

ITEM 3  
MANAGER'S REPORT NO. 74  
COUNCIL MEETING 89/11/14

RE: REVIEW OF THE EMPLOYEE ASSISTANCE PROGRAM ( E.A.P. )

MUNICIPAL MANAGER'S RECOMMENDATION:

1. THAT the recommendation of the Director Recreation & Cultural Services be adopted.

\* \* \* \* \*

1989 November 01

**TO:** MUNICIPAL MANAGER

**FROM:** DIRECTOR RECREATION & CULTURAL SERVICES  
(On behalf of the Joint Employee Assistance Program Committee)

**RE:** REVIEW OF THE EMPLOYEE ASSISTANCE PROGRAM (E.A.P.)

**PURPOSE:** To provide Council with an evaluative report on the Employee Assistance Program after three years of service.

---

RECOMMENDATION:

1. THAT the Corporation of the District of Burnaby fund its share of the Employee Assistance Program for 1990 as outlined in this report and that the Program be reviewed again one year hence.

1. INTRODUCTION:

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

The information is drawn from the third annual report by Brown Crawshaw Inc., our Employee Assistance Consultants. The Employee Assistance Program's operating year is from the 1st of October to the 30th of September annually.

2. UTILIZATION IN 1989:

In 1989 the use of the direct service component (assessment/referral/after-care) surpassed the E.A.P. Committee's estimates. This was due in part to the formal publicity to employees. Calendars were distributed with the March payroll and brochures were sent out in the Summer. After each of these events, referrals to the program increased. The Committee met four times during the year to conduct the business of the program.

We projected 4% utilization in 1989 (50 employees); our actual experience was 4.6% utilization (59 employees). This compares to 3.7% in 1987 (47) and 4.5% in 1988 (56). There was participation from all principal parties (CUPE, IAFF, EXEMPT, and BCNU). Clearly then, persons within participating groups view the E.A.P. as being available to them and their dependents.

.../.

In total over the three years, we have been involved with 155 employees and/or members of their families or over 12% of the work force based on a work force population of 1,283.

**3. COSTS IN 1989:**

**126**

In 1989 the increased use of the program caused a budget over-run of \$866.50. It is proposed that this over-run be absorbed by the Corporation as a draw on the year-end surplus/contingency.

The program used 5.9 assessment hours per employee referral which is just under the projected average of 6 hours per employee and compares to 1988 at 5.5 hours. The cost of the program in this third year was \$25.54 per employee referral compared to the second year at \$25.02 and the first year at \$24.14. This compares favourably to the existing per capita programs in the Lower Mainland which currently cost anywhere between \$35 and \$45 per employee per year.

**4. 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 employee's performance on the job.

The EAP in each of its first three 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.
- Committee members and EAP representatives remain committed to the principles of the program.

**5. NEW PROGRAM FOR OCTOBER 1989 - SEPTEMBER 1990**

For the upcoming year, the program will be carried on at approximately the same rate as experienced in the past three years. The Committee is estimating participation at the 4.5% level. It is anticipated that it may vary between 4 - 5%. It is not expected that participation will continue to rise every year, and after three years of operation we are advised that we should experience a levelling off.

The only criticism received by the Committee is in the area of lack of understanding of the program by various employees. To overcome this problem it is proposed in the third year to carry out limited training seminars and educational opportunities which have not been repeated since the program started. This will ensure that details of the program have penetrated to each area of the Municipal work force and be totally fair to all employees. If the levelling off anticipated occurs this should not result in a heavy increase in the program.

### Critical Incident Stress Policy:

A program was established in August 1989 to assist employees in dealing with post traumatic emotional problems resulting from exposure to serious injuries or deaths in the performance of their duties.

The debriefing is carried out by Brown Crawshaw and the estimated cost of \$1,000 is not included in the proposed budget figures for 1989/90 as the monies for this Corporation funded benefit have already been committed.

### 6. NEW BUDGET FOR OCTOBER 1989 - SEPTEMBER 1990:

Our Consultant, Brown Crawshaw Inc., increased its rate from \$90 to \$95 per hour. This represents the first increase in three years for Burnaby. On an employee population of 1,283 we are assuming a 4.5% participation or 58 referrals. For this, the budget accepted from the Consultants is \$36,150 or \$28.18 per employee referral. To this should be added \$100 to cover Committee expenses for calendar preparation; the reprinting of the EAP brochure will be done by the BCNU and the cost is not included in the projected expenses.

The proposed budget in comparison with last year's budget is shown below:

	1988/1989 Projected	1988/1989 Actual	1989/1990 Projected
Program Consultation	\$ 4,100	\$ 855	\$ 1,900
Assessment/Referral/Aftercare	\$27,000	\$31,095	\$33,250
Expenses - Consultant	\$ 1,000	\$ 819.01	\$ 1,000
Expenses - Committee	-	197.50	\$ 100
	<u>\$32,100</u>	<u>\$32,966.51</u>	<u>\$36,250</u>
	=====	=====	=====
<u>Funding source for 1988/89</u>		Proposed 1989/1990	
Corporation	\$19,000		\$22,222
C.U.P.E.	\$10,000		\$11,690
I.A.F.F.	\$ 2,000		\$ 2,338
Prior year's surplus	\$ 1,100		-
	-----		-----
	<u>\$32,100</u>		<u>\$36,250</u>
	=====		=====

### 7. SHARED FUNDING:

Each year costs are shared between the Corporation, CUPE and IAFF. The 1989 budget contributions were \$19,000 to \$10,000 to \$2,000 respectively for a total of \$31,000. The 1990 budget proposed is increased by \$5,250 or 16.9%. CUPE and IAFF have agreed to share these additional costs on a pro rata basis subject to ratification by the membership.

