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the ALMACAN

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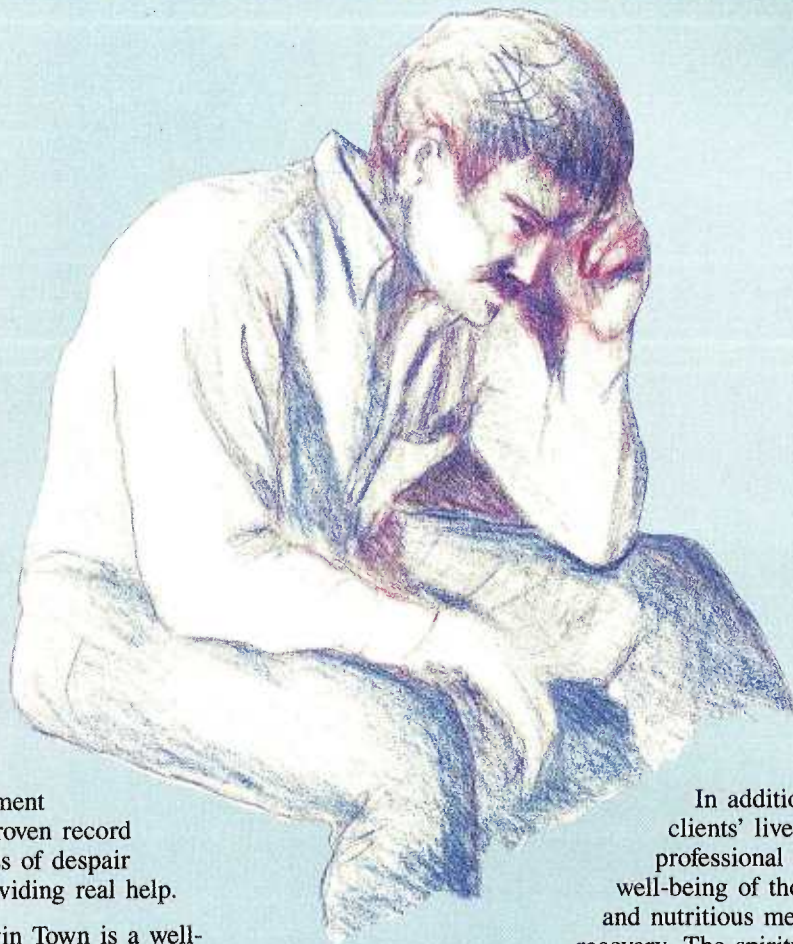


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ALMACA's *17th* National Conference



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Gender/Women's Issues Stride Forward

We on the ALMACA staff hope that everyone who attended the 17th National Conference considers it time and money well spent. Already, the Program Committee has met to set the workshop agenda for the 18th, which is scheduled for Baltimore, Maryland on October 28-November 1. The next issue of *THE ALMACAN* will feature the "Call for Papers."

The contributions of hundreds of professionals who have worked on ALMACA's behalf were showcased during the Los Angeles conference. Such was the case with our Committee on Women's Issues, which held a preconference program on dependent-care

issues. The committee is chaired by AT&T's Joanne Pilat, who has "graduated" from the EAP field into corporate organizational development. From that lofty perch, she will have new insights to guide the committee's work. As an honorable mention, the work of Joanne and her committee is built upon the accomplishments of Betty Reddy and Madeleine Tramm, the two prior chairpersons.

A series of women's and gender topics will be featured in *THE ALMACAN* throughout 1989. In this issue and the next, committee member Toby Landesman writes a two-part article on the "context" and "application" of gender as they relate to EAPs. Through the use of typical scenarios, she portrays how EAP professionals, unintentionally, may make oversights in their work based on a client's gender.

Society's mishmash of work and home-life arrangements make the contributions of the Committee on Women's Issues more valuable than ever.



Joanne Pilat



Toby Landesman

Rudy M. Yandrick

Rudy Yandrick
Editor

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ON THE COVER

This month's issue features proceedings from ALMACA's 17th National Conference. Shown left to right are: President Tom Pasco (1) shaking hands with Immediate Past President Gary Atkins, and former president Adolph "Sully" Sullivan; a view of the conference crowd; and "ALMACAN of the Year" Brenda Blair.

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FROM THE EXECUTIVE DIRECTOR

Thomas J. Delaney

by Thomas J. Delaney, CEAP
ALMACA Executive Director

The year 1989 presents the EAP field with many opportunities and challenges. Many of the challenges are well-known and have been written about extensively in this publication and others in the past year. They include drug abuse, alcoholism, AIDS, family pressure, changing demographics, downsizing, new technologies, managed health care and other health cost containment programs. What new ones will develop? Homeless families, a backlash against corporate mergers and Wall Street greed, industrial and environmental toxic problems, mental health disabilities, worker cultural dissonance and inflation are certainly possible additions.

An important function of a professional membership organization is to identify emerging issues and assure that they receive a thorough airing within the profession. For members to do this, they must have the means to learn about the emerging issues and trends, learn what their colleagues are saying and doing, exchange and integrate ideas into practice, and feed back their experience to other members. While the benefit that members get out of a process is influenced by what they contribute to it, the structure and workings of the organization are critically important. As we start the new year, I want to use this opportunity to share with you thoughts on how ALMACA can better serve you.

ALMACA'S NEW LEADERSHIP

The 17th National Conference, which has an extensive recap in this issue beginning on page 18, broke all attendance records and reflected a positive feeling for ALMACA. The new Executive Committee brings an enthusiasm and commitment to representing you. Its leadership will assure that our association—be it ALMACA or another name

that may eventually be implemented—will continue to be the leading organization in the EAP field, responsive to your needs, and on top of current events. At the Board of Directors meeting on Tuesday, November 15, I sensed that the entire Board shared in that commitment.

The ALMACA Board and staff "need to know what we are doing right, wrong and should be doing differently."

A quick lesson on the ALMACA leadership's breakdown of responsibilities may be helpful. The committee chairs and regional representatives have a dual function; they represent their constituencies, whether they be the membership of a particular region or a specialized part of the field, such as labor or the consultants. They also represent the total membership as directors of the organization and vote on all matters brought before the Board. Executive Committee members and regional representatives are officers of the corporation, so they are especially concerned with the welfare of the whole association in both its current vitality and long-term survival.

In short, the Board of Directors is dedicated to serving all of the organization. That means everything from positions on broad public policy issues to the activities of the chapters to the functioning of the National Office is under its purview. If you have any suggestions, they would like to hear from you.

NATIONAL OFFICE, STAFF FUNCTIONS

Of course, board people also serve as volunteers, and their top priorities remain with their full-time jobs. Therefore, the ALMACA National staff pro-

vides the day-to-day maintenance of the organization, serving the Board, chapters and total membership. With additional resources, there has been more staff support available to the Board over the last year. Certain committees are now being staffed, and it is hoped that next year will afford more opportunity for similar support. As Board members hear from you, they can pass on comments, suggestions and complaints to National staff for action.

However, please do not feel that you cannot communicate directly to staff. As with other organizations, we need to know what we are doing right, wrong and should be doing differently. At the Executive Committee meeting, held during the National Conference, Associate Director Judith Evans and I discussed this matter with the incoming



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FOR YOUR INFORMATION...

ALMACA Name Change Postponed

During its November 15 meeting, held at the National Conference in Los Angeles, ALMACA's Board of Directors voted to postpone implementation of the name "Association of Employee Assistance Professionals." The reason cited was the purported similarity in name to a Washington, DC-based EAP association, and concerns about the confusion that could result.

The Development Committee,

which forwarded the original name-change recommendation, was instructed to reconvene as soon as possible. It will present three or more alternative names to the Board, which will be forwarded to the voting membership. The voting membership will be asked to select a preference from among the options. The date for the distribution of the ballots will be announced later in *THE ALMACAN*.

Executive Committee and we all agreed that the National Office cannot respond to suggestions unless we know about them. The Board agreed to let us know about comments that it receives from members (or even nonmembers) in order to act on them. We, in turn, will provide feedback on the actions taken. Members who have suggestions, questions, etc., can speak directly to Judith Evans or I, or to a Board member, who will pass them on to us.

NON-MEMBERS

I mentioned comments from nonmembers; that's a pretty large category. There are several groups that come to mind—including other national organizations. Because of the broad range of concerns of EAP practitioners, we interact with many other national organizations. Communication and cooperation with other groups on mutual issues is tantamount to coalition-building.

Another group of nonmembers is people who have let their membership lapse. At the November 15 Board meeting, Membership Committee Chairperson Bill O'Donnell presented a plan for membership recruitment that was approved by the Board. It calls for targeting various groups, and one of these is former members. They will be among the first of the target groups, as identified by Membership, when staff implements the plan. In fact, by the time this column is printed, a mailing to former members should be complete. It is hoped that this will provide feedback on why some members did not renew. However, I would appreciate feedback on this from other sources. Chapters may want to survey former members to determine why they did not renew.

