which follow-up, if provided, is incident-specific—workplace CISD applications need to include planned, ongoing follow-up to uncover and manage underlying stressors to prevent future incidents. Specific interventions, which are ongoing, include the following:

- Supervisory training to encourage non-authoritarian management styles
- Tightened management accountabilities, including removal or replacement of ineffective managers
- Quarterly/biannual organizational behavior audits
- The introduction of an employee "hot line" for report-

ing situations that pose risks to individuals and/or the organization

Unlike practitioners in Classic CISD applications who have no historical/antecedent data, EA professionals have access to data that may suggest a number of possible interventions tailored to the needs of the entire organization. These might include such activities as the following:

- Mandatory, organization-wide training in stress management, change management, violence prevention, and diversity appreciation
- Development or enhancement of safety programming
- Expansion of the EAP beyond the Core Technology
- Expansion of wellness programming
- Creation of incentives for employees to utilize skill-building and training opportunities
- Creation of interpersonal behavior standards and a requirement that employees sign contracts with employers to adhere to them

Third, in contrast to focused CISD interventions with incident-specific follow-ups, the continuum of EAP interventions in response to workplace incidents affords the all-important opportunity for multi-level follow-up. The EA practitioner is the "point person" between staff and middle and top management. Since workplace incidents command the attention of top management for (at a minimum) damage control, the EAP has an opportunity to engage all lev-

els in a review of what happened. This provides a way to tease out the lessons learned and structure interventions which may reduce future organizational risks. Such interventions could include the following:


- \* Establishment of a trauma response team within the organization
- \* Establishment of "town meetings" offering employees regular contact with top management to encourage dialogue and expose employee dissatisfaction
- \* Introduction of 360-degree reviews for middle managers in order to include staff evaluations in management performance reviews and salary increases.
- \* Appointment of a multi-level Wellness Committee

It is important for EAPs to have systematic approaches for developing interventions designed to prevent and manage crises and their aftermaths. Faced with low-level incidents and low-level organizational risk factors, EA professionals need only concern themselves with managing the crisis. Faced with mid- and upper-level incidents and risks, EA practitioners need to implement not only crisis management activities but also risk management and remedial management activities (see Figure 5). Crisis intervention in the form of Expanded CISD is designed not only to

minimize the effects of the incident and stabilize the immediate situation, but also to begin tracking the organization's ability to identify and assess any underlying causes of the crisis.

Organizations whose behavioral stress level is in the moderate range need to build on these preliminary identification and assessment processes and become even more proactive. In order to manage a critical incident effectively, they need to engage in an organization-wide risk management initiative. This level of activity is information-focused, indicating that the organization is gathering data about how well its current systems are functioning to prevent a recurrence of the critical incident.

Finally, organizations at great risk during incidents need to add activities aimed at remediation to their response strategy. These actions focus on repairing longstanding damage to the organization and begin the difficult task of putting the organization on a new footing. Organizations with high risk levels that initiate restructuring or downsizing are not only most at risk for critical incidents, but least capable of dealing with such incidents with their existing structures and processes.

As a last word, we suggest replacing terms like "critical" and "debriefing" with terms like "incident response" or some other less emotionally-loaded term. All too frequently, the efforts of EAPs to offer CISD services are resisted by top management, who may react defensively to the terms "trauma" and "critical" in an effort to deny or minimize the events and/or the behavioral risks to the organization associated with them. 

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*Arlene Grubbs is a consultant to organizations in the Pittsburgh area. She has developed and implemented organizational strategies to assist employees in times of major change, and has a particular interest in the role of EAPs during times of organizational upheaval. She teaches workshops and credit courses in management and leadership.*

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# Members Share Diversity Needs Through Survey

by Rickie M. Banning, CEAP

**D**iversity! It's a word, a concept, a process that means many things to each of us. We bring our stories, our memories, our hearts—indeed, ourselves—to the forefront of its very consideration.

And as we move into this next millennium, we also bring diversity into our workplaces. As the Internet fosters global e-commerce and businesses expand internationally, our workforce complexion is changing at a rapid pace.

The need to address diversity issues within our EAPA core practices, our client companies, and even ourselves increases exponentially as the complexion of the workplace changes. Not addressing these issues increases the risks of lowered productivity, lower-quality output, and workplace conflict, drives up human resources costs, and can even lead to workplace violence. Smart companies thus are realizing the competitive edge and long-term business advantage of addressing diversity through policies, procedures, recruitment and retention strategies, ongoing management and employee training, and performance systems linked to diversity issues.

EAPA's 1998 Needs Assessment revealed considerable member interest in diversity training. But what kind of training is needed? As EAPA's Diversity Director, I decided to ask our members for further input.

The 1999 Member Resource Directory, sent to all EAPA members, contained a one-page survey asking for input on seven questions. Nearly 250 EAPA members returned the survey form, a better-than-average response rate. Respondents were 43 percent male and 57 percent female.

Following is a summary of the survey responses and an overview of how the Diversity Committee is planning to integrate these replies into current and future Association initiatives. All percentages in this article are rounded up to the next whole number for ease of use.

## 1. What do you consider the "priority" diversity-related issue/area needing EAPA attention in order to meet your professional needs?

The range of replies covered almost the entire spectrum of possible answers, with the large majority of respondents citing the need for further diversity attention either to specific groups—including minority populations, older workers, women, the disabled, and homosexuals—or issues, such as understanding differences in work styles, delivering services to and differentiating the needs of urban and rural workers, and promoting cooperation between labor and management.

With respect to treatment, the needs of those affected by domestic violence were mentioned as needing further attention, as was the need to address special interests in alcohol and drug treatment, including cocaine treatment programs for young black males. Several members also identified gender reassignment issues and their impact on the workplace as a priority. Many members noted the conflicts within the managed care industry and suggested that EAPA take a lead role in working with managed care companies to increase communication and cooperation. Finally, the need to help companies with high immigrant populations was mentioned as a priority requiring much more professional attention.

The bottom line is that the members taking this survey saw the need for EAPA and the profession to do more for our diverse members and workforces.

