

**THE OFFICIAL'S PERCEPTION OF THE EAP SERVICES IN THE DEPARTMENT
OF CORRECTIONAL SERVICES IN THE POTCHEFSTROOM CORRECTIONAL
CENTRE**

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**The official's perception of EAP services in the Department of
Correctional Services in the Potchefstroom Correctional Centre**

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**Dissertation submitted in partial fulfillment of the requirements for the
degree *Master of Social Work (MSW)* at the Potchefstroom Campus of the
North-West University**

Supervisor: Prof P Rankin

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PREFACE

This mini-dissertation is presented in article format in accordance with the guidelines as set out in the Manual for Postgraduate studies 2010

INSTRUCTIONS TO AUTHORS

The *Social Work/Maatskaplike Werk* publishes articles, short communications, book reviews and commentary on articles already published from any field of Social Work. Contributions relevant to Social Work from other disciplines are also considered.

Standards for publication:

- ✚ Contributions may be written in English or Afrikaans.
- ✚ All contributions will be critically reviewed by at least two referees on whose advice contributions will be accepted or rejected by the editorial committee.
- ✚ All refereeing is strictly confidential.
- ✚ Manuscripts may be returned to the authors if extensive revision is required or if the style or presentation does not conform to the Journal practice.
- ✚ Commentary on articles already published in the Journal must be submitted with appropriate captions, the name(s) and address (es) of the author(s) and preferably not exceed 5 pages.
- ✚ The whole manuscript plus one clear copy as well as a diskette with all the text, preferably in MS Windows (Word or WordPerfect) or ASCII must be submitted. Manuscripts must be typed double spaced on one side of A4 paper only.
- ✚ Use the Harvard system for references.
- ✚ Short references in the text: When word-for-word quotations, facts or arguments from other sources are cited, the surname(s) of the author(s), year of publication and page number(s) must appear in parenthesis in the text, e.g. "... (Berger, 1967:12).
- ✚ More details about sources referred to in the text should appear at the end of the manuscript under the caption "References".
- ✚ The sources must be arranged alphabetically according to the surnames of the authors.

ABSTRACT

An Employee Assistance Programme is a tool any organization can use or implement to assist in the identification and treatment of the troubled employee, whilst keeping the employee motivated.

Employees will get professional counselling to help them resolve personal or work-related problems which can have a dramatic impact on their work performance. This will spiral down to low productivity within any organization. It must be noted that the EAP is rendering short term counselling. This is where the focus is on identifying and clarifying the problem, where solutions will be implemented and progress be monitored.

Success of the EA programme will only be visible if employees have the correct perception of service rendered, and most of all management must buy into the programme to ensure its effectiveness.

A blend of qualitative and quantitative research approach was used, with a dominant quantitative approach. The information collection method used was interviewing of managers and focus groups by means of semi structured questionnaires. The respondents amounted to a total of 35 where it was reflected in the three focus groups consisting out of 10 respondents and the remaining 5 respondents were the managers of the Potchefstroom Correctional Centre.

The results indicated the majority of the staff component is aware of the EAP and they think that the EAP program is making an impact in the area. Respondents also felt that the status of the EAP programme within the Department of Correctional Services must be elevated for effective use. The results also indicated that the majority of the respondents are satisfied with the programme.

OPSOMMING

‘n Werknemershulpprogram is ‘n instrument wat enige organisasie kan aanwend in die identifikasie en hulpverlening van die werknemer met probleme, terwyl die werknemer se motivering behoue bly.

Werknemers sal professionele berading ontvang om hulle by te staan om persoonlike of werksverwante probleem wat ‘n groot invloed op hulle werksverrigting kan hê, te hanteer. Dit kan swak werksverrigting in enige organisasie tot gevolg hê. Dit moet in gedagte gehou word dat Werknemershulpprogramme korttermyn programme is met die fokus op die identifisering en opheldering van die probleem, met oplossings wat geïmplementeer word en vordering gemonitor word.

Sukses met die Werknemershulpprogram sal slegs sigbaar word indien werknemers die korrekte persepsie oor beskikbare dienste het, en bestuur bo alles die program ondersteun om die doeltreffendheid daarvan te verseker.

‘n Kombinasie van die kwalitatiewe en kwantitatiewe navorsingsbenaderings is gebruik, met ‘n dominante kwantitatiewe benadering. Die dataversamelingsmetode wat gebruik is, was ‘n vraelys vir semi-gestruktureerde onderhoude met bestuurders en fokusgroepe. Die totale aantal respondent was 35 werknemer bestaande uit drie fokusgroepe van 10 elk, met die orige vyf wat bestuurders van Potchefstroomse Korrektiewe Sentrum was.

Die resultate het aangetoon dat die meerderheid van die personeel bewus is van die Werknemershulpprogram en dat hulle van mening is dat die program wel ‘n impak in die Potchefstroomse Bevelsgebied het. Die respondente was ook van mening dat die Werknemershulpprogram se status verhoog moet word vir effektiewe dienslewering. Die resultate het ook getoon dat die meeste respondent tevrede is met die program.

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THE OFFICIAL'S PERCEPTION OF EAP SERVICES IN THE DEPARTMENT OF CORRECTIONAL SERVICES IN THE POTCHEFSTROOM CORRECTIONAL CENTRE

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PROBLEM STATEMENT

South-Africa underwent tremendous changes since the establishment of democracy. The Department of Correctional Services took a new strategic direction and this development posed major challenges for human resource development within the Department. These challenges manifested themselves in the form of a high rate of absenteeism, high stress levels, as well as suicide amongst the staff component of the Department of Correctional Services. The transformation of the Department within the new democracy was characterized by changes in the representativity of the Department (The white paper on Corrections in SA. 2005). The Department had to accommodate the paradigm shift amongst personnel, where an appropriate recruitment, promotion and retention strategy had to be developed. It is against this background that the Department had to re-align their strategic plan to reach the organizational goal of rehabilitation. The Department has approved seven programs that will assist it in meeting its set goal. The seven programs address administration, security, corrections, care, development, social reintegration and facilities. All these efforts must help the Department to become geared towards a rehabilitation-centred correctional system. Such programs can only be successfully administered if an organisation's human capital is motivated and healthy. The Department established the Employee Assistance Program (EAP) to ensure and maintain a healthy workforce. The EAP policy (Department of Correctional Services, 2005:02) governs the activities of the EAP nationally. It is the purpose of this policy to provide measures aimed at the establishment and maintenance of an effective employee assistance program for the promotion of total well-being. The EAP core technologies form part of the important tools to address organizational challenges that can affect the productivity of the staff component.

In view of the fact that the EAP of the Department of Correctional Services has been running for a number of years without being evaluated, the researcher saw the need for an evaluation. It is especially important to establish how both the management and employees of the Department of Correctional Services experience the programme. Yende (2005:52) states that managers should understand the programme, policy, procedures and the services, and their role in relation to the plan. Mnisi (2007:47) lists management support as

one of the aspects that should be addressed when marketing an EAP. The same author (2007:50) stresses that the EAP should communicate its availability and services to the employees and family members if it wants to be successful. Such an endeavour can only be successful if its potential clientele knows about its services and if it is endorsed by management. Nicolas (2007:2) mentions that one of the aspects to be considered when deciding on the EAP model to use, is management endorsement for the programme.

At the time of the commencement of this study, the researcher was employed in the Potchefstroom Management Area, and the decision was taken to focus on this area because access to the system is simplified by the researcher's familiarity with it.

