

THE UNIVERSITY OF MANITOBA

**FACTORS RELATED TO THE USE OF AN
EMPLOYEE ASSISTANCE PROGRAM**

by

Janet P. Schmidt

A Thesis submitted to the Faculty of Graduate
Studies in partial fulfillment of the requirements
for the Degree of Master of Education.

DEPARTMENT OF EDUCATION PSYCHOLOGY

Winnipeg, Manitoba

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ABSTRACT

Factors influencing employees' use of an Employee Assistance Program (EAP) were examined. Areas specifically considered were employees knowledge of the Program, social network satisfaction and view of the helping profession. Subjects were two groups of employees from the various departments of the Manitoba Government. The first group of employees voluntarily attended a seminar on the EAP (n=194). The second group of employees did not have the opportunity to attend the seminar (n=298). Both groups completed a mail questionnaire for a response rate of 61%. Knowledge of the EAP was significantly related to greater use of the Program. Positive views of the helping profession were significantly related to greater use of the helping profession. Social network satisfaction was not related to greater willingness to seek help.

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CHAPTER 1

INTRODUCTION

Background

Employee Assistance Programs (EAPs) began in the early 1940's as large U.S. companies began to respond to the growing problem of alcohol misuse in their organizations (Hazelden, 1974). The passage of the Hughes Act and the creation of the NIAAA (National Institute of Alcohol Abuse and Alcoholism) in the early 1970's marked a major growth in the number of programs in the United States (Shain & Groeneveld, 1980). The programs slowly evolved into a "broad brush" approach, focusing on health, family, marital and psychological problems as well as alcohol and drug misuse. By 1983 it was estimated that 57% of the 500 largest corporations in the United States and 37% of those in Canada had EAPs (MGEA, 1983).

In Winnipeg many of the larger companies and corporations presently have EAPs. Manitoba Hydro, Royal Bank, Transport Canada, and Great West Life all have Programs that are well established. It is estimated that approximately 250 EAPs exist in Winnipeg alone (Burt, 1985). These vary greatly in their scope. Royal Trust has a program that provides and pays a psychiatrist outside the organization to be available for employees. The Manitoba Teachers Society has hired two persons who work solely in the area of helping employees, providing counselling and some assessment and referral services. Seagrams, on the

other hand, has a contract with a person to provide assistance to its employees one day each week.

By 1975 the Manitoba Government had become aware of the administrative problems and costs resulting from employee alcoholism as well as personal and/or health related problems. The Government estimated that 10% of the employees were responsible for 80% of the absenteeism and that 50% of these employees were problem drinkers. In April of that year an interim coordinator was named to develop an appropriate program to deal with this problem. A joint steering committee was established including representatives from a number of Government Departments and the Manitoba Government Employees Association (MGEA). On their recommendation the Employee Health and Counseling Service Program was developed (changed to the Employee Assistance Program in 1982). The steering committee disbanded, leaving the MGEA without a recognized means to influence the policy of the Program. The Program was to be available to all Manitoba Government departments, branches and bureaus (approximately 17,000 persons). The services to be provided were: 1) management and supervisor training in problem detection, case handling, referral and follow-up; 2) staff education regarding problems and services; 3) case assessment, counselling, referral and follow-up and 4) liaison with appropriate treatment agencies and services (Manitoba Annual Report Civil Service Commission, 1975).

In January of 1976 the program went into operation with a coordinator and one support staff. Over the following years the number of clients using the EAP increased, peaking in 1983 with a total of 304 referrals. Staff also expanded to 5 employees - one coordinator, two Employee Assistance Officers (EAOs) and two support staff. Employees came to the EAP by way of three types of referrals: 1) self; 2) informal, initiated by another person and 3) mandatory, management initiated.

In 1984, the (MGEA) began to apply pressure on the EAP to have mandatory referrals discontinued and for involvement in the future direction of the Program. Mandatory referrals occurred when repeated attempts by a supervisor to rectify an employee's work performance problem failed. This referral resulted in two options for the employee, either see an EAO and follow his/her suggestion(s) or receive disciplinary action for poor job performance. The MGEAs position was that employees would not be helped if they were forced to get help. In the later part of 1984 a joint MGEA and Management Committee was formed to direct the EAP on an ongoing basis and in January of 1985 mandatory referrals were discontinued.

Up to this point 25% of the clients coming to the EAP were from mandatory referrals (Ladd, J.D.). Promotion of the program had been primarily aimed at supervisors and management who would then inform the employees working in their departments. Generally, this occurred only when an

employee's problem obviously interfered with his/her ability to work. Therefore, the discontinuation of the mandatory referrals resulted in a marked drop in employees using the EAP. In 1985 only 104 referrals were made, a drop of 66% from the 1983 high. Government employees were now using the service solely on a voluntary basis. It was at this time the study was conducted in the Manitoba Government EAP.

The Problem

The purpose of the study was to determine some factors that may influence Manitoba Government Employees use of the EAP. The study specifically investigated employee's knowledge of the EAP, employee's social support satisfaction and employee's view of the helping profession.

Rationale For The Study

The change in the Manitoba Government EAP to a voluntary program needed to be reflected in the promotion of the Program. Up to this time the major portion of the EAP promotion had been directed at the supervisor and management level of Government. The study was to help provide the EAP with information that would be useful in their promotion plans. Factors that could influence employees voluntary use of the EAP was discussed with the Manager of the EAP and University peers. Three areas were selected as a result of these discussions. These were EAP knowledge, social

network/support satisfaction and view of the helping profession.

EAP Knowledge: The first area considered in the study was the employees' knowledge of the EAP. Knowledge of the employees could have been incorrect or limited for the following reasons:

- 1) Many Employees were not aware of the program, considering the early thrust was directed to managers and supervisors.
- 2) Employees who had heard about the program may have lacked complete or accurate information about the program and therefore hesitated to use the service. For example, employees who were not aware of the assurance of confidentiality in the EAP, may for this reason, have chosen not to use the Program. This is particularly problematic when the help is provided by the organization that has power to hire and fire the employees.
- 3) The Program's emphasis on supervisor directed referrals resulted in some employees resenting their forced involvement. Some of these employees openly opposed the Program. The discontinuation of mandatory referrals was expected to have positive impacts on employees' perception of the Program when they became aware of the change.
- 4) After the initial MGEA involvement in the formation of the EAP, the Program was management run. The

policy change to have an ongoing EAP steering committee, with the MGEA involved, would serve as a message to their members that the Program could be considered as a 'safe' option when seeking help.

Any of these reasons could have influenced an employee not to use the EAP. Major changes had taken place in the EAP. One question remained, were employees aware of these changes?

Social Support: The second area considered in the study was the level of the employees' social support. Cobb (1976) defined social support as information leading an individual to believe that s/he is cared for and loved, esteemed and valued, a member of a network of communication and mutual obligation. A crucial component of this definition was the individual's belief or perception. The actual amount of support may or may not have been reflected in the individuals' social support satisfaction. Cobb noted the important element was not in the amount of social support but rather in the individuals' perception of the amount of that support.

An inverse relationship between social support and psychological distress has been reported (Holahan & Moos, 1981; Williams, Ware & Donald, 1981). A direct relationship was found between poor work performance and higher levels of psychological distress (eg. Sternhagen, 1986; Bhagat, 1985). If social support and work performance are positively related, an employee with low social support may find the

needed assistance at the EAP. If employees with low social support receive help, they would be personally healthier and this change would likely reflect positively on their work performance. The EAP mandate has always been to help troubled employees. Are these employees presently willing to use its services?

View of the Helping Profession: The third area considered in the study was employees' view of the persons involved in the helping profession. It is common knowledge that the helping profession has many critics. These critics come from all walks of life. Myths and jokes about those working in the helping professions or their clients are common. In view of this, what effect do these attitudes have on potential users of the EAP? Studies have found a direct relationship between client views of the therapist and therapy outcomes (Dyck, Joyce & Azin, 1984; Roll, Crowley & Rapp1, 1985). What is the relationship between the view the helping profession and use of a service like the EAP? How wide spread are negative views about the helping profession? Considering the small number of people who use the helping profession in a time of personal need, this question needs to be addressed. If a positive relationship does exist between view of the helping profession and use of the EAP, the promotion of the program should address peoples' views of the helping profession.

Definition of Terms

Some of the terms used in the study may differ from normal usage. They are defined here so the reader may become familiar with the definition as specifically related to the study.

Knowledge of the EAP was the correct knowledge an employee had about the EAP. This knowledge was limited to 14 facts about the EAP. These facts included the recent changes in the Program and aspects about the Program that might influence an employee in deciding whether to use the service (eg. confidentiality). The person's knowledge of the EAP was determined by the number of questions they answered correctly.