## 2. Which of these areas would you like to see given more attention within EAPA?

Respondents were asked to rank the areas, and did so as follows:

*Diversity education and training (87 percent):* The overwhelming need cited by respondents was for more diver-

sity education and training. Many called for more culture-specific and historical criteria as a basis for our EAP work and for EAPA initiatives. A second priority noted was breaking through language barriers, both within our core practitioner work and within EAPA. On the management front, more diversity efforts are needed in succession planning practices and management training. Other priorities mentioned were the need for more focused diversity resource networks and Web resources, and training in international business protocols. Respondents also called for more emphasis on diversity training at the local EAPA chapter level and at the EAPA Board and leadership level.

*Model for workplace application (74 percent):* Almost two-thirds of the survey respondents noted the critical need for a workplace diversity model for application to their workplaces. The Organizational Development Subcommittee is already hard at work on this, developing a workplace diversity model that can be customized to fit any workplace around the globe.

*Research (67 percent):* On the research front, survey respondents called for more applied diversity research that could help make the case for diversity to employees and unions. Several members cited the need for the research community to prove that diversity programs work.

*Organizational development initiatives (60 percent):* This category relates not only to the work of the Organizational Development Subcommittee but also to a variety of EAPA internal initiatives suggested by respondents. The following were noted as initiatives that the Association leadership needs to consider:

- Host a diversity reception, community-building seminar, and men's breakfast (as a networking event for EAPA men to explore work and family issues) at the EAPA Annual Conference
- Communicate EAPA's position on diversity on its Web page
- Create links on EAPA's Web site between the Diversity Committee page and the Women's Committee page
- Establish a "Diversity Council" within EAPA to help the Association identify and discuss internal diversity issues
- Provide diversity training for all EAPA leaders at the national and chapter levels
- Take immediate, proactive strides to address international members' needs and priorities and include international members on more Association leadership bodies
- Focus on getting the diverse constituencies in EAPA to cooperate and work together toward common professional and Association goals

*Focus groups on EAPA diversity issues/Recruitment initiatives to increase diversity (53 percent each)*

**3. Do you support moving away from emphasizing the conceptual word "diversity" and toward a "cultural competency workplace model and dialogue" that focuses on diverse groups working together on multiple work tasks? In other words, do you favor less**

**attention to individual differences and more on steps and processes to help us work together within diverse groups?**

Five of every six respondents answered "yes" to this question, indicating that our members seem to fully appreciate the synergy that diverse workgroups and task forces create and the high-quality ideas and products they produce. Our surveyed members sound diversity-aware and diversity-savvy!

**4. What type of diversity training are you currently using in your workplace?**

The good news is that many respondents' companies are conducting some form of diversity training. The bad news is that for every respondent who mentioned that his or her company offers diversity training, another member confessed to no such training.

The most common training topics are creating and maintaining a respectful workplace, managing troubled employees from a diversity perspective, sexual harassment, assertiveness training, and implementing diversity using a "teamwork umbrella." One training subject worth noting is heightening sensitivity to cultural differences and needs in patient care.

A few companies integrate diversity into all of their workplace training. But very few companies provide training on sexual orientation or gender issues, and few use outside speakers.

Some companies have formed "Diversity Councils" to help guide their internal training efforts. Several offer intensive staff workshops for advanced diversity work.

Training formats range from four-hour didactic lectures to eight-hour sessions for management. One respondent's company—evidently a leader in this area—provides a four-day diversity training session, with a half-day for follow-up and videos.

Many companies, especially smaller ones, depend on local EAPA chapters to meet their training needs; others are fortunate enough to have full-time internal diversity experts. Some integrate the training into EAPA modules.

**5. What type of training would you like to see occur within your own workplace in the future?**

Most respondents said they would like to see regular diversity training followed by some in-depth awareness work, specifically on cultural teamwork and workplace competency, the impact of culture on job performance, communications training, and respectful problem solving. Keeping up with global developments and future trends also were mentioned as important professional needs.

**6. Would you like to see a "Diversity Training Day" as part of the EAPA Annual Conference?**

An overwhelming majority (79 percent) answered "yes." The Diversity Committee's Education/Training



Subcommittee has already begun working to make this happen at our 2000 Annual Conference in New York. We are considering a variety of keynote and panel speakers and formats ranging from storytelling to interactive sessions. Stay tuned for more!

#### **7. Please comment on your other needs in the diversity area.**

Responses to this question addressed a wide range of topics. Several members suggested we look at our "micro" problems to find solutions to "macro" issues. Many others commented that EAPA's leadership needs to undertake more initiatives to involve its international members and take advantage of the global market for employee assistance. The need to recruit college students into the EA field was cited as critical to ensuring our profession's future.

The theme of "building community within us" kept surfacing in replies to this and other questions. A focus on teamwork, dignity and respect, unity, and integration—rather than celebrating differences—was present in most comments. Many U.S. respondents emphasized the need to move beyond seeing diversity as a black/white issue to its global and business implications.

The need for us as employee assistance practitioners and EAPA members to assist and guide in the development of an organizationally sensitive workplace culture surfaced repeatedly. The need for us to move beyond special interest groups in our Association to a unified, goals-oriented mode also kept reappearing. Another trend in the survey replies was a call to some members to move away from "quasi-militant" methods to a cooperative mode. An additional common theme was for EAPA to focus more efforts toward its international members to make them feel more connected to the Association and its programs.

Clearly, the need to further address diversity issues at every level, and to promote inclusivity and cooperation, were resounding themes from members' voices. Indeed, the call for greater cooperation and finding common ground was interwoven throughout the survey responses.

#### **The Courage to Risk**

As in nearly all surveys, the case "for" is balanced by the case "against." Not all survey respondents favor diversity efforts; some cited their distaste for diversity as a buzzword. Several replies indicated that diversity is not a part of the EAP core technology and as such does not warrant attention. Although such replies were in the minority, they are equally valuable to acknowledge and consider.

The Diversity Committee has been working the past year on a number of diversity initiatives. The committee brought 20 diversity-related proposals, some with funding requests, before EAPA's Board of Directors at the 1999 Annual Conference in Orlando. Special thanks go to

Marketing Subcommittee co-chair Linda Hoskinson, Education/Training Subcommittee chair Gary Maltbia, and Research Subcommittee member (and resident sage) Jim Wrich for assisting me with our Board presentation.

Much of the Diversity Committee's work stems from ideas that were suggested through this survey and from conversations and meetings with members. We are committed to serving you, the members, and delivering some of the training and materials you need. We are open to your suggestions and input. If you know of any good diversity resources (videos, films, books, or Web sites) that you would like to share with the committee or membership, please forward them to me.

