AFRICAN JOURNAL OF EDUCATIONAL MANAGEMENT

A. J. E.M.

AFRICAN JOURNAL OF EDUCATIONAL MANAGEMENT

AFRICAN JOURNAL OF

EDUCATIONAL MANAGEMENT

EDITORIAL BOARD

HIS LINEAGE PUBLISHING HOUSE
9, Alli Street, Mokola Ibadan
GSM: 0803 3596 818
E-mail: awemakin@gmail.com

Table of Contents

BENEFITS OF EMPLOYEE ASSISTANCE PROGRAMMES IN INDUSTRIAL ORGANISATIONS

E. M. Ajala

Department of Social Work,
Faculty of Education,
University of Ibadan, Ibadan.
Tel No. +2348035653135
Email: majekajala@yahoo.com

Abstract

Ensuring that employees work with their greatest potential to enhance productivity and efficiency are inhibited and restricted by physical and psychological problems. These problems come in the form of depression, sickness, disability, stress, burnout, absenteeism, and presenteeism. Work organisations can reduce or eliminate these problems through employees assistance programme (EAP). EAP typically provides screening, assessment, brief intervention, referrals to other services, and case managements with longitudinal follow up for these problems. This paper looked at the historical evolution of EAPs, functions of EAPs, the need for the establishment of EAPs in the workplace and the main types of EAPs which are classified based on the users, namely: individual, managerial/supervisory, organisational and administrative services. The paper also looked at the roles of EAPs to individual, managers and the organization. The paper established that EAP practitioners provide consulting services to managers and supervisors regarding employee performance and serve as behavioural consultants to corporate leaders when unexpected events occur. It helps employees to obtain help with problems that can/are affecting work, family and their well-being. Early uses of EAPs contributed to the prevention of serious problems for the individual employee, family and employer. Finally, positive organizational culture, improved morals, attraction of top talents, increased job commitment and increased job satisfaction are guaranteed when EAPs are efficiently and effectively utilised. It is recommended that the identification, integrating EAPs will enhance employees and workplace effectiveness in becoming vital tool

for maintaining and improving worker health and productivity, retaining valued employees, and returning employees to work after illness or injuries. Furthermore, the establishment of EAPs will confer the following benefits to the organisation: productive employees, low rate of absenteeism, better job climates and organisational morale, less inter-group conflicts.

Keywords: Definition, Integration, Management, Organisational Benefits, Employee Assistance Programmes

Introduction

The most important asset of any business is its people. Ensuring the employees are working at their greatest potential enhances productivity and efficiency; although many issues can inhibit and restrict an employee from working at their prime. Among such problems are physical and psychological issues which stand as potential hazards to employees and employers alike. These problems come in the form of depression, sickness, disability, stress, burnout, absenteeism, and presenteeism. Josuah (2012) suggested that various workshops, publications and counselling activities may be provided to increase employees' awareness of such issues and how to cope with them. Attridge, Amaral, Bjornson, Goplerud, Herlihy, McPherson and Teems (2010) opined that the work organisations can reduce or eliminate these problems through employees assistance programme (EAP). Employees assistance programmes (EAPs) are programmes sponsored by the employer that are intended to support the removal of various work place problems. The source of these problems can either be personal or work related. Hence, EAP typically provides screening, assessment, brief intervention, referrals to other services and case managements with longitudinal follow up for these problems.

Steele (1998) affirmed that EAP are jobs based programmes operating within a work organisation for the purpose of identifying 'troubled employees', motivating them to resolve their troubles, and providing access to counselling or treatment for those employees, who need these services. In the same vein, EAP is said to have evolved in response to influences within and outside the workplace, into a diverse set of service groups with distinctive structure and services. Employee Assistance Professional Association (EAPA, 2010) defines EAP as the

work organization resources that utilize specific core technologies to enhance employees and work place effectiveness through prevention, identification and resolution of personal and productivity issues. EAPA further defined EAP as "a worksite based programme" designed to assist; (a) work organizations in addressing productivity issues and (b) employee clients in identifying and revolving personal concerns, including, but not limited to health, marital, family, financial, alcohol, drug, legal, emotional, stress or other personal issues that may affect job performances.

