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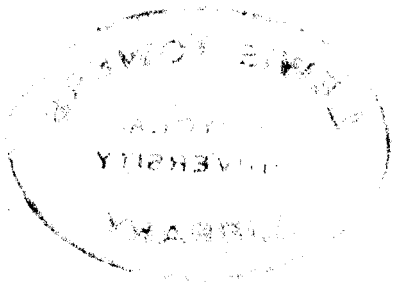
CLIENT ORGANIZATION PREFERENCE FOR EMPLOYEE ASSISTANCE PROGRAM

AND COUNSELOR SELECTION

By

Gerard A. Butzen

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of Loyola University of Chicago in Partial Fulfillment of the

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Special thanks is given to Michael A. Waters whose encouragement started me on this journey and a personal thanks to my wife, Kate, whose patience, support, and understanding made completion of the Ph.D. possible.

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VITA

The author, Gerard A. Butzen, is the son of Gerard E. and Marie
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His elementary education was obtained in parochial schools in
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Since 1968 he has been employed by AEC, Inc. headquartered in Elk
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The author has published four technical books: Engineering and
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Handling Division, 1982 and Automation for Injection Molding, 1985.
In addition to these publications he was a contributing author to the
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Engineers in 1986.

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CHAPTER I

INTRODUCTION

The importance of the individual worker has been given impetus as
America searches for an answer to its decline in both productivity and
quality. Businesses and industrial organizations can no longer depend
on the systems and procedures of the past to insure their survival in
the changing marketplace of today. Today's marketplace demands
innovation in order for business organizations to successfully vie
with competition from both home and abroad. People are responsible
for innovations in products, marketing practices, processes of
technology utilization and work methods (Kanter, 1983).

A recent development in the American workplace designed to
complement industrial productivity is the Employee Assistance Program
(EAP). Although a variety of titles exist for these programs, they
all focus their concern toward prevention, identification and
treatment of personal problems that have adverse effects on job
performance (Sonnenstuhl, 1986). Some variations of title include
employee counseling, mental wellness, special health services or
employee alcoholism programs (Weiss, 1980).

These programs address the issue of productivity (Trice & Roman,
1978; Sonnenstuhl, 1986; Wrich, 1980). They provide the means for
confrontation of the troubled employee who has an adverse effect on
the productivity and quality goals of their employer. Employee

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assistance programs help determine the nature of the employee's
problems and refer the employee to the appropriate service provider in
order to return the employee to an acceptable or better level of
productivity (Wrich, 1980).

Current research has focused primarily on large organizations
with internal employee assistance programs (Feinstein & Brown, 1982;
Hayward, Schlinger & Hallan, 1975; Masi, 1982; Presnall, 1981; Roman,
1972; Sonnenstuhl, 1986; Willman, 1984; Yandrick, 1984). The focus of
this study is on small companies where over 70% of the American
workers are employed (Masi, 1982). The scope of the study is the
determination of employee assistance program concept acceptance, the
preferred program format and the person to administer a program at the
subject's organization. A detailed analysis of the information
gathered by this study may be of help to the expansion of the employee
assistance program concept to small organizations and to counselors or
counseling students interested in applying their skills to the
business and industrial setting.

Employee Assistance Program Precursors

Precursors of EAP in the United States can be found as early as
the late nineteenth century. These early programs were based on
concepts including social betterment, personnel counseling, workplace
or occupational mental health and industrial alcoholism. Each was
designed to increase productivity and to satisfy humanitarian concerns
(Brandes, 1970; Sonnenstuhl, 1986; Trice & Beyer, 1984). Social
betterment was a popular viewpoint of the 1880s. The focus of this
movement was to provide inexpensive housing, unions sponsored by the

employer, safe and sanitary working conditions, company sponsored educational facilities, banking and recreational facilities which were all part of the employer benefit package. Insurance, medical treatment and pensions were also provided to employees by many of these organizations. The benefits were also provided to encourage employees to be loyal to the organization and thereby discourage outside union intervention and the possibility of strikes (Nelson & Campbell, 1972). This movement also helped to provide approximately 2,000 jobs for welfare workers in industry by 1913 (Carter, 1977). This movement faltered by the 1930s due to the Depression which forced a reduction in employer provided benefits and passage of the Wagner Act of 1936 which made company unions illegal and encouraged independent union organization (Brandes, 1970).

The personnel counseling perspective focused on the belief that workers had attitudes which were negative towards cooperation with management. It was an attitude that caused unionization, work slowdowns and strikes and caused a negative impact on production (Mayo, 1923). Research done at the Hawthorne plant operated by Western Electric helped to substantiate Mayo's point of view. The researchers found output control and production rates determined by employees. They also found evidence of falsification of records by employees. The reason for these additions was thought to be irrational attitudes towards management by the employees (Roethlisberger & Dickson, 1939). The researchers believed that showing concern for employees would increase morale and result in an increase in productivity. They wandered the workplace and listened to

workers without offering advice. The counselors listened to both work and personal problems with the intention of helping employees release feelings so the employees would then be able to rationally deal with their problems. The program at Western Electric served as a model for other companies during the 1940s and 1950s (Bellows, 1961).

Occupational mental health programs gained momentum during World War II. The impetus was the drain on the labor force caused by workers entering the military. Because of the influx of inexperienced workers into the labor force, the government supported and funded hundreds of social service and mental health programs in the workplace to help organizations blend these new employees into their work settings expeditiously (Carter, 1977). Interventions with employees in these early programs were often no more than "emotional first-aid" (Lott, 1946). The minimum treatment offered by many of these early programs frequently tendered less than desirable results (McLean, 1973). After the war these programs declined significantly. Research conducted by Mumm and Spiegel (1962), revealed that of the 567 responding companies, out of a population of 1,100 companies targeted, only 37 of these companies with "advanced personnel programs", had formal mental health programs in operation.

The industrial alcoholism concept started to gain momentum during World War II. Problem drinking was recognized as having a negative impact on worker productivity. The industrial alcoholism approach to the problem of poor work performance was to use the power of job retention to motivate a positive change in the worker's behavior. The employee is confronted with the possibility of job loss if behavior is

not changed. At the time of confrontation, rehabilitation is offered to the employee. The employee is likely to choose rehabilitation rather than termination (Trice & Schonbrunn, 1981). The early programs were administered by occupational staff physicians working in conjunction with Alcoholics Anonymous (AA) members. The arrangement in these early programs was informal. When physicians became aware of an employee who had a drinking problem they contacted the AA member and encouraged the AA member to approach the employee with the problem. The AA member was instructed to confront the troubled employee about the danger of possible job loss. At the same time they made the employee aware of the help AA could give them to achieve and maintain sobriety and save their job. These early industrial alcoholism programs introduced and developed the constructive confrontation strategy that is used in EAPs found in organizations today (Presnall, 1981; Trice, 1962). The pressure used in this confrontation is the standard disciplinary procedures and guidelines of the employer (Presnall, 1981).

The roots of the present day EAPs lie in AA and in the occupational alcoholism programs of the early 1940s. The programs are organization supported programs that deal with employees who are experiencing or may experience a drop in productivity because of personal problems. Several forward thinking companies noticed a correlation between employee involvement in AA and improved productivity. They became aware of the important role AA played in the recovery process of the alcoholic employee and the benefit which then accrued to the organization. The problem drinker was given

support for recovery and the organization was able to retain a trained
and valuable employee. Being able to retain the employee, often at a
significantly higher level of productivity, positively affected the
bottom-line profitability of the organization. The return on
investment for the pioneer organizations in the early days of these
programs was significant enough for those beginning programs to
survive and evolve into the present day employee assistance programs
(Wrich, 1980).

The "Broad-Brush" Employee Assistance Program

The term "employee assistance program" was first used by the
National Institute of Alcohol Abuse and Alcoholism (NIAAA) in order to
distinguish their programs from programs being promoted by the
National Council on Alcoholism (NCA). Efforts to expand the NIAAA
programs necessitated staff increases which brought persons with
backgrounds other than alcohol treatment into the organization. The
different perspective did not dilute the focus on alcoholism, but
expanded the scope of problems that cause drops in productivity to the
complete range of human problems (Wrich, 1980). Calling programs of
this nature employee assistance removes the stigma that many people
associate with words such as mental health or alcoholism and thereby
makes access and use of the "broad-brush" program less threatening
(Wrich, 1980).

The broad-brush approach acknowledges the fact that problems
other than alcohol abuse can have an adverse effect on job performance
and productivity. Any human problem may be the target of these
programs (Erfurt & Foote, 1977). Two studies reported by Presnall

(1981) present evidence of the impact of problems other than
alcoholism. The Kemper Insurance Group was the focus of the first
study. During 1978-1979, 20.3% of the Personal Assistance Program
caseload was due to employee alcoholism, 34.3% was due to family
alcoholism, 43.1% was classified as "other living problems" and 2.3%
of the caseload was drugs other than alcohol related. Their entire
caseload represented 10.03% of their payroll population of 9,200
employees. Almost half of the Kemper program users were seen for
problems other than alcohol. The second study is of the Personnel
Counseling Program provided by Kennecott Copper's Chino Mines
Division. The time frame of this study was from July 1, 1970 to
January 1, 1976. During that time period, their program caseload
reflected 18.1% alcoholism, 5.2% drugs other than alcohol, 13.5%
family problems, 10.0% marital problems, 9.4% legal problems, 5.1% had
financial difficulties, 9.3% had psychological/emotional problems and
29.3% of the program users had problems that were documented as "other
problems." The entire caseload represented 52.2% of their payroll
population of 7,400 employees. About 75% of their caseload was for
problems other than alcohol. Five other companies were the focus of
study for Archambault, Doran, Matlas, Nadolski and Sutton-Wright
(1982). The companies are not identified but pertinent data is given.
All five are headquartered or entirely reside in the state of
Michigan. The range in payroll population from 3,000 to 22,000
employees. The individual company caseloads were totaled and then
averaged to simplify the findings here. Alcohol/alcoholism accounted
for 31.6% of their combined caseload, 4.2% was drugs/polydrugs, 19.6%

was family/marital, 29.6% was emotional/mental, job problems accounted
for 8.4% of the caseload and the category "other" which included
financial, medical and legal issues represented 6.6% of the caseload.
Approximately, 65% of the program users within these organizations
were concerned with issues other than substance abuse.

These programs address negative changes in productivity patterns
in an organization's employees. Because productivity affects
bottom-line profitability, management may choose EAP as a means to
address personal problems which adversely affect productivity levels.
Although most of the programs on-line today are broad-brush programs,
one of the primary concerns of these programs continues to be early
intervention for substance abusers (Weiss, 1980). Many companies are
in agreement with the disease concept of alcoholism (Scher, 1973;
Trice & Beyer, 1984). They accept the concept of treatment, rather
than termination, for the cooperative employee who is a substance
abuser. It becomes a sound business practice to rehabilitate these
employees rather than incur the expense of rehiring and retraining a
replacement for the troubled employee (Schramm, 1980; Trice, 1980).

Human Capital Theory

Human capital theory is a worthy supplement to the cost versus
benefit approach of employee assistance program justification (Becker,
1985; Schramm, 1980). It is an approach that reaches beyond the
concept of weighting program costs against change in employee behavior
regarding attendance and productivity improvements credited to the
intervention process between troubled employees and the employee
assistance program (Presnall, 1981; Wrich, 1980). Human capital

theory proposes the value of investing in employees in much the same way as businesses invest in or capitalize physical plant, machinery, equipment and their inventories of goods (Koontz & Fulmer, 1984). In accordance with the capital paradigm, the employer invests in employees by providing them training, a safe workplace, educational benefits, health care and an employee assistance program only to the extent that the anticipated return on investment exceeds the cost of these employee benefits. To reframe the above, the employer establishes a supply of capital in the work force from which the employer envisions an income stream whose present value exceeds the cost of the employer's capital investment (Chirelstein, 1977).

From the perspective of human capital theory, employee assistance programs should be viewed as an investment that can significantly enhance or increase the useful life of troubled employees that are working at less than standard productivity levels. The interaction between the employee and the employee assistance program can be viewed in much the same way as maintenance which may be performed on equipment in order to gain the output originally expected from the equipment. The intervention in either case improves the usefulness of either the equipment or the employee. Productivity standards must be met so a business can receive a higher price for goods and services than the business spent to generate the goods and services. This difference is called profit which is an increase in the value of the business (Koontz & Fulmer, 1984). Human capital theory views employees as an asset needed to generate profits which enable the business to survive and provide income for the employees. The theory

places value on the employee and focuses on the rehabilitation of troubled employees rather than termination of the human asset.

An employee assistance program is focused toward early intervention (Emerson & Messinger, 1977). Most human problems, if not addressed, tend to become worse with the passage of time. The workplace is particularly sensitive to this phenomena. When an employees' productivity drops it is usually obvious to the employees' supervisor. If the organization has a well run employee assistance program and supervisors trained in the concept of constructive confrontation, the drop in productivity can be addressed before termination of a troubled employee becomes the issue (Wrich, 1980). The early confrontation and referral, inherent in the employee assistance program concept, serves the human capital theory by preserving a valuable asset of the organization and bringing the productivity level back up to expected norms for the maximization of the return on investment the employer put into the hiring, training and development of the employee (Becker, 1975; Chirelstein, 1977; Schramm, 1980). The age of onset of alcoholism in employed populations as determined by obvious impaired work performance is most observable between the ages of 35 and 50 (Trice & Roman, 1972; Schramm, Mandell & Archer, 1978). For many employees this age range should be their period of maximum productivity. These are the prime years not only for maximum productivity but also significant years for maximum return on investment in human capital.

The Internal Employee Assistance Program

The internal employee assistance program is owned by the company

or organization that offers the program to its employees. The program staff members are employees of the organization. The program is usually located physically within the organization. Most internal programs are found in organizations with large numbers of employees (Feinstein & Brown, 1982; Lewis & Lewis, 1986). The employee population has easy access to internal programs and the supervisors also have the benefit of close contact with the EAP staff for consultation (Lewis & Lewis, 1986; Manuso, 1983).

The External Employee Assistance Program

The external employee assistance program is administered by consultants or agencies outside of the organization. Their services are contracted for so the staff members are not employees of the organization (Feinstein & Brown, 1982; Lewis & Lewis, 1986). The services are usually provided away from the job site. Appointments are arranged by telephone. Although access to the program may be slightly more difficult than access to an internal program, the remote location of the external program may be perceived as more confidential than the internal program by some employees (Lewis & Lewis, 1986). They are less expensive for small and medium size companies than internal programs.

The Consortium Approach

Consortiums are formed when a group of companies joins together to support an employee assistance program which is paid for and used by all members of the consortium (Feinstein & Brown, 1982). Most of the consortiums of today are owned, operated and administered by the caregiver, social service or consultant who provides the service to

business and industrial organizations (Feinstein & Brown, 1982;
Presnall, 1981). These programs are administered in the same way as
external programs.

Role and Responsibilities of the Counselor Resource Person

The primary role of the counselor/resource person in a
contemporary broad-brush employee assistance program is to determine
the cause or causes of a referred employees' decline in productivity
to refer the employee to the appropriate care provider or in some
cases provide short term counseling, to follow up with the care
provider in aftercare if needed and to facilitate the re-entry process
for the employee (Wrich, 1980). Due to the variety of program
formats, which include internal programs, external programs and
consortiums discussion here will focus on components common to all
types of employee assistance programs. The difference between the
three program formats are location and ownership (Feinstein & Brown;
Manuso, 1983).

All employee assistance programs should have the following nine
components (Masi, 1982). It is the responsibility of the
counselor/resource person to not only implement these components but
to insure perpetuation of these characteristics. The first component
is the development and composition of an employee assistance program
policy statement that explains the organization's willingness to
assist employees in a confidential and humane manner. It should also
explain the supervisory and self-referral procedures. Many programs
also include the employee's immediate family in the employee
assistance program because of the possible impact their problems may

have on the employee (David, 1980; Lewis & Lewis, 1986; Wrich, 1980).

This option along with access procedures for family members should be

included in the policy statement. The second component is to involve

management and labor in drafting the policy statement. The success of

any program is dependent on the support of both labor and management.

The third component is the development and delivery of an educational

program to all employees so they are aware of the program and policies

of the employee assistance program. The education of employees should

be viewed as a continuing process. The fourth component is the

development an delivery of supervisor training with emphasis on their

unique and vital role in the program. Supervisor training should be

scheduled regularly for both development of their intervention skills

and to aid in gaining their support of the program. The fifth

component is provision of a professional diagnosis and appropriate

referral or short term counseling for troubled employees who are

referred to the program by supervision, peers or themselves. The

sixth component is to become familiar with community and other

resources for various types of treatment and assistance that are

compatible with the troubled employee. The seventh component is the

development and implementation of records, reviews and follow-up

procedures pertaining to the program. The eighth component is to

describe and strictly adhere to a policy of confidentiality based on

the APA ethics guidelines and federal and state confidentiality

regulations. The ninth component is the development and utilization

of program evaluation procedures. The educational component may be

expanded to the areas of health and prevention (Shain & Groeneveld,

1980; Shain, Suurvali & Boutilier, 1986). Health and prevention presentations not only promote healthy habits but they may help develop an atmosphere of self-responsibility and are beneficial not only to th employees but to the employee assistance programs' efforts to generate employee self-referrals prior to any behavior change that would require a supervisory referral (Lewis & Lewis, 1986).

Employee Assistance Program Acceptance

Acceptance of employee assistance programs is evidenced by the rapid increase in programs among organizations in the United States. The NIAAA became directly involved with the promotion of these programs when they funded two occupational program consultants to help business organizations develop these programs for their employees. The consultants developed or reactivated over 320 programs from 1974 to 1976 in the state of New York (Trice, Beyer & Coppess, 1981). The years 1971 to 1980 showed an increase in employee assistance program growth from 350 to well over 5,000 programs nationwide. This growth encouraged the development of approximately 200 employee assistance program consultants in the private sector by 1981 (Roman, 1981).

Employee Assistance Programs and Drug Screening

Recent developments in the United States are focusing attention on drug abuse in the business sector. President Ronald Reagan has targeted mandatory drug screening for those persons employed by the federal government who are in sensitive positions such as persons in the areas of national security, public safety and public health (Mayer, 1986). The mandate issued by President Reagan states that the employees found to test positive for drugs will be referred to

counseling programs. His stance is rehabilitation rather than termination. He left provision in the mandate for dismissal if after treatment the employee again tested positive for drugs. President Reagan also asked for the assistance of the private sector (Morganthau, Willenson & DeFrank, 1986). Although drug screening may be highly controversial, some companies are either presently employing this procedure or are seriously considering the possibility of implementing a drug screening program in the near future (Cordts & Quinlan, 1986). With emphasis being placed on rehabilitation rather than termination, organizations have some direction on what to do with the employee who has a positive urinalysis test result. Some companies may have a legal right to perform drug screening but others may not. A well run and administered employee assistance program would be of benefit in either case. In a company that does require drug screening an employee assistance program could serve as the means for rehabilitation. In a company not using a urine test well trained supervisors could address the same issue, with far less legal exposure for the organization, by employing the technique of constructive confrontation (Sonnenstuhl & Trice, 1986).

Purpose of this Study

The purpose of this study is to investigate the attitudes held by organization that do not presently have an employee assistance program about the value of such a program. The organization contact persons will be those involved with personnel and policy making in their particular organization. The format for data gathering is a combination of personal interviews and mailed questionnaires. The

study will investigate positive or negative response to the employee assistance program concept, issues pertaining to internal/external program format preference and issues concerning selection of a counselor/resource person to administer the program to best serve the needs of the subjects' particular employee population and organization.