In compiling a composite of opinions from the entire membership about ALMACA services, we are also interested in assuring that members continue to get the services they expect. As organizations grow, new systems are developed, staff are added or reas-

Program Standards: Your Input is Welcome

A revision to ALMACA's *Standards for Employee Assistance Programs* has been drafted by the Standards Committee after a full year of consideration. The Committee would like to receive written input from ALMACA's EAP practitioners. Interested people can receive the draft document by contacting your local chapter president or calling Scott Rothermel, AL-

MACA National, at (703) 522-6272.

The revised *Standards*, as drafted, sets forth new minimal requirements and operational guidelines for EAPs. ALMACA plans to promote the final revised standards as a measurement of a legitimate EAP in the event that any group attempts to certify, regulate or enforcibly standardize the EAP field.

SRC to be in Late February

The 1989 Southern Region Conference will be held February 26-March 1 at The Brown Hotel in Louisville, Kentucky. Persons interested in a copy of the program and/or registration information may

call: Betty Mauldin, Conference Chairperson, at (502) 589-4357; or Ellen Miller, ALMACA National, at (703) 522-6272.

The conference theme will be "The Run for Excellence."

Recert Article to be Published in February

The "Update on Certification" column on page 27 of the December issue indicated that this issue would contain further information on the EACC's recertification provisions. Publication of that information has been delayed by

one month.

The February issue of *THE ALMACAN* will provide those details in an article written by Employee Assistance Certification Commission member Chris Bitten.

signed, and there are going to be differences of opinion of how the growth and change should be managed. Moreover, the daily operation of the association will have its ups and downs. Quality control is the overriding concern in managing this. During the year, new internal and external controls will be developed to help us formally measure the quality of services.

POTENTIAL FOR A BANNER YEAR

The Board and staff of ALMACA are looking forward to serving you in 1989. With the help and cooperation from all components of the organization, it has the potential to be a banner year. I also hope that it is a happy, healthy and successful year for all of you individually. □

ALMACA National Office Relocates on February 1

The ALMACA National Office will relocate to another part of Arlington, Virginia on February 1, 1989. The name of the building, which is now being occupied for the first time, is "Ballston One." The new National Office is accessible to visitors using the Washington Metro subway system, located near the Orange line's "Ballston" station in Northern Virginia. It is three stops further from Washington, D.C. than the "Rosslyn" station, which is the stop near our old North Kent Street location.

The new address is: 4601 N. Fairfax Drive, Suite 1001, Arlington, VA 22203. Our phone number will remain (703) 522-6272.



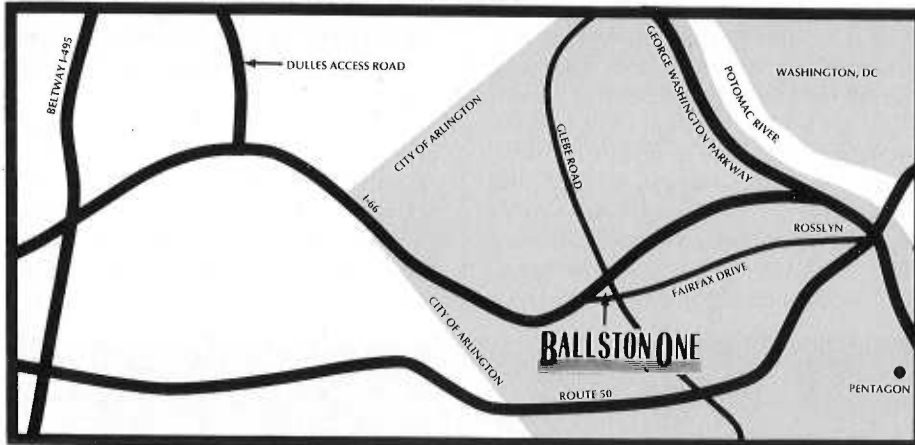
palm is a nonprofit corporation who's main activity is sponsoring workshops on the issues of chemical dependency at the workplace.

palm is not a membership organization. Participants include representatives from labor, management and the health care field. Each chapter is administered by representatives from the local community under the supervision of the national PALM Board of Directors.

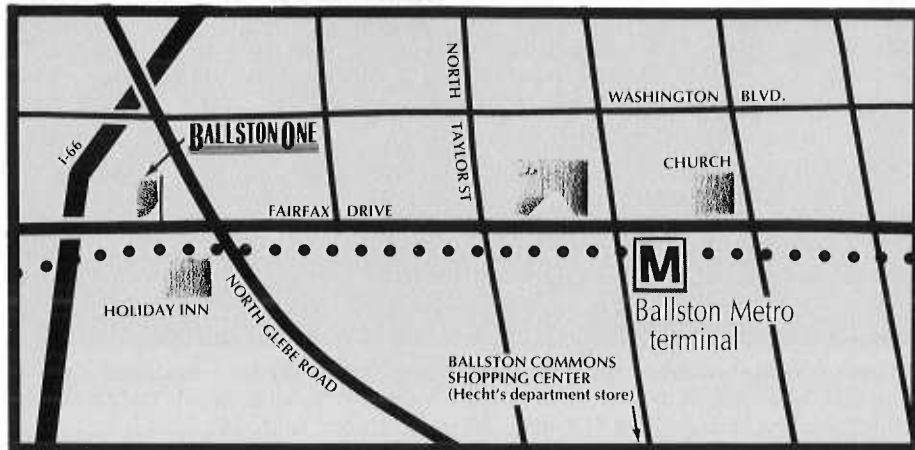
palm workshops are designed to provide practical information, not theory. They offer actual application of techniques that have proven effective in dealing with chemical dependency at the workplace.

palm workshops are held monthly at locations throughout the country. For information about your nearest chapter, please call or write to our national office.

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REGIONS AND CHAPTERS

9/88: Arizona Holds Fifth Annual Conference

The Arizona Chapter of ALMACA is in its fifth year and, right from the start, hit the ground running. On September 15, the chapter held its fifth annual conference, which enjoys popular support in Phoenix and neighboring communities. One hundred twenty-five people from the EAP, business and treatment communities attended.

KEYNOTE SPEAKERS

President Bill Mermis welcomed attendees to the opening session. Following him were two keynote speakers.

- Dan Devine, director of community education/substance abuse for Arizona State University, spoke on the recent White House Conference on Drug Abuse and ASU's substance-abuse education and prevention programs.
- Eleanore Schafer, of St. Luke's Behavioral Health Center, who is a former executive director of the NCA-affiliated Arizona Alcoholism Council, talked about the history of alcohol services in Phoenix.

The program's luncheon was keynoted by local television news anchor Bill Stull, who doubles as a board member of Camelback Hospitals and is a marriage & family counselor. His topic was adolescent sexual abuse.

Two concurrent workshops were held in each of three time slots during the one-day event. Among the workshops and presenters were these:

- *Managed Health Care*, with Stuart Ghertner, Ph.D., Cigna Healthplan; Elizabeth McNamee, Intergroup; Loren A. Corsberg, CareUnit, John C. Lincoln Hospital; and Jim Roth, Behavioral Medical Resources, who was facilitator.
- *AIDS—Policy and Practice for Behavioral Health Care Providers*, with John Migliaro, Ph.D., Arizona Department of Health Services; and Bobbie Gavitt, Care Associates, as facilitator.

A final session featured a panel discussion and was entitled *Legal Issues for EAPs and Treatment Providers*. It

featured remarks by these attorneys: William Drury, Jr., Renaud, Cook, Vi-dean, Geiger & Drury; William Hayden, Snell & Wilmer; and Donald Peters, Meyer, Hendricks, Victor, Osborn & Maledon. Russ Binicki, of Maricopa County EAP, who is the current chapter president, moderated the session.

COMMUNITY SERVICE AWARD

One of the young traditions of the Arizona Chapter's annual conference is the presentation of its Community Service Award. The award commends an organization each year "for leadership and support of EAPs." In 1988 it was renamed the Dennis K. Knapp Community Service Award, in honor of the corporate EAP director of Motorola, Inc., who died just weeks before the conference.

According to a memorial that was prepared by Bobbie Gavitt and read during the presentation of the award, Dennis had a successful career in the finance department of Motorola Inc.'s Semi-Conductor Sector through the 1960s and 70s. During the early part of his tenure, Dennis became afflicted with alcoholism, from which he began his recovery in 1972. Out of his desire

to help fellow Motorola employees with chemical-dependency problems, he was given permission to begin a company Intervention Program in 1979. In 1982, it was combined with the Motorola Counseling Program and became a broadbrush EAP, which was then adopted by the entire corporation.

Dennis died on September 1, 1988. The Arizona Chapter, in memory of Dennis' many contributions to the EAP and alcoholism/chemical dependency fields, renamed the Community Service Award in his honor. His wife, Ginger, represented the Knapp family during the presentations. The award was presented by chapter member Jon Smith to Edward Beauvois, CEO of American West Airlines. Past award winners include Motorola in 1986 and Sierra Tucson in 1987. Also of worthy note, Valley Hope's Chandler campus dedicated a building in Knapp's honor.

The sixth annual conference is being planned for next November, and the Arizona Chapter is beginning to gear up for the 1990 Western Regional Conference, which it will host in Phoenix. Russ Binicki will be the general conference chairperson.



Arizona Chapter president Bill Mermis (r) congratulates Edward Beauvois, CEO of Motorola, as winner of the Dennis K. Knapp Community Service Award. Standing to the left is American West Airlines EAP staff. The staff director, Jon Smith, is far left.

