

EMPLOYEE ASSISTANCE PROGRAM



TM

STRATEGIC FOCUS

FY 2011 – 2012 ANNUAL REPORT

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

SCOPE OF WORK

Primary, Secondary & Tertiary Prevention

The strategic focus of our University Employee Assistance Program (EAP) is interdisciplinary integrating principles and practices from occupational – public health, industrial/organizational psychology, sociology, economics, human factors, industrial engineering and a variety of clinical specialties. This tactical stance is predicated in prevention technology, with primary, secondary and tertiary interventions representing the foundation for services to employees, their immediate families, retirees, work units and the larger organization.

With regard to primary prevention our EAP pursues the identification, reduction and elimination of multifarious stressors. We initiate this task with a formal self-report questionnaire. The device appraises 13 occupational, 7 interpersonal, 7 health-related and 6 personal or life stressors. This technique also provides vital information regarding the work location of stressors and associated job categories. These data are collected at clinical intake and during large-scale organizational consulting interventions. We also encourage all members of the institution and stakeholders system-wide to complete the questionnaire. Subsequent analyses of the data provide key benchmarks for EAP interventions along organizational, group-level and individual domains. Moreover, these data feed directly into our primary secondary and tertiary strategic focus. Our primary prevention activities are also designed to advance a positive, supportive work context. Toward this end we focus on the transactional nature of stress; emphasizing the interactional complexity among employees, work units, the larger environment and ultimate manifestations of stress. More specifically, we acknowledge that stress resides in the complex array of transactions among elements of the institution, and therefore our stress management interventions are designed to influence a single, multifaceted unit of analysis. The instrument or questionnaire is located at: <https://counseling.missouri.edu/employee-assistance-program/secure/>

Occupational health education and health promotion represents the essence of our secondary prevention activities. These initiatives move in two directions: occupational stress and life – to – work. The type of internal and external environmental scan conducted during our EAP primary prevention initiatives provides the basis for secondary prevention; that is our occupational stress and life – to – work programs. We offer a wide array of educational and training programs designed to enhance employee, work unit and institutional awareness of occupational and life stressors and to assist each in developing essential coping capacity and resilience. This category of intervention is extremely useful in helping all organizational stakeholders recognize the origins and indicators of stress and provides an apparatus for employee and institutional control over stressors and associated states of health.

Our tertiary prevention interventions are intended to assist in the recovery and rehabilitation processes of employees, their immediate families and retirees who have encountered or who are encountering an assortment of occupational or life stressors. These stressors may impair or hinder client functioning along a variety of domains including but not restricted to occupational, cognitive, physical, social, familial, health and financial. The chief technology utilized during our tertiary prevention initiatives is five sessions (more if necessary) of cognitive – behavioral – process oriented counseling, including referral to community resources. This service is quickly available as a device for managing client distress. Our aim is to help all who use this level of intervention to capitalize on their role contribution across a wide array of life and occupational spheres.

SPONSORS OF EAP

The University EAP receives support from countless stakeholders across the system. This sponsorship is invaluable, extensive and delivered through many channels such as high-quality consultation and mentorship, physical space, program promotion, role sharing, financial support and the institutional commitment to offer the service to employees at no-cost. A summary, non-exhaustive list of EAP sponsors is as follows.

- Student Affairs
- Provost
- University of Missouri System
- University of Missouri Health Care
- Human Resource Services
- Work Injury Services
- Healthy for Life
- Chancellor's Diversity Initiative



NUMBERS SERVED – WORK LOCATION OF CLIENTELE (CLINICAL)

An illustration of the total number of our clinical clientele during the most recent six-year term is listed below. The graphic also provides information regarding the work location, number of consumers and associated proportions.

Fiscal Year	Campus	Health Care	UM System	UM Extension	Totals
2006 - 2007	159 = 61.4%	78 = 30.1%	11 = 4.2%	12 = 4.3%	260
2007 - 2008	152 = 57.8%	92 = 35%	15 = 5.7%	4 = 1.5%	263
2008 - 2009	136 = 49.5%	125 = 45.5%	11 = 4.0%	3 = 1.1%	275
2009 - 2010	154 = 48.0%	151 = 47.0%	15 = 4.7%	1 = .3%	321
2010 - 2011	176 = 48.1%	164 = 44.8%	15 = 4.1%	11 = 3.0%	366
2011 - 2012	194 = 50.9%	159 = 41.7%	23 = 6.0%	5 = 1.3%	381



The employment divisions, frequency and percentage of customers who utilized EAP clinical services during this fiscal year are outlined in the following grid.

