

# EAP and Work/Family Programs: A Natural Partnering...

Patricia A. Herlihy

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Patricia A. Herlihy, Ph.D., R.N., is a research analyst affiliated with Boston College's Center for Work and Family where she was the principal investigator on the National Survey of EAP and Work/Family Programs. She can be reached at 41 Ivy Lane, Sherborn, MA 01770; 508-655-9317 or by e-mail at [pherlihy@aol.com](mailto:pherlihy@aol.com)

## INTRODUCTION

Dramatic changes in the work world, the family and the community are catapulting society into the 21st century. In the work world, the focus on a competitive, fast-paced, global economy has forced profound changes in how we define work and the workforce. The days of long-term job security are gone, and the traditional employer-employee contract has been essentially rewritten.

On the homefront, only 7.3% of families are traditional "breadwinner" families - working father and mother at home taking care of the children (BLS, 1995). The number of mothers in the workforce with children under the age of 18 has risen from 40% in 1970 to 70% in 1996. Working mothers with children under 6 years of age has more than doubled from 30% in 1970 to 62% in 1996.

These demographic shifts and workplace changes reverberate throughout the communities of our country. With more people entering the workforce, there is simply no one left at home to help with community needs. Thus, as communities transform to meet the demands of the work world, and changing family structures, new societal needs arise.

These changes: the redefinition of work; the restructuring of the traditional family; and the resultant transformation in our communities, are forcing corporate policy makers to explore their social responsibilities, while still keeping their eye on the bottom line. One area of exploration is the area of balance between work and family. Many employers are beginning to examine their responsibilities to their employees, their families, communities and society concerning this balance between work and private lives.

Historically, EAP and Work/Family Programs have been two distinct and separate corporate initiatives that have helped employees manage issues that impact their personal, family and work lives. These company-sponsored benefit programs address personal and family issues that distract and interfere with an employee's ability to perform and be productive at work. A company's motivation for initiating and offering such programs has been straightforward. With today's fast-paced, knowledge-based, competitive marketplace, firms have needed workers who can fully concentrate on their tasks, without being distracted by child care, health, financial or other personal problems.

With the rapid changes affecting families, work, and the community, a major re-evaluation of the assumptions underlying all employee benefit services is critical. EAPs and Work/Family Programs are major components of this field, and, at the moment, the future of these two programs is uncertain. EAPs alternately align themselves with either the health or benefit departments. Work/Family programs search for an organizational home under the diversity umbrella and more recently

in the benefits department. As part of an overall company analysis of employee benefit services, it appears critical to examine the functional nature of these two programs and determine whether an integrated model of service delivery would better fit the needs of the current marketplace.

What is pertinent to this policy paper is that even though EAPs were fairly well established and available during the emergence of Work/Family Programs, very few companies chose to deliver these two employee benefit services through a single department. The differentiation of these two programs has continued despite references in the literature that characterize EAPs as Work/Family Programs. An example is a recent Conference Board survey of its Work/Family Roundtable members heralding EAPs as the "Optimum Work-Life Connection." This survey reported that 33% of 120 respondents cite EAPs as, "more valuable than any other Work-Family/Life Initiative" (Parkinson, 1995). The question unanswered by the Conference Board survey, was whether there were any linkages or integration between EAP and Work/Family Programs.

This policy paper will explore these questions in the context of the findings of the National Survey of EAP and Work/Family Programs conducted by Boston College's Center on Work and Family (formerly at Boston University). It will also describe an Integration Continuum which is offered to assist policy makers in their decisions about which service delivery model, best meets the business needs of their particular corporate culture.

***The major task of this paper will be to offer corporate policy makers an analysis of the relationship between EAP and Work/Family Programs, in order to decide whether an integrated or differentiated model of service delivery is more effective for their particular business needs.***

This discussion will be organized into four sections:

- Section I will offer background information regarding EAPs and Work/Family Programs.
- Section II will detail the significance of the above policy question, from the vantage point of the employee, the employer and the communities.
- Section III will present key findings from the National Survey of EAP and Work/Family Programs.
- Section IV will describe the concept of an Integration Continuum with examples from the corporate world and the external vendor market.
- Section V will suggest recommendations for practice and further research about service delivery of EAPs and Work/Family Programs.

## I. BACKGROUND INFORMATION

This background section will provide an overall backdrop to the issue of integration of EAP and Work/Family Programs. In order to understand the context of this policy issue, it is important to define each of these benefit programs and their current prevalence in the United States. Finally, the historical evolution of both EAPs and Work/Family Programs will be reviewed to highlight the salient similarities and differences in the development of these two programs.

### Employee Assistance Programs

This section on EAPs will initially define this particular corporate benefit, and then proceed to delineate its current prevalence in the United States. Next, the historical evolution of EAPs will be reviewed to help the reader understand the early focus of this program and how it has changed over time.

**Definition:** An employee assistance program (EAP) is a worksite-based program designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns including, but not limited to: health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal concerns which may adversely affect employee job performance.

(Employee Assistance Professional Association, EAPA, Board of Directors, 1988)

EAPA also defines the specific core activities of EAPs to include:

1. Expert consultation and training to appropriate persons in the identification and resolution of job-performance issues related to the aforementioned employee personal concerns:
2. Confidential, appropriate and timely problem assessment services: (traditionally one - three sessions)
3. Referrals for appropriate diagnosis, treatment and assistance:
4. The formation of linkages between workplace and community resources that provide such services: and
5. Follow-up services for employees who use those services.

The preceding EAPA definition and core activities indicate that the basic premise of EAPs has been to address productivity concerns of the workforce. However, in many of today's EAPs, there is less emphasis on management identification of productivity issues. Rather, there is a trend towards more self referrals on a myriad of life problems.

In today's market place there is no uniform model of an EAP. The following is a list of potential variations on the basic EAP model.

- **Drug testing:** main focus of managing regulatory drug testing
- **Gatekeeper:** key task is to serve as a gateway to a Managed Mental Health Care System.
- **Short term Treatment:** model which provides approximately 8-10 treatment sessions (versus the traditional 1-3) before referral to an outside contractor.
- **800 telephone service:** where employees receive an initial phone assessment with referral to an outside service provider in the area where the employee resides.
- **Broadbrush Approach:** in addition to the traditional clinical assessment and referral, provides non-clinical services via telephone or face to face contact with professionals representing different areas such as: legal, financial and organizational consultations.

Another program distinction within EAPs is whether services are delivered through an internal or external program. Internal EAPs (approximately 17%) are staffed with company employees who provide clinical assessment and referral. Whereas external programs (approximately 80%) are staffed with clinical counselors employed by an outside vendor who can either assess employees on-site or at another location. A number of companies use a combination of internal and external services.

**Prevalence:** Many recent surveys indicate that anywhere from 85% - 98% of companies currently offer EAPs. In actuality only 33 percent of worksites with 50 or more full-time employees currently offer EAP services. This translates to an overall figure of 55 percent of the workforce having EAP services available to them. This number is somewhat dependent on company size. Approximately, 76 percent of companies with 1,000 or more employees have an active EAP, while companies with 50-99 employees only have approximately 21 percent coverage. (Hartwell, 1994)

**Historical Evolution of EAPs:** This brief historical overview is offered to help practitioners understand how these two fields evolved along different, yet similar paths. It will also highlight some of the changes in focus in the EAP field over time.

Concerns about a productive workforce date back to the mid 1800s when a group calling themselves the "Washingtonians" began voicing concerns about "on the job drinking". Employers began to associate lack of productivity on the job with the consumption of alcohol. Several movements arose, such as the Workmen's compensation Movement in the 1920s, which added economic and legal motivations to bans on alcohol in the workplace. But it was not until World War II that there was any concentrated effort to examine alcohol problems and their direct effect on workplace productivity.

In the 1940s, three key factors emerged which led to the creation of Occupational Alcohol Programs (OAPs) - the forerunners of EAPs. These factors were:

- 1) the birth and sudden growth of Alcohol Anonymous (AA),
- 2) influential medical directors, and
- 3) World War II's unique labor market conditions.

In 1938 there were three AA groups with approximately 100 members. By 1944 the movement had 10,000 members in 300 groups throughout America and Canada. (Trice, 1981) Around this same period of time, Dr. Daniel Lynch from New England Telephone established the first corporate program for alcoholics.

Wartime production needs created tremendous unifying pressures for the efficient use of all national resources, particularly the available male workforce (Stevenson, 1942). Dr. James Roberts from New England Electric company reportedly recruited from employment agencies in the Bowery Area of New York. With many employees at the "skid row" level, the need for good rehabilitation programs became a matter of necessity rather than benevolence. Two approaches to alleviating employee problem drinking evolved. Dr. George Gehrman, medical director at Dupont established a highly structured "in house" assistance program. While at Eastman Kodak, medical director Dr. John Norris, chose a less formal network of information and referral to outside agencies (Trice and Schonbrunn, 1981). These two approaches were the precursors for internal and external EAPs.