Limitations

This study has limitations that govern the application of its findings. Findings are limited to organizations belonging to the Greater O'Hare Association of Industry and Commerce. The investigation has no control over organizational variables that may influence the response of the subjects. The study is further limited by the size of the sample.

Definition of Terms

This investigation requires definition of the following terms:

Employee assistance program (EAP) is a program whose main purpose is to provide professional aid for employees whose personal problems may lead or have led to drops in productivity, absenteeism, conflicts with co-workers, accidents and termination of employment (Lewis & Lewis, 1986).

Internal program is an EAP owned, operated and housed by the employer offering the program (Wrich, 1980).

External program is an EAP owned by the caregiver or consultant which is offered to an organization on a contractual basis (Feinstein & Brown, 1982).

Consortium is an EAP owned and operated by a group of

organizations who share in the expense, operation and administration
of an external program (Presnall, 1981).

Counselor/resource person is the person who performs the duties
of assessing the cause or causes of the troubled employee's
difficulties, referring that person to an appropriate helping source
and aiding in the transition of the troubled employee back into the
workforce when appropriate (Wrich, 1980).

Organization of Study

Chapter I is an introduction of this study. This chapter
included employee assistance program precursors, the "broad-brush"
approach of contemporary employee assistance program, human capital
theory, internal, external and consortium program formats, the role
and responsibilities of the counselor/resource person, employee
assistance program acceptance, employee assistance programs and drug
screening and the purpose of this study. Chapter II will present a
review of the literature related to this study. Chapter III presents
the methodology for the collection of data, the design of the
investigation, the instrumentation used in the investigation and the
subjects of the study. Chapter IV presents the analysis of the data
collected for the study. Chapter V is a summary of the investigation.

CHAPTER II

REVIEW OF THE RELATED LITERATURE

Introduction

This review examines relevant literature concerning Employee

Assistance Programs (EAP). Focus will be specifically on EAPs in

business and industrial settings. The opening section is an overview

of the Washingtonians and Alcoholics Anonymous (AA), two social

movements that were instrumental in the development of EAPs.

Following sections focus on: internal, joint labor-management,

external and consortium type EAP formats; the EAP counselor/resource

person; productivity; the role of the supervisor/manager; drug abuse,

drug screening and the role of EAP regarding organizational

development.

The Washingtonian Movement

In the middle of the nineteenth century a small group of

organizations at different locations within the United States with a

mutual concern over drinking problems developed into the Washingtonian

Movement. They began as informal groups of, what would be called

today, recovering alcoholics. Concerned citizens and family members

of the alcohol abuser participated in these groups. They developed a

strong spiritual format that is similar to the Twelve-Step Program of

AA (Presnall, 1981). In Chicago, Illinois during 1873, the

Washingtonian Movement opened the Washingtonian Home for the Cure of

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Inebriates. The institution is still in operation today under the name of Martha Washington Hospital. Since the founding of the home, it has been concerned with attempting to help industrial employees who suffer from chronic inebriation.

Alcoholics Anonymous

AA was founded by two alcoholics in Akron, Ohio during 1935 (Ray, 1978). What they discovered in 1935 was, that in order to maintain sobriety, they had to admit their powerlessness over alcohol, their need of help from a power greater than themselves and to become involved in the support and recovery of other alcoholics (Alcoholics Anonymous, 1976). The founders extended their philosophy to alcoholics who were patients at the Akron City Hospital and achieved favorable results. They believed alcoholics were more capable than nonalcoholics of having an impact on each other regarding the recovery process. By the fall of 1935, the first AA group had been formed. The movement experienced rapid growth in membership. In 1938, the membership consisted of approximately 100 persons belonging to three different groups. By 1944 AA had over 300 groups throughout the United States and Canada. The individual membership had expanded to over 10,000 individual members by that year (Trice & Sonnenstuhl, 1985). On June 10, 1985, AA celebrated its 50th anniversary. The registered membership on that date was over one million persons residing in 114 countries throughout the world.

Early in 1940s, Alcoholics Anonymous was being recognized as a means of helping people recover from alcoholism and return to a normal existence without the use of alcohol. Several companies rehired

former employees who were terminated for alcohol abuse after they were able to prove sobriety due to the intervention of Alcoholics Anonymous. This facilitated the emergence of the concept that employers could perhaps contribute significantly to the recovery process. Their primary role would be in the identification of problem alcohol abuse before the employee's deteriorating job performance resulted in termination. These early programs relied on supervisors to perform diagnostics. This is an area for which they were neither trained nor qualified. This type of involvement also created a "witch-hunt" atmosphere. By the 1960s, the focus for supervisors switched from recognizing alcoholic symptomatology to documenting impaired job performance potentially caused by alcoholism. This change allowed the supervisor to address the issue of productivity, which is the supervisor's area of expertise. In addition it limited the involvement of the supervisor in the personal life of his/her employee (Wrich, 1980).

Several significant developments impacted the transition from these early programs to the Employee Assistance Programs that are found in business and industry today. Among the most significant are, as previously mentioned, the establishment of Alcoholics Anonymous, the Hughes Act which decriminalized drunkedness, the establishment of the National Institute of Alcohol Abuse and Alcoholism and the American Medical Association's recognition of alcoholism as a disease (Feinstein & Brown, 1982). These developments brought focus to the disease concept of alcoholism. Along with that concept came the concept of treatability and rehabilitation (Jellinek, 1960). The

disease concept of alcoholism was published in 1785, almost 200 years before acceptance of the concept (Rush, 1815). Dr. Benjamin Rush wrote about methods of detoxification and other medical aspects of the disease which are currently part of today's treatment modalities. Rush also wrote of the need for spirituality in the life of the· alcoholic and for complete abstinence for recovery, both integral parts of the Alcoholics Anonymous concept.

Some businesses and industries became aware of the cost savings of rehabilitation rather than termination. Organized labor took a similar stance but from a more humanitarian point of view (Wampach, Calhoun & Ackoff, 1980). Both parties involved in the workplace were invested in the EAP concept.

Internal Programs

Internal programs are EAP programs staffed by persons who are employees of the sponsoring organization. Their offices are generally on the employment premises. They are most prevalent in large organizations. The staff person or persons administer the program as well as consult, educate and refer employees. They also are responsible for training supervisors in the skills of documentation and referral to the program for issues pertaining to drops in productivity (Delaney, 1984; Shirley, 1984). Documentation of employee difficulties concerning productivity facilitates supervisor confrontation with the troubled employee. The supervisor who keeps records of negative patterns of employees can produce documentation to the confronted employee. This allows the supervisor to present facts concerning productivity parameters set by the organization and to

focus on the negative pattern without getting into possible diagnosis about what may be causing the behavior. The supervisor performs what he is getting paid for which is maintaining organizational productivity standards. The supervisor approaches the employee with the intent of pointing out negative work patterns, with the expectation that the trend be reversed.

At this time the employee is usually offered the services of the EAP program with varying degrees of encouragement to seek this assistance. Well kept records are vital to this process (Googins & Kurtz, 1984). In internal programs this process of documentation is not only taught by the EAP staff but it can be easily reinforced or encouraged by the EAP staff member(s) because they are in the workplace. This accessibility also encourages self referrals by employees who may decide to avail themselves of the program because of its convenience.

Advantages of internal programs include the intimate knowledge of the organization and the way it functions. This enables the internal counselor/resource person(s) to assist the employee but also to work more comfortably and effectively with the supervisors and managers within the organization (Lewis & Lewis, 1986). Being an integral part of the organization the internal staff person may also have greater impact in policy making issues having impact not only on the workplace but on the EAP program. Policy, to have maximum effect within an organization, should be agreed upon by both employers and employees (Tether & Robinson, 1985). The internal counselor/resource person may also be influential in focusing policy towards maximum utilization of

the EAP program's potential to serve the needs of both employee and the supporting organization.

One of the major drawbacks to internal programs is the question of confidentiality. Because of the site location other employees may be aware of who contacts the EAP staff. In "broad-brush" programs no one knows the nature of the contact. It could be for almost any reason. This fact may make it difficult for some persons to make initial contact, fearing being labelled by fellow employees. Potential visibility may create hesitancy to use the program even with encouragement from the employee's supervisor. Another drawback to internal programs is the expense for a full-time counselor/resource person especially if it cannot be justified by a large enough employee population (Lewis & Lewis, 1986).

Internal Program Examples

Consolidated Edison, Kemper Insurance, Eastman Kodak and Dupont were among companies having programs to treat alcoholism in the 1940s (Masi, 1982). Even though these programs demonstrated that they were effective, with recovery rates as high as 60 to 70%, new programs in other organizations were not put into place immediately. By 1960, there were only 50 program in major corporations in the United States. By 1970, the number was at 300; by 1973, there were 600 and by 1982, there were approximately 2,250 programs in existence (Hayward, Schlinger & Hallan, 1975; Masi, 1982). In his first Caravan Survey, which was a study of Fortune 500 companies, 25% of the companies had some type of program to identify and provide assistance to employees with drinking problems (Roman, 1972). By 1979, 56% of major

corporations had these programs (Willman, 1984).

Metropolitan Life Insurance Company has one of the oldest programs in the country. The roots of this program date back to 1919. In that year the company created the position of "house mother" in their main office. The position provided employees help with problems related to their business life or any other nonmedical matter. This position existed until 1949 when the position was expanded to include both medical and behavioral problems. Concurrently they developed an unpublicized alcoholism program that became formal in 1960. Metropolitan's early programs evolved into the Employee Advisory Service found in that organization today. The program conducts more than 3,500 employee interviews concerning personal problems of employees per year. The program staff handles 85% of these cases and refers the remaining 15% to other departments in the company or to resources in the community (Feinstein & Brown, 1982).

In 1962, the Kemper Insurance Group began an alcoholic rehabilitation program. The key factors in the development and implementation of this program were a senior officer of the company who was a recovering alcoholic and his affiliation with another recovering alcoholic. The company officer provided the support of upper management that is vital to the conception and survival of most EAP programs (Wrich, 1980). His associate became the first director of Kemper's Rehabilitation Services. The program began with a focus toward education of employees and the public about alcoholism. In 1964, Kemper Insurance offered hospitalization insurance to both employees of the company and to its policy holders. In 1973, they

were the first insurance company to offer group health insurance for
alcoholics in nonhospital treatment settings and insurance benefits
for outpatient treatment. The name of their program has been changed
to the Personal Assistance Program. A recent five year observation of
the program reveals participation in the program by over 1,500
employees. During one year 40% of the program clients were referred
to the program by their supervisors and 60% were employees who were
self-referred (Willman, 1984).

Joint Labor-Management Programs

A prime example of a joint labor-management employee assistance
program is at Ford Motor Company, Dearborn, Michigan. Ford Motor
Company has a work force of over 500,000 employees. There are 5,000
employees at Dearborn and 30 to 50,000 employees at 12 different
plants in the United States. The Alcohol and Drug Program is
considered part of the health department. They provide broad-brush
services but the majority of the case load is related to substance
abuse. The program is available to both labor and management
(Feinstein & Brown, 1982).

Transworld Airlines, Incorporated employs approximately 35,000
people. The employees are pilots, crew members, ground crews and all
the necessary administrative people needed to operate an organization
of that size and complexity. A different union represents each of the
major groups. The services of their employee assistance program, the
Special Health Service Program, are available to all of TWA's
employees. A formal contract exists between the unions and the
airline. It states joint union-management sponsorship of the program

that top management at TWA initiated in 1975 (Feinstein & Brown, 1982).

Gulf Oil Company has an EAP program which they call the Employee Counseling Program (ECP). They removed the word assistance and put in counseling because of misinterpretation of the program by employees who thought assistance meant financial aid. From the beginning in 1973, it was a broad-brush program modeled after the Dupont and Eastman Kodak programs. A unique feature of this program is the use of collateral duty agents (CDAs), who are primarily human resource or medical people at various Gulf locations. The CDA is a person who is well trained not to evaluate problems, but to confront troubled employees. They are people with a strong work history at Gulf who are trusted by fellow employees and recognized as being of high character. They function as conduits to treatment, providing an excellent referral resource. In addition, their roles include assessment or evaluation by gathering information on cases for the central program administration and follow-up by monitoring future employee performance (Yandrick, 1984).

External Programs

The aforementioned programs are internal programs. Internal programs are administered by employees of the company which they serve. Although the return on investment the organization enjoys may be significant, some organizations may prefer to have an external program which is organized and run by an outside service (Shain & Groeneveld, 1980). Most smaller employers and branch operations of large employers are turning to EAP service centers, mental health

centers, family counseling agencies and EAP consultants for EAP services. Since 80% of all nongovernment workers are employed in worksites having fewer than 100 employees, this segment of the EAP movement is the most rapidly expanding segment (McClellan, 1985). As the American economy moves beyond the industrial era towards high technology, people are more concerned with confidentiality, responsiveness and a personal emphasis in the human services they select. A small EAP unit within a company that is run by the personnel department may not meet these needs. While it is possible for an in-plant treatment program to keep its records entirely confidential, employees still may be suspicious that management or union officials have access to the records, and, in any case, it is hard to keep actual participation in such a program confidential (Erfurt & Foote, 1977). Confidentiality has particular significance in the workplace because it can endanger the livelihood of the individual if it is breached (Masi, 1982). In external programs the contact is made away from the employment setting and files are the property of the caregiver. The files can only be shared with others if the client gives written permission or if a life threatening situation presents itself. The relationship is protected by federal confidentiality regulations and data privacy acts of individual states (Wrich, 1980). If either the service provider or the employer receives federal assistance either directly or indirectly, the federal statutes and regulations are applicable. The statute is Confidentiality of Alcohol and Drug Abuse Patient Records, 42 C.F.R. Part 2 [1983]; 40 U.S. C.A. S290dd-3. State laws vary according to

their particular jurisdiction. In addition, the service providers are bound by the ethical guidelines of their particular discipline and membership affiliations.

An advantage to external programs may be that their staff, being out of the workplace, is less likely to be placed in situations that may be considered a conflict of interest between what is best for the employee/client and what may be advantageous to the employer. The counselor/resource person is not a direct employee in the external situation and therefore is at less risk of endangering job security. Another advantage may be realized from the more objective approach to organizational issues that an outside counselor/resource person may provide (Lewis & Lewis, 1986).

The external program is structured and operated in the same manner as the internal program (Lewis & Lewis, 1986). The advantages to organizations choosing this format are primarily financial. Charges are generally for direct services provided. Depending on the size of the employee population, the cost justification that would most likely be performed by organizations considering such a program would probably be skewed in favor of the external format (Feinstein & Brown, 1982; Lewis & Lewis, 1986; Wrich, 1980). Data regarding effectiveness of one format over the other reveals no significant difference (Gam, Sauser, Evans & Lair, 1983; McGaffey, 1978).

External Program Examples

In 1973, the Geneva Works of US Steel began an EAP program called CONCERN. The program is administered by a private contractor with offices located ten miles away from the Geneva Works. CONCERN is a

broad-brush program offering alcoholism, family, marital, legal,

financial, emotional, psychological and crisis intervention

counseling. The contractor handles some of the short term

interventions and also uses available community resources when

appropriate. Many of their referrals, 70% of the alcoholism caseload,

are self-referrals. Services are offered evenings and on weekends.

The agency sees 50 to 60 employees of the Geneva Works each week. The

steel plant employs approximately 5,000 persons (Feinstein & Brown,

1982).

The Beekman Hospital in New York City offers EAP services to

businesses in the Wall Street area. The service is known as the

Personal Consultation Services. They offer both direct treatment and

referral services. In addition, Beekman performs organization needs

analysis, program implementation and start-up, training for

supervisors and public relations management for EAP programs. All of

these services are provided in accordance with the needs and wants of

the particular organization seeking an EAP program (Feinstein & Brown,

1982).

The Consortium Approach

A variation of the external program is the consortium approach.

The consortium approach is a situation in which a group of companies

or organizations band together for the provision of third party

services to their employees. The various members of the consortium

all use a common source for referrals. Companies participating in

consortiums range in size of employee population from under 100

employees to over 5,000 employees (Gavin, 1978). Most external

programs are actually consortiums formed by a caregiver, consultant or social agency rather than a service generated by organizations seeking to develop an employee assistance program of their own (Feinstein & Brown, 1982; Presnall, 1981). The staff of the true consortium would be employees of the consortium member organizations (Presnall, 1981).

Consortium Examples

An example of the true consortium is the Industrial Counseling Service located in Greensboro, North Carolina. It was originally formed in 1966 to treat alcoholics. In 1975, there were 18 companies in the consortium and the focus of the program was broadened to include other human problems. Each member company was charged a fee for membership in addition to a minimum fee for each employee on their particular payroll. The members estimated a savings of approximately 80% over similar services if they individually chose the internal format. Their employee population range was from under 500 employees to over 2,000 employees (Presnall, 1981).

In Des Moines, Iowa, a consortium was formed by the National Council on Alcoholism, a committee of the Chamber of Commerce and United Way officials. The EAP provides services to 84 business, industry and government organizations in Polk County, Iowa. The consortium is financed by the state, county, the United Way and private industry. Data regarding a 42 month observation has disclosed the following information about the consortium. The 84 organizations had a combined employee population of 50,000 persons. The total clients served in that time period was 2,703. Alcohol and drug related problems accounted for 49.8% of the client problems. Human

behavioral problems were documented for the remaining 50.2% of

referrals. They reported 277 persons were either terminated or

threatened with termination of employment during the course of the

study. Of those suspended or threatened employees, 177 were

reinstated after going through the EAP program for a 78% success rate

(Feinstein & Brown, 1982).

<center>The EAP Counselor/Resource Person</center>

A search of the literature did not produce a profile of the

administrator or counselor/resource person for these programs. There

is no clarity regarding the academic, experiential or personal

characteristics that qualify a person for this position. Personal

contact with 11 different people in the counselor/resource person

position by Wrich (1980) provided the following information. Six were

male and five were female. They ranged from 28 to 56 years old.

Their backgrounds were diverse. One was an AA member, one was an

industrial nurse, one was a labor official and one was in personnel.

Several were teams made up of these various backgrounds. The

educational background of the counselor/resource person was also

diverse, ranging from a high school diploma through a Ph.D. What they

had in common was trust by both employees and management, care and

concern for people, communication skills, knowledge of substance abuse

and various other problems. None of those addressed by Wrich would be

considered a specialist for any specific type of problem. No specific

academic credentials or background accounted for this groups' success.

The only thing determined was that the position being filled by the

correct person may be the key to having a successful program.

The Association of Labor-Management Administrators and
Consultants on Alcoholism (ALMACA) is comprised of persons deeply
involved with EAP program development and administration. A project
recently undertaken by ALMACA was a survey of membership. Demographic
information sought was concerned with age, gender, formal education,
specialized training and work setting. The results of the survey
revealed an age range between 31 and 60 years, approximately 2/3 of
the respondents were male, 80% were college graduates and 67% of the
college graduates had graduate school degrees. Seventy percent of the
respondents worked in internal programs. In analysis of their special
training, counseling skills were second behind substance abuse
training (Laws, 1985a).

Another recent survey concerned itself with similar issues. The
survey population consisted of 232 EAP practitioners from 36 states,
the District of Columbia, Puerto Rico and Guam (Else, 1985).
Fifty-one percent of the respondents were members of ALMACA. Some of
the results of this survey are: 59% of the respondents were working
in internal programs, 24% were private practitioner/consultants, 14%
were in community/external based programs and 3% were in union based
programs. Six percent had a Ph.D. or M.D. degree, 72% had a masters
degree, 13% had a bachelors degree, 1% had a two year associates
degree and 8% had no college or university degree. Ninety-one percent
of the respondents considered their programs to be broad-brush
programs. The size of the organization employing in-house
practitioners was investigated. They survey found 67% of the
respondents in internal programs in organizations with more than 5,000

employees, 26% were in organizations with 1,000 to 5,000 employees and 7% were in organizations with less than 1,000 employees.

