EVALUATION OF EMPLOYEE ASSISTANCE PROGRAMME IN THE NATIONAL PROSECUTING AUTHORITY WITH SPECIAL REFERENCE TO CAPRICORN DISTRICT IN LIMPOPO PROVINCE

by

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DECLARATION

I, Tebogo Madiane Anna Mahlatjie declare that the dissertation hereby submitted to the University of Limpopo for the degree, Master of Social Work is my own work in design and in execution. I also swear that this work has not been previously submitted by me or someone else for a degree at this or any other University and that all materials contained herein have been duly acknowledged by means of complete references.

Signed: _____

Date: _____

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DEDICATION

This dissertation is dedicated to my late father, Mr Mamangana and my mother Mrs Mamotalane Segooa for their encouragement and trust in me. I would also like to dedicate this work to my wonderful family. My loving husband, Mr Ramokgopa Mahlatjie. Your love and care gave me the courage to overcome all obstacles throughout my study period. My lovely children, Talane, Makgomo, Mamauba and Karabo Mahlatjie. You are the best gifts that God has provided in my life. My elder sister Ms Thabitha Segooa Phathela. Your support made a great mark. You have always been there in times of need.

ABSTRACT

This dissertation on the Evaluation of an Employee Assistance Programme determines the worth or value of the programme by assessing its effectiveness or ineffectiveness. It also seeks to determine if the target population was reached. This study evaluates the level of EAP awareness and utilization by prosecutors. It also focuses on the effectiveness of the programme in addressing their work and personal challenges. It further seeks to understand the level of referring prosecutors to the EAP by their supervisors.

The study is evaluative in design and is based on evaluation theory. The population of the study comprises 31 prosecutors from all three Magistrate complexes within Capricorn District (Limpopo Province), namely, Mankweng, Polokwane and Seshego. The total number of prosecutors reached is 31. Data were collected through questionnaires from all the respondents. The study collected information on absenteeism, sick leave and disciplinary matters in order to measure EAP utilisation before and after the programme was introduced to employees. The wish was not successful because the Human Resources system utilised within the NPA did not capture such information as anticipated.

The main findings of the study are that prosecutors are aware of the Employee Assistance Programme and most respondents who used the EAP referred themselves. It is clear that prosecutors are aware of the benefits obtained from the programme. Even though a large number of prosecutors were aware of the existence as well as the services offered by the EAP within the NPA, the utilisation rate of the programme was low. The other major finding is that the EAP within the NPA is underutilised. Lastly, the EAP within the NPA in Capricorn District, Limpopo Province is not effective in addressing prosecutors' work and personal problems.

ABBREVIATIONS AND ACRONYMS

AFU- Asset Forfeiture Unit

CEAP - Certified Employee Assistance Professional

DPP – Director of Public Prosecutions

DSO – Director of Special Operations

EA – Employee Assistance

EAP – Employee Assistance Programme

EAPA – Employee Assistance Professional Association

EAPs – Employee Assistance Practitioners

EASNA – Employee Assistance Society of North America

HR – Human Resources

NDPP – National Director of Public Prosecutions

NPA – National Prosecuting Authority

NPS – National Prosecution Services

PCLU- Priority Crimes Litigation Unit

SAP - Substance Abuse Professional

SAPS- South African Police Services

SCCU-Special Commercial Crime Unit

SOCA- Sexual Offences and Community Affairs

TRC- Truth and Reconciliation Commission

TREC - Turfloop Research and Ethics Committee

WPU- Witness Protection Unit

KEY CONCEPTS

EAP

NPA

Prosecutor

Awareness

Utilisation

Effectiveness

Referral

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CHAPTER 1: GENERAL ORIENTATION TO THE STUDY

1.1 INTRODUCTION

This study focused on Evaluation of the Employee Assistance Programme (EAP) in the National Prosecuting Authority. Evaluation of the EAP may focus on aspects such as programme utilisation, programme effectiveness, service needs assessment, compliance/legality assessment, programme adequacy, external resources assessment, programme effort, programme effectiveness, benefit equity, client satisfaction, cost/benefit assessment, and programme constraints analysis (Blaxter, Hughes & Tight, 2007:66 & Bruce, Royse & Padgett, 2010:55).

This study focused on whether or not prosecutors were aware of the Employee Assistance Programme content, its effectiveness, utilisation rate and the referral system in the NPA. This helped to identify aspects such as:

- the procedures of referring prosecutors to attend the EAP;
- the scope of the programme;
- acceptance and participation by prosecutors in utilising the EAP; and
- prosecutors' barriers to using EAP.

There are many reasons why organisations introduce the EAP, including the following:

- to reduce health care or medical costs (Naydeck, Pearson, Ozminkowski, Goetzel & Pallarito, 2011);
- to increase employee productivity, welfare benefits and morale (Weiss, 2009 & Spetch, Howland & Lawman, 2011: 108).
- to improve the image of the company (Csiernik, 2003 & Spetch, Howland, & Lawman, 2011: 109).
- to improve staff morale and productivity (Csiernik, 2003 & Spetch, Howland & Lawman, 2011:110).
- to reduce absenteeism because of sickness (Courtois; Hajek & Kennish, 2004 & Ranjin, J. (2012:2).

- to improve the retention, productivity and well-being of employees (Pearson & Brockett, 2007 ; Chester & Kathleen, 2013:2).

This research focused on the National Prosecuting Authority (NPA) Employee Assistance Programme within Capricorn District, Limpopo Province.

1.2 RESEARCH PROBLEM

The National Prosecuting Authority (NPA) launched the Employee Assistance Programme (EAP) for Limpopo Province in 2003. Since its inception, the programme was never subjected to evaluation. The researcher saw a need to evaluate the services rendered by the EAP within the NPA. According to Naicker and Fouché (2011), evaluation is essential for justifying the programme and its existence.

The researcher was employed as a Probation Officer and she based at Mankweng Magistrate Complex where she worked closely with prosecutors. She observed that the NPA EAP is largely underutilized because prosecutors would consult Probation Officers when they experienced personal and work related challenges, which ultimately impacted negatively on their work performance. Berman (1991), and Sulsky and Smith (2005) identified several reasons that lead to the underutilisation of the programme. Among them are the following:
- people using the programme may feel that their confidential information is not safe;
- employees' fear of being labeled as "weak" or "sick" by co-workers or management;
- the service is viewed as a staff benefit venture and is not being utilized by managers;
- unwillingness by managers to refer distressed or non-performing subordinates from all levels of the hierarchy;
- ill-experienced counsellors who are unable to identify work-based problems presented by employees; and
- lack of follow-ups on the quality of services offered since they are crucial to success.

Failure to utilise the programme may suggest that there were misperceptions and lack of understanding with regard to services offered by the EAP. The researcher assumed that other problems could emanate from the fact that there was lack of awareness about services and benefits offered by the EAP among prosecutors. Furthermore, she assumed that there could be no adequate referral system by Prosecutors to the EAP and the programme may not be effective in addressing problems faced by prosecutors

1.2.1 Assumptions of the study

The study was based on the following assumptions:

- there is lack of awareness about services and benefits offered by the EAP among prosecutors;
- the EAP within the NPA is underutilized by prosecutors;
- there is no adequate referral by prosecutors to the EAP; and
- the EAP is not effective in addressing personal and work related problems faced by prosecutors.

1.3 PRELIMINARY LITERATURE REVIEW

There are numerous reasons and factors that justify the evaluation of the Employee Assistance Programme. These reasons and factors are, *inter alia*, needs assessment, client satisfaction, programme adequacy and programme utilisation (Watson, 2008*)*. This literature review focused on programme awareness which influences programme utilisation, effectiveness and the referral of employees to the EAP. The EAP must be evaluated to justify its existence, to ascertain the extent to which it reaches its objectives and to find ways to improve its performance (Highley & Cooper, 1994:1; Perry & Cayer, 2002:1; Weiss, 2005:20, as cited by Sithole & Khorombi, 2009 & Macy, 2010: 16).

Programme evaluation falls within the field of evaluative research (Zastrow, 2003 & Witson & Winegar, 2014: 67) in that it attempts to evaluate the effectiveness and efficiency of a programme serving a large number of clients, or perhaps even a whole community. Evaluative research asks whether the outcome was achieved. In addition, it seeks to determine if the outcome can be attributed to one's own intervention. Yamatani (2003:65-82 & Antonellis, 2012: 233) and other authors identified the types of evaluative studies for the EAP. These studies are given attention below.

1.3.1 Programme awareness evaluation

Programme evaluation is crucial in order to determine whether or not beneficiaries are aware of the services offered through EAP, their willingness to make use of the programme and to determine whether the programme meets ethical mandate in terms of its intervention (Royse, Bruce, Thyer & Padgett, 2010:44). The EAP office needs to know whether or not the programme is known, working and if it is doing what it purports to do.

In order to increase its awareness, the Employee Assistance Programme requires constant marketing (Dickman, 2009:54 & Mundalamo, 2015: 26). Some of the ways in which awareness can be increased includes supervisor training; home mail-out; site visitations; presentations at union level as well as through departmental and motivational meetings. According to Dickman (2009:54) and Mundalamo, (2015: 26), "every time when one of the above occurs, the call for service increases". Awareness of EAP also provides employees with the opportunity to understand why the programme exists, what the programme intends to achieve and how it intends to do this. Therefore, through programme awareness evaluation, an employee becomes aware of the services as well as the procedures entailed within the programme.

1.3.2 Programme utilisation evaluation

According to Ligon and Yegidis in Emener, Hutchison and Richard (2010), utilisation evaluation provides programmes' data concerning who is using what services and to what extent. Such data are helpful in determining whether or not the target population of the programme has been reached. It further helps to determine whether or not different aspects of the EAP were over-utilized or underutilized. According to Rossi, Lipsey and Freeman (2008:411) and Naicker & Fouché (2011: 25), the worth of evaluations must be judged by their utilisation; the extent to which they are effective. Misperceptions and lack of understanding about EAPs have been found to inhibit utilisation (Schenk, 2006:45 & Patton, 2011: 58).

It is, therefore, important that the EAP be marketed in order to enhance employees' utilisation of the programme. Utilisation analysis is a very informative and useful evaluative tool. Lower utilisation may cause companies to ask whether the programme is worth the costs (Ligon & Yegidis, 2003; Patton, 2011: 61). The programme adequacy assessment examines the appropriateness of the EAP services, their availability and usage, as well as penetration rates. A higher usage rate of the programme may be an indication that the EAP is successfully meeting the employees' needs.

1.3.3 Programme effectiveness evaluation

Programme effectiveness can be evaluated by measuring the extent of changes associated with programme intervention in the areas identified by the programme goals and objectives. Yamatani (2003:83) and Hopkins (2011:12)states that performance in the workplace differs from one department to another, while organisations' programmes may differ in their effectiveness, that is, in the extent to which pre-established objectives are attained as a result of the activity. It is, therefore, important that EAPs be evaluated in order to determine their effectiveness.

The evaluation of the EAP is the only mechanism to determine if the programme is meeting its objectives. Programme effectiveness focuses entirely on what the researcher intends to do. It provides an answer to the question on whether the problem get solved or if the client has improved in some way. Rossi et al. (2008:412) and Hopkins (2011:15) state that the impact of assessment is designed to determine the effects that the programmes have on their intended outcomes, and whether or not there are important unintended effects. Programme effectiveness is sometimes referred to as a function of outcome evaluation, which Patton (2011) highlights as a central focus of accountability-driven evaluation.

This approach emphasises the importance of knowing the extent to which the programme is effective after it was fully implemented. In order to answer this question, it is important to understand the extent to which the programme is actually utilized, and whether or not it has achieved its intended goals and objectives. EAPs should be designed to include specific evaluation plans in which the progress of the programme needs to be monitored. Evaluation can assist in improving the programme where necessary (Csiernik, 2003 & Ronald & Richardsen, 2014:151).

According to Gould and Smith (2008), there are several factors that make an effective EAP and these include:

- Strict confidentiality;
- Openness to employees and their immediate families;
- Recognition and commitment by management, employees and union (if there is one) that the EAP is needed;
- Policies and procedures supported by top management, employees and the union;
- Establishment of both formal and informal referral procedures;
- Promotion of the EAP and encouragement to use the service;
- Managers and employees educated in the workings of the EAP; and

- Periodic evaluation of the EAP to be sure that the needs of both the employee and the employer are being met.

In addition, the EAP must be monitored and evaluated to ensure continued quality of the referral/assistance, and to correct potential trouble situations. Appropriate assessment, referral and follow-up of progress are important for continued success of the EAP.

1.3.4 Referral system evaluation

Supervisors within the NPA are referred to as chief and control prosecutors who are in charge, who conduct administrative work and oversee the work of other prosecutors (Wiley, 2010). Evaluation of the referral system determines if employees are being encouraged/referred to a service provider. It also checks if employees are referred to an external or in-house EAP resource. A referring supervisor defines the specific nature of the problem and refers the person to the appropriate resource for assistance. Evaluation also assists to verify whether an employee or employees voluntarily contact an EAP provider and if a confidential report is kept.

Employees may access their service through self-referral, where they are worried about their personal or work problems, and thus decide to seek help directly, and they do not have to seek permission from their employer to access the programme. Employees may also access the EAP by formal referral where they are referred to the EAP programme by a manager. In most cases, these types of referrals are linked to poor performance.

1.4 THEORETICAL FRAMEWORK

According to Rossi, Lipsey and Freeman (2008:411), the worth of evaluation must be judged by its utility. This study was guided by both evaluation and programme theory. Evaluation theory is about why evaluation should be carried out, for whom and how. Shadish, Cook and Leviton (2007: 37) and Macy (2010: 15) contend that evaluation theory has some additional requirements, namely, when and where the

approach should be applied (context) and the results following the approach (consequences). Programme evaluation includes different types of evaluation such as programme effectiveness, service needs assessments, adequacy, utilisation, outcome, compliance/legality assessment, external resource assessment, benefit equity, client satisfaction, constraints analysis, and programme efforts (Bruce, Royse & Padgett, 2010:55).

Programme theory defines how a programme should work. Weiss (2005:6), Wholey (2007) and Emener, William and Hutchison (2010:242) argued that the theory incorporates "programme resources, programme activities and intended outcomes". Chen (2005:107) and Southworth (2010: 52) described programme theory as "a specification of what must be done to achieve the desirable goals, what other important impacts may also be anticipated and how these goals and impacts would be generated".

1.5 OPERATIONAL DEFINITIONS

1.5.1 Evaluation

According to Green and South (2006:12) and Jerrel, (2011: 83), evaluation is defined as an examination and assessment of the features of an initiative and produces information that can be used by those who have interest in its improvement and effectiveness. This definition was adopted for this study.

1.5.2 Employee Assistance Programme

For purposes of this study, the EAPA Standard and Guidelines for Employee Assistance Programme (2010) definition was adopted. In terms of this Standards Document, an EAP is defined as a workplace programme designed to assist work organisations to better address productivity issues. It also helps employee clients to identify and resolve personal concerns, including health, marital, family, financial, alcohol, drug, legal, emotional, stress or other personal issues that may affect job performance.

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1.5.3 National Prosecuting Authority

The NPA is a body within the prosecuting authority which has the power to institute criminal proceedings on behalf of the state, and to carry out all necessary functions incidental to instituting criminal proceedings (National Prosecuting Authority Act 32 of 1998).

1.6 REASONS FOR EVALUATING EAPs

Programme evaluations are conducted because there is a responsibility for improvement, and a need to contribute to the development of knowledge, in order to fulfil, *inter alia,* ethical obligations. Employers are also compelled by Chapter 7 of the Labour Relations Act Number 66 of 1995 (as amended) to refer employees for counselling prior to dismissal. This demand has necessitated the establishment of EAPs in work places. This study evaluates one such counselling service provided by the EAP within the NPA.

Evaluation provides a better understanding of how a programme works, and its strengths and weaknesses in order to consider these factors when incorporating changes (Royse, Bruce, Thyer & Padgett, 2010). Ligon & Yegidis (2009) cited in Richard, Emener & Hitchison (2010) suggest that programme evaluation also plays a critical role in making judgment about the effectiveness of the service.

An EAP is evaluated in order to justify that its existence is essential and to ascertain the extent to which it reaches its objectives. The way in which organisations evaluate their EAP, and what they call success, is related to their reasons for embarking on it in the first place. The goals of EAP are developed from the beginning. This makes it essential for the organisation to be able to evaluate whether or not they were met (Royse et al., 2010:17).

1.7 BASIC PRINCIPLES OF THE EAP

Emener, William and Hutchison (2010:242) as well as The Standards Committee of EAPA-SA (2010:20-22) outlined the following principles for effective EAP operation:

1.7.1 Confidentiality

An Employee Assistance Professional Association member treat client information as confidential at all times. The practitioner must explain confidentiality to all eligible recipients and organisation leadership during EAP promotional activities and through written materials.

1.7.2 Professional competence

EAPA members who are employee assistance service providers are expected to possess knowledge of work organisations, human resources, EAP policy, administration and direct services.

1.7.3 Consumer protection

EAPA members should not discriminate on the basis of clients' race, religion, national origin, physical handicap, gender or sexual preference. They must not engage in sexual conduct with clients and should not act in any manner which compromises their professional relationship with clients.

1.7.4 Assessment and referral

EAPA members are to make assessment and referral decisions only within their area of specific competence, and seek consultation or supervision when clinically indicated.

1.7.5 Voluntarism

Voluntarism means encouraging the voluntary use of the programme by employees; however, it also indicates that employees can never be forced to use the programme. At each point in the EAP procedure, employees can elect to discontinue with the programme (du Plessis, 1990:188 & Jerrel, 2011: 115).

1.7.6 Accessibility

Employees need to be able to get to their EAP site in a timely, convenient and efficient manner (Dickman, Emener & Hutchison, 1985; Emener, Richard & Hutchison, 2010:207).

1.8 PURPOSE OF THE STUDY

1.8.1 Aim of the study

The aim of this study was to evaluate the NPA's Employee Assistance Programme with special reference to Capricorn District, Limpopo Province, South Africa.

1.8.2 Objectives of the study

The following objectives of the study were formulated:

- to determine prosecutors' awareness of EAP services.
- to assess the NPA EAP referral system.
- to ascertain the level of programme utilisation within the NPA.
- to establish whether or not the programme succeeds in addressing problems faced by prosecutors.

1.9 METHODOLOGY

1.9.1 Research design

The study was evaluative in design. Evaluation designs are applied to the evaluation of practice outcomes (Bloom, Fischer & Orme, & 2003:211 & De Vos,Strydom, Fouche & Delport, 2012: 29).

1.9.2 Population

The population of this study was made up of prosecutors from all three (3) magistrate complexes within Capricorn District, Limpopo Province. The complexes are Mankweng with eleven (11) prosecutors and two (2) control prosecutors (a total of 13), Polokwane with ten (10) prosecutors, three (3) control prosecutors and one (1) chief prosecutor (a total of 14) and Seshego with nine (9) prosecutors and one (1) control prosecutor (a total of 10). The total number of prosecutors in all the three magistrate complexes was thirty seven (37).

1.9.3. Sampling Procedure

Since the number of prosecutors in this district was fairly limited, the researcher conducted a census in which all (37) prosecutors took part.

