

FY 2008-2009

July 2009

EAP

University of Missouri

Special Points of Interest:

- Scope of Work
- EAP Partners

Individual Highlights:

Work Location of Customers	2
Number of Employees Served	2
Inferences from the Data	3
Occupational Stress Programs	3
Organizational Consultation	4
New Directions	5
EAP Personnel	5
Concluding Thoughts	6

Scope of Work

The University of Missouri Employee Assistance Program (EAP) provides three distinct services: workplace counseling, training and development programs and organizational consultation. Our interventions are designed to assist employees, their families, work units and the larger organization in managing a wide range of stressors that influence life and work. The University EAP employs three options to manage and prevent stress: primary, secondary and tertiary levels of intervention.

In terms of primary prevention, our EAP offers workplace diagnostic or stress audit services to identify the range of stressors affecting employees. This service is typically formed around a period of reflection and a self-report questionnaire, such as the Generic Job Stress Questionnaire or Occupational Stress Indicator, administered to employees on an organization-wide, site or departmental basis.

Secondary prevention includes various training and development or occupational stress programs. These initiatives are designed to raise employee awareness of stress and improve their stress management capacity.

Tertiary prevention consists of workplace counseling services. The University EAP provides up to five sessions of counseling for employees and their immediate family. This level of service includes referral to a variety of community resources based upon need.

EAP Partners

Mizzou has committed substantial resources to the EAP. This commitment is in part reflected in services being provided to employees and work units at no-cost. A summary, non-exhaustive list of EAP partners is as follows.

- | | | |
|---|--|--|
| <ul style="list-style-type: none"> • Student Affairs • Provost • University of Missouri System | <ul style="list-style-type: none"> • University Hospitals & Clinics—University of Missouri Health Care • Human Resource Services • Life Sciences • Healthy for Life • University Work Injury Services | <p>Types of institutional support include but are not restricted to financial, consultative, logistical and promotional.</p> |
|---|--|--|



Work Location of Customers

Employees receiving clinical services from the EAP in FY 08–09 were located in work areas listed below. Comparative data are included.

- Campus- 136 = 49.5%
- Health Care- 125 = 45.5%
- System- 11 = 4.0%
- Extension- 3 = 1.1%

The work location of employees receiving clinical or counseling services from our EAP in FY 07–08 are as follows.

- Campus- 152 = 57.8%
- Health Care- 92 = 35%
- System- 15 = 5.7%
- Extension- 4 = 1.5%

In FY 06–07 the work location of employees receiving clinical or counseling services from EAP is listed below.

- Campus- 159 = 61.4%
- Health Care- 78 = 30.1%
- System- 11 = 4.2%
- Extension- 12 = 4.3%

EAP interventions are interdisciplinary in nature. We utilize concepts, theories and strategies from public health, psychology, human resource management, occupational health, business and allied areas.

Number of Employees Served

In FY 08–09 a total of 275 employees received clinical or counseling services from EAP. A total of 497 sessions were provided to employees by EAP. Additional data are as follows.

- 158 employees received one session = 57.5%
- 67 employees received two sessions = 24.4%

- 20 employees received three sessions = 7.3%
- 14 employees received four sessions = 5.1%
- 7 employees received five sessions = 2.5%
- 9 employees received six or more sessions = 3.3%

The most frequently cited primary stressors or problems are listed here.

- Family/Relationship = 39.9%
- Occupational = 23.3%
- Personal = 21.1%
- Psychiatric = 11.7%

In FY 07–08 a total of 263 employees received clinical or counseling services from EAP.

EAP Utilization – Clinical Services

- January - 15 = 5.5%
- February - 25 = 9.1%
- March - 18 = 6.5%
- April - 28 = 10.2%
- May - 27 = 9.8%
- June - 23 = 8.4%
- July - 39 = 14.2%
- August - 24 = 8.7%
- September - 21 = 7.6%
- October - 25 = 9.1%
- November - 18 = 6.5%
- December - 12 = 4.4%

Inferences from the Data

One task of a contemporary EAP is to serve as the catalyst to analyze and map occupations as markers for stress and identify variables that explain differences among job categories. At clinical intake, the MU EAP conducts a job stress analysis designed to profile jobs and their associated demands. MU EAP uses data emerging from the analysis to plan and administer a variety of occupational stress management initiatives in the organization. Such initiatives include but are not restricted to training and development programs, occupational health promotion, and organizational consultation.

Based upon EAP data the most frequently cited workplace stressors across all occupational types are as follows.

- Occupational Role Stress
- Work – Life Conflict
- Organizational Politics
- Leadership Quality
- Financial Stressors
- Organizational Justice

One inference from the data is that the intersection of individual expectations of the employment relationship with workplace culture creates the most distress for employees. A strong relationship exists between these factors: $r = .810$. A reasonable next step in this process is to expand the analysis in an effort to better understand the intersection of these factors with specific occupational categories including the types stress or distress which emerges as a consequence.



Occupational Stress Programs

MU EAP provides an ongoing program of education and training designed to both increase employee awareness of stress and enhance their stress management capacity. On a monthly basis and at various locations our EAP conducts occupational stress workshops on the following new topics.