From the above problem formulation the following research questions emanate:

- How is the EAP implemented in the Potchefstroom area?
- What perception do officials have of the EAP and its utilisation?
- What perception do the employees have of the EAP and its utilisation?

AIMS

GENERAL AIM

The aim of the research was to investigate the perceptions of management and the employees of the Employee Assistance Programme and its utilisation within the Department of Correctional Services in the Potchefstroom Management Area.

SPECIFIC OBJECTIVES

- To describe the functioning of the EAP Programme in the Potchefstroom Management area.
- To investigate the perception management has of the EAP and its utilisation.
- To investigate the perception employees have of the EAP and its utilisation.

3. CENTRAL THEORETICAL ARGUMENT

It is necessary to establish the perceptions management and employees of the Department of Correctional Services in the Potchefstroom Management Area have about the utilisation of the Employee Assistance Programme in order to decide on necessary adjustments.

4. RESEARCH DESIGN AND METHODOLOGY

4.1 Empirical Investigation

4.1.1 The Research Design

The design was blend of qualitative research (Leedy & Ormrod, 2001:154) and quantitative research (Fouche, 2006:267), but with a dominant quantitative approach. This method of

research allowed the researcher to gain firsthand knowledge of the phenomena within a chosen setting.

4.1.2 Research Participants

The respondents will comprise a particular portion of the staff component as they will be selected per identified centre. The identified centre will be the Potchefstroom Management Area. The researcher has been employed in the Potchefstroom command area at the time of the research. The participants were chosen from this area. In order to get a broad view of official's perception of Employee Assistance Services, the method of stratified sampling was used. The population consisted out of all personnel on the establishment of the Potchefstroom Command Area personnel profile. The population consisted out of production workers as well as managers within the Potchefstroom Command Area. The total population will include selected senior managers, as well as three groups of 10 respondents per identified centre who will complete the questionnaires in group fashion.

4.1.3 Data Collection

The researcher focused on interviewing (Rubin & Babbie, 2008:215) as an information collection method. Information collection from the employees occurred in three groups of 10 respondents, where an interview schedule (Annexure A) was used as a guideline. These groups gathered at the identified Correctional Centre. The interview schedule was tested before implementation. The same schedule was used as a guide for telephonic interviews with 5 senior managers.

4.1.4 Measuring Instruments

No suitable data collection instrument (Strydom, 2005:210) could be found for the purposes of this study. The researcher consequently had to develop a data collection instrument from a literature review on the topic and from discussions with knowledgeable people. The data collection instrument included a few structured questions in the beginning, followed by some unstructured questions to allow the participants to give their own opinion on selected issues. Semi-structured questionnaires were used as a measuring instrument to gain individual opinion of respondents. These questionnaires were completed within a group setting.

4.1.5 Procedures

- Permission to conduct the research was requested and obtained from the Department of Correctional Services.
- The research tool (questionnaire) was designed, tested and implemented.
- The questionnaire was processed manually.

4.1.6 Ethical Aspects

The ethical aspects (Strydom, 2005:67) were handled and implemented by taking the following aspects into account:

- The purpose and nature of the research project was explained to the respondents.
- The rights of respondents were explained to them. The ethical aspect regarding, violation of privacy, anonymity and confidentiality was discussed with the respondents during a briefing session. The focus was placed on their right to anonymity, their right to privacy and confidentiality,
- The respondents were also informed that they will receive feedback regarding their contribution to the research project in the form of a research report that will be submitted to the Management of the Potchefstroom Management Area. Thus ensuring that the researcher adheres to the ethical principle of the release or publication of findings.
- The project was approved by the Ethics Committee of the Potchefstroom campus of the North-West University(Ethics approval number NWU 0003307S3)

4.1.7 Data Analysis

The data analysis was conducted manually and the responses of respondents were categorized according to the questionnaire.

5. LITERATURE REVIEW

The workplace of today has developed into a network of activities where different paradigms are brought together to operate as one. Management of the Department of Correctional Services soon realized that this ideal of functioning as one unit brings about many challenges, and some of these can have an effect on the growth of the organization. In the Department of Correctional Services the problems manifested in the form of an alarming suicide rate among staff. This situation compelled the management to review their responsibility towards their employees. A study by Drostos (1999: 48) revealed that of 742 respondents in his study, 64% had an EAP and 3% planned to offer one.

The Department had to implement a structure that would offer support to employees as a high priority. In order to make a study of the structures offered by the Department, it is crucial to define what an EAP entails and what its purpose is.

5.1 Conceptualizations of Employee Assistance Programmes

Literature offers quite a wide variety of conceptualizations of Employee Assistance Programmes, each focusing on a particular aspect.

An Employee Assistance Program is defined by EAPA-SA as "... a worksite based program designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concern, but not limited to health, marital, family and other personal concerns which may adversely affect employee job performance". (EAPA – SA, 2005:03) and Malatji (2000: 107) states that an EAP refers to a set of policies and procedures according to which organizations legitimately intervene to identify and deal with a variety of problems that impact on job performance or influence working relationships and worker morale. In a discussion paper by the Royal Canadian Mounted Police External Review Committee an EAP is defined as "... a complex system which represents and influences a large number of people, ranging from employees to management including among others families, health care networks and even the general public". The latter definition is not very precise, but refers to the potential number of people that can be influenced by an EAP service. The character of EAP's emerges from the above definitions. The focus of EAP's is on productivity problems and they provide services to solve a wide variety of issues associated with this. Most important is the fact that it is a helping service for employees who need it, and it is a manifestation of care in the workplace. The Employee Assistance Programme Association describes the EAP concept as including the following:

In general, an EAP is a set of professional services specifically designed:

- To improve and/or maintain the productivity and healthy functioning of the workplace and to address an organization's particular business needs;
- Through the application of specialized knowledge and expertise of human behaviour and mental health.

More specifically, an EAP is a workplace programme designed to assist: (1) organizations in addressing productivity issues, and (2) "employee clients" in identifying and resolving personal concerns, including health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal issues that may affect job performance (EAPA – SA, 2005: 05).

The Canadian Centre for Occupational Health and Safety makes the following statement: "An EAP, or Employee Assistance Programme, is a confidential, short term, counselling service for employees with personal problems that affect their work performance EAP's should be part of a larger company plan to promote wellness that involves written policies, supervisor and employee training, and, where appropriate, an approved drug testing program" (www.ccohs.com). A definition of an Employee Assistance Programme found on the internet describes it as follows: "an Employee Assistance Program (EAP) is an arrangement between a corporation, academic institution or government agency and its employees that provides a variety of support programs for the employees. Although EAP's are aimed mainly at work-related difficulties, they can also help employees with problems that originate outside the workplace when such troubles impact work attendance or on-the-job performance" (searchcio) ://searchcio.techtarget.com/definition/employee-assistance-

In conclusion it is best to indicate that the, Employee Assistance Program is widely used in the work context to address productivity problems effectively in the quickest way possible.

5.2 Core Technologies of Employee Assistance Programmes

Core technologies refer to the essential components of the EAP field of practice. Several approaches to this topic can be found in the literature, of which a few will be described here. According to the theory of Michael Reddy (1994:7) the traditional core technology of EAP relates to supervisory management, health care benefits for employees, and identification of those employees who need assistance through performance management. Other elements include specialist consultation of supervisors so that they are offered training to handle particular cases. Support for constructive criticism also plays a role to complete the intervention process. Steele (1998:05) asserts the following core technologies listed by EAPA:

- Consultation;
- Training to supervisors;
- Confidentiality while in process of problem identification;
- Constructive confrontation;
- Referral process;
- Assistance in the workplace;
- EAP evaluation of the impact of the program.