1.9.4 Data Collection

Questionnaires were distributed to the three magistrate complexes namely, Mankweng, Polokwane and Seshego. The researcher requested permission from the Control Prosecutor in each magistrate complex for the distribution of the questionnaires to their subordinates. Completed questionnaires were received after two weeks. A total number of 37 questionnaires were distributed to cover the total

population of prosecutors, 31 of which were completed and returned. This represented eighty four percent (84%) response rate.

Human resources records with information on absenteeism, sick leave and disciplinary matters were not covered as intended because the human resources system within the NPA could not be retrieved because approval was not granted by the HR manager.

1.9.5 Data Analysis

Descriptive statistics were used to analyse quantitative data from the questionnaire. The purpose of this analysis was to determine trends and prevalence such as the rate of awareness, utilisation, effectiveness of the programme and the referral system used within the NPA when referring prosecutors to the EAP. To this end, the Statistical Package for Social Sciences (IBM SPSS software version 23.0) in the form of bar graphs, pie charts and tables, was used.

The researcher consulted a statistician at the University of Limpopo's research office for coding of the questionnaire to verify its possibility for analysis purposes. The tool was modified and distributed after which data were collected. The researcher requested the installation of the SPSS system from the ICT department within the university to enable accurate analysis of the data collected.

1.9.6 Pilot Study

Bless and Higson-Smith (2000:240) define a pilot study as a small study conducted prior to a large piece of research. Capricorn District has one Chief Prosecutor and three Control Prosecutors. All the four prosecutors formed part of management and were equally included in the study with a separate questionnaire designed for them. This helped the researcher to clarify and reconstruct unclear questions and all variables regarding awareness, utilisation, effectiveness and referral.

1.10 ETHICAL CONSIDERATIONS

Ethical issues in research refer to specific guidelines for research activities that help to protect the interests of participants in the study and to delineate professional responsibility for the researcher. The following ethical issues were taken into consideration when conducting this study:

1.10.1Turfloop Research and Ethics Committee

The researcher requested permission from Turfloop Research and Ethics Committee (TREC) for approval to collect data. Data were only collected after approval had been granted.

1.10.2 Permission from host organisation

The researcher requested permission from the Director of Public Prosecutions in Pretoria to conduct the study among prosecutors employed by the National Prosecuting Authority (NPA). A formal written request outlining the topic of the research and purpose of the study was submitted to the CEO in the Office of the Director of Public Prosecutions. The researcher also submitted the research proposal to the Office of the Director of Public Prosecutions for the granting of formal written permission. The researcher received a written approval from the office of the Director within the NPA National office.

1.10.3 Avoidance of harm

There was maximum observation of both physical and/or emotional harm to the participants. The researcher informed participants about the potential impact of the investigation. The researcher has been a Social Worker for 14 years, hence counselling was provided immediately to the participants who showed signs of emotional and psychological discomfort. The EAP policy adopted by the NPA was also considered, and the participants were notified that the information gathered was not going to be used against them.

1.10.4 Informed consent

The respondents were informed about the purpose of the study, procedures to be followed during investigations as well as possible advantages and disadvantages which the respondents may be exposed to so that they could decide to give consent or refuse to participate in the study.

1.10.5 Violation of privacy

Privacy was observed throughout the study, and the researcher did not share the participants' responses with management. During analysis, the researcher never disclosed individual names; only numbers were used.

1.10.6 Confidentiality

Confidentiality was maintained at all times because careless disclosure is unethical and may harm not only the respondents, but also the indiscreet researcher as well. Protection of privacy was a basic right guaranteed to all the participants. According to Neuman (2006:139) and De Vos,Strydom, Fouche & Delport, 2012: 237, the researcher should ensure that information is not released in a way that permits linking specific individuals to responses. Information must only be publicly presented in aggregate form such as percentages in order to further strengthen confidentiality.

1.10.7 Release or publication of findings

The researcher acknowledged that the findings of the study must be released for public consumption in a written form. The results were made available for management within the NPA. The outcome of the research, as well as recommendations, were stated.

1.11 SIGNIFICANCE OF THE STUDY

The study is significant to the NPA and the entire prosecution staff in that it assists in determining prosecutors' awareness of the services rendered by the EAP. The study determined the rate at which prosecutors made use of the EAP and established aspects that inhibit the utilisation of the programme. It will remain helpful to other

practitioners in the discipline to gain more information and knowledge about evaluation of EAP services. The study enabled practitioners to get an overview of EAP services implemented by the NPA. This also clarified the practitioners' roles and services as stipulated in section 3 of 2011, Chapter 800 of the EAP policy. It determined whether or not the EAP is effective in addressing prosecutors' work related and personal problems in the NPA. It clarified whether or not their needs were met when they utilise the programme. The researcher also suggested recommendations regarding the modification of the EAP in order for it to be more relevant to other settings in the South African society.

1.12 SUMMARY OF THE CHAPTER

The following is a summary of the chapter:

- The purpose of the study was based on whether prosecutors were aware of the Employee Assistance Programme within the National Prosecuting Authority, the effectiveness of the programme, its utilisation rate and the referral system by managers for prosecutors to attend to the EAP.
- The research problem emanates from the fact that EAP within NPA was underutilized and that prosecutors experienced personal challenges which impacted negatively on their work performance.
- Assumptions relating to the study were that prosecutors lacked adequate awareness about EAP services and benefits. There were no adequate referrals by prosecutors to the EAP and that the EAP is not effective in addressing prosecutors' problems.
- The study was based on the Evaluation Theory.
- The basic principles of the EAP were outlined, including confidentiality, professional competency, consumer protection, assessment and referral, voluntarism and accessibility.
- The study was evaluative in design and used the quantitative approach.
- Data were collected through the administration of questionnaires.

- The population in the study constituted 31 respondents including junior, senior and chief prosecutors in the three magistrate offices of Mankweng, Polokwane and Seshego.

- Human resources records with information on absenteeism, sick leave and disciplinary matter could not be analysed due to failure in obtaining permission from the manager.

- SPSS was utilized to analyse the data collected.

- Ethical issues in the study included getting ethical clearance from Turfloop Research and Ethics Committee (TREC) and acquiring written permission from the Director of Public Prosecutions (DPP). The researcher also ensured that there was maximum protection of harm against the participants, by issuing out informed consent to them, and maintaining confidentiality of the information disclosed.

1.13 OUTLINE OF THE CHAPTERS

The dissertation is outlined as follows:

- **Chapter 1: General orientation to the study**

This chapter introduces the purpose of the study, research problem, assumptions of the study, preliminary literature review, theoretical framework, operational definitions, reasons for evaluating EAPs, basic principles of the EAP, aims and objectives of the study, methodology, ethical considerations and significance of the study.

- **Chapter 2: Literature review on the evaluation of Employee Assistance Programme**

The chapter provides aspects pertaining to the evaluation of the Employee Assistance Programme which are derived from literature pertinent to the study. Particular areas noted are the definition of the Employee Assistance Programme, services offered through the EAP, benefits obtained from utilising the EAP, reasons

for the EAP evaluation, programme evaluation, prerequisites for evaluating the EAP, critical aspects to programme evaluation, benefits of programme evaluation, types of evaluation, obstacles to the EAP utilisation, outcomes of the EAP evaluation and Employee Assistance Programme models.

- **Chapter 3 : The EAP within National Prosecuting Authority**

This chapter provides an extensive discussion of the EAP within the National Prosecuting Authority. The area of focus includes legal framework, the EAP policy standard and guidelines, contents of the NPA policy, scope of the programme, the EAP referral within the NPA, the role of EAPs within the NPA and ethical issues covered by the EAP within the NPA.

- **Chapter 4: Presentation, analysis and interpretation of empirical findings**

This chapter presents empirical results on the evaluation of the Employee Assistance Programme with reference to the main findings drawn from the study specifically on the demographic information, employee awareness of the EAP, employees' utilisation of EAP, employees' concerns about confidentiality, programme effectiveness and supervisor's responses to questions asked.

- **Chapter 5 : Summary, conclusion and recommendations**

The chapter outlines the summary of the study, assumptions of the study, conclusions, recommendations, areas for further research and concluding statement.

CHAPTER 2: LITERATURE REVIEW ON EVALUATION OF EMPLOYEE ASSISTANCE PROGRAMME

2.1 INTRODUCTION

This chapter covers aspects pertaining to the evaluation of the Employee Assistance Programme which are derived from literature. The components covered include the definition of the EAP, purpose for establishing the EAP, basic principles of the EAP, the EAP objectives, the role of the EAP, programme evaluation, benefits of programme evaluation, types of evaluation, reasons for the EAP evaluation, prerequisites for evaluating the EAP, aspects to be considered when conducting programme evaluation, programme awareness, programme utilisation, and programme effectiveness.

2.2 DEFINITION OF THE EMPLOYEE ASSISTANCE PROGRAMME

The Employee Assistance Programme is defined in terms of The Standards Committee of EAPA-SA (2010) and guidelines for Employee Assistance Programmes (2010) as a workplace programme designed to assist work organisations address productivity issues. It also helps employee clients identify and resolve personal concerns, including health, marital, family, financial, alcohol, drug, legal, emotional, stress or other personal issues that may affect job performance.

In general, the EAP is a set of professional services specifically designed to improve the productivity and healthy functioning of the workplace. The EAP also addresses a work organisations' particular needs through the application of specialised knowledge and expertise about human behaviour and mental health.

2.3 SERVICES OFFERED THROUGH THE EAP

According to Chester and Kathleen (2013), the EAP activities differ from workplace to workplace and tend to include the following services:

- Provide informed assessment and advice regarding an employee's personal, emotional, family, or other practical problems.
- Provide assistance to managers to help them evaluate an employee's performance, and assess the appropriateness for the EAP referrals. This process will ultimately enable the employee to return to optimal productivity.
- The EAP provides free, confidential counselling for employees and their family members. Psychological counselling is offered outside the employee's health plan and often ranges from three to eight sessions in length. Counselling may include referrals to other providers if the scope of the problem cannot be addressed in short-term treatment.

2.4 BENEFITS OBTAINED FROM UTILISING THE EAP

EAP is a service specifically designed to give employees practical and emotional support that they need for everyday life. It helps employees to manage stress and cope with whatever issues that they may have – whether work related or personal. Employees are the most significant asset of any business, and it is important to ensure that they are well taken care of. According to Csiernik and Csiernik (2012: 221), the EAP service can help employees to be prepared for life's ups and downs. It can also help to:

- Raise morale and productivity among employees;
- Reduce absenteeism and staff turnover;

- Demonstrate a commitment towards meeting legal requirements and duty of care towards employees;

- Encourage employees to view an employer as caring and perceive the work environment as their number one choice.

2.5 REASONS FOR THE EAP EVALUATION

There are different reasons for the EAP evaluation. The EAP can be evaluated to determine programme utilisation level, effectiveness, efficiency, legality, employees' awareness of the services rendered and external resources. Services offered by the EAP have greatly expanded from a focus on alcohol problem in the 1950s to providing services for financial problems, wellness programmes and stress management seminars (Ligon & Yegidis, 2009:167; Moses, 2011). According to Ligon and Yegidis (2009:167-168; EAPA-SA, 2010: 16), there a number of aspects that can be considered to be reasons for evaluating EAPs.

2.5.1 Vindication

It is increasingly becoming important to obtain data which will demonstrate that the EAP is "worthwhile". Justifying a programme's existence is essential to its continuity. Vindication means proving that the programme is valuable. In this instance, evaluation is conducted to find out the extent to which the programme is achieving its goals.

2.5.2 Marketing

As EAPs continue to broaden their services, it is important to be able to market the need for expansion in a persuasive and convincing manner (Ligon & Yegidis, 2009:167 & EAPA-SA, 2010: 16). Establishing trust with an expectedly suspicious and fearful group should be a high priority in EAPs marketing strategy. The bottom line is to convince the employees that the programme will respond and become

helpful to them, and that they do not have to worry about being punished because they come to the programme for assistance. Sensitivity to this special consideration should be an integral part of the EAP and the mindset of all the personnel associated with the programme

2.5.3 Verification

EAPs cannot survive simply on the faith that the services are beneficial. Instead, organisations are "calling for cold, hard data" (Landers, 2006:3; Ronald & Richardsen, 2014: 154) to support the need for expanding resources for EAPs. Verifying the worth and impact of the programme   is important for its survival. This aspect will hold accountability to those rendering the service.

2.5.4 Improvement

EAPs are subject to "the changing moods of times" (Rossi & Freeman, 2006:23; Royse, Bruce, Thyer, D & Padgett, 2010: 110). So it is important to understand the strengths and weaknesses of the EAP over time. Programme evaluations provide input that is useful in modifying services on an ongoing basis. Evaluation should also identify areas in need of improvement, and should also suggest alternatives for accomplishing the goal. Evaluation which focuses on the progress of the programme can yield data on what is happening during the programme and also identify points at which to improve. In this instance, the reason for EAP evaluation will be seen as to determine whether the programme fulfills its purpose and duties in a proper way wherein quality service is provided.

2.5.5 Understanding

Evaluations help to provide a better understanding of how and why the programme is working. This information may be invaluable when incorporating changes. In this

instance, evaluation is aimed at finding out what exactly is happening in the programme, whether people are using it or not (Ligon; Yegidis, 2009:167; Silverman, Simon & Woodrow 2011: 325). It also expands to explain if people are aware and knowledgeable about the benefits of utilising the programme.

2.5.6 Accountability

Beyond a commitment to excellence on behalf of programme leaders, funding sources hold programmes accountable for producing results. Evaluations can provide that accountability. Commitment in this regard explains that those who run the programme are under pressure to demonstrate its effectiveness. It therefore demonstrates the worth of the programme, which explains if it is necessary to continue with the provision of the financial, public and legislative support (Ligon; Yegidis, 2009:168 & Yende, 2011: 222).

2.6 PROGRAMME EVALUATION

Evaluation research is distinguished from basic or applied research in that it always assesses programme process, efficiency or effectiveness. In order for the programme evaluation to evolve, goals and objectives require specification, consensus agreement about what they are and operationalisation in measurable terms. Programme evaluations are charged with determining the worth or value of a programme by assessing whether it was effective or not in reaching "a given action, process or product" (McLeod, 2010:211).

Evaluations seek to determine if the target population was reached, whether or not the programme was effective and at what cost (Rossi; Freeman, 2006 & Yende, 2011: 64). Programme evaluation has come to be considered a core component of

any valued, ongoing EAP, continues to have a focus on client satisfaction, and is central to marketing strategies for EAPs (Elliott, 1999: 254; Beard, 2007: 181; Arredondo, 2008: 203; Weiner & Craighead, 2010: 55). The company and the EAP office need to know if the programme is working and if it is doing what it purports to do. Some evaluation questions involves penetration rate, cost effectiveness, nature of client populations, client satisfaction, management and union satisfaction, medical costs savings and productivity gain. In addition to guiding the implementation and operations of the EAP, measurable objectives allow the organisation to judge the programme's progress and usefulness, and to identify the need for the programme's modification.

2.7 PREREQUISITES FOR EVALUATING THE EAP

Regardless of the reasons for conducting the evaluation at the onset of the EAP, the organisation and the EAP coordinators must agree to answer why they are conducting the evaluation which, in turn, directly influences the when and how in terms of the outcome. There are assumptions pertinent to the specific prerequisites in planning EAP evaluations. The EAP evaluation will be more meaningfully developed, conducted and disseminated if more time and energy is devoted towards such planning activities (Kammerman; Kahn, 2007 & Taranowski, 2013: 111).

Certain prerequisites must be in place before conducting the EAP evaluation. All factors must be addressed at the beginning of the evaluation so that the evaluation process becomes a success (Holosko; Macculloch, 2009:184 & Wiley, 2010: 220). They are regarded as essential ingredients for successful evaluation which must be addressed at the beginning of the evaluation process. According to Holosko (2009) and Wiley, (2010), if these pre-requisites are not addressed, subsequent evaluative efforts could be seriously undermined. This includes:

2.7.1 Organisational and programme commitment

It is important that before embarking on the EAP evaluation, there should be support from managers, and administration or key decision makers in the respective organisation. There is a need to first obtain administrative support from both the host

organisation's administrator and the coordinators of the EAP, because it is key to influencing and obtaining other levels of support in the organisation or programme (Arrendodo, 2007; Silverman, Simon, & Woodrow, 2011). This first level of support solidifies the purpose of the evaluation, and shapes its subsequent assumptions, design, conduct, and ultimate dissemination.

2.7.2 Answering the *why, when* and *how* of evaluation

The three questions seem harmless but if they are not answered satisfactorily prior to conducting the EAP evaluation, a problem may unfold. However, it is imperative to answer the *why* before *when* and *how* questions. At the onset of the EAP evaluation, the host organisation and programme coordinators must agree in an open and honest way to answer *why* they are conducting the evaluation which, in turn, directly influences the *when* and *how* aspects (Corneils, 2006: 118 & Scanlon, 2011: 225*).* When the evaluation should be conducted is an important issue to which programme coordinators and evaluators need to be sensitive. The preference is that the earlier the better because programmes may build evaluations into their overall planning and operational framework, avoiding certain obstacles. Examples of this may include addressing issues of confidentiality, recording information that can be updated in the future, and commencing the process of socialising the programme towards the evaluative process and its implications.

There are problems such as staff turnover and missing, lost, misplaced or forgotten information when evaluation is conducted after the programme has become operational. This situation is called *post hoc* evaluation. If the EAP evaluation is to be conducted after the programme has been operational for some time, certain challenges may be encountered. According to Holosko and Macculloch (2009:186), such difficulties may be avoided by commencing the evaluation process at the onset of the programme implementation. Finally, *how* to do the evaluation is best resolved by those who are conducting it. *How* clearly implies issues that may be beyond the

scope of those not directly involved with the evaluation. For example, resource utilisation, research methodology, cost involvement et cetera.

Managers and coordinators should work with the EAP evaluator in ensuring that the evaluation process does not consume the operational aspects of their programme, which may in turn influence service delivery. This model suggests a cooperative approach that allows for the evaluators to do what they do best while ensuring that they are accountable to the host organisation and programme for planning and conducting the evaluation (Holosko & Feit, 1988; Holosko & Macculloch, 2009:187 Arthur, 2010).

2.7.3 Goals, objectives and components of the programme under evaluation

Evaluators cannot evaluate programmes without goals and objectives. Evaluation research is distinguished from basic or applied research in that it always assesses programme process, efficiency or effectiveness. In order for programme evaluations to evolve, goals and objectives require specification, consensus agreement about what they are, and operationalisation in measurable terms. One process moves from general goals to specific goals, and objectives break the programme down into component parts, each with different or similar goals and objectives (Dickman & Emener, 2010). The logic place to commence this process is the operations and policy manual or planning documents of the EAP. Some programmes operate on the basis of informal, loose or ill-defined criteria. In organisations such as these, EAP evaluators, through the process of determining goals and objectives, may inadvertently assist the programme in clarifying its relationship to the host organisation and the clients it purports to serve (Holosko & Dunlop, 1992; Holosko & Feit, 1988; Holosko & Leslie, 1998; Holosko & Macculloch, 2009 & Moses, 2011).