3/89: St. Louis to Host MMHC Seminar

This will be a seminar that attracts more than just local interest. The St. Louis Chapter has held programs over each of the last several years that have attracted 100+ people from the business community. And it has been a creative group in seeking EAP solutions to problems posed by managed mental health care. The patient-care criteria published in the June 1988 *ALMACAN*, for instance, was the product of their research.

It is only fitting that the chapter should play host to a seminar on managed care. It will be held on March 10 at the Park Terrace Hilton Hotel, near Lambert International Airport. The theme will be ***The Health Care Question: Dollars and Dilemmas***. The topics being covered will include: new methods in obtaining MH/CD care, labor's role in the cost containment of benefits, and mental health case management.

"This topic is a real double-edge sword," says chapter president Charlie Durban. "It can both help and hurt the EAP field. But it provides a perfect opportunity for the EAP field to establish new partnerships with the business community. With this conference, we hope to draw benefits people and others involved in managed mental health care, but who are not necessarily watching the developments from the EAP standpoint."

The seminar will have as its keynote



Keynote Speaker Leon Warshaw

speaker the executive director of a reputable health-care coalition—the New York Business Group on Health. Dr. Leon Warshaw, in representing NYBGH, is widely regarded as expert on the broad spectrum health-care issues that impact on business and industry and, in that capacity, he is knowledgeable about EAPs. He is, in fact, the coauthor of an article in *THE ALMACAN* ("Survey Data on Elder-care Programs in the Workplace," October 1988 issue, pages 20-21), published as part of our work/family issues coverage.

In addition to Dr. Warshaw's keynote speech, the agenda of presenta-

tions and speakers is shaping up like this:

- ▶ Plenary session
Moderator—Charlie Durban, AT&T EAP
Labor View—Jerry Tucker and Doc Barrick, UAW
Benefits Manager—James Zishka, Southwestern Bell
Utilization Review—Pam Schneider, Sunderbruch Corporation
EAP Perspective—Don Magruder, Anheuser-Busch EAP
Medical Perspective—Dr. Richard Quick, Parkside Lodge

▶ Breakouts

- 1) Management of Mental Health & Chemical Dependency Delivery System—Lee Wenzel
- 2) Benefit Cost Containment: A Future Necessity—Tom Sax, Pension Associates, Inc.
- 3) Managed Mental Health Care With Quality—Is it Possible? Dr. Jay Tarnow, Systemic Mental Health Technologies
- 4) Union Perspective on Managed Mental Health Care—Dr. Madeleine Tramm

A luncheon/awards ceremony will also be held.

The St. Louis Chapter is promoting its conference as pertinent to corporate executives, finance officers, human-resource and benefits managers and consultants, EAP personnel, labor representatives, insurance & HMO providers and third-party administrators.

In addition to the March seminar, chapter members are coordinating plans for the 1991 ALMACA National Conference, which will be held in St. Louis. The members believe that their experience in sponsoring seminars will pay off when they are called on to be convention hosts.

For the time being, though, they are set for their March 1989 seminar. Persons wanting more information should contact Della Kinsolving at (314) 577-5765 or Janet Mug at (314) 822-8210.



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Gender Issues and EAPs

Part 1—Putting Gender Issues into Context

Picture this: an EAP counselor is about to have first contact with a client.

The counselor knows this is a management referral and that the client is married, has a couple of kids and has some problems with attendance and cooperation with coworkers. The counselor has received many prior referrals from the same manager, and the two have just spoken by phone.

The client arrives. The counselor walks to the door to greet the client. The door opens and...

STOP.

Did you see the counselor as a man or woman? How about the client? What gender is the manager? Did you imagine yourself in the scenario? Where was this taking place? What were your feelings as you imagined this scenario unfolding?

Even those who didn't "see" the client, counselor or manager still have a reaction...even if it was only to wonder, "What's the point?" We all do that.

The way in which you perceived the characters in this sequence demonstrates the fact that we are all products of our personal histories. How we think, feel and act with our clients are determined in large part by our perspectives, which are composed of beliefs, values, presumptions and expectations. We carry them with us into every situation in our lives. Our perspectives influence our effectiveness with clients.

Gender is one of the most critical areas on which "perspective" has an impact. Gender is the *only* variable that applies to *every* client we serve, yet we rarely address gender issues head-on.

What are gender issues? They are those issues which occur because a person is a woman or a man. They take form as a result of cultural and personal values.

What gender issues affect the EAP field? To find out, I interviewed 12 people for 45 minutes to three and one-half hours each, for a total of 20 hours. I asked these EAP professionals, clinicians and business men and women what gender issues they see facing men and women in the workplace. The interviewees ranged in age from the

late 20s through the 60s, included blacks and whites, single people, married people and divorcees, and represented a variety of religions.

The gender issues they identified were child care, housework, eldercare, discrimination and sexual harassment. The issue mentioned most often was child care. They observed the impact of the different upbringings generally received by men and women, particularly how they influenced the development of different skills, strengths and weaknesses. They emphasized that these differences are *learned*.

They discussed role conflicts that occur in men and women and noted a lack of clarity about who plays what part. If the woman makes more money than the man, who buys the diamond engagement ring? They identified the pressures created by the difficulties of juggling home, family and self-care needs and the lack of social supports to help out. They touched on single-parent issues, dual-career family issues, the feminization of poverty, the disparity of men's and women's salaries, and policies or legislation that prevents equal access to health-insurance benefits and pensions.

One clinician observed the influence of perspective and gender on beliefs held by many that the financial status of women relative to men has vastly improved. The facts say something else. "It is frequently assumed that because women have gained increased access to labor markets over the past two decades, this change has

by
Toby Landesman, CEAP

resulted in women having more financial resources. However, this is not the case. Despite major changes in the economy and major antidiscrimination legislation, the economic well-being of women relative to men did not improve between 1959 and 1983 (Fuchs, 1986). The relative wages of women improved over that period, but women have less leisure time than men, more women were dependent on their own incomes, and women's share of financial responsibility for children rose. The net effect of these trends has been that women have from four to 15 percent less access to goods, leisure and services, relative to men, than they did in 1959.¹

EAP professionals spoke about blind spots in their assessments. The mental checklist used by one person, for instance, did not automatically include eating disorders for male interviewees—unless the man brought it up directly. Another EAP person noted that it requires conscious attention to automatically be sure to explore substance-abuse problems with female clients as automatically as with males. These are gender issues created by the context of our personal views.

Gender issues in treatment settings were raised when exploring the men-to-women ratios in inpatient programs and staffing ratios. What is the impact of these? In one setting, for example, there is a largely male patient population and largely female staff. On the weekend, a male therapist is brought in to lead the group. It is only in that group that the men are willing to talk about sexual issues, relationships and intimacy. In another inpatient setting, staff indicate that when women patients are in a largely male patient environment, they are less likely to discuss histories of incest, sexual victimization, rape and abuse.

¹Barnett, Rosalind C., Beiner, Lois, and Barych, Grace K., editors, *Gender and Stress*. The Free Press, New York, 1987, p. 54.

Whether these matters get raised is only one gender issue. How they get discussed and the manner in which we react are additional issues. The nature of the discussions is not a matter of our

competence. At issue is awareness and acceptance of the fact that gender values influence our work. The question is not "Does gender make a difference?" Rather, it is "How does gender



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make a difference?"

The impact of our gender values is visible when we get:

- sexually turned on or off by a client.
- offended or uncomfortable with a client's or colleague's life-style choices (gay, heterosexual, sexually active or inactive).
- annoyed or upset by a person's beliefs (pro-life, pro-choice, feminist, chauvinist, total woman, macho man, etc.).
- annoyed with "feminine" or "masculine" behaviors (men who "throw their weight around," women who "forget they are ladies," women who "whine," men who "whine," etc.)

Gender values also affect the development and availability of treatment models for men and women, and influence how those models are perceived by we and our clients. One EAP person mentioned that many women don't want to go to all-women programs because, "if there are no men there, the program must not be any good."

Each generation brings values and standards of how men and women should conduct their lives. Our values are reflected in what we consider to be important and what we define as a problem or concern. During World War II, women were expected to work, and those who did were applauded. When the war ended, women were expected to return to the home, "where they belonged," and give the men "their" jobs back. More recently, gender values have influenced legislation. In some states, for instance, there is no first-degree forcible rape charge by a woman against a minor male. Legislation of this sort prevents us from knowing how many minor males are affected, prevents the community from funding services, and leaves young males trapped with the pain of their experience.

Once we recognize the important influence of these norms, we must also recognize that a continuum of behaviors exists, from traditional male to

traditional female, and that each of us can fall anywhere along that continuum at any point in time.

The impact of gender values can at times seem invisible, unless we look very carefully. It is as if you were asked to draw a picture of the air you breathe to prove its existence. You know it's there and that it's important, but how do you "prove" its presence?

Consider the following statements:

"The EAP field is under-serving women."
"The EAP field is under-serving men."
"EAPs under-identify alcoholism in women."
"EAPs misdiagnose depression in men."

Which of these are true?

We don't know for sure. We don't have enough data to support these statements, yet we hear them spoken as "truths" rather than "opinion."