On behalf of the Diversity Committee, I ask for your support for our efforts as we enter our second year. We cannot become who we need to be by remaining who we are. With your interest and support, we can help make our Association more sensitive to diversity issues. Let us move into this new millennium with hope and the courage to risk some of the needed changes your survey input invites. Respectfully, remember diversity.

*Rickie Banning serves as diversity director on EAPA's Board of Directors. Copies of the survey results can be obtained by contacting Rickie at [www.advanceddevelopment.com](http://www.advanceddevelopment.com) or by fax at (781) 596-9823.*

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# DOT Proposes Revisions to Alcohol and Drug Testing Rules

by Lee Mauk, CEAP, and Sheila Macdonald

**O**n Dec. 9, 1999, the U.S. Department of Transportation (DOT) introduced long-expected proposals to consolidate and revise its alcohol and drug (A&D) testing rules, which comprise Part 40 of Vol. 49 of the *Code of Federal Regulations* (49 CFR Part 40). The proposals would make substantive changes to the A&D testing provisions in general and the substance abuse professional (SAP) sections specifically.

Many of the proposed changes are expected to go into effect when the rules are finalized, perhaps by the end of the year. Once the revisions are finalized, SAPs can expect to have clearer direction as to their function, new training requirements, and expanded responsibilities.

## A&D Testing Laws

After a series of transportation accidents in the 1980s and early 1990s, Congress enacted A&D testing laws to protect the traveling public. These laws and subsequent implementing rules apply to the nation's 8.3 million safety-sensitive transportation employees and their employers.

After the first law was enacted, DOT published interim drug testing procedures in the *Federal Register* on November 21, 1988, followed by a final rule on December 1, 1989. Five years later, the agency published final rules requiring alcohol testing for safety-sensitive employees and creating the role of substance abuse professional for both drug and alcohol testing. Since then, DOT has issued additional guidelines and more than 100 interpretive letters related to the rules.

Under the 1994 rules, certified employee assistance professionals (CEAPs), along with other specified professionals, were listed as eligible to provide SAP services if otherwise qualified.

## Proposed Changes

The proposed revisions would incorporate previous guidance and interpretations, reorganize and clarify existing provisions, and include new sections that address changes in technology, the testing industry, and DOT's program. The new language also would remove complexities and ambiguities that naturally arose when each of DOT's six operating administrations (OAs)—the Federal Aviation Administration, Federal Railway Administration, Federal Transit Administration, Federal Highway Administration, U.S. Coast Guard, and Research and Special Projects Administration—issued rules that pertained to their individual agencies.

Major proposed changes to the rules include the following:

- The Office of the Transportation Secretary (OTS) would be the coordinating entity for issuing rules and interpretations, though any of DOT's six OAs could adapt OTS rulings for its own particular modal needs.
- Only those rules issued after the composite rules are finalized would be valid; earlier materials would no longer be applicable. For ease of use, future Part 40 rulings, interpretations, and guides would be posted on DOT's Web site.
- "Service agents," including medical review officers (MROs), SAPs, collectors, laboratories, and all others who provide services under the rules, would be required to sign contracts mandating compliance with Part 40 provisions.
- A "firewall" would be erected between DOT-required A&D tests and A&D tests that might be required under an employer's independent authority. DOT service agents would be prohibited from dealing with A&D tests not required by DOT.
- New training requirements would be established for urine collectors (currently, the only training required is for screening test technicians and breath alcohol technicians).
- Procedures for collecting specimens and handling split samples would be revised, and new processes and requirements would be set for drug testing laboratories, laboratory reports, and submission of blind specimens.
- MROs and SAPs would be assigned new responsibilities and required to take new training.
- New protections would be implemented for employees regarding split specimens, what constitutes a refusal to be tested, and other issues raised by unions.
- Rules pertaining to records, confidentiality, and releases of information would be refined.
- Service agents would not be able to impose requirements that are not specifically mandated by DOT rules.
- Service agents (including SAPs) who fail or refuse to comply with Part 40 requirements would be subject to civil fines and/or "public interest exclusions" (PIEs). DOT would be able to impose PIEs on service agents for a period of one to five years, and employers would be directed not to use a service agent until the PIE was removed by DOT.

## PROPOSED CHANGES TO SAP PART 40 PROVISIONS

CURRENT RULE	PROPOSED RULE	FEDERAL REGISTER PAGE
None	SAPs, MROs, labs, collectors, etc. are designated "service agents." Each service agent must sign a contract with each employer stating compliance with Part 40 provisions and knowledge and understanding of the rules of the agency for which they are providing service.	69077 69099
No requirement for SAP involvement if job applicant tests positive; applicant can simply retest until a negative result.	DOT would prohibit job applicants with positive results from performing safety-sensitive duties for OAs until and unless they complete an SAP assessment, referral, and treatment process.	69084
Employer is liable for any part of A&D testing process not in compliance with the law and is subject to fine or penalty. Other parties are immune from sanction by DOT.	Any "service agent" (including a SAP) who provides non-compliant services is subject to a public interest exclusion (PIE), which would bar him/her from providing DOT-related services for 1-5 years. An SAP who is non-compliant could also be subject to penalties and fines.	69086 69132
SAP only expected to know SAP guidelines.	Definition of SAP expanded to include having a working knowledge of Part 40 regulations and specific DOT model regulations that specifically apply to the employer(s) for which he/she evaluates employees.	69098 69126
No initial SAP training required.	Current SAPs must receive training on A&D testing rules within 6 months of final rule; new SAPs must first receive A&D training. Alternatively, current and new SAPs may self-certify that they have knowledge of the rules, obtained through self-study.	69126
No ongoing SAP training required.	SAPs and MROs must attend and document a training session every 2 years to keep current, or self-certify they have reviewed and understand the regulations in lieu of training.	69093 69126
SAP guidelines issued in 1995 are guidelines only, not part of the rules.	1995 SAP guidelines would be incorporated into Part 40 by reference and therefore would become part of the rules.	69126
None	SAPs are prohibited from asking employers and employees to waive SAP liability for SAP functions.	69126
None	Neither employees nor employers can seek a second opinion from a different SAP or an SAP who replaces a previous SAP.	69127
None	No person or entity (including managed care) can downgrade or change an SAP's assessment or treatment recommendation.	69128
None	SAPs must maintain a signed statement that they will not make treatment referrals to themselves or to persons and programs with which they are financially associated.	69127
None	When an employee returns to work before the full range of recommended treatment is completed, SAP can specify ongoing recommendations and employer must make those recommendations part of a return-to-work agreement.	69128
Unclear	SAPs may not determine "fitness for duty"; only the employer may make a decision to return an employee to a safety-sensitive function.	69128
None	SAPs must send reports directly to the designated employer representative (DER), not to a third party for forwarding to the employer.	69128

### EAPA to File Comments

EAPA expects to file extensive comments on the proposed revisions by the April 7 deadline. To assist in this effort, the EAPA Board of Directors has appointed a task force to advise the Legislative and Public Policy Department. CEAPs and EA professionals who have comments about the proposals should fax them to EAPA headquarters at (703) 522-4585 and direct them to the attention of the Advisory Group on DOT/SAP Rules.

