

EMPLOYEE ASSISTANCE REPORT

18 years
of service!

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supporting EAP professionals

Interview with Retiring EAPA CEO

The *Journal of Employee Assistance* had the opportunity to interview EAPA CEO Dr. John Maynard. When he retires at the end of 2015, Dr. Maynard will have served as CEO of the Employee Assistance Professionals Association (EAPA) for twelve years, a tenure that makes him the longest serving CEO in EAPA/ALMACA history. His role has given him the opportunity to meet and exchange ideas with EA professionals in countries around the world.

JEA: Twelve years is a long time to lead an organization. What do you consider to be some of the most important accomplishments you've seen in EAPA since you took over as CEO?



EAPA CEO Dr. John Maynard addresses the audience at the 2014 World EAP Conference in Orlando, Florida.

JM: I would have to say that the biggest single accomplishment is helping EAPA move from a situation where its very survival was at risk to a position where EAPA is thriving, relevant, and positioned for growth. I was surprised when I first took the job to learn that EAPA not only had no financial reserves, but we were actually underwater financially.

From that place in 2004 – and despite going through the deepest worldwide recession since the Great Depression – EAPA now has \$1 million in reserve. At the same time, we have significantly upgraded EAPA's technological infrastructure, including recently installing a state-of-the-art database fully integrated with our new website, which allows us to serve

members and others more efficiently and effectively.

Before going on, it's important to be clear that these are not *my* accomplishments. They are the result of consistent hard work and dedication by EAPA's entire staff. Our staff for most of the years of my

tenure has been only about one-third as large as it once was. But, without exception, everyone on the staff cares deeply about EAPA and its mission, they work very hard on behalf of the association, and it shows in the results we've been able to accomplish together.

Beyond putting our financial and administrative house in order, we've been able to enhance the services we provide to members and potential members. Examples include our online Conference on

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Demand and other online courses and webinars, and the creation of entirely new courses, such as the Employee Assistance Specialist – Clinical (EAS-C) certificate course for EA affiliate providers.

JEA: According to EAPA's website, EAPA now has members in over 40 countries. Could you comment on the growing international scope of EAPA and the EA profession?

JM: We are seeing greater demand for EAP services in countries on every continent. This is one of the most significant trends in the EAP field today, and it opens up huge opportunities for EAPA. As the only global EAP membership association, we are well positioned to offer both professional education and internationally recognized credentialing to these new EA professionals, as well as opportunities for networking through our growing number of international branches and, of course, EAPA's World EAP Conference.

JEA: You mentioned internationally recognized credentialing. To what are you referring?

JM: The international version of the CEAP[®] exam has been available worldwide for many years. It's [now] been adapted and translated into both Japanese and Chinese to meet the growing demand in those countries. Hopefully, the demand will continue to grow in other non-English speaking countries, and we'll be able to add additional translations in the future.

But, as most people know, the CEAP[®] was never meant to be an entry-level credential; even to sit for the exam requires significant EAP experience. So in countries

where the EAP concept is just getting started, we needed something to indicate that people have the entry-level knowledge they need to begin working in the field. To meet this need, EAPA, together with our branch in China, developed the China EAP Diploma, which is a certificate program based on an intensive 4-day EAP training curriculum.

The other credential that's beginning to take off is the EAS-C certificate that I mentioned earlier. Most EAP client services today are delivered through affiliate networks of private practitioners whose EAP clients make up only a part of their practice. For the most part, their focus is on only one part of the spectrum of EAP services, and they don't really need the level of expertise represented by the CEAP[®].

The EAS-C certificate was developed to offer them a relatively inexpensive and time-efficient way to demonstrate that they have the information they need to function effectively in an EAP affiliate network. Several other countries are now asking for the EAS-C course to be adapted to their particular healthcare and insurance systems.

JEA: In your view, what are some of the major challenges that EAPA is facing?

JM: There are a number of them. I just alluded to one when I mentioned the EAS-C. Over the years, the EAP field has shifted from a staff model to a network model of delivering services to individual clients and their families. At one time, if you worked in the EAP field, you were probably on an EAP staff. So most people were either full-time EA professionals, or they weren't in the field at all.

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EAPA (then called ALMACA) was founded in that environment, as was the CEAP[®] credential.

Today, most EAP client services are delivered through networks of private practitioners, whose EAP clients make up only a part of their practice. For every full-time EA professional, there are hundreds of these practitioners, who don't necessarily identify themselves primarily as EA professionals.