As a field it is time to:

- explore how our cultural and personal beliefs/values/attitudes about gender affect the work we do, and
- appropriately develop training, services and treatment that moves toward a gender-sensitive, gender-fair reality.

Part 2 of this article will begin to address these matters in the February issue.

TOBY A. LANDESMAN, ACSW, CAAC, CEAP, is president of Landesman, Inc. She specializes in consulting to corporations and employee assistance professionals on the design, development and evaluation of EAPs. She has designed gender-awareness seminars and workshops for the EAP field and working women and men. She is on the Board of the Illinois Chapter of ALMACA, chairs its Women's Issues Committee, and is a member of ALMACA National's Committee on Women's Issues.

SPECIAL MEMORANDUMS

Four New ALMACA Board Appointees Take Office

The committee chairpersons on ALMACA's Board of Directors are appointed positions which have terms of three years in duration. The terms are staggered so that all of the 17 committee chairmanships are not turned over at the same time.

President Tom Pasco has named six of his appointments. **Sally Lipscomb** will remain as chairperson of the Insurance Committee, which was one of the most productive committees over the past several years. **Gary Atkins**, as ALMACA's Immediate Past President, automatically is appointed chairperson of the Ethics Committee. Appointments are expected soon from President Pasco for the vacant chair positions of the Advisory, Bylaws and Legislative Committees.

Other appointments already made include: Jane Ollendorff, Annual Meeting Site Selection Committee; Jesse Bernstein, Development Committee; Thomas Murgitroyde, Labor Committee; and Debra Reynolds, Standards Committee.

ANNUAL MEETING SITE SELECTION COMMITTEE

Jane N. Ollendorff, RN, ACSW, CEAP

Jane is manager of program and resource development for Personal Performance Consultants, Inc., which is based in St. Louis, Missouri. During her eight years with PPC, she has filled a variety of positions and specialized in implementing and coordinating national service delivery EAP systems.

Jane has been president of the St. Louis Chapter of ALMACA for the past two years and previously served as secretary for two years. She assisted ALMACA National in the development of its strategic plan for years 1990-95.

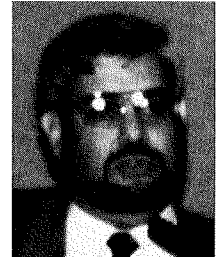


DEVELOPMENT COMMITTEE

Jesse Bernstein, CEAP

Jesse has been president of Employee Assistance Associates, Inc., based in Ann Arbor, Michigan, since 1981. EAA provides contractual EAP services to business, industry, commerce, government and unions, for which Jesse fills a variety of management functions.

For ALMACA National, he sat on the Organizational Review Committee in 1986. He is a founding member of the Employee Assistance Certification Commission, for which he is currently co-chair of the Recertification Committee.

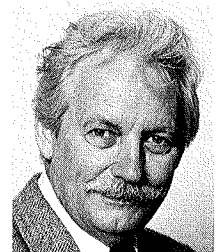


LABOR COMMITTEE

Thomas Murgitroyde, CEAP

Thom is founder and has been director of the Assistance Program for the Philadelphia Council of the AFL-CIO for seven years. He is also a community services representative of the AFL-CIO at the county, state and national levels, and in that capacity, has been assigned to the Valley Forge Medical Foundation.

He served two terms as vice president of the Delaware Valley Chapter of ALMACA. Thom has been the labor representative to several Eastern Region Conference meetings and is a longstanding member of ALMACA National's Labor Committee.



STANDARDS COMMITTEE

Debra L. Reynolds, CEAP

Debra joined Continental Airlines in June 1987 and is presently the systemwide manager of its Employee Assistance Program. Previously, she was vice president of COPE, Inc., in Washington, D.C. for three years and assistant director of Lincoln (NE) EAP for seven. She is in her fourth year on the faculty of the Georgia Institute of Technology's EAP Institute and previously taught EAP coursework at the Rutgers Summer School of Alcohol Studies.

Debra has been a member of the Employee Assistance Certification since 1986, for which she presently oversees EACC marketing. She has also served on ALMACA's Advisory Committee.



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The Career Counseling-EAP Connection

by Arlene S. Hirsch, M.A.

Career counseling is an evolving professional specialty whose practices are firmly rooted in the needs of the workplace. In today's volatile and intensely competitive work climate, career counselors provide an important—but largely untapped—referral source for EAP providers. This article will attempt to bridge that gap by providing information that will help EAP practitioners recognize how and when to make an appropriate referral, as well as present criteria to identify qualified career counseling professionals.

HISTORICAL PERSPECTIVE

Historically, the career counseling profession has been shaped by the social and economic forces of the times. The profession can trace its roots to Frank Parsons, who started the Vocation Bureau in Boston in 1908, in order to assist youth and immigrant workers with occupational choices. It was believed that, by providing occupational information that would assist individuals in selecting a vocation, worker productivity would increase, thereby facilitating America's emergence as an industrial nation.

From 1930 to 1950, vocational guidance shifted to accommodate the needs created by the Depression and World War II. During those periods counselors were primarily concerned with helping dislocated workers find new jobs and selecting individuals for military service. In the 1960s the civil rights and feminist movements sparked the expansion of career services for minorities and women in order to ease their transition into the workplace.

Since 1975 dramatic transformations in the structure of the workplace and the work force have further catalyzed

the need for career counselors. Counselors today must be prepared to serve the vocational needs of adult men and women of all ages, races and socioeconomic status—from newly minted college graduates to displaced homemakers to seasoned technical and professional workers. Specialized programs are constantly sprouting up to serve growing populations of working mothers, dual-career couples, mid-life career changers and older workers seeking options later in life.

Along the way, diverse theoretical orientations have also developed. Contemporary practice has been influenced by psychological theorists like Freud, Maslow and Erikson, who encouraged counselors to pay closer attention to the developmental, emotional and psychological aspects of career development as well. Research has also paved the way for the development and use of sophisticated psychometric instruments that counselors can use to identify and measure specific vocational aptitudes, interests, values and personality factors.

ASSESSMENT

The role of the career counselor has often been likened to that of a career coach. In that capacity, the counselor uses various counseling and testing

May 13, 1989

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strategies to help clients develop the attitudes and skills necessary to make successful career choices and develop satisfying careers. Although there are always individual client and counselor variations, career counseling is usually considered short-term, goal-oriented counseling. During the initial assessment, the counselor obtains the client's career history, assesses the level of vocational maturity and situational factors, and recommends a vocational treatment program, including an estimation of the time involved. Here are three examples.

- **Kevin F.** was a flight attendant who, after 10 years with a major airline, had plateaued in his career. Having reached the top of his salary range, he saw no further opportunity for advancement. At 33 years old, he did not relish the thought of a prolonged period of career stagnation and subsequently referred himself to his EAP counselor for assistance with his career change.

Kevin's counselor determined that he could benefit from a structured program that systematically explored his career-choice options. This included aptitude and interest testing, job-market exploration and career planning.

The tests revealed (and Kevin confirmed) that he had exceptional leadership, interpersonal and communication skills, a strong entrepreneurial drive, and broad-based interests in the areas of business, management and sales. After exploring several fields, he decided to enter a sales management training program in another industry.

In retrospect, a clearly articulated career-change objective provided an easy identifying marker for his EAP counselor to use to make the referral. In other instances, occupational-choice issues may be more obscured. They are expressed through feelings of boredom or frustration, lack of motivation, or interpersonal conflicts with coworkers or supervisors.

- **Jeff K.** was a telemarketing manager

ARLENE S. HIRSCH, MA, is a career counselor and psychotherapist in private practice in Chicago, Illinois. She received her master degree in counseling psychology from Northwestern University in 1983 with a specialty in career counseling. She also is an instructor at DePaul University, where she teaches adult career development.



Hirsch is the author of ShopTalk, a weekly career advice column published by the Chicagoland JobSource. Her articles have appeared in Business Week and Wall Street Journal publications.

with a hotel supply company who was responsible for supervising 25 full- and part-time employees, and generating \$3m in annual revenues. He had started with his company after college as a part-time telemarketing representative and worked his way up through the ranks into a management position. Although he was loyal to his employer and conscientious about his work, his performance deteriorated as his department and job responsibilities grew. For the first time in his career, he began to have conflicts with his immediate supervisor and feared for his job.

During his EAP meeting, he was able to express his discomfort with the management role he was required to assume. He felt that it did not suit his personality style, interests or abilities. He was subsequently referred to a career counselor for an evaluation and counseling.

In the course of his counseling, he began to recognize that his position had evolved in a way that did not suit his capabilities or needs. After reformulating his career goals, he negotiated with his employer to create an inside sales position, handling more complicated accounts.

Developing career plans and strategies for individuals who have reached

career plateaus or who, for a variety of reasons, feel dissatisfied with their situation, is an essential component of career counseling services. Counseling with these individuals can include an exploration of alternatives and implementation of new career strategies. In many cases, a job or career change is indicated. Therefore, most career counselors are well-versed in the fundamentals of job hunting. They can assist with resume preparation, interviewing techniques and other self-marketing techniques.