To obtain a copy of the 61-page proposed rule, "Procedures for Transportation Workplace Drug and

Alcohol Testing Programs," visit the Government Printing Office online at [www.access.gpo.gov](http://www.access.gpo.gov) and click on the *Federal Register* listing under "Quick Links." Copies are also available through EAPA's Resource Center by calling (703) 387-1000 ext 307.

*Lee Mauk heads a consulting firm in Minneapolis and is a provider of comprehensive training programs on DOT alcohol and drug testing rules and SAP procedures.*

*Sheila Macdonald, EAPA's director of legislation and public policy, has written extensively about the DOT testing rules, published three DOT information packets, and developed EAPA Training Institute presentations on the subject.*

# Changes in Corporate Culture

## and the New Employer/Employee Contract

*"The impact of the disease affects perhaps  
50 million persons, directly or indirectly,  
and causes economic waste of perhaps  
\$7 billion annually."*

**U.S. Sen. Harold Hughes, D-Iowa  
Speech on Senate floor, 1970**

He was speaking of alcoholism, but eyeing the workplace. By describing alcohol abuse in terms of its effect on business—what he called "economic waste"—Sen. Harold Hughes recognized that although the workplace may be physically separate from the arena of daily life, it nonetheless is susceptible to the ills that afflict society.

Three decades later, work and daily life have become so intertwined that they are common strands of the fabric of society. The aging and diversification of the population, the development and application of technological advances, the demands of caring for children and elderly parents—all are reflected in the workplace, in ways that dramatically affect the relationship between employers and employees.

As the linchpin of that relationship, employee assistance professionals—who can trace their roots to the legislation that Sen. Hughes was promoting in his 1970 floor speech—must anticipate the ever-changing needs of both employers and workers. The following pages offer three perspectives on coming changes, plus a look at how multinational firms are affecting the employee assistance field in other countries. Together, these articles depict a workplace that will offer more opportunities for employees—and present more challenges to employee assistance professionals—than ever before.

# Three Big Strands of Change

by Phyllis Eisen

**W**e are all being buffeted by three big strands of change. One is the fact that we live in a global environment, which is still a mystery to some people. We talk a lot about it, but not many people really understand the implications of instant communication or world markets, or being affected by something that happens in East Timor the same way we used to be affected by something that happened in a part of our own country.

I think that's what we saw a lot of in Seattle—anger, anxiety, “Stop the world I want to get off,” “We're the United States, take care of us.” But we just can't do that anymore—forget about it. We live in a different environment now, and there is anxiety about that.

The second big strand of change that everyone is facing is technological change. Technology is changing every part of our lives—not just the way we shop and the way we communicate, but the way we think. And again, there are a lot of people who are angry about this, and there's a lot of anxiety. And again I say, forget about it. Technology is going to change our lives in ways we never expected, and those who can't deal with it are going to be on the sidelines.

The third big strand is demographic change. We're getting older, and in this country we have not been replacing ourselves. That's true for most of the industrialized world as well. The only parts of the world that have been replacing themselves are the Third World countries. We've had below-population replacement rates in this country since 1978, and the only growth we've had has been through immigration. And although we talk a lot about “Give me your tired, your poor,” we're a fairly xenophobic country. We're not outwardly that way like some other countries, but mostly our attitude is, “Well, we're here now, so shut the door.” And there's a lot of fear over this, too, but again I say, forget about it.

This is the way it is: We're not replacing ourselves, and the next “baby boomlet” won't hit the job market for another 20 years at least. This changes the whole paradigm in the labor market. We're not going to have a cyclical tight labor market, but a fairly systemic one for another couple of decades. And that's going to affect everything we do, like

dealing with discrimination in the workplace. Very soon it won't matter whether you're pink or purple or have polka dots or four arms—if you can work and you can produce and you're a skilled person, you're going to have a good life.

What this means is that the barriers to employment for minorities and other populations are slowly going to break down. And they'll break down for immigrants, too, because we need them. We're probably going to have a new immigration policy in the next five to seven years that's going to let in a lot more people. We do this all the time—there's always a huge debate, but in the end we do it because we need the new people.

All these new workers means that we have to deal with diversity in the most proactive way possible, not just with half-a-day programs like some companies do now. We have to recognize that we are buying and selling to the rest of the world, and we are using the world's workers to run our companies and our manufacturing plants. So we need to understand these different cultures and what their needs and interests are, or we're going to miss the business boat. I challenge businesses to look at diversity as one of their most important issues, as important as new capital equipment. We need to think about how to treat, and work with, a diverse workforce.

So we've got three changes that are dominating everything we do—technology, globalization, and demographics. And as a result, everything is going to be rewritten, although not everyone's sure exactly how it's going to come about. But you can see how these three trends are going to affect the contract between employers and employees: Employees are going to become more valuable all the time. To give an example, engineers used to need about five or six technicians to produce the work they created; now they need about 15 or 16 skilled technical people, because every engineer is producing about three times as much as they used to thanks to advances in technology.

So the relationship between employers and employees is going to become more valuable, and companies are going to look for ways to retain workers. It's not going to be with salary. It can't be with salary—salary increases are inflation-

*We have to deal with diversity in the most proactive way possible, not just with half-a-day programs like some companies do now.*

*Businesses are going to be offering people chances to build assets that are far beyond what any working man or woman saw in this country in the last 100 years.*

ary, and besides, no one benefits much from just a few bucks more per hour. It's going to come from companies allowing employees to build assets: 401(k) plans, savings plans, stock options, pieces of the business. Businesses are going to be offering people chances to build assets that are far beyond what any working man or woman saw in this country in the last 100 years. Companies that want to keep "knowledge workers"—which increasingly is what everyone is becoming, because if they're not they'll be on the outside of the candy store looking in—are going to have to keep giving them more and more and more.