Use of the Employee Assistance Program included three components. The first component was employees' actual use of the Program. The second component was employees' willingness to recommend the Program to potential clients, fellow employees or family members. The third component was employees' willingness to use the Program in the event of a personal difficulty.

View of the Helping Profession involved two aspects of the employees' opinions, view of clients and view of helping professionals. View of clients was the total of four responses on impressions of clients. View of the helping professional was the total of four responses on impressions of helping professionals. View of the helping profession was the total of the view of clients and view of helping professionals.

Social Network/Support was the individual's perception of his/her present social supports. The social supports included were present living situation, intimacy, and social activities. The Social Network satisfaction was the total level of satisfaction in these areas of life.

Helping Professionals included anyone working in a position where they counseled, or helped an individual. Among others this would include counselors, EAOs, and psychologists.

Importance of the Problem

On any given day 3 to 4 percent of all workers in the United States do not report to their jobs (Leigh, 1986). In May of 1979 the actual hours lost by United States workers represented 3.4 percent of the hours usually worked, 2.2 percent was attributed to illness or injury (Taylor, 1981). In comparison, the percentage of absenteeism due to illness in Canada was 1.1 percent (Sternhagen, 1986). This percentage is likely to increase over the following years in light of Canadian history following closely behind the trends of the United States. The EAP is one place that could help employees regain or retain their health resulting in less absenteeism and greater productivity.

The decrease in the number of persons using the EAP became a growing concern for the Program staff. One reason for the decline was attributed to the information network. Up to this time the EAP was largely dependent upon

management to inform employees of the Program. With the change to a voluntary program the means of informing Government employees of the EAP had to change. Another possible factor was some Government employees seemed to be uneasy about the EAP. This was likely caused by the policy of mandatory referrals and situations that arose from this policy.

The EAP had now changed. Mandatory referrals had been discontinued and the MGEA was again part of a steering committee to guide the EAP. The study was an attempt to provide necessary information to the EAP to help in its promotion and hopefully increase the usage of the service. In general terms the study was an attempt to discover:

- 1) what employees knew about the EAP; 2) the level of employees predisposition to use the Program and
- 3) additional issues that deterred employees from using the EAP.

The information provided by the study was to be used in the promotion plans of the EAP. As Francek (1985) commented "the marketing plan is the single most important criterion in successfully marketing an effective EAP".

CHAPTER II

REVIEW OF THE LITERATURE

Generally, research has not examined ways to increase employees' use of the EAP. Therefore, the following review will be a general look at the research in the areas related to the study and the implications of that research on the study. The following review of literature will include:

1) EAPs; 2) social network satisfaction and 3) views of the helping profession.

EAP Research

In examining research on EAPs, the writer found that the administrators of many programs spent a lot of time justifying the existence of these programs. The reason for this apparent need for justification is likely based on economics. Most EAPs are operating within privately owned companies. These companies exist for one reason, making a profit. Since EAPs are not overtly adding to the companies profit margin, they must prove they contribute to the companies productivity. Organizations in the public sector are generally not concerned with making a profit, nevertheless they are funded with scarce resources. In the past five years North America have witnessed a period of government cutbacks and a scarcity of public sector resources. If EAPs cannot provide evidence that they are an integral part in supporting and maintaining the larger structure it services, EAPs will be discontinued.

Two types of evaluations are found in EAP research.

Process evaluations examine what a program is doing, outcome (or impact) evaluations examine program effects and impacts (Spicer, Owen & Levine, 1981).

Process evaluations typically examine program implementation, characteristics of troubled employees, record and information systems, training of supervisors and the quality of referral sources. Usually, process data consists of the number of clients in a certain time period, types of problems employees have when they contact the program, and the referral rate. Most EAPs collect some type of process data (Spicer et al., 1981) and this data is often reported in annual reports.

Literature indicates that outcome evaluations are more popular than process evaluations. Typical outcome evaluations would consider job performance changes, cost-benefit analysis, client satisfaction and client outcome. Outcome evaluations are more relevant to the study and are considered in more detail below.

Cost-Benefit evaluations attempt to show that the EAP is saving the organization money (eg. Shramm, 1985; Gaeta, Lynn & Grey, 1982). Finney (1985) developed a worksheet to calculate the cost-saving of the EAP. First, the companies costs without the EAP were calculated. This included calculating the annual cost of the troubled employees, reduced productivity and average health care. Second, the cost of the EAP were calculated. This included a

complicated system of costs for treatment, the program, persons unsuccessfully rehabilitated, troubled persons not contacting the EAP, and persons rehabilitated with and without the help of the EAP. Finally the cost-saving of the EAP was calculated to determine the total cost-saving with the EAP. The major difficulty with cost-benefit evaluations is the lack of consistency in computational methods (Spicer et al., 1981).

Cost-effectiveness evaluations have been developed as an alternative to cost-benefit studies. A cost-effectiveness study is an analysis of the actual cost of obtaining some outcome. If, for example, the EAP cost \$100,000 to operate for one year and in that time 25 employees returned to work following EAP contact, successful intervention cost is \$4000 per troubled employee (Spicer et al., 1981). The obvious problem with this type of study is the apparent large cost for what some may argue is a relatively small outcome.

Client follow-up and outcomes are other types of outcome studies. Many EAPs have a built-in follow-up procedure after the employee has been through their program. The following is the Manitoba Government EAP policy statement on follow-up.

The helping process is not complete without proper follow-up. Follow-up is an integral component of the helping process. Because the nature of the helping relationship between the EAO and the client is short-term, follow-up does not imply an on-going and never-ending "checking-up" on the client. Rather it entails a six month to one year period

of episodic contact. This method provides the following benefits: 1) enables the EAP to monitor the client's progress during and after rehabilitation and 2) assists the EAP in evaluating its service.

As well the EAP is presently sending out short follow-up questionnaires to get feedback from clients. Follow-up studies may be part of the data EAPs collect, but they are seldom published.

Employee satisfaction with EAPs is another form of outcome study. Googins and Kurtz (1980) interviewed 39 clients who had at least 2 years of exposure to the EAP in their organization (in the public sector). Of the 39 they interviewed, 14 felt their first contact with the EAP was negative, yet 32 of the 39 employees saw the program as helpful. Client satisfaction is often assessed as part of client follow-up surveys or employee surveys. Spicer et al. (1981) suggested that annual employee surveys can be a cost effective way of evaluating an EAP. Several areas of program impact can be studied in this way including attitudes, awareness, satisfaction and utilization. The outcome evaluation is the type used in the study.

Social Network/Support

Social support is a popular area of study in current literature. The relationship between social support and health has been widely researched. The overwhelming finding was a positive relationship between the amount of social support and health, be it physical or mental (Sarason, Levine, Basham & Sarason, 1983).

This relationship has been found in many groups. These groups include psychiatric patients (Mueller, 1980), adolescent mothers (Unger & Wandersman, 1985), and working men (LaRocco, House & French, 1980).

Holahan & Moos (1981) conducted a longitudinal study to examine the relationship between changes in social support and psychological maladjustment. The following factors were controlled for: initial levels of maladjustment, life change, and social support. The subjects were 493 adult males and females who completed two surveys one year apart. Results supported the prediction that decreased social support was significantly related to increased psychological maladjustment.

Holahan & Moos (1982) conducted another study that examined the relationship between social support and physical and psychological adjustment. A community sample of 534 adult family members were randomly selected to participate in this study. Results confirmed the hypothesis that qualitative measures of support in family and work environments gave good predictions of persons with psychosomatic complaints and depression after negative life changes and quantitative measures of support were accounted for.

A relationship between social support and stress has also been reported. Carveth & Gottlieb (1979) tested 99 mothers before they left the hospital after giving birth and then again after eight weeks at home. They found that

mothers with high levels of social support had less stress than those with lower levels of social support. Cutrona (1984) also found an inverse relationship between social support and stress in women with postpartum depression. In a group of college women, family and non-family social supports were associated with a greater ability to handle stress (Martin & Burks, 1985).

Findings indicated that social support has a buffering effect (Cobb, 1976; Gottlieb, 1985; Martin & Burks, 1985) on mental health. That is, social support can moderate the impacts of life events upon mental health. LaRocco, House & French (1980) found that their review of the literature and their own findings supported the buffering hypothesis of social support on mental and physical health. High levels of social support were related to decreased anxiety, depression, irritation and somatic symptoms. Eaton (1978) found evidence that when members of a household provide support in a time of crisis they help prevent mental disorder.

Kaplan, Cassel & Gore (1977) summed up their findings by emphasizing the importance of social support as preventive health care. In their research they acknowledged the strong link between health and social support and noted the implications for medical care.