It is essential to ensure that the goals and objectives selected reflect programme personnel's interpretation of the mission statement and their attempts to implement it. The EAP evaluators can then design or select the instrument or data source that measures the operationalisation of these goals and objectives, but it is essential that the process be driven by the understanding and explanations of the programme personnel (Conboy, Auerbach, Beckerman, Schneider & Laporte, 2008; Moses, 2011). The specification of goals and objectives in measurable terms is once again,

a task best left to those conducting the EAP evaluation. This involves the operationalisation of concepts into measurable and attainable terms that usually have a time frame based on units of service delivered and the outcome of those services

2.7.4 Information retrievability

Organisations and programmes have a peculiar relationship about collecting information for purposes of planning, evaluation and decision making. Most organisations are "information short" when it comes to having meaningful and retrievable information available for programme evaluations, yet they are often viewed as having information overload.

Secondly, most programmes have a disproportionate amount of background information about their clients (too much) and very little about what services or activities these clients received (too little). Thirdly, most programmes collect information for the wrong reasons. For example, three standard reasons are that because they have to (it is a requirement); because they have always collected information; and that they can better internally manage themselves. If any EAP evaluative effort is to occur, information must be in an accessible and retrievable form.

The final point to be made about information retrievability is that most evaluators, through the process of their conduct, will inevitably assist the programme to organise and systematise its information for subsequent evaluation, programme planning and service delivery. The process of the EAP evaluation should yield benefit for any subsequent effort (Holosko & Macculloch, 2009:189; Berry, Mirabito & Baum, 2010: 104). It is important that the nature of data which are being collected are understood

by all. The EAP evaluators need to make sure that the data collected provide clear and sufficient information for both summative and formative evaluation activities. It is also recommended that analysis needs to be predetermined, easily recorded, easily entered and retrievable.

2.7.5 The political context to the EAP

There are political realities to the EAP evaluation which must be recognised by both the evaluators and administrators. EAPs involve many stakeholders within an organisation, and conflicting agendas are common. Such stakeholders include administration, finance, human resources, the EAP staff, employees et cetera. According to French and John (2011), many EAP evaluations tend to be in-house. Different interested groups upon whom EAP activities may impinge should be involved in determining programme outcomes. It is also essential that during the planning and implementation stages, the goals and objectives are made clear, specific and realistic. Evaluations should incorporate a team approach involving all stakeholders to ensure that relevant perspectives are employed.

2.7.6 Programme awareness

The EAP requires constant marketing in order to be effective. Information about the EAP and its services should be part of new employee orientation and ongoing employee education. Some of the ways this should be done include the following: supervisor training, home mail-out, site visitations and presentations such as union meetings, departmental and motivational meetings. According to Dickman (2009:54) and Dickman & Emener (2010: 60), regularly offered presentations should include information designed to develop or increase employee awareness of factors that affect their personal wellbeing and impact on job performance.

Awareness of the EAP influences the utilisation and penetration rate of the programme (Dickman & Emener, 2010:65). Therefore, an employee becomes aware of the services as well as the procedures entailed within the programme. Richard et al (2010:54) state that the EAP requires constant marketing in order to ensure that

employees become aware of it within their organisation. EAP awareness improves the utilisation of the programme.

2.7.7 Employees' familiarity with the EAP

EAPs success is contingent upon mutual co-operation between the union and management. Co-operation does not imply that management creates a programme and the union endorses it. Company unions and management should be involved right from the beginning and must back up each other all the way through. A demonstrated genuine trust must exist among themselves in order for the Employee Assistance Programme to be successful (Corneil, 2006 & McLeod, 2010: 80).

Since companies want to help their troubled employees, therefore they need to identify them, convince them that they need assistance and then help them accordingly. When union and management cooperatively work together, the high rate of penetration rate exists and hence the likelihood of reaching more troubled workers who need help (Holosko & Macculloch, 2009 & Gleason, 2010: 101). Awareness of the EAP also provides employees with the opportunity to understand the need for the programme, the intended goals and how these should be achieved. Therefore, an employee becomes aware of the services as well as the procedures entailed within the programme.

2.7.8 Programme utilisation

According to the study conducted by Employee Assistance Society of North America (EASNA, 2010), employees who use EAPs often experience positive changes in their work performance, such as having fewer days late or absent, higher levels of work productivity, and improved team work relations. The reasons that lead to the underutilisation of the programme include misperceptions and lack of understanding with regard to services offered by the EAP, which often lead to failure to utilise the programme. An enhanced EAP intervention successfully increases utilisation.

2.7.9 Programme effectiveness

Effective EAPs are well financed to an extent that seeking assistance does not become an upfront deterrent. "Affordability" in terms of perception of troubled employees also means that they can seek assistance and help without immediate fear that it could cost them their jobs, benefits or opportunities for promotion (Googins & Godfrey, 2010). Employee Assistance Programme goals, structure and types of personnel vary extensively in order to meet the specific programme needs for which they are developed (Beyer; Trice, 2008 & Gleason, 2010: 101).

The outcomes of a high degree of EAP effectiveness is measured by more productive employees, less absence among employees, services that produce positive clinical change, improvements in employee absenteeism, savings in medical or workers' compensation claims, better job climate and organisational morale, more engaged employees and supervisors, less inter-group conflicts and team problems, better preparedness for critical events; less turnover of employees and greater ability to attract new employees (Jefferson, 2009). The utilisation of the programme determines its success.

2.7.10 Accessibility

Employees need to be able to get to their EAP site in a timely, convenient and efficient manner. One of the primary reasons why employees seek help and assistance early from an Employee Assistance Programme before their problems get out of hand, is that they can afford to (Dickman & Emener, 2006, Pillay & Terblanche, 2012: 230). EAP location should be situated so that it is also accessible to the handicapped, and increase confidentiality with a well maintained surrounding. The off-site model is more effective in that such a model better protects the confidentiality of the client. Along with accessibility, 24 hour service is critical. The location of the EAP influences accessibility and increases the chances for utilisation. The EAP policy emphasises that access to the services should provide anonymity and confidentiality.

2.7.11 Professional competency

EAP providers are expected to possess knowledge of work organisations, human resources management, the EAP policy and administration as well as EAP direct services. There is a need for credibility in counsellors who are able to identify work-based problems presented by clients. Supervisors must not diagnose but rather look for signs of trouble, which include absenteeism, erratic behaviour, tardiness, irritability and drop in productivity. He or she needs to observe work performance and base referral on that alone (Gould & Smith, 2011).

Counsellors need to possess expertise in areas such as alcoholism and alcohol treatment, marriage and family counselling, general emotional problems, basic interview/counselling techniques, case management and other typical problems of financial and legal nature. Managers who are not clear about the manner of assessing employees may encounter challenges when referring these employees to an appropriate programme (Kurzman & Akabas, 2010)

2.7.12 Uncertainties about confidentiality

Internal or external EAP will not be workable if the people using it feel that their confidences are not "safe". Once trust in an EAP is lost, it may never be regained. Confidentiality is the cornerstone of an effective EAP. All employees have the right to seek help for their problems and know that their problems will be kept in the strictest confidence (Silverman, Simon & Woodrow, 2011). When an employee is referred to the EAP by a supervisor, he or she needs to know that under no circumstances will this information be noted in any official file. Only the employee himself/herself may reveal his or her treatment but no one else may, including the referring supervisor, manager, labour steward or the EAP personnel. Unless absolute confidentiality is kept at all levels, the EAP will not be successful. No EAP may be worthwhile unless the individual anonymity of each participant and his/her family is protected.

Counsellors should inform clients about their rights regarding the scope and limitations of confidential communication elicited during assessment, referral and the treatment process. They should not disclose information without the client's consent except where failure to disclose would likely result in imminent threat of serious bodily harm to the client or others (Fauske, 2009 & Nair; Xavier, 2012: 71). There should be assurance of confidentiality, and only the employee himself/herself may reveal his/her treatment privacy. Service users may feel threatened to disclose their attendance to the EAP because of fear of being victimised and bearing the stigma of being labelled weak.

2.8   CRITICAL ASPECTS TO PROGRAMME EVALUATION

2.8.1   Job satisfaction

Job satisfaction can have a profound influence on organisational success. It can contribute both to productive output and to organisational maintenance objectives. For example, low absenteeism and labour turnover. Job satisfaction is often thought to be synonymous with job attitudes, whereas others see job satisfaction as a purely emotional response to a job situation. Job satisfaction stems from actual workplace conditions and in part from an individual's attitude towards work in general (Schenk, Erasmus, 2006:22 & Ranjin, 2012: 2).

Most people want to feel good about their lives. Work takes up half of an individual's working hours. Job satisfaction must be considered as important in its own right and not just as a means to an end. It has a significant independence of its contribution to organisational goals such as productivity. People have different reactions to their jobs, and this has an important implication for work performance (Dickman & Challenger, 2010).

2.8.2 Organisational commitment

Organisational commitment as an attitude is broader than job satisfaction because it applies to the organisation as whole, not just to the job. It is also more stable because day to day events at work are less likely to influence it (Dickman & Emener, 2010). It is also important to note that it takes a good fit between the nature of the individual and the characteristics of the employing organisation to obtain the right level of commitment. It makes goal achievement possible by ensuring a positive attitude towards the organisation as well as the willingness to make a bigger effort on behalf of the organisation. Commitment is apparent when employees are willing to make sacrifices in pursuit of the employer's goals.

2.8.3 Attachment

Attachment refers to a method to reduce turnover, absenteeism, withdrawal from the work environment and to increase time spent at work. The fact that employees are attached to organisations does not necessarily imply that they have positive feelings about the organisation. Attachment represents a state where an individual feel strongly drawn to the objectives, values and goals of their employer. In general, it may be said that organisations can expect employees to be attached to them if the employee experiences job satisfaction (Kelemen, 2008: 43 & Antonellis: 2012, 233). Attachment of an employee to the organisation occurs when employees identify themselves with both the goal of quality to service and the organisation.

2.8.4 Employee's needs

Employers have much to gain from attending to the needs, interests and emotions of their employees. A need means a physiological or psychological deficiency that makes certain outcomes seem attractive, and therefore, an unsatisfied need creates tension, which sets off the drive to satisfy that need. The existence of a need can be detected from an individual's behaviour.

It can be concluded that employees who work hard on some activities are driven by a desire to satisfy one or more needs that they have. If employees' needs are satisfied in the work environment, they will more likely try to minimise absence from work and will probably do a better job than would have been the case had their needs not met (Steers; Porter, 2005: 78; Spetch, Howland & Lawman, 2011: 109).

2.8.5 Employees' personality

According to Swanepoel and Slabbert (2003:80-81) as well as Terblanche (2011: 25), personality includes aspects such as emotions, interests, attitudes, values, behaviour and mental characteristics. It refers to the way in which the biological, physical, social, psychological and moral traits of an individual are organised into a whole. It is also a set of behavioural patterns that flow from the dynamic interaction between the individual and his or her environment in a particular situation. It is generally believed that an individual's personality can have a marked influence on his/her work performance and on the extent to which such a person adjusts to his/her job. The situations in which people are involved from time to time affect their perceptions of the situation, which in turn determine their behaviour in the execution of a task or job.

2.9 BENEFITS OF PROGRAMME AND EAP EVALUATION

The primary benefit of evaluation is that it provides reliable information to improve the programme and services to users. Security and the dissemination of evaluation findings is critical for programme planners and administrators. Data obtained can enable one to demonstrate the programme activities (verification), the outcomes achieved and the extent of the costs (accountability) to various stakeholders. Evaluation findings provide valuable inputs for use in the modification of programme activities in order to improve and enhance the EAP. Moreover, evaluation data permit planners and administrators to justify continued or enhanced programme funding.

Volpe in Yende (2012:26) and Scanlon (2011:129) identified four sets of benefits of EAPs to both employers and employees. Firstly, EAPs may be used as a strategic

tool in the development and retention of employees, because they reduce absenteeism in the workplace. The EAP is a cost-effective way to promote productivity, increase morale and decrease medical expense and promote employee health and wellbeing. Secondly, if implemented appropriately, EAPs have the potential to provide considerable relief to management and employees in both public and private sector institutions. This is particularly relevant to South African conditions in which employees face different kinds of stressful conditions such as the prevalence of HIV/AIDS, crime and high levels of poverty and unemployment.

Thirdly, EAPs are both beneficial to employees and employers. In terms of the benefit to employees, they are able to receive appropriate assessment and counselling for personal problems. In terms of the employer's benefit, EAPs are an indication that an employer cares for his/her employees. In addition, the use of EAPs may result in an increase in the level of productivity and employee morale. Fourthly, EAPs are not only cost-effective, they may also lead to improved employee relations, occupational health and safety, humanistic concerns, corporate social responsiveness, family benefits and improved work performance.

EAPs contribute to effective employee relations because they present a good-faith attempt to managers to support and retain employees who might otherwise be dismissed because of poor performance. In response, management creates a system of programmes and hires individuals who will provide services to address what can be seen as problems in the lives of their workers. The focus is first on identifying employees whose problems relate to alcohol or other personal issues, causing deterioration in their work performance, productivity and linking them with appropriate treatment and support services.

The EAP assists the organisation in restoring valuable employees to full productivity. It enables managers and supervisors to offer staff something positive to address

personal issues affecting their performance, and to reduce stress related illness, number of days off for sickness and absenteeism. The EAP provides feedback to managers on employee reactions to change, and it can contribute to recruitment planning, career counselling and development.

2.10 TYPES OF EVALUATION

EAP evaluation varies as much as programmes themselves. Yamatani (2003), Ligon & Yegidis (2009:168) and Macy (2010: 16) identifies a number of evaluation methods.

2.10.1 Input evaluation

According to Csiernik (2005:216) and Jacobson (2011: 46), input evaluation is an internal method "that is of value in charting the evolution and development of an EAP". It also consists of a simple audit that takes an inventory of resources an EAP was intended to have, and compares the list with the features that the programme has. This kind of method is helpful in providing early information without indicating barriers.

2.10.2 Utilisation evaluation

Utilisation evaluation provides data concerning who is using what services and to what extent. Such data are helpful in determining if the target population of the programme has been reached, and whether different aspects of the EAP are over or

underutilized. An anticipated barrier in this instance is lack of access to data due to employee confidentiality. This aspect is easily remedied by coding data to eliminate identified information. The existence of a written policy and its broad distribution, adequate staffing levels and provision of training for supervisors all predict higher levels of programme utilisation (Weiss, 2009:61; Spetch, Howland & Lawman, 2011:110). According to Rossi, Lipsey and Freeman (2008:411), the worth of evaluations must be judged by their utilisation, that is, the extent to which they are effective.

2.10.3 Satisfaction evaluation

This method goes beyond answering which services were utilized to determine the level of satisfaction that employees have with the services received. There are several instruments which can be used to measure client satisfaction with the EAP such as a questionnaire (Khorombi, 2007 & Mundalamo, 2015:16).

There can be difficulties to obtain completed instruments which can be seen as a barrier. These can be addressed through the assurance of anonymity, by eliminating any personal identification and by providing a secure method of collection such as a reply envelope mailed to an off-site address.

2.10.4 Outcome evaluation

Outcome evaluation assesses the degree to which the EAP impacted on the outcome variables identified at the onset of the programme such as the level of absenteeism, the number of grievances filed and the number of workplace accidents. The primary obstacle to conducting outcome evaluation is the inability to obtain and secure data from external sources such as health insurance providers. According to Weiss (2009) and Feit (2012: 88), the impact of assessment is designed to determine the effects that programmes have on their intended outcomes, and whether or not there are important unintended effects

2.10.5 Cost-benefit evaluation

This method involves the summing up of the programme's costs, determining savings to the organisation on all outcome measures. The barriers included in the cost-benefit analysis include difficulty in determining costs and savings. These types of evaluation often cover a relatively short time frame, while savings from costs such as health care may not be evident for a longer period. Cost-benefit evaluation deals with how the programme outcomes compare with their costs.

2.11 OBSTACLES TO EAP UTILISATION

2.11.1 Unclear policies and procedures

Every organisation instituting an EAP should adopt a clear written EAP policy which defines and describes the programme's intention, as well as the scope and limitations of services (EAPA standards and guidelines, 2010:11).
The policy should also provide a clear definition of its role and function. The intent of the policy is to ensure understanding of the EAP and consistency of its application throughout the organisation.

EAP utilisation will not be achieved if the organisation does not have clearly outlined standardised policies and procedures for programme administration and operation. Employees need to be assured about their protection if they utilise the programme. The EAP Policy guideline in the National Prosecuting Authority (2000) Policy Number 4233 provides that employees should be exposed to the organisational policies and procedures in order to understand that EAP utilisation is important. Employees who are clear about their EAP policies and procedures will understand that:

- To have problems is human and the work place is not immune;
- The company prefers the interfering problem to be dealt with professionally as early as possible;
- Problems brought to the EAP will be treated confidentially and will not become part of an employee's personnel file;

- Alcoholism and other forms of drug abuse are diseases to be treated and not a behaviour to be punished;

- The EAP exists to assist employees and their families, not to substitute usual disciplinary principles and policies; and

- In no case will the employee be coerced to use the EAP.

2.11.2 Lack of commitment to the programme by management

Commitment by top managers and trade unions or staff associations to the programme is perceived important for its effectiveness. It is absolutely necessary that management at its highest level endorse and actively support their EAP. If the EAP is viewed as staff benefit and not used by managers, it will not be seen as credible and may not be used. Management endorsement is crucial for ensuring EAP acceptance and protection.

2.11.3 Limited service component

The EAP must be designed to helpfully respond to a wide variety of employees' problems. For example, alcoholism, drug abuse, personal and family challenges, financial constraints, grief, mental health, medical issues, legal matters et cetera. Many employees often get help from problems which have an effect on productivity and the employee's wellbeing. The disadvantage with this approach is that it attracts private practitioners who have little background in the EAP, and often have no training in alcoholism and other drugs abuse rehabilitation. There is supportive evidence that without these skills, a practitioner will not enhance alcoholism awareness or properly diagnose alcoholism and other drug related problems when confronted with them in an intake situation (Dahlhauser, 2005).

2.12 OUTCOMES OF THE EAP EVALUATION

The EAP can be evaluated in order to determine the cost effectiveness, impact, efficiency, needs, implementation, and the process of the programme (Chester & Kathleen, 2013:2). Utilisation is one of the most critical measurements in determining

the effectiveness of EAP services. Evaluation also assists to verify the impact of the services and can identify programmes' strengths and weaknesses for the purpose of improvements (Patton, 2007 & Chester & Kathleen, 2013:2). Evaluation can also can assist to improve the delivery mechanisms of EAPs to be more efficient and less costly.

2.13 EMPLOYEE ASSISTANCE PROGRAMME MODELS

The choice of a particular programme model should reflect the resources available to the organisation, the needs of its employees and the size of the organisation (Cooper, Williams, 2004:222 & Jacobson, 2011: 83). EAP models should thus be designed to meet the needs of the organisation as a whole. According to Gould and Smith (2008:36) Jacobson (2011:84), EAP models are divided into several categories: in-house, external, consortium, hot-line, and union based models.

2.13.1 The In-house Model

The model provides a limited range of services and the target population involves employees only. Myers (2009:91) and Jacobson (2011: 84) indicates that in this model, the EAP office is located on the premises with a counsellor who is either a full or part-time employee. The counsellor monitors the case in order to observe how the employee is progressing, and could also provide selected after-care and job re-integration if required. Records to measure activity and performance are often maintained. In this regard, trained professionals render EAP services. The benefits include the following:

- The EAP practitioner understands the culture of the organisation;
- Employees can access the programme during working hours;
- It enhances ownership of the programme, and this may, in turn, enhance staff utilisation; and
- The staff is aware of the programme.