As this trend continues over the next 10 years, I predict that we're going to see partnerships developing between employers and employees. It's not going to be, "We're going to give you these extra four benefits." Instead, it's going to be, "How would you like a piece of the action?" Otherwise, people aren't going to stay.

I think this is going to be particularly true in the manufacturing world because of our need for skilled employees. Everybody has the same machines now—everybody. If you go down to a street corner in Bangladesh, you'll find five people in a room working with the same machines that Kodak or Motorola is using. But you need smart people to run those machines, and we don't have enough of them here. So we're going to see companies not just outsourcing certain operations, but moving out anywhere in the world they can find clever people to run their machines.

One of the greatest retention tools for employers is training and educating their workers and investing in them as human beings. I don't mean just teaching them how to do their jobs; I mean life skills, like how to balance a checkbook or invest in the stock market or run the newest computer program. Employees stay longer when companies invest in them—there's a direct link between education and training and loyalty and retention. The more we educate and train our people, the more we create a loyal relationship between employees and employers.

So I think we're going to see more training and education, and I think we're also going to see a movement of older workers back into the workplace. The return-to-work movement will be huge, and people will be staying in the workplace longer and retiring later in life. That's going to take a lot of adjusting on the part of employers—making workplaces friendly for older workers and making sure that older workers are technologically skilled.

I think we're also going to see a different kind of mentoring in the workplace, like the kind they have in Europe. In Europe, many companies—and they're very proud of this—use older workers to mentor younger workers, and use younger workers to keep older workers technologically up to date.

Meeting the needs of an older, more diverse workforce will be particularly difficult for smaller employers. Small companies have a much harder time adjusting to the flexible needs that increasingly are being demanded by employees in the new work relationships they are building with employers. All the groups that represent small employers—NAM, the other national trade associations, the chambers of commerce—are going to have to sit down and work this through.

It all sounds like the right thing to do—letting employees come to work when they want, and take time off because their father is sick—and the majority of workplaces I visit are fairly benevolent about these things. But this has to be handled very carefully and thoughtfully. Barreling ahead could hurt the productivity that has helped us rise to the crest of this unbelievable wave of affluence. Anything could turn the tide at this point. So we need to be careful, as we offer employees more flexibility, to make sure that we can continue to be productive.

I think meeting these flexibility needs will happen in due time, but not as a mandate. I don't see the government coming down and saying, "Thou shalt." I see this as a public-private partnership set of decisions. Business is already working more and more at the state level with government and schools and other partners, and I see this continuing to happen. I think a real trend in the next decade or two is going to be partnerships and alliances that give people the strength to work together, because nobody can do it alone. So maybe a group of businesses will join together in a certain area and share a day-care center. There are all kinds of ways to skin this cat that are better than using mandates.



*Phyllis Eisen is executive director of the Center for Workforce Success, the education and training arm of the National Association of Manufacturers (NAM). To learn more about NAM, visit the organization's Web site at [www.nam.org](http://www.nam.org).*

# Managing People: A Core Business Activity

by Raylana Anderson

I think it's pretty clear that the contract between employers and employees favors skilled workers right now. I say "skilled workers" on purpose—I'm not sure the market is terrific for folks who barely scraped by with a high school education and don't have any additional skills. And I think this will continue into the foreseeable future; I think more and more jobs will require at least some sort of additional technical or vocational training.

As far as specific skills are concerned, a lot of workplace consultants like to talk about the fact that everybody needs to have computer skills, no matter what kind of job you have. But I think there's another part of the skills package—the ability to learn and to change, which are skills that are also needed no matter what kind of job you land. Everybody's going to need to adjust to a faster pace of change and be able to do things a new way more often.

As I look at the workplace today as a human resources professional, I see a couple of things happening. One is that the relationship between a worker and an employer may not necessarily be one of employee and employer—in other words, there are a lot of folks who see the concept of "contract work" really becoming a big deal. And it may be the job of the human resources person in the not-too-distant future to keep track of who in the labor market—whether the market is local or regional or national—has the skills to do a job that needs to be done, and then to contract with that person on mutually agreeable terms and define the results that are expected and define the compensation and/or benefits that attach to the work so it meets everybody's needs.

That worker may not be a full-time employee—it may be someone who only works when I need him or her to work, and there may be several of them. I'm not sure that a lot of folks are really going to want to be full-time employees of XYZ Company anymore. People with computer skills, or with other skills and the computer training to support them, may well say, "I'm going to work when I want to work, and I'll let myself be available to ABC Company or XYZ Company whenever I feel like it because I know my skills are valuable. They can use me when they need me, and I'll get work when I want work." As a human resources person, it will be my responsibility to see that the

work is being done and that I'm finding the right set of skills, whatever and wherever they may be.

So when I look at this scenario, or at the current situation where there are a lot of full-time employees who are working from home or from a satellite office, I want my EAP to start thinking that this is my core business—managing the workforce. I honestly think that a lot of companies are going to get hit right between the eyes on this real soon. They're going to wake up and realize, "You know what? We have a core business here of managing our people."

*I want my  
EAP contractor  
to help me keep  
the human  
element in  
today's non-face-  
to-face work  
environment.*

We've kind of neglected this issue for the last 10 to 20 years, for a lot of reasons—we had to downsize to get profits up, and we had to focus on computers and other technological issues to increase productivity. But if you look at human resources journals and periodicals that have been published since about 1997, you'll see that they've been hitting hard on "What happens if the boss gets hit by a train?" scenarios. There are not a lot of middle managers in companies anymore that have been taken through the ranks and led through different departments to acquire different business skills and managerial skills, so there are not many people

ready to take on new leadership roles. And what we're starting to see is that companies are raiding other companies to acquire people with this expertise.

So we have a core business of managing people. Companies are starting to focus on this again, because it's a core business for everyone. And as a human resources professional, I want my EAP contractor—who is available to me in multiple locations, because that's where my employees are—to help me do that. I want my EAP contractor to help me keep the human element in today's non-face-to-face work environment.