Instruments used in this type of study reflect two ways of viewing social support, received versus perceived. Received social support is the actual amount of support

given to an individual. The Inventory of Socially Supportive Behaviors-ISSB (Barrera, 1981) and Social Support Questionnaire (Sarason et al., 1983) are instruments that measure received support. Social support that is perceived is the extent to which the individual actually feels supported, regardless of the amount of actual support. The Perceived Social Support from Friend and Family Scale (Procidano & Heller, 1983) and Interactive Support Evaluation List ISEL (Barrera, Sandler & Ramsay, 1981) are instruments that measure perceived support. The measures of social support used in research vary greatly. This is largely due to the fact that researchers have not established a generally accepted, reliable and valid index of social support (Carveth & Gottlieb, 1979; Schmidt, Conn, Greene, & Mesirov, 1982; Tardy, 1985).

Cutrona (1986) considered objective characteristics of peoples' social network as determinants of the perceived availability of social support. The population used was elderly adults and mothers of one year old children. As anticipated, subjects' quantity of support only partially accounted for the quality of support they experienced. Results were different for the two populations, with a stronger link between quantitative variables and perceived social support among the elderly adults than among the younger mothers.

Goodman, Sewell and Jampol (1984) conducted a study to determine how life stresses and social supports contributed

to students' decisions in seeking psychological counselling. Subjects were 100 students, 50 who had requested counselling and 50 volunteers. Those who sought counselling were found to report no more negative life events than their peers, but reported greater impact of those events, fewer positive events, less family closeness and less parental contact. They reported significantly less material aid, physical assistance, guidance, feedback and positive social participation, and more negative effects of stressful events. Perhaps, the likelihood of seeking counselling increases as social support decreases.

Research indicates people who feel they have a low social support have a high level of health problems or are at higher risk of health problems. The importance of person's perception of social support has already been noted as has the link between social support and physical/mental health. The relationship between health, physical or mental, and ability to work is self evident. Also, as noted above, there is some evidence to indicate a relationship between low social support and seeking help. The relationship between social support and help seeking is explored further in the study.

Views of the Helping Profession

Clients' perceptions of the helping profession is an area frequently researched in psychological literature. The following references to research examine some of these perceptions.

Research indicates that numerous factors effect the clients' perceptions of the counsellor. The more the counsellor uses nonverbal behavior, the more the client views him/her as an expert, attractive, trustworthy and helpful (Roll, Crowley & Rappl, 1985). Counsellors' status and physical weight interacts with clients' perceptions of his/her expertness and trustworthiness (McKee & Smouse, 1983). Robiner & Storandt (1983) found that the age of clients effected their view of the counsellors' ability to be facilitative and empathic. Clients have been found to give counsellors higher ratings of professional attributes when they use expert power as compared to referant power (Paradise, Conway & Zeig, 1986). Counsellors' sex was another factor that influenced the clients' views of their counsellor (Angle & Goodyear, 1984).

Clients' perceptions of their counsellors has been reported to effect their level of satisfaction with the counselling process (Heppner & Heesacker, 1983; Dyck, Joyce & Azin, 1984). The counselor's physical attractiveness accounted for over 50 percent of the variance in perceived effectiveness and future expectations of the clients (Vargas & Borkowski, 1983). Clients' views of counsellors has also been shown to influence the level of cooperation they enter into with the counsellor (Heppner & Dixon, 1978).

Subich and Coursol (1985) conducted a study on client and non-client expectations in group and individual counseling. They found that non-clients had greater

expectations of the counsellor than did clients.

Non-clients felt that counselors should be more motivated, accepting, confrontational, empathic, genuine, nurturing, expert, tolerant, trustworthy and immediate. Clients, on the other hand, expected counsellors to be more responsible, attractive and engage in more self-disclosure. Subich & Coursol also found a sex difference in counselling expectations. Men expected counsellors to be more empathic and directed as well as participating in self disclosure than did women. Women expected counsellors to be more nurturant and confrontational than did men.

Persons who report they have received prior professional assistance for psychological problems have been found to have a more favorable attitude toward the helping profession than individuals without such professional contact (Cash, Kehr & Salzbach, 1978). It was found that subjects with prior professional contact had the following: 1) a more positive view towards seeking help; 2) a greater recognition of personal need; 3) a tolerance for any stigma that may be attached to seeking help; 4) a greater interpersonal openness and 5) more confidence in the helping profession. As well, help seeking attitudes were found to represent a significant positive influence on the clients' perceptions of counsellors' expertise, trustworthiness, regard, empathy and genuineness. Also subjects with a favorable attitude toward the helping profession were more willing to return for a second interview and more positive

about their improvement across a variety of personal problems.

Clients generally have reluctance and fears about seeing helping professionals. Riordan, Matheny & Harris, (1978) suggested the following reasons for this reluctance: 1) clients' fears of the unfamiliar; 2) clients' suspicions of counsellors as a result of living in a system which has a history of adversarial relations; 3) clients' lack of knowledge on how to be a 'good' client and 4) clients may feel powerless and resist seeking help in an attempt to gain back some feeling of power.

Pipes, Schwarz and Courch (1985) developed an instrument that actually measured clients' fears. Subjects were 91 client and non-clients in a university setting. Each was asked to rate 15 possible fears of psychotherapy with the degree they personally were concerned about the issue. An analysis of the data revealed 2 factors, therapist responsiveness and image concerns for which clients reported significantly less fear than did non-clients.

Hoyt (1985) examined the implications of psychiatrists being called 'shrinks' and the problem this could have in developing a therapeutic alliance between the psychiatrist and the client. He noted that 'shrink' in some senses belittled the client and suggested a more appropriate term would be 'expander'. This would more clearly depict the psychiatrist's attempt to help the client grow and expand.

Clients' perceptions appear to be important factors in their willingness to use the helping profession. Research also indicates clients' perceptions even influence the help they believe they received. Those that have not used helping professionals generally have greater fears associated with seeking help and higher expectations of the process. This could account for the small percentage of the population that actually utilize the helping profession. These fears of the non client group need to be addressed. It is possible that these fears hinder many persons from using the helping profession and EAPs. The relationship between views of the helping profession and willingness to use them is considered in the study.

CHAPTER III

METHODOLOGY

Selection of Subjects

Two groups of subjects were used in this study. All the subjects were Manitoba Government employees. The Seminar group had voluntarily participated in an hour long seminar on the EAP while the Control group had not participated in the EAP seminar. For the purposes of the study only Winnipeg employees were considered as the EAP office is presently located only in Winnipeg.

Seminar participants: An hour long information seminar on the EAP was voluntarily attended by 290 government employees. These employees were from the following departments: Employment Services and Economic Security (136), Environment Workplace Safety and Health (43), Energy and Mines (60), Urban Affairs (7), Natural Resources (14) and Highway and Transportation (30). At the time of the seminar all participants completed the "Pre-Information Seminar Questionnaire".

Of these Seminar participants, 204 received the "Employee Assistance Questionnaire". This included all employees whose addresses had been given on the "Pre-Information Seminar Questionnaire" from the following departments: Environment Workplace Safety and Health (39), Energy and Mines (60), Urban Affairs (7), Natural Resources (14), and Highway and Transportation (30). In order to keep the representation from all six departments more evenly

distributed only 54 of the 136 employees from the Employment Services and Economic Security were included in the study. The 54 were chosen by using a table of random numbers. Of the 204 subjects, 10 were removed from the study because the researcher was unable to contact them after their questionnaires were not returned. These employees were either transferred or no longer working with the Government. A total of 118 questionnaires were returned, for a response rate of 60.8%.

Control Group: An additional 339 Manitoba Government employees received the "Employee Assistance Questionnaire". These subjects were selected from the April, 1986 Provincial Government telephone listing using a table of random numbers. At the time this group received the questionnaires, the information seminars had not been available to the departments of these employees. The employees were from the following departments: Agriculture (61), Consumer and Corporate Affairs (19), Cultural Heritage and Recreation (62), Education (87), Labor (43), Municipal Affairs (22) and Community Services (45). Of the 339 subjects, 41 persons were removed from the survey. These 41 employees did not return their questionnaires and were no longer at the designated location or department at the time of the follow-up telephone call. A total of 186 questionnaires were returned for a response rate of 63%.

As already noted, because the Seminar participants voluntarily attended the EAP seminar and the Control

participants were selected from government telephone listings the comparison of data between these two groups is problematic. In the examination of the results this difference will be noted.

Development of the Questionnaires

In the research for the study no appropriate questionnaire was available. Two questionnaires were subsequently developed and used in this study.