- **Charlotte V.** was a nurse-manager with a hospital. Her career derailed when her position was eliminated for political and financial reasons. A high achiever who had always had good performance appraisals, Charlotte was totally devastated by her failure. Her counselor helped her work through her anger and shame before referring her for job-search assistance. She was then assisted with her resume, interview strategies and self-marketing techniques. As a result, she was successfully re-employed a few months later.

SERVICE PROVIDERS

Service providers can be divided into two categories: nonprofit organizations and private sector. Nonprofits include social service agencies, religious institutions and educational institutions which offer low-cost or sliding-scale services to various populations. In recent years, community colleges have been particularly active in providing limited counseling services, vocational testing and workshops to members of the community.

The private sector is primarily comprised of private practitioners and group counseling practices who provide individual counseling on an hourly basis ranging from \$35-\$125 per hour, vocational testing, support groups and workshops.

Advance-fee career marketing firms are sometimes confused with career

counselors and should be approached cautiously. They have come under close scrutiny from the Better Business Bureau for their controversial practice of charging substantial (\$1,500-6,000) program fees up front, as opposed to career counselors who charge on a "pay-as-you-go" basis. Because the field is currently unregulated, it becomes incumbent upon the EAP practitioner to develop a set of criteria that can be used to evaluate professional career counselors and services. The following guidelines may be useful:

Education/Training. The National Certified Counselor Board has been active in developing a set of guidelines for the profession. They recommend that all certifiable counselors have a *minimum* of a graduate degree in counseling, psychology or a related discipline, with specific coursework in career counseling. They should have good counseling skills, as well as a solid understanding of the labor market. When evaluating potential referral sources, EAP providers should screen for these factors.

Services/Fees. It is important to ask what services are provided, who will be delivering the service, and how much clients can expect to pay for their counseling. The enormous fee range among counselors means that EAP providers must be careful to refer according to a client's financial as well as vocational circumstances.

Orientation. Most counselors have a philosophy that can be articulated. While some are psychologically-oriented, others are more marketing-oriented; still others combine both dimensions. The use of testing instruments is a primary philosophical and practical difference. In general, beware of testing services that do not provide access to counseling as well, since clients will seldom know what to do with their test results. Some testing services do not provide on-site counseling, but do work closely hand-in-hand with professional counselors who

"Advance-fee career marketing firms...have come under close scrutiny from the Better Business Bureau for...charging substantial fees up front."

can use the instruments to help clients make career decisions and plans.

In general, EAP counselors should ask career counselors to provide oral and/or written feedback about the counseling process. If possible, solicit client feedback, as well, in order to

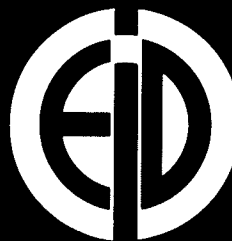
better evaluate the quality of the service being provided.

CONCLUSION

In a workplace characterized by instability and uncertainty, career counselors play a vital role in helping individuals develop satisfying careers. Although the field itself is in a state of flux, there are many highly qualified professionals who can assist their clients in making career choices, developing and implementing job searches, and overcoming obstacles to success. When making referrals, it is always important to match client needs with the counselor and services offered. This means carefully evaluating the counselor's credentials, orientation, fees and services, and conducting follow-ups with the client or counselor to determine outcome. □

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“There is an old saw that goes, ‘if you find a need, fill it.’ ALMACA and the EAP field found a need in the occupational community—managing job performance problems—and from the size of the crowd today, that need is obviously being filled.”

—Adolph J. “Sully” Sullivan
Second ALMACA President
President’s Luncheon
November 14, 1988

Record Attendance, Upbeat Mood Pace 17th National Conference

It seems like every year the EAP field contends with a different "crisis" that, in some way, infracts the EAP practice. In 1987, panic was raised over drug testing. In 1988 it was over the marketing success and business strategies of managed mental health firms.

From day to day, the real impact they have on the field is largely unknown. However, from year to year, one of the best quantifiers of the cumulative strength of EAPs has been ALMACA's National Conference. Our 17th National Conference, held on November 13-16 at the Westin Bonaventure Hotel in Los Angeles, California, was testament to the vitality of this emerging profession. For those who believe that there is strength in numbers—the final registration count was 1,530, far and away the best turnout ever for an EAP event—the conference was proof positive. Furthermore, if there was concern that ALMACA's concentration of members from the east coast would be underrepresented, they were put to rest by encouraging turnouts from

there and, for that matter, all other parts of the country.

The theme of the National Conference was "Balancing Empathy and Economics." The Program Committee, in designating that theme as far back as December 1987, clearly understood the issues that would pervade the EAP practice throughout 1988 and the National Conference. Managed mental health care was the primary concern at the conference—in the workshops, in the hallways, in the exhibit

booths, in the keynote presentations, everywhere—and the more information that people could get their hands on, the better. It is interesting how the nature of the discussions about managed care is changing. There was less talk than one might expect about how managed mental health care might *replace* EAPs—the one management tool that tends to what has been called the "untidy" business of helping workers resolve their most difficult personal problems—and more about how the two workplace mechanisms can *complement* each other. (It appears that EAP personnel are doing an admirable job of educating the captains of business and industry.) One might even speculate that EAPs will eventually earn broad acceptance as the most potent catalyst of comprehensive managed care systems.

As is customary, the Opening Session was the National Conference's formal commencement. It was held on the afternoon of Sunday, November 13. Outgoing president Gary Atkins, conference chairperson Ken Collins, and new president Tom Pasco all made welcoming remarks to attendees.

The keynote speaker was Geneva Johnson, president and chief executive officer of Family Service America. She provided riveting testimony on the blistering rate of demographic change in the United States, how the family unit is evolving, and why employers need to make their work places more accommodating to these conditions. Her remarks suggested that, not only will work & family issues break new ground in the provision of EAP services, they will have greater relevance to the more tradi-





tional job-performance issues. Her remarks earned an extended, standing ovation from the audience. Excerpts appear on page 22.

Anyone interested in understanding the EAP field and ALMACA from a historical context had only to attend the President's Luncheon, held on Monday. There, assembled at the head table, were ALMACA's presidents; from the first, Frank Huddleston, to the latest, Tom Pasco. Only Ed Small, who died in 1984, was not there. However, the leadership and charismatic qualities which characterized Ed were fondly recalled by Adolph "Sully"



A walkover next to the conference hotel provided this view of downtown L.A. from Route 110.

Sullivan. Listeners got the inside track on ALMACA in its early days as Frank and Sully bantered back and forth about how immensely the organization has grown. The President's Luncheon was a time for reminiscing

by the old-timers and an opportunity for the newcomers to learn about the deep pride and heritage that are the sum and substance of the name "ALMACA."

It was because of those special qualities that Presi-

dent Tom Pasco reminded attendees that, while the field has expanded into new realms of practicing, our core mission of helping workers through assessment and referral has not. (For more coverage of the President's Luncheon, please turn to page 24.)

The Annual Banquet was held on Tuesday evening. Madeleine Tramm, a member of longstanding who previously served on the Executive Committee and currently sits on the Employee Assistance Certification Commission (EACC), was master of ceremonies. She introduced the guest speaker, Dr. J.R. Bender of

Conference



**Sunday morning
November 13**

One of the preconference highlights that always brings hundreds of people to town early is the annual Labor Presentation. Outgoing Labor Committee chairperson George Cobbs presided. Shown above is Dave Sickler, AFL-CIO Western Region director, the guest speaker. A panel discussion on managed health care followed.



**Sunday afternoon
November 13**

The Opening Session was the official conference kick-off. Outgoing ALMACA president Gary Atkins presided, and welcoming remarks were given by several of the conference planners. Above is the general conference chairperson, Ken Collins.



**Monday afternoon
November 14**

The Public Policy Networking Committee may not have been as heavily attended as a general session, but important business was discussed just the same. Members shared with ALMACA staff information on public policy activity from around the country. From this meeting, it was decided that ALMACA's Public Policy Campaign and Federal Legislative Initiative would be combined into a single program.

Owens/Corning Fiberglas Corporation. Dr. Bender talked about OCF's EAP, which began in 1974 as one of the traditional occupational alcoholism programs run by a recovering alcoholic who wanted to help others afflicted with the disease. (See page 29 for a speech excerpt.)

It doesn't happen every year, but a special presentation—the "ALMACAN of the Year" Award—recognized an individual who has graciously provided hours upon hours of her time to the EACC in her capacity as chairperson. Brenda Blair, president of Blair Associates, received a

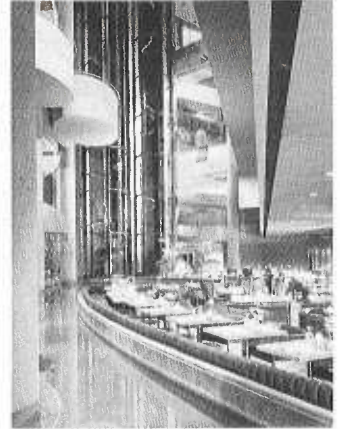
thundering ovation from the banquet crowd for two years of service to ALMACA that can only be described as going beyond the call of duty.

The final general event was the Awards Breakfast, held on Wednesday morning. ALMACA executive director Tom Delaney was the master of ceremonies. ALMACA's most prestigious award—the Ross Von Wiegand Award, which each year recognizes the sponsoring organizations of an exemplary joint labor-management EAP—was given to CSX Rail Transportation and the United Transportation Union, AFL-CIO. Bill Wick,

The Westin Bonaventure was a splendid home for ALMACA's 17th National Conference.