Employees' Assistance Society of North America (EASNA) (2010) defines EAP as an employer-sponsored service designed for personal or family problems, including mental health, substances abuse, various addictions, and marital problems, parenting problems, emotional problems and financial or legal concerns. EASNA (2010) sees EAP as services typically provided by an employer to the employees designed to assist employees in getting help for these problems so that they may remain on the job and be effective.

Evolution of Employee Assistance Programme

Majority of employee today find themselves under significant pressure to perform at high level with maximum productivity by employers who expects their organisation to "do more with less". Jacobson and Attridge (2010) reported that EAP was first established during the 1940s with the focus of providing outreach to identification of problems and early intervention for employees struggling with alcohol-related problems. The most direct and influential antecedent to EAPs were industrial alcoholism programmes (Blum, 1988; Steele, 1989; Trice & Schonbrunn, 1981; Steele & Trice, 1995). According to Steele, (1989); Trice & Schonbrunn, (1981), early programmes developed formally or informally within the workplace were often kept secret for fear of damaging the company's public image.

As from 1970s onward, EAPs became broadened from an alcohol-exclusive focus to addressing any personal or family concern (Roman, 1981). Sources of referral shifted from supervisors, based on job-performance criteria, to self-referral for concerns of which supervisors and managers might be completely unaware. Interventions moved outside of the workplace with the emergence of professional residential behavioural health services (Steele, 1998). Furthermore, the

knowledge base of EAP staff has shifted over time from those with personal experience with successfully coping with behavioural problem, to those trained by government agencies (Steele, 1989). With the rise of professionalism in the EAP field, more staff had formal baccalaureate and graduate level training in social work, psychology, counselling and related discipline, and received credentials in EAP work from related professional associations (Steele & Trice, 1995). In the past few decades, the employees' assistance (EA) field has grown significantly and is addressing more complex employee health and behavioural health as well as work-life employee challenges. It could be inferred that most EAPs today are considered "broad-brush" programmes designed to support multiple kind of employees, family and work force performance issues. Although EAP have clearly made their marks in U.S business, it is yet to be clearly defined in most African countries. It was also documented by Mercer (2008) that, majority of large U.S employees now provides EA benefits to employees and their family members. Further, the U.S department of labour, bureau of labour statistics (2008) found out that more than 75% of employees in state and local government have access to EA services, and 4% of employees working in the private sector have access to an EAP.

Functions of Employee Assistance Programme

The identification of EA core functions by Roman and Blum (1988) is still regarded by many in the field as the basis for defining and understanding the distinguishing properties of an EAP. They are:

- Identification of employees' behavioural problems based on job performance issues.
- Provision of expert consultation to supervisors, managers and union stewards on how to take the appropriate steps in utilising employees' assistance policy and procedures.
- Availability and appropriate use of constructive confrontation strategy.
- Create micro-linkage with counselling, treatment, and other community resources.
- Create and maintain micro-linkages between the work organization and counselling, treatment and other community resources.

- Maintaining a focus on employee alcohol and substance abuse problems since this strategy offers the most significant promise of producing recovery and genuine cost savings for the organization.
- Serve as a consultant to the organization at large on issues of personal problems affecting employee welfare.

Premised on the above foundational frame work, Employee Assistance Professional Association (EAPA) (2010) explained and revised the core technology to include eight distinct initiatives and /or activities that all EAPs should provide to work organisations. These include:

1. Consultation with training of, and assistance to work organisation leadership (managers, supervisors, and union officials) seeking to manage troubled employees, enhance the work environment and improve employee job performance.
2. Active promotion of the availability of EA services to employees, their family members and the work organisation.
3. Confidential and timely problem identification/assessment services for employee clients with personal concern that affect job performance.
4. Use of constructive confrontation, motivation and short- term intervention with employee clients to address problems that affect job performance.
5. Referral of employee clients for diagnosis, treatment and assistance, as well as case monitoring and follow- up services.
6. Assisting work organisations in establishing and maintaining effective relationship with treatment and other service provider, and managing provider contracts.
7. Consultation to work organisations to encourage availability of an employee access to health benefits covering medical and behavioral problems including, but not limited to alcoholism, drug abuse, mental and emotional disorders.
8. Evaluation of the effects of EA services on work organisation and individual job performance.