Pre-Information Seminar Questionnaire: This questionnaire (Appendix A) was used to determine what knowledge subjects had about the EAP prior to the seminar and the likelihood of them making use of the Program at that time. Subjects, who indicated they were aware of the program, were asked if they would make use of the Program. Use of the program had 2 dimensions, actual and intended. To determine the actual use, subjects were asked if they had used the Program. Intended use was deduced from the willingness of the subjects to recommend the Program to others and their own willingness to use the Program in an event where they could make use of the services provided by the EAP. To determine subjects knowledge about the EAP, they were asked to respond 'yes', 'no' or 'do not know' to 14 statements. EAPs differ widely in there actual organization and policies (Presnall, 1985; Wallace, 1985). Questionnaires available on EAPs were program specific and did not address the unique situation in the Manitoba

Government EAP. This made it necessary to develop a questionnaire to determine employees knowledge of the EAP. The content of the statements reflected the recent changes introduced to the EAP as well as other policy statements that might influence subjects in their decisions concerning use of the Program. The statements were chosen in consultation with the Manager of the Program and two Employee Assistance Officers.

Before testing, the questionnaire was given to a number of university peers and the EAP employees to check for face validity. The researcher worked closely with the EAP department to ensure the facts most likely to influence employees' use of the EAP were included in the questionnaire. As well the questionnaire was given to five persons to check for clarity and grammar.

The Employee Assistance Questionnaire: This questionnaire (Appendix B) included four sections. The first section had a group of questions that pertained to the demographic description of the subjects. Subjects were asked for their sex, marital status, age, family income and educational level.

The second section contained many of the same questions contained in the "Pre-Information Seminar Questionnaire". Over half of the persons receiving this questionnaire were from the Control Group and had not completed the "Pre-Information Seminar Questionnaire".

The third section of the questionnaire dealt with the subject's social support. In view of the importance of individual perception and personal satisfaction, the measure of social support that was used in this study was a modification of a scale used by Monroe, Imhoff, Wise, & Harris (1983).

In the fourth section subjects were asked their perception of the helping profession. Initially subjects were asked if they had seen or would see a helping professional. This question was to ensure all subjects had indicated their use of the helping profession. The subjects who had not heard of the EAP would not have answered the earlier questions on willingness to use the Program. Subjects were then asked if they have had a close friend or family member who had seen a helping professional. If so, the subjects were asked how they, personally, viewed the experience. In the absence of any remotely appropriate established scale for this portion of the study, subjects were asked to respond to 8 statements (4 about clients and 4 about the helping professionals) relating to the helping profession. Subjects responded to these statements by indicating their level of agreement on a 5 point scale. These statements were the result of the writer's discussions with 8 acquaintances about the common reasons people hesitate to utilize the services available through the helping profession.

Before testing, the questionnaire was given to employees of the EAP and university peers to check for face validity. As well, the questionnaire was developed in consultation with the employees of the EAP and university peers to address content validity. The questionnaire was given to five persons to check for clarity and grammar.

Procedure

The Manager of the EAP together with two Employee Assistance Officers contacted managers of a number of Provincial Government departments to obtain permission to conduct an hour long seminar informing employees of the service available to them through the EAP. The Management in each department determined who would be told of the seminar and when it would take place. The Personnel segment of the departments, interested, in the seminar notified their employees of the opportunity to attend the seminar. Employees were informed that attendance of the seminar was on a volunteer basis. The seminars were generally conducted during working hours. The seminars were led by the Manager of the EAP or one of the Employee Assistance Officers. The person conducting the seminar was the person who had originally contacted the management about the seminar.

The seminars were conducted between January 14, 1986 and March 11, 1986. The seminar leaders followed a set procedure (Appendix C) during the seminar for control purposes. After the introductory remarks the participants

were asked to complete the "Pre-Information Seminar Questionnaire" and return it to the seminar leader. After receiving the questionnaires back, the leader presented the information about the EAP. On April 14, 1986, 204 employees who participated in the seminars received the "Employee Assistance Questionnaire".

On April 18, 1986, 339 employees who had been selected from the April, 1986 Government telephone listing also received the "Employee Assistance Questionnaire". The combined total of employees receiving the "Employee Assistance Questionnaire" was 543. As already indicated, 51 persons were removed from the study because they were no longer in the same location or department. A total of 304 questionnaires were returned for an overall response rate of 61.8%.

The "Employee Assistance Questionnaire" was sent out through inter-governmental mail with a covering letter (Appendix D). Both groups received similar letters. The covering letter had the following purposes: 1) introduce the researcher; 2) assure confidentiality to the participants; 3) outline the general purposes of the study; 4) receive written consent from employees participating in the study; 5) inform subjects where to return the completed questionnaire; 6) and provide the researcher's telephone number in the event participants had questions. In addition Seminar participants were asked permission to use the information from the "Pre-Information Questionnaire" they

had completed some time earlier (Appendix E). Subjects who completed the questionnaire returned them to the EAP Office by way of inter-governmental mail. Subjects were given two weeks to return the questionnaire. Those who had not returned the questionnaire in that time received a telephone call from the researcher asking if they had any questions about the questionnaire. As well, additional encouragement was given at this time to the employees to complete the questionnaire and return it at their earliest possible convenience.

Hypotheses

Based on a review of the literature the following hypothesis appeared warranted:

- 1) Government Employees who had attended an hour long seminar on the Employee Assistance Program are more likely to use its services than employees who did not.
- 2) There is a positive relationship between knowledge of the Employee Assistance Program and likelihood to use the program.
- 3) There is a negative relationship between willingness to use the EAP (and/or the helping profession) and social network satisfaction.
- 4) There is a positive relationship between willingness to use the EAP (and/or the helping profession) and view of the helping profession.

CHAPTER IV

RESULTS

The results of the study are reported in five sections. The first section is an overview of the data in the study. The next four sections coincide with the four stated hypotheses. This is followed by a discussion of the results.

As noted previously, comparison of the Seminar Group and Control Group must be considered in view that one group was selected from volunteers and the other group from a telephone listing of Government employees. Because normality could not be assumed non parametric statistics were used in analyzing the data. The measure of association that was used in the study was Kendall's Tau.

The Data

The initial seminar was attended by 290 Manitoba Government employees. Of these employees, 194 received the "Employee Assistance Questionnaire", with a total of 118 questionnaires returned (see Table 1). Table 1 also includes information regarding the departmental breakdown of the Seminar Group. A second group of 298 Government employees were selected from departments not represented in the Seminar Group. This group also received the "Employee Assistance Questionnaire". A total of 186 questionnaires were returned, for a response rate of 63% (see Table 2). Table 2 also contains the departmental breakdown of these

TABLE 1

DEPARTMENTAL CLASSIFICATION FOR THE SEMINAR GROUP

Government Department	Departmental Employees*	Seminar Participants	Subjects Receiving the EAQ**	Subjects Included In Study	Questionnaires Returned	Percentage Returned
Employment Services & Economic Security	543	136	54	49	28	57%
Environment Workplace Health & Safety	249	43	39	39	29	74%
Urban Affairs	20	7	7	7	5	71%
Natural Resources	1029***	14	14	12	5	42%
Energy & Mines	189	60	60	57	29	51%
Highway & Transportation	755	30	30	30	22	73%
TOTAL	2785	290	204	194	118	61%

*Numbers obtained from the April, 1986 Government Telephone listing

**Employee Assistance Questionnaire

***Many of these Employees work out of town and therefore not included

TABLE 2

DEPARTMENTAL CLASSIFICATION FOR THE CONTROL GROUP

	Departmental Employees*	Subjects Receiving the EAQ**	Subjects Included In Study***	Questionnaires Returned	Percentage Returned
Agriculture	216	61	55	42	76%
Consumer & Corporate Affairs	85	19	16	10	63%
Culture, Heritage and Recreation	255	62	57	30	53%
Education	724	87	75	47	63%
Labor	80	43	39	18	46%
Municipal Affairs	60	22	20	16	80%
Community Services	455	45	36	22	61%
TOTAL	1875	339	298	186****	63%

* Numbers obtained from the April, 1986 Government telephone listing

**Employee Assistance Questionnaire

***Excludes Subjects who were no longer with the designated department

****One person did not indicate which department s/he was from

employees. Table 3 includes the demographic characteristics of the subjects in both groups. As noted in Table 3 there are more males in the Control Group (55%) than the Seminar Group (46%). The Seminar Group was generally younger than the Control Group with 43% of the subjects under the age of 34 compared to that of 26% in the Control Group. The annual family income of the Control Group was higher with 74% making over \$32,000 per year compared to only 66% of the Seminar Group. As well, 10% more employees in the Control Group had attended university. The data would seem to indicate that compared to the Control Group the employees in the Seminar Group were more often younger, female, with less education and lower family incomes.

The awareness of the EAP by employees is reported in Table 4 with a breakdown by Department in Table 5. The use of the EAP and/or Helping Profession by the employees are listed in Table 6 for both the Control and Seminar Group. The response of employees to their 1) knowledge of the EAP; 2) social network satisfaction and 3) view of the helping profession are noted in Table 7.

Hypothesis One

Hypothesis one stated that Government Employees who attended an hour long seminar on the EAP were more likely to use or recommend the services it offered than those who had not attended the seminar.

