

**AN EMPLOYEE ASSISTANCE PROGRAMME AS
APPLIED IN A WHITE-COLLAR ENVIRONMENT**

by

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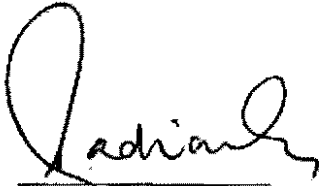
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PREFACE

I declare that *"An Employee Assistance Programme as applied in a White-Collar Environment"* is my own work and that all sources I have used or quoted have been indicated and acknowledged by means of complete references.


IVAN PADIACHY

2/12/96
DATE

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SUMMARY

The aim of the study is to determine the nature and utilisation of an Employee Assistance Programme (EAP) in a white-collar work environment, and, more specifically, in a South African context. Information about the research topic was obtained from accumulated records of the Standard Bank's Employee Well-being Programme (EWP), structured interviews which were conducted with eleven EWP practitioners and a union representative, and from self-administered questionnaires which were completed by a sample of 153 of the bank's employees.

The study includes an in-depth literature review on EAPs in general and issues such as the nature and scope of the bank's EWP, the extent to which the EWP addresses employees' needs, the nature and extent of the marketing of the EWP, and the extent to which the workforce is utilising the programme, were explored and described.

The main findings are that the EWP shows evidence of acceptance by employees as well as a degree of utilisation that compares favourably with local and international trends. It also shows an incongruence between marketing and employee orientation and training initiatives and reveals that programme evaluation efforts are insufficient and could be significantly improved.

Accordingly, recommendations have been made pertaining to the needs of employees, employee and union involvement, a multi-disciplinary approach to case management, marketing, training and evaluation with regard to the EWP, an EWP database, and a post-treatment follow-up.

Key terms :

Perceptions, utilisation, Employee Assistance Programmes, white-collar work environment, Employee Well-Being Programme, multi-disciplinary approach, marketing, employee orientation, training, evaluation, post-treatment follow-up

OPSOMMING

Die doel van hierdie studie is om die aard en benutting van 'n Werknemerhulpprogram (WHP) in 'n witboordjieomgewing, en in die besonder, binne 'n Suid-Afrikaanse konteks te bepaal.

Inligting oor die navorsingsonderwerp is verkry uit bestaande rekords van die Standard Bank se Werknemerwelstandsprogram (WWP), gestruktureerde onderhoude wat met elf WWP-beoefenaars en 'n vakbondvertegenwoordiger gevoer is, sowel as vraelyste wat deur 'n steekproef van 153 van die bank se werknemers beantwoord is.

Die studie het 'n diepgaande oorsig van die literatuur oor WHP's in die algemeen voorsien en aspekte soos die aard en omvang van die Bank se WWP, die mate waartoe die WWP die werknemers van die bank se behoeftes aanspreek, die aard en omvang van die bemerking van die WWP en die mate waartoe die werknemers die program gebruik het, is ondersoek en beskryf.

Die hoofbevindinge is dat die WWP deur werknemers aanvaar word en dat die gebruiksyfers gunstig met plaaslike en internasionale neigings vergelyk, dat daar nie ooreenstemming tussen die bemerking en werknemeroriënterings en opleidingsinisiatiewe bestaan nie, en dat die progamevalueringspogings onvoldoende is en aansienlik verbeter kan word.

Gevolgtrek is aanbevelings gemaak wat betrekking het op die behoeftes van werknemers, werknemer-en vakbondbetrokkenheid, die gebruik van 'n multi-dissiplinêre benadering vir gevallehantering; die bemerking, die opleiding en die evaluering van die WWP, die daarstelling van 'n WWP-databasis sowel as opvolging ná behandeling.

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CHAPTER 1

THE RESEARCH PROBLEM

1.1 The problem area with parameters

In this study, specific attention is given to the application, utilisation and value added by an Employee Assistance Programme (EAP) in a predominately white-collar work environment.

From an ideological point of view, *work* is based on a set of values about what a human being ought to be, that is, about the nature of human fulfilment. In reality work is about earning a living. It is not surprising then that, more often than not, employees are regarded as labour commodities - a means of production. After many years, a realisation has dawned that employees are key contributors to the success of a business and employers have recognised that healthy workers can perform better and are more productive.

Inherent in this yearning to rehumanise the workplace, is the issue of the provision of human services in the workplace. EAPs became the basis for intervention and treatment and, over the past 15 years, EAPs have become an integral part of many corporations.

As the EAP field develops and becomes more professional, it seeks a widespread acknowledgement and respect for its activities and accomplishments. Googins (1987:230) states that, as any field develops, it must produce research to substantiate its claims of effectiveness. The EAP field is no exception. He maintains that a number of critically important research questions await study. These questions are:

- * *What type of changes do EAPs bring about and are EAPs responsible for increased productivity?*
- * *Why do some EAPs work better than others?*
- * *What are the most important elements of an EAP?*

This list could continue but the point remains: so little is known **about what works, and under what conditions for which people**, i.e. the existing body of research in the EAP field is slim, particularly in white-collar work environments in South Africa.

The Standard Bank Group, recognising the importance to its business of having employees who are physically and psychologically fit and well, opted for the EAP route. As with any EAP, the bank's EAP, called the Employee Well-being Programme (EWP) must also put forth a body of research to substantiate its claims of utilisation and value added.

1.2 Substantiation for the research

These are times that are dynamic, times that are subject to an accelerated rate of change - some of which is welcome and some of which is not so welcome. Most South Africans are turning toward a more benevolent national government that accepts responsibility for meeting the basic needs of the more disadvantaged members of society. South African businesses have followed suit with the acceptance that its greatest asset is its human resources. But to business, the full worth of such an asset is dependent on maximising the commitment and productivity of the workforce. This, however, causes something of a dilemma for employers because at the same time that they recognise the need for a caring work environment, the world of work must always focus on optimal results. The Standard Bank Group has the same dilemma and the question remains: does the bank's Employee Well-Being Programme address this dilemma, and, if so, how and to what extent?

In order to answer these questions it is important to be mindful of points such as the purpose and key elements of an EAP, EAPs in South Africa, and the utilisation of EAPs in a white-collar environment.

- *The purpose of an EAP*

The central purpose of an employee assistance programme is to provide timely, professional aid for people whose personal, family and social problems might otherwise lead to work impairment, absenteeism, accidents, conflicts in the work setting, or even job termination (Lewis & Lewis 1986: 4). Kurzman and Akabas (1993: 31) concur and add that stress, disability, work-family dilemmas, development disorders, dependent care, mental illness, and addictions seem to be the principal issues to which EAPs must respond today. Such presenting problems affect almost everyone and can in turn adversely affect productivity and performance at work.

Bernadin and Russell (1993: 637), for instance, state that work stress affects a person's psychological and/or physiological condition to a point where he or she becomes dysfunctional.

Masi (1984: 2) mentions that employees manifest a variety of personal problems with concomitant costs to the economy. These problems are without doubt of sufficient magnitude to be noticed in the workplace.

Scanlon (1986: 2) points out that there are resultant costs that affect the bottom line of a business and which are not easy to quantify, namely, poor decision making at all levels of management (this can be greater than all other costs combined), accidents and injuries, adverse effects on the morale and performance of co-workers, work errors, wasted supplies and materials, tardiness, "on-the-job absenteeism", replacement and training. Problems such as these undoubtedly affect an organisation like the Standard Bank Group which employs approximately 30 000 people.

While the purpose of an EAP is clear, it is important that the purpose be operationalised in practice, in other words, that the type of changes EAPs bring about and the extent to which the programme contributes to increased productivity, be determined.

- *The key elements of an EAP*

Dickman, Emener and Hutchinson (1985: 14) point out that the most important elements of an EAP are solid backing from management, confidentiality and anonymity, accessibility (i.e. in a manner that is timely, efficient and convenient), training for managers/supervisors, union representatives and shop stewards (i.e. training with regard to an awareness of the EAPs, referrals, using the programme, and the roles of the various parties), employee orientation (i.e. employees need to be oriented to the philosophy, operations and critical characteristics of the EAP), broad service components (i.e. the EAP must be designed to respond helpfully to a wide variety of employees' problems), professional leadership (i.e. the leader and co-ordinator of an EAP must be a skilled professional helper), programme evaluation and follow-up (i.e. an EAPs effectiveness and potential needs for improvement must be constantly identified and explored).

This study discusses each of these elements as it relates to EAPs in general and more specifically examines them in the context of the bank's Employee Well-Being Programme.

- ***EAPs in South Africa***

According to du Plessis (1990a: 35), EAPs in South Africa have been established for a variety of reasons ranging from seeking alternative ways of managing poor performance to addressing the issue of internal social responsibility.

The most significant finding from a study done by Terblanche (1992: 27) is that EAPs in South Africa have just taken off but are still not utilised to their fullest potential. He states further that the study also suggests that EAPs in South Africa lack operational specifics, such as comprehensive training for managers and union representatives, development of a sophisticated record keeping system which ensures limited access and enhanced confidentiality, and staffing of the EAP by personnel with appropriate experience. Other areas needing attention are training activities (i.e. supervisory training and training of EAP professionals), marketing and evaluation skills.

Two questions arise out of these statements made by du Plessis and Terblanche, and they are:

- * What is the reason for the existence of the bank's EWP - is it part of an integrated Human Resource Strategy in the Standard Bank?
- * Is the EWP rudimentary, as suggested by the study undertaken by Terblanche?

- ***EAPs in a White-collar Environment***

It would appear that EAPs in South Africa are still applied predominantly in blue-collar environments. Some typical examples are South African Breweries (SAB), Anglo-American Mines, Iron and Steel Corporation (ISCOR), Everite and the Electricity Supply Commission (ESCOM).

While no research could be found on EAPs in a white-collar environment, a study of the Standard Bank's Employee Well-being Programme presents an ideal opportunity for conducting empirical research on the utilisation of an EAP in a predominantly white-collar environment in South Africa.

- ***Programme Evaluation and Feedback***

It is important to determine whether or not a programme is meeting its objectives and adding value. Evaluation is a formal method of receiving feedback about the programme. In the study to be undertaken, the researcher will establish whether or not an evaluation system is in place for the EWP and the extent to which it has contributed to continuous improvement of the programme.

The contribution this study will make should have value for :

(1) The Standard Bank

- It will provide feedback on the current effectiveness of the EWP as an enterprise (factors such as utilisation, service delivery and value added). This will then indirectly reflect on the bank's own EWP. Such feedback will be at the disposal of the Employee Well-Being Department for further action, so that they can for example, modify the programme, alter or abandon techniques, or reformulate programme objectives.
- It will provide recommendations based on the literature and the empirical findings.

(2) The EAP field

- The empirical study will make a contribution to the body of knowledge in the EAP field, particularly, especially with regard to EAPs in white-collar environments. This may then be utilised by any company who currently has an EAP or who is considering establishing one.

(3) Social Work as a discipline

- Findings could be used to encourage occupational social workers to look beyond being providers of direct services - an approach based largely on a medical model. Instead they might begin to work towards effecting change in society through the workplace, particularly in sections of communities (e.g. white-collar workers) where there is a stigma attached to social work.

1.3 Aim and objectives

1.3.1 Aim

The aim of this study is to determine the nature, scope, application and utilisation of an EAP in a white-collar work environment.

1.3.2 Objectives

In order to achieve the above aim, the following objectives were set for the study :

- 1.3.2.1 to review the literature pertaining to EAPs on a global and national level and to systematically present the findings on EAPs in general and more specifically on EAPs in a white-collar environment
- 1.3.2.2 to determine the nature and application of the bank's EWP
- 1.3.2.3 to establish the extent to which the EWP addresses the needs of the employees of the Standard Bank
- 1.3.2.4 to establish the nature and extent of the marketing of the Standard Bank Group's Employee Well-Being Programme
- 1.3.2.5 to establish the extent to which the workforce is utilising the programme
- 1.3.2.6 to provide feedback and make recommendations to the relevant stakeholders

1.4 Assumptions

- 1.4.1 The Employee Well-Being Programme was intended by Senior Management to be part of the Human Resources strategy in the Standard Bank Group. However, it is not interpreted as such by line managers, supervisors and their subordinates.
- 1.4.2 Workers in white-collar environments do not avail themselves fully of the bank's Employee Well-Being Programme.

1.4.3 The marketing of the Employee Well-Being Programme is not supported by appropriate education and training for all employees.

1.4.4 Evaluation of the programme is not done formally.

1.5 Research design

1.5.1 Type of research design

An exploratory-descriptive design was selected for the purpose of this research study. According to Collins (McKendrick 1990a: 256), exploratory research acquaints the researcher with characteristics of the phenomenon under study, and with the principal objective of refining concepts and developing questions and hypotheses for further research. Guy, Edgley, Arafat and Allen (1987: 103) concur and add that exploration as a research purpose is concerned with uncovering the way things are in order to:

- satisfy the researcher's curiosity and desire to gain insight into a phenomenon
- test the feasibility of undertaking a more comprehensive study
- develop methods to be used in such a study
- formulate a problem for more precise investigation or for developing hypotheses.

According to Christensen (1985: 25) and Leedy (1980: 97), the primary characteristic of the descriptive research approach (or descriptive survey method) is that it represents an attempt to provide an accurate description or picture of a particular situation or phenomenon. If we consider the title of the study, namely "**An Employee Assistance Programme as applied in a white-collar environment**", it is evident that the intention is to look with intense focus at the phenomena of the moment (that is, the application of an EAP in a white-collar environment) and then to describe precisely what was observed. Guy et al (1987: 102) add that studies whose primary purpose is one of description have one or two goals :

- to portray accurately the characteristics of a particular phenomenon
- to determine the frequency with which something occurs or is associated with something else

Christensen (1985: 25) says further that this approach does not try to ferret out the so-called cause and effect relationships. Instead it attempts to identify variables that exist in a given situation and at other times it describes the relationship that exists between these variables.

It is against this backdrop that we need to review the aim and objectives of this study (see section 1.3) to see that this is precisely the case.

It is significant to note that there is very little information about the phenomenon being studied, particularly in a South African context. Hence the knowledge gained from a study of this nature can be used to formulate hypotheses that can be subjected to further experimental investigation.

Leedy (1980: 78) sees the following as salient characteristics of the descriptive survey method:

- The principal means of collecting data is the technique of observation (e.g. questionnaire, interviews, accumulated records).
- The population for the study must be carefully chosen, clearly defined, and specifically delimited in order to set precise parameters for ensuring discreteness to the population.
- Particular attention should be given to safeguard the data from bias.

1.5.2 Guidelines for the investigation

Sources of information

The approach involved obtaining the data from self-administered questionnaires, interviews, investigator-administered questionnaires and accumulated records. The respondents were drawn from consultants and employees of a large, publicly held financial institution located in a large metropolitan area in Gauteng, namely, the central services (Head Office Divisions) of the Standard Bank.

In all instances assurances of confidentiality and anonymity were given in order to encourage respondents to report as candidly as possible.

The methods of data collection and their appropriateness will be dealt with in more detail in Chapter 4.

1.5.3 The research procedure

The research conducted comprised the following steps :

- A comprehensive theoretical and literature study was conducted. Factors that were researched were :
 - the business setting
 - types of problems inherent in the workplace
 - human services in the workplace, particularly the definition, requirements, benefits and development of Employee Assistance Programmes (EAPs)
 - EAP developments since the 1980s
 - EAPs in a white-collar work environment
 - EAPs in American and South African industrial settings
- The researcher obtained permission from the general manager of the Human Resources Division at Standard Bank to use the bank's Employee Well-being Programme (EWP) as a subject of study. Permission was also granted to conduct the research with the EWP multi-disciplinary team and bank employees and to use information available from the programmes' accumulated records.
- A listing of all central services employees (i.e. name, job category and division/department) was obtained from the Human Resources Division of the Standard Bank.
- A sample, namely 295 employees from a cross section of job categories, was selected. The Department of Statistics at UNISA was approached for assistance with the sampling method. Further details will be supplied in Chapter 4.
- A self-administered and an investigator-administered questionnaire were designed in order to collect data as well as explore further and describe the phenomenon under study. See Appendices 1 and 2.

- The Department of Computer Services at UNISA assisted with the format, coding and capturing of the self-administered questionnaires.
- A pilot case study with four employees (i.e. non-clerical, clerical, supervisor and manager) was undertaken to test the self-administered questionnaire.
- The self-administered questionnaire was then modified on the basis of the pilot study. Questions were simplified and, where indicated, clearer instructions were included to facilitate responses.
- A covering letter for the self-administered questionnaire was drafted for approval and signature by the Employee Relations Manager. (See Appendix 1.)
- A covering letter, a self-administered questionnaire and a self-addressed reply envelope was mailed (internal mail) to a sample of 295 employees.
- Appointments were made with nine members of the EWP multi-disciplinary team (this included the external agency's senior social worker), two ex-EWP co-ordinators and a union representative. The researcher introduced himself to each respondent and explained the purpose of the study and in all cases the respondents were willing to cooperate. A copy of the investigator-administered questionnaire was also handed in advance to the interviewee/respondent so as to facilitate responses and discussion during the actual interview.
- The data obtained from the investigator-administered questionnaires were recorded and the information collated for inclusion in the chapter on the empirical study.
- The self-administered questionnaires that were returned were prepared by the researcher for data capture (i.e. coded and batched) at UNISA's Department of Computer Services.
- On the basis of the data obtained from the two sets of questionnaires, the results were evaluated, analysed and inferences were made in terms of the existing literature and research.
- The assumptions were tested.

- On the basis of the results, certain findings were reached, conclusions drawn and recommendations were made as to the future of the EWP in Standard Bank.

The above steps will be discussed in detail in Chapter 2 (Theoretical and Literature Study) and Chapter 4 (Empirical Research).

1.6 Limitations of the study

- Although the EWP is centrally located at 5 and 6 Simmonds Street, Johannesburg, its services and facilities are available to all Standard Bank employees in the entire Gauteng Province. The study, however, was restricted to employees located at the Standard Bank Centre at 5 and 6 Simmonds Street and 78 Fox Street, Johannesburg. This implies that the findings, particularly with regard to the preferred EAP model (i.e. internal or external), cannot necessarily be generalised to employees at other locations.
- Participation in the research exercise was completely voluntary: hence the risk of a low response rate. For this study, self-administered questionnaires were mailed to a sample of 295 employees. A total of 153 questionnaires were completed and returned - a response rate of approximately 51,9%. While acceptable, this can still be considered a low response rate. In such a case it would be difficult to justify a generalisation of the findings.
- Limited South African literature was available regarding EAPs and particularly EAPs in a white-collar work environment. For this reason the researcher had to mainly rely on literature from abroad. This presented a constraint with regard to a South African perspective.
- While Standard Bank entities in some of the other provinces offer a very **limited** EWP, the results of this study cannot be generalised to these entities since the EWP being investigated is more comprehensive in terms of its services and facilities.

1.7 Definitions of the key concepts

Affirmative Action refers to a variety of programmes and measures, characterised by attempts to redress historical gender and racial inequalities in the workplace (Hugo 1992: 72). It is the process of ensuring/guaranteeing the right of equal employment opportunity of all persons to work and advance on the basis of merit, ability and potential (Gould & Smith 1987: 213).

Banks are in the business of accepting deposits, and obtaining money from the general public, grant money loans or credit to the general public or conduct leasing or factoring business (*Meet the Standard* 1994: 1).

Central Services is the collective term for head office divisions and departments in the Standard Bank.

* **Corporate social responsibility** means the employer is concerned about the social as well as financial effects when making business decisions (Lerner 1985: 14). **Social responsiveness** (which is used interchangeably with corporate social responsibility) means the ability of business to relate its operations and policies to the social environment in ways that are mutually beneficial to the company and to society (Wehrich & Koontz 1993: 66).

* **Employee Assistance Programmes (EAPs)** is a set of policies and programme procedures by which a work organisation legitimately intervenes in identifying and treating problems of employees that impact and have the capacity to impact job performance.

Employee Well-Being Programme (EWP) is the Standard Bank's version of an EAP, the purpose of which is to provide the employee with the means to safeguard his/her well-being.

Group (as in Standard Bank Group) is a number of commercial companies under one owner, in this case the Standard Bank Investment Corporation (SBIC).

* **Human services in industry** or social work in the workplace refers to a field of practice in which social workers attend to the human and social needs of the work community by designing and executing appropriate interventions to ensure healthier individuals and environments (Di Nitto & McNeece 1990: 263). Shamir and Bargal (1982: 43) use the term **occupational welfare** and define it as a system of benefits and services above and beyond wages, directed at social and health needs. Human services in industry, social work in the workplace and occupational welfare as defined by these authors all refer to the same field of practice and is sometimes used interchangeably.

Multi-disciplinary team is a team where technical or functional expertise varies from one member to the next, with *team* simply defined as a collection of individuals who need to work cooperatively to achieve a common objective (Stewart 1991: 125).

Utilisation rate refers to the number of people who used the programme per year expressed as a percentage of the total number of employees.

White-collar workers is defined by Fritz Croner (Bain & Price 1983: 46) as those who perform the functions of administration, analysis and planning, supervision/management and commerce. Some synonyms are "salaried employee", "office worker", "non-manual worker" and "blackcoated worker".

1.8 Presentation of contents

This dissertation is divided into six parts. Chapter 1 defines key issues in the problem area that forms the research basis of the study. The research design is also briefly attended to in this chapter. A review of the literature, including relevant previous research and a theoretical background to the study, is discussed in Chapter 2. Chapter 3 deals with the Standard Bank as the location of the research. Chapter 4 elaborates on the research design of the empirical investigation with particular reference to the methods of data collection and the sampling method. The results and analysis of the empirical research are presented in Chapter 5, and Chapter 6 contains the conclusions and recommendations arising from the study.

CHAPTER 2

THEORETICAL AND LITERATURE STUDY

2.1 Introduction

This chapter sets out the theoretical foundation deemed necessary for background and an insight into Employee Assistance Programmes (EAPs).

It delineates some of the key issues which have a bearing on EAPs in general, more specifically in a white-collar environment in a South African context. The chapter begins with a brief look at organisations, corporate mission, and organisational structure and climate. It also touches on the internal and external challenges encountered by these businesses, namely, the dynamics of the economy, corporate social responsibility, affirmative action initiatives, the role of trade unions in business and social problems which impact employees.

This is followed by an exposition of Employee Assistance Programmes, that is, their origin, development, various approaches and some operating guidelines. The discussion then considers developments since the 1980s. This is followed by a look at EAPs in a white-collar environment as well as EAPs in South Africa.

This chapter deals with many of the complex issues surrounding the principles and practices of EAPs and, to a certain extent, as these are operationalised in a white-collar environment.

2.2 The business setting

The line between achieving organisational goals and the human and social needs of the employee has traditionally been a demarcation well defined and rigidly adhered to. The concerns of work and the problems of employees and their families have for a long time been viewed as separate worlds. However, a history of social interventions in industrial settings (i.e. prior to and during World War I and World War II), the changing demographics of society, (i.e. single parents, dual career families entering the workplace) along with cultural and value shifts of the past twenty years, have led to new needs and behaviour for workers and consequently new responses in the workplace (Googins 1987: 1).

Businesses, like all other organisations, operate in a society in which many organised groups represent various interests, each with varying impact. Political-legal, ecological, historical, social, and economic forces are but some of the external macro forces impacting on businesses. The political-legal environment is made up of laws and regulations within which a business conducts its affairs. The ecological environment consists of air, land, water and all natural resources - all of which are necessary for business, while the historical environment is the background against which the business operates. The social environment includes such objectives as the elimination of unemployment, health care, the hiring of minorities and women, product improvement, and the stabilisation of the economy. The economic environment generates the supply and demand of the free enterprise system.

Essentially a business would create a structure and climate as well as formulate its mission and goals to operate successfully in the midst of these macro forces.

2.2.1 Organisations and Organisational Dimensions

- **Organisations** are dynamic entities continually interacting with their environment, changing and adapting to develop congruence between people, process, structures and external environments. Bateman and Zeithaml (1993: 11) say that an **organisation** is a managed system designed and operated to achieve a specific set of objectives. They explain further that a system is a set of interdependent parts that processes inputs (i.e. resources such as human, financial, physical and informational) and outputs (i.e. products and services). Some of the major elements of the external environment include customers, competitors, suppliers and investors.

* Mintzberg as cited by Robbins (1987: 206) maintains that an organisation is made up of:

- *The Operating Core* (employees who perform the basic work related to products and services)
- *The Strategic Apex* (top-level managers, who are charged with the overall responsibility for the organisation)
- *The Middle Line* (managers who connect the Operating Core to the Strategic Apex)
- *The Support Staff* (people who fill the staff units, who provide indirect support services for the organisation)

Pfeiffer (1991: 22) crystallises this even further by citing structure, systems, people and culture as the dimensions of an organisation, each of which determines employees and employer behaviour.

It is important to point out that, regardless of where the dominant influence lies, **people** are central to each of the parts listed above.

- **The organisational dimensions** which this discussion will deal with are the corporate mission, organisational structures and organisational climate.

The Corporate Mission

Defining a corporate mission is a cornerstone of the business planning process. Pfeiffer (1991: 20) points out that the mission is a clear statement of **what business the organisation is in** and a concise definition of the **purpose that the organisation is attempting to fulfil** in society and/or the economy. Essentially it is a statement of the organisation's reason for existing.

An effective mission statement defines the fundamental, unique purpose that sets a business apart from other businesses of its type and identifies the scope of its operations (i.e. where business is conducted as well as its customer - and product-market).

According to Campbell and Yeung (1991: 13), **purpose** defines for whose benefit the organisation exists - to make money for shareholders, create lasting products for its customers or provide fulfilling work for its employees. Strategy addresses how the company will achieve its purpose while in competition with other organisations. Strategy is a cohesive game plan that integrates the mission and goals.

Campbell and Yeung (1991: 15) explain further that **value** and **behaviour standards** comprise the organisation's culture. The **culture** of an organisation defines appropriate behaviour, bonds and motivates individuals. It also governs the way a company processes information, its internal relations and its values.

Clearly, a corporate mission statement should be broad enough to transcend different sub-cultures within the organisation. People should ultimately be able to relate to the common goals which in turn create shared values.

Values address how the organisation will achieve its purpose in a way that will make its employees feel proud and its managers feel committed. Values generally influence attitude and behaviour. From an organisational point of view, values are the beliefs and moral principles that lie behind the company's culture. Values give meaning to the norms and behaviour standards in the company (Stacey 1993: 125).

They continue that behaviour standards are the policy and behaviour guidelines that help people to decide what to do on a day-to-day basis. Employees understand the company's values by observing the behaviour standards of their co-workers, and then adopting those values as their own.

Once the mission and scope are established, it is necessary to generate appropriate targets. These are stated unambiguously in the form of objectives or goals. The latter indicate specific spheres of aim, activity and accomplishment. The most common objectives of businesses are profitability, sales growth, market share improvement and innovation. The objectives and goals act like magnets, **pulling** the organisation towards the desired destination.

Organisational Structure

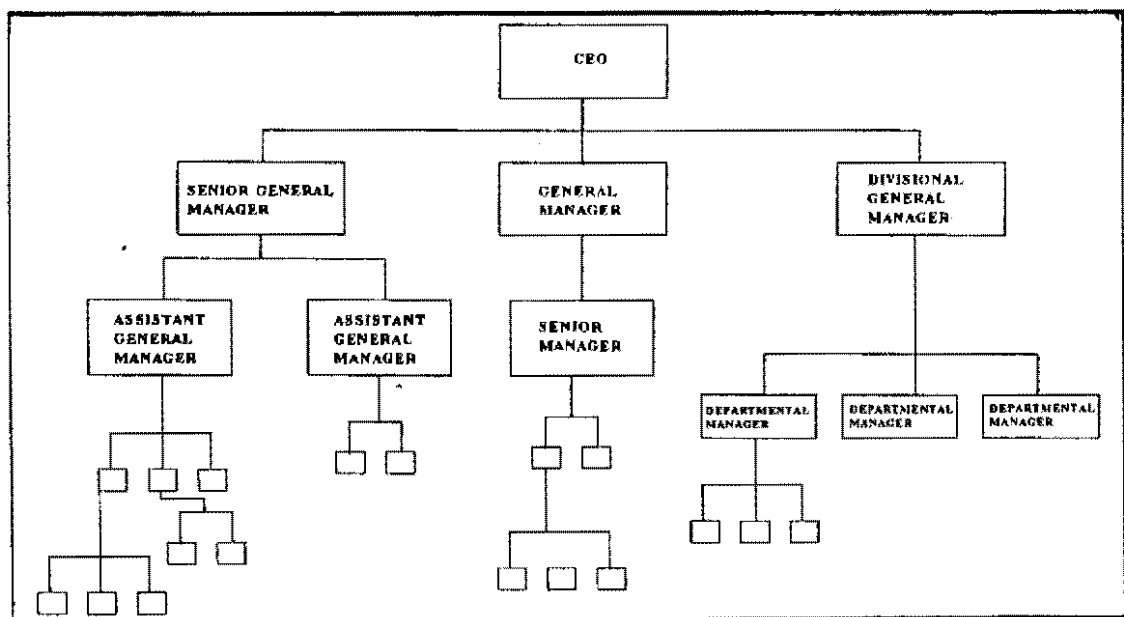
Organisational structure, like the other organisational dimensions, is critical to the effectiveness of an organisation. Organisations can be tall or flat; lean or cumbersome and centralised or decentralised.

Tall or flat organisations, according to Bateman and Zeithaml (1993: 282), refer to the number of authority levels in the company's hierarchy. A tall organisation has many levels, while a flat one has a few. They go further to describe a lean or cumbersome organisation in terms of size - the number of employees in the organisation (i.e. managers, supervisors, operations and support staff). Bateman and Zeithaml (1993: 283) also explain that, in a centralised organisation, most decisions are made by high-level executives while, in a decentralised organisation, decisions are made at the lowest possible level by those who are most knowledgeable about the problem.

Organisations start small with a simple structure but, as they grow, they gradually develop more complex structures to suit their evolving needs.

Two examples of organisational structures are the pyramid and the matrix. Bateman and Zeithaml (1993: 288) state that the organisational pyramid, commonly called the hierarchy (see Figure 2.1) is where the CEO occupies the top position with the next level being senior or top management who are in charge of the entire organisation. The next broad level is middle management who are essentially in charge of plants or departments. The lowest level, the operational level is made up of management and workers (i.e. office managers, sales managers, supervisors and employees).

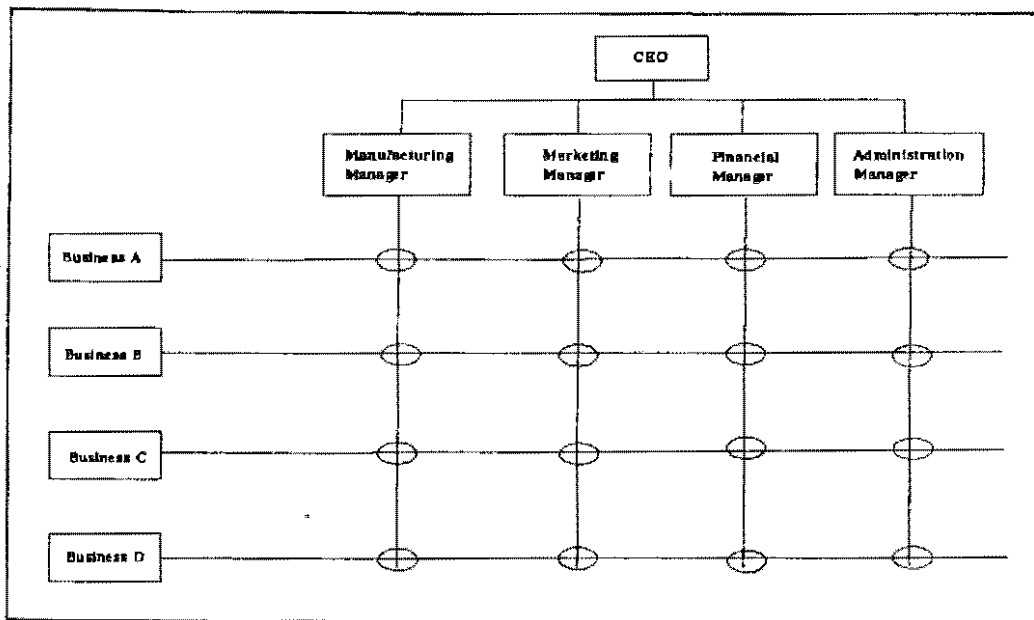
FIGURE 2.1: A PYRAMID ORGANISATION



Source: Bateman and Zeithaml (1993: 301)

A matrix organisation (see Figure 2.2) is one where functional forms (i.e. business functions such as marketing, finance, research and development, accounting) and product forms overlap. Employees report to two superiors - a functional manager and a product manager. So rather than having a single line of command, matrix organisations have a dual line of command (Bateman & Zeithaml 1993: 301). They add that a matrix form is most appropriate when a need for co-ordination exists, as in uncertain, complex and changing environments.

FIGURE 2.2: A CLASSIC MATRIX STRUCTURE



Source: Bateman and Zeithaml (1993: 301)

It follows from the above discussion about organisational structure that employees in a business setting generally fall into three groups, namely:

- management
- those employees below supervisory level - usually represented by trade unions (blue-collar workers)
- those employees that fall between management and the supervisory level

White-collar workers

It is fitting at this point to examine the concept of "white-collar workers". Bain and Price (1983: 46) says that the most popular definition of white-collar employment has been the one characterised as the "brain-brawn" approach where clerical employment was linked to intellect while manual work was associated with a high level of direct physical exertion. The latter was classified as blue-collar employment.

Bain and Price (1983: 46-50) cite definitions by various sociologists. A German sociologist, Emil Lederer, defined white-collar employees in a negative sense as being all those who do not work in purely manual occupations. Fritz Croner defines white-collar workers as those who perform the functions of administration, design, analysis and planning supervision/management and commerce. The Swiss sociologist, Roger Girod, adopts a more eclectic approach. His definition is in terms of the nature of the work environment and the object and function of the work itself. He says that, for blue-collar (manual) workers, the work environment is mechanical while, for white-collar workers, it is bureaucratic or non-mechanical. With regard to objects and functions of occupations, he says that manual work (blue-collar) work pertains to material-oriented activities, while non-manual (white-collar) work pertains to people-oriented activities.

The term "white-collar worker" acquired the following synonyms: salaried employee, office worker, non-manual worker, and blackcoated worker. Essentially then, it is the type of dress, the nature of the work environment, and the function performed that distinguishes white and blue-collar workers from each other.

In terms of these definitions, most bank activities can be regarded as providing occupations for white-collar employment.

Organisational Climate

According to Pfeiffer (1991: 18), climate is a measure of whether people's expectations about what it should be like to work in an organisation are being met. He goes further to point out that measurements of climate can be very helpful in pinpointing the causes of poor employee motivation, causes such as unclear organisational goals, dissatisfaction with compensation, inadequate opportunities, or biased promotion practices. Efforts to address these sources of dissatisfaction tend to improve motivation, and this ultimately leads to improved performance.

Organisational climate is an all encompassing concept which could be regarded as the result of all the elements contained in the work environment. That is, elements such as management philosophy, values, culture, attitudes, beliefs, leadership style. For many organisations their survival is dependent upon a healthy organisational climate.

Pfeiffer (1991: 19) points out that what organisational climate really measures then is the fit between the prevailing culture and the individual values of the employees. That is, if employees have adopted the values of the prevailing culture, the climate is "good". However, if they have not, the climate is "poor" and motivation (*and* presumably, performance/productivity) is adversely affected.

2.2.2 The Organisational Environment

The economy (or economic environment) is a major concern of businesses whose socially approved mission is the production and distribution of goods and services that people want and can pay for. Samuelson and Nordhaus (1985: 13) state that insight into economics helps to understand problems facing the citizen and the family. It also helps governments to promote growth and to improve the quality of life while avoiding depression and inflation; it assists in analysing patterns of social behaviour, and helps to understand and alter the inequalities in the distribution of income and opportunity.

Wehrich and Koontz (1993: 59-61) explain that capital, labour, price levels, government fiscal and tax policies and customers are some of the inputs from the economic environment. These terms may be further expanded as follows:

Capital in the form of machinery, buildings, inventories of goods, office equipment, tools of all kinds and cash is needed by almost every kind of business.

Labour is considered in terms of its availability, quality and price (i.e. skilled and unskilled labour).

Price levels can severely affect a business in the form of the cost of labour, materials and other items.

Government fiscal and tax policies, i.e. where government control of the availability of credit through fiscal policy, have a considerable impact on business operations and government tax policies affects every segment of society.

Customers are one of the most important factors for the success of an enterprise - without them a business cannot exist.

Businesses are concerned with economic growth. The four wheels on which the engine of economic progress must move forward are:

- Human resources (labour supply, education, discipline and motivation)
- Natural resources (land, minerals, fuels, climate)
- Capital formation (machines, factories, roads)
- Technology (science, engineering, management, entrepreneurship)

For the purposes of this discussion, attention will only be focused on human resources as an element essential for economic growth. Businesses must be concerned with the quality of their human resources.

Economic activity and output in South Africa have been contracting for more than five years, making the current economic downswing the longest recession of this century (*South African Reserve Bank Quarterly Bulletin*, June 1993). The economic downturn has not only been abnormally long; it has had serious adverse repercussions for living standards and employment.

South Africa entered the 1990s with the legacy of long-standing and depressing economic problems. A range of views has been put forward to explain these problems, namely: government policy (or more broadly politics), with regard to the price of fuel or the VAT rate, for example, and the impact on inflation; apartheid - which led to sanctions; little growth in the export market; lack of investor confidence (arising from uncertainties about future political developments, internal unrest and violence).

Whatever the reasons, the consequences are disturbing. Factors such as decreases in real personal disposal income (which had to compete with increase in food prices, the cost of education, transport costs, rentals and energy costs, etc) and continuing uncertainty about job security are seeds for social problems.

Organisations are continuously assessing how effectively they achieve their aims and objectives, and how efficiently they operate. With the advent of an economic downturn, or a shift in a company's strategic focus, senior management are called upon to transfer resources and engage in priority budgeting. This could lead to cuts in budgets for human services programmes in the organisation or, worse still, it could lead to rationalising and/or restructuring a human resources function to the point of doing away with employee assistance in the workplace. This may happen only because the return on this investment is not immediately apparent.

However, investment, particularly in human services programmes, can go a long way in improving performance and consequently positively affecting productivity levels in an organisation.

2.2.3 Organisational equity - externally and internally

2.2.3.1 *Corporate social responsibility*

In the early 1900s, the mission of business firms was exclusively economic, that is, an organisation's main aim was to make as much money for the owners and shareholders as possible. Weihrich and Koontz (1993: 66) say that today, partly owing to the interdependencies of the many groups in society, social involvement from the side of business has increased - businesses are finding good reasons to pump money and effort into the community. Whether this is as a result of social strife (for instance strikes, boycotts and go-slows) or of social welfare policy which, amongst other things, stated that cooperation between the government and the private sector and the community, it is essential to help meet the needs of the individual and his or her dependants who are unable to meet their own needs adequately. A new role is implied for businesses of all shapes and sizes, a role defined in terms of *social responsibility*.

What is social responsibility? Lerner (1985: 14) states that social responsibility means the employer is concerned about the social as well as financial effects when making business decisions. Essentially business has to be socially conscious and adopt a higher level of management ethics, particularly with regard to poverty and discrimination, ecology and consumerism. Businesses have to seriously consider the impact of the company's actions in society.

Mohale Mahanyele, chairman of National Sorghum Breweries, says that: "Social Responsibility is not about giving presents or sponsorships, it is about empowering disadvantaged people so they can contribute meaningfully to all facets of business life" (Sowetan, 27 October 1993). He states further that companies need to be involved in education, housing and health activities to ensure that the community is well prepared to face the challenges of the day and qualifies this by adding that business is an institution founded on society and therefore business should focus itself on the well-being of society.

This latter view is supported by Business for Social Responsibility (BSR) President, Michael Levett, in an article which appeared in the supplement to the Weekly Mail and Guardian (October, 1993) wherein he states that corporate social responsibility is no longer seen as a peripheral part of the way companies conduct business, but as increasingly essential with regard to the workplace, the community and the environment.

What this means is that appropriate social responsibility action would be dealt with by business as an integral part of, *and not in any way separate from its primary function of profitably producing and distributing goods or services*. Essentially it must form part of the business strategy. Wehrich and Koontz (1993: 67) add that social responsibility is a legitimate and achievable aim for business.

Roodt (1991: 6) reminds us that we need to listen, consult, and negotiate social responsibility action programmes with those who are to benefit directly from them. In fact, it is not that business must be held responsible for solving all social problems, but that it should, like any type of organised enterprise, interact with and live in its environment.

Wehrich and Koontz (1993: 68) mention the following as some of the arguments for and against social involvement of business:

- ***Arguments for social involvement of business***

- (1) Society benefits from better neighbourhoods and employment opportunities, while business benefits from a better community, which is essentially the source of its work force and the consumer of its products and services.
- (2) Social involvement discourages additional government regulation and intervention, and this implies greater freedom and more flexibility in decision making for business.
- (3) Social involvement creates a favourable public image. Thus, a firm may attract customers, employees and investors.
- (4) Business has the human and financial resources to solve some of society's problems.
- (5) It is better to prevent social problems through business involvement than to cure them.