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So the challenge is to develop a compelling value proposition for them that leads them to make EAPA their professional association of choice or at least the place they come to for professional development, support, and career growth opportunity. The EAS-C certificate is one way we're meeting their needs while improving the quality of EA services delivered, but there is much more to do along these lines.

Another challenge is to re-engage with EA practitioners working in labor settings. Labor-based professionals were a huge part of ALMACA/EAPA's early growth, and the benefits of re-engagement would be tremendous for both EAPA and labor-based programs. In my view, the underlying problem in the 1990s and early 2000s, when many labor members left the association, was that disagreements had devolved to political and power issues, instead of remaining focused on the educational, recognition, and networking opportunities that EAPA could and should provide to EA professionals in labor settings. If EAPA can continue to focus on how to help our labor-based EAP colleagues be more successful in their jobs – just like we need to do for every other constituency – I see no reason why we shouldn't be able to put past disagreements behind us and move forward.

JEA: Could you share some advice for your colleagues in the EAP field?

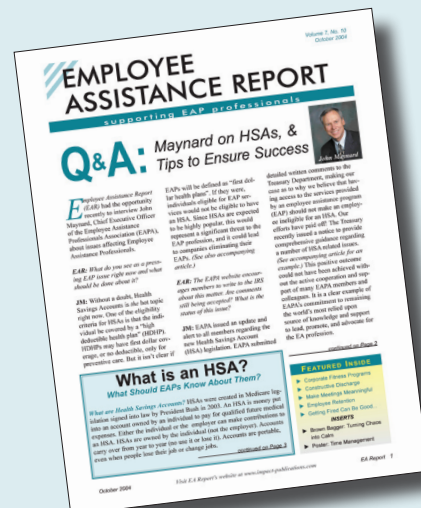
JM: Two suggestions come to mind immediately that, in my opinion, are particularly important to the future of EAPA and the EAP field. First is the importance of continuing to understand and develop employee assistance as a



Editor's Notebook

I had the great pleasure of interviewing John Maynard in 2004, the year he was named CEO of the Employee Assistance Professionals Association (EAPA). (See inset photo this page.) It seems only appropriate that I had the opportunity to interview him again this year as he winds down his 12-year tenure as CEO. John is sincere, insightful, and modest, quick to share the accomplishments of EAPA as a whole during this time, as opposed to taking personal credit for EAPA's good fortunes. It has been a pleasure to know him, and *EAR* wishes John well in his retirement.

While readers will receive this newsletter much sooner, in terms of our production schedule we've just completed our 18th year of publishing *Employee Assistance Report*. I wish to thank some key contributors to *EAR* this year: Leah Szemborski, Julia Bain,



Jennifer Sumiec, Todd Donalson, Dave Sharar, and Matthew Ratz. Everyone is busy these days, but the individuals who go “above and beyond” already hectic lives to write insightful articles for this publication are essential! Until next year.

Mike Jacquart

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profession, not just as a *work setting* for other professions.

As was first articulated by Paul Roman and Terry Blum in the EAP core technology, the core of EAP is a unique set of skills and knowledge that, when applied correctly, make a positive difference for both employees (and their families) and for the workplace. EAP is not simply the application of psychology or organization development to workplace issues.

If we think only about the EAP “industry” instead of maintaining and developing the EA profession, we are doomed to continued commoditization and eventual obsolescence.

Focusing on EAP as a profession means focusing on EAP ethics, credentialing, and research to validate the body of knowledge.

Secondly, the future of employee assistance depends on the future growth and viability of EAPA as an international umbrella organization for the profession. I recognize the value of the many regional and specialty EAP associations. They provide important services to their particular constituencies. But when governments need to hear the voice of the profession as they contemplate laws and regulations, and when

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Ideas for Better Utilizing Your EAP

Many employers would be amazed at the hidden treasures of EAPs and the wonders that they can do for staff well-being, morale and productivity. Your EAP should be at the very heart of their operation, the lifeblood keeping it thriving and developing. Here are my constant themes:

❖ **Integrate your EAP as part of your day-to-day practice.** Make sure that you include EAPs in return-to-work discussions, disciplinary meetings and appraisals. This means that the service is embedded into the business and that staff know where to turn should they need any help or advice. Important information can also be shared through records of meetings and EAP data.

❖ **Look for telltale signs and make management referrals.** Be proactive – manager referral is one of the key tools of an EAP. A line manager notices that a staff member needs support and takes the initiative with early intervention. He or she flags the concern to HR, and then HR formally refers the team member to the EAP instead of waiting for them to call for help. Encourage managers to keep an eye out for behavioral change within their respective teams and to look for signs of stress and mental health problems. Examples could include work that is unexpectedly slipping, individuals going back to smoking after giving up, snapping at people, or becoming withdrawn.