Even though the original research to identify key EA functions by Roman and Blum (1988) was conducted many years ago, and modified by EAPA(2010), the identified EAP technology (functions) continue to

have value as a guiding framework for establishing and evaluation of the field of EA.

Aims and Objectives of Employee Assistance Programme

EAP offers an employee assistance program that supports human resource goals in order to improve employee's job performance, attendance, productivity and job satisfaction. Some specific objectives include;

- assisting the organisation and its managers to address performance, productivity and behavioural issues.
- helping employees in identifying and resolving personal concerns, including, but not limited to health, marital, family, financial, alcohol, drug, legal, emotional, stress or other personal issues that may affect job performance.
- encouraging appropriate use of medical and mental health benefits.
- reducing turnover, accidents and behavioural risks in the workplace.
- helping the organisation create an atmosphere that values the employee as an important asset to the success of the organisation.
- assisting in managing critical incidents in the workplace.

The Need for Employee Assistance Programme

The necessity for an EAP appears evident when one considers the myriad of problem employees can face especially in the economic font as an employee. For instance, the current state of Nigeria economy experiencing downsizing, rationalisation, unemployment, underpayment etc., has not only called but fueled the demand for EAPs. Considering this type of situation of the state of the economy over the past couple of years, it becomes clear that during an economic downturn, the demand for an EAP has increased. Leon (2012) while citing Babcock (2009) in a research on the state of the economy reported that 47% of the respondents were worried about their bills, 65% were worried about being able to pay their bills and 69% were concerned that their retirement investments and stocks will decrease in value as a result of national economic downturn. Also, Miller (2009) found that during economic downturns, there is an increase in disability

rates. Therefore, encouraging the adoption of healthy coping behaviours and offering high quality health and wellness programmes and services, can help to ensure that employees are better able to withstand a stressful time like this.

Stress, a common workplace issue, cannot go unnoticed and attended to. If left unattended to causes problems for both the employer and the employee. Miller (2009) reported that workers who experience financial stress have increased absences, low performance rating, and lower job productivity, absenteeism, on-the-job accidents, poor customer relations, turnover, mental illness and physical conditions/illness. Babcock (2009) further reemphasized that stress can even cause chronic illnesses such as cardiovascular diseases and depression. Empirical studies like that of Babcock (2009) have established that half of people suffering from stress overeat and 18% of people drink more when under stress, relapses in tobacco use. The National Business Group on Health (2008) asserted that other factors such as mental health condition, sleep problems, mental health stigma and substance use and abuse affect business performance by reducing productivity and increasing both planned and unplanned absences. The finding further emphasis that behavioural health problems, including those related to stress, was said to have caused 217 million missed work days per year in the United States and make up 7.6% of health costs. Therefore, stress must be addressed in one way or another for it can lead to numerous complications for a workplace and its employees if left unattended to.

The above issues and its attendant effects are enough reasons for an employer to provide its employees with EAPs. It is concluded that employers that eliminates or severely cut back on EAPs and disability management programmes run the risk of increasing the costs of absenteeism while reducing productivity and adding to labour costs. EAP will not only assist in addressing stress and stress related issues, but also a number of potential other problems that may affect an organisation and its performance.

EAP is important to work-life and family-life. EAP and work-life fields often share similar goals of supporting employees and working families while also supporting the needs of the employer and broader work-place (Jacobson & Attridge, 2010). Jacobson and Jones (2010) opined that both fields strongly value the importance of work and

embrace the notion that one's work life and personal life influence each other. Kanter (1997) was of the opinion that work and life could not be viewed as separate spheres. EAPs recognized that their initial focus on occupational alcohol problems could not be addressed within vacuum. In fact, earlier documentation showed that EAPs worked more and effectively with alcohol-abusing and recovering employees if they expand their services to address a variety of work-life concern that affected individual employees and their families.

