

RE: REVIEW OF THE EMPLOYEE ASSISTANCE PROGRAM (EAP)

MUNICIPAL MANAGER'S RECOMMENDATION:

1. THAT the recommendation of the Director Administrative & Community Services be adopted.

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TO: MUNICIPAL MANAGER DATE: 1988 OCTOBER 18
 FROM: DIRECTOR ADMINISTRATIVE AND COMMUNITY SERVICES
 (on behalf of The Joint Employee Assistance Program Committee)
 RE: REVIEW OF THE EMPLOYEE ASSISTANCE PROGRAM (EAP)
 PURPOSE: TO PROVIDE COUNCIL WITH AN EVALUATIVE REPORT ON THE EMPLOYEE ASSISTANCE PROGRAM AFTER TWO YEARS OF SERVICE

RECOMMENDATION:

1. THAT the Corporation of the District of Burnaby fund its share of the Employee Assistance Program (\$19,000) for 1989 and that the program be reviewed again one year hence.

INTRODUCTION

This review is for the information of Council and constitutes an evaluative report requested by Council when approval for the Employee Assistance Program was given by Council on 1986 September 02.

PROGRESS REPORT

The second year of activities focused mainly on the assessment/referral/aftercare component of the program with not as much focus on workforce communications and training as was necessary in year one. The reason for this focus was that actual utilization of the program has been 131% higher than anticipated and the Joint Committee felt there was not a strong immediate need to advertise the program more widely.

The Joint Committee members met several times over the year to ensure the program was on budget and that activities were consistent with the program policy statement. The attached Appendix A containing excerpts from the annual report shows the utilization and penetration of the program. Copies of the annual report are available from the Municipal Clerk for interested Council members.

Costs - Although the utilization of the program was closer to 4.5% than the anticipated 3%, the total costs of the program were approximately 4% below the budgeted \$31,021.38. This was because of the Joint Committee's conservative use of the program consultation portion of the budget which allows for members of Brown Crawshaw to attend meetings and provide training to staff. There was also a slight decrease in the number of assessment hours per employee from an estimated 6.0 hours to 5.5 hours resulting in less budget being used. The total actual cost of the second year was \$29,888.81. The total projected cost for 1988/89 is \$34,670.00. An analysis of both years breaks down as follows:

	<u>1987/88</u> <u>PROJECTED</u>	<u>1987/88</u> <u>ACTUAL</u>	<u>1988/89</u> <u>PROJECTED</u>
Program Consultation	\$ 6,480.00	\$ 1,620.00	\$ 4,100
Assessment/Referral/Aftercare	23,471.38	27,630.00	27,000
Expenses	<u>1,070.00</u>	<u>638.81</u>	<u>1,000</u>
	\$31,021.38	\$29,888.81	\$32,100

In the year 1988/89 the Joint Committee hopes to repeat some of the formal training which took place in the first year of the program as well as to involve the referral agents in more regular monthly meetings. The reasons for this are that in the first year not all areas participated in the formal training and since the formal training was done there have been several staff changes in key areas.

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EVALUATION

The Employee Assistance Program was designed to meet numerous goals, among them are the following:

- .. a jointly (union - management) administered program of assistance to employees in areas such as family and marital problems, legal areas, financial problems, general emotional health as well as alcohol and other drug-related problems.
- .. maintenance of confidentiality for program users.
- .. preservation of the employer-employee relationships to the extent possible.
- .. employee and supervisor awareness of the impact of personal problems on employees's performance on the job.

The EAP in both the first and second years has met these goals. The program was well utilized, supervisors have reported significant improvements in many long term problem areas, employees have expressed appreciation for the assistance, no breaches of confidentiality have been reported, budget projections have been met, and the committee members and EAP representatives remain committed to the principles of the program. For the upcoming year several recommendations have been made by the referral agent, most of which the Joint Committee has decided to implement.

SUMMARY

The second year of the EAP has been successful in that the program is being used at all levels of the organization, the objectives have been met and benefits have accrued to both employees and the Corporation.