- *Arguments against social involvement of business*

- (1) Social involvement could reduce economic efficiency.
- (2) Social involvement could create excessive costs for business. Thus society ultimately pays through higher prices for products and services.
- (3) Business has enough power already, and additional social involvement might further increase its power and influence.
- (4) Business people lack the social skills to deal with the problems of society.

It is clear that the benefits that accrue from the social involvement of business in society far outweigh the arguments against such involvement. This is simply because the quality of life is, firstly, improved by stronger societal values and secondly, by helping society as a whole, business is actually serving its own long-term interests. Furthermore, business has helped to create some social ills and should therefore want to do something about them.

A newer concept being used in business circles is *social responsiveness*. This means the ability of business to relate its operations and policies to the social environment in ways that are mutually beneficial to the company and to society (Wehrich & Koontz 1993: 66). Social responsiveness implies actions and the "how" of business responses.

Social investment, another new concept, implies more than just involvement. It also implies a return on investment for the organisation, that is an investment in the individual, the community and the environment. These three concepts (social responsibility, social investment and social responsiveness) are used interchangeably.

Social involvement is becoming an increasingly important aspect in all business organisations in South Africa as we become more aware of the inadequate standards of living of many South Africans and the inability of (any) government to improve the situation without the assistance of the private sector. The devastating effects of the recession and social and political violence have now, more than ever before, made it imperative for companies, particularly major companies with large workforces, to seek ways to improve the quality of life of employees and their families.

The Star (18 June 1993) reported that surveys have disclosed that total spending by private sector companies on social investment programmes has climbed to almost R1 billion a year as business takes a wider role in the reform process - an encouraging sign.

2.2.3.2 *Affirmative action*

The concept *affirmative action* refers to a variety of programmes and measures, characterised by attempts to redress historical, gender and racial inequalities in the workplace (Hugo 1992: 72).

Namibia's Draft Bill on Affirmative Action in Employment (Innes, Kentridge & Perold 1993: 5) uses the following definition of Affirmative Action (Part iv, paragraph 33):

An affirmative action programme is a set of measures designed to ensure that persons in designated groups enjoy equal opportunities and are equitably represented in the various positions of employment with an employer.

The aim, as we can see, is to overcome discrimination and to achieve equality among people of different races, gender, or other groups.

A company's policy statement about social investment usually states its particular philosophy and areas of involvement and these are in accord with its mission statement. The social investment policy clearly defines the major objectives for its programmes, for example, **"to contribute to the improvement of the quality of life of all peoples of South Africa"**.

The past three years have seen many changes in company policies with regard to social investment programmes, mainly due to the political changes concomitant with the abolition of apartheid policy. Areas of involvement range from education, environment conservation, health and welfare, community projects, small business development, job creation, housing to art and culture. With all this also came the realisation by companies of the importance of advancing all their employees so that they might fulfil their full potential in line with what is happening in the country at the moment: hence the commitment to formal affirmative action programmes. Equal employment opportunity is the right of all persons to work and advance on the basis of merit, ability, and potential. Affirmative action is the process of ensuring/guaranteeing that right (Gould & Smith 1987: 213).

According to Dr Eric Charoux, MD of the Leadership Concept, affirmative action has fast become a strategic priority in the minds of most chief executives and human resource practitioners (*Human Resources Management Journal*, February 1992: 26). He mentions further that, in the past, the case for black advancement was pleaded on either moral or economic grounds, but with impending legislation there is no option but to get on with it.

From a purely racial point of view, there were, in decades past, serious social problems in South Africa, such as black unemployment, the black housing shortage, poor standards of black education, and so forth, but the role of blacks within the business community was never dwelt on to any significant degree. Innes et al (1993: 8) provide the following as some of the facts:

- Only 2% of the total assets in the private sector are owned by blacks.
- Over 90% of top managerial positions in the economy are held by whites.
- Although approximately six out of seven people in South Africa are black, nine out of ten managers are white.

Like racial discrimination, sexual discrimination has been legally and socially entrenched in our society. The kinds of discrimination to which women are subject are often attributed to the natural differences between men and women. Innes et al (1993: 171) say in this regard that women and men must be treated as equals and this requires that women are not penalised for being biologically, socially or culturally different from men.

It is clear that business cannot escape the charge of racial and sexual discrimination, nor will it be able to escape the demand to introduce affirmative action policies aimed at changing this situation.

Ferndale (1993: 25) concurs that apartheid created social and economic inequalities in the South African society and that these inequalities have been mirrored in the workplace.

As with social investment programmes, organisations should view affirmative action as a method of achieving business success and should therefore, as with other business activities, plan for it. Ferndale (1993: 26) asserts that a detailed and integrated approach to affirmative action is essential and should be guided as follows :

- The process must start from the top, i.e. with commitment by the chief executive officer and the board.
- An affirmative action co-ordinator who will be responsible for supporting and monitoring the process, must be appointed.
- Relevant stakeholders, such as unions, employees and line management, must be consulted about the implementation of programmes.
- Line management, and not the human resources department, must be accountable and take responsibility for implementation.
- The organisational climate and business culture must be transformed in such a way that it tolerates differences and is supportive of affirmative action.
- Affirmative action must be based on proper personnel and succession planning.
- It is necessary to set targets in order to address the racial and gender imbalances in the organisational structures. This will also help to focus managerial action and monitor progress.
- Effective support structures are necessary.
- Organisations must look internally when considering recruitment and selection.
- Appropriate training and development programmes must be tailored to suit the individual.
- Monitoring and evaluation systems must be developed to ensure that the affirmative action process is maintained and adapted.

Affirmative action, therefore, has got to do with the development of employees to their fullest potential and the improvement of individual and organisation performance. Once again we see how closely this purpose is aligned to that of the provision of human services in the workplace.

2.2.3.3 *The role of trade unions in the world of work*

In his opening speech on 29 November 1985 at COSATU's Inaugural congress, Cyril Ramaphosa, convenor of the Congress and then principal officer of the National Union of Mineworkers, stated:

It is important that the politics of the working class eventually becomes the politics of all the oppressed people of this country.

We have always recognised that industrial issues are political. Workers have long realised that when they are paid lower wages it is a political issue. (*South African Labour Bulletin*, 2(3), January 1986: 21)

Implicit in this statement is the reason for the existence of trade unions in South Africa. In order to challenge the power of employers, workers find it necessary to unite themselves in action. Such unity strives to eliminate competition amongst the workers themselves. Finnemore and Van der Merwe (1990: 39) define a trade union as an organisation of workers who, by collective action, strive to defend and advance their interests. What this implies is that, if all workers refused to work for low wages or under poor working conditions for a specific employer, the employer would be forced to improve his or her employees' wages and working conditions. So we see that trade unions can serve the dual purpose of, firstly, gaining benefits from employers and, secondly, reducing the employer's power unconditionally and unilaterally to control his or her workforce.

The reason why workers join trade unions is because they are focused on "bread and butter" issues, that is, a sense of moral and political commitment. It could also be that unionisation is a measure of last resort to influence employers to take worker demands into account. In fact, according to Baskin (1996: 8), union membership has more than doubled over the past ten years and currently stands at three million.

Broadly speaking, the objectives of trade unions can be classified as follows:

- **Economic objectives** Unions look to the maintenance or improvement of the economic status of their members.
- **Job security** Unions strive to maintain the job security of members. Sometimes economic benefits will be waived so that all members may keep their jobs.

- **Social welfare** This concern focuses on sickness, accident, death and pension benefits.
- **Job regulation** This addresses issues such as working hours, overtime, vacation and sick leave, and notice periods.
- **Sociopolitical aims** Through sheer force of numbers, unions may attempt to have more say in society in general and in politics.
- **Individual development** A union consists of individuals and efforts may be made for these individuals to be developed socially and intellectually.

Unions go about achieving their objectives through:

- collective bargaining with employers
- collective action
- representation at company level
- affiliation with other bodies
- collective bargaining with government, e.g. for civil servants
- representation on local and national bodies
- representation to government and employer organisations
- political involvement
- benefit funds
- education and social programmes

The nature and extent of a union's relationship with and activities in an organisation are normally detailed in what is called a recognition agreement. A **recognition agreement** is usually negotiated between a single employer and a union which has proved that it is representative of a certain delimitable section of employees or of the majority of employees.

Unionism means different things to workers in different industries, trades and communities. To some it may be economic motives (egocentric reasons) may be paramount; to others a sense of solidarity and commitment to the social community of fellow workers (sociocentric reasons) are more important. Workers may join unions for the reasons just mentioned and because of their vulnerability as individuals. But while the union itself may start out with certain goals and objectives, it may, as it grows in strength and status, it outgrow its formal purpose. Finnemore and Van der Merwe (1990: 40) assert that, as a result of outgrowing its initial purposes, the union experiences its own needs, develops its own ambitions and faces its own problems which are differentiated from those of its rank and file.

Unions aim to protect the rights and promote the interests of members in order to improve the quality of their lives at work and in the community (Dekker 1990: 148). Here again we see how closely this aim overlaps with that of the provision of human services in the workplace. Hence, to achieve these objectives, unions need to develop as organisations and this requires the establishment of a relationship with the management of a company, and all other interested parties.

On a macro level, it is clear that federations of unions have a role in negotiating parameters of social policy. On a micro level, Masi (1984: 55) maintains that unions exercise a strong influence on the formation and implementation of company personnel policy. So, essentially, unions can affect the formal organisation, its climate, its efficiency, and its communication effectiveness with employees. They can approve or oppose company policies on such issues as job content, job evaluation, wage agreements, training, as well as on issues of policy for the provision of human services. According to Baskin (1996: 6), the historic strength of South Africa's union movement has allowed it to win unprecedented rights in the post-apartheid period and unions now have an institutionalised role in policy-making and are recognised as social partners by the democratic government.

2.3 The world of work and its concomitant problems

Today we have conquered the old killers like smallpox, diphtheria and polio - we even hear that "cancer can be beaten". Health care most certainly is in the midst of a revolution, and James E. Burke (CEO of Johnson and Johnson) remarks that one of the most salutary changes is the increasing concern on the part of the public about staying well (Kizer 1987: 3).

It is evident that how each of us chooses to remain well, determines, more than anything else, our health. Working people spend about half their waking hours at work, and disease prevention and health promotion are in the interests of employees and employers alike.

Chestang, as quoted by Gould and Smith (1987: 3), contends that:

The psychological health, esteem for self and others and accomplishment that adequate social functioning imply, require that some reasonable, dynamic accommodation be maintained between the individual and his or her social environment. Because work and the workplace comprise such important elements in the identity and life experience of most individuals, the **person in work** equation becomes a particularly vital dimension of overall social functioning.

It is apparent then that work is one of the most important dimensions in the life of the individual. According to Gould and Smith (1987: 3-5), there are many different types of vulnerable and troubled individuals in the workplace. These are:

- those who face loss of work and the meaning which work may hold
- those whose jobs expose them to physically or psychologically harmful stimuli (e.g. the experience of killing someone in the line of duty; long-term work-related exposure to materials later found to be carcinogenic)
- those whose jobs are associated with virtually unremitting pressures or boredom and few opportunities for relief or support
- oppressed groups or individuals whose personal characteristics (such as race or gender) are new to a worksite
- workers and their families who are transferred from one community to a different community. This entails the disruption of informal support groups, including friendship groups and extended families
- shift workers and their families who also form part of the risk population

Gould and Smith (1987: 5) say in this regard that shift work can complicate the life of the single parent trying desperately to succeed in both work and in child rearing. They explain further that work-related travel can disrupt the relationships between family members, simultaneously eliciting stress and removing important sources of support to those affected.

Other vulnerable individuals in the workplace are substance abusers, victims of industrial accidents, employees suffering from marital conflict, family violence, and/or depression.

Starker (1986: 19) says that it has been estimated that between 10% and 12% of a workforce have serious problems, over half of which are related to alcohol and/or drug dependency, yet less than 2% are identified, motivated and brought into contact with a care-giving resource.

Scanlon (1986: 2) points out that there are costs which affect the bottom-line of a business and which are not easy to quantify, namely: poor decision making at all levels of management (which can be greater than all other costs combined); accidents and injuries; adverse effects on the morale and performance of co-workers; work errors; wasted supplies and materials; tardiness; "on-the-job absenteeism"; replacement and training.

Masi (1984: 2) adds that the manifestation of personal problems in the workplace is evident in the extensive personnel costs, health care costs, and hidden costs listed below:

Personnel costs	Health care costs	Hidden costs
<ul style="list-style-type: none"> • Sick leave taken. • Absenteeism (not including earned annual leave). • On-the-job accidents. • Leave without pay. • Absence without leave. • Suspension related to emotional or addiction problems. • Replacement costs. • Termination costs. 	<ul style="list-style-type: none"> • Health insurance claims. • Sick benefit payments. • Accident benefits paid. • Outpatient medical visits. • Inpatient medical days. • Disability retirement and early retirement related to personal (addiction and psychological) reasons. • Workers' compensation claims related to personal (addiction and psychological) reasons. 	<ul style="list-style-type: none"> • Bad business decisions. • Diverted supervisory and managerial time. • Friction among workers. • Damage to equipment. • Personnel turnover. • Damage to public image.

Scanlon (1986: 2) adds to the list other costs such as discipline and grievance action (legal action), productivity losses (decline in performance functioning), corporate theft and threat to public safety.

Bernadin and Russell (1993: 222) point out that drug abuse is generally regarded as one of the most serious problems confronting the United States today. They claim that drug abuse in the workplace has been linked to employee theft, accidents, absences and other counter-productive behaviour and refer to a survey which found that almost 25% of employees from the retail section of the US economy tested positively for drugs.

It has been estimated that drug abuse cost the US economy as much as \$60 billion annually in lost productivity, accidents, absenteeism, medical claims and theft (Bernadin and Russell 1993: 632). The Confederation of British Industry reported that the annual cost of absenteeism in Britain is about \$8.2 billion, and that alcohol-related problems could cost as much as \$3.3 billion each year in England and Wales alone (White 1991: 42).

In comparison, a random survey of a number of South African companies, reveals that between 11% and (as high as) 59% of employees identified as "troubled" were thus identified because of alcohol and drug-related problems which were affecting their job performance (Van den Burgh 1990: 3). The cost to South Africa for alcohol and drug abuse is more than R2 billion a year (Emanuel & Olivier 1995: 1). Although not specifically work-related, nor necessarily relating to substance abuse, other research findings published by the Human Sciences Research Council about, inter alia, the mental health of adult South Africans reveal the following in respect of adult whites, coloureds and Asians for 1985 and blacks for 1986:

TABLE 2.1 : MENTAL HEALTH OF ADULT SOUTH AFRICANS

Nature of Problem	Frequency	
	Whites, coloureds and Asians (%)	Blacks (%)
Worries about becoming unemployed	10,3	32,2
Financial	38,6	60,6
Tension	34,7	26,0
Phobias	26,6	34,0
Sleep disturbances	22,8	58,3
Tiredness	21,6	34,9
Depression	15,0	30,6
Headaches	20,1	45,9
Loneliness	17,7	17,1
Suicidal thoughts (for divorcees, widowed and married people)	9,0	9,2

- NB :** (1) **This study was based on a cross-section of white-collar and blue-collar workers.**
- (2) The "Frequency" column indicates the percentage of respondents who have reported experiencing such problems (total of target population not given).

SANCA reports that in 1989 the cost of alcoholism to the South African economy was estimated to be over R1500 million, of which R954 million was lost in production costs due to alcoholism, while a further R648 million was lost in alcohol-related health and medical costs, motor vehicle accidents, violence and crime, fire losses and the cost of social programmes to deal with and combat alcohol-related problems (Van den Burgh 1990: 4).

The Chamber of Mines estimated that, in 1986, whites in the South African Mining Industry who experienced personal problems which affected their productivity cost the industry R53 600 000 (Van den Burgh 1990: 4).

The above figures indicate that significant proportions of South African employees have and report having a variety of personal and family problems, with concomitant costs to the South African economy. These problems are undoubtedly of sufficient magnitude to merit serious attention at management, supervisory and union levels in the business sector.

Experience has shown that problems such as marital and family problems, single-parent families, alcohol abuse, pregnancies outside of marriage and financial problems overflow into the workplace and subsequently impact adversely on employees' job performance and productivity. Examples of problems in the workplace that spill over into personal or family lives are stress, fatigue, extra-marital relationships in the workplace, job insecurity, the advent of retirement or retrenchment, pressure of work, conflict at work and gender/race issues at work (to name but a few).

Work stress, for instance, is a situation where work-related factors interact with a worker to change his or her psychological and/or physiological condition such that the person is forced to deviate from normal functioning (Bernadin & Russell 1993: 637-8). They also describe stressors as intraorganisational and extraorganisational.

Intraorganisational stressors include:

- **Physical environment** - light, noise, vibration and motion, temperature and polluted air
- **Individual level** - work overload, role conflict, role ambiguity, career goal discrepancy, responsibility for people
- **Group level** - lack of cohesiveness, intragroup conflict, status incongruence, group dissatisfaction
- **Organisational level** - organisational climate, technology management styles, control systems, organisational design, job design, job characteristics

Extraorganisational stressors include family relations, race and class, economic problems, and residential factors. The consequences of all of the above-mentioned stressors could be coronary heart disease, rheumatic arthritis, ulcers, allergies, headaches, anxiety, depression, apathy or nervous exhaustion.

It is against this backdrop and the realisation by organisations that the "troubled" employee incurs serious financial liabilities due to chronic absenteeism, increased accidents on and off the job, lowered productivity and excessive utilisation of medical and disability benefits, that Employee Assistance Programmes offer a part solution.

It is hardly surprising then that the workplace is becoming an increasingly attractive and effective location for the delivery of health promotion services. That the work setting provides, at the very least, an appropriate setting for interventions is emphasised even more strongly by Lewis and Lewis (1986: 7) who state:

Work and work organisations are potentially powerful and efficient mechanism of planned social intervention and change. That is, for any given input of time, money and manpower researchers can potentially produce a greater impact on more normal or premorbid adults through the workplace than through any other single formal organisation or institution.

Griffin, in Spicer (1987: 198), remarks that employers and employees are beginning to recognize the benefits of designing and developing programmes that can improve the health of employees and the organisation. He says further that employers have for some time understood that employee assistance services respond to existing employee problems and concerns in an effective manner and can contribute to increased productivity and reduced costs. Essentially employers have come to recognise the importance of developing and preserving valuable human resources. Peters and Waterman (1982: 238) say in this regard:

Treat people as adults, treat them as partners, treat them with dignity, treat them with respect. Treat them - not capital spending and automation - as the primary source of productivity gains. In other words, if you want productivity and the financial reward that goes with it, you must treat your workers as your most important asset.

2.4 A brief historical perspective of Employee Assistance Programmes

2.4.1 Social work in the workplace

A growing number of businesses are now employing social workers to assist employees in dealing with a range of personal, family and work problems that interfere with work performance.

But how did all this come about and what is social work in the workplace? Di Nitto and McNeece (1990: 263) say that Bradley Googins prefers the term **human services in industry** and refers to social workers providing such services in industry as occupational social workers. They go on to define occupational social work as "a field of practice in which social workers attend to the human and social needs of the work community by designing and executing appropriate interventions to ensure healthier individuals and environments" and list the duties of occupational social workers to include the following :

- counselling and working with troubled employees to assist them with personal problems which are adversely affecting their performance at work
- advising about the use of appropriate community services and putting employees in touch with such programmes
- training front-line personnel (such as union representatives, foremen and line-supervisors) to enable them to identify when poor performance warrants referral
- consulting to management on human resource policy
- helping to initiate community health, welfare, recreational, or educational programmes for employees
- helping plan for new initiatives and advising on corporate social responsibility and on organisational positions with regard to social welfare legislation

Shamir and Bargal (1982: 43) use the term "occupational welfare" and define it as a system of benefits and services above and beyond wages, directed at social and health needs. They explain that these benefits and services may include physical and mental health services, counselling to workers and their families, housing assistance, financial assistance, services to disadvantaged or minority groups of workers.

Having said this, the question of why employers might provide or value human services still arises. Based on a survey done by Vinet and Jones, the reasons or motivations fell into two categories (Googins 1987: 3):

- First was the identification of **social problems** at work stemming from precipitating events such as violence, strikes, high turnover, high costs of recruitment, low productivity, the need to motivate workers towards greater productivity, counselling for personal, psychological or alcohol-related problems. This connected with the need to help in achieving affirmative action goals and in negotiating social service benefits with unions.
- The second reason and perhaps the most important was employers' positive regard for workers, i.e. valuing of employees in the corporate philosophy and culture.

Shamir and Bargal (1982: 44) say that advocates of occupational welfare commonly claim that occupational welfare services, apart from their welfare value, also contribute to organisational effectiveness. The latter is commonly defined in terms of the extent to which an organisation achieves its goals.

From the above we see that the motivations for providing human services at work are related to one if not all the following :

- cost savings
- increased productivity
- the humane treatment of individuals in the workplace

The emergence of human services for employees is part of a larger complex of forces concerned with the new values of the work force, a changed demography, increased competition and pressure from abroad, a diminution of the welfare function espoused by government, and the complementary corporate social investment efforts of business.

It follows then that all these factors have become prominent in the workplace over time and continue to reshape and redefine the nature and function of work, employees and employers.

There has been an increasing and renewed interest in occupational welfare over the years. In fact, the last three decades have been characterised by the emergence of new programmes and new roles for the delivery of welfare services to employees.

What follows therefore is a brief look at how this discipline developed and how it eventually diversified.

2.4.2 The transformation from occupational social work to EAPs

Since the end of the nineteenth century, work organisations, especially in the United States, have offered assistance to employees in the guise of social betterment, personnel counselling, occupational mental health and industrial alcoholism programmes. Each of these approaches was intended to integrate management concerns for productivity with humanitarian values - that is, employers believe that helping employees with their troubles increases productivity. According to Sonnenstuhl and Trice (1986: 3), social betterment, personnel counselling, occupational mental health and industrial alcoholism are historical antecedents of EAPs.

2.4.2.1 *Social betterment and welfare capitalism*

During the 1880s many companies began providing workers with social welfare services, which included inexpensive housing, company-sponsored unions, sanitary working conditions, insurance and pension plans, as well as facilities for banking, recreation, medical care and education. Googins (1987: 19) points out that the impingement of social problems on the American business community became apparent from the social unrest of labour. For instance, between 1880 and 1900, almost 23 000 strikes took place at over 117 000 businesses. This, together with the labour force being unsocialised to the working world, led to the introduction of **welfare capitalism** (i.e. the provision of housing, schooling, churches, medical care, recreation centres, pension funds, profit sharing and stock ownership). The latter being aimed at creating a working and community environment that would ensure healthy and productive employees while ameliorating potentially disruptive conditions.

During the 1920s the social betterment movement began to run out of steam and, by the mid thirties, it had run its course. This demise was a result of employees becoming disenchanted with corporate paternalism, the Depression forcing companies to cut back on many operations, and the outlawing (Wagner Act of 1936) of company-sponsored unions. Only remnants such as health examinations and pensions remained.

2.4.2.2 *The human relations movement and personnel counselling*

The next step for human services in the workplace was the **human relations movement**. This school of thought focused on how individuals felt about themselves, their work, their co-workers and their supervisors since attitudes to these variables were considered to have an important effect on workplace behaviour and performance. (Googins 1987: 22). In providing an alternative to the "work or be fired" ideology, it sought to satisfy security needs in the form of fringe benefits that protected the employee from sickness, accidents, old age, loss of job and other external threats.

Personnel counselling on the other hand grew out of the works of Elton Mayo (1923), who believed that employees' irrational sentiments prevented them from co-operating with management and caused unionisation slowdowns in production and strikes. He reasoned that demonstrating concern for workers increases their morale and thereby improves productivity.

The human relations theory remains a dominant management philosophy. Essentially the human relations effort paved the way for human services in the workplace.

2.4.2.3 *Occupational mental health*

Occupation mental health programmes have taken approaches to emotional problems in the workplace. The first emphasises treatment for emotionally impaired employees. The latter seek treatment either on their own initiative or because of management's encouragement.

The second approach focuses on the prevention of emotional problems in employees. Preventive activities relate to teaching healthy beliefs and behaviours and designing healthy work environments. To Gould and Smith (1987: 4), the primary goal of occupational mental health is the enhancement of quality of life in the workplace.

After World War II, the majority of companies shut down their mental health programmes, and throughout the 1950s and 1960s only a handful of businesses retained their programmes.

2.4.2.4 *Occupational alcoholism programmes and Employee Assistance Programmes*

The fourth significant development leading to social services in the workplace was the development of the occupational alcoholism programme (OAP) and the Employee Assistance Programme (EAP). These programmes have become significant only in the past fourteen years.

- **Occupational alcoholism**

Occupational alcoholism programmes were also started during World War II. One of the extensions of welfare capitalism was the treatment of alcoholism in the workplace. Drinking interfered with job performance, which in turn impacted productivity and ultimately economic efficiency. Alcoholism is just one example. This gave rise to the concept of constructive confrontation during the 1960s. Constructive confrontation means supervisors confront employees with evidence of their unsatisfactory job performance, coach them on ways to improve their work, urge them to use the services of assistance programmes if they have personal problems, while at the same time emphasising the consequences of continued poor performance.

These efforts gradually progressed to form the beginnings of the early occupational alcoholism programmes (OAP). Individual companies gradually transformed this informal procedure into a formal policy and programme.

These occupational alcoholism programmes were so successful in terms of saving money because of increased production and ultimately "rehabilitated" skilled workers, that it was reasonable to assume that such an approach to alcoholism problems would be effective for other human problems as well.

- **Employee Assistance Programmes**

The EAP concept practised today had its roots in the earlier occupational alcoholism programme (OAP) model of the 1940s.

In 1962, the Kemper Group (USA) launched its programme for the rehabilitation of its alcoholic personnel and expanded the programme's scope to reach families of alcoholic workers and persons with other adjustmental problems.

The expansion of the idea of helping employees with drinking problems to helping employees with any personal problems picked up momentum in 1965 when a study by the National Council on Alcoholism (NCA) indicated that programmes should focus on job performance rather than alcoholism symptoms for the purpose of early identification of alcoholic employees (Scanlon 1986: 20).

According to Dunkin (1982: 4), the first Employee Assistance Programme in the form of an employee alcoholism programme was started by E.I. Du Pont de Nemours and Company in 1942. The programme was set up as an alternative to termination and the principle treatment modality employed was AA (Alcoholic Anonymous).

Several other American companies, including Eastman Kodak, Allis-Chalmers, Consolidated Edison of New York, Armco Steel, Waterbury Brass, and Western Electric initiated similar programmes during the same period.

In fact, in 1986 the Association of Labour Management Administrators and Consultants on Alcoholism (ALMA^{CA}) predicted that every employed person in America would be covered by an employee assistance programme by 1990 (Scanlon 1986: 23).

As employees began to request help for problems in addition to alcohol and other drugs, EAP practitioners found it necessary to broaden the scope of their services. Emotional problems also affected performance deterioration and these problems could not be ignored if the EAP was a performance-based model. Hence in the years that followed, EAPs adopted a more "broadbrush" focus which covered a wide range of personal problems, ranging from chemical dependence, to marital concerns, family problems, psychological disorders and emotional problems. Proponents of the broadbrush model cited evidence that this model encouraged employees to safely present problems other than chemical dependency.

Clearly, the concept of EAP arises out of a recognition by enlightened management that personal problems of a varied nature can and do affect job performance and productivity adversely.

To assess the relevance of EAPs to all levels of employees, Shamir and Bargal (1982: 48) say in this regard that occupational welfare services and benefits may have a different value for different employees. To strong, healthy, high-performing, high-earning employees they may be relatively unimportant, but they are much more important to "weaker" employees who suffer from health or family problems, who are low earners and whose prospects in the job market are slim. However, with the nature and range of EAP services changing over time it can be expected that there would be corresponding changes in the profile of the EAP user.

2.4.3 Implications for EAPs in blue-collar and white-collar work settings

In order to appreciate the dynamics of an EAP in a white-collar work environment, it is pertinent at this stage to consider EAPs in a blue-collar environment. To do this we will look at a seminal research project which was carried out in a New York men's and boys' clothing factory from 1964 to 1968. McKendrick (1990b: 215) felt strongly that the lessons learnt from this study were so valuable that they could be used to illustrate mental health care in a blue-collar workplace.

The objective of the study was to bring employee assistance, specifically relevant mental health services, to a population traditionally regarded as **undeserving** by community resources, namely blue-collar workers. What follows is a summary of the major findings:

- Accessibility of services is paramount and must be expressed concretely. Hence flexible hours and multilingual practitioners are necessary.
- A "work-rehabilitation" philosophy was adopted with work and job performance being the therapeutic goal.
- The need was highlighted for evaluating the strengths, potential and environmental opportunities of each person - rather than merely categorising people by applying stereotyped labels.
- The stereotype of the blue-collar worker as an unpromising psychiatric patient was challenged. Rather, it was postulated that blue-collar workers possess a capacity for self-awareness and insight and can be verbal and expressive.
- The project underscored the importance of joint management and labour sponsorship. The researchers also felt that the practitioner should always be the advocate of the patient in protecting his or her confidentiality and in negotiating with community institutions.
- The contributory role of workplace conditions such as tight supervision, diminished loyalty to older workers, anonymity in rapidly growing organisations and technological change, should be addressed in the development and maintenance of mental health problems.

In contrast, a small study done by Dhanesar and Hales (1994: 30) approximately 30 years later of a wellness programme in a white-collar environment concluded that EAPs should focus more on prevention through the promotion of organisational health and wellness programmes, because it permits a win-win situation for both employer and employee.

Clearly, issues such as accessibility, improved job performance, stereotyping, management-labour relationship, advocacy and workplace conditions impact both blue- and white-collar workers in some form or another. Hence apparent divisions, be they job grade or level, and the nature of work, are not material. Instead EAP practitioners should strive to focus on common problems and common approaches, and should continually learn from the best practices available.

The concept and practice of employee assistance programmes are not limited to the United States of America. Many work organisations in developed and developing countries have recognised the importance of early identification of a troubled employee.

EAPs were introduced in South Africa in the 1980s and largely with the "broadbrush" approach. The Chamber of Mines, Iron and Steel Corporation, Electricity Supply Commission, Alpha Limited, Everite (Fibre Cement Division), South African Breweries (Chamdor), Sabax and the Council for Scientific and Industrial Research are some of the pioneers in the field.

2.5 Employee Assistance Programmes (EAPs)

2.5.1 Definition of an EAP

Googins (1987: 102) defines an EAP as a set of policies and programme procedures by which a work organisation legitimately intervenes in identifying and treating problems of employees that impact and have the capacity to impact job performance. He also lists four beliefs or assumptions to better understand the nature and function of EAPs : firstly that prevention is more likely in occupational settings; secondly, that work organisations share responsibility for the health of their employees; thirdly, that substance abuse affects the workplace, and, lastly, that problem intervention is more effective when integrated into the existing social institutions.

Van den Burgh (1990: 5) describes an EAP as a Manpower Management and Human Resource Strategy designed:

- to facilitate early identification of and intervention with employees with a variety of medical and/or behavioural, emotional, financial and social problems which impair their job performance
- to motivate and assist employees to receive assistance to resolve these problems

Sonnenstuhl and Trice (1986: 1) define EAPs as job-based programmes operating within a work organisation for the purposes of identifying "troubled employees", motivating them to resolve their troubles, and providing access to counselling or treatment for those employees who need these services. They further define "troubled employees" as those individuals whose personal problems (such as alcoholism, drug dependence, marital difficulties, emotional distress) as well as the stresses and strains of the workplace, preoccupy them to the extent that their work is disrupted.

The central purpose of an employee assistance programme is to provide timely, professional aid for people whose personal problems (i.e. at work, at home and the community at large) might otherwise lead to work impairment, absenteeism, accidents, conflicts in the work setting, or even job termination (Lewis & Lewis 1986: 4). They agree that EAPs have become prevalent because problems in living, such as stress, alcoholism, drug dependency, family conflicts, interpersonal difficulties, and financial pressures affect almost everyone and can, in turn, adversely affect productivity and performance at work. As pointed out earlier, problems at work may impact family life as well.

2.5.2 Requirements for a successful EAP

Dickman et al (1985: 14) point out that the ingredients of a successful EAP are:

- **confidentiality and anonymity**
- **accessibility** (i.e. in a manner that is timely, efficient and convenient)
- **training for managers/supervisors** (i.e. training with regard to an awareness of the EAP, referrals, using the programme, and the roles of the various parties)
- **management orientation** (i.e. managers need to be oriented to the philosophy, operations and critical characteristics of the EAP)
- **insurance coverage**, similar to medical aid (on occasion, employee assistance can be expensive and so insurance is a must)
- **broad service components** (i.e. the EAP must be designed to respond helpfully to a wide variety of employees' problems)

- **professional leadership** (i.e. the leader and co-ordinator of an EAP must be a skilled professional helper)
- **Programme evaluation and follow-up:** an EAPs effectiveness and potential needs for improvement must be constantly identified and explored

Googins (1987: 124) concurs and adds policy and procedures to the list. He explains that the former are sanctioned and approved statements that guide the relationship between a company and its employees with regard to EAP. He maintains further that advocacy affirms the rights and responsibilities of all employees regardless of level or role.

In order to be successful, the EAP requires support and involvement from all levels of management, labour, and the human resources practitioner. Such support is meaningfully demonstrated through funding, training, policy development, service delivery and ongoing management. It is necessary that all partners must not only want the EAP but they must also use it.

2.5.2.1 *Management support*

Fisher (1989: 22) points out that it is absolutely necessary that management, at its highest level, endorse and actively support the EAP. Backing from middle management and the human resources department alone is not enough to get an EAP off the ground - management endorsement and active involvement from the very top of the corporate structure is required in large and small organisations alike. With top management backing, the programme is assured of the accessibility of EAP personnel to all levels of management, adequate financial support for implementation, marketing, training, evaluation and the support of lower and middle management.

Roman and Blum, quoted in Kurzman and Akabas (1993: 28), say that their research shows that the EAP as a human resource management tool has considerable potential in the general management of employees. They say further that EAPs are a part of an organisation's performance management activities and that EAPs can contribute to the attainment of an organisation's goals. From this it would appear that, instead of being an isolated initiative, EAPs should be an integral part of an organisation's goals and human resource strategy.

2.5.2.2. *Labour endorsement - unions and EAPs*

Dickman et al (1985: 41) state that, where labour is involved, it is imperative to secure its support. Historically, union workers have had mixed reactions to management programmes to assist employees.

On the one hand, they want the services for their members. On the other, they perceive such services as attempts to undermine the union's authority and its traditional role as a helper to union members (Sonnenstuhl & Trice 1986: 7). Discovering ways to ensure a balance between management and labour concerns, is essential to the operation of EAPs in unionised companies.

Most labour-management experts would agree that, to ensure support for an EAP in a unionized environment, the union should be involved in the development, endorsement, formulation and implementation of EAP policy. When left out, the union would find it politically difficult to support the EAP, although it might see cooperation as highly desirable (Sonnenstuhl & Trice 1986: 21).

In a study done by MacDonald and Albert (1985: 37), the findings indicated that management appears to be the initiator of EAPs rather than unions. However, a major motivating factor for unions seems to be that of providing a viable alternative to dismissal for (problem) employees. They mention further that management concerns appear to be related to the efficiency and productivity of the organisation, while union concerns are related more to employee rights and humanitarian issues. EAPs may lead to new and difficult collective bargaining and grievance problems, especially when the issue is underperformance (Masi 1984: 55).

However, while unions and management have different reasons for establishing and/or supporting EAPs, it is clear that negotiated union-management programmes are the ones that will prove to be effective.

In a previous section it was explained that unions are a key player with regard to social policy on a national level and a key player with regard to human resource policy at an organisational level. Since their primary objective is to look after the interest of the workforce, it goes without saying that the union's involvement will be reflected in every aspect of the EAP (e.g. planning, policy formulation and implementation).

2.5.2.3 *Teamwork in an EAP*

The literature tells us that about half of the productivity problems in the workplace are related to alcohol and other forms of drug use. Di Nitto and McNeece (1990: 262) state that other family problems which affect work productivity include illness and disability, marital and family problems such as children who are acting out, and elderly parents who need care and attention, mental illness, such as eating disorders, schizophrenia, depression and other personal problems.

If we consider the various factors that must be taken into account to help a troubled employee, such as understanding individual behaviour, social functioning, physiological functioning, relationships with peers, subordinates and superiors, interaction with the environment and financial situation, it is evident that one person may not always be in the position to adequately deal with the problem in a holistic manner. Hence the need for teamwork in an EAP. Botha (1995: 208) points out that the multi-disciplinary team approach is generally regarded as a method whereby a comprehensive and co-ordinated service can be delivered to clients.

According to Margerison and McCann (1990: 44), a team must be well balanced and requires different people playing different roles.

Stewart (1991: 125) adds that in order for teams to be effective they have to develop the right mix of skills, namely:

- technical or functional expertise, for example team of doctors and lawyers often try medical malpractice or personal injury cases
- problem-solving and decision making skills
- interpersonal skills

According to Katzenbach and Smith (1993: 112), teams are committed to a common purpose and a set of performance goals for which team members hold themselves mutually accountable.

More often than not a social worker is central to the Employee Assistance Programme. In this context, the social worker has to form part of a multi-disciplinary team comprising managers, supervisors, union representatives, trainers, occupational nurses, medical scientists, organisation development (OD) consultants, and external consultants (e.g. psychologists, psychiatrists and other human resource practitioners as dictated by the circumstances of the case).

2.5.3 The benefits of an EAP

The benefits of the EAP are both economic and human.

From an organisational point of view these benefits can be seen in the fostering of employee well-being, maintaining acceptable standards of job performance and reinforcing job security.

In addition some broad benefits which accrue to organisations are:

- **cost effectiveness** Savings are made in the form of decreased absenteeism, tardiness, errors in judgement, and the like.
- **a management tool** Because employers are concerned with the control of job performance standards, the EAP provides a mechanism that reinforces basic management practices, particularly those relating to the supervisory role and responsibilities.
- **improved union-management relations** EAPs provide a forum for jointly addressing worker problems and issues. It presents an opportunity for suspension of the contentious relationship set up by union-management roles and it unclogs labour-management channels, and minimises appeals, grievances and arbitrations.
- **enhanced corporate image** A company that is perceived as creating a healthy climate for its employees enhances its image both within the company and to the outside community.

Some benefits for the individual are:

- **cost effectiveness** i.e. reduction/containment of health care costs

- **improved social functioning and self-esteem** Akabas and Kurzman (1982: 88) write:

A productive and content employee sees work as an internal organiser, enhancing the structure and coherence of the personality; as a vehicle for social learning, providing opportunities for work rehearsal and the acquisition of attitudes and interpersonal skills required in the world of work; as an avenue to social recognition and status, offering opportunities to fulfil personal goals and social expectations; and ultimately, as a source of meaning in one's life, giving substance to one's past and concretizing one's values and hopes for the future.

From a family point of view, Scanlon (1986: 84) reminds us that the principal business of EAPs is saving lives and, by extension, families. Helping the employee (identified client) with his or her problem also helps a family with its problem. For instance, if help to the employee had not been available at the workplace, his or her family may not have addressed the problem for reasons of finance, ignorance, helplessness or perhaps indifference.

This benefit permeates to the wider community. That is, the community does not have to carry the financial burden nor the infrastructure to cope with such troubled individuals. This frees the community to focus on other areas where finance, time and effort is needed.

EAPs also enhance good public/community relations. Programmes of this nature indicate the extent of an organisation's social responsibility and corporate social responsiveness. This is clearly a message to society that business is taking responsibility for its environment and its people.

Scanlon (1986: 18) states that, whatever services a programme offers above and beyond helping employees to solve problems affecting job performance, the EAPs primary objective should not be compromised. That objective is the effectuation of the organisation's policies and procedures for identifying and providing assistance for troubled employees.

Hence, while the objective is to provide assistance, the goal is to keep the good employee working and free of problems that could affect job satisfaction and performance.

On the other hand, capital investments by business are usually made for one of two reasons or both: to generate profit and/or to reduce costs. Investing in an EAP serves to achieve both these purposes.

2.5.4 Developing an EAP

When an EAP is being designed, certain elements are essential to ensure an effective, smoothly operating comprehensive programme. Listed below are the more salient aspects according to Masi (1984: 24) :

- programme support/financial support and adequate staffing
- a needs assessment
- a programme plan
- a programme model and appropriate location of the EAP
- a policy statement
- programme goals
- a marketing strategy
- a training programme for supervisory and union personnel
- employee orientation programme
- referral and assessment policy
- programme evaluation measures
- a confidential record-keeping system
- a community referral network

Wrich (1990: 36) maintains that inherent in any EAP should be a code of ethics as well as the concept of professionalism.

What follows is a discussion of each of the points mentioned above. Factors such *confidentiality* and a *community referral network* are inherent in the advantages and/or disadvantages of the type of EAP model and are therefore alluded to under the "programme model" discussion.