EMPLOYMENT DIVISION – CLINICAL CUSTOMERS

Division	Frequency	Percentage
Chancellor	2	.5
Development - Alumni Relations	3	.8
Provost/ Deputy Provost	3	.8
Student Affairs	29	7.6
Administrative Services	35	9.2
Intercollegiate Athletics	3	.8
University Affairs	2	.5
Vice Chancellor for Research	9	2.4
Undergraduate Studies	1	.3
International Programs	5	1.3
Enrollment Management	2	.5
Graduate School - Advanced Studies	4	1.0
Extension - Cooperative Extension	8	2.1
School of Medicine	23	6.0
School of Nursing	3	.8
School of Health Professions	6	1.6
Children's Hospital	1	.3
Ellis Fischel Cancer Center	3	.8
Missouri Orthopedic Institute	1	.3
Missouri Psychiatric Center	3	.8
Missouri Rehabilitation Center	5	1.3
University Clinics	4	1.0
University Hospital	96	25.2
University Physicians	11	2.9
Women and Children's Hospital	16	4.2
Agriculture, Food & Natural Resources	12	3.1
Arts & Sciences	27	7.1
Business	1	.3
Education	11	2.9
Engineering	6	1.6
Human Environmental Sciences	4	1.0
Journalism	13	3.4
Law	1	.3
Veterinary Medicine	7	1.8
UM System	23	5.5
Total	381	100.0

CLINICAL SERVICE UTILIZATION

EAP administration analyzes clinical service utilization to assess customer demands and the adequacy of program staffing. The following depiction provides data germane to the month, frequency and percentage of consumers who *initiated* use of clinical services in our EAP during fiscal year 2011 – 2012.

Month	Frequency	Percentage
January	31	8.1
February	31	8.1
March	22	5.8
April	34	8.9
May	18	4.7
June	24	6.3
July	72	18.9
August	42	11.0
September	34	8.9
October	23	6.0
November	27	7.1
December	23	6.0
Total	381	100.0

EAP administration also analyzes clinical service utilization for each case. The grid listed below provides data regarding the number of sessions, frequency and percentage of consumers receiving one to six clinical interventions during fiscal year 2011 – 2012. Throughout this term, a total of **920** sessions were provided by our EAP. The average number of sessions or mean per consumer was **2.41, SD = 1.68**. A long term client is one who received six or more sessions.

During the previous fiscal year; 2010 – 2011, a total of **942** sessions were provided. The mean during this term was **2.50, SD = 1.59**.

Number of Sessions	Frequency	Percentage
One Session	162	42.5
Two Sessions	91	23.9
Three Sessions	37	9.7
Four Sessions	30	7.9
Five Sessions	21	5.5
Long Term Client	40	10.5
Total	381	100.0

THE SOCIOTECHNICAL WHOLE

Our work organization is a combined social – plus – technical system comprised of two autonomous yet related parts: a social dimension including employees who complete defined tasks, including the relationships among members of the workplace and a technical dimension consisting of the techniques utilized in task achievement including associated tools. The work organization is open in relation to its internal and external environment and produces two fundamental outcomes: products (goods and services) and psychological or emotional consequences such as employee engagement and customer satisfaction. The University EAP provides an array of information, products and services designed to tie our social context to numerous features of the technical system toward the objectives of employee wellbeing and organizational efficiency and effectiveness. A range of information contributing to the sociotechnical whole is located on our website at: <http://counseling.missouri.edu/employee-assistance-program/index.php> . A summary list of salient content areas is located here.

- Services for Administrators
- Occupational Stress Programs
- Related Web Links: occupational, financial, health-related, legal, consumer
- Referral Procedures
- Organizational Consultation: work analysis, quality of worklife, organizational effectiveness, training and development
- Life – to – Work Resources
- Information & Education

These technologies are utilized extensively by our clientele. The following grid depicts the monthly mean or average of accessed EAP online technologies.

Technology	Monthly Access Average
Index	927
Annual Reports	140
Counseling Services for Employees	243
Frequently Asked Questions	189
Library Resources	273
Occupational Stress Programs	192
Organizational Consultation	175
Referral Procedures	264
Service Access	195
Services for Administrators	146
Training Programs	175
Web Links	204

LIFE –TO – WORK PROGRAMS



The life – to – work programs designed and presented by our EAP help the workforce cope with stressors that affect their personal and family lives. These programs contain vital information connected to a wide range of domains including but not restricted to healthy families, parenting, financial health, caring for aging relatives, planning for retirement, effective communication, health care insurance and health care reform, consumer product safety, child care resources, bereavement and managing life transitions. Our life – to – work programs are in place to increase employee awareness and enhance their coping capacity germane to the ongoing, unlimited nature of stress in their lives away from the organization. This type of programming is fundamental to employee wellbeing and our EAP. We will continue to design, deliver and coordinate these programs. A summary list of the EAP life – to – work programs presented during fiscal year 2011 – 2012 is as follows. These programs have reached more than 10 University work divisions with more than 5,000 employees.