Although 33% to 40% of ALMACA survey respondents were women (Laws, 1985a, 1985b), there is some evidence that discrimination exists in the employee assistance field. In 1982 a study conducted by Tulane University was completed, and it revealed gender differences in earnings. Of the 1,032 potential respondents, 726 returned usable mail questionnaires to the study center. The subjects were full-time persons who have direct contact with work organizations for the purpose of initiating, developing and maintaining employee assistance or employee alcoholism programs. The difference in means between the two sexes according to this study was $5,724 less for females than their male counterparts. To eliminate the influence of extremes in some male incomes, the median was used as a more appropriate point for comparison. The result using this method was still significant. The median salary difference was $3,022. That is, the mid-points of the distribution of income for full-time males, and of the distribution for full-time females in this field differed by $3,022.00 (Blum, 1985).

Business and industry managers probably view the person who holds the EAP position as a manager. Although the number of women holding management positions has increased, women still face barriers resulting from perpetuating attitudes that have shaped the working woman. While the attitudes of women are changing with regard to stereotypes, the impact of these changes upon business and industry is slow (Mirides & Cote, 1980). The discrimination does not appear to
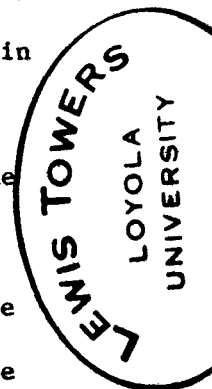
exclude females but it does appear to be reflected in compensation levels. Selection of an EAP referral resource is quite similar to the standard hiring procedures. There is evidence of sex discrimination against women in initial candidate selection for traditionally male positions (Taylor & Ligen, 1981). McIntyre, Moberg and Posner (1980) conducted a study involving 458 companies that also points to discrimination in initial candidate selection.

The issue of racial discrimination was no where to be found in the literature search concerning EAP programs. With the recent focus on the subject of racial discrimination, most organizations have adopted affirmative action programs. The guidelines and parameters for programs of this nature are precise and specific (Krasner & Turano, 1977). Policy does not necessarily lead to real action on the part of business organizations. Although some organizations have gone well beyond the federal guidelines, others have a policy in name only. Discrimination is still a problem throughout the business world despite corrective legislation in Congress. Since the initial thrust of affirmative action most programs have lost their momentum (Clark, 1977). It would appear that if business and industry were to retain or hire a person for EAP positions, they would use the same hiring criteria that they use for any management employee (McIntyre, Moberg & Posner, 1980).

Two factors are present during the decision making process regarding hiring (Josefowitz, 1980). One factor is the ability to do the job and the other is the fit between the new hiree and the existing organization staff. Josefowitz refers to research that

demonstrates how many employers select persons similar to themselves.
He referred to this as a "clonal effect". This tendency may be
discriminatory and exhibit perceptual bias but unfortunately it may
also be latent and therefore extremely difficult to circumvent.

A recent study focusing on staffing patterns in EAP programs
presents findings that relate ethnicity of the general population to
EAP program staff ethnicity (Baer, Barnes, Garwood, Gray, Hsu & Brown,
1986). According to their findings, the public sector composed of
federal, state and local government employees, contained the largest
percentage of minorities which was 33.5%. The study reported that
within the federal government minority representation consisted of
Blacks, Hispanics, Asians and Pacific Islanders for a total of 32.4%.
At the state level only two minorities, Blacks who made up 36.8% and
Hispanics who made up 1.8% of the staff, were represented for a
combined total of 38.6% of staff positions. Local government staff
members were represented by all four categories of minorities and they
held 29.5% of the staff positions. Unions surveyed had 26% minority
staff members. The respondent profile showed 50% of those polled were
employed in the private sector where minority representation was 9.8%
of the total EAP staff positions. In the private sector they found a
total of 37% minority staff members in companies with an employee
population of one to 500 employees. In organizations with an employee
population ranging from 501 to 1,000 employees the EAP program staff
consisted of 27.3% minorities. Organizations with employee
populations of 10,001 to 50,000 were surveyed and they were found to
represent 23.1% of the respondents. They had a staff represented by

only 11.3% minorities. In the 50,000 to 100,000 range of employee

population 9.3% of the staff was represented by minorities. In

organizations with 500,000 or more employees 8,2% of the EAP staff

were found to be members of minority groups. The authors, Baer, et

al. (1986), also compared EAP program staff representation by

minorities to the United States population. They report Blacks to be

11.7% of the population of the United Sates and to be 12.5% of EAP

program staff; Hispanics to be 6.4% of the population of the United

States and to be 2.6% of EAP program staff while Asians and Pacific

Islanders are 1.5% of the United States population and fill 1.3% of

the EAP program staff positions. Racial composition of the United

States population weighted against EAP program staffing show Hispanics

as the only minority group to be substantially less represented than

the other minority groups in the EAP program field (Baer, et al.,

1986).

Productivity

EAP programs are concerned with the entire spectrum of human

problems that may effect productivity in a negative way. The focus is

on any behavior that has a negative impact on productivity standards

of organizations.

However, the issue of productivity is as varied as the

organizations providing EAP programs to their employees (Shain &

Groeneveld, 1980). Each organization is a unique entity. This clouds

the issue of program evaluation considerably. In order to address the

issue it is necessary to focus on widely acceptable components of

productivity such as absenteeism, accidents and illness (Lewis &

Lewis, 1986; Masi, 1982; Pell & D'Alonzo, 1970; Presnall, 1981; Shain & Groeneveld, 1980; Trice & Roman, 1978; Wrich, 1980). Available statistics are focused towards alcoholism. Due to the historical foundations of EAP programs and the relatively new, more widely focused "broad-brush" concept, research concerning the entire spectrum of human problems and their impact on productivity is lacking.

Not all people who have job performance problems suffer from alcoholism. However, the National Institute of Alcohol Abuse and Alcoholism estimates that over 50% suffer from the disease. It is estimated that two-thirds of the monies lost by industry because of alcoholism is attributed to absenteeism (Thomas, 1971). A significant amount of absenteeism is due to illness brought on or aggravated by heavy alcohol abuse. These days absent due to illness costs industry more than on-the-job accidents and costs related to employee turnover (Trice, 1964). Certain patterns can be related to absenteeism as it relates to the problem drinker. Estimates regarding average days away from the work place due to alcohol abuse are three times the amount of absences for the non-abusing population (O'Brien, 1949; Thorpe & Perrey, 1950). More recent data presented a level of two to four times the absenteeism rate for the alcoholic worker as opposed to the non-alcoholic worker (Kuzmits & Hammonds, 1979).

Studies have shown that the alcoholic worker is more than three times as likely than the non-abusing worker to have a job related accident (Maxwell, 1959; Pell & D'Alonzo, 1970; 1973). Pell and D'Alonzo (1973) also found a mortality rate due to accidents to be twice as high for the alcoholic employee. This data is supported by

reports generated by various federal and state agencies who keep

records of the relationship between traffic accidents and the use of

alcohol. These accidents are a major problem in our society. Drivers

who exceed the legal intoxication level are three to 15 times more

likely to be in a fatal accident than a completely sober driver.

Pedestrians who are intoxicated are three times as likely to be

fatally injured than sober pedestrians. The issue of safety in the

workplace is serious enough that Levens (1976) suggested that a safety

professional and an EAP professional may be formed into a team to

administer EAP programs.

Estimates of the cost in dollars to American business and

industry due to alcoholism alone in 1975 were as high as $42.8 billion

(Berry & Boland, 1977; Berry, Boland, Smart & Kanak, 1977). This

figure includes not only lost productivity but health care costs,

costs due to motor vehicle crashes, accidents outside the workplace

and costs due to crime. In a study done in 1977, the total figure was

placed at $50 billion. Estimates for the 1977 study are categorized

as follows: $26 billion attributed to lost productivity, $17 billion

spent on health care, and $7 billion in loss due to crime and property

damage. Present day estimates are in the range of $90 to $100

billion. Health care costs alone may be $80 billion for alcoholism

and its related diseases (Rivard, 1986).

Several Employee Assistance Programs have documented their

success in the workplace. Kennecott Copper Corporation reported a 52%

improvement in the attendance of employees who availed themselves of

Kennecott's EAP program. Kennecott also realized a significant

savings of 74.6% less worker's compensation costs. Health care costs were also reduced for these employees by 55.4% (Witte & Cannon, 1979). A 54% drop in sickness disability claims was determined at Bell Telephone along with an 80% reduction in on-the-job accidents. The Telephone Company also claims that their EAP program has a 72% recovery rate for employees identified as alcoholics who have gone through their program for assistance. General Motors Pontiac Division studied 25 alcoholic employees who successfully went through their EAP program. Their results showed a reduction of over 10,000 hours lost due to time away from the job for the subjects of their study. The lost time figure is a yearly figure. A total of $186,000 was saved in one year by the EAP program sponsored by the Scovill Manufacturing Company. This figure was realized after all costs for treatment and after care were deducted (Follmann, 1978).

Employee Assistance Programs usually offer their services to the immediate family members of the sponsoring organizations employees (Wrich, 1980; Lewis & Lewis, 1986). The rationale for this is twofold. Programs extended to family members are cognizant of the fact that no employee can really leave problems at home. The employee who has problems at home, whether they concern an individual family member or the family as a unit, may have difficulty maintaining productivity levels, maintaining harmony with fellow workers or performing tasks in a manner that is safe for either self or other members in the workplace. In addition to supervisory referral, the employee may refer the family member to the program or the employee may refer him/herself to the program in order to avoid the possible

consequences that may be caused by preoccupation with a family problem. Involving the family also gives added impact to an EAP program by giving the family access to help for themselves or their employed spouse that otherwise may not have been available to them. The number of family members using the EAP is significant. In their 1981 study, the National Institute on Alcohol Abuse and Alcoholism estimates that half of the problem drinkers in the country were employed.

Of the over five million employed alcoholics that year, 25% were thought to be white-collar workers; 45% were either professionals or at the management level and 30% were categorized as manual workers (Vicary & Resnik, 1985). Productivity at every level may be affected by the alcoholic employee (Roman, 1980; Wrich, 1980).

Role and Responsibilities of Managers/Supervisors

To maximize the return on investment in training, an employee must use the skills specifically developed for a given position or occupational function. The role of manager or supervisor requires specific skills which are focused toward managing people and other resources in such a manner as to maximize profitability for the owners or stock holders of the organization that employs them. They are trained and salaried to maximize productivity. As previously noted, in the early employee assistance programs, managers assumed the role of diagnostician (Maxwell, 1959). This role had many pitfalls. One pitfall was the managers' lack of training in diagnosis. The managers were trained to be managers, not counselors or referral resources. Another danger was excessive involvement with the individual troubled

employee and the employees' particular problem. Not only could this situation dilute the managers' supervisory effectiveness but it could also lead to inappropriate interventions or no intervention at all (Wrich, 1980). Often the problem was ignored until the situation became so threatening to the manager that the only course of action left for the supervisor was termination of the troubled employee (Cristiani & Cristiani, 1979).

The manager or supervisor in an organization which has an employee assistance program no longer needs to fill the role of diagnostician. The manager is concerned with his/her particular area of responsibility thus maintaining maximum productivity of all employees in his/her charge. When an employee begins to slip in productivity or if the employee's attitude shows signs of deterioration, the manager can avoid the dangers of diagnosis and interference with the employee's private life by exercising constructive confrontation. The constructive confrontation technique enables the supervisor to address a drop in productivity that a troubled employee may have exhibited and to offer the support of the employee assistance program if the drop in productivity is the result of personal problems. The technique is an integral part of employee assistance program policies (Beyer & Trice, 1984; Googins & Kurtz, 1981; Sonnenstuhl, 1986). With the referral being made solely on the productivity drop the manager is able to take positive action while remaining neutral as far as any possible personal problems which affect the troubled employee. When the manager is able to address the productivity issue and then refer, the burden of inappropriate

involvement is taken from the manager, and he/she is more likely to do the referral soon after the drop in productivity becomes apparent. Early intervention is one of the main goals of employee assistance programs not only for the organizations' level of profit but also to benefit the employee by offering assistance with personal issues in the early stages of difficulty. Both humanitarian issues and the organization's bottom line of profitability are served (Gam, Sauser, Evans & Lair, 1983; Wrich, 1980).

Managers and supervisors hold a tremendous amount of leverage over employees. They control the employee's paycheck and the employee's right to remain in the work place. When a drop in productivity is documented and addressed regarding the need for positive change, the employee is confronted with a decision regarding job security (Trice & Roman, 1978). The uncertainty and insecurity created by the supervisor's confrontation followed by the offer of assistance to the troubled employee may be a contributing factor to the higher recovery rate reported by employee assistance programs performing alcohol related interventions than for non-employee assistance program clients with the same issue (Schramm & DeFillippi, 1975). Success rates for employee assistance programs dealing with alcohol problems range from 55% to 85% while other forms of intervention have a successful intervention rate that ranges from 20% to 40% (Cohen, 1969; Erfurt & Foote, 1977; Wrich, 1980).

Drug Abuse and Employee Assistance Programs

The late sixties and early seventies was a time of greatly increased use of drugs in American society. Although many perceive

this increase as a recent phenomena, it is not. In the nineteenth century patent medicines, cocaine and morphine abuse was reported and condoned by the medical profession and society (Freud, 1970; Ray, 1978). In 1887 some of the state governments began to put laws into effect to regulate the use of cocaine. By 1914, a total of 46 states had laws regulating the distribution and usage of cocaine (Ashley, 1976). Cocaine use slowed down and went underground until the late 1960s. This was primarily due to the Harrison Act of 1914 which was the basic narcotics control act in the United States until the Comprehensive Drug Abuse Prevention and Control Act of 1970 was signed by President Richard M. Nixon on October 27, 1970. The legislation was liberal. It emphasized education, research and most important to the EAP field, rehabilitation of the drug abuser.

The recent drug epidemic became apparent in the middle to late sixties with the increased use of marijuana (O'Donnell, Voss, Clayton, Slatin & Room, 1976). The spread of marijuana was closely followed by an outbreak of mood-altering drugs that multiplied at an unprecedented rate (National Institute on Drug Abuse [NIDA], 1979). The segment of the population most affected by the epidemic was the baby boom generation, generally accepted as those persons born from 1946 through 1962 (Clayton, 1985). Persons born in those years are now 24 to 40 years of age and represent a large percentage of the workforce.

Drug use is generally a progressive process for the abuser. Four stages have been proposed by Kandel (1975). The first stage is identified by the use of beer or wine. Stage two is identified by the use of cigarettes and/or hard liquor. Marijuana use is considered to

signify the third stage and the use of illicit drugs other than marijuana signifies the fourth stage of drug use. In a more recent study, Donovan and Jessor (1983) implied that problem drinking fits the cumulative development pattern more accurately if it is placed between marijuana use and the use of other illicit drugs by the abuser. Prescription drugs are frequently used with other drugs and this form of abuse appears on the spectrum between marijuana use and the illicit drug use stage (Yamaguchi & Kandel, 1984). Early stage drug use has been found to predict further usage (Jessor & Jessor, 1977; Zucker, 1979).

Data from the 1982 National Survey on Drug Abuse provides information on usage patterns for various age groups (Clayton, 1985). Some findings of this study were concerned with lifetime prevalence of drug use by both males and females of various age groups. In the 12 to 17 year old age group 56% of the male subjects and 53% of female subjects used alcohol; 28% of the males and 24% of females used marijuana; 7% of males and 6% of females used cocaine; 5% of males and 4% of the females in this age group used hallucinogens. The baby boomers are represented in the following two age categories. In the 18 to 25 year old age group 92% of the male subjects and 89% of the female subjects used alcohol; 69% of males and 60% of females used marijuana; 35% of males and 22% of females used cocaine; 22% of males and 15% of the females in this age group had used hallucinogens. In the 26 to 34 year old age group 95% of males and 90% of females used alcohol; 65% of males and 47% of females used marijuana; 26% of males and 18% of females used cocaine; 24% of males and 12% of the females

in this age group used hallucinogens. In the 35+ age group 90% of males and 71% of females used alcohol; 17% of males and 7% of females used marijuana; 7% of males and 2% of females used cocaine; 4% of males and no females surveyed ever used hallucinogens.

In the time period between 1962 and 1980, the proportion of persons who have used marijuana had increased from 4% to 68% and the percentage of those who had tried hard drugs including heroin, cocaine and hallucinogens had increased from 3% to 33% in the group of 18 to 25 years of age. Between 1972 and 1979 usage of marijuana and cocaine doubled in the age groups 12 to 17 and those subjects over 25 years old. The 18 to 24 year old group experienced a three fold increase in cocaine use (Fishburne, Abelson & Cisin, 1980).

Drug abusers are found in all occupations and social strata of the population. Their presence is not a recent phenomena in the workplace (Winick, 1974). Many drug abusers are employed and do not fit the stereotype that some people would expect them to fit (Caplovitz, 1976). When drug abusers were found in business organizations early company policies usually favored termination of the abusing employee (Farish, 1970; Stevens, 1970). Fortunately this attitude began to shift towards a more humanistic approach (Lerer, 1974; Scher, 1973; Ward, 1973). This shift of attitude may have been due to the prevalence of this problem and its similarity to alcoholisms' affect on productivity (Scher, 1973). The attitude shift was significant from the late sixties to late seventies. One survey of 500 subject companies taken in 1969 revealed that 97% of the executives responding would terminate the employee who used drugs

(Stevens, 1970). Two years later similar studies by Rush and Brown (1971), and Johnston (1971) revealed a preference to terminate of 21% and 23%, respectively. By 1979, 10% of surveyed executives favored termination (Vicary & Resnik, 1985).

Legislation in the early 1970s helped direct organizations toward rehabilitation of drug abusers. The Drug Abuse and Treatment Act of 1972 mandated a humanitarian approach to civilian employees who worked for the federal government. This Act specified appropriate prevention, treatment and rehabilitation programs for drug abusers. Added impetus to the humanitarian approach was given by the Rehabilitation Act of 1973. This Act includes alcoholics and drug abusers in its definition of handicapped (Feinstein & Brown, 1982). Additional legislation, the Treatment and Rehabilitation Act of 1970 and the Comprehensive Alcohol Abuse and Alcohol Prevention Act of 1973 required all employee assistance programs in the federal government to be broad-brush programs offering help and rehabilitation to persons with any human problem (Steinhilber, 1985).

Business and industry had only 100 drug abuse programs actively operating across the United States by the early 1970s (Levy, 1974). The drug abuser faced problems similar to the alcohol abuser before acceptance of the disease concept of alcoholism. The pattern and consequences of alcohol abuse and drug abuse are quite similar (American Psychiatric Association, 1980). The main difference between alcohol and many other abused substances is that alcohol is a legal substance. This fact may complicate the situation for the abuser in need of help for a drug problem. Company policy based on law may

require the employer to terminate rather than rehabilitate (Wynns, 1979). An example of immediate termination could be for possession of illegal drugs in the workplace. Some union contacts did not have collective bargaining for drug rehabilitation of members which denied employees the protection of their union in arbitration cases (Greenbaum, 1982). The way in which an arbitrator views drug abuse may also affect the outcome of the grievance procedure (Levin & Denenberg, 1976). The arbitrator who believes in the disease concept of substance abuse would probably stress rehabilitation for the employee rather than discharge.