❖ **Use the data goldmine.** EAPs can work for companies on many different levels; including supporting staff in overcoming challenges of work and life, while also providing important anonymous data for employers. Employers can make good use of statistics and information collected confidentially by EAPs. Reports are fed back to the business to flag concerns and show what areas could be improved. The data remains anonymous, but it can reveal crucial information about a particular department or area of

the business. The feedback from the EAP gives corporate clients the chance to see what is going on and plan how to make improvements.

❖ **Involve the CEO.** Remind clients that EAP is for everyone – the CEO, directors and senior management, who are just as likely to need to make that call. High-stress atmospheres can be challenging, especially if difficult decisions are on the horizon. I cannot think of a better way for the board to fully appreciate an EAP than when they have personally used the service. Employers, staff and their immediate family can call a free helpline any time of the day or night and be put through to counselors and advisers, trained to give medical, mental health and stress, legal and financial support. ■

Source: Brian Taylor, "Four tips to make your employee assistance programme work harder," *Personnel Today*.

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Effective Conflict Resolvers...

❖ ... **Understand the individual's needs.** Does the person need to vent? Brainstorm solutions? Be coached? Effective conflict resolvers understand what a person needs by asking questions: "What are you hoping I will do?" "What do you see as my role in this matter?"

❖ ... **Engage in collaborative listening.** Collaborative listening takes active listening one step further by supporting the work of the other person. The speaker's

job is to clearly express his or her thoughts, feelings and goals. Effective conflict resolvers facilitate clarity, make the individual feel heard, and ask questions that probe for deeper understanding: "When you said x, what did you mean?" "If y happens, what's significant about that for you?"

❖ ... **Are good communicators.** They pick up on positive messages to spur progress. They paraphrase accurately so words

aren't distorted. They ask the listener if this is new information, and if it changes his/her stance.

❖ ... **Are optimistic and resilient.** They agree to participate in a negotiation as an act of courage and hope. They inspire by being optimistic, resilient, and they don't let arguments end prematurely – settling for anything just to bring them to a conclusion. ■

Source: Dina Beach Lynch, former ombudsman for Fleet Bank.

Quick Ideas

Why Companies Need an EAP

When trying to attract new clients, do they have difficulty believing that EAPs are truly cost-effective? Ask prospective clients to consider the following statistics and the impact they might have on their workforce.

Work/Life Issues

❖ Child care referral programs can reduce employee absenteeism due to child care problems by 40%.

❖ Workers need help with caregiving concerns. Caregiving employees take off nearly 19 vacation and sick days each year to deal with personal issues related to caregiving.

❖ Lost productivity due to employee caregiving concerns cost employers at least \$11 billion annually.

Substance Abuse

❖ Drug-reliant employees incur 300% higher medical costs compared with non-using coworkers (U.S. Chamber of Commerce, Workers at Risk, Drugs and Alcohol on the Job).

❖ 70% of illegal drug users are employed (CSAT).

Benefits of an EAP

❖ 66% decline in absenteeism after alcohol abusers have been identified and treated.

❖ 33% decline in utilization of sickness benefits; 65% decline in work-related accidents; and 30% decline in workers' compensation claims. ■

Additional sources: Interface EAP, Family Caregiver Alliance, National Family Caregivers Association.

Resources

📄 *Document, Document, Document*, \$99, PBP Executive Reports, (800) 220-5000, www.pbpxecutivereports.com. Good documentation is like a reliable insurance policy – you don't appreciate it until you finally need it! It's essential to avoiding costly, disruptive lawsuits. It's also a road map that helps good people get better, and helps weed out weak performers, too.

📖 *Secrets: Managing Information Assets in the Age of Cyberespionage*, by James Pooley, \$24.97, Verus Press. This book, which explains how to recognize and mitigate the risk of information loss in today's electronic business landscape, is a must-have guide for executives, managers, consultants, security professionals, entrepreneurs – anyone and everyone who works with information. ■

What is the Difference between a Coach and a Therapist?

By *DeeAnna Merz Nagel*

I often have the opportunity to talk about the difference between coaching and counseling with my students. Many coach students are in fact, already practicing counseling and psychotherapy and have decided they want to add coaching to their offerings.

But What is the Difference?