It is therefore clear that the EAP professional finds himself or herself needing to resolve issues relating to work-life and family-life simultaneously. A common underlying case of sudden changes in work performance is due to the spillover effect form stress at home into the workplace. The EA professional might uncover that the employee has been sluggish at work recently because she is not getting enough sleep at night due to increased stress-related to marital problems and increase pressure to provide physical and emotional care for the elderly mother/father. EA and work-life services in collaboration could assist in the employee in accessing supportive resource within the community and returning attention to self-care and improve work performance. It makes sense that overlap of work-life and family-life programmes function collaboratively under EAP as both address various issues critical for helping employees reclaim and sustain a sense of work-life balance (Swihart & Thompson, 2002; Williams, 2001).

Types of Employee Assistance Programme

The most prevalent types of EAP are those that deliver an assortment of health services in order to improve job performance in addition to assisting the employees and their dependents. National Business Group on Health (2008) stated that EAP practitioners offer services to prevent and resolve problems affecting employees and their work performance. In this same trend EAP is known for providing consultative services to managers and supervisors regarding employee performance and serve as behavioural consultants to corporate leaders when unexpected events such as natural disasters, plant accidents, merger and bankruptcies occur. Other services include: referrals for diagnosis; supervisor training to help recognise behavioural, health or job-related performance issues and wellness programmes.

Lockwood (2004) identified some other potential threats to organizational effectiveness which eventually becomes problems for EAPs attention. They include marriage and relationship issues; substance abuse, financial issues; work place violence; stress and burnout, trauma; retirement concerns and downsizing or merges.

It is important to note there that, EAPs not only help to improve job performance but also assist in reducing health care costs, preventing expensive lawsuits and reducing the costs of staffing by keeping employees longer and keeping them effective. Paul (1998) highlighted five emerging types of EAPs as follows: full service, integrated, wrap-around, compliance, and peer assistance models.

1. The Full Service EAP

It is grounded in human resources management consultation orientation and offers a wide range of support for managers. It is the type of most likely to provide crisis management and article incident debriefing, and employee counselling in response to reorganizational downsizing and other types of work place changes. These programmes have been innovators in developing new services such as HIV, legal, and financial counselling, disability management, elder and child care assistance to all employees. In addition, they are the most likely to have expanded into the risk management and prevention aspects of job performance, and into quality assurance oversight of company's managed behavioural health care vendor.

2. The Integrated Programme

This focuses on behavioural health benefit management. This model integrates gate keeping for access to in-program EAP counselling with the approval of out-referral placement for treatment. Professionals promoting this model feel that it reduces misunderstanding and conflict by unifying assessment, service and benefit management in one group. Also, they assert that integration has the potential for cost savings by reducing administrative overhead and improving efficiency. Integrated programme are most common in larger, self-insured companies, and among large internal union groups.

3. The Wrap-Around EAP

This develops among smaller employers as a response to restrictions placed by managed care organizations (MCOs) on the use of mental health services. The result of this restriction is that, many employers do not have easy access to mental health services. As an alternative, small employers contract with EAPs essentially to have a ready access to outpatient behavioural health benefits. The employer thus has confidential access to mental professionals for their supervisors, employees and employees families at a fixed fee.

4. The Compliance EAP

It is a specialized programme that has been developed to monitor and comply with conditions of the Drug-Free Workplace Act, Department of Transportation and various State regulations. These programmes are often implemented internally, or purchased by employers who are looking for the least expensive mechanism to comply with government regulations. Central elements of these programmes are alcohol and drug testing, counselling services for detected abusers, and medical review officer services.

5. Peer-assistance programmes

They are operated by labour and professional associations in support of their membership. Peer-assistance programmes are often adopted to serve workers that are not provided with EAP services by their employers, usually due to the small size of the company, the mobility or geographical dispersion of the employee group (Berberger & Sonnenstuhl, 1995), or the worker-employer relationship. Peer assistance programs could also be implemented when employees have concern about the confidentiality of EAP services. These programmes often rely on trained peer counsellor and referral agents and often refer to self-help groups.