Over 100 million men and women go to work daily in the United States. Very little is known about this segment of the population regarding drug use either at work or away from work. Most information has been generated from projections developed from extensive studies done on students and heroin addicts (NIDA, 1984). Estimates presented to Congress in 1981 state over 5 million problem drinkers are in the work force. It was estimated that 25% were white collar workers, 30% manual workers and 45% were thought to be professionals and managers. Alcohol was estimated to cost business and industry $43-$50 billion and drug abuse was estimated to cost an additional $25 billion (NIDA, 1984). These are considered conservative figures. They do not include higher insurance rates, losses due to theft in order to support an expensive drug habit, excessive disability charges or drops in productivity of the co-workers of the drug abusers who are concerned with the possibility of being injured by the impaired worker. Their concern may be justified as there is evidence of

abusers including workers who use heroin being able to maintain employment (Craddock, Hubbard, Bray, Cavanaugh & Rachal, 1982). In a nationwide survey only 5% of those using alcohol and 3% of those using marijuana ever experienced problems at work (O'Donnell, Voss, Clayton, Slatin & Room, 1976). The effect cocaine has on productivity is still being investigated.

There is evidence to support the existence of a serious drug problem in the general population of the United States today (Caplovitz, 1976; Clayton, 1985; Craddock, Hubbard, Bray, Cavanaugh & Rachal, 1982; Fishburne, Abelson & Cison, 1980; NIDA, 1979; NIDA, 1984; O'Donnell, Voss, Clayton, Slatin & Room, 1976). This problem is now becoming increasingly visible in the workplace (Vicary & Resnik, 1985). Drug abuse presents nearly the same issues to the business/industrial organization that alcohol abuse does. The employee assistance program has been successful in the rehabilitation and productivity improvement of alcoholic and other troubled employees (Presnall, 1981; Sonnensthul, 1986; Trice & Roman, 1978; Trice & Sonnensthul, 1985; Wrich, 1980). The contemporary program or "broad-brush" program can be easily expanded to include the drug abusing employee (Presnall, 1981; Trice & Roman, 1978; Wrich, 1980).

Drug Screening and Employee Assistance Programs

Drug screening generally consists of two or three separate processes. Initial screening is generally done by the thin layer chromatography (TLC) method which is a screening method used to detect the presence of the metabolites of substances that were or are present in the human body. The enzyme immunoassay (EMIT) test may be used to

verify positive results of the TLC test. Some laboratories use the EMIT test for initial screening (NIDA, 1982). Both of these tests are for screening for the presence of metabolites in urine samples. They are not 100% accurate (Masi & Burns, 1986). Some organizations base their decisions about employees on either one or both of these general screening methods. An additional drug test sometimes used is the more expensive gas chromatography and mass spectrometry (GC/MS) test. This test is highly sensitive and the most accurate of the three screening/confirmation tests (NIDA, 1980). The GC/MS test may be highly accurate at detecting metabolites of specific drugs of abuse but the major concern is the inability of this or any other test to say when the substance was taken. Much of the controversy surrounding this issue is focused on whether or not employees have the right to do whatever they want to on their own time as long as it does not interfere with their performance in the workplace (Mayer, 1986; Morganthau, Willenson & DeFrank, 1986).

The sample taking procedure is another concern of those anticipating the possibility of participating in this process. In order to insure that the test is given to the proper person and the sample is not mixed up with someone else's sample a "chain of custody" is formed and strictly followed (McVernon, 1984). This "chain of custody" begins with a witnessed urine sample that may be viewed as an invasion of privacy by not only drug abusers but by persons who abstain from drugs (Bompey, 1986). Confidentiality is a concern with this process as feedback from the laboratory, which may be in error, could cause irreparable damage to the reputation and well being of the

test taker.

Regardless of the negative aspects of drug testing, some organizations in business and industry are using or seriously considering adoption of the procedure. Drug screening is usually done for pre-employment screening, for cause, which would be after an accident or if an employee appears unfit for work, and random testing of employees (Masi, 1986). Random testing is the most controversial of the three testing modalities. It is estimated that 30% of the Fortune 500 companies have begun drug testing procedures (Bompey, 1986). Encouragement from the White House and implementation of these programs by profesional sports may give further impetus to this trend in business and industry.

In 1982, the National Football League (NFL) realized that their players were not immune to alcohol and drug abuse problems. In that year they began a formal EAP program to aid their substance abusing athletes (Plant, 1984). The athletes also drew attention to the latest abused substance--cocaine. The prevalence of cocaine caused added alarm in the business community due to the salary structure of the average worker which is considerably below the salary of the average professional athlete. 'Show business personalities were also discovered as users. Approximately 350,000 persons called 800-COCAINE during its first year of operation (Gold, 1984). The cocaine hotline reported habits of great expense for the hotline callers. The cost of cocaine, according to the survey, was from $100 to $3,200 per week with the average amount being $637 per week. This survey was based on calls received from May, 1983 to May, 1984. Almost 70% of those

surveyed said they also used alcohol or other drugs after the affect

of cocaine dissipated. Sixty-one percent felt that they were

addicted; 83% said they could not turn the drug down if it was offered

to them; 52% felt distress without cocaine; 67% said they could not

leave it alone for one month; 50% preferred it to sex; 26% were

divorced or lost a significant other over cocaine and just under 40%

of the 500 respondents had experienced problems on the job because of

their cocaine usage. The average salary of this sample was $25,000

per year. The primary method of usage reported was intranasal.

Freebasing and injections were the other methods of usage. Recently,

another form of freebase has gained in popularity, especially with the

younger users. The new form is called "crack" or "rock" and is

probably the most addictive method of use (Smith & Wesson, 1985).

There are an estimated 5 million cocaine addicts in the United States

(Gold, 1984).

Employee assistance programs may have different roles in

different organizations throughout business and industry. In

organizations with drug screening EAP may be the method of

rehabilitation for the employee who tests positive for substance abuse

(Masi, 1986). Employee assistance programs offer a humanitarian and

thoughtful alternative to termination of the employee (Bompey, 1986).

The EAP approach is also the recommended adjunct to drug screening as

defined by President Reagan. Employing the concept of constructive

confrontation after documented productivity drops or aberrant behavior

is exhibited would lessen the risks of litigation for organizations.

A well run employee assistance program with properly trained

supervisors in the workforce may offer business and industry an alterative to the risks involved with damaged employee morale caused by invasion of privacy and humiliation, issues surrounding reliability of drug screening tests and breaches of confidentiality which could possibly open up an organization for litigation (Sonnenstuhl & Trice, 1986). The private sector is not bound by Fourth Amendment restrictions but there have been circumstances where the state has held private industry accountable for constitutional issues (Bompey, 1986). Challenges by employees may increase as drug screening expands.

Organizational Development and Employee Assistance Programs

The employee assistance program counselor/resource person primarily interacts with individuals within a particular organization. The interaction usually has an impact on the entire system of the organization (Egan, 1985). By performing an intervention with the employee, not only does the counselor resource person facilitate change in the individual, but the entire system benefits from both the increased productivity of the employee and hopefully the improved quality of worklife of the employee and those around the employee. One of the important benefits of the concept of rehabilitation rather than termination is the possibility of increased morale or satisfaction with an organization by employees. Organizations with high morale generally have employees who are accepting of productivity and other management goals and who participate in the organization programs (Caplow, 1976). Good morale is an essential component of quality of worklife as well as job enrichment, safe working conditions

and a demonstrated atmosphere for employees to develop and grow as human beings in (Lawler, 1982). Quality of life should be perceived as an on-going goal for organizations to work towards and maintain (Fordyce, 1983; Kanter, 1983).

An organizational development function with the potential to have an impact on the quality of worklife of an employee is career or individual development. A counselor/resource person familiar with the organization is in a position to know the organizations manpower needs, existing training and development programs and the procedures involved with the selection and placement of personnel within the organization. This knowledge is vital in order to work effectively with the employee concerned with enriching his/her present position or preparing for another position (Walker, 1980). A career or individual development program needs the support and input from management in order to be effective as well as accepted by employees (Vosberg, 1980). Management should become involved with employees through direct contact with them regarding performance feedback, qualities important to promotability within the organization and assistance in the development of the employees' action plan for development (Zenger, 1981). The counselor/resource person in the career/individual development program primarily functions in the same role as the EAP role which is diagnosis and referral of the troubled employee. In career/individual development these skills are applied to aiding the employee in career selection and developing the most realistic path to reach the selected goal.

All organizations produce some form of stress in its members.

Stress can cause both psychological and physical damage (Adams, 1981; Corlett & Richardson, 1982; Levi, 1982; McLean, 1982; Moss, 1982; Shostak, 1982; Warshaw, 1982). Although some stress is necessary for the maintenance of productivity levels, excessive stress may be counter productive. Workshops presented by the EAP program staff concerning stress and its reduction may have a positive impact on productivity and in addition, protect the organization from possible litigation concerning employee claims for stress related illness acquired in the employment setting (Sonnenstuhl, 1986). Workshops may be focused on stress management concepts such as cognitive restructuring, the physiology of stress and the identification of sources of stress (Sparks & Ingram, 1979). Other workshops may be more focused and cover specific techniques such as visual imagery, controlled breathing or other forms of meditation (Benson, 1975). Workshops of this nature would be compatible with the employee assistance program inherent goal of prevention (Masi, 1982; Presnall, 1981; Wrich, 1980). Stress is not only harmful to the general population but it is pointedly harmful to the substance abuser (Trice & Roman, 1978).

Due to the varied program formats possible for the counselor/resource person, only the broadest organizational development interventions were covered in this section. The degree of intervention regarding organizational development would be dependent on whether the program was internal or external and on the background and expertise of the counselor/resource person. Another factor affecting the depth of penetration into the organization by the

counselor/resource person is the degree to which the person is
accepted by the organization and its management.

Summary

Chapter II reviews the relevant literature concerning employee
assistance programs. Origins of present day employee assistance
programs were traced to the Washingtonian Movement of the 1860s and to
Alcoholics Anonymous which was founded in 1935. Government action
decriminalizing drunkeness and the acceptance of the disease concept
of alcoholism, first published in 1785, were also key contributors to
the development of the present day employee assistance programs.

The internal as well as the external employee assistance program
formats were researched and examples were provided on both formats.
In addition, joint union and management programs as well as the
consortium approach were addressed. Examples of the consortium
approach were included in this section.

The roles and responsibilities of the counselor/resource person
to administer employee assistance programs was researched. No
distinct profile was uncovered in the literature. Several studies of
employee assistance program administrators were investigated in this
chapter. These studies addressed educational, ethnic, salary and
format of program of the respondents. The issue of discrimination was
also addressed in this section.

Productivity and its relationship to employee assistance program
concept were focused on in this chapter. The expenses resulting from
drops in productivity as well as examples of productivity improvement
cost savings were presented in this section. Examples of economic

justification for employee assistance programs by several
organizations as it relates to productivity improvement were provided.
The role and responsibilities of managers and supervisors in relation
to employee assistance programs were also addressed regarding their
impact on productivity improvement and successful implementation of
the program.

The role of employee assistance programs in relation to the
current drug abuse problem in the United States was addressed and
investigated in this chapter. Several studies focusing on the
prevalence of drug abuse as well as possible ramifications of
widespread drug abuse by members of the work force and the resultant
impact on employee assistance programs was the focus of this section.
Employee assistance programs as an adjunct or as an alternative to
drug screening in the workplace was examined in this chapter as well.

The possibility of employee assistance personnel expanding into
the organizational development area was the focus of the final section
of Chapter II. Chapter III will present the methodology of this
study. Chapter IV will present an analysis of the data generated by
the procedures described in Chapter III. Chapter V is a discussion of
the results reported in Chapter IV.

CHAPTER III

METHODOLOGY

Introduction

Chapter III presents the design of the study. The setting,
sampling procedures and methodology are also included. Organizational
representatives were asked questions regarding acceptance of an
employee assistance program and their preference for the format of the
program and for the counselor/resource person.

Design

Descriptive Research

Descriptive or normative survey research was the design chosen
for this study. The descriptive method of research observes the
phenomena of the moment and gives an accurate description of what the
investigator/researcher has observed. The term normative implies that
an observation at a particular time is normal and given the same
conditions may conceivably, at some future time, be observed again.
This approach is based on the assumption that specific phenomena
generally have common patterns or norms. The descriptive approach
allows the investigator to draw conclusions from one collection of
data. These conclusions may be projected to what may happen again
under similar conditions and circumstances. This inference may
present some risk but it is necessary if generalizations are to be
made from what is observed (Ary, Jacobs & Razavieh, 1979; Leedy,

1980).

The type of descriptive research employed in this project was survey research. The purpose was to gather information about variables rather than individuals. Two methods were applied to obtain information. Both personal interview and mail questionnaires were used. Of these two methods, the personal interview is the most powerful. It is one of the most useful tools of social scientific survey research (Kerlinger, 1973). Twenty subjects were interviewed in person. Their responses were then compared to the 56 mailed questionnaires to provide evidence of convergence between the two methods of data gathering (Kerlinger, 1973). The comparison of the two methods was performed to address one of the most vulnerable aspects of a mailed questionnaire which is the issue of question clarity. There is a possibility that the same question may have different meaning for different people. During a personal interview question clarity can be easily provided by the interviewer. This is not possible when the mailed instrument is employed. Comparison of the two methods did not uncover noticeable differences between the two methods as will be discussed in a later section.

Setting

The subjects of this study were members of organizations belonging to the Greater O'Hare Association of Industry and Commerce. Located in Bensenville, Illinois, it is the largest business organization of its type in the industrial area west of O'Hare International Airport. The area encompasses over 4,500 business and industrial firms. There are over 128,000 people employed in the area

served by the Association. There are more than 1,200 individual

business organizations who are members of the Association. These

firms range from one person operations to large regional based firms

including both national and multi-national corporations headquartered

in this area. A professional staff within the association is

responsible for maintaining daily operations and policies. A Board of

Directors is composed of business persons employed by member

organizations who voluntarily participate in various capacities.

Sampling Procedure

Target Population

The target population of this study was organizations with 100 or

more employees. The cut off of 100 or more employees was chosen for

this study for the following reasons: diversity of employee

population, semi-formal to formal organizational structure, presence

of a personnel policy and the financial capability to seriously

consider the EAP concept in its broadest sense. The Greater O'Hare

Association, located within the northwest Chicago suburbs, provided a

list of 108 business organizations in their membership that were

listed as having 100 or more employees. Due to attrition the total

sample size of this study was 76 organizations or 70.4% of the

population universe of business organizations as defined.

The list of organizations also provided the name of the contact

person at the member location. It was through this contact person

that access to a key personnel person was attempted and who was the

target of the interview/survey process. It was assumed that this

person would best reflect the climate of the selected organizations

since the personnel department or person is charged with the
responsibility of employee benefit programs as well as with
hiring/firing practices. Persons involved with these functions were
viewed as a form of purposive sampling which is characterized by
obtaining representative samples that include typical groups or areas
in the sample (Kerlinger, 1973).

Subjects

The subjects of this study were the persons with the personnel
function responsibility. It was found by the investigator that in
this sample, 22.4% of the subjects who actually had that title
participated in this study. Subjects within the human resource
development field and employee relations field performed the personnel
function at 22.4% of the organizations surveyed. In 32.8% of the
responding organizations persons with various titles were found to be
involved with the personnel responsibility. In 22.4% of the
organizations, access was possible only to the Chief Executive Officer
(CEO), President or Vice President. In some cases this was due to
organization policy regarding information flow from the organization.
In other cases the CEO, President or Vice President was the contact
person provided by the Greater O'Hare Association list, and they
decided to participate in the study rather than refer to anyone else
in the organization. Some of these high ranking company officers were
not only in policy making positions within their organizations but
they were also involved with both hiring and firing decisions
throughout their employee population.

Methodology

Data Gathering Instrument

The data gathering instrument was designed not only to address specific research questions but to obtain pertinent demographic information as well. Instrumentation was standardized for both the personal interview and the mailed questionnaire. This instrument served as a personal interview protocol for the interviewer (Kerlinger, 1973). The instrument is included in Appendix A.

The face sheet was preceeded by instructions and a statement to reinforce confidentiality for respondents involved in this study. This was followed by the demographic section of the questionnaire. This section included sociological data; information about gender, age, ethnicity, marital status, educational and employment data. Questions regarding educational background were primarily focused on the highest level of education completed by the subjects. Data collected in the employment data section was used to categorize and separate the various backgrounds and experience levels of the respondents. The separation of experience and background was used for the generation of the Title variable and the Years in Field variable.

Face sheet information was followed by questions aimed at the structure and policies of the participating organizations. Several of these questions addressed issues that are vital to the EAP concept. The question pertaining to a formal organization chart was used to determine whether a management or accountability structure existed in the organization, since supervisory referral is an integral component of an EAP program as is union support if their is a union present in

an organization (Erfurt & Foote, 1977; Feinstein & Brown, 1982; Lewis & Lewis, 1986; Presnall, 1981; Shain & Groeneveld, 1980; Trice & Roman, 1978; Royce, 1981; Wampach, Calhoun & Ackoff, 1980; Wrich, 1980). The questions pertaining to attendance, discipline and termination policies were asked to determine whether parameters of performance and production expectations formally existed within the organization. Formal standards that are communicated to both supervisors and employees allows the supervisor to monitor job performance and productivity standards as determined by the organization. Communication and documentation of deviance from expected norms offers the supervisor the opportunity to confront an employee on issues related to negative changes in an employee's performance while avoiding infringing on the employee's personal life. A negative change in attendance may be an indicator of a troubled employee. For the technique of constructive confrontation to be effective, the employee must be aware of not only available assistance but of the possible consequences of continued unacceptable behavior (Beyer & Trice, 1984; Googins & Kurtz, 1981; Presnall, 1981; Sonnenstuhl, 1986; Trice & Roman, 1978; Wrich, 1980). Questions concerning personal/sick days were also included in this section. The number of these type days allowed to employees by the organization was also investigated.

Although contemporary EAPs are generally of the broad-brush type, some potential clients may need the extended care approach for substance abuse treatment. Insurance benefits may be vital to the provision of care for the substance abuser or other employees who need

residential care (Sonnenstuhl, 1986; Wrich, 1980). Early

intervention, however, may contribute to an actual cost savings by

dealing with serious problems in their early stage. Questions were

asked concerning the provision of health insurance by the

organizations. Types of insurance were also investigated. The

questions focused on standard hospitalization, HMO's or a combination

of the two. Life insurance coverage was investigated as well as both

long and short term disability benefits. Methods of internal

communications are important to EAP visibility. High program

visibility enables employees to access themselves to the program on a

voluntary basis. It also offers an associated benefit which is an

avenue to educate the employee population about EAP and program

activities. Program publicity is an on-going process (Archambault,

Doran, Matlas, Nadolski & Sutton-Wright, 1982). Therefore, questions

regarding the existence of bulletin boards, organization newsletters

and supervisor training were included in the instrument. It was

assumed that these methods of communication may be indicators of

information dispersion within the organizations.

Data concerning the demographics of the employee population

within subject organizations were considered important to this study.

Questions regarding the total number of employees working at subjects

facilities, percentages of both genders and the percentage of major

ethnic groups represented in the employee population were addressed.

All of the aforementioned questions were focused towards a demographic

profile of the organizations. The purpose was to generate an image of

the subjects and the organizations of which they are an integral part.

Research Questions

Preceding the research questions was a two paragraph explanation of the EAP concept. It included the drop in productivity issue, an explanation of both internal and external formats and a description of the role of the counselor/resource person who may administer a program. The explanation was included for those respondents who may have needed concept clarification before responding to the research questions.