After World War II, the Yale Center for Alcohol Studies promoted OAPs in the labor market. By 1955, there were approximately 30 company based alcohol programs. By 1972, this number had grown to over 300 (Steele, 1989), and by 1978 there were over 3,000 people inside and outside organizations involved in this specialty (Steele, 1995). The period from 1955 - 1972 has been described as a quiet period with little development in the OAP field. Yet it was during this time, that a new approach to manage workplace alcohol problems began to emerge. This new

approach stressed the key role of first line supervisors in identifying clients and referring them to OAPs.

In 1971, the federal government established the National Institute of Alcohol Abuse and Alcoholism (NIAAA). The term "Employee Assistance Program" was coined by NIAAA. To promote EAPs, NIAAA funded 2 occupational program consultants (OPC) in each state. This federal support greatly enhanced the acceptance of the newly dubbed EAPs, as well as broadening the scope of their client base.

As a result of this major growth and shift in the EAP field during the 1970s and 1980s, several changes occurred:

- With the broadening of the client population there was a decrease in the use of constructive confrontational strategy of the OAPs to more informal and self-referrals of workers.
- Employees were more frequently referred to outside resources rather than receive workplace intervention, which previously was the hallmark of the OAPs.
- There was a de-emphasis on expanding alcohol interventions and movement toward a broad brush approach.
- Staff were more formally educated with social work degrees versus the para-professional recovering alcoholic.
- ALMACA emerged as the professional organization legitimizing the field and offering resources and certification to EAPs - with a membership of approximately 2200. (Steele, 1995)

Since the early 1980s, EAPs have maintained this general direction. As a result of EAPs casting a wider net and dealing with issues such as: marital problems, domestic violence, sexual harassment, and threats of violence in the workplace, substance abuse issues have been deemphasized. This trend of decreasing substance abuse cases has met with mixed responses. Some EAP professionals are concerned, whereas others feel that the current "broad brush" approach responds to the new needs of employees and the workplace.

The main issue for EAPs in the 1990s has been Managed Behavioral Health Care. There have been great debates in the field about whether EAPs might disappear with the growth of managed care. This has not happened. Although the final verdict is not in, it appears that some EAPs have found effective ways to co-exist with managed behavioral health care firms. AT&T is an excellent example and will be highlighted in Section IV regarding the Integration Continuum.

## Work/Family Programs

This section on Work/Family Programs will initially define this particular corporate benefit and then proceed to delineate its current prevalence in the United States. Next, the historical evolution of Work/Family initiatives will be reviewed to help the reader understand the early focus of this program and how it has evolved over time.

**Definition:** It is very difficult to concretize an official definition of Work/Family Programs. Some in the field differentiate the actual "Work/Family programs" from Work/Family initiatives. Work/Family programs are the actual services of child and elder care resource and referral, parenting classes, and stress management lectures; whereas Work/Family initiatives are seen as the strategies and policies that a company institutes to ensure a "family friendly" corporate environment. Susan Seitel (1997) from Work and Family Connections defines Work/Family as:

"efforts initiated by employers to attract the talented workforce they need to compete in the global economy, to retain them and make them productive in the face of the growing pressures of family and personal issues"

There is also great debate about the name Work/Family. Many companies have changed the name of these programs to Work Life Programs; Work Life Management; or Life Balance in order to include all employees rather than focus solely on married employees with children. Dana Friedman (1997) has raised questions about this name change suggesting that it is a diversion from the initial intent of these programs, family. Regardless, it is important to note that there are many variations in name, as well as services offered.

**Prevalence:** Just as it is difficult to define "Work/Family", it is also unclear how one counts numbers in this field. One strategy is to count the number of Work/Family Managers. Business Week's 1996 Survey of Work and Family Corporate Rankings found that 84% of their survey participants had a Work/Family coordinator. Another strategy is to document the number of companies that have successfully established an employee friendly environment. Families and Work Institute's Corporate Reference Guide found 2% of their participating companies in Stage III - Changing the Corporate Culture (Galinsky, 1991). Another indicator might be the number of companies that have some type of child care benefit (88%). This number breaks down to 84% offering DCAP; 39% offering child care Resource and Referral ; and 10% offering on site-child care (Hewitt, 1995).

**Historical Evolution of Work/Family:** This brief historical overview is offered to help practitioners understand how these two fields evolved along different, yet similar paths. For some, it seems that the Work/Family field may actually be harkening us back to earlier periods in history.

The emergence of any semblance of a "Work/Family" program, first appeared during the Civil War. Women were needed in the war effort; therefore, caretakers were needed for their children. Thus, the concept of an on-site child care evolved. It is reported, that it was a manufacturer of soldiers' clothing, who was the first to provide on-site child care (Friedman, 1991).

The next major development in the Work/Family field came around the turn of the century. Business leaders realized that wages alone, while necessary, were not sufficient to maintain their workforce. Workers needed to be housed, fed, properly trained and educated for the industrial society. Companies established company restaurants and stores to meet these demands. The US Steel Company once owned more than 28,000 houses for their employees (Brandes, 1976).

Taken together these practices comprise what has become known as "Welfare Capitalism." The definition of Welfare Capitalism is, "any service provided for the comfort or improvement of employees which was neither a necessity of the industry or required by law" (Brandes, 1976). Some businesses experienced Welfare Capitalism as an attempt to co-opt the employee and his family into the belief that they were all one big happy family. Laura Nash (1994) and other critics have raised similar criticisms of today's current work/family programs. Nash's claim is that corporations are providing everything from child care to dry cleaning, as an attempt to keep workers working longer hours.

The next major milestone in the evolution of the Work/Family field came with the changes during World War II. Although the 1930s saw some quibbling over the propriety of women taking jobs that rightfully belonged to men, the war ended this debate. The image of "Rosie the Riveter" captured the patriotic movement of women in the workplace. Almost half of all women held a job outside the home during the war (Sidel, 1986). Interestingly, it was also during this period of the early 1940s that the need for OAPs surfaced in the workplace.

While women worked, there was a need for child care. Nearly 3,000 child care centers were established at or near manufacturing plants during WW II under the Lanhan Act (Friedman, 1990). The two most famous of these centers were the two family-centered child care programs at the Kaiser Shipyards in Oregon and California. These centers were open 24 hours a day, 365 days per year and remained in existence for a period of 22 months (Morgan, 1967).

The 1950s have often been referred to as the "Golden Age." In actuality it was this period of time when there was an increasing separation between work and family. The suburbs offered geographical distance from work. As a result, commuting husbands frequently became night time residents or weekend guests in the eyes of their children. Since fathers were away from home, mothers ran the household. This was also the period that witnessed an unprecedented baby boom. During the 1950s, a million more children were born each year than during the 1930's (Mintz, 1988). This cohort of baby boomers affected many aspects of American life, and continues to have significant impact on today's labor markets.

During the Great Society of the 1960s the Federal Government sponsored the formation of county-based "child care coordinating councils". These programs were designed to coordinate child care resources for pre-school children so that Head Start centers would be located to best reach the targeted children. The "4-Cs" as these councils came to be known were the foundation on which child care resource and referral services were created in the early 1980s (Burud, 1984). The "4-Cs" created a visibility for the shortages of care, which resulted as women entered the workforce at unprecedented levels during the 1960s and 1970s.

By the early 1980s, there was a significant increase in on-site day care centers, particularly in hospitals. In 1982 a National Survey documented the existence of 152 hospital base child care centers and 42 industry based ones (Burud, 1984). However, it was the creation of employer sponsored child care resource and referral (R&R) services in the early 1980s, which is credited for the beginnings of the work/family and subsequently the work/life industry. Regional networks linking county-based R&Rs quickly became national networks. By 1985 there were several private companies administering R&R networks for large multisite employers (Phillips, 1997). By offering to assist employees in finding and managing their child care arrangements, employers validated this agenda and created a new function for their human resource departments. Once this agenda was validated as a business issue, employees were able to voice their needs and concerns more openly.

One very popular benefit that arose in the early 1980s was the Dependent Care Assistance Plans (DCAP). In 1981, the Economic Recovery Tax Act made dependent care a nontaxable benefit. As a result, employees could use pre-tax dollars for their child and elder care expenses. This particular benefit continues to be the most popular Work/Family benefit in most corporations today (84%).

Towards the end of the 1980s, the focus of the Work/Family field shifted. Many employer sponsored child care referral services had expanded to include issues regarding employees' elder parents and relatives. This was a controversial development, in that many EAPs had already been providing services in the elder care arena. Thus, the debate ensued over whether EAPs or Work/Family Programs were better equipped to handle these employee needs.

Between the early and late 1980s the child care movement had evolved into the work/family movement. Another change was the move from merely providing assistance with dependent care issues, to the notion of finding a balance between work and family life. Some companies changed the names of these programs to Work/Life or Work/Life Management in an attempt to broaden their appeal to all workers, whether single or married with children. This broadening of the target population, brought about a great deal of interest in flexible work schedules, job sharing, telecommuting and other creative working arrangements to cover other life needs of employees.