I don't know that a lot of EAPs are jumping up to do this. I think some are. But that's what I hope I can get from my EAP, so that I can extend my human resources function to those workers who are not located in my primary facility. That's going to be one of the challenges of managing people, and it's certainly one that I think EAPs can help us with, because most EAPs today can provide counseling or drug testing or other services at multiple sites. So I'm really hoping that EAPs will be an avenue for human resources to keep human contact with that por-

tion of the workforce that doesn't show up at the same place every day.

One thing that has started to appear recently—it surfaced first in the high-tech arena—is a new position or role called director of retention. It's that individual's role to use the old-fashioned telephone to put a human voice on the other end for people who aren't working on-site each week. These people make sure that when something happens within the company, an e-mail or call goes out in the morning to the off-site workers that says, "I'm from your company, and I want you to know that we're paying attention to you, and I want you to know what's going on."

The high-tech companies have led in this area because they've needed to, but I think more of us are going to need to do these kinds of things to maintain contact with our workers. Because if you look at surveys that ask the top five things that an employee wants from an employer, pension benefits and continuous learning are way up there—and human resources folks need to make sure that we have opportunities for people to continue to learn if in fact we're going to need skilled people to keep us in business—but so is humanity. People want to work at places where they feel like they're a part of the organization, where they feel like they're treated well.

Being treated well includes, I think, having something to take with me for my retirement and being made to feel like I'm contributing something to the organization. And it

includes work/life benefits—flexible workplace hours, child care, and the opportunity to take an extra class, both of us knowing that it may help me get my next job. So when I say that people want to feel like they're a part of the organization, I mean it in this way—not as a time commitment, but a feeling that while they're with XYZ Company or ABC Company, everyone gets what they need out of the relationship.

I could argue that this favors either big companies or small companies. Yes, small companies may lose something to the money that big companies can put on the table, but it's the small ones that are close-knit enough to provide some of that human element that workers want. So even though a small company may not be able to offer telework or flextime, it can provide an atmosphere where workers can feel that they really make a difference. And in that way, I think small companies are going to continue to thrive.

Another thing I see happening in the workplace is an increase in diversity, in all its many forms. Diversity is going to inundate human resources, and we will want help. The idea of what today is called executive coaching, where an individual helps an executive understand that it's okay that not everybody wants to be treated like a white guy over 50—to really learn this and practice it every single day in small groups and one-on-one situations is going to require an awful lot of time and energy. And we've got to do it. But I don't think any organization is equipped to do it in their human resources area alone, and I don't know for sure whether there are any EAPs out there that are geared up to take this on. I hope there are.

It's not just diversity of race and gender and nationality that we have to handle, but also opinions and work styles and generations and skills. All of these must be blended together in such a way as to make your workforce cohesive, whether cohesive means for the next 30 years or just the next nine months so that you can finish a project. There needs to be a feeling that we are all in this together, that we are all a piece of a whole, to make any of these scenarios work.

All of us who went to business school and all of us who read the popular press are doing this "either/or" thing—you're left brain or you're right brain, you're a type A personality or a type B personality. We have to get away from that. We have to have our human resources people and our EAP people help us get over this "right/wrong, either/or" stuff and realize that we need everyone to be willing and able to learn new skills and work in all of the roles that we need them to work in. That's the only way we're going to get things done.

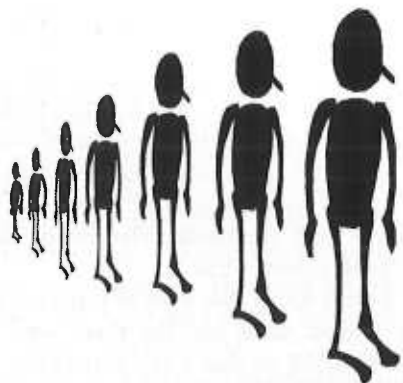


*Raylana Anderson, president of Anderson Consulting in Peoria, Illinois, chairs the Compensation and Benefits Committee of the Society for Human Resource Management.*

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# Corporate Culture, Organizational Health, and Human Potential: Reflections for Leaders

by Joel and Michelle Levy

In recent years we have had the privilege of intensively researching the vital and profound relationship between organizational culture, business results, and the health and productivity of employees. This work, funded by the Institute for Health and Productivity Management, was supported by a council of respected advisors representing a broad spectrum of industries. In this brief essay, we'd like to offer a glimpse of some of the most significant findings of this research and some insights regarding the profound implications and challenges for EA professionals in these times of cost-cutting, outsourcing, and fierce competition.

As former clinicians, and consultants to business for more than 20 years, we are acutely aware of the enormous costs associated with the preventable personal and interpersonal distress of people in the workplace. EAPs have traditionally responded to many of these factors, but usually only after they reach a critical level, i.e., when the "canaries" have already fallen, or are about to fall, out of the "cage."

Yet potentially far greater costs are incurred due to unrealized opportunities. These opportunities include promoting the health and vitality of people in their short but precious lives, attracting and retaining remarkable people who thrive through the synergy of their work together, and ennobling the creative spirit of people capable of tapping the intuitive intelligence necessary for breakthroughs in innovation that not only advance our bottom-line business agendas, but create a better world for all stakeholders.

In the old economy it was a buyer's market, and companies had their pick of the best talent. But in our new economy it is a seller's market in which companies compete to find, attract, and retain the best people.

In a recent survey of large U.S. companies by the American Management Association, more than half of respondents said they had recently lost so many talented people that their ability to compete in the marketplace had been severely compromised. Especially in the high-tech industry, employee turnover due to fierce talent wars is running as high as 30 percent each year in some companies (Fisher, 1998). Given that the costs of replacing highly skilled workers can run as high as 200 percent of the

employee's salary, and considering the incalculable costs of losing valued employees—especially to competitors—the incentive for attracting, satisfying, and retaining valued employees is, or should be, of enormous importance to employers.

By the year 2010, the population of workers aged 35 to 44 is expected to decrease by 15 percent. As a result, many companies are beginning to take a more serious and disciplined look at the principles and science of retention and talent management. As demand for managers and experienced employees increases even as the supply shrinks, organizational leaders are wrestling with critical questions like, "How can we develop our cultures to attract, evaluate, reward, and retain the best people?"