2.5.4.1 Programme support/financial support/adequate staffing

Programme support by top management was alluded to, but it is worth repeating that the support of the organisation's key personnel is vital to the programme's existence. This includes the chief executive and senior management who make decisions that affect the EAP either directly or indirectly.

Also to be considered is **financial support**. The company must be willing and able to fund the EAP at an adequate level. This component is essential for assessing the company's commitment.

Adequate staffing is also central to the EAPs success. This will include an EAP co-ordinator, administration staff who will market, maintain and evaluate the programme, social workers, fitness instructors (gym), health workers (medical centre) and other professional staff (such as trainers, therapist and counsellors).

2.5.4.2 A needs assessment

Sometimes organisations erroneously conclude that it can adopt a generic type of EAP that will satisfy the needs of its employees regardless of the nature of its business and the composition of its workforce. Instead, what should take place is a complete assessment of the organisational climate and the problems and needs of employees.

A needs assessment is both a research and a planning activity. Several categories of information should be collected, including the type, frequency, and relative importance of employee problems, current ways in which problems are handled, barriers to the use of community services, employees knowledge of and attitudes to the EAP, level of interest of employees in getting an EAP service, the needs of the employees and how they think these should be addressed, as well as information about the demographics of the organisation and the perspective of management, the unions and EAP practitioners. Multiple research methods should be used to collect such information.

2.5.4.3 A programme plan

A projected plan for the programme's development is important. Such a plan should be flexible so that it can be changed when appropriate and updated annually. Essentially the plan should also delineate the values, assumptions, and goals, as well as the strategies for achieving the goals.

Masi (1984: 25) sees the process for designing the plan as follows:

- The EAP staff visit a sample of the organisation's various sites or plants.
- They study the organisation's existing systems and review all existing policies to learn the potential interface with EAP (these include the personnel system, the performance management system, employee diversity programmes and the medical aid schemes).
- They complete a demographic study of the staff complement, including age, sex, level in the organisation.

- They conduct interviews with the organisation's key personnel.

The information gathered from this needs assessment and planning exercise should also facilitate decision making about the programme model to be applied.

2.5.4.4 A programme model and the appropriate location of the EAP

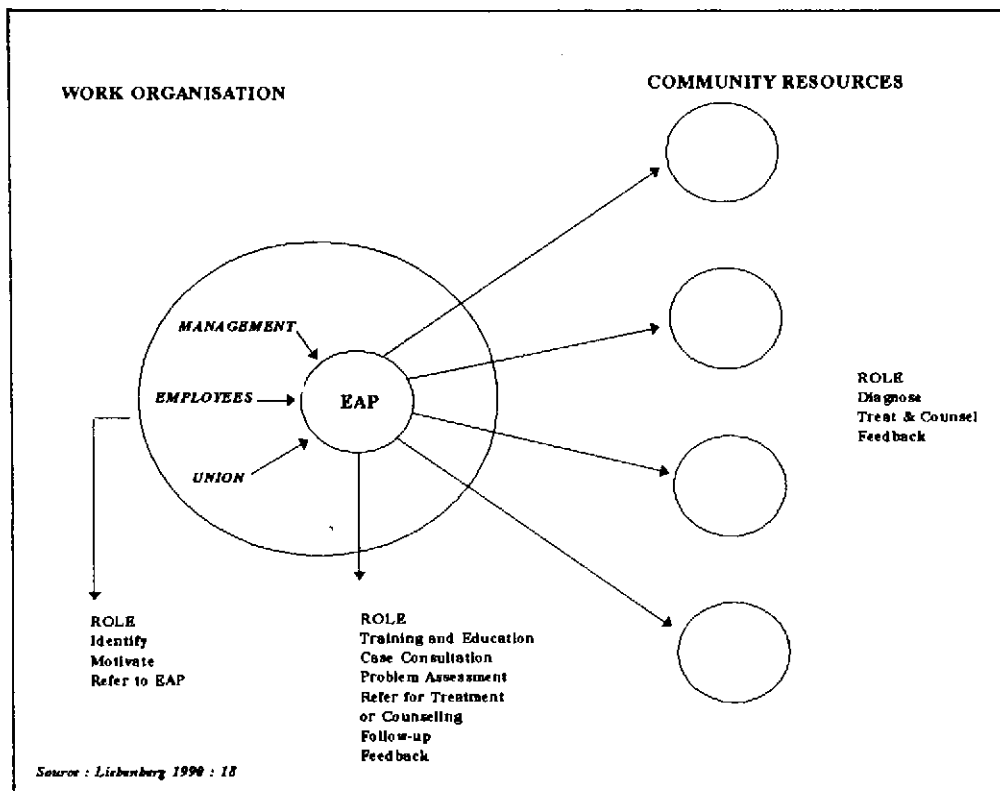
There are various models and an appropriate model must be chosen and adapted to meet the organisation's special circumstances.

(a) Internal model (indigenous EAP)

The internal model (or on-site treatment model) is one where most of the functions and functionaries of the EAP are found within the organisation.

Essentially the organisation will have its own EAP department staffed by professionals (such as social workers, psychologists, physiologists, occupational health sisters). The indigenous model usually includes assessment, diagnosis, and referral capabilities and linkages to outside treatment programmes.

FIGURE 2.3 : INTERNAL MODEL (INDIGENOUS EAP)



Googins (1987: 119) points out that this model has both advantages and disadvantages.

Advantages

- **Organisational belongingness** When EAP personnel are bona fide members of the organisation, they automatically align themselves symbolically and functionally as insiders and can more easily build relationships based on common organisational traditions, norms and respect.
- **Organisational positioning** As an integral part of the organisation, the EAP is better positioned to link problems and solutions. The EAP is also more visible and accessible to all staff.
- **Ability to respond** EAPs indigenous to the work-place can respond to crises immediately with no delays caused by scheduled hours or site distance.
- **Programme control** Control is completely in the hands of the EAP co-ordinator.
- **Knowledge of the organisation** This model ensures knowledge of its culture and climate, its modus operandi and more especially its people and the needs as well as expectations of management and staff.
- **Communication within the organisation** This is facilitated because of an established infrastructure and internal networks.

Disadvantages

- **Problems or perceived problems of confidentiality** This may arise out of the use of confidential records and familiarity between the EAP practitioners and users of the programme (i.e. managers and staff).
- **High costs** This model can be the most expensive option for the organisation if one considers start-up and operating costs (staff, premises, equipment and the like). Only large organisations can justify full-time staff.
- **Lack of focus** Factors such as the type of referrals forces work organisations into the treatment business since an internal programme tends to replicate a community service agency, thereby limiting other roles and activities.

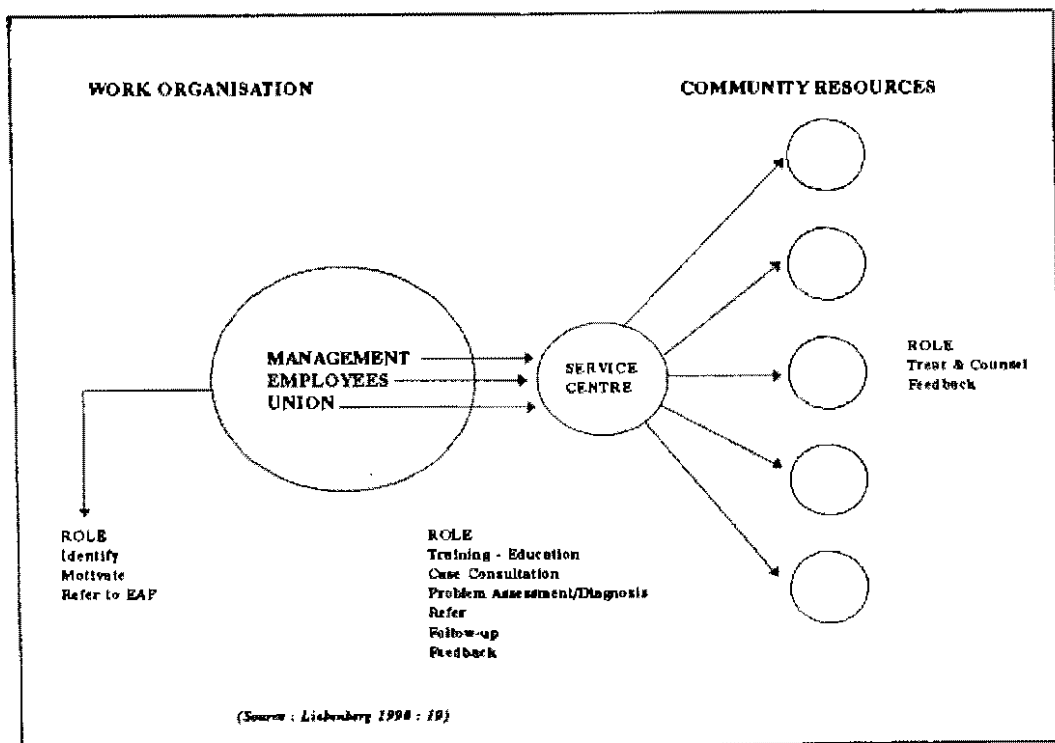
- **Staff burnout** The internal model relies too much on particular skills of staff and numerous roles have to be filled by limited staff, namely, that of advising, consulting diagnosing, referring, counselling, aftercare and programme evaluation. This can lead to the possibility of staff "burnout" with a one-person programme.
- **Vague programme objectives** Vague programme objectives may cause conflict between treatment and management issues especially if the programme is sponsored by management.

(b) **External model (contracted EAP)**

The external model (or off-site treatment model) is one where many of the functions and functionaries are provided by external agencies. Instead of an EAP department this model proposes an EAP co-ordinator which links the organisation and the agency providing the service (service centre).

The agency provides problem assessment and may provide some short-term counselling when necessary. It also has the responsibility to provide diagnosis and a subsequent referral to treatment resources located within the community network. The agency serves as the liaison between the EAP and the treatment network co-ordinating all client-centred activities.

FIGURE 2.4: EXTERNAL MODEL (CONTRACTED EAP)



The advantages and disadvantages of this model, according to Googins (1987: 121), are as follows:

Advantages

- **Confidentiality** The contractor's apparent independence suggests that employee rights are safe and information will not be compromised in organisational decisions.
- **Suitability for smaller organisations** This model allows the smaller company to take advantage of an array of services without having to pay for full-time staff.
- **Richness and diversity of resources** The contract model can provide a greater degree of skills and treatment resources as opposed to an indigenous model which relies on one or two individuals.
- **Off-site counselling** This assures "anonymity" and will encourage more staff to utilise the programme.
- **Networking opportunities** In such a programme, there is better identification and utilisation of community resources as a result of better and bigger networks.
- **Larger client base** An increased range of employees is served as a result of the off-site counselling and the utilisation of community resources.

Disadvantages

- **Limited scope for treatment** The treatment is possibly too narrow, reflecting the treatment preference of the agency.
- **Lack of organisational knowledge** There is little understanding and incorporation of work-environment issues as a result of a lack of knowledge about the organisation.
- **Limited accessibility** The programme can be less accessible to staff from a point of proximity, time and convenience.
- **Diminished responsiveness** Practitioners are at least able to respond to crises because of time, distance and treatment preference.

- **Lack of ownership** Employees do not have a sense of ownership and some managers/supervisors and/or their staff would be reluctant to deal with "outsiders".
- **Inadequate communication** Communication between agency and work organisation is sometimes difficult as a result of proximity, poor contacts and relationships.

c) Consortium model

Beugger (1987: 11) explains that the noun *consortium* indicates some kind of group, combination, association or partnership or an effort to accomplish something of common interest. With regard to EAPs it means a group of employees in a given geographical area, who join together in order to accomplish a common interest of effective EAPs. Small work organisations whose employee population and resource base are inadequate to mount a fully-fledged EAP can adopt the consortium model.

One variation of the consortium model is an "association" - which is a type of consortium in which occupational groups establish a programme for the members (for example, the South African Boxing Association). The benefit of such an arrangement is its sensitivity to unique professional and occupational issues.

The consortium is governed collectively by the member organisations and assumes full responsibility for all services provided.

According to Googins (1987: 123) advantages and disadvantages are similar for both the consortium and associational EAPs.

Advantages

- **Flexibility** The structural arrangements of such a model lends itself to small corporations of dispersed groups. By pooling resources (which includes fiscal and governing responsibilities), a fully-fledged EAP is possible.
- **Avoids stigmatisation** This model allows its users (companies and associations) to avoid potentially negative publicity since establishing an EAP has often precipitated negative corporate images.
- **Accommodates dispersed populations** Consortia or associations can better handle employee populations who are widely dispersed as well as employees who are mobile rather than anchored within a particular work site.

Disadvantages

- **Programme is not needs-based** This is the case because individual organisational needs are subject to the needs of the consortium or association and individual member organisation's input is considerably diminished.
- **Lack of interorganisation communication and cooperation** A high degree of interorganisation communication and cooperation is required and this may be difficult because of the organisation's own priorities.
- **Difficult policy making** This becomes more complex because of individual organisational agendas.
- **Administration problems** The administration of a consortium can be difficult because of dispersed populations.

When choosing a model for an organisation, Bews and Bews (1988: 22) point out that cognisance must be taken of factors such as confidentiality, credibility, accessibility, availability of expertise, acceptance by employees, management and employees' organisations (e.g. unions), covering of all employee problems, costs and monitoring of the programme.

It would appear that the internal model is best suited to organisations with a very large workforce in those situations where economies of scale can be achieved. The external model, on the other hand, is more appropriate for smaller concerns since outsourcing to established community agencies would be pragmatic both from an administration and cost point of view.

It would seem that each of the models discussed focus on the individual. However, the individual is part of a system and should not be "treated" in isolation. Other subsystems in the system comprise the supervisor/manager, colleagues, family, and subordinates (if applicable). Therefore any attempt at providing the troubled employee with assistance should take cognisance of these subsystems.

2.5.4.5 A policy statement

Sonnenstuhl and Trice (1986: 9) say that the EAP policy reflects the principle that, firstly, an EAP is a job-based technique for identifying troubled employees and motivating them to change their behaviour, and secondly, it is a mechanism for providing access to counselling services for employees. Essentially an EAP policy should be shaped by a company's existing policies on performance, discipline and medical practices.

No EAP can function effectively without a written EAP policy, which should essentially include: the purpose, nature and benefits of the programme; a definition of employee eligibility for participation; the roles and responsibilities of parties to the programme; guidelines for using the programme; statement of confidentiality; record-keeping procedures and a statement describing the relationship between the EAP and the disciplinary policy procedures (Lanier & Gray 1986: 6). The policy should also include details covering other administrative concerns such as: who pays for treatment; what happens should a relapse occur, and guidelines about time off for counselling.

In support, Masi (1984: 26) claims that a policy statement should include:

- The purpose of the policy. This is based on the organisation's recognition that the work performance of employees who demonstrate problems may be deficient as well as on the recognition that these problems are treatable.
- Organisational mandates for such a programme and the source of authority under which the policy is being written.
- Location of the programme.
- The eligibility of employees for the programme's services.
- The integration of the EAP into the overall management systems of the organisation.
- The roles and responsibilities of the various personnel associated with the EAP.
- A delineation of the procedures, which must emphasise confidentiality.
- The criteria for professional staffing of the programme.
- The importance of and procedures for supervisory/management training.
- Provisions for an evaluation of the programme.
- The statement that an employee's participation in the EAP will not jeopardise his or her future opportunities.

There are certain principles on which a policy is based (Remuneration Fact Sheet: *IPM Journal*, May 1989):

- (1) Personal problems can and do affect job performance.
- (2) Treatment of personal problems is less costly than dismissal and replacement.
- (3) The EAP does not replace disciplinary procedures but provides an alternative method of managing poor performance (often while discipline is suspended).
- (4) The employer's concern is with job performance and not with the personal lives of employees.

Essentially guarantees with regard to discrimination against and victimisation of EAP users (with personal problems), special sick leave to accommodate assistance, suspension of discipline while on EAP and confidentiality must all be built into the policy.

The policy statement should be visibly endorsed by the highest ranking officials of the organisation as this will ensure the legitimacy and permanence of the programme.

2.5.4.6 Programme goals

Programme goals and measures of evaluation are necessary to determine programme effectiveness. The programme goals should be determined by the specific needs of the organisation. They should be reviewed periodically to determine appropriateness and effectiveness. (Lanier & Gray 1986: 10). Holosko and Feit (1988: 64) add that goals and objectives, when operationalised in evaluation terms, become efficiency and effectiveness criteria which are the lifeblood of any evaluation. They further state that EAP goals and objectives require:

- specification
- consensus agreement about what they are
- operationalisation in measurable terms

Goals and ways to evaluate the programme's effectiveness in achieving these goals should be determined during the programme planning phase.

2.5.4.7 A marketing strategy

Simply to produce a product is not enough: the product must be transported, stored, priced, advertised and sold before the satisfaction of customer needs and wants is accomplished. The EAP is no exception to this rule.

After adopting policy and procedures, some EAPs are still underutilised. As is the case with any product or service, no programme can survive without visibility, recognition and exposure. The EAP needs to establish methods of calling attention to its services in such a way that appropriate use is made of those services.

It is more difficult to market an intangible service than tangible goods. Being a service makes marketing an EAP very challenging.

It employs a change technology rather than a response technology, that is, getting people to stop doing something they want to continue to do, such as stop smoking, stop using drugs, stop drinking. Phrased differently and perhaps in a more positive way we have: develop healthier work habits, cope with stress and so on.

Scanlon (1986: 50) further states that marketing an EAP is an integration of many separate functions - selling, distribution, advertising, research, development and service.

- **Selling** focuses on the needs of the seller while marketing focuses on the needs of the buyer, hence "selling" the EAP to the employee population becomes an important marketing function.

According to Balloun and Ward (1993: 37), mass selling is the preferred approach for reaching a large audience such as employees in a workplace. Although mass selling is not as flexible as personal selling, everyone receives the same message in an impersonal way.

- **Distribution** means accessibility since the EAP is not a product that can be delivered to the employee's desk or work site. The programme location should not inhibit the chance of reaching any employee on any level. Ideally it should be on-site, but such a decision can only be made once the comprehensiveness of services, demographics, size of a staff complement and budgets have been taken into account.

Balloun and Ward (1993: 38) add that **packaging** the EAP so that employees can learn what the programme offers is crucial to the success of the marketing plan.

- **Advertising** is the method selected to provide the messages that project competence, trustworthiness, and availability. Advertising strategies should be designed to reach all segments of the employee population. For instance publicity, outreach and favourable awareness activities can include employee seminars or luncheon programmes, public speaking engagements and awards and incentive programmes. This should be on-going. Clear communication with the company's entire work force is important. All members of the organisation, including family members, need to know what the EAP is and how they can use it.

Education is a broader marketing concept which focuses on disseminating information on a variety of subjects which are related to general life issues and issues of personal well-being. Googins (1987: 126) says that the objectives of employee education are prevention and intervention. Through brochures, presentations, and articles in the company newsletter, the EAP informs employees of what it is and how to use it. Another goal of employee education is, to reduce stigmatisation, provide updated information on a wide range of health problems, and develop a culture of prevention.

- **Research** assessment and evaluation through research - is the function that allows the programme to learn from its experience and shape the services to the employee's needs. It also measures the effectiveness of advertising in terms of reach, frequency, and the input of the messages delivered.

Balloun and Ward (1993: 38) say that, in order to assess the programme's image, the following indicators should be used:

- the number self-referrals to the programme
- the EAPs reputation for providing a personal and a confidential service
- the perceived quality of the programme
- employee awareness of the EAP
- the perceived integrity, experience, and friendliness of the EAP staff
- the creativity of the programme services in meeting customer needs
- the size of the staff or number of clients served and
- the availability of the EAP services when and where needed

- **Development** After the assessment and evaluation through research, the next step would be either to develop new markets or new services or change the present programme.

- **Service** is the essence of any EAP and it should be professional, accessible and consistent. The EAP maintains credibility only as long as it is responsive to the needs of the employee population. It should never promise a service that it cannot deliver. Utilisation figures are usually a good indicator of service.

2.5.4.8 A training programme for supervisory and union personnel

Training is essential to a successful EAP. The initial goal of training may be to define and interpret the nature of the programme. The course content should include information regarding company policy and procedures, an explanation of the EAP itself and the type of problems it aims to resolve. The target population for such training would be managers, supervisors, foremen, union representatives and shop stewards. Further training goals are that trainees become comfortable and skilful in recognising troubled workers, talking to them, winning their trust, and referring them to the EAP (Akabas & Kurzman 1982: 220) Trainers need training in procedures for identifying, confronting and referring an employee with job performance problems.

Training fundamentally assists in bringing about changes in knowledge and attitudes that enable the EAP to realise its objectives with the organisation.

Managers and supervisors play a key role in implementing an EAP since they are expected to identify and refer those employees who need assistance. According to Lewis and Lewis (1986: 45), most EAPs are based on the assumption that managers/supervisors should be able to recognise changes in job performance, confront the employee in terms of observable behaviour, and encourage the individual to seek the help he or she needs. They mention further that EAP consultants recognise that few managers/supervisors are able to perform these tasks effectively without special training.

In fact, many fail to give any critical feedback at all because:

- the task is unpleasant
- friendship between manager/supervisor and subordinate might be affected
- the manager/supervisor is uncertain about how to approach the problem
- the subordinate's actions have not been well documented

Hence successful implementation of an EAP requires that managers/supervisors develop the knowledge, attitudes, and skills needed to blend confrontation and encouragement. Such **knowledge** includes information about the close interaction between work and personal health, the methods for recognising and documenting performance discrepancies and the ways to make use of the EAP as a management/supervisory support system.

Complementary **attitude** changes involve both increased self-awareness of personal anxiety when dealing with troubled subordinates and a recognition that early confrontation may actually benefit employees.

Finally, the efficacy of the EAP approach would ensure that managers/supervisors build their own **skills** in specifying behavioural expectations and communicating effectively.

Initial training sessions usually include the following components:

- overview of the EAP policy and related procedures
- an information session, often including video tapes, concerning job performance problems and the need to confront them
- an opportunity to analyse and practice personal communication skills
- instruction in performance appraisal and confrontation methods, using realistic examples
- role-play practices in supervisory confrontation
- discussion of the special problems and concerns of the specific work environment
- a chance for supervisors and employee representatives to react to the employee assistance concept and to make suggestions for its implementation

It is important that follow-up training sessions should be offered on a regular basis in order to meet the needs of new managers/supervisors and to update and reinforce the effects of initial sessions.

Furthermore, training sessions must be practical and experiential rather than didactic and academic, and focus on the usefulness of the information and skills for the trainee attempting to do his or her job.

2.5.4.9 Employee orientation programme

In general, orientation sessions follow some of the same steps involved in management/supervisory training. More specifically the following matters should be covered:

- an overview of the policy and procedures upon which the EAP is based
- statements of support for the programme by executives, union representatives and other opinion leaders
- information concerning the relationship between work performance and mental and physical health
- clear instructions about the methods to be followed when using the programme
- repetition of assurances concerning the voluntary and confidential nature of the services
- introduction of people who will be providing services through the EAP
- opportunities for employee questions, discussion, and input

The intention of such an orientation is that employees feel that the EAP is a resource that can help them to enhance their personal well-being and maintain their effectiveness as workers.

2.5.4.10 Referral and assessment policy

- **Referral**

Some clients come to an EAP because they want to save their jobs. Others seek to safeguard their marriage, their friendships or their feelings of health and well-being. Regardless of what specific difficulty might motivate an employee to seek help, he/she should fully expect to play an active role in resolving the problem at hand.

The first step, of course, is the referral.

Self-referral An employee may refer himself/herself to the programme. This method is encouraged since it may lead to earlier identification of problems, before there is a job performance implication.

Mandatory referral Another way of identifying employees with personal problems is via job performance deterioration. The bottom line expectation is that the employee returns to an accepted level of job performance and to this end would be referred to the programme by his/her manager/supervisor.

Du Plessis (1990a: 36) points out that self-referrals are the preferred point of entry into the programme as this would imply that problem development is not as advanced as when deteriorating job performance leads to referral.

- **Assessment**

Lewis and Lewis (1986: 56) say that the basic question to be answered through the assessment process is not "What is wrong with this individual?" but "What is keeping this person from effectively managing his or her life right now?" They mention further that the goal of assessment is not necessarily to place the individual in appropriate "treatment" but to devise a plan for transcending problematic situation and improving the quality of life.

A guideline for the assessment process is as follows:

- It focuses on the individual's strengths and resources as well as his or her shortcomings.
- It is based on active involvement and understanding on the part of the client.
- It flows naturally into the planning process so that each difficulty identified is addressed in a plan of action.
- It takes into account both the stresses and the supports available in the individual's environment.

Assessment must be seen as a mutual effort whereby EAP counsellor and client attempt to identify life components that can be changed as the client seeks to gain mastery over his or her life, to increase self-efficiency, and to withstand stress (Lewis & Lewis 1986: 56). This process reflects joint decisions about the best strategy for intervention.

2.5.4.11 Programme evaluation measures

There is more pressure today than ever before to produce results with Human Resources Development (HRD) programmes and an EAP is no exception.

Evaluation and feedback are necessary in determining programme effectiveness. Evaluation is a formal method of receiving feedback about the programme. The appropriate evaluation strategies and methodology must be determined during the programme planning.

Planning the programme and evaluating its effectiveness go hand in hand. At the planning stage goals and objectives are set; at the evaluating stage the success of the programme in meeting its stated objectives is measured.

An article entitled "Guidelines for the Evaluation of EAPs" (*IPM Journal*, June 1989: 1) states that evaluation can be broadly defined as an area of research activity devoted to collecting, analysing and interpreting vital information on the need, implementation and impact of a given EAP for the purpose of some improvement and/or justification of the intervention efforts.

Such an evaluation can be undertaken for either policy development and programme planning, for management and administrative purposes, for requirements of fiscal or legal accountability, or just simply to improve certain problems.

The evaluation is normally done by the EAP co-ordinator or the Human Resources Department and the exercise relies heavily on the input of all staff and clients of the programme.

Basically, two types of evaluation activities can be conducted, namely, **process and outcome**.

Process evaluation looks at how the programme is functioning, i.e. whether the programme is operating in accordance with stated goals and expectations. The following questions should be asked:

- What is the programme utilisation rate? (This concept is also most frequently used to judge the "success" of an EAP.)
- Who, in general terms, is using the EAP (e.g. job categories, gender of clients)?
- How effectively is the EAP penetrating the host organisation?
- How do clients arrive at the EAP?
- What are the assessed client problems?

These process questions are answered by on going monitoring and reporting systems.

Outcome evaluation examines the effects of a programme, i.e. what effect services have had on the well-being of individual clients and the organisation as a whole. The primary focus is on the EAP client and the following questions must be answered:

- Does the client contact the EAP referral?
Is the client satisfied with the EAP referral?
- Is there evidence of improvement with regard to the client's problem?
- Is the client satisfied, in an overall way with EAP services?

Outcome evaluation should also look at employer benefits, specifically:

- Is the EAP helping to contain corporate health care costs?
- Is the EAP producing any cost savings to the organisation, in the area of employee health care utilisation, work attendance and job performance?

Outcome evaluation essentially wants to know whether the programme is achieving what it set out to achieve - helping employees to stay well in a cost-effective way.

Masi (1984: 195) says that the importance of evaluating an EAP cannot be overestimated. It is true that many programmes must be evaluated to justify their existence. However, an EAP should be evaluated to ascertain the extent to which it is achieving its objectives, and ways should be found to improve the effectiveness of its performance.

It is worth noting that, if a programme is not monitored or measured, it cannot be accurately evaluated. Furthermore, certain conditions must be satisfied for the evaluation to measure the impact or outcome of the programme accurately, namely:

- The programme must establish clear goals and direction.
- The programme decision makers must agree on what the programme is intended to do.
- The organisation itself must be supportive of the evaluation.
- Sufficient funds and qualified staff must be available to conduct an adequate evaluation.

According to Scanlon (1986: 98), a further point to consider is cost containment. The latter remains an important measure of success for EAPs. Whatever the humanistic value of an organisation's EAP may be, a quantitative measure of the programme's effectiveness is necessary to satisfy the rationale for such a programme - sometimes this is expressed in rands saved (cost benefit) and sometimes in the guise of employees helped success rates (cost effectiveness). Examples of some cost indicators which may be used are factors such as absenteeism, labour turnover, accidents, disciplinary enquiries and the use of medical aid benefits, pre-and post-programme implementation.

A cost-benefit analysis addresses the question of whether an organisation can expect a reasonable return for its investment in an EAP, that is, in terms of identifiable cost reduction. A cost-effectiveness analysis on the other hand addresses whether a programme is being conducted at an acceptable level of effectiveness, in terms of optimum return per rand expended. Such measurements are necessary to assess EAPs as an economically viable alternative.

Phillips (1991: 11-13) says that the reasons for evaluating programmes should be because:

- it makes good economic sense
- there is a measurement trend in society
- of approval for HRD budgets
- of pressure from the top (Chief Executive Officers) to make a contribution to bottom-line
- of self-satisfaction and professionalism
- more information will be available for research
- of the need for survival

2.5.5 EAPs in practice

According to Googins, as quoted by Du Plessis (1990b: 3), traditional EAPs are based on the psychiatric/medical model which tends to highlight individual causation in problem aetiology. This can be very limiting in that it leads to efforts aimed at changing the person and a lack of attention to environmental and system stressors.

Kurzman in Kurzman and Akabas (1993: 27) refers to this additional approach as the "core technology of employee assistance programmes", dealing with:

- identification of employees' behavioural problems on the basis of their job performance
- consultation to supervisors, managers and shop stewards
- appropriate use of constructive confrontation when employees are referred

- micro and macro linkages with external counselling, treatment and other community resources
- the centrality of employees' alcohol problem as the focus of programmes

These five points also forms the basis of what is referred to as the Roman and Blum model (Kurzman & Akabas 1993: 27).

According to Du Plessis (McKendrick 1990b: 214), roles undertaken within traditional EAPs are those of advising, consulting, diagnosing, referring, counselling, after-care and programme evaluation, and adds that, for EAP practitioners to get involved in policy formulation, marketing of the programme and training of supervisors, they would require an understanding of workplace dynamics, organisational culture, industrial relations and personnel administration.

A common trend, however, is that EAPs may with a personal problem orientation (a focus on the employee-as-person) and then, over a period of time, they may develop an orientation towards work-related problems (a focus on the person-as-employee). Some examples are supervisory-subordinate conflict, sexual harassment, discriminatory practices, perceived policy unfairness and work-induced family stress (Du Plessis 1990a: 37).

This shift also saw the beginning of the shaping of a more comprehensive EAP aimed at bottom line services that are responsive to the needs of both individuals and organisational sponsors. Kurzman and Akabas (1993: 34) use the following comparisons to illustrate the shifts from a traditional EAP to a more comprehensive service.

TABLE 2.2 : TWO EAP MODELS : CORE TECHNOLOGY VERSUS COMPREHENSIVE SERVICE

Variable	Core Technology	Comprehensive Service
Design	Management tool	A benefit for workers
Orientation	Alcohol and drug abuse	Personal problems that may affect ability to function productively
Principle	A workplace disciplinary alternative	A workplace social utility
Function	Supervisory training and intervention with workers	Supervisory training, intervention with workers, workplace health, education, wellness, and prevention
Focus	Current job performance	Present and potential capacity to function
Objective	To enhance employees' productivity	To preserve precious human and fiscal resources
Concept	New personnel prerogative for employers	New resource and entitlement for workers
Intervention	Constructive confrontation	Differential biopsychosocial assessment intervention
Services	Prescribed and proscribed by the Roman-Blum (1985) model	Evolving to meet the changing needs of workers and work organisations
Scope	Assessment and referral	Assessment, referral, prevention and short-term treatment
Intake	Primarily by supervisors' referrals	Referral by supervisors, self, and peers
Clients	Workers	Workers, families, and their communities
Prevention	Tertiary	Primary and secondary
Staffing	EAP practitioners with counselling credentials	Interdisciplinary team, led by licensed health or mental health professional
Perspective	A health versus pathology perspective; goal: to discipline or to heal (cure)	An ecological-life perspective; goal: to enhance social functioning
Commitment	To provide prescribed services	To provide prescribed services and to promote social change

The traditional EAP (or core technology model) focuses on employees and their employers with the family and workplace being conceptualised as separate domains. Kurzman and Akabas (1993: 36) assert that healthy families generally cannot be maintained without the income and fringe benefits generated by their adult members and yet there has been remarkably little attempt to link the two, i.e. to locate problems in the work family intersection, to determine the extent to which one system contributes to the health or illness possibilities of the other - an EAP that cannot embrace this fact of the 1990s is risking marginality if not irrelevance.

Kurzman and Akabas (1993: 35) explain that the comprehensive EAP model is a conceptually different programme. They assert that it is an entitlement, a new occupational benefit, an expert and interdisciplinary resource that is available to workers and their families by virtue of their affiliation with the workplace.

In order to get a feel for what a "usual" EAP would like, one should bear in mind the above discussion (EAPs in practice) as well as the discussion about EAPs in American and South African industrial settings (see Section 2.5.7).

2.5.5.1 Evolvement towards organisational methods

The evolution in the field has been from occupational alcohol programming, to employee assistance programming, to organisational assistance programming. Winkelpleck (1984: 19), explains that, just as it was learned that alcohol abuse cannot be dealt with without considering the whole individual, it is now learned that employees cannot be dealt with without considering the entire organisation within which they function.

Since its inception, the function of operational EAPs can be classified into the six categories:

- (1) Administration (marketing, implementation, evaluation, budgeting)
- (2) Counselling (identify problem and provide counselling or referral)
- (3) Advocacy (affirming the rights and responsibilities of all employees regardless of level or role)
- (4) Management consulting (this may include mediation, offering policy recommendations, programme planning, human resource development and team building initiatives)

- (5) Education (for instance health and mental health education, education and training for management and supervisors in human relation skills, and advancement through education)
- (6) Organisational development (focusing on the organisation as client and involving an assessment of how the organisation creates and nourishes problems for employees and how the organisation can be treated to heal itself)

The first two functions of administration and counselling characterises all EAPs; the remaining four have evolved over time. McKendrick (1990b: 213) says in this regard that the repertoire of interventions within the ambit of the EAP has to be responsive to a wide range of causes or problems which in turn leads to new demands beyond the traditional responses of counselling. Since EAPs do not exist in a vacuum, they are influenced by the organisational context but, more importantly, they are able to influence the organisation. This is where aspects such as advocacy, management consulting, education and organisational development come into play. Du Plessis (1990a: 37) concurs and adds that it is not considered functional that the EAP remain unintegrated into the life of the organisation.

An issue of concern is the curative focus of EAPs and the importance of moving beyond this to include prevention (McKendrick 1990a: 212). Prevention, according to Vicary (1994: 100), is seen as a continuum of care, from preventing a problem before it starts (primary) to early intervention when the problem develops (secondary), to treatment for an established problem (tertiary).

Vicary (1994: 101) adds that the methodologies of primary prevention, go beyond information and educational approaches to include social and life skills training, positive alternatives, norms and standards and community mobilisation. The current trend in the broad field of health care is moving more and more in the direction of addressing the whole person - a systems approach to mental, emotional and physical wellness. For instance, Dickman et al (1985: 11) refer to Employee Enhancement Programmes (EEP) - which claim preventive capabilities by concentrating on stress management, holistic health concepts, and other "addiction" problems such as smoking, over-eating and overworking. EEP claim that, if stress is controlled and employees are taught healthy life styles, such problems as are dealt with by EAPs may be prevented.

If one looks at a person as having many parts and as a functioning unit, it is not difficult to see how a problem in one area can impact on one's functioning in other areas. Some of the general components of this holistic approach address:

- **Stress** There is extensive research which affirms the relationship between stress and physical and psychological disorders. Hence a programme which embraces the concept of "wellness" will include education on stress (i.e. signs, symptoms, prevention methods and alternate coping strategies).
- **Physical Wellness** Seminars, information and counselling should be available through a progressive programme helps employees to stop smoking, drugging, drinking and over-eating, and it provides medical and physical training facilities for this purpose.
- **Mental and Emotional Wellness** Education leads to new awareness and awareness leads to opportunities for change. To this end supportive EAP should offer programmes directed at mental and emotional wellness, for example, communication skills training, assertiveness training, parenting, retirement preparation, sexuality and changing sex roles, loss and death, victim assistance and day care.

Masi (1984: 135) calls such a holistic approach health promotions or mental wellness programmes. She reckons that such programmes provide educational, organisational, and environmental interventions to reduce the risks of chronic diseases linked to lifestyle, to moderate unhealthy behaviour, to restrain increases in health care costs, and, in effect, to improve the nation's health.

Like Dickman et al, Masi (1984: 135) maintains that the following points should be addressed by a health promotion programme:

- nutrition and weight control
- high blood pressure control
- alcohol and drug abuse education
- stress management
- smoking cessation
- fitness and exercise

This can apply equally well to rich and poor, skilled and unskilled labour and blue and white-collar workers.

Wellness, according to Kizer (1987: 1), is a process of being aware of and of altering behaviour toward a more successful physical, mental, emotional, psychological, occupational, and spiritual existence.

2.5.5.2 Primary prevention and long-term EAP follow-up with clients and family members

Foote, Googins, Moriarty, Sandonato, Nadolski and Jefferson (1994: 175) mention that while many EAPs indicate that they routinely follow-up with their clients, these are usually varying activities across EAPs undertaken under the label of "follow-up". It often happens that the content and frequency of this follow-up is seldom specified. Follow-up, they say, is either non-existent, or limited in duration or provided only to a few select clients. The point is made that the provision of follow-up counselling has not been widely tested in employee assistance programming. However, a literature study has shown that worksite follow-up has a beneficial effect for other types of chronic conditions, such as hypertension, smoking, overeating and high cholesterol.

It is against this backdrop, that Foote et al (1994: 174) suggest two EAP processes that are designed to support recovery and reduce relapse, namely:

- post-treatment EAP follow-up with the client
- post-treatment family involvement with the EAP

Post-treatment EAP follow-up with the client simply means that the EAP can extend the treatment intervention to include long-term follow-up and provide routine monitoring and support services to employees after their initial treatment. The rationale is that, not only does the employer have a potential financial interest in supporting such activities, but the worksite also has access to its employees and treatment facilities do not.

This involvement of families in EAPs on the other hand is even less common than post-treatment follow-up with clients. Foote et al (1994: 136) point out that there is sufficient literature on the broader issue of social support and its role in recovery. Of importance here is the environmental context for social support and the availability of such support. Foote et al (1994: 176) add that social support has proven to be effective in helping prevent dysfunctional behaviours in those cases where workplace programmes were targeted at parenting support networks and other lifestyle health issues.

Studies so far have reaffirmed that post-treatment follow-up and family involvement can significantly improve recovery, and may even assist in preventing future problems.

2.5.5.3 Employee participation in EAP development

While the necessity for needs analysis was alluded to in Section 2.5.4, the literature is not very explicit regarding the extent to which workers/employees are involved in determining the nature of services. Because a needs analysis is an employer initiative, it follows that employees are only passively involved. Du Plessis (1990b: 3) asserts that employee participation is an essential ingredient in efforts to reduce problematic working conditions. According to Nel (1994: 10), Dr Casey Ichniowski of the Columbia University Graduate School of Business agreed with du Plessis when he concluded that improved productivity is caused by integrated systems of participative workplace practices, with trust being the key success factor. He states further that research done at Harvard University showed that companies who are organised around the needs of their **employees**, customers and shareholders outperform those who focus primarily on profits.

This should actually be restated as follows: employees' active participation is imperative in initiatives dealing with employee well-being. One is confident that with the advent of the new Labour Relations Act (Bowman, Gilfillan, Hayman, Godfrey Inc. 1995: 11) and the concept of workplace democracy, this will materialise, since one of the aims of the act is to facilitate and encourage worker participation and collective bargaining. The act makes provision for the creation of workplace forums in companies employing over 100 people. The objective of such a forum is to compel consultation on issues which fall outside of the collective bargaining arena, and to render worker participation in **decision making** mandatory. The topics that such a forum have to discuss will be determined by the National Economic Development and Labour Council, and are likely to include:

- the introduction of new technologies and work methods
- changes in the organisation of work
- working time patterns
- strategic business plans
- productivity levels
- retrenchments
- personnel policy
- personnel planning
- disciplinary codes and procedures
- education and training
- affirmative action
- social benefits, including pension funds, provident funds, medical aid schemes - all of which have a bearing on the nature and scope of Employee Assistance Programmes

2.5.6 EAPs in American and South African industrial settings

According to Luthans and Waldersee (1990: 386), most American companies of any size have moved into Employee Assistance Programmes. Their estimates at the time indicated that there were over 10 000 EAPs in place in approximately 75% of America's 500 largest firms.

Although no specific reference was made to usage by white or blue collar workers, mention was made of a varying preference for psychological counselling, financial counselling, alcohol and drug rehabilitation, job-related counselling, depending on industry and demographic differences amongst work organisations.