For years, government policy steered towards a hands-off posture regarding work and family. However, the final passing of the Family Medical Leave Act in 1993, signaled a shift. Both President Clinton and Vice President Gore's election campaigns championed family issues. In particular, it has been Al and Tipper Gore's efforts in this arena that have captured the public spotlight. One of the recent White House Conferences (July, 1996) was entitled Family Reunion V: Family and Work. This conference focused on how work interferes with optimal family functioning and what steps could be taken to remedy such impacts. This conference was clearly a public attempt to become a more active player in supporting work/family balance.

Companies have continued to offer dependent care assistance, as well as general life balance initiatives into the 1990s, despite widespread downsizing and worry that Work/Family issues might be set aside during economic hard times. The Work/Family field has grown from providing programs for employees and their families, to helping business understand the need for creating "worker friendly" environments.

The summary chart on the next page provides a more indepth description of historical events in the development of the EAP and Work/Family fields.

**CHART 1**  
**SUMMARY OF EAP AND WORK/FAMILY HISTORICAL EVOLUTIONS**

| YEAR        | EAP   | WORK/FAMILY  |
|-------------|---|--|
| 1900-1920   | <ul style="list-style-type: none"> <li>• "Elevensers" - whiskey &amp; brandy version of the coffee break</li> <li>• Temperance Movement - advocated removal of alcohol from the workplace</li> </ul>  | <ul style="list-style-type: none"> <li>• Birth of the Assembly Line</li> <li>• Emergence of "factory towns"</li> <li>• 450 Day Nurseries existed in working neighborhoods</li> </ul>   |
| 1920 - 1940 | <ul style="list-style-type: none"> <li>• "Gospel of Efficiency" - creates less tolerance for non-productive workers</li> <li>• Hawthorne Studies - examined "problematic" workers behavior</li> </ul>   | <ul style="list-style-type: none"> <li>• Welfare Capitalism - services provided for the support of employees</li> <li>• The Great Depression - Average family income tumbled 40%</li> </ul>  |
| 1940 -1950  | <ul style="list-style-type: none"> <li>• Emergence of Alcoholics Anonymous</li> <li>• WW II creates shortage of available male workers</li> <li>• Birth of Occupational Alcohol Programs (OAPs)</li> </ul>  | <ul style="list-style-type: none"> <li>• "Rosie the Riveter" - 1/2 of women held jobs during WWII</li> <li>• Lanhan Act - led to establishment of 3,000 child care centers near manufacturing plants</li> </ul>  |
| 1950 - 1960 | <ul style="list-style-type: none"> <li>• Yale Center for Alcoholic Studies promotes OAPs</li> <li>• National Council on Alcoholism established (NCA)</li> <li>• Union involvement in alcoholism programs</li> </ul>   | <ul style="list-style-type: none"> <li>• "The Golden Age" - image of family in suburbia with a house full of children</li> <li>• Baby Boom</li> <li>• "the transfer" - typical corporate manager moved 14 times during his career</li> </ul>               |
| 1970s       | <ul style="list-style-type: none"> <li>• National Institute of Alcohol Abuse and Alcoholism (NIAAA)- 2 OAPs in each state</li> <li>• The term "Employee Assistance Programs" coined by NIAAA</li> <li>• Union acceptance of Broad Brush Approach</li> </ul> | <ul style="list-style-type: none"> <li>• Child Development Act vetoed by Nixon which led to Child care becoming a hotly debated topic</li> <li>• Only 18 on-site day care centers in the early 1970s</li> </ul>  |
| 1980s       | <ul style="list-style-type: none"> <li>• EAP movement to a broad brush approach, resulting in less focus on substance abuse (97% broad brush)</li> <li>• Professionalization of EAP staff - more MSWs than Recovering alcoholics staffing EAPs</li> </ul>   | <ul style="list-style-type: none"> <li>• 1978 legislation mandating greater flextime for Federal Service Employees</li> <li>• Dependent Care Assistance Plans initiated</li> <li>• Parental Leave - effort leading up to the FMLA began in 1985</li> </ul> |
| 1990s       | <ul style="list-style-type: none"> <li>• Managed Mental Health Care - Debate on how EAPs and MMHC can co-exist</li> <li>• Elder Care - What is the EAP role</li> <li>• Debates about EAPs' future</li> </ul>  | <ul style="list-style-type: none"> <li>• Elder Care - What is W/F's role</li> <li>• Unions active in negotiating W/F policies in their contracts</li> <li>• W/F as a business strategy</li> <li>• Debates about W/F's future</li> </ul>                    |

**Summary:** In reviewing the historical development of each of these fields, it is interesting that both have moved away from their original focus. For EAPs the original focus was to maintain a productive workforce. This focus is not apparent in many of today's EAPs. New regulations and societal pressures have brought a different focus to EAPs. The emphasis today seems to be on self referrals of employees, rather than supporting the initial movement of the 1880s in confronting "on the job problems".

In the Work/Family field the initial focus was to support working mothers obtain childcare. With the myriad of changes in the Work/Family field to organizational consultation and concentration on overall business strategy, some in the field are concerned about the move away from the focus on "families" (Friedman, 1997)

In the parallel developments of these two fields, some EAPs have moved away from the initial organizational focus of maintaining productive workers, to an individual focus of assessment and referral. Many Work/Family Programs, on the other hand, have moved away from a focus on the individual needs of working mothers, to an organizational focus of supporting business to create a "worker friendly" environment.

These changes lead to the question of whether it might be beneficial to integrate these service benefit programs, in order to better meet both the individual and organizational needs of the workplace. The next section will address the importance of this policy question.

## II. IMPORTANCE OF THE ISSUE OF INTEGRATION OF SERVICES

This second section will present the significance of the policy question of whether an integrated model of service delivery of EAP and Work/Family Programs, is more effective for their particular business needs in terms of its relevance for employees, employers, the community.

**General Concerns:** Corporations confront the dilemma of attracting and maintaining a qualified, competitive workforce while simultaneously seeking the most efficient way to compete in a global, technology intensive marketplace. The question is: how are benefit services to be provided to employees in such an environment. In regards to policy concerning EAP and Work/Family programs the question arises, whether it is prudent to continue offering, or to initiate offering, two service benefits to their employees and their families. If companies decide to continue with these programs, the next question becomes whether both the employee and the company are better served by an integrated or differentiated approach to providing these benefits through EAPs and Work/Family Programs.

The key issues in the decision of whether to choose an integrated service delivery package for EAP and Work/Family Programs are efficiency and effectiveness. In today's competitive marketplace, companies want to select a benefit that performs the function with the least waste of time and effort, while ensuring that the task is accomplished at a satisfactory level.

Upon initial examination one would assume that an integrated benefit program would clearly be more efficient in terms of time and money. Yet, when one considers effectiveness of the service, questions arise as to whether the quality of EAP and Work/Family Programs can be maintained in an integrated package. Some of these questions will be addressed in the next section in terms of research in this area.

In this section the benefits of an integrated model will be briefly explored from the perspective of the employee, the employer and the community. The following is a breakdown of how an integrated model of service delivery for EAP and Work/Family Programs might benefit these different groups:

### **Employee:**

- decreased time in finding and obtaining needed services
- increased efficiency in getting to the appropriate service
- increased effectiveness in actually managing the issue at hand

### **Employers:**

- decreased cost in maintaining one integrated program versus two separate programs
- decreased administrative time in managing one integrated program versus two separate programs
- increased satisfaction of employees with quicker response times to their needs
- decreased time in getting productive workers back on the job

### **Community:**

- increase in more appropriate referrals
- increased use of community programs
- potential for increased collaborative efforts with corporations

The above list of potential benefits of an integrated EAP and Work/Family Program assumes two things. First, that a high quality of service is maintained, and second, that the corporate culture of the parent company supports an integrated model of service delivery. This critical issue of corporate culture will be addressed in more depth in the following section on the findings of The National Survey of EAP and Work/Family Programs.

**Summary:** Employees, employers and communities have different needs today than they did even 20 years ago. Changes in the workplace and society offer both an opportunity and a dilemma for EAPs and Work/Family Programs. EAPs and Work/Family Programs have co-existed in some large companies for the last 10 -15 years with little effort expended to examine the efficiency, effectiveness or functional differences between the two services. Until now, no one has asked, examined or documented the differences and similarities, if any, that exist between EAPs and Work/Family Programs. Before policy recommendations can be made as to when an integrated approach might make better business sense, attention must be directed to the advantages and disadvantages of an integrated service delivery model.

### III. NATIONAL SURVEY OF EAP AND WORK/FAMILY PROGRAMS

This section describes the results from a national descriptive survey which focused on the relationship and linkages between EAP and Work/Family Programs of companies with more than 1,000 employees. The data was collected over a six month period from October, 1993 through March, 1994.

**Study Sample:** A national study group consisting of 100 corporations with employee populations of 1,000 or more were selected from established lists of family friendly companies. The Work/Family Manager and EAP Director of 127 companies were approached to participate in the survey. A total of 96 companies responded from either the EAP or Work/Family Programs, giving the study an overall response rate of 76%. A total of 78 companies responded from both the EAP and Work/Family departments within their company, providing a specific response rate of 61%.