- Assertive Communication
- Home Buying 101
- Making Marriage & Relationships Work
- Emotions & Decision Making
- Healthy Step-Families
- Tips for Managing Holiday Stress
- Coping with the Death of a Loved One
- Setting Boundaries in Relationships
- Maintaining Work – Life Balance
- Medicare Boot Camp
- Managing Personal Finances
- Techniques for Effective Communication
- Managing Personal Transitions
- Effective Parenting

SERVICES TO RETIREES

The University EAP extends its services to retirees. A variety of avenues are utilized to connect with those who have made very meaningful contributions to the institution such as the provision of health information and promotional activities, collaboration with the retirees association; MURA and mailings to retirees for the purpose of EAP program promotion. Six (6) retirees received clinical or counseling interventions from our EAP during this most recent term. Additionally, during fiscal year 2011 – 2012 the University EAP completed the following list of activities to serve retirees.

- Mailings to retirees in the Central Missouri area for the purpose of outreach and EAP program promotion
- Collaboration with University Benefits to include EAP information in preretirement communique's
- Development and distribution of health-related (safe drinking) information by way of the MURA newsletter
- Inclusion of additional health-related information on the EAP website regarding prescription drug use and suicide risk prevention
- Preparation and submission of an interagency grant proposal to a private foundation on stress reduction for retirees

We will continue these and similar efforts designed to support university retirees.



JOB STRESS ANALYSIS

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

At clinical intake, during organizational consulting interventions, as part of our occupational stress and life – to – work programs and by way of our online self-report questionnaire the University EAP pursues information about the category, frequency, location and intensity of stressors encountered by employees at work and in their personal lives. Our fundamental task in this regard is to analyze and map occupations as markers for stress and identify variables that explain differences among job categories. Our questionnaire appraises 13 occupational, 7 interpersonal, 7 health-related and 6 personal or life stressors. These stressors are also measured at their intersection with a variety of job categories or occupational type, employee educational level and work location. Data derived from this analysis provides the basis for our interventions at organizational, group-level and individual domains.

A one-way analysis of variance (ANOVA) reveals no significant difference in scores for occupational types or in the experienced intensity of workplace stressors listed in the following grid. Furthermore, members of our enterprise encounter an assortment of off-line, life or personal stressors that influence their role contributions at work. These off-line stressors characteristically intersect and transact with workplace stressors and in doing so create an assortment of opportunities and obstacles for employees, work units and the larger organization. Stressors portrayed in the ensuing grid represent key intervention points or benchmarks for our EAP. A co-occurring, secondary stressor was present for employees 55.6% of the time.



Occupational Stressors	Life Stressors
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
Organizational Culture & Structure - goal pressures, difficulty adapting to structure, intense customer demands	Family Troubles - parenting, step-families, in-laws, aging or ill family member
Burnout - emotional exhaustion, decreased effectiveness and poor work performance, negative mental, behavioral or physical symptoms	Marital Problems - separation, divorce, ineffective communication
Careers and Career Management - lack of career progression, dissatisfaction with career status	Other Relationships - dating, cohabitation, problematic peer-group dynamics
Economic Stressors - work-related concerns about budget cuts, layoffs or low salaries	Alcohol - consumption and codependency
Work/Life Imbalance - the inability to manage demands of work with the demands of one's personal life	Financial Stressors - insufficient funds, retirement concerns, budgeting challenges and housing concerns
Negative Team Dynamics - unclear purposes and goals, unclear boundaries, lack of access to resources, lack of support	Legal – a variety of needs including family concerns and law violations
Organizational Injustice - concerns about equity, fairness or justice at work. This category includes concerns about the quality of interpersonal treatment on the job	

ORGANIZATIONAL CONSULTATION

The University EAP provides consulting interventions to attend to individual, group, inter-group and organization-wide demands. Our consulting activities are broad in scope and address the intersection of and transactional exchange among employees and the larger work context. At the individual domain, we provide consultation for purposes of personnel selection, fitness for duty, management of counterproductive work behaviors, enhancement of employee functioning, and evaluation for the purpose of career advancement. With regard to the group, intergroup and organization-wide spheres we aspire to reduce employee, group and institutional exposure to stressors, enhance stakeholder resources to reduce exposure to or appraisal of stressors, increase employee resources to strengthen overall wellbeing and to reduce vulnerability to stress symptoms, improve social resources including the adjoining, larger social context to reduce exposure to or appraisal of stressors and identify and treat symptoms of short term strain.