A study of 106 organisations done by Ford and McLanhleu in 1981, as referred to by Luthaus and Waldersee (1990: 388), found that top-level managers were the least willing to participate in an EAP, while the rank-and-file workers were the most willing. A more recent study done in 1989 of the McDonnell Douglas Corporation's EAP, found that those using the EAP were younger and hourly paid rather than salaried workers, and female and single or divorced rather than married.

Based on this profile, it can be inferred that the EAP user in this organisation does not appear to be the mid-to-upper-level manager. Instead it suggests that higher level employees may be using their medical aid and may not wish to ask for a referral from a subordinate (the EAP co-ordinator), or may be more concerned about confidentiality and that any involvement with the EAP that may adversely impact on their future careers.

Following from the above, one gets a sense that blue-collar workers and lower level white-collar workers readily avail themselves of an EAP.

Other programmes which were typically used in a US white-collar environment are:

- anti-stress programmes
- health/fitness programmes

According to Bellingham and Cohen (1987: 174), stress management programmes provided accurate diagnoses of employees' stressors and strategies for stress-reduction (such as relaxation techniques, diet and nutrition, exercise, developing a stress plan, development programmes and the like).

As far as health/fitness programmes are concerned, Bellingham and Cohen (1987: 208) point out that, since 1984, when the National Cash Register Company pioneered the concept, such employer-sponsored programmes have been successfully implemented.

Some of the larger corporations offered diverse in-house programmes complete with full-size gymnasiums, racquet ball courts, and indoor swimming pools. Others offer annual memberships to local health spas. They cite the Canada Life Assurance Company, the New York Telephone Company, General Motors, Control Data, Chase Manhattan Bank and Hospital Corporation of America as some of the successful implementers of health/fitness programmes, who have reported high utilisation figures with concomitant savings in terms of health care treatment costs and reduced absenteeism.

Another study was done by Harris and Fennel (1988: 423) with a sample of 150 employees of a white-collar firm, a large, publicly held financial institution located in a large metropolitan area in the Midwest of the US, to examine employees' attitudes and perceptions of EAPs and their willingness to participate in them. This study focused particularly on using various resources for help with alcohol abuse and dependence, their beliefs about causes and stigma of alcoholism, reasons for drinking, and their levels of alcohol consumption.

The findings were that men and women were equally willing to use the EAP, but showed differences in perceptions of and attitude toward EAPs. Further results indicated that willingness to use the EAP was significantly influenced by the respondent's familiarity with the programme, opportunities for personal attention and perceptions of its trustworthiness, level of alcohol consumption and beliefs about drinking to reduce job-related stress.

It would appear from this study that white-collar workers are not averse to EAPs. While this may be the case in the United States, one may not validly extrapolate from these conclusions to conclusions about EAPs in white and blue-collar environments in South Africa.

According to McKendrick (1990a: 246), no accurate information exists on exactly how many EAPs there are in South Africa. He also says that, in a study done by Terblanche (1988), 64 companies reported having an EAP with varying structures, staffing and content.

According to Du Plessis (1990a: 35), EAPs are growing at an unprecedented rate within South Africa. EAPs in South Africa, she says, have been established for a variety of reasons ranging from seeking alternative ways of managing poor performance to giving expression to the concept of internal social responsibility.

In a study done by Liebenberg (1990: 21) on EAPs in a South African context, he asserts that although EAPs in South Africa correspond with the American models, it is clear that South African EAPs have unique third world characteristics, in that some facets of programmes in South Africa are still underdeveloped (he cites malpractice liability, insurance and clinical accountability as examples).

Du Plessis also says that, while in the United States the "contracted out" model is favoured, South Africa is largely in favour of the in-house model, with the exception of the Chamber of Mines. The external model, she says, is growing, often in response to the needs of the smaller companies and adds that this model is expected to proliferate over the next few years. She also claims that the broadbrush programme has been the norm for most EAPs, probably because it was really only during the 1980s that these programmes mushroomed.

However, another observation made by Liebenberg (1990: 30) is that the traditional pattern of EAPs in South Africa tends to focus mainly on early identification, and on treatment as reactive rather than proactive. They advocate that EAPs in South Africa should have a strong preventive component as part of their overall strategy. Nonetheless, Liebenberg maintains that EAPs in South Africa are here to stay.

Other differences between EAPs in the United States and EAPs in South Africa are in the following areas:

- While similar problems are dealt with by USA and SA programmes namely, chemical dependency, family problems, emotional problems, divorce, health and legal issues, trends in problem identification in South Africa emphasise family and personal problems.
- Scope of EAP intervention. While in the US focus is on broader interventions, in South Africa the focus is on individual intervention with a gradual shift to broader services.

Evaluation of EAPs, Du Plessis (1990a: 35) asserts, remains elusive in South Africa. She hastens to add that at the time only three client-centred studies which researched users experiences and perceptions of the EAP, had been undertaken - one by a contracted-out service provider and two by university social work students for academic purposes. These studies indicated general client satisfaction with the EAP but poor marketing and low visibility of the programmes.

As a matter of interest, utilisation rates in America range between 5-15% and such figures are considered good even at the lower end. These figures coincide with the South African experience (Du Plessis 1990a: 36). While these statistics are important in that they may alert programme co-ordinators to high-risk groups, large numbers of a particular problem type may point to alternative collective interventions or a high number of self-referrals may indicate a high level of programme credibility (McKendrick 1990b: 213).

In a paper delivered by Angela du Plessis at the Wits School of Social Work Golden Jubilee Conference (held in Johannesburg on 6 and 7 July 1987), she mentions that the prevailing practice model is the management model, where social workers are employed by the management of an organisation to render a service to that organisation's employees. Organisations such as South African Breweries, Anglo-Alpha, Rand Mines, the Department of Post and Telecommunications, the Electricity Supply Commission, the Council for Scientific and Industrial Research, Everite, Foshini, Beacon Sweets, Iron and Steel Corporation, and First National Bank were mentioned.

Maiden (1992: 4-7) cites the following as examples of EAPs offered by some of these organisations:

- Anglo American Gold and Uranium Divisions's (West Rand Region) "Visiting Wives Programme for Miners", where a two-week in-resident visit by wives was arranged for all of 30 000 miners who lived in hostels. The need for this programme stemmed from employees who complained of being homesick and concerned about family matters.
- The Electric Supply Commission of South Africa (ESCOM) offered an Aids Education Programme to all employees from rural and remote areas (including Zimbabwe, Mozambique and Botswana) since it was found that the risk increased when workers returned from the work site to their home or communities.
- The Chamber of Mines also offer a wide range of EAP services to the mining industry. The Chamber's intentions, according to Andre Beugger (Manager of EAP Services for the Chamber of Mines), is to expand their services to employers outside the mining industry, that is, to act as a service provider to organisations who do not have their own EAP (Maiden 1992: 10).

At the 1991 IPM Convention where André Beugger presented a paper on Employee Assistance Programmes, he was asked about his experiences of EAPs in a white-collar environment. He mentioned that the service was still targeted at blue-collar workers in most organisations that have an EAP in place.

It is envisaged that, with this study, the researcher will be able to add to the body of knowledge on EAPs in white-collar environments. Using a programme positioned in a commercial environment is an ideal opportunity.

2.6 Summary

It is evident from the literature review that there has been academic, professional and business interest in Employee Assistance Programmes (EAPs) during the past decade and a half.

As the name suggests, EAPs are usually offered in a business setting. It is fitting therefore to have examined such settings, namely, organisations as dynamic entities being impacted by political-legal, ecological, historical, social and external economic macro forces. Essentially an organisation would create a structure and climate as well as formulate its mission, goals and objectives (e.g. a corporate social responsibility objective) to operate successfully in the midst of such as an external macro forces.

Furthermore, in order for an organisation to achieve organisational effectiveness, it has to deal simultaneously with internal issues, such as resourcing, labour relations, affirmative action and human services in the workplace.

That this is largely so is pointed out by Gould and Smith (1987: 3): "Work and the workplace comprise such important elements in the identity and life experience of most individuals ...". It is a fact that most working people spend half their waking hours at work. It is not surprising then that over time employers have come to the realisation that disease prevention and health promotion are in the interests of employers and employees alike.

This increasing and renewed interest in occupational welfare led to the concept and practice of Employee Assistance Programmes. The latter were defined as a set of policies and programme procedures by means of which an employer legitimately intervenes in identifying and treating problems of employees that impact or have the potential to impact job performance (Googins 1987: 102).

There are certain ingredients which are absolutely necessary for such a programme to be successful. For instance, support and involvement from all levels of management, confidentiality, accessibility and professional and competent service providers. In addition there are also certain elements which are essential to ensure an effective, efficient and comprehensive programme. These five elements are important enough to repeat:

- a marketing strategy
- a training programme for supervisory and union personnel
- an employee orientation programme
- a referral and assessment policy
- programme evaluation measure

EAP developments since the 1980s have shown that employee assistance services, health promotion, education services, exercise programmes, group support opportunities, and regular information about services available, can be integrated in order to improve the health and productivity of the work force. This kind of EAP is a holistic approach directed at physical, mental and emotional wellness.

EAPs, however, arose in blue-collar industrial settings, and there is little evidence that they have as yet made a significant impact on white-collar work environments. While the literature reports that EAPs are growing at an unprecedented rate within South Africa, very little has been researched and documented about EAPs in white-collar environments in South Africa.

CHAPTER 3

STANDARD BANK : LOCATION OF THE RESEARCH

3.1 Introduction

The first section of this chapter provides background information about the Standard Bank where the research was undertaken. The bank as a business organisation, as a corporate social investor and as an employer will be described. The latter will focus particularly on the bank's approach to Employee Assistance Programmes. Information contained in this section was sourced from the bank's Induction Programme, "Meet the Standard", the bank's 1993 and 1994 Annual Reports, and Employee Well-Being Programme brochures.

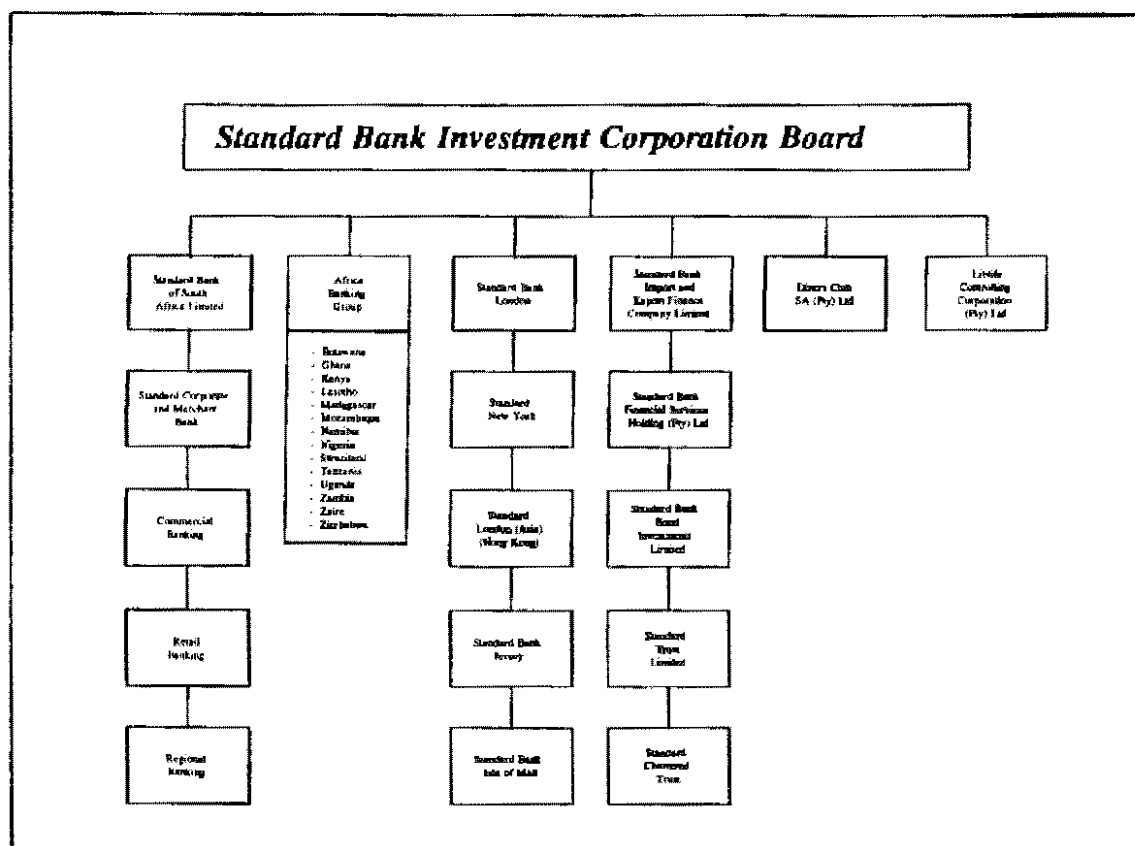
3.2 The Standard Bank as an organisation, corporate social investor and employer

3.2.1 Organisational structure

In order to provide for the financial needs of businesses and society at large, an efficient banking system is required. Functioning in this system are various types of financial institutions. The Standard Bank Investment Corporation (SBIC) is one such institution which provides a range of financial services to individuals, small businesses, large corporations and non-profit organisations.

The Standard Bank Investment Corporation is the holding company for the Standard Bank Group's widespread activities in Southern Africa. The Standard Bank Group has 1100 points of representation and employs 32 700 people worldwide, of which approximately 30 000 are in South Africa. The following organogram illustrates the diversity of the organisation.

FIGURE 3.1: THE STANDARD BANK INVESTMENT CORPORATION LIMITED



Source: *Meet the Standard 1994: 3*

The diversity of the SBIC can be demonstrated in:

- its employees
- its entire range of clients/customers (in fact, the target market is anyone who has a financial need and this means everybody at some time or another)
- the range of products and services on offer

The group's largest subsidiary is the Standard Bank of South Africa (SBSA) which provides personal, corporate and commercial banking services through a network of more than 1 000 points of representation throughout South Africa. Its functions can be simply stated as follows:

- It accepts and safeguards deposits of money from customers.

The Standard Bank Group staff complement and job categories as at 31 December 1994 are shown below:

TABLE 3.1: EFFECTIVE COMPLEMENT FOR THE STANDARD BANK GROUP AS AT DECEMBER 1994

Job category	Number
Executives	92
Managers (senior, middle and junior)	3 025
Specialist staff (including computer staff, sales staff, personnel officers, trainers, professionals, dealers and assurance consultants)	1 809
Supervisors	5 107
Clerical (including typists and secretaries)	15 465
Non-clerical and service staff (including drivers, messengers, protection staff and cleaners)	3 068
Total	28 566

Source: SBSA Human Resources Division

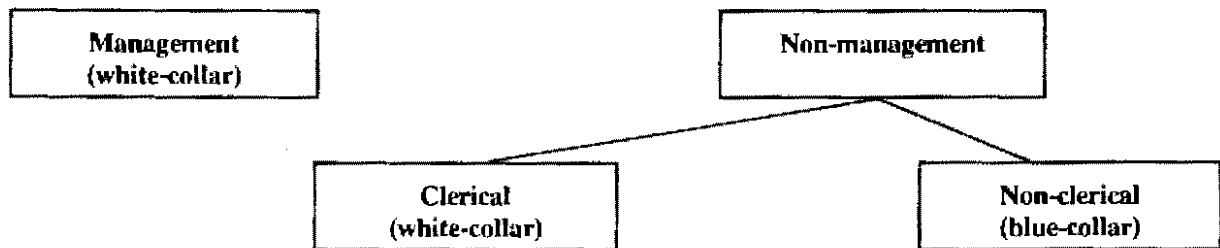
However, as the study will be confined to the Central Services (the Head Office function), located at 5 and 6 Simmonds Street and 78 Fox Street, Johannesburg, it is necessary to show staff complement and job category details for the same period separately:

TABLE 3.2: AUTHORISED COMPLEMENT FOR THE CENTRAL SERVICES AS AT DECEMBER 1994

Job category	Number
Executives	36
Management (senior, middle and junior)	821
Specialist staff (including computer staff, sales staff, personnel officers, trainers, professionals and dealers)	763
Supervisors	1 086
Clerical (including typists and secretaries)	2 020
Non-clerical and service staff (including drivers, messengers, protection staff and cleaners)	1 030
Total	5 756

Source: SBSA Human Resources Division

It follows from Tables 3.1 and 3.2 that the workforce in the bank environment is structured as follows :



The Standard Bank Group is largely a white-collar environment with a white collar/blue collar split. Given this scenario, it is fitting at this point to look at SBSA's mission, organisational climate, culture and values.

3.2.2 SBSA's corporate mission and objectives

- *SBSA's corporate mission*

The Standard Bank Corporate Mission reads as follows:

"OUR MISSION IS TO BE THE BEST FINANCIAL SERVICES GROUP BASED IN SOUTHERN AFRICA, WITH THE MOST SATISFIED CUSTOMERS".

This appears to be a very abridged and simplified mission statement but as each component is expanded, it reveals its full meaning.

- **"Our mission is to be"** means that the mission is dynamic and ongoing in nature.
- **"the best"** means better than all the rest, i.e. the mission becomes the driving force and guiding spirit to inspire people in their day-to-day efforts.
- **"financial services groups"** depicts a group that is involved in **all** the financial services that can be offered.
- **"based in Southern Africa"** means that it is based in the southern part of the continent, but suggests that it will expand its representation into other areas of Africa and will most probably establish outlets internationally.

- Finally, the crux of the statement focuses on having the "**most satisfied customers**". This links being the best with having the largest group of satisfied customers.

As can be seen, this simple sentence sets the overall direction in which the bank is moving thus giving direction to all its staff.

- ***SBSA group objectives***

As with all financial institutions, objectives are set in the following areas: return on shareholders funds, customer and marketing focus, human resources, systems and infrastructure, risk, image and quality.

Because of the strategic and confidential nature of the subject, the researcher cannot elaborate on or divulge any details about the bank's objectives. However, as far as Human Resources are concerned, suffice it to say that SBSA seeks to optimise the performance, development and potential of staff in a **caring, listening and learning human resources environment**.

3.2.3 SBSA's climate, culture and values

From the discussion about organisational climate (see Section 2.2.1), it is evident that such a measure can be very helpful in isolating the causes of poor employee motivation, such as biased promotion practices, unclear organisational goals, inadequate advancement opportunities and dissatisfaction with working conditions or remuneration packages. SBSA uses an organisational climate questionnaire called INTERACT to survey employee expectations and motivation levels. This is done every 24 to 36 months. The results are usually published in the company magazine together with short and long term action plans to address inadequacies.

Any large organisation that is made up of people is sure to have a number of subgroups (e.g. the divisions and departments in SBSA). It follows that there will be as many subcultures as there are subgroups within an organisation. These subcultures are part of a corporate culture in the bank. All organisations have a corporate culture that reflects the values that the organisation strives for and which should be immediately visible to those who work for it. The Standard Bank is no exception. In fact, tremendous effort has gone into communicating the following values throughout the organisation: setting standards, respecting individuals, upholding integrity, synergy, openness to change and valuing learning.

3.2.4 The bank and the economy

The financial services industry has found itself at the centre of the debate concerning the public's expectations and the business community's capacity to meet them.

Banks in particular have been severely limited in the extent of the services they have been able to offer in developing areas. The security situation has for several years prevented the establishment or, in many cases forced the abandonment, of retail outlets. Services to the housing market have been especially badly affected.

These difficulties have eased now that a government enjoying greater legitimacy has taken office, and banks are now able to reassume their obligations to developing markets. Government has a vital part to play in establishing the macro-economic framework of South Africa's future economic growth.

Dr Conrad Strauss points out in the Standard Bank's Annual Report (1994: 4) that, notwithstanding the pedestrian performance of the South African economy, the Standard Bank Group was able to consolidate its own financial performance. He says further that the April 1994 elections set in place a dispensation that holds much promise for South Africa's social and material development. He believes, however, that clear leadership from the highest echelons of government will be needed if the new administration is to gain the confidence of the business sector as well as create an environment favourable to domestic and international investment. Strauss says that, while the South African economy has lain dormant for more than a decade, the prospect that domestic economic recovery will begin in 1994 and accelerate thereafter, is looking good (SBSA Annual Report 1993: 4).

3.2.5 Equity in the bank

3.2.5.1 *Social responsibility in the bank*

The relationship between business and society in general has rarely been more complex, more dynamic or more significant to future economic and social development than in contemporary South Africa. Business faces many challenges in this regard, one of which is the need to confront the tension between massive needs and limited resources in the newly emerging society. There can be no long-term future for business in a disintegrating community characterised by unemployment, civil disorder and crime, as has been the case for the latter half of 1994 and most of 1995.

At the root of all this is an urgent desire for South Africa to become a successful nation. It is only in such a context that the SBSA will prosper. As a leading banking and financial services operation with a 1 100 points of representation countrywide, the influence of the Standard Bank Group extends to every corner and every level of society. The bank tries to use this influence for responsible ends in all that it does as a business, as a social corporate investor, and as an employer.

Most of the group's structured assistance to public organisations is through its social investment programme administered by the Standard Bank Foundation. The programme has as its general aim, support for social and socio-economic projects deemed to be in the national or general interest. This applies in particular to projects which promote the principles and structures of a non-racial society, equality of opportunity and advancement on merit and freedom of movement, association and speech.

The Standard Bank Group recognises that it must encourage self-sufficiency and development and end dependence on aid. The bank therefore stresses those projects that promote the principles of self-help and equal opportunity.

The Standard Bank Group also accepts the responsibility to help preserve and foster the country's richly diverse cultural heritage through the Standard Bank Foundation, which is the bank's main social investment vehicle. It incorporates an Educational Trust and a Charitable Trust. In 1994, 70 per cent of the foundation's funding was directed to education at all levels from pre-school to tertiary. The balance went to the Charitable Trust which was set up to promote health, social welfare, environmental and cultural projects. Additional educational funds were provided through a six year commitment to the private sector initiative Joint Educational Trust (JET), supported by 14 major business institutions. The Foundation's disbursements in 1994 totalled R7,7 million. In addition, a payment of R5 million was made to JET.

According to SBSA's Annual Report (1994: 1), the bank is increasingly scrutinising the social impact of its everyday business activities and in many cases evaluating them against development objectives of the Reconstruction and Development Programme. Hence, in addition to the abovementioned donations, the bank commits substantial funds to improving its services to South Africa's future mainstream markets, and to historically deprived communities.

3.2.5.2 *Affirmative action in the bank*

Rather than talk about affirmative action, the Standard Bank instead refers to initiatives involving the **management of diversity and affirmative action**. Because it is committed to aligning its corporate business goals with national goals aimed at normalising and rehumanising South Africa, the Standard Bank has recognised the significance of valuing and managing diversity among employees. The bank has also recognised that, if handled effectively, this becomes an area of potential competitive advantage in a service organisation.

It is precisely to this end that the bank has set itself an equity business strategy which is aimed at:

- identifying and developing employees with high potential, particularly those who are Asian, black and coloured and also those who are female and those who are discriminated against for any other reason (e.g. age, education level, physical handicap)
- identifying ways to manage increasing employee diversity effectively

Application of these principles is intended to ensure steady and smooth progress and to reconcile business needs, present and future, with the demands of dynamic markets and a rapidly changing socio-political environment.

According to SBSA's Annual Report (1994: 27), the bank's affirmative action programme is a major factor in its human resources management. Programmes have been established to recruit, develop and promote people from disadvantaged communities who have potential to become managers and supervisors. The report further states that, by using this approach, the bank wants to redress organisational inequalities while building on the diverse backgrounds of staff to the benefit of themselves and organisation. The report also states that the Breakwater Monitor, a monitor of corporate affirmative action managed by the University of Cape Town Graduate School of Business, rates SBSA's affirmative action progress highly.

Once again for strategic and confidential reasons, the bank's actual figures with regard to affirmative action and managing employee diversity cannot be divulged. Suffice it to say that initiatives in both these areas are already important as strategic imperatives in the organisation.

3.2.5.3 *Unions in the bank*

More and more employers are having to deal with unions. Membership (according to the bank's Industrial Relations Course) of registered trade unions of the South African economically active population from 1991 to 1994 stood as follows:

1991: 3.05 million members

1992: 3.2 million members

1993: 3.4 million members

1994: 3.2 million members

According to Baskin (1996: 10), in the finance sector alone, union members number 104 822 out of a total workforce of 562 815, that is, 18,6%.

These figures are an indication of the significant role, and perhaps influence, of trade unions in organisations today.

The Standard Bank of South Africa is no exception. The South African Society of Bank Officials (SASBO) is the union with which the bank has signed a recognition agreement. SASBO has a total of 22 recognition agreements with South African financial institutions. It has a membership of a approximately 56 000, of which 35% comes from the Standard Bank.

SASBO has had a long friendly relationship based on mutual trust between itself and the Standard Bank. This relationship is inter alia reflected in the agreement with SASBO, which recognises that the bank is closed to other unions and that members cannot be represented by other unions or attorneys when it comes to union issues. This means that SASBO enjoys easy and free access to all bank employees.

Baskin (1996: 12) says that there is a growing trend for white-collar and professional employees to unionise. He continues that the recent affiliation of SASBO to the Congress of South African Trade Unions (COSATU) is a dramatic illustration of the trend. Previously a conservative staff association, SASBO has undergone a deracialisation process and become more militant. Joining COSATU, he says, signifies a new direction for white-collar employees.

3.3 EAP: The Standard Bank Group approach

The Standard Bank Group's Mission Statement and its corporate values acknowledge that the company should be sensitive to the needs of the individual employee. In a large, diversified staff complement such as the bank's, these needs are numerous, but fundamental to all employees is the need to be well.

In addition, the bank's Human Resource (HR) function is called upon to prepare employees to provide excellent customer service, thereby ensuring an effective contribution to the bank's delivery strategy. Such preparation calls for a holistic view of the employee and his/her job. This meant that the HR function had to identify the major variables that affect an employee's job performance and address such variables with a specific HR programme. The Standard Bank, like many other organisations, has recognised health promotions to be an attractive and viable vehicle for achieving multiple goals, such as reducing the indirect costs of lost productivity (i.e. absenteeism, turnover, reduced on-the-job performance, stress) as well as the direct cost of medical treatment, with the resultant benefit of a motivated and focused workforce.

Thus, in being sensitive to the employee's need to be well, the Standard Bank Group has formulated an "Employee Well-Being Programme" (EWP).

3.3.1 History of the programme

According to a past EWP co-ordinator, Clinton Rogers, the gymnasium and recreation centre was launched as the bank's fitness service and facility with the official opening of the Standard Bank Centre at 6 Simmonds Street, Johannesburg, in 1982. The Medical Centre (Health Services) was opened following an investigation and a feasibility study undertaken by Standard Bank's Human Resources Division in 1983. At the time, there was just one full-time helper, that is, a biokinticist and an occupational nursing sister for the gymnasium and medical centre respectively.

Occasional referrals to the Family Life Centre (a private welfare organisation dealing with family and marital problems) by the occupational nursing sister, led to an investigation which involved extensive discussions with experts in the EAP field and other organisations who have implemented an EAP, as well as a needs analysis which was carried out with a small sample of the bank's employees. This resulted in the inclusion of a psychological counselling service and the official launch of the bank's Employee Well-being Programme in 1990.

In the five years that followed, scaled-down versions of the programme were implemented in some of the large centres, such as Bloemfontein, Cape Town, Durban and Pretoria.

3.3.2 Definition and purpose of programme

The Employee Well-Being Programme is a manpower management system which is designed to assist employees with personal problems which affect and/or have the potential to affect job performance.

This programme aims primarily at improving the quality of life of employees, correcting job performance or maintaining an acceptable level of job performance, and improving interpersonal relations within the workplace.

The results of the programme manifest as reduced absenteeism and turnover, better performance, increased productivity and greater commitment and loyalty to the organisation by employees.

In terms of the definitions of an EAP (see Section 2.5.1) given by Googins (1987: 102) and Van den Burgh (1990: 5) and its aims, as stated by Sonnenstuhl and Trice (1986: 1) and Lewis and Lewis (1986: 4), it is clear that the bank's understanding and aim follows the trend of global practices.

The purpose of the programme is to provide the employee with the means to safeguard his/her well-being. The programme is available to all employees and, like most other EAPs, it is based on the following three fundamental principles:

- (1) It is driven by the needs of employees
- (2) The employee is allowed to choose whether to use the programme facilities or not.
- (3) Confidentiality is strictly respected at all times.

3.3.3 Operationalisation of the programme

The concept of employee well-being is concerned with issues of health, personal circumstances, physical work conditions, and environmental variables drawn from the social, economic, political-legal and technical environments.

Generalising from these issues it is possible to conceptualise the four aspects of employee well-being on which the programme is based. These are physical, psychological, financial, and societal well-being.

Psychological well-being refers to the emotional state of the individual employee and covers such aspects as mental health, stress, family problems, alcoholism and the like.

Physical well-being refers to the employee's physical health and the health conditions prevailing in his or her work place.

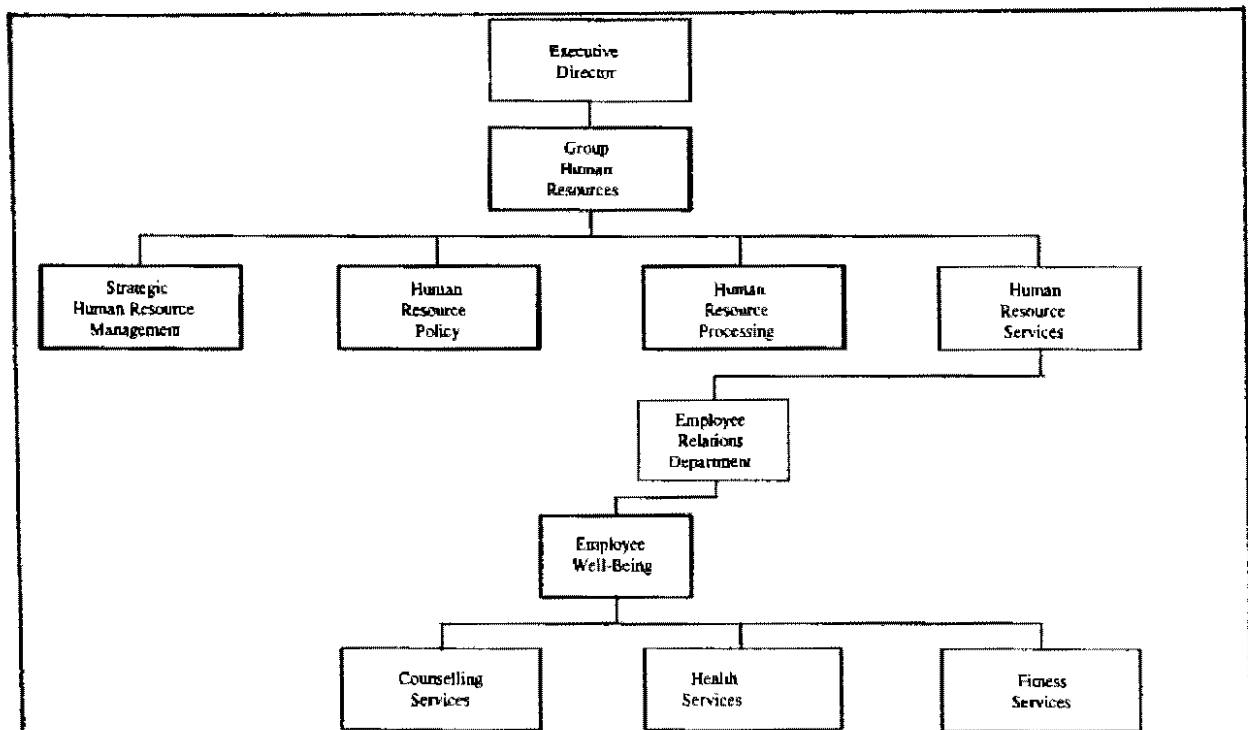
Financial well-being refers to the financial status of the employee, his or her solvency, the orderly conduct of his or her financial affairs, retirement planning and the like.

Societal well-being refers to aspects of the external environment that affect job performance and covers issues such as housing, education, transportation, and political lobbying.

In order to effectively address employee and organisational well-being in terms of the above, the Standard Bank opted for an eclectic model, which combines aspects of both an internal and external EAP. This will become apparent in the ensuing discussion.

Before proceeding it is necessary to illustrate where the EWP fits into the bank's structure.

FIGURE 3.3: SBSA'S GROUP HUMAN RESOURCES DIVISION



Source: *Meet the Standard (1994)*

As illustrated in Figure 3.3, the Employee Well-Being Programme is co-ordinated out of the Employee Relations Department. Heading up the team is the Employee Well-Being manager, with an occupational social worker responsible for running the counselling services.

Forming an integral part of the counselling services are social workers from the Family Life Centre and FAMSA. A senior occupational health worker is responsible for running an on-site health service and she is supported by two nursing sisters and a male nurse. Also an integral part of the health service is an on-site physiotherapist. The fitness service is run jointly by three fitness instructors and a consulting biokineticist. It is important to note that, while a biokineticist would normally form part of a medical or health service, the bank's programme places this function with the fitness services.

When comparing this staffing strategy with the literature study, Katzenbach and Smith (1993: 112) define a team as a small number of people who are committed to a common purpose, and Stewart (1991: 125) adds that, in order for a team to be effective, its members must have or develop the right mix of skills. In the bank's case this is evidenced in the aim of the programme and the way in which the EWP with its holistic approach is resourced.

The Employee Well-Being Programme is operationalised as follows:

(1) Psychological

This area incorporates a counselling service which deals with personal problems. The range of problems is wide and varied and includes, for example, marital problems, drug and alcohol abuse, divorce, parent-child relationships, socio-economic problems, legal problems, violence, bereavement and retrenchment.

The bank has contracted with the Family Life Centre in Johannesburg, and the Family and Marriage Society of South Africa (FAMSA) in Durban, Cape Town and Pretoria to provide a counselling service for employees and their immediate families. The first five counselling sessions per identified problem are paid for by the bank. Thereafter the employee is liable for payment and this rate is linked to affordability or income. These professional counsellors aim to help employees to solve their own problems and, where necessary, to make contact with community resources that are able to provide them with appropriate assistance so that they can solve their problems. This process is especially evident in the case of a legal problems.

If a problem is a severe psychological or psychiatric problem, the employee will be directed to a clinical psychologist or psychiatrist and in such cases the individual may submit claims for payments to the Medical Aid Society.

The FAMSA/Family Life Service:

Voluntarily referral: The staff member sees the Family Life/FAMSA poster or pamphlets or hears about the service from a friend or colleague and attends voluntarily. No feedback is given to the bank and nobody needs to know that the person is receiving counselling. The problem may not be affecting the employee's job performance. It stands to reason therefore that effectiveness cannot be measured in this case.

The supervisory/management referral: The staff member/employee is advised to undergo counselling and may decide to do so. In this case either the staff member or the manager/supervisor makes the arrangements. The manager/supervisor will be given feedback only if this is agreed to by the staff member.

Feedback is only given to management with the employee's permission and is limited to:

- (a) a prognosis not a diagnosis
- (b) the employee's attendance or non-attendance
- (c) whether or not the employee is motivated to overcome his/her problem

Evaluation in the workplace takes place subjectively (i.e. by the manager) but focuses on job performance rather than personal or other problems.

The formal referral: A key indicator for using the formal referral is where a personal problem is having a prolonged negative effect on job performance.

When the problem affects work performance to the extent that disciplinary measures are considered, the employee is instructed to receive counselling. The referral is documented (i.e. on a prescribed form) and signed by both the manager and the employee.

In such cases feedback is given to the relevant manager on a monthly basis by means of a written report. While confidentiality must be maintained (particularly with regard to the nature and extent of the problem), feedback to the manager with the employee's permission covers points (a), (b) and (c) as explained above under the heading "The supervisory/management referral".

The person may choose to use the programme or to face appropriate disciplinary process measures. The Employee Well-Being Programme does not replace the disciplinary process but rather supplements it.

Here again, evaluation is subjective and is not based on empirical measurement procedures since it focuses on job performance and not personal or other problems.

It is important to note the following:

- The fact that an employee has made use of the EWP's counselling services remains confidential information and is never used against him/her during evaluation or consideration for promotion.
- Confidentiality is strictly respected except in cases where an employee is involved in financial irregularities. While the EWP will put the employee in touch with someone who can counsel and help him/her deal with the problem, the employee is obliged to tell his/her manager about the irregularity.
- The basis for formal or informal referrals is unacceptable workplace behaviour such as poor performance on the job, absenteeism and time keeping. Referrals for personal and other problems are normally voluntary.
- Timeoff for referrals is by arrangement between the manager/supervisor and the employee. Where treatment is required over extended periods, sick leave is usually granted in bona fide cases.

The professional role of the occupational social worker involves:

- diagnosis (and referral to external agency if appropriate)
- providing in-house counselling service for problems such as depression, alcohol/drug abuse, marital, emotional as well as work-related problems
- post-trauma stress counselling
- management support and education
- co-ordinating the Employee Well-Being Counselling Service on a national basis

Family Life Centre/FAMSA handle the bulk of the psycho-social counselling services on an off-site basis.

A formal contract exists between the bank and these agencies whereby a set monthly fee is paid to them regardless of the number of cases attended to. The contract stipulates that:

- secrecy and confidentiality must be maintained
- all referrals must be addressed within 72 hours
- all emergencies must be attended to promptly

(2) Physical

The Employee Well-Being Programme's stance on physical wellness is demonstrated through the Gymnasium and Medical Centre at the Standard Bank Centre. Primary health care is a totally free service available to all Standard Bank employees, while gymnasium membership is charged at a rate of R25 a month.

The eligibility for corporate membership from various health clubs, the canteen and the focus on health education and promotion through the country-wide distribution of health-orientated booklets, demonstrates the bank's widespread concern about health.

Some of the health services offered include regular medical examinations for drivers, family planning, blood pressure testing and cholesterol testing.

The professional role of the fitness instructors extend to:

- being a fitness advisor in the case of self-managed fitness. The types of fitness training dealt with are cardiovascular, resistance and flexibility.
- advising about fitness training and programme design (such as powerlifting and weight management)
- cholesterol and blood pressure testing
- providing aerobics classes
- arranging special projects such as aerobics workshops, company relays, time trials (running), squash league and volleyball tournaments

The professional role of the biokineticist is to:

- design and assist staff with orthopaedic and cardiovascular rehabilitation programmes
- advise on specialised fitness programme
- function as a consultant to management about health promotion
- develop and implement a National Fitness Strategy which focuses on lifestyle changes

The professional role of the occupational nursing sister/health sisters is directed towards:

- primary health which consists of advice and assistance on day-to-day illnesses and work injuries, family planning and emergencies
- preventative health and occupational health which means providing assistance with pre-employment medicals, periodic medicals and assistance with industrial hygiene
- health education (promotive) which involves monthly health talks, stop smoking courses, cholesterol screening, first aid training and developing health education booklets
- counselling which includes basic counselling and referrals
- health care for expatriots (to the bank's points of representation in the rest of Africa). This includes pre-transfer, periodic and post-transfer-medicals, immunisation, first aid training/kits, travellers guides and the services of Criticare
- consulting on industrial hygiene and other health care issues
- providing a list of recommended contact names and numbers of other health workers such as a dietician, a podiatrist, a chiropodist and a medical doctor (where all costs are for staff member's own account)

(3) Societal

Cross-cultural "training courses" are conducted at most of the training centres throughout the country. AIDS education and training are arranged, and counselling for all types of violence and post-traumatic stress is also available. The bank runs a stress management course for all levels of staff and attendance depends on the individuals personal or work circumstances and whether attending the course would benefit the individual. This is normally discussed and agreed to by both the manager and the subordinate.

(4) Financial

Financial difficulties can be a source of stress in people's lives. Direct financial assistance is normally in the form of bursaries, interest-free study loans and financial facilities at preferential rates. Since the bank's approach to employee well-being is largely preventive, advice about financial planning is also available from the programme. Financial education courses are available and booklets are made available to the staff from time to time.

The Employee Well-Being Programme aims to satisfy the human needs of employees in a work situation/environment and is available to all staff and immediate members of their families without discrimination of any kind.

All EWP services and facilities are available to the same extent (i.e. equitably) to white-collar and blue-collar workers.

3.3.4 Marketing, training and staff orientation

The EWP is marketed through advertising (i.e. booklets and posters) and by means of presentations to managers who in turn are required to arrange and conduct staff orientation sessions.

The programme also relies on word-of-mouth advertising.

According to a past EWP co-ordinator, very little supervisory/management training in terms of the EWP is undertaken because of demographics, resourcing and time constraints. This is contrary to the literature, as is pointed out by Akabas and Kurzman (1982: 220). Lewis and Lewis (1986: 56) suggest that managers and supervisors play a key role in implementing an EAP since they are expected to identify and refer those employees who would benefit from the programme.

3.3.5 Service provision over a six month period

This section deals with a record of EWP work done for a six month period and all details have been taken from the Employee Relations Half Yearly Report for the period up to 30 June 1995 as well as the Family Life Centre Report (1995).

3.3.5.1 *Psychological counselling services*

- **Psychological counselling services provided by the Family Life Centre (external agency social workers)**

According to the Family Life Centre (FLC) Report (1995) on the EWP's off-site psychological counselling services for the six month period from October 1994 to March 1995, the programme's penetration rate at Central Services was 9,17% with a total of **195 new clients**.

