

# EAP

Employee Assistance Program



ANNUAL REPORT  
FY 2009-2010

# EAP

## SCOPE OF WORK

The University Employee Assistance Program (EAP) utilizes prevention technology as the basis of intervention with faculty, staff, teams and the larger institution. We are interdisciplinary in nature using concepts, models and techniques from a variety of disciplines such as occupational/public health, human resource management, economics, human factors, sociology, organizational studies, psychology, industrial engineering and the like. Three fundamental lines of business are used by the University EAP and each is conveyed in a distinct prevention domain.

First, with regard to primary prevention, our EAP works to reduce or eliminate employee, work unit and institutional exposure to stressors. A standardized stress audit such as the MU EAP Job Stress Questionnaire, the Occupational Stress Indicator or the Generic Job Stress Questionnaire provides the means for collection of these data and represents the basis for intervention. We administer primary prevention activities on a site specific, departmental and institution-wide basis.

Next, secondary prevention refers to the use of educational and promotional activities designed to aid employees, work groups and the organization to operate in a manner conducive to the promotion, maintenance or restoration of healthy states. Secondary prevention also provides a means to increase individual, group and institutional control over health and its determinants thereby improving overall health status. In this respect, employee and institutional wellbeing is achieved through the design and implementation of policies and practices that address the prerequisites of occupational health such as increased participation in decision making, enhanced control, job content, work organization and quality working conditions. The University EAP provides a wide range of planned learning experiences designed to improve health literacy, including improving knowledge and developing skills that are conducive to individual, team and organizational health.



Finally, tertiary prevention initiatives provided by our EAP includes brief workplace counseling for all employees and their immediate family. The University EAP provides up to five counseling sessions and links clientele with community resources based upon need. Our aim in this level of prevention is to supply assistance to individuals, couples or families in their attempts to manage psychological or physical ill health as a consequence of exposure to a variety of stressors.

*Stress management is the cornerstone of EAP interventions.*



## EAP PARTNERS

The University of Missouri contributes sizeable resources to our EAP. This sponsorship is manifest in various forms: fiscal, space, program promotion and consultative. The institutional commitment to employees is also expressed in services being supplied at no-cost. Countless stakeholders champion our EAP. An abbreviated list of EAP supporters is as follows.

- Student Affairs
- Provost
- Human Resource Services
- Healthy for Life
- MU Health Care
- University of Missouri System
- University Work Injury Services
- Life Sciences



## WORK LOCATION OF CLIENTELE – NUMBER SERVED

The grid illustrates work location, number of employees and percentage totals for those receiving clinical or counseling services from our EAP during a four-year comparative term.

|                    | <b>FY 2006 - 2007</b> | <b>FY 2007 - 2008</b> | <b>FY 2008 - 2009</b> | <b>FY 2009 - 2010</b> |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>Campus</b>      | 159 = 61.4%           | 152 = 57.8%           | 136 = 49.5%           | 154 = 48.0%           |
| <b>Health Care</b> | 78 = 30.1%            | 92 = 35%              | 125 = 45.5%           | 151 = 47.0%           |
| <b>System</b>      | 11 = 4.2%             | 15 = 5.7%             | 11 = 4.0%             | 15 = 4.7%             |
| <b>Extension</b>   | 12 = 4.3%             | 4 = 1.5%              | 3 = 1.1%              | 1 = .3%               |
| <b>Total</b>       | <b>260</b>            | <b>263</b>            | <b>275</b>            | <b>321</b>            |

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



## CLINICAL SERVICE UTILIZATION

EAP administration conducts a quarterly analysis of requests for services and staffing patterns to accommodate the service needs and working hours of the university community. For fiscal year 2009 – 2010, the following grid depicts the month, frequency and percentage of consumers *initiating* clinical services in our EAP.