Dennis Zeleny, vice president for human resources at Allied Signal, reminds us that, "While things like job satisfaction, a sense of connectedness to the group, the ability to balance life and work, and the opportunity for growth may sound hokey, the art and science of retention shows us that these factors, as intangible as they may seem, are critical to business success" (Branch, 1998). Pfeffer echoes this senti-

ment in his masterful work *The Human Equation*, writing, "The implementation of high performance or high commitment work systems requires ... a serious commitment to doing things differently... It is almost impossible to successfully implement high performance or high commitment work practices in the absence of mutual trust and respect. But trust is missing in many employment relationships—and ...the atmosphere in the workplace is crucial. All workplace practices and changes should be evaluated by a simple criterion: Do they convey and create trust, or do they signify distrust and destroy trust and respect among people?"

Bottom-line evidence and anecdotes abound to support these statements. Fortune's "100 Best" companies to work for are more likely to have cultures in which trust flourishes and have half the turnover rate (12.6 percent vs. 26 percent) and nearly twice as many applications for employment as companies not on the list (*Work & Family Newsbrief*, 1999).

A recent Gallup poll of 55,000 workers matched employee attitudes with business results. The study con-

*The core values and needs of people who do the work remain universally consistent.*

cluded that the following four attitudes, when considered together, showed a strong correlation with higher business profits:

- Workers feel they are given the opportunity to do what they do best every day.
- Workers believe their opinions count.
- Workers sense that their fellow workers are committed to quality.
- Workers discern a direct connection between their work and the company mission.

These findings are supported by a poll of 10,300 employees in the United States, Europe, Russia, and Japan that identified the five qualities most desired by employees:

- The ability to balance work and personal life (which ranked as either the most or second most important attribute)
- Work that is truly enjoyable
- Security for the future
- Good pay or salary
- Enjoyable co-workers

More than two-thirds of respondents indicated they'd be willing to leave their current employer for such opportunities (*Work & Family Newsbrief Managers Quarterly*, 1999).

Considerable evidence suggests that leaders and businesses that understand and respond to both the complexities of the business environment and the basic needs of their people consistently outperform their less perceptive competitors by 30 percent to 40 percent (Pfeffer, 1998). This holds true for all industries, regardless of type, size, or age.

As leaders, our task is to develop organizational cultures with the strong foundation of trust and mutual respect necessary for almost super-fluid communication. We must maintain an emphasis on promoting synergy, high-performance teamwork, and organizational learning by building a sense of community and developing individuals with the emotional intelligence (EQ) necessary to sustain the quality working relationships that are so vital to both personal and organizational success.

## Inspired Leadership— The Leader's New Work

Leadership and human relationships play a key role in organizational success. An excellent summary of 14 studies on the relationship between employee satisfaction and business performance concluded that the single largest contributor to the feelings of employee fulfillment, empowerment, and satisfaction is the day-to-day relationship workers have with their organization's leaders. Depending on the industry, employee satisfaction accounted for between 10 percent and 88 percent of the variability in job productivity and performance. Managers who demonstrate a sincere concern for their employees' well-being, who make a personal investment in developing their people, and who value the connection between individual work activities and the greater good will have happier, healthier, and more productive employees.

John Seely at Xerox reminded us that, "The job of leadership today is not just to make money, it's to make meaning. This is especially true when it comes to attracting, keeping, and creating teams of talented people. Money alone will not suffice in this task. In today's market, intelligent and talented people are looking for organizations that offer not only money, but an opportunity. Talented people want spiritual goals that energize an organization by resonating with the personal values of the people who work there, the kind of mission that offers people a chance to do work that makes a difference. Along with the traditional bottom line, great enterprises have a second bottom line: a return on investment that advances a larger purpose" (Reich, 1998).

There is a quality of wisdom, initiative, compassion, inner work, and personal discipline modeled by leaders we've met who are capable of stewarding an organization in which these noble ideals and wise business practices can flourish in a sustainable way. Each of these inspiring men and women has demonstrated an understanding of, and commitment to, modeling and promoting the synergy of deep change at the personal level and deep change at the organizational level. These leaders embody the spirit of this integration, as reflected in Dee Hock's oft-quoted challenge to leaders:

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Joel Levey, Ph.D., and Michelle Levey, M.A., are co-chairs of the Center for Corporate Culture and Organizational Health at the Institute for Health and Productivity Management (IHPM.org). They are founders of InnerWork Technologies, Inc., a Seattle- and Hawaii-based firm dedicated to developing and renewing organizational cultures in which team spirit, community, creative intelligence, life-work balance, and inspired leadership can thrive ([wisdomatwork.com](http://wisdomatwork.com)). They also are co-authors of numerous books, including *Living in Balance*, *Wisdom at Work*, *Community Building in Business*, *The New Bottom Line*, and *Learning Organizations*. They can be reached by e-mail at [levey@wisdomatwork.com](mailto:levey@wisdomatwork.com) or by phone at (206) 632-3551.

"Here is the very heart and soul of the matter of leadership: If you seek to lead, invest 50 percent of your time (attention) leading yourself—your own purpose, ethics, principles, motivation, conduct. Invest at least 20 percent leading those with authority over you, and 15 percent leading your peers... Use the remainder to induce those you "work for" to understand and practice the theory... If you don't understand that you should be working for your mislabeled "subordinates," then you know nothing of leadership. You know only tyranny... Lead yourself, lead your superiors, lead your peers, and free your people to do the same. All else is trivial."

As we lead our organizations into a new millennium, we are certain to encounter the challenges of fierce competition,

increasing stress, cost cutting, outsourcing, and a myriad of complex changes and challenges in global business. Yet amidst it all, the core values and needs of people who do the work remain universally consistent. Millennia of experimentation in social architecture and organizational design, medicine, and peak performance remind us that only by honoring our basic human needs for safety, security, trust, respect, quality communication, supportive relationships, meaningful challenge, and the creative influence of our work will we ever optimize the ability of our organizations to promote health, satisfaction, passion, and bottom-line success through our work.

Employee assistance professionals have a key role to play as stewards of both the human frailties and the untapped human potential present in our people and organizations. The far-reaching benefits to be realized are worthy of our investment. 

## The Globalisation of EAPs by Tony Buon, CEAP

As I sit here in Australia typing this article, I am listening to a Sony CD of my favorite rock band. I am playing it on a Sony CD player that is resting on top of my Sony TV. The rock band recorded it on Sony studio equipment, then sold it to the Sony record company, which also used it on the soundtrack of a Sony-owned movie.

In the year 2000, transnational corporations (TNCs) dominate the world economy. The 300 largest TNCs own or control more than one quarter of the whole world's productive assets.