Note: All the information reflected in Table 3.3 to Table 3.6 is based on activities as reported on by the social workers of the Family Life Centre.

The report also shows statistics and corresponding comments with regard to interviews, interventions, referral source, problem profile, job categories, material status, race and gender as follows:

(1) Interviews conducted

TABLE 3.3: INTERVIEWS CONDUCTED

Type	#	%
Personal at FLC	578	49
Personal on-site	35	3
Telephone	409	35
Consultations	158	13
Total	1180	100

According to the FLC, the number of clients using the service has increased by 21,1% in the last six month period. The report also states that combined (i.e. personal (51%), telephone (35%) and consultations (13%)), the total number of interviews conducted has increased on average by approximately 16% in the same period.

The growth in service usage can be attributed to factors identified as follows:

- the increasing acceptance of service by employees. This is substantiated by the fact that 34% (see Table 3.4) of the cases were self-referrals.
- the availability of counsellors to discuss telephonically with managers, supervisors and staff, the appropriateness of referrals and often how to consult employees with problems. This represents 35% (see Table 3.3) of interviews conducted.

Additional factors which influence but which are not measured are:

- the on-going education by the Employee Well-Being Programme team at the Standard Bank of well-being issues in the workplace (this includes talks, articles and publications). The posters that are displayed on notice boards and in the toilets have also played a role in making the EWP service better known to employees.
- the annual Employee Well-Being workshop which serves as a forum for the exchange of dialogue, skills of recommendations for an improved, co-ordinated SBSA well-being effort
- the re-launch of the Employee Well-Being Programme in Central Services

(2) Interventions

Family Life Centre was called on 14 times to intervene in psychiatric emergencies. Thirteen of these interventions were with existing clients and one with a new client. Difficulty is often experienced in obtaining quick access to either a psychiatrist or a psychiatric bed in a hospital. It is suggested by the Family Life Centre that the SBSA establish relationships with appropriate hospital and psychiatrists in a "preferred provider" mode. This would assist in eliminating the distress experienced by the client, other staff members and family members. Family Life Centre will assist in this regard by setting up meetings with these service providers.

(3) Referral Source

TABLE 3.4: SOURCES OF REFERRAL

Source	#	%
Self	106	33,9
Manager/supervisor	98	31,3
Family	37	11,8
Medical Centre	17	5,4
Colleague	17	5,4
Employee Well-Being Co-ordinator	15	4,8
Personnel Department	11	3,5
Formal referral	8	2,6
Social worker (external)	2	0,6
Friend	1	0,3
Industrial Relations Department	1	0,3
Total	313	100

It is apparent from Table 3.4 that self-referrals (33,9%) and manager/supervisor referrals (31,3%) are common sources of referral. The FLC Report (1995) also stated that counsellors (i.e. agency social workers) commented that a positive working relationship was developing between managers and counsellors. There has been an increase in the number of personal consultations that have taken place with managers at the workplace. These consultations have resulted in an integrated approach being adopted towards the management of troubled employees.

Manager/supervisor and self-referrals were well supported by family referrals at 11,8%. It is both significant and encouraging that family members are aware of the service and use it when necessary.

Referrals across from services, work groups and departments amounted to 19,4%, comprising the Medical Centre at 5,4%, colleagues at 5,4%, the EWP co-ordinator at 4,8%, the Personnel Department at 3,5% and the Industrial Relations Department at 0,3%. Formal referrals (2,6%), referrals by the external social worker (0,6%), and a friend (0,3%) make up the remaining 3,5% as sources of referrals.

(4) Problem Profile

The following table gives a breakdown of the type of frequency of problems encountered.

TABLE 3.5: PROBLEM PROFILE

Problem	Number	%
Marital	108	34,5
Relationship	41	13,1
Psychological	35	11,2
Family	26	8,3
Child	20	6,4
Post Trauma	18	5,8
Work-related	14	4,5
Financial	12	3,8
Addiction	9	2,9
Sexual	8	2,6
Stress	9	2,9
Violence	4	1,3
Legal	4	1,3
Health	4	1,3
Psychiatric	1	0,3
Total	313	100

The Table shows that:

- Problems which relate to marital (34,5%), relationship (13,1%), psychological (11,2%), family (8,3%) and child (6,4%) matters all together account for 62,5% of all problems encountered.
- The FLC Report (1995) also stated that the agency's social workers observed that many emotionally distressed clients are engaging in therapeutic counselling and this, according to the agency, is the reason why 11,2% of the problems presented are psychological.
- According to the FLC Report (1995), the 5,8% and 1,3% of clients being seen for post-trauma and violence, respectively, represent a decrease in the number of problems in this area. The report also states that most debriefing in the workplace has been conducted by the EWP co-ordinator immediately after an incident.

Other comments from the report (Family Life Centre 1995: 7) were:

- The change currently being experienced in the bank has resulted in severe stress for approximately 3% (see Table 3.5) of the clients seen. Clients have verbalised that the uncertainty and lack of communication regarding the restructuring of the work environment has exacerbated other problems in their lives.
- Work-related issues include a number of sexual harassment cases. It is well documented that sexual harassment results in employee turnover and decreased productivity.
- A presenting problem of grave concern regarding financial and work-related issues, is that of "money-lenders" within the bank. It has emerged that four clients who have borrowed money through this system have been physically threatened or assaulted when unable to meet repayment demands.

(5) Job Category

Table 3.6 gives an indication of the extent to which different levels of staff are availing themselves of the EWP services and facilities.

TABLE 3.6: JOB CATEGORY

Category	#	%
Manager	25	8,0
Specialist staff	1	0,3
Supervisor	36	11,5
Clerical	144	46,0
Non-clerical	11	3,5
Undisclosed	95	30,4
Other	1	0,3
Total	313	100

It is significant to note that staff in the clerical job category readily avail themselves of the psychological counselling service. Calculating a utilisation rate by taking the totals in Tables 3.2 and 3.6, that is, expressing 313 as a percentage of 5756, yields an amount of 5,44%. Although this percentage seems low, it is, according to the literature (see Section 2.5.7), the norm for EAP utilisation rates in America and South Africa. Since 313 is the total for the psychological counselling service at Family Life Centre, this **only** makes this figure even more acceptable.

- **Psychological counselling services provided by the in-house social worker**

The following tables show the activity and the breakdown of presenting problems in each case, as reported on by the **in-house social worker** (who also co-ordinates activities with the Family Life Centre):

TABLE 3.7: IN-HOUSE SOCIAL WORKER ACTIVITY

Month Activity	January	February	March	April	May	June	Total
Casework	7	11	14	13	19	16	80
Consultation	23	25	19	12	15	18	112

For casework the social worker saw 80 clients and consulted on 112 occasions, with counselling provided in each of the 192 interactions over a six month period. The breakdown of presenting problems is shown in Table 3.8.

TABLE 3.8: BREAKDOWN OF PRESENTING PROBLEMS FOR CASEWORK AND CONSULTATIONS

Presenting problems	Casework		Consultation	
	#	%	#	%
Relationship	12	15,00	5	4,46
Work related	11	13,75	8	7,14
Post-trauma (PTS)	10	12,50	6	5,36
Child	9	11,25	5	4,46
Marital	9	11,25	6	5,36
Legal	7	8,75	16	14,29
Addiction	4	5,00	7	6,25
Psychiatric	4	5,00	9	8,04
Violence	4	5,00	-	-
Undisclosed	2	2,5	19	16,96
Bereavement	2	2,50	7	6,25
Psychological	2	2,50	4	3,57
Financial	2	2,50	7	6,25
Stress	1	1,25	-	1,79
Sexual	1	1,25	-	-
Health	-	-	3	2,68
Abuse	-	-	7	6,25
Rape	-	-	1	0,89
Total	80	100	112	100

It is clear from Tables 3.5 and 3.8 that, except for problems relating to bereavement, rape, abuse and family, internal and external social workers dealt with the same types of presenting problems.

Both the Family Life Centre Report (1995) and the in-house social worker report (Employee Relations Report: 1995) indicated a growth in service usage.

3.3.5.2 Fitness services and facilities

Note: All the information shown in Table 3.9 to Table 3.11 is based on activities reported on in the half-yearly Employee Relations Report for the period ended 30 June 1995.

According to the report, utilisation and achievement of objectives for the Fitness Services were reported as follows:

- **Utilisation of fitness services and facilities**

The following table shows utilisation figures for the gymnasium, aerobics classes, squash courts and Recreation Centre from January to June 1995.

TABLE 3.9: FITNESS SERVICES AND FACILITIES UTILISATION FIGURES

Service/Facility	Total for January to June	
	#	%
Aerobics attendees	14 998	40,90
Squash	8 936	24,37
Snooker	5 826	15,89
Table tennis	4 046	11,03
Measurements	894	2,44
Chess	825	2,25
Programme prescriptions	638	1,74
Darts	348	0,95
Tests	102	0,28
Cards	53	0,14
Total	36 666	100,00

- The Employee Relations Report (1995) stated, that while utilisation was relatively high in all areas, a comparison for January and March showed a noticeable decrease in programme prescriptions, measurements, aerobics and tests and an increase of from April to June. Further exploration confirmed that there is a seasonal utilisation pattern (e.g. school holidays, warm/cold months). The report also stated that the utilisation figures for squash, snooker, table tennis, darts, chess and cards remained constant over this period and "explained" that these services/facilities were supported by a constant number of regular users.
- In addition to the above-mentioned figures, the fitness consultant also compiled 138 rehabilitation programmes and 26 fitness and sports programmes.
- Programme prescription was done for general fitness, body building, weight reduction, heart rehabilitation, injury rehabilitation, sports conditioning and circuit demonstration. No breakdown was given.
- Tests were done for body mass, body measurement, body fat, circumference measurement, fitness, strength, flexibility, blood pressure, ECG, lung function and cholesterol. No breakdown was given.
- The aerobics studio provided classes in low impact aerobics, high impact aerobics, physical training, toning, bench steps and stretch classes. Guest instructors are also involved in such classes. No breakdown was given.

- The Fitness and Recreation centres have a 1 000 users per day. This represents roughly 17,5% of the total population in this study, clearly a significant penetration percentage. Utilisation figures for fitness services and facilities derived from the study concur in this regard.

- **Achievement of other objectives**

- The consultant biokineticist provided regular training to the fitness and aerobics instructors so as to upgrade their skill in programme prescription.

- Five hundred managers and supervisors completed the Lifestyle Questionnaire. The majority who did so indicated that lack of exercise and smoking are the key reasons for their being out of shape. Follow-ups revealed that 75% of respondents had successfully made lifestyle changes to meet health goals.

3.3.5.3 Health services (Medical Centre)

According to the half yearly report for the period ended 30 June 1995, utilisation and achievement of objectives for the Health Services were reported on as follows :

- **Utilisation of health services**

The following tables show a breakdown of the reasons for visits and consultations for new and previous patients.

TABLE 3.10: COMPARISON FOR NEW PATIENTS AND PATIENTS PREVIOUSLY SEEN

Reason for visit	New patients		Patients previously seen		Total	
	#	%	#	%	#	%
Consultation	546	57,6	3 728	62,0	4 274	61,4
Family planning	204	21,5	2 193	36,5	2 397	34,5
Cholesterol testing	100	10,6	79	1,3	179	2,6
Emergencies	59	6,2	7	0,1	66	1,0
Workman's Compensation Act	39	4,1	2	0,03	41	0,6
Total	948	100	6 009	100	6 957	100

- As a percentage of total patients seen, new patients (consultation only) amounted to 12,8%. Those for cholesterol testing were 55,9%, while emergencies (i.e. ambulance cases) were 89,4%. Workman's Compensation Act consultations totalled 95,1% while family planning matters accounted for 8,51%. According to the Health Services section in the Employee Relations Report (1995), these figures reflect increased utilisation.
- Of the cholesterol tests done, 12,3% (i.e. 22) showed raised cholesterol and were referred to a doctor.
- 7,6% (i.e. 5) of the emergencies required an ambulance.

- **Consultation**

The following table shows a breakdown of consultation for new and previously seen patients.

Table 3.11: Breakdown of Consultation

Type	#	%
Medical	2 446	57,23
Surgical/orthopaedic	957	22,89
Ear, nose and throat	452	10,58
Gynaecological	166	3,88
Urological	76	1,78
Ophthalmological	149	3,49
Social	28	0,66
Total	4 274	100

- Of these consultations, 18,09% (i.e. 773) were referred to a doctor, clinic or hospital.
- **Other services offered by the Medical Centre**
- Other services offered by the Medical Centre include pre-employment medicals (7), driver/non-clerical medicals (134), expatriate medicals (16), and medical reports (12) (total = 169).
- Provision of first aid training
- The hosting of a health education talk on child abuse, hypertension, cervical cancer and smoking for the period under review.

Overall the health services attend to approximately 1 200 cases per month. This represents roughly 21% of the total population in this study.

3.3.6 Summary

The Standard Bank of South Africa Limited, as an organisation, is the SBIC's largest subsidiary and provides a full range of personal, corporate and commercial banking services through a network of over 1000 points of representation. In addition to its own strategic and business objectives, the bank has also recognised that it can contribute to resolving the major socio-economic challenges facing South Africa.

With regard to the bank as a corporate social investor, the Standard Bank Foundation is considered the bank's main social investment vehicle and it administers separate educational and charitable trusts. The Foundation's mission is to contribute to the quality of life of the communities within which the bank does business by funding projects and programmes.

The bank as an employer has a staff complement of approximately 30 000 in South Africa alone. The bank prides itself on providing development opportunities through affirmative action and other initiatives as well as employee assistance through a variety of programmes. Its Employee Well-Being Programme includes the delivery of a counselling and primary health care service as well as a comprehensive health and fitness service.

The programme grew from a fitness service and facility in 1982 to a fully fledged programme officially launched as the Employee Well-Being Programme (EWP) in 1990. The bank's EWP is an eclectic model which combines aspects of both an external and an internal EAP, with the external input coming from Family Life Centre in terms of a psychological and social counselling service. The internal component comprises the fitness and health services and facilities, and a limited psychological and social counselling service is provided by the in-house social worker.

Over the six month period from January to June 1995, the total number of employees who used the psychological counselling service was 1372 (made up of interviews, consultations and casework). Fitness services and facilities for the same period showed a utilisation figure totalling 36 666. Utilisation of health services amounted to 6 957. This figure comprised 948 new patients and 6 009 patients previously seen.

CHAPTER 4

EMPIRICAL RESEARCH

4.1 Introduction

This chapter discusses additional aspects of the research design, sampling design and the data required to test the assumptions. The data collection methods, the advantages and disadvantages of each as well as the outcomes will be discussed. The validity and reliability of the measure and the presentation and analysis of findings will also be dealt with in this chapter.

4.2 Sampling design

With regard to sampling, Leedy (1993: 199) reminds us that: "The sample should be so carefully chosen that through it the researcher is able to see all the characteristics of the total population in the same relationship that they would be seen were the researcher in fact to inspect the total population." Clearly, it was necessary that a sample be selected from the whole population so that characteristics of each of the units of the sample approximate to the characteristics of the entire population.

It is to this end that the sampling method for this study was based on probability sampling procedures. Leedy (1993: 200) says about probability sampling that the researcher can specify in advance that each segment of the population will be represented in the sample.

With regard to this study, the population consisted of roughly 6 000 employees located in three easily accessible buildings in very close proximity. The population was inter alia divided into distinct groups or strata by virtue of their jobs, that is: executives, management, specialist staff, supervisors, clerical and non-clerical/service staff. Due to the above-mentioned distinct divisions of the population according to their jobs, it was easy to use systematic random sampling. This was done as follows:

- (1) An up-to-date computer-generated list per job category (distinct groups) was obtained from the Human Resources Division, reflecting the surname and name (alphabetically), division/department, job category of each employee. This name list report served as the sampling frame.

- (2) On 31 March 1995 the population for this study numbered 5756, made up of six distinct groups or strata, namely, 36 executives, 821 managers, 763 specialist staff, 1086 supervisors, 2020 clerical staff and 1030 non-clerical and service staff. The strata were then sampled separately, using systematic random sampling. **Systematic random sampling** is an objective way of sampling. If there is no cyclic repetition in the population a systematic sample is usually spread more evenly over the population and is therefore more representative (Eiselen 1992: 27).

4.2.1 Sample size

Grinnell (1985: 89) says that the correct sample size is dependent on the characteristics of the population and the nature of the research question. Leedy (1993: 205) adds that sample size depends largely on the degree to which the sample population approximates the qualities and characteristics of the general population. For instance, a smaller sample size would be needed if the population is more homogeneous than heterogeneous. The population for this study is approximately 6 000 employees, and Christensen (1985: 280) suggests that for a population this big, the sample size should be in the region of 300 employees, that is, a sample percentage of five percent. Given that each job category is a homogeneous sub-population in terms of the job itself, location and work environment, this sample percentage or sampling fraction was considered acceptable.

However, the executive job category, with a subpopulation totalling only 36 and a five percent sample (ie. two), was too small for explanation purposes. Hence, with assistance from the Statistics Department at UNISA, it was agreed that a 25% sample percentage would be more appropriate for this subpopulation. The sample size (for the self-administered questionnaires) was therefore made up as follows:

TABLE 4.1: SAMPLE SIZE

Strata	Number	Sample	Sample Percentage (%) (Sampling Fraction)
Executives	36	9	25
Managers	821	41	5
Specialist staff	763	38	5
Supervisor	1086	54	5
Clerical	2020	101	5
Non-clerical and service staff	1030	52	5
TOTAL	5756	295	5.13
Note : 295 expressed as a percentage of 5756 = 5.13%			

The sampling method will now be explained.

4.2.2 Sampling method

- The sample from the **strata ranging from executives to non-clerical and service staff** the sample was selected as follows:

The procedure involved using a table of random numbers to select a single number between 1 and N/n inclusive and to select the first unit. Proceeding from this unit, every (N/n) th unit was selected until a sample size of n units was obtained (Eiselen 1992: 26). Supposing the population size is N and the desired sample size is n , every (N/n) th unit was selected (eg. for clerical staff $N = 2020$ and $n = 101$ $N/n = 20$, therefore every 20th unit was selected). This was done for each job category as a separate subpopulation.

- As far as **the multi-disciplinary team** is concerned the population comprised all the EWP practitioners. That means a representative from the various services and facilities of the EWP, including ex-EWP co-ordinators and a union representative made up the sample for the investigator-administered questionnaires. More specifically, the respondents for the multi-disciplinary team comprised the following, namely:

- Employee Well-Being manager (Standard Bank of South Africa (SBSA))
- occupational social worker (SBSA)
- social worker (Family Life Centre)
- biokinticist (consultant)
- fitness instructor (SBSA)
- aerobics instructor (SBSA)
- sports and recreation co-ordinator (SBSA)
- nursing sister (SBSA)
- physiotherapist (on-site private practice)
- first past EWP co-ordinator/occupational social worker (SBSA)
- second past EWP co-ordinator/occupational social worker (SBSA)
- union official (South African Society of Bank Officials (SASBO))

4.3 Method of data collection

The collection procedure was as follows:

- (1) A self-administered questionnaire (see Appendix 1) was designed and developed and used to collect data on/from the employees drawn as respondents.
- (2) Interviews using an investigator-administered questionnaire (see Appendix 2) were conducted with the respondents of the multi-disciplinary team.
- (3) A review of relevant records (such as monthly reports, feedback from Family Life Centre and other interested parties such as managers and supervisors) was also done.

Each data collection procedure will now be discussed in more detail.

4.3.1 The self-administered questionnaire

Information is often buried deep within the minds or within the attitudes, feelings and reaction of people and, according to Leedy (1993: 187), a commonplace instrument for observing data beyond the physical grasp of the observer is the questionnaire.

The **advantages** of a self-administered questionnaire (questionnaires completed by respondents themselves), according to Babbie (1993: 282), are that the problem of distance is eliminated; economy; speed; lack of interviewer bias; that the possibility of anonymity, and the fact that there is sufficient privacy to encourage more candid responses on sensitive issues. The disadvantages, Babbie continues, are the possibility of misunderstood questions, incomplete questionnaires, unsubstantiated responses to open-ended questions and the uncertainty of the level of returns (high/low return rates).

Guy et al (1987: 243) remind us that, with the mailed questionnaires, respondents answer and return the questionnaire only if they are motivated to do so and go on to suggest that a persuasive cover letter be enclosed with each questionnaire. Such a letter was drafted and signed off by the Employee Relations Manager (who has overall responsibility for the EWP) (see Appendix 2). In order to increase response rates they also mention that respondents should not be inconvenienced and costs should be minimised. To this end each questionnaire also included a self-addressed return envelope.

As far as the contents of the questionnaire is concerned, all questions were aligned with the objectives of the study and were especially formulated to elicit information in order to test the assumptions as mentioned in Chapter 1 under 1.4. This is detailed below:

4.3.1.1 Biographical information

Various biographical particulars of both the sample of multi-disciplinary team members and the sample bank employees were identified, namely:

- age group
- gender
- job category
- location
- length of service

4.3.1.2 Employees' knowledge and perceptions of the EWP services/facilities in terms of:

- familiarity and the extent of such familiarity with the programme
- source of reference to the programme (the marketing approach)
- the quality and comprehensiveness of the EWP services and facilities
- the level of competence of the EWP practitioners
- the preferred model of delivery
- the relationship between a person's home and working life
- the bank's objective with the EWP
- the extent to which users of the EWP have benefitted (ie. the value of the EWP)
- preference for alternatives to the bank's programme
- suggestions for changes or improvements to the EWP

4.3.1.3 Managers'/supervisors' knowledge and perceptions of EWP services/facilities in terms of:

- all the aspects mentioned in 4.3.1.2 above
- EWP as a source of help when faced with a troubled employee (i.e. the credibility of the EWP)
- training with regard to the programme
- policy and procedures of the EWP and how it is applied in practice
- referrals and the outcomes of such referrals (i.e. the value of the programme)

Having done this, self-administered questionnaires were mailed (i.e. individually addressed and using the internal mail service) to a sample of 295 employees. A response rate of 51,86% was achieved, that is 153 questionnaires were completed and returned. Guy et al (1987: 243) says in this regard that response rates for mailed questionnaires may be well below 50%. Thus 51,86 in this case appears to be acceptable.

4.3.2 Interviews using investigator-administered questionnaires

For the data-gathering undertaken with the multi-disciplinary team, the researcher made appointments with each member of the sample (see 4.2.2) and used a questionnaire to conduct the interview.

- *Interviews*

At first sight, the questionnaire and the interview are very similar. In an interview, the investigator (ie. the interviewer) orally asks respondents a series of questions and records their responses. Mitchell (1992: 458) explains that, as subtle as these differences seem to be, they have significant consequences, namely interviews are more expensive since you cannot interview more than one person at a time (a situation which guarantees independent responses). Interviews are also more time-consuming in that they take more energy and personal involvement to administer than a questionnaire.

This added expense, however, buys the researcher qualitative and quantitative data. To explain: personal interaction ensures that the interviewer can follow up on ambiguous or interesting responses and the personal touch also increases the response rate. Given this advantage, researchers are cautioned against interviewer bias (i.e. influencing respondents' answers verbally and non-verbally) and, secondly, respondents may be more prone to give socially desirable responses which may not be the case on anonymous questionnaires (Mitchell 1992: 458).

- *Investigator-administered questionnaire*

This type of questionnaire is completed in the presence of the researcher and responses may be recorded by either the respondent or the investigator. Mitchell (1992: 456) states that investigator-administered questionnaires share many of the same advantages of self-administered questionnaires. However, since the investigator must be present in the case of the former, it becomes limited in terms of where and when it can be administered. The advantage when the investigator is present, however, is that there is an opportunity to clarify and/or explore issues as well as to encourage participants to respond. This guarantees a higher response rate with qualitative as well as quantitative data. On the other hand, respondents may be less candid. This data collection method is ideal for a small sample concentrated in easily accessible locations.

Once again the questions were aligned with the objectives of the study and constructed to elicit the following information:

EWP practitioners' knowledge and perceptions of the programme in terms of:

- the planning and execution of the EWP
- the present status and functioning of the EWP
- the evaluation of the programme
- the future direction of the EWP in the midst of organisational changes as well as the dynamics of a changing South Africa

When making appointments, the researcher introduced himself, gave details about the study and explained the purpose of the interview.

Interviewees were also handed a copy of the questionnaire in advance. The reason for doing this was to ensure that extensive information would be obtained and that the interview would not be too time-consuming.

Interviews were conducted with each of the 12 representatives listed in Section 4.2.2.

4.3.3 Review of relevant records

The advantages of relevant records (documented historical data such as reports, feedback forms et cetera) are that they can be used to discover patterns in referrals/cases and it is a form of unobtrusive measure and therefore does not affect the social behaviour being studied (Babbie 1993: 342).

The disadvantages, however, are the concerns about the accuracy of records and the bias in data sources.

The researcher obtained copies of reports on psychological counselling (including the Family Life Centre reports) as well as on the health and fitness services and facilities of the EWP. This is dealt with in more detail in Chapter 3.

4.4 Validity and reliability of the measure

- *Validity*

Validity has to do with whether the scores on a measuring device truly represents what you intended them to represent (Bernadin and Russell 1993: 653). According to Grinnell (1985: 104) a valid measuring instrument has been described as doing what it is intended to do, as measuring what it is supposed to measure.

Bernadin and Russell (1993: 661) say further that **content validity** concerns the extent to which the content of a measurement device includes a representative sample of the population of content or situation the device is attempting to measure. It is significant to note that there has been little, if any, research of this nature been done in South Africa before. The Standard Bank study (EAP in a white-collar environment); studies done at Anglo-Alpha Limited and the Chamber of Mines (both of which are predominately blue-collar environments), as well as reference to literature, will provide content validity.

Questionnaire responses and interviews will provide for face validity, which, according to Grinnell (1985: 106), refers to what an instrument "appears" to measure (i.e. the instrument is structured so that it not only accurately measures the attributes under consideration but also appears to be a relevant measure of those attributes).

- *Reliability*

Reliability has to do with the consistency or reproducibility of what it is that is being measured (Bernadin and Russell 1993: 654). An instrument is reliable to the extent that independent administrations of it or a comparable instrument consistently yield similar results under similar conditions Grinnell (1985: 113).

However, validity and reliability must be seen against the fact that this was an exploratory-descriptive design and very exact information was not an issue.

4.5 Analysis of findings, conclusions and recommendations

- *Analysis*

The questionnaire returns and interview outcomes have been recorded and analysed against the objectives and assumptions of the research. The researcher has used pie charts and tables to illustrate some of the findings. The data presentations are quantitative as well as qualitative.

- *Conclusions and recommendations*

This section closes the study and findings will be communicated to the relevant authorities. This is dealt with in Chapter 6.

4.6 Locality and duration

The target population for the study was **all** Standard Bank employees located at Standard Bank Centre, located at 5 and 6 Simmonds Street and 78 Fox Street, Johannesburg (i.e. approximately 6 000 employees).

The data collection took approximately six weeks, i.e. **from 24 April 1995 to 2 June 1995**.

4.7 Summary

The study used two researcher-developed questionnaires and accumulated records as a comprehensive, reliable means of collecting the data necessary to test the assumptions.

The first instrument, a self-administered questionnaire (Appendix 1) was mailed to a sample of 295 employees, of which 153 completed and returned the questionnaire. This gave a response rate of approximately 51,9%.

The second instrument, an investigator-administered questionnaire (Appendix 2) was administered to a total of 12 respondents (ie. nine EWP practitioners which included the FLC social worker, two ex-EWP co-ordinators and one union official) at individually scheduled interviews.

The results of this study are collated and analysed against the objectives and assumptions of the research and are described in Chapter 5.

CHAPTER 5

PRESENTATION AND ANALYSIS OF EMPIRICAL DATA

5.1 Introduction

This section deals with the findings of the empirical study which are interpreted, processed and integrated with the findings of the theoretical and literature study. This has a bearing on the way in which the EAP in the Standard Bank functions.

Data-gathering was done in the form of interviews combined with investigator-administered questionnaires and self-administered questionnaires. The former was handled with nine EWP team members and two past co-ordinators of the Employee Well-Being multi-disciplinary team and one union official, while self-administered questionnaires were mailed to a sample of 295 employees. Only 153 of these employees returned the questionnaire fully completed.

5.2 Analysis of the EWP multi-disciplinary team members' responses

The information discussed in this section was obtained by using an investigator-administered questionnaire (Appendix 2) to conduct an interview with each of 12 representatives of the multi-disciplinary team.

The questions were grouped into four categories, namely, biographical information, planning and execution, present status and functioning and evaluation. These categories will now be discussed in more detail.

(1) Biographical information

Table 5.1 overleaf shows the biographical profile of the EWP multi-disciplinary team members.

Table 5.1: Biographical information about the EWP multi-disciplinary team

Occupation	EWP manager	Occupational social work	Senior social worker	Biokineticist	Aerobics instructor	Fitness instructor	Sports & recreation co-ordinator	Senior health worker	Physio-therapist	1st ex-EWP co-ordinator	2nd ex-EWP co-ordinator	Union official
Location	No. 5	No. 5	FLC	No. 6	No. 6	No. 6	No. 6	No. 5	No. 6	No. 5	No. 5	SASBO
Age (in years)	40 - 49	20 - 29	30 - 39	20 - 29	20 - 29	30 - 39	40 - 49	40 - 49	20 - 29	20 - 29	20 - 29	20 - 29
Sex	M	F	F	M	F	M	F	F	F	F	M	M
Job category	Mngr	S	S	S	S	S	S	S	S	S	S	Mngr
Length of service in SBSA (in years)	1 - 6	1 - 6	N/A	1 - 6	7 - 12	7 - 12	7 - 12	1 - 6	N/A	1 - 6	1 - 6	N/A

Key: No 5 - 5 Simmonds Street Johannesburg
 No 6 - 6 Simmonds Street Johannesburg
 FLC - Family Life Centre, Eloff Street Johannesburg
 SASBO - South African Society of Bank Officials, Johannesburg
 M - Male
 F - Female
 S - Specialist Staff
 Mngr - Manager

The following information can be derived from Table 5.1:

- Barring the Family Life Centre (FLC) social worker and the union official, all other EWP team members were located on-site and easily accessible. Further enquiry revealed that an FLC social worker was available for on-site consultation for two hours every Friday.
- Of the respondents interviewed, 58,3% were female and 41,7% were male.
- The mode of the age of the respondents fall in the age range of 20 to 29 years.
- The average length of service of respondents (in SBSA's employ) is between one and six years. This is significant, since most of these practitioners got involved with the EWP only after its implementation in 1982 and it will therefore be difficult to answer questions such as whether the programme has remained the same since its inception.

In essence, then, the multi-disciplinary team comprises largely female practitioners. Except for the EWP Manager and the senior health worker, all respondents are 39 years or younger.

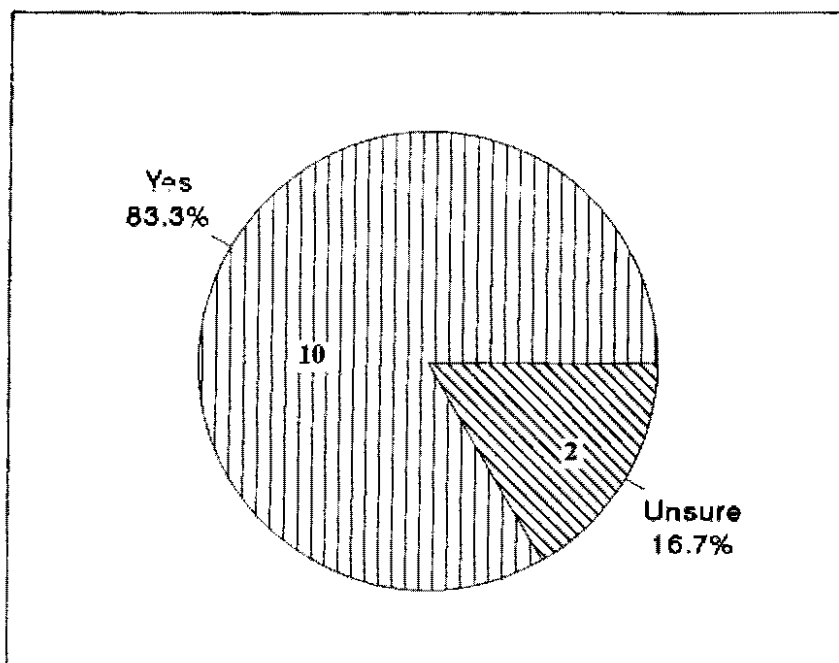
(2) Planning and execution of the Employee Well-Being Programme

- *EWP as part of the bank's Human Resources strategy*

Question 2.1 : Is the EWP regarded by yourself as part of an integrated Human Resources strategy in the bank?

Figure 5.1 overleaf gives an indication of how the EWP practitioners themselves perceive the positioning of the EWP. Of the 12 people interviewed, 83,3% regarded the EWP as part of an integrated human resource strategy that was aimed chiefly at the well-being of employees, while 16,7% were unsure. This can be seen as a positive result. Roman and Blum, as referred to by Kurzman and Akabas (1993: 28), indicated that their research shows that it is imperative that an EAP should be an integral part of the organisation's goals and human resource strategy.

FIGURE 5.1: THE EWP AS PART OF AN INTEGRATED HUMAN RESOURCE STRATEGY



The 16,7% that were unsure felt that, although this would be the perception of the service providers, most employees (i.e. EWP users) see the EWP services and facilities as separate and unrelated and as just another "add-on" in the workplace. This should be seen as a signal for the EWP team to step up its marketing and staff orientation efforts. This should also alert the EWP developers to the fact employee participation is, right from the inception of such a programme, absolutely essential.

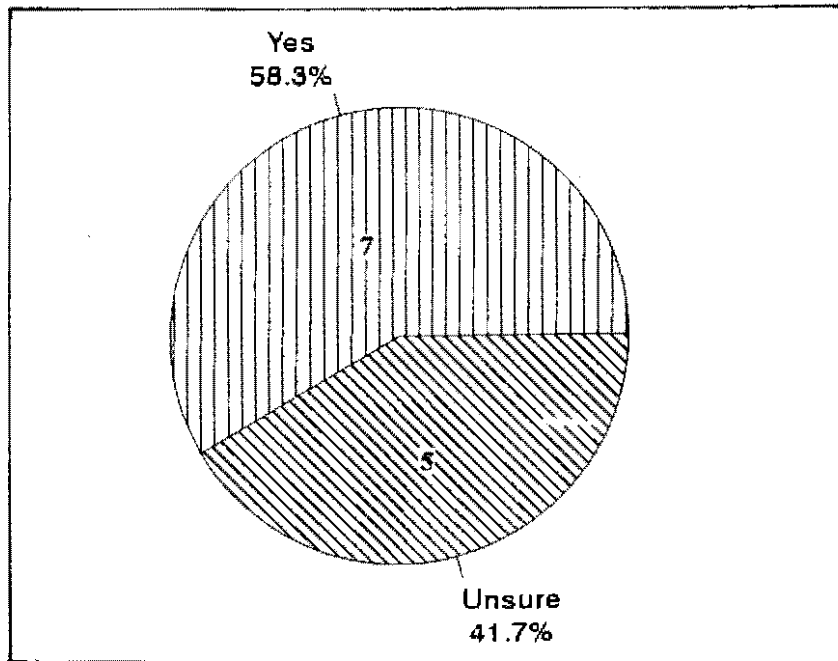
(3) Needs analysis and employee involvement in setting up the EWP

Question 2.2: Was a needs analysis done before setting up that aspect of the EWP for which you are responsible?

Question 2.3: What steps were taken to involve employees in the planning of the programme?

Figure 5.2 shows that less than half of the respondents (41,7%) were unsure whether or not a needs analysis was done before setting up any aspect of the EWP.

FIGURE 5.2: NEEDS ANALYSIS DONE TO SET UP THE EWP



Comments given in support of this question indicated that, while all the respondents presumed that a comprehensive needs analysis was done, this could not be substantiated since 91,6% become involved with the programme at least two to three years after its inception. The first ex-EWP co-ordinator commented that a needs analysis was done through interviewing staff and professionals in the field. The programme's first EWP manager has retired and neither the past nor the existing EWP co-ordinators could confirm whether or not minutes/documentation about a needs analysis has been kept. The literature (see Section 2.5.4) is adamant that there should be a complete assessment of the organisational climate and the problems and needs of employees as well as whether employees in fact want an EAP and, if so, the type of EAP they want should be determined before the development and implementation of an EAP. Multiple research methods should be used to collect such information.

Employee involvement forums, interviews with staff and professionals in the field, evaluation of past trends and lifestyle questionnaires are some of the methods used to collect such information.

- ***Advertising of the EWP and employee participation***

Question 2.4: What steps were taken to create an awareness of the EWP amongst management and staff?

Question 2.5: What steps were taken to involve employees in participating in the programme?

Scanlon (1986: 50) states that the marketing of an Employee Assistance Programme is an integration of many separate functions such as selling, distribution, advertising, research, development and service, where advertising strategies aims to communicate everything about the programme to the entire workforce. **In responding to the question of creating awareness of the EWP amongst employees and encouraging participation in the programme, both formal and informal initiatives, according to Table 5.2, were given.**

TABLE 5.2: FORMAL AND INFORMAL COMMUNICATION INITIATIVES

Source of communication	#	%
Formal initiatives:		
Presentations	10	20
Information pamphlets	8	16
Promotions	7	14
Mailshots	4	8
Tracks	4	8
Notice board	3	6
Booklets	3	6
Articles in company newspaper	2	4
Induction programme	2	4
Newsletter	1	2
Competitors	1	2
Informal initiatives:		
Word of mouth (stop and talk)	5	10
TOTAL	50	100

From Table 5.2 it is apparent that presentations (20%), information pamphlets (16%), promotions (14%), word of mouth opportunities (10%), mailshots (8%), and tracks (8%) were the types of communications mostly used to describe awareness of the EWP and to encourage employees to participate.

In certain areas this was more focused, for example, a strategy for a national health and fitness programme was compiled and distributed to managers and discussed in various forums. While the programme is underpinned by the principle of voluntary participation, all respondents agree that every effort was made actively to encourage participation.

- **Teamwork and the EWP**

Question 2.6: With regard to teamwork/networking/team discussions when dealing with clients (users) - is there any interface (linkage) between the various sections (psychological counselling, health and fitness services)?

Section 3.3.3 looked at the professional team members of the EWP, their specific roles and the functioning of the team. The response to the above question shows how the EWP practitioners themselves perceived an interface between the various aspects of the programme.

All respondents agreed that there exists a linkage/interface between the different services. Respondents substantiated their opinion that a holistic approach with regard to health, fitness and social and psychological functioning was necessary (see Appendix 4). However, apart from fortnightly EWP department meetings to plan, discuss and/or co-ordinate activities, all other interaction was on an informal basis. In his feedback, the Employee Well-Being Manager said that individual case management occurs only in serious cases (see Appendix 4). When compared to the literature (see Section 2.5.2.3), this suggests that, in spite of the holistic programme, the EWP team is not a multi-disciplinary team in the true sense of the word since departmental meetings to discuss, plan or co-ordinate activities do not constitute a multi-disciplinary approach to case management. In this regard, Katzenbach and Smith (1995: 112) point out that a team is a small number of people committed to a common purpose with mutual accountability.

Question 2.7: Are managers/supervisors (who refer staff) regarded as part of the multi-disciplinary team?

Responses to Question 2.7 are given in Table 5.3.

TABLE 5.3: THE EWP AS A MULTI-DISCIPLINARY TEAM

Response	#	%
Yes	5	41,7
No	3	25,0
Unsure	4	33,3
Total	12	100

Table 5.3 shows that 41,7% of respondents felt that managers/supervisors are part of the "multi-disciplinary" team and commented that this was so only in the case of formal referrals and that their involvement was very limited for instance, to doing the referral and providing background information. "No" and "unsure" responses amounted to 58,3%. Dickman et al (1985: 14) and Fisher (1989: 22) mention that management support and involvement are essential for the success of the EAP and the discussion on teamwork and EAPs. Clearly, according to the research findings in Table 5.3 and the literature, the involvement of the bank's managers/supervisors in the EWP partnership is essential.

(4) Present status and functioning of the EWP

- *Confidentiality as it relates to referrals, feedback, provision of services and record keeping*

Question 3.1: How does confidentiality affect the functioning of the EWP in respect of referrals, feedback, provision of services and record keeping?

According to all the respondents, the two aspects on which confidentiality has the highest impact are feedback and record keeping.

There is a strict code of confidentiality agreed to by the various service providers as far as feedback is concerned, and the employee has to give feedback or express consent for an EWP practitioner to do so.

With psychological counselling services (off-site), for instance, absolute confidentiality is not offered as it is made explicit to clients that a feedback report (no names or specifics) is submitted to the Employee Well-Being manager. Clients are made aware that they have the option of not divulging personal details such as job grade and date of birth. With formal referrals a report compiled by FLC is provided to the Employee Well-Being manager. As far as record keeping is concerned, access is allowed to those who are professionally and legally bound to confidentiality, such as the Employee Well-being manager, the EWB co-ordinator and other EWP practitioners.