This study focused on eight research questions. They were addressed in the following order:

1) Would an employee assistance program be of benefit to my organization?

2) Would an internal program be the preferred format for my organization?

3) Would an external program be the preferred format for my organization?

4) Would a counselor/resource person of either gender be satisfactory in my organization?

5) Would a counselor/resource person from any ethnic group be satisfactory in my organization?

6) Would a counselor/resource person of any age be satisfactory in my organization?

7) Would a counselor/resource person with business experience be preferred in my organization?

8) Would a counselor/resource person trained in a degree program be preferred in my organization?

Responses to the research questions were collected on a Likert-type scale with a 1 to 7 distribution. The likert-type format was selected for its compatibility with attitudinal type surveys (Balian, 1982). The distribution of 1 to 7 was selected intentionally to facilitate wide differences in attitudinal responses. This particular format also provided a "not sure" choice which was determined to be desirable for this study. Although this response was put in to make the data gathering less threatening to the subjects, it was not expected to be used as a means of avoiding honest response to the research questions (Balian, 1982). The extremes were 1 (Strongly Disagree) to 7 (Strongly Agree). The (Not Sure) response was located at 4 on the scale used for this study. Subjects were instructed to circle the number that best represented their response to the questions.

The research instrument closed with three additional questions. The first asked whether or not the participating organization presently provides assistance to troubled employees. The second question asked for the respondents estimate of the percent of employees in their organization that may be targeted for assistance regarding problems having a negative impact on their productivity. It was determined that an awareness of troubled employees may be influential in the acceptance or rejection of the Employee Assistance concept. The final question inquired whether the respondents were interested in obtaining the results of the research or not.

Data Gathering Procedure

The list provided by the Greater O'Hare Association of Industry

and Commerce provided the names of the organization member companies,
contact person, address, telephone number and total number of
employees at the member facility. All participants were contacted by
the investigator by telephone. The contact person was told the nature
of the call. All telephone contact followed a strict protocol to
minimize the effects of being selected for participation in a research
study. The primary concerns of the investigator were a low rate of
return of the mailed instruments and the Hawthorne effect (Kerlinger,
1973). The initial contact was viewed as critical to the study.
Participation had to be encouraged, confidentiality had to be assured
and established with the participant, and neutrality of the
investigator had to be communicated to the subjects as well.

Due to the subjects' schedules it was found early by the
investigator that random selection of participants for the in-person
interview was not practical for this study. The concept was abandoned
and each person contacted for participation was offered the option of
personal interview or mailed questionnaire. This option was presented
after an explanation of the investigator's purpose for calling and
authorization from the Greater O'Hare Association for the study.
Subjects of the study were also informed as to how they and their
organizations were made known to the investigator. The contact person
was then asked for the name of the personnel person. This methodology
was followed in order to sanction the study with the Greater O'Hare
Association. It was found that if the contact person was not directly
involved with the personnel or related functions, access to the proper
person was easily achieved. When necessary, the telephone protocol

was repeated with the appropriate organizational representative.

The subjects that chose the personal interview process had the assurance that the interview process would take approximately 15 minutes. This time frame was based on a pilot run conducted by the investigator for the purposes of question clarity and timing (Balian, 1982). Appointments for the interview were arranged to best suit the subjects' schedules. Interviews took place at the subjects' employment setting. After first meeting the subjects in person, the issue of confidentiality for all respondents was reinforced. At that time the importance of maintaining a strict interview protocol was addressed with each subject. The subject was assured that at the conclusion of the interview schedule, the investigator would answer questions presented by the subject. This protocol was determined necessary for the minimization of possible interviewer bias (Cook & Campbell, 1979). In addition, it was determined that adherence to this protocol would enhance the standardized interview process.

The personal interview followed the written interview schedule found in Appendix A. The interviewer personally asked the subjects the face sheet information and all remaining questons except the last three. The interviewer then passed the instrument to the subjects to enable them to read the Employee Assistance Program concept material. Upon completion, the subject was asked to respond to the final three questions which concluded the structured interview.

Subjects who agreed to participate in the mailed survey format were sent the following materials: a cover letter, the survey instrument, and a stamped, self-addressed envelope. The instrument

and the cover letter can be found in Appendix A. Response was requested within 24 hours of receipt of the instrument. Follow-up calls were made, when necessary, one week following the mailing. Instruments were mailed to subjects the same day that the subjects agreed to participate. Most subjects received the instrument and other materials the day after they agreed to participate.

Statistical Analysis

The research questions of this study used a Likert-Type scale. This scale is a rating scale which reflects attitudes. All of the items are viewed as having equal attitude value (Kerlinger, 1973). The scale width provides degrees of intensity. In this study, three values were derived from the seven scales. The categories decided upon were "Disagree", "Not Sure", and "Agree". It was determined that the comparison of variables across the research question responses would be optimally served by a composite of raw scores converted into percentage indices. The use of percentages was also compatible with the presentation of demographic data gathered for this study.

Summary

Chapter III reviews the methodology of this study. This chapter included commentaries on the design, the sampling procedures and the methodology of this study. Chapter IV employs the procedures presented in Chapter III in order to provide an analysis of this investigation. Chapter V presents a discussion of the results found in Chapter IV.

CHAPTER IV

RESULTS OF THE STUDY

Introduction

Chapter IV presents a report of the findings of this

investigation. Representatives from 76 business and industrial

organizations were surveyed to determine their attitude towards the

employee assistance program concept, preferred program format and

criteria for selection of the person to perform the duties of

counselor/resource person in their organization if they were to adopt

an employee assistance program (EAP). The research questions asked by

this study are analyzed as they pertain to variables which were

generated from an analysis of demographic data gathered by the survey

instrument. The variables of gender, age, educational background, job

title, years in field, type of business organization and size of

organization employee population were determined salient to this

study. The research questions were analyzed across the range of

variables of this study. The comparison of variables was accomplished

by a composite of raw scores converted into percentage indices.

Demographic Information

Sociological Data

All respondents provided sociological information pertinent to

this study by completing the demographic information section of the

survey instrument (see Appendix A). The gender representation of the

76 respondents was 63.2% male and 36.8% female subjects. The average age of the subjects was 43.6 years of age. The ethnicity of the subjects was 96.5% Caucasian, 1% Black, 1% Hispanic and 1.5% that were categorized as members of Other ethnic groups. The marital status of the subjects was 70% married, 14.5% single and 15.5% were divorced. The educational level of the subjects, based on the highest educational level completed, was 23.7% high school graduates, 53.9% had either associate or bachelor degrees and 22.4% had graduate school degrees.

Employment Data

Employment data significant to this study was determined to be both title of the respondent and the years the respondent spent in their titled field. The titles of the subjects and their representative percentages were 22.4% Personnel, 22.4% Chief Executive Officer (CEO), President (Pr.) or Vice President (VP), 22.4% Human Resource Development (HRD) or Employee Relations (ER) and 32.8% were classified as Others. The average period of time spent by the subjects in their present position was 5.8 years. The average years of experience in their field was 15.5 years. The total years of business and industrial experience of the subjects was 20.8 years.

Organizational Data

Structure and politics of the organizations involved in this study perceived as vital to adoption of an employee assistance program were investigated. It was found that 84.5% of the organizations had a formal organization chart while 15.5% did not. This question was asked to determine whether a management or accountability structure

existed within the organization. Union support is vital to an employee assistance program. Unions were present in 40% of the respondents workplaces.

Parameters of performance as well as ramifications involved with non-adherence to organization policy were investigated. Employee handbooks were available at 74.5% of the responding organizations while 25.5% did not have an employee handbook. However, 97.5% of the surveyed organizations reported using a formal procedure in order to make employees aware of organization rules. Only 2.5% reported no formal procedure. Thirty-four percent review rules periodically with the general employee population. A written attendance policy was present and enforced in 77.5% of the organizations. An enforced discipline policy was fund in 70.5% of the organizations, and 71.5% had and enforced a written termination policy.

Information concerning insurance benefits was also gathered by the survey instrument. Insurance benefits were provided by 99% of the organizations responding in this study. Standard hospitalization as provided by 47%; H.M.O. plans were provided by 3.3%; both standard hospitalization and H.M.O. options were presented by 48.2%; and .5% of the organizations were self-insured. Life insurance was provided to the employees of 97.5% of the surveyed organizations. Short term disability insurance was provided by 80.5%, and long term disability insurance was provided by 75.5% of the surveyed organizations. Insurance premiums were paid entirely by the employees in 2.5% of those surveyed. Organizations provided insurance at no charge to employees in 50% of those surveyed, and 47.5% of the respondents

reported that insurance premiums were paid for by a combination of both employer and employee. In organizations where insurance was paid for by both parties, employees paid an average of 19% of the charges and the average organizational contribution was reported at 81% of the total charge. Information concerning insurance benefits provided by unions and the percent of premium paid by the union, organization and employee was too vague to be reported here. Personal or sick days were provided to employees by 86.5% of the respondent organizations. The average number of personal/sick days was found to be 7.2 days.

Communication methods were investigated by this study. It was found that 96.5% of the respondents had bulletin boards placed throughout their facilities. Sixty-seven percent of the surveyed organizations had newsletters or similar methods for periodically communicating with their employees. Communication, in the format of formal supervisory training, was provided by 75% of the organizations investigated.

Employee population data gathered for this study revealed that the average number of employees at the 76 subject locations was 276 persons. Fifty-seven percent of the employee population of these organizations was reported to be male while 42.4% was female. The ethnic background of the employee population was reported as 71.8% Caucasian, 8.8% Black, 16.6% Hispanic and 2.8% were categorized as being members of Other ethnic groups.

Research Questions

The respondents were requested to read a brief synopsis of the

employee assistance program concept before proceeding to the research questions. In addition to an explanation of the concept, information was provided concerning internal and external programs along with an overview of the roles and responsibilities of the counselor/resource person. A copy of the instrument is included in Appendix A.

Responses to the questions were collected on a Likert-type scale with a 1 to 7 distribution. Scale values 1, 2, and 3 represented the Disagree response to varying degrees. They were combined to form the single category - Disagree. Scale 4 was the Not Sure response on the questionnaire. Scales 5, 6, and 7 represented the Agree response to varying degrees. They were combined to form the single category - Agree.

Agreement or disagreement with questions or concepts reported by the subjects for the research questions reflects the majority of responses. Responses of less than 50.0% may still reflect a majority of agreement or disagreement dependent on the percentage of not sure responses to particular research questions.

Variables

The responses to the research questions were compared across the seven variables determined vital to this study. The first variable of this study was the gender variable. The second variable of this study was the age variable which was broken into subgroups of those between the ages of 22-34 years, 35-45 years and those respondents 46 years of age and older. The third variable was the education variable which was broken into subgroups of those who had a high school (H.S.) education, those who attained either the associates (AA) or bachelors

(BA) degree, and those who attained the masters or doctoral (GRAD SCHOOL) degree. The fourth variable of this study was the title variable which was broken down to the subgroups of those having the title of personnel person, Chief Executive Officer (CEO), President (Pr.), Vice President (VP), human resource development (HRD), employee relations (ER) and those respondents with titles Other than the above who performed the personnel function within their organization. The fifth variable of this study was the number of years in field variable which was broken down into subgroups of those with 0-3 years in the field, 4-10 years, and those respondents with 11 or more years of experience in their field. The sixth variable of this study was the type of business variable which was subgrouped into manufacturing, sales/service, and service. The subgroup designated as manufacturing consisted of those organizations who manufactured products for end users or consumers. The subgroup designated as sales/service consisted of those organizations who sold goods manufactured by others and in addition provided service to customers who purchased those products. The subgroup designated as service consisted of those organizations who provided no product to customers but were solely the providers of various services. The seventh variable of this study was the employee population variable which was broken down into employee population sizes of 15-140 employees, 150-260 employees and organizations with 280-1,500 employees within their organization.

Research Question 1: Would an employee assistance program be of benefit to my organization?

Research Question 1 was asked to determine the level of

acceptability the employee assistance program concept had within the survey population. Table 1 shows the percent of respondents who Disagree, are Not Sure, or Agree with Research Question 1. A large proportion of the male and female respondents agreed that employee assistance programs would be of benefit to their organizations. All "age" subgroups tended to agree with the concept and the level of acceptance was highest, 76.2%, for the "22-34" year old respondents who had the lowest representation, 27.6%, of the surveyed population. All "education" subgroups tended to agree with the concept, and those with a "AA/BA" degree represented the highest proportion at 78.0%. The respondents with "graduate school" degrees reported a 52.9% level of acceptance while 41.2% of this group chose the not sure option which was the second highest percentage in the not sure category for this research question.

The "title" group generally agreed with the concept with the exception of the subgroup "CEO/Pr./VP". The subgroup of persons in "personnel" reported an acceptance level of 82.3% for the employee assistance concept. The subgroup consisting of "Chief Executive Officer (CEO), President (Pr.) and Vice President (VP)", reported the least level of acceptance, 35.3% from among respondent subgroups. This subgroup reported 35.3% not sure and the highest level in the disagree category which was reported at 29.4%. This finding may be significant because of the vital role upper management generally plays in implementation of employee assistance programs. Without their support it may be difficult if not impossible to start a program in an organization. On-going support by upper management is important to

Table 1

Responses to Research Question 1: Would an Employee Assistance

Program be of Benefit to my Organization?

Variables	% Disagree	Response % Not Sure	% Agree	N	% Subject Population	
Male	10.5	18.7	70.8	48	63.2	
Female	7.1	28.6	64.3	28	36.8	
Age: 22-34	4.8	19.0	76.2	21	27.6	Average
35-45	4.1	29.2	66.7	24	31.6	Age =
46+	16.0	19.3	64.7	31	40.8	43.6 yrs
Education:						
H.S.	22.1	16.8	61.1	18	23.7	
AA/BA	4.9	17.1	78.0	41	53.9	
Grad School	5.9	41.2	52.9	17	22.4	
Title:						
Personnel	11.8	5.9	82.3	17	22.4	
CEO/Pr./VP	29.4	35.3	35.3	17	22.4	
HRD/ER	5.9	35.3	58.8	17	22.4	
Others	12.0	28.0	60.0	25	32.8	
Years in Field:						
0-3	0.0	50.0	50.0	8	10.5	Average
4-10	14.8	18.5	66.7	27	35.5	Years in
11+	7.3	19.5	73.2	41	54.0	Field =
						15.5 yrs
Type of Business:						
Manufacturing	11.5	15.4	73.1	26	34.2	
Sales/Service	6.6	23.4	70.0	30	39.5	
Service	10.0	30.0	60.0	20	26.3	
Employee Population:						
15-140	19.2	26.9	53.9	26	34.2	Average
150-260	4.0	24.0	72.0	25	32.9	Emp.Pop.
280-1,500	4.0	16.0	80.0	25	32.9	276
						Persons

employee assistance program survival. This group not only determines organizational policy but it also allocates a budget for the various departments within the organization.

The subgroups in the "years in field" variable reported acceptance of the concept with the highest level of acceptance from the 11 years and over subgroup at 73.2%. Those respondents with "0-3 years in field" reported a 50% level of acceptance, while 50% of this same subgroup chose the not sure option. This group reported the highest not sure percentage for this research question.

The subgroups in the "type of business" variable reported acceptance of the concept overall with the highest level, 73.1%, reported by the manufacturing subgroup. The "service" subgroup reported a level of 60% which was the lowest of the three subgroups. The subgroups in the "employee population" variable reported acceptance of the employee assistance concept with the "280-1,500 employees" subgroup reporting an 80% level of acceptance; the "150-260 employees" subgroup reporting a 72% level of acceptance; and the "15-140 employees" subgroup reporting the lowest level of acceptance within this variable at 53.9%.

Research Question 2: Would an internal program be the preferred format for my organization?

Research Question 2 was asked to determine the level of acceptance the internal program format had with the survey population. Table 2 shows the percent of respondents who Disagree, are Not Sure, or Agree with the concept as presented by Research Question 2. All "age" subgroups disagree with the internal program being the preferred

Table 2

Responses to Research Question 2: Would an Internal Program be

the Preferred Format for my Organization?

Variables	% Disagree	Response % Not Sure	% Agree	N	% Subject Population	
Male	52.0	20.9	27.1	48	63.2	
Female	46.5	17.9	35.6	28	36.8	
Age: 22-34	33.4	14.3	52.3	21	27.6	Average
35-45	54.2	25.0	20.8	24	31.6	Age =
46+	58.1	19.3	22.6	31	40.8	43.6 yrs
Education:						
H.S.	50.0	16.7	33.3	18	23.7	
AA/BA	53.7	14.6	31.7	41	53.9	
Grad School	41.2	35.3	23.5	17	22.4	
Title:						
Personnel	52.9	5.9	41.2	17	22.4	
CEO/Pr./VP	29.4	35.3	35.3	17	22.4	
HRD/ER	41.2	29.4	29.4	17	22.4	
Others	68.0	12.0	20.0	25	32.8	
Years in Field:						
0-3	25.0	12.5	62.5	8	10.5	Average
4-10	48.1	14.8	37.1	27	35.5	Years in
11+	56.1	24.4	19.5	41	54.0	Field = 15.5 yrs
Type of Business:						
Manufacturing	57.7	15.4	26.9	26	34.2	
Sales/Service	50.0	20.0	30.0	30	39.5	
Service	40.0	25.0	35.0	20	26.3	
Employee Population:						
15-140	65.4	19.3	15.3	26	34.2	Average
150-260	28.0	28.0	44.0	25	32.9	Emp.Pop.
280-1,500	56.0	12.0	32.0	25	32.9	276 Persons

employee assistance program format for their organization. Fifty-two percent of the "male" and 46.5% of the "female" respondents disagreed with the concept. The "22-34 year old" group was the only group preferring the internal format with an acceptance level of 52.3%. The "35-45 year old" respondents as well as the "46+ year old" respondents disagreed with the internal program format for their organization with the "46+" subgroup reporting the highest level, 58.1%, of disagreement. All "education" subgroups disagreed with the internal program format and those with a "AA/BA" degree reported the highest level at 53.7%. The respondents with "graduate school" degrees reported a 41.2% level of rejection while 35.3% of this group chose the not sure option which was the highest percentage in the not sure category for his research question.

The "title" group disagreed with the internal program format for their organization with the exception of the subgroup "CEO/Pr./VP". The subgroup of persons in "personnel" reported a disagreement level of 52.9% for the internal program format. The subgroup consisting of "CEO/Pr./VP" reported the lowest level of disagreement, 29.4%, of all respondents in this group. This subgroup reported 35.3% not sure and the second highest level of agreement, 35.3%, in the "title" group. The not sure response reported by the "CEO/Pr/.VP" subgroup, 35.3%, is the highest percentage in this category which is shared with the "graduate school" subgroup.

The subgroups in the "years in field" variable disagreed (largest proportion) with the internal program format for their organization with the exception of the subgroup "0-3 years". Those respondents

with "4-10 years in field" reported a 48.1% level of disagreement and the subgroup of "11+ years in field" reported a 56.1% level of disagreement with the internal format for their organization. The subgroup "0-3 years" reported the highest level of acceptance for the internal program at 62.5%.

The subgroups in the "type of business" variable reported general disagreement overall with the internal employee assistance program format for their organization. The highest level of disagreement, 57.7% was reported by the "manufacturing" subgroup. The "sales/service" subgroup reported a 50.0% level of disagreement while the "service" subgroup reported the lowest level at 40.0%.