Our consulting activities 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.

The broad work-context focus areas for our consulting interventions are work analysis: a formal procedure by which the content of work is defined in terms of activities performed and attributes needed to perform the work; quality of worklife: an assessment of the factors that contribute to a healthy and productive workforce; organizational effectiveness: concerned with improving the quality and productivity of the workforce as well as assessing and enhancing the quality of relationships with customers and suppliers; performance management: the design of methods to assess employee work behavior and provide helpful feedback to improve performance; training and development: identifying employee skills that need enhancement to improve job performance, including managerial development programs, and training all employees to work together effectively; and selection and placement: based upon job and work analysis, the design and implementation of assessment methods for the recruitment, selection, placement and promotion of employees.

A total of 94 consulting interventions were performed by our EAP during fiscal year 2011 – 2012. Our consulting activities have touched approximately 23 University divisions and more than 9,000 employees. A summary list of particular consulting activities is depicted here. These activities are catalogued to aforementioned broad work-context focus areas in the subsequent grid labeled:

Intervention Focus Area.

Management of Counterproductive Work Behaviors	Organizational Diagnosis
Instructional Program Design & Evaluation	Assessment of Organizational Culture
Performance Management	Long Range Strategic Planning
Reduction in Workforce – Change Management	Regulatory Compliance – Safety Climate
Team Development	Organizational Justice
Acute Stress at Work – Risk Assessment	Conflict Management
Coaching – Team Development	Leadership Development
Workplace Violence	Policy Development
Personnel Selection – Criterion Development	Ethics
Employee Health – Impaired Colleague	Career Management
Diversity Management	Work – Life Balance
Customer Satisfaction	Quality Improvement
Quality of Worklife	Group Process & Decision Making
Work Analysis	

The following charts contain additional descriptive information about our organizational consulting interventions.

Month of Consulting Intervention	Frequency	Percentage
January	15	16.0
February	8	8.5
March	5	5.3
April	2	2.1
May	10	10.6
June	7	7.4
July	5	5.3
August	9	9.6
September	6	6.4
October	12	12.8
November	5	5.3
December	10	10.6
Total	94	100.0

Work Location	Frequency	Percentage
Campus	40	42.6
Health Care	43	45.7
UM System	5	5.3
UM Extension	6	6.4
Total	94	100.0

Intervention Focus Area	Frequency	Percentage
Work Analysis	10	10.6
Quality of Worklife	19	20.2
Organizational Effectiveness	36	38.3
Performance Management	22	23.4
Training & Development	4	4.3
Selection & Placement	3	3.2
Total	94	100.0

OCCUPATIONAL STRESS PROGRAMS

The occupational stress programs designed and delivered by our EAP intend to increase employee and institutional knowledge of stressors. These programs are also conceived to increase the stress management capacity of our collective institution. Furthermore, we aspire to enhance the context in which employees operate recognizing the interactional complexity and transactional nature of experiences at work. Participation in these programs results in a number of positive individual and organizational outcomes such as improved employee and organizational health, enhanced quality of worklife and reduced health care utilization and associated costs. The characteristic method employed by our EAP 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. During fiscal year 2011 – 2012, the following occupational stress programs we presented by our EAP. These programs are presented routinely in the Memorial Union and University Hospital. We also perform these programs per work unit request. Our occupational stress programs have touched more than 20 University work divisions with more than 5,000 employees.

- Exerting Control Over Work Stressors
- Coaching in Organizations
- Acute Stress at Work
- Support for a Distressed Colleague
- Conflict at Work & Individual Wellbeing
- How People Learn
- Work Motivation
- The Social Context of Work Life: Implications for Burnout & Work Engagement
- Stress & Careers
- Desired Leadership Behaviors
- Characteristics of People: The Role of Individual Differences in the Work Context
- Work – Life Conflict
- Gender and Work Stress
- Creating Shared Commitment: How to Talk About Accountability
- Occupational Role Stress
- The Role of Job Control in Employee Health & Wellbeing
- Tools for Team Effectiveness
- Burnout
- Recruitment, Selection & Performance Management
- Counterproductive Work Behaviors
- Managing Change: Individual & Organizational Principles
- Conflict Management
- Individual Stress & Wellness
- Principles & Techniques of Effective Communication
- Economic Stressors
- Taxonomy of Stress Management Techniques
- Consequences of Work Stress
- The Role of Personality in Individual, Team & Organizational Success
- EAP Promotional Presentations