| Month        | Frequency  | Percentage   |
|--------------|------------|--------------|
| January      | 23         | 7.2          |
| February     | 28         | 8.7          |
| March        | 26         | 8.1          |
| April        | 24         | 7.5          |
| May          | 30         | 9.3          |
| June         | 25         | 7.8          |
| July         | 52         | 16.2         |
| August       | 11         | 3.4          |
| September    | 27         | 8.4          |
| October      | 20         | 6.2          |
| November     | 35         | 10.9         |
| December     | 20         | 6.2          |
| <b>Total</b> | <b>321</b> | <b>100.0</b> |

EAP administration also examines clinical service utilization on a case-by-case basis. The depiction below provides data regarding number of sessions, frequency and percentage for fiscal year 2009 – 2010. During this term a total of 863 counseling sessions were provided to our customers. The average number of sessions per consumer was 2.68.

For fiscal year 2008 – 2009 a total of 497 counseling sessions were supplied to customers with the average number of sessions being 1.80.

| Number of Sessions | Frequency  | Percentage   |
|--------------------|------------|--------------|
| One                | 106        | 33.0         |
| Two                | 79         | 24.6         |
| Three              | 46         | 14.3         |
| Four               | 28         | 8.7          |
| Five               | 23         | 7.2          |
| Long Term          | 39         | 12.1         |
| <b>Total</b>       | <b>321</b> | <b>100.0</b> |

**Note:** A long term client is one who received six or more sessions.



## INFERENCE FROM THE DATA

Stakeholders seek support from our EAP for a variety of reasons. A categorical listing of stressors cited by customers as they enter service includes: occupational, marital, family, psychological, relationships, financial and those related to alcohol or other substance use. One fundamental task of our 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.



The revised experimental design utilized by our EAP includes an analysis of 23 typical work-specific stressors as they intersect with 9 categories of likely person or life-specific demands. This new design will promote stronger inferences from the data and generate more precise interventions. Data generated from this analysis serves to inform and guide interventions at clinical, team or group-level and organizational domains. Currently, we deduce that the workforce is quite challenged by work – life demands, occupational role stress (ambiguity/overload), leadership and marital – family concerns. Additionally, the job class: Professional – Research – Business – Health may represent a chief intervention domain for the University EAP and the larger institution in terms of stress management. The most frequently cited stressors and their corresponding job class are portrayed here.

|  | Alcohol  | Family    | Marital   | Relationships | Financial | Psychological | Occupational |
|--|----------|-----------|-----------|---------------|-----------|---------------|--------------|
| <b>Executive –<br/>Administrative -<br/>Managerial</b>     |          | 4         | 6         |               |           | 3             | 5            |
| <b>Faculty</b>   |          | 4         | 1         |               |           | 2             | 5            |
| <b>Professional –<br/>Research –<br/>Business - Health</b> | 5        | 27        | 34        | 13            | 8         | 24            | 44           |
| <b>Technical -<br/>Paraprofessional</b>                    | 1        | 7         | 11        | 2             |           | 10            | 9            |
| <b>Office<br/>Administration –<br/>Support</b>             | 1        | 13        | 10        | 6             | 1         | 12            | 13           |
| <b>Crafts - Trades</b>                                     |          |           | 2         |               |           |               |              |
| <b>Service -<br/>Maintenance</b>                           |          | 4         | 5         | 4             |           | 4             | 9            |
| <b>Student</b>   |          | 6         | 1         | 3             |           | 1             | 1            |
| <b>Total</b>   | <b>7</b> | <b>65</b> | <b>70</b> | <b>28</b>     | <b>9</b>  | <b>56</b>     | <b>86</b>    |



## OCCUPATIONAL STRESS PROGRAMS

The University EAP has engaged in an ongoing sequence of training and development designed to help employees manage various forms of occupational stress. During fiscal year 2009 – 2010 our EAP conducted 48 occupational stress programs at various locations for the purpose of health education and health promotion. The subject matter established for these programs are derived from data collected from stakeholders at clinical intake and as a result of consultation with various work units. Please reference the following summary list of facilitated training programs.