CSX director of labor relations, and Eric Pack, systems coordinator for operations of the UTU, were the award recipients.

Departing Labor Committee chairperson George Cobbs made the presentation of a new award—the John J. Hennessy Award—which recognizes an individual's contribution to the labor movement and to ALMACA. George fondly turned to Jack, a former president and man of gentle



disposition who has given years of devoted service to ALMACA, and told the audience, "Now doesn't he remind you of someone's grandfather?" You can imagine Jack's surprise when he

Highlights



Tuesday evening
November 15



Wednesday morning
November 16



The Annual Banquet featured Madeleine Tramm as master of ceremonies and Dr. J.R. Bender of Owens/Corning Fiberglas as the keynote speaker. Gary Atkins, above, also shared a few thoughts as the many years for which he served on ALMACA's Board of Directors drew to a close. Also during the Banquet, Brenda Blair was named "ALMACAN of the Year."

Special recognition awards were given to Tom O'Connor and Bonnie Forquer during the Banquet. Above, Charles Roach accepts on Bonnie's behalf.

ALMACA's newest award, the John J. Hennessy Award, was given during the Awards Breakfast. The winner was...Jack Hennessy! CSX Transportation and UTU won the Von Wiegand Award.

Marguerite Boslaugh, of the CIGNA Employee Benefits Group, keynoted the Awards Breakfast.

OPENING SESSION

Geneva Johnson Tells ALMACANs About the Transition of American Society and its Families

Geneva Johnson is president and CEO of Family Service America, a social service organization based in Milwaukee, Wisconsin.

Persons wishing to order a complete text of her speech should send a check of \$6 (plus 4% sales tax to Virginia residents)—payable to ALMACA—to: ALMACA Clearinghouse for EAP Information, 4601 N. Fairfax Drive, Suite 1001, Arlington, VA 22203.

This is a time of tremendous change. It will test our cherished institutions and challenge us to shape our future rather than accommodate ourselves to change. If there is one key idea in today's future, it is this: the future does not just happen to us. We, ourselves, create it by what we do and what we fail to do. It is we who are making what tomorrow will be.

No one can escape change. The age in which we live is changing so fast that we do not have time to adjust before more change takes place. Roger Clark, director of the William Temple Foundation, in Manchester, England, states, "We stand at a rather special moment of time—what some call a 'hinge of history'—by which I mean that perhaps we are witnessing the door closing on certain inherited configurations, certain traditional ways of viewing things and doing things. But, that is only one-half of the present reality. The other is that, concurrently, other doors are opening for the profit sector and for society in general."

All around us, there is both danger and opportunity. At the moment, we are living at the interface ("between the times"), or, as the Irish writer, Samuel Becket, has put it, "We are between death and a difficult birth." We, in the human service industry, are "between the times."

Our culture is placing extraordinary pressure on the individual. The tumultuous pace of change is depriving us of all the ancient retreats from personal strain—strong family ties, a closely knit community, secure beliefs, confidence in the continuity of things, a feeling for the past. All those things, in diffuse, but effective ways, once lightened the burden the individual had to bear; but we cannot resurrect a world that has disappeared. How we deal with change depends on how well we understand the impact it can make on the world of work, the employees seeking help and our own lives.

Now, let's consider some aspects of the changing family. In 1985, FSA published a report on the state of families, to be utilized by corporations, government and other institutions in their decision-making process. In addition to using our own data, we thought it important to retain a corporate futurist familiar with societal developments and pertinent statistical data. The report indicates there is an incredible richness and vitality encompassing the contemporary family. In a relatively short time, the unified

mass society has fractionalized into many diverse groups of people with a wide array of differing tastes and values—what advertisers call a market-segmented, market-decentralized society.

The choices in the basic areas of family have exploded into a multitude of highly individual arrangements and life-styles, requiring us to consider a new definition of family. Long celebrated as the social institution most impervious to change, the family in America has been forced to adapt to many value shifts. This adaptive process will accelerate over the next 20 years, as the raging debate over the health of the family heats up. Mounting pluralistic pressures for social acceptance of structural changes will encounter stiffened traditionalist opposition. As the world continues to grow in complexity, this failure of nerve as to what is the right set of values will be aggravated.

Similar forces and values are contributing to the continuance of the present divorce rate for first marriages of between 40 and 50 percent. In addition to the elements of traditional incompatibility, the new levels of women's awareness, consciousness of role and felt need for self-discovery have caused many an end to a "happy marriage" of long duration...

The challenge of EAPs is to go beyond alcohol and substance abuse and to recognize that personal and family problems that are not resolved have a tremendous impact on the workplace. EAPs have the challenge and the opportunity of structuring their present programs in a way that will make a better future for families and the workplace.



Eyes and ears were peeled to the Opening Session speech by Family Service America's Geneva Johnson.



It was a mad dash on Dockweiler Beach for the start of the Fun Run on Monday morning.

learned that he was the first winner of the award in his name!

A special recognition award, lastly, was given to Brinkley Smithers, president of the Christopher D. Smithers Foundation, an advocacy organization in the alcoholism field. Accepting on behalf of Brinkley Smithers was Walter Murphy, assistant to the president/public relations for the Foundation.

A presentation on managed health care followed. Marguerite Boslaugh, assistant vice president of the employee benefits group for CIGNA, described the managed care program that was recently instituted by CIGNA, one of the country's largest insurance companies. (An excerpt of her speech appears on page 29.)

As has become customary, a multi-image slide show set to music, prepared by audio-visual specialist Alex Shukoff, recapped the 17th National Conference.

Association business was also handled during the National Conference. The Chapter Presidents Meeting was held on Sunday morning, with the ALMACA's new Vice President—Operations, Tamara Cagney,

presiding. The items up for discussion included an update on regional restructuring. She reported that input from the regions is still being received, and a plan will hopefully be presented to the Board in May. Other topics of discussion included the collection of dues by ALMACA National and the election of chapter officers.

The Annual Business Meeting was held on Tuesday. Business was concluded in short order. President Gary Atkins expressed his pleasure of having served with the other members of his Executive Committee—Charlie Pilkington, Dan Smith, Frank Burger and Candace Bibby—and turned the dais over to new president Tom Pasco.

The Board of Directors meeting took place at the conclusion of the Annual Business Meeting. The most significant action was a vote to table implementation of the name Association of Employee Assistance Professionals—which was to officially replace "ALMACA" during the conference. The Board voted to direct the Development Committee to convene and forward to the Board three

or more alternative names. (For additional information, see page 6.)

A full report of the Board of Directors meeting will be published in the February issue of *THE ALMACAN*.

ALMACA's public policy initiative is continuing to develop. At a meeting of the Legislative Committee, chairperson Riley Regan announced a strategy in which the Public Policy Campaign and Federal

Legislative Initiative, which were heretofore conducted separately, will be merged. Additionally, state chapters will be urged to establish their own legislative and public policy committees. More information on new public policy developments will follow in the months ahead.

ALMACA's Canadian Task Force, which has been created to publicize ALMACA's work throughout Canada, also held a meeting. The members agreed on a three-phase marketing plan: the mailing of Rapid Response Searches forms to 300 nonmember EAP prac-

TRACK A Research

One of the presentations entitled "EAP Referrals: Situational Effects and Personal Barriers for Supervisors" was presented by Walt Reichman of Baruch College, and Lynn Gracin, Sandra Hartog and Daniel Hickey of the City University of New York Graduate School. The group presented vignettes of policemen of various rank who were experiencing job-performance problems and the ways that their supervisors handled the situations. The vignettes were based on a questionnaire mailed to supervisors of the New Jersey State Police, which posed theoretical situations.

The supervisors were given 11 choices about how they would handle each poor-job performance situation. They were also asked to identify a second choice, if the first didn't work, and finally a third choice. The results indicated that supervisors were more likely to refer an individual to the EAP if the performance problem is not severe, if the subordinate is at a lower level, and only after earlier confrontations did not bring about a change.

Among the other research-track presenters were the familiar teams of Erfurt & Foote and Roman, Blum and Bennett. The latter group have coauthored an EAP salary survey article that will appear in the March issue.

PRESIDENT'S LUNCHEON

Passing the Gavel, Honoring ALMACA's Heritage

Down through the years, ALMACA has enjoyed exceptional leadership. Maybe the number of years—17—is not long by some standards, but the legacies of the people who have carried this organization for that period cast some pretty long shadows over the EAP field.

Assembled at the head table during the President's Luncheon on Monday, December 14 was, in large measure, the foundation of ALMACA. Frank Huddleston, Adolph "Sully" Sullivan, Paul Sherman, Jim Francek, Tom O'Connor, and Jack Hennessy, all past presidents, were there. Only Ed Small, who passed away in 1984, was not. He was, however, remembered by the other past presidents. During the proceedings, Gary Atkins formally joined this group as immediate past president when he passed the gavel on to Tom Pasco.

Also during the luncheon, Executive Director Tom Delaney presented plaques to each of the outgoing Executive Committee members, who include Atkins, Charlie Pilkington, Dan Smith, Frank Burger and Candace Bibby.