Blum and Bennett (quoted by Roman, 1990:145) identify six components of the EAP core technology:

- **Identification of employees' behavioural problems based on job performance.** These job performance issues can include attendance, productivity, on the job drinking and the ability to get along.
- **Provision of expert consultation** to supervisors, managers and union stewards on how to take appropriate steps in utilizing employee assistance policy and procedures.
- **Availability and appropriate use of constructive confrontation.** Constructive confrontation is a strategy which takes advantage of the work setting to create a platform where an employee is faced with his or her documented job performance decrement and change for EAP assistance.
- **Micro linkages with counselling treatment and other community resources.** This component focused on the management of the individual case, this involves the efficient use of community resources as soon as possible.
- **The creation and maintenance of macro linkages between the work organizations.** This includes counselling, treatment and other community resources.
- The centrality of the employee's alcohol problems as the program focuses with the most significant promise of producing recovery and genuine cost savings for the organization".

EAP-SA identifies the following EAP core technologies that correspond greatly to the technologies mentioned above:

- Consultation and training;
- Problem identification and assessment;
- Constructive confrontation;
- Referral for diagnosis, treatment and assistance;
- Consultation with work organization;
- Consultation with organization for health;
- Evaluation.

When the views of the different authors are compared, the similarities become evident, and this is an indication of the agreement regarding EAP core technologies. It gives EAP its unique character. It provides for direct assistance in the work place, but also for referral to outside agencies.

5.3 Internal and External Employee Assistance Programme Models

5.3.1 The Internal Model

The model applied within an organizational setting will define the common structure and goals of that particular Employee Assistance Programme (Anon, 1999:04). Different models will have their advantages and their disadvantages. The following section will discuss the models currently available.

An **internal EAP** provides a comprehensive service to its employees. This program does have trained professionals with skills in the clinical field. These professionals are usually trained social workers and psychologists. Organizations with large employee profiles usually use this model with comprehensive service delivery. Internal service providers have more access to the organization and they do have a better understanding of the dynamics of the organization. The external service provider is placed in a more vulnerable position than the internal service provider because as an internal practitioner you have more information available to you (Anon, 1999:04).

Employees have more access to the EA professional when the program is located internally, during working hours. However, the location of the program internally does have a downside. Employees may feel that confidentiality is compromised, and this may affect their willingness to make use of the programme. Employees may also fear that management will use the program to benefit them. The major concern regarding internal EA programmes lies in the fact that it can be perceived as being too closely linked to a department, and this can create a platform where confidentiality can become difficult to protect (Cagney, 1999:64).

Cagney (1999:64) contends that these concerns can result in structured isolation within an organization. This necessary separation is balanced by developing links to other parts of the organization. These internal linkages constitute the strengths of the internal model. The internal EAP knows the dynamics of the organization on a different level. The service provider is in a unique position to deliver high quality services designed specifically for the

organization. “The internal EAP model also allows for closer management of EAP professionals. Clinical supervision and quality assurance functions are routinely performed” (Cagney, 1999:65).

In conclusion it can be mentioned that an Internal Model provides the EAP professional with the freedom of access to the organisation where services are rendered. This allows the EAP professional to render effective comprehensive services to the client base.

5.3.2 The External Model

EAP services can also be provided to employees by contracting external service providers. These external contractors usually render services for diagnosis and referral to other service providers. Organizations believe that this method of service delivery is an easy, quick and efficient way to maintain a proper EA program. Managers also feel that contracting with external service providers will shift responsibility for employees externally. External contract services do not have in-depth knowledge of the organization and this can limit their provision of effective service delivery. “In describing an internal or external model can be a part time or full time model, it may hold its services on site or in another location” (Leong & Every, 1997:52).

Cagney (1999:66) indicates that small employers began contracting with external service providers where they had ready access to behavioural health services. The advantage of using external service providers lies in the availability of more expertise in the field, and confidentiality can be protected. The potential for a conflict of interests is diminished. “The models of delivering external EAP services are as varied as the organizations that contract these services”. Cagney (1999:66) outlines the different modes of delivering EAP services externally as follows:

“A traditional external model has a centrally located employer contracting with a local external vendor. The external EAP has offices near the employee and operates on a staff model and may form alliances with other EAP firms and individual clinicians”.

6. THE EAP IN THE DEPARTMENT OF CORRECTIONAL SERVICES

The Department of Correctional Services uses the in-house model for the implementation of the Employee Assistance Programme. The Department initiated the establishment of the EAP because they wanted to create a supportive environment for the staff component. The EAP is internally defined as a “work site based programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns, but not limited to : health, marital, family, alcohol, drug, legal, emotional, stress, placement, or other personal concerns which may adversely affect employee job performance” (Department of Correctional Services, 2000:20)

6.1 Principles underlying the employee assistance programme

The following principles form the core element of the implementation of the EAP in the Department of Correctional Services:

- The Employee Assistance Programme (EAP) will aid management decision-making with regard to people management without intervening in those decisions;
- Consultations with the Employee Assistant Practitioner, (who must register with the Employee Assistance Professional Association Board of South Africa - EAPA-SA) will be treated in the strictest of confidence;
- The EA practitioner will be bound by both the Department's Code of Conduct as well as the EAP-SA code of ethics and standards;
- Every request for service will be met with a prompt and respectful practice;
- The Employee Assistance Programme (EAP) will seek to facilitate optimal development, **but the power to make or influence beneficial change lies within each individual**;
- Contact with Employee Assistance Practitioners may be therapeutic, however, the practitioners only provide primary therapy;
- Personal and family problems are hindrances to effective service rendering and affect productivity;
- The Employee Assistance Programme (EAP) will focus on prevention, assessment and referral;
- Every client is entitled to a conscientious and efficient assessment;
- Client health education is a fundamental EAP responsibility;
- EAP's deliver comprehensive, quality services to four target groups: the organisation as a whole, supervisors, worker organisation representatives and employees and their family members" (Department of Correctional Services, 2000: 3).

A review of these principles indicates that they embody essential social work principles, and that they embrace the core technologies of Employee Assistance Programmes. The principles also limit the responsibilities of the practitioners with respect to therapy and primary therapy. This implies that the use of outside therapists is a possibility. It also specifies the target groups, including the families of the employees. It is significant though that it is stated that it is intended only as a support to management decisions, but it excludes interference in those decisions. This means that management may reject the support of the EAP practitioners.