The internal EAP may find it difficult to protect confidentiality of employees. The major disadvantage is that some users may have fears of utilising it because they might think that if management becomes aware of their personal problems, they can run the risk of losing opportunities (Trice, 2009:58).

2.13.2 Externally Contracted Model

According to Cagney in Ohen (2009:59) and Jacobson (2011: 44), the majority of EAP services are obtained from external organisations through contracted service providers. The employer is referred to as an external service practitioner in order to obtain EAP services. An external EAP vendor is a not-for-profit or for-profit enterprise whose services are purchased by an organisation in order to enhance the well-being of employees or union members (Chester & Kathleen, 2013:2).

A major challenge with this model is the fact that the service provider may lack experience with the workplace. Some supervisors may be reluctant to deal with outsiders, hence there may be lack of ownership. Employees, on the other hand, can view it as ensuring more confidentiality than when the programme is internally operated.

2.13.3 The Consortium Model

The consortium model is often used by small companies that cannot afford extensive EAP services. The organisation has a chance of contracting an independent service provider in order to share the costs. The organisation may join forces in contracting an EAP in order to obtain quality services on behalf of an employee and at a lower cost. The advantages of this model are that it is cost effective, it enables easier maintenance of confidentiality, and it can reach a vast number of employees in different organisations. The disadvantages are that managers and employees may feel reluctant to deal with outsiders.

2.13.4 Hot-line Model

The staff component within the hot-line model basically includes operators who are assisted by supervisors. The services offered might either be local or long distance 24 hour telephone service, which is available as a self-referral. Records are maintained on calls and activities while summary reports are forwarded regularly to the contracted organisation (Bruce, 2009:30: Royse & Padgett, 2010:55).

2.13.5 The Union Based Model

The services offered by this model are based on referrals, prevention and problem identification. The advantages of this model are based on confidentiality and credibility with union members (Hester & Kathleen, 2013). The model does not serve non-union members, and the utilisation of the services may increase, provided the union was involved during its establishment.

2.14   SUMMARY OF THE CHAPTER

The following is a summary of the findings from the literature review:

- The definition of Employee Assistance Programme includes the fact that it is a workplace programme which is designed to assist work organisations to address productivity issues, helps employees identify and resolve personal concerns, and that it is a set of professional services designed specifically to improve healthy functioning within the workplace.
- The services offered through the EAP are free and include confidential counselling for employees and their family members.
- Awareness of the EAP influences the utilisation and penetration rate of the programme. Employees who are aware of the programme become knowledgeable of the services as well as the procedures entailed within the programme.
- The utilisation of the EAP benefits employees because they become able to manage and cope with their work or personal issues related to stress. It also

assists to raise morale amongst employees and reduce absenteeism at the workplace.

- Evaluation determines the worth or value of a programme, assesses whether the programme was effective or not, and identifies the need for programme modification for the purpose of improvement. Programme evaluation further considers that there should be support by managers.

- Managers assist troubled employees by identifying them, convincing them that they need help, and refer them appropriately.

- EAP location should be easily accessible, it should be situated within a surrounding which is convenient for the handicapped, and should increase confidentiality.

- The aspects that are considered to be reasons for evaluating EAPs includes vindication, marketing, verification, improvement, understanding and accountability.

- Benefits attached to the evaluation of the programme is that it provides reliable information to improve the programme and services to users.

- Obstacles to EAP utilisation includes unclear policies and procedures, lack of commitment to the programme by management and limited service component.

- The types of evaluation discussed in this chapter are input evaluation, utilisation evaluation, satisfaction evaluation, outcome evaluation and cost-benefit evaluation.

- The outcomes of evaluation makes it possible to determine the cost effectiveness, impact, efficiency, needs, implementation and process of the programme.

- The programme models discussed in this chapter are the In-house Model, Externally Contracted Model, Consortium Model, Hot-line Model and the Inion Based Model.

CHAPTER 3: THE EAP WITHIN THE NATIONAL PROSECUTING AUTHORITY

3.1 INTRODUCTION

The EAP was introduced in the Public Service to assist employees who had problems affecting productivity and assisting troubled employees in the face of increasing demands for effectiveness in the workplace. With an increase in problems in the workplace that were identified by means of job performance and other personal challenges experienced by employees, the NPA realised the need for an EAP, hence the launching of the programme in 2003. This programme had not yet been subjected to evaluation.

The EAP assists work organisations in addressing productivity issues. It also helps in identifying and resolving employees' personal concerns, including health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal issues that may affect job performance (Merrick, 2011:3). Supervisors (chief prosecutors and

senior public prosecutors) within the NPA refer prosecutors to workplace services such as Employee Assistance Programmes (EAPs) and other related programmes to enhance their overall performance.

The EAP within the NPA addresses a wide range of issues faced by prosecutors, including substance use problems, mental health, family/relationship issues, stress and financial issues (EAP Standard and Guidelines, 2010). EAP activities also focus on helping management understand how to support their employees and address problems affecting performance at work.

3.2 LEGAL FRAMEWORK

The policy statement within the NPA provides guarantees, principles, rights and responsibilities of the various stakeholders, such as the user, the employer and the provider (EAPA SA, 2010:12). This standard is relevant in that it describes the rights and responsibilities of various stakeholders. The policy further describes the EAP in its entirety (EAPA SA 2010:11).

The contents of the EAP policy guideline in the National Prosecuting Authority (Policy 4233, 2000:1 and Chapter 800 of Employee Assistance & Work Life Referral Programme, 2011:5) outline a number of services, benefits and procedures for its employees when they have to access and utilise the EAP:

3.2.1 Services offered through the EAP within the NPA

According to Section 3 of the Employee Assistance and Work-Life Referral Program, page 5, EAP services within the NPA are available to employees and their families. A family member(s) is defined as a "member(s) of the immediate household who is a dependent, spouse/domestic partner who shares financial and family caretaking responsibilities". Sessions with an EAP counsellor can be over the telephone from the office and/or home or in person with a local therapist. The EAP within the NPA offers counselling and services for a variety of problems such as mental health, emotional stress, family disputes, financial challenges, elderly abuse and care, and legal difficulties.

3.2.2 Benefits acquired from the EAP within the NPA

EAP counselling assists employees to identify, assess and to solve problems. The fundamental purpose of the EAP is to enable employees to achieve their full individual potential, even when stress problems in their working or personal lives present difficult challenges.

3.2.3 Procedures for utilisation of the EAP

Employees who utilise the EAP within the NPA are entitled to a maximum of four counselling sessions per calendar year for each problem presented (for example 4 sessions for grief and 4 sessions for stress). If further counselling is needed after the four-session EAP limit, EAP counsellors will assist employees in arranging care through their own health insurance plan or other community resources. Where necessary, sick leave shall be granted for treatment or rehabilitation on the same basis as health problems.

Employees may be granted up to one hour of excused absence, plus travel time, if applicable for the four free EAP sessions only and that is regarded as an administrative leave. Employees must request and coordinate scheduling of an appointment during duty hours with their manager.

3.3 THE EAP POLICY STANDARDS AND GUIDELINES

The EAP standards and guidelines (EAPA, 2010:6) outline essential components which combine to create a unique approach to address work productivity issues and personal concerns affecting job performance. These policy standards and guidelines are discussed in the subsections that follows.

3.3.1 Clear policy

EAPA standards and guidelines (2010:11) emphasise a written policy statement intent that assure understanding of EAP and consistency of its application

throughout the organisation. The policy should provide a clear definition of its role and function. It must not be confused with operating procedures or contractual agreements, and should not be incorporated into a policy document that may be difficult to modify. The EAP policy within the NPA forms the basis upon which other policies and procedures in the organisation can be drawn up. Once a policy is formulated and accepted, it is important to make it public, perhaps publishing it in the in-house magazine.

There should be a clear distinction between employment relations policy and Human Resources (HR) policy. The Human Resources policy addresses the needs of the individual within an organisation whereas the employment relations policy is intended to regulate the relationships between management and workers. An effective disciplinary procedure, for example, can be drawn up once an employment relations policy has been formulated.

3.3.2 Changing counsellors

If an employee is dissatisfied with the professional counselling (either telephonic or face-to-face sessions) received, they have the option of seeing another counsellor (at no additional cost or loss of counselling sessions) until the EAP service is provided satisfactorily. Employees are referred to the same telephone counsellor for each call unless otherwise requested by the particular employee.

3.3.3 Using administrative leave for EAP services

Managers may a grant administrative leave for visiting the EAP during duty hours. If a manager grants administrative leave for visiting the EAP during duty hours, the manager may request, with the employee's written permission, proof of attendance at the counselling session. Confirmation of attendance will be provided by the EAP according to applicable confidentiality procedures. Employees who do not want their

managers to know of their attendance must arrange appointments outside official duty hours or while on official leave.

During a period or period(s) of treatment and rehabilitation through an outside resource, employees must request to use their own annual or sick leave, or request leave without pay in accordance with applicable laws, rules and regulations.

3.3.4 Communication

Communication and the channel used are essential for the survival of any organisation. Effective communication is essential at all levels within an organisation. This will make it possible for the supervisor to know the challenges faced by an employee so that an appropriate intervention is provided. Emerner and Nelson (2009:44-45) outline three types of communication, horizontal, upward and downward. The horizontal method involves communication between or among individuals at the same level within an organisation. There are two (2) types of horizontal communication: within sub unit and between sub units. Within sub unit communication is informal and focuses on the coordination of work activities. On the other hand, between sub units communication means both face-to face and written communication. This form saves time, enhances good cooperation and allows for the development of reasonable solutions to complex problems and situations. Upward communication describes a situation wherein employees tell their superiors what they want to hear. Employees emphasise the positive and eliminate the negative. The element of trust plays a major role in this type of communication.

Downward communication involves five important elements. First, job instruction refers to the employee being taught or told what is expected. Second, rationale for asks and an understanding of where it fits into the total organisation. Third, information regarding the rules and regulations, policies, procedures and practices within the organisation. Fourth, giving feedback to the individual employee regarding his/her performance and lastly, an attempt on behalf of the organisation to indoctrinate subordinates into the organisation' goals and values.

Employee Assistance Practitioners (EAPs) are also aware of numerous problems and difficulties in organisational communication. These include, *inter-alia*, omission, distortion, overload and unrealistic expectations. It is possible that aspects of the message might not be sent by the sender, not understood by the receiver and inaccurately transmitted. An individual who receives too many messages might misunderstand and respond inappropriately. The substance, style and tone of communication can have interfering emotional influences on the receiver. An EAP counsellor has the responsibility to facilitate understanding of the communication style appropriate and necessary between employees and managers.

3.3.5 Monitoring

Managers should bear in mind that the employee may be exposed to quite a variety of factors in the work situation that may lead to illness. Poor health affecting an employee will lead to high absenteeism and low productivity. Other sources of absenteeism may be personal problems such as family problems, divorce, alcoholism and stress. There is a need for systematic follow-up activities, and the monitoring of the efficiency and effectiveness of services being provided to the client (Dickman & Emener, 2010:90).

3.4 CONTENTS OF THE NPA POLICY

The EAP policy statement as outlined in the EAPA standards and professional guidelines (2010:12), indicates that the policy includes at least the following aspects:

- The organisation recognises that mentally and physically healthy employees are an organisational asset, and that the availability of appropriate EAP services is beneficial to both labour and management. Alcohol and drug abuse, emotional, marital, family and related problems may affect job performance, health and the quality of life. Such problems are the legitimate concern of the organisation and may impact performance, productivity or safety.

- Employees may voluntarily seek EAP assistance or may be referred by a manager. Job security may not be jeopardised as a consequence of using

EAP services. However, employees who use EAP are expected to adhere to the job performance requirement of the organisation.

- All EAP client records will be kept confidential and will be made part of any other record of the organisation, including employee human resource files. Legal and policy based limits of confidentiality must be clearly defined.

- EAP counselling is strictly confidential and adhered to according to Privacy Act, Health Insurance Portability and Accountability Act and Disclosure Laws. Client information may not be released to anyone without their prior written consent, except as required by law.

- Employees can contact the EAP directly. No penalties may be imposed upon an employee for accepting or declining to participate in the EAP. The EAP will make referral, where appropriate, to a community service or professional resource that provides treatment or rehabilitation.

- Unions are also regarded as partners of the EAP and whenever appropriate, may support its objectives and policy.

3.4.1 The EAP Policy on administrative operative procedures

A clearly defined written procedure helps to assure consistent and effective delivery of services. EAP procedures must describe all important programme processes such as:

- Access route to obtain EAP services;
- Problem identification, assessment, referral and short-term problem resolution process;
- EAP participation in treatment planning, liaison with treatment providers, termination of care, follow-ups, monitoring and reports for non-compliance;
- EAP participation in the disciplinary process if any, and procedures for supervisory referrals;

- EAP interaction and communication with leadership; and
- Delivery of organisational services such as training, consulting and critical incident response.

3.4.2 Ethics

The EAP shall require that all Employee Assistance Personnel adhere to the EAPA Code of Ethics. Adherence to the code of ethics helps to assure that programmes and professionals are responsible for the consequences of their actions and act in a professional manner. The professionals will also protect the consumers, community, other professionals and the profession.

3.5 SCOPE OF THE PROGRAMME

The EAP standards and guidelines and other legislative frameworks within the NPA covers aspects such as awareness of the programme by prosecutors, utilisation of the EAP by prosecutors, programme's effectiveness within the NPA, and its referral system. The extent to which the aspects are covered are outlined below.

3.5.1 Awareness of the EAP by prosecutors within the NPA

The NPA formulated the EAP standards and guidelines (EAPA, 2010:11), which form the basis wherein the intention is to assure understanding of EAP roles and functions and its application within the organisation. Employees within the NPA are informed about the programme and the services it provides at the time of orientation, workshops, meetings, information sessions and in-house documents (e.g. brochures and magazines). The standards and guidelines emphasises the fact that information updates about the programme need to occur regularly.

The NPA policy (Policy Number 4233:23) outlines the services offered through the EAP. This assists employees to understand what the programme can and cannot

offer them. Unfamiliarity with the policy and scope of the programme could prevent employees from using the EAP.

3.5.2 The utilisation of the EAP by Prosecutors within the NPA

The National Prosecuting Authority comprises various core business units, which include Public Prosecutors attached to various Magistrate Courts. The Constitution of the Republic of South Africa (Act No. 108 of 1996) together with the National Prosecuting Authority Act No. 32 of 1998, provide the NPA with the power to institute criminal proceedings on behalf of the State. Prosecutors within the NPA carry out any necessary functions incidental to institution of any level of criminal offences, and handle or discontinue those criminal proceedings.

The nature of other cases may create discomfort and therefore create stress and trauma towards an individual prosecutor. This in itself calls for the need to utilise EAP services. The NPA emphasises the utilisation of the EAP among prosecutors, and this is documented within the National Prosecuting Authority Policy Number 4233 of 2000. The policy indicates that each employee has access to utilise EAP services and that the decision for the utilisation is voluntary and a personal choice. Participation in the EAP will not jeopardise an employee's job security or promotional opportunities.

The EAP within the NPA is available to employees and their families 24 hours per day, 7 days per week, and 365 days per year. The policy further outlines other methods of EAP utilisation, which include referral by family or supervisor (with special reference to the chief prosecutor or senior public prosecutor). The EAP within the NPA is provided telephonically and or in-person by an external service provider. The NPA and the EAP policy statement as outlined in the EAPA standards and professional guidelines (2010:12) indicate that employees are encouraged to utilise the EAP when they have issues of a personal nature related to work and family. Management may utilise the EAP to assist employees who may need guidance in handling personal concerns and to help with organisational issues that may be affecting the mental health of employees.

3.5.3 EAP effectiveness within the NPA

According to a study conducted by Jefferson (2009: 98) and Taranowski (2013: 115), EAPs typically measure user satisfaction with their programme services, and most find it to be very high. The study further revealed that the outcomes for individual users of EAPs clinical services are typically found in the areas of clinical symptom relief and work performance improvement.

3.5.4 The EAP model within the NPA

The EAP within the NPA adopted an external model which is contracted from a private office location. The NPA contracts its EAP services with an independent service provider to provide EAP functions. The services offered to prosecutors by the EAP do not have barriers, and are stretched to family members provided a need arises. EAP practitioners come from many different professions, including social workers and psychologists. EAPs provide screening, assessments, brief interventions, referrals to other services and case management with longitudinal follow ups. The source of these employee problems can be either personal or work-related (Terblanche, 2011: 21). The service centre serves as the liaison between the EAP and the treatment network coordinating all client centred activities.

3.6 THE EAP REFERAL WITHIN THE NPA

The EAP policy guideline in the National Prosecuting Authority (Policy 4233, 2000:1 & Chapter 800 of Employee Assistance & work life referral program, 2011:5) outline different ways in which employees can make use of the EAP within NPA as follows:

3.6.1 Self-referral

Employees can access the services of the EAP within the NPA through self- referral. Employees voluntarily initiate on their own a request for assistance from an individual eligible to offer EAP services. There is no authority or requirement to compel an employee to partake of EAP services; it is voluntary.

3.6.2 Informal referral

The EAP policy guideline in the National Prosecuting Authority (Policy 4233, 2000:5 & *Chapter 800 of Employee Assistance & work life referral program, 2011:7*) explains informal referral as an advice from a colleague, family member, union representative or friend for an employee to consult the EAP. Informal referral also includes a point when a supervisor informally encourages an employee to consult the EAP. Informal referral of an employee to the EAP may help in enhancing the employee's knowledge of the programme and its services. This promotes the utilisation of the programme.

3.6.3 Formal referral

In the case of formal referral, the referral of an employee to the EAP within the NPA is done by the manager or supervisor (in this instance, it is chief prosecutors and senior public prosecutors). This type of referral is done in writing, and the EAP counsellor receives a referral memo addressed to the EAP. The employee has the option to refuse the referral, and he/she cannot be disciplined for non-compliance.

3.7 THE ROLE OF THE EAP WITHIN THE NPA

EAP professionals within the NPA are much more than substance abuse counsellors, their role has evolved to offer services to employers, which address an array of personal and corporate needs. Treatment continues to be seen as an important component of service provision, but prevention capabilities have proliferated in the workplace. The EAP provides intervention to facilitate the process of adjustment and acceptance for workers impacted by violence and trauma. Other issues involve conflicts among employees and younger supervisors as well as challenges faced by workers who assume multi-roles, for example, working women and how this impacts on their family and work.

EAP professionals always strive to provide the means for bridging the gap between work and life. According to the National Prosecuting Authority Policy, Chapter 800 of Employee Assistance & Work Life Referral Program (2011:5), the EAP addresses a variety of concerns, including:

a. Marital and family conflicts

b. Career transitions, job pressure

c. Grief and loss

d. Anxiety and stress

e. Drug and alcohol abuse

f. Physical or emotional abuse

g. Major life change

h. Depression

3.8 ETHICAL ISSUES COVERED BY THE EAP WITHIN THE NPA

The EAP within the NPA is guided by ethical issues that should be adhered to by all participants. The principles are outlined within the EAP policy guideline in the National Prosecuting Authority (Policy 4233, 2000:1 & Chapter 800 of Employee Assistance & Work Life Referral Programme, 2011:5).

3.8.1 Confidentiality

The Employee Assistance Practitioners Association (EAPA) members should treat client information as confidential. The EAP must explain confidentiality to all eligible recipients and to the organisation's leadership during the EAP promotional activities and through written material. The EAP must request that all clients who are seen in person read and sign a statement of understanding that describes limits to confidentiality. Clients, whose only contact with the EAP is by telephone, must be told about the limits of confidentiality, and this must be documented in the client's EAP record.