The "employee population" subgroups were divided in their responses to this research question. The subgroup "15-140 employees" reported a 65.4% level of disagreement which was the highest level reported for this group. The "280-1,500" employees subgroup reported a 56.0% level of disagreement with the internal employee assistance program format for their organization. The "150-260 employees" subgroup reported agreement with the internal program format at a level of 44.0% and a disagreement level of 28.0% which was the highest level of agreement of the subgroups in this variable group.

Research Question 3: Would an external program be the preferred format for my organization?

Research Question 3 was asked to determine the level of acceptance the external program format had with the survey population. Table 3 shows the percent of respondents who Disagree, are Not Sure, or Agree with the concept presented by Research Question 3. Both

Table 3

Responses to Research Question 3:   Would an External Program be the

Preferred Format for my Organization?

Variables	% Disagree	Response % Not Sure	% Agree	N	% Subject Population	
Male	24.9	18.9	56.2	48	63.2	
Female	35.8	21.4	42.8	28	36.8	
Age: 22–34	42.9	19.0	38.1	21	27.6	Average
35–45	20.8	20.8	58.4	24	31.6	Age =
46+	25.8	19.3	54.9	31	40.8	43.6 yrs
Education:						
H.S.	38.8	27.9	33.3	18	23.7	
AA/BA	26.8	12.2	61.0	41	53.9	
Grad School	23.6	29.4	47.0	17	22.4	
Title:						
Personnel	35.3	11.8	52.9	17	22.4	
CEO/Pr./VP	29.4	17.7	52.9	17	22.4	
HRD/ER	29.4	29.4	41.2	17	22.4	
Others	24.0	20.0	56.0	25	32.8	
Years in Field:						
0–3	62.5	12.5	25.0	8	10.5	Average
4–10	29.6	22.3	48.1	27	35.5	Years in
11+	22.0	19.5	58.5	41	54.0	Field =
						15.5 yrs
Type of Business:						
Manufacturing	30.7	15.4	53.9	26	34.2	
Sales/Service	26.7	16.7	56.6	30	39.5	
Service	30.0	30.0	40.0	20	26.3	
Employee Population:						
15–140	23.0	15.4	61.6	26	34.2	Average
150–260	36.0	28.0	36.0	25	32.9	Emp.Pop.
280–1,500	28.0	16.0	56.0	25	32.9	276
						Persons

genders generally prefer the external format for their organizations although femaes are not as positive. The subgroups in the age variable were found to be mixed in their preference. The "22-34 year old" subgroup preferred the internal format which is consistent with the previous section by their low agreement level at 38.1% with this research question. The "35-45 year old" subgroup recorded a 58.4% level of agreement, and 54.9% of the "46+" subgroup agree with the external program format for their organization. The subgroups in the "education" variable were divided in their preference with those in the "high school" subgroup preferring the internal program and recording the lowest level of agreement with the external format at 33.3% which is also consistent with the previous section. The subgroup "AA/BA" recorded a 61.0% and the subgroup with "graduate school" degrees recorded a 47.0% level of agreement with the external program format for their organizations.

All of the subgroups in the "title" variable preferred the external employee assistance program format for their organization. The subgroup categorized as "others" had the highest level of agreement at 56.0%. The subgroup consisting of those persons in "human resource development (HRD)" and "employee relations (ER)" recorded the lowest level of agreement at 41.2%. Persons in "personnel" and the "CEO/Pr./VP" subgroup tended to agree that the external program would be preferred at their organization at a level of 52.9%. This finding may be significant due to the impact the "CEO/Pr./VP" subgroup members may have concerning decisions within their organizations pertaining to employee assistance program format

selection.

The subgroups in the "years in field" variable were divided in their response to this research question. The "0-3 years in field" subgroup preferred the internal program as reported above and only 25.0% of the respondents in this subgroup reported a preference for the external program format. Persons in the "4-10 year" subgroup reported a level of 48.1%, and persons in the "11+ years in field" subgroup reported a 58.5% level of preference of the external employee assistance program format for their organization.

The subgroups in the "type of business" variable reported a preference for the external program format. The "sales/service" subgroup preferred this format at a level of 56.6% which was the highest level within this variable. The "manufacturing" subgroup reported an agreement level of 53.9% with the external format, and the "service" subgroup reported a level of 40.0% agreement with this format which was the lowest level within this variable.

The "employee population" subgroups were divided in their response to their preference for the external format. The "15-140 employees" subgroup reported a 61.6% level of agreement with the external format and 56.0% of the "280-1,500 employees" subgroup respondents preferred the external format. The "150-260" subgroup was equally divided with 36.0% both disagreeing and agreeing with the external employee assistance program format for their organization.

Research Question 4: Would a counselor/resource person of either gender be satisfactory in my organization?

Research Question 4 was asked to determine the preferred gender

of a counselor/resource person to administer an employee assistance program within the respondents organizations. Table 4 shows the percent of respondents who Disagree, are Not Sure, or Agree with the concept presented by this research question. Both genders agree that either gender would be acceptable as a counselor/resource person within their organization. Seventy-five percent of the "male" subgroup agree that either gender would be acceptable, and 64.3% of the "female" respondents agree that either gender would be acceptable within their organization as a counselor/resource person. All subgroups in the "age" variable agreed that either gender would be acceptable as a counselor/resource person. The "age" subgroup "35-45 years of age" had the highest level of agreement at 87.6%. The subgroups in the "education" variable agree that either gender would be acceptable within their organization. The highest level of agreement was recorded by those with a "graduate school" degree. They agreed at a level of 82.3% while those with a "high school" education reported the lowest level at 50.1% of all subgroups across all variables for this research question.

All of the subgroups in the "title" variable agreed that either gender would be acceptable for counselor/resource person within their organization. The highest level of agreement was recorded by the "personnel" subgroup at 88.2%. The subgroup "CEO/Pr./VP" recorded a level of 70.5%, the subgroup "HRD/ER" reported 64.6%, and the subgroup "others" recorded a level of 64.0% of agreement that either gender would be satisfactory as a counselor/resource person within their organization.

Table 4

Responses to Research Question 4: Would a Counselor/Resource

Person of Either Gender be Satisfactory in my Organization?

	%	Response %	%		%
		Not			Subject
Variables	Disagree	Sure	Agree	N	Population
Male	12.5	12.5	75.0	48	63.2	
Female	14.3	21.4	64.3	28	36.8	
Age: 22-34	9.6	28.6	61.8	21	27.6	Average
35-45	4.1	8.3	87.6	24	31.6	Age =
46+	22.5	12.9	64.6	31	40.8	43.6 yrs
Education:						
H.S.	16.6	33.3	50.1	18	23.7	
AA/BA	14.6	9.7	75.7	41	53.9	
Grad School	5.9	11.8	82.3	17	22.4	
Title:						
Personnel	5.9	5.9	88.2	17	22.4	
CEO/Pr./VP	11.8	17.7	70.5	17	22.4	
HRD/ER	11.8	23.6	64.6	17	22.4	
Others	20.0	16.0	64.0	25	32.8	
Years in Field:						
0-3	12.5	0.0	87.5	8	10.5	Average
4-10	11.1	22.2	66.7	27	35.5	Years in
11+	17.0	12.2	70.8	41	54.0	Field =
						15.5 yrs
Type of Business:						
Manufacturing	15.3	23.1	61.6	26	34.2	
Sales/Service	16.7	13.3	70.0	30	39.5	
Service	5.0	10.0	85.0	20	26.3	
Employee						
Population:						
15-140	15.3	11.5	73.2	26	34.2	Average
150-260	16.0	16.0	68.0	25	32.9	Emp.Pop.
280-1,500	8.0	20.0	72.0	25	32.9	276
						Persons

The subgroups in the "years in field" variable agreed that either gender would be acceptable for a counselor/resource person within their organization. The "0-3 years in field" subgroup had no preference for either gender in particular and agreed with that at a level of 87.5%. The subgroup of "11+ years" agreed at the level of 70.8% and the "4-10" subgroup was at a level of 66.7% which was the lowest percentage of agreement within the variable.

The subgroups in the "type of business" variable reported no gender preference for a counselor/resource person. The "service" subgroup reported an 85.0% level of acceptance for either gender. The "sales/service" subgroup reported a level of 70.0%, and the "manufacturing" subgroup reported a level of 61.6% agreement for either gender being acceptable as a counselor/resource person within their organization.

The subgroups in the "employee population" variable had no gender preference for the counselor/resource person within their organization. The "15-140 employees" subgroup reported a 73.2% level and the "280-1,500" subgroup reported a 72.0% level of agreement with either gender being the counselor/resource person within their organization. The "150-260 employees" subgroup reported the lowest level of acceptance of either gender at 68.0%.

Research Question 5: Would a counselor/resource person from any ethnic group be satisfactory in my organization?

Research Question 5 was asked to determine whether or not an ethnic preference existed for a counselor/resource person within the surveyed organizations. Table 5 shows the percent of respondents who

Table 5

Responses to Research Question 5: Would a Counselor/Resource

Person From Any Ethnic Group be Satisfactory in my Organization?

Variables	% Disagree	Response % Not Sure	% Agree	N	% Subject Population	
Male	18.6	10.4	71.0	48	63.2	
Female	32.1	21.4	46.5	28	36.8	
Age: 22-34	19.1	19.0	61.9	21	27.6	Average
35-45	24.9	12.5	62.6	24	31.6	Age =
46+	25.8	12.9	61.3	31	40.8	43.6 yrs
Education:						
H.S.	27.7	16.8	55.5	18	23.7	
AA/BA	26.8	7.3	65.9	41	53.9	
Grad School	11.8	29.4	58.8	17	22.4	
Title:						
Personnel	17.7	29.4	52.9	17	22.4	
CEO/Pr./VP	23.6	11.8	64.6	17	22.4	
HRD/ER	29.4	11.8	58.8	17	22.4	
Others	24.0	8.0	68.0	25	32.8	
Years in Field:						
0-3	25.0	0.0	75.0	8	10.5	Average
4-10	22.2	25.9	51.9	27	35.5	Years in
11+	14.4	9.7	65.9	41	54.0	Field = 15.5 yrs
Type of Business:						
Manufacturing	26.9	15.4	57.7	26	34.2	
Sales/Service	26.7	10.0	63.3	30	39.5	
Service	15.0	20.0	65.0	20	26.3	
Employee Population:						
15-140	27.0	11.5	61.5	26	34.2	Average
150-260	36.0	8.0	56.0	25	32.9	Emp.Pop.
280-1,500	8.0	24.0	68.0	25	32.9	276 Persons

Disagree, are Not Sure, or Agree with the concept presented by this research question. Both genders agree that a member of any ethnic group would be satisfactory for a counselor/resource person within their organization. Seventy-one percent of the "male" respondents and 46.5% of the "female" respondents reported agreement with the concept presented by this research question. The "female" response is the lowest percentage for any subgroup across all the variables for this research question. All subgroups in the "age" variables reported agreement that a member of any ethnic group would be satisfactory in the position of counselor/resource person within their organization. The "age" subgroup "22-34 years of age" reported a 61.9% level of agreement, the subgroup "35-45" reported 62.6%, and the subgroup "46+" reported a 61.3% level of agreement with the concept that a member of any ethnic group would be satisfactory as a counselor/resource person within their organization. The subgroups in the "education" variable agree that a member of any ethnic group would be satisfactory as a counselor/resource person within their organization. The subgroup "AA/BA" at 65.9% reported the highest level of agreement. The subgroup with "graduate school" degrees reported 58.8% agreement, and those with a "high school" education reported the lowest level at 55.5% agreement with the concept that a member of any ethnic group would be satisfactory as a counselor/resource person within their organization.

The subgroups in the "title" variable agreed that a member of any ethnic group would be satisfactory within their organization. The highest level of agreement was reported by the "others" subgroup at

68.0%. The subgroup "CEO/Pr./VP" reported a 64.6%, the subgroup "HRD/ER" reported a 58.8%, and the subgroup "personnel" reported a 52.9% level of agreement with the concept presented by this research question.

The subgroups in the "years in field" variable reported agreement with a member of any ethnic group being satisfactory as a counselor/resource person within their organization. The "0-3 years in field" subgroup reported the highest level of agreement at 75.0%. Those respondents with "11+ years" reported a 65.9% level of agreement while those in the "4-10 year" subgroup reported the lowest level of agreement at 51.9%.

Subgroups within the "type of business" variable reported no ethnic preference for a counselor/resource person within their organization. The "service" subgroup reported the highest level of agreement at 65.0%. The "sales/service" subgroup reported at 63.3%, and the "manufacturing" subgroup reported a 57.7% level of agreement that a member of any ethnic group would be satisfactory within their organization in the role of counselor/resource person.

All subgroups within the "employee population" variable agreed that a member of any ethnic group would be satisfactory as a counselor/resource person within their organization. The "280-1,500 employees" subgroups reported the highest level of agreement at 68.0%. The "15-140" subgroup reported an agreement level of 61.5% while the subgroup "150-260" reported at 56.0% level which was the lowest of the subgroups within this variable.

Research Question 6: Would a counselor/resource person of any

age be satisfactory in my organization?

Research Question 6 was asked to determine whether or not an age preference existed for counselor/resource person within the organizations surveyed. Table 6 shows the percent of respondents who Disagree, are Not Sure, or Agree with the concept presented by this research question. Both genders tended to agree that a counselor/resource person of any age would be satisfactory in their organization. Forty-eight percent of the "male" respondents and 60.7% of the "female" respondents agreed with the concept presented by this research question. All subgroups in the "age" variable reported agreement with a counselor/resource person of any age being satisfactory in their organization. The "22-34 year old" subgroup reported the highest level of agreement at 66.7%. Fifty percent of the respondents in the "35-45" subgroup and 45.1% of the "46+" subgroup, which was the lowest level of agreement in this variable, agreed with this concept. The subgroups in the "education" variable agree that a person of any age would be satisfactory as a counselor/resource person in their organization. The subgroup of persons with a "high school" education reported the highest level of agreement, 72.3%, of the subgroups in this variable. The subgroup "AA/BA" reported a 48.9%, and the subgroup with "graduate school" degrees reported a 41.2% level of agreement with this concept. The "grad school" subgroup recorded the lowest level of agreement within this variable and they also reported the highest level, 47.0%, in the "Not Sure" response column of any subgroup in any variable for this research question.

Table 6

Responses to Research Question 6: Would a Counselor/Resource

Person of Any Age be Satisfactory in my Organization?

Variables	% Disagree	Response % Not Sure	% Agree	N	% Subject Population	
Male	33.3	18.7	48.0	48	63.2	
Female	21.4	17.9	60.7	28	36.8	
Age: 22-34	14.3	19.0	66.7	21	27.6	Average
35-45	37.5	12.5	50.0	24	31.6	Age =
46+	32.3	22.6	45.1	31	40.8	43.6 yrs
Education:						
H.S.	27.7	0.0	72.3	18	23.7	
AA/BA	36.5	14.6	48.9	41	53.9	
Grad School	11.8	47.0	41.2	17	22.4	
Title:						
Personnel	29.4	0.0	70.6	17	22.4	
CEO/Pr./VP	41.1	23.6	35.3	17	22.4	
HRD/ER	11.8	29.4	58.8	17	22.4	
Others	28.0	20.0	52.0	25	32.8	
Years in Field:						
0-3	25.0	12.5	62.5	8	10.5	Average
4-10	25.9	11.1	63.0	27	35.5	Years in
11+	31.7	24.3	44.0	41	54.0	Field = 15.5 yrs
Type of Business:						
Manufacturing	34.6	23.1	42.3	26	34.2	
Sales/Service	23.3	13.3	63.4	30	39.5	
Service	30.0	20.0	50.0	20	26.3	
Employee Population:						
15-140	26.9	26.9	46.2	26	34.2	Average
150-260	36.0	4.0	60.0	25	32.9	Emp.Pop.
280-1,500	24.0	24.0	52.0	25	32.9	276 Persons

The subgroups in the "title" variable were mixed in their response that a person of any age would be satisfactory as a counselor/resource person in their organization. The highest level of agreement was reported by the "personnel" subgroup at 70.6%. The subgroup "HRD/ER" reported 58.8%, and the subgroup "others" reported 52.0% levels of agreement with this concept. The subgroup "CEO/Pr./VP" reported a 41.1% level of disagreement with the concept of a person of any age being satisfactory as a counselor/resource person in their organization.

The subgroups in the "years in field" variable reported general agreement with a person of any age being satisfactory as a counselor/resource person in their organization. The "4-10 years in field" subgroup reported the highest level of agreement within the variable at 63.0%. The "0-3" subgroup reported a 62.5%, and the "11+" subgroup reported at 44.0% level of agreement with this research question.

Subgroups within the "type of business" variable agreed that a person of any age would be satisfactory as a counselor resource person in their organization. The "sales/service" subgroup reported the highest level of agreement within the variable at 63.4%. The "service" subgroup reported at 50.0%, and the "manufacturing" subgroup reported a 42.3% level of agreement with the concept presented by this research question.

The subgroups within the "employee population" variable reported agreement with the concept presented by this research question. The "150-260 employees" subgroup reported the highest level of agreement

at 60.0%. Fifty-two percent of the respondents in the "280-1,500"
subgroup and 46.2% of the respondents in the "15-140" subgroup
reported agreement a person of any age group would be satisfactory as
a counselor/resource person in their organization.

Research Question 7: Would a counselor/resource person with
business experience be preferred in my organization?

Research Question 7 was asked to determine the importance of
business experience in the selection process of a counselor/resource
person to administer an employee assistance program in the surveyed
organizations. Table 7 shows the percent of respondents who Disagree,
are Not Sure, or Agree with the concept presented by this research
question. Both genders tended to agree that business experience would
be preferred in a counselor/resource person in their organization.
Seventy-five percent of the "female" respondents, and 66.6% of the
"male" respondents agreed with this concept. The subgroups in the
"age" variable reported a preference for business experience in a
counselor/resource person in their organization. The "22-34 year old"
subgroup reported the highest level of agreement at 80.9%.
Seventy-five percent of the "35-45 year old" respondents, and 58.2% of
the "46+" subgroup agreed with this concept. The subgroups in the
"education" variable agree that business experience would be preferred
in a counselor/resource person in their organization. The subgroup
"AA/BA" reported the highest level of agreement at 75.6%, of the
subgroups in this variable. The subgroup with "graduate school"
degrees reported 64.6% and the subgroup with a "high school" education
reported a 61.1% level of agreement with the business experience

Table 7

Responses to Research Question 7: Would a Counselor/Resource

Person with Business Experience be Preferred in my Organization?

Variables	% Disagree	Response % Not Sure	% Agree	N	% Subject Population	
Male	10.5	22.9	66.6	48	63.2	
Female	21.4	3.6	75.0	28	36.8	
Age: 22-34	14.3	4.8	80.9	21	27.6	Average
35-45	12.5	12.5	75.0	24	31.6	Age =
46+	16.0	25.8	58.2	31	40.8	43.6 yrs
Education:						
H.S.	16.6	22.3	61.1	18	23.7	
AA/BA	12.2	12.2	75.6	41	53.9	
Grad School	17.7	17.7	64.6	17	22.4	
Title:						
Personnel	29.4	5.9	64.7	17	22.4	
CEO/Pr./VP	5.9	29.4	64.7	17	22.4	
HRD/ER	5.9	5.9	88.2	17	22.4	
Others	16.0	20.0	64.0	25	32.8	
Years in Field:						
0-3	37.5	0.0	62.5	8	10.5	Average
4-10	11.1	3.7	85.2	27	35.5	Years in
11+	12.1	26.9	61.0	41	54.0	Field =
						15.5 yrs
Type of Business:						
Manufacturing	26.9	15.4	57.7	26	34.2	
Sales/Service	3.3	16.7	80.0	30	39.5	
Service	15.0	15.0	70.0	20	26.3	
Employee Population:						
15-140	15.3	19.4	65.3	26	34.2	Average
150-260	12.0	16.0	72.0	25	32.9	Emp.Pop.
280-1,500	16.0	12.0	72.0	25	32.9	276
						Persons

preference for a potential counselor/resource person in their organization.

