

EAP ANNUAL REPORT SUMMARY

UNIVERSITY OF MISSOURI

SCOPE OF WORK

Special points of interest:

- Scope of Work
- Institutional Support

The University Employee Assistance Program (EAP) is involved in three primary lines of business: clinical or counseling services, training and development, and organizational consultation. Stress management is the cornerstone of EAP. Primary prevention (system assessment), secondary prevention (training—education), and tertiary prevention (workplace counseling) characterize our work.

With regard to clinical services, EAP uses a brief model of intervention to include up to five sessions for employees and their immediate family, if necessary. In addition to focusing on immediate or presenting em-

ployee concerns, EAP interventions are designed to assess and attend to the exchange or transactions that occur between the individual and various systems in their environment such as work, family, and leisure. In extraordinary cases, EAP may provide more than five counseling sessions. EAP also refers or links individuals with a variety of community resources based upon need.

The Employee Assistance Program designs, conducts, and evaluates training programs in response to requests from work units. Topical areas for these initiatives are vast. In summary, EAP conducts needs assessments, designs instructional

objectives, develops training and evaluation criteria including validity analysis, and provides assistance in the selection and design of instructional programs.

EAP workplace assessment—consultation service is a process of dialogue and measurement that leads to decisions about work-related operations. Consultation can occur at individual, group, inter-group, and organization-wide levels. Examples of consultation provided by EAP include quality of work life, job stress analysis, customer satisfaction, performance management, life and career planning, change management, job analysis, and coaching.

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INSTITUTIONAL SUPPORT

Numerous organizational stakeholders support EAP. Support is provided in many forms such as financially, through promotion of EAP projects, and sharing of space, technology, and specialized knowledge. EAP is sincerely grateful to the following stakeholders or work units for their

tremendous support. This is a non-exhaustive list of supporters.

- Student Affairs
- Provost
- University of Missouri System

- University Hospital & Clinics—University Health Care
- Human Resource Services
- Campus Facilities
- KOMU

Number of Employees Served

A total of 263 employees received clinical or counseling services from EAP in FY 2007–2008. The sum of 566 sessions were provided to employees by EAP. Additional data are as follows.

- 131 employees received one session = 49.8%
- 54 employees received two sessions = 20.5%
- 30 employees received three sessions = 11.4%
- 22 employees received

four sessions = 8.4%

- 7 employees received five sessions = 2.7%
- 19 employees received six or more sessions (long term client) = 7.2 %

In the previous year (FY 2006-2007), EAP provided clinical or counseling services to a total of 259 individual employees in 573 sessions. Comparative data are listed here.

- 156 employees received one session = 60.2%
- 41 employees received two sessions = 15.8%
- 45 employees received three sessions = 17.4%
- 4 employees received four sessions = 1.5%
- 6 employees received five sessions = 2.3%
- 5 employees received six or more sessions = 2.8%

Work Location of Customers

EAP provides clinical, training and development, and organizational consulting services to employees at numerous locations.

In FY 2007–2008, EAP clinical clients were located in the following work areas.

- Campus—152 = 57.8%
- Hospital—92 = 35%
- System—15 = 5.7%
- Extension—4 = 1.5%

In FY 2006-2007, EAP clinical clients were located in the following work areas.

- Campus — 159 = 61.4%
- Hospital—78 = 30.1%
- System—11 = 4.2%
- Extension—12 = 4.3%

A summary list of EAP workplace assessment—consultation locations and number of en-

counters is a follows.

- Campus— 57 = 59.3%
- Hospital—28 = 29.1%
- Extension—11 = 11.4%
- System—0

Types of Problems

University employees experience a variety of stressors in their work and personal lives. Many employees use EAP as a method of eliminating or coping with these stressors. Below is a summary list of stress types encountered by employees.

- Family Problems
- Occupational Stress

- Work-Life Conflict
- Marital/Relationship Problem
- Financial Pressures
- Legal Problems
- Alcohol-Substance Use Problems

Large-scale work problems on

which EAP has consulted include:

- Occupational Safety and Health
- Counterproductive Work Behaviors
- Leadership & Team Development
- Outcome Measurement.

Inferences from the Data

At client intake, EAP collects a variety of data which can help describe what is occurring in the large University population. EAP administration also conducts an abbreviated occupational stress audit at intake for the purpose of identifying specific stressors connected to various job categories. These data help EAP plan a variety of individual and organizational interventions designed to enhance stakeholder stress management ability.

EAP workplace assessment-

consultation service provides valuable, large-scale information to various University administrators about the influence of organizational structure and culture on the workforce.

Chief complaints or concerns expressed by employees when entering EAP for counseling are listed here. These items are catalogued from the most to least frequently reported concern.

- Family-Marital-Relationship Problems

- Occupational Stress
- Psychological Distress
- Personal Problems
- Alcohol—Substance Use

Principal organizational concerns are as follows.

- Role Stress
- Leadership
- Change
- Organizational Justice

New Directions

EAP has initiated a series of occupational stress workshops. Each program is designed to provide up-to-date theoretical as well as practical stress management information for participants. Located in room S203, Memorial Union, these programs are scheduled for the first Tuesday of each month. Preregistration is required. Topical areas and month of program are listed here. EAP continues to design occupational stress workshops

to meet emerging demands.

- Work/Life Conflict—May
- Occupational Role Stress—June
- Work Schedules—July
- Leadership—August
- Organizational Justice—September
- Workplace Aggression—October

- Technology—November
- Workplace Safety—December
- Physical Work Environment—January
- Organizational Politics—February
- Consequences of Work Stress—March
- Stress Interventions—April

EAP has established a graduate-level practicum in Social Work and seeks to expand this training and educational opportunity in other disciplines.

EAP Personnel

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appreciation is extended to Ms. Mauldin for her outstanding contribution to EAP.

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Effective July 1, 2008

NOTE: Jamie Mauldin, MSW recently completed a graduate practicum, and brief part-time employment term in EAP. Much

PRODUCTS & SERVICES

- **Job Stress Analysis**
- **Quality of Work Life Assessments**
- **Customer Satisfaction**
- **Workplace Counseling**
- **Job Analysis**
- **Change Management**
- **Group & Inter-Group Consultation**
- **Training & Education**
- **Performance Management**
- **Organizational Analysis**
- **Occupational Health Psychology**

UNIVERSITY OF MISSOURI

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Concluding Thoughts

The Employee Assistance Program is interdisciplinary in nature, utilizing concepts, theories and strategies from psychology, public—occupational health, human factors, organizational science, and allied areas (business, sociology, economics, social work, human resource management, and engineering). We seek to improve the health, safety, well-being, and quality of work life for each University employee in every occupation.

EAP appraises work organization and job content, individual attributes, organizational policies, procedures and politics, and economic structures with

the intent of maximizing organizational effectiveness.

We are concerned about employee and institutional exposure to a variety of stressors, that if not properly addressed, may result in significant distress for all. Our interventions are aimed at the work context with a desired outcome of a coherent, healthy organization. EAP efforts are also designed to advance employee capacity and efficacy.

No matter the institutional or personal challenge, EAP can provide meaningful support resulting in positive outcomes.

In some cases, a large scale assessment of the work context is indicated. At other times, training and education will address the need. Often, a one-to-one conversation will help resolve matters of concern.

Life and work are demanding and stressful, yet factors associated with these domains need not result in distress for members of the workforce. We invite you to use the service.

Sincerely,

James Hunter

EAP Director

July 2008