It is therefore proposed that for 1990, the IAFF contribution be to a maximum of \$2,338; the CUPE contribution be to a maximum of \$11,690 with the remainder of the program to be supported by the Corporation in the approximate amount of \$22,222.

### 8. CONCLUSION

A copy of the third annual report 1988-1989 prepared by Brown Crawshaw Inc. is available in the Clerk's Office for review by interested members of Council. The attached Appendix "A" contains excerpts from that report which show the "Utilization and Penetration" of the Program.

The Committee recommends the program and budget as outlined here.

*Denni Gaunt*

DENNIS GAUNT  
Director Recreation &  
Cultural Services

DG:hh:seo:jel  
Attach.

cc: Committee Members  
Director Administrative & Community Services  
Director Finance; Director Engineering;  
Director Planning & Building Inspection; Personnel Director



APPENDIX "A"

CORPORATION OF THE DISTRICT OF BURNABY

EXCERPTS FROM EAP THIRD ANNUAL REPORT (OCTOBER 1988 - SEPTEMBER 1989)

Utilization and Penetration

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 a spouse whom also happened to be an employee of Burnaby; we counted each of these dual employee relationships as one referral.

In Year I, 47 individuals utilized the services of the program, representing 4% of the workforce, and in Year II, 56 referrals, representing 4.5% of the workforce. In the Third Year of the program, there were 59 referrals to the EAP, representing 5% of the workforce. In the three years of the program then, we have been involved with 155 employees and/or members of their families, or over 12% of the total workforce of Burnaby. (We have based this analysis on a workforce population of 1,283.) Furthermore, on the basis of last year's increased numbers, we projected a utilization rate of 4% (50 employees). Actual utilization is therefore once again higher (118%) than anticipated.

Of the 59 referrals seen in Year III, 4 individuals or members of their families had previously used the program (but not for at least one year). In all four cases, the issue presented represented a new problem.

Table 1. ANALYSIS OF EAP REFERRALS BY GROUP

Group	Years I and II		Year III	Total
CUPE	56 (54%)	36 (61%)	92 (57%)	
IAFF	24 (23%)	16 (27%)	40 (42%)	
Exempt	14 (14%)	5 (8%)	19 (12%)	
BCNU	9 (9%)	2 (4%)	11 (7%)	
Total	103	59	162	

As is shown in Table 1, the "Group" data is very reassuring. Once again, 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.

It should be noted that two of the employees in the CUPE category were recent retirees.

In addition, of the 59 referrals, 33 (56%) were male, an increase from last year (43%).

Program "penetration" refers to the level of awareness of the EAP throughout the corporation. Do employees generally know that the EAP exists and is available to them and members of their immediate families? And more importantly, do they know how to access the EAP if there is a "felt" personal need to do so?

The data showing utilization compared to the actual number in each participant group, is illustrated in Table 2.

Table 2. ANALYSIS OF EAP REFERRALS BY GROUP PENETRATION  
(Percentage of Group Utilizing the Program)

<u>Group</u>	<u>(Aver) Years I and II</u>	<u>Year III</u>
CUPE	3.3%	(889) 4.0%
IAFF	5.6%	(225) 7.1%
Exempt	6.5%	(103) 4.9%
BCNU	7.0%	(66) 3.0%

The "Presenting Problem" is illustrated in Table 3.

Table 3. ANALYSIS OF EAP REFERRALS BY PRESENTING PROBLEM

<u>Presenting Problem</u>	<u>Years I and II</u>	<u>Year III</u>	<u>Total</u>
Psychological/ Emotional	47 (45.5%)	16 (27%)	63 (39.0%)
Family/Relationship	35 (34.0%)	24 (41%)	59 (36.5%)
Alcohol/Other Drugs	9 (8.5%)	12 (20%)	21 (13.0%)
Financial	3 (3.0%)	4 (7%)	7 (4.5%)
Legal	7 (7.0%)	3 (5%)	10 (6.0%)
Other	2 (2.0%)		2 (1.0%)

In almost all groups, penetration exceeded our estimate of 4%. Thus, the program has been used well, in a statistical sense, by the respective participant groups.

The pattern of presenting problems changed this year. Unlike the previous two years, the category with the highest percentage (41%) of referrals was Family/Relationship. The problems presented here usually were marital problems or parenting problems which were affecting the referral's emotional well-being and/or ability to function or interact effectively at work. With an aging workforce, we are increasingly seeing employees who have problems with adolescents in their family.

There was also an increase to 20% in the number of referrals presenting with Alcohol and/or Other Drug problems. This increase in presenting problems suggests the increasing credibility of the problem and the belief in the fact that the program is truly confidential. (See the comment on referrals in last year's annual report.)

Psychological/Emotional problems, which were primarily stress-related issues like anxiety and a few more serious psychological problems showed a drop from previous years.

Again, there were a few referrals asking for assistance with financial and legal matters.

ITEM	3
MANAGER'S REPORT NO.	74
COUNCIL MEETING	89/11/14

Table 4 presents the utilization data by type of referral.

The figure of 86% for self referrals shows that employees of the corporation are increasingly prepared to contact the program directly and that many do so before the problem results in a noticeable deterioration in performance. This results, at least in part, from the video and brochure messages to Call Direct.

Table 4. ANALYSIS OF EAP REFERRALS BY TYPE

<u>Type</u>	<u>Years I and II</u>	<u>Year III</u>
Self Referral	74 (72%)	51 (86%)
Informal Referral	27 (26%)	8 (14%)
Formal Referral	2 (2%)	0