FUTURE DIRECTIONS

During the upcoming fiscal year, we will continue to develop and expand the sociotechnical whole in an effort to serve more stakeholders. This initiative includes enhanced promotion and utilization of our online, self-report questionnaire to collect vital statistics about the institution. We will enlarge the life – to – work programming in an effort to provide more support to employees off-line. Our efforts will include the continued growth and promotion of a holistic model of stress that accounts for individual difference variables, is balanced in its focus on the management of occupational and life stressors and considers the simultaneous existence of eustress and distress including the concurrent influence of both on the appraisal process and coping. We will increase occupational stress programming in an effort to enhance managerial knowledge of stress including their awareness of its transactional nature. Finally, we will seek deeper partnerships with sponsors toward the end of employee wellbeing and organizational health and effectiveness.



KEY DEMOGRAPHIC MARKERS

A few key demographic indicators are illustrated here.

Referral Source	Frequency	Percent
Self	187	49.1
Coworker	41	10.8
Supervisor	66	17.3
Human Resources	22	5.8
Primary Care Physician	4	1.0
Court	2	.5
Media - Internet	18	4.7
Other Health Care Professional	18	4.7
Union	1	.3
Spouse	9	2.4
Family	13	3.4
Total	381	100.0

Employment Status	Frequency	Percentage
Faculty	20	5.2
Faculty Dependent	3	.8
Staff	323	84.8
Staff Dependent	22	5.8
Spouse	6	1.6
Other Immediate Relative	1	.3
Retired	6	1.6
Total	381	100.0

Gender	Frequency	Percentage
Female	254	66.7
Male	127	33.3
Total	381	100.0

KEY DEMOGRAPHIC MARKERS

Educational Level	Frequency	Percentage
Elementary	2	.5
Junior High	6	1.6
High School	69	18.1
Community College	92	24.1
Bachelors Degree	107	28.1
Masters Degree	76	19.9
Law Degree	2	.5
Ph.D.	21	5.5
M.D.	6	1.6
Total	381	100.0

Race	Frequency	Percentage
Caucasian	320	84.0
African American	33	8.7
Asian - Pacific Islander	13	3.4
Hispanic	7	1.8
Indian	2	.5
Other	6	1.6
Total	381	100.0

Veteran Status	Frequency	Percentage
Yes	32	8.4
No	349	91.6
Total	381	100.0

CONCLUDING THOUGHTS

The primary, broad task for an organization and its members is to produce first-rate goods and services in response to environmental demands. Cutting-edge research and practice, economic and workforce development and the production of scholars and leaders for upcoming generations are salient, requisite demands in this production scenario. A concomitant mission for contemporary organizations is the effective management of stressors including a thorough investment in stress management tools and techniques.

Stress is the response of our collective institution to any demand it encounters. It resides in the complex configuration of spaces and transactions among employees, work units, our larger institution, the external environment and the pursuit of desired goals. Employee success, work unit accomplishments and institutional achievements are contingent upon each entity's ability to effectively and collaboratively manage a variety of demands or stressors. A key determinant in this equation is the amount and quality of resources (i.e., cognitive, behavioral, physical, technical, social or financial) available to stakeholders to meet their aims. Inadequate or missing resources or insufficient reinforcement will intensify stressors and create strain for members, work groups and the enterprise.

The continuum of positive outcomes linked to stress contains employee engagement and satisfaction, team cohesion, customer satisfaction and organizational success. By contrast, the conglomeration of negative stress consequences include but are not restricted to anxiety, depression, sleep loss, headaches, absenteeism, increased health care utilization, accidents, workers' compensation claims, lowered organizational commitment, decreased work quality and productivity, work – life conflict, burnout, incivility, aggression, a damaged social context, withdrawal, dissatisfied customers and lost revenue. The negative consequences of stress are moderated by a wise investment in and utilization of stress management technologies. How will we invest today?

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 2012



EAP PERSONNEL

The following list of individuals made substantial, first-rate contributions to our EAP during fiscal year 2011 -2012. Each person has transitioned to another phase of their life and career. We wish each individual the best and thank them for their service.

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Work Analysis / Quality of Worklife

Organizational Effectiveness / Performance Management

Workplace Counseling / Occupational Stress Programs

Life – to – Work Programs / Selection & Placement