6.2 EAP structure in the Department of Correctional Services

The Department of Correctional Services has three broad categories from where they deliver services to the officials. These three categories include firstly the provision of resources by making a resource centre available. In the second place preventative work should be done in the form of preventative and needs-based programmes. The third category provides clinical services in the form of therapy. The policy document of the Department outlines the three categories as follows (Department of Correctional Services, 2000:5):

- **Information (Resource Centre) Category:** All EA practitioners' offices will have a resource centre that will contain information on various themes such as information on the department (new policy initiatives), information on mental, physical and spiritual health, financial management and other matters. Other activities that fall into this category are those of advocacy and education.
- **Preventative (Proactive) Category:** This category deals with the development and offering of proactive, preventative and needs-based programmes. Such programmes will have as their focus the inculcation of healthy lifestyles by addressing issues such as personal financial and stress management, suicide prevention, sexual harassment, depression, substance abuse, conflict handling and general health (physical and mental) management. Other activities will include prevention seminars, awareness programmes and management consultation.
- **Primary Therapeutic Programmes Category:** Under this category EA practitioners will conduct both individual and group programmes for therapeutic purposes. Programmes presented in this category will primarily be aimed at providing coping skills to affected employees. An important part of this category is the initial screening/assessment, referral of members, as well as the provision of debriefing and trauma services – crisis intervention.
- It must be mentioned that this policy has been reviewed during 2008 and the reviewed document has been forwarded the Minister for approval during 2010. The Department still applies the old policy while waiting on the approval of the reviewed policy. The old policy only covers issues pertaining to the old Standards and Guidelines of EAPA-SA. The reviewed policy covers all new additions made from the current reviewed Standards and Guidelines of EAPA –SA. The new reviewed policy also focuses on an integrated approach to wellness as dictated by the DPSA in their Employee Health and Wellness Strategic Framework for the Public Sector.

7. **INGREDIENTS AND ELEMENTS OF AN EFFECTIVE EMPLOYEE ASSISTANCE PROGRAMME**

Employee Assistance Programmes have become tools to address issues within the workplace that can hamper productivity. The effectiveness of any EAP program depends on the necessary elements that constitute a fully-fledged program. Dickman (2003:47) outlines the following ingredients of an effective EA program:

Management Endorsement: It is absolutely necessary that management endorses and actively supports the Employee Assistance Program at the highest level. Top management backing can insure that the following will take form:

- Doors will open to EAP personnel at all other levels of management;
- Adequate financial support to begin the EAP will be made available for mail outs, lower supervisory training and initial diagnostic sessions;
- Enthusiastic support of middle and lower management is more likely because they model and reflect top management initiative;
- A beginning to enlist the support of local top management will be maximized.

It is further emphasized that both internal and external programmes seem to require access to the highest level of management for optimum success. However, many organizations have not granted their EAP's the necessary visibility and top level commitment.

Dickman stresses the value of labour-management co-operation in the implementation, acceptance and effectiveness of an EAP. (EAPA-SA, 2005:08) recommends the formation of an advisory committee that includes labour representatives where possible to maximize the potential for success.

Labour Endorsements: Organizational labour on a national level has whole-heartedly endorsed the EAP concept, and other experts in the field have expounded the value of labour-management cooperation in implementing an effective program. Such cooperation is crucial when the industry involved is union organized, and it will increase EAP participation by a meaningful degree.

Union Involvement: Depending on the circumstances, union support and involvement can also dramatically increase programme acceptance and efficiency.

Policy Statement: Every industry instituting an EAP must have a clear policy statement that describes the philosophy and intent of the program. The policy statement makes it clear that human problems are inevitable, that these problems interfere with work performance and that rather than terminate the impaired, troubled employee, the company would prefer to restore the employee to full capacity by providing the appropriate assistance in a confidential and professional manner.

The development of a policy statement should precede any EAP implementation. When clearly written and widely publicized, the statement serves as a guide to supervisors and managers regarding constructive handling of an employee's personal problems. It also prescribes ways of balancing organizational needs within the needs of the individual employee and the employee assistance program itself.

The policy should explain to employees that the EAP is a mechanism for providing confidential access to counselling and services.

Confidentiality: Confidentiality is the cornerstone of an effective EAP. All employees have the right to seek help for their problems, and they should know that their problems will be kept in the strictest confidence. In addition, when a worker is referred to the EAP by a supervisor, he or she needs to know that under no circumstances will this information be noted in any official files. An employee needs to know that nothing of the nature of his or her problems will get back to supervisors or anyone else. Unless absolute confidentiality is kept at all levels, the EAP will not be successful.

Supervisor training and labour steward training: It is recommended that supervisor training be conducted at least once a year. More extensive training should be offered when the programme is first launched.

The Role of the Supervisor: Supervisors have traditionally played a major role in carrying out EAP policies. The responsibility for training and educating supervisors to perform the necessary functions usually rests with the employee assistance program.

As discussed earlier, employee assistance professionals can train supervisors to identify troubled employees from deteriorating job performance, and to motivate these individuals to resolve their problems and improve either on their own or through the EAP.

Professional personnel: The EAP Coordinator needs to possess expertise in the following:

- Alcoholism and Alcohol Treatment;
- Marriage and Family Counselling;
- General Emotional Problems;
- Other typical Problems;
- Basic Interview/Counselling Techniques and Case Management

Broad Service Components: The EAP must be designed to helpfully respond to a wide variety of employee problems. This is known as the “broad brush” approach to industrial counselling, as opposed to the historically earlier occupational alcoholisms programmes.

Accessibility

Employees need to be able to get to their EAP site in a timely, convenient and efficient manner.

Employee and Family Communication and Education

An EAP must communicate its availability and services to employees and their families, if covered, in order to function effectively. Verbal announcements, newsletters, brochures and posters can be used to reach members of the workforce. At minimum employees must know about a company’s EAP policy and understand what the programme cannot do.

Program Evaluation

This is crucial to any effective programme. The company and the EAP office need to know if the programme is working and if it is doing what it purports to do. Some evaluation questions involve the following:

- Penetration rates;
- Cost effectiveness;
- Nature of circuit populations;
- Client satisfaction;
- Management and union satisfaction;
- Medical cost saving &
- Productivity gain.

It is evident from the above-mentioned facts that these elements form a crucial basis from which an effective EAP program should operate.

8. QUALITY CONTROL FOR AN EMPLOYEE ASSISTANCE PROGRAMME

As mentioned before, the Employee Assistance Programme should be designed to be of benefit to every area in an organization. Such a programme has to be underpinned by specific core practices (Megranahan, 1995:16). It is vital to have an EA programme packaged correctly for it to be successful. Megranahan (1995: 16) indicates that before and EA programme is introduced there should be a clear analysis of the aims and objectives for the service and the way in which the EAP should be designed in order to meet the objectives, and most vitally, how these objectives will be monitored. These elements need to be taken into consideration if one wants to present a program that is appropriate to the specific needs of an organization. This specific EA programme should have mechanisms in place to measure and improve the methods or processes used to deliver an EAP.

8.1 The foundation of quality control

Quality control within an EA programme is essential for effective implementation and sustainability. It is important that quality forms the golden thread throughout EA programmes. "Quality is made virtue, without it the EAP will be inadequate and even risks being potentially damaging" (Megranahan, 1995:16).

Quality control must be administered effectively and the process must include every part of the EAP service. In order to cover all the areas where the client should benefit, evaluation should include finances, contractual and actual services provided, and the planning of future needs.

8.2 Making the choice of EAP objectives

The strategic placement of an EA program is crucial. Incorrect placement within an organization can hamper the development of an effective EA program. Megranahan (1995:17) indicates that "the most common selector and driver of an EAP service will be the human resources". This implies that the EAP will only be effective if it is located within a component that deals with the human resources of the organization. "The priorities and preferences of the individual or group decision maker need to be assessed" (Megranahan, 1995:17). In other words, the priorities of an organization should be in place, and guidance from the top structure of an organization is needed to formulate the correct objectives, relevant to the needs of a specific organization. If for example stress is the common problem for this specific organization, the objective of the organization will be to reduce stress within the organization. The EAP will be in a position to develop a model or strategy to reduce stress. Such processes assist designers of an EAP to determine the strategic goal of the program so that practitioners do not get stuck in counselling, but become partners in defining organizational dysfunction. In this way practitioners will be in a position to provide the appropriate solution.