When I became a coach several years ago, one of the most difficult tasks for me was truly understanding the difference between the two professions. They are distinct orientations, yet many say they are not. After all, when I took coaching courses for my own coach certification, I didn't "learn" anything new. I had learned many of the theories and techniques in graduate school.

Diagnosis vs. Strengths

But the more I tried to migrate my coaching into my psychotherapy practice, the more muddled I became. And I began to realize the distinctions. In fact, I was already winding down my psychotherapy practice for other reasons. I just didn't want to play in that sandbox anymore- the sandbox of insurance and diagnosis. I thought I had solved the problem by dropping off insurance panels. Eventually I just didn't want to give a diagnosis that often left a person feeling labeled and did nothing to affirm their strengths.

My "ah-ha" moment came when I realized that I was pretending to practice coaching while

maintaining my psychotherapy practice, relying on the influence of my counseling license for client referrals and continuing to network and be influenced by the counseling profession.

Full-time Coach

To solve the dilemma I became a coach. Full on. My professional identity morphed from psychotherapist utilizing coaching techniques, to psychotherapist and coach, and finally, WELLNESS COACH. I am a wellness coach who has integrated alternative approaches such as energy healing, essential oils and intuitive readings into my practice. And all with a divine shift in language and purpose! I would have never found ease in integrating these other approaches into my psychotherapy practice.

Recently I clarified the distinction between coach and counselor for one of my students:

I worked with trauma survivors for years—my post-graduate supervision focused on adult survivors of sexual abuse. Now that I am coaching I see that in my practice as a counselor/psychotherapist I always used tools that were not exclusive to counselors but used by coaches as well. In fact, many tools I used as a counselor were rooted in positive psychology.

The difference, particularly for licensed practitioner, is that we must absolutely separate our coaching endeavors from our counseling endeavors. We may on occasion, pull tools from the toolbox that a coach may use, but that

is simply a technique – an intervention – while the primary contract with the client remains counseling. That means that a trauma client still working through the throes of trauma and historical events would not be a candidate for coaching services even from a licensed mental health practitioner (or said differently, ESPECIALLY from a licensed mental health practitioner). We have to pick one or the other. Likewise, if you are working with a client under a coaching contract, and you discover the core issues of trauma are present and remain unresolved, you are ethically obligated to refer that client. So be sure you have thoroughly assessed the client for the proper services before assigning the client to either coaching or counseling.

Another way to look at it is, if you are coaching you are not referring to disease, diagnosis, or any other words or use of medical model language. Words and conversation of optimal "wellness" – whether spiritual, mental, emotional and/or physical wellness are spoken. So ask yourself, "*Will I be able to coach this client without resorting back to my counselor language?*"

This is also a way to determine if your counseling client is ready to transition to coaching services with you.

We cannot conduct both coaching and counseling with the same client at the same time. We can transition a client as a step down from treatment to coaching, but it

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is a bit trickier to coach a client and then refer that same client to ourselves for treatment. That is why thorough assessment on the front end is paramount.

Making a Decision

Ultimately, I had to choose. And I chose to be a coach. Some people can wear both hats and keep distinctions between the two roles. They keep the two practices

separate, with separate informed consents, even separate websites.

But for me, I was no longer fed by my role as a psychotherapist. The field is entrenched in finding and fixing pathology and even if I flipped my own paradigm, I was constantly surrounded by rhetoric, continuing education and rules that did not serve me as a professional any longer. That was hard to face. I invested a lot in my schooling and professional identity

and while I choose not to work directly within the profession any longer, I wouldn't change my path. It is part of my life quilt. ■

DeeAnna Merz Nagel remains involved in the Online Therapy Institute (<http://onlinetherapyinstitute.com>) although her main efforts now focus on wellness coaching. For more information, visit www.havanawellnessstudio.com or <http://www.havanawellnessstudio.com/intuitive-wellness-coach-certificate/>.

Legal Lines

Court Defends EAP Counselor's Right to Back Employee

Most employers outsource employee assistance programs (EAPs), which offer confidential counseling to help workers deal with personal problems, work-related stress and other concerns. But some organizations handle EAP services in-house.

That can cause a potential conflict of interest if an EAP counselor's advice creates liability for the employer or calls into question its actions.

In the following case, an EAP counselor suggested that an employee who alleged he was being harassed might have a legal case against the employer. As the court pointed out, punishing the counselor only served to multiply the employer's legal risk.

Recent Case

As an EAP consultant for Carilion, a large health care orga-

nization that owns and operates several hospitals, Neil often referred employees for counseling.