The subgroups in the "title" variable agreed that a counselor/resource person with business experience would be preferred in their organization. The highest level of agreement was reported by the subgroup "HRD/ER" at 88.2%. The "personnel" and the "CEO/Pr./VP" subgroups reported 64.7% levels of agreement while the "others" subgroup reported a 64.0% level of agreement with the concept presented by this research question.

The subgroups in the "years in field" variable reported agreement in their preference for a counselor/resource person with business experience. The "4-10 year" subgroup reported the highest level of agreement within the variable at 85.2%. The "0-3" subgroup reported a 62.5% and the "11+ years in field" subgroup reported a 61.0% level of agreement with this research question.

The subgroups within the "type of business" variable tended to agree that they prefer a counselor/resource person in their organization to have business experience. Eighty percent of the respondents in the "sales/service" subgroup, the highest level in this variable, agree with this concept. Seventy percent of the "service" subgroup and 57.7% of the "manufacturing" subgroup agreed with the concept presented by this research question.

All subgroups in the "employee population" variable reported a preference for business experience in a counselor/resource person in their organization. Seventy-two percent of the respondents in both the "150-260", and the "280-1,500" employees subgroups tended to agree

with the business experience concept. The "15-140" employees subgroup

reported a 65.3% level of preference for business experience for a

potential counselor/resource person in their organization.

Research Question 8: Would a counselor/resource person trained

in a degree program be preferred in my organization?

Research Question 8 was asked to determine the importance of

formal training in a degree program in the selection process of a

counselor/resource person to administer an employee assistance program

in the organization surveyed for this study. Table 8 shows the

percent of respondents who Disagree, are Not Sure, or Agree with the

concept presented by this research question. Both genders tended to

agree that formal training in a degree program would be preferred in a

counselor/resource person in their organization. The "female"

respondents reported an agreement level of 82.1%, and the "male"

respondents reported an agreement level of 81.4%. The subgroups in

the "age" variable reported a preference for formal training in a

degree program for a counselor/resource person in their organization.

The "35-45 year old" subgroup reported an agreement level of 95.9%

which was not only the highest level in the "age" variable but the

highest percent in the Agree category for any subgroup responding to

this research question. The "46+ year old" subgroup reported 80.7%,

and the "22-34" subgroup reported a 66.6% level of agreement with the

concept presented by this research question. All subgroups in the

"education" variable tended to agree that they would prefer a

counselor/resource person in their organization to have business

experience. The highest level of agreement in this variable was

Table 8

Responses to Research Question 8:   Would a Counselor/Resource

Person Trained in a Degree Program be Preferred in my Organization?

Variables	% Disagree	Response % Not Sure	% Agree	N	% Subject Population	
Male	6.1	12.5	81.4	48	63.2	
Female	3.6	14.3	82.1	28	36.8	
Age: 22-34	9.6	23.8	66.6	21	27.6	Average
35-45	0.0	4.1	95.9	24	31.6	Age =
46+	6.4	12.9	80.7	31	40.8	43.6 yrs
Education:						
H.S.	11.1	5.5	83.4	18	23.7	
AA/BA	2.4	14.6	83.0	41	53.9	
Grad School	5.9	17.7	76.4	17	22.4	
Title:						
Personnel	0.0	11.8	88.2	17	22.4	
CEO/Pr./VP	0.0	11.8	88.2	17	22.4	
HRD/ER	5.9	5.9	88.2	17	22.4	
Others	12.0	20.0	68.0	25	32.8	
Years in Field:						
0-3	12.5	37.5	50.0	8	10.5	Average
4-10	7.4	11.1	81.5	27	35.5	Years in
11+	2.4	9.7	87.9	41	54.0	Field =
						15.5 yrs
Type of Business:						
Manufacturing	7.6	19.2	73.2	26	34.2	
Sales/Service	6.6	6.7	86.7	30	39.5	
Service	0.0	15.0	85.0	20	26.3	
Employee Population:						
15-140	3.8	19.3	76.9	26	34.2	Average
150-260	4.0	4.0	92.0	25	32.9	Emp.Pop.
280-1,500	8.0	16.0	76.0	25	32.9	276
						Persons

reported by the "high school" education subgroup at 83.4%. The "AA/BA" subgroup reported an 83.0%, and the subgroup with "graduate school" degrees reported a 76.4% level of agreement with the formal degree training preference.

The subgroups in the "title" variable agree that a counselor/resource person with formal training in a degree program would be preferred in a counselor/resource person in their organization. The "personnel", "CEO/Pr./VP" and "HRD/ER" subgroups also tended to agree with this concept at an 88.2% level. Sixty-eight percent of the respondents in the "others" subgroup reported agreement with the concept presented by this research question.

The subgroups in the "years in field" variable agree that formal training in a degree program would be preferred in a counselor/resource person in their organizations. The "11+ years in field" subgroup reported the highest level of agreement within the variable at 87.9%. The "4-10" subgroup reported a 81.5%, and the "0-3 years in field" subgroup reported a 50.0% level of agreement with the concept presented by this research question.

The "type of business" variable subgroups tend to agree with the formal training in a degree program concept. The "sales/service" subgroup reported the highest level of agreement within the variable at 86.7%. The "service" subgroup reported an 85%, and the "manufacturing" subgroup reported a 73.2% level of agreement with this concept.

The subgroups in the "employee population" variable reported a preference for counselor/resource persons with formal training in a

degree program. The highest level of agreement was reported by the subgroup of "150-260 employees" at 92.0%. The subgroup "15-140" reported a 76.9%, and the "280-1,500 employees" subgroup reported a 76.0% level of agreement with the formal degree program concept.

Research Question 9: Does your organization provide assistance to troubled employees?

Research Question 9 was asked to determine whether the surveyed organizations were offering assistance to troubled employees on an informal basis. Table 9 shows the percent of Yes and No responses to the research question. The majority of respondents in the gender variable reported that their organizations provided assistance to troubled employees at the time of the survey. Subgroups in the "age" variable reported organizational support for troubled employees with the highest, 71.4% being reported by the "22-34 year old" subgroup. The "education" variable reported a majority of yes responses to this research question.

The subgroups in the "title" variable revealed the broadest range of response of any variable to this research question. The "personnel" subgroup reported the highest yes response of any subgroup across all variables at a level of 82.4%. The "CEO/Pr./VP" subgroup reported the lowest percentage of yes responses at 47.1%. The high percentage reported by the "personnel" subgroup may be due to their function within an organization which usually is focused toward helping employees who desire assistance for other than job related problems. The low percentage reported by the "CEO/Pr./VP" subgroup may be a reflection of the insulation from every day issues that lower

Table 9

Responses to Research Question 9: Does Your Organization Provide

Assistance to Troubled Employees

Variables	% Yes	% No	N	% Subject Population	
Male	58.3	41.7	48	63.2	
Female	60.8	39.3	28	36.8	
Age: 22–34	71.4	28.6	21	27.6	Average Age
35–45	54.2	45.8	24	31.6	= 43.6 yrs
46+	54.8	45.2	31	40.0	
Education:					
H.S.	55.6	44.4	18	23.7	
AA/BA	61.0	39.0	41	53.9	
Grad School	58.8	41.2	17	22.4	
Title:					
Personnel	82.4	17.6	17	22.4	
CEO/Pr./VP	47.1	52.9	17	22.4	
HRD/ER	58.8	41.2	17	22.4	
Others	52.0	48.0	25	32.8	
Years in Field:					
0–3	75.0	25.0	8	10.5	Average
4–10	66.7	33.3	27	35.5	Years in
11+	51.2	48.8	41	54.0	Field = 15.5 yrs
Type of Business:					
Manufacturing	57.7	42.3	26	34.2	
Sales/Service	63.3	36.7	30	39.5	
Service	55.0	45.0	20	26.3	
Employee Population:					
15–140	61.5	38.5	26	34.2	Average
150–260	48.0	52.0	25	32.9	Emp.Pop.
280–1,500	68.0	32.0	25	32.9	276 Persons

and mid-managers sometimes provide for upper management.

All subgroups in the "years in field" variable reported provision
of assistance to troubled employees by their organizations.
Seventy-five percent of the "0-3 years in field" subgroup reported a
yes response which was the highest of any subgroup within this
variable. The "type of business" variable reported positive responses
across all subgroups. The subgroups within the "employee population"
variable reported mixed responses. The "280-1,500 employees" subgroup
reported 68.0% yes responses, and the "15-140 employees" subgroup
reported 61.5% yes responses to the research question. Forty-eight
percent of the respondents in the subgroup "150-240 employees"
reported that their organization provided assistance to troubled
employees.

Research Question 10: What is your impression of the percentage
of employees in your organization that may be targeted for assistance
regarding problems having a negative effect on their productivity?

Research Question 10 was asked to assess the percent of employees
who the subjects perceive to be targeted for employee assistance due
to a negative effect on their productivity. The "female" subgroup
reported a 10.3% troubled workforce which was higher than the 6.5%
level reported by the "male" subgroup. The subgroup "22-34 years of
age" reported a 10.6%, the "35-45" subgroup reported a 8.9% and the
"46+" subgroup reported a 5.0% troubled workforce. This decline in
perception across the "age" variable may be related to an awareness
the younger employee may have regarding the extent of substance abuse
in the workforce. The subgroups in the "education" variable varied in

Table 10

Responses to Research Question 10: What is Your Impression of the
Percentage of Employees in Your Organization That May be Targeted
for Assistance Regarding Problems Having a Negative Effect on
Their Productivity

Variables	%	N	% Subject Population	
Male	6.5	48	63.2	
Female	10.3	28	36.8	
Age: 22-34	10.6	21	27.6	Average Age =
35-45	8.9	24	31.6	43.6 yrs
46+	5.0	31	40.8	
Education:				
H.S.	10.3	18	23.7	
AA/BA	7.8	41	53.9	
Grad School	5.2	17	22.4	
Title:				
Personnel	11.5	17	22.4	
CEO/Pr./VP	4.6	17	22.4	
HRD/ER	9.1	17	22.4	
Others	6.6	25	32.8	
Years in Field:				
0-3	16.0	8	10.5	Average Years in
4-10	7.7	27	35.5	Field = 15.5 yrs
11+	6.2	41	54.0	
Type of Business:				
Manufacturing	9.4	26	34.2	
Sales/Service	6.0	30	39.5	
Service	8.4	20	26.3	
Employee Population:				
15-140	7.5	26	34.2	Average Emp.
150-260	7.8	25	32.9	Pop. 276 Persons
280-1,500	8.1	25	32.9	

their perceptions. The "high school" education subgroups reported a
10.3%, the "AA/BA" subgroup reported a 7.8%, and the "grad school"
subgroup reported a 5.2% perception of a troubled workforce. This
decline across the education variable may be a reflection of the
acceptability or tolerance of less than exemplary performance of those
in the lower strata of most organizations.

The "title" variable reported differences across its subgroups.
The "personnel" subgroup reported the highest perception of troubled
employees within this variable at 11.5%. The lowest perception of
troubled employees was reported by the "CEO/Pr./VP" subgroup at 4.6%.
This percentage was the lowest reported by any subgroup across any of
the variables. This finding may be significant to the adoption of an
employee assistance program. If those persons in decision making
positions feel that so few employees may be in need of employee
assistance they may be hesitant to invest in such an endeavor
primarily because of its minimal impact on productivity.

The "years in field" subgroups were varied in their response to
this research question. The highest percentage reported by a subgroup
in this variable, or any other, was reported by the "0-3 years in
field" subgroup at 16.0%. This group consists primarily of those in
the youngest age subgroup which may account for their high perception
percentage. The "4-10 years in field" subgroup reported a 7.7% and
the "11+ years in field" subgroup reported a 6.2% perception of
troubled employees in the workforce. This perception decline may be
related to the findings in the age variable.

The subgroups in the "type of business" variable reported small

variations in their responses. The highest percentage was reported by the "manufacturing" subgroup at 9.4%. The "service" subgroup reported 8.4% and the "sales/service" subgroup reported 6.0% employees perceived as troubled in their workplace. The "employee population" variable had the flatest subgroup responses of any variable for this research question. The highest percentage was reported by the "280-1,500 employees" subgroup at 8.1%. The "150-260 employees" subgroup reported 7.8% and the "15-140 employees" reported 7.5% employees perceived as troubled in their workplace.

Summary

Chapter IV presented an analysis of demographic data concerning the subjects of this study, and an analysis of the research questions addressed by this study. Analysis of the research questions revealed acceptance of the employee assistance concept by all subgroups within the variables outlined in this Chapter with the exception of the Chief Executive Officer/President/Vice President (CEO/Pr./VP) subgroup. The preferred employee assistance program format was the external format. The respondents reported no gender, ethnic or age preference for a counselor/resource person in their organization. Business experience and training in a formal degree program were reported to be preferred in a counselor/resource person in the subjects organizations. Sixty percent of the surveyed organizations reported that they provide informal assistance to trouble employees. The perception of the percent of troubled employees reported by the subjects of this study was 8.3%.

Chapter V reviews the limitations of the study and the research

questions with respect to the findings of Chapter IV. Implications of the data will be discussed. Directions for further research will also be proposed in Chapter V.

CHAPTER V

SUMMARY, IMPLICATIONS AND RECOMMENDATIONS

This chapter presents a summary of the attitudinal study,
discusses the implications of the findings, and provides
recommendations for future research directions.

Summary

Purpose of the Study

The purpose of this study was to investigate the attitudes held
by organizations that do not presently have an employee assistance
program about the value of such a program. The organization contact
persons were those involved with personnel and policy making in their
particular organization. The format for data gathering was a
combination of personal interviews and mailed questionnaires. The
study investigated positive or negative response to the employee
assistance program concept, issues pertaining to internal/external
program format preference and issues concerning selection of a
counselor/resource person to administer the program to best serve the
needs of the subjects' particular employee population and
organization.

Review of the Literature

This study reviewed the relevant literature concerning employee
assistance programs in the business and industrial setting. Origins
of present day employee assistance programs were traced to the

Washingtonian Movement of the 1860s and to Alcoholics Anonymous which
was founded in 1935 (Presnall, 1981). Government action
decriminalizing drunkenness and the acceptance of the disease concept
of alcoholism (Jellinek, 1960; Rush, 1985), were also key contributors
to the development of contemporary employee assistance programs.

The internal program format as well as the external program
format was researched and examples of both of these program
configurations were provided (Feinstein & Brown, 1982; Lewis & Lewis,
1986; Masi, 1982; Presnall, 1981; Trice & Roman, 1978; Willman, 1984;
Wrich, 1980). In addition, joint union and management programs as
well as the consortium approach were researched (Feinstein & Brown,
1982; Yandrick, 1984). Examples of these program formats were
provided as well (Gavin, 1978; Presnall, 1981).

The review of the literature pertaining to the counselor/resource
persons who administer employee assistance programs revealed no
distinct profile of the persons filling this role (Wrich, 1980; Laws,
1985a, 1985b; Else, 1985). Recent studies report similar criteria for
the selection of employee assistance program administrators and
management personnel in general (Baer, Barnes, Garwood, Gray, Hsu &
Brown, 1986; Josefowitz, 1980). Counselor/resource persons face
similar discrimination in their position as other managers in the
workforce. Discrimination is evidenced primarily by income
differences between male and female counselor/resource persons (Blum,
1985). The ethnic composition of the United States population
weighted against employee assistance program staffing shows Hispanics
as the only minority group to be substantially less represented, 6.4%

of the population and 2.6% of the staff, than other minority groups in
the employee assistance program field (Baer, et al., 1986). Evidence
of discrimination because of age was not found in the literature.

Employee assistance programs are concerned with the entire
spectrum of human problems that may effect productivity in a negative
way. Since all organizations have different standards of productivity
(Shain & Groeneveld, 1980), widely acceptable criteria of productivity
such as absenteeism, accidents and illness were focused on for this
study (Lewis & Lewis, 1986; Masi, 1982; Pell & D'Alonzo, 1970;
Presnall, 1981; Shain & Groeneveld, 1980; Trice & Roman, 1978; Wrich,
1980). Alcoholism is estimated to cost American business and industry
$90 to $100 billion per year (Rivard, 1986). Approximately half of
that amount is due to lost productivity; the remaining monies are lost
primarily due to alcohol related illnesses. Methods of reaching the
employee with drinking or other problems effecting productivity in a
negative way were focused on in the literature search. The
constructive confrontation technique, which enables supervisors to
address drops in productivity solely on the basis of documented
performance (Beyer & Trice, 1984; Cristiani & Cristiani, 1979;
Maxwell, 1959; Sonnenstuhl, 1986) was reached from the perspectives of
employee assistance program intervention and supervisory roles and
responsibilities.

The impact of drug abuse and drug screening in the workplace and
their effects on employee assistance programs was reviewed as well
(Clayton, 1985; Ray, 1978; Scher, 1973; Steinhilber, 1985; Vicary &
Resnik, 1985). With the increase in drug abuse in the general

population, increases in drug related incidences in the workplace will more than likely occur (Clayton, 1985; Donovan & Jessor, 1983). Drug abuse presents nearly the same issues to the business or industrial organization that alcohol abuse does. Employee assistance programs have been successful in the rehabilitation and productivity improvement of alcoholic and other troubled employees (Presnall, 1981; Sonnenstuhl, 1986; Trice & Roman, 1978; Wrich, 1980). The contemporary program can be expanded easily to include the drug abusing employee (Presnall, 1981; Sonnenstuhl, 1986). A well run employee assistance program with properly trained supervisors in the workforce may be an alternative, with relatively low risk of litigation, to drug screening in the workplace (Bompey, 1986).

Methodology

In order to ascertain organizational attitudes, representatives from 76 organizations were the subjects of this study. The criteria for the selection of subjects was based upon their involvement in either the personnel or policy making function within their particular organization.

All of the subjects who volunteered to participate in this study were employed by organizations who belonged to the Greater O'Hare Association of Industry and Commerce located in the suburban business and industrial complex west of Chicago's O'Hare International Airport. The area encompasses over 4,500 business and industrial firms of which over 1,200 are members of the Greater O'Hare Association of Industry and Commerce. The target population of this study was organizations with 100 or more employees. Of the 108 organizations provided by the

Greater O'Hare Association membership list meeting the study requirements, 76 organizations or 70.4% of the population universe were surveyed.

The subjects of this study were the persons with the personnel function responsibility. It was determined that this person would best reflect the attitudes of participating organizations. It was found by the investigator that in this sample 22.4% of the subjects actually having that title participated in this study. Subjects within the human resource development (HRD) field and employee relations (ER) field performed the personnel function at 22.4% of the organizations participating in this study. In 32.8% of the participating organizations, persons with various titles (OTHERS) were found to perform the personnel function. In 22.4% of the surveyed organizations, access was possible only to the Chief Executive Officer (CEO), President (Pr.) or Vice President (VP). In some cases this was due to policy regarding information flow from the organization. In other cases the CEO, President or Vice President was the contact person provided by the Greater O'Hare Association membership list, and they decided to participate in the study rather than to refer the questionnaire to anyone else in their organization. Some of these company officers were not only in policy making positions but in addition they were involved in both hiring and firing decisions throughout their entire employee population.

Responses to the research questions of this study were compared across seven variables determined vital to this study. The variables used were gender, age, educational background, title of position held

in the organization, years in field, type of business and employee population size of the participating organization. All variables, with the exception of the gender variable, were broken down into three subgroups within each variable and in the case of the title variable, four subgroups were determined to be appropriate.

Research questions were focused towards acceptance of the employee assistance program concept and preference of either internal or external program format. Gender, ethnic, age, business experience and formal training preferences for a counselor/resource person were the focus of additional research questions. The final research questions addressed the possibility of organizations presently offering informal assistance to troubled employees and what percentage of the employee population was thought to need assistance. Data for this research was gathered by both personal interview and mailed questionnaire. One instrument was developed for both methods of data gathering (see Appendix A). The demographic data section of the instrument included information about the respondents gender, age, ethnicity, marital status, educational and employment background. Information regarding organizational structure, policy and benefits was also requested by the instrument. Data concerning the demographics of the employee population within the subject organizations regarding gender and ethnicity were gathered. The demographic information was gathered in order to generate an image of the subjects and the organizations that they represent. It was the background on which the research question responses were placed.

Preceding the research questions on the instrument was a two

paragraph explanation of the EAP concept. It included the drop in productivity issue, an explanation of both internal and external formats and a description of the role of the counselor/resource person who may administer a program. The explanation was included for those respondents who may have needed concept clarification before responding to the research questions.

The research questions followed the explanation of the EAP concept. This study focused on ten research questions. They were addressed in the following order:

1) Would an employee assistance program be of benefit to my organization?

2) Would an internal program be the preferred format for my organization?

3) Would an external program be the preferred format for my organization?

4) Would a counselor/resource person of either gender be satisfactory in my organization?

5) Would a counselor/resource person from any ethnic group be satisfactory in my organization?

6) Would a counselor/resource person of any age be satisfactory in my organization?

7) Would a counselor/resource person with business experience be preferred in my organization?

8) Would a counselor/resource person trained in a degree program be preferred in my organization?

9) Does your organization provide assistance to troubled

employees?

10) What is your impression of the percentage of employees in your organization that may be targeted for assistance regarding problems having a negative effect on their productivity?

The Findings

Findings pertaining to the research questions:

1) Respondents in all subgroups across all variables agreed that an employee assistance program would be of benefit to their organization. The lowest level of agreement was reported by the CEO/Pr./VP subgroup.

2) Responses to this research question revealed disagreement by the majority of respondents regarding the internal employee assistance program format for their organization.

3) The majority of respondents reported agreement with the external employee assistance program format for their organization.

4) Respondents in all subgroups across all variables agreed that either gender would be satisfactory as a counselor/resource person in their organization.

5) Respondents in all subgroups across all variables agreed that a counselor/resource person from any ethnic group would be satisfactory in their organization.

6) Respondents in all subgroups across all variables, with the exception of the CEO/Pr./VP subgroup, agreed that a counselor/resource person of any age would be satisfactory in their organization.

7) Respondents in all subgroups across all variables agreed that a counselor/resource person with business experience would be

preferred in their organization.

8) Respondents in all subgroups across all variables agreed that a counselor/resource person trained in a degree program would be preferred in their organization.

9) Of the total responses to this research question, 60.1% of the respondents reported that their organization provides assistance to troubled employees and 39.9% reported that their organization does not provide assistance to troubled employees. The lowest level of yes responses was reported by the CEO/Pr./VP subgroup.

10) The average percentage of employees in the subject organizations that may be targeted for assistance regarding problems having a negative effect on their productivity was reported by the respondents to be 8.3%. Responses to this research question ranged from 4.6% to 16.0%. The lowest perceived average percentage of troubled employees within their organization, 4.6%, was reported by the CEO/Pr./VP subgroup.

Discussion and Implications of the Findings

Limitations

There are five limitations in this study. The first limitation is the non-random selection of subjects for personal interviews. Early in the data gathering phase of this study it became evident that random selection for the 20 personal interviews was not compatible with the schedules of many of those subjects randomly selected for that format. The concept of random selection was abandoned and subjects initially contacted by telephone were given their choice of personal interview or mailed questionnaire format for their method of

participation in this study. Comparison of the two methods did not uncover noticeable differences between the two data gathering methods.

The second limitation is the preponderance of Caucasians in this study. Caucasians accounted for 96.5% of the subjects in this study. The high percentage of one ethnic group raises questions regarding generalization to a more evenly distributed population.

The third limitation is the possibility of a Hawthorne effect. Being selected to participate in this study may have influenced the responses the subjects recorded.

The fourth limitation is the sample size of this study. Although the sample included 70.4% of the population universe of companies with 100 or more employees belonging to the Greater O'Hare Association of Industry and Commerce, the Association represents approximately 25% of the business and industrial organization in its geographic area which raises questions about generalization to other populations.

The fifth limitation is the absence of follow-up questions to some of the research questions. Research question 5 findings could have been expanded by asking an additional question to determine which ethnic group if any would be preferred. Research question 6 findings could have been expanded by asking an additional question to determine which age if any would be preferred. Research question 7 findings could have been expanded by asking for specific examples of business experience that would have been preferred. Research question 8 findings could have been expanded by asking questions about specific types of training programs for degree attainment that would have been preferred by the respondents.

Employee Assistance Program Acceptance

The findings reveal acceptance of the employee assistance program concept by the majority of the subjects of this study. The subjects reported positive responses to the concept of employee assistance programs being a benefit to their organization with the exception of the CEO/Pr./VP subgroup. This may be one of the most significant findings of this study because of the role of these senior managers in most business and industrial organizations. Their support is vital to the adoption and implementation of programs such as employee assistance programs. Decisions of this scope and magnitude have an impact on the entire organization.

This low level of acceptance of the employee assistance program concept by senior managers may be due to a lack of understanding of the return on investment of these programs. With the rising costs of insurance benefits, expenses for hiring new employees and the expenses of training new employees there is evidence available to document program benefits. With the emphasis on profitability, economic justification may be the most successful approach to gaining program acceptance in business and industrial organizations. Most senior managers not only set budget parameters but also take an active role in the specific allocation of the budget funds. Monies are generally placed where the highest return on investment can be accomplished. An estimated $90 to $100 billion per year is lost to American businesses because of drops in productivity (Rivard, 1986). Some companies that have developed data on cost effectiveness on employee assistance programs have determined that the benefit to cost ratio of these

programs may exceed 1,000% (Wrich, 1980). Very few investments produce a return of that magnitude. Presentation of this type of cost benefit ratio may increase the level of acceptance by the senior manager who sees no benefit to his/her organization from an employee assistance program.

Preferred Program Format

The preferred program format of the subjects of this study was the external employee assistance program. Three of the 21 subgroups in this study preferred the internal program format for their organization. The subgroups dissenting were comprised of the youngest age subgroup, the subgroup with the least amount of years in their field and subgroup who's employee population was between 150 and 260 persons. Inexperience with the return on investment process may account for the responses reported by the age and years in field subgroups. Companies with an employee population between 150 and 260 persons could possibly support an internal employee assistance counselor/resource person if the counselor were to become involved in other functions within the organization. A possible alternate function the counselor could perform is in organizational development (Lewis & Lewis, 1986). This alternate function could help to justify the presence and salary requirements of the internal program counselor/resource person.

Counselor/Resource Person Preference

The subjects of this study who were 63.2% male and 36.8% female reported no gender preference for a counselor resource in their organization. The subjects of this study, who were 96.5% Caucasian,

reported no ethnic preference for a counselor/resource person in their organization. The average age of the subjects of this study was 43.6 years of age, and they reported no age preference for a counselor/resource person in their organization with the exception of the CEO/Pr./VP subgroup. Senior managers did not agree that a counselor/resource person of any age would be satisfactory in their organization. If they were to implement an employee assistance program in their organization they may also be involved in the selection of the counselor/resource person to administer the program. This study did not address specific age preferences.

The subjects of this study reported a preference for a counselor/resource person with business experience. This response may be due to the need of persons in the business sector to be understood as to their motivations for assistance or counseling in the workplace. Persons in business and industry may have humanitarian motives for helping employees but business decisions are rarely based on anything other than economic justifications. Their preference for business experience may reflect a greater degree of comfort with a counselor/resource person because of their perceived understanding of the business environment.

The subjects of this study reported a preference for a counselor/resource person with training in a degree program. This preference may be a reflection of a greater trust level in formal training rather than life experience in matters concerning either physical or emotional health.

The majority of subject subgroups reported that their

organization provided assistance to troubled employees at the time the data for this study was being gathered. The majority of the subjects in organizations with an employee population between 150 and 260 persons reported that their organization did not provide assistance to troubled employees. The majority of the subjects in the CEO/Pr./VP subgroup reported that their organization did not provide assistance to troubled employees.

The respondents' impression of the percentage of employees in the subjects organizations that may be targeted for assistance regarding problems having a negative effect on their productivity was reported as an average of 8.3%. The range of percentages was reported from 4.6% to 16.0% of the employee population. The lowest percentage was reported by the CEO/Pr./VP subgroup. The impression of the percentage reported by the senior managers was 4.6%. This low impression of the percent of troubled employees may be a reason for senior management to see less of a benefit in employee assistance programs than the other subjects of this study.

The most conservative estimates of the percent of troubled employees in the workforce ranges between 10% to 15% of the total population. These figures are projected across all organizational strata, occupations and professions. Social standing and ethnic background has no apparent influence on susceptibility to substance abuse or other human problems that may negatively impact productivity. The findings of this research may reveal a tendency by the respondents to perceive substance abusers and other troubled employees as stereotypical and therefore not found to a greater degree in their

particular employee population. Comments made to the researcher, after the completion of the personal interview, frequently referred to the absence of "those types of people" from the respondents workplace. Comments of that nature tend to give credibility to the issue of stereotypes that possible substance abusing or other troubled employees exhibit according to some of the respondents.

The stereotypical views held by some respondents imply an apparent need for education of the business and industrial populations, especially upper managers, focused on the extent of substance abuse in our society. It is estimated that only 5% of all alcoholics fit the "skid row" stereotype which leaves 95% of the problem not obviously identifiable. Although it may be disconcerting, some of those latent alcoholics fly commercial airliners, perform surgery, operate heavy equipment and computers. The problem has infiltrated the entire structure of our society and therefore it is reasonable to assume a similar situation exists in the workplace.

Recommendations for Future Research

A review of the findings of this study can lead to proposals for further studies regarding employee assistance programs. A future direction for research in this field would be a replication of this study. With the current media focus on substance abuse a follow-up study may reveal an increased acceptance of the employee assistance program concept by senior managers. These managers may be more aware of problems facing employees in the business and industrial setting. Studies in different locations may increase the data base and reveal geographic patterns regarding acceptance of employee assistance

programs by senior managers who are generally influential in the decision to adopt or not to adopt programs within their organization. Small companies employ 70% of the American workforce (Masi, 1982). This statistic adds credibility to the need for research focused on employee assistance programs and their importance to small companies.

The findings of this research revealed a preference for the external employee assistance program format. Research on external formats, particularly consortiums would not only add to the employee assistance program data base but may reveal additional information regarding acceptability and affordability of these programs by companies that are too small to support an internal program.

Research may be focused toward the acceptability of expanded roles for employee assistance program counselor/resource persons. Many of the skills required to be effective in the counselor/resource person role are germane to the skills necessary for successful organizational development interventions (Lewis & Lewis, 1986). Acceptance of an expanded role could possibly allow smaller companies to implement internal employee assistance programs by enabling the counselor/resource person to fill dual roles and therefore to be cost justifiable to the organization.

This study may be used by those persons involved with the development of curricula for counselor training programs at colleges and universities. The findings of this study revealed a preference of the subject organizations for both business experience and formal training in a degree program. The data could be considered not only for designing courses focused on the business and industrial setting

but in the possible consideration and selection of sites where

students may be placed to fulfill their practicum requirements.

Placement in a business or industrial setting may help students gain

an understanding of the concerns specific to that setting as well as

assist them in their selection process for an employment site after

completion of their training. Additional emphasis for the importance

of business experience to be acquired by those considering entering

the employee assistance field is added by the finding of this study

that senior management may not be aware of the need or benefits of

these programs. In order to increase the number of organizations

having these programs available for their employees, the concept may

have to be sold to the senior managers. A knowledge of the business

and industrial environment may make the task less difficult.

This study achieved its goal of determining client organization

preference for employee assistance program and counselor selection.

The research revealed acceptance of the employee assistance concept by

the subject population. The preferred format was reported to be the

external employee assistance program for these subjects. A

counselor/resource person of either gender, of any ethnic group and of

any age was reported to be acceptable in the subject's organizations.

The subjects reported a preference for business experience and

training in a degree program for a counselor/resource person in their

organization.

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APPENDIX A

Dear

Thank you very much for agreeing to participate in the research that I am conducting for my doctoral dissertation at Loyola University of Chicago. As we discussed by telephone, you were selected from a list of members of The Greater O'Hare Association of Industry and Commerce. Permission for the study and the membership list was given to me by Mr. Stanley Klyber.

Results of this research will be provided to Mr. Klyber and the Association as well as to you as a participant. Results will be published as a percent of total participant population. The answers that you as an individual provide will be seen only by myself. I assure you that your responses will be completely confidential.

Please return the completed questionnaire to me within twenty-four hours. Enclosed you will find a self-addressed and stamped envelope.

Thanks again for your help with this research project. If you have any questions I can be reached during the day at

Sincerely,

Gerard A. Butzen

SURVEY INSTRUMENT: Please return within 24 hours in enclosed self-addressed and
                    stamped envelope to: Gerard A. Buzzeu

Please fill out the survey completely. Your responses are vital to this research and
are absolutely confidential. You will remain anonymous. All information generated will
be presented statistically as a percentage of the total survey population.

_____

YOUR NAME:_____

YOUR COMPANY NAME:_____

PERSONAL DATA:

MALE_____ FEMALE_____

AGE_____

ETHNICITY: CAUCASIAN_____ BLACK_____ HISPANIC_____ OTHER_____

MARITAL STATUS: MARRIED_____ SINGLE_____ DIVORCED_____

EDUCATIONAL DATA: Please check highest level completed.

HIGH SCHOOL_____ AA/AS_____ BA/BS_____ MA/MS_____ Ed.D./Ph.D._____

COLLEGE/UNIVERSITY (granting degree):_____

MAJOR FIELD OF STUDY:_____

MINOR FIELD OF STUDY:_____

EMPLOYMENT DATA:

TITLE OF PRESENT POSITION:_____

AMOUNT OF TIME IN PRESENT POSITION: YEARS_____ MONTHS_____

TOTAL AMOUNT OF EXPERIENCE IN THIS FIELD: YEARS_____ MONTHS_____

TOTAL BUSINESS/INDUSTRY EXPERIENCE: YEARS_____ MONTHS_____

_____

YOUR ORGANIZATION:

1 Is there a formal organization chart? Yes_____ No_____

2 Is there a union within the organization? Yes_____ No_____

3 Is there an employee handbook available to all employees? Yes_____ No_____

4 Are all new employees made aware of
   organization rules using a formal procedure? Yes_____ No_____

-1-

5 Are there formal reviews of organization rules
   periodically held for the general employee population? Yes_____No_____

6 Is there a written attendance policy? Yes_____No_____ 6a Is it enforced? Yes_____No_____

7 Is there a written discipline policy?Yes_____No_____ 7a Is it enforced? Yes_____No_____

8 Is there a written termination policy? Yes_____No_____ 8a Is it enforced? Yes_____No_____

INSURANCE DATA:

9a Does your organization provide insurance to employees? Yes_____No_____

9b Does your organization provide: Standard Hospitalization?_____

                                          H.M.O. Plan?_____

                                          Both?_____

9c Does your organization provide life insurance? Yes_____No_____

9d Does your organization provide short term disability coverage? Yes_____No_____

9e Does your organization provide long term disability coverage? Yes_____No_____

9f Who pays the premium? Employee_____Organization_____Both_____

9g What percent of premium is paid by Employee_____%Organization_____%

9h If a union is present in your organization
   does the union provide insurance to the membership in your organization? Yes_____No_____

9i What percent of premium is paid by Employee_____%Organization_____%Union_____%

_____

10 Are personal/sick days part of the benefit package? Yes_____No_____

11 How many personal/sick days are granted each employee per year?_____

COMMUNICATIONS DATA:

12 Are there bulletin boards placed throughout your facility? Yes_____No_____

13 Is there an organization newsletter
   or similar method of communication distributed periodically? Yes_____No_____

14 Does your organization provide formal training for supervisory personnel? Yes_____No_____

_____

EMPLOYEE POPULATION DATA:

15 Total number of employee in your organization._____

16 Male_____% Female_____%

17 Ethnicity of employee population: Caucasian_____% Black_____% Hispanic%_____ Other_____%
                                    -2-

The final section of this questionaire is focused towards Employee Assistance Programs. Employee Assistance Programs are organization supported programs that deal with employees who are experiencing or may experience a drop in productivity because of personal problems. Although the foundation of these programs was focused on alcoholism the modern programs have taken a "broad-brush" approach which acknowledges the fact that problems other than alcohol abuse can have an adverse effect on job performance and productivity. The entire spectrum of human problems are the target of these programs. As these programs matured several variations appeared. Some organizations developed programs which were based in their organization and administered in the workplace. These organizations maintained the program as part of their organization. They are called internal programs. Some organizations retain the services of an outside provider of these services. The service provider is at a location outside of the organization. The service provider is retained by the organization. All expenses are the result of retainer fees and provided service. These programs are called external programs. They are not a part of or owned by the organization useing their services.

The person who is in direct contact with the organization and its employees is the counselor or resource person. They not only administer either internal or external programs, they also conduct the initial interview with the troubled employee. As a result of that interview they make recommendations for problem solving. With the cooperation of the employee decisions are made concerning which resource would best handle the issue at hand. Alternatives might be referral to someone who specializes in the issue in the community or problem solution by the counselor and the employee. Either approach would have the same goal of getting the employee back up to an acceptable level of productivity.

PLEASE ANSWER THE FOLLOWING EIGHT QUESTIONS ON A SCALE OF 1 to 7 BY CIRCLING THE NUMBER WHICH BEST SUITS YOUR RESPONSE:

18 An Employee Assistance Program would be of benefit to my organization.

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	2	3	4	5	6	7

19 An internal program would be the preferred format for my organization.

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	2	3	4	5	6	7

20 An external program would be the preferred format for my organization.

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	2	3	4	5	6	7

21 Either gender would be satisfactory as a counselor/resource person in my organization.

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	2	3	4	5	6	7

22 A member of any ethnic group would be satisfactory as a counselor/resource person in my organization.

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	2	3	4	5	6	7

23 A counselor/resource person of any age would be satisfactory in my organization.

Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree
1	2		3	4	5		6	7

24 Business experience would be preferred in a counselor/resource person in my organization.

Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree
1	2		3	4	5		6	7

25 Formal training in a degree program would be preferred in a counselor/resource person in my organization.

Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree
1	2		3	4	5		6	7

---

26 Does your organization provide assistance to troubled employees? Yes_____ No_____

27 What is your impression of the percentage of employees in your organization

    that may be targeted for assistance regarding problems having a negative

    effect on their productivity?_____%

28 Would you like feedback concerning the results of this research? Yes_____ No_____

APPROVAL SHEET

The dissertation submitted by Gerard A. Butzen has been read and
approved by the following committee:

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The final copies have been examined by the director of the
dissertation and the signature which appears below verifies the fact
that any necessary changes have been incorporated and that the
dissertation is now given final approval by the Committee with
reference to content and form.

The dissertation is therefore accepted in partial fulfillment of the
requirements for the degree of Doctor of Philosophy.

3 - 13 - 87
Date

Director's Signature