8.3 Quality review and benchmarking

It is imperative that a process of monitoring be followed, and a systematic quality review process be applied. Megrnahan (1995:17) stipulates that “once started the quality review process can be developed into a comprehensive tool with which to select an EAP, monitor its operations and review its performance. At every phase of a quality review process it is vital that agreed standards or benchmarks are set in place”.

Benchmarks are measurements used to compare the actual performance of a business or organization to others. They are strong indicators of how well or poor an organization is performing. Benchmarks should be developed to cater for the specific needs of an organization, and should include those that will ultimately make use of the program.

Table 1: The Benchmarking Process

Stage	Activity
Focus	EAP implementation
Analyze	How successful is the measure?
Develop	Establish optimum targets
Implement	Carry through and evaluate

Source: Adapted from Megrnahan(1995:18)

Table 2: The EAP quality review process and stages of EAP adoption and installation

Phase	Principal Activity	EAP aspects to note
Pre-implementation	Selection	Is every aspect of EAP service examined & compared to other services?
Interim	Monitoring	Are Employee Assistance Programs open and accountable?
Post-Implementation	Review	Is there sufficient data to plan future needs from previous experience?

Source: Adapted from Megranahan(1995:18)

9. PROGRAMME EVALUATION

Programme evaluation can be a way of providing much needed information to provide distinct direction to current operations and to assist with future developments (Anon, 1999:02). EAP evaluation is a sensitive issue within the professional field. Professionals are sceptical about requests for evaluation, as they see it as an attempt to cast doubt on the legitimacy of the EAP (Anon, 1999: 02).

Programme evaluation can be incorporated into total quality management to improve on all current systems (Anon, 1999:02).

9.1 Reasons for program evaluation

“Program evaluation is a broad area of research activity devoted to collecting, analyzing and interpreting vital information on the needs for implementation and impact of a given undertaking for the purpose of improvement” (Anon; 1999:09).

Program evaluation is important to improve EAP services rendered to employees. This process of continuous evaluation will be of benefit for the sustainability and longevity of an EA programme in any organization. The reason for this is that proof of inefficiency or poor implementation of the EA programme will be presented in the form of hard core facts. Anon (1999:02) indicates that “Organizations seeking ways to reduce expenditure on benefits will also find program evaluation useful. Such processes can highlight the specific contributions of employee assistance and justify the cost of EAP”.

Program evaluation will also assist any organization in determining the effectiveness of the programme. It will assist in determining if the programme has fulfilled its purpose and if the program has been effective in meeting the needs of the organization (Anon; 1999:02).

Ligon and Yegidis (2003:130) list various reasons for evaluating EAP's:

- **“Vindication:** It is increasingly important to obtain data which will demonstrate that the EAP is worthwhile. Justifying a programme's existence is essential to its continuance.
- **Marketing:** As EAP's continue to broaden their services it is important to be able to market the need for expansion in a persuasive and convincing manner.
- **Improvement:** EAP's are subject to the changing moods of the times, so it is important to understand the strengths and weaknesses of the EAP over time. Programme evaluations provide input that is useful in modifying services on an ongoing basis.
- **Understanding:** Evaluation helps to provide a better understanding of how and why a programme is working and this information may be invaluable when incorporating changes.
- **Accountability:** Beyond a commitment to excellence on behalf of programme leaders, funding sources hold programmes accountable for producing results, evaluation can provide that accountability”.

The necessity of implementing the process of evaluation cannot be underestimated. When the value and worth of the programme is known to experts in the field, this provides an opportunity to inform and convince top management and employees about the value and worth of the programme. EAP evaluation must form an integral part of any properly planned EA programme. Various types of evaluation methods can be applied to gain specific information regarding an EAP.

Ligon and Yegidis (2003:131) identify the following types of evaluation:

- **Input Evaluation:** It is regarded as an internal method that is of value in charting the evolution and development of an EAP, and it consists of a simple audit that takes an inventory of resources an EAP was intended to have and compares the list with those features the program actually has.
- **Utilization evaluation:** this type of evaluation provides programs with data concerning who is using what services and to what extent. Such data is also helpful in determining if the target populations of the program have been reached and whether different aspects of the EAP are over or underutilized. A potential barrier is lack of access to data due to employee confidentiality which is easily remedied by coding data to eliminate any identifying information.
- **Satisfaction Evaluation:** Satisfaction evaluation goes beyond which services were utilized to a determination level of satisfaction employees have with the services received. The client satisfaction questionnaire is a brief, well-established instrument which has been used to measure satisfaction with EAP services.
- **Outcome Evaluation:** Outcome evaluation assess to what degree the EAP impacted the outcome variables identified at the onset of the program such as the level of absenteeism, the number of grievances filed and the number of workplace accidents.

The primary obstacle to conducting outcome evaluations is the inability to obtain data which often crosses numerous organizational units.

- **Cost Benefit Evaluation:** The most commonly published studies concerning EAP's and involve summing the program cost determining savings to the organization on all outcome measures then calculating a ratio of the costs to the benefits to reflect the "cost worthiness" of the program".

10. INFILTRATION OF A NEW COMMUNITY

The EA programme within the Department of Correctional Services was a new concept at the time of implementation. The organization had just been demilitarized and many managers and officials had their way of conceptualizing the implementation of the EA programme within the Department. Managers felt that they knew how to work with problems and challenges in the work place and they did not want any other form of assistance. This barrier had to be overcome. Many managers held this view, and this is not beneficial for the implementation of an EA programme. One of the elements within the EA programme was its marketing, but more financial assistance could have been provided to make the programme more visible. The poor allocation from budget to the EA programme can also be seen as a form of ignorance as managers did not see the need of a fully fledged EA programme. It is against this background that one needs to look into what the value of a proper marketing strategy entails.

10.1 Internal marketing strategy to maximise EAP visibility and effectiveness

It is vital for any Employee Assistance Programme to have an effective marketing strategy in place, as this forms the golden thread of the Employee Assistance Programme. The effectiveness and visibility of the programme will only be clear if it is marketed effectively. (Beidel, 1999:91) indicates that the marketing of the EAP also lays the foundation from where the effectiveness of an EA program will be measured.

10.2 Marketing goals and objectives

It is important for an organization to formulate its own marketing goals and objectives, for this will lay the foundation for an effective marketing tool.

Beidel (1999:91) mentions five primary objectives linked to effective marketing:

- "To increase employee's knowledge of the EAP and its services, activities and key components, for example confidentiality, policy and referral procedures.
- To increase familiarity and comfort with the EAP's operations and to enhance the acceptance and use of the service by employees, managers, labour representatives and the organization's leadership.
- To increase utilization of the program at all levels throughout the organization.

- To enhance the integration of the EAP within the host or contract organization and to promote a feeling of ownership for the program on the part of the organization and its managers & employees.
- To maintain the visibility of the EAP and its presence as a vital contributor to the organization's productivity and efficiency, and to the well-being and general work life of the employees and managers."

10.3 Unique workplaces and their impact on promotional efforts

It is important to evaluate the uniqueness of an organization before implementing and developing a marketing strategy. The needs of the organization should be taken into consideration.