John sought help from Neil, telling him that his department manager had been harassing him for several months. John described how the manager had twice fondled himself in front of John on hospital grounds, asked for oral sex and invited John to look at his genitals.

Neil told HR about John's complaint, and following an investigation, the manager was fired. However, John soon contacted Neil again, telling him his co-workers were giving him a hard time, blaming him for the manager's termination.

Neil called HR to try to come up with strategies to curtail the backlash, but he came to believe that Carilion's investigation and resolution efforts were inadequate.

Then he told John that he may have "legal options."

Soon after, Carilion fired Neil for being "disloyal" to the company. Neil sued, alleging he had engaged in protected activity when he criticized HR's response to John's complaint.

The company moved to have the case tossed out because as a manager, anything Neil said was not protected activity — he was merely doing his job.

The court disagreed and said the so-called manager rule had no place in the context of a Title VII lawsuit. In other words, it said, don't shoot the messenger.

(*DeMasters v. Carilion*, et al., No. 13-2278, 4th Cir., 2015)

Note: This ruling would also apply to any HR professional taking an employee's side against an employer. ■

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public media need to understand the voice of the profession as they help establish and clarify public expectations, when we have too many voices we really have no voice.

Employee Assistance, like any profession, needs a strong professional association if the profession is to survive in today's world. Without EAPA to develop, maintain, and promote EAP standards, ethics, and principles, the profession has no real definition or voice. So I hope EA professionals who find value in joining and engaging with their particular specialty association will also see the value – even the necessity – of *also* joining and engaging with EAPA.

JEA: What's next for you, personally, after your retirement at the end of the year?

JM: The truth is, I don't really know. I've decided to wait until I get there, then see how I feel. On one hand, the thought of relaxing without a schedule seems mighty appealing – as does having the

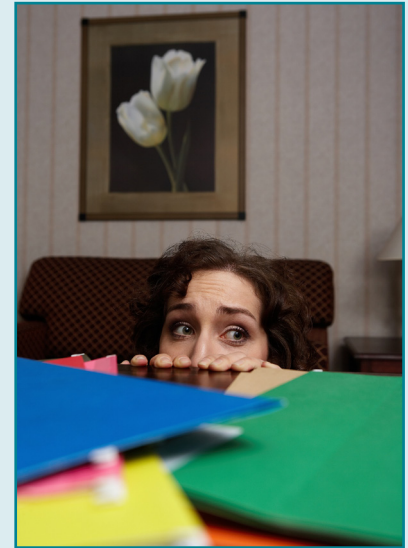
opportunity to focus on all those projects I've put on hold for "someday," like going through and organizing thousands of old photographs. On the other hand, I'm used to being busy, and I still have a strong passion for the possibilities of the EAP field. I'm certainly not interested in another "job," but I imagine there may be particular projects that grab me for some reason.

What I *am* sure I want to do after I retire is to maintain, as much as possible, the many friendships I've made over the years during my career. This field is filled with truly wonderful people, and the best aspect of my job with EAPA has been the opportunity to meet so many of them. I'm very grateful for that. ■

In addition to "Employee Assistance Report," Impact Publications also edits and lays out the "Journal of Employee Assistance" (JEA) for the Employee Assistance Professionals Association (EAPA). This is a condensed version of an article that appeared in the 4th quarter 2015 JEA and is reprinted with permission.

Quick Ideas

Don't Fear Performance Reviews



❖ **Prepare for the meeting.** Get ready for the discussion by asking your supervisor for a copy of the assessment form that will be used.

❖ **Showcase accomplishments.** Highlight any awards you've received since the last formal work review. This will show the supervisor how your efforts have helped the company.

❖ **Make it a two-way communication.** The supervisor will inform you about any areas where you need to improve and areas where you are doing well. Don't hesitate to ask questions about the assessment, or to request support or guidance.

❖ **Share your ideas.** Discuss what you hope to achieve with the company in the future, and be sure to set goals.

❖ **Follow through.** Regularly review the goals and keep your supervisor informed of progress. ■

Source: OfficeTeam (www.officeteam.com).

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Whether it's monthly – or quarterly – the *Employee Assistance Report (EAR)* and the *Journal of Employee Assistance (JEA)* are the publications that EA professionals need to stay on top of trends and other developments in employee assistance.

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The *JEA* – published quarterly by the Employee Assistance Professionals Association – is a core benefit of EAPA members. The *JEA* features a broad range of important EAP topics – including international, legal, and technological issues – every three months.

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