- Work, Well-Being and Mental Health
- Flexibility at Work in Relation to Employee Health
- Individual Financial Health
- Careers and Career Management
- Burnout
- Parenting
- Work – Life Balance
- A Fit Approach to Work Stress and Health
- The Role of Personality in Individual, Team and Organizational Success
- Job Design and Well-Being
- Management Development, Well-Being and Health
- Creating Shared Commitment: How to Talk about Accountability
- A Risk Management Approach to the Prevention of Work Stress
- A Taxonomy of Stress Management Techniques
- Occupational Role Stress
- Tools for Team Effectiveness
- Individual Development in the Workplace
- Counterproductive Behaviors at Work
- Safety Climate
- Young Workers
- Industrial Relations
- Conflict at Work and Individual Well-Being
- A Psychosocial Approach to Occupational Health
- Issues of the Second Career Half
- The Psychological Contract, Health and Well-Being
- Work Experiences, Stress and Health among Managerial Women
- Economic Stressors
- New Technologies and Stress
- The Effects of Work Stress on Health
- Organizational Culture, Stress and Change
- Individual Stress and Wellness





## ORGANIZATIONAL CONSULTATION

The University EAP defines organizational consultation as a process of dialogue and measurement that leads to a decision about work-related operations. Consultation occurs at individual, group, intergroup and organization-wide levels. A variety of tools and techniques are used in our consulting work such as surveys, observations, interviews and rating scales. We pursue and adhere to the following criteria during consulting interventions.

- Standardization - the uniformity of measurement conditions to ensure that the procedures used to measure performance are consistently applied

*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.*

- Inter-Rater Reliability – a calculation of the level of consensus among participants as they respond to measures with corresponding alpha results at .7 or better
- Employment-Related Criteria – a measure of whether the variables used to collect information are useful in determining performance criteria or in measuring the performance of personnel
- Validity: construct – showing strong correlations with other known measures of the same characteristic, criterion – able to predict future performance from the measure, or content – showing a logical or conceptual connection between the content of the measure and the desired characteristic

During fiscal year 2009 – 2010 the University EAP completed 87 consulting interventions with a wide variety of organizational stakeholders. These interventions ranged from one-to-one consultations, diagnostic interviews, reflective space approaches, and large-scale interventions. The following list summarizes consulting categories for the year.

- Job Analysis
- Organization – Environment Relations
- Fitness for Duty
- Performance Management
- Customer Satisfaction
- Safety Climate
- Role Analysis
- Intergroup Analysis
- Organizational Design
- Conflict Management
- Leadership and Team Development
- Instructional Program Design and Evaluation
- Workplace Violence
- Job Design
- Succession Planning
- Process Engineering
- Change Management
- Personnel Selection
- Organizational Justice
- Occupational Stress
- Applied Research
- Ethical Dilemmas
- Motivating Employees
- Sociotechnical Systems
- Employee Involvement
- Organizational Culture
- Strategic Management
- Personality Assessment



## NEW DIRECTIONS

A major initiative for the University EAP during the next year is implementation and validation of our revised job stress questionnaire. This tool will provide vital information about our employees, stressors influencing them and the institution, and requisite interventions. Additionally, the instrument positions us to advance an essential multifaceted approach to stressor prevention and to promotion of healthy employees and a healthy organization. We anticipate a positive yield from this project leading to a reduction in or prevention of work-related and personal distress.

A second vital task for our EAP in the year ahead is expansion of our work – life services. We will direct significant resources toward the end of assisting the work force in balancing the demands of work with the demands of life. Several key areas will drive our interventions such as the needs of parents, children and families, economic pressures that may precipitate distress, social role enhancement, community resource utilization and advocacy for the design, implementation and maintenance of relevant organizational initiatives. Specifically, we intend to advance an initiative that addresses individual and institutional distress connected to (life) family-to-work conflict and work-to-family (life) conflict. Distinct interventions in each direction are required to effectively address associated individual and organizational needs.

Third, we will intensify EAP promotional efforts in order to reach more stakeholders.