TABLE 3

Demographic Information for the Seminar and Control Groups

		Seminar Group n=118	Control Group n=186
SEX	Male	54 (46%)	102 (55%)
	Female	64 (54%)	84 (45%)
MARITAL STATUS	Never Married	19 (16%)	22 (12%)
	Married	79 (67%)	131 (70%)
	Common-law	4 (03%)	6 (03%)
	Separated/Divorce	14 (12%)	24 (13%)
	Widowed	1 (01%)	2 (01%)
AGE	Under 25	10 (09%)	2 (01%)
	25-34	40 (34%)	47 (25%)
	35-49	51 (43%)	86 (46%)
	Over 49	11 (09%)	45 (24%)
INCOME	Under 15000	2 (02%)	1 (.5%)
	15000-24000	21 (18%)	23 (12%)
	24001-32000	14 (12%)	21 (11%)
	Over 32000	78 (66%)	137 (74%)
EDUCATION LEVEL	High School	34 (29%)	37 (20%)
	Community College	14 (12%)	21 (11%)
	University	51 (43%)	98 (53%)
	Business College	13 (11%)	20 (11%)
	Other	6 (05%)	9 (05%)

Note missing data accounts for the percentages not equal to 100%

TABLE 4

Employees' Awareness of the EAP

	Pre-Seminar Group*	Control Group
	Number	Number
Aware of EAP	83 (29%)	98 (53%)
Unaware of EAP	207 (71%)	88 (47%)
Total	290	186

* All employees who took part in the EAP seminar

TABLE 5

EMPLOYEES' AWARENESS OF THE EAP (BY DEPARTMENT)

Seminar Group

Department	Employees Aware	Number of Subjects
Employment Services & Economic Security	41 (30%)	136
Environment Workplace Health & Safety	11 (26%)	43
Urban Affairs	3 (43%)	7
Natural Resources	6 (43%)	14
Energy & Mines	13 (22%)	60
Highway & Transportation	9 (30%)	30
TOTAL	83 (29%)	290

CONTROL GROUP

Agriculture	19 (45%)	42
Consumer & Corporate Affairs	5 (50%)	10
Culture, Heritage and Recreation	21 (70%)	30
Education	25 (53%)	47
Labor	9 (50%)	18
Municipal Affairs	7 (44%)	16
Community Services	11 (50%)	22
Department Missing	1	
TOTAL	98 (53%)	186

TABLE 6

**EMPLOYEES' USE OF THE EMPLOYEE ASSISTANCE PROGRAM
AND THE HELPING PROFESSION**

	SEMINAR GROUP Number of Subjects (%)	CONTROL GROUP Number of Subjects (%)
Have used EAP	4 (03%)	4 (04%)
Would recommend EAP to others	104 (88%)	72 (73%)
Would personally use the EAP	108 (92%)	82 (84%)
Have used the Helping Profession	30 (25%)	40 (22%)
Would use the Helping Profession	106 (90%)	152 (82%)

Seminar Group n=118

Control Group n= 98 (were aware of EAP)
n=186 (total subjects)

TABLE 7
DESCRIPTIVE STATISTICS
FOR THE CONTROL GROUP AND SEMINAR GROUP

Factor	Range	Mean	Standard Deviation	Quartile 1	Quartile 3
Knowledge of EAP	0-14 (6-14)	6.9 (11.5)	3.85 (1.87)	3.8 (10)	10 (13)
Satisfaction with Social Network	5-25 (5-23)	8.4 (9.3)	3.48 (3.62)	5 (6)	10 (11)
View of the Helping Profession	12-38 (11-40)	28.6 (29.6)	4.78 (5.03)	26 (26)	32 (33)

Control Group n=186
(Seminar Group n=118)

Before an employee is able to use the service provided by the EAP s/he must be aware that the Program exists. In the group of employees who attended the seminar, 207 (71%) of the employees had not heard of the EAP prior to the seminar. The Control Group tended to be more aware of the Program with 88 (47%) employees not aware of the EAP. This would seem to indicate that a large number of Government employees are presently not aware of the EAP. The seminar did increase the employees' awareness of the EAP as have the seminars conducted after the study.

The McNemar Test was used to determine the degree of change in use of the EAP from the results of the "Pre-Information Seminar Questionnaire" and the "Employee Assistance Questionnaire". Change in use was considered two ways: change from 'not use' to 'use' and change from 'no response' to 'use'.

The number of employees whose responses for use of the EAP changed from yes to no or vice versa was not significant. Changes of this nature that did take place are listed below: 1) 1 employee who indicated s/he had not used the service, used the EAP during the time period between completing the two questionnaires (n=33); 2) 2 employees changed from indicating they would not recommend the EAP to others to indicating they would now do so (n=25) and 3) 1 employee changed from being willing to use the EAP to not being willing (n=32).

The change in use as indicated by a change from 'no response' to 'use' was marked. This group included those who had not yet heard of the EAP and those who knew of the EAP but had not chosen to respond to use of the EAP questions in the "Pre-Information Questionnaire". The changes from 'no response' to 'use' are listed below:

- 1) 1 employee indicated s/he had used the EAP during the time period between completing the two questionnaires (n=5);
- 2) 72 employees indicated in the second questionnaire they would now recommend the EAP to others (n=108, $t=53.48$, $p<.001$) and 3) 75 additional employees indicated in the second questionnaire they would be willing to use the EAP (n=109, $t=72.05$ $p<.001$).

For the analysis of Hypothesis two, three and four the following is noted. Use of the EAP included three components. The first component, employees' actual use of the EAP, rarely occurred. Only 4 persons in the Seminar group and 4 persons in the Control group had actually used the EAP. The persons that had used the EAP represented only 3% of the total population. Because of this, actual use of the EAP was not examined in the analysis of data. The second and third component, 'recommending the EAP to others' and 'personally using the EAP in the event or a difficulty', were combined to represent an employee's willingness to use the EAP. The willingness of an employee to use the EAP was calculated by adding the two components, where yes was scored as 2 and no was scored as 1.

Hypothesis Two

Hypothesis 2 predicted a positive relationship between greater knowledge of the EAP and use of the Program.

Knowledge of the EAP was quantified as the number of correct responses to the 14 questions about the EAP. The data showed a positive relationship between knowledge of the EAP and use of the Program. Employees in the Seminar Group were significantly more willing to use the EAP when they had more knowledge of the Program ($t=.233, p<.01$). The employees in the Control Group were also significantly more willing to use the Program when they had greater information about the Program ($t=.255, p<.01$).

A further analysis was used to analyze the individual items of EAP knowledge. A score was given to each answer and this was correlated with the individuals willingness to use the Program (see Table 8). The score was as follows: 3 points for a correct response, 2 points for an uncertain response and 1 point for an incorrect response. Kendall's Tau was used to analyze this data. Overall the degree of association between individual items and use of the EAP for both groups was weak. For employees in the Seminar Group, knowledge that 1) the EAP was more than a service for persons experiencing alcohol and drug related problems and 2) the supervisors of employees using the service would not be contacted by the EAP, were related to greater willingness to use the program.

TABLE 8

MEASURES OF ASSOCIATION BETWEEN EAP QUESTIONS
AND WILLINGNESS TO USE THE EAP

	Seminar Group	Control Group
The E.A.P. is located in the Western Canada Lottery Commission Building at 125 Garry Street.	-.131 p>.05	.000 p>.05
The E.A.P. is primarily for Government Employees who are experiencing alcohol or drug related problems.	.185 p>.05	.239 p<.02
The E.A.P. is an assessment and referral service.	.098 p>.05	.075 p>.05
Immediate family members of government employees may use the E.A.P.	.166 p>.05	.037 p>.05
Supervisors can receive information about an employee through the E.A.P. only with the employee's consent.	.116 p>.05	.002 p>.05
Seeing an Employee Assistance Officer will protect you from disciplinary action.	.323 p<.005	.115 p>.05
The users of the E.A.P. are required to pay a user fee for the service.	.255 p<.02	.009 p>.05
The E.A.P. is completely confidential.	.103 p>.05	.183 p<.05
The Supervisor will not be contacted if an employee self refers to the E.A.P.	-.008 p>.05	.225 p<.02
The E.A.P. is solely run by management.	.205 p<.05	.107 p>.05
The E.A.P. services can only be used by an employee referred by a supervisor.	.246 p<.02	-.047 p>.05
The E.A.P. can only be used during regular working hours.	-.066 p>.05	.128 p>.05
Referrals to the E.A.P. are strictly voluntary.	-.051 p>.05	-.011 p>.05
The E.A.P. deals with a wide spectrum of people problems (ie. physical, emotional, financial, familial, addiction).	.382 p<.001	-.033 p>.05

Kendall Tau B Correlation Coefficients

Employees in the Control Group were more willing to use the service if they were aware that 1) the EAP would not protect employees from disciplinary action; 2) there was no user fee for the service; 3) an employee could use the EAP without a supervisor referral and 4) the EAP dealt with a wide spectrum of problems. It is important to note that the correlations mentioned may not be the most important factors in the decision of employees to actually use the EAP. The number of employees not willing to use the EAP was small. Also, the high number of correlations examined, those indicating a strong relationship could have happened by chance. As well, reasons for the willingness of employees to use or not use the EAP may not have been reflected in any one of the 14 statements about the EAP.