Another classification of EAP services was done by EASNA (2009). They identified four major types of EAP services based on how benefit from the service provided. EASNA classified EA services into four, namely: individual services, managerial services, the organisational services and administrative services (see Table 1).

Table 1: Types of services provided by Employee Assistance Programmes

Type 1: Individual Services	Type 3: Organizational Services
Assessment of the problem or need for EAP use	Violence prevention and response
Short-term problem solving and brief counselling	Crisis and disaster preparedness management
Treatment planning for individual clinical issues	Traumatic and critical incident services
Referral to community or benefit providers for clinical mental health or specialty services	Group interventions and support groups
	Employee orientation
Referral to legal and financial assistance services	Educational services and programs, health and wellness presentations
Referral to work-life resources	
Referral to other health benefit programs/services	Organizational change management (e.g. layoffs, reorgansation, downsizing, mergers)
Follow-up with users of EAP	
Collaboration with treatment facilities, managed care organizations, managers, hr staff, and others regarding case planning and outcomes	Organizational development (e.g. leadership, work culture, employee engagement, inter-group conflicts)
Education and information for self-help resources	Specialty and auxiliary services (e.g. work-life, drug-free workplace, outplacement services, disability management, disease management, etc.)

Type 2: Managerial/Supervisory services	Type 4: Administrative services
Supervisor training and education	Programme structure and design (e.g. budget, advisory committees, leadership)
Assistance in how to refer employees to the EAP	
	Development of and adherence to organizational policies and procedures, and regulations
Guidance on appropriately supporting employees with personal or work issues	
	Outreach, marketing and publicity for EAP
Assistance with employees with return-to-work and work accommodation needs (e.g. disability, workers' compensation)	Evaluation, reporting and quality improvement
Guidance on employee work performance review, disciplinary issues, and drug testing results	Website development and maintenance
	Staffing and professional development/HR
Management consulting and skills development	
	Referral resources development and maintenance
Dealing with work-teams and group dynamics	
	Involvement with other committees, groups, and administrative team with the organization

Source: Adapted from United States Office of Personnel management (2008)

Individual Services: Services delivered to individual employee at the organisation and their covered family members are by far the most commonly provided EAP service. Some of these services include conducting clinical case assessments, providing short-term problem solving and counselling, making referrals, ensuring follow-up,

suggesting educational resources for self-help, and collaboration with other areas.

Managerial/Supervisory Services: EAP services can also be delivered to managers and supervisors at the organisation. Some of these services include providing guidance about how to appropriately support employees, supporting return-to-work and work accommodation efforts, offering performance management guidance for managers concerning their employees, training and education and other management consulting and coaching.

Organisational Services: EAP services are also provided at the organisational level, either to the entire company or to smaller business units within the organisation. Some of these services include advance planning and immediate response services for crisis events (e.g. accidents, violence, natural disasters), leading group interventions and support groups, company-wide educational programmes, and supporting other internal areas with planning and implementing changes (Worster,2000). Other organisational roles for EAPs involve interacting with unions and other benefit programmes and services, such as work-life, health and wellness, drug-free workplace training and mandatory referrals, outplacement services, disability management, and risk management (Herlihy, 2000).

Administrative Services: These administrative and account management services include the development of related policies and procedure, promotions, account management, customer service, website materials, staffing, professional development, clinical quality assurance, budgeting, referral resource development and maintenance, programme reporting and involvement with various teams within the organisation.

It should be noted that not all EAPs deliver all of these different kinds of services. The actual mix of services delivered by a particular EAP depends on many factors and most significantly on the delivery mode (EASNA, 2009).

Roles and Recommendations of Employee Assistance Programme to Individuals, Managers and Organisations

Employee Assistance Programmes significantly play roles to individuals, managers and organisations. It is established that EAPs are worksite-based programmes designed to benefit the individuals, managers and the organization. Edward and Richard (2012) affirmed that the role of the EAP includes helping an organization to better understand how to communicate and discuss issues pertaining to emotional health, much healthy eating or preventive check-ups. A healthy workplace culture promotes and normalises help-seeking behaviours and offers effective means for screening identification and treatment of depression. In the same vein, EAP also often instructs managers that it is their responsibility to create an environment where help-seeking behaviour is encouraged and access to company resources such as EAP are encouraged. In the same way, supervisors training often included discussion on the signs and symptoms of substances abuse, more organisations are turning to the EAP to provide similar training on depression.