In a review of literature Dickman et al (1985: 14) remind us that confidentiality is one of the ingredients of a successful EAP. Googins (1987: 121) points out that the off-site treatment model lends itself to client confidentiality, especially in terms of feedback and access to records. The bank appears to be aligned with this practice and its referral and feedback policy (Section 3.3.3) also confirms this.

Question 3.2: How do you think can these problems be addressed?

In terms of addressing problems related to confidentiality, all respondents felt that while the referral and feedback policy has to a large extent taken care of problems that may arise with regard to confidentiality, honesty, inclusion and transparency with the client are important. It was mentioned, however, that it is difficult to track referrals since the FLC are not obliged to give feedback. This pointed to the need for the development of a database which, however, if not carefully managed, may compromise confidentiality. The literature is clear about a confidential record-keeping system being one of the elements essential to ensure an effective, smoothly operating EAP.

- ***Targets for utilisation of the EWP services and facilities***

Questions 3.3 - 3.5: How do you set targets for the utilisation of EWP services and facilities? What are the present targets? Are these adhered to?

No specific targets are set and service providers in all three areas, i.e. psychological counselling, health services and fitness services rely on "walk-in" business and referrals. Of the 12 respondents, 41,67% commented that, since the EWP services are a supplementary service to any large organisation and targets are difficult to establish, national and international norms are used as a guide. For instance, the present target is to achieve 7-10% penetration, and it is evident that the common goal is to increase penetration and utilisation figures. A review of the records (see Section 3.3.5) reflect an increase in penetration and utilisation. While this may be the case, all respondents agreed that more aggressive marketing is required to sustain as well as increase utilisation. It follows that the EWP practitioners agree with the literature (see Sections 2.5.4.7 and 2.5.6) believing that, firstly, a EWP must call attention to its services and facilities in such a way that employees make appropriate use of it and, secondly, that utilisation figures are usually a good indicator of service and the image of the programme.

(5) Evaluation of the EWP

Question 4.1: What are the objectives of the EWP?

The 12 respondents perceived the EWP objectives as being:

(Note: Percentage of responses is given in brackets).

- To be:
 - proactive/preventative through education
 - reactive through counselling, medical services, financial assistance (e.g. bursary scheme)
 - consultative function to Human Resource Management with regard to, policy development.
 - the employees' champion, that is, to advocate on behalf of the employee (8,33%)
- to educate people to accept that it is absolutely necessary to value human beings in the workplace and to pay attention to and provide access to physiological and psychological support and intervention. In the same way, for example, financial advice may be handed out (8,33%)
- to help employees help themselves by means of making the programme available (while accepting that the responsibility to take part rests with the individual employee) (16,67%)
- to provide physical rehabilitation; to improve the levels of fitness; to investigate the quality of life of all SBSA staff members so as to be able to help them to make positive lifestyle changes resulting in positive implications for the bank) (16,67%)
- to improve the well-being of employees in all aspects of their lives (8,33%)
- to show people that they can change their way of life, be healthier, fitter, manage stress levels, and cope better with situations they cannot change (8,33%)
- to provide a physiotherapy service to patients (8,33%)
- to assist an employee in his or her psychological, physical and emotional capacities to function effectively in the workplace (8,33%)

- to provide staff assistance (referrals to organisations that can professionally help with staff needs i.e. counsellor) (8,33%)
- to assist staff to remain mentally, physically, socially well by being better organised (8,33%)

From the above, it is clear that each service provider sees the EWP objectives from their own point of view but the common objective of all of them is to enhance the well-being of the employee and his/her effective functioning in the workplace. This concurs with the literature (Googins 1987: 102). In just one case, however, was mention made of an implication which is important for the bank, namely, positive lifestyle changes have positive implications for the bank (see previous page). The literature (Lanier & Gray 1986: 10) also tells us that the programme goals should also be determined by the specific needs of the organisation.

- *Rating the success of the programme*

Question 4.2: When or under what conditions would you rate the programme as successful?

Respondents said that they would rate the programme as successful under the conditions shown in Table 5.4.

TABLE 5.4: RATING THE SUCCESS OF THE EWP

Respondent	Success Indicator	Increased utilisation	Other	Comments made by respondents
Psychological Counselling:				
FLC social worker		✓		When more staff rather than less think of counselling as an option. Usage of programme is high. Gym, Medical Centre are socially acceptable. If it is possible to measure, given the confidentiality aspect of the programme.
In-house social worker		✓		
Ex-EWP co-ordinator		✓		
Ex-EWP co-ordinator			✓	
Health services :				
Occupational health worker		✓		No comment.
Physiotherapist		✓		Utilisation and customer retention.
Fitness services :				
Biokineticist		✓		Increased participation leading to improvement in health and a resultant improvement in productivity. When 60% or more staff participate in the EWP . Increase in number of users, especially beginners. When more SBSA staff are aware of the EWP and increased referrals to/from various EWP services.
Fitness instructor		✓		
Aerobics instructor		✓		
Sports and recreation Co-ordinator		✓		
Other :				
EWP manager		✓		Consulting requests and referrals to gym are increasing. If personal unpleasant situation is resolved.
SASBO representative			✓	
Total	#	10	2	12
	%	83,3	16,7	100

According to 83,3% of the respondents, the success of the programme is measured in the form of increased utilisation. Utilisation figures are usually good indicators of service. High figures are indicative of a good image and a successful service. But this is not sufficient in itself. As is pointed out in Section 2.5.4, the success of the programme is assessed in terms of whether or not it has met its stated objectives, such as the well-being of employees, and whether it enhances job performance or reduced health care costs. Only in one instance was mention made of an improvement in health and a resultant increase in productivity. No specific mention was made of the employee's well-being or effective functioning in the workplace.

- *Assessing the level of satisfaction of users of the EWP*

Question 4.3: How is the level of satisfaction of the users of the programme assessed?

The way in which the level of customer satisfaction was assessed differed for each team member and therefore for each aspect of the EWP as follows:

- | | |
|---|--|
| Fitness services | <ul style="list-style-type: none">- formal feedback form called "Speak Easy" (Appendix 3)- face to face and telephonic feedback- individual follow-up (every 6 weeks) and fitness and muscle strength evaluations (every 6 months)- lifestyle questionnaires |
| Health services | <ul style="list-style-type: none">- no formal evaluation only but word of mouth feedback |
| Psychological counselling services | <ul style="list-style-type: none">- Family Life Centre provides anecdotal feedback via referring manager or clients if they are comfortable about the level of confidentiality- the request for feedback/evaluation from users based on outcome, goals achieved, progress made in counselling and the level of professionalism and service delivery- feedback discussion and follow-ups by service providers |

No formal evaluation is done for the EWP as a whole except for an organisation-wide customer satisfaction survey of the Human Resources Division (of which Employee Well-Being is a part). The concern expressed about the survey is that the questions relating to the EWP are few and very general and hence inadequate as a form of evaluation.

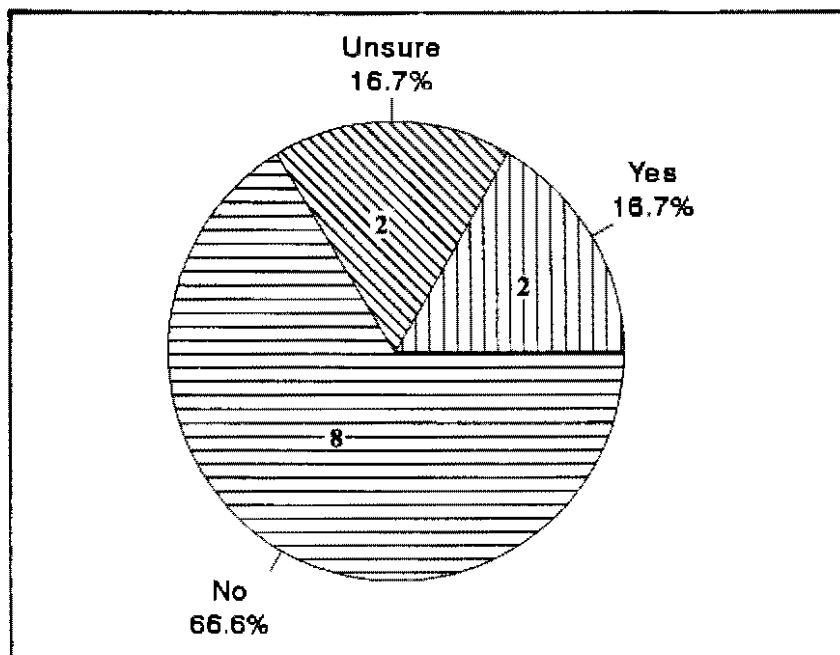
Masi (1984: 195) sees programme evaluation as an absolute imperative. However, it is clear that a comprehensive and formal evaluation system (i.e. process evaluation and outcome evaluation) is missing in the EWP. It stands to reason therefore that the level of satisfaction of the users of the programme cannot be adequately assessed.

- **Change in the EWP since its inception**

Question 4.4: Has the programme remained the same since its inception?

The following figure show the 12 respondents' perceptions about whether or not the programme has remained the same since its inception.

Figure 5.3: Changes in the EWP since its inception



"Yes" and "Unsure" responses were not substantiated by any comments.

"No" responses indicate that the programme has changed since its inception and were substantiated as follows (practitioner and years with programme are shown in brackets after the substantiation):

Note: Information in this sub-section must be treated with circumspection due to respondents' length of service in the bank. See point (1) in Section 5.2, that is, average length of service.

- Developed and extended over time e.g. legal aid, fitness promotions, medicals and Criticare service for expatriots, weight management pilot programme (EWP Manager: 3).
- There has been a shift from purely remedial services to providing preventive services which could become community-based as more employees in the bank become involved and skilled (Senior Social Worker: 3).
- During the re-promotion of the EWP done in 1995, there was less emphasis on business or productivity. (Occupational Social Worker: 1).
- The programme has changed to accommodate new trends and updates. It is changing constantly because it has to (Fitness Instructor: 4).
- Far more is happening and there is a total health programme (Biokineticist: 2).
- It has moved from being three separate services to a more holistic approach (past EWP co-ordinator: 2).
- It has grown extensively since inception and has matured in terms of service provision and in terms of the ability of the managers/supervisors to use the service (past EWP co-ordinator: 3).

There appears to be some agreement that the programme has grown in many ways, particularly, with the emphasis on a shift from remedial to preventive services and to a holistic approach. There has also been an alignment with trends and business objectives.

From the above it is evident that the EWP adopts a policy of continuous improvement which is in line with the prescription in the literature.

- *The biggest asset of the EWP*

Question 4.5: Describe what do you regard as the biggest asset of the programme?

Respondents saw the following as the biggest asset of the programme. The responses are given in Table 5.5.

TABLE 5.5: BIGGEST ASSET OF THE EWP

Biggest Asset of the EWP	#	%
The objectives of the EWP: Improved quality of life and enhanced job performance	5	23,5
Commitment and motivation of EWP practitioners	3	17,6
A qualified and integrated multi-disciplinary work team	3	17,6
Assured confidentiality	3	17,6
Level of professionalism	2	11,8
Accessibility and equipment	2	11,8
Total	17	100

While respondents differed in terms of their perceptions of the EWP's biggest asset, the common factor seems to be the perception of the objectives of the EWP (23,5%), commitment and motivation of practitioners (17,6%), a qualified and integrated multi-disciplinary work team (17,6%), assured confidentiality (17,6%), professionalism (11,8%), and accessibility and equipment (11,8%).

- *The biggest drawback/problem in the delivery of the EWP and suggested steps for improvement*

Question 4.6: What do you regard as the biggest drawback/problem, if any, in the delivery of the EWP?

Question 4.7: What needs to be done to address these problems/drawbacks?

The following table shows what respondents perceive to be the biggest drawback/problem in the delivery of the EWP and some steps to counter such drawbacks/problems. It is important to note that each of the 12 respondents answered this question from his/her own perspective. Nine respondents indicated different drawbacks/problems, and three said that the programme did not have any drawbacks/problems. The percentage responses are given in brackets in Table 5.6.

TABLE 5.6: EWP DRAWBACKS/PROBLEMS AND SUGGESTIONS FOR IMPROVEMENT

Drawback/problem	Steps to be taken or suggestions for improvement
<ul style="list-style-type: none"> ● Lack of an adequate database and management information system (8.33 %). ● Not enough employee (i.e. EWP staff) involvement in decision making and therefore a lack of accountability and ideas for growth and development of the EWP (8.33 %). ● Inconsistency through regions in EWP delivery (8.33 %). ● The number of people working for SBSA. It is going to be extremely difficult to influence/educate ± 30 000 staff members (8.33 %). ● Biggest problem is to get through to all employees the importance of taking part in sport and making positive lifestyle changes (8.33 %). ● Sometimes management don't always understand health the way they should. Change their mindset. Management can be too focused on business objectives (8.33 %). ● Lack of line management support due to a lack of knowledge on how to use programme effectively (8.33 %). ● The confidentiality aspect (8.33 %). ● A comprehensive programme is restricted to Head Office and larger areas only. Nothing for regional branch system (8.33 %). ● None (25 %). 	<ul style="list-style-type: none"> ● Database currently in development phase (8,33 %). ● Set up an EWP forum or committee with representation from management, unions, employees and EWP practitioners (health/fitness/counselling service). Decentralisation to the regions may encourage involvement and accountability (8,33 %). ● Continued involvement of regional coordinators - the need to believe in the programme and promote events and the programme as a whole (8,33 %). ● No simple solution (i.e. size of organisation) (8,33 %). ● Talks/seminars on lifestyles changes are already taking place. Inform employees of high risk habits and what type of support groups are available (8,33 %). ● On-going negotiation and communication; education of senior management (8,33 %). ● Greater levels of awareness through comprehensive education - this is difficult because of EWP resource constraints (8,33 %). ● One cannot compromise confidentiality but it impacts extensively on evaluation and measurement (8,33 %). ● Extend the programme to other regions through the use of mobile clinics for example (8,33 %). ● Not applicable (25 %).

The drawbacks/problems are diverse. On the one hand they are seen as involving the EWP management, and the functioning as well as the structure of the programme. On the other hand, they are seen to do with the line management support and the size of the customer base.

The literature (see Section 2.5.2) is very explicit about the need for confidentiality, an adequate record-keeping system, credibility and employee involvement, consistency, and management support - all of which will have to be addressed.

Suggestions for improvements such as an EWP database, employee involvement, employee education and programme evaluation are dealt with in the recommendations (see Section 6.3).

- **Future direction of the EWP**

Question 4.8 : What do you envisage the future direction of the EWP should be ?

Respondents envisaged the future direction of the EWP as follows:

Three of the twelve respondents had no comment and the remaining nine stated one or more of the following (the frequency is given in brackets) :

(1) EWP Services and facilities

- Engage in individual, couple and family counselling (2).
- Provide a consistent programme nationally to all staff (1).
- Focus on community development and not individual psychology (1).
- Move towards group intervention (1).
- The EWP should be emphasised more than at present (1).
- See that there is a strong emphasis on addressing issues arising from affirmative action programmes (1).

(2) Health and fitness issues

- Encourage employees to take responsibility for their health and to make positive lifestyle changes (1).
- Make provision for the prevention of chronic diseases, for example, cancer, cardiovascular diseases, high blood pressure and strokes (1).

(3) Community issues

- The EWP should be extended to the community so as to create an awareness of high-risk habits and the need to make positive lifestyle changes (3).
- Introduce more educational/skills-based programmes which can be transferred to the community in line with the Reconstruction and Development Programme (RDP) issues (1).
- Links with the social investment vehicle, that is, the Standard Bank Foundation must be stronger, particularly with the focus on RDP issues (1).

(4) Employee involvement

- Employee involvement in decision making with regard to the EWP (3).

From the above it would seem that there is no single view of the direction that needs to be taken: each team member gave suggestions from his/her own point of view or perspective. This means that the EWP initiatives for the various functional areas (psychological counselling, health and fitness) are not coordinated and that it does not form a part of an overall strategy.

Summary of the analysis of the EWP multi-disciplinary team members' responses

This part of the study examined the EWP multi-disciplinary team members' perspective with regard to the planning and execution of the programme, its present status and functioning as well as the evaluation thereof and future directions.

Although the EWP practitioners considered the programme to be part of an overall corporate strategy, there was doubt that employees shared the same view. Furthermore, while there were also claims of employee involvement in setting up the programme, this could not be substantiated. With regard to present status and functioning, respondents highlighted two issues: first, that practitioners adhere to a strict code of confidentiality and, second, that no specific targets for utilisation be set but that, instead, service providers should rely largely on walk-in business.

While the EWP practitioners agreed that the objectives of the programme were the well-being of the employee and his/her effective functioning in the workplace, they rated the success of the programme on increased utilisation. The bottom line was that no formal evaluation of the EWP was in place.

Future directions of the EWP hinged largely on an extension of EWP services and facilities to the community, health and community issues as well as employee involvement, especially in decision making.

5.3 Analysis of "self-administered questionnaire" responses

This part of the empirical study examines the employee perspective regarding the EWP services and facilities. In line with the objectives of the study, a self-administered questionnaire was developed to elicit information as follows :

- Section A: Biographical information
- Section B: Employees' knowledge and perceptions of the EWP services and facilities
- Section C: Employees' perception of the relationship between a person's home and work life and employee's understanding of the bank's objectives with the EWP
- Section D: Employees' responses to the value of the EWP, preference for alternatives to the EWP and suggestions to change/improve the EWP
- Section E: Manager's/supervisors knowledge and perceptions of the EWP services and facilities and suggestions to change/improve the EWP

Each of the above-mentioned sections will be dealt with separately during the course of this discussion.

Of the 295 questionnaires that were handed out, 153 were completed and returned. There was therefore a response rate of 51,9%.

Table 5.7 shows the breakdown of the 153 respondents per job category.

TABLE 5.7: ANALYSIS OF RESPONSE RATE PER JOB CATEGORY

	Sample Size	Response Rate	
		#	%
Executive	9	4	44,4
Manager	41	39	95,1
Specialist staff	38	36	94,7
Supervisor	54	27	50,0
Clerical	101	39	38,6
Non-clerical	52	7	13,5
Other (unspecified)	0	1	N/A
Total	295	153	51,9

It follows from Table 5.7 that respondents in the specialist staff and manager categories readily completed and returned the questionnaire. When comparing the clerical and manager job categories, where the sample size was more than double, the response rate for clerical employees was less than half that of managers namely 38,6% against 95,1%. It is further interesting to see that, in only three job categories (managers : 95,1%; specialist staff: 94,7%, supervisors: 50%), did 50% or more of the respondents return the questionnaire.

A 44,4% response rate from the executive job category could be interpreted as an encouragement for the programme, since top management are not only actively supporting the EWP but are also using it. A 13,5% response rate from the non-clerical job category could limit the generalisation of findings for this part of the population.

The next table gives a breakdown of the target population, the sample size and number of respondents in terms of gender.

TABLE 5.8: ANALYSIS OF RESPONDENTS WITH REGARD TO GENDER

	Current complement		Sample size		Sample as a % if complement	Number of respondents		Number of respondents as a % of sample size
	#	%	#	%		#	%	
Male	2104	36,6	140	47,5	6,7	74	48,4	52,9
Female	3652	63,4	155	52,5	4,2	79	51,6	51,0
Total	5756	100	295	100	5,1	153	100	51,9

According to the above table, the gender ratio at the bank is 63,4% females to 36,6% males. In the sample, the ratio is 51,6% females to 48,4% males. It is clear from the above that the sample was not representative of the bank's working population. The female population was underrepresented by 11,8%. However, only 3,2% more females than males responded. It is therefore clear that the sample is not truly representative of the female population.

5.3.1 Profile of respondents

- Data Analysis - Section A: Biographical information

Biographical information such as age, gender, job category, location and length of service is asked for here, so as to ascertain the mix of the EWP client base. This section had to be completed by all respondents.

Following from responses to the question about familiarity with the EWP, the 153 questionnaires then categorised 116 (75,8%) respondents as familiar with the programme and 37 (24,2%) as not familiar at all (see Table 5.9).

(1) Frequencies of biographical data - respondents not familiar with EWP

The following table shows the location, age, gender, job category and length of service of the respondents and their familiarity with the EWP. With "not familiar" in the table is meant to indicate that the respondents do not know anything about the programme.

TABLE 5.9: BIOGRAPHICAL DATA OF RESPONDENTS NOT FAMILIAR AND FAMILIAR WITH THE EWP

Description	Not familiar		Familiar		Total		
	#	%	#	%	#	%	
<i>Location</i>							
5 Simmonds Street	#	16	20,0	64	80,0	80	100
	%	43,2		55,2			
6 Simmonds Street	#	16	26,7	44	73,3	60	100
	%	43,2		37,9			
78 Fox Street	#	2	28,6	5	71,4	7	100
	%	5,4		4,3			
Other (unspecified)	#	3	50,1	3	50,0	6	100
	%	8,1		2,6			
Total	#	37		116		153	
	%	100		100			
<i>Age (Yrs)</i>							
19 or younger	#	3	75,0	1	25,0	4	100
	%	8,1		0,9			
20 - 29	#	15	31,2	33	68,8	48	100
	%	40,5		28,4			
30 - 39	#	10	18,2	45	81,8	55	100
	%	27,0		38,3			
40 - 49	#	5	14,3	30	85,7	35	100
	%	13,5		25,9			
50 or older	#	4	36,4	7	63,6	11	100
	%	10,8		6,0			
Total	#	37		116		153	
	%	100		100			
<i>Gender</i>							
Male	#	10	13,5	64	86,5	74	100
	%	27,0		55,2			
Female	#	27	34,2	52	65,8	79	100
	%	73,0		44,8			
Total	#	37		116		153	
	%	100		100			
<i>Job category</i>							
Executive	#	0	0	4	100	4	100
	%	0		3,4			
Manager	#	2	5,1	37	94,9	39	100
	%	5,4		31,9			
Specialist staff	#	8	22,2	28	77,8	36	100
	%	21,6		24,2			
Supervisor	#	3	11,1	24	88,9	27	100
	%	8,1		20,7			
Clerical	#	21	53,8	18	46,2	39	100
	%	56,8		15,5			
Non-clerical	#	3	42,9	4	57,1	7	100
	%	8,1		3,4			
Other (unspecified)	#	0	0	1	100	1	100
	%	0		0,9			
Total	#	37		116		153	
	%	100		100			
<i>Length of service (yrs)</i>							
1 - 6	#	20	29,0	49	71,0	69	100
	%	54,1		42,2			
7 - 12	#	7	20,0	28	80,0	35	100
	%	18,9		24,1			
13 - 18	#	7	24,1	22	75,9	29	100
	%	18,9		19,0			
19 - 24	#	1	12,5	7	87,5	8	100
	%	2,7		6,0			
25 or more	#	2	16,7	10	83,3	12	100
	%	5,4		8,6			
Total	#	37		116		153	
	%	100		100			

In essence the table shows that a total of 86,4% of the 37 respondents who were "not familiar" with the EWP are situated in the same location where the EWP services and facilities are concentrated, that is, where it is supposed to be most visible and accessible (i.e. 5 and 6 Simmonds Street). This certainly raises questions about the marketing of the programme. The fact that the "length of service" in the bank for 54,1% of the 37 respondents who were not familiar with the EWP, is between one and six years also begs the question as to whether or not the EWP is adequately dealt with in the bank's induction and employee orientation programmes. Also note that more female (73%) than male (27%) employees were not familiar with the EWP. These questions become more pertinent if one considers that a total of 64,9% of respondents who are not familiar with the EWP are in clerical and non-clerical jobs. This leads one to ask: Are communications regarding the EWP done using the appropriate medium for this target population? Are managers/supervisors informing their staff about the EWP?

(2) Frequencies of biographical data - respondents familiar with the EWP

Table 5.9 also shows the location, age, gender, job category and length of service of the 116 respondents who claimed to be familiar with the EWP, where "familiar" means that respondents know about or have used the programme.

It is a fact that the bank employs significantly more women (63%) than men (37%). This is particularly so in the supervisors and clerical job category, where females number 80% and males 20% (Human Resources Division). The biographical profile of respondents in this study reflected this to an extent. The literature (Kline & Snow 1994: 105) confirms that women's participation in the workplace has increased to substantial levels (i.e. comprising approximately 45% of the labour force) with a corresponding increase in stress levels of employed women and its effects on their health. This stress is related to a complex interplay between workplace and family roles. The literature also points to substance use and related problems, such as depression and anxiety which are generated by problems experienced by working women. Organisations, such as the bank, which have a high female staff complement should be mindful that there is a proportionate potential for such problems to exist in the workplace. Its EWP therefore must have the capacity to deal with women's participation in the workplace and their specific problems.

Table 5.9 shows further that 116 respondents, that is 75,8% of the total number (153) of respondents were familiar with the EWP. It is significant to note, however, that clerical and non-clerical employees only represent 15,5% and 3,4%, respectively, of this number (116), while the remaining 80,1% comprise of the supervisory level and upwards. While a reasonable percentage claimed to be familiar with the programme, it is a matter of concern that only a total of 18,9% respondents who are below supervisory level had any knowledge of or exposure to the EWP. This again calls into question employee orientation efforts and the bank's induction programme. Also of significance is that only 42,2% of respondents who claim to be familiar with the EWP have up to 6 years of service. This again poses the question regarding the effectiveness of the employee orientation programme. Of the respondents who are familiar with the EWP, a total of 93,1% are situated in the same location where the EWP services and facilities are concentrated (i.e. 5 and 6 Simmonds Street). This is to be expected, since this is where the EWP is supposed to be the most visible and accessible.

A comparison between the "not familiar" and "familiar" percentages for each of the factors ranging from location to length of service showed that the 'familiar' figures were significantly higher in most of the cases. This could imply that there may already be a lot of value and benefit in the marketing of the programme and this effort should be enhanced.

5.3.2 Familiarity with and utilisation of the EWP

- **Data Analysis - Section B:** Employees' knowledge and perceptions of the EWP services and facilities in terms of:
 - familiarity and the extent of such familiarity with the programme
 - the quality and comprehensiveness of the EWP services and facilities
 - the level of competence of the EWP practitioners
 - the preferred model of delivery

This section had to be completed by all respondents who claimed to be familiar with the EWP as well as by respondents who are users of the programme.

(1) Extent of familiarity with the EWP

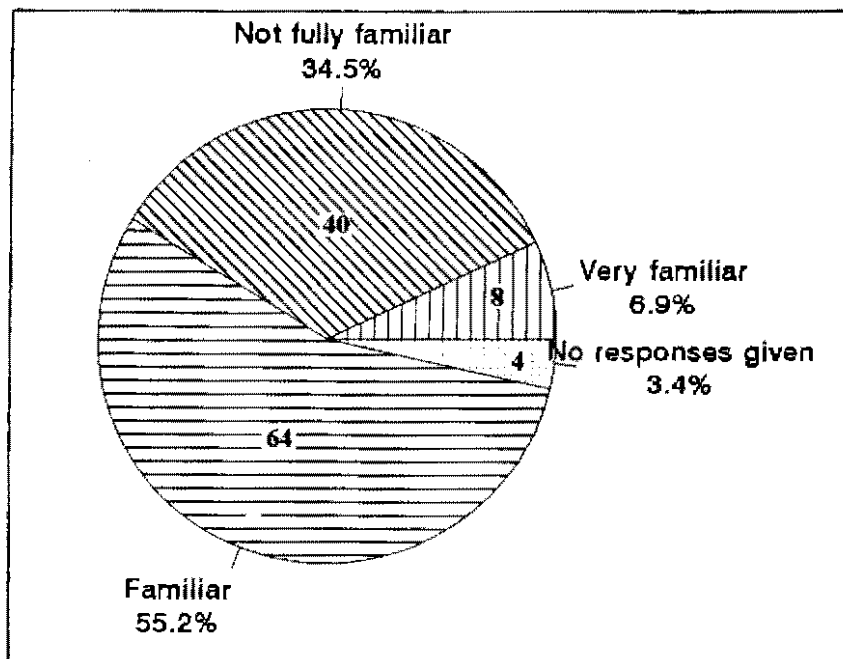
Question 2: To what extent are you familiar with the Bank's Employee Well-Being Programme?

Respondents were asked to mark "not fully familiar/familiar/very familiar" where:

- "very familiar" means that the respondent knows everything about the EWP, what it offers and where/how to access all services
- "familiar" means that the respondent knows about the EWP and what it offers and how/where to access the EWP.
- "not fully familiar" means that the respondent has very limited knowledge about the EWP

The following figure shows a breakdown of the extent to which these 116 respondents were familiar with the EWP.

FIGURE 5.4: EXTENT TO WHICH RESPONDENTS ARE FAMILIAR WITH THE EWP



While all respondents who answered this question claim to know something about the programme, it is worth exploring the actual utilisation in terms of age, gender and job category. These issues will be dealt with under the discussion on utilisation (see Section 5.3.2, sub-section (4)).

(2) Source of reference for the EWP

Question 2.1: How did you become aware of the EWP?

The breakdown with regard to source of reference is shown in Table 5.10. (Note: Respondents could have had one or more sources of reference).

TABLE 5.10: SOURCE OF REFERENCE FOR THE EWP

Source	Frequency	%
Circular	46	17,9
Brochure	65	25,3
Newsletter	33	12,8
Poster	47	18,3
Colleague	26	10,1
Referred by Manager/supervisor	10	3,9
Orientation session	14	5,5
Training session	5	2,0
Other	11	4,3
Total	257	100

Brochures (25,3%), posters (18,3%), circulars (17,9%), newsletters (12,8%) and colleagues (10,1%) seemed to be the most popular sources of reference. Also noticeable out of Table 5.10 is the high percentage (4,3%) for "other" references. These "other" were specified as a friend or the personnel department. The balance was made up of orientation sessions (5,5%), referred by manager/supervisor (3,9%) and training sessions (4,3%).

Question 2.3: Perceptions of source content.

The following table gives a breakdown of respondent's perceptions of the source content with regards to adequacy, clarity and usefulness.

TABLE 5.11: PERCEPTIONS OF THE CONTENT OF THE VARIOUS INFORMATION SOURCES

Source	Content adequate						Content clear and unambiguous						Content useful						
	Yes		No		Total		Yes		No		Total		Yes		No		Total		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Circulars	#	4	70,6	10	29,4	34	100	23	85,2	4	14,8	27	100	21	77,8	6	22,2	27	100
	%	16,0		26,3		18,1		14,9		36,4		16,4		13,6		25,0		17,0	
Brochures	#	46	88,5	6	11,5	52	100	50	100	0	0	50	100	42	91,3	4	8,7	46	100
	%	30,7		15,8		27,7		32,5		0		30,3		31,1		16,7		28,9	
Newsletter	#	20	87,0	3	13,0	23	100	21	91,3	2	8,7	23	100	19	86,4	3	13,6	22	100
	%	13,3		7,9		12,2		13,6		18,2		13,9		14,1		12,3		13,8	
Poster	#	21	70,0	9	30,0	30	100	30	96,8	1	3,2	31	100	22	76,6	6	21,4	28	100
	%	14,0		23,7		16,0		19,5		9,0		18,8		16,3		23,0		17,6	
Colleague	#	12	75,0	4	25,0	16	100	8	66,7	4	33,3	12	100	10	76,9	3	23,1	13	100
	%	8,0		10,5		8,5		5,2		36,4		7,3		7,4		12,5		8,2	
Referred by manager/supervisor	#	4	44,4	3	55,6	9	100	3	0	0	0	3	100	2	50,0	2	50,0	4	100
	%	2,7		13,2		4,3		2,0		100		1,8		1,5		8,3		2,5	
Orientation session	#	9	100	0	0	9	100	8	0	0	0	8	100	8	100	0	0	8	100
	%	6,0		0		4,8		5,2		100		4,9		5,9		0		5,0	
Training session	#	5	100	0	0	5	100	3	0	0	0	3	100	3	100	0	0	3	100
	%	3,3		0		2,7		2,0		100		1,8		2,2		0		1,9	
Other	#	9	90,0	1	10,0	10	100	8	0	0	0	8	100	8	100	0	0	8	100
	%	6,0		2,6		5,3		5,2		100		4,9		5,9		0		5,0	
Total	#	150		38		188		154		11		165		135		24		159	
	%	100		100		100		100		100		100		100		100		100	

Looking horizontally at sources in terms of *content adequate*, *clear*, *unambiguous* and *useful*, we see that percentage responses were high. See for example "orientation", "training session" as well as "other". Except for content adequate (44,4%) and content useful (50%) for "referred by manager/supervisor", the successfulness of the other sources of reference were all over 60%.

If considered vertically, Table 5.11 shows the brochures (30,7%) have adequate content, followed by circulars (16%) and posters (14%). Comparing the sources with each other for "clear and unambiguous content", brochures (32,5%) again have the highest percentage, followed by posters (19,5%) and circulars (14,9%).

The fact that "Heard from a colleague" ranked higher than orientation and training sessions, seems to indicate a positive regard for EWP services and facilities among ordinary employees. However, comment with regard to the content in terms of manager/supervisor referrals was rated poorly when compared to other sources.

Note: "Other" refers to sources such as management orientation sessions; own enquiries; discussion with relevant parties and, in one instance, an external source (the Human Sciences Research Council).

(3) Initiative and reasons for referrals by managers/supervisors (Question 2.2)

As far as initiative and reasons for referrals by managers/supervisors is concerned, respondents comments as are shown in Table 5.12.

TABLE 5.12: INITIATIVE AND REASONS FOR REFERRALS BY MANAGERS/SUPERVISORS

Description	Yes		No		No Response		Total	
	#	%	#	%	#	%	#	%
Clear about reason for referral	11	55	4	20	5	25	20	100
Referral was justified	10	50	3	15	7	35	20	100

Of the respondents who ticked referrals as a source of reference (see Table 5.12) 55% were clear about the reason. This suggests that in this instance managers/supervisors adequately dealt with this aspect and 50% felt that the referral was justified. The literature (Lewis & Lewis 1986: 45) states that managers/supervisors can only do referrals effectively after special training. One could speculate that the managers/supervisors do not have or have not attended special training and that this could be the reason for such a low response rate in terms of manager/supervisor referrals as a source of reference.

(4) Utilisation and quality the EWP services/facilities

Question 3: Indicate whether you personally are using/have used any aspect of the Employee well-Being Programme.

The next table shows whether respondents have used or are still using any aspect of the EWP.

TABLE 5.13: UTILISATION OF THE EWP

EWP service/facility	Have used (%)						Currently using (%)								
	Yes		No		Total		Yes		No		Total		Total of (a) & (b)		
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Psychological Counselling services	#	51	53.1	45	46.9	96	100	38	43.2	50	56.8	88	100	184	100
	%	46.4		25.4		33.6		65.5		26.9		36.1		34.7	
Health services	#	38	40.4	56	59.6	94	100	14	18.9	60	81.1	74	100	168	100
	%	34.6		31.6		32.8		24.1		32.3		30.3		31.6	
Fitness services and facilities	#	21	21.7	76	78.3	97	100	6	7.3	76	92.7	82	100	179	100
	%	19.0		42.9		33.8		10.3		40.9		33.6		33.7	
Total across services	#	110	38.3	177	61.7	287	100	58	23.8	186	76.2	244	100	531	100
	%	100		100		100		100		100		100		100	

Note: Responses for the three EWP Services are not mutually exclusively, that is, respondents could have used one or more of the EWP services. When comparing "have used" to "currently using" the figures show a decrease in the use of services/facilities as follows:

Psychological counselling 53,1% to 43,2%
 Health services 40,4% to 18,9%
 Fitness services 21,7% to 7,3%

If one compares psychological counselling to the health and fitness services, it is evident from Table 5.13 that for both "have used" and "currently using", psychological counselling was used more frequently (46,4% and 65,5%), followed by health services (34,6% and 24,1%).

Reasons given for having used or currently using services/facilities, as shown in Table 5.13, were as follows:

- Psychological Counselling Service: needed counselling for post-trauma stress; objective/external viewpoint required; general dissatisfaction with job; to discuss personal problems with a professional counsellor; to avoid work being adversely affected; could not deal with family trauma.

- Health Services: convenient in case of emergencies; annual flu injections; feeling ill at work.
- Fitness services and facilities: for fitness and health reasons; convenient; to combat stress; a healthy body leads to healthy mind; enjoy exercising.

All of these, according to the literature (see Sections 2.5.1 and 2.5.3) are the right reasons for utilising an EAP. This seems to indicate that the bank's programme has to an extent succeeded in meeting its objectives of providing assistance to troubled employees and creating employee well-being.

A comparison of these figures with the details obtained from the accumulated records shows a parallel in the extent to which the psychological counselling service is being utilised.

The following table shows the breakdown in terms of age of respondents who have or are currently using aspects of the EWP. (Note: Figures across the three services are not mutually exclusive, that is, respondents could have used more than one aspect of the programme).

TABLE 5.14: BREAKDOWN IN TERMS OF AGE AND TYPE OF EWP SERVICE

EWP service Age (years)		Psychological counselling		Health services		Fitness Services		Total	
		#	%	#	%	#	%	#	%
≤ 29	#	9	15,3	17	28,8	33	55,9	59	100
	%	33,3		32,7		37,1		35,1	
30 - 39	#	14	21,5	18	27,7	33	50,8	65	100
	%	51,9		34,6		37,1		38,7	
≥ 40	#	4	9,1	17	38,6	23	52,3	44	100
	%	14,8		32,7		25,8		26,2	
Total		27	16,1	52	30,9	89	53,0	168	100
		100		100		100		100	

When comparing the three aspects of the EWP, it is evident that the fitness services enjoyed more support across all age categories, that is: ≤ 29 years (55,9%); 30 - 39 years (50,8%); and ≥ 40 (52,3%). Examining just fitness services across age categories shows that a significant amount of support came from the ≤ 29 years (37,1%) and 30 - 39 years (37,1%)

categories. The literature (see Section 2.5.7) contains a study done in 1989 which showed that the McDonnell Douglas Corporation's EAP also found that those using the EAP were younger. Health services showed an even spread (i.e. between 32% and 34%) for the age categories, and psychological counselling attracted the highest percentage respondents (51,9%) in the 30 - 39 years age group.

Thus, while the younger user readily avails himself/herself of the fitness services and facilities, marketing and orientation efforts should also be aimed at attracting this category of user to other aspects of the EWP. Similarly, marketing and orientation efforts should also be geared to attract all categories and users to the psychological counselling and health services and facilities.

Table 5.15 gives an indication of the breakdown in terms of the gender of respondents who have or are currently using aspects of the EWP. **Note:** Figures across the three services are not mutually exclusive.

TABLE 5.15: BREAKDOWN IN TERMS OF GENDER AND TYPE OF EWP SERVICE

EWP service		Psychological counselling		Health services		Fitness services		Total	
		#	%	#	%	#	%	#	%
Male	#	11	12,8	25	29,1	50	58,1	86	100
	%	40,7		48,1		56,2		51,2	
Female	#	16	19,5	27	32,9	39	47,6	82	100
	%	59,3		51,9		43,8		48,8	
Total	#	27	16,1	52	30,9	89	53,0	168	100
	%	100		100		100		100	

The figures in this table show that more male respondents (56,2%) used the fitness services than female respondents (43,8%) while health services (i.e. male 48,1%; female 51,9%) and psychological counselling (i.e. male 40,7%; female 59,3%) indicate that more females used the health and psychological counselling components of the programme.

Across services, both male (58,1%) and female (47,6%) respondents favoured fitness services. More female (32,9%) than male (29,1%) respondents use the health services. Psychological counselling reflected a similar utilisation pattern, that is, female (19,5%) and male (12,8%).

Except for the fitness services, these findings are similar to those of the McDonnell Douglas Corporation (see Section 2.5.6) where it was found that more females use the EAP.

Since the staff complement comprises approximately 63% female and 37% male, it was expected that the number of female users would be significantly higher. This could suggest that the programme is not exactly catering for their needs or that any future marketing or orientation initiatives must also be geared to attract the female component of the bank.

The following table gives a breakdown in terms of the job category of respondents who have or are currently using aspects of the EWP. (Note: Figures across the three services are not mutually exclusive).

TABLE 5.16: BREAKDOWN IN TERMS OF JOB CATEGORY AND TYPE OF EWP SERVICE

EWP service Job category	Psychological counselling		Health services		Fitness services		Total	
	#	%	#	%	#	%	#	%
Manager	# 7	12,5	18	32,1	31	55,4	56	100
	% 26,9		40,9		39,7		37,8	
Specialist	# 8	20,0	9	22,5	23	57,5	40	100
	% 30,8		20,5		29,5		27,0	
Supervisors	# 7	29,2	6	25,0	11	45,8	24	100
	% 26,9		13,6		14,1		16,2	
Clerical	# 4	14,3	11	39,3	13	46,4	28	100
	% 15,4		25,0		16,7		18,9	
Total	26	17,6	44	29,7	78	52,7	148	100
	100		100		100		100	

If one compares services, the figures show that fitness services enjoy the highest support in all job categories (i.e. managers: 55,4%; specialist staff: 57,5%; supervisors: 45,8%; clerical staff: 46,4%). More supervisors (29,2%) use the psychological counselling service and more clerical staff (39,3%) use the health services.