- Work Experiences, Stress & Health Among Managerial Women

- Issues of the Second Career Half
- Gender Issues
- Organizational Culture, Stress and Change
- Economic Stressors
- Industrial Relations
- The Psychological Contract, Health & Well-Being
- A Risk Management Approach to the Prevention of Work Stress
- New Technologies & Stress
- Individual Differences, Work Stress & Health
- The Effects of Work Stress on Health

***No matter the problem,
there is a solution...EAP***

The MU EAP seeks to improve the health, safety, well-being and quality of work life for each University employee in every occupation.

Organizational Consultation

A total of 58 organizational consulting interventions were completed by the EAP in FY 08 – 09. We define organizational consultation as a process of dialogue and measurement that leads to a decision about work-related operations. Consultation occurs at individual, group, inter-group and organization-wide levels.

Along the individual domain, consultation is used for purposes of personnel selection, evaluation for fitness of duty, intervention to change problematic or counterproductive work behaviors, to improve or optimize employee functioning or for the purpose of career assessment.

With regard to the contextual domain, interventions are designed to reduce exposure to stressors, enhance employee capacity regarding appraisal of stressors, improve employee resources to strengthen overall well-being and to reduce vulnerability to stress symptoms, increase social resources to reduce exposure to stressors and identify – treat symptoms of short term strain.

Specific targets of intervention during consultation include work tasks, work schedules, ambient environment, employee knowledge, skills and health behaviors, social support networks and the larger organizational structure. The EAP uses a variety of tools or strategies to consult to work units such as survey research and reflective space technology.

In FY 08 – 09 MU EAP consulted to work units about the following factors.

- Job Stress
- Counterproductive Work Behaviors and Aggression
- Leadership
- Performance Management
- Organizational Justice
- Personnel Selection
- Organizational Climate
- Teamwork
- Customer Satisfaction
- Quality of Work Life
- Change Management
- Role Conflict
- Organizational Design

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.

New Directions

MU EAP has moved in several new directions. First, we have expanded our service locations to include University Hospital. This action was taken at the request of hospital administration; particularly Sue Kopfle, Chief Human Resources Officer. The full array of EAP services is now available to healthcare employees each Friday from 8:00 AM to 5:00 PM. The EAP has also initiated occupational stress workshops in University Hospital. These programs are conducted the first Friday of every month in room CE505 between 12:00 and 1:00 PM.

Second, our EAP has established an additional location for occupation stress programs in Life Sciences, Bond Auditorium, the first Monday of each month between 12:00 and 1:00 PM. We appreciate the assistance of Life Sciences Administration; especially Kathy Haynes, Chief of Life Sciences Operations, in securing this new location.

Third, in collaboration with Richard Thoreson, Ph.D., we anticipate the formulation of a specialized substance abuse initiative.

We continue to examine methods to promote EAP operations.



EAP Personnel

Tammie Tilmon, EAP Secretary
882-6701
tilmont@missouri.edu

Christy Hutton, Ph.D.
Psychologist (part-time)
huttoncc@missouri.edu

James Hunter, MSIOP, MSW, LCSW
EAP Director
hunterjd@missouri.edu

NOTE: Katherine Rudstrom, MSW recently completed a graduate practicum and brief part-time employment term in EAP. Much appreciation is extended to Ms. Rudstrom for her outstanding contribution to EAP.

Amy Collins, Ph.D. has also recently completed a rotation in EAP as part of her doctoral training. We are very grateful to Dr. Collins as well.

***Stress management is
the cornerstone of EAP
interventions.***

University of Missouri

Employee Assistance Program

102 Parker Hall
Columbia, Missouri 65211-
2340

PHONE:
(573) 882-6701

FAX:
(573) 884-4936

We're on the Web!

See us at:

[counseling.missouri.edu/eap/
overview](http://counseling.missouri.edu/eap/overview)

Products & Services

- Analysis of Job Stress
- Quality of Work Life Assessments
- Occupational Stress Programs
- Group & Inter-Group Consultation
- Performance Management
- Job Analysis
- Occupational Health Psychology
- Workplace Counseling
- Customer Satisfaction
- Reflective Space Consultation
- Training Design & Evaluation
- Role Analysis

Concluding Thoughts

The MU Employee Assistance Program is uniquely positioned to address questions of how workplace policies, practices, supervision and leadership affect the physical and psychological well-being of the workforce. We are also in place to assist employees in managing numerous personal and external stressors that influence their lives.

Our EAP acknowledges that the intersection of the individual with the work context may result in various forms of distress for the employee and the organization. Therefore, our interventions are aimed at the individual and work environment with the intent of creating a healthy organization and resilient employees. We advocate for employee participation, control and working methods and equipment that fit their needs from a physiological, social and psychological point of view.

Our future analyses of organizational operations will include a focus on particular features of workplace culture such as individual autonomy, position structure, reward orientation, consideration, warmth and support, progressiveness and development, risk taking and control as they intersect with specific dimensions of personality: extroversion, agreeableness, conscientiousness, neuroticism and openness. We hypothesize that results of this examination will yield significant data for use in reducing stressors and in enhancing organizational operations.

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

James Hunter, EAP Director, July 2009