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





## CONCLUDING THOUGHTS



The intersection of employees, the work context and larger social environment generates an assortment of opportunities and challenges. A requisite aim of our EAP is to manage these crossroads in a manner that generates healthy states for individuals, families, teams and the larger institution. We therefore concentrate on a multitude of factors at individual and contextual domains that may impede wellbeing. Often, two types of interventions are required simultaneously to promote health: those aimed at the individual to enhance their problem-solving and coping capacity, and those designed to modify group-level or organizational variables in order to advance institutional mission. We assert with confidence that a focus on the individual without an essential awareness of the ambient environment does little to promote health or address the complexities of work – life.

A healthy organization contemplates multiple dimensions of employee wellbeing: social, emotional, physical, financial and spiritual. Next, a healthy organization studies multiple levels of health across employees, teams, work units and the larger institution, and is cognizant of the interactional complexity therein. A healthy organization commits to reflective space in order to monitor its health status and to adjust – adapt to achieve optimal levels of wellbeing across the enterprise. A healthy organization invests and directs resources toward policies and programs that enhance the wellbeing of all stakeholders. Healthy organizations relentlessly pursue congruence between the institution and the external environment such as the social community, market and economy, and between parts of the internal or in-house characteristic such as communication among individuals, teams and administration. A healthy organization is responsive to tensions connected to serving multiple stakeholders such as internal and external customers. Finally, healthy organizations stay cognizant of cycles of growth and regression in order to make adjustments in health efforts and to respond to various levels of tension in their environments. Are we a healthy organization?

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

James Hunter  
EAP Director  
July 2010

## EAP PERSONNEL



Tammie Tilmon, Office Manager  
(573) 882-6701  
[TilmonT@Missouri.edu](mailto:TilmonT@Missouri.edu)

David Tager, MA, Doctoral Intern  
[TagerD@Missouri.edu](mailto:TagerD@Missouri.edu)

Note: Mr. Tager has completed a rotation in our EAP as part of his doctoral training. Much appreciation is extended to Mr. Tager for his outstanding service and contribution to our program.

Richard Thoreson, Ph.D.  
Psychologist  
[ThoresonRW@Missouri.edu](mailto:ThoresonRW@Missouri.edu)

Sarah Wells, MSW, LCSW  
Clinical Social Worker  
[WellsSar@Missouri.edu](mailto:WellsSar@Missouri.edu)

James Hunter, MSIOP, MSW, LCSW  
EAP Director  
[HunterJD@Missouri.edu](mailto:HunterJD@Missouri.edu)





### **CLINICAL SERVICES**

- Brief model of intervention to include up to five sessions for employees and their immediate family, if necessary
- Assistance for a wide range of problems such as family, marital, occupational, financial, legal, alcohol—substance abuse, emotional and phase of life concerns
- Referral to a variety of community resources based upon need

### **WORKPLACE TRAINING PROGRAMS**

- Needs assessments
- Design of instructional objectives
- Development of training and evaluation criteria including validity analysis
- Assistance in the selection and design of instructional programs
- Evaluation of training programs

### **ORGANIZATIONAL CONSULTATION**

- Individual, group, intergroup, and organization-wide
- Quality of work life assessments
- Job analysis
- Job stress analysis
- Counterproductive work behavior
- Customer satisfaction
- Performance management
- Change management
- Life and career planning
- Reflective space consultation
- Business process engineering
- Internal climate and attitude assessments
- Organization – environment relations



University of Missouri

# EAP

Employee Assistance Program  
102 Parker Hall  
Columbia, Missouri 65211-2340  
Phone: 573-882-6701  
Fax: 573-884-4936

Web site: <http://counseling.missouri.edu/employee-assistance-program/>

## *Products and Services*

**Job Analysis | Organizational-Environment Relations | Group and Intergroup Consultation  
Performance Management | Occupational Health Psychology | Training Design and Evaluation  
Workplace Counseling | Customer Satisfaction | Reflective Space Consultation  
Quality of Work Life Assessments | Role Analysis | Occupational Stress Programs**