**Corporate Profiles:** Employee populations at the responding companies ranged from 1,233 - 313,000, with the average number of employees at 51,899. A cluster analysis of the geographical spread of responding companies is as follows:

Geography:

- Eastern Region - 43%
- Midwestern Region - 29%
- Southern Region - 15%
- Western Region - 13%

The breakdown of the industries represented is presented in Figure 1.

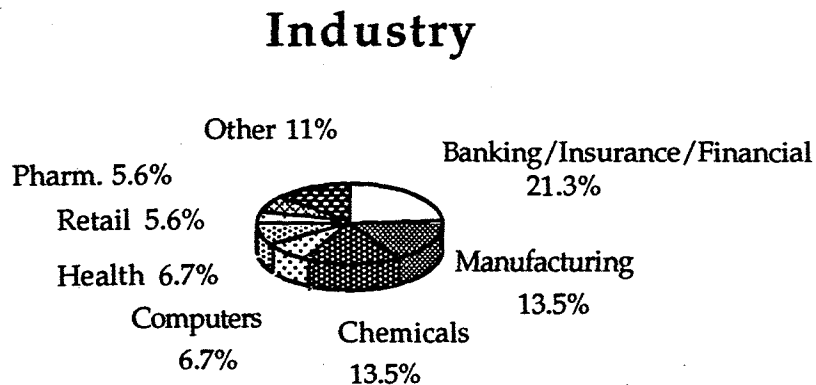


Figure 1

**EAP Profile And Characteristics:** The EAP sample included a slightly higher proportion of internal EAPs (24%) than the frequently quoted number of 20% (Roman, 1990). Also, there was a fairly high number of companies with both an internal and external component to their EAP (35%). Only 42% of the study population had an external EAP service, compared to the 80% which is frequently quoted in the literature. The years in existence of EAPs ranged from two to thirty-eight years, with 10 years as the median.

**Work/Family Profile And Characteristics:** Since Work/Family programs are a comparatively recent benefit, differences in years in existence of these two programs, as reflected in Table 1, were not surprising.

**TABLE 1  
YEARS IN EXISTENCE OF WORK/FAMILY AND EAP**

| Years in Existence | Work & Family | EAP |
|--------------------|---------------|-----|
| < 1 year           | 11%           | 0%  |
| 1-2 years          | 28            | 3   |
| 3-5 years          | 39            | 9   |
| 5 years plus       | 21            | 90  |

More than 21% of the Work/Family Managers stated that they had been in their positions five years or more. Also, the number of respondents reporting their company had a position called Work/Family Manager was surprisingly high at 72%.

Although the incidence of the Work/Family Manager role has increased, 48% of the respondents reported their positions were part-time. Responsibilities associated with Employee Relations, Diversity and EAPs were the three most prevalent "other roles" of Work/Family Managers. What is worth emphasizing is that more than 25% of the Work/Family Managers also have responsibilities for the EAP. One such dual positioned respondent with EAP and Work/Family responsibilities answered the question about whether her company was planning to "integrate" the EAP and Work/Family programs, in a unique way. "No," the only form of integration came in the form of "her own body" spending time in both departments.

### **Key Findings**

One of the key findings of this study was that EAP and Work/Family Programs viewed themselves as "separate programs" for the most part, and were not interested in integrating their services, at least at the time of data collection (1994).

Several of the key findings around this question will be presented in the following order:

- Perceived Benefits of EAP And Work/Family Programs
- Perceived Barriers to EAP And Work/Family Programs
- Integration Between EAP And Work/Family Programs
- Behavioral Indicators of Integration
- Rationale for Practice Models for EAPs And Work/Family Programs
- Qualitative Data

**Perceived Benefits of EAP And Work/Family Programs**

Each of the 176 respondents were asked: *“To what extent do you think people in your company believe that the (EAP or Work/Family) Program will result in the following”*.

The EAP respondents answered this question as it pertained to their company’s EAP program, while the Work/Family respondents answered this question as it pertained to their company’s Work/Family program. The findings are presented in Table 2.

**TABLE 2  
PERCEIVED BENEFITS**

| Benefits                         | Not at All/Slight |     | Moderate |     | Great/Very Great |     |
|----------------------------------|-------------------|-----|----------|-----|------------------|-----|
|                                  | EAP               | W/F | EAP      | W/F | EAP              | W/F |
| Decrease Employee Stress         | 18%               | 14% | 31%      | 36% | 50%              | 51% |
| Decrease tardiness & absenteeism | 40                | 20  | 46       | 44  | 13               | 37* |
| Decrease rates of turnover       | 46                | 25  | 42       | 43  | 12               | 32* |
| Increase Morale                  | 21                | 9   | 37       | 33  | 44               | 57  |
| Increase Productivity            | 25                | 16  | 38       | 45  | 37               | 39  |
| Enhance company image            | 16                | 6   | 33       | 20  | 52               | 75* |

Note: Chi Square test for significance of difference between programmatic responses. \* p<.001

A couple of interesting observations arise from these analyses . First, both EAP and Work/Family were perceived as *decreasing employee stress* by an equal number of respondents. Additionally, it appears that the Work/Family managers perceived their programs as more beneficial than the EAP directors did. This could be due to the fact that Work/Family is the more recent benefit and more visible to employees. Lastly, it appears that Work/Family managers perceived their programs as having a stronger influence in enhancing the company image than EAP directors.

It is puzzling that EAP respondents did not perceive the EAP as playing a major role in decreasing tardiness and absenteeism (40% - not at all/slightly) nor decreasing rates of turnover (46% - not at all/slightly). As mentioned in the historical overview, EAPs initially started to mitigate the high turnover rate of alcoholics during World War II, when labor was at a premium. Many companies have performed in-depth cost analyses which have reported a 4:1 return-on-investment in proven costs reductions due to decreased absenteeism, tardiness and turnover (Amaral and Harlow, 1996). Therefore, it is surprising that such a large proportion of EAP directors did not perceive their own programs as reducing tardiness, absenteeism or turnover.

### Perceived Barriers to EAP And Work/Family Programs

Each respondent was asked: "*To what extent do each of the following barriers limit (EAP or Work/Family) initiatives in your company?*"

**TABLE 3  
PERCEIVED BARRIERS**

| Barriers                            | Not at All/Slight |     | Moderate |     | Great/Very Great |     |
|-------------------------------------|-------------------|-----|----------|-----|------------------|-----|
|                                     | EAP               | W/F | EAP      | W/F | EAP              | W/F |
| Cost of program                     | 61%               | 26% | 20%      | 47% | 14%              | 27% |
| More immediate issues               | 38%               | 17  | 25       | 24  | 37               | 59  |
| Get attention top management        | 52                | 35  | 29       | 33  | 19               | 32* |
| Lack of support - middle management | 64                | 40  | 25       | 31  | 11               | 30* |
| Opposition of unions                | 93                | 91  | 5        | 6   | 3                | 3   |

|   |    |    |    |    |    |     |
|---|----|----|----|----|----|-----|
| Difficulty with work schedules              | 75 | 40 | 17 | 41 | 8  | 19* |
| Perceived increase work for supervisors     | 79 | 44 | 14 | 34 | 6  | 22* |
| Resentment from nonusers                    | 99 | 78 | 0  | 16 | 1  | 6   |
| Lack of champion                            | 77 | 63 | 18 | 15 | 6  | 23* |
| Corporate culture does not emphasize EAP/WF | 70 | 59 | 20 | 19 | 11 | 22* |
| Lack of position responsible for EAP/WF     | 84 | 85 | 12 | 9  | 4  | 6   |

Note: Chi Square test for significance of difference between programmatic responses. \*p<.001

Table 3 presents the results. It is important to note that the *cost of program* was not perceived as an issue by the EAP respondents (61%). It does, however, continue to be perceived as a significant factor for Work/Family programs (74% *moderate to very great category*). While EAPs' overall budgets tended to be higher than Work/Family programs, the proponents of Work/Family continued to justify their funding. A similar pattern was seen in the category of *company's need to address other more immediate issues*. Work/Family respondents reported this to be a *great/very great* barrier 59% of the time, while EAPs made this claim only 37% of the time. These data support the earlier assertion that Work/Family programs have to fight for recognition both monetarily and politically. Another difference in perception between EAP and Work/Family respondents was the lack of support from middle management. Work/Family reported almost 30% in the *great to very great category*, regarding lack of support from management, while EAP reported only 10% in the same category.

It is noteworthy that 79% of Work/Family respondents felt that resentment from non-users was either *not at all or only slightly* a barrier. The numbers were even more dramatic on the EAP side with 99% claiming resentment from non users was *not at all or only slightly* a barrier. It is important to remember that the respondents to this study were managers, not workers, who may have different reactions to the question.

Respondents were asked to rate the extent to which the lack of emphasis of Work/Family or EAP was a barrier. Although the difference between the EAP and Work/Family response initially appeared close, there was a statistically significant difference in the EAP response (11%) and the Work/Family response (22%) in the *great to very great category*. This indicated that Work/Family respondents see the lack of support within the culture as a more serious problem than did EAP respondents. This difference

raises potential hurdles for integration. If a corporate culture supports EAPs more than Work/Family, there may be serious barriers to integration of these services.

**Integration Between EAP And Work/Family Programs**

Respondents were asked the following three questions about integration:

- *Is there any interface/linkage between the EAP department and the Work/Family Program in your company?*
- *Are there any current plans to integrate the Work/Family and EAP programs in the company ?*
- *Have you had any discussions with your external vendor about the integration of EAP and Work/Family Programs?*

**TABLE 4  
INTEGRATION QUESTIONS**

| Integration                       | No  |     | Yes |     | Already Integrated |     |
|-----------------------------------|-----|-----|-----|-----|--------------------|-----|
|                                   | EAP | W/F | EAP | W/F | EAP                | W/F |
| Linkages between EAP and W/F      | 24% | 29% | 76% | 71% | —                  | —   |
| Plans to integrate                | 72  | 74  | 16  | 11  | 12                 | 15  |
| Discussions with external vendors | 62  | 55  | 25  | 45* | —                  | —   |

Note: Chi Square test for significance of difference between programmatic responses. \*p<.001

The results of these questions are summarized in Table 4. It is interesting that 76% of the EAP and 71% of the Work/Family respondents answered positively about the existence of linkages between the two programs. However, when asked whether they had any plans to integrate, only 28% of EAP directors and 26% of Work/Family managers answered in the affirmative.

More Work/Family Managers had discussions with their external vendors about integration than EAP professionals. Respondents were asked who initiated these discussions, the vendor or the company. Among the Work/Family Managers who responded positively to having discussions with their vendors (26), 77% stated that the company had initiated these discussions. This is especially noteworthy given the often voiced complaint from internal Work/Family

managers, that it is the external vendors who are driving the field. It appears from the numbers, albeit small, that companies are setting the agenda. The findings were even more dramatic on the EAP side. Of the 18 EAPs who reported having discussions with their vendors, 17 or 90% stated that these discussions were initiated by the company.

One Compensations and Benefits Manager from a large financial company became frustrated with all the time he was spending with the contracts for his external EAP and Work/Family vendors. He sat both vendors down in a room together, and demanded that they come up with a combined package for his company. Another Human Resource Manager from a high technology firm was initially surprised at the notion of integrating the EAP and Work/Family Programs, but later called me back and asked if there were any vendors who offered a "one stop shopping" package.

### **Behavioral Indicators of Integration**

The following section presents data regarding several specific behavioral indicators of integration defined as follows:

- Interface - common boundaries of EAP and Work/Family programs.
- Linkages - cross over points between the services of each program.
- Joint activities - specific services EAP and Work/Family programs develop together but deliver as a single benefit offering.

### **NEED GRAPHIC TO HELP EXPLAIN THESE DEFINITIONS**

To evaluate the interface between EAP and Work/Family programs, respondents were asked: *"To what extent do the EAP and Work/Family Programs work together in the following areas?"*

**TABLE 5**  
**INTERFACE**  
**(EAP N=84) (W/F N=87)**

| Interface                        | NOT AT ALL/<br>SLIGHT |     | MODERATE |     | GREAT/VERY GREAT |     |
|----------------------------------|-----------------------|-----|----------|-----|------------------|-----|
|                                  | EAP                   | W/F | EAP      | W/F | EAP              | W/F |
| Informal Relationship            | 21 %                  | 25% | 21%      | 23% | 59%              | 52% |
| Joint Work on Task Force         | 39                    | 42  | 31       | 31  | 24               | 27  |
| EAP helped design W/F            | 60                    | 64  | 14       | 14  | 26               | 22  |
| EAP provide some of W/F services | 47                    | 48  | 23       | 21  | 30               | 31  |
| EAP familiar with W/F            | 15                    | 18  | 13       | 30  | 72               | 51  |

The results are depicted in Table 5. It is striking that for the most part, the EAP and Work/Family respondents had similar answers. Fifty-nine percent of EAP respondents had informal relationships with Work/Family Programs to a *great or very great extent*, as did 52% of Work/Family respondents. Similar response rates were given to the question of whether EAP provides some of the Work/Family Services (30% versus 31% responded to *great or very great extent*). Where this congruence deviated was around the question of whether the EAP staff were familiar with the Work/Family Programs. Seventy-one percent of EAP respondents claimed that they were familiar with Work/Family Programs to a *great or very great extent* while only 51% of Work/Family respondents stated that EAPs were familiar with Work/Family Programs.

However, anecdotal information indicated a generalized lack of knowledge about the work of the "other" department's program. One respondent from a fairly large corporation asked if she should be "talking" with the EAP Director EAP on a regular basis. She honestly admitted that this thought had not occurred to her. Another Work/Family Manager reported that the EAP director was very busy with "clinical" issues, and therefore this manager was reluctant to disturb the EAP director with other matters.

To evaluate the second variable, linkages, respondents were asked "What linkages/connections are there between the EAP and any current Work/Family initiatives in your company?"

**TABLE 6**  
**LINKAGES**  
**(EAP N=84) (W/F N=87)**

| LINKAGE/CONNECTION                                 | NO  |     | YES |              |
|--|-----|-----|-----|--------------|
|  | EAP | W/F | EAP | W/F          |
| Staffs function separately                         | 50% | 53% | 50% | 47% (p<.041) |
| EAP involved in planning NOT implementation of W/F | 80  | 86  | 20  | 14*          |
| EAP initiated W/F                                  | 91  | 88  | 9   | 12*          |
| EAP & W/F work out of same department              | 61  | 67  | 40  | 33*          |
| EAP function in role of W/F Manager                | 91  | 93  | 9   | 7*           |
| W/F Mgr works in EAP                               | 96  | 95  | 4   | 5*           |

(Note \* indicates p<.000)

Table 6 illuminates their responses. Approximately, one-half of both EAP and Work/Family respondents reported that their staffs worked completely separate from each other. Yet 40% of the EAP respondents and 33% of the Work/Family respondents claimed to be operating out of the same department. What is noteworthy is that well over one-third of the programs operated within the same organizational department, but their staffs functioned completely separate from each other.

To evaluate the third and final variable Joint Activities, the respondents were asked: "Which of the following joint ventures exist between your EAP and Work/Family Programs?"

**TABLE 7**  
**JOINT ACTIVITIES**  
**(EAP N=84) (W/F N=87)**

| JOINT ACTIVITIES          | NO  |     | YES |      |
|---------------------------|-----|-----|-----|------|
|                           | EAP | W/F | EAP | W/F  |
| consultation on cases     | 57% | 59% | 43% | 41%  |
| joint training of staff   | 84  | 88  | 16  | 12 * |
| joint newsletters         | 87  | 88  | 13  | 12   |
| joint employee open house | 91  | 88  | 9   | 12   |
| central directory         | 52  | 52  | 49  | 49   |
| EAP reports trends to W/F | 68  | 60  | 32  | 40 * |

(Note: \* indicates  $p < .000$ )

Table 7 presents the results. As one can see from the data in Table 7, the only significantly cited joint activity shared by EAP and Work/Family programs was consultation on cases (43% and 41%), aside from the existence of a central directory (49% and 49%). It is noteworthy, that there were numerous comments about the category of "EAP reports trends to Work/Family." One company claimed the reverse, namely that Work/Family reported trends to EAP. However, the majority of respondents who added comments on their survey, stated that while they would benefit from this type of ongoing interchange, it simply did not happen. When asked why it did not happen, most respondents singled out confidentiality as the main stumbling block preventing the interchange of data between the two departments. One Work/Family manager stated that whenever she approached the EAP Director about collaborative efforts, his response was that EAP information was confidential. Therefore, he was unable to share any information that might form the basis for their working together.

## Rationale for Practice Models for EAPs And Work/Family Programs

Respondents were asked: "If there is a separation between the EAP and Work/Family initiatives in your company, which of the following reasons most accurately describes the rationale for that policy?" Respondents were directed to check all categories that applied. Figure 2 presents their responses.

### Separation of EAP/WF

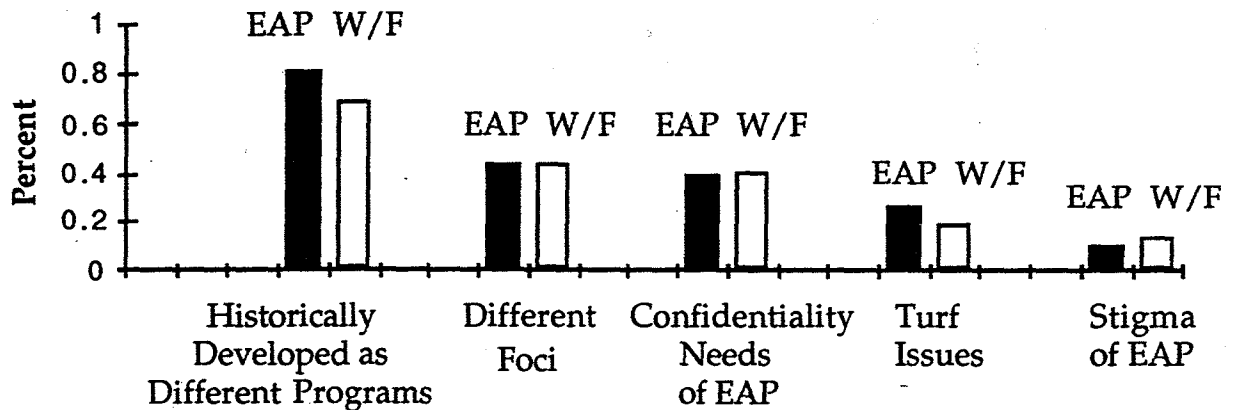


FIGURE 2

The overwhelming response was that EAP and Work/Family Programs were historically developed as different programs (EAPs - 81% and W/F 69%). As described in the historical overview, EAPs were developed to keep "troubled" workers on the job, whereas Work/Family programs evolved to help the new influx of working mothers stay on the job by addressing child care needs.

On the other hand, differences in how EAPs and Work/Family programs originated and evolved impacted the program focus. As shown in Figure 2, different foci was the second most frequent response reported by 44% of EAPs and 44% of Work/Family. In addition to the specific initial foci of alcoholism and child care respectively, both programs have continued along slightly different paths. EAPs have remained more "problem" oriented and are staffed, for the most part, by clinicians. Work/Family Programs have taken a more "solutions" approach and tend to provide more informational and referral services.

The fact that these two programs were developed in different time periods and emerged with a different focus, is only a partial explanation of the lack of integration. Many respondents wrote comments or verbally communicated that the real problem with integration between these programs was confidentiality of case information, even though the numbers were reported at 40% EAPs and 41% Work/Family. EAP professionals were more likely to see confidentiality as a barrier. This concern was highlighted by a Wall Street Journal article "*If You Use Firm's Counselors, Remember Your Secrets Could be Used Against You*" (May 26, 1994) which reported that some companies were using information from the EAP to determine employees to be laid off. This article sent a chill through the backbone of the EAP community, particularly, since a majority of firms were in the midst of major restructuring and downsizing efforts. Although this WSJ article was published after this study's data collection, it underscored the accuracy of the anecdotal comments about confidentiality, as one of the crucial variables and potential barriers to integration.

The second most stated reason for separating EAP and Work/Family programs was that of social "stigma". Work/Family respondents claimed that they did not want to be associated or "pulled down" by EAP's negative stigma. They viewed their agenda as addressing the "normal" adaptational coping issues of the everyday employee. Even though quantitatively the issue of stigma was ranked fifth at 10% and 14% in this survey, the "open ended" comments indicated that the issue of EAP stigma was deep rooted and created a serious stumbling block to integration of these two programs. One Work/Family Manager commented that EAPs are generally "viewed as the last resort," whereas Work/Family Programs were more "a first line of defense."

Turf issues were ranked fourth and reported to be a reason for separate service delivery by 27% of the Work/Family respondents and 19% of the EAP respondents. Although few respondents were comfortable talking about the specifics of these turf issues, many alluded to problems in this area. One EAP respondent stated that he was just too busy to even think about integration of services and that, "EAP needed more basic control over EAP before reaching out." With re-organization, downsizing and layoffs being prominent in the workworld, everyone is wondering about the security of their own jobs. Given this corporate climate, the idea of collaborating or perhaps "giving up" a piece of one's job, may impact an individual's openness to the question of integrating services.

## Qualitative Data

The final question on the survey instrument asked respondents: *"What are your thoughts about integrating EAP and Work/Family programs in your company?"* Four themes emerged from the qualitative responses to this question.

**Maintain Separate Programs:** The first theme arose from those EAP and Work/Family respondents who perceived their service functions to be distinct and therefore, did not see any reason for integrating services. What is particularly interesting is that some respondents (both EAP and W/F) expressed an interest in integrating with other departments such as wellness and/or diversity, yet had very strong reactions against integrating EAP and Work/Family programs.

**Needs Further Exploration:** This theme arose from those respondents who wanted to further explore the concept of integration, but had serious concerns about confidentiality and/or the negative stigma of EAPs. A Work/Family manager commented that, "There would need to be considerable study to determine if there are serious questions of confidentiality."

**Support Concept of Integration but Corporate Culture Concerns:** The third set of responses were generally supportive service integration, but for reasons having either to do with the organization or politics, felt such an initiative would not be successful in their company. One such respondent stated, "Theoretically, integration of services makes sense, but the overlap of Work/Family with Diversity comprises an issue for planning and strategic positioning in our company."

**Unqualified Support for Integration:** This fourth theme was unqualified support for integrating EAP and Work/Family programs. One EAP director commented that, "With the mergers within the EAP community, the fact that EAPs are broadening their services means that the movement toward integration with Work/Family is probably unstoppable." Another Work/Family manager summarized that "Work/Family and EAP integration is a valuable resource in supporting the 'whole employee; and a way to be inclusive of all employees in a diverse work environment. While EAP addresses employees' concerns and problems, Work/Family can develop or have in place programs and policies to be part of the solution for the employee."

These qualitative comments are included to convey the diverse range of opinions surrounding the issue of integrating EAP and Work/Family programs. Neither these qualitative responses nor the analysis results presented any clear indicators about the merit of integrating these two programs. Rather, these results hint at the possibility that integration of EAP and Work/Family programs is particularly dependent on the corporate culture.

#### IV. THE INTEGRATION CONTINUUM

This section will begin with the definitions of integration and differentiation. Then, the notion of an Integration Continuum will be introduced followed by a discussion of some of the complexities of using this continuum. Finally, specific examples, first from corporations themselves, and then from the external marketplace, will be cited to illustrate this notion of an integration continuum.

**Definitions of Integration and Differentiation:** Over the years, organizational theorists have offered robust explanatory frameworks to help managers and practitioners understand and adapt to the complexities of organizational life. In 1963, Lawrence and Lorsch studied various departments within ten corporations focusing on various states of differentiation and integration within each company.

Lawrence and Lorsch asked "what kind of organization does it take to effectively deal with various economic and market conditions." The following definitions evolved from their research:

***Integration: "the quality of the state of collaboration that exists among departments that are required to achieve unity of effort by the demands of the environment."***

***Differentiation: "the difference in cognitive and emotional orientation among managers in different functional units."***

(Lawrence and Lorsch, 1967, p.11).

**Framework:** It is helpful to pause for a moment to understand the nature of Contingency theory which was one of the main tenets of Lawrence and Lorsch's work. Contingency theory states that organizations are open systems influencing and being influenced by their environment, industry, competitors, technology, and the changes and demands of their customers and employees. As firms grow and adapt to new internal and external requirements, they differentiate into specialized functions. For the system to be viable and operate smoothly, these separate parts must be fine-tuned with appropriate operational structures, coordinating processes, and reward mechanisms that integrate the company together into a functioning whole. In considering how best to achieve this integration, the specific demands and marketplace opportunities, as assessed from the organization's environment, must be taken into account.

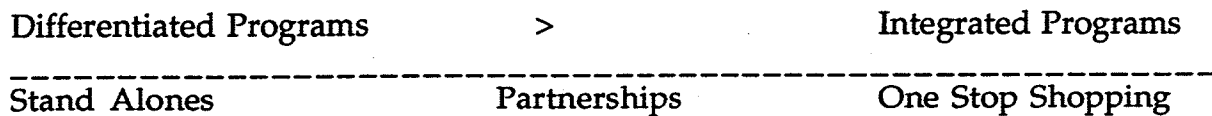
Lawrence and Lorsch's Theory, an off-shoot of Contingency Theory, acknowledges an ongoing tension between the need for differentiation as new products or services emerge, and integration as new demands arise for coordination from within the firm, or from the external marketplace environment. Thus, one might postulate Work/Family Programs being a "new" product, needed to be initially differentiated. The question is whether the demands from the marketplace, both internal and external, are currently creating a need for integration of services.

As we begin to examine various levels of integration of corporate models, one must keep in mind the developmental stage of both the corporation and the product of both EAP and Work/Family services.

**Concept of an Integration Continuum:** The National Survey of EAP and Work/Family Programs provided a descriptive picture of the existing service delivery models of EAP and Work/Family Programs in "family friendly companies." From the research a continuum of the various models of integration within the corporate sector has emerged. This continuum is drawn in Figure 3.

**\*NEED A BETTER SCHEMATIC DRAWING HERE...**

**FIGURE 3**



**Stand Alones:** Corporations which have developed and specifically chosen to provide both EAP and Work/Family services in a differentiated way, whether the services are provided internally or externally. The two programs are seen as having very different orientations and providing two unique services. Historically, external vendors started out as Stand Alones.

**Partnerships:** Corporations that provide joint EAP and Work/Family Programs. They remain separate programs, but there is a collaboration of effort to provide a more comprehensive product. Partnerships can exist in either the internal or external market place.

**One Stop Shopping:** Corporations who have combined EAP and Work/Family services into one overall product that deals with the full range of emotional and social issues experienced by employees. This One Stop Shopping model can also be seen in both internal and external environments.

**Factors that Influence the Integration Process:** During the course of the research six factors emerged that have a consistent impact on corporate policy makers' decisions regarding whether to utilize an integrated model of service delivery for these two programs. The following is the list of these factors:

- **Internal versus external programs:** Many respondents commented that they could not integrate their EAP and Work/Family Programs, if they used external vendors. My research did not find this to be true. Type of EAP was not a factor directly associated with whether these programs were integrated.
- **Same Departments:** EAPs are frequently located in the Benefits or Medical departments while Work/Family Programs can be located in the Human Resources, Diversity or Benefits Department. Placement of these services in two distinct departments was found, in this research, to be a major barrier to integration. Only 33% of the participating companies had the EAP and Work/Family operating out of the same department.
- **Size of Company:** This research specifically focused on large corporations of 1,000 or more employees. More research is needed to investigate this issue with mid size and smaller companies. Anecdotally, it appears that due to the lack of resources, there is frequently integration amongst these two functions in smaller firms.
- **Internal Champions:** It was evident from the research that managers from many different functions oversee EAP and Work/Family Programs. The choice of a differentiated versus an integrated model of service delivery was more dependent on the internal champions's conviction of the "goodness of fit" for their company, than from their functional discipline.
- **Corporate Culture:** The main finding of the research was that companies who use "interdepartmental committees" to reach consensus on important policy decisions were more likely to have integrated programs. In other words, companies that have an existing culture of collaborating together to achieve unity of effort around all business issues, are more likely to have success in integrating these services.

The following chart summarizes these factors that influence the decision to integrate EAP and Work/Family Programs.

**CHART 2**

**FACTORS THAT INFLUENCE THE INTEGRATION PROCESS**

| Positive Factors  | Negative Factors   |
|---|--|
| EAP & W/F operate out of same departments   | EAP & W/F operate out of different departments   |
| Smaller and mid size companies are more prone to integrate due to lack of resources | Larger companies do not always have the same financial incentive to integrate services |
| Presence of an Internal Champion for integration of services                        | The lack of presence of anyone who is passionate about the concept of integration      |
| Corporate Culture that encourages collaboration of all business efforts             | Corporate Culture that historically has valued individual versus collaborative efforts |

**Current Corporate Examples**

These corporate examples are derived from in-depth telephone interviews during the month of June, 1997. It needs to be emphasized that this continuum is a fluid model, which is constantly moving; thus, some of these models may have fluctuated since that time.

**Stand Alones:** The following are three case examples of corporations that would fall on the continuum between the Stand Alone and the Partnership Model.

**\*NOTE: REPEAT CONTINUUM GRAPHIC HIGHLIGHTING THE STAND ALONE SEGMENT**

1. **John Hancock** - This financial company will return to an internal EAP as of August 1, 1997; and has a Work/Family Manager who oversees an external W/F vendor for child and elder resource and referral. To date, these programs have been kept as separate programs within John Hancock because they provide two distinct avenues for employees to receive help. These programs have intentionally remained differentiated because of the culture of the company. Both the EAP and Work/Family Program fall

under the aegis of the Employee Relations Department while continuing to remain separate entities. Despite the different "doors" of entry for employees, there is a great deal of collaboration and cross referral, particularly between the in-house EAP and the in-house Work/Family Programs.

2. **Time Warner** - This communications company has an external EAP vendor and an internal Work/Family Manager with external Work/Family vendors for emergency child care and resource and referral. The culture of this company dictates that, for confidentiality reasons, these two programs should be kept separate. The two programs are overseen by Nancy Platt, Director of Training and Work/Family, who strongly encourages informal connections between the two programs.

3. **AT&T** - In January, 1996, this large telecommunication company dramatically altered its EAP delivery package. As a result of collective bargaining, the internal EAP assumed the primary gatekeeper role for employees and dependents seeking chemical dependency treatment services. At the same time, a managed behavioral health care company, Meritt Behavioral Care, was retained to manage an enhanced mental health benefits package which would allow access to a wider range of providers and services. It is important to remember that the joint management/union EAP has formally existed since 1980; and that during the 1989 collective bargaining process the Work/Family Program was also made a collaborative management/union endeavor. Since 1989, EAP falls under the larger rubric of Work/Family Initiatives, but each program operates separately.

**Partnerships:** The following are three case examples of corporations that would fall on the continuum between the Partnerships and the One Stop Shopping Model.

**\*NOTE: REPEAT CONTINUUM GRAPHIC  
HIGHLIGHTING THE PARTNERSHIP SEGMENT**

1. **DIGITAL Equipment Corporation** - In June 1995, this company rolled out its *WorkLife Connections* Program managed by the Benefits and WorkLife Solutions Department. This program serves as a general umbrella for EAP and Work/Family services. The corporate manager of the program, Bruce Davidson, approached his external EAP and Work/Family vendors in January, 1995 with the request to design a joint package of family resource benefits for DIGITAL employees. The resulting *WorkLife Connections* Program reports, after one year of operation, a utilization rate over 30%.

2. **Fel-Pro** - This manufacturing company, well known for its "family friendliness", utilizes both internal and external resources for both EAP and Work/Family services. Although both staffs function separately, they report together to Human Resources. Scott Mies reports a corporate culture which stresses that the well being of their employees and their families, is critical to performance and productivity in the workplace. Therefore, these two services have naturally formed informal partnerships to supply an integrated product to their employees.

3. **American Express** - This financial services company utilizes an internal EAP and an external Work/Family vendor. Initially, Work/Family fell under the aegis of EAP, but was differentiated into a separate department due to the heavy workload and diversity of programs. There is a very strong partnership between the two departments as they report to the same manager.

**One Stop Shopping:** The following are three case examples of corporations that would fall on the continuum toward fully integrated service delivery programs.

**\*NOTE: REPEAT CONTINUUM GRAPHIC  
HIGHLIGHTING THE ONE STOP SHOPPING SEGMENT**

1. **Mariott's Associate Resource Line** - Mariott International was recently awarded the first Innovative Excellence Award by the Association of Work/Life Professionals for their Associate Resource Line. This benefit service package, offered to all Mariott employees, includes the ability to call and reach a multilingual staff of social workers for help with "after work problems." This service does not delineate whether they are traditional EAP or Work/Family issues. Staff provides advice on care of children and elderly, domestic abuse, lawsuits, marital troubles, homelessness and family finances. An employee survey found that 29% of workers who used this service, were so overwhelmed by their problems, that they might have quit their jobs, if they had not received assistance.

2. **Levi Strauss** - This major clothing manufacturer established an internal EAP in 1980. This very successful internal Employee Assistance Program was instrumental in developing a Health Promotions Department. Since 1993, this Health Promotions Department has provided internal EAP, Work/Family, Nursing, and Drug/Alcohol Programs.

3. **Allied Signal Inc.** - This advanced technology company has recently developed an innovative health care package. As part of this program, they have contracted with MCC Behavioral Care to provide a new general product that combines the best of a traditional EAP, and a Work/Family resource and referral service, with some additional services, such as: legal, and financial advice. This program is called *Help, When Life Happens*. Employees are able to call an 800 number and be counseled to either the crisis line (EAP services) or the non-crisis line (W/F services) with cross-referrals as needed.

### Current External Vendor Examples

External EAP vendors have grown in popularity in the last 20 years. As mentioned in the historical overview, in the early 70s, barely 20% of EAPs were external. Today, over 80% of EAPs are external and the majority would fall on the Integration Continuum in the Stand Alone to Partnership section. Within the last 5 years, there has been a great deal of activity; and a significant number of external EAP vendors have looked to one of three options:

- developing their own child and elder care programs;
- partnering with a work/family vendor and offering joint packages to corporate clients;
- merging with existing work/family vendors.

Work/Family external vendors, on the other hand are a newer entity. As mentioned in the historical overview, they emerged in the early to mid 1980s. For those companies that have work/family benefits, the majority use some type of external vendor. Similar to EAPs, Work/Family vendors have also been evolving rapidly in the last 5 years. Some have developed their own EAP, others have partnered with EAP vendors, and some have merged with an existing EAP vendor.

**Stand Alones:** The following are two case examples of external vendors that would fall on the continuum between the Stand Alone Model and the Partnership Model.

**\*NOTE: REPEAT CONTINUUM GRAPHIC  
HIGHLIGHTING THE STAND ALONE SEGMENT**

1. **Merit Behavioral Care Corporation** - one of the nation's largest behavioral healthcare organizations who acquired leading EAP vendor, Personal Performance Consultants (PPC) in 1993. MBC offers a full range of EAP services which are designed to either stand alone or be integrated into a managed care plan. Although, MBC currently has sub-contracts with several work/family vendors, the company's main focus is providing a comprehensive EAP/Managed Care service.

2. **WFD** - a large work/family vendor who provides all their own work/family services in-house in conjunction with local affiliates, through a program entitled *Life Works*. Due to customer requests they have partnered with existing EAP vendors, but have chosen not to partner with a sole EAP vendor. Instead of exploring outside EAP partnerships, WFD has chosen to develop their own internal program. As of June, 1997, WFD is rolling out *Extended Life Works* which will add a telephone consultation for mental health issues to the existing *Life Work* services. This particular vendor, which would have previously fallen in the Stand Alone section of the continuum, is currently moving towards the One Stop Shopping end of the spectrum.

3. **COMPSYCH** - This mid-size EAP vendor provides the full array of EAP and managed behavioral health services. The differentiated expertise and network resources required of work/family services, combined with COMPSYCH's customer preferences, has led them to multiple work/family service partners (WFD, Working Solutions, and TPG). This vendor has not, however, developed an exclusive partnership with any one work/family service. This particular firm has historically done more internal product development, such as global cross-cultural counseling, wellness and professional development seminars. Although they continue to explore partnerships to extend work/family services, their entrepreneurial and independent culture leads them to build services within their organization.

**Partnership:** The following are two case examples of external vendors that would fall on the continuum between the Partnerships and the One Stop Shopping Model:

**\*NOTE: REPEAT CONTINUUM GRAPHIC  
HIGHLIGHTING THE PARTNERSHIP SEGMENT**

1. **Human Affairs International (HAI)**, is a wholly owned subsidiary of Aetna, Inc and is affiliated with US Health Care. HAI is a large EAP vendor in Salt Lake City, which formed a partnership with Work/Life Benefits, a large Work/Family vendor, and began offering joint services in October, 1995. HAI compiled a large list of potential work/life vendors for partnership, and selected Work/Life Benefits, primarily due to their common philosophy about caring for the "whole" family. According to the current contract, HAI will only partner with Work/Life Benefits in approaching new client companies for a combined package of EAP and Work/Family services.

2. **Corporate Counseling Associates**, is a midsized EAP, who in 1995, transitioned its corporate identity into a Work Life Company. Bob Levy, Co-President, responds that this shift emerged from the changing needs of their clients, as well as a change in caseload from "psychological" problems to an increasing number of marital and family issues. Corporate Counseling already provided in-depth elder care resource and referral and had contracted with Workplace Options, a Work/Family Consulting firm to develop and provide its own child care resource and referral. In 1995, a Work/Family Manager was hired to oversee all in-house work/family program.

**One Stop Shopping:** The following are three case examples of external vendors that would fall on the continuum toward fully integrated service delivery programs.

**\*NOTE: REPEAT CONTINUUM GRAPHIC  
HIGHLIGHTING THE ONE STOP SHOPPING SEGMENT**

1. **Working Solutions**, a family benefit vendor in the Northwest, has offered both EAP and Work/Family services to their client companies since the early 1990s. Working Solutions began as a Work/Family vendor over 20 years ago and within the last five years has added EAP services to their overall benefit package. They were one of the first external vendors to offer a single 800 number for employees to call for all their personal and family issues. Working Solutions reports increased utilization of both EAP and Work/Family programs, since they began bundling services through a single program. More recently, they have offered Wellness services as a third component of their integrated service package, and are currently exploring additional linkages with other employee health benefits.

2. **Ceridian Corporation**, a leading information services company, announced in November, 1996 the acquisition of The Partnership Group, a large Work/Life vendor, and Employee Assistance Associates, a smaller EAP. This purchase resulted in a new integrated product for work/life effectiveness services by *Ceridian Performance Partners*. This program adds Work/Life programs to its existing Employee Advisory Resource (EAR), a nationwide EA program. Ceridian has developed a broad array of work/life, employee assistance, wellness, training and management services for its customers which can be purchased either as an integrated package or as individual services. Linda Hall Whitman, President, comments that, "the uniqueness of the *Ceridian Performance Partners'* offering is that it will be a single resource available to help employees with a wide range of work-related and personal services to improve company performance.

3. **Harris, Rothenberg International**, a long-standing EAP vendor developed a child and elder care resource and referral network in 1987, at the request of a corporate client. Since that time, they have continued to expand their product to include: EAP, Work/Family, Diversity and Training. EAP services include traditional clinical assessment, referral and short term treatment for employees, as well as services for Human Resources around management issues. The Work/Family services include an array of education, wellness promotion and caregiver components. Lastly, the Diversity services provide support to management around overall inclusion concerns.

**Summary:** This section began with definitions of integration and differentiation. Then, the notion of an Integration Continuum was introduced to offer readers a framework for examining the various models of service delivery currently being offered in the marketplace. A chart of influencing factors regarding the decision of integration was also provided. Finally, specific examples from both within corporations, and from the external marketplace, were cited to help illustrate this Integration Continuum.

## V. RECOMMENDATIONS FOR PRACTICE AND FURTHER RESEARCH

The National Survey of EAP and Work/Family Programs did not conclusively answer the question about whether the integration of these two programs is more efficient or effective. It did, however, open the door for discussion and further exploration of this model.

With upheaval in the workplace becoming commonplace from re-organizations, re-engineering, and downsizing initiatives, a very basic question arises. Do Work/Family and Employee Assistance personnel have the resources and abilities to help employees effectively face the challenges of tomorrow's workplace? Would these two traditionally separate departments, be better able to meet these challenges with an integrated service delivery model?

This study examined the scope of services and benefits delivered to employees and their families within the corporate sector. Specifically, it examined the interrelationship of EAP and Work/Family Programs in an attempt to explicate the key variables that explain and predict when corporations pursue a strategy of integrating or differentiating these benefit programs. Although results from the study do not provide definitive information supporting either an integrated or differentiated model of service delivery, one variable did emerge as a strong predictor of integration of these two benefit programs - *use of interdepartmental committees to gain consensus on important policy decisions.*

In order to understand the current movement in the field from differentiated service delivery models to integrated ones, it is helpful to recall the earlier work of Lawrence and Lorsch (1967). These researchers acknowledged an on-going tension between the need for differentiation as new products or services emerged, and integration as new demands arose for coordination from within the firm or the external marketplace environment. This may be exactly what is currently happening in the benefits arena. Work/Family, the newer product, evolved in a differentiated form, and now with different market pressures is moving toward various integrated forms, whether with EAPs or with other programs.

The trend for the future is toward further integration of services. Companies are broadening the umbrella covering various benefit services offered within their corporations. As mentioned earlier, some companies have used Diversity as the organizational umbrella to house EAP, Work/Family and Wellness. Others have divided it by task: one manager oversees all external contracts, EAP, W/F, Wellness, etc., while another oversees the internal staffing issues of flextime, parental leaves, etc. It appears that more companies will be turning to integrated models both for economies of scale and effective service delivery to

their most important customers, their employees.

The next two sections offer specific recommendations to both practitioners and researchers regarding the corporate policy issues of whether to integrate EAP and Work/Family Programs.

### Recommendations for Practice

The following three recommendations are offered to practitioners to facilitate their decision making regarding the question of whether to provide an integrated or differentiated service model for their EAP and Work/Family Programs.

- 1) **Assessment of corporate culture** to determine it's willingness and/or ability to integrate benefit services. The research indicates that certain corporate cultures are more conducive to integrated service delivery. These cultures are ones that support collaboration of effort in all areas of their business.
- 2) **Identification of gatekeepers and champions** within the corporation who can support a move to an integrated model. The qualitative results of this research found that it was frequently the internal champion, who was chiefly responsible for initiating and implementing an integrated service delivery model.
- 3) **Examination of broader integration of employee services**, such as health, wellness and even health benefits. With the frequency with which corporations merge, form alliances, restructure, re-engineer and reorganize, it seems quite timely to explore bundling of service options to identify and adapt to new competitive threats and opportunities.

## Recommendations For Further Research

The following recommendations for further research are offered to practitioners as well as researchers.

- 1) **Cost benefit analysis** of an integrated model of EAP and Work/Family Program. In the past cost benefit analyses have been done separately for EAP and Work/Family Programs. A cost benefit analysis of an integrated EAP - Work/Family Program would greatly assist in the area of assessing efficiency of this new model.
- 2) **Exploratory study on mid-size and smaller sized companies** on the same topic of integration of EAP and Work/Family programs. O'Donnell (1994) predicts that smaller companies have different needs and may move to integrate benefits more quickly due to limited people and financial constraints.
- 3) **Demonstration model** of an integrated EAP and Work/Family program that could be tracked and evaluated over time. Robust evaluative data is needed to provide empirical evidence about whether organizational integration of family benefit services is a more effective and efficient mode of delivery. I encourage corporate policy makers to establish pre and post integration benchmarks and measures to document the effectiveness of their integration efforts. This information would be helpful in guiding future decisions regarding these issues.
- 4) **Exploratory research** which would examine the linkage between the elements comprising the firms' corporate culture and their willingness and/or ability to integrate benefit services. Although the BC study identified certain corporate cultures which are more predictive of currently using an integrated approach, it would be helpful for policy makers to explore this issue in more depth.

## Conclusion

In closing, the dilemma around whether organizations benefit from structurally integrating EAP and Work/Family Programs is revealed to be complex. It is heavily dependent on the nature of particular corporate cultures and managerial personalities. Considerable work remains to identify and correlate those factors which promote integration, and document the effectiveness and efficiency components of when integration is to be favored over separate service delivery programs. Company benefit policies, in general, need a fundamental reassessment to meet the real needs of employees for the workplace challenges of tomorrow.