An Employee Assistance (EA) professional who is serving as a Substance Abuse Professional (SAP) should clearly explain the differences in confidentiality as they apply to each role. The EA professional requires proper written consent before responding to a request for information from a non-custodial parent of a child who is an EA client. The EA professionals do not disclose information without clients' consent except where failure to disclose would likely result in imminent threat of serious bodily harm to the client and others. The actual EAP offices must be located and designated to protect client privacy.

3.8.2 Professional competency

EAPA members who are Employee Assistance Programme (EAP) providers are expected to possess knowledge of work organisations, human resources, EAP policy, administration and EAP direct services. Membership of EAPA may not be used to suggest professional competency. Therefore, attaining the status of a Certified Employee Assistance Professional (CEAP) attests to meeting the requisite standard of knowledge for competency in EAP practice. They should not engage in sexual conduct with clients and must not act in any manner which compromises the professional relationship.

3.8.3 Non-judgmental attitude

Employee Assistance Practitioners should not discriminate clients because of their race, religion, national origin, physical handicap, gender or sexual preference. The practitioner should respect the views of clients and should not compare them.

3.8.4 Openness and transparency

The EAPA members should make full disclosure of the functions and purposes of the EAP as well as of any affiliation with a proposed therapist or treatment programme. They should not receive or give financial consideration for referring clients to

particular therapists or treatment programmes. In the case where the decision to refer an employee for treatment is taken, the contracting organisation should outline any financial arrangements to demonstrate that referral is in the best interest of the client.

3.8.5 Voluntary participation

Participation in an EAP should be voluntary. Csciernik (2011:18) states that employees who seek help voluntarily are the most successful in resolving their difficulties. However, management may arrange for an employee to be assisted in situations where the employee himself/herself does not realise that he/she has a problem

3.8.6 Accessibility

The EAP should facilitate easy access to services, providing anonymity where possible while maintaining confidentiality at all costs. The services need to be made available to all individuals who need the service since the EAP seek to address problems faced by employees and their families. Gould & Smith (2003:18) and Gillet (2011) mentioned that programme aspects that facilitate accessibility should relate to employees' awareness of the services offered.

3.9 SUMMARY OF THE CHAPTER

The summary of the review from the chapter on the EAP within the National Prosecuting Authority is as follows:

- The EAP within the NPA was launched in 2003 and was never subjected to evaluation.
- The EAP within the NPA addresses issues faced by prosecutors, including substance use problems, mental health, family, stress and financial issues.

- Supervisors (chief and senior prosecutors) within the NPA refer prosecutors to the EAP, and services are available to employees and their families (dependents and spouse).

- Employees who utilise the EAP are entitled to a maximum of four counselling sessions per calendar year for each problem presented.

- The EAP policy standards and guidelines outlines components which address productivity issues and personal concerns affecting job performance such as clear policy, changing of counsellors, using administrative leave for EAP services, communication and monitoring.

- The contents of the NPA policy indicates that EAP services benefit both labour and management; employees may utilise the service voluntarily or through referral; records are kept confidential and that no penalties may be imposed upon an employee for accepting or declining to participate in the EAP.

- The NPA policy also outlines the contents within the EAP Policy on Administrative Operative Procedures, Prosecution Policy, the National Prosecution Authority's Amendment Prosecution Policy and Ethics.

- The scope of the programme explained the awareness of the EAP by prosecutors within the NPA, the utilisation of the EAP by prosecutors within the NPA, the EAP effectiveness within the NPA and the EAP model within the NPA.

- The EAP referral system within the NPA is based on self-referral, informal referral and formal referral.

- The role of EAPs within the NPA is to address concerns such as marital and family conflicts, career transitions and job performance, grief and loss, anxiety and stress, drug and alcohol abuse, physical or emotional abuse, major life change and depression.

- Ethical issues covered by the EAP within the NPA are confidentiality, professional competency, non-judgmental attitude, openness and transparency, voluntarism and accessibility.

CHAPTER 4: DATA PRESENTATION AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents empirical results on the Evaluation of the Employee Assistance Programme within the National Prosecuting Authority with special reference to Capricorn District, Limpopo Province. The problem investigated was based on the researcher's observation that the EAP within the NPA was largely

underutilized and this raised questions about referral procedures and the effectiveness of the programme. This was observed when the researcher was still employed as a Probation officer at the Mankweng magistrate complex. Prosecutors would consult with her office when they experienced personal challenges which impacted negatively on their work performance. This prompted the researcher to investigate the effectiveness of the EAP.

The study was evaluative in design and used the quantitative approach. The population comprised prosecutors from all three Magistrate courts within the Capricorn District (Limpopo Province) namely, Mankweng, Polokwane and Seshego. A total of 37 questionnaires were distributed and 31 were returned. This represented a response rate of 84%.

The results of the study regarding the statistics of the entire prosecution staff are as follows:

- Mankweng had 11 prosecutors and 02 control prosecutors, making a total of 13 respondents;
- Polokwane had 10 prosecutors, 03 control prosecutors and 1 chief prosecutor, making a total of 14 respondents; and
- Seshego had 09 prosecutors and 01 control prosecutor, making a total of 10 respondents. The total number of prosecutors in the three magistrate offices were 37. The total number of prosecutors reached were 31 and data were collected through administered questionnaires to the respondents.

The researcher could not include analysis of the Human Resources information on absenteeism, sick leave and disciplinary matters in order to measure the EAP utilisation before and after the programme was introduced to the prosecutors. The Human Resources system used within the NPA outlined such information and records on leave of absence by categorising them in terms of annual leave, sick

leave, medical incapacity, family responsibility and many more. However, the reasons about leave were not attached to the vacation taken.

The findings from the empirical study are as follows:

SECTION A: DEMOGRAPHIC INFORMATION

4.2. Age of the respondents

(**Pie Chart 1: Age distribution**).
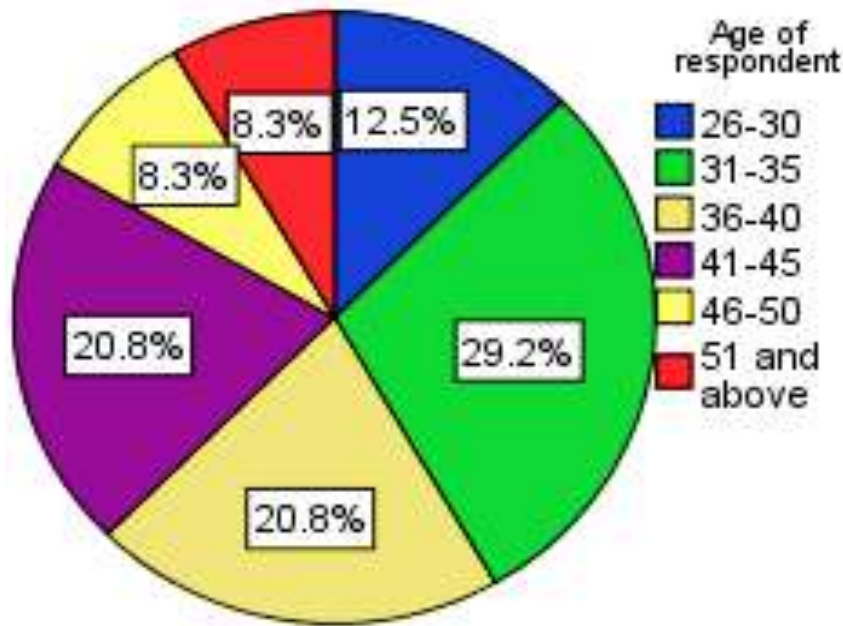
A large portion of the respondents (29.2%) were in the category of 31-35 years while the categories between 36-40 and 41-45 years had an equal number of respondents. It is clear that the National Prosecuting Authority in Capricorn District in Limpopo Province was dominated by employees who fell within the stage of middle adulthood. Since these employees are at the stage of development and are likely to have children, it is evident that the potential users of the EAP would be in this age group.

Age group 26-30 constitute new entrants to the profession and may have to use the programme more as they struggle to adjust and settle. According to Emener, Richard and Hutchison (2010:55), the EAP addresses issues about family, relationships, finances, wellness, and so on. Therefore, most young employees within the NPA were aware of the EAP scope of service, hence the utilisation of the programme by middle aged group. Age group 51 and above are on the departure lounge and may use the EAP for pre-retirement services (Harm, 2010:103).

4.3 Gender

Table 1: Gender of the respondents

		Frequency	Percent
Valid	Male	10	42

	Female	17	58
	Total	27	100.0

The majority of prosecutors (58%) in the sample were female. Table 1 indicates that the National Prosecuting Authority in the Capricorn District in Limpopo Province implements Employment Equity Policies because the number of women is higher than male employees. Richard, Emener and Hutchison (2010:209) opine that Human Resources within companies is encouraged to ensure compliance with Equal Employment Opportunity (EEO) regulations. It is clear that the employment of women was considered positively in order to deal with issues of discrimination based on gender as enshrined in the Employment Equity Act of 1967 as amended.

4.4 Magistrate complex (Area of operation)

Pie chart 2 (Magistrate complex)
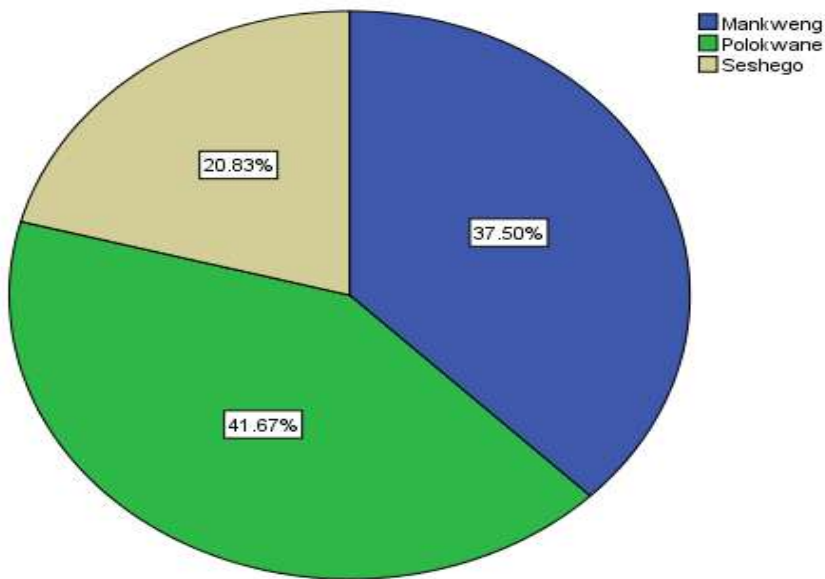
Polokwane had the highest number (42%) of prosecutors serving the office, followed by Mankweng (38%) and Seshego (20%) with the least number of prosecutors. These data imply that there was a high workload for prosecutors within the Polokwane magistrate office followed by Mankweng and Seshego. They also indicate that the scope of practice and number of courts as well as cases handled differ from one Magistrate complex to the other. As a result of this special spread, one would expect the utilisation rate to be higher in Polokwane given the higher case load.

4.5 Employee's marital status

Bar Graph 1 (Employee's marital status)
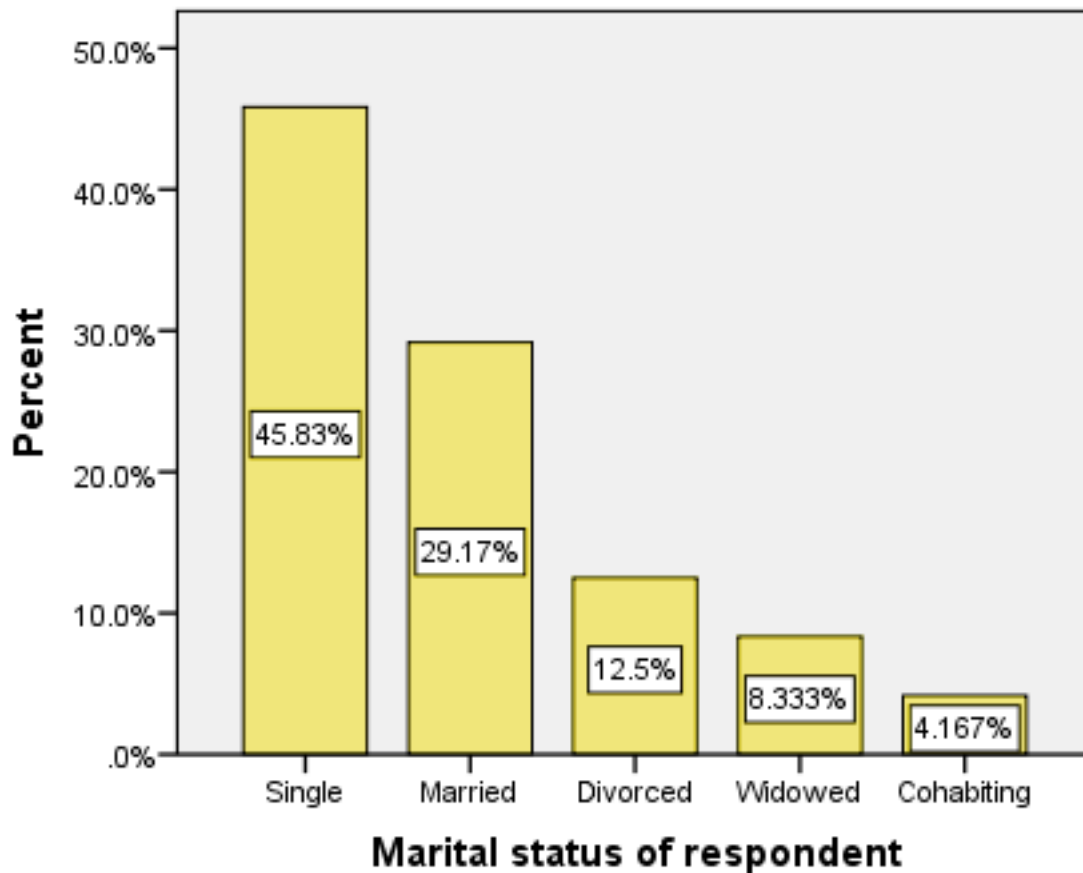
Bar graph 1 above demonstrates that the majority (45.3%) of the respondents within the NPA, Capricorn District in Limpopo Province were single and only a small percentage (4.1%) were cohabiting. The results from Table 2 in sub-section 4.6 confirmed that 68.9% of the respondents had children. Most single parent families were headed by women who were often economically disadvantaged and therefore were suitable candidates for the EAP (Amato, 2005) in Richard et al. (2010:115). According to Amato (2005) in Richard et al. (2010: 114), cohabitants report lower relationship quality than married couples and they do receive less social support. This also makes them to be more frequent users of the programme.

4.6 Number of dependent children

Table 2: Respondent's dependent children

Number of Children	Frequency	Percent
None	7	29
01-03	15	54
04-06	5	17
Total	27	100

In order to assess the number of dependent children that the respondents had, distribution Table 2 was constructed. The study found that most of the respondents had between one and three dependent children. More children means more responsibilities and more time in responding to their needs. Parents trying to balance work and family tend to experience a great deal of pressure. Those who feel overloaded by the demand of work and family are more likely to experience problems and conflict with adolescent children (Perry-Jenkins, Repeth & Crouter, 2000) in Richard et al. (2010:115).

The total number of respondents with dependent children was 71%, which suggested that employees within the NPA would benefit from financial, marriage counselling, parenting skills and other services offered by the EAP.

4.7 Period of employment by NPA

Table 3: Period of employment by NPA

Months/years employed by NPA		Frequency	Valid Percent
Valid	Less than a month	1	3.7
	01-03 years	8	29.6
	04-06 years	2	7.4
	07-09 years	4	14.8
	10-14 years	8	29.6
	15 and more	4	14.8
	Total	27	100.0

In order to assess the period that they served as employees within the NPA, the respondents were asked to select from six options on the questionnaire. The researcher found that the highest number (30%) of respondents fell within the category of 10-14 years, and the lowest in less than a month (Table 3). The less experienced (1-3 years) need more EAP to help them adjust. The established ones (10-14 years) may need more support with career path and upwards mobility. One would expect more utilisation between these two age groups. Continuous marketing of the programme can increase awareness and programme participation. Hence, there is a need to orientate newly employed workers in order for them to remain informed about policies and procedures of the programme (Kelly and Cater, in Burke et al., 2014: 208).

4.8. Position at work

Table 4: Position of work.

		Frequency	Percent
Valid	Junior prosecutor	24	96
	Senior prosecutor	3	4
	Total	27	100%

According to the data gathered, Table 4 indicates that the highest number of positions (96%) were occupied by junior prosecutors. Senior prosecutors contributed 4% of the total number of prosecutor employees. Senior managers play a direct role in creating a psychologically safe and positive working environment which includes promoting and modelling appropriate workplace behaviour, early identification of psycho-social risk and addressing issues in an appropriate and timely manner.

The ratio of managers against supervisees clearly indicates that the assessment of distressed employees was minimal and created delay for early EAP intervention to be offered towards employees within the NPA. Employees dealt with their problems earlier through the existence of assistance received from the EAP (Emener et.al, 2010:65). Those who received intervention from the programme assessed their own situations and managed to volunteer their attendance to the EAP for assistance.

SECTION B: EMPLOYEE AWARENESS OF THE EAP

4.9 Employees' awareness of the EAP

Table 5: Knowledge of EAP

		Frequency	Percent
Valid	Yes	16	59
	No	2	8
	Uncertain	9	33
	Total	27	100

Table 5 indicates that 59% of the respondents had knowledge about the Employee Assistance Programme, 8% was not aware of the programme and 33% was uncertain about it. These findings suggest that the NPA within Capricorn District in Limpopo Province ensure that all employees are aware of the EAP within their organisation. This is important because EAP awareness improves utilisation. Richard et al. (2010:54) states that the EAP requires constant marketing, and that this can be done through supervisor training, talks before shifts and presentations such as union, departmental and motivational meetings. The findings confirm that the NPA did make an effort to market its EAP since marketing increases employees' awareness and utilisation of the programme.

4.10 Period of EAP awareness

Pie chart 3 (Period of EAP awareness)
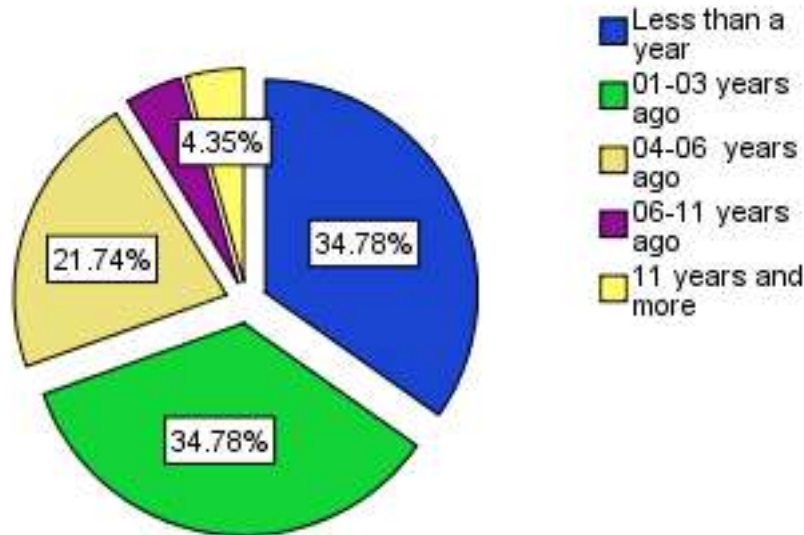
The Pie chart above indicates that a moderate number of the respondents (35%) knew about the EAP for less than 3 years. It further indicates that 21.74 % of the respondents also knew about the EAP for a period between four and six years. The last category (4.35%) of the respondents knew about the programme for six years and more. Richard et al (2010:54) mentioned that the marketing of the EAP calls for service increase. Burke and Richardsen (2014:208) concur that marketing increases awareness and recognition of the programme, increases awareness of employees' health risks, workplace health promotion opportunities for employees, trust between management and employees, programme participation and improves health related behaviours.

4.11 EAP awareness

Table 6: EAP awareness across gender

Gender	Meeting	Workshop	Manager/supervisor	Other
Male	50.0%	58.3%	16.7%	0.0%
Female	50.0%	41.7%	83.3%	100.0%
TOTAL	100	100	100	100

Table 6 displays the difference between males and females with respect to how they came to know about the EAP in the study area. 58.3% of males knew about the EAP through a workshop while 83.3% of females knew about it through a manager or supervisor. Therefore, the majority of male respondents knew about the EAP through workshops, whereas a significant number of females knew about it through a manager or supervisor. None of the respondents knew about the EAPs through a colleague or brochure (Table 2). It is evident that the EAP within the NPA is marketed through workshops and efforts from supervisors.

The researcher noted that one of the reasons that led to the underutilisation of the programme could be the fact that there was lack of awareness about services and benefits offered by the EAP among prosecutors. According to Phillips (2005:25) and Weiner & Graighead (2010:571), women and men do not experience events in the same way and the dynamics of gender in relation to programme utilisation extends to include other factors of preference in consultation. The meeting as an EAP marketing tool had the same impact on both male and female employees, whereas a workshop was more effective to men than to women. People who are planning to improve the utilisation of the EAP need to take this reality into account.

4.12 Employees' awareness of the EAP policy

Table 7: Employee's awareness of the EAP policy

		Frequency	Valid Percent
Valid	Yes	16	59
	No	11	41
Total		27	100

Table 7 indicates that 59% of the respondents were aware of the EAP policy in their department, whereas 41% were not. This results suggest that the NPA within Capricorn District in Limpopo Province ensure that employees are aware of the EAP policy. Institutions with a clear policy statement make it clear that human problems are inevitable and that they do not interfere with work performance (Richard et al., 2012:49). Employees' awareness of the EAP policy could mean that staff was consulted when the EAP was launched. This could have resulted in staff identification with the programme which would eventually lead to maximum utilisation.

4.13. Exposure to the EAP information session

Table 8: EAP information session.

		Frequency	Percent
Valid	Yes	16	60
	No	11	40
	Total	27	100.0

Table 8 indicates that most of the respondents had been exposed to the EAP information sessions. Richard, Emener and Hutchison (2010:54) noted that it is necessary for most EAPs to generate additional ways of communicating with employees, and this should be done through posters, brochures or articles.

Employees knew about the EAP through supervisor training. None of the respondents knew about it through a colleague.

4.14 Experience of the EAP information session

Pie Chart 4 (Experience of EAP information sharing session by respondents)
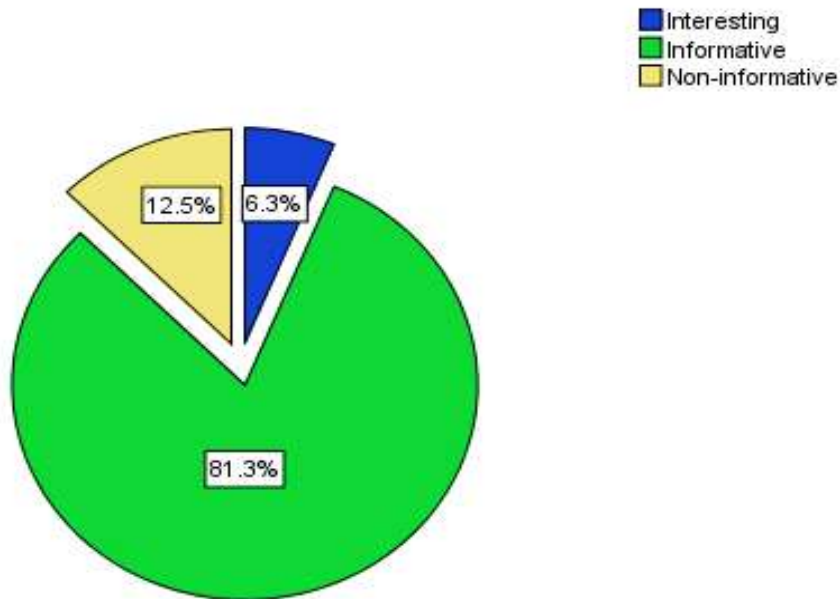
The results presented in pie chart 4 indicate experience of the respondents during EAP sessions within the NPA in Capricorn District, Limpopo Province. The data show that 81.3% of the respondents found the sessions informative. The findings confirm that employees within the NPA were knowledgeable about the programme. Employees' knowledge of the EAP and its services increase familiarity and comfort with EAPs operations, and enhance their acceptance and use of the service (Dickman & Emener, 2010: 54).

4.15 Validity of the information shared

Table 9: Validity of the information.

			Valid Percent
Valid	Yes	14	78
	No	4	22
	Total	18	100.0
Missing	999	9	
Total		27	

Most of the respondents (78%) indicated that the information shared during the EAP information session was clear. This indicates that there should be a high rate of utilisation, and yet this is not the case of the programme among the employees within the NPA. This finding may suggest that clarity of information alone is no guarantee of increased utilisation. Programme administrators need to look at other factors that may impact utilisation negatively. Such factors could be confidentiality and superiority complex among prosecutors.

4.16 The EAP information sharing with other colleagues

Pie Chart 5 Information sharing with colleagues
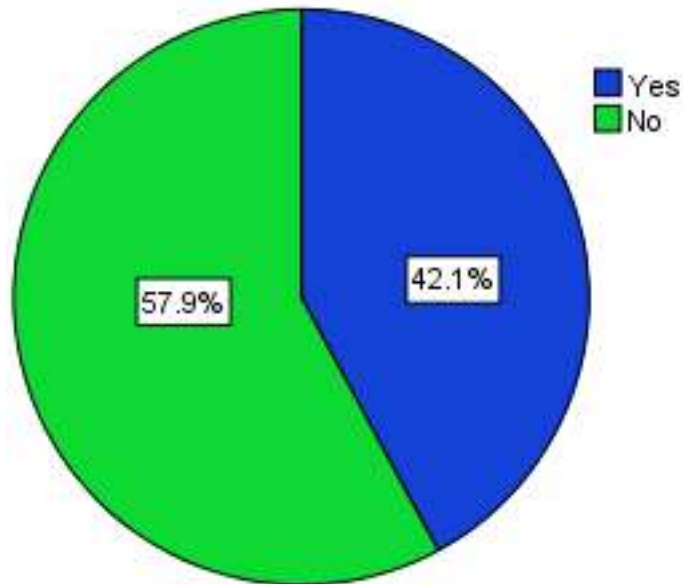
Pie chart 5 indicates that most respondents did not attempt to share the information they acquired from the EAP with any person. This could be as a result of misunderstanding of the confidentiality principle. The EAP is confidential, therefore, the information should not be shared with anyone because it may lead to poor utilisation of the programme. Word of mouth marketing is one of the best tools in advertising a service. Where this does not happen, low uptake of the service is bound to be the case (Ballard in Burke et al., 2014:70).

4.17 Respondents' views about continuous EAP information sessions

Table 10: Information session on the EAP

		Frequency	Valid Percent
Valid	Yes	20	87.0
	No	3	13.0
	Total	23	100.0
Missing	999	4	
Total		27	

Table10 indicates that a significant number (87%) of the respondents in this study supported the idea that there should be continuous information sessions on the EAP. Sustained information sharing reinforces the message, and this could tighten utilisation of the services offered by the programme. This demonstrates that the respondents wanted to get more information about the EAP and on how it works. It is also a contradiction to the attitude displayed by employees within the NPA since they showed no interest of sharing the information among themselves regarding the EAP. According to Ballard (2010) in Burke and Richardsen (2014: 70), communication about workplace programmes increases utilisation by making employees to be aware of their availability in addition to clearly explaining how to access and use the service. This lack of sharing of information about the EAP among workers could be as a result of misunderstanding of the confidentiality clause.

4.18 Suggested frequencies towards information sharing sessions

Table 11: Suggested frequency towards information sharing sessions

		Frequency	Valid Percent
Valid	Once annually	19	95
	Once in two years	1	5
	Total	20	100.0
Missing	999	7	
Total		27	

Table 11 indicates that 95% of the respondents agreed that EAP sessions should be held once annually, but a small percentage (5%) suggested that this should be done once in two years. This finding emphasises one of the administrative tasks where EAPs are supposed to orientate employees especially the newly employed ones, so that they are kept informed about policies and procedures of the programme. Continuous marketing of the programme can increase awareness, increase programme participation, and improve health related risks (Kelly & Cater in Burke et al.; 2014: 208).

4.19 Motivation (provided the answer to 4.17 is Yes)

Even though the findings reveal that all (in 4.18) the respondents indicated that they were in support of continuous information sharing sessions which should be done once annually and once in two years, none of the groups provided motivations to their responses. Respondents felt that their responses were fair and accurate, hence they did not provide any motivation to 4.17.

It may also be inferred that the respondents' silence in providing motivation for their views corresponds with the fact that the employees within the NPA did not have the motivation to share information.

4.20 Motivation (provided the answer to 4.17 is No)

All the respondents agreed that there should be further information sharing sessions. This came as a clear demonstration that the respondents supported the need for continuous sessions.

SECTION C: EMPLOYEES' UTILISATION OF THE EAP

4.21 Previous use of the EAP

Bar graph 2 (Previous utilisation of EAP by employees
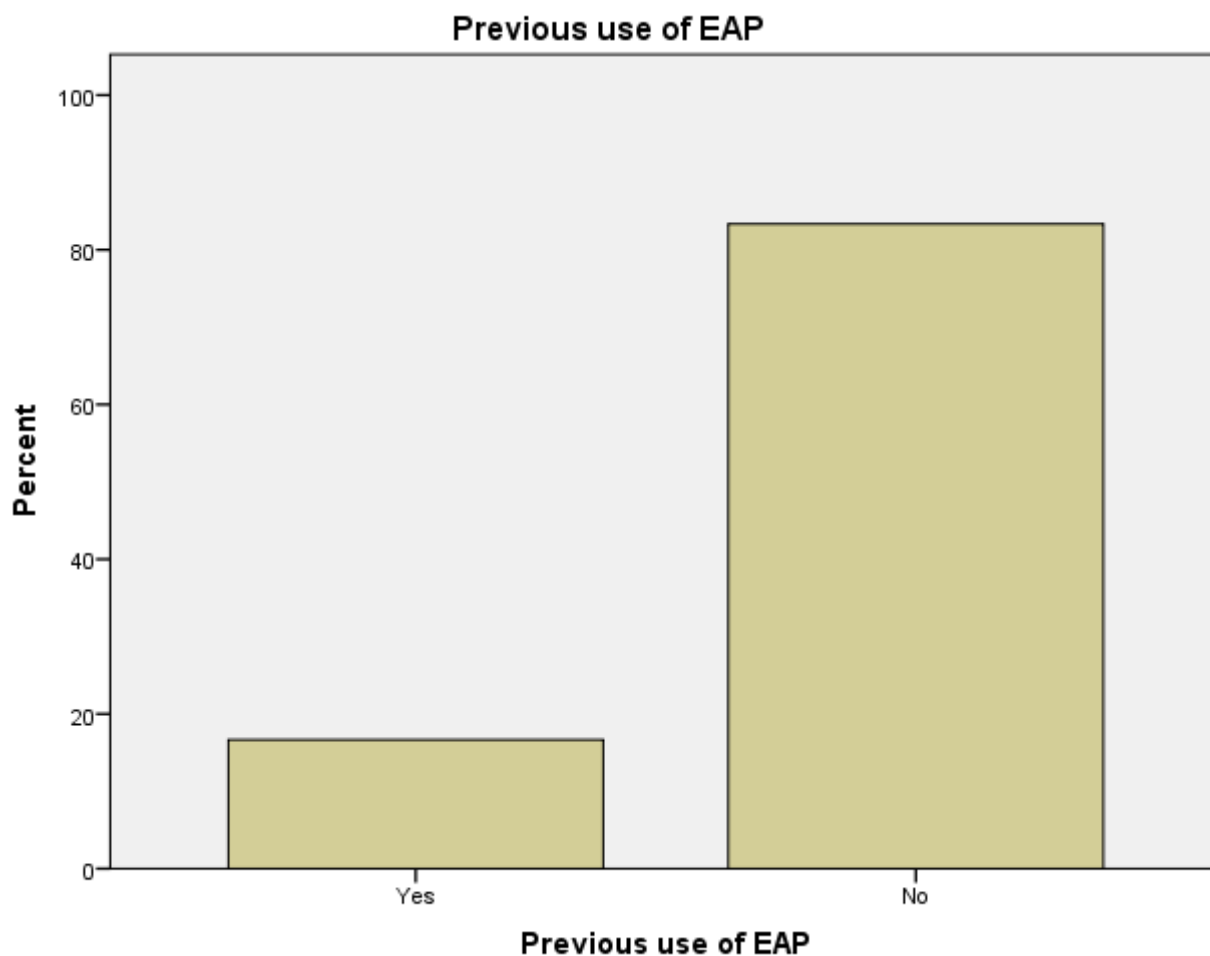
Bar graph 2 indicates that most (83%) of the respondents had not used the EAP previously. Only a minority (17%) made use of the services. The other reason for the underutilisation could be stigmatisation of such services as Social Work and psychological services (Keyes, Hatzenbuehler, McLaughlin, Link, Olfson, Grant, & Hasin, 2010: 55). This can be viewed as a great concern because the EAP within the NPA was launched in Limpopo Province in the year 2003. The programme was designed in order to help employees and their families to deal more effectively with personal, family and work related problems, yet it is not utilized. According to

Emener (2010:178), an enhanced EAP intervention can successfully increase utilisation. There are several reasons that lead to the underutilisation of the programme which were supported by Berman (1991:25) as well as Sulsky and Smith (2005:219) and Mundalamo (2015:25). Misperceptions and lack of understanding with regard to services offered by the EAP also lead to failure of utilisation of the programme.

4.22 Reasons for using the EAP

Table 12: Reasons towards the use of the EAP

		Frequency	Valid Percent
Valid	Family related	3	75
	Other	1	25
	Total	4	100
Missing	999	23	
Total		27	

In table 2, the results reveal that the majority (75%) of the respondents used the EAP due to family related reasons, whereas the remaining 25% was due to other reasons not specified. The NPA EAP policy statement as outlined in the EAPA standards and professional guidelines (2010:12) indicates that employees are encouraged to utilise the programme when they have issues of a personal nature and those related to work and family. The findings indicate that respondents who used EAP services did so in order to deal with both personal and other related issues.

4.23 Source of referral to the EAP

Table 13: Forms of referral

		Frequency	Valid Percent
Valid	Self	4	100
Missing	999	23	
Total		27	

The respondents who sought the EAP intervention did so on a voluntarily basis. The EAP policy guidelines in the National Prosecuting Authority outline different types of referrals, and the fact that employees refer themselves to the programme suggests failure on the part of supervisors to identify and refer employees needing EAP interventions. This may also suggest that the programme would not be effective. Very few employees used informal/self-referral, which is the backbone of EAP. This means that the marketing of the programme needs to be strengthened in this area.

Reasons that often lead to underutilisation of the programme include unwillingness by managers to refer distressed or non-performing subordinates from all levels of the hierarchy. Support by managers is critical towards building a healthy environment and culture, while also helping to engage employees in their participation in the programme (Kelly & Cater, 2014:194).

4.24. Access to EAP service

Table 14: Frequency table ways of accessing the EAP services

		Frequency	Valid Percent
Valid	Face to face	3	75
	Other	1	25
	Total	4	100
Missing	999	23	
Total		27	

Seventy five percent (75%) of the respondents accessed EAP services through face-to-face contact, whereas 25% were contacted telephonically. The finding indicates that few respondents had the privilege of meeting with the counsellor face-to-face. People who use the Employee Assistance Programme may feel that their confidential information is not safe. The EAP policy emphasises that access to the services should provide anonymity and confidentiality. According to Harper (2000:319) and Standard Committee of EAPS-SA (2011:16), various EAP models suggest that the location of the EAP influences accessibility and increases the chances of utilisation.

4.25 Description of respondents' first session

Table 15: **Frequency table for experience of the first EAP session**

		Frequency	Valid Percent
Valid	Welcoming	2	20
	Uncomfortable	00	00
	Total	2	
Missing	999	25	80
Total		27	100

Table 14 indicates that 20% of the respondents' first session experience was welcoming. The EAP requires that all EAPs adhere to the EAPA Code of Ethics. This

helps to ensure that the professionals are responsible for the consequences of their actions and that they act in a professional manner. The cause of discomfort among users might be as a result of anxiety attached to the environment itself. According to Jacobson and Attridge (2010:50), familiarity and comfort with EAPs operations enhance the acceptability and use of the service by employees.

4.26 Allocation of a follow-up session(s)

Table 16: Allocation of follow-up sessions

		Frequency	Valid Percent
Valid	Yes	2	0
	No	00	20
	Total	2	
Missing	999	25	20
Total		27	100

Table15 above indicates that the respondents were allocated follow-up sessions. The availability of these services can enhance EAP credibility and ensure timely problem resolution (Richard et al., 2010:250). The provision of follow-up services by the NPA within Capricorn District clearly demonstrates a commitment to the well-being of its employees and the organisation. Follow up sessions are also aimed at improving EAP utilisation and effectiveness. Lack of follow-ups compromise the quality of services offered since they are crucial to the success of the programme (Dickman & Emener, 2010:172). Follow ups, on the other hand, do not only leverage to move an employee towards seeking appropriate help, but it can also provide long-term support in helping them recover from their challenges, which is a key factor to the programme's effectiveness.

4.27 Attendance of follow-up sessions

Table 17: Table indicating numbers of follow-up sessions attended by the respondents.

		Frequency	Valid Percent
Valid	Yes	1	33
	No	2	67
	Total	3	
Missing	999	24	80
Total		27	100

Table 16 indicates that, though the respondents had been allocated follow-up sessions as indicated in table 15, sixty-five percent (67%) of them did not attend the sessions. Literature indicates that non-attendance of EAP follow-up sessions inhibits the programme's effectiveness. The case manager is responsibility to know what happens with his/her subordinates until the case has been finalized, either by successful resolution, rejection of treatment, improvement or termination for a variety of reasons (Emener & Dickman, 2010: 88).

4.28 The EAP office location

Table 18: EAP office accessibility

		Frequency	Valid Percent
Valid	Yes	1	10
	No	1	10
	Total	2	20
Missing	999	25	80
Total		27	100

Twenty five percent (25 %) of the respondents agreed that the EAP office was easily accessible but five percent (5%) disagreed. According to Richard et al. (2010:54), the EAP location should be accessible to all clients, including the handicapped. It should also be conducive to confidentiality with a well maintained surrounding. Richard et al. (2010:54) further emphasise that location is critical because it improves awareness, utilisation and to some extent programme effectiveness. Eighty percent (80%) of the respondents did not answer the question because they had never used EAP services. The EAP within the study area outsourced its services, and this might have been viewed by some employees as not being easily accessible. It is clear that any attempt to satisfy every service user is not always possible for the NPA.

4.29 Ease of disclosure during consultation

Sixteen percent (16%) of the respondents agreed that it was easy to disclose their reasons for consulting the EAP counsellor, whereas 84% did not respond to the question. Most of the service users felt threatened to disclose their attendance of the EAP, and this might be related to fear of victimisation and the stigma of being labelled as weak. The EAP policy clearly indicates that there should be absolute confidentiality in terms of the users who attend the programme and that communications made in the context of a therapeutic relationship should remain

confidential (Richard et al.; 2010:256). Only the employee himself/herself may reveal his/her treatment. Assurance of confidentiality and privacy ensures maximum programme awareness, utilisation and effectiveness.

4.30 Time-off policy

Pie chart 6 (Use of EAP during working hours)
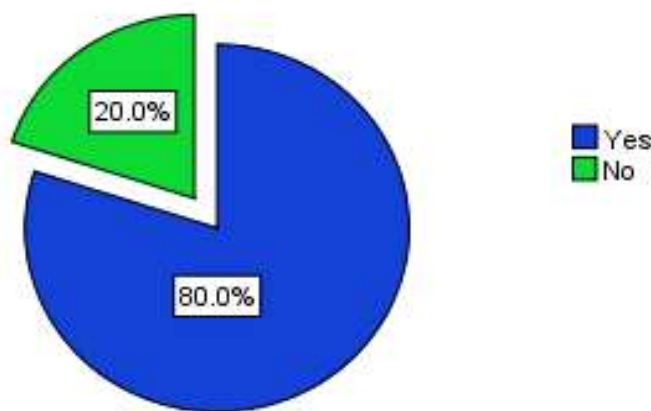
The majority of the respondents (80%) reported that they were allowed to consult the EAP during working hours except for 20% of the respondents, who responded in the negative. This could be employees who may not have been aware of the existence of the EAP. According to the NPA EAP Policy number 4233 (2011:12), managers may grant administrative leave for visitation to the EAP during working hours and a proof of attendance should be produced by an employee upon return to work. This indicates that the EAP within the NPA in the study area adhered to the time-off policy. Hence the employees were granted leave to attend the EAP, a gesture that usually promotes programme utilisation.

4.31 Other members of the family who received services from the EAP

Table 19: Family members who received services from EAP

		Frequency	Valid Percent
Valid	Yes	2	25.0
	No	6	75.0
	Total	8	100.0
Missing	999	19	
Total		27	

Only 25% of the respondents who answered the question indicated that their family members received services from the EAP where as 75% who answered the question had no family members who received such services. The EAP within the NPA does not limit its utilisation to its employees only, but also accommodates employees' family members such as children and spouse. This promotes programme awareness, knowledge and utilisation. Richard et al. (2010:54) emphasise the fact that efforts should be made towards keeping the employees' family members informed about the programme and its benefits because the existence of a problem may be more apparent to them than to the employee.

4.32 Employee's recommendation of the EAP to others

Pie chart 7 Recommendation of the programme to others
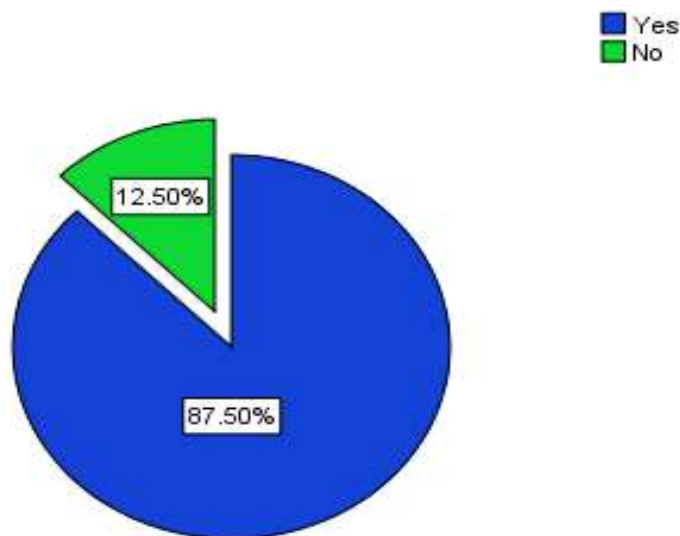
Eighty eight percent (88%) of the participants who knew about the EAP services reported that they would recommend it to other employees who did not utilise the programme before. The remaining 12% would not recommend the EAP to anyone. It is clear that a smaller percentage of the respondents did not see the importance of sharing their experiences with others as a motivation for attendance. This might be due to the discomfort they would have experienced during their attendance, or fear of disclosure of their EAP utilisation. Sharing positive experiences of EAP consultation with colleagues increases programme awareness, knowledge and effectiveness. This confirms an earlier finding that employees did not share experiences/ information about their EAP visitation (See 4.16)

SECTION D: EMPLOYEES' CONCERNS ABOUT CONFIDENTIALITY

4.33 Disclosure of problems to an EAP staff

The majority of the employees never used the programme, and their feelings of disclosure regarding their problems with the EAP staff were not heard. Only 7% of the respondents were comfortable. Most programme users were concerned with issues of confidentiality. The EAP professional remains obligated to respect the employee's privacy and to disclose the information to no one other than the employee. It is also important that the EAP professional should inform the employee about the nature, extent and limitations of confidentiality and issues around informed consent. Keeping whatever information is disclosed during therapy as confidentiality improves programme utilisation and effectiveness (EAPA-SA, 2005:14 & Standard Committee of EAPS-SA, 2011:16).

4.34 The respondents' doubts about disclosure of their personal problems by an EAP staff

Even though 7% of respondents were not comfortable with sharing their personal information, and in spite of their encouragement to motivate their answer, they never motivated to indicate their doubt that the EAP professional would share their secrets with others. This indicates that the respondents were aware of the contents of the EAP policy, especially the issues of ethics and how it protects them against practitioners not to disclose their personal issues. EAPA-SA (2005:14) and Standard Committee of EAPS-SA (2011:16) standards on confidentiality state that a written policy shall include a clause on confidentiality consistent with professional standards and ethics.

4.35 The environment where EAP services are provided

Respondents who used the EAP agreed that the office environment within which the EAP services were provided was conducive to privacy. The space where the sessions are held should be conducive; meaning that there should be no distractions. Utmost privacy should prevail and service users should be protected from being labelled by others. Such an environment leads to an increased EAP utilisation. According to Emener et al. (2010:18), when an EAP office is located where employees fear for confidentiality, this might inhibit the utilisation of the programme.

SECTION E: PROGRAMME EFFECTIVENESS

4.36 The level to which the participants think the EAP addressed their personal problems

Pie chart 8: Programme effectiveness
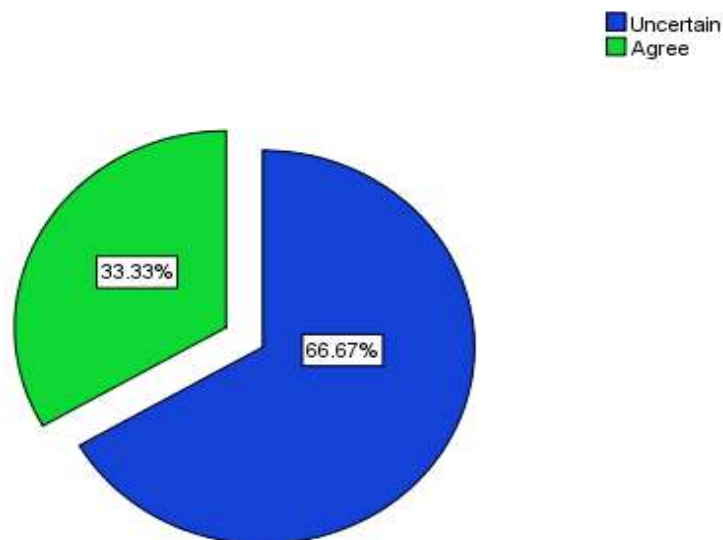
Pie chart 8 shows that since most respondents never used the programme before, they were not sure whether the EAP addressed their personal problems. Only 33% of the respondents agreed with the fact that the EAP did address their personal problems. The findings confirm that most of the respondents did not believe that the EAP could address their personal issues. According to a study conducted by Jefferson (2009:77) and Jacobson & Sacco (2012: 26) about the programme's effectiveness, the utilisation of the EAP typically measures the user's satisfaction with their programme.

4.37 The extent of the service effectiveness

Pie chart 9 (Service effectiveness)
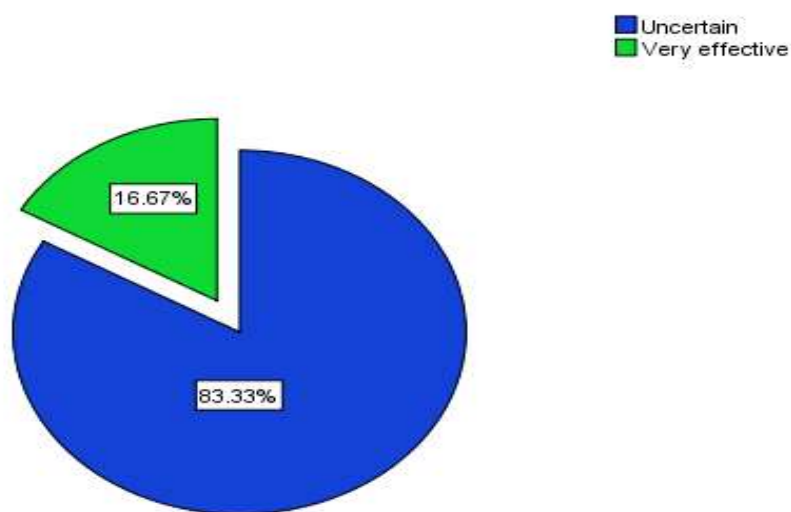
Pie chart 9 above reveals that 83% of the respondents who never used the programme before were uncertain about whether its services were effective or not. Only 17% of the respondents who used the programme before confirmed that the programme was effective. A conclusion could be drawn that the service did not satisfy most of the respondent's expectations. Usually, the utilisation of the programme determines its success. According to Ronald et al. (2014:70), bottom up communication (from employees to managers) helps organisations to select and tailor their programmes and policies to meet the specific needs of their employees.

4.38 Additional services to be rendered through the EAP

None of the respondents recommended additional services that could have been rendered through the EAP. It can be concluded that the respondents did not find the use and importance of the programme.

SUPERVISORS (RESPONSES TO QUESTIONS ASKED)

4.39. Age of supervisors

Table 22: Age distribution of supervisors

		Frequency	Percent
Age	41-45	3	67
Missing	999	1	33
Total		4	100.0

This section focused on supervisors only. The age distribution of supervisors indicated that only 67% of them were in the category of 41-45 years. This shows that supervisory positions within the NPA in the study area were occupied by personnel in the middle adulthood and above.

4.40 Gender (Supervisors)

Table 23: Gender distribution of supervisors

		Frequency	Percent
Gender	Female	2	67
Missing	Male	1	33
Total		3	100.0

Table 23 indicates that 67% of supervisors within the NPA in the study area were females. This is a clear indication that the NPA promotes women leadership. This finding resonates with the gender distribution among junior prosecutors (see table 1).

According to Phillips (2005:25) and Weiner & Craighead (2010:571), it is important to understand the relationship between gender and/or events and foster utilisation of the programmes for the entire workforce.

4.41 Magisterial office(s) where one offers supervisory services

Pie chart 10: Supervisory positions within the three magistrate courts
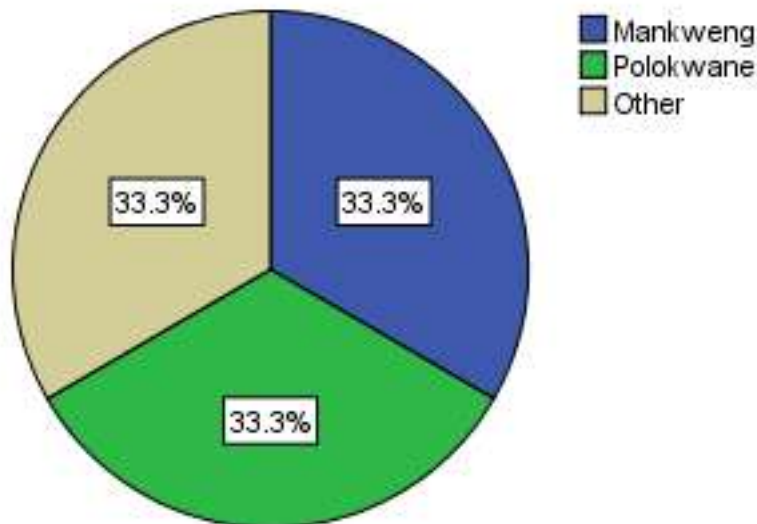
Pie chart 10 indicates that there is an equal distribution of supervisors among the three magistrate courts. Each magistrate office was found to have 33% of supervisors. This indicates that employment opportunities within the three magistrate courts in terms of supervisors was equal. The goal for the setting of standards is to ensure that the EAP is highly visible, and that it is presented in a positive light to encourage employees to fully utilise the programme services. Considering the number of prosecutors in each magistrate court, the ratio of supervisors were fairly distributed since there were no imbalances.

4.42 Supervisors' marital status

Pie chart 11: Marital status of supervisors
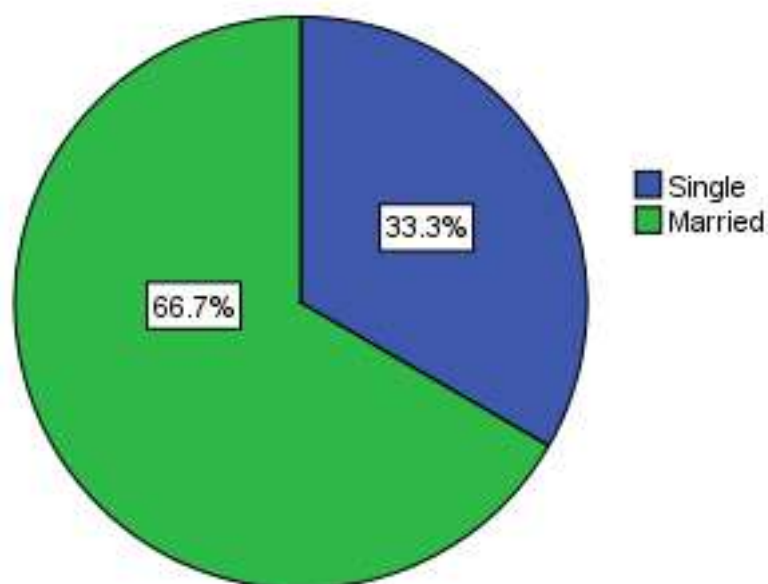
Pie chart 11 indicates that 67% of the supervisors were married whereas 33% were single. Wiliam, Hutchison and Emener (2009:102) in Richard et al. (2010:115) assert that most single parent families are headed by women. This is relevant to this study because it has been revealed that the highest percentage of prosecutors within the NPA were women and that some were single parents. Cohen (2009:118) also remarked that "it is all right to ask for help and that no one is expected to have all the answers to all of the employees' problems". This is an effective means of enhancing supervisory understanding and utilisation of the EAP.

4.43 Number of dependents

 Table 24: Number of dependent children

		Frequency	Percent
Children	01-03	3	68
	04-06	1	32
	Total	4	100

The analysis indicates that 68 % of supervisors had between 1 and 3 children, whereas 32% had 4-6 children. The demand from work as well as care giving for the children may create some imbalances in one's life; hence the EAP practitioners should be prepared to offer both parental as well as financial counselling. According to William, Hutchison and Emener (2009:44) in Richard et al. (2010:115), parents who try to balance work and family responsibilities tend to experience a great deal of pressure, hence the utilisation of the EAP is necessary. Supervisors who have insight into the functioning of the EAP and who believe in the benefits of the programme should have access to the services of the EAP.

4.44 Number of years employed as the supervisor

Bar graph: Number of years employed by the NPA as supervisor
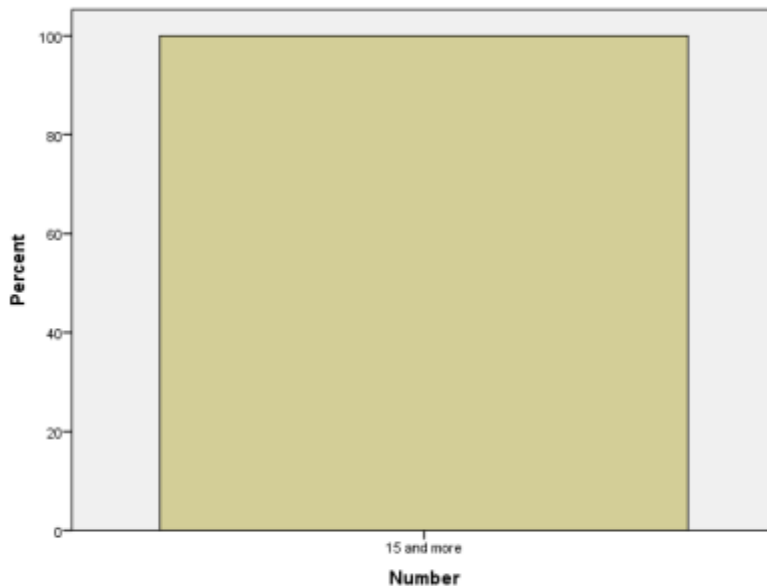
The results indicate that all supervisors had been employed by the NPA for over 15 years. Experienced supervisors may be able to identify work-based problems presented by employees. Supervisors with insight into the functioning of the EAP and who believe in the benefits of the programme will access its services and will refer clients appropriately. Romano (2010:50) claims that supervisory training is essential to maintain the vitality of the EAPs and to ensure that they refer clients appropriately. When managers refer employees to the EAP, it becomes utilized and its level of effectiveness is proven.

4.45 Position at work

Table 26: Position at work

		Frequency	Percent
Position	Senior prosecutor	3	68
	Chief prosecutor	1	32
	Total	4	100.0

Table 26 above shows that most supervisors (68%) occupied the position of senior prosecutor and the rest (32%) were chief prosecutors. Supervisors are the EAPs' most significant link since they are in a position both to refer distressed employees and to support those employees who voluntarily make use of the service. Supervisors are essential to the EAP, since they are the first to notice any decline or change in the work performance of an employee. The early identification of problems is an important factor in the success of an EAP. Peters (2011:96) describes the supervisor's primary function as ensuring that employees are productive, and this is dependent on the supervisor's insight and referral to the EAP.

4.46 Frequency of referral to the EAP

Pie chart 12 (Manager's frequency of referrals to EAP)
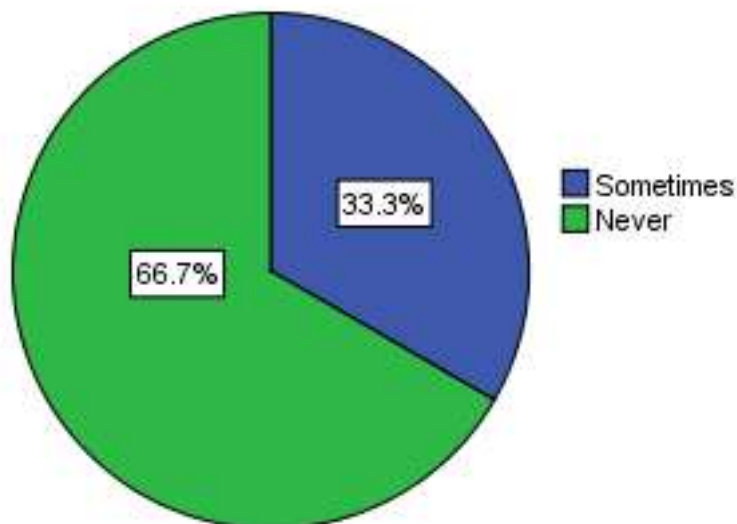
Pie chart 12 indicates that there was seldom referral of employees to the EAP by their managers/supervisors. This could be as a result of inadequate supervisor training. Management referrals should not only be based on job performance related problems, but should be based on workers' vulnerability to personal problems that might be relieved through the EAP (Burke & Richardsen, 2014:52). Management support, involvement and ownership of their wellness programme are important for programme success (Ronald & Richardssen, 2014:21). Both formal and informal referral types are necessary in terms of utilisation when referring distressed employees to the EAP.

4.47 Reasons for referral to the EAP

Table 27: **Problems/ challenges/ reasons for referral to EAP**

		Frequency	Percent
Problem	Alcohol and drug abuse	3	68
Missing	System	1	33
Total		4	100.0

Table 27 above indicates that 68% of employees referred to the EAP was due to alcohol and drug use whereas, 32% of the referrals were not accounted for. Dayoff (2009:629) and Nair & Xavier (2012:71) stated that a highly effective EAP must take time to train and consult supervisors, and to develop trust and confidence in the EAP. The training of supervisory personnel in EAP procedures is essential if supervisors are to utilise the EAP appropriately. This will help to develop them into a key referral resource. Referrals are, in turn, the lifeblood of the EAP.

Even though the EAP within the NPA covers several issues, including personal, emotional, including trauma, family, financial, health related and substance use challenges, managers within the NPA only picked up two aspects of alcohol and drug abuse. It is clear that these were not clear about the manner of assessing employees who needed the programme and the appropriateness in referring them to the EAP. This posed threats to the work environment within the NPA as well as the utilisation of the programme.

4.48 Challenges experienced when referring employees to the EAP

Table 28: **Problems/challenges during referral**

		Frequency	Percent
Referral of employees to EAP by supervisors/ managers	None	3	67
	Challenges encountered during referral	1	33
Total		4	100.0

Table 28 above indicates that most of the supervisors/managers (67%) did not encounter challenges when referring employees to the EAP, whereas a lesser number (33%) experienced challenges. This is an indication that most of the supervisors received cooperation from employees whenever they engaged them regarding the need for EAP intervention. It is also clear that there was no reluctance from supervisors to engage in the identification and referral process. Harris and Fennell (2008:68) identified factors that influence employees' propensity to use the services of an EAP including, supervisors' attitudes towards perceived effectiveness of the EAP; factual knowledge of the EAP; and attitudes towards the supervisor's role.

4.49 Changes encountered after referral

Table 29: Changes after programme/service utilisation

		Frequency	Percent
Changes after EAP use	Changes	1	33
Missing	No changes	03	67
Total		4	100 %

Table 29 indicates that 33% of the supervisors indicated that he/she had observed some positive changes in the employees who were referred to the EAP. The other supervisors/managers did not make an attempt to respond to the question. This is a clear indication that even though managers/supervisors claimed that they did refer employees to the EAP, they did not make efforts of monitoring their progress, hence hey were not aware of the effectiveness of their programme. A study by Bloom & Roman (2009: 55) and according to Witson & Witnegor (2014: 100), supervisory involvement in EAP referrals and follow-up is important to determine the effectiveness of the programme.

4.50 Employee's familiarity with EAP services

Table 30: Employees' familiarity with EAP

		Frequency	Percent
Valid	Yes	3	68
Missing	System	1	32
Total		4	100.0

Table 30 indicates that 68% of supervisors confirmed that their subordinates were familiar with the EAP and 33 % did not respond to the question. The EAP requires constant marketing in order for it to be effective, and therefore information about its services should be part of new employees' induction. There should also be ongoing education to employees regarding the EAP services and what they can benefit out of the programme (Dickman, 2009 & Ohen, 2011). Oher (2011) further stated that the key to the successful marketing of an EAP is rooted not only in the knowledge of where the programme currently is, but where the organisation wants it to go, meaning that managers should be orientated along the benefits of the EAP to promote the referral of subordinates to the programme.

4.51 Obstacles hindering the use of the EAP by employees

Only two supervisors responded to this question. They maintained that most subordinates were afraid to use the programme because they were scared that their supervisors/managers would know their personal problems. It is clear that employees did not trust the confidentiality level maintained within their EAP.

4.52 Summary of findings from the empirical study

The following is the summary of the findings from the empirical study:

- The study was aimed at evaluating awareness of the EAP among prosecutors, their utilisation rate of the programme, its effectiveness in addressing both personal and work related challenges faced by prosecutors and the referral system adopted by the NPA in referring distressed prosecutors to the EAP.

- A total of 31 respondents out of 37 were reached and this represented a response rate of 84%.

- The results on the EAP utilisation by prosecutors before and after its introduction were not covered because the researcher could not include Human Resources information on absenteeism, sick leave and discipline in the study.

- The majority of the prosecutors employed by the NPA were in the age category of 31-35 years.

- The majority of prosecutors were female.

- Polokwane magistrate court had the highest number of prosecutors.

- The majority of the prosecutors were single and with between one and three dependent children.

- Most prosecutors were employed by the NPA for more than 10 years.

- A large number of prosecutors were in junior position.

- Prosecutors within the NPA were aware of the EAP.

- The EAP policy was accessible to all prosecutors.

- Prosecutors were exposed to EAP information sessions.

- The EAP within the NPA was underutilized.

- Self-referral was dominant and those who utilized the EAP never attended follow-up sessions.

- Employees were allocated time-off to attend the EAP services during working hours.

- An insignificant number of immediate family members utilized the EAP services.

- Service users were free to disclose their confidential information during the EAP sessions.

- The EAP within the NPA was not effective in addressing problems faced by prosecutors.

- A large number of supervisors within the NPA were married and had 1-3 dependent children.

- Most supervisors were female.

- All supervisors were employed by NPA for more than 15 years.

- Both senior and chief prosecutors referred distressed prosecutors to the EAP.

- Prosecutors were referred to the EAP on issues relating to alcohol and drug abuse.

- Supervisors never experienced challenges when referring distressed prosecutors to the EAP.

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The study focused on the Evaluation of the Employee Assistance Programme in the National Prosecuting Authority with special reference to Capricorn District in Limpopo Province from April 2013 to March 2016. The EAP had never been evaluated since its inception. The study adopted an evaluative design as its methodological approach. The population was made up of prosecutors from all three magistrate courts within Capricorn District (Limpopo Province). The courts comprised Mankweng, Polokwane and Seshego. A total of 37 questionnaires were distributed, 31 were completed and returned. Institutional records with information on absenteeism, sick leave and disciplinary matters were not analysed as initially intended. Statistical Package for Social Sciences (SPSS) was used to analyse the data generated from the research process.

5.2 SUMMARY OF THE STUDY

The evaluation of Employee Assistance Programme provides valuable input for use in the modification of programme activities for the purposes of improvement. The purpose of this study was to evaluate the Employee Assistance Programme in the National Prosecuting Authority with special reference to Capricorn District, Limpopo Province. The study investigated aspects of prosecutors' awareness and utilisation of the EAP programme within the NPA. It also focused on the effectiveness of the programme towards the problems experienced by prosecutors. Referral systems adopted to refer distressed prosecutors were also investigated.

The target population comprised of prosecutors from all ranks ranging from those holding junior, senior to chief positions. The EAP within Limpopo Province was launched in 2003, which is about 12 years ago. The aim and objectives of the study were achieved since it was able to determine the prosecutors' level of awareness of their EAP, the utilisation rate, its effectiveness in addressing their work as well as personal challenges and the referral system utilized within the NPA when referring to distressed employees to the EAP. The study included recommendations to be considered when improvements towards the EAP are to be implemented. The researcher also revealed that the EAP within the NPA is not effective in addressing prosecutors' work and personal challenges. Areas which may be considered for future research and related themes are also presented in the study.

5.3 ASSUMPTIONS OF THE STUDY

The study had the following assumptions:

- Lack of awareness about the services and benefits offered by the EAP towards prosecutors in NPA. This was achieved because the prosecutors were aware about the existence of the programme.
- Utilisation of the programme. The findings revealed that employees indicated that they utilized the programme.
- Effectiveness of the programme in addressing personal and work related problems experienced by employees. It was found that although the

programme was utilized, it did not yield positive results. Employees, on the other hand, were not sure if the programme addressed their problems.

- Referral system adopted by managers within the NPA. Even though supervisors/ managers indicated that they did refer prosecutors to the EAP, those who made use of the programme indicated that it was voluntary or self-referral.

5.4 CONCLUSIONS

5.4.1 Awareness

Prosecutors were aware of the existence as well as the services offered by the EAP within the NPA. The EAP was made known to prosecutors through workshops, their managers and colleagues as well as small media such as brochures. Prosecutors within the NPA in Limpopo Province with reference to Capricorn District were aware of the EAP policy in their department. Managers also took into account the importance of exposing employees to the policy.

5.4.2 Utilisation

A significant number of prosecutors (87%) never used the EAP services. Even though the programme has been designed to help employees and their families, there was no indication of the programme's utilisation by their immediate family members. This shows that there was poor marketing of the benefits for the utilisation of the EAP among the employees.

5.4.3 Effectiveness

Prosecutors in Capricorn District, Limpopo Province were not sure whether the EAP addressed their personal problems. None of the prosecutors recommended further services that could be rendered by the EAP.

5.4.4 Referral system

Even though managers claimed that they did refer employees to EAP, the results from the study revealed that the most common form of referral to the EAP in the NPA in the district was self-referral. The referral rate of employees by supervisors or managers to the EAP was low. Furthermore, there was no monitoring of progress by service users from managers or supervisors. Managers referred prosecutors to the EAP mostly on issues related to alcohol and drug use.

5.5 RECOMMENDATIONS

Based on the findings of the study, a number of recommendations can made. These recommendations may be considered implementation, as follows:

5.5.1 Management within the NPA

- Even though there are efforts made in the NPA in Capricorn District to ensure that employees become aware of the EAP within their organisation, constant marketing is required. This should continuously be done through supervisor training, talks before shifts and presentations such as union, departmental and motivational meetings.
- Prosecutors should be encouraged to utilise the programme when they experience issues of a personal nature and those related to work and family.
- Programme effectiveness should form a key element towards the measurement of the users' satisfaction of the EAP usage.

- Referral to the EAP by managers within the NPA should not be limited to issues of alcohol and drugs, but should also cover personal, emotional including trauma, family, financial and health issues.
- Managers should be given training where they can be exposed to strategies to understand the assessment of employees who need the programme services. They need appropriateness of methods when referring employees.
- Supervisors who refer employees to the EAP should make efforts of monitoring the progress of their referred employees in order to become aware of the level of effectiveness emanating from the programme.
- Rewards and tokens should be awarded to those employees who make an effort of sharing their knowledge about the EAP with others. This will encourage employees' togetherness and will help to decrease the stigma attached to the programme.
- Appreciation of good thoughts about the EAP utilisation can be valued in the form of prizes.

5.5.2 The EAP Practitioners

- Motivational talks and briefings should be held by EAP professionals in their organisations about the existence of the EAP.
- EAP practitioners should familiarise themselves and regularly visit employment places to avoid a situation where service users only meet them in times of need.

5.5.3 Employees within the NPA

- Prosecutors should also familiarise themselves with the contents of the EAP policy in order to increase their chances of utilising the programme effectively.
- Topics and debates around the value, worth, effectiveness, and importance of the EAP should be discussed openly.

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- Supervisors with special reference to chief and control prosecutors should also make use of the programme and avoid creating a situation where they are viewed as being immune to the EAP services.

5.6 AREAS FOR FURTHER RESEARCH

Evaluation of the Employee Assistance Programme within the National Prosecuting Authority in Limpopo Province was limited to one district for feasibility considerations. A similar study could be conducted within the entire province comprising all the five districts, that is, Capricorn, Waterberg, Sekhukhune, Vhembe and Mopani. Other researchers may still focus on the EAPs within the NPA in other provinces.

The following research areas can also be considered:

- Challenges faced by Employee Practitioners when dealing with issues of involuntary clients.
- The relationship between EAP practitioners and organisational managers.
- Challenges posed by union/labour brokers in issues pertaining to the EAP.
- Effective strategies for EAP implementation by EAP practitioners.
- Ways of improving best practices that will yield to an effective EAP programme.

5.7 CONCLUDING STATEMENT

The evaluation of Employee Assistance Programme provides valuable inputs for use in the modification of the programme activities for the purposes of improvement. The purpose of this study was to evaluate the Employee Assistance Programme in the NPA with special reference to Capricorn District, Limpopo Province. The study focused mainly on the awareness, utilisation, effectiveness of the programme, and referral system of prosecutors to the EAP.

The aim and objectives of the study were achieved since it was able to determine the prosecutors' level of awareness of their EAP, the utilisation rate as well as its effectiveness in addressing their work and personal challenges, and the rate in which prosecutors were referred to the EAP. The study included recommendations to be considered when improvements towards the EAP are to be implemented. Areas which may be considered for future research and related themes are also presented in the study.

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ANNEXURE A: DATA COLLECTION TOOL

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QUESTIONNAIRE

An Evaluation of the Employee Assistance Programme in the National Prosecuting Authority with special reference to Capricorn District: Limpopo Province

1. Name of researcher: Mrs. T.M.A Mahlatjie

My name is Tebogo Madiane Anna Mahlatjie. I am a Field Instructor in the Department of Social Work (University of Limpopo, Turfloop Campus) as well as a Masters student at the University of Limpopo (Turfloop campus), conducting a study on **Evaluation of the National Prosecuting Authority Employee Assistance Programme within Capricorn District, Limpopo Province.**

I would like you to share your input regarding awareness, utilisation and the effectiveness of the services offered by the EAP in the NPA with me. Please answer questions as honestly as possible. I would also like encourage you to feel free when completing the questionnaire.

I assure you that all responses will be treated with utmost respect and confidentiality. Your personal information will not be disclosed to other people without your consent. The questionnaire will take almost an hour to complete.

2. INFORMED CONSENT

Thank you so much for volunteering to participate in the study and the completion of the questionnaire provided. I planned this session to enable us to share your awareness, utilisation and effectiveness of the EAP in the NPA. Your participation is important because it will help me get information regarding the services offered by the EAP in the NPA amongst prosecutors in Capricorn District.

The information shared will assist other practitioners gain more information and knowledge about EAP services, determine whether or not prosecutors are aware, utilize and if EAP services are effective in addressing prosecutors' work and personal problems. It will also assist researchers suggest useful directions regarding the modification of the programme if there is a need for such.

Participation will remain completely confidential.

3. Consent to complete the questionnaire on the Evaluation of the Employee Assistance Programme in the National Prosecuting Authority with special reference to Capricorn District: Limpopo Province

The purpose of this questionnaire and the nature of the questions have been explained to me. I consent to completing the questionnaire about my awareness, utilisation and effectiveness of EAP services within the NPA upon my work and personal problems. My participation is voluntary. I have the right to withdraw at any

given time during the discussion, my participation and the decision I take will not affect my work.

I agree to participate in the study_____

I do not agree to participate in the study_____

Name and Surname_____

Signature _____

Date _____

_____   _____
Witness signature   Date

4. Topic of the research: Evaluation of the Employee Assistance Programme in the National Prosecuting Authority with special reference to Capricorn District: Limpopo Province

Section A: DEMOGRAPHIC INFORMATION

4.1. Instructions: Please fill in the answers on the lines and mark with a cross (x) in the spaces provided.

4.2   Age_____

4.3   Gender_____

4.4   At which magisterial office are you based? _____

4.5   What is your marital status?

a)Married	
b)Single	
c)Divorced	
d)Widowed	
e)Cohabiting	

4.6   Number of dependent children _____

4.7   Number of years employed by the NPA _____

4.8   Are you in a supervisory position?

a)Yes	
b)No	

SECTION B. EMPLOYEE AWARENESS OF EAP

4.9 Do you know the Employee Assistance Programme (EAP)?

a)Yes	b)No	c)Uncertain

4.10 When did you get to know about the EAP? (Number of years)_____

4.11 How did you get to know about the EAP?

a) Meeting	
b) Workshop	
c) Colleague	
d)Manager/supervisor	
e) Brochure	
f) Other	

4.12 Are you aware of the EAP policy in your department?

a)Yes	
b)No	

4.13 Have you been exposed to the EAP information session?

a)Yes	
b)No	

4.14 What was your experience of the session?

a) Interesting	
b) Boring	
c) Informative	
d) Non-informative	

4.15 How did you find the information shared during the sessions?

a) Clear	
b) Helpful	
c) Not clear	
d) Confusing	

4.16 Did you make any effort to share the information with other colleagues?

a)Yes	
b)No	

4.17 Do you recommend further EAP sessions?

a)Yes	
b)No	

4.18 If your answer to question 4.17 is yes, how often can you recommend that the sessions should be held?

a)Once annually	
b)Once in two years	
c)Other years suggested	

4.19 If your answer to question **4.17** is 'Yes', please give motivation.

_____

_____

_____

4.20 If your answer to question **4.17** is 'No', please give motivation.

_____

_____

_____

SECTION C: EMPLOYEES' UTILISATION OF THE EAP

4.21 Did you use the EAP before?

a)Yes	
b)No	

4.22 What was the reason for using the EAP?

a) Family related	
b) Work related	
c) Other	

4.23 Who referred you to the EAP?

a) Self	
b) Supervisor	
c) Colleague	
d) Family	
e) Other	

4.24 How did you get the service from the EAP?

a) Telephonically	
b) Face to face	
c) Other	

4.25 Describe how you experienced your first session?

a) Anxious	
b) Welcoming	
c) Uncomfortable	
d) Other	

4.26 Were you given follow-up sessions?

Yes	
No	

4.27 Did you attend those follow-up sessions?

Yes	
No	

4.28 In your opinion, is the office accessible?

a) Yes	
b) No	

4.29 Was it easy for you to disclose your reason for consulting the counsellor?

Yes	
No	

4.30 Are you allowed to consult the EAP during working hours?

Yes	
No	

4.31 Is there any member of your family who received services from the EAP?

Yes	
No	

4.32 Can you recommend the EAP services to anyone?

Yes	
No	

SECTION D: EMPLOYEES CONCERNS ABOUT CONFIDENTIALITY

4.33 Would you feel safe to discuss your problems with the EAP staff?

Yes	
No	

4.34 Do you think the EAP staff would discuss your personal problems with other employees?

Yes	
No	

4.35 Is the office in which the EAP services are provided conducive to privacy?

a) Yes	