To the individual employee, the workplace is an ideal place to provide education, obey mental health issues such as depression. It is imperative to note that, being informed about depression gives employees greater access to prevention, early detection and treatment. Also, chronic stressors, such as lack of money for basic needs, care giving responsibilities, conflict in relationships or dating with long-term medical treatment conditions are particularly strong predictors of depression Incidentally, these are all issues the EAP can assist with if an employee or family member is aware of the EAP's existence. The primary areas where the EAP can support employees and their families are: screening tools to detect the presence of depression, promotion of resources available including the EAP, mental health treatment or linkage to community resources, training or educational information to increase understanding of depression and information about stress management building resilience and strengthening coping skills, and promotion of balance between work and personal life. Depression is an issue that affects the whole family. Therefore, family involvement in the recovery, process often helps to spark the intrinsic motivation within an individual suffering from depression

Furthermore, EAPs help businesses and organisations address productivity issues by helping employees identify and resolve personal concerns that affect job performance. Through identification, prevention and resolution of these issues, EAPs enhance employees and workplace effectiveness to become vital tool for maintaining and improving worker health and productivity, retaining valued employees, and returning employees to work after illness or injuries.

Also, managers/employers have found that proactive, preventive efforts to help employees identify and resolve personal issues before they have serious medical, family, and/or workplace consequences make financial and business sense. By utilising EAP, accidents that may result from high levels of stress or inattention due to mental anxiety can be prevented (Chiu-Chuan, Ming-Chu, & San-Yuan, 2009).

Going further, most organisations with an effective EAPs experience the following benefits to their business: more productive employees; less absence among employees; reduced overall health care claim costs; reduced disability claims costs; better job climates and organisational morale; more engaged employees and supervisors; less inter-group conflicts and team problems; better preparedness and immediate response for the job crises and other critical events; less turnover of employees and avoidance of the many associated costs of replacement; greater ability to attract new employees (EASAN,2009; Cayley, Lain, Preece & Scheuchi,2005; Babcock,2009). Furthermore, there will exist positive organizational culture, improved morals, attraction of top talents, increased job commitment and increased job satisfaction (Attridge, et.al., 2010).

Conclusion

Considering the various types of services available in the EAPs and the attendant benefits to the parties in the workplace, individual, managers/supervisors and organization employees obtain help with problems that can/are affecting work, family and their well-being. Also, employer benefit by retaining employees with valuable skills and knowledge. Early use of the programmes will contribute to the prevention of serious problems for the individual employee, family and employer, while positive organisational culture, improved morals,

attraction of top talents, increased job commitment and increased job satisfaction are guaranteed.

It is concluded that various benefits of EAPs discussed in this paper as well as others will go a long way in solving worker's personal problems if effectively implemented in industrial settings. EAPs proper integration in industries and organisations is hereby highly advocated.

References

Attridge, M. (2010). Resources for employers interested in employee assistance programs: a summary of EPSNA's purchasers guide and research notes. *Journal of Work Place Behavioural Health*. 25. 1:34-35.

Attridge, M., Amaral, T., Bjomson, T; Goplerud E., Herlihy, P; Mcpherson, T. & Teems, L. (2010). The business value of EAP: A conceptual model. EASNA *Research Notes*. 1:10 Retrieved from: http://www.easna.org

Attridge, M., Herlihy, P. & Maiden, P. (Eds) 2005. *The integration of employee assistance, work/life, and wellness services*. Binghamton. NY. Haworth press.

Babcock, P. (2009). Workplace stress? Deal with it. SHRM. Downloaded form: www.shrm.org/publciation/hrmagazine/editorial content. Retrieved on: 16/11/2015

Blum, T.C. (1988). New occupations and the division of labour in workplace alcoholism programe. In *Recent Developments in Alcoholism*, M. Galanter, ed., 6: 205-221. New York: Plenum Press.