Hypothesis Three

Hypothesis 3 predicted a negative relationship between social network satisfaction and willingness to use the EAP and/or helping profession.

The relationship between social network satisfaction and willingness to seek assistance was very weak (see Table 9). The employees in the Seminar Group overall social network satisfaction was not associated to any greater willingness to seek assistance. In the Control group, employees were more willing to seek assistance if they were dissatisfied with their social network. Interestingly,

TABLE 9

Measures of Association Between Social Network Satisfaction
and Willingness to Use The EAP and/or Helping Profession

	Seminar Group n=118	Control Group n=186
Willingness to Use the EAP	.044 p>.10	-.092 p>.10
Actual Use of the Helping Profession	-.144 P=.08	-.141 p=.03
Willingness to Use the Helping Profession	.079 p>.10	-.104 p>.10

Kendall Tau B Correlation Coefficients

enough the strongest relationship was between social network satisfaction and having previously seen a helping professional.

A further analysis was conducted on each individual social network question and willingness to seek assistance but provided little additional information. A weak, negative relationship existed between willingness to seek assistance and satisfaction with extra work activities for employees in the Seminar Group. For employees in the Control Group a weak association existed between individual Social Network questions and willingness to seek assistance.

Hypothesis Four

Hypothesis 4 predicted a positive relationship between subjects use of the EAP and/or helping profession and their view of the helping profession.

View of the helping profession and use of its services were positively related (Table 10). The employees in the Seminar Group view of the helping profession was positively correlated with their actual use of the helping profession ($t=.184, p<.03$). The employees in the Control Group view of the helping profession was positively related to their 1) willingness to use the EAP ($t=.204, p<.03$); 2) actual use of the helping profession ($t=.183, p<.005$) and 3) willingness to use the helping profession ($t=.301, p<.001$).

TABLE 10

Measures of Association Between the Use of the EAP and/or
 Helping Profession and View of the Helping Profession

	Seminar Group n=118	Control Group n=186
Willingness to Use the EAP	.123 p>.05	.204 p<.03
Actual Use of the Helping Profession	.184 p<.03	.183 p<.005
Willingness to Use the Helping Profession	.111 p>.05	.301 p<.001

Kendall Tau B Correlation Coefficients

The view of the helping profession held by respondents was measured by asking 4 questions about clients and 4 questions about helping professionals. A further analysis was performed on these questions. Views of clients were determined by asking the subjects for their opinion on 1) situations in which clients saw counselors; 2) the ability of clients to solve their own problems; 3) the number of friends clients had and 4) the stability of clients. There was a positive association between the subjects' views of clients and their willingness to be clients (Table 11). This relationship was weak for the Seminar Group. Only when subjects actually had seen a helping professional did a stronger relationship exist ($t=.200, p<.02$). For the control group this relationship was positive when subjects would ($t=.258, p<.001$) or had ($t=.200, p<.005$) seen a helping professional.

Views of helping professionals were measured by asking the subjects for their opinion on the 1) the number of personal problems; 2) the ability to help; 3) the degree of concern for the client and 4) ability of Helping Professionals to keep confidentiality. The employees in the Control Group had a strong relationship between view of the helping professionals and willingness to use the EAP ($t=.222, p<.02$) and the helping profession ($t=.267, p<.001$). This was not true for the Seminar Group.

TABLE 11

Measures of Association Between View of Clients and Helping
Professionals with use of EAP and Helping Profession

	Seminar Group n=118		Control Group n=186	
	View of Clients	View of Helping Professionals	View of Clients	View of Helping Professionals
Willingness to Use the EAP	.080 p>.05	.052 p>.05	.106 p>.05	.222 p<.02
Actual Use of Helping Prof.	.200 p<.02	.067 p>.05	.200 p<.005	.074 p>.05
Willingness to Use the Helping Profession	.080 p>.05	.104 p>.05	.258 p<.001	.267 p<.001

Kendall Tau B Correlation Coefficients

As noted, a positive relationship existed between view of the helping profession and use of the EAP and/or helping profession. Overall this relationship was strong for the Control Group and weak for the Seminar Group.

Discussion

The results section reports on some differences between the Seminar and Control Groups. Possible reasons for these differences are discussed below.

The Seminar Group was made of employees who had volunteered to attend the EAP seminar. Most had not heard of the EAP (71%). The average number of years they had worked at the Government was 8.9 (stan. dev. 6.01, range 1-27). The Control Group was selected from the current Government telephone directory. About half of these had heard of the EAP (47%). The average number of years they had worked for the Government was 11.5 (stan. dev. 7.57, range 1-41). Other demographic information has already been noted in the results also a points to the difference between these two groups of people. Briefly, Seminar subjects were more often younger, female, with less family income and education than Control subjects.

One reason for this difference was that the current Government telephone listing may not have represented Government employees with complete accuracy. Government departments are requested to submit the names of all employees working in the department with their work

telephone numbers. In some cases not all names are submitted. Non-management employees generally stay at positions for shorter time periods and are sometimes considered 'less important' by those compiling the listing. As a result some employees are excluded from being listed in the directory.

Numerous persons have looked at personality factors that distinguish volunteers from non-volunteers. Though both groups choose to complete the "Employee Assistance Questionnaire", the Seminar Group was picked from a group of volunteers. Volunteers are generally better educated, feel stronger about the particular issue (positively and negatively) and are more successful than the average person. The difference in the original selection could account for some of the differences found in the results. Also, the fact that both groups choose to return the "Employee Assistance Questionnaire" must be considered when applying the findings of this study to the general Manitoba Government population.

Hypothesis One Government employees who had attended an hour long seminar on the EAP were more likely to use its services than those who did not. The major reason for this was that many employees in the Government were not aware of the EAP. This was especially true for the employees in the Seminar Group. Employees who had heard of the EAP were usually willing to recommend the service to family and

friends, as well as, use it personally in the event of a difficulty. As a result of the seminar two employees utilized the EAP in the 6 to 8 weeks between the two questionnaires. This would indicate that not only were employees more positively disposed to saying they would use the service but the service will, in all likelihood, result in more EAP clients.

One important point to note is the small number of employees who had ever actually used the EAP. This is compared to approximately one quarter of the employees who had seen a helping professional at least at one point in their lives. A number of possible reasons could account for the low number of employees using the EAP. This could indicate that employees who seek help are somewhat reluctant to get help from a program provided by their employers. The fear of personal information leaking back to the office could be a sufficient deterrent. The EAP had always been available to all employees on a volunteer basis. Yet, the focus of promotion had been directed to management and their referral of employees to the EAP. The pamphlets and posters advertising the EAP to most employees could have been missed in the abundance of paper information.

Employees in both groups were more willing to get help from other helping professionals. This could very possibly be persons who they have had contact with previously (eg. doctors, pastors). At the time of the study employees of the EAP were generally not known by Government employees.

The foundation of a relationship, however small, had not been established. The EAP seminar does presently provide that contact for many Government employees.

The few employees who indicated they would not make use of the EAP services showed little change as the result of the seminar. This could indicate that these employees had a fair degree of resistance to the EAP and the information provided by the seminar was not sufficient to remove this resistance.

A number of ways to improve the study could be attempted in the future. Because of the employees overwhelming willingness to use the EAP and/or helping profession, the questions about EAP use may have provided more information if the employees indicated their likelihood of use rather than giving them only two options. As well, the low use of the EAP, in light of the high indication of possible use and medium use of the helping profession, pointed to another problem. It may have been helpful to determine to whom employees would go when they seek assistance and the order in which they would seek out these people. It is possible employees may pursue all other options before attending the EAP. This would have been helpful information.

Hypothesis Two The study found a positive relationship between knowledge of the EAP and use of the Program. This relationship was significant for both the Control and Seminar Group. Though many who knew about the program were

already willing to use the service, greater EAP knowledge resulted in even greater willingness to use the Service by the employees.

An item breakdown of the EAP questions and use of the EAP failed to provide significant additional information. In every instance, where a question that had a strong relationship with EAP use, the fact was important for one group and not the other. The employees in the Seminar and Control Group generally agreed when the EAP policy and EAP use was not related. Policies like the confidentiality of the EAP were only weakly related to EAP use for the Control Group. This overall lack of relationship could be due to a number of factors. First, employees who knew of the EAP may have been almost always aware of the EAP policies they considered to be the more important (eg. EAP is confidential). Second, other relationships that registered a relatively high significant level were not that powerful in view of the number of correlations run on these items.

Hypothesis Three The data did not conclusively support that employees who were less satisfied with their social supports were more likely to use the EAP and/or helping profession.

Some research suggests that persons with low social support are more willing to see counselors (Goodman, Sewell & Jampol, 1984). In the present study, persons in the Control Group with low social support were more willing to see a helping professional. No relationship existed between

use and social support satisfaction for the Seminar Group. The subjects in the Control Group were generally more willing to use the EAP when their social network satisfaction was low but this relationship was weak.

The lack of relationship between social network satisfaction and use of the helping profession could be accounted for a number of reasons. The findings may have verified that this relationship does not exist. A number of other problems may have made it difficult to prove this hypothesis. First, very few employees indicated they would not be willing to use the EAP and/or helping profession resulting in little variation in answers for statistical purposes. Second, most persons indicated a high level of satisfaction with their social support, again resulting in most responses being similar. Third, employees who had no immediate personal difficulties and therefore no reason to consider seriously seeing a helping professional may have found it easy to answer in the affirmative about doing so. The fact that they were willing to see a helping professional may not reflect any action they would take in the event of a difficulty. These employees were willing to see an helping professional but were not doing so because there was no reason to do so. The relationship between low social support and use of the helping profession was only related to actual use of the helping profession in the literature. Use in the study had a much broader definition including intended use as well as recommending others to use

the helping profession. The fact that actual previous use of the helping profession and social support satisfaction was negatively related for the Control Group is of interest. This could possibly indicate that persons with low social network satisfaction are more willing to see helping professionals, but that this experience does not directly affect their satisfaction with their social network.

Hypothesis Four There was a positive relationship between willingness to use the EAP and/or helping profession and view of the helping profession. This relationship was much stronger for the Control Group than for the Seminar Group. A closer look at the Control Group revealed employees view of clients and helping professionals were both positively related to greater use.

Among employees of the Control and Seminar Group who had used the helping profession, view of clients was positively related to their being clients. Yet, for these persons who had used the helping profession, their opinion of the helping professionals was not related to their previous use. In other words, employees who had been clients viewed clients consistently positively but did not do the same for the helping professionals.

For employees in the Seminar Group, view of the helping profession had little effect on the willingness of employees to seek assistance. Only when employees had seen a helping professional did a positive relationship exist between use and view of clients. Though employees of the Seminar Group

were willing to use the EAP and/or helping profession positive opinions of the helping profession did not follow.

The difference between these two groups could be due to the difference between the employees of the Control and Seminar Group has already been discussed.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The study was undertaken to determine factors that influence Government employees to use the EAP. Employees use of the EAP was examined in relation to their 1) knowledge of the EAP; 2) satisfaction with their social network and 3) view of the helping profession. Four hypotheses were proposed and tested.

The following section presents a brief summary of the findings in the study. This is followed by a synopsis of the conclusions. The last section outlines various recommendations to the Manitoba Government EAP and for further research generated from the results of the study.

Summary

The following is a brief summary of the findings of the study.

Hypothesis One: Government employees who had attended an hour long seminar on the EAP were more likely to use or recommend the services it offered than those who had not attended the seminar. The major reason for this difference was that most Government employees did not know about the EAP and the seminar provided employees with the information needed to avail themselves of the Service.

Hypothesis Two: There is a direct relationship between employees knowledge of the EAP and use of its services.

Hypothesis Three: There was no relationship between employee's satisfaction with their social network and willingness to use the EAP and/or Helping Profession.

Hypothesis Four: There was a positive relationship between views of the EAP and/or Helping Profession and use of the Helping Profession for the Control Group. This relationship was weak for the Seminar Group.

Conclusions

The writer made the following conclusions from the results of the study:

- . Approximately half of the employees in the Manitoba Provincial Government did not know about the EAP at the time of the study.
- . Employees who knew about the EAP often lacked information about the Program.
- . Government employees who knew of the EAP were generally willing to use its services in the event of a personal difficulty, and were willing to recommend the Program to others.
- . Of the Government employees who knew of the EAP very few had ever used its services.
- . Overall, Manitoba Government employees view clients of the Helping Profession more positively than Helping Professionals. This relationship was stronger for those who had actually been clients.

Recommendations

The following are some recommendations that address issues brought out by the study. These recommendations fall into two categories: to the Manitoba Government EAP, and to further research suggested by the study.

Employee Assistance Program

First, there is a need to inform Manitoba Government employees of the EAP. This could be achieved in numerous ways. Some possibilities are ongoing information seminars to all government employees, brochures to all employees (distributed with paychecks), posters located in strategic locations and articles in both the MGEA and Government publications.

Second, a needs assessment could be conducted to provide the Program Staff with additional information to determine the services employees would like to see offered by the EAP.

Third, other EAPs could be examined in order to integrate their successes. The Great West Life program for employees is well known in Winnipeg for the services it provides its employees.

Fourth, the EAP staff could actively pursue providing other services out of their office. Some possibilities are information sessions on personal financial management, planning for retirement and legal issues regarding purchasing a house or human rights. Support groups could also be considered in view of the numerous single parent families and other personal crises. This would in all likelihood require more personnel. Seeking further funding should be a continued endeavor so that expansion may occur.

Fifth, the EAP could consider ways in which Government employees could use the Program and retain their anonymity. This was an issue that was raised by a number of employees in response to the questionnaire.

Lastly, follow-up questionnaires should be used to obtain ongoing feedback from persons using the EAP. These questionnaires should include questions on the effectiveness of the Employee Assistance Officer, satisfaction with the help received, the helpfulness of the referred agency (if applicable), as well as questions on location of the EAP and process of using the EAP.

Further Research

A number of implications for future research can be drawn from the findings of the present study. First, further studies need to be conducted on the specific reasons why people use the EAP. The present study found a relationship between EAP knowledge and use of the EAP but an analysis to determine precisely the types of policies that affect use of the EAP gave little further information.

Second, further investigations into employees' actual use of the EAP is also suggested. Most employees who knew about the program indicated they would recommend it to others as well as use it themselves. Yet, the number of employees actually using the EAP continues to remain small. Discovering the reason for this disparity would be a worthwhile investigation. Researchers may wish to determine the individual, or organization, a person would seek first in an event of a difficulty. The study could also explore the order of persons or organizations from which persons would seek help. The identification of situations in which a person would use the EAP might also be helpful. The results of these studies might shed light on the disparity between willingness to use and actual use of the EAP.

Third, further studies need to examine individual's views of the helping profession. The present study found a link between person's views of and use of the helping profession. This link, however, was weak for one group. As well, ways to impact an individual's view of the helping profession may also be an interesting study.

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APPENDIX A

PRE-INFORMATION SEMINAR QUESTIONNAIRE

Please take the next few minutes to fill out the following questionnaire. We are interested in finding out what you presently know about the Employee Assistance Program (EAP). Thank you for your co-operation.

Name: _____ Todays Date: _____
Address (Work): _____ Department: _____
_____ Business #: _____

Have you ever heard of the Employee Assistance Program (EAP) before the notification of this seminar? Yes _____ No _____

(If yes, continue on. If no, please return questionnaire as is.)

How did you hear about the Employee Assistance Program? (Check as many as applicable.)

- ___ Manager
- ___ Fellow Employee
- ___ Poster
- ___ Training Seminar (previous)
- ___ Other, please specify _____
- ___ M.G.E.A. Publication
- ___ Government Publication
- ___ Brochure
- ___ Personnel

Have you ever personally used the services available through the Employee Assistance Program? Yes _____ No _____

Would you presently recommend the Employee Assistance Program to an employee? Yes _____ No _____

If a situation arose where you could benefit from the Employee Assistance Program would you use its services? Yes _____ No _____

The questions below relate directly to the Employee Assistance Program. Please check yes, no or do not know in response to your knowledge of the following statements. (The Employee Assistance Program will be abbreviated to E.A.P.)

	Yes	No	Do Not Know
The E.A.P. is located in the Western Canada Lottery Commission Building at 125 Garry Street.	_____	_____	_____
The E.A.P. is primarily for Government Employees who are experiencing alcohol or drug related problems.	_____	_____	_____
The E.A.P. is an assessment and referral service.	_____	_____	_____
Immediate family members of government employees may use the E.A.P.	_____	_____	_____
Supervisors can receive information about an employee through the E.A.P. only with the employee's consent.	_____	_____	_____
Seeing an Employee Assistance Officer will protect you from disciplinary action.	_____	_____	_____
The users of the E.A.P. are required to pay a user fee for the service.	_____	_____	_____
The E.A.P. is completely confidential.	_____	_____	_____
The Supervisor will not be contacted if an employee self refers to the E.A.P.	_____	_____	_____
The E.A.P. is solely run by management.	_____	_____	_____
The E.A.P. services can only be used by an employee referred by a supervisor.	_____	_____	_____
The E.A.P. can only be used during regular working hours.	_____	_____	_____
Referrals to the E.A.P. are strictly voluntary.	_____	_____	_____
The E.A.P. deals with a wide spectrum of people problems (ie. physical, emotional, financial, familial, addiction).	_____	_____	_____

APPENDIX B

Employee Assistance Program

The following questions will be regarding the Employee Assistance Program. The Employee Assistance Program is a program/service within the Provincial Government.

1. Did you attend the information seminar on the Employee Assistance Program?
(If yes, please go to question 4) Yes _____ No _____

2. Have you ever heard of the Employee Assistance Program?
(If no, please go to page 4) Yes _____ No _____

3. How did you hear about the Employee Assistance Program?
(Check as many as applicable)

<input type="checkbox"/> Supervisor	<input type="checkbox"/> M.G.E.A. publication
<input type="checkbox"/> Fellow Employee	<input type="checkbox"/> Government publication
<input type="checkbox"/> Union representative	<input type="checkbox"/> Brochure
<input type="checkbox"/> Poster	<input type="checkbox"/> Personnel
<input type="checkbox"/> Other, please specify _____	

4. Have you ever personally used the services available through the Employee Assistance Program? Yes _____ No _____

5. Would you presently recommend the Employee Assistance Program to others? Yes _____ No _____

6. If a situation arose where you could benefit from the Employee Assistance Program, would you use its services? Yes _____ No _____

7. In the event of a personal difficulty, I would use the Employee Assistance Program if (select only those that are relevant to you: (1) most important reason, (2) second most important, etc.):

I believed it would help me resolve my difficulty.

I had time to make use of the service.

confidentiality was assured.

I was unable to resolve the problem.

no one else was available.

I knew one of the employees of the Employee Assistance Program.

other, please specify _____

The questions below relate directly to the Employee Assistance Program. Please check yes, no or do not know in response to your knowledge of the following statements. (The Employee Assistance Program will be abbreviated to E.A.P.)

	Yes	No	Do Not Know
8. The E.A.P. is located in the Western Canada Lottery Commission Building at 125 Garry Street.	_____	_____	_____
9. The E.A.P. is primarily for Government Employees who are experiencing alcohol or drug related problems.	_____	_____	_____
10. The E.A.P. is an assessment and referral service.	_____	_____	_____
11. Immediate family members of government employees may use the E.A.P.	_____	_____	_____
12. Supervisors can receive information about an employee through the E.A.P. only with the employee's consent.	_____	_____	_____
13. Seeing an Employee Assistance Officer will protect you from disciplinary action.	_____	_____	_____
14. The users of the E.A.P. are required to pay a user fee for the service.	_____	_____	_____
15. The E.A.P. is completely confidential.	_____	_____	_____
16. The Supervisor will not be contacted if an employee self refers to the E.A.P.	_____	_____	_____
17. The E.A.P. is solely run by management.	_____	_____	_____
18. The E.A.P. services can only be used by an employee referred by a supervisor.	_____	_____	_____
19. The E.A.P. can only be used during regular working hours.	_____	_____	_____
20. Referrals to the E.A.P. are strictly voluntary.	_____	_____	_____
21. The E.A.P. deals with a wide spectrum of people problems (ie. physical, emotional, financial, familial, addiction).	_____	_____	_____

Social Network

Indicate the level of your agreement/disagreement towards the following statements by circling the number that best indicates your present situation.

1. I am satisfied with my present living arrangements.

1	2	3	4	5
Strongly Agree		Neutral		Strongly Disagree

2. I am content with the level of my involvement in activities outside of work.

1	2	3	4	5
Strongly Agree		Neutral		Strongly Disagree

3. I am satisfied with the number of close friends I have.

1	2	3	4	5
Strongly Agree		Neutral		Strongly Disagree

4. I have at least one friend with whom I feel comfortable sharing my disappointments and weaknesses.

1	2	3	4	5
Strongly Agree		Neutral		Strongly Disagree

5. I have at least one friend with whom I feel comfortable sharing my joys and accomplishments.

1	2	3	4	5
Strongly Agree		Neutral		Strongly Disagree

Helping Professionals

The following questions relate to your experience and view of the helping profession. The helping profession includes those who by nature of their job are personally involved in helping individuals who seek their assistance (ie. counselors, psychologists, employee assistance officers, etc.).

1. Would you consider seeing a helping professional regarding a personal problem? Yes _____ No _____
2. Have you seen a helping professional regarding a personal problem? Yes _____ No _____

3. Do you have a close friend or family member who is seeing or has seen a helping professional? Yes _____ No _____

4. If yes, how beneficial do/did you see the experience?

1	2	3	4	5
<hr/>				
Very Positive		Neutral		Not at all Positive

Here are some commonly held beliefs about the helping profession. Circle the number that best indicates your level of agreement/disagreement.

5. People generally see helping professionals for problems most people experience (ie. career choice, relationship difficulties).

1	2	3	4	5
<hr/>				
Strongly Agree		Neutral		Strongly Disagree

6. Helping professionals usually have more personal problems than the average person.

1	2	3	4	5
<hr/>				
Strongly Agree		Neutral		Strongly Disagree

7. People who see helping professionals are incapable of solving their problems.

1	2	3	4	5
<hr/>				
Strongly Agree		Neutral		Strongly Disagree

8. Helping professionals are limited in their ability to be of significant help.

1	2	3	4	5
<hr/>				
Strongly Agree		Neutral		Strongly Disagree

9. People who go to see helping professionals usually have few friends.

1	2	3	4	5
<hr/>				
Strongly Agree		Neutral		Strongly Disagree

10. People who see helping professionals tend to be unstable individuals.

1	2	3	4	5
Strongly Agree		Neutral	Strongly Disagree	

11. Helping professionals typically do not have a great deal of concern for their clients.

1	2	3	4	5
Strongly Agree		Neutral	Strongly Disagree	

12. Helping professionals talk too much to other people about their clients.

1	2	3	4	5
Strongly Agree		Neutral	Strongly Disagree	

THANKS AGAIN!

APPENDIX C

EMPLOYEE ASSISTANCE WORKSHOP

This is the information we would like to be communicated to the Workshop participants. Please feel free to express these points in your own style.

Please distribute the 'Pre-Information Seminar Questionnaire' before any information regarding the Employee Assistance Program is presented.

INTRODUCTION TO QUESTIONNAIRE

I will be distributing a questionnaire that will only take a few minutes of your time. Please fill it out quickly and accurately and return to me upon completion.

The following information will be instrumental in the continuing development of the Employee Assistance Program in meeting your needs.

Again . . . thank the class for their participation.

NOTE: When participants return questionnaire, please be sure to check that the first portion is completely filled out.

APPENDIX D

April 18, 1986

Dear

I am carrying out a study as part of an M.Ed. thesis with the University of Manitoba, that will be considering some factors that influence government employees' use of the Employee Assistance Program. (This study is with the consent and co-operation of the Employee Assistance Program, Government of Manitoba.)

The purpose of this study is to gain a better understanding of ways to promote the use of the Employee Assistance Program. I request your assistance in this project. Please complete the attached questionnaire and return it to the Employee Assistance Program, 540-125 Garry Street, via interoffice mail.

ALL INFORMATION GATHERED WILL BE CONFIDENTIAL AND REPORTING WILL ONLY BE DONE ON A GROUP BASIS, THEREFORE, ANONYMITY IS ASSURED.

Please indicate your consent to participate in this project by signing below.

If you have any questions please call 945-5786.

Thank-you.

Yours truly,

:

If you are interested in receiving a brief summary of the major findings of this study, please fill in your work or home address below;

APPENDIX E

April 14, 1986

Dear

I am carrying out a study as part of an M.Ed. thesis with the University of Manitoba, that will be considering some factors that influence government employees' use of the Employee Assistance Program. (This study is with the consent and co-operation of the Employee Assistance Program, Government of Manitoba.)

The purpose of this study is to gain better understanding of ways to promote the use of the Employee Assistance Program. I request your assistance in this project. Please complete the attached questionnaire and return it to the Employee Assistance Program, 540-125 Garry Street, via interoffice mail. As well, I will also use the information obtained from the brief questionnaire you completed some time ago before the information seminar on the Employee Assistance Program.

ALL INFORMATION GATHERED WILL BE CONFIDENTIAL AND REPORTING WILL ONLY BE DONE ON A GROUP BASIS, THEREFORE, ANONYMITY IS ASSURED.

Please indicate your consent to participate in this project by signing below.

If you have any questions please call 945-5786.

Thank-you.

Yours truly,

Janet Schmidt

Signature of Consentor: _____

If you are interested in receiving a brief summary of the major findings of this study, please fill in your work or home address below:

