

OKLAHOMA NATURAL GAS COMPANY EMPLOYEE

COUNSELING PROGRAM EVALUATION

MODEL: A SYNERGISTIC

APPROACH

By

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DEDICATION

This research is dedicated to the memory of
Mary Leona Mayfield.

Thank you for the gifts of grace, love, and
understanding.

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CHAPTER I

INTRODUCTION

An estimated 20 percent of America's work force suffers from such socially debilitating problems as alcohol addiction, drug dependency, marital and family difficulties, financial and legal problems, emotional disorders, and other related problems. Companies can, and do, lose employees to these personal and work-related problems (Roman, 1977). Not only do companies lose human resources but also large amounts of financial resources. Lower productivity, excessive absenteeism, increased accidents, higher health care costs, and lower efficiency cost companies in the United States in excess of \$84 billion each year (Myers, 1978).

An in-depth study, directed by the Kerr Foundation in 1977, determined that alcohol addiction singularly accounts for approximately \$257 million--an amount equaling about 1.4 percent of the state's 1977 total personal income--per year in lost production alone (Semrod, 1979).

Therefore, it is reasonable to assume that an employee, at some point in their working career, will experience either a personal or a job-related problem that will impact the quality or quantity of their work that

will, in turn, have an adverse affect on the bottom line profits of the company they work for. As indicated previously, these problems translate into increased lost time, lower levels of productivity, low morale, higher health care costs, and lower efficiency. The end result of the problems further translate into a higher cost of doing business, and a much lower quality of life for the troubled employees and their family members.

With all the recent publications and statistics addressing this problem, the irony of the situation lies in the fact that a large percentage of business leaders do not acknowledge that their employees' personal or work-related problems have a significant negative impact on the companies' annual net worth statement.

In a 1968 survey, conducted by the Conference Board of 1,000 member companies, 68 percent of the business leaders surveyed indicated that their organizations experienced little to no personal or job-related problems that affected their companies' annual net income (Conference Board, 1980). With the number of negative executive responses, it would appear the "human" problems of employees rarely show up on the flow charts and ledgers of these companies. However, it has been the experience of this participant observer--in a similar situation as the researcher of this study and human relations consultant for Oklahoma Natural Gas Company--that the

research statements regarding impact of costs, both in human terms and financial terms, are real and valid.

On the other hand, 57 percent of the Fortune 500 companies have acknowledged that these human problems, without proper attention and professional assistance, can lead to some tragic and expensive consequences; such as, lost time, low morale, lower productivity, increased health care costs, on-the-job injury, and numerous other problems (Hawk, 1983). These employers appear to recognize that if an employee is experiencing a personal or work-related problem of any magnitude, job performance and general quality of life will not improve unless the problems are appropriately diagnosed, properly dealt with, and a plan of action developed in resolving the problems. These employers have chosen to address the needs of their employees by developing what is called an Employee Assistance Program (EAP). An EAP is a program which, through intervention, professional counseling, and referral services provides employees with confidential, professional guidance to help resolve personal and job-related problems that negatively affect job performance.

The fact that approximately 2,000 Employee Assistance Programs have been established in American firms during the past six years indicates that addressing employees' problems instead of ignoring them may save money (Sonnenthuhl and O'Donnell, 1980). What is perhaps more

important, it is predicted that within five to ten years, legislation will probably be enacted which will mandate that companies have Employee Assistance Programs (Witte & Cannon, 1979).

DuPont Chemical Corporation usually receives credit as being the first major company to acknowledge that employees' personal and work problems affect profits of the company. In 1942, DuPont instituted a corporate employee assistance program which specifically addressed the problems of alcohol and drug addiction. The company offered counseling and alcohol treatment not only for employees but also for the employees' families. Eastman Kodak followed suit in 1944 with a similar program. In the beginning years, Employee Assistance Programs such as DuPont's and Eastman Kodak's focused primarily on employees' alcohol and drug addiction problems. They did not address the other medical and behavioral problems, which are primarily being addressed today (Bureau of National Affairs, 1978). The majority of the contemporary programs being addressed today are termed "broad-brush programs" (Hawk, 1983). This term refers to the fact that the Employee Assistance Program addresses all personal and work-related problems; such as, marital and family, financial, legal, behavioral, psychological, emotional, and other problems that result in substandard job performance.

As indicated previously, there has been increasing

recognition on the part of industry of the need to provide assistance to troubled employees. This is evidenced by the number of public and private organizations that have established EAPs in the last ten years. Figures published in 1983 by the Association of Labor Management Administrators and Consultants on Alcoholism (A.L.M.A.C.A.) indicate there are now over 6,200 programs in existence in the United States. This is a marked increase from the 342 programs listed in 1974. The majority (84 percent) of the existing EAPs deal with all aspects of personal and work-related problems (broad-brush) that affect job performance. The other 16 percent are specifically concerned with alcohol and drug addiction only (A.L.M.A.C.A., 1983).

In 1969, the management of Oklahoma Natural Gas Company became concerned with what appeared to be employees' dissatisfaction with company policy. Their unrest appeared to actually result from the employees' unresolved personal and work-related problems. It was noted that a large percentage of those employees who were critical of company policies and procedures had very high health care costs and higher than average amounts of lost time hours, which was attributable to taking time off from work to take care of legal and financial problems.

Realizing that the foundation of any company is its human resources, Charles Ingram, Chairman of the Board and, then, Chief Executive Officer of Oklahoma Natural Gas

Company (now a division of ONEOK Inc.), made an effort to address these human problems--the kind of problems that affect an employee's personal life and his or her ability to perform on the job--by the development of an Employee Assistance Program. However, even though the organization designed to assist troubled employees has been termed an Employee Assistance Program, Oklahoma Natural Gas chose to title its program the Employee Counseling Program (ECP). This was to avoid the connotation of the word "assistance" in relation to a welfare program--a perception the management of ONG and the ECP coordinator did not want to project to the work force and family members. The Oklahoma Natural Gas Employee Counseling Program (ONG/ECP) was justified on the basis that by providing confidential professional guidance in diagnosing and resolving personal and work-related problems, the employees' quality of personal and work life would improve. Over the past 15 years, many employees and family members have taken advantage of the Employee Counseling Program. Records or statistics were not kept until May 1, 1977. Since that time, and through December 31, 1984, over 6,400 counseling sessions have been held for 914 employees and their family members.

Over the past seven years, counseling activities have covered numerous areas of concern. Review of information indicates personal problems involving marital, legal, medical, financial, and behavioral problems appear to be

on the increase. There is also an increase in work-related problems concerning career development and alcohol and drug addiction, as well as supervisory and peer conflict. Both present statistics and observation indicate that not only is there an increase in the number of counseling requests but also an increase in the severity of the problems that are being addressed.

Statement of the Problem

Unsubstantiated assumptions and claims of success are often made regarding company Employee Assistance Programs. However, a few success stories should not be used to determine the effectiveness of any program. Many corporate executive officers, 25 within ONG, believe in the humanitarian aspects of an EAP; however, more critical tools for analysis of effectiveness need to be developed. It is to this end that this research is dedicated.

A fundamental assumption behind the establishment of Employee Assistance Programs by business and industry is that the investment made in providing this service to employees will result in reduced financial costs, decreased lost time, increased productivity, lower health care costs, and increased morale.

To accurately convey the scope and impact of a program, there is a need to rely on more definitive, factual information. In order to realize a program's effect and worth to an organization, there must be evi-

dence of what the program's activities have accomplished. This can only be achieved by an exhaustive, practical evaluation that compares the EAP's components, activities, and results to the desired goals and objectives of the program.

Therefore, the purpose of this study was to create and test the Oklahoma Natural Gas Company Employee Counseling Program Evaluation Model.

Goals and Objectives of the ONG Employee Counseling Program

The goals and objectives of the ONG/ECP are to:

1. Identify employees who are experiencing personal or job-related problems that adversely affect job performance and to motivate those employees to seek assistance through the Employee Counseling Program.

2. Properly identify and diagnose employee problems that affect job performance and refer the employee to qualified treatment.

3. Assist employees in resolving personal problems that affect job performance in order to enhance the employees' quality of life.

4. Assist supervisors in addressing troubled employees who experience job performance problems.

5. Reduce financial costs attributable to personal problems affecting job performance.

6. Provide management with accurate feedback that

can be used in making decisions concerning employees.

Evaluation Purpose

Evaluation purposes of the ONG/ECP Evaluation Model are:

1. Determine whether the stated goals and objectives of the ONG Employee Counseling Program are being met, and whether those goals and objectives are appropriate to the needs of those who utilize the program (constituency groups).

2. Analyze the impact of the program on constituency groups: (1) employees/clients, (2) referring supervisors, and (3) officers/management.

3. Collect vital information that can be used in decision-making by the program director and company management.

4. Determine areas of the ECP that may be deficient.

Objectives of the ECP Evaluation Project

The objectives of the ONG/ECP Evaluation Project are to:

1. Determine clients' outcomes (Were problems resolved?).

2. Determine clients' satisfaction with ECP.

3. Determine clients' satisfaction with referral.

4. Determine supervisors' satisfaction with ECP.

5. Determine supervisors' knowledge of ECP.

6. Determine employees' satisfaction with special training.

7. Determine managements' satisfaction with ECP.

8. Determine satisfaction with stated goals and objectives.

9. Determine supervisors' and managements' perceptions of the Employee Counseling Program's priorities.

10. Determine financial impact of ECP by comparing lost time for 1983 with 1984.

It is the contention of this researcher that the results of the evaluation (acquiring information to identify evaluation objectives) should provide empirical data that will assist in a more complete evaluation of the ONG Employee Counseling Program.

Hypotheses

Based upon the literature regarding Employee Assistance Program evaluation, the information sources, the stated goals and objectives, and the objectives of the evaluation program, the following null hypotheses are stated:

H_0 : There is no statistically significant
 1 relationship between employees' socio-demographic characteristics listed below and perceptions of program effectiveness.

a. Age

- b. Gender
- c. Years of service
- d. Education level

H_0 : There is no statistically significant
2 relationship between supervisors' socio-demographic characteristics listed below and perceptions of the program effectiveness.

- a. Age
- b. Gender
- c. Years of service
- d. Educational level

H_0 : There is no statistically significant
3 relationship between employees' socio-demographic characteristics listed below and perceptions of problem resolution.

- a. Age
- b. Gender
- c. Years of service
- d. Educational level

H_0 : There is no statistically significant
4 relationship between supervisors' socio-demographic characteristics listed below and perceptions of problem resolution.

- a. Age
- b. Gender
- c. Years of service
- d. Educational level

- H₀₅ : There is no statistically significant relationship between employees' perceptions of quality of life and problem resolution.
- H₀₆ : There is no statistically significant relationship between employees' perceptions of confidentiality of the Employee Counseling Program and perceptions of problem resolution.
- H₀₇ : There is no statistically significant relationship between employees' perceptions of quality of referral and problem resolution.
- H₀₈ : There is no statistically significant relationship between supervisors' perceptions of confidentiality used in the Employee Counseling Program and problem resolution.
- H₀₉ : There is no statistically significant relationship between supervisors' perceptions of problem resolution and perceived quality of employees' work.
- H₀₁₀ : There is no statistically significant relationship between supervisors' perceptions of stated goals and objectives and perceptions of Employee Counseling Program effectiveness.
- H₀₁₁ : There is no statistically significant effect of participation in the Employee Counseling Program on reduction of lost time controlling for:
- a. Operating district

- b. Age
- c. Gender
- d. Skill code
- e. Education level
- f. Job level - supervising or nonsupervising
- g. Interaction effect between program participation and the independent variables

Limitations and Assumptions

The limitations which may affect the results of this study are discussed in this section.

Of a total ONG employee population of 2,424, the number of employees from which the sample was drawn was limited to 290 employees who utilized the ONG/ECP in fiscal 1983.

Given national data trends, it is assumed there is a larger employee population within Oklahoma Natural Gas Company who experience job-related problems. Numerous reasons for nonparticipation in the Employee Counseling Program have been verbalized to the program director and include (1) a concern for confidentiality, that is, that personal information is not kept confidential and that it may be passed on to the employee's supervisor or to company management; (2) the belief among many supervisors that the Employee Counseling Program is nothing more than a haven for malcontents; and (3) the belief among employees and supervisors alike that no problem can be

solved through intervention and counseling.

A further assumption is that the respondents--employees/clients, referring supervisors, and officer/management group--are representative of those employees who utilized the employee counseling program in fiscal 1983, and thus are representative of the total constituency groups.

Another assumption that limits to the program is that of problem resolution for the constituency group. It is assumed that if the problem was resolved or if there was a decline in lost time or health care costs, it was directly attributable to the Employee Counseling Program. It is apparent this will not always be the case. With family, friends, professional peers, and other problem-related referral sources outside the Employee Counseling Program control, many troubled employees will be able to address and resolve personal or job-related problems without the ONG/ECP.

It is further assumed that the respondents understood and accurately answered the questionnaires.

Definitions

The following definitions clarify terms used in this study.

BROADBRUSH PROGRAM: A type of Employee Assistance Program that is designed to assist troubled employees in all areas of personal or work-related problems.

CONTEXT EVALUATION: The most basic type of evaluation. Its purpose was to provide a rationale for determination of objectives. Specifically, it defines the relevant environment, describes the desired and actual conditions pertaining to that environment, identifies unmet needs and unused opportunities, and diagnoses the problems that prevent needs from being met and from being used. The diagnosis of problems provides an essential basis for developing objectives whose achievement will result in program involvement (Worthen and Sanders, 1973).

CHEMICAL DEPENDENCY: The physical, emotional, and psychological addiction of alcohol or drugs.

COST-IMPACT TYPE EVALUATION. An evaluation type used in determining whether or not a particular decision or allocation of research helps or hinders a particular public or program (Williams, 1984).

CRITERION. A standard which can be used to make decisions. Standards or criteria were in turn related to the expectations or, more concretely, objectives of various groups of people who have an interest in the outcome of the ECP (Scriven, 1974).

DECISION-ORIENTED MODEL. Evaluation model developed by D. L. Stoffelbeam, and others. The premise of the model was that evaluation should facilitate intelligent judgment by decision-makers. This model incorporates three basic pivotal steps: (1) stating questions requiring answers,

(2) acquiring relevant data, and (3) providing the resulting information to decision-makers to be used in making judgments (Stufflebeam, 1971).

EMPLOYEE ASSISTANCE PROGRAM (EAP): The term used to identify occupational programs that are developed to assist troubled employees who are experiencing personal or work-related problems that affect basic job performance. (A universal term recognized by professionals in the field.)

EMPLOYEE/CLIENT: A troubled employee who is experiencing personal or job-related problems that are affecting job performance.

EMPLOYEE COUNSELING PROGRAM (ECP): The term Oklahoma Natural Gas uses rather than Employee Assistance Program.

EVALUATION. To determine a value or a level of significant worth. The process of delineating, obtaining, and providing useful information for judging decision alternatives (Patton, 1978).

GENERAL OFFICE: The headquarters of Oklahoma Natural Gas Company, which is located in Tulsa, Oklahoma. The General Office is comprised of 618 employees, in all areas of department assignment (operating, accounting, marketing, corporate responsibility and services, technical services, and purchasing and stores).

GOAL-ORIENTED EVALUATION. An evaluation model with the direction of comparing program performance against standards of desirability (Provus, 1971).

IMPLEMENTING DECISIONS. A decision type serviced by process evaluation and involving choices in carrying through the action plan established by structuring decisions (Stufflebeam, 1971).

INFORMATION. Descriptive or interpretive data about entities (tangible or intangible) and their relationship in terms of some purpose.

INPUT EVALUATION. This type of evaluation was essentially ad hoc and microanalytic. Its purpose was to provide information in determining how to utilize resources to meet program goals. It identifies and assesses relevant capabilities of the responsible agencies, strategies for achieving program goals and designs for implementing a selected strategy (Stufflebeam, 1971).

JUDGED SUCCESS. A function of the relationship between observed performance/outcome and expected or targeted performance/outcome (Provus, 1971).

LOST TIME: Time that is lost from the job by an employee due to illness or personal use, which takes the employee away from the workplace.

OBTAINING. Making information available through such processes as collecting, organizing and analyzing, and through such formal means as measurement, data processing, and statistical analysis.

OFFICER/MANAGEMENT: Oklahoma Natural Gas Company personnel who are responsible for the day-to-day operations of the company. The majority of this group are

officers of the company. The management personnel referred to are district vice presidents and other management personnel who make organizational decisions but who are not company officers.

OUTCOME EVALUATION. A type of evaluation that measures and interprets attainments at the end of a program cycle (one year) and as often as necessary during the project term (ongoing). It assesses the extent to which ends were being attained with respect to change efforts within the system.

PLANNING DECISIONS. A decision type serviced by context evaluation, which specifies the objectives to be achieved in a program system (Provus, 1971).

PROCESS. A particular and continuing activity subsuming many methods and involving a number of steps or operations.

PARTICIPANT OBSERVER. Researcher who is also the Human Relations Consultant - responsible for ONG Employee Counseling Program.

PROJECT TERM. One fiscal year beginning September 1, 1982, and ending August 31, 1983. This was Oklahoma Natural Gas Company's Fiscal 1983 Year.

PROCESS EVALUATION. Type of evaluation provides periodic feedback to persons responsible for implementing plans and procedures. There were three objectives: (1) to detect or predict defects in program design or procedure, (2) to provide information for programmed decisions, and

(3) to maintain a record of the procedure as it occurs (Stufflebeam, 1971).

REFERRING SUPERVISOR: The supervisor of the troubled employee who recognized job performance problems and referred the troubled employee to the Employee Counseling Program. In many cases, the employee was referred to the program under the threat of losing his or her job.

Summary

This chapter has introduced the basic concepts of this research study. The problem has been stated, hypotheses have been made, and objectives have been identified.

The samples have been identified as the constituency who are the user groups of the Oklahoma Natural Gas Company Employee Counseling Program: employees/clients, referring supervisors, and officer/ management personnel. Definitions have been stated to explain terms used in the study.

Chapter II presents pertinent literature reviewed as it relates to evaluation in a conceptual sense. The literature review also discusses employee assistance programming in a general sense as well as the various existing Employee Assistance Program evaluations.

CHAPTER II

LITERATURE REVIEW

In order to develop an effective ECP evaluation model, a review of the conceptual aspects of evaluation and a thorough review of ECP evaluation literature were vital. The review of evaluation model literature was separated into two parts: (1) review of evaluation in a general sense as illustrated by four classic models, and (2) review of evaluation information in a more specific sense as illustrated by three recognized Employee Assistance Program evaluation concepts.

Evaluation research was defined as the "systematic collection of information about activities and outcomes of actual programs in order for interested persons to make judgments about specific aspects of what the program was doing and affecting" (Patton, 1978, p. 7). Paradoxically, the evaluation sequence was designed in reverse order to classic research, where hypotheses were logically derived from theory and put to a test under controlled conditions.

In evaluation, the first step is to determine what the system must accomplish (output); secondly, to determine all intermediate steps to accomplish this outcome (process); and lastly, to determine all the

necessary ingredients to be fed into the system (Stufflebeam, 1971). Evaluation in the systems approach is defined as OUTPUT -- PROCESS -- INPUT. The Objectives Approach was defined as OBJECTIVES -- MEANS -- MEASURES. Therefore, the purpose of evaluation is not to prove, but to improve (Jones, 1983).

C.I.P.P. Evaluation Model Design

The Context - Input - Process - Product (C.I.P.P.) Model. This model, in effect, incorporates three basic points: First, evaluation is a continuous, systematic process. Second, this process includes three critical steps: (1) Stated questions requiring answers and specifying answers to be obtained; (2) acquiring relevant data, and (3) providing the resulting information as it becomes available to potential decision makers who can consider and interpret it in relation to its impact upon decision alternatives that can modify or improve existing educational programs. Third, evaluation supports the process of decision-making by allowing the selection of an alternative and by following up on the consequences of a decision (Stufflebeam, 1971).

The C.I.P.P. Evaluation Model serves four types of decisions: (1) planning decisions, (2) structuring decisions, (3) implementing decisions, and (4) recycling decisions (Stufflebeam, 1971).

The role of the evaluator in relationship to the C.I.P.P. (decision-oriented) Evaluation Model is the utilization of a specialist who provides necessary information to the decision maker. The relationship of the model to the objectives is that in context evaluation, the terminal stage is setting objectives--input evaluation procedures methods to reach objectives and determine if objectives are being met.

This model does not require an experimental research design. It utilizes a systems approach (context--input--process--product evaluation). It also requires the evaluation to be done by the program administrator.

Contributions of this evaluation model are (1) C.I.P.P. provides a service function by supplying data to administrators and decision makers charged to direct the program; (2) the model is sensitive to feedback; (3) it allows for evaluation to take place at any stage in the program; and (4) the C.I.P.P. model is wholistic in that the evaluation covers all areas of the program (Worthen & Sanders, 1973).

The limitations of the model are (1) avoidance of value concerns; (2) decision process is unclear as methodology is undefined; (3) may be costly and complex if used entirely; and (4) not all activities are clearly evaluative and defined (Isaac & Michael, 1983).

The Goal-Oriented Evaluation Model

This evaluation model compares performance against

standards of desirability, as does the C.I.P.P. Model (Provus, 1971). Its purpose is to determine whether to improve, maintain, or (if evidence of evaluation results dictate), ultimate termination of the program if required. The key emphasis is to identify discrepancies between standards and performance using a team approach. One aspect that is significant to this particular evaluation model is that the evaluator should not be a part of the program being evaluated, that is, a participant observer. There was, however, an agreement beforehand between the evaluation team and program staff as to standards that will be evaluated. There is then a comparison of performance against standards to determine if a discrepancy exists. There are five areas evaluated in a Goal-Oriented Model. They are (1) design of the program, (2) installation methods of the program, (3) process or the evaluation of the series of actions within the program, (4) the evaluation of the product of the program, and (5) the evaluation of cost (Worthen & Sanders, 1973).

The criteria for judging the evaluation is that, overall, the evaluation assumes a one-to-one correspondence between design and solution. The evaluation criteria also compares performance against standards as a tool for improvement and assessment. Evaluation criteria also assumes that the process is ongoing and continuous (Provus, 1971).

The Alkin Decision-Making Evaluation Model

This model is a basic evaluation model with the sole purpose of reporting summary data useful to decision makers in selecting among alternatives. The emphasis is to develop an evaluation report that can be used in effective decision-making. The role of the evaluator is less strict than the previous Goal-Oriented Model in that the evaluator should be a specialist in the area in which the evaluation is taking place (Worthen & Sanders, 1973).

The relationship of the evaluation to its specific objectives is that the range and specificity of program objectives are determined in a systems assessment and program planning produces methods to reach objectives. Ultimately, the program certification determines whether objectives are being reached.

The Alkin Evaluation Model focuses on a five-stage process: (1) systems assessment, (2) program planning, (3) program implementation, (4) program improvement, and (5) program certification (Isaac and Michaels, 1983).

The contributions of the Alkin Evaluation Model is that it (1) provides a service function to administrators and decision makers, (2) allows for evaluation to take place at any stage of the program, and (3) it is wholistic. This model does not look at one specific criteria of a program. Even though this model offers a wholistic approach to assist in decision-making, its

limitations are apparent: (1) the role of values in the evaluation is unclear, (2) the description of the decision-making process is incomplete, (3) this model may be very costly and too complex, and (4) since the model is wholistic, some programs may not be able to utilize this process because of the difficulty in clearly evaluating all activities of the program (Worthen and Sanders, 1973).

Cost/Benefit Evaluation Model

According to Sassone & Schaffer (1978), economics may be partitioned into two areas: (1) positive economics and (2) nominative economics. Positive economics describes, explains, and predicts actual economic phenomena. It was devoid of value judgement; that was, positive economics do not state whether conditions or events are good or bad. Nominative economics, however, explicitly introduces value judgements and names in assessing the relative desirability of different economic conditions.

The Cost/Benefit Evaluation Model, therefore, concentrates on nominative economics. The question posed was whether or not a particular decision or a particular allocation of resources helps or hinders a society (Williams, 1984).

For the use of applied nominative economics or cost/benefit evaluations to be meaningful in determining whether or not a particular decision or allocation of

resources helps or hinders a particular program, the following conditions must exist or be established:

1. The programs that produce measurable benefits are sufficiently well-defined to be replaceable.

2. There is agreement on both the value and measure of benefit.

3. Antecedent conditions can be sufficiently well-defined and measured to determine their effect or output.

4. At least two programs that share common benefits are in existence for which inputs have been "costed out" and for which comparable data exists describing antecedent conditions (Worthen & Sanders, 1973).

It may be possible to find programs which meet these conditions, but given the present state of the art, it is extremely unlikely. Moreover, it must be remembered that cost-benefit analysis answers the question: Which program from among two or more that were available achieves its purpose at the lowest cost? It does not answer questions pertinent to the appreciation or success of any single program (Worthen and Sanders, 1973, p. 140).

There were numerous other evaluation models that have been reviewed; however, it was obvious that many models will not assist adequately in evaluating Employee Assistance Program performance or effectiveness.

Other evaluation models reviewed were (1) the Levine Adversary Evaluation Model, and (2) the Goal-Free Model (Scriven, 1974). The emphasis of the Levine Adversary Evaluation Model is on the evaluation, and should present

the best case for each of two competing alternative interpretations of the program's value with both sides having access to the same information to the program (Morris & Fitz-Gibbon, 1982). The emphasis of the Goal-Free Model is that the evaluation should assess program effects based on criteria apart from the program's own conceptual framework.

Related EAP Evaluations

A review of the literature relating to the evaluation of Employee Assistance Programs indicates this has not been a subject of extensive research. In the 1980 publication of Personnel Administrator, Sonnentuhl and O'Donnel state that one apparent reason for the limited amount of research and literature was that the program was relatively new in business with only 50 operational programs in 1969 and 2000 in 1979.

In a major publication published in 1983, Evaluating Employee Assistance Programs (Jones, 1983), the Hazelden Foundation, a pioneer in Employee Assistance Programs, recognized there were six major factors affecting EAP evaluation, which also have a direct affect on research and literature publications:

- (1) There is a great variation in program models complicating the development of standardized evaluation tools.
- (2) So little research has been done that professionals lack any benchmarks or standards of success. Furthermore, too many

studies have been done that do not meet minimum research standards.

- (3) Organizational dynamics and concerns with employee confidentiality limit access to data.
- (4) Many EAPs were changing from an informal, entrepreneurial model to a formal structure and have yet to establish measurable goals and objectives.
- (5) EAPs have many constituencies (Roman, 1980)--each with its own unique evaluation goals.
- (6) The majority of ECP professionals do not have evaluation expertise (Spicer, Owen, and Levine, 1983, p. 5).

Each of these six factors can be summarized into three topics of (1) program models, (2) goal-setting problems, and (3) lack of previous research (Spicer, Owen, and Levine, 1983).

There are, however, several acknowledged benchmark studies that are accepted by professionals in the ECP field and are recognized as authorities in the study of EAP evaluation. Three of these evaluation models will be discussed.

Process Evaluation Model

This evaluation model was developed by Donald Jones of Hazelden Foundation and presented in 1983. Process studies are used to look at how a program actually operates compared to its intended function. This refers basically to the philosophy, objectives, and goals compared to the overall performance of the program.

Questions such as: Is the program meeting the needs of the target population? Is the program fully implemented? Are the goals and objectives being met? These issues deal specifically with the process of the actions and operations of the program (Jones, 1983).

Another aspect of the process evaluation issue is the effectiveness of the various specialized assistance programs (such as, personal money management, stress reduction, and conflict resolution) as well as a very important aspect of EAP training--effectiveness of supervisory training and employee orientation. "Do these activities, in fact, make employees more knowledgeable about the program and more likely to use it when needed?" (Jones, 1983).

Process evaluations are also used to address administrative issues such as the cost efficiency of a program. Accurate and accessible client records, which were summarized, of an information system are required for the program administrator to answer these process issues (Jones, 1983, p. 7).

Impact/Effect Evaluation Model

The Impact/Effect Evaluation Model is an evaluation method that was utilized by American Telephone and Telegraph (AT&T) for an ECP evaluation performed in 1977 (Gaeta, 1977). This model asked the question: Has the client been helped? It also asks the question: What was the effect and result of problem resolution of the client after utilizing the EAP? This model relies on the results

of a client-centered questionnaire that focuses on "positive" client results; such as, abstinence from alcohol and drugs, impaired family interaction, more acceptable utilization and management of personal finances, better interpersonal relationship, and reduction of stress. Therefore, it is assumed that if--in the supervisor's and client's perception--problems were reduced, then the program was successful.

The Impact/Effect Evaluation Model that was utilized by AT&T was considered by many EAP professionals as the ultimate model evaluation program. A major criticism, however, is that too many assumptions were made, and there were no generalizations or inferences made from the sample to the general population of AT&T employees. There was also no discussion as to whether or not the basic goals and objectives of the existing EAP were being met. There was an interesting aspect of the study, which focuses on measuring savings of lost time and health care costs, which could be a good indicator of labor cost reduction. There would need to be a control group of non-EAP users with which comparisons could be made to EAP users. However, there was no control group utilized in the AT&T study. Job performance and an increase or decrease in productivity was also addressed as an important issue. The utilization of these variables in an EAP evaluation also presents a problem. Job performance and level of productivity for many jobs were virtually impossible to

measure, and when they can be measured such as in the case of a manufacturing setting, it takes a skilled evaluator in some cases up to six months to determine increases or decreases of performance and productivity (Gaeta, 1977).

A concern that impairs the number of research and evaluation programs is the question of confidentiality. This becomes a problem when requesting information from the supervisor regarding the employee's level of productivity and quality of work--especially if the supervisor did not refer the employee/ client to the EAP.

There are components of this evaluation program that offer good information to the EAP evaluator; such as, employees' perceptions and level of problem resolution. However, there appears to be a problem that limits this evaluation model. The problem is, basically, the large number of assumptions made. In developing the ONG Model, the Impact/Effect Method will be changed to an Outcome Method for simplification of explanation.

Cost-Impact Evaluation Model

This specific evaluation method was designed by Donald W. Myers (1978) in an effort to offer private contract companies, who provide Employee Assistance Programs, with a method to support the basic selling point of EAPs, which is cutting labor costs and improving productivity. It is also a strong contention of Dr. Myers

that employees expect documented and well-defined results, and they also deserve to get them.

The rationale behind the Cost/Impact Evaluation Model is that it is necessary for an employer to obtain the full benefits from an EAP. Carefully planned cost studies that include defining major cost variables provide the basis for establishing information systems to track results. Monitoring these cost variables can help determine if the EAP is performing adequately.

The two EAP evaluation models discussed previously utilize employee acceptance as an adequate measure of EAP success. Likewise, the Cost/Impact Evaluation Model equates employee acceptance by measuring the success of EAP prescribed treatments that show improvements in job performance as well as decreases in other related labor costs (Meyers, 1978).

This model will help identify troubled employees by focusing on those individuals who impact cost variables; such as, high accident rates, excessive lost time, chronic use of absences and health benefits, and those who continually sabotage production levels. Then, it is the supervisor's responsibility to identify the troubled employee by monitoring job performance, addressing the employee with job performance problems, and finally, referring the employee to the EAP for assistance in changing behavior (Meyers, 1978).

The basic design of the Cost/Impact Model is developed in five steps:

1. Cost study preparation should be a part of the preliminary ECP need for feasibility planning.
2. A classification system must be developed that defines and categorizes the variables believed to be associated with problem employees.
3. Need to determine what information systems were needed to teach various costs. Where possible, cost information for each variable should be collected for each employee, which would permit in-depth analysis.
4. Adequate safeguards must be taken to ensure the EAP client's identity. In addition, client anonymity must be maintained where the referral was made other than by the supervisor.
5. Cost/impact effectiveness study should be conducted by a qualified, trained professional who has special skills in research and evaluation development (Meyers, 1978).

There are numerous negative aspects involved in using the cost/impact evaluation model. The costs associated with various types of employee problems total approximately \$195 billion per year. This figure does not include data for employees troubled by compulsive gambling, drug abuse, family/marital problems, and legal problems (Jones, 1983). In addition, cost data for alcohol-related problems cover all economic costs including employer costs. The costs of employee personal financial problems are, in many employers' estimation, only

charges for bad debts. There was no consideration given to labor costs attributed to wage garnishments, personal bankruptcies, and tax liens.

Many employers determined stress-related costs were restricted to productivity losses, again, with no consideration of the cost in proven physical and mental health problems associated with stress (Meyers, 1978).

In summary, aggregate dollar figures that purport to represent the costs associated with troubled employees are, at best, unscientific and, at worst, grossly inaccurate and very misleading.

CHAPTER III

METHODOLOGY

Introduction

The Oklahoma Natural Gas Company (ONG) Employee Counseling Program (ECP) has been in existence since 1969. With a fifteen-year history, it is reasonable to assume that numerous employees or family members have been assisted through intervention, counseling, or referral services and are, hopefully, living happier, more productive lives. Assumptions, however, are not adequate testimony to ONG management that the ECP is successful and that the various components of the program do, in fact, meet the stated objectives and goals of the program. In addition, it is important to determine if the ECP is benefiting the various groups--employees, supervisors, and corporate management--that the program was designed to assist. In keeping with the stated purpose of this research, the following ONG/ECP Evaluation Model is outlined.

The purpose of the ONG/ECP Evaluation Model is not to prove success or failure of the ECP, but to (1) determine if the stated goals and objectives are being met,

(2) analyze the impact of the program on the three constituency groups--employees, supervisors, and corporate officer/management, (3) collect vital information that can be utilized in decision-making to make the program more effective and efficient, and (4) determine areas in the ECP that may be deficient. Therefore, the purpose of the development of the ONG/ECP Evaluation Model is not to prove or disprove, but to improve the existing program by obtaining information to compare program processes and outcomes to standards of desirability and to determine if the program meets its stated goals and objectives.

For the ONG/ECP Evaluation Model to be ultimately functional and accomplish the various needs within the program, it becomes necessary to consider various components of other evaluation models and types.

Evaluation Model Design

The ONG/ECP Evaluation Model is a synergistic development of three distinct components.

The first unique component of the ONG/ECP Evaluation Model is the constituency groups the ECP was designed to assist. The literature that was reviewed only dealt with one group during the evaluation. This evaluation will address all three constituency groups. The ONG model will include all groups who are impacted by the ONG/ECP and who are considered to be major constituents; troubled employees, supervisors who need assistance in addressing

employee problems, and the officer/management group. The latter group is a group that the literature review revealed no evaluation has ever been directed toward.

Not only is it important to know how the ECP is perceived by these groups, it is important to know what these groups expect of the program and whether or not the constituency groups are informed regarding what the program was designed to do.

The second component is development of the ONG/ECP Evaluation Model. The ONG/ECP Evaluation Model is a synthesis of two evaluation models: (1) Decision-Oriented (Stufflebeam, 1971), and (2) Goal-Oriented (Provus, 1971). The emphasis of the Decision-Oriented Model is that the evaluation should assess the program's progress and the effectiveness of the program (Isaac and Michael, 1983). The major thrust of the Decision-Oriented Model is that the evaluation should offer vital information to make intelligent judgments to those who manage and direct this program.

The first evaluation method, Process Program Evaluation (Spicer, Owen, and Levine, 1983), is used in the model to determine how a program actually operates compared to its intended function. Program philosophy, goals, and objectives are compared with actual or perceived performance. Process evaluations answer questions such as: Is the program meeting its goals and objectives? It also focuses on whether or not the program

is fully implemented and whether or not its target populations are being reached. Another process evaluation issue for EAPs is the effectiveness of training on impact groups (Spicer, Owen, and Levine, 1983).

The second evaluation method used in the development of the ONG model is termed the outcome evaluation method. This method focuses on the outcomes of program utilization for the clients--Have clients been helped by the program? Client outcome questionnaires are used to determine the program impact upon the areas of client satisfaction, problem resolution, quality of referral sources, and improved quality of life (Jones, 1983).

An assumption of EAPs is that they reduce labor and benefit costs associated with troubled employees. A third evaluation method, which will be a part of the overall ONG model, will be cost impact and will address the earlier assumptions made regarding EAPs reducing lost time. This evaluation tool will concentrate on the increase or decrease of lost time in relationship to a troubled employee contact with the EAP.

By an incorporation of the two evaluation models (Goal-Oriented and Decision-Oriented) and by using the three types of program evaluation methods including the cost impact method, the purpose of the ONG/ECP Evaluation Model should be achieved.

The ONG/ECP Evaluation Model instrumentation is derived from the evaluation objectives which incorporate

the two evaluation models previously discussed. The instruments will then incorporate three program performance evaluation methods to obtain information.

The third component, which assists in the overall development of the ONG/ECP Evaluation Model, is the statistical analysis of the data gathered from the three constituency groups. Statistical analysis uses descriptive summaries, in addition to tests of statistical significance for correlation, and the regression coefficients.

The author has chosen a descriptive type of research. Descriptive in the sense it is nonexperimental and deals with relationships between nonmanipulated variables (Best, 1981) as well as reviewing conditions that have previously taken place. Much of the descriptive data will allow for statements of association from the sample to the population or to the total company makeup. Secondly, the evaluation instrument was designed to allow for correlational measurement. This type of statistical analysis will allow for tests of statistical significance.

Since the process data is considered to be nominal and ordinal levels of measurement, the model will utilize Spearman Rho Correlations, to test for statistical significance.

The third use of statistical analysis incorporated in the ONG/ECP Evaluation Model will be the use of regression analysis for 100 employees sampled who used the ECP in

1983 and 1984. Regression analysis was also utilized for a sample of 100 employees who were nonECP users selected in the same manner as the employee users (stratified sampling by operating district). The analysis will regress lost time of employees on whether or not the employees participated in the ONG/ECP and selected control variables. The subject of statistical analysis regarding the evaluation model will be dealt with more indepth in a later chapter.

The information in Figure 1 represents a nomological description of the ONG/ECP Evaluation Model. It describes the development of the ONG model with the synthesization of three components; constituency groups, evaluation method; and statistical analyses.

Following the evaluation model design is Figure 2, which is a nomological design of the ONG/ECP Evaluation Model incorporating a step-by-step model development beginning with the evaluation purposes, the synthesization of five evaluation models, the evaluation method, and the type of information eventually received. The creation of the ONG/ECP Evaluation Model will focus on combining the major emphases of both the Goal-Oriented Model (Provus, 1971), and the Decision-Oriented Evaluation Model (Stufflebeam, 1971) discussed previously. Both models will incorporate their major influences with the two ECP evaluation models: (1) the Process (Jones, 1983), which addressed how a program actually operates compared to its

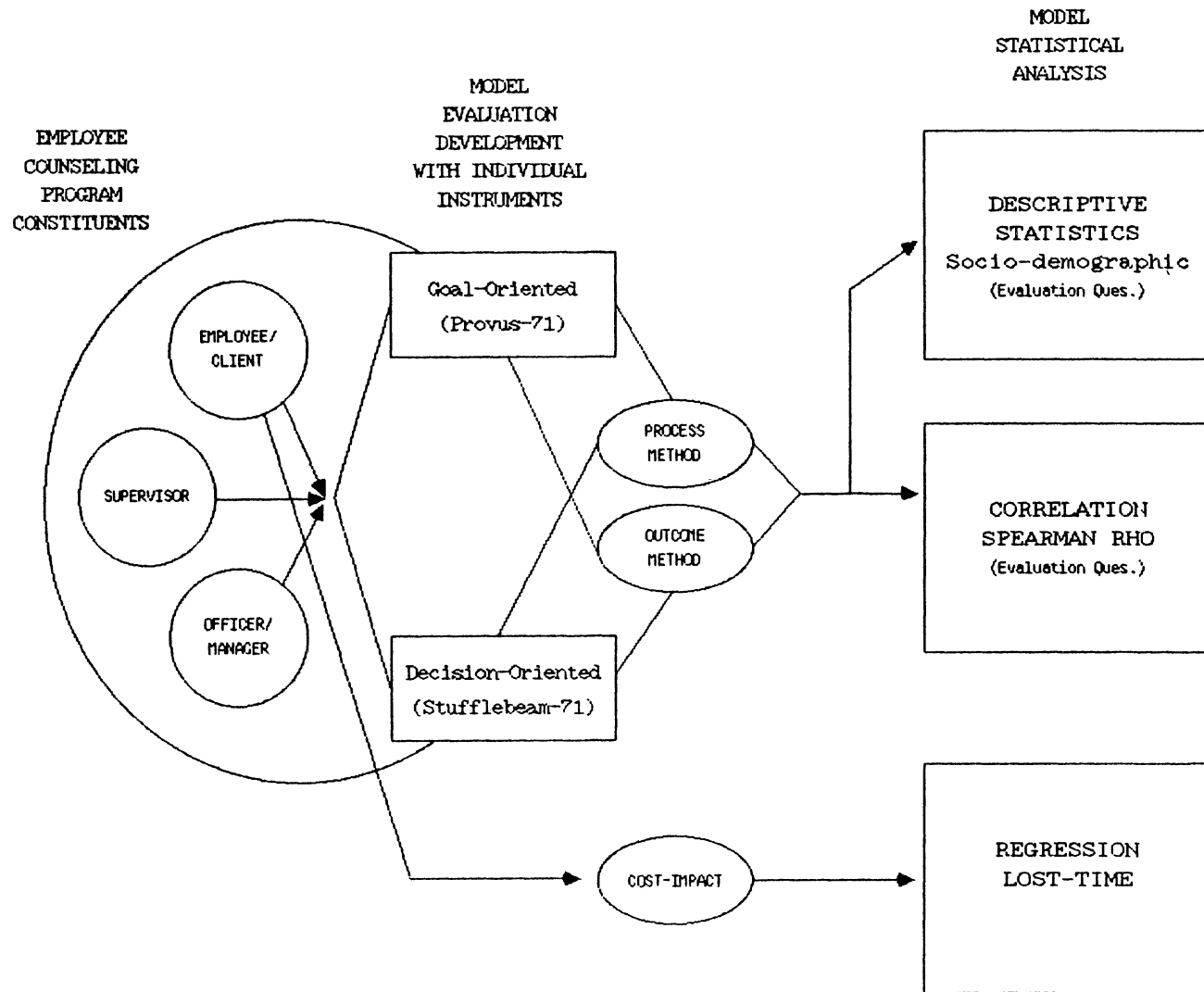


Figure 1. Nomological Design of ONG/ECP Evaluation Model

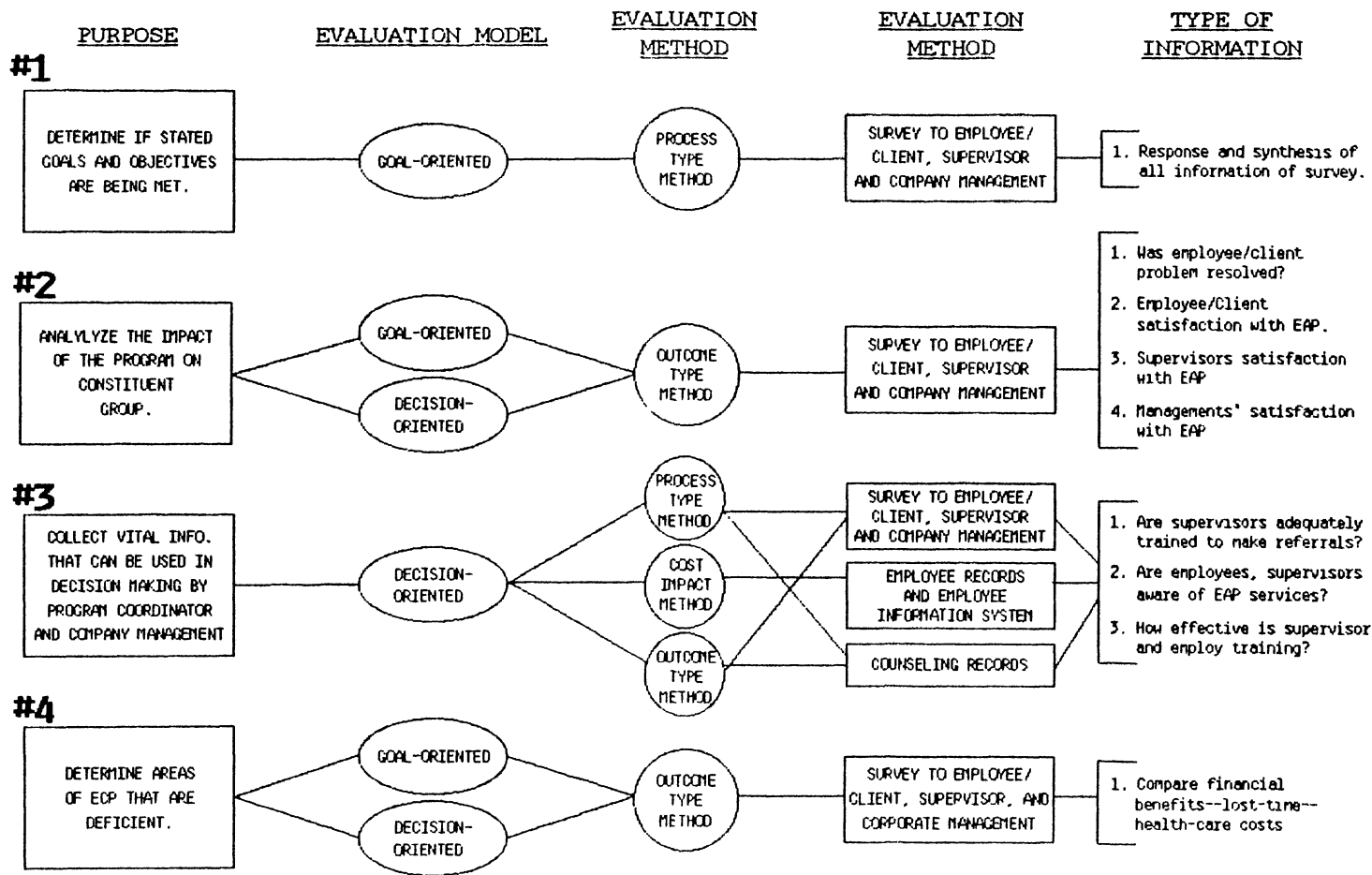


Figure 2. Nomological Step Development of ONG/ECP Evaluation Model

intended function (the ONG Goals and Objectives of the ECP); and (2) the Outcome Model (Gaeta, 1979), which provides information that determines the impact on the client and whether or not the ECP benefitted the client. The purpose of the evaluation is to determine the impact and effect on ONG/ECP constituency groups--employees/clients, supervisors, and corporate management.

Table I breaks the evaluation model down even further by synthesizing the needed aspects of the two types of evaluation models presented in the review of literature--Goal-Oriented evaluation (Provus, 1971) and Decision-Oriented evaluation (Stufflebeam, 1971)--into the ONG/ECP Evaluation Model. Both the Process and Impact models previously discussed dealt only with employees/clients. This study addresses the three constituency groups that are served by the ONG/ECP. The ONG/ECP Evaluation Model will also focus on identification of potential financial savings in lost time of clients involved in the ECP.

Purpose of ONG/ECP Evaluation Model

The purpose of the ONG/ECP Evaluation Model is:

1. To determine if the stated goals and objectives of the ONG/ECP are being met, and whether those goals and objectives are appropriate to the needs of those who utilize the program (constituency groups).

TABLE I
EVALUATION MODEL SYNTHESIS

<u>I. Definition</u>		ONG/ECP EVALUATION MODEL
GOAL-ORIENTED (PROVUS, 1971)	Comparing performance against standards.	Obtaining information to use in making decisions, as well as comparing acquired information regarding program performance to standards of desirability.
DECISION-ORIENTED (STUFFLEBEAM, 1971)	Defining, obtaining, and using information for decision-making.	ONG/ECP goals and objectives - The process of ascertaining the decision areas of concern.
*		
<u>II. Purpose</u>		ONG/ECP EVALUATION MODEL
GOAL-ORIENTED (PROVUS, 1971)	To determine whether to improve, maintain, or terminate a program.	To provide decision makers relevant information to determine if goals and objectives are being met, and whether these goals and objectives are meeting the needs of the impact groups.
DECISION-ORIENTED (STUFFLEBEAM, 1971)	To provide relevant information to decision makers.	(1) Employees/Clients (2) Supervisors (3) Corporate Management
*		
<u>III. Key Emphasis</u>		ONG/ECP EVALUATION MODEL
GOAL-ORIENTED (PROVUS, 1971)	Identifying discrepancies between standards & performance.	Identifying discrepancies between program impact and the stated goals and objectives.
DECISION-ORIENTED (STUFFLEBEAM, 1971)	Evaluation reports used for decision making.	This is accomplished by evaluation reports made to decision makers.
*		

TABLE I (Continued)

IV. <u>Role of Evaluator</u>		ONG/ECP EVALUATION MODEL
GOAL-ORIENTED (PROVUS, 1971)	A team member in dependent of Program Unit who counsels administration and decision makers.	Program director providing information to decision maker.
DECISION-ORIENTED (STUFFLEBEAM, 1971)	Specialist who provides evaluation information to decision makers.	
* <hr/>		
V. <u>Relationship to Objectives</u>		ONG/ECP EVALUATION MODEL
GOAL-ORIENTED (PROVUS, 1971)	Agreement of evaluation team and program staff on standards. Comparison of performance against standards to see whether a discrepancy exists	Agreement of management and program director on goals and objectives of ECP to accomplish purpose. (1) Process evaluation determines: (a) Effectiveness of program. (b) Effectiveness of training. (c) Effectiveness of counseling and referral sources. (d) Effectiveness of supervising referrals.
DECISION-ORIENTED (STUFFLEBEAM, 1971)	Terminal stage is context in setting objectives; input evaluation produces ways to reach objectives. Product evaluation determines whether objectives are reached.	(2) Outcome evaluation determines: (a) Have clients been helped? (b) Client/Supervisor/ Company satisfaction. (c) Level of quality of life. (3) Cost-Impact evaluation determines: (a) Employee lost time. (b) Utilization of health benefits.

*

TABLE I (Continued)

VI. <u>Relationship to Decision-Making</u>		ONG/ECP EVALUATION MODEL
GOAL-ORIENTED (PROVUS, 1971)	Evaluation staff collects information essential to program improvement and notes discrepancies between performance and standards. Every question involves a criterion. (c) New information (I) and a decision (d) evaluation provides new information.	Information from evaluation (1) allows for comparison of performance standards of desirability (stated goals and objectives) (2) Determines impact of program on stakeholder constituencies. (3) Provides information to use in making program meet needs and making it more effective.
DECISION-ORIENTED (STUFFLEBEAM, 1971)	Evaluation provides information for use in decision-making.	
* <hr/>		
VII. <u>Types of Evaluation</u>		ONG/ECP EVALUATION MODEL
GOAL-ORIENTED (PROVUS, 1971)	(1) Design (2) Installation (3) Process (4) Product (5) Cost	
DECISION-ORIENTED (STUFFLEBEAM, 1971)	(1) Context (2) Input (3) Process (4) Product	(1) Process (2) Outcome (3) Cost-Impact
* <hr/>		
VIII. <u>Constructs Proposed</u>		ONG/ECP EVALUATION MODEL
GOAL-ORIENTED (PROVUS, 1971)	(1) Discrepancy concept. (2) Feedback and revision of objectives and/or program.	(3) Program Performance. (a) Process evaluation: How a program operates compared to its standards of desirability.
DECISION-ORIENTED (STUFFLEBEAM, 1971)	(1) Context Evaluation for planning decisions. (2) Input - for programing decisions. (3) Process evaluation - for implementing decision. (4) Product evaluation - for recycling decisions	(b) Outcome evaluation, client satisfaction, problem resolution. (c) Cost-Impact evaluation for utilization of employee/labor costs, sick/lost time, and health care costs. (Jones, 1983)
*		

TABLE I (Continued)

IX. <u>Criteria for Judging Evaluation</u>	ONG/ECP EVALUATION MODEL	
GOAL-ORIENTED (PROVUS, 1971)	(1) Team involvement. (2) Assume 1 to 1 correspondence between designated solution. (3) Compare performance against standards as a tool for improvement and assessment. (4) Periodic feedback.	(1) Compare performance against goals and objectives (standards of desirability). (2) Evaluation response of employees/clients, supervisors, and corporate management. (3) Internal validity. (4) External validity.
DECISION-ORIENTED (STUFFLEBEAM, 1971)	(1) Internal validity. (2) External validity. (3) Reliability. (4) Objectivity. (5) Relevance. (6) Importance. (7) Scope. (8) Credibility. (9) Efficiency.	

*

X. <u>Implications for Design</u>	ONG/ECP EVALUATION MODEL	
GOAL-ORIENTED (PROVUS, 1971)	(1) Provide continuous evaluation for (feed- back loops). (2) Provide relevant and timely information for decision-making. (3) Provide cost-benefit. (4) Involvement of evaluation in program development.	(1) Provides relevant and timely information for decision-making. (2) Involvement of evalua- tion in program development. (3) Evaluation is ongoing and continuous. (4) Directed by administrator. (5) Design applicable for all ECP Impact Groups.
DECISION-ORIENTED (STUFFLEBEAM, 1971)	(1) Experimental design not applicable. (2) Use of system approach for evaluation studies. (3) Directed by administrator.	

*

(*Chart adapted from Worthen & Sanders, 1973, pp. 56-59.)

2. To analyze the impact of the program on (1) employees/ clients, (2) referring supervisors, and (3) officers/ management.
3. Collect vital information that can be used in decision-making by the program coordinator and company management.
4. To determine areas of the ECP that are deficient.

Since the purpose of this study is to improve the existing program by comparing program processes and outcomes to standards of desirability and to determine how the program meets its goals and objectives, the following goals and objectives are defined.

Goals and Objectives of Oklahoma Natural Gas Company
Employee Counseling Program

The goals and objectives of the ONG/ECP are as follows:

1. Identify employees who are experiencing personal or job-related problems that adversely affect job performance and to motivate those employees to seek assistance through the ONG/ECP.
2. Properly identify and diagnose employee problems that affect job performance and refer employee to qualified treatment.
3. Assist employees in resolving personal problems that affect job performance in order to enhance the employees' quality of life.

4. Assist supervisors in addressing troubled employees who experience job performance problems.
5. Reduce financial costs attributable to personal problems affecting job performance.
6. Provide management accurate feedback that can be used in making decisions concerning employees.

Procedures Prior to Study

The purpose of this chapter is to outline specific procedures utilized in the study. These activities have been directed toward (1) the fulfillment of the basic purpose, which was to develop an evaluation model for the ONG/ECP and to test it; (2) determining if the stated goals and objectives of the ONG/ECP are being met; (3) determining whether the goals and objectives of the program are appropriate to the needs of those who utilize the program (employees/clients, supervisors, and company management); (4) collection of vital information that will assist in making decisions by the ECP coordinator and company management; and (5) determining areas of the ONG/ECP that are deficient. Seven evaluation phases have been involved.

Preliminaries

Prior to the beginning of the study, the investigator engaged in the first preliminary step, which was an extensive review of literature in three specific areas:

(1) conceptual evaluation models and developmental methods, (2) ECP development--both of a historical and existing nature--and, (3) existing ECP evaluation.

The second preliminary step was the development of program goals and objectives. The goals and objectives of the ONG/ECP were developed with the assistance of an informal group comprised of management, supervision, and clients/employees. The goals and objectives were then submitted to an officer/management representative for concurrence. The goals and objectives of any program serve no purpose unless there is some ongoing method of determining whether or not the goals and objectives are being met. This led to the third preliminary step.

The third preliminary step in this project was to define the purpose of the ONG/ECP Evaluation Model. The purpose listed not only takes into consideration the goals and objectives but also it is concerned with collecting information to allow for decision making. Figure 3 represents a model of the evaluation project procedures. Another purpose is to determine the level of impact and acceptance of the constituency groups: employees/clients, referring supervisors, and officer/management group.

After the goals and objectives of the existing ONG/ECP were developed and the purposes of an evaluation program defined, a model was created to address the needs of these program components.

The fourth preliminary step consisted of the review of existing literature regarding the study of evaluation of ECPs, which provided limited information, and the evaluation of these programs.

The fifth preliminary step was the development of project objectives. What types of information do we need from each constituency group? They are discussed below.

Evaluation Objectives

The objectives of the ONG/ECP Evaluation Model are to:

1. Determine client outcome (Was problem resolved?)
2. Determine clients' satisfaction with ECP.
3. Determine clients' satisfaction with referral.
4. Determine supervisors' satisfaction with ECP.
5. Determine supervisors' knowledge of ECP.
6. Determine employees' satisfaction with special training.
7. Determine managements' satisfaction with ECP.
8. Determine satisfaction with stated goals and objectives.
9. Determine managements' perceptions of the ECP's priorities.
10. Determine financial benefits of ECP by comparison of lost time and health care cost savings to ECP.

It is the contention of this researcher that the results of the evaluation (acquiring information to evaluation priorities) should provide empirical evaluative

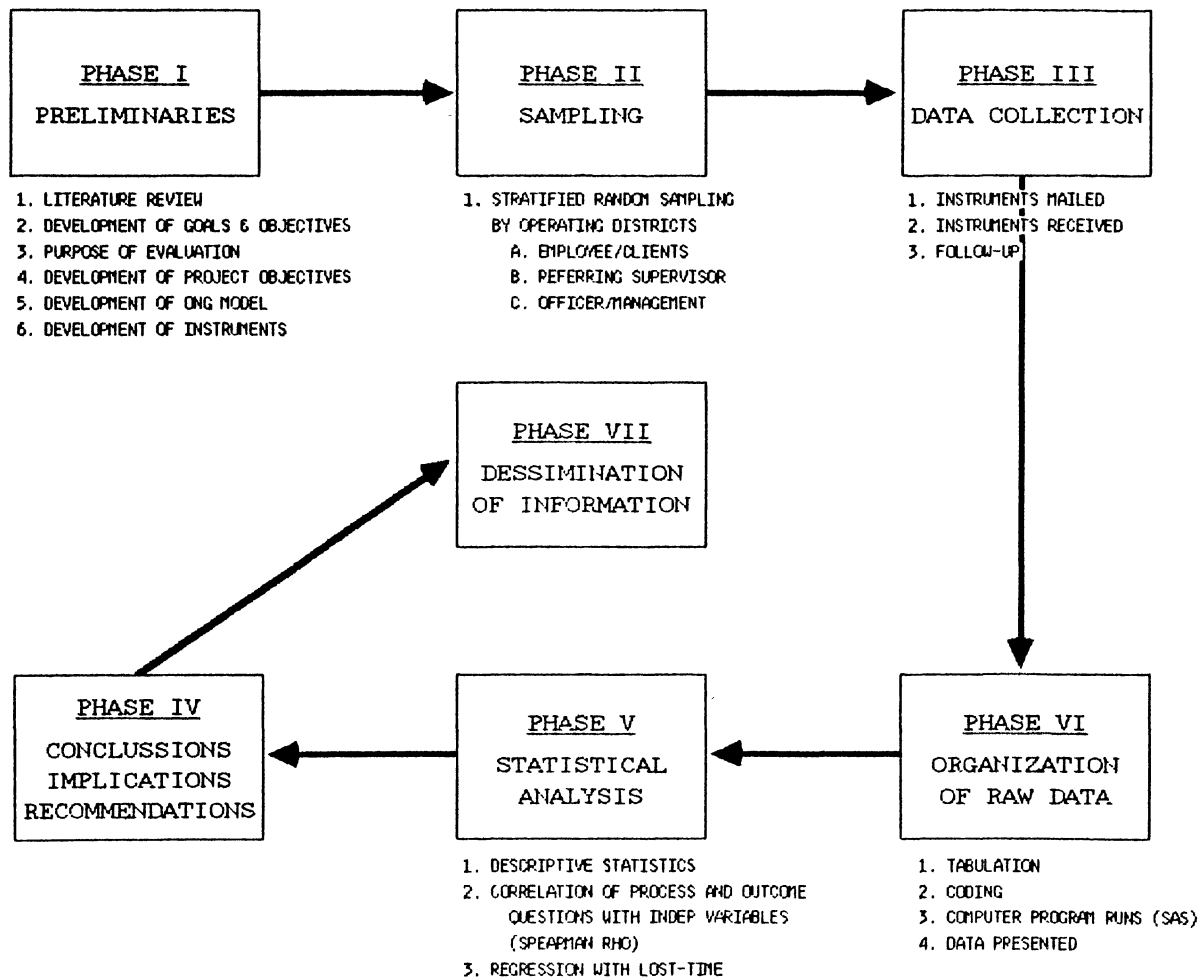


Figure 3. A Model of the Evaluation Project Procedures

data that will assist in a more complete evaluation of the ONG/ECP.

The preliminary step was the actual development of the ONG/ECP Evaluation Model. This would not have been accomplished without the support of the first five preliminary steps.

Instrumentation

The sixth step in Phase I (Preliminaries) was the development of the instrument. Answers to the 10 questions listed on the evaluation objective would fulfill the necessary requirements listed in the purpose of the study. Since there are three constituency groups (employees/ clients, referring supervisors, officers/ management) that the ONG/ECP addresses, it was determined there would be three separate instruments developed.

Each constituency group being sampled received an instrument and was asked to respond to questions regarding:

1. Problem resolution of troubled employees.
2. Satisfaction with program referral sources and training.
3. Knowledge of existing program.
4. Satisfaction with stated goals and objectives.

The three instruments incorporated two types of evaluation questions: (1) Process questions, evaluate how the program actually operates compared to its intended

function. These questions focus on activities and efficiency of the ECP, (2) Outcome-type evaluation questions, measure level of program performance, determine the outcome of program utilization for constituency groups, and determine at what level the constituency groups has been affected by the various components of the program, or the total program in general.

All three constituency groups were initially asked to respond to a series of process questions that dealt with activities and efficiency of the ONG/ECP. These questions were concerned with:

- a. Perceived confidentiality
- b. Quality of referral sources
- c. Response level of counselor to request
- d. Perception of overall effectiveness of the ECP
- e. Effectiveness level of publicizing the program
- f. Effectiveness of assisting supervisors in making referrals for troubled employees

The referring supervisory group, as well as the officers/management group, were also asked a series of process questions dealing with program direction and program implementation.

The respondents were asked to rank order the areas they believed the ECP should concentrate, and focus on. An example follows:

In your opinion, what areas should the Employee

Counseling Program concentrate on? Please rank in the order of importance 1-6.

- a. Training supervisors to address basic employee problems
- b. Counseling of costly job-related problems
- c. Crisis counseling and referral
- d. Alcohol- and drug-related problems
- e. Rehabilitation of disabled employees to return to work
- f. Consultation services to supervisors and management to assist in decision-making

Prioritizing these process questions advises the program coordinator where he or she needs to focus future program development. If the program coordinator has already prioritized the six questions, he or she may determine if the program has or has not been implemented to the degree of satisfying the needs of the various impact groups.

Outcome-type evaluation questions used in the instrument were as follows: At what level was the personal or job-related problem resolved, and was the resolution method satisfactory? Did the problem resolution improve or not improve job performance? If the problem was resolved, has the quality of life improved or not improved?

The employees/clients interviewed were requested to respond to a series of questions regarding five training

seminars the ONG/ECP is responsible for delivering. The respondents were asked to identify the sessions they had attended, and whether or not the program benefited them.

Outcome-type evaluation questions are critical in determining if the constituency groups are being assisted by the ONG/ECP, if they are satisfied, and acceptance of the stated goals and objectives. With the exception of basic demographics, all three instruments were comprised of process-type evaluation questions to measure employee counseling program activities and efficiency and outcome-type questions to determine the satisfaction, knowledge and acceptance of the ONG/ECP.

Sampling Procedures

Oklahoma Natural Gas Company, the utility division of ONEOK Inc. of Tulsa, Oklahoma, is one of the nation's largest fully integrated gas utilities. ONG was organized in 1906, and today, its extensive pipeline network covers about two-thirds of Oklahoma. ONG's principal activities consist of the purchasing, storage, transmission, and distribution of natural gas through a fully-integrated pipeline system and operates as a regulated public utility.

Other operations of the division consist of the gathering, compression, transmission, and sale of natural gas in interstate commerce; central heating and cooling; and cold storage warehousing. The ONG division includes

two subsidiaries that own interests in partnerships, which operate other natural gas transmission systems (ONEOK Inc., 1984).

As indicated in Appendix E, ONG is divided into six operating districts--Tulsa District, Oklahoma City District, Northern Oklahoma District (with headquarters in Ponca City), Enid District, Shawnee District, and Muskogee District. The General Offices of ONG are located in Tulsa, Oklahoma. The General Office is considered a separate district.

As of September 1, 1984, ONG had a total employee population of 2,424, which included all subsidiaries. Table II reflects a stratified random sampling by operating districts of 100 employees, Table III reflects a sampling of 50 referring supervisors from the six operating districts, and Table IV reflects the sampling of 10 members of the officer/manager group from the three operating districts and general office division. All respondents who were sampled are individuals who utilized the services of the ONG/ECP during 1983.

During 1983, the human relations consultant conducted 891 sessions for 290 employees (an average of 3.07 sessions per employee). The 290 employees who utilized the ONG/ECP were divided into districts and numbered. A random numbers table was then used to draw a proportionate number of employees who had utilized the counseling services from that particular district. The same method

TABLE II
DISTRICT SAMPLE OF EMPLOYEES

<u>Employees Sampled</u>	<u>Percent of Total Counseled</u>	<u>Number of Troubled Employees In Sample</u>
General Office	21	21
Tulsa District	28	28
Oklahoma City District	37	37
Shawnee District	4	4
Northern Oklahoma District	2	2
Muskogee District	5	5
Enid District	<u>3</u>	<u>3</u>
	100	100

TABLE III
DISTRICT SAMPLE OF SUPERVISORS

<u>Supervisors Sampled</u>	<u>Total Counseled</u>	<u>Number of Referring Supervisor</u>
General Office	13	10
Tulsa District	21	14
Oklahoma City District	25	18
Shawnee District	4	2
Northern Oklahoma District	2	1
Muskogee District	3	3
Enid District	<u>3</u>	<u>2</u>
	71	50

TABLE IV
OFFICER/MANAGEMENT SAMPLE

<u>Officers/Management Sampled</u>	<u>Total Counseled</u>	<u>Number of Officers/ Management Sampled</u>
District and Division Officers or Managers	17	10

was again used to draw the sample of referring supervisors. In 1983 there were 71 referring supervisors; a sampling of 50 was taken.

The random sampling of the officer/management group was accomplished by assigning each officer a number and then the officer was randomly selected by the use of a random numbers table.

Questionnaires were prepared for distribution to the three constituency groups. Questionnaires for employee and supervisor groups were numbered, with the exception of the officer/management group, so follow-up could be completed on those individuals who did not respond by the deadline. The ten officer/management group questionnaires were sent through the interoffice mail on Thursday, March 7. The questionnaires to all respondents in the General Office, Tulsa District, Muskogee District, Shawnee District, Northern Oklahoma District, and Enid District

(see Appendix E) were also sent through the interoffice mail on Thursday, March 7. An introductory letter which stressed confidentiality in the response data, was attached to each questionnaire and urged the respondent to assist in developing a more effective ECP by returning the questionnaire as soon as possible.

Also attached to each questionnaire was a list of ECP goals and objectives, a self-addressed envelope for return of the questionnaires, and a personalized handwritten note to the individual respondent requesting that the questionnaire be returned by March 14, 1985.

Questionnaires were mailed to Oklahoma City District respondents also on March 7, but in this particular situation, the participant observer followed up with a telephone call to those who had not returned the questionnaire by March 13. Nineteen telephone calls were made during the week of March 11-15. While this participant observer/researcher was in the districts on another assignment, he personally encouraged each respondent who had not returned the questionnaire to please do so by March 18. On March 18, 1985, all surveys had been received from all three constituency groups.

A summary of responses received from the 100 employees/clients is reflected in Table V, from the 50 referring supervisors in Table VI, and from the 10-member officer/management group in Table VII.

TABLE V
SUMMARY OF RETURNS OF EMPLOYEES/CLIENTS

<u>Geographic District</u>	<u>Number of Questionnaires Mailed</u>	<u>Number of Questionnaires Received</u>	<u>Return Percentage</u>
General Office	21	21	100
Tulsa District	28	28	100
Oklahoma City District	37	37	100
Shawnee District	4	4	100
Northern Oklahoma District	2	2	100
Muskogee District	5	5	100
Enid District	3	3	100

TABLE VI
SUMMARY OF RETURNS OF REFERRING SUPERVISORS

<u>Geographic District</u>	<u>Number of Questionnaires Mailed</u>	<u>Number of Questionnaires Received</u>	<u>Return Percentage</u>
General Office	10	10	100
Tulsa District	14	14	100
Oklahoma City District	18	18	100
Shawnee District	2	2	100
Northern Oklahoma District	1	1	100
Muskogee District	3	3	100
Enid District	2	2	100

TABLE VII
SUMMARY OF RETURNS OF OFFICERS/MANAGEMENT

<u>Geographic District</u>	<u>Number of Questionnaires Mailed</u>	<u>Number of Questionnaires Received</u>	<u>Return Percentage</u>
3 District Vice Presidents	3	3	100
7 Division Officers	7	7	100

Data Collection

Five types of data were collected for this study from ONG/ECP constituency groups: employees/clients, referring supervisors, and officer/management personnel.

1. Data related to basic demographics were collected from employees/clients and referring supervisors regarding age, sex, years of service, and supervisory or nonsupervisory level.

Independent variables that were used to describe and measure both the process and outcome evaluation methods were:

A. Age - Catagorical description as proxy for stage in the life cycle

Under 30

30-39

40-49

50-59

Over 60

- B. Confidentiality in Counseling - Perceptions of respondent as to treatment of privacy in counseling.
- C. Education - Educational level--indicating level of formal academic training:
- High school/GED
 - Some college
 - College degree
 - Graduate degree
- D. Gender - Identification of:
- 0 - Female
 - 1 = Male
- E. Goals and Objectives - Stated desires of the ECP. Goals and objectives also relate to respondents' perceptions of stated desires of the ECP.
- F. Improved Work - Respondents' perceptions of whether or not the ECP enhanced the quality of their work.
- G. Job Level - Determination whether job is a supervising (=1) or nonsupervising position (=0).
- H. Operating District - Region of the state where the respondent is employed:
- General Office
 - Tulsa District
 - Oklahoma City District
 - Northern Oklahoma District
 - Enid District

Shawnee District

Muskogee District

- I. Primary Problem - Respondents' identification of the personal or job-related problems that brought them to the ECP for assistance.
- J. Problem Resolution - Perceptions of respondents as to whether or not personal or job-related problems were solved.
- K. Program Effectiveness - Perceptions of respondent to whether or not the ECP had the desired result in addressing problems.
- L. Program Publicity - The dissemination of information regarding ECP services.
- M. Quality of Life - Respondents' perceptions of their level or process of living.
- N. Quality of Referral - Respondents' perceptions of quality of treatment they were directed to, in which the problem would be addressed.
- O. Quality of Work - Supervisors' perceptions of the quality of work performed by the employee who they referred to the ECP.
- P. Referral Source - Individual who directed the troubled employee to seek assistance through ECP.
- Q. Response of Counselor - Level of reaction from the counselor to the needs of respondents.
- R. Years of Service - Determination of length of

service:

- 0 - 5 years
- 6 - 10 years
- 11 - 20 years
- 20 or more

2. Data related to the Process-Type Evaluation Method as indicated in Table VIII, were collected from the questionnaires sent to all three respondent constituency groups. These questions measure the activities and efficiency of the ECP.

The questionnaires were set up with ranges from 1 representing excellent to 5 representing poor. When statistical analyses were completed numbers were inverted for ease in analysis (5 = excellent to 1 = poor).

3. Data related to the Outcome Evaluation Method (indicated in Table IX) were collected on the questionnaires sent to all three constituent groups. These questions measure and demonstrate the impact and effect of the ECP. Outcome information determines if the problem was resolved, the program participant's perception and satisfaction of the ECP. Outcome information also determines whether or not quality of life was enhanced as a result of utilizing the ECP. Data was recoded from 1 - 4 to 4 - 1.

TABLE VIII
PROCESS METHOD EVALUATION QUESTIONS

Given your experience with the Employee Counseling Program, please evaluate the following points. If the situation does not apply to your experience, please leave the line blank.

	<u>Excellent</u>	<u>Generally Good</u>	<u>Average</u>	<u>Not Very Good</u>	<u>Poor</u>
Confidentiality in counseling or referral	1	2	3	4	5
Quality of referral sources	1	2	3	4	5
The response of the counselor to the request of employer or supervisor . .	1	2	3	4	5
How would you rate the overall effectiveness of the Employee Counseling Program?	1	2	3	4	5
How would you rate the Employee Counseling Program in publicizing the various services offered?	1	2	3	4	5
How would you rate the Employee Counseling Program in assisting supervisors in making referrals? . . .	1	2	3	4	5

In your opinion, what areas should the Employee Counseling Program concentrate on? Please rank in the order of importance 1-6.

Training supervisors to address basic employee problems	_____
Counseling of costly job-related problems	_____
Crisis counseling and referral	_____
Alcohol- and drug-related problems	_____
Rehabilitation of disabled employees to return to work	_____
Consultation services to supervisors and management to assist in decision-making	_____

How would you agree or disagree with the goals and objectives of the Employee Counseling Program that are attached?

Strongly Agree	1
Agree	2
Undecided	3
Disagree	4
Strongly Disagree	5

TABLE IX
OUTCOME-TYPE EVALUATION QUESTIONS

	<u>Excellent</u>	<u>Generally Good</u>	<u>Average</u>	<u>Not Very Good</u>	<u>Poor</u>
Resolving personal or job-related problems	1	2	3	4	5

If you were referred to the counseling program for resolving a personal or job-related problem, do you believe your work as:

Improved a great deal	1
Improved to some extent	2
Not improved very much	3
No improvement	4

How were you referred to the Employee Counseling Program?

Self-referred	1
By your supervisor	2
Friends/Family	3
Other (please specify)	

If you were referred to the counseling program for resolving a personal or job-related problem, do you believe your work has:

Improved a great deal	1
Improved to some extent	2
Not improved very much	3
No improvement	4

As a result of using the employee counseling program, do you believe your quality of life has:

Improved a great deal	1
Improved to some extent	2
Not improved very much	3
No improvement	4

TABLE IX (Continued)

The primary problem I experienced, which I sought counseling for was (circle one):

Marital	1A
Family/children	2A
Psycho/emotional	3A
Legal	4A
Financial	5A
Medical	6A
Alcohol/drugs	1B
Rehabilitation/disability	2B
Job performance	3B
Behaviorial	4B
Peer relationship	5B
Supervisor relations	6B

If, in the future, an employee who works with you or for you experiences a significant personal- or job-related problem, what is the likelihood you would recommend he/she contact the Employee Counseling Program?

Good	1
Undecided	2
Not good	3

In general, do you believe the quality of work of those employees who you may have referred to the Employee Counseling Program has:

Improved a great deal	1
Improved to some extent	2
No association	3
Not improved very much	4
Not improved at all	5

4. Data related to the lost time of employee/client respondents were collected from records of the ONG Employee Information System. This system is maintained by the ONG Personnel Department and loaded on the computer mainframe. It provides information on lost time,

education, and all job titles held. Lost time was measured for fiscal years 1983 and 1984. ONG's "Fiscal Year" is from September 1 to August 31 of each year.

Lost time data were also collected from 100 employees who did not utilize the ECP in Fiscal 1983 or 1984. As with the ECP user group, a stratified random sampling by operating district was taken with a proportionate number of persons who had not used the ECP. Lost time figures for this group was taken from company records with the approval of company management.

The independent variables that were used in the regression of lost time were age, gender, skill code, educational level, supervisor or nonsupervisor, district, and ECP use.

A. Age - The employee's age in years is used to control for potential influences on lost time.

B. Districts - The company serves six geographic districts, as well as the General Office

Tulsa District

Oklahoma City District

Northern District

Enid District

Shawnee District

Muskogee District

General Office

This variable is included as a control for geographic location in which the employees work.

- C. Educational Level - The employee's educational level was used as a control variable on lost time, as well as an influence in program participation.
- D. Gender - The employee's gender is used as a control to determine if gender is a predictor of lost time (1 = male, 0 = female).
- E. Participation in ECP - This variable measures either participation or nonparticipation in the ECP.
- F. Skill Code - The employee's skill code, which is a Department of Labor classification, is used as a set of dummy variables to control for lost time of the various occupational types. They are as follows:

Officials/Manager

Professional

Technicians

Office and Clerical

Craftsman

Operatives

Service Workers

- G. Supervising or Nonsupervising - This variable is used as a control for lost time due to probable perceived level of responsibility.

5. Data regarding summary demographics for employees of ONG were collected by gender (male or female), district location, age, years of service, job level (either supervisor or nonsupervisor), and educational level. The

same information was collected on the employees/clients sampled.

Data Analysis

After the data were collected for all three constituency groups, they were entered via the cards and processed using the mainframe computer at Oklahoma State University. The data were then organized and checked for errors. Results were processed using the Statistical Analysis System (SAS). Information was presented in descriptive cross tabular presentations, means, frequencies, and percentages of responses.

Correlation coefficients between chosen variables were prepared by using the Spearman Rho test for statistical significance.

Correlation coefficients were estimated for each process and outcome question as they relate to to socio-demographic characteristics of the respondents, as well as between selected process and outcome questions.

The statistical analysis used to test the relationship between ONG/ECP participation and lost time hours was ordinary least squares.

CHAPTER IV

Program and Population Description

In this chapter the researcher presents a description of the ONG/ECP. The only statistical procedures used will include frequencies, percentages, and means of counseling activities and comparisons of these statistics to the total employee population of ONG.

This chapter also attempts to develop a comparison of the specific counseling activities within ONG during 1983 and the types of problems within the United States. It is not an assumption that social problems are on the rise in the United States. By drawing a comparison between ONG counseling activities, it may be inferred that social problems are increasing within ONG.

Description of the Population

Alcoholism, drug addiction, divorce, family crisis, personal bankruptcy, psychological and emotional disorders are all considered to be personal problems. But when they spill over into the workplace affecting behavior and job performance, they then become the problem of the workplace, thereby forcing employers to make decisions as to whether to acknowledge the problems as affecting the

company's net profits and take appropriate action or ignoring the problems.

According to the most current data acquired, these problems previously listed are not going away but are increasing in intensity (Davis, 1967). Chemical dependency (alcoholism and drug addiction) in the workplace is on the increase (Conference Board, 1982).

A 1980 Conference Board research publication advises that 10-15 percent of the total work force is in some stage of chemical addiction. The study goes on to state that the chemically dependent employee costs his or her employer 25 percent of his or her salary in hidden costs of lost time, accidents, spoiled material and excess scrap, lost production, and health care costs. The cost to business, Conference Board states, is \$60 billion per year and climbing (Conference Board, 1980). To society in general, alcoholism alone is considered to be the nation's third most prevalent health problem.

Over the past five years, the ONG/ECP has conducted over 137 counseling sessions for 41 employees, who were either self-referred or referred by their supervisor, for alcohol or drug related problems. Of the 41 persons referred to the program for counseling, 34 were referred by supervisors due to severe work-related problems. During fiscal 1983, 31 employees either sought counseling or were referred to counseling by their supervisor for potential alcohol or drug problems.

As a result of the large counseling activity regarding chemical dependency at ONG, and the obvious impact both in the loss of human resources and financial terms, a Chemical Dependency Treatment Program was initiated September 1, 1983 (Appendix D - Chemical Dependency Policies and Procedures). Since that date, ten employees have entered the program and have completed full in-patient treatment at an approved chemical dependency treatment center.

Basically, the program offers employees the cost of treatment at an approved treatment facility within the State of Oklahoma. In return, the employee executes and signs a promissory note, not to exceed \$5,000 for the cost of treatment. One year from the date treatment is completed--provided the employee's job performance is defined as satisfactory by his or her supervisor--one-third of the employee's debt will be retired. The second year the same process is followed, with the debt being eliminated in the third complete year after treatment is completed. The design of the program is to offer the chemically dependent employee some investment in his or her own recovery.

If, at any point during the three years, the employee's work performance is less than satisfactory, the debt elimination will not take effect. Also, if the employee terminates his or her employment or is terminated

for any cause, all uncanceled portions of the debt will be immediately due ONEOK Inc.

Since the program's inception, 10 employees have entered and completed treatment. There are, however, only six employees that have completed the first full year of the treatment payback program and who have had the first one-third of their debt cancelled. In all six cases the employee's supervisor related to the human relations consultant (the program coordinator) that the employee's job performance improved dramatically. For those participants of the Chemical Dependency Treatment Program, there was a reduction of lost time in fiscal 1983 from a total of 1,147 hours (an average of 191.17 per addicted employee) to 41 hours in fiscal 1984 (an average of 6.83 per addicted employee).

Obviously, the Chemical Dependency Treatment Program cannot take the total credit for a reduction of 1,106 hours of lost time. Each of the addicted employees were interviewed and all six employees (now in an ongoing recovery program with Alcoholics Anonymous) advise that the intervention by their supervisor and the involvement of in-patient alcohol and drug treatment was the factor that turned their lives around.

Problems that result from the family and divorce can also be devastating to an employee both on and off the job. Even though the national figures on divorce have remained somewhat unchanged over the last few

years--1981 - 1,219,000 and 1982 - 1,180,000 (U.S. Public Health Service, 1983)--the pain, in most cases is never the less debilitating.

Many people, who look back on the initial stages of divorce, equate it to the stages one experiences in the death of a friend or family member. The person initially goes through a process of first denying the reality of the event; then the feelings of anger, fear, and in many cases, guilt set in; then, hopefully, eventually ending in acceptance. Given enough time and proper treatment, the initial numbness, anger, guilt, and bitter feelings are resolved.

If the troubled employee accepts the proper intervention and counseling, he or she can begin the recovery process and return to a productive, satisfying life much more quickly.

In fiscal 1983, the ONG/ECP conducted over 316 counseling sessions for 88 employees. Of the 88 employees, 51 were either seriously contemplating divorce or were already going through the process. Of the 51 employees counseled with, 30 were able to work through whatever problems were affecting the relationship, correct them, and continue in the relationship.

The other 37 family-related problems were a cluster of complaints ranging from family communication, parent/child relationship, sexual dysfunction, spouse abuse, child abuse, et cetera.

Since family problems are so diversified, special skills are usually required. With the 88 persons who requested assistance in relationship to family problems, 62 required referral to a specialized counselor, therapist, or agency to assist them in correcting the problem.

Another problem that, in many cases affects the family, is personal money management. In fiscal year 1983, 49 counseling sessions were held that related solely to problems of personal money management.

On a national scale, the problems of bankruptcy appear to be in epidemic proportions, at least in its growth. The U.S. Department of Commerce in its 1984 Statistical Abstract of the U.S. reports there were 183,000 personal bankruptcies nationally in 1972. In 1976, just four years later, the figure had grown to 247,000; and in 1982, the figure had skyrocketed to 528,000 (U.S. Department of Commerce, 1984). In reviewing literature regarding the problem, many will give the reason for the increase solely as economic changes. In retrospect, many of the employees who experienced money management problems will cite the reason as a drastic increase in change in personal values, the inability to deal with those values.

Many troubled employees relate problems with credit cards or, as is related in financial counseling circles plastic financing. To assist the employee who was

experiencing financial problems, several state area referral sources are available to assist in resolving the problem.

Of the 49 employees counseled who indicated their primary problem was financial, 45 were less than 30 years of age. Of the 49 employees who sought counseling for financial problems, 45 were referred to professional credit counseling programs. Thirty-two of the 45 employees who were referred to professional credit counseling now indicate that their financial problems have been resolved.

In 1981, ONG addressed the problem of employee financial problems. A program entitled "Making Ends Meet" was developed to offer employees and family members information and basic working tools in order to deal effectively with their personal financial management. The program was offered to all employees in all six districts and general office. However, the programs were presented during off-time either during lunch or in the evenings. At this time, 847 employees have gone through the personal money management program.

Apparently a large percentage of employees who experience personal problems have not gone through the three-hour program because it was not offered on company time. This was the verbal response of many employees. Case studies show that during fiscal 1982 and 1983, 20 employees who were either involved in personal

bankruptcies were having wages garnished and who had participated in "Making Ends Meet," were able to resolve their financial problems. The percentage of problem resolution may not be higher, but this researcher believes the effort and investment are worthwhile.

The problems that result from inadequate personal money management are far-reaching. An observation from the ONG/ECP is that in a high percentage of counseling where divorce appears imminent, lack of personal financial management skills are involved.

Many people who are troubled with financial problems are so affected by the stress, anxiety, and fear that they believe that there is no way to resolve their problem. Desperation gives way to other emotional and psychological problems. The end result can be devastating to the individual, family, and the company.

Psychological and emotional problems can also greatly affect individuals, groups, and companies. The National Institute of Mental Health, in its 1980 Report on the State of Mental Health in the United States, relate that nationally, patients being hospitalized for significant mental health problems have increased from 3,572,822 in 1969 to 6,403,915 in 1979 (National Institute of Mental Health, 1980). There could be many reasons assigned to this drastic increase in hospitalized mental health cases. Better more adequate facilities, more effective therapeutic techniques, more extensive health-care

financial coverage, et cetera. Many patients experiencing chronic mental health problems will state that inability to cope with day-to-day problems is the reason they are hospitalized.

Depression is now listed as the third most common health problem in the nation, behind cardiovascular and musculoskeletal problems. Depression silently disables over 10 million individuals in the work force and is presently listed as the fourth leading cause of death (McAdams, 1982). Observation illustrates depression literally affects a human being 24 hours a day. Many therapists refer to depression as the emotional cancer. In a research abstract "Depression, the Silent Killer," William McAadams states that:

The same attention needs to be given to depression because approximately six to ten percent of any given work force suffers from disability depression, depression therefore affecting industry's number one concern, productivity. (McAdams, 1982, p. 62)

During fiscal 1983, the human relations consultant conducted 62 sessions for 19 troubled employees experiencing psycho-emotional problems. Of the 19 employees/clients seen for psycho-emotional problems, all were considered to be severe enough to require referral to psychologists or psychiatrists. Of the 19 referred to professional psychotherapy, six were hospitalized for at least one week due to the severity of the problem. All 19 persons were medicated to some extent by the attending physician for the psycho-emotional condition and all

eventually returned to work. Even though all 19 individuals eventually returned to work, all were strongly encouraged by their individual therapist and the human relations consultant to continue in counseling and psycho-therapy. Only 13 continued their therapy. Supervisors report all 13 employees are doing well in work. Supervisors relate both lost time and health care costs are well within reasonable limits.

For the six persons who did not continue therapy as encouraged, two have been terminated, two have committed suicide, and the other two are presently experiencing behavioral problems which are jeopardizing their jobs. As a result of these figures, it is the contention of the program evaluator that the need for continued therapy for chronic psycho-emotional problems is critical. Lost time prior to treatment for this group was extensive. For the 19 persons 1,787 hours of lost time was registered. One year after treatment (not including hospitalization treatment) a lost time figure of 512 hours was registered. A majority of the 512 hours of lost time was attributed to the six employees/clients who did not continue with therapy. The six employees experienced a total of 399 hours of lost time.

Again, the research does not attribute the total reduction in lost time to involvement of the ECP, however, it would appear reasonable to assume that by direct intervention and continued treatment for a chronic

debilitating psycho-emotional problem, one can expect a reduction in lost time.

Other problems listed as primary by employees/clients was in the area of rehabilitation. It is the contention of this researcher that when an employee becomes disabled related either to an on- or off-the-job condition, the employee undergoes a process that not only affects the employee but the total family unit. The lost time and health care costs related to workers compensation claims, as well as long-term disability programs, can be substantial.

ONG, in an attempt to assist employees who are unable to work for an extended period of time due to accident or sickness, adopted a long-term disability plan (L.T.D.). This program was designed to provide income to regular full-time employees who could not work.

The purpose of the rehabilitation aspect of the long-term disability program, which the ECP is responsible for, is to assist the employee and family in the initial phase of the employee's disability, assist in making necessary referrals to assisting professionals or agencies, and then, when the disability stabilizes, determine whether or not the employee is able to return to work. If the employee's physician does indicate the employee can return to some level of work, the human relations consultant assists the physician in determining

level of disability, completes vocational evaluation, and then attempts job placement in an appropriate job setting.

During fiscal 1983, 17 employees were seen by the human relations consultant for rehabilitation services. Of the 17 employees seen for rehabilitation services, only four were assisted through the total rehabilitation program. In the majority of cases, there was no reasonable expectation they could return to work. The ECP did, however, intervene with these individual's personal and family needs. Individual counseling and referrals to professional and medical services comprised the majority of services. The four persons who underwent the full process of rehabilitation returned to full-time work. The measures of lost time and health care costs are unreliable in relating savings.

Return to employment is the concern of the rehabilitation service. Instead of these four employees continuing on the long-term disability program collecting 60 percent of their regular income as well as continued health care costs and retirement benefits, all returned to full-time work. A two-year projection reflects a savings of \$67,292.00 per year in savings of long-term disability benefits. This also does not reflect the cost of nonproductivity of the disabled employee.

The last section of primary problem identification is interpersonal relationships. Thirty-eight employees were seen for problems dealing specifically with interpersonal

relationships. The majority of the problems basically stem from employees having difficulty in getting along with either a supervisor or those they work with. The problem can be so intense that not only individuals but also total work groups can be significantly impaired in performing a job. Usually, the problem stems from the inability of a supervisor to intervene in his/her work group and hold employees responsible for their work performance. In the majority of cases, this was the primary mode of treatment.

Other employees were initially seen for assistance in making referrals to lawyers, physicians, and other professionals. It is the opinion of this evaluator that many employees are not aware of professional resources that can assist them in dealing with either day-to-day problems or with major debilitating problems. The concept behind acknowledging a problem and seeking a referral to assist in resolving the problem is a major concern of the ONG/ECP.

The problems listed represent only the basic categories of problems that affect employees. There are numerous other problems that drastically affect employees' personal and work lives.

Eating disorders such as anorexia nervosa and bulimia are fast-becoming a problem the employee counseling program needs to address. As more people become weight conscious or health conscious, their physical appearance

takes on a much different priority. Only recently has the employee counseling program been able to refer those people to a specialized type of eating disorder treatment. In the past, psychiatric treatment has been the only referral source and, in a majority of cases, the treatment was inappropriate.

Compulsive gambling is another problem the employee counseling program has had to deal with. Many times, these people have been labeled either in a psycho-emotional categorical problem or the symptoms alone were dealt with and the individual was labeled as a compulsive personality, a psycho-emotional problem, or a behavioral problem.

People will continue to be drastically affected by the type of problems discussed in this chapter. The costs are real in terms of the effect on personal life and work life. The purpose of the ECP is to address those problems and attempt to assist the employees/clients in resolving them.

Population Summary

The following population summary is a description of the 2,424 employees who make up the total workforce of ONG. Summary information was provided by the wage and salary section of the Personnel Department of ONG. It is this section's responsibility to obtain and maintain company-related information.

The figures reflected in Table X represent the ONG workforce as of the year ending August 31, 1983. The table represents the total work force and will be used to develop comparisons to the counseling population and sample.

TABLE X
TOTAL ONG WORK FORCE
ENDING FISCAL 1983

	% Males	% Females	% White	% Black	% Indian	% Hispanic	% Other
Tulsa	80.8	19.2	75.6	12.3	10.7	1.4	-
Oklahoma City	77.5	22.5	81.0	14.0	4.1	.5	.3
Shawnee	79.6	20.4	81.2	8.4	9.4	.5	.5
Muskogee	80.5	19.5	75.1	14.8	10.0	-	-
Northern Oklahoma	81.4	18.6	90.3	6.2	3.5	-	-
Enid	79.4	20.6	92.0	4.5	2.5	1.0	-
General Office	64.6	35.4	77.5	13.7	7.6	.8	.5
Total ONG	75.5	24.5	79.9	12.0	7.1	.8	.3

Summary Profile of ONG/ECP Participants

The following is a summary description of counseling activities for fiscal year 1983. The population is 290 employees/clients who utilized the ONG/ECP from September 1, 1982, to August 31, 1983.

Table XI consists of district counseling activities, percentage of counseling activities compared to percent of total for ONG population, referral sources, and listing of primary problems.

Table XI
SUMMARY PROFILE
1983 EMPLOYEE COUNSELING PROGRAM
(SEPTEMBER 1, 1982 - AUGUST 31, 1983)

<u>District</u>	<u>Employees Counseled</u>	<u>Total Number of Sessions</u>	<u>% of Total Counseled</u>	<u>District Population to % of Total ONG Population</u>
General Office	66	207	21%	26.8%
Tulsa District	71	281	28%	21.0%
Oklahoma City District	101	370	37%	24.2%
Shawnee District	19	41	4%	8.0%
Northern Oklahoma District	7	18	2%	4.7%
Muskogee District	12	47	5%	7.0%
Enid District	34	34	3%	8.3%
Totals	N = <u>290</u>	<u>998</u>	<u>100%</u>	<u>100.0%</u>

<u>Problems Identified as PRIMARY</u>	<u>Number of Employees Counseled</u>	<u>Percentage</u>
Alcohol and Drug Related	31	11%
Marital/Family	118	41%
Financial/Legal/Medical	43	15%
Rehabilitation	17	6%
Interpersonal Relationships	42	14%
Psycho/Emotional	39	15%
	<u>290</u>	<u>100%</u>

TABLE XI (Continued)

<u>Referral Source</u>	<u>N</u>	<u>%</u>
Employee	150	52
Supervisor	79	27
Friends/Family	61	21
	<u>290</u>	<u>100</u>

Mean Age - 32.2 years Mean Length of Service - 13.1

Gender: Male - 46%
 Female - 54%

<u>Type of Job:</u>		<u>Department Assignment:</u>	
Supervising	- 34.5	Accounting	- 38%
Nonsupervising	- 65.6	Marketing	- 15%
	<u>100.0%</u>	Operating	- 36%
		Other	- 10%
			<u>100%</u>

Education Level:

High School/GED	- 29.8
Some College	- 33.0
College Degree	- 34.0
Graduate Degree	- 3.2
	<u>100.0%</u>

Many of the socio-demographic characteristics of the total ONG company work force, the counseling population, and the employee/client sample appear very similar. Even though statements of statistical inference cannot be made, this evaluator believes that the above descriptive statistics need to be collected to be able to determine whether or not similarities exist between the three different groups.

CHAPTER V

RESEARCH FINDINGS

Introduction

Chapter IV described the population in a descriptive analysis. As was indicated previously in Chapter III, a vital component of the overall ONG/ECP Evaluation Model is the data analysis. One of the three phases of the data analysis is the use of descriptive statistics to determine whether or not these purposes of the evaluation program are met. Statistical procedures used for this descriptive analysis include means, frequencies, and percentages.

Characteristics of the Sample

The sample was a stratified random sample of 100 employees/clients, 50 referring supervisors, and 10 officer/management personnel. All respondents were chosen by districts and General Office based on the proportionate use from those districts of the employees, supervisors, and officers/managers. Table XII represents selected socio-demographic characteristics of the sample.

TABLE XII
SELECTED SOCIO-DEMOGRAPHIC CHARACTERISTICS
OF THE SAMPLE

<u>District Sampling</u>	<u>Employees</u>	<u>Supervisors</u>	<u>Officers/ Management</u>
General Office	21	10	7
Tulsa District	28	14	1
Oklahoma City District	37	18	1
Northern Oklahoma District	2	2	0
Muskogee District	5	1	0
Enid District	3	3	1
Shawnee District	<u>4</u>	<u>2</u>	<u>0</u>
	100	50	10

<u>Employee Mean Age</u>	<u>Supervisor Mean Age</u>
40.3	45.2

Employee Occupation by Skill Code

Official/Manager	-	4%
Professional	-	5%
Technician	-	4%
Clerical/Office	-	34%
Craftsman	-	1%
Operative	-	25%
Service	-	<u>27%</u>
		100%

Job Level

Supervisor	-	34%
Nonsupervisor	-	<u>66%</u>
		100%

Employee Education

High School/GED	-	31
Some College	-	33
College Degree	-	33
Graduate Degree	-	<u>3</u>
		100

Supervisor Education

High School/GED	-	9
Some College	-	22
College Degree	-	19
Graduate Degree	-	<u>0</u>
		50

Table XII (Continued)

<u>Gender of Employee</u>	<u>Gender of Supervisor</u>
Male - 50%	Male - 90%
Female - 50%	Female - 10%

Included in the population description was a summary of primary problems of the population. Following in Table XIII is the frequency distribution of the problems identified by the sample as primary.

TABLE XIII
LISTING OF PERCEIVED PROBLEMS

	<u>Problem</u>	<u>Sample Frequency</u>
1	Marital	29
2	Family/Children	23
3	Psycho Emotional	8
4	Legal	4
5	Financial	5
6	Medical	2
7	Alcohol/Drugs	18
8	Rehabilitation/Disability	2
9	Job Performance	8
10	Behaviorial	2
11	Peer Relationship	5
12	Supervisor Relations	6
		<u>100</u>

Employees/clients were asked to respond to four types of information on the survey provided them. Socio-demographic characteristics have already been

discussed. The second type of information employees/clients were asked to respond to dealt with process questions of how the program operated in respect to its perceived function. Process evaluation questions were regarded as questions 7 a-f and 8 a-e (see Appendix B for questionnaire).

Employee/clients were asked to respond to their experience with the ONG/ECP and evaluate the process questions.

Table XIV reports the frequencies of the employees/clients responses. The data recorded would indicate to the evaluator that the program is basically functioning as it should. In regard to whether or not the goals and objectives are being met by the response to the process evaluation questions 7.e., would appear to be most critical: How would you rate the overall effectiveness of the Employee Counseling Program? Thirty-nine employee responses indicated that the ONG/ECP, in their perception, was excellent, with fifty-two reporting their perceptions as generally good with one response of good. Reviewing mean scores of the employees/clients indicates general employee satisfaction with the process of the ONG/ECP. An evaluation score of 23.04 will be the benchmark score for measuring in future evaluations.

Supervisors and officers/management personnel were asked the same process evaluation questions with the exception that one question was added to the referring

TABLE XIV
EMPLOYEE FREQUENCY OF RESPONSE TO PROCESS EVALUATION QUESTIONS

Given your experience with the Employee Counseling Program, please evaluate the following points. If the situation does not apply to your experience, please leave the line blank.

	Generally			No		Response	Mean	Std Dev
	Excellent	Good	Average	Good	Poor			
a. Resolving personal or job-related problems	40	49	7	2	0	2	4.2	0.9133
b. Confidentiality in counseling or referral	62	32	4	1	0	1	4.5	0.7717
c. Quality of referral sources	19	30	22	5	0	24	2.9	1.8151
d. The response of the counselor to the request of employee or supervisor	70	17	6	1	0	1	4.3	1.2774
e. How would you rate the overall effectiveness of the Employee Counseling Program?	39	52	7	1	0	1	4.2	0.7735
f. How would you rate the Employee Counseling Program in publicizing the various services offered?	8	14	39	28	7	4	2.7	1.1557

supervisors' and officers'/management questionnaires. The questionnaire addressed how they rate the ONG/ECP in assisting supervisors in making referrals.

Table XV compares referring supervisors and officer (management personnel) responses to this question.

TABLE XV
COMPARISON OF SUPERVISORS', OFFICERS' /
MANAGEMENT RESPONSES TO REFERRAL ASSISTANCE
PROCESS QUESTION

How would you rate the Employee Counseling Program in assisting supervisors in making referrals?

	<u>Excel- lent</u> 5	<u>Gener- ally Good</u> 4	<u>Average</u> 3	<u>Good</u> 2	<u>Poor</u> 1	<u>No Response</u>	<u>Mean Score</u>	<u>Deviation</u>
Supervisors	27	17	4	0	1	1	4.3	1.019
Officer/Management	8	1	1	0	0	0	4.2	0.6329

Note: Values have been converted from 1 = excellent and 5 = poor to 5 = excellent and 1 = poor for ease of interpreting results.

In reviewing mean scores for the process evaluation questions for all three constituent groups it would appear the method used by the ONG/ECP was, in general, meeting its intended function. Table XVI compares mean scores for process evaluation questions.

TABLE XVI
 CONSTITUENTS' MEAN SCORES FOR PROCESS
 EVALUATION QUESTIONS

Given your experience with the Employee Counseling Program, please evaluate the following points. If the situation does not apply to your experience, leave the line blank.

	<u>Employees/ Clients</u>	<u>Referring Supervisors</u>	<u>Officers/ Management</u>
a. Resolving personal or job-related problems . . .	4.21	4.26	4.20
b. Confidentiality in counseling or referral . . .	4.52	4.62	4.60
c. Quality of referral source	2.91	2.60	2.80
d. The response of the counselor to the request of employee or supervisor	4.38	4.34	3.90
e. How would you rate the overall effectiveness of the Employee Counseling Program?	4.26	4.08	4.40
f. How would you rate the Employee Counseling Program in publicizing the various services offered?	2.76	2.48	3.50
g. How would you rate the Employee Counseling Program in assisting supervisors in making referrals?	0	4.32	4.20

The second part of the process evaluation questions for employees/clients relates to perceptions of training program effectiveness. In reviewing the data received for the response to the question the researcher has concluded that this question needs to be inserted in all three constituency groups' questionnaires.

Table XVII describes the response to training program effectiveness for employees/clients. There was an additional process question addressed to referring supervisors and officer/management personnel.

TABLE XVII
EMPLOYEES'/CLIENTS' RESPONSE TO
TRAINING PROGRAM EFFECTIVENESS

Please circle the following training programs you have attended, and rate each in relationship to the benefits it offered you.

	<u>Excellent</u>	<u>Good</u>	<u>Average</u>	<u>Below Average</u>	<u>Poor</u>	<u>No Response</u>
a. Controlling alcohol and drugs in the workplace . . .	59	11	4	0	0	26 = 100
b. Conflict resolution	15	9	2	0	0	74 = 100
c. Stress management	11	11	3	0	0	75 = 100
d. Personal money management .	33	12	5	0	0	50 = 100
e. Preretirement planning . . .	17	3	2	0	0	78 = 100

Both samples were asked to respond to a rank order question, asked "in their opinion what areas should the ECP concentrate on." The six areas of the ONG/ECP listed for ranking are reflected in Table XVIII.

TABLE XVIII
SUPERVISORS AND OFFICERS/MANAGEMENT
PERCEPTIONS OF PROGRAM CONCENTRATION

-
- a. Training supervisors to address basic employee problems
 - b. Counseling of costly job-related problems
 - c. Crisis counseling and referral
 - d. Alcohol- and drug-related problems
 - e. Rehabilitation of disabled employees to return to work
 - f. Consultation services to supervisors and management to assist in decision-making
-

The information from the question above advises the program coordinator where they need to focus future program developments from two constituents that virtually either make a program by supporting it or break it through lack of support. The response to the questions provide an important function to the ECP.

Table XIX compares frequencies of responses of supervisors and officer/manager personnel to the rank order of perceptions of program concentration.

TABLE XIX
MODE COMPARISONS OF RANK ORDER RESPONSES
ON PROGRAM CONCENTRATION

	<u>Supervisor</u>	<u>Officer/ Management</u>
a. Training supervisors to address basic employee problems	1	5
b. Counseling of cost job-related problems	5	2
c. Crisis counseling and referral	2	1
d. Alcohol- and drug-related problems	3	4
e. Rehabilitation to disabled employees to return to work	6	6
f. Consultation services to supervisors and management to assist in decision-making	4	3

Evaluation outcome is described by responses to questions that identify the end result of the program. They determine whether or not the program constituents have been assisted, constituents' satisfaction, problem resolution, and whether or not the employees/clients have or have not improved their quality of life.

Questions a. and e. in Table XIX, regarding constituents' experience, may be considered outcome questions. As a result of this model however, they are considered process questions.

(a) Resolving personal or job-related problems.

(b) How would you rate the overall effectiveness of the ECP.

The data received from these two questions have already been discussed. They are important to the overall statistical analysis of the descriptive information related as well as the ability to correlate them with other process and outcome questions.

It is important not only to determine whether or not the problem is resolved. One of the assumptions of the ECP concept is that counseling intervention can improve job performance. Employees and supervisors were both asked questions as to whether or not their job performance increased or decreased as a result of program participation. The question for employees refers to the employees' perception of job performance. The question for supervisors refers to supervisors' perception of the

referred employee's job performance. This question can be crosstabulated with socio-demographic variables, and informative descriptive statistics can be identified.

Table XX reflects a comparison of frequencies between employees/clients and supervisors on the question of improved job performance as a result of ECP intervention.

TABLE XX
EMPLOYEE/SUPERVISOR COMPARISON
OF IMPROVED JOB PERFORMANCE AS A
RESULT OF ECP INVOLVEMENT

	<u>Employees</u>	<u>Supervisors</u>
Improved a great deal	35	2
Improved to some extent	52	24
No association	5	0
Not improved very much	7	18
No improvement	1	6
	N = <u>100</u>	N = <u>50</u>
	100%	100%

Management was not asked to respond to this particular question because the majority of their program contact does not deal specifically with measuring job performance but with trends and large group problems.

An outcome question that all three constituency groups were asked dealt with quality of life. All three groups were asked to respond to the question: As a result

of using the ECP do you believe your quality of life has:

Improved a great deal

Improved to some extent

Not improved very much

No improvement.

Table XXI reflects a comparison of the three constituency groups' responses to quality of work, as a direct result of ONG/ECP involvement. The question for employees refers to their own personal perceptions of the quality of their work. Supervisors, as well as officers/management question refers to their perception of quality of work of the employee they referred to the ONG/ECP.

TABLE XXI

COMPARISON OF QUALITY OF WORK RESPONSE

	<u>Employees</u>	<u>Supervisors</u>	<u>Officers/ Management</u>
Improved a great deal	44	6	4
Improved to some extent	46	18	2
Not improved very much	8	24	3
No improvement	1	2	1
No response	0	0	0
Mean	1.64	1.58	1.70
Standard deviation	0.73	0.59	0.48

Descriptive statistics are very important to ONG/ECP evaluations. Means, frequencies, and percentages

communicate information to those program and company representatives that are not experienced in understanding inferential statistics. Data analysis should be meaningful and should present the results in ways that are easily comprehended. Communicating results of an ECP are usually more effective if descriptive statistics are used instead of inferential statistics, due to the population the results are directed toward (Burggrabe and Swift, 1984, p. 37).

Tests of statistical significance are however a critical aspect of this particular evaluation model. As described in the model design the third component of the evaluation the statistical analysis is divided into three phases. In the first phase, descriptive statistics have been reviewed. The second phase of the statistical analysis component used significance testing of correlation coefficients.

Tables XXII and XXIII present correlation matrices for employees and supervisors between selected socio-demographic variables and process and outcome questions.

Statistical Correlations Between Selected Variables

The second phase of the third component of the Oklahoma Natural Gas Employee Counseling Program Evaluation Model were statistical correlation between selected variables.

TABLE XXII
CORRELATION MATRIX OF EMPLOYEES' EVALUATION RESPONSES
AND SELECTED SOCIO-DEMOGRAPHIC VARIABLES

	Eval 1	Eval 2	Eval 3	Eval 4	Eval 5	Eval 6	Age	Gender	Yrs. of Service	Educa- tion	Quality of Life
1. Level of problem resolution	-	0.63*	0.13	0.42*	0.62*	0.17	-0.43*	-0.25*	-0.16	0.18	0.47*
2. Confidential counseling			0.14	0.49*	0.75*	0.28*	-0.25*	-0.23*	-0.18	0.18	-0.42*
3. Quality of referral				0.15	0.12	0.25*	0.088	-0.07	0.24	0.02	0.08
4. Response of counselor					0.47*	0.23*	-0.201	-0.16	-0.06	-0.82	-0.36*
5. Overall program effectiveness						0.35*	-0.26*	-0.23*	-0.17	0.13	-0.41*
6. Publicizing program							-0.14	-0.03	-0.076	-0.01	0.24
7. Did work improve							0.102	0.38	0.065	0.03	0.65

*Statistically Significant at .05 level using Spearman Rho Correlation N = 100

TABLE XXIII
CORRELATION MATRIX OF SUPERVISORS' EVALUATION RESPONSES
AND SELECTED SOCIO-DEMOGRAPHIC VARIABLES

	Eval 1	Eval 2	Eval 3	Eval 4	Eval 5	Eval 6	Eval 7	Age	Gender	Quality of Work	Yrs. of Service	Educa- tion
1. Level of problem resolution		0.71*	0.26	0.26	0.48*	0.064	0.35*	-0.12	0.18	-0.17	-0.025	0.18
2. Confidential counseling			0.26	0.30*	0.34*	0.01	0.29*	-0.12	0.13	0.0011	0.012	0.19
3. Quality of referral				0.29*	-0.021	0.46*	0.14	0.13	0.13	-0.20	0.081	0.19
4. Response of counselor					0.11	0.24	0.56*	-0.14	-0.16	-0.23	0.072	-0.077
5. Overall program effectiveness						0.12	0.40*	0.03	-0.058	-0.29*	0.064	0.33*
6. Publicizing program							0.35*	0.15	0.16	-0.40*	-0.28*	-0.49
7. ECP assisting supervisors								-0.20	0.04	-0.54*	-0.11	0.10
Did work improve								-0.13	0.018	0.47*	-0.19	-0.20
Perceptions of goals and objectives								0.11	0.19	0.36*	0.17	-0.30*

*Statistically Significant at .05 level using Spearman Rho Correlation N = 50

Spearman Rho was used in this model to test for statistical significance due to the level of data that results from the questionnaires.

In this component of the evaluation model, descriptive characteristics have been outlined, the second phase of the model will be to concentrate on analytical correlation of the data and to investigate relationships between variables. Statistical significance will be noted for relationship that is statistically significant at the 0.05 level or greater.

H₀ : There is no statistically significant relationship between employees' socio-demographic characteristics listed below and perceptions of program effectiveness.

Age

Gender

Years of service

Educational level

Several relationships were observed among the variables listed (see Tables XXII and XXIII).

There was a statistically significant relationship between age, gender, and perception of program effectiveness. The correlation between age and perception of program effectiveness ($r = -0.26$) is negative. This finding reflects that as an employee's age increases the likelihood of response to program effectiveness decreases. Gender is also negatively related to possible responses of

program effectiveness ($r = -0.23$).

There was no statistically significant correlation between years of service and education and response to perceptions of program effectiveness. The null hypothesis cannot be rejected. The null hypothesis is rejected in the case of age and gender and their relationship to overall program effectiveness.

H_{0 2} : There is no statistically significant relationship between supervisors' socio-demographic characteristics listed below, and perceptions of program effectiveness.

Age

Gender

Years of service

Educational level

Educational level was found to be positively correlated with perceptions of program effectiveness ($r = 0.33$). This would indicate that the higher the education level of the supervisor the perceptions of the ECP effectiveness would tend to be more positive.

The null hypothesis was rejected for the relationship between educational level of supervisors and perceptions of program effectiveness due to the statistical significance of the relationship. It cannot be rejected for age, gender, or years of service.

H_{0 3} : There is no statistically significant relationship between employees' socio-

demographic characteristics listed below,
and perceptions of problem resolution.

Age

Gender

Years of service

Educational level

Statistically significant relationships were observed between two variables and perceptions of problem resolution. They were the same two variables that were statistically significantly related to perceptions of overall ECP effectiveness: age and gender.

There was again a negative correlation between age and problem resolution ($r = -0.43$), indicating that as age increases, positive responses to problem resolution decrease. Gender also had a negative correlation with the problem resolution score ($r = -0.25$).

Again years of service and education were not statistically significantly related to employees' responses of problem resolution. The results of the hypothesis testing between the independent variables of age and gender and employees' perceptions of problem resolution would reject the null hypothesis, however, the two variables of years of service and educational level of employees and the employees' perceptions of problem resolution determine the null hypothesis cannot be rejected.

H₀⁴ : There is no statistically significant relationship between supervisors' socio-demographic characteristics listed below, and perceptions of problem resolution.

Age

Gender

Years of service

Educational level

There were no statistically significant relationships between any independent variable listed above and supervisors' perceptions of problem resolution.

The null hypothesis cannot be rejected.

H₀⁵ : There is no statistically significant relationship between employees' perceptions of quality of life and problem resolution.

There is a statistically significant positive correlation between the employees' perceptions of quality of life and perceptions of problem resolution ($r = 0.47$). This would indicate that if the employees' problems are resolved their quality of life would increase. This is one of the ultimate goals of the ONG/ECP and a very important aspect of the evaluation to support.

The null hypothesis is therefore rejected

H₀⁶ : There is no statistically significant relationship between employees' perceptions of confidentiality of the Employee Counseling Program and perceptions of problem resolution.

There is a statistically significant relationship between employees' perceptions of confidentiality of the ECP and perceptions of problem resolution ($r = 0.63$). This would give the evaluator reason to believe that confidentiality is an important issue for employees in resolving personal or job-related problems. Confidentiality must therefore be stressed in publicizing the program.

The null hypothesis is rejected.

H₀ : There is no statistically significant relationship between employees' perceptions of quality of referral and perceptions of problem resolution.

There is statistically significant relationship ($r = 0.13$) between employees' perceptions of quality of referral and perception of problem resolution. This would strongly indicate quality of referral is important to solving problems.

The null hypothesis is rejected.

H₀ : There is no statistically significant relationship between supervisors' perceptions of confidentiality used in the ECP and problem resolution.

There is a statistically significant relationship between supervisors' perceptions of level of confidentiality used in the ECP problem resolution ($r =$

0.71). This would support the belief that confidentiality is a critical issue in relationship to problem resolution. The null hypothesis is therefore rejected.

H₀⁹ : There is no statistically significant relationship between supervisors' perceptions of problem resolution and perceived quality of the employees' work.

There is no statistically significant relationship between supervisors' perceptions of problem resolution and perceived quality of the employees' work ($r = -0.17$). Therefore the null hypothesis cannot be rejected.

H₀¹⁰ : There is no statistically significant relationship between supervisors' perceptions of stated goals and objectives and perceived Employee Counseling Program effectiveness.

There is a significant relationship between stated goals and objectives of the ECP and perceived ECP effectiveness ($r = 0.36$ figure not reported in matrix).

Therefore the null hypothesis can be rejected

H₀¹¹ : There is no statistically significant effect of participation in the Employee Counseling Program on reduction of lost time controlling for:

- (1) Operating district
- (2) Age
- (3) Gender
- (4) Skill code
- (5) Education level
- (6) Job level - supervising or nonsupervising

- (7) Interaction effect between program participation and these independent variables.

The third phase of the component uses ordinary least squares for the statistical analysis.

The respondents for the regression combine the previous sample of 100 ECP participants with a stratified random sample, by districts, of 100 employees who did not utilize the ONG/ECP. Three versions of the regression model were tested: (1) lost time in 1983, (2) lost time in 1984, and (3) lost time in 1983 less lost time in 1984. The independent variable of interest was whether or not the employee was a participant in the ONG/ECP. The model includes control variables for operating district, skill codes, job level, and selected socio-demographic variables.

The three models tested are provided in Table XXIV. It appears that participation in the ONG/ECP does not have a statistically significant effect on lost time in any of the three models tested. The only control variable that was statistically significant is the interaction between participation in the ECP and age of the participant. This reinforces the previous findings that younger people appear more inclined to participate in the ECP.

The regression results would give reason to believe that participation in the ECP does not have any statistically significant effect on lost time. The result of this finding identifies an apparent need to develop an

TABLE XXIV

EFFECT OF PARTICIPATION IN THE ONG/ECP ON
LOST TIME CONTROLLING FOR SELECTED VARIABLES

Variable	Lost Time 1983	Lost Time 1984	Lost Time Differ- ence
Intercept	-12.53 (-0.26)	3.024 (0.34)	-15.56 (-0.35)
ECP Use	-92.54 (-1.62)	4.027 (0.37)	-96.56 (-1.78)
<u>Operating District</u>			
Tulsa District	7.32 (0.26)	5.87 (1.10)	1.45 (0.05)
Oklahoma City District	5.76 (0.21)	5.63 (1.06)	0.13 (0.00)
Shawnee District	31.91 (0.90)	5.042 (0.74)	26.87 (0.80)
Muskogee District	7.405 (0.26)	3.81 (1.07)	1.59 (0.06)
Enid District	15.52 (0.41)	3.43 (0.48)	12.094 (0.34)
General Office	3.30 (0.11)	2.009 (0.35)	1.29 (0.05)
Age	0.085 (0.18)	0.033 (0.35)	0.052 (0.11)
Gender	2.83 (0.29)	-0.93 (-0.49)	3.76 (0.40)
Education	6.13 (0.81)	0.58 (0.40)	5.55 (0.78)
Supervisory	2.51 (0.23)	-1.62 (-0.77)	4.13 (0.38)
<u>Skill Code</u>			
Management	-11.21 (-0.24)	5.59 (0.63)	-16.79 (-0.38)
Professional	-10.004 (-0.23)	-3.301 (-0.39)	-6.703 (-0.16)
Technical	7.42 (0.17)	-0.86 (-0.10)	8.28 (0.20)
Clerical	3.99 (0.11)	1.906 (0.28)	2.085 (0.06)
Operative	1.93 0.05	0.58 (0.09)	1.35 (0.04)
Service	2.59 0.07	1.64 (0.24)	0.94 (0.03)

TABLE XXIV (Continued)

Variable	Lost Time 1983	Lost Time 1984	Lost Time Differ- ence
<u>Independent Variable of Interest</u>			
<u>Operating District</u>			
Tulsa District EAP Use	24.25 (0.86)	-3.45 (-0.64)	27.704 (1.03)
Oklahoma City District EAP Use	14.93 (0.54)	-2.87 (-0.54)	17.79 (0.67)
Shawnee District EAP Use	2.26 (0.05)	4.69 (0.57)	-2.44 (-0.06)
Enid District EAP Use	-5.404 (-0.12)	0.0708 (0.08)	-6.11 (0.14)
General Office EAP Use	19.79 (0.65)	-1.048 (-0.18)	20.84 (0.72)
Age EAP Use	2.207 (3.04)	0.069 (0.49)	2.139 (3.10)
Gender EAP Use	-20.56 (-1.34)	-2.404 (-0.82)	-18.16 (-1.24)
Education EAP Use	6.22 (0.57)	-1.26 (-0.61)	7.49 (0.73)
Supervisory EAP Use	-21.31 (-1.35)	1.46 (0.48)	-22.77 (-1.51)
Management EAP Use	13.19 (0.27)	-9.19 (-0.99)	22.39 (0.48)
Technical EAP Use	-17.58 (-0.48)	2.74 (0.40)	-20.32 (-0.59)
Clerical EAP Use	21.62 (0.70)	0.18 (0.03)	21.44 (0.73)
Operative EAP Use	15.073 (0.42)	6.54 (0.95)	8.54 (0.25)
Service EAP Use	28.73 (0.89)	0.59 (0.10)	28.14 (0.92)
Note: t statistics are provided in parenthesis. Ordinary Least Squares Regression used			

objective, quantifiable measure of the effect of the ECP on direct labor costs attributed to troubled employees.

Summary

The three phase statistical analysis component of the ONG/ECP Evaluation Model has revealed valuable information. The program researcher has been able to acquire informative descriptive data regarding the constituency groups of the ONG/ECP.

The three phase statistical analysis component provides information to test the stated purposes and objectives. The researcher has acquired information to determine whether or not the stated goals and objectives of the ONG/ECP have been met. It is believed the goals and objectives are appropriate to the constituency groups who utilize the program.

Information acquired also allows for analysis of impact on the constituency groups (employees/clients, referring supervisors, and officers/management).

Vital information has been acquired that will greatly assist in decision making. For instance, questions stated to the officers/management and referring supervisor groups concerning direction of the program will greatly enhance future program changes.

It was the general consensus of these two constituency groups that one of the top priorities of the program be supervisor training. It was their belief that if

supervisors were equipped to handle basic employee problems by enhanced intervention and referral techniques they could solve many of their own problems.

There was information received that pointed out deficiencies in the program. For instance the negative response on all constituency groups regarding publicizing program services. After reviewing the evaluation information it was apparent the three groups feel this is an obvious deficiency in the program and needs to be developed. This example is used to cite a point of program deficiency. More indepth conclusions and recommendations can be found in Chapter VI.

CHAPTER VI
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Restatement of the Problem

The purpose of this study was to create and test an evaluation model for an employee counseling program. Purposes and objectives of the ONG/ECP evaluation were identified previous to the evaluation model design. The evaluation purposes were to:

1. Determine whether the stated goals and objectives of the ONG/ECP were being met, and whether those goals and objectives were appropriate to the needs of those who utilize the program (constituency groups).

2. Analyze the impact of the program on (1) employees/clients, (2) referring supervisors, and (3) officers/managers.

3. Collect information useful in decision making by the program director and company management.

Objectives of the ONG/ECP Evaluation Project

The following objectives of the ONG/ECP evaluation project were:

1. Determine client outcome (Was problem resolved?).
2. Determine clients' satisfaction with ECP.

3. Determine clients' satisfaction with referral.

4. Determine supervisors' satisfaction with ECP.

It was the intention of the evaluation to address and measure the purposes by asking questions listed in the objectives of the evaluation project.

A Summary of the Model

The ONG/ECP Evaluation Model was comprised of three components. The first is the constituency groups which were evaluated. The second is the evaluation method itself which was a synthesis of two different evaluation models. The first model used was the Goal-Oriented model (Provus, 1971). This model selected aspects designed to evaluate the goals and objectives of any program. The second evaluation model used in the synthesis selected aspects designed to collect information used to make management decisions. This model was termed Decision Oriented model (Stufflebeam, 1971). The third component of the ONG/ECP Evaluation Model was statistical analysis of the data. This component was broken into three phases. First the descriptive use of statistics; second the use of correlation coefficients to determine relationship between dependent and independent variables; and third, regression of lost time for a sample of ECP users and a sample of ECP nonusers controlling for operating district, age, gender, skill code, education level, and job level.

Conclusions

The initial purpose of the evaluation was divided into six goals. Each of these goals was addressed with the specific conclusions which follow.

The first general purpose of the evaluation model was to determine whether the stated goals and objectives of the ONG/ECP were being met, and whether those goals and objectives were appropriate to the needs of the group who utilized the program.

The first goal of the ECP was to identify employees who were experiencing personal problems that adversely affected job performance, and motivate them to seek assistance through the ECP.

In fiscal 1983 there were 290 employees who sought assistance through the ONG/ECP. The total employee population during fiscal 1983 was 2,424. Approximately 12 percent of the total ONG work force went through the program.

The second goal of the ONG/ECP was to identify and diagnose employees' problems that affected job performance and lead to referral of employees to qualified treatment.

From the employee group 19 percent of the referred employees believed the referral was excellent; 30 percent believed referral for the problem was generally good; 22 percent believed referral sources were average; and five percent responded that services were satisfying.

Twenty-four employees did not respond because they were not referred to an outside source for treatment. This indicated 71 percent believed referral services were average or better.

The third goal was to assist employees in resolving personal problems that affected job performance in order to enhance the employee's quality of life.

The test for statistical significance of these two variables indicated there was a significant relationship ($r = 0.47$). Forty percent of the employees rated their problem resolution as excellent; forty-nine percent stated it generally good. The quality of life scores appeared to be similar with forty-five percent who indicated their quality of life was improved greatly and forty-six percent determined their quality of life improved some as a result of their involvement with the ECP.

The fourth goal listed was to assist supervisors in addressing troubled employees who experienced job performance problems.

Fifty-four percent of the supervisors who referred employees indicated the program assisted them in making referrals. Thirty-four percent of these supervisors indicated results of these referrals were generally good.

The fifth goal was to determine whether financial costs attributed to personnel problems affecting job performance could be reduced.

While the regression phase of the statistical analysis did not relate any statistical significance in lost time and use of ECP, it is appropriate to ask how these costs might be more clearly evaluated.

For example, lost time might be retrieved from company records to indicate changes in labor costs. If a more accurate record keeping method were utilized to determine lost time amounts from the exact time of treatment, more precise data could be used in the regression model.

The sixth goal was to provide management with feedback that can be used in making decisions concerning employees.

During 1983, 19 officer/management personnel utilized the consultation services of the ECP. All 19 utilized the consultation services again in 1984. This suggested the group identified services as useful to their specific job responsibilities. Sixty percent, however identified better feedback and decisions as the last issue that should be addressed in the rank ordering of program components for the ONG/ECP.

Even though there were deficiencies within the stated goals and objectives that were not met, it was determined that the ONG/ECP met it's overall stated goals and objectives. The data collected also reflected that the constituency groups were generally pleased with ECP services. Even though there were six stated goals and

objectives for the ONG/ECP, the response by employee/clients to the overall resolution of problems as well as enhancement of quality of life was positive.

After receiving the information and after identifying the relationship of the data to the stated purposes and objectives of the ONG/ECP evaluation it was determined that the evaluation model that was developed and tested was successful and fulfilled its intended function. It was further determined that the ONG/ECP Evaluation Model has further implications of use in evaluation of similar ECPs.

Recommendations

Application of the ONG/ECP Evaluation Model generated specific recommendations for further research. Several recommendations may, therefore, be made to those professionals interested in employee assistance programming. As the ECP profession grows, it is apparent evaluation methods will need further development. Presently there is very limited general information regarding ECPs but significantly less concentration on evaluation methodology and techniques.

It is recommended that a questionnaire be developed which is equally useful to all constituency groups. This would offer strength and greater insight into program evaluation. While descriptive data was acquired, and used extensively in this research, further evaluations should

concentrate more on appropriate statistical tests. These statistical techniques would assist in making the evaluation stronger.

Another recommended action pertains to the need for appropriate record keeping which will provide more information regarding labor costs due to lost time, stress induced health dysfunctions, and reduced productivity. Accurate collection and use of this type of information is critical to the success of the present practice.

A third recommendation relates to the need for the use of a well refined evaluation model on a longitudinal basis. The future of employee assistance or counseling programs will be contingent to a degree on carefully designed, systematically employed evaluation processes. Organizations either in the public or private sector cannot be expected to offer such services if they are not either cost-effective or producing, quantifiable results that empirically prove the program is accomplishing what it is designed to accomplish.

The final recommendation defines the need to apply similar evaluation models to employee assistance programs in different types of corporations. Oklahoma Natural Gas is typical of a large utility firm. Other service granting organizations as well as organizations which produce various types of goods could invest resources in analysis of employee assistance services to determine

whether the model developed and tested through this research is equally effective in measuring program benefits and costs.

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APPENDIX A
OKLAHOMA NATURAL GAS EMPLOYEE COUNSELING PROFILE

COUNSELING PROFILE

WS3-10-72 (10-84)

1. ONEOK Inc. ____ 2. ONEOK Energy Co. ____ 3. ONEOK Drilling ____ 4. ONG ____

A. Case Number _____ B. Follow-up _____

C. Date _____ D. Age _____ E. Sex _____

F. District/Area _____ G. Department _____

H. Consultation: 1) Management
 2) Supervisory

I. Referral In: 1) Supervisor
 2) Self
 3) Other _____

J. Type of Problem: 1) Personal _____
 2) Job Related _____

K. Specific Problem: 1) Alcohol/Drugs
 2) Marital/Family
 3) Psycho/Emotional
 4) Medical/Financial/Legal
 5) Poor Job Performance
 6) EEO
 7) Career Counseling
 8) Other _____

L. Referral Out: 1) Medical Doctor _____
 2) Legal _____
 3) Psychologist/Psychiatrist _____
 4) Financial Counseling _____
 5) Community Agency _____
 6) Staff/Company Specialist _____
 7) Other _____

M. Remarks _____

APPENDIX B
INSTRUMENTS

Employee Counseling Program Evaluation

Dear Employee:

This year, the employee counseling program is fifteen years old. In an effort to afford Oklahoma Natural Gas a strong and effective counseling program, the enclosed survey is being utilized. Your opinions and ideas are vitally important to assist in making the program more beneficial.

This research program is sampling employees, supervisors, and management who have utilized the employee counseling program. It is important that your response to this survey be made in order to have results that are representative of those who have had need of the program.

As you can see, you need not sign the questionnaire. It is important you feel free to express your opinions so that positive improvements can be made. All participants will remain anonymous and results will be combined in a statistical report only.

Your prompt reply in the enclosed self-addressed envelope will be greatly appreciated.

Respectfully,

*Michael H. Smith
Human Relations Consultant*

Enclosure

Goals and Objectives of the Employee Counseling Program

1. Identify and motivate employees who are experiencing personal problems that adversely affect job performance to seek assistance through the Employee Counseling Program.
2. Properly identify and diagnose employee problems that affect job performance and refer employee to qualified treatment.
3. Assist employees in resolving personal problems that affect job performance in order to enhance the employees' quality of life.
4. Assist supervisors in addressing troubled employees who experience job performance problems.
5. Reduce financial costs attributable to personal problems affecting job performance.
6. Provide management accurate feedback that can be used in making decisions concerning employees.

E

Employee Counseling Program Evaluation

Please circle the number for your response to each question.

1 Age.

- Under 30 1
- 30-39 2
- 40-49 3
- 50-59 4
- 60 & Over 5

2. Are you:

- Male 1
- Female 2

3 How many years of service do you have with the company?

- 0-5 1
- 6-10 2
- 11-20 3
- 20 or more 4

4. Is your job.

- Supervisory 1
- Nonsupervisory 2

5. In which department do you work?

- Accounting 1
- Marketing 2
- Operating 3
- Other department 4

6 Education (*Circle highest level achieved*)

- High School/G.E.D. 1
- College 2
- College Degree 3
- Graduate Degree 4

7 Given your experience with the Employee Counseling Program, please evaluate the following points. If the situation does not apply to your experience, please leave the line blank

	Excellent	Generally Good	Average	Not Very Good	Poor	
a. Resolving personal or job-related problems	1	2	3	4	5	7
b. Confidentiality in counseling or referral . . .	1	2	3	4	5	8
c. Quality of referral sources	1	2	3	4	5	9
d. The response of the counselor to the request of employee or supervisor	1	2	3	4	5	10
e. How would you rate the overall effectiveness of the Employee Counseling Program? . . .	1	2	3	4	5	11
f. How would you rate the Employee Counseling Program in publicizing the various services offered?	1	2	3	4	5	12

8. Please circle the following training programs you have attended, and rate each in relationship to the benefits it offered you.

	Excellent	Good	Average	Below Average	Poor	
a. Controlling alcohol and drugs in the workplace	1	2	3	4	5	13
b. Conflict resolution	1	2	3	4	5	14
c. Stress management	1	2	3	4	5	15
d. Personal money management	1	2	3	4	5	16
e. Preretirement planning	1	2	3	4	5	17

2

9 How were you referred to the Employee Counseling Program?

Self-referred	1	
By your supervisor	2	
Friends/Family	3	
Other (please specify)		18

10. If you were referred to the counseling program for resolving a personal or job-related problem, do you believe your work has.

Improved a great deal	1	
Improved to some extent	2	
Not improved very much	3	
No improvement	4	19

11. As a result of using the employee counseling program, do you believe your quality of life has

Improved a great deal	1	
Improved to some extent	2	
Not improved very much	3	
No improvement	4	20

12 The primary problem I experienced, which I sought counseling for was *Circle one*:

Marital	1	
Family/children	2	
Psycho/emotional	3	
Legal	4	
Financial	5	
Medical	6	21
Alcohol/drugs	1	
Rehabilitation/disability	2	
Job performance	3	
Behavioral	4	
Peer relationship	5	
Supervisor relations	6	22

----- 1 -----

S

Employee Counseling Program Evaluation

Please circle the number for your response to each question.

1. Age.

- Under 30 1
- 30-39 2
- 40-49 3
- 50-59 4
- 60 & Over 5

2. Are you

- Male 1
- Female 2

3. How many years of service do you have with the company?

- 0-5 1
- 6-10 2
- 11-20 3
- 20 or more 4

4. Is your job:

- Supervisory 1
- Nonsupervisory 2

5. In which department do you work?

- Accounting 1
- Marketing 2
- Operating 3
- Other department 4

6. Education (*Circle highest level achieved*):

- High School/G.E.D. 1
- College 2
- College Degree 3
- Graduate Degree 4

7. Given your experience with the Employee Counseling Program, please evaluate the following points. If the situation does not apply to your experience, please leave the line blank

		<u>Excellent</u>	<u>Generally Good</u>	<u>Average</u>	<u>Not Very Good</u>	<u>Poor</u>	
a.	Resolving personal or job-related problems	1	2	3	4	5	7
b.	Confidentiality in counseling or referral	1	2	3	4	5	8
c.	Quality of referral sources	1	2	3	4	5	9
d.	The response of the counselor to the request of employee or supervisor	1	2	3	4	5	10
e.	How would you rate the overall effectiveness of the Employee Counseling Program?	1	2	3	4	5	11
f.	How would you rate the Employee Counseling Program in publicizing the various services offered?	1	2	3	4	5	12
g.	How would you rate the Employee Counseling Program in assisting supervisors in making referrals?	1	2	3	4	5	13

8. If you were referred to the counseling program for resolving a personal or job-related problem, do you believe your work has:

- Improved a great deal 1
- Improved to some extent 2
- Not improved very much 3
- No improvement 4

2

9 If, in the future, an employee who works with you or for you experiences a significant personal- or job-related problem what is the likelihood you would recommend he/she contact the Employee Counseling Program?

- Good** 1
- Undecided** 2
- Not Good** 3

15

10 In general do you believe the quality of work of those employees who you may have referred to the Employee Counseling Program has

- Improved a great deal** 1
- Improved to some extent** 2
- No association** 3
- Not improved very much** 4
- Not improved at all** 5

16

11 In your opinion, what areas should the Employee Counseling Program concentrate on? Please rank in the order of importance 1 – 6

- a. Training supervisors to address basic employee problems _____
- b. Counseling of costly job-related problems _____
- c. Crisis counseling and referral _____
- d. Alcohol- and drug-related problems _____
- e. Rehabilitation of disabled employees to return to work _____
- f. Consultation services to supervisors and management to assist in decision-making _____

17

16

19

20

21

22

12. How would you agree or disagree with the goals and objectives of the Employee Counseling Program that are attached?

- Strongly Agree** 1
- Agree** 2
- Undecided** 3
- Disagree** 4
- Strongly Disagree** 5

23

M

Employee Counseling Program Evaluation

Please circle the number for your response to each question.

1 Given your experience with the Employee Counseling Program, please evaluate the following points. If the situation does not apply to your experience, please leave the line blank.

		<u>Excellent</u>	<u>Generally Good</u>	<u>Average</u>	<u>Not Very Good</u>	<u>Poor</u>
a.	Resolving personal or job-related problems	1	2	3	4	5
b.	Confidentiality in counseling or referral	1	2	3	4	5
c.	Quality of referral sources	1	2	3	4	5
d.	The response of the counselor to the request of employee or supervisor	1	2	3	4	5
e.	How would you rate the overall effectiveness of the Employee Counseling Program?	1	2	3	4	5
f.	How would you rate the Employee Counseling Program in publicizing the various services offered?	1	2	3	4	5
g.	How would you rate the Employee Counseling Program in assisting supervisors in making referrals?	1	2	3	4	5

2. If, in the future, an employee who works with you or for you experiences a significant personal- or job-related problem, what is the likelihood you would recommend he/she contact the Employee Counseling Program?

- Good 1
- Undecided 2
- Not Good 3

3. In general, do you believe the quality of work of those employees who you may have referred to the Employee Counseling Program has:

- Improved a great deal 1
- Improved to some extent 2
- No association 3
- Not improved very much 4
- Not improved at all 5

4. In your opinion, what areas should the Employee Counseling Program concentrate on? Please rank in the order of importance 1 - 6

- a. Training supervisors to address basic employee problems _____
- b. Counseling of costly job-related problems _____
- c. Crisis counseling and referral _____
- d. Alcohol- and drug-related problems _____
- e. Rehabilitation of disabled employees to return to work _____
- f. Consultation services to supervisors and management to assist in decision-making _____

5. How would you agree or disagree with the goals and objectives of the Employee Counseling Program that are attached?

- Strongly Agree 1
- Agree 2
- Undecided 3
- Disagree 4
- Strongly Disagree 5

APPENDIX C
CORRESPONDENCE



CITY OF PHILADELPHIA

FIRE DEPARTMENT
 Fire Administration Building
 3rd & Sprng Garden Streets, Philadelphia, Pa 19123-2991

WILLIAM C RICHMOND
 Commissioner



MAR 20 '85 HRC

February 15, 1985

Mr. Michael H. Smith, M.S., C.R.C.
 Oklahoma Natural Gas Company
 Post Office Box 871
 Tulsa, OK 74102-0871

Dear Mr. Smith:

Enclosed you will find a copy of the original study done on the effectiveness of the Philadelphia Fire Department's Employee Assistance Program.

The program provides a wide-range of services to employees including drug and alcohol counseling and rehabilitation, and psychological, family and financial counseling on a referral and follow-up basis.

I hope this information will be of use to you, and I would be interested in receiving a copy of the results of your research.

Sincerely,

Ronald J. Augustyn
 Ronald J. Augustyn
 Personnel Officer

RJA/kaq

Enclosure



UNIVERSITY OF MISSOURI-COLUMBIA

EMPLOYEE ASSISTANCE PROGRAM

203 Parker Hall
Counseling Services
Columbia, Missouri 65211
Telephone (314) 882-6701

January 7, 1985

Michael H. Smith
Oklahoma Natural Gas Company
P.O. Box 871
Tulsa, OK 74102-0871

Dear Mr. Smith:

I am not clear what you wanted when you asked me to provide you with "information regarding our program development". The program has been in existence since late 1975 and has evolved through several different phases. If you would care to write or call with some specific questions, I would be glad to attempt to respond to those.

We have been involved in a variety of evaluation and research activities during the nine year period. Those activities have included follow-up with referring supervisors, assessment of general awareness and program utilization among all employee groups, follow-up with clients, and a five-year study of health benefits utilization investigating the impact of the Employee Assistance Program on health benefits utilization patterns. We have found doing regular, routine evaluation useful in several ways: It has provided us with important information for use in referral decisions in terms of both effectiveness and appropriateness; It has helped us be aware when a group of university employees seems to be under-utilizing EAP services and spurs us to explore that further; It is extremely useful information for administration and management decision-making, both for myself and at higher levels. Probably an important step before you embark upon this effort is to decide how you want to measure effectiveness and what kinds of decisions you will make on the basis of that information.

We have found that approximately 80% of our employees report resolution or improvement of the problems that they brought to the program initially. We have a fairly high turn-over rate for employment on this campus (30% annually). Our experience has been that "retained employment" needs to be weighted by whether the employee wanted to retain the job or whether it is in his or her best interest to seek another job outside the University or in a different department. We found during a five-year study of health benefit utilization that Employee Assistance Program clients showed a reduced utilization rate of health benefits when compared to a group of non-users. Our personnel data system is not centralized so we are unable to use the normal absenteeism, sick leave information that other programs have used in evaluating program effectiveness. Given these data on health benefits, I suspect we will also be able to demonstrate a positive impact on other costs when the computerized personnel system is in place next year.

Michael H. Smith
Page 2
January 7, 1985

I would be interested in the results of your program evaluation. It is always helpful to learn from other people's experience. If I can answer any specific questions for you, don't hesitate to write or call.

Sincerely,



Elizabeth Hosokawa
Program Director
Employee Assistance Program

EPH/ks

Oklahoma Natural Gas Company
A Division of ONEOK Inc.

January 11, 1985

Scovill Manufacturing Company
Scovill Plaza
Waterbury, CT 06720

ATTENTION EMPLOYEE ASSISTANCE PROGRAM ADMINISTRATOR

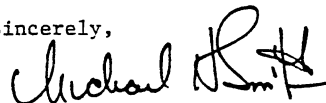
Dear Sir:

ONEOK Inc. is in the process of inquiring into its employee assistance program in order to determine the program's effectiveness.

I have been advised that you have an exceptionally effective employee assistance program and, in an effort to strengthen our program, I would appreciate any information you could provide me regarding your program development as well as any studies you have done regarding your program effectiveness. Any assistance you would like to offer in this matter would be appreciated.

Should you be interested in the results of the inquiry into the effectiveness of ONEOK's program, please let me know, and we will be happy to provide you with the results of our research.

Sincerely,



Michael H. Smith, M.S., C.R.C.

Oklahoma Natural Gas Company
A Division of ONEOK Inc.

January 11, 1985

DePaul Rehabilitation Hospital
Industrial Alcoholism Project
4143 South 13 Street
Milwaukee, WI 53221

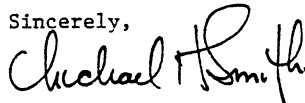
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Should you be interested in the results of the inquiry into the effectiveness of ONEOK's program, please let me know, and we will be happy to provide you with the results of our research.

Sincerely,



Michael H. Smith, M.S., C.R.C.

Oklahoma Natural Gas Company
A Division of ONEOK Inc.

January 11, 1985

Economics Laboratory Incorporated
370 North Wabasha Street
St. Paul, MN 55102

ATTENTION EMPLOYEE ASSISTANCE PROGRAM ADMINISTRATOR


Dear Sir:

ONEOK Inc. is in the process of inquiring into its employee assistance program in order to determine the program's effectiveness.

I have been advised that you have an exceptionally effective employee assistance program and, in an effort to strengthen our program, I would appreciate any information you could provide me regarding your program development as well as any studies you have done regarding your program effectiveness. Any assistance you would like to offer in this matter would be appreciated.

Should you be interested in the results of the inquiry into the effectiveness of ONEOK's program, please let me know, and we will be happy to provide you with the results of our research.

Sincerely,



Michael H. Smith, M.S., C.R.C.

Oklahoma Natural Gas Company
A Division of ONEOK Inc.

January 15, 1985

The Philadelphia Fire Department
Third and Spring Garden Streets
Philadelphia, PA 19123

ATTENTION EMPLOYEE ASSISTANCE PROGRAM ADMINISTRATOR

Dear Sir:

ONEOK Inc. is in the process of inquiring into its employee assistance program in order to determine the program's effectiveness.

I have been advised that you have an exceptionally effective employee assistance program and, in an effort to strengthen our program, I would appreciate any information you could provide me regarding your program development as well as any studies you have done regarding your program effectiveness. Any assistance you would like to offer in this matter would be appreciated.

Should you be interested in the results of the inquiry into the effectiveness of ONEOK's program, please let me know, and will be happy to provide you with the results of our research.

Sincerely,



Michael H. Smith, M.S., C.R.C.

APPENDIX D

POLICIES AND PROCEDURES OF ONG
CHEMICAL DEPENDENCY TREATMENT PROGRAM

MEMORANDUM

All ONG Management Personnel

August 22, 1983

CHEMICAL DEPENDENCY TREATMENT PROGRAM
POLICY AND PROCEDURES

Effective September 1, 1983, the company will provide a Chemical Dependency Treatment Program, which will assist an employee in overcoming persistent problems that may tend to jeopardize his/her health and continued employment.

Policy

It is the policy of the company to help, through financial assistance and referral to treatment facilities, an employee who may be having problems that are resulting in noticeable changes in work performance and/or absenteeism because of alcoholism or drug abuse. Assistance may also be provided to employees whose work performance has not yet suffered but who recognize that a chemical dependency problem has developed. The company acknowledges the strictly confidential nature of the situation, recognizes that chemical dependency problems are treatable illnesses, and encourages employees to seek professional help.

Confidentiality, Documentation, and Records

The company acknowledges the need to handle chemical dependency problems with the strictest standards of confidentiality. Successful treatment of problems that affect the work performance and/or attendance records of employees demands the absolute confidential handling of each individual case. No person connected with or involved in the program will discuss, divulge, or otherwise disseminate any information made known to him/her through the program to any other person except on the basis that such person has a need to know the information requested in order to carry out a legitimate, business-related purpose.

No information will be contained in either the personnel or payroll records of the employee pertaining to the program itself or the employee's participation in the program.

The professional(s) and agency(ies) used by the company for diagnosing and treating chemically dependent employees will maintain only such records as are necessary and will not release such records without written authorization of the employee-client. Such records will be handled in a confidential manner.

In the event a claim is filed against the company by a participant in the program, the records and information contained in the file maintained by the human relations consultant may be used in connection with said claim.

ResponsibilitySupervisor

It is the responsibility of an employee's immediate supervisor to identify and document persistent job performance and/or attendance problems. If it is suspected that a chemical dependency problem exists, the employee or the employee's supervisor should contact the human relations consultant for assistance.

Human Relations Consultant

The human relations consultant will be responsible for implementing the program and for working with the professional(s) and agency(ies) cooperating with the company.

Administrative Committee

The administrative committee will be bound by the confidentiality requirements discussed above. The administrative committee will (1) compile a list of approved treatment facilities, (2) determine who is eligible for participation in the Chemical Dependency Treatment Program, (3) determine and approve the cost of treatment, and (4) decide whether the Promissory Note executed pursuant to the program should be canceled for a particular year in view of the employee's work performance and/or attendance records.

Procedures

1. When an employee's work performance and/or attendance is unsatisfactory, it will be called to his/her attention by his/her immediate supervisor through regular procedures.
2. If poor performance and/or attendance problems continue, the supervisor will discuss the problem privately with the employee according to regular procedures.
3. When a chemical dependency problem is suspected, the supervisor will not delve into the employee's personal life to try to find causes. If it appears that the employee cannot or will not improve his/her performance and/or attendance, the employee should be referred to the human relations consultant. If the human relations consultant determines that the employee has a chemical dependency problem, he will discuss the help available to him/her under the Chemical Dependency Treatment Program. (An employee may make direct contact with the human relations consultant if he/she suspects that a chemical dependency problem has developed.)
4. If the employee accepts the offer of help and the job performance and/or attendance problems improve to a satisfactory level, no further action will be taken.

Chemical Dependency Treatment
Program Policy and Procedures

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August 22, 1983

5. If the employee refuses the offer of help and job performance and/or attendance problems continue, the regular disciplinary procedures will apply.
6. If the employee accepts the offer of help and attempts to deal with his/her chemical dependency problem but job performance and/or attendance problems continue, the regular disciplinary procedures will apply.

Chemical Dependency Treatment Program

If a regular, full-time employee or a regular employee who is on limited-duty status is found to have a chemical dependency problem, approved inpatient or outpatient alcohol- and drug-abuse treatment will be made available. Under the terms and conditions of the program, the company will provide an interest-free loan to the employee for the cost of alcohol- or drug-abuse treatment at an approved treatment facility. However, the maximum loan will be \$5,000. The interest-free loan will replace benefits formerly available under the health benefit plan, and no benefits will be paid from the health benefit plan for chemical dependency treatment for an employee. Assistance under the program will be available one time only.

The human relations consultant will evaluate the employee's problem. The employee and human relations consultant will select the treatment facility that is equipped to provide the treatment required from the Approved Treatment Facilities list.

The human relations consultant will prepare a cost determination and a Chemical Dependency Treatment Loan Cancellation Program Promissory Note. The Promissory Note will cover all or part of the cost of treatment at the designated treatment facility. The employee's signature on the Promissory Note must be witnessed.

The case history of the employee will be provided to the administrative committee by the human relations consultant. If the committee approves the treatment, the Promissory Note will be signed by two members of the administrative committee, one of whom must be an officer. The Promissory Note will be retained by the administrative committee in a safe, and a copy will be given to the employee.

After all signatures have been obtained, the human relations consultant will prepare a check request for the treatment charges approved. The check request will require the approval of an officer-member of the administrative committee. For the process to remain confidential, the check request will contain only the case/client number, the name of the treatment facility to which payment is to be made, and the account number to be charged (144-00-04 Chemical Dep Treatment, Notes Receivable). The check will be made payable to the treatment facility and will be submitted to the facility by the human relations consultant.

Chemical Dependency Treatment
Program Policy and Procedures

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August 22, 1983

Regular payroll policies will be followed as in any other illness. If the approved treatment is on an inpatient basis, which will require the employee's absence from the job in excess of the limits stated in the payroll policies, a payroll change will be prepared by the supervisor placing the employee on sickness benefits status. The payroll change should indicate the following in the section explaining the reason for the change: "John Doe is expected to be off work (number of weeks) on the advice of a physician. Last date worked was _____, and number of hours worked was _____. Doctor's statement will follow." As with other sickness benefits, a doctor's certificate will be required when the employee is placed on sickness benefits, if the employee is off work more than 30 days, and/or when the employee is released to return to work. The doctor's certificate(s) will be obtained by the human relations consultant and will not indicate the treatment received.

The human relations consultant will maintain coded case files, will follow up on employees receiving treatment, and will monitor cancellation dates of the Promissory Notes.

When the treatment has been certified as successfully completed and the employee returns to work, the following schedule will go into effect:

1. One-third (1/3) of the note will be canceled one (1) year from the date the treatment was successfully completed.
2. One-third (1/3) of the note will be canceled two (2) years from the date the treatment was successfully completed.
3. One-third (1/3) of the note will be canceled three (3) years from the date the treatment was successfully completed.

Successful completion of the treatment means that an authorized agent or employee of the treatment facility who handled the employee's case has certified in writing to the company that the employee underwent treatment for his/her condition and that in the agent's opinion the treatment was successfully completed by the employee.

When a percentage of the Promissory Note is to be canceled, the human relations consultant will advise the supervisor - classification to debit Employee Welfare (790-87-09) and credit Chemical Dep Treatment, Notes Receivable (144-00-04).

During the cancellation period, the human relations consultant will maintain contact with the employee's supervisor regarding the employee's job performance. If the employee continues employment with the company without further job performance and/or attendance problems for three years after successfully completing the treatment program, the entire loan will be canceled. The administrative committee may allow or disallow cancellation of the note for a particular year on the basis of the employee's job performance and/or attendance records. The employee will be notified of the decision of the committee prior to the date on which the portion of the note is scheduled for cancellation.

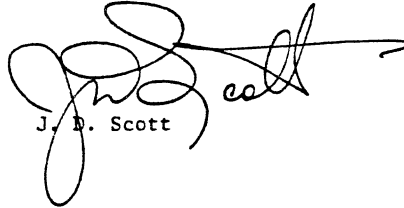
Chemical Dependency Treatment
Program Policy and Procedures

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August 22, 1983

If the administrative committee disallows cancellation of the note for a particular year but the employee resumes satisfactory employment with the company for another year, the three-year cancellation period may be extended until the entire note is canceled. If at any time during the program the employee is terminated or the employee terminates his/her own employment, the employee will be required to pay the uncanceled portion of the Promissory Note at the time of termination.

It is the intention of the program to give each employee the opportunity to recover from chemical dependency and, at the same time, to have some personal investment in his/her own recovery process. Participation in the program does not constitute a guarantee or assurance on the part of the company that the employee will retain his/her job.



J. D. Scott

WS 3 10 69 (9 84)

**CHECKLIST FOR
CHEMICAL DEPENDENCY TREATMENT PROGRAM**

CLIENT NO. _____

SUPERVISOR _____

DATE

Promissory Note and Program Description (Exhibit I and Exhibit II)
Original Promissory Note to Administrative Committee's Safe _____
Copy of Promissory Note to Employee _____

Check Request (Exhibit III) to Cash Management _____
Check Sent to Treatment Facility _____

Payroll Change (Exhibit IV) Example to Supervisor, when applicable _____
Doctor's Certificate (Exhibit V) to Treatment Facility (Admission) _____
Doctor's Certificate Sent to Supervisor _____

Payroll Change (Exhibit VI) Example to Supervisor, when applicable _____
Doctor's Certificate (Exhibit VII) to Treatment Facility (Release) _____
Doctor's Certificate Sent to Supervisor _____

Letter of Certification From Treatment Facility _____

Memo (Exhibit VIII) to Administrative Committee (Date Treatment Completed) _____

CANCELLATION PROCEDURE: (HRC consults with employee's supervisor)

Memo (Exhibit IX) to Administrative Committee (Approval for Cancellation) _____

Initialed Memo (Exhibit IX) sent to Safe Advising of Loan Cancellation Date:	_____
Memo Sent: _____	First Cancellation Date: _____
_____	Second Cancellation Date _____
_____	Third Cancellation Date. _____

Letter to Employee (Exhibit XI) of Decision (Approved for cancellation) _____

Signed Acknowledgement Letter (Exhibit XI) Received From Employee _____

Signed Acknowledgement Letter (Exhibit XI) to Safe _____

Adjustment Memorandum (Exhibit XIII) Processed for Loan Cancellation
Amount \$ _____

DENIAL OF CANCELLATION: (HRC consults with employee's supervisor)

Memo (Exhibit X) to Administrative Committee (Denial of Cancellation) _____

Initialed Memo (Exhibit X) to Safe _____

Letter to Employee (Exhibit XII) of Decision (Not to Cancel) _____

Signed Acknowledgement Letter (Exhibit XII) Received From Employee _____

Signed Acknowledgement Letter (Exhibit XII) to Safe _____

Date Employee's Performance Scheduled for Review (12 months) _____

CONFIDENTIAL

**ONEOK Inc.
CHEMICAL DEPENDENCY TREATMENT
LOAN CANCELLATION PROGRAM**

PROMISSORY NOTE

\$ 5,000.00 Date September 1, 1983
 Name of Employee John H. Doe Soc. Sec. No. 000-00-0000
 Address 123 Main Street, Tulsa, Oklahoma 74000
 District General Office Department Corporate Responsibility and Services
 Treatment Facility Lifemark Recovery Center Location Tulsa, Oklahoma
 Date treatment began September 1, 1983 Date treatment completed _____
 Type of treatment: Inpatient Outpatient

I, John H. Doe, hereby promise to pay to the order of Oklahoma Natural Gas Company, a Division of ONEOK Inc., for value received, the sum of \$ 5,000.00 at Tulsa, Oklahoma. The proceeds from this note will be used to obtain chemical dependency treatment at the treatment facility listed above. I understand that this note is designed to help me deal with my chemical dependency problem and that this note cannot be renewed and another note cannot be made for financial assistance under the Chemical Dependency Treatment Program.

Except as provided below, the total amount of this note will become due and payable when either of the following events occurs:

1. I terminate my employment with the company.
2. My employment is terminated by the company.

This note will be canceled according to the following schedule as long as I continue satisfactory job performance for the company:

1. One-third (1/3) of the total amount of the note will be canceled one (1) year from the date the treatment was successfully completed.
2. An additional one-third (1/3) of the total amount of the note will be canceled two (2) years from the date the treatment was successfully completed.
3. The final one-third (1/3) of the total amount of the note will be canceled three (3) years from the date the treatment was successfully completed.

The "date the treatment was successfully completed" will be the date on which an authorized agent or employee of the treatment facility certifies, in writing to the company, that I underwent treatment for my chemical dependency problem and that in his/her opinion I successfully completed the treatment.

I understand that my immediate supervisor can recommend to the human relations consultant and that he in turn may recommend to the administrative committee that this note not be canceled for a particular year due to my unsatisfactory work performance or other documented behavioral or attendance problems. The administrative committee has the sole discretion to cancel this note for a particular year. When the administrative committee cancels this note, I will be notified of the committee's action before each scheduled cancellation date. If this note is not canceled for a particular year, but I resume satisfactory employment with the company for another year, the three-year cancellation period may be extended until the entire note is canceled.

Upon termination of my employment with the company for whatever reason, I agree to transfer, assign, and set off to the company all sums then due me to the extent of the unpaid or uncanceled balance of this note. In the event the company is required to collect this note, I agree to pay all costs of collection including reasonable attorney fees.

I further state that I have read the terms and conditions of the Chemical Dependency Treatment Program, that I understand those terms and conditions, and that I agree to pay the total amount due if I fail to meet any of the terms and conditions contained in that program, a copy of which is attached as Exhibit 1 and incorporated herein by reference.

Signature of Employee

Witnessed by

Accepted by Oklahoma Natural Gas Company,
a Division of ONEOK Inc

By _____

Dates of Loan Cancellation:

APPENDIX E
OPERATING DISTRICTS OF OKLAHOMA NATURAL GAS COMPANY

VITA 2

Michael Howard Smith
Candidate for the Degree of
Doctor of Philosophy

Thesis: THE OKLAHOMA NATURAL GAS COMPANY EMPLOYEE
COUNSELING PROGRAM EVALUATION MODEL: A
SYNERGISTIC APPROACH

Major Field: Home Economics

Biographical:

Personal Data: Born in Ada, Oklahoma, August 19,
1946, the son of Howard B. Smith, and Bonna B.
Smith. Married to Kristy L. Smith; children
Derrick M. Smith and Austin L. Smith.

Education: Graduated from Enid High School, Enid,
Oklahoma in May, 1964; received the Bachelor of
Arts Degree in Sociology and Communications from
East Central State College, Ada, Oklahoma in
May, 1971; received the Master of Science Degree
in Psychology from Oklahoma State University,
Stillwater, Oklahoma in May, 1974; completed
requirements for the Doctor of Philosophy Degree
at Oklahoma State University in May, 1985.

Professional Experience: Human Relations Consultant,
Corporate Responsibility and Services
Department, Oklahoma Natural Gas Company,
1977-present, Counseling Psychologist,
Department of Human Services, State of Oklahoma,
1974-1977, Real Estate Coordinator, Department
of Transportation, State of Oklahoma, 1970-1974.

Professional Affiliations: American Society of
Personnel Administrators, Employee Assistance
Program Society of North America, National
Rehabilitation Association, National
Rehabilitation Counselors Association, Oklahoma
Rehabilitation Association, American Business
Association, Board of Directors of Tulsa Mental

Health Association, Governor's Committee on the Employment of the Handicapped, Advisor to the Governor on Handicapped Concerns, Board of Director of Tulsa Speech and Hearing Association.

Awards and Recognition: Past president of the Oklahoma Rehabilitation Association, 1983; past president of the American Business Association, 1980; President's Award for Outstanding Service, Oklahoma Rehabilitation Association, 1979.