The costs of this program at \$29,888.81 average \$24.14 per employee per year (based on an average staff complement of 1238) which is very reasonable given the benefits which accrue to all parties concerned. The program is recommended to continue in 1988/89 with the same cost sharing arrangements as the previous years. CUPE, Local 23 - \$10,000, Fire Union - \$2,000, The Corporation - \$19,000, B.C. Nurses' Union contribute "other" costs such as photocopying. The total amount recommended for the 1988/89 year is \$31,000 together with a carryforward of \$1,100 from 1987/88 which leaves a total budget of \$32,100.



Robert H. Moncur
DIRECTOR ADMINISTRATIVE AND
COMMUNITY SERVICES

APPENDIX A

(Excerpts from the Annual Report prepared by Brown Crawshaw, Inc. dated September 1988)

" The two concepts upon which we base the annual reports are program utilization and penetration. Program "utilization" refers to the actual number of individual employees who have become involved in the assessment/referral/aftercare component of the EAP. The employee who presents as the primary client counts as one even though we may see the client's spouse and children. This is equally true in the instances wherein the employee presenting with spouse whom also happened to be an employee of Burnaby; we counted each of these dual employee relationships as one referral."

Table 1 - Analysis of EAP Referrals by Group

<u>Group</u>	<u>Year I</u>	<u>Year II</u>	<u>Total</u>
CUPE	28 (60%)	28 (50%)	56 (54%)
IAFF	9 (19%)	15 (27%)	24 (23%)
Exempt	7 (15%)	7 (12%)	14 (14%)
BCNU	3 (6%)	6 (11%)	9 (9%)
Total	47	56	103

In total over the two year program we have been involved with 100 employees and/or members of their families or over 8% of the total workforce of Burnaby. We have based this analysis on a workforce population of 1238. Furthermore, we projected a utilization rate of 3% (37 employees). Actual utilization (56 or approximately 4.5%) is therefore again higher (131%) than anticipated.

The (Group) data is very reassuring. Members from all the principal parties (CUPE, IAFF, EXEMPT, and BCNU) participated in the program. This suggests that persons within these participating groups clearly view the EAP as being available to them and their dependents.

Program (penetration) refers to the level of awareness of the EAP throughout the Corporation. Do employees generally know the EAP exists, is available to them and members of their immediate families, and most importantly how to access the EAP if the employee felt a personal need to do so?

Table 2 - Analysis of EAP Referrals by Group Penetration
(Percentage of Group Utilizing the Program)

<u>Group</u>	<u>Year I</u>	<u>Year II</u>
CUPE	(820) 3.4%	(850) 3.3%
IAFF	(212) 4.2%	(213) 7%
Exempt	(107) 6.5%	(108) 6.5%
BCNU	(61) 4.9%	(67) 9%

Table 3 - Analysis of EAP Referrals by Presenting Problem

<u>Presenting Problem</u>	<u>Year I</u>	<u>Year II</u>	<u>Total</u>
Psychological/Emotional	20 (43%)	27 (48%)	47 (45.5%)
Family/Relationship	19 (40%)	16 (29%)	35 (34%)
Alcohol/Other drugs	6 (13%)	3 (5%)	9 (8.5%)
Financial	1 (2%)	2 (3.5%)	3 (3%)
Legal	1 (2%)	6 (11%)	7 (7%)
Other	0	2 (3.5%)	2 (2%)

APPENDIX A (Continued)

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COUNCIL MEETING	88/10/24

The presenting problem represents some interesting results. Based on experience from other EAPs in other industries one would expect either relationship or chemical dependency problems to lead the list with respect to prevalence. However, while the numbers in both "Relationship" and "Psychological" are fairly high the "Alcohol and other drugs" is fairly low. The reasons for this can be explained by clarifying the term "presenting" problem. The data tracks the first problem a client comes to the referral agent for help in resolving. Usually this is a problem with which the client feels comfortable in talking about. Sometimes the initial presenting problem is only a result of another more deepseated problem involving drugs/alcohol or self - esteem or both."