However, if we looked at which job category used a specific service the most, it is evident from Table 5.16 that psychological counselling is mostly used by specialists (30,8%) and health and fitness services by managers, namely, 40,9% and 39,7%, respectively.

When one compares the utilisation of the programme across job categories, that is, if one compares **managerial jobs combined** (managers, specialist staff and supervisors) and **non-managerial** (clerical), the figures show that, in almost every facet of the programme, less use is made by clerical staff (that is psychological counselling: 15,4%; health: 25%; fitness: 16,7%), whereas **managers, specialist staff and supervisors combined makes up a significant total of the EWP users** (that is, psychological counselling: 84,6%; health: 75%; fitness: 83,3%). This appears to be contrary to a study done by Ford and McLanhleu in 1981 (Luthaus & Waldersee 1990: 388) where it was found that the rank-and-file were most willing to participate in an EAP. However, a look at Table 5.7 shows that, out of a sample of 101 clericals, the response rate was only 38,6% (i.e. 39 respondents). Of this number, only 18 (see Table 5.9), that is, 46,2% (of 39) claimed to be familiar with the EWP. When compared to the size of this population, namely 2020 (Table 3.2), this percentage cannot be considered a true reflection of clericals' willingness to participate. This could once again point to a need for improved marketing and employee orientation.

(5) Frequency of Utilisation

Question 3.2.1: Please indicate how often you personally are using/have used the EWP services/facilities.

Table 5.17 shows the frequency with which the various services are utilised.

TABLE 5.17: FREQUENCY OF UTILISATION

Frequency	Not at all		Weekly		Two to five times a week		Monthly		When required		Total	
	#	%	#	%	#	%	#	%	#	#	#	%
EWP service/facility												
Psychological services	66	70,9	6	7,0	0	0	2	2,3	17	19,8	86	100
Health services	46	50,0	1	1,1	1	1,1	4	4,3	40	43,5	92	100
Fitness services and facilities	36	38,1	6	6,2	40	41,2	5	5,2	9	9,3	97	100

Once again, responses are not mutually exclusive, that is, respondents could have used one or more of the EWP services. It is clear that most respondents favoured the fitness services and facilities (i.e. a total of 61,9% from the various periods). By the same token a substantial number (43,5%) utilised the health services when required. This might be expected, since both these services are socially accepted, unlike psychological counselling which may be stigmatised. In spite of this, Table 5.17 also shows that a total of 29,1% of respondents appear to use the psychological counselling service at various stages.

(6) Quality of EWP services and facilities

Question 3.3 : What is your opinion of the quality of the service or facility offered by the EWP?

The table below shows that, where the service/facilities have been utilised, respondents generally rated the quality as favourable, with health services and fitness services and facilities attracting "excellent" ratings from 21,8% and 38,3% of respondents respectively. For figures under "not applicable", it is assumed that respondents did not use that aspect of the EWP. Overall there appears to be a positive regard and general acceptance of the EWP.

TABLE 5.18: QUALITY OF EWP SERVICES AND FACILITIES

Level of quality EWP services/facilities	Not applicable		Not good at all		Good		Excellent		Total	
	#	%	#	%	#	%	#	%	#	%
Psychological counselling services	54	65,9	1	1,2	20	24,4	7	8,5	82	100
Health services	37	42,5	2	2,3	29	33,3	19	21,8	87	100
Fitness services and facilities	27	28,7	1	1,1	30	31,9	36	38,3	94	100

(7) Services and facilities which the EWP should offer

Respondents were also asked to list in order of importance any other services or facilities the EWP should offer (Question 3.4). The following were mentioned (the frequency of responses is shown in brackets). Respondents could give more than one response:

- Crèche for those who need it (1)
- Legal advisory service (for divorce, financial matters, etc.) (1)
- Group sessions to deal with stress management (1)
- More workshops dealing with topical issues (1)

- Career planning (1)
- Well-woman clinic (2)
- Relaxation lounge (with music/TV) (3)
- Dietary and alternative medicine advice service (1)
- Swimming classes (1)

Most of the respondents appeared to be content with the current programme, except in nine instances where the above were suggested. Barring the "relaxation lounge" and the "well-women" clinic suggestions, the other seven suggestions only occurred once and can therefore not be prioritised in any type of order.

(8) Level of competence of EWP staff

Question 3.5: How would you rate the level of competence of the EWP staff (i.e. Were they familiar with all aspects of the programme? Were they able to attend to your specific needs? etc.)?

The literature talks about skilled professional helpers (Dickman et al 1985: 14) as essential for a successful EAP and adds that technical or functional expertise is necessary as part of a multi-disciplinary team (Stewart 1991: 125).

Table 5.19 shows how respondents rated the level of competence of service providers within the EWP. In essence, respondents who have or are currently availing themselves of any of the services regarded the EWP staff either as competent (47,1%) or very competent (51%). This was supported by favourable comments about the EWP staff's professionalism and level of customer service. This once again demonstrates that EWP users perceive the programme as a valuable option for employee assistance.

TABLE 5.19: LEVEL OF COMPETENCE OF EWP STAFF

Level of competence	Not competent at all		Competent		Very competent		Total	
	#	%	#	%	#	%	#	%
EWP services/facilities								
Psychological services	1	3,1	17	53,1	14	43,8	32	100
Health services	2	3,6	26	46,4	28	50,0	56	100
Fitness services and facilities	0	0	29	44,6	36	55,4	65	100
Total	3	2,0	72	47,1	78	51,0	153	100

(9) Special talks/presentations hosted by EWP staff

Question 4: Rate any "special" talks/presentations hosted by the Employee Well-Being Department.

A variety of special talks/presentations were hosted by the EWP department since its inception. Table 5.20 shows responses in terms of the relevance and content of such events.

TABLE 5.20: SPECIAL TALKS/PRESENTATIONS HOSTED BY EWP STAFF

Special Talks/presentations	(a) Did not attend talk		(b) Did attend talks												Total of (b)		Total of (a) and (b)		
			Relevance						Content										
	0		1		2		3		1		2		3		#	%	#	%	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%					
Aids	#	71	79,8	2	11,1	5	27,8	11	61,1	2	11,1	3	16,7	13	72,2	18	20,2	89	100
	%																		
Child abuse	#	75	90,4	2	25,0	1	12,5	5	62,5	0	0	3	37,5	5	62,5	8	9,6	83	100
	%																		
Managing your money	#	66	82,5	0	0	6	42,9	8	57,1	0	0	8	57,1	6	42,9	14	17,5	80	100
	%																		
Alcohol and drug abuse	#	73	89,0	1	11,1	2	22,2	6	66,7	0	0	2	22,2	7	77,8	9	11,0	82	100
	%																		
Other (unspecified)	#	43	86,1	0	0	1	14,3	6	85,7	0	0	3	42,9	4	57,1	7	14,0	50	100
	%																		
Total		328	85,4	5	8,9	15	26,8	36	64,3	2	3,6	19	33,9	35	62,5	56	14,6	384	100

1 = weak; 2 = average; 3 = very good

Table 5.20 shows that only 14,6% of respondents attended special talks/presentations. Clearly, the EWP did not get the kind of support for their talks that they would have liked and, when respondents did attend, between 57% and 86% rated the relevance of topics/issues as "very good" and between 43% and 78% considered the content "very good". The fact that these special talks/presentations took place during the lunch break could have had something to do with the poor attendance. Referring to the list of services/facilities that respondents wanted the EWP to offer, a request was made for more workshops dealing with topical issues (see Section 5.3.2, Sub-section (11); Section 5.3.3, Sub-section (3) and Section 5.3.5, Sub-section (6)). This seems to indicate a positive potential for such talks/presentations. They should, however, be more aggressively advertised or should be held at a time that is suitable for all interested parties.

(10) Type of model preferred for the EWP

Table 5.21 gives an indication of the type of EAP model preferred by respondents who were familiar with the EWP (Question 5).

TABLE 5.21: PREFERRED MODEL FOR THE EWP

Type of model	Frequency	%
Provided on-site by the bank	58	50
Provided on-site by external agency	24	20,7
Provided off-site by the bank	7	6
Provided off-site by external agency	13	11,2
Other	3	2,6
No response given	11	9,5
Total	116	100

The preference appears to be for an on-site service, preferably by the bank (50%). Some reasons in support of this were accessibility, convenience, cost and time. According to Liebenberg (1990: 18), this preference is in line with what is required for an organisation the size of the bank and, as it turns out, the bank's programme is largely an indigenous EAP (internal model) with certain features of the EWP provided by external service providers. These latter features were expressed as a need by 20,7% of respondents. Respondents who favoured service delivery by an external agency (on-or off-site) (11,2%) cited confidentiality, specialist expertise and objectivity as reasons. Other respondents did not mind one way or the other, as long as the quality of service was not compromised.

(11) Suggestions in terms of changes/improvements to EWP services/facilities/staff

The following comments were listed as suggestions for changes/improvements to aspects of the EWP. The frequency of responses is shown in brackets.

- **Services:** negotiate and contract with a dietician at a reasonable cost to staff (current provider is too expensive) (3); fitness instructors to be more visible and available in gym (4); utilise experienced sportsmen/women to address gym users about pertinent issues (2); employ own physiotherapist (3); do regular research (e.g. this questionnaire is very welcome) (3); provide a mobile service for rural areas (3), doctor on site (2).

- **Facilities:** expand facilities to other major urban areas (3), bigger aerobics studio (5); redesign gym to target specific exercise areas of need (e.g. stomach, legs, body etc.) (4); medical centre should remain open until 17:00 daily (2), less airconditioning and more fresh air (skylights/windows) (3); stricter control in gym (circuit training, towels, etc) (6); running track on roof (3).
- **Staff:** external agency counsellors seemed to be too young and inexperienced to deal with older/seasoned/married staff members (1).

Apart from the fact that 58,7% of the above suggestions relate to fitness services and facilities, it would appear that EWP users would like the programme to be responsive to their needs.

Some salient points which emerged in this section of the discussion (i.e. employees' knowledge and perceptions of the EWP services and facilities) are the following:

- While over 60% of respondents claimed to be familiar with the programme, marketing and employee orientation need attention.
- With regard to utilisation, it would appear that the fitness service and facilities attract the younger user.
- While health and fitness services are socially more acceptable, psychological counselling also enjoys reasonable support.

Approximately 60% more managers, specialist staff and supervisors than clerical or non-clerical employees availed themselves of the programme. Otherwise, respondents commented favourably about the level of competence of practitioners (98%), the quality of the service (between 82% and 94%), and the preferred model of delivery (50%).

5.3.3 Perceptions with regard to social functioning versus work performance; the bank's human resources objectives and the comprehensiveness of the EWP services and facilities

- **Data Analysis - Section C**

This section deals with employees' perception of the relationship between a person's home and working life and employees' understanding of the bank's objective with the EWP. This section had to be completed by all respondents familiar with the EWP.

(1) Social/psychological/physical functioning and work performance (Question 1)

According to the literature, there is definitely a relationship between an individual's social/psychological/physical functioning and work performance.

Table 5.22 shows what respondents believe about such functioning and work performance.

TABLE 5.22: BELIEFS ABOUT SOCIAL/PSYCHOLOGICAL/PHYSICAL FUNCTIONING AND WORK PERFORMANCE

Statement	Response		Yes		No		Unsure		Total	
	#	%	#	%	#	%	#	%	#	%
• A person's working life influences his/her home life.	113	97,4	3	2,6	0	0	116	100		
• A person's home life influences his/her working life.	109	94,0	4	3,5	3	2,6	116	100		
• A "healthy or well" employee is more likely to be an effective and productive worker.	115	99,1	1	0,9	0	0	116	100		
• An employee with personal problem's often suffers.	109	94,0	3	2,6	4	3,5	116	100		
• The bank is responsible to help its employees to remain or become healthy/well.	81	70,4	17	14,8	17	14,8	115	100		

Clearly, a majority of the respondents (99,1%; 97,4%; 94% and 94%) believe that there is a reciprocal relationship between a person's social/psychological/physical functioning and work performance, and that the one can either positively or adversely impact the other. Roughly 70% of the 116 respondents also believed that the bank has a responsibility to help its employees to remain or become well.

Those that said no or were unsure commented that it is a joint responsibility of the employer and the employee.

This is the realisation should be exploited for the benefit of both the individual and the organisation. It could be used as a basis for selling the EWP to employees through extensive marketing, training and orientation efforts.

(2) Perceptions about the bank’s concern, care and sensitivity objective

Question 2: The bank’s objective in providing the EWP is to demonstrate to its staff that it is concerned, caring and sensitive about the individual needs of its employees. In your opinion, would you say that the programme has fulfilled its objective.

The next table shows respondents’ perceptions about the bank’s objective of demonstrating concern, care and sensitivity to its staff through the EWP. Responses for the three dimensions were not mutually exclusive.

TABLE 5.23: PERCEPTIONS ABOUT THE BANK’S CONCERN, CARE AND SENSITIVITY OBJECTIVE

Dimension	Response		Yes		No		Unsure		Total	
	#	%	#	%	#	%	#	%	#	%
Concerned	80	74,1	13	12,0	15	13,9	108	100		
Caring	64	59,3	17	15,7	27	25,0	108	100		
Sensitive	58	53,2	23	21,1	28	25,7	109	100		

While the response is generally positive (i.e. more than 50% "yes" responses) , "no" and "unsure" responses suggest some scepticism, particularly with regard to the bank being sensitive to the individual needs of employees. This was substantiated by the following comments:

- **Concern** - Most respondents (i.e. 74,1%) felt that the provision of the EWP Services and facilities demonstrates the bank’s concern for its staff. The remainder commented that services provided were more out of obligation than concern.
- **Care** - Of the 59,3% of respondents who commented positively about the caring, some suggested that the bank use success statistics to market to illustrate that the bank cares (Spring Day and St Valentine’s Day gestures are seen as evidence that the bank cares). Of the 15,7% who responded "no", there was a feeling that managers are not operationalising the caring side and must therefore be trained in how to care for staff.

- **Sensitive** - This is related to the amount and level of care shown. Specific comments in this regard were: the bank is over-sensitive to rights of smokers (2); the bank is not sensitive but dictatorial (3); "old school" managers obliterate the sensitivity generated by the EWP (4). (The figures in brackets indicate the frequency of responses.)
- **Overall comments** - The bank is a large organisation with the tendency to be impersonal and exploitative (2); good intentions are outweighed by bad management/structures/culture (4); there is doubt about the sincerity of the bank (2); the bank tends to neglect staff in other ways such as career paths/salary increases/loans (2). (The figures in brackets indicate the frequency of responses.)

Fisher (1989: 22) talks about responsiveness to client needs - in this instance a need for the organisation to display congruence between this objective (concerned, caring and sensitive) and how it is actually applied in practice.

(3) Comprehensiveness of EWP services and facilities

Question 2.1: Do you consider the EWP to be comprehensive enough (i.e. does it provide all the facilities and services necessary) with regard to prevention, treatment and rehabilitation?

Table 5.24 gives a breakdown of responses in terms of the comprehensiveness of the EWP services and facilities as they pertain to prevention, treatment and rehabilitation.

TABLE 5.24: COMPREHENSIVENESS OF EWP SERVICES/FACILITIES

Response	Yes		No		Unsure		Total	
	#	%	#	%	#	%	#	%
Prevention	55	52,4	14	13,3	36	34,3	105	100
Treatment	48	52,1	3	3,3	41	44,6	92	100
Rehabilitation	40	43,5	5	5,4	47	51,1	92	100

Combining "No" and "Unsure" percentages (that is, prevention: 47,6%, treatment: 47,9%; rehabilitation: 55,4%); makes it evident that approximately half of the respondents who were familiar with the programme appeared not to be convinced about the comprehensiveness of the EWP services and facilities. Some of the comments listed may help to put their views into perspective (frequency of responses is given in brackets):

- **Prevention** - Focus on education by way of advertising, circulars and brochures (2); provide a comprehensive brochure containing everything about the programme(4), the use of guest speakers/motivational talks yields better results (3); include talks about the dangers of steroids and drugs (3); education and marketing efforts are few and far between (5); many staff still have financial problems (prevention efforts inadequate) (4).
- **Treatment** - Treatment is only available to staff in close proximity to the main centre (4); more follow-up and support are needed for psychological counselling services (from Family Life Centre) (6).
- **Rehabilitation** - What about people who have been dismissed and whose lives have been adversely affected (3)? There is no follow-up from Family Life Centre (4); using the gym has helped (5).

Respondents who answered "yes" (that is, prevention: 52,4%; treatment: 52,1%; rehabilitation: 43,5%) appeared to be more positive and made the following comments which support this view:

- **Prevention** - Prevention is at a high enough level at present and there is no need to expand services; prevention is within the limits of what the bank can do (4).
- **Treatment** - The clinic is there to attend to situations where medication is needed (5).
- **Rehabilitation** - Service/facilities are sufficiently provided (5).

In terms of what Fisher (1989: 22) says in the literature, the bank's programme answers to "responsiveness to client needs" as a requirement for a successful EAP.

The salient points for this section of the discussion are firstly, that respondents believe that there is a reciprocal relationship between a person's social/psychological/physical functioning and work performance and secondly, that the bank's objective to be concerned, caring and sensitive to its employees' needs can be operationalised even further.

5.3.4 The Extent to which users have benefited from the EWP

- **Data Analysis - Section D**

This section deals with:

- the extent to which users of the EWP have benefited (i.e. the value of the EWP)
- preference for alternatives to the bank's programme

This section had to be completed by previous and current users of the EWP.

(1) **Extent to which users benefited from the EWP**

The table below shows the extent to which users of the EWP believe they have benefited. Responses are not mutually exclusive, that is, respondents could have rated one or more items.

TABLE 5.25: EXTENT TO WHICH USERS BENEFITTED FROM THE EWP

Item	Rating (%)							
	1		2		3		Total	
	#	%	#	%	#	%	#	%
• Job performance	0	0	17	37,0	29	63,0	46	100
• Attitude to work	1	2,1	18	38,3	28	59,9	47	100
• Personal health	3	5,3	7	12,3	47	82,5	57	100
• Stamina	3	5,7	10	18,9	40	75,5	53	100
• Management to work stress and tension	3	5,7	17	32,1	33	62,3	53	100
• Sleeping habits	5	11,9	22	52,4	15	35,7	42	100
• Consciousness of more healthy life styles	1	2,1	8	16,7	39	81,3	48	100
• Smoking	4	17,4	13	56,5	6	26,1	23	100
• Alcohol	2	10,5	11	57,9	6	31,6	19	100
• Diet	2	5,0	14	35,0	24	60,0	40	100
• Relationship with fellow employees	3	6,8	16	36,4	25	56,8	44	100
• Aggressiveness	3	9,4	21	65,6	8	25,0	32	100
• Coping with depression	2	5,1	21	53,9	16	41,0	39	100
• Coping with home life	1	2,5	20	50,0	19	47,5	40	100
• Coping with marriage	3	10,0	17	56,7	10	33,3	30	100
• Coping with financial problems	3	8,1	25	67,6	9	24,3	37	100
• Other specify	0	0	2*	66,7	1**	33,3	3	100
* Unspecified								
** Coping with anger, pain, fear and concentration after hijacking								

1 = Worsened; 2 = No change; 3 = Improved

Of the respondents who made use of the EWP services and facilities, less than half believed that the programme was successful with personal/family problems. This is apparent from percentages for coping with depression (41%); home life (47,5%); marriage (33,3%) and financial problems (24,3%). On the other hand, physical benefits such as improved stamina (75,5%), personal health (82,5%), and consciousness of healthy lifestyles (81,3%) scored favourably. As far as job performance (63%), attitude to work (59,6%), management of work stress (62,3%), and relationship with fellow employees (56,8%), is concerned, respondents also indicated that there was also a measure of success. It is also significant to note that, where respondents rated aggressiveness (25%), smoking (26,1%) and alcohol (31,6%), the benefits were noticeably lower, while "diet" showed an improvement (60%). What should be of concern, however, is that in certain instances respondents claimed that there was evidence of worsening conditions. Bellingham and Cohen (1987: 208) point out that, where organisations have implemented health/fitness programmes, there have been reports of high utilisation figures with resultant savings in terms of health care treatment costs and reduced absenteeism. The above discussion of Table 5.25 seems to indicate that the health and fitness aspects of the EWP were perceived to be adding value, but it would be worth recommending further investigation of the impact of the EWP as a whole on health care treatment costs, absenteeism, performance and social functioning. It would also be necessary to find ways to measure the level of success of these programmes.

(2) Alternatives to the EWP

Question 2: Please state whether you would prefer to make use of services and facilities (similar to that of the Standard Bank Employee Well-being Programme) which are available from other providers.

The following table shows whether respondents would prefer other service providers for the respective EWP services and facilities.

TABLE 5.26: RESPONDENTS PREFERENCE WITH REGARD TO EWP ALTERNATIVES

Alternatives	Yes		No		Total	
	#	%	#	%	#	%
Social welfare agencies	12	21,8	43	78,2	55	100
Community hospitals/clinics	13	23,2	43	76,8	56	100
Health and racquet clubs	21	32,3	44	67,7	65	100
Other	1*	7,1	13**	92,9	14	100
* Legal						
** Unspecified						

In essence (78,2%, 76,8%, 67,7% and 92,9%), respondents were largely in favour of the bank's programme. Some supporting comments for "no" responses, that is, "prefer the bank's programme", were (the frequency of responses is given in brackets):

- Social welfare agencies
 - can form a good community referral network (2)
 - are stigmatised (5)
 - would not comprehend/appreciate the work environment (7)
 - inconvenient (6)
 - better service provided by the EWP (3)

- Community hospitals/clinics
 - understaffed and short of funds (3)
 - fortunate to have bank facilities (4)
 - overcrowded (2)
 - too much bureaucracy (3)
 - time consuming (1)

- Health and racquet club
 - too remote (4)
 - too expensive (11)
 - bank facilities are adequate (10)

Once again, convenience, accessibility, availability, responsiveness, affordability and social acceptability appear to be the reasons for opting for the bank's programme. The above factors, according to Dickman et al (1985: 14) and (Fisher 1989: 22), are some of the ingredients for a successful EAP.

Comments to substantiate "Yes" response (i.e. prefer alternative to bank's programme) were as follows (the frequency of responses is given in brackets):

- Social welfare agencies
 - more personal attention and confidentiality is assured (7)
 - convenient from a privacy and mobility point of view (closer to home) (4)
 - objective (6)
 - for staff with family problems (1)

- Community hospitals/clinics
 - if the object of the Medical Centre is merely to refer staff to their medical doctor, then it (medical centre) is a waste of time and money (3)
 - best provider/better qualified (5)

- Health and racquet club
 - convenient for weekend and after hours use and the whole family can benefit (11)
 - away from workplace, therefore more relaxed environment (6)
 - diverse facilities (e.g. swimming) (5)
 - for employees in other centres (regions) who do not have the same facilities as the EWP (2)

For those who favoured alternatives, confidentiality, personalised attention, objectivity, qualified staff, after-hours use, relaxed environment and more diverse facilities were major factors. All of these responses indicate that the EWP services and facilities need to be reconsidered with the view to making them more responsive to client needs.

Some salient points with regard to this section of the discussion are that most respondents perceived the health and fitness aspects of the EWP to be of more benefit. Less than half of the respondents believed the programme was successful with family/personal problems. In spite of this, roughly 70% of respondents said that they preferred the bank's programme to external alternatives.

5.3.5 Managers/supervisors and the EWP

- **Data Analysis - Section E: Managers'/supervisors' knowledge and perceptions of the EWP services and facilities in terms of:**
 - the EWP as a source of help when faced with a troubled employee (i.e. the credibility of the EWP)
 - training for the programme
 - policy and procedures of the EWP and how it is applied in practice
 - referrals and the outcome of such referrals (i.e. the value of the programme)
 - suggestions with regard to changes or improvements to the EWP

This section had to be completed by all managers'/supervisors' who have staff reporting to them and who have used the EWP. Sixty-four respondents answered this section of the questionnaire.

(1) EWP as a source of help for managers/supervisors

Question 1: If you are faced with the complexities of an employee with personal/family problems, do you consider the EWP as a source of help?

Table 5.27 shows whether respondents would consider the EWP as a source of help when dealing with an employee who is experiencing personal/family problems.

TABLE 5.27: MANAGERS/SUPERVISORS PERCEPTIONS OF THE EWP AS A SOURCE OF HELP

Type of problem	Yes	%	No	%	Sometimes	%	Total	%
Personal	46	71,9	5	7,8	13	20,3	64	100
Family	44	72,1	9	14,8	8	13,1	61*	100

* Three of the 64 respondents did not comment

Out of 64 respondents, 71,9% said that they would turn to the EWP as a source of help for employees with personal problems and 20,3% said that they would do so sometimes. Out of 61 respondents, 72,1% said they would turn to the EWP as a source of help in the event of family problems and 13,11% would do so sometimes. It is evident then that the EWP enjoys reasonable support from managers/supervisors when they have to deal with employees who present with personal/family problems.

This is very encouraging for the bank, since according to Lewis and Lewis (1986: 56), managers and supervisors play a key role in implementing an EAP because it is they who are expected to identify and refer those employees who need assistance.

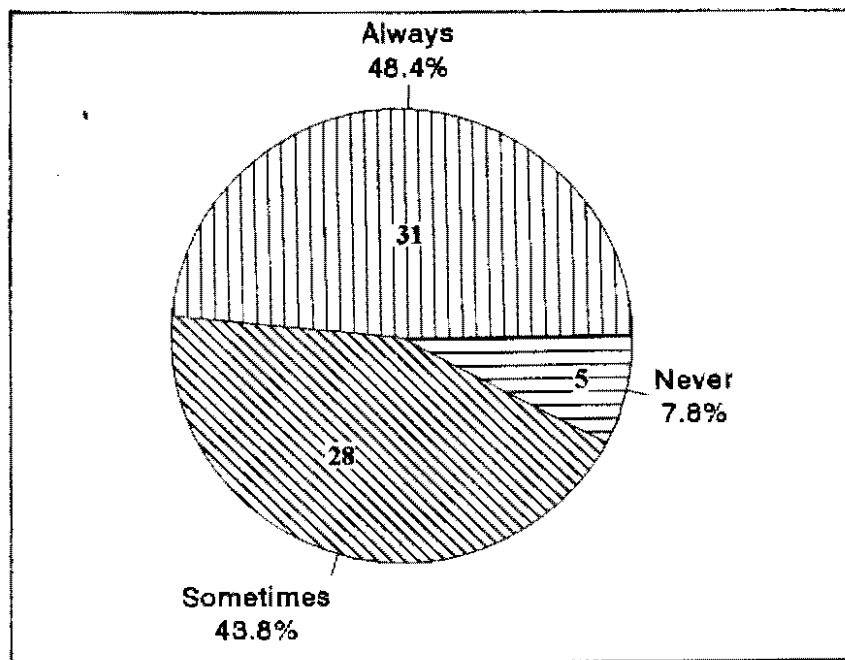
(2) Knowing where to go for assistance

Question 1.1: Do you know where to go for assistance for your staff in respect of the EWP?

The following figures give a breakdown of whether or not the 64 respondents (see Table 5.27) knew where to go for assistance when needing to utilise the services of the EWP.

While approximately 70% of respondents (see Table 5.26) said that they would turn to the EWP as a source of help, Figure 5.5 shows that only 48.4% always knew where to go for assistance and 43.8% only sometimes knew where to go.

FIGURE 5.5: BREAKDOWN OF KNOWING WHERE TO GO FOR ASSISTANCE



This suggests that over half of the respondents (that is, "sometimes" and "never" responses) were not clear about this issue. This again presents an opportunity for active marketing and a concerted effort to be made to include "EWP Training" in management and supervisory development programmes.

(3) Training for the EWP (Question 2 - 2.5)

Out of 64 respondents, 10 have received specific training and 54 have not. The latter represents a significant proportion, i.e. 84,4%.

Of the ten who received training, four attended a training course, two worked through self-study programmes, and four through other media (e.g. presentations; staff meetings). All ten claimed that the training received assisted them in identifying employees who should be referred to the EWP.

The table below shows the 10 respondents' opinions with regard to the content of the training interventions.

TABLE 5.28: OPINION ABOUT THE CONTENTS OF TRAINING INTERVENTIONS

Description	Yes		No		Total	
	#	%	#	%	#	%
Adequate	10	100	0	0	10	100
Clear and unambiguous	10	100	0	0	10	100
Useful	10	100	0	0	10	100
Delivered using appropriate medium	7	87,5	1	12,5	8	100

Except for the "appropriateness of the medium", respondents unanimously agreed that the training was adequate, clear and useful.

The 10 respondents who received training also reported on whether or not the work environment (in terms of services, facilities, referral procedures and confidentiality) supports what was learned on the training course. The results are shown in Table 5.29.

TABLE 5.29: WORK ENVIRONMENT SUPPORT FOR EWP

Description	Yes		No		Unsure		Total	
	#	%	#	%	#	%	#	%
Are the services available?	9	100	0	0	0	0	9	100
Are the facilities available?	9	100	0	0	0	0	9	100
Is the referral procedure adhered to?	9	100	0	0	0	0	9	100
Is confidentiality maintained?	7	77,8	0	0	2	22,2	9	100

Once again, barring "is confidentiality maintained", respondents agreed unanimously that the services and facilities were available and referral procedures were adhered to. The 20% "unsure" responses for "Is confidentiality maintained?" introduces some doubt about the confidentiality aspect and needs to be addressed. Once again respondents claimed that employees who were not sure about confidentiality feared victimisation. According to Dickman et al. (1985: 14), confidentiality is an imperative for a successful EAP. The bank's programme therefore, must remain credible in this regard.

The next table details whether policy and procedures referred to in the training programme actually work in practice.

TABLE 5.30: POLICY AND PROCEDURES IN PRACTICE

Description	Yes		No		Unsure		Total	
	#	%	#	%	#	%	#	%
Policy	6	75,0	1	12,5	1	12,5	8	100
Procedure	7	87,5	1	12,5	0	0	8	100

It is evident that the policy ("yes": 75%) and procedures ("yes": 87,5%) actually work in practice, but the "no" and "unsure" responses signal that these should be revisited. Further comment from respondents related to employees fearing victimisation as a result of being referred - even though confidentiality is assured.

(4) Number, nature and success of referrals (Questions 3 - 3.2)

Of the 64 respondents, 57,8%, that is, 37 managers/supervisors, said that they have had occasion to refer employees/an employee to some aspect of the EWP, and 34,4% (i.e. 22) have had no such occasion. Table 5.31 below shows the nature and frequency of referrals.

TABLE 5.31: NATURE AND FREQUENCY OF REFERRALS

EWP services/facilities	Rarely		Sometimes		Often		Total	
	#	%	#	%	#	%	#	%
Psychological counselling services	10	35,7	17	60,7	1	3,6	28	100
Health services	4	20,0	13	65,0	3	15,0	20	100
Fitness services	5	35,7	8	57,1	1	7,1	14	100

Managers/supervisors commented that the need to use the health or fitness services was mainly an individual choice. Figures for psychological counselling services scored relatively higher since it is in cases which warrant counselling where managers/supervisors would exercise their prerogative to refer. To a lesser extent managers/supervisors said that they also exercise this prerogative in the case health problems.

(5) Managers/supervisors perceptions of the success rate of referrals

When asked how respondents assessed the success of the referrals (Question 3.4), the following comments were made by a total of 34 respondents. The frequency of responses is given in brackets.

- Speaking to staff after sessions and monitoring behaviour (8)
- Feedback from person referred (9)
- Observed behaviour, performance and stress levels back at the job (13)
- Insisted on immediate feedback (where appropriate) (4)

This again points to the importance of outcome evaluation (see Section 2.5.4.11) and the need for an appropriate evaluating system to be developed for the various facets of the EWP.

Question 3.3: In how many cases do you believe the EWP has been successful?

Table 5.32 shows whether managers/supervisors regarded the outcome of referrals as successful.

TABLE 5.32 : MANAGERS/SUPERVISORS PERCEPTIONS OF THE SUCCESS RATE OF REFERRALS

EWP services/facilities	Always		Sometimes		Never		Total	
	#	%	#	%	#	%	#	%
Psychological counselling services	10	37,0	13	48,2	4	14,8	27	100
Health services	9	40,9	12	55,6	1	4,6	22	100
Fitness services	7	50,0	7	50,0	0	0	14	100

In essence, managers/supervisors considered the outcome of referrals to the various aspects of the EWP as successful i.e. "Always": 37%, 40,9% and 50% and "Sometimes": 48,2%, 55,6% and 50%. However, taking "sometimes" and "never" responses into account, suggests that a larger percentage of referrals are not always successful. This is particularly the case with psychological counselling services. Some reasons for this could be as follows:

- referred employees (patients) did not attend all the counselling sessions required to resolve the problem
- agency could have been too specialised and therefore only able to deal adequately with certain types of problems and not with others
- the presenting problem could have been a work-related problem which had to be addressed in the workplace
- the manager/supervisor or family members could have been part of the problem and not necessarily part of the solution.

(6) Suggestions for changes/improvements regarding the EWP

The following table shows the nature and frequency of suggestion regarding changes/improvements to the bank's programme.

TABLE 5.33: SUGGESTIONS FOR CHANGES/IMPROVEMENTS REGARDING THE EWP

Aspect	Suggestion	#	%
<i>Training</i>	• Compulsory for managers and supervisors.	5	8,3
	• Include success stories in training sessions.	1	1,7
<i>Employee education</i>	• All staff should be aware what the EWP is all about and what it can offer.	2	3,3
	• Use appropriate language medium.	2	3,3
<i>Referral procedures</i>	• Publicise procedures more widely, i.e. make it part of the Human Resources procedure manual.	4	6,7
	• Provide Easy-Aids for Managers and Staff.	2	3,3
	• Advertise contact names and numbers.	3	5,0
<i>Services</i>	• Arrange lunch-time events to bridge cultural gaps.	4	6,7
	• Consider having a mobile clinic and a roving industrial psychologist to service the branch network.	1	1,7
	• There should be more employee health education focusing on nutrition and disease control; psychological counselling is generally healthy .	3	5,0
	• Establish support groups.	3	5,0
	• Consider an in-house helpline.	1	1,7
<i>Facilities</i>	• Family Life Centre (off-site agency) is too far from office.	2	3,3
	• Recreation facilities should not have restricted hours in terms of access, and open the gym after (office) hours (at a fee).	2	3,3
	• Provide a relaxation lounge with music and TV.	5	8,3
	• Improve air circulation in the gym.	3	5,0
	• Provide similar facilities in other provinces.	1	1,7
<i>Staff</i>	• Gym staff should be more visible, accessible and available.	6	10,0
	• When counselling, client and practitioner should be of similar race for cultural and religious reasons.	1	1,7
<i>Other</i>	• Make it compulsory to report on drug users.	1	1,7
	• Outlaw smoking in the workplace completely.	7	11,7
	• Not prepared to pay for gym membership.	1	1,7
Total		60	100

The suggestions given were diverse. An extension of the range of services had a combined rating of 21%, with a knowledge of referral procedures attracting a response rate of 15%. This was followed by "completely outlaw smoking in the workplace" (11,7%) and compulsory management and supervisory training (10%). The call for gym staff to be more visible, accessible and available (10%) and the provision of a relaxation lounge (8,5%) was followed by lunch-time events to bridge cultural gaps (6,7%) and employee education (6,6%). Most of these issues were alluded to throughout this chapter. This implies that management/supervisory training, employee education and knowledge of referral procedures are very relevant and it would be worthwhile exploring the need to extend the range of EWP services and facilities.

The salient points for this section of the discussion are that of the 64 managers/supervisors (more than 70%) would consider the EWP as a source of help when faced with a troubled employee. However, 51,6% were not clear about where to go for assistance if the need arose. Of concern is that 84,4% did not receive any form of training for the EWP. What is encouraging is that those that did receive training commented favourably in terms of the theory and practice of the EWP in the bank. As far as the nature, number and success of referrals are concerned, it is evident that more referrals related to the psychological counselling and health services with a perceived success rate of less than 50%. Psychological counselling services in particular should be reorganised to make them more attractive for bank employees. Suggestions for improvements ranged from training, referral procedures, facilities, and employee education for EWP staff as practitioners.

5.4 Summary

- From the analysis of the twelve EWP multi-disciplinary team members' responses, it was evident that, although more than 80% of the respondents believed the programme to be part of an overall corporate strategy, there was doubt expressed by the remaining 16,7% as to whether employees share the same view.
- Furthermore, while 58,3% of respondents said that a needs analysis was done before setting up the EWP, this could not be substantiated since approximately 92% of the respondents became involved in the programme at least two to three years after its inception.

- With regard to marketing of the EWP and employee participation, respondents commented that initiatives to create awareness and encourage participation were both formal and informal (i.e. word of mouth). Of the formal efforts, presentations, information pamphlets, promotions and mailshots were the preferred communications.
- Respondents claim to function as a multi-disciplinary team but judging from their comments, this appears to be an ad-hoc arrangement. What was clear, however, is that the involvement of the bank's managers and supervisors in the EWP partnership should be greatly extended.
- It was also evident that service providers relied mainly on walk-in business and that the success of the programme, according to the EWP practitioners, is measured in terms of increased utilisation.
- With regard to the objectives of the EWP, each respondent commented on this from his/her own viewpoint, with the consensus being the well-being of the employee and effective functioning in the workplace.
- As far as the level of user satisfaction is concerned, it was evident that no formal evaluation is done for the EWP. However, respondents were adamant that the EWP services and facilities had grown extensively since their inception and that they have matured in terms of service provision, with a shift from remedial to preventive services.
- Respondents saw commitment, professionalism, assured confidentiality and the equipment and facilities as the EWP's biggest assets on the one hand and aspects such as an inadequate database, low employee involvement, lack of line management support and confidentiality as the programme's drawbacks on the other hand.
- Analysis of the self-administered questionnaire responses showed that a response rate of 51,9% was achieved.
- Section A of the questionnaire dealt with the biographical information of respondents, namely, location, age, gender, job category and length of service.

- Section B dealt with employees' knowledge and perceptions of the EWP services and facilities. In terms of becoming aware of the EWP services and facilities, respondents claimed that brochures, posters, circulars and newsletters were the popular sources of reference. This was supported by favourable comments regarding content adequacy, clarity and usefulness.
- Utilisation of the EWP services and facilities also compared favourably with the norm in terms of EAP utilisation in America and South Africa. However, with a 40/60 - male/female proportion in the bank's staff complement, it is significant to note that the programme has more male than female users. Furthermore, in terms of job category, managers, specialist staff and supervisors combined make up a significant number of EWP users. In other words, less use is made by clerical and non-clerical staff.

Respondents commented favourably regarding the quality of the programme and the level of competence of EWP staff. This points to a positive regard and a general acceptance of the programme as an on-site service.

- Section C looked at respondents' perceptions about home/personal life and work performance as well as employees' understanding of the bank's objective with the EWP. Clearly, a majority of the respondents believed that there is a reciprocal relationship between a person's social/psychological/physical functioning and work performance.
- Some respondents were sceptical and others were positive about the bank's objective with the EWP, namely, to demonstrate the bank's sensitivity, care and concern for its staff. This suggested a need for the organisation to display congruence between the stated objective and how it is actually applied in practice.
- Section D looked at the extent to which users have benefitted from the EWP and preference for alternatives to the EWP. The health and fitness aspects of the EWP were perceived to be adding value. This seemed to be the case to a lesser extent with psychological counselling. However, it could be worth recommending further investigation in order to assess the real benefit of the EWP in terms of health care treatment costs, absenteeism as well as performance and social functioning.

- Approximately 70% of respondents stated that they preferred the bank's programme to external alternatives. The reasons given were convenience, accessibility, availability, responsiveness, affordability and social acceptability.
- Section E dealt with managers/supervisors knowledge and perceptions of the EWP. The EWP enjoys reasonable support from managers/supervisors who confirmed that they would use the programme as a source of help when dealing with troubled employees. It was evident that active marketing, training for managers/supervisors and a formal evaluation system would serve to sustain and even enhance this support. Managers/ supervisors had some measure of success in terms of health and fitness, but that psychological counselling was not always successful.

The above discussions and results indicate that, while the bank's programme is conceptually more sophisticated than the traditional EAP, it is still deficient in some respects, namely:

- There is a need for adequate training for managers/supervisors and employee orientation programmes which would support the EWP's marketing initiatives.
- There is a need for a comprehensive evaluation system.
- There is a need for a database for record keeping as a management information system.
- The bank's objective to be concerned, caring and sensitive to its employees' needs can be operationalised even further.
- Fewer than half of the respondents believed that the programme was successful with family/personal problems.
- It is also apparent from the findings that employees (i.e. EWP customers) are more knowledgeable, more demanding and have higher expectations, and, if the EWP wants to remain responsive to customer needs, it will have to take cognisance to these issues. Chapter 6 deals with these conclusions in more detail and also discusses recommendations accordingly.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

The findings emanating from the literature and empirical study are discussed in this chapter. Conclusions are also discussed, as are recommendations for the Employee Well-Being Programme as it pertains to the Standard Bank.