This concentration of capital is giving TNCs huge economic and political power, much more than that of many national governments. For example, the two top multinationals, General Motors and Ford, have financial turnover greater than Australia's gross domestic product of \$550 billion. In 1999, half of the world's top 100 economies are companies, mostly American companies.

The change to the international business environment can be compared with the difference between a jungle and a maze of spider webs. Multinational companies used to resemble elephants trampling through a jungle—large entities cutting a swath through often-chaotic overseas markets. Now, global companies are becoming more like spiders in the middle of webs that span the globe.

This shift to TNC control has caused some significant impacts on companies and EAPs outside the United States. These include:

**Increased privatisation.** This is sometimes called the "restructuring of state assets." The state sells some, or parts, of its enterprises through privatisation programs, which can result in increased unemployment. In China, for example, the restructurings, mergers, and bankruptcies of many state-owned enterprises have resulted in millions of unemployed workers. These "laidoffs," as they have become known, are finding re-employment very difficult. Once dependent on the state (the old "iron rice bowl") for their job, millions of workers are now confronting the competition of the modern Chinese workplace. Estimates of unemployment vary widely, but respected economists believe the jobless rate in this country of 1.3 billion has now reached 20 percent or more.

**Cuts in government spending.** Less money is available for welfare programs, health education, and social security, which also means job losses in these sectors. In many countries outside the United States, an EAP may be the only counseling service available to the average worker. Recently, the Australian prime minister publicly chastised big business because it was not giving enough to charities and welfare programs.

**Flexibility.** The workplace is organized flexibly to suit the needs of the market. Restructuring, rationalisation, downsizing, and "rightsizing" are words associated with flexibility. These are often new words for retrenchments. Doris Fong from EDS in Hong Kong reported at the 3rd Asia-Pacific EAP Conference in Singapore last year that much of the sense of success and self-worth of workers in Hong Kong is connected with their careers and work roles. The reactions to retrenchments brought on by the Asian financial crash varied from shock, denial, and anger toward employers to self-blame and sadness.

In recent times, the term "globalisation" has been a central theme of Western politics. It is generally accepted that globalisation is the sensible and/or the inevitable direction to follow given the emerging global village. In his book, "The Lexus and the Olive Tree," Thomas Friedman warns that given the force and speed of globalisation today, those cultures that are not robust enough to "go global" will be wiped out like any species that cannot adapt to changes in the environment.

On a more positive note, EAPs are also being globalised. The emergence of EAP markets in Asia and Europe has been a direct result of U.S. corporations wanting their American EAPs to be made available to their workforces in Europe, South America, and Asia. This has prompted a growth in EAPs in markets that previously offered little or no corporate health and welfare programs. It has also had the occasional negative impact—for example, TNCs wanting (unrealistically) to have one EAP that fits all people.

*Tony Buon is president of IPS Employee Assistance in Sydney, Australia.*

# Do you perform volunteer work for EAPA?

Tell us about it!

It's time to submit nominations for EAPA awards. You may submit nominations in writing to the EAPA Awards Committee, 2101 Wilson Boulevard, Suite 500, Arlington, Va. 22201-3062 or by fax to (703) 522-4585 by close of business June 30, 2000. All members and chapters are eligible to submit nominations. Submissions should be in writing and include as much detail as possible about the recipient and his/her qualifications for the award. (A list of past recipients is published in the Member Resource Directory.)

## Member of the Year Award

This award is presented for outstanding service to the EA field throughout the recipient's career. The nominee must be a current member of EAPA for at least five years. Nomination submissions should include: contributions to EAPA at the local, regional, and international levels; contributions to the EA field; years in the EA field; years as an EAPA member; current employment; and the background of the nominee.

## Ross Von Weigand Award

This award is a tribute to Ross Von Weigand, one of the founders of ALMACA (now EAPA), who supervised the development of many early occupational alcoholism programs. The award recognizes excellence in a joint labor/management EA program. Names of management and union recipients, along with a detailed description of the program, should be submitted. The Labor Committee's endorsement is required for this award.

## EAPA Humanitarian Award

Presented to members, chapters, or EA programs, this award recognizes service to the community outside the course of normal EA business. Nomination submissions should include service contributions, the impact of these contributions, and background information on the member, chapter, or program.

## EAPA Special Recognition Awards/Certificates

These awards and certificates are presented to members or companies or for programs or special events (e.g., promoting detection and treatment of depression in the workplace) that EAPA wishes to recognize for special contributions to EAPA or the EA field during the past year. Nominations of members should include the member's name, a description of his or her contribution and its impact, the nominee's length of service in the EA field, the number of years he/she has been an EAPA member, and the nominee's current employment status. When nominating a company or special event, provide detailed information on who will receive the award and why the individual or company deserves to receive the award.

## John J. Hennessy Award

Named in honor of John J. Hennessy, a past EAPA president, this award recognizes an EAPA member who has made extraordinary contributions to the advancement of organized labor assistance programs.

## Quality Award for EAP Excellence

New forms for this award are being developed and will be available from Performance Resource Press, publishers of the *EAP Digest*, in April.

## EAPA Emeritus Membership

Emeritus members receive free EAPA membership for life. Contact the Membership Department at (703) 387-1000, extension 315, 317, or 322, for detailed information.



# Coverage Beyond Medicare!

New for EAPA Members and Spouses

## Catastrophe Major Medical Insurance Plan

EAPA is proud to sponsor a new medical insurance plan designed to supplement basic hospitalization insurance, major medical insurance, and Medicare in the event of a catastrophic illness or injury. • The plan covers the costs of nursing and home health care, surgery, medications, doctors' services, and hospital room and board. It provides up to \$2 million of supplemental coverage, allows you (not the insurance company) to choose the hospital, doctor, or clinic—and best of all, it's available to all EAPA members and spouses regardless of age. • The plan is underwritten by The United States Life Insurance Company and administered by Wohlers/Seabury & Smith. Both firms are leaders in the group insurance field and specialize in designing and administering alumni group plans. • EAPA members will soon receive complete information about this plan in the mail. Act now—the enrollment period for this new plan ends March 1, 2000. • Questions about the plan should be directed to Wohlers/Seabury & Smith, Group Insurance Plans, 1440 N. Northwest Highway, Park Ridge, IL 60068. You may also call the Customer Service Department at **1-800-503-9230** or send an e-mail to [info@ahw.com](mailto:info@ahw.com).

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