Beidel (1999:95) indicates that the most central aspect to take into account when implementing a marketing plan, is the culture of the organization itself, the unique and particular way the organization functions and gets things done, both on a formal and informal level.

The EA professional must realize that the programme cannot function in isolation; therefore it is always necessary to infiltrate your organization in a positive way and get hands-on information regarding the functioning of the organization. The EA professional must work with the organization's goals and objectives in mind. This will ensure the effective implementation of the EA programme.

10.4 Timing

The correct timing for implementing an effective marketing plan is crucial. The organization and the dynamics linked to its operational function should be looked into. Marketing efforts should not be in conflict with organizational events or operations. The EA professional must be aware of this and apply his or her discretion.

Beidel (1999:96) states that "although it is critical to understand and align employee assistance promotional efforts with the organization's preferred style of doing things, it is equally important to time promotional efforts so that they do not conflict with other organizational events or efforts".

The correct timing is pivotal, as this will allow the EA professional to successfully implement all internal marketing efforts. This will give the program the necessary platform from where it can operate successfully within the organization.

10.5 Written material

It is important to use material that is visible to your target market. The use of written material is common practice. Beidel (1999:98) indicates that " any marketing or advertising

text may offer suggestions and recommendations to drive the preparation and distribution of these materials, but the efforts should be rooted in sound communication practices”.

This practice will assist in making sure that all marketing efforts are successfully implemented. Written material can take on any form, from flyers to posters. Beidel (1999:99) states that “in addition to brochures, newsletters and corporate magazine articles, periodic flyers, posters, pay check inserts and other standard written promotional materials, several more targeted and often indirect promotional devices are also of value”.

10.6 Orally transmitted information

The EA professional usually engages with the target market by word of mouth. Services are often marketed in personnel meetings, as well as structured management meetings. This is how information is disseminated in the Department of Correctional Services. This method is effective if the EA professional can reach the target market from this platform.

Beidel (1999:100) also indicates that very often the employee assistance professional’s most effective way of promoting the EAP and the acceptance and use of its services will have to do with some form of oral communication.

The fact is that oral communication cannot be underestimated as this is the mode in which all aspects of the EA programme are promoted. Without oral transmitted information the programme will eventually not be as effective as it should be.

10.7 Electronic media

The use of electronic media to promote Employee Assistance activities has become a popular method. The Employee Assistance programme is a confidential service and usually deals with sensitive issues. The use of electronic media must be limited to dissemination of EAP related information, like training sessions or information on EAP activities.

Beidel (1999:103) states that “although many welcome the ability to leave messages for colleagues via e-mail, particularly when co-workers are unavailable or away from their desks, EA professionals must use e-mail in a guarded fashion”.

Another method of using electronic media as part of an internal marketing strategy can be the use of facsimile transmissions; this is a quick way to getting information across. Beidel (1999:103).

The internal organizational website is also a good place to spread marketing material to all officials within the organization. This is the platform where most of the employee population can be reached. Beidel (1999: 103)

10.8 The individual EAP professional as a marketing agent

The EA professional is usually the face of the EA programme. The interaction of the EA professional within an organization is crucial for the successful execution of EA related activities. The perceptions of employees and managers are formed with each interaction with the EA professional. The manner in which the EA professional conducts him or herself within the organization is crucial.

Beidel (1999:106) mentions that “no matter how effective the written materials or electronic media are in promoting the programme, the professional may be the consummate marketing tool, having the opportunity to reach customers and influence their perceptions each and every day he or she operates within the organization”

11. FINDINGS

11.1 Profile of Respondents

Table 3: Gender

Gender	Male	Female	Total
	25	10	35
%	71.43%	28.57%	100

71.43% of the respondents were male and 28.57% of the respondents were female. This corresponds with the male-female ratio of 72.2% to 27.8% in the Department of Correctional Services.

Table 4: Age

AGE	20-30 Years	31-35 Years	36-40 Years	41-50 Years	51-60 Years	60+ Years	TOTAL
	1	10	7	12	5	0	35
%	2.85%	28.58%	20%	34.28%	14.29%	0	100

The greatest percentage of the respondents fell into the age group of between 41-50 years. Most respondents have had long years of service and experience. This is a valuable fact for this research project as their input will give an indication of how relevant the EAP programme is because they started within the Department when there were no support structures for officials.

Table 5: Marital Status

MARITAL STATUS	SINGLE	MARRIED	DIVORCED	REMARRIED	TOTAL
	9	24	2	0	35
%	25.71%	68.57%	5.72%	0	100

Most of the respondents (68.57%) were married, while a sizeable percentage (25.71%) was still single. A small percentage (5.72%) indicated that they were divorced. There was thus a variation in the marital status of the respondents and although not tested, it is assumed that marital status will be a determinant in the attitudes of the respondents towards the EAP service.

Table 6: Rank

RANK	Correctional Officials	Senior Correctional Official	Assistant Director	Deputy Director	TOTAL
	30	3	1	1	35
%	85.71%	8.57%	2.86%	2.86%	100

A total of 85,71% of the officials occupied the rank of correctional official, while 8.57% indicated that they had the rank of senior correctional official. 1 respondent (2.86%) indicated that he was at the rank of assistant director and 2.86% indicated that he carries the rank of director. Most of the respondents are at operational level, with 5 officials at managerial level. The respondents were thus proportionally well distributed in terms of rank.

Table 7: Type of occupation/discipline of respondents

Discipline/Occupation	No of respondents	%
Management	07	20%
HR/Administration	08	22.85%
Education	02	5.71%
Religious care	0	0%
Social work/ Psychology	02	5.71%
Finance/ logistics	06	17.14%
Transport	0	0%
Nursing/medical	08	22.85%
Other not listed	09	25.71%
Total	35	100

The respondents came from a variety of sectors within the Management Area where the research was conducted. Twenty percent came from management, which should have a considerable influence on how much support EAP's get from the organization. A significant number (22.85%) were positioned in HR/Administration where EAP's are normally located. A total percentage of 34.27% came from nursing, social work and education sectors that are expected to have a positive view of EAP's. Every component within the Department plays a vital role in fulfilling the mandate of the Department to ensure safe custody of offenders.

Respondents were chosen from all sectors of the Management Area and due to the core business of the Department, respondents were released upon their availability as the core business of the Department is safe custody of offenders.

Table 8: Length of time in present position

LENGTH OF TIME	0-5 YEARS	6-10 YEARS	11-15 YEARS	16-20 YEARS	20+ YEARS	TOTAL
Nr of respondents	07	11	09	03	05	35
%	20%	34.42%	25.60%	8.55%	14.27%	100

The majority of respondents (60,02%) had been employed of the Department of Correctional Services for 6 -15 years, placing them in a position where they will be aware of the problems normally experienced by employees and will appreciate the need to have a support system to assist employees with their problems. Most of these employees have had experience with the EAP since it came into existence and had the opportunity to develop their views on the service. At the time of the research, many of the **respondents** were occupying managerial positions and were in a position to influence decisions and opinions about the EAP. The views of the respondents are representative of a wide variety of experiences.

B. PERCEPTION OF THE EMPLOYEE ASSISTANCE PROGRAM

This section deals with the perception of employees regarding the EAP of the Department of Correctional Services.

Table 9: Awareness of the EAP

AWARENESS LEVEL	YES	NO	TOTAL
	33	02	35
%	94.28%	5.71%	100%

Of the respondents, a majority of 94.28% indicated that they were aware of the program and a small minority of 5.71% indicated that they were not aware of the program. The Department of Correctional Services employs a marketing strategy which means that employees are informed about the programme, and this was reflected in the respondents' answers. It is possible that the small number of employees who claim to have no knowledge about the programme were either recruits not informed yet, or were transferred from another prison, or could not attend the marketing sessions as a result of staff shortages. The fact that the majority of respondents were aware of the EAP serves to indicate that the marketing strategies are effective and that staff knew that assistance is available in times of need.

Table 10: Knowledge of the nature of the EAP services

SERVICES OF EAP	YES	NO	UNCERTAIN	TOTAL
	27	06	02	35
%	77.15%	17.14%	5.71%	100%

The above table reflects the extent of the knowledge respondents in the sample have of the nature of the EAP service. The majority of respondents claim to have knowledge of the nature of the EAP service. More people claimed to be aware of the EAP service than those who claimed to have knowledge of the nature of the service (tables 9 and 10). This implies that a certain number of employees are only aware of the EAP service without knowing what it entails. This may partly be explained by respondents who indicated that they are uncertain about the nature of the EAP service. A certain group of employees also indicated that they do not have knowledge of the nature of the EAP service. The same number of respondents that indicated that they are not aware of the EAP service indicated that they are uncertain of the nature of the EAP service. This implies that some respondents do not have thorough knowledge of the EAP service with the result that this lack of knowledge may contaminate other employees' knowledge of the programme. It also implies that not all staff is reached by the marketing strategies.

Table 11: Utilization of EAP services in the area

USE OF EAP SERVICES	YES	NO	DID NOT ANSWER	TOTAL
	07	27	1	35
%	20%	77.14%	2.86%	100%

A significant number of respondents (officers) in the sample (77,14%) indicated that they do not make use of EAP services because they either have not had the need to make use of, it or they do not understand the procedures. One respondent (2.86%) did not answer. The reason provided by some respondents not having had the need for EAP services must be considered carefully, and not taken at face value unconditionally. They may deny their problems or they may not realize under what conditions they may use the service. It is encouraging that 20% of the respondents had a positive experience of EAP services because they are likely to inform others of the service, which may help to spread a positive image of the service. This also adds to fact that the utilization rate will increase.

Table 12: Views of the operation of the EAP

IMPLEMENTATION OF EAP	VERY POSITIVE	POSITIVE	NEUTRAL	NEGATIVE	VERY NEGATIVE	TOTAL
	19	13	02	0	01	35
%	54.28%	37.14%	5.71%	0	2.85%	100%

If the data in the table above is compared to that contained in Tables 7 and 8, an interesting and meaningful picture emerges. The number of respondents (54.28%) who state that they view the EAP program as **very positive** is smaller than those who state that they are either aware of EAP services or have knowledge of its nature. It may therefore be concluded that not all employees who are aware of the service or have some knowledge of it, are viewing it positively. Employees who feel positive about the EAP are of the opinion that the program assists and helps employees and their families if they ever experience problems. Some respondents feel that there are no support structures for employees, and this is the only form of support they have. Respondents also feel that the program is needed. A total of 37.14 % of respondents feel positive about the program, while 5.71% of the respondents is neutral as they feel that the EAP is not known to everyone, while there are no negative responses. 2.85% of the respondents feel very negative because there are no services of the EAP currently in the area.

Table 13: Views on the advantages of the EAP

	EMPLOYEE PRODUCTIVITY	EMPLOYEE MOTIVATION	EMPLOYEE MORALE	EMPLOYEE LOYALTY	ALL OF THESE	TOTAL
	01	04	05	0	25	35
%	2.85%	11.44%	14.28%	0	71.43%	100%

The results imply that 2.85% of the respondents feel that the EA program will lead to employee productivity, while 11.44% believe that the EAP will be able to motivate employees. A further 14.28% believes that employee morale will be facilitated through the EAP. Respondents are of the opinion that people will be more positive and the EAP gives an employee the opportunity to raise his or her problems with someone who is neutral. The majority (71.43%) of the respondents believe that the EAP can improve all of these elements within the organization. They are of the opinion that the programme helps those in need, that it focuses on various aspects and that results will ultimately be good. Some respondents feel that if the program is utilized correctly it can be cost effective for the Department.

Table 14: EAP and effective rehabilitation

	YES	NO	TOTAL
	33	02	35
%	94.29%	5.71%	100%

The respondents were asked to give their views on how they see the role of the EAP in assisting with rehabilitation. The results shows that the majority (94.29%) of the respondents feel that rehabilitation cannot be attained without the EAP, as employees need to be positive. If they are positive, they can impart a positive effect on offenders, which facilitates rehabilitation. The majority of the respondents are of the opinion that employee morale can only be good if employees have support, and they feel that the EAP assists in this. A small minority (5.71%) of the respondents feel that they don't agree that EAP can support rehabilitation, but they did not give a reason.

Table 15: Views on the encouragement of employees to make use of EAP services

	YES	NO	UNCERTAIN	TOTAL
	32	0	03	35
%	91.43%	0	8.57%	100%

Respondents were asked to indicate if they think employees must be encouraged to make use of the EAP. The majority (91.43%) of the respondents indicated that employees must be encouraged to make use of the programme. Their response was that the programme helps officials with problems, and it assists in keeping employee morale high. Respondents feel that the program is cost free and they can access it during working hours. A small percentage of respondents (8.57%) were uncertain, as they feel that people will not easily discuss their problems with strangers and that privacy is important. Although a low percentage, these respondents aired a view that should be noted, because it reflects a concern that many troubled employees may have.

Table 16: Views on the status on the EAP in the Department

	Status should be improved	Status is appropriate considering the value of the programme	It is regarded as too important	I have no clear view on the status of the EAP	Total
	17	06	06	06	35
%	48.58%	17.14%	17.14%	17.14%	100%

The respondents were asked to give their views on the status of the EAP within the Department. The table above indicates that 48.58% of the respondents felt that the status should be improved. They felt that this will give the EAP facilitators more authority to execute their duties. They also feel that EAP'S should be promoted to the rank of Director for them to have decision making powers to help employees more effectively. 17.14% of the respondents felt that the status is appropriate, 17.14 felt that it is regarded as too important and 17.14 had no clear view on the status of the EAP.

Quite interesting views were expressed by the participants, although some reactions are somewhat unclear. Quite interesting is the view expressed by almost half of the respondents that the EAP's status should be improved, based on the perception that it will give the EAP functionaries more authority to carry out their task. This is in line with their view that EAP should function on managerial level.

Table 17: Effective utilization of the EAP

	YES	NO	UNCERTAIN	TOTAL
	08	19	08	35
%	22.85%	54.30%	22.85%	100%

The majority (54.30%) felt that the services are not used effectively because they don't know who to contact or which procedure to follow. They feel that officials are not aware of the program and they are afraid of stigmatization if they make use of it. They also feel that the area does not have an EAP practitioner and therefore the programme cannot be fully utilized. 22.85% of the respondents feel that the programme is being used effectively, because employees were referred to the programme and they got better. The other 22.85% of the respondents are uncertain because they feel the EAP is at the Area Commissioner's office and should be placed at management level for effective utilization.

The fact that some respondents express the need that the EAP service should be made more accessible should be noted, because the lack of accessibility will lead to underutilization to the detriment of the people in need of the service.

Table 18: Impact of EAP services

	YES	NO	UNCERTAIN	DID NOT RESPOND	TOTAL
	15	09	10	01	35
%	42.86%	25.72%	28.57%	2.85%	100%

A sizeable percentage (42.86%) of the respondents indicated that they think that the program is making an impact in the area. A total of 25.72% of respondents disagree and 2.85% did not respond to this question.

It is quite likely that those employees who had first-hand exposure to the EAP will have a different view on the programme than those who did not have any exposure yet. A sizeable percentage (25.72%) disagreed and felt that the EAP does not make an impact in the area of the office. These could be people who have not used the programme and or did not have a basis to judge on.

Table 19: Satisfaction of operation of the EAP

		%
VERY SATISFIED	07	20 %
SATISFIED	12	34.28%
UNCERTAIN	09	25.72%
DISSATISFIED	04	11.43%
VERY DISSATISFIED	03	8.57%
TOTAL	35	100

The respondents were asked to respond to the level of satisfaction they experienced with the implementation of the EAP in the area. 34.28% were satisfied about the programme and 20% were very satisfied. They indicated that to make use of the programme is a positive experience. They see the programme as effective and the manner in which member's are assisted as good. They also appreciate the fact that the practitioner is always available for them. 25.72% of the respondents are uncertain, because they are not sure of the programme, and according to them employees have not been briefed about the program.

8.57% of the respondents are dissatisfied and 8.57% of the respondents are very dissatisfied. They note the fact the area does not have the services of an EAP anymore.

From the above it seems as if respondents who used the programme were satisfied with the service. A larger percentage expressed satisfaction with the programme than those who stated that the programme has an impact in the area. However, the important finding is that satisfaction with the programme was expressed by quite a large group of people and this should encourage people responsible for the marketing of the programme.

12. CONCLUSIONS AND RECOMMENDATIONS

12.1 Conclusions

- The overall goal of the research has been achieved in the sense that the perception of officials of the Department of Correctional Services have been ascertained.
- The majority of respondents seemed to be aware of the EAP within the Department of Correctional Services and reported that they have knowledge of the programme.
- Fewer respondents are actually making use of it. It is possible that a smaller percentage of people than those who are aware of the programme or have knowledge of it, experience problems. It is also possible that some employees have an incorrect perception that has not been corrected by marketing programmes, and that they respond to an incorrect perception. It seems that for some employees there may be a stigma attached to the use of the programme.
- Although it has not been tested, the crucial role that supervisors play in an EAP should not be underestimated. If supervisors do not believe in the positive value of the programme, this may create obstacles in the utilization of the programme. Respondents did state that the programme is not used effectively because there is uncertainty about the procedures to be followed.
- The respondents reveal a strong belief in the supportive value of the EAP, stemming from the experience of people who used the programme.
- There was a strong feeling that the status of the programme should be increased, it clearly indicates that the current level the EAP's are functioning in should be upgraded to a higher level of authority for effective service delivery.
- The majority of the respondents felt that employees should be encouraged to make use of the programme. The percentage of respondents who felt like this is larger than those who have used the programme. The conclusion from this is that employees in general have a belief in the value of the programme.
- The majority of respondents reported that they believe that the programme has an impact, although a considerable percentage disagreed with this while a sizeable percentage was uncertain. This clearly indicates that an intensive marketing strategy should be developed and implemented to inform respondents about the EAP.

12.2 Recommendations

- The EAP should be presented as a programme that is used for the benefit of the employees and not as a practice that will be used to victimize employees, or discriminate against those making use of it.

- It should be conveyed to employees that the Department of Correctional Services acknowledge that employees do experience problems in the workplace and that the EAP is an instrument to be used to handle personal and family problems.
 - The marketing programme should be reviewed and evaluated in order to make certain that it achieves its goals.
 - Supervisor's perception of the EAP should be established and corrected if necessary.
 - The EAP policy should be made clear to the employees and should form part of an induction programme for new employees.
 - Referral procedures should be made clear to employees.
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ANNEXURES

ANNEXURE 1 AN INVESTIGATION INTO THE POSITION OF THE EMPLOYEE ASSISTANCE PROGRAMME IN THE DEPARTMENT OF CORRECTIONAL SERVICES

This questionnaire has been developed to assess the position of the Employee Assistance Programme in the Department of Correctional Services. The purpose of this instrument is to collect information to determine the perception official's have about the EAP and, if necessary, which adjustments need to be made to the EAP to make it a more effective service for the sake of the employees.

Please complete the questionnaire as honestly and accurately as possible. Most of the responses required in this questionnaire can be indicated by making a cross in the appropriate box.

A. BIOGRAPHICAL INFORMATION

1. Current Location

Klerksdorp Correctional Centre	1
Klerksdorp A/C office	2
Potchefstroom Correctional Centre	3

2. Please indicate your gender.

Male	Female
1	2

3. Please indicate your age group.

20 - 30	31 -35	36 -40	41 - 50	51 - 60	60+
1	2	3	4	5	6

4. Please give an indication of your marital status.

Single	Married	Divorced	Remarried
1	2	3	4

5. Please indicate your rank.

CO	SCO	ASD	DD	DIRECTOR
1	2	3	4	5

6. Please specify the type of discipline you resort under as a correctional officer.

Management	1
HR/Administration	2
Education	3
Religious Care	4
Social Work/ Psychological	5
Financial/ Logistics	6
Transport	7
Nursing/ Medical	8
Other not listed please specify below	9

7. Please indicate the length of time you have been in your present position.

0-5 years	6 – 10 years	11 – 15 years	16 – 20 years	20 + years
1	2	3	4	5

8. If you ticked "Management" please indicate your position

B. YOUR PERCEPTION OF THE EMPLOYEE ASSISTANCE PROGRAMME

The Department of Correctional Services has established an EAP for their employees and this section deals with your perception about the service.

9. Are you aware of the EAP in the Department of Correctional Services?

Yes	No
1	2

10. Do you know whether your area has the services of an EAP practitioner?

Yes	No	Uncertain
1	2	3

11. If 'yes' have you ever made use of the EAP services in your area or know of someone who did?

Yes	No
1	2

Please motivate your answer

12. What is your view on the implementation of an EAP in the Department of Correctional Services?

Very positive	Positive	Neutral	Negative	Very Negative
1	2	3	4	5

Please motivate your answer:

13. Do you think this program help to improve the following? Mark only one or more than one.

Employee productivity	Employee motivation	Employee morale	Employee loyalty	All of these	None of these
1	2	3	4	5	6

Please motivate your answer

14. Do you think the program, through, its employees; is a necessity to assist the Department to reach the goal of effective rehabilitation of offenders?

Yes	No
1	2

Please motivate your answer

15. Do you think that employees should be encouraged to make use of the EAP in your Department?

Yes	No	Uncertain
1	2	3

Please motivate your answer.

16. Please give your view on the status of the EAP in the Department of Correctional Services.

Its status should be improved	Its status is appropriate considering the value of its service	It is regarded as too important	I have no clear view on the status of the EAP
1	2	3	4

Please explain your views

17. Do you think that the EAP is being used effectively by our officials?

Yes	No	Uncertain
1	2	

Please explain your answer

18. Do you think that the EA programme is making an impact within your area?

Yes	No	Uncertain
1	2	3

Please explain your answer

19. Are you satisfied with the way the EA programme operates in your area?

Very satisfied	Satisfied	Uncertain	Dissatisfied	Very satisfied
1	2	3	4	5

Please explain your answer

Thank you for your time and effort.

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