From the findings of this study it is quite apparent that the EWP has gone a long way to create an awareness of what it means to be well in the SBSA. Despite some employee scepticism and criticism about the programme, it is clear the Employee Well-Being Programme was perceived in a positive light. The bank was seen to be attempting to come to terms with the issue of human/employee relations.

6.2 Conclusions: the aim, objectives and assumptions of the study

With regard to the literature review and empirical findings, the study's aim and objectives were attained and assumptions were confirmed in terms of the following:

6.2.1 Aim

The aim of the study was to determine the nature, scope, application and utilisation of an EAP in a white-collar work environment.

With regard to the aim of the study, it was found that the Employee Well-being Programme, in attempting to strike a balance between the apparent contradiction in the drive for employee well-being and enhanced productivity/job performance, showed evidence of utilisation that compares favourably with local and international trends. In the USA, for instance, utilisation rates range between 5-15% and such figures are considered good, even at the lower end (Du Plessis 1990a: 36) (see Section 2.5.7). In comparison, the EWP in the context of a white-collar environment evidenced a utilisation rate of 5,44% over a six month period for psychological counselling (see Section 3.3.5.1, sub-section (5)), a daily utilisation of approximately 17,5% for fitness services (see Section 3.3.5.2), and a monthly utilisation of roughly 21% for health services (see Section 3.3.5.3).

These statistics are important, in that they may alert service-providers to high-risk groups, large numbers of employees affected by a particular problem or programme credibility. However, they should not be confused with the effectiveness and success of the programme. The findings indicated that most users claimed to have derived benefit from the health and fitness services, while fewer than half of those using the psychological counselling service believed that it was successful with family/personal problems. Hence, in order to truly say what value the programme has added, programme evaluation must be carried out in terms of individual case studies, client-centred appraisals or organisation-wide studies by looking at indicators such as the effect of EAP intervention on job performance, absenteeism, labour turnover, disciplinary enquiries and health care costs, to name a few.

In terms of the above it is evident that the study has achieved its aim of determining the nature, scope, application and utilisation of an EAP in a white-collar environment. This is confirmed in the exposition of the objectives of the study (see Section 6.2.2).

6.2.2 Objectives

6.2.2.1 To review the literature pertaining to EAPs on a global and national level and systematically present the findings on EAPs in general and more specifically on EAPs in a white collar environment.

In terms of the above, the literature review (Chapter 2) found that the EAPs had its roots in the occupational alcoholism programme model of the 1940s and were used in predominantly blue-collar environments. For this reason there was a stigma attached to EAPs amongst the upper level white-collar workers. The programme evolved a more comprehensive approach when it was realised that alcohol abuse cannot be dealt with without considering the total individual. This was more in line with current approaches in health care - i.e. a holistic approach to mental, emotional and physical wellness.

Where such an approach has been adopted (i.e. with the emphasis on health/fitness programmes), organisations report high utilisation figures with savings in terms of health care treatment costs and reduced absenteeism.

This approach paved the way for EAPs in a white-collar environment. In South Africa, however, while EAPs are growing at an unprecedented rate, they have largely been available in industrial settings with predominantly blue-collar workers. What is more characteristic about the traditional pattern of EAPs in South Africa is its focus on early identification and treatment being reactive rather than proactive. Evaluation of EAPs is sadly also lacking in

South Africa. Barring the three client-centred studies alluded to by Du Plessis (1990a: 39), the literature showed very little evidence of in-roads made into white-collar environments.

With regard to findings about EAPs in a white-collar environment, the researcher would like to refer to the exposition given in Chapter 3 on the Standard Bank's Employee Well-being Programme (EWP). This programme comprises the delivery of a psychological counselling service, a primary health care service, and fitness services and facilities. In essence, the EWP follows an eclectic model, which combines features of both an external and an internal EAP. The programme grew from a fitness service and facility in 1982 to a holistic wellness programme, officially launched in 1990. This study has perhaps acted as a catalyst by pointing out the direction in which future studies should go, namely, to undertake individual case studies, client-centred appraisals and organisation-wide studies in white-collar work environments where EAPs have been implemented. Clearly, in terms of the above, the study achieved the objective of presenting findings about EAPs in general and, specifically, EAPs in a white-collar environment.

6.2.2.2 To determine the nature and application of the bank's EWP

The Bank's Employee Well-being Programme, like all EAPs, is aimed at improving the quality of life of employees, correcting job performance or maintaining an acceptable level of job performance and improving interpersonal relations within the workplace. Furthermore, the nature of the programme is such that it provides the employee with the means to safeguard his/her well-being.

The programme grew from a fitness service and facility in 1982 to a fully fledged programme, officially launched as the Employee Well-being Programme in 1990. It includes the delivery of a psychological counselling and primary health care service as well as a comprehensive health and fitness service. The psychological counselling service deals with a wide variety of personal and family problems ranging from marital, drug and alcohol abuse, divorce, violence, bereavement and retrenchment. The programme's stance on physical wellness is demonstrated through the fully equipped and professionally staffed gymnasium and medical centre.

Regarding its application, the EWP is an eclectic model which combines aspects of both an external and an internal EAP, with the external service delivery being provided by the Family Life Centre in terms of psychological and social counselling. The internal component comprises the fitness and primary health care services and facilities, and a limited psychological and social counselling service provided by the in-house social worker.

It is evident from the above that the study achieved the objective of determining the nature and application of the bank's EWP.

6.2.2.3 To establish the extent to which the EWP addresses the needs of the employees of the Standard Bank

From a provider point of view (i.e. the multi-disciplinary team), there were unsubstantiated claims that a comprehensive needs analysis was done before developing and implementing the programme. From a customer (employee) point of view, a significant percentage commented favourably about the quality, professionalism and comprehensiveness of the EWP services and facilities as they pertain to prevention, treatment and rehabilitation. This could be interpreted as demonstrating that employee needs are being adequately addressed. It is also evident from the Employee Involvement Forums and the Lifestyle Questionnaires that concrete steps were being taken to assess and address employee needs. The findings also showed that more females than males were employed by the bank and that the EWP addressed generic needs and not necessarily the needs of a working women. Respondents indicated that the programme should extend its services and facilities to include a "well-women" clinic, a relaxation lounge (with TV and music), a bigger aerobics studio, formalised programme evaluation, a mobile service to rural areas, a doctor on site, less airconditioning and more fresh air in the gym, a running track on the roof of the building, older and more experienced counsellors. The above suggests that, while the EWP is regarded as comprehensive by some employees, it still has potential for expansion, according to others. When one takes all the above into account, it is evident that the study established the extent to which the EWP addresses the needs of the employees.

6.2.2.4 To establish the nature and extent of the marketing of the Standard Bank Group's Employee Well-Being Programme

In responding to the question about creating awareness of the EWP amongst employees, the multi-disciplinary team members unanimously agreed that the EWP's marketing efforts were both (a) **formal** i.e. via presentations, advertising, promotions, articles in the internal newspapers, mailshots, posters, brochures, information pamphlets and booklets, and (b) **informal** i.e. through word of mouth and casual referrals throughout the respective services. In certain areas, such as fitness services, efforts were very focused e.g. compiling and distributing a strategy for a National Health and Fitness Programme. Awareness was also created through the bank's stress management course.

Employees on the other hand confirmed that brochures, posters, circulars and newsletters were their sources of reference, and they also viewed the adequacy, clarity and usefulness of content in each case very positively. While these sources of reference should be exploited in the EWP's marketing efforts, the findings also suggested that more can be done with employee orientation and manager/supervisor training as avenues for marketing the EWP.

The findings also showed that more employees in the supervisory level and above than employees in clerical and non-clerical job categories were availing themselves of the EWP. It can be concluded in terms of the above findings that the EWP service providers should use the marketing initiatives which proved successful (e.g. promotions, advertising on posters and brochures, newsletters and circulars) to target clerical and non-clerical employees. Secondly, the induction programme and training for managers and supervisors should include content regarding the EWP. It follows then that the objective, namely, to establish the nature and extent of the marketing of the EWP, has been achieved.

6.2.2.5 To establish the extent to which the workforce is utilising the programme

The programme is essentially underpinned by the principle of voluntary participation. Although Table 5.13 reflects a decrease in utilisation across all the services and facilities and Table 5.20 reflects that special talks/presentations were not well supported, the accumulated records (Tables 3.3 - 3.11) indicated that utilisation in the respective areas has increased over a six month period. Utilisation over a six month period (from January to June 1995 for psychological counselling) was 1372. This figure comprises interviews, consultations and casework. Fitness services and facilities for the same period showed a utilisation figure totalling 36 666, while utilisation of health services amounted to 6957 (comprising 948 new patients and 6009 patients previously seen). Further analysis showed that the fitness services and facilities attract the younger user, and that more managers/supervisors availed themselves of the programmes. Analysis also showed that, although the bank employs approximately 27% more females, than males, only 3,2% more female than male respondents have used the EWP.

Based on these findings it is clear that, for the EWP to remain attractive and relevant, it has to be on the cutting edge of social and organisational issues as they pertain to males and females. In addition, marketing initiatives and interventions at micro levels (guided by aged, gender and job category) can form a credible basis from which to launch preventive programmes. Once again the objective of establishing the extent to which the workforce is utilising the programme, has also been achieved.

6.2.2.6 To provide feedback and make recommendations to the relevant authorities. This aspect will be dealt with in Section 6.3.

6.2.3 Assumptions

6.2.3.1 The Employee Well-Being Programme was intended by senior management to be part of the Human Resources strategy in the Standard Bank Group. However, it is not interpreted as such by line managers, supervisors and their subordinates.

Roman and Blum, as quoted by Kurzman and Akabas (1993: 28), maintain that it is imperative for the EAP to be part of the organisation's goals and human resource strategy. **The study does not confirm with any certainty that the Employee Well-Being Programme was intended by senior management to be part of an integrated Human Resources strategy in the Standard Bank Group**, because it is not interpreted as such by line managers/supervisors and their subordinates, and, furthermore, a look at the history of the EWP (see Section 3.3.1) seems to indicate that the EWP evolved over time rather than being launched as a holistic programme based on an integrated strategy.

While 83,3% of the multi-disciplinary team members agreed that the EWP is part of an integrated Human Resource strategy, the remaining 17,7% said that users perceived each aspect of the EWP in isolation as being divorced from any strategy. One member of the multi-disciplinary team confirmed that employees often turn to the EWP services as a last resort. The first part of this assumption, namely that the EWP was intended by senior management to be part of the Human Resources strategy in the Standard Bank Group was not confirmed, and the second part, namely that it is not interpreted as such by line managers, supervisors and their subordinates was confirmed.

6.2.3.2 Workers in a white-collar environment do not avail themselves of the bank's Employee Well-Being Programme.

According to Standard Bank's 1994 Annual Report, 1820 counselling sessions took place nationally, during 1994 alone. Most of these were for staff located at 5 and 6 Simmonds Street. The through-put for the aerobics, gymnasium and recreation centre facilities during the same period was 81 000, while that in the medical centre was 13 872. These utilisation figures suggest that white-collar workers are not averse to the EWP as implemented in the Standard Bank. A summary of the biographical information shows that males (48,4%) and females (51,6%) were equally willing to use the EAP and that this willingness was influenced

by the respondents familiarity with the programme. The findings further showed that more people at the supervisory level and above (Table 5.16) used the programme. The findings also revealed that younger employees (Table 5.14) readily made use of the programme as did new recruits. Normally those with between one and six years of service. These findings suggest that the assumption that workers in a white-collar environment do not avail themselves of the EWP could not be confirmed.

6.2.3.3 The marketing of the Employee Well-Being Programme is not supported by appropriate education and training of all employees.

Firstly it was reported by a past EWP co-ordinator (Section 3.3.4) that very little supervisory or management training for the EWP is undertaken because of demographics, resourcing and time constraints. This was also highlighted as a drawback by the EWP multi-disciplinary team (Table 5.5). Of the 153 self-administered questionnaire respondents, **24,2%** said that they were **not familiar** with the EWP (see Table 5.9) and **34,5%** (see Figure 5.4) of the balance who claimed to be familiar with the EWP had **limited knowledge** about the EWP (i.e. is they were not fully familiar with the programme). Furthermore, only 5,5% and 2% (Table 5.10) of respondents indicated orientation and training sessions respectively as sources of reference. Out of the 64 managers/supervisors, 84,4% claimed not to have received any specific EWP training.

From the findings it is clear that not enough emphasis is placed on appropriate education and training of all employees. While education and training programmes are in place, indications are that not sufficient numbers are being targeted. Hence, the assumption that marketing of the EWP is not supported by appropriate education and training of all employees, was confirmed.

6.2.3.4 Evaluation of the programme is not done formally.

According to the multi-disciplinary team responses, no formal evaluation is done for the EWP as a whole. The accumulated records (Section 3.3.5) seem to indicate that the success of the EWP is measured in terms of programme input, that is, utilisation rates, types of referrals, job categories, gender and problem types. But this information is incomplete because there is no measure of programme output in terms of the question: " Does the programme achieve what it set out to achieve?". It is clear that evaluation initiatives are fragmented, informal and done on an ad hoc basis. It also became apparent, that in certain instances, service providers confused follow-up for evaluation. The former is a separate issue and each of these will be dealt with in the recommendations.

The assumption therefore was confirmed.

6.3 Recommendations

The environment in which the banking industry operates has become more turbulent and highly competitive, characterised by change in markets, technology, and economic and socio-political conditions. Such changes, which are more than mere cyclical shifts, have impacted, and continue to impact, both workers and the work environment. It is against this backdrop that the Standard Bank's Employee Well-being Programme must become a business imperative geared for such conditions. While the existing programme has the capacity to assist employees to cope with some of these challenges, the following recommendations are geared towards the enhancement of the programme.

The recommendations will focus on the following areas:

- The needs of employees
- Employee involvement
- Union involvement
- A multi-disciplinary approach to case management
- An EWP database
- EWP evaluation
- Post-treatment follow-up
- Marketing of the EWP
- Training for the EWP
- Focus on psychological counselling services

In terms of the conclusions regarding the objectives and assumptions of the study, the following recommendations are made:

6.3.1 Needs of employees

Females comprise roughly 63% of the bank's workforce and the EWP does not go far enough to accommodate the role of the woman as parent, partner, spouse and employee or the impact of work and family stressors which was alluded to in Section 2.3 and Section 5.3.1, Sub-Section (2)). As a means of proactively addressing this issue the researcher recommends that an extensive needs analysis be undertaken to establish the needs of women and the types of problems presented (see Section 5.2, Sub-Section (3)). The Standard Bank should identify and attend to women's specific, immediate and practical needs, and can at the same time ensure that no conditions or structures of inequality exist. This will also be in line with the move toward gender equality in the workplace and the importance of managing employee diversity. This does not suggest that there should be a separate programme for female employees, but rather that the

existing programme will have to be reconsidered and amended on the basis of the results of the needs survey. This recommendation is linked to the recommendation in 6.3.2.

6.3.2 Employee involvement

The needs of employees cannot be adequately or successfully addressed without their active involvement. The findings showed that employees seeked involvement in issues that affect them in the workplace. The literature pointed out in Section 2.5.4.2. that a complete assessment of the organisational climate and the problems and needs of employees should take place and that employee participation is an essential ingredient in efforts to reduce problematic working conditions (Section 2.5.5.3). The findings (Section 5.2, Sub-Sections (3) and (5)) also show that 41,7% of respondents were unsure as to whether or not a needs analysis was done before setting up any aspect of the EWP, while Section 5.3.2, Sub-Section (11) indicated that EWP users would like the programme to be responsive to their needs.

The new Labour Relations Act encourages co-determination of workplace forums. Employees have recognised, firstly, that they cannot influence decisions if they are not part of the structure of decision making and, secondly, that they are best placed to discuss issues that directly affect them and their circumstances. It is recommended that the bank create the environment for and encourage the establishment of workplace forums with the view to facilitating employee involvement in EWP issues.

This would require the introduction of practices that entrench and reflect employee involvement in all aspects of the EWP such as needs assessment, a programme plan, the type of model, the policy statement, the programme goals and programme evaluation measures. This means:

- transparency and openness of information relating to the EWP
- the legitimacy of the programme, that is, managing the EWP with the endorsement and support of the employees
- open access to sources of power, freedom from fear of victimisation and meaningful influence in decision making when dealing with issues relating to the EWP
- participative workplace practices that encourage high involvement in the affairs of the EWP

As pointed out by Nel (1994: 10), this approach to the EAP, as a workplace practice, can contribute significantly to improved performance/productivity as a result of increased employee participation in the programme.

6.3.3 Union involvement

Unions already participate in transformation committees and governance at a number of public and private companies (see Section 2.2.3.3). With the advent of SASBO's affiliation to COSATU (see Section 3.2.5.3), the bank must be prepared for increased union involvement in most if not all aspects of its business. Now that unions have an institutional opportunity to help to determine social and economic policy, it is recommended that the EWP actively seeks labour involvement in relevant aspects of the programme, such as involvement in the development, endorsement, formulation and implementation of EAP policy as well as discovering ways to ensure a balance between management concerns (i.e. efficiency and productivity of the organisation) and labour concerns (i.e. employee rights and humanitarian issues). See Section 2.5.2.2.

6.3.4 A multi-disciplinary approach to case management

The findings showed that there was no co-ordinated approach to individual case management (see Section 5.2, Sub-section (3)). In business a wide range of multi-disciplinary skills are often required, ranging from human resource management through to marketing and accounting. Employees cannot be skilled in all these areas and therefore they must rely on teamwork (see Section 2.5.2.3). Similarly, the EWP must adopt a multi-disciplinary team approach to case management, which will ensure that a comprehensive and co-ordinated service can be delivered to clients. The wide spectrum of psycho-social and physical problems of troubled employees demands such an approach. By the very nature of their jobs, practitioners in each of the EWP functions, namely, psychological counselling, fitness and health, see problems from different points of view and this ultimately leads to more informed decisions and better case management.

It is recommended that a multi-disciplinary approach be formalised and applied to exceptional/appropriate cases. In order to provide the comprehensive and co-ordinated service alluded to in Section 2.5.2.3, the following principles should guide this initiative:

- There should be regular team briefings to discuss and plan individual cases.
- It is essential that there is cooperation amongst team members since they are mutually accountable for performance goals.
- There should be respect for the roles which team members play in relation to their skills since each member brings to the team his/her unique technical or functional expertise.
- The team must be client-centred since this will ensure a common purpose and a focused approach.
- It is necessary to regularly review performance and progress against performance goals.

6.3.5 An EWP database

The lack of an adequate database and management information system and the confidentiality aspect were identified as two of the biggest drawbacks/problems in the delivery of the EWP (see Section 5.2, Sub-Section (5)).

It is therefore recommended that a computerised database be developed in terms of:

- record keeping
- budgeting
- management information

Information retrievability is intended for the purpose of planning, evaluating and decision-making (see Section 2.5.4.11). The point is that, if evaluation is planned early in the programme, this will ensure that data will at least be formatted in a retrievable form at some point for regular future use.

Such a database involves keeping track of programme utilisation, programme costs, community resources and external agencies or service providers.

A database is only as useful as the information that gets loaded. Hence, to ensure meaningful data, the programme must be able to supply information without compromising confidentiality.

This will include information such as:

- client profile (e.g. gender, age, job category, length of service, location)
- client status at intake (e.g. referral source, problem area, treatment history, action taken)
- client status at three months (for example)
- client status at nine months (if applicable)
- work performance rating at intake
- work performance rating at three months
- work performance rating at nine months

Having this kind of information readily available will assist team members to monitor performance goals. The EWP database will facilitate a team approach to case management.

6.3.6 EWP formal evaluation

According to the literature (see Section 2.5.4.11) evaluation and feedback are necessary in determining programme effectiveness, to assist with policy development and programme planning, for management and administrative purposes, for requirements of fiscal or legal accountability or just simply to address certain problems. The literature also claims that evaluation of EAP's remain elusive in South Africa (See Section 2.5.6.) and the findings showed that no formal evaluation is done for the EWP (see Section 5.2, Sub-section (5)). It is therefore recommended that a formal programme evaluation system be developed and implemented.

The kind of programme evaluation referred to here, is a system which is aimed at evaluating:

- programme input (i.e. utilisation statistics)
- programme output (i.e. effectiveness and results of the programme)

The EWP must have, attached to its functioning, an evaluation system which will not only assist in continuously improving the programme, thereby ensuring user satisfaction, but one which will also experience a marketing spin-off in terms of its role and efficacy as it meets its primary value of being needs/user driven. Inherent in this evaluation system should be a way of establishing and maintaining confidentiality. A comprehensive approach to this issue could be to begin with a review of existing performance management and health record policies.

Any extension of this must specify:

- the type of information to be gathered
- who is accountable for its collection and maintenance
- procedures for maintaining security
- relationships among departments involved in the EAP and its evaluation
- the type of access various parties will have to the information, including management summary reports

The type of information to gather or the evaluative questions to consider, can be grouped into four main categories:

- appropriateness - that is, what type of changes the EWP brings about
- adequacy - to answer this it is important to know why some programmes work better than others
- effectiveness - that is, the extent to which pre-established objectives are attained as a result of activity
- efficiency - this is defined as the cost in resources of attaining objectives

Once finalised, details about the evaluation should be incorporated on consent and/or intake forms. Also of note is that, if the system is to work, programme objectives, interventions and outcome indicators must be well defined in this way. Both the service provider and the programme user will remain focused.

Most evaluations will also assist the EWP to organise and systematise its information for subsequent evaluation, programme planning, or service delivery. For instance, formatting or monitoring files or cases, establishing data sources, and developing protocols for subsequent data collection are all part of a comprehensive evaluative effort. This leads to the next recommendation.

6.3.7 Post-treatment follow-up

The study revealed (see Section 5.3.3, Sub-section (3)) that EWP clients called for post-treatment follow-up (see Section 2.5.5.2) after psychological counselling. It was also found that, where follow-up did occur (that is, the Lifestyle Questionnaire exercise undertaken by the Fitness Services Staff), there was substantial benefit for the user in terms of positive lifestyle changes and improved levels of fitness (see Section 5.2, sub-Section (5)). In line with this practice and a specific customer request, it is recommended that post-treatment EWP follow-up with the client be formalised as an integral part of all aspects of the programme (where applicable). In order for such follow-up to be operationalised and still maintain confidentiality, it is important that client and service provider agree on the nature and frequency of follow-up.

The focus must be such that:

- contacts are designed to provide support for the maintenance of therapeutic gains
- assistance in adjusting to current life situations is provided
- service providers must be skilled in the early identification and prevention of relapse
- the workplace and family contacts are a key to the post-treatment follow-up

6.3.8 Marketing of the EWP

Marketing is at the hub of the wheel, the very fulcrum of the EWP. A point that was alluded to in Section 2.5.4.7, is that a successful programme is one which is best able to satisfy the user's needs most explicitly. Marketing is the link between the programme capabilities and the user's needs. On the one hand the findings in Section 5.2, Sub-section (3) showed that both formal and informal initiatives were used to create an awareness of EWP amongst management

and staff and to encourage participation in the programme. On the other hand the findings with regard to familiarity with and utilisation of the EWP given in Section 5.3.1, Sub-Section (1) and (2) and Section 5.3.2, Sub-sections (1) and (2) suggest that a need for improved marketing and employee orientation. Thus, while the EWP is being marketed it is recommended that it must be done more aggressively emphasising:

- accessibility and convenience for the user in terms of location and schedules (time-tables)
- availability to all levels of employees
- a needs-based approach to employee well-being (i.e. the focus will be on the needs of employees)

Cognisance must be taken of the following in any EWP marketing efforts:

- Brochures, posters, circulars and presentations were the most popular sources of reference and should therefore be used more extensively in creating awareness amongst staff.
- Clerical and non-clerical staff did not feature prominently as users of the EWP when compared to supervisory levels and above. Thus more should be done to inform and encourage participation at these job levels.
- Less use was made of the psychological counselling service compared to the health and fitness services. Once again there is a need to highlight the full range of EWP services and facilities through all the means available.

6.3.9 Training for the EWP

While training occurred, the findings evidenced (see Sections 2.5.4.8, 2.5.4.9 and 5.3.5, Sub-section (3)) that a very low number of managers/supervisors were exposed to training.

As with recruitment, selection or performance management training, pertinent aspects of the EWP (e.g. knowledge of the EWP, referral procedures, confidentiality) should become an integral part of development programmes for managers and supervisors. This aspect of training could be labelled *employee relations training*.

It was also evident that the EWP marketing efforts were not supplemented with employee orientation. Thus, as far as employee orientation is concerned, pertinent aspects of the EWP should become part of the induction programme for new employees and a compulsory part of

a management/supervisory brief for current employees. The training/orientation session could include: reasons for and an explanation of the EWP discussion of the policy statement; the type of problems the programme is designed to handle; benefits to the individual and the organisation; ways an employee can obtain confidential help; the procedure for referral and the role of all parties (e.g. employee, manager/supervisor and EWP practitioner) involved.

6.3.10 Focus on the psychological counselling service

It is clear from the literature study (see Sections 2.5.3 and 2.5.5.1), that wellness is a process of being aware of and of altering behaviour toward a more successful physical, mental, emotional and psychological existence. The research findings, (see Section 5.3.2, Sub-sections (4) and (5)), however, indicate that this service is underutilised when compared to the health and fitness services utilisation figures. Thus, following on the recommendations about the needs of employees, marketing of the EWP and training for the EWP, it is recommended that the availability and benefits of the psychological counselling services be emphasised. Such initiatives should seek to de-stigmatise psychological counselling and demonstrate that it is socially accepted.

6.4 Concluding remarks

The relationship between business and society in general has rarely been more complex, more dynamic or more significant to future economic and social development than in contemporary South Africa. The Standard Bank has come to terms with these challenges and, amidst its business objectives, recognised that the establishment of the EWP was a business imperative. The bank's efforts to develop and implement an Employee Assistance Programme in a white-collar work environment must clearly be commended. There will still be the tremendous pressure on organisations to transform their workplace in line with sociopolitical changes in the broader environment, and the bank, in applying the recommendations will not only seek to meet this challenge, but it may also be and remain at the forefront of the EAP practice.

There is no doubt, in this period of transformation in South Africa's history, that economic growth is a prerequisite for a peaceful political solution. When we look at other nations for examples of economic growth and competitiveness, a universal truth is that investment in human capital makes the most significant contribution. The bank, through the EWP, can ensure the well-being of the individual employee. Employees in turn contribute to the well-being of the workforce which, in turn, positively influences the well-being of the community and eventually the well-being of the nation at large.

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Date	Direct telephone number	In reply please quote our reference	Your reference
19 April 1995			

Dear Colleague

I have been approached by a fellow employee who is currently registered as a part-time MA(SS) student in the faculty of Social Work at the University of South Africa, and who is doing research into **Wellness Programmes** as implemented by the Standard Bank of South Africa Limited.

We have agreed upon a project with mutual benefits to the bank and the student. The aim is to investigate various aspects of the Employee Well-Being Programme by obtaining data from participants and non-participants. The methodology includes a questionnaire.

Your name has been **randomly selected** and we therefore invite you to participate in this exercise. Your contribution can help us to further improve our Wellness Programme, and evaluate the effect of the existing programme.

Please complete the attached questionnaire and **place in the enclosed self-addressed envelope** to be returned via courier by **15 May 1995**. Your willingness to participate will be highly appreciated.

All the information is strictly private and confidential and you have the right to withdraw from the project at any stage.

Yours faithfully


MR J THOMPSON
Manager : Employee Relations

QUESTIONNAIRE

1. Please tick the box next to the response which is closest to your own personal views or write your response (where applicable) in the space provided.
2. Where you have been asked to motivate your response please be as candid and descriptive as possible.
3. Kindly answer every question.
4. All questions require only one response, except where otherwise stated.
5. *Please note : This is an anonymous questionnaire and the information gathered will be treated confidentially.*

Thank you for participating.

SECTION A : Biographical information
(To be completed by all staff)

Office use

--	--	--

1 - 3

1. What is your location

- No. 5 Simmonds Street
- No. 6 Simmonds Street
- 78 Fox Street
- Other (Please specify _____)

4

2. What is your

- 2.1 Age (in years)
- 19 or younger
 - 20 to 29
 - 30 to 39
 - 40 to 49
 - 50 or older

5

- 2.2 Sex
- Male
 - Female

6

- 2.3 Job Category
- Executive
 - Manager
 - Specialist staff
 - Supervisor
 - Clerical
 - Non-Clerical/Service Staff
 - Other (Please specify _____)

7

- 2.4 Length of service in the Standard Bank Group
- 1 to 6 years
 - 7 to 12 years
 - 13 to 18 years
 - 19 to 24 years
 - 25 years or more

8

SECTION B :
(To be completed by all staff)

1. Are you familiar with the Standard Bank Employee Well-Being Programme .

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

If you have answered "No" please proceed to Section C to continue.

2. To what extent are you familiar with the Bank's Employee Well-Being Programme (EWP).

Not fully familiar	Familiar	Very familiar
1	2	3

2.1 How did you become aware of the EWP (you may tick more than one response, if necessary)

- Read about it in a circular*
- Read about it in a brochure*
- Read about it in a newsletter*
- Read about it in a poster*
- Heard about it from a colleague
- Referred to the programme by my manager/supervisor
- Attended an orientation session on the EWP
- Attended a training session on the EWP
- Other (Please specify _____)

<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

3.1 Why have you decided to use this/these service(s)

Psychological Counselling Services : _____

57 - 5

Health Services : _____

59 - 1

Fitness services and facilities : _____

61 - 1

3.2 Please indicate how often you personally are using/have used the EWP services/facilities.

EWP Service/facility	Not at all	Weekly	Two to five times a week	Monthly	When Required
Psychological Counselling Services					
Health Services					
Fitness Services and facilities					

63 - 1

3.3 What is your opinion of the quality of the service or facility offered by the EWP

EWP Service/facility	Not applicable	Not good at all	Good	Excellent
Psychological Counselling services				
Health services				
Fitness services and facilities				

66 - 1

- 3.4 List in order of importance any other services and facilities which the EWP should offer : _____

69 - 7

- 3.5 How would you rate the level of competence of the EWP staff (i.e. were they familiar with all aspect of the programme, were they able to attend to your specific needs, etc.)

EWP Staff involved in	Not competent at all	Competent	Very Competent
	1	2	3
Psychological Counselling services			
Health services			
Fitness services			

71 - 73

4. Using the scale below, please rate any "special" talks/presentations hosted by the Employee Well-Being Department. (Scale : 1=weak; 2=average; 3=very good)

Special talk/presentation	Did not attend any talks	Relevance			Content		
		1	2	3	1	2	3
	Not applicable						
Aids							
Child Abuse							
Managing your money							
Alcohol and Drug Abuse							
Other (Please specify _____)							

4 - 18

5. Some of the Employee Well-Being services and facilities are delivered by an external agency, while other services and facilities are offered by the Bank.

Would you prefer the Employee Well-Being services and facilities to be provided :

On-site (ie. at the workplace) by the bank

On-site by an external agency

Off-site (ie. away from the workplace) by the bank

Off-site by an external agency

Other (Please specify _____)

19

Please explain why : _____

20 - 2

5.1 What changes or improvements would you like to suggest about the EWP (services, facilities and staff)

Services (ie. employee assistance in the form of psychological counselling, healthcare and fitness promotion) : _____

21 - 23

Facilities (such as the gymnasium, squash courts, recreation centre, medical centre) : _____

24 - 25

Staff (age, qualifications, experience, customer service) : _____

26 - 27

SECTION C
(To be completed by all staff)

1. Do you believe that :

- 1.1 a person's working life influences his/her home life
- 1.2 a person's home life influences his/her working life
- 1.3 a "healthy or well" employee is more likely to be an effective and productive worker?
- 1.4 an employee with personal problems' work performance often suffers?
- 1.5 the Bank is responsible to help its employees to remain or become healthy/well?

Yes	No	Unsure

28 - 32

2. The objective for the Bank in providing the EWP is to demonstrate to its staff that it is concerned, caring and sensitive to the individual needs of its employees? In your opinion will you say that the programme has fulfilled its objectives

	Yes	No	Unsure
Concerned			
Caring			
Sensitive			

33 - 35

Comment (if any) :

Concerned : _____

36 - 37

Caring : _____

38 - 39

Sensitive : _____

Office use

40 -

2.1 Do you consider the EWP to be comprehensive enough (ie. does it provide all the facilities and services necessary) with regard to :

	Yes	No	Unsure
Prevention			
Treatment			
Rehabilitation			

42 - 44

Comment (if any) :

Prevention (ie. a course of action taken to avoid/counteract an undersirable situations eg. through education, such as talks, booklets, brochures, etc.) : _____

45 - 46

Treatment (ie. the handling of/attending to a situation eg. through counselling or medication) : _____

47 - 48

Rehabilitation (ie. efforts to restore to an original situation eg. through physiotherapy or an excercise programme) : _____

49 - 50

If the next section does not apply to you please proceed to the last page of the questionnaire.

SECTION D

(To be completed only by previous and current users of the EWP)

1. Using the scale below, indicate to what extent you have benefitted from the EWP. Please score each applicable item according to the scale below.

Not applicable	Worsened	No change	Improved
N/A	1	2	3

	N/A	1	2	3
1.1 job performance				
1.2 attitude to work				
1.3 personal health				
1.4 stamina				
1.5 management of work stress and tension				
1.6 sleeping habits				
1.7 consciousness of more healthy life styles				
1.8 smoking				
1.9 alcohol				
1.10 diet				
1.11 relationship with fellow employees				
1.12 aggressiveness				
1.13 coping with depression				
1.14 coping with home life				
1.15 coping with marriage				
1.16 coping with financial problems				
1.17 Other (please specify _____)				

2. Please state whether you would prefer to make use of services and facilities (similar to that of the **STANDARD BANK EMPLOYEE WELL-BEING PROGRAMME**) available, from other providers.

	Yes	No
Social Welfare Agencies		
Community hospitals/clinics		
Health and Racquet Clubs		
Other (please specify _____)		

68 - 71

Please explain/motivate your answer :

Social Welfare Agencies : _____

72 - 73

Community hospitals/clinics : _____

74 - 75

Health and Racquet Clubs : _____

76 - 77

Other (please specify _____) : _____

78 - 79

If the next section does not apply to you please proceed to the last page of the questionnaire.

SECTION E

(To be completed by Managers/Supervisors who have staff reporting to them.)

1. If you are faced with the complexities of an employee with personal/family problems, do you consider the EWP as a source of help.

Personal

Family

Yes	No	Sometimes

Motivate your answer :

Personal : _____

Family : _____

- 1.1 Do you know where to go for assistance for your staff in respect of the EWP

Always	Sometimes	Never

2. Did you receive specific training with regard to the Employee Well-Being Programme

Yes	No

If 'no' please go to Question Number 3.

2.1 If yes, please state how you were trained

Self-teach training package/programme
 Attending a training course
 Other (Please specify _____)

--

12

2.2 Did the training help you to identify whether an employee in your work unit should be referred to the EWP

Yes	No

--

13

If "no", what more should be covered in the training

--	--

14

2.3 In your opinion was the contents of the training intervention :

adequate (i.e. sufficiently addressed the knowledge and skills required to use the programme)
clear and unambiguous (i.e. it was easy to follow and understand)
useful (ie. can easily be put into practice)
delivered using an appropriate medium

Yes	No

16

2.4 Does the policy and procedures of the EWP as mentioned in the training course actually work in practice

	Yes	No	Unsure
Policy			
Procedures			

20

If "no" or "unsure" please explain your answer.

Policy : _____

--	--

22 -

Procedures : _____

--	--

24 -

2.5 Does the work environment support what you have learned on the training course (i.e. are the services and facilities available; are the referral procedures adhered to; is confidentiality respected etc.)

	Yes	No	Unsure
Are the services available			
Are the facilities available			
Are the referral procedures adhered to			
Is confidentiality maintained			

26 - 29

Please comment : _____

--	--

30 - 31

3. Did you have occasion to refer (an) employee/s to any aspect of the EWP?

Yes	No

--

32

3.1 If "no", please comment (if any) and go to Question Number 4 : _____

--	--

33 - 34

3.2 If "yes", what was the extent (in terms of frequency) of the referral

EWP Service/Facility	Rarely	Sometimes	Often
Psychological Counselling Service			
Health Services			
Fitness Services			

35 -

3.3 In how many of these cases do you believe the EWP has been successful

EWP Service/Facility	Always	Sometimes	Never
Psychological Counselling Service			
Health Services			
Fitness Services			

38 -

3.4 How do you assess the success of the referrals

Psychological counselling services : _____

--	--

41 -

Health services : _____

--	--

43 -

Fitness services : _____

--	--

45 -

4. Are there any changes or improvements that you would like to suggest regarding the EWP

Training : _____

47 -

Referral Procedures : _____

49 -

Services : _____

51 -

Facilities : _____

53 -

Staff : _____

55 -

Other (Please specify _____) : _____

57 -

Kindly place the completed questionnaire in the reply addressed envelope and send it via the internal mail service.
Thank you for your co-operation.

APPENDIX 2

EMPLOYEE WELL-BEING : INVESTIGATOR - ADMINISTERED QUESTIONNAIRE

1. Please tick the box next to the response which is closest to your own personal views or write your response (where applicable) in the space provided.
2. Where you have been asked to motivate your response please be as candid and descriptive as possible.
3. Kindly answer every question.
4. All questions require only one response, except where otherwise stated.
5. *Please note : The information gathered will be treated confidentially.*

Thank you for participating.

1. Biographical information

1. What is your

1.1 Location

- No. 5 Simmonds Street
- No. 6 Simmonds Street
- 78 Fox Street
- Other (Please specify _____)

1.2 Age (in years)

- 19 or younger
- 20 to 29
- 30 to 39
- 40 to 49
- 50 or older

1.3 Sex

- Male
- Female

1.4 Job Category

- Executive
- Manager
- Specialist staff
- Supervisor
- Clerical

1.5 Length of service in the Standard Bank Group

- 1 to 6 years
- 7 to 12 years
- 13 to 18 years
- 19 to 24 years
- 25 years or more

1.6 In which aspect of the Employee Well-Being Programme are you involved

Psychological Counselling Services

Health Services

Fitness Services

Other (Please specify _____)

2. Planning and Execution

2.1 Is the EWP regarded by yourself as part of an integrated Human Resources Strategy in the Bank

Yes		No		Unsure	
-----	--	----	--	--------	--

Please explain your answer : _____

2.2 Was a needs analysis done before setting up that aspect of the EWP for which you are responsible

Yes		No		Unsure	
-----	--	----	--	--------	--

If yes, please state how this analysis was done.

2.3 What steps were taken to involve employees in the planning of the programme

2.4 What steps were taken to create an awareness of the EWP amongst management and staff _____

2.5 What steps were taken to involve employees in participating in the programme

2.6 With regard to **teamwork/networking/team discussions** when dealing with clients (users) - is there any interface (linkage) between the various sections (psychological counselling, health, and fitness services).

Yes		No		Unsure	
-----	--	----	--	--------	--

Please substantiate your answer. _____

2.7 Are managers/supervisors (who refer staff) regarded as part of the 'multi-disciplinary' team

Yes		No		Unsure	
-----	--	----	--	--------	--

Please motivate your answer. _____

3. Present Status and Functioning

3.1 How does confidentiality affect the functioning of the EWP in respect of :

- * Referrals _____
- * Feedback _____
- * Provision of services _____
- * Record keeping _____

3.2 How do you think can these problems be addressed

3.3 How do you set targets for the utilisation of EWP services and facilities

3.4 What are the present targets

3.5 Are these adhered to

Yes		No		Unsure	
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Please explain your answer

4. Evaluation

4.1 What are the objectives of the EWP

4.2 When or under what conditions would you rate the programme as **successful**

4.3. How is the **level of satisfaction** of the users of the programme assessed

4.4 Has the programme remained the same since its inception

Yes		No		Unsure	
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If no, what has changed and why _____

4.5 Describe what do you regard as the biggest asset of the programme _____

4.6 What do you regard as the biggest drawback/problem, if any, in the delivery of the EWP _____

4.7 What needs to be done to address this drawback/problem

4.8 What do you envisage the future direction of the EWP should be? - specifically taking into account the current situation in the Bank and the country (eg. the RDP, multi-cultural organisations; ethics in the workplace, democracy).

Thank you for your time and input.

APPENDIX 4

Comments taken from questionnaire

Question 2.6	Question 2.7
<ul style="list-style-type: none"> * Can't work without each other. * Must use an holistic approach but does not get support from medical centre. * If I can't help a patient then refer him/her to own doctor or to the biokineticist in the gym. * Adopt a systems approach only if we are aware that the user is enrolled in more than one aspect of the EWP. * All the services form part of the same department, we discuss and refer cases (3x). * Interface is minimal and a multi-disciplinary approach is used only in serious cases. * Meetings are held at regular intervals to discuss the best service that can be rendered to an employee. * Strong informal networking between FLC and Health Services. * Fortnightly meeting to discuss, and co-ordinate plan and activities. * Owing to confidentiality psychological counselling is not often linked with the other services. 	<ul style="list-style-type: none"> * Gained support from management. * The manager/supervisor must agree to treatment during working hours. * Only applies in cases of formal referrals (4x). * Managers/supervisors only serve as a source of referral. * Managers/supervisors do not have to be actively involved.