The stories that these gentlemen could tell! In this photo of ALMACA presidents are (l-r): Frank Huddleston, Jim Francek, Tom Pasco, Gary Atkins, Adolph "Sully" Sullivan, Paul Sherman, Tom O'Connor and Jack Hennessy.

Four of the presidents spoke of their allegiance to ALMACA and the EAP field. Here are a few of their comments.

FRANK HUDDLESTON

"I remember back in 1970, when a handful of us met who were interested in starting in the association that became ALMACA. Two tables sufficed for the number of us who were there. To stand here and look at this audience, it's pretty impressive."

SULLY SULLIVAN

"Poor and unpredictable work performance had been a thorn in the side of occupational endeavors for 3,000 years, and no one knew what to do about it. Thanks to the ideas advanced by Harrison Trice, Paul Roman, Lew Presnall, Ross Von Wiegand and others, the EAP field is taking care of that need."

GARY ATKINS

"Back in 1981 when I joined Lockheed (Missiles & Space Company),

I learned firsthand about stigma within American corporations. But recently, in a technical brief I made to the Board, I was stopped in the middle of my presentation by the president, who said, 'I agree with what our EAP is doing. We've got to recognize that alcoholism *is* a disease and that we don't want anyone ashamed of coming forward for help. Furthermore, we do not want supervisors and managers to be enablers.' Our company is not alone in this belief, and it is a real breakthrough for the EAP field!"

TOM PASCO

"We cannot fully appreciate ALMACA and the EAP field without giving the past its due. We began as the industrial alcoholism movement; a fairly simple process. We've expanded our mission to accommodate people with other problems, but have decided to do it using the same principles. I believe that is an important thing we cannot forget."

tioners in Canada, inviting them to order \$10 in information, compliments of ALMACA; the promotion of the CEAP exam and its study materials; and the publication of a French version of the "Cutting Edge" membership brochure. The Task Force meeting was "open" and people from throughout Canada attended.

There is an irony in the EAP field: it has coalesced through the adoption of the "Core Technology" and professionalization, yet it has a dichotomy of special interests. It is the latter which attracts many people to the National Conference. Throughout the year, EAPs in special industries or endeavors, such as

aerospace, education, health care and labor, maintain contact with each other by telephone, letter, or chance meetings. The same applies with people interested in women's and gender issues. The National Conference, however, enables EAP personnel to sit face to face with colleagues having the same specialty interests.

Most of the special-interest meetings occur each year before the Opening Session. In fact, this networking has become such an integral part of the National Conference, hundreds upon hundreds of members now arrive early.

The Committee on Women's Issues, chaired by Joanne Pilat, held a two-

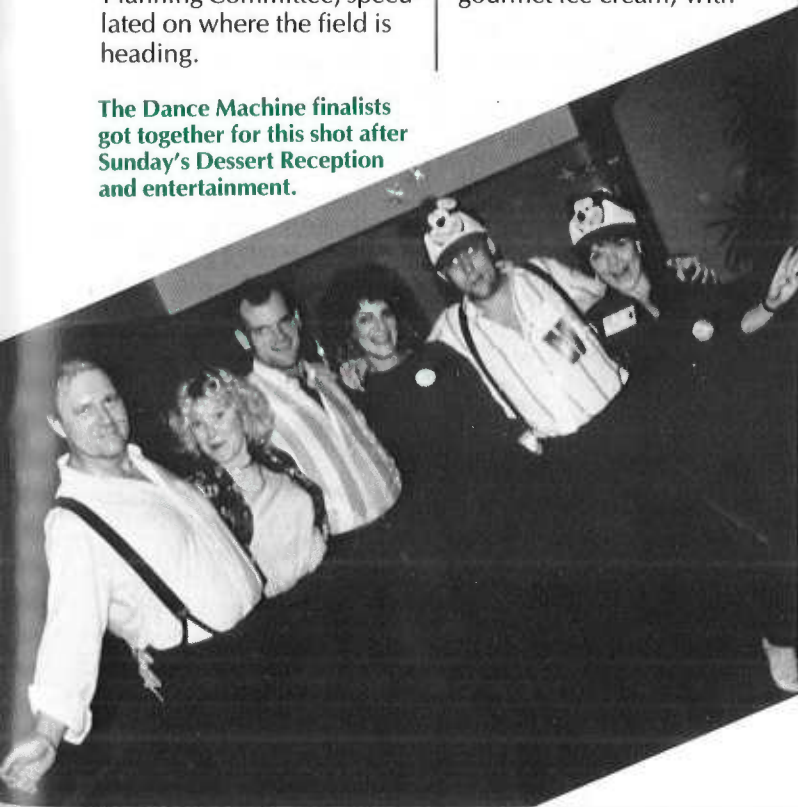
hour presentation which addressed the topic of dependent care. It focused on the increased pressures and accompanying stress being faced by single parents in caring for children and/or elderly relatives. More details will be provided in the next issue of *THE ALMACAN*.

Another constituency, those EAP professionals who work in educational institutions, is expanding. Bill Mermis, one of the meeting organizers, estimates that over 150 educational institutions with EAPs have been in touch with this loose network of professionals. A substantial portion of them attended the program. As the keynote speakers, Ann Baxter discussed the history of EAPs in higher education and Bradley Googins, as chair of ALMACA's Strategic Planning Committee, speculated on where the field is heading.

A full-day labor program was held on Sunday. George Cobbs, Tom Pasco and Jack Hennessy provided the opening remarks, which led to a presentation by Dave Sickler, western region director of the AFL-CIO. Sickler discussed the realignment of the AFL-CIO's regions and his prior involvement in the Brewery Workers Local 66 and Denver Labor Federation. The afternoon featured panel discussions on managed health care and drug testing. The presentations, as usual, drew a substantial turnout.

Perhaps no group mixes business and pleasure better than ALMACANS. Such was the case when the lights went down for the Dessert Reception on Sunday evening. Conferees were treated to barrels—make that megabarrels—of gourmet ice cream, with

The Dance Machine finalists got together for this shot after Sunday's Dessert Reception and entertainment.



TRACK B Policy & Politics

Perhaps the most controversial EAP-related issue was the topic of one of these tracks: Alcohol/Drug Screening. ALMACA Legal Counsel moderated a discussion between Richard Bolt of the CUNNY Law School at Queens College and Peter Bensinger of Bensinger DuPont and Associates. The discussions were in debate format, with opportunities for rebuttal by each of the presenters. Bensinger said drug testing is "not a magic wand or panacea." He likened testing to a metal detector in an airport, which can detect a gun or bomb. Drug testing identifies the substance with the *potential* for danger, impairment or trouble, he noted, adding that he recommends preemployment testing for companies that have established a written policy aimed at deterring on-the-job alcohol or drug impairment.

Bolt explained that in certain circumstances, employees are protected by the Section 504 law pertaining to the handicapped. He noted that testing may constitute a Fourth Amendment violation for public employees and employees in highly regulated industries, and that some companies are not following all of the testing procedures for maintaining accuracy that they should be.

TRACK C The Health Care Question: Dollars and Dilemmas

This track dealt most directly with the issue of managed mental health care. A heavily attended workshop dealt with EAP accountability. One talk, entitled "Health Care Dilemma: Dual Misdiagnosis," was given by A&A Health Strategies Group's Jim Brous. He presented an overview of the health-care dilemma from the employer and insurance perspectives. He demonstrated that most methodologies used by the health-care industry to determine diagnosis are symptomatic and short-term, citing research compiled by Johns Hopkins Medical Center. Brous explained that the ICD-9 diagnostic codes are antiquated, but are used for claims processing by insurance companies, contributing to a "misdiagnosis continuum" that ultimately results in "symptom management reports" to corporations.

In another workshop, Crawford & Company's Dick Groepper explained the role of the EAP in the workplace as a risk management function. He noted that with the increase in stress-related workers compensation claims, EAPs can be a preventive employer response. Mental-health cases account for 33%-40% of WC claims costs, he explained.



Dick Groepper discussed EAPs and risk management.



From left to right: ALMACA Executive Director Tom Delaney (r) presented a special recognition award to Walter Murphy, who represented Brinkley Smithers, president of the Smithers Foundation. Debra Reynolds (l), Kristine Brennan (c) and Susan Stolz, all present or former employees of Lincoln (NE) EAP, got together to talk about old times; and Tom O'Connor received a plaque from outgoing president Gary Atkins for his years of service to ALMACA.



every kind of sugar-laden topping that could be scooped, ladled or poured. It was the perfect opportunity to take off the jackets, loosen the ties, toss the shoes and catch up with old acquaintances. Hundreds of people took advantage.

And as soon as everybody had their fill of goodies, the real fun began. Los Angeles disc jockey Stu D. Baker took off the polkas and fox-trot tunes and cranked up some Top 40. We are not sure where ALMACA got so many rock 'n rollers, but throngs of them came out of the woodwork.

About an hour later, the ALMACA Dance Machine got in gear. For those people who have never participated in or witnessed the Dance Machine, it is a dance-off between seven couples who are picked by a clan-

destine committee from off of the floor, while everyone else encircles the dance floor, egging them on. It was like, well, if you've ever seen the movie *Salsa*, you get the picture.

Following the Annual Banquet on Tuesday evening, the dancers again hit the floor when the Mar Dels, an exceptionally talented, LA-based 50s band, took the stage. After the show ended and the cleaning crew came in, some of the die-hards were



The 1986-88 Executive Committee assembled for this group photo. They include (l-r): Dan Smith, Charlie Pilkington, Candace Bibby, Gary Atkins and Frank Burger.

seen prancing to a discothèque elsewhere in the hotel without losing so much as a step.

The 10K Fun Run was held early on Monday morning. About 40 entrants braved the uncharacteristically cool coastal weather and heavy winds at Dockweiler Beach to run ocean-side. All of the runners deserved Purple Hearts for weathering the heavy gusts of airborne sand when the easterly winds blew, but the race winners by category were:

- ▶ Men 39 and under: Herman Rodriguez
- ▶ Men 40-49: Tom Baker
- ▶ Men 50-59: Pierre Stolz
- ▶ Men 60 + : David Shay

- ▶ Women 1st place: Dee Slatz
- ▶ 2nd place: Kathleen Sullivan
- ▶ Kathryn Campbell

Finally, dozens of others packed their Danskins and participated in Fun Aerobics each day at the crack of dawn. There were no winners' medals distributed at the end, but as one fun runner said who went to aerobics the next day, "At least it's indoors."

For almost 500 conferees, the great escape was a bus tour over to Universal Studios on Monday evening. Once there, everyone stepped onto trams, which shuttled them to different sets, including those for the "King

TRACK D EAP Administration and Organization

One of the presentations was entitled "The Organization as the Client of the EAP," given by Carol Hacker of Jefferson County (CO) Schools. She explained how employee problems are often symptomatic of *organizational dysfunction*, citing an EAP situation she faced in which, out of a 12-person work group, five people who were "stressed out" visited the EAP. Rather than refer the employees to stress workshops, she had a "low-key" conversation with the supervisor. He explained that he felt his employees were not cooperating with him and were deliberately seeking to disrupt the flow of business. Hacker held a "conflict resolution" session between the employees and the supervisor, in which the perceptions among all of them were laid in the open and the differences resolved. *At no time*, she said, did she inform the supervisor that the five employees visited the EAP. Sessions of this nature, Hacker explained, requires an orientation to organizational development, conflict resolution and mediation.



From left to right are Jim O'Hair, Susan Batchelor and Carol Hacker.

Kong" and "Psycho" movies. To their delight many of them were selected to participate in the making of a mock "Star Trek" movie. For their hard work and audience participation, the ALMACANs on hand were recompensed with a dessert buffet afterward.

All in all, we didn't hear a single person grumble during the whole conference about a lack of extracurricular activities!

Kudos are in order for the Conference Committee members from the Los Angeles area who volunteered their time and worked with conference manager Judith Evans to assure that the

accommodations were suitable for attendees. They include:

General Conference Chairperson—**Kenneth R. Collins, CEAP**
 L.A. Chapter President—**Robert T. Dorris, Jr., CEAP**
 CEUs Chairperson—**Nancy Petenbrink, CEAP**
 Entertainment—**Roni Robin**
 Exhibits—**Debbie Schroeder, CEAP**
 Film Festival—**Lou Sanman, CEAP**
 Fund-Raising—**Steven Froehlich and Sandra Gluckman**
 Labor—**Douglas Maguire, CEAP**
 Program—**Mary Lou Finney, CEAP**

TRACK E EAP, Education and Treatment

In a presentation entitled "Suicide and the Coworker," Dennis Derr of Michigan Bell and Elliot Weinhaus of Lifeline discussed the importance of recognizing the psychodynamics of the work group which has a member who either attempts or completes suicide. They explained that through intervention and group counseling, the EAP can help workers to defuse feelings of personal guilt, or anger at the company, as the party "responsible" for the occurrence. False rumors typically spread quickly after a suicide, so it should be a priority to communicate accurate information about the event and circumstances and "let the workers talk it through."

Derr explained that Michigan Bell has a system whereby after an employee or family member commits or attempts suicide, the EAP is immediately notified. The EAP meets with the manager and union representative to assess how the work group is reacting. The work group, in itself, is regarded as a family, and the EAP becomes as personally involved as possible.



Elliot Weinhaus (l) and Dennis Derr discussed suicide and the coworker.

Public Relations—**Dave Auerbach**
 Registration—**Ellen Paauwe**
 Room Monitor—**Tom S. Hayashi, CEAP**

ALMACA also gives thanks to the many corporate donors who contributed to the conference. They include:
Exhibit Hall Coffee Service—O'Connor Hospital at Campbell Alcohol and Chemical Dependency Treatment Center, Campbell, CA; Koala Centers, Nashville, TN; and San Fernando Valley Chapter of ALMACA.
Dessert Reception—Valley Forge Medical Center & Hospital, Norristown, PA;

and National Council on Compulsive Gambling, Inc.
Dessert Reception & Entertainment—Parkside Medical Services Corporation, Park Ridge, IL.
Fun Aerobics—Twin Town Treatment Center, Minneapolis, MN.
Fun Run—Centinela Hospital Medical Center, Inglewood, CA; Los Angeles Area Chapter of ALMACA.
Research Publication—The Breakthrough Program at Gracie Square Hospital, New York, NY.
Banquet Entertainment—First Interstate Bancorp, Los Angeles; Vista Recovery Centers, El Segundo, CA; Woodview-Calabasas Hos-

ANNUAL BANQUET

Owens/Corning Fiberglas' Joel Bender Describes EAP Commitment in Keynote

The Annual Banquet provided a climax to the festivities of the 17th National Conference. As usual, black ties and evening gowns were on parade, and all 110 tables were filled with fellowship, good food, conversation and laughter.

This year's master of ceremonies was one of ALMACA's longtime members, who has served in various capacities



**Emcee
Madeleine Tramm**

on ALMACA's Board of Directors, Executive Committee, and currently for the Employee Assistance Certification Commission—Madeleine Tramm, president of In Perspective, Inc., based in New York City.

The keynote speaker was Joel Bender, Ph.D., MD, who is vice president of health, safety and environment for Owens/Corning Fiberglas Corporation. Dr. Bender spoke on behalf of William W. Boeschstein, OCF's CEO and chairman of the board, and honorary chairman of ALMACA's "LEAP Into the Future" fund-raising campaign for 1989. Excerpts of Dr. Bender's remarks follow.

KEYNOTE PRESENTATION BY DR. JOEL BENDER

Like most older EAP efforts, Owens/Corning Fiberglas Corporation's program was launched through the efforts of a newly recovering alcoholic employee in Newark, Ohio, the site of our founding facility, in 1974. Bob Schenk provided two important ingredients to this fledgling effort—a 30-year company association and a pragmatic approach to recovery from the disease of alcoholism. His understanding and commitment to the business needs of the company equaled his dedication and effectiveness when

dealing with those suffering from the disease of alcoholism. Bob's position was then filled by Tom Palmer, following Bob's retirement. Our current manager is Jere Bunn. All of these leaders are longstanding individual members of ALMACA.

The next 10 years saw integration and expansion of this effort throughout the corporation. In 1984, the program expanded to include all aspects of mental health. However, it is important to note that alcohol and other drugs have remained the cornerstone and that job performance is still the key to management referrals. In addition, the return to quality life-style and quality performance on the job are included in our measurements of program effectiveness.

New professionals now provide diversified educational experiences with appropriate advanced degrees and certifications, and all have considerable organizational experiences, coupled with solid foundations in addictions. The four professionals are supported by a state-of-the-art computer system to facilitate servicing our employees and their families, 24 hours per day, seven days a week.

Changes have been made to advance the cause of quality care. It is our firm belief that the best in quality care will produce the best economical result in the long run. To accomplish this, benefit coverages for all mental health evaluations and addiction treatment were removed from insurance plans and placed under the administration of the EAP Department. Quality review of resources and total case management now rest with EAP professionals. Future plans call for all



ALMACA President Tom Pasco shared a moment with OCF's Joel Bender after his Annual Banquet speech.

mental-health treatment and all mental-health benefits to be administered by the EAP Department.

Such changes have already produced significant results. While OCF had a 45% increase in the number of clients from 1987 to 1988, these clients arrived at the program earlier. Consequently, less-intensive treatment approaches were required. Outpatient utilization has increased from 22% to 46% in one year. During the same period, self-referrals went from 62% to 80%. Per-diem inpatient treatment cost for addiction treatment has held steady since 1986, while other medical inpatient per-diem rates have increased significantly. Management involvement at the highest level, including our CEO, has created an environment that has helped remove any stigma from the program or from those who use it...

Our EAP will continue to be an important partner in OCF management, a partnership dedicated to achieving standards of excellence which include quality performance, providing a creative work climate and valuing employees as our primary corporate resource.

Our CEO, Bill Boeschstein, in a statement of support for ALMACA's fund-raising campaign, said that the future will demand more from EAPs and ALMACA. He called upon EAP professionals to continue their work to aid America in retaining its leadership in the world's marketplace. The challenge is great, but also exciting. I wish you well under the leadership of your new president, Tom Pasco, and look forward to forming a stronger partnership with you in the future.