**STAKEHOLDER ENGAGEMENT
IN
EMPLOYEE ASSISTANCE PROGRAMME**

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EAPA 2019 CONFERENCE

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FRAMEWORK OF EAP STAKEHOLDER ENGAGEMENT

- PHASE 1 IDENTIFICATION: WHO?

- PHASE 2 CONTRACTING:WHY?   WHEN?

- PHASE 3 COLLABORATION: HOW?

- PHASE 4 REVIEW: WHAT?

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PHASE 1

IDENTIFICATION:

WHO?

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TYPES OF EAP STAKEHOLDERS
(Ledimo & Martins, 2018)

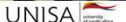|	PRIMARY	SECONDARY
INTERNAL	**Within** the organisation and **directly** benefit from EAP	**Within** the organisation and **indirectly** benefit from EAP
EXTERNAL	**Outside** the organisation and **directly** benefit from EAP	**Outside** the organisation and **indirectly** benefit from EAP

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INTERNAL: PRIMARY

INDIVIDUAL:
Beneficiary and User

• Needs
• Empowerment
• Capacity Building
• Functioning
• Balance on and off work

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INTERNAL: PRIMARY

TEAM:
Beneficiaries and users

• Team dynamics
• Relations
• Collaborations
• Cohesion

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INTERNAL: SECONDARY

LINE MANAGER:
Proactive and Reactive Support
• Encourage and enable healthy behaviors at work: role models; referrals

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Supervisor or line manager training in EAP engagement and capacity building can focus on the following (Mogorosi, 2009) :

• Emphasis on management's programme support;

• Explanation of supervisors' or line managers' role in programme implementation; and

• Demonstration of how programmes can be helpful to supervisors and managers in their job responsibilities.

INTERNAL: SECONDARY

EXECUTIVE LEADERSHIP:
Visionaries and Gatekeepers
• Provide EAP strategic direction; resources, time, space and money
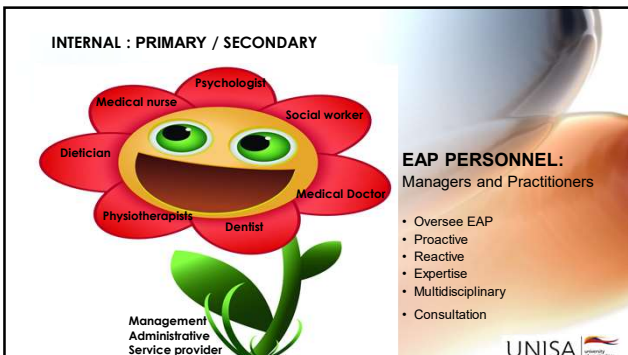
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- Engagement of management and leadership in the organisation is normally in the form of **managerial support of EAP**.

- This support is crucial in **ensuring the realization and utilisation of the programme** as well as communication of the vision of the programme at different levels within the organisation (Rakepa 2012).

- It is critical that organisational **management endorses EAPs** and what it sets out to do.

- Employee perceptions greatly influence their decisions and behaviour, and therefore **management must be seen to be driving and contributing to EAPs** if employees are to utilise them.

- Mogorosi (2009) indicates that EAP endorsement can be demonstrated by **management's vocal and practical endorsements of activities being carried out** by the programme.

Evidence of management and leadership
Engagement in EAPs (Ledimo & Martins, 2018):

- Improved leadership **commitment to EAPs**.
- Ensuring **adequate budgets and resources** for EAPs.
- Facilitating clear and unanimous **communication** from EAPs to personnel.
- Enforcing management **participation** in and dedication to EAPs through carefully constructed performance agreements.
- Development of an **overarching policy.**

INTERNAL : PRIMARY / SECONDARY

Psychologist
Medical nurse
Social worker
Dietician
Medical Doctor
Physiotherapists
Dentist

Management
Administrative
Service provider

EAP PERSONNEL:
Managers and Practitioners

- Oversee EAP
- Proactive
- Reactive
- Expertise
- Multidisciplinary
- Consultation

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- Employee Assistance Programmes involves **various** professions.

- It is **not limited to one specific profession**; hence its effective implementation would require services of medical practitioners, nursing professionals, social workers, clinical, counselling, industrial and organisational psychologists.

- In some organisations, you may find that the human resource team of EAP includes dentists, pharmacists and physiotherapist.

- Being a **multi-faceted profession**, it implies that different professionals in the programme have to provide their services to employees and organisations based on their professional scope of practise.

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INTERNAL : PRIMARY / SECONDARY

LABOUR UNION:

Rakepa (2012:32) present the following benefits of engaging unions as key stakeholders:
- When dealing with the initiation of formal disciplinary measures, co-operation between organisations and unions regarding the **EAP has yielded positive results** (i.e. a better understanding of processes amongst all involved).
- Majority of employee problems can be **resolved before disciplinary measures** are called for.
- Co-operation is vital to **prevent the situation from reaching the point of dispute**.
- When unions are involved, they will **support the programme.**

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EXTERNAL: PRIMARY

NEXT OF KIN:
Users and Beneficiaries

- Spouses
- Children
- Parents
- Family members

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EXTERNAL: PRIMARY

COMMUNITY:
Users and Beneficiaries

• Outreach
• Community work
• Workshops
• Seminars

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EXTERNAL: SECONDARY

GOVERNMENT:
Policies and Legislations

• Outreach
• Community work
• Workshops
• Seminars

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EXTERNAL: SECONDARY

Discovery

EXECUTIVE
WELLNESS

MEDICAL INSURANCE:

• Services
• Proactive
• Collaboration
• Sustainability of resources
• Concern for their members

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A CASE OF DISCOVERY MEDICAL AID

- SA Council for Medical Schemes is a statutory body established by the **Medical Schemes Act (131 of 1998) to provide regulatory** supervision of private health financing through medical schemes.

- Council for Medical Schemes in **South Africa has 79** accredited medical aid schemes; including Discovery Medical Aid .

- **Discovery Executive Wellness :**
  - Is a personalised experience that supports clients across areas of mental and physical wellbeing.
  - Through a team of highly qualified experts and through access to the latest health and wellness technology.
  - Comprehensive assessments and consultations consider both the personal and professional circumstances of clients.

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PHASE 2

CONTRACTING

WHY?

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WHY STAKEHOLDER ENGAGEMENT IN EAP

- Strategy development
- Common goal and consensus
- Buy-in
- Implementation
- Multidisciplinary approach
- Inclusive vs Exclusion
- Outcome orientation

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EAP POLICY

- **DEVELOPMENT**

- **IMPLEMENTATION**

- **REVIEWS**

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- Govender (2009) asserts that while the policy is important, it is not sufficient to **guarantee success**.
- Hence **policy must be put into operation** to be effective and its services must be compatible with:
  - Performance appraisal systems,
  - Grievance processes,
  - Disciplinary procedures,
  - Insurance policies and
  - Above all the protection of employee privacy through strict confidentiality in order for the EAP to be viable.

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MARKETING EAP
(Ramokolo, 2004):

- To increase employees' **knowledge of the EAP and its services**;

- To **increase familiarity and comfort with EAP's operations** and to enhance the acceptance and use of the programme service;

- To **increase utilisation** of the programme services;

- To enhance the integration of the EAP within the host or contract organisation and promote a **feeling of ownership by all stakeholders** (managers, other staff and employees); and

- To **maintain the visibility of the EAP** and its presence as vital contributor to organisation's productivity, efficiency, work life, and employees' wellbeing.

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PHASE 3

COLLABORATION:

HOW?

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Refers to the endeavors of the organisation to involve strategic stakeholders in the **decision-making process** (Slabbert, 2015).
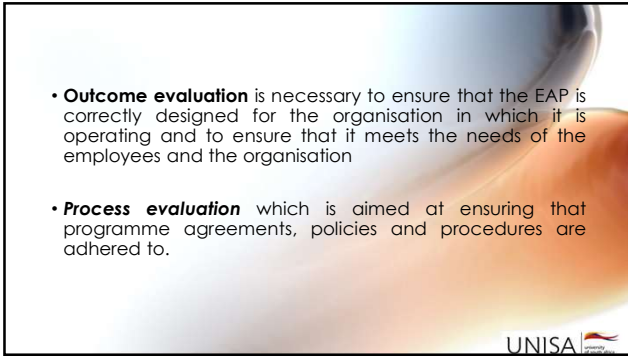
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EAP STAKEHOLDER ENGAGEMENT

• It is aimed at strengthening **internal and external corporate image** by encouraging participation in EAP initiatives.

• Provides access to decision making processes and to actively **participate in the activities of EAP**.

• **Positive engagement** can be achieved through the three elements which infer that the core issues of all stakeholders should be made known understood and addressed.

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STAKEHOLDER THEORY AND STAKEHOLDER ENGAGEMENT PRINCIPLES (SLABBERT 2015)

PRINCIPLES	STATEMENTS
Stakeholder Theory	• The organisation has **high ethical and moral standards**. • General **stakeholders' ethical and moral standards are congruent** with the organisation's ethical and moral standards. • Relationship between all stakeholders is **mutually beneficial.** • Stakeholders **have shared objectives** in realising the success of the organisation.
Stakeholder Engagement Principles	• **Materiality:** All stakeholders are aware of one another's most prominent concerns. • **Completeness:** There is an understanding amongst stakeholders about their concerns related to their views, needs and performance expectations. • **Responsiveness:** All stakeholders concerns should be actively addressed where general employees are involved in the resolution of organisational concerns raised by management.

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• Unions as key stakeholders in the implementation of EAPs also have responsibilities.
• The following are union responsibilities to ensure ethical service delivery:

   • Be knowledgeable about the program and the referral procedures.

   • Encourage members to use the Employee Assistance Program.

   • Maintain a strict level of confidentiality with all cases.

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PHASE 4

REVIEW:

WHAT?

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- **Outcome evaluation** is necessary to ensure that the EAP is correctly designed for the organisation in which it is operating and to ensure that it meets the needs of the employees and the organisation

- *Process evaluation* which is aimed at ensuring that programme agreements, policies and procedures are adhered to.

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EVALUATION CRITERIA

(Ledimo and Martins, 2018)

- **Implementation**: To measure how well the programme is operating.
- **Utilisation:** To measure how well the programme is utilised.
- **Effectiveness:** To measure how well the output and objectives of the organisation have been achieved.

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Impact analysis focuses on the programme examination to determine whether programme activities are changing any activity targeted, and achieving long lasting positive results (Mogorosi, 2009).

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REPORTING

• Quality review reports are based on the findings of the EAP gap analysis, impact assessment and programme evaluation process.

• The findings are used to develop a **continuous improvement plan** with activities and deadlines.

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THEORY AND PRACTICAL
APPLICATIONS

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Thank You

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