Cayley, P., Lain, R., Preece, M. & Scheuchl, U. (2005). The relevance of an employee assistance program to the treatment of workplace depression. *Journal of Workplace Behavioral Health*. 21, 1, 67-77.

Chiu-Chuan, L., Ming-chu,Y. & San-Yuan, H. (2009). Stressors and burnout: The role of employee assistance programs and self-efficacy. *Social Behavior and Personality: An International Journal*. 37, 3, 365-377.

Edward, J. & Richard, P. (2012). Leveraging the work place to combat depression. *Journal of Health and Productivity*. 6.2:23-26

Employee Assistance Professional Association (2010). What is an employee assistance program? Arlington, VA: Downloaded from http://www.eapassn.org.retrieved on: 12/2/2015.

Employee Assistance Society for North America (EASNA), (2009). Selecting and strengthening employee assistance programs: A purchaser's guide. Arlington, VA: Downloaded from: wwweasna.org/publications. Retrieved on: 14/11/2015.

Herlihy, P. A. (2000). Employee assistance and work/family program: friend or foes? *Employee Assistance Quarterly.* 16, (1&2), 33-52.

Jacobson, J.M. & Jones, A. (2010). Standards for EAP profession: isn't it time we all speak the same language? *Journal of Workplace Behavioural Health.* 25.1:1-18.

Joshua, M. L. (2012). The return on investment for an Employee Assistance Program. An unpublished thesis. Liberty University.

Kanter, R. (1977). *Work and family in the United States: A critical review and agenda for research and policy.* New York: Sage Publications.

Lockwood, N. (2004). EAP series part I-EAPs: HR tool to address top issues in today's workplace. SHRM. downloaded form: www.shrm.org/research/articles. Retrieved on: 15/12/2015.

Mercer (2008). National Survey of Employer-sponsored health plans. New York. Downloaded form:www.mercer.com/home. Retrieved on:12/2/2016.

Miller, S. (2009). EAPs face upsurge in class from stressed-out employees. SHRM. Downloaded from: www.shrm.org/hrdisciplins/benefits. Retrieved on 16/11/2015.

National Business Group on Health (2008). An employer's guide to employee assistance programs. Downloaded from www.busienssgrouphealth.org.retrieved on 15/12/2015.

National Business Group on Health (2008). An employer's guide to employee assistance programs. Downloaded from; www.busienss group health.org. retrieved on 15/12/2015.

Roman, P.M. & Blum T.C. (1988). Reaffirmation for the core technology of employee assistance programs. *The ALMACAN.* 19, 8, 17-22.

Roman, P.M. (1981). From employee alcoholism to employee assistance: Analyses of the deemphasis of prevention and

alcoholism in work-based program. *Journal of studies on Alcohol,* 42, 244-272.

Steele, P.D. & Trice, H.M. (1995). A history of job-based alcoholism programs: 1972-1980. *Journal of Drug Issues.* 25, 2, 397-422.

Steele, P.D. (1989). A history of job-based alcoholism programs: 1955-1972. *Journal of Drug Issues.* 19, 4, 511-532.

Steele, P.D. (1998). *Employee assistance programs. Then, now and in the future.* A paper presented at the Center for Substance Abuse Prevention's Knowledge Exchange Workshop, Tacoma, Washington, DC. September, 1998.

Suihart, D.L. & Thompson, D.A. (2002). Successful program integration. *EAPA exchange.* 10-12.

Trice, H.M. & Schonbrunn, M. (1981). A history of job-based alcoholism programs: 1900-1955. *Journal of Drug Issues.* 11, 171-198.

United State Department of Labour Bureau of Labour Statistics (2008). *National compensation survey: employee benefits in the United States.* Washington, DC. Government Printing Office.

United State Office of Personnel Management (2008). *Federal employee assistance program: Guiding principles, framework, and definitions.* Washington, DC: Department of Health and Human Services.

Willaman, M. (2001). What workplace-life EAP meld means to plan sponsors. *Health plan.* 17-19.

Worster, D. (2000). An EAP approach to managing organizational downsizing. *Employee Assistance Quarterly,* 16(1&2), 33-52.