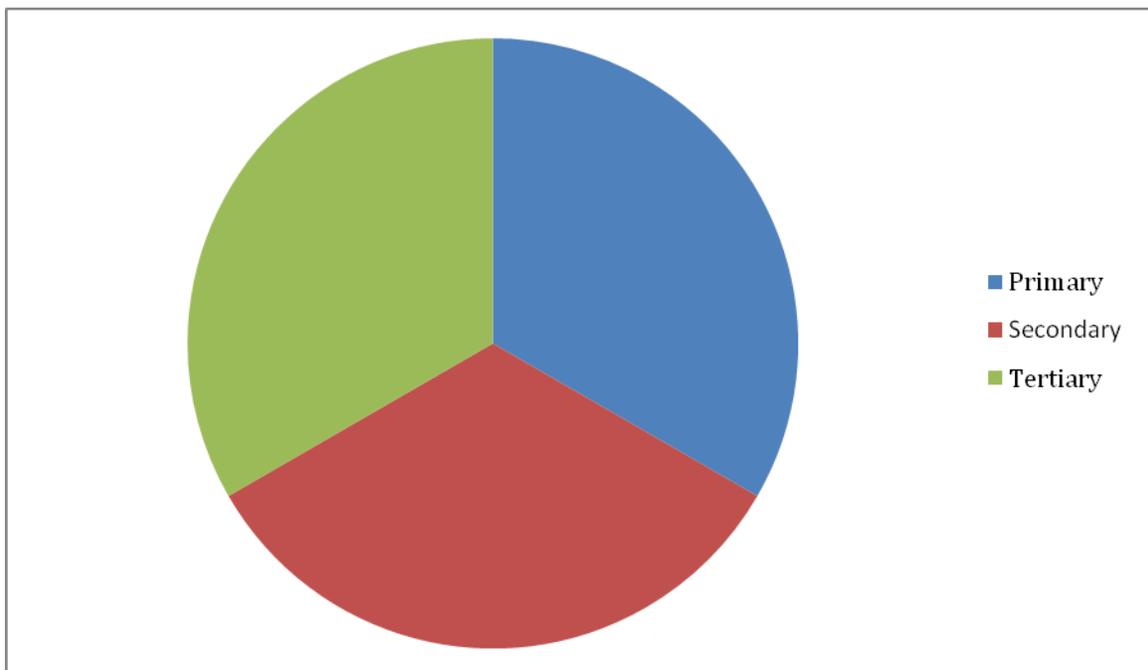


# **EAP MIZZOU**

## **ANNUAL REPORT**

**FY 2010 - 2011**

### **PREVENTION TECHNOLOGY**



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***STRESS MANAGEMENT – THE CORNERSTONE OF  
EAP INTERVENTIONS***

## SCOPE OF WORK

*Primary, Secondary & Tertiary Prevention*

Prevention technology is the device used by our University Employee Assistance Program (EAP) to serve stakeholders. This technology is interdisciplinary in nature incorporating concepts, theories and methods from occupational – public health, industrial/organizational psychology, human factors, sociology, industrial engineering, economics and various clinical disciplines. Primary, secondary and tertiary prevention is the apparatus utilized to administer EAP interventions to current employees, their families, retirees, work groups and the larger institution.

In terms of primary prevention, our EAP strives to reduce or eliminate employee and institutional exposure to stressors (i.e., sources of stress) and to promote a supportive and positive work environment. This effort is guided by an early diagnostic impression or a stress audit of the work context. The assessment provides specific details about types of stressors, where they are located and whom they affect. This process or level of prevention also provides a requisite focus on the transactional nature of stress. In this regard, stress does not exclusively reside in the individual or in the environment but in the transaction between the two. Moreover, our stress interventions acknowledge the individual and environment as a single unit of analysis rather than distinct sets of variables for independent manipulation. Our EAP is well-positioned to operate in this manner and to collect and report these data. We have developed and implemented an on-line self-report questionnaire and continue to take necessary steps toward validation of the instrument. The instrument (job stress questionnaire) is for use system-wide and is located at: <https://counseling.missouri.edu/employee-assistance-program/secure/>

Our secondary prevention initiatives are in the form of broad-based health education and promotion activities along occupational and personal domains. We provide a range of educational and training activities for employees and work units geared toward awareness-raising and skills-building. These programs are useful in helping employees, work units and the larger institution recognize the sources and symptoms of stress and to develop or enhance coping capacity and resilience. Furthermore, secondary prevention activities are a mechanism of control available to employees and the institution whereby each can directly influence its overall health status. The secondary prevention activities designed and utilized by our EAP move in two primary directions: occupational health and life – to – work.

Tertiary prevention is the final sphere of influence utilized by our EAP. In this regard, we provide up to five sessions of confidential, cognitive – individual – process oriented counseling (more if necessary) for all employees and their immediate family to manage multifarious stressors. This service includes linkage with community resources and is readily available as a tool for dealing immediately with employee distress. We aim to assist employees and their families in maximizing their role contribution across a wide range of occupational and life domains.

## **SPONSORSHIP OF EAP**

Substantial resources are provided by the University of Missouri to support our EAP. These sources of assistance are provided in many forms such as space, quality consultation, role sharing, program promotion, money and by way of an institutional commitment to provide EAP services at no-cost to employees. The list of EAP supporters is long and system-wide. An abbreviated inventory of EAP sponsors is as follows.

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



## WORK LOCATION OF CLIENTELE – NUMBERS SERVED



The following grid depicts work location, number of employees and percentages of customers receiving counseling or clinical services from our EAP during a five-year comparative term.

	<b>FY 2006 - 2007</b>	<b>FY 2007 - 2008</b>	<b>FY 2008 - 2009</b>	<b>FY 2009 - 2010</b>	<b>FY 2010 - 2011</b>
<b>Campus</b>	159 = 61.4%	152 = 57.8%	136 = 49.5%	154 = 48.0%	176 = 48.1%
<b>Health Care</b>	78 = 30.1%	92 = 35%	125 = 45.5%	151 = 47.0%	164 = 44.8%
<b>System</b>	11 = 4.2%	15 = 5.7%	11 = 4.0%	15 = 4.7%	15 = 4.1%
<b>Extension</b>	12 = 4.3%	4 = 1.5%	3 = 1.1%	1 = .3%	11 = 3.0%
<b>Total</b>	<b>260</b>	<b>263</b>	<b>275</b>	<b>321</b>	<b>366</b>

## CLINICAL SERVICE UTILIZATION

In an effort to effectively and efficiently meet the needs of our clientele, EAP administration conducts a quarterly analysis of requests for service. Our staffing pattern is organized in an effort to respond to customer demands. The following grid depicts month of service, frequency and percentage of employees who *initiated* clinical or counseling support from our EAP during fiscal year 2010 – 2011.

Month	Frequency	Percentage
January	31	8.5
February	19	5.2
March	25	6.8
April	30	8.2
May	36	9.8
June	41	11.2
July	59	16.1
August	28	7.7
September	31	8.5
October	23	6.3
November	25	6.8
December	18	4.9
<b>Total</b>	<b>366</b>	<b>100.0</b>

For each clinical case, EAP administration also examines service utilization. The grid outlined below provides data concerning the number of sessions, frequency and percentage of customers receiving one to six counseling sessions during FY 2010 – 2011. During this term a total of 942 counseling sessions were consumed. An average of 2.50 sessions was provided per customer. A long term client is one who received six or more sessions.

For FY 2009 – 2010 the average number of sessions per consumer was 2.68 and the total number of counseling sessions was 863.

Number of Sessions	Frequency	Percentage
One	132	36.1
Two	95	26.0
Three	44	12.0
Four	37	10.1
Five	33	9.0
Long Term	25	6.8
<b>Total</b>	<b>366</b>	<b>100.0</b>

## JOB STRESS ANALYSIS

A primary task of the University EAP is to analyze and map occupations as markers for stress and identify variables that explain differences among job categories. At clinical intake and by way of our online job stress questionnaire employees provide key information about job specific stressors. We use these data to plan and deliver an array of organizational, group-level and individual stress management interventions. Our job stress questionnaire distinguishes occupational types in the following manner.

- Primary Instruction
- Instruction/Research/Public Service
- Primarily Research
- Primarily Public Service
- Executive/Administrative/Managerial
- Other Professionals/Support Service
- Technical/Paraprofessionals
- Office Support/Clerical/Secretarial
- Skilled Crafts
- Service/Maintenance
- Physician
- Nurse
- Surgical Technician
- Pharmacy
- Dietary
- Respiratory Therapy
- Social Worker
- Psychologist
- Physical Therapy
- Occupational Therapy
- Radiology
- Student Employee

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

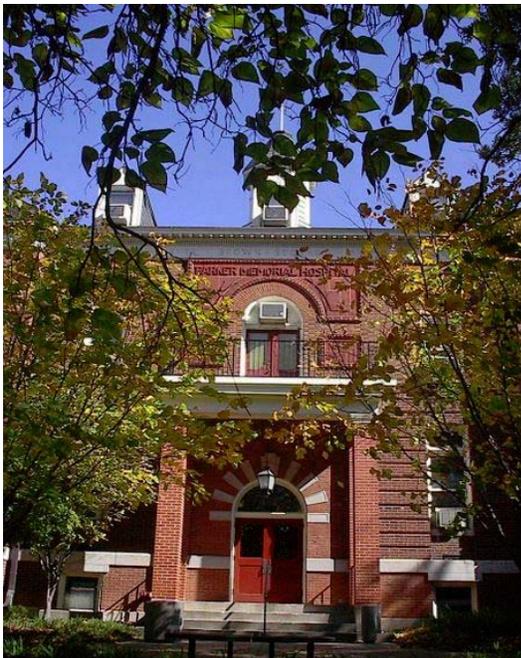
Analyses of self-report questionnaire results (ANOVA) indicate no significant difference in scores for occupational types or in the experienced intensity of workplace stressors listed in the following grid. Additionally, employees present to our EAP with a wide range of personal, life or off-line stressors that influence them at work. These stressors are often of equal or greater intensity when compared to encountered workplace stressors and the intersection of and transactional encounter among these on and off-line factors create numerous challenges. The following grid summarizes the most frequently identified, most intense work and personal - life stressors encountered by employees who use our EAP. Stressors listed in the grid serve as key intervention markers or benchmarks for our EAP. A secondary or co-occurring problem was present for employees 64.5% of the time.

<b>Occupational Stressors</b>	<b>Life Stressors</b>
Work – Life Conflict - challenges in managing demands of work with the demands of one’s personal life	Marital Problems - separation, divorce, ineffective communication
Role Stressors - too much work, lack of clarity about the job or conflict connected to assuming a role at work	Psychiatric Challenges - typically anxiety and depression
Work Schedules - loss of sleep, social opportunities or family connections due to the work schedule	Family Troubles - parenting, step-families, in-laws, aging or ill family member
Leadership Quality - lack of support, inaccurate-insufficient provision of information, unethical behaviors or low-level competencies displayed by leaders	Other Relationships - dating, cohabitation, problematic peer-group dynamics
Organizational Justice - concerns about equity, fairness or justice at work, including concerns about the quality of interpersonal treatment on the job	Alcohol - consumption and codependency
Organizational Politics - actions by individuals designed to further their self interests without regard for the wellbeing of others or the organization	Financial Stressors - insufficient funds, retirement concerns, budgeting challenges
Burnout - emotional exhaustion, decreased effectiveness and poor work performance, negative mental, behavioral or physical symptoms	Legal – a variety of needs including family concerns and law violations
Organizational Culture & Structure - goal pressures, difficulty adapting to structure, intense customer demands	Drugs – Other Substance Use
Organizational Change - too much, too rapid or too frequent change – lack of information about change initiatives	

## **LIFE – TO – WORK PROGRAMS**

The University EAP conducted 15 life – to work programs during FY 2010 – 2011. These programs are designed to support the workforce in managing the demands of their personal lives through educational and skills building activities. We consider this type of support essential to employee and occupational health and will continue to design, organize and offer these programs in the future. Specific facilitated programs are listed here.

- Integrated Restoration – a six week, noon time relaxation course
- Relationship Communications
- Dealing with the Death of a Loved One
- Effective Parenting
- Managing Holiday Stress
- Resolving Marital/Relationship Conflict
- Prioritizing Marriage
- Multigenerational Families: Benefits and Challenges
- Family Finances: The Role of Money in Relationships
- Relationships Change: Understanding Relationship Losses
- Making Step-Families Work
- Setting Boundaries with Others
- Understanding Stress
- Temperament and Personality in Parenting
- Parenting Styles
- Parenting: Questions and Answers
- Building Wealth in Low to Moderate Income Families



## THE SOCIOTECHNICAL WHOLE: EMPLOYEES, EAP & TECHNOLOGY

The University EAP strives to optimize interactions among employees and the work organization. We provide a variety of products, services and information designed to link our social organization with various dimensions of the technical system in an effort to increase employee wellbeing and advance production. Our web site: <http://counseling.missouri.edu/employee-assistance-program/index.php> contains a wide range of information that contributes to the sociotechnical whole. This information includes but is not restricted to the following content areas.

- Occupational Stress Programs
- Life - to - Work Initiatives
- Organizational Consultation: job enrichment, job enlargement, job rotation, work design, work motivation, job analysis, process improvement
- Related Web Links: occupational, financial, health-related, legal, consumer
- Services for Administrators
- Referral Procedures
- Job Stress Questionnaire
- Customer Satisfaction Survey

Our clientele utilizes these technologies through a range of medium such as direct participation in EAP programming and by way of review and usage of online resources. The following grid details monthly utilization of salient technology. Each web hit is unique.

<b>Month</b>	<b>Web Hits</b>
July	719
August	872
September	872
October	645
November	798
December	319
January	556
February	500
March	911
April	1106
May	1025
June	897
<b>Monthly Average</b>	<b>768</b>

## **SERVICES TO RETIREES**

A wide range of interventions have been designed to extend EAP services to University retirees. These interventions include assessing retiree needs, providing EAP information to the population by way of mail, online, telephone and health fairs, designing workshops on topics salient to the group, developing a connection with the retirees association (MURA) and through the collection and distribution of health related promotional information.

The University EAP mailed 3165 post cards to retirees to inform them of our service. Twenty-five (25) retirees were contacted for telephone surveys to promote our EAP and to encourage their utilization of the service. Twelve (12) retirees have utilized EAP clinical or counseling services on-site and many others have contacted us by telephone for various types of support such as linkage with community resources. A number of retirees have also been active in EAP life – to work programs conducted at the University. We will continue outreach to University retirees to include the design and delivery of specialized programming for the population.



## ORGANIZATIONAL CONSULTATION

The University EAP completed 92 consulting interventions during FY 2010 – 2011. We define organizational consultation as a process of dialogue and measurement that leads to a decision about work-related operations. Our consulting interventions occur at individual, group, inter-group and organization-wide levels. Employment-related criteria, inter-rater reliability and validity are the objective standards we utilize during consulting interventions.

*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.*

Along the individual domain, we consult with organizational stakeholders to assist with personnel selection, engage in evaluations of fitness for duty, intervene when counterproductive work behaviors are present, provide person-centered consultation to improve or optimize functioning and consult to career challenges. Our group, inter-group and organization wide interventions are geared to reduce employee exposure to stressors, enhance appraisal of stressors through formal – objective and personal – psychological means, maximize organizational and social resources requisite for stress management, identify and treat short-term strain and consult to the intersection and transactional exchange between employees and their environment. Broad categories of EAP consulting interventions completed during FY 2010 – 2011 are listed in the following grid.

Management of Counterproductive Work Behaviors	Job Analysis
Team Development	Change Management
Instructional Program Design & Evaluation	Performance Management
Diversity Management	Organizational Culture & Structure
Employee Health	Conflict Management
Role Analysis	Internal Climate & Attitude Assessment
Bias Suppression	Personnel Selection
Inter-Group Consultation	Organizational Design
Organization – Environment Relations	Customer Satisfaction
Quality of Work Life	Organizational Politics
Leadership Development	Role Overload – Role Ambiguity – Role Conflict
Succession Planning	Outcome Measurement
Organizational Withdrawal	Experimental Design
Organizational Socialization	Ergonomics
Decision Models	Personality Assessment

## **OCCUPATIONAL STRESS PROGRAMS**

The following occupational stress programs were conducted by our EAP during FY 2010 – 2011. These programs are routinely presented on campus, University Hospital and Missouri Rehabilitation Center. Our typical method to design and deliver an instructional program includes a system and job needs assessment, data analysis – interpretation, criteria development, design of training content, validity analysis and evaluation.

- Managing in Times of Change
- Tools for Team Effectiveness
- Occupational Role Stress
- Organizational Justice
- Selection Tests
- Management of Counterproductive Work Behaviors
- Job Control, Physical Health & Psychological Wellbeing
- A Risk Management Approach to the Prevention of Work Stress
- Creating Shared Commitment: How to Talk About Accountability
- Job Design & Wellbeing
- Burnout
- Work, Wellbeing & Mental Health
- Work – Life Conflict
- Work – Non-Work Interface
- Work Motivation
- How People Learn
- The Role of Personality in Individual, Team & Organizational Success
- Individual Development in the Workplace
- Safety Climate
- A Taxonomy of Stress Management Techniques
- Management Development, Wellbeing & Health
- Management Succession & Career Planning
- Cross-Cultural Dynamics in Teams & Organizations
- Conflict at Work & Individual Wellbeing
- Individual Stress & Wellbeing
- The Effects of Work Stress on Health
- Individual Differences, Stress & Health
- New Technologies & Stress
- Consequences of Work Stress
- Industrial Relations
- Using Reflective Space to Improve Organizations
- EAP Promotional Presentations

## **FUTURE DIRECTIONS**

The University EAP will utilize reflective space to decide upon the next set of strategic directions. Demands for our services are intense and our customer base continues to expand. This process of reflection and planning will enable our EAP to reposition to better serve our clientele.

We will increase promotion and utilization of our online job stress questionnaire. Data derived from the instrument are essential in our pursuit and attainment of optimal individual and occupational health. In a similar manner we will develop additional online technologies designed to better serve and reach more customers.



## **CONCLUDING THOUGHTS**

A reciprocal, dynamic relationship exists between employees, the work context and larger environment. Consequently, the intersection of and transactional encounter between employees and their environment is of vital concern to our EAP. Central to this exchange relationship are a number of corresponding theoretical issues, including but not restricted to institutional knowledge of stress, the amount and level of resources available to employees and the institution to manage the demands of work, appraisal processes and consensus on applying the doctrine of transaction to our entire environment.

Much is known about the types of stressors connected to our workplace. During clinical encounters, as part of our training and development initiatives and at some point in EAP organizational consulting activities, members of our institution identify a multitude of stressors that influence their wellbeing. These stressors exist in various forms such as role demands, work schedules, organizational justice considerations, technological requirements, industrial relations, counterproductive work behaviors, economic stressors, physical work environment, the quality and type of leadership as well as numerous off-line factors such as community dynamics, parenting, other care giving and marriage and family responsibilities.

Each stressor as it intersects and transacts in the workplace has the potential to generate distress. These transactions may result in various individual and organizational health states such as fluctuations in blood pressure, elevated blood lipids, heart disease, sleep disturbance, temporary personality and mood shifts, anxiety, depression, lowered productivity, economic pressures, job dissatisfaction, absenteeism, turnover intent and withdrawal. The levels of subjective – psychological and objective appraisal used by our collective institution in response to these transactions are key determinants of how effectively we manage stress. Therefore, it is imperative that our institution utilize available stress management technologies such as formal measures, leadership development, health education – promotion and individual interventions to improve our overall culture, structure and health.

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 2011

## **EAP PERSONNEL**

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# UNIVERSITY OF MISSOURI – EMPLOYEE ASSISTANCE PROGRAM

## 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

## Organizational Consultation

- Individual, group, inter-group, and organization-wide
- Quality of work life
- Job analysis
- Organization – environment relations
- Customer satisfaction
- Performance management
- Conflict management
- Management of change
- Life and career planning
- Reflective space consultation
- Business process engineering
- Internal climate & attitude assessments



**University of Missouri**

## **EAP**

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

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

## **Products & Services**

**Job Analysis** | **Organizational Consultation**

**Performance Management** | **Occupational Health Psychology**

**Workplace Counseling** | **Customer Satisfaction** | **Reflective Space Consultation**

**Life - to - Work Programs** | **Role Analysis** | **Training Design & Evaluation**

**Occupational Stress Programs**