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EMPLOYEE ASSISTANCE REPORT

supporting EAP professionals

Juggling Act

Balancing Needs of Employers, Employees Seldom Easy

It's never been easy for EA professionals to balance the needs of employers and employees, but with turnover at companies higher than ever, it has become increasingly important for EAPs to build relationships with key management in order to best serve the needs of employers and employees.

> *"We need to do more than deal with one point of contact. That person can disappear in a day."*

"We need to do more than deal with one point of contact. That person can disappear in a day," states Greg DeLapp, Senior Employee Assistance and Employee Relations with Carpenter Technology Corp in Reading, PA. "While turnover within an EAP is not much higher than it used to be, that certainly is not the case elsewhere in organizations."

As well as key management leaving the organization, DeLapp says turnover in general can hurt an EAP. "Tenure, time with an organization is a tremendous benefit, but when you have a lot of turnover it's difficult to necessitate real change."

As a result, DeLapp says it's essential that EA professionals spend sufficient time building good relationships with management. In fact, EAPs function best when management integrates them into the decision-making process, states Dave Worster, director of EAP services with Concord Hospital in Concord, N.H. "EAP consultation and services should be structured for use pro-actively."

Worksite vs. Offsite

While good communication between EA professionals and management is crucial in either case, the worksite model has advantages. Ken Collins, independent behavioral healthcare consultant, points out that an onsite arrangement makes the same EAP counselor responsible for numerous areas such as:

- Delivering supervisory consultation and training;
- Employee orientation;
- Lunchtime seminars;
- Critical Incident Stress Debriefings; and
- Client assessment, referral, follow-up and ongoing case management.

Collins adds that being in the facility on a regular basis allows the EAP counselor to become familiar with local policies, procedures and company culture as well as gain the trust of local HR, management, medical, security and other key staff. However, many internal EAPs have been outsourced as companies downsized to reduce costs. This means that many traditional worksite-based models have been replaced by an offsite, network model as the primary mode for delivering EAP services.

"My bias is toward the internal model since I am one, but external ones aren't negative. It's all about how the EAP is placed," DeLapp states.

Communication is crucial in either model. "The key is that the EA professional has to be active in seeking the management client and not waiting for phone calls," notes

continued on Page 2

a look ahead

UPCOMING EAR FEATURES...

- Telecommuting
- Romance At Work

Featured Inside

 continued from Page 1

Don Jorgensen, CEAP, and President of the Arizona-based Jorgensen Group. "A good EAP will be in regular touch with a company to be proactive and address their needs."

Other Factors

Jorgensen notes that offering comprehensive services is more important to a successful EAP than the type of model that's used. He says that good EAPs need to provide work-based trainings, consultation, support and counseling. "Those that do counseling only show no benefit."

According to Worster, part of the key to a successful EAP is to identify gaps in service for employees and then work collaboratively to design benefits/support programs that are appropriate for that specific population. It's also important that the company and EAP agree upon EA roles and services in a written contract, notes Pam Ruster, President of Supportive Systems LLC in Indianapolis. She adds that issues like confidentiality also need to be spelled out.

But regardless of the model or services provided, all agree that balancing employees and employers' needs is not easy. "Employers may feel, if the EAP advocates too vigorously for the employee, that the EAP doesn't understand the realities of doing business and may even opt not to consider EAP as a viable resource when addressing employee performance concerns," Worster says. "Employees may feel, if the EAP espouses management stances regarding employee problems, that the EAP becomes an apologist for management or a pipeline to personnel."

Collins says it's the organization (i.e. business) that decides how the EAP is positioned. "This will determine if it's an employee benefit or an adjunct to management. You don't want to be too management-driven. There is a balance, and it's truly knowing what your customer wants and needs."

According to Jorgensen, non-EAPs often don't understand the commitment to the employee and the company — how the EAP needs to provide resources for the client, and yet not act against the company. "They have to understand that you're always after both views."

Productivity vs. a Healthy Employee

Another difficult balancing act involves recognizing the company's need for productivity from its workers versus the need to have healthy employees. "Programs that are heavily individualized and clinical aren't able to address the productivity issue. A good EAP works well with management," DeLapp states.

With the high cost of healthcare coverage, Collins says companies are becoming increasingly concerned about the connection between health and productivity. While wellness programs are beneficial, he notes that with increasing time on the job being lost due to issues like depression and substance abuse, EAPs will be somewhat better positioned in this area. "This," Collins notes, referring to substance abuse and depression, "will eventually stimulate more EAP involvement."

Other Trends

EA professionals noted two additional trends that need to be taken into account when examining the need to assist both employees and employers. Due to factors like the 9/11 terrorist attacks and an increasing number of workplace violence incidents, Collins says management is more sensitive to allowing EAPs to be responsive in times of emergencies.

Jorgensen says too many people coming into the EAP field are social workers who may not understand the need for alcohol dependence training in the workplace. He states that EAPs need to identify chemical dependency when it's a problem for the employee and the workforce and put an alcoholism and drug supervision plan into place. "Counselors who are not trained in this area may not understand this," he says.

Balancing work-life issues is also difficult. For example, some employee-friendly solutions like modified work schedules, job sharing or leaves of absence benefit workers, but this may present smaller companies with real dilemmas. Similarly, companies facing difficult economic times may need to cut back on benefits, much to the detriment of employees.

"It seems to me that the EAP has an obligation to encourage both employers and employees to examine the impact of their behavior or attitudes on the other, in addition to helping promote understanding of (rather than agreement with) the 'other side's' point of view," Worster states. "We must work diligently to never appear to come between management and employees."

Regardless of the workplace or work-life issue, maintaining balance is clearly never going to be easy for EA professionals. ■

MARKETING MATTERS

Working the Marketing Magic

Raising Your Profile

Thomas P. McNulty

Who are you? What do you do? Where do you do it? When an EAP seeks to create a stronger position in the marketplace, it is critical to remember the fundamentals your clients will want to know about your business.

Should I know you?

Introduce yourself and the depth of your experience, interests, and services. Establish a brand — one that clients will easily recognize and remember. Think about how you want to be known. What do you do really well? Are you an expert in a particular field or behavioral issue? If you have several staff members, do they bring a greater range of expertise? If you are a solo practitioner, think about carving out an important niche.

Consider the "go-to" professionals in your field. These are people who have an established reputation and have branded themselves through a certain feature of their business. Maybe they are the best at crisis intervention, drug abuse in the workplace, or eldercare issues. As a rule, they are successful because they concentrate on being an expert in a limited area. This is a strategy to consider when being a generalist does not foster distinction.

Please Don't Bore Me

The "what you do" component is not only about service provision; rather, it must include your professional style. Knowledge is great. How you use it to impact change is even more important to success. Personality is extremely critical in effective marketing. I have met more total duds and couldn't tell you what they did because I never connected with their style. They didn't reach me or they were complete charlatans. People are attracted to professionals with engaging presentation skills and those with integrity. Having integrity means delivering what you claim you can do. What are the important values in the EAP field? Make sure you represent them very well. People will notice.

You Can Talk To Me

Get out on the street and in the face of decision-makers. Broaden your community reach into less traveled territories. Do not get pigeonholed into hanging out with EAPs. Meet lots of people who do lots of different things. Get on the speaker list at chambers of commerce, civic groups, and professional meetings. Meet with local media people and let them know you are available for an interview, comment or quote when your area of interest hits the press. If you want to raise your profile, you must use the opportunities that surround you. Capture appropriate attention by being a reliable source of credible information. In doing so, you will position yourself in your field of interest. If you have a website, make sure it is top shelf and reflects your area(s) of expertise, personality, and availability.

Start today and work the magic.

Source: Thomas P. McNulty is president of Success Stories, Inc. — marketing and management consulting firm in Orchard Park, N.Y. He can be reached at: tmcnulty@success-stories-inc.com or (716) 662-3922. He is available for presentations and consultative projects. ■

Web Watch *at Work*

www.afterschool.gov
Afterschool.gov connects you to federal resources that support children and youth during out-of-school hours and includes sites for kids & teens, information on running a program in food, health, safety, transportation, special needs and technology.

www.child.com
Child.com has several feature stories on volunteering for the time-challenged, tips for travelers, the best electronic organizers for parents, breadwinner burdens, going back to work, bringing children to work, and evening routines. Featured Board: Does your daily routine leave little room for romance? And in Debate: Are you tired of the battle between working and stay-at-home moms?

www.babiestoday.com
Babies Today the first year is for preconception into pregnancy. This site offers lots in sharing via email, weekly polls, featured diary and Sound Off. Check out Mom of the Month and Dedicated Dads.

www.bluesuitmom.com
BlueSuitMom.com asks how family-friendly is a company? Get the 11 tips to determine if that potential job is really right for you and your family. Learn everything from understanding what you are worth to tips for a trip to Disney.

www.itstime.com
The Institute for Management Excellence offers practical tools for business and corporate clients. The monthly online newsletter offers useful tips on current management topics. Boasts 8 years on the Internet and 3.1 million pages accessed. ■

Resolving Territorial Conflict: Who Took My Parking Space?

The book *Who Moved My Cheese* is about adapting to transitions in the workplace. It is an entertaining and insightful book about a couple of mice that run through a maze looking for their cheese after it is moved. Through this story of mice looking for cheese, the book communicates to employees that they can live through transition, and in some cases even thrive if they change and adapt successfully.

Transitions are one problem that organizations and employees face in today's work environment; another is dealing with employees who waste the organization's time and energy with unnecessary territorial conflict. Employees who engage in guarding their physical territory or job duties usually spend more time guarding their area than actually working, plus they waste company resources and prevent the organization from functioning efficiently when they are absent.

If I were to write a book about employees guarding their territory at work, I would title it *Who Took My Parking Space?* In this book a couple of bulldog type employees would run around barking at their coworkers each time a coworker enters their territory. For example, it is early Monday morning and one of the bulldog employees, Mary, is running through the company barking for all to hear that someone has taken her parking space. Mary barks that for the last four years she has parked in the same parking space, and today someone had the audacity to park their car in her parking space. The bulldog employee, Mary, even runs barking into the CEO's office. She barks that she cannot complete her job duties if she is not able to park in her parking space. Fortunately, the CEO does not give in to Mary's barking. The CEO tells her that the company does not reserve parking spaces. Mary leaves the CEO's office with a sense of despair that her job duties will never return to normal.

Following a day of barking, Mary leaves work feeling wronged by the employee who took her parking space, and feeling wronged by the CEO who did not tell the employee to move their car. When Mary gets home, she barks at her spouse, who is the only one to sympathize with her plight. Mary's spouse agrees by saying, "How can an employee be expected to perform their job effectively if another employee takes their parking space?"

> ***"Now the good news, you can help a bulldog employee live through and adjust to their territorial crisis by taking the following steps..."***

The next day on her way to work, Mary starts to think that today will be different. Mary thinks, "Today, I will get my parking space back and my work life will return to normal." However, as Mary drives into work she is shocked to see a different car parked in her space. How could this be? Everyday for the last four years I have parked in that space! What am I to do? Who is doing this to me? How will I get my work done? How will I receive rewards and praise? Where will my security come from?

Mary is experiencing a case of territorial crisis, which is an acute state of panic caused by coworkers entering the bulldog employee's territory or when coworkers engage in their job duties. Managers can help employees experiencing territorial crisis by recognizing the symptoms. Symptoms usually include the bulldog employee barking at coworkers, appearing emotionally distressed, and voicing complaints.

Now the good news, you can help a bulldog employee live through and adjust to their territorial crisis by taking the following steps.

1.) *Reorient the bulldog employee to the organization's vision and goals.* Bulldog employees who are protecting their territory probably do not fully understand the goals and vision of the organization. For example, a bulldog employee may not understand that the company's goal is to become customer service focused; consequently, other employees will need to enter his or her territorial domain from time to time in order to improve customer service. The vision, therefore, of the company is to achieve growth through maintaining top-notch customer service.

2.) *Reorient the bulldog employee to the organization's emphasis on teamwork, shared responsibility, or cross training.* No employee should be an island! Today's organizations place emphasis on teamwork, shared responsibility, and/or cross train-

continued on Page 5

Territorial Conflict continued from Page 4

ing. For example, if an employee is out ill or needs to leave early for a dental appointment, the organization can still function, meet customer needs, and turn a profit because other employees can take over some of their duties and responsibilities. Therefore, employees should understand each other's jobs well enough to complete simple tasks when another employee is absent.

3.) *Reorient the bulldog employee to how employees in the organization build job security.* Bulldog employees build their job security by controlling critical functions within the organization. Bulldog employees believe that if they are essential to the organization, they will not be replaced. On the other hand, employees in today's organizations build job security by demonstrating versatility, adaptability, and in the ability to function in diverse environments.

4.) *Reorient the bulldog employee to their positive traits.* Bulldog employees are generally very loyal employees who also maintain high performance standards. Encourage the bulldog employee to maintain their positive traits, as they learn how to share their parking space. ■

Source: Job.com

BOOK REVIEW

Defeating Bias and Litigation in the Workplace

Diversity Expert Says It is Individuals, not Systems, that Must Change

The recent Supreme Court decision that will make it easier for workers to win bias-related discrimination suits has employers scrambling to implement company-wide policies to combat prejudice and discrimination. According to diversity expert Dr. Sondra Thiederman, they are on the wrong track. If we are to rid our workplaces of litigation and bias, it is individuals who must change.

"Bias — the tendency to prejudge others according to the group to which they belong — costs American business millions in lost business, litigation costs, and expensive turnover," says Thiederman. "The solution is not to try to change organizations to accept diversity, but to help individuals to see people more accurately and, therefore, function more effectively in a diverse workplace," she asserts.

Dr. Theiderman has developed a step-by-step strategy for minimizing bias and managing diversity effectively, *In Making Diversity Work: Seven Steps for Defeating Bias in the Workplace*, she outlines how to:

- Recognize the common biases that even "nice people" unconsciously hold.
- Recognize that everybody, regardless of race, gender, or background, has biases that need to be eliminated.
- Tell the difference between a biased attitude and a miscommunication.
- Ignore the stifling rule of political correctness and learn to communicate honestly and openly when faced with diversity-related conflict.
- Recruit and retain a diverse workforce.
- Reduce the tensions that can arise in a diverse workplace.
- Become more profitable by understanding the needs of a diverse customer base.

Theiderman addresses the misguided belief that only white people are capable of bigotry to debunking the myth that the only dangerous biases are those that can be readily identified. *Making Diversity Work* cuts through the myths and replaces them with practical truths to assist readers in defeating bias in their workplace. ■

Resources

www.PeoplePerformanceUSA.org is an interactive website to rate how companies are faring in their "people skills". Any citizen, employee, customer, supplier or company rep can nominate any company for a Plum or give it a Raspberry. The site is sponsored by a unit at the Marketing Communications Dept. of the Medill School at Northwestern University.

Universal Screening for Domestic Violence presentation package is on CD-ROM and includes a slide presentation with script, an abuse screening tool (English & Spanish), a danger assessment tool and a list of resources, including websites and abuse help-lines. The package can be ordered online from AWHONN's website at www.awhonn.org in the Continuing Education section of the store, $40.00.

The Personal Branding Phenomenon by Peter Montoya. The author, publisher of the quarterly *Personal Branding* magazine and president of an advertising agency that specializes in creating personal brands for people and companies, uses his expertise to help people visualize themselves and best market their individual skills. $24.95 (U.S), self-published, 235 pages, ISBN: 0967450616.

The Art of the Long View: Planning for the Future in an Uncertain World by Peter Schwartz. The author, one of the world's leading futurists and president of Global Business Network, discusses the art of discovering new perspectives, an important challenge in any organization. $16.95 (U.S.), ISBN: 0-385-26732-0.

Time-Effective Treatment, The Twelve-Step Facilitation Handbook,* and *Improving Treatment Compliance are among the resources available from Hazelden. For more information, call 1-800-328-9000 or log on to www.hazelden.org/bookplace.

FAST 52: Building an Exceptional Workplace Environment by Lynda Ford. Exceptional workplace environments don't just happen — they're built on a week-by-week basis. This book gives a profoundly simple and powerful formula that any supervisor or manager can use to improve their organization. $24.95, Harvard Business School Press, 208 pages, hardcover. http://shrmstore.shrm.org/shrm/

HIPAA Privacy Source Book by William Hubbartt. This combination book and CD-ROM puts practical materials at readers' fingertips. There are over 80 tools to help you understand the Privacy Rule, assess your organization's current state of compliance, and ensure full compliance. Sample policies, procedures, and forms cover every aspect of the HIPAA rule. $69.95, Society for Human Resource Management. http://shrmstore.shrm.org/shrm/ ■

Are you interested in contributing an article to EAR?

If so, please contact us at 715-258-2448 or info@impact-publications.com

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EAR Conferences

• Workscape's Inaugural User Conference
Dates: Jan.18-20, 2004
Place: Scottsdale, AZ
Contact: www.workscape.com/userconference.

• The Daily Practice of Love
Dates: Jan.30-31, 2004
Place: Scottsdale, AZ
Contact: 800-240-5522, email: events@themeadows.org, website: http://www.themeadows.org

• Facing the Shadow; Working with Sexual Extremes & The Recovery Zone; Helping Patients
Dates: Feb. 5-6, Tampa, FL, Feb. 19-20, Baltimore, MD, Feb. 26-27, Detroit, MI
Contact: 800-240-5522, email: events@themeadows.org, website: http://www.themeadows.org

• EAPs: The Silver Lining
Dates: March 9-12, 2004
Place: Charlotte, NC
Contact: North Carolina Chapter of EAPA, Margaret Larrea, 717-821-5579 or Melissa Holmes, 704-355-5021

• American Association of Suicidology; Working Together to Save Lives
Dates: April 14-17, 2004
Place: Miami, FL
Contact: www.suicidology.org

• Innovative Practices for Suicide Prevention
Dates: May 4-7, 2004
Place: Montreal, Quebec, Canada
Contact: www.suicidology.org

• Suicide Prevention Advocacy Network (SPAN)
Dates: May 6-7, 2004
Place: Sacramento, CA
Contact: www.suicidology.org

• Michigan AADAC Annual Conference
Dates: May 21-22, 2004
Place: Michigan
Contact: 734-254-9333

• Scottish-American Congress 2004 on Alcoholism & Drug Abuse
Dates: May 22-30, 2004
Place: University of Stirling, Scotland
Contact: Center for Interpersonal Development, 888-876-7770; website: www.cid1.com

E-mail or fax upcoming events
Employee Assistance Report
715-258-2448 • E-mail: info@impact-publications.com

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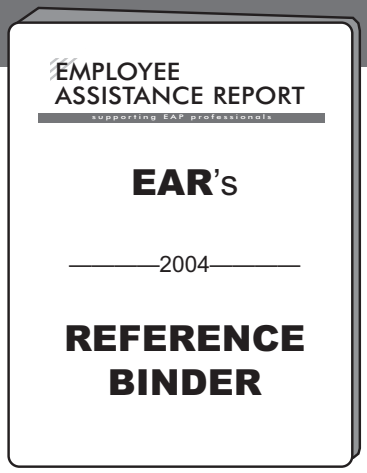
Never Lose Your EAR Issues Again!



"I really liked the article in *Employee Assistance Report (EAR)* about personal financial management, but I can't seem to find it. I also enjoyed the Brown Bagger they ran on healthcare, but I was too busy to hold a seminar on this topic at the time, but now I can't seem to track that one down, either!"

Let's face it — the way months fly by it's pretty easy to think that an article ran two months ago, when in fact it ran six months ago. *Employee Assistance Report* can help with an **easy to use 2004 Reference Binder**, you will be able to store your 2004 issues of EAR, Brown Baggers, Payroll Stuffers and Posters in **one easy-to-find place**.

Each month, just insert your newest issue of *EAR* in the appropriate, three-hole punched space. Place the Brown Bagger insert in that three-hole punched section. Store Payroll Stuffers and Posters in transparent sleeves. Each section — *EAR* newsletter, Brown Bagger, Payroll Stuffers and Posters — has a specific tab for your convenience.

To further add to convenience, in January 2005 you will receive the article archive for 2004 to also place in your binder. We've included last year's (2003) article archive in this issue.

Cost for the **2004 Reference Binder** is just **$15.00** postage paid. That's just a little over **$1** a month. Isn't that a pretty small price to never lose your newsletters or inserts again? ■

Work/Life Benefits Survive Economic Hard Times

Working Mother Magazine Finds No Drop In Programs, Announces 100 Best Companies For Working Mothers

Payroll may be down but work/life benefits are up at many of America's top companies, according to *Working Mother* magazine's, 18th annual list of the "100 Best Companies for Working Mothers."

"Even these tough economic times haven't swayed the commitment of our forward-thinking 100 Best companies," says *Working Mother* Editor-in-Chief Jill Kirschenbaum. In fact, the magazine finds that companies have increased benefits — ranging from child-care programs to massages to take-home dinners straight from the company cafeteria — in order to cut stress and keep employees healthy.

What this means, says Kirschenbaum, is that "workplace cultures at the best places to work have changed and now reflect the permanent impact of working mothers. And companies also are responding to pressure from both men and women in Generations X and Y, who want a balanced life. Work/life benefits are here to stay."

Working Mother Media CEO Carol Evans, who was the publisher of *Working Mother* when it began evaluating work/life programs 18 years ago, points to "the growing competition and attention to the list as having played an important role in the work/life revolution, one whose impact will be felt for years to come."

This represents "a seismic shift at companies around the country," says Kirschenbaum, "turning work/life into an essential part of business strategy." Even as little as four years ago, only 30% of companies on the 100 Best list had a wide array of child-care and flexibility options. Now most companies do — and they're getting stronger, with additions like after-school, holiday, and emergency care for kids and elders, as well as fitness programs.

In another trend: Companies are offering after-school programs for teens and tweens in day-care centers, as well as support groups and counseling for parents. This is important for families who are now caring for both their growing children and aging parents, according to Kirschenbaum. "Just as they are reaching the peak of their careers, women are facing the biggest challenges in their family lives. Companies that offer tween and teen programs and support for other family members keep employees at work and on track." One notable program sends a specialist into the home to evaluate the needs of a geriatric parent; 98% of the Best Companies offer some form of elder-care resource and referral.

Kirschenbaum calls these changes "common sense on the part of the companies," because both employees and employers benefit. "When an employee's personal life runs smoothly, her productivity continues uninterrupted," she says, pointing to such cutting-edge offerings as sending a trained caregiver to the employee's home when her child is sick. Adds Kirschenbaum: "These programs markedly cut absenteeism."

The complete list of the 100 Best Companies for Working Mothers appears in the October issue of *Working Mother* (on newsstands and at www.workingmother.com). *Working Mother* honored the companies at a gala awards ceremony at the 100 Best Companies WorkLife Congress in New York September 29-October 1. (www.worklifecongress.com)

Top 10

Working Mother gives special mention to this year's Top 10 companies (listed alphabetically):

- Abbott Laboratories, IL
- Booz Allen Hamilton, VA
- Bristol-Myers Squibb Company, NY
- Eli Lilly and Company, IN
- Fannie Mae, DC
- General Mills, MN
- IBM Corporation, NY
- Prudential Financial Inc., NJ
- S. C. Johnson & Son, Inc., WI
- Wachovia Corporation, NC

How the 100 Best companies compare with other companies in the U.S.:

(National figures based on the Society for Human Resource Management's 2003 Benefits Survey)

- 100% of 100 Best offer flextime vs. 55% companies nationwide
- 99% of 100 Best offer an employee assistance program vs. 67% nationwide
- 98% of 100 Best offer elder-care resource and referral services vs. 20% nationwide
- 96% of 100 Best offer child-care resource and referral services vs. 18% nationwide
- 94% of 100 Best offer compressed workweeks vs. 31% nationwide
- 93% of 100 Best offer job-sharing vs. 22% nationwide
- 77% of 100 Best offer therapeutic massages vs. 11% nationwide
- 47% of 100 Best sponsor sick-child care vs. 7% nationwide
- 44% of 100 Best offer before/after-school care vs. 4% nationwide
- 39% of 100 Best offer paid paternity leave vs. 12% nationwide
- 27% of 100 Best offer paid maternity leave beyond the short-term disability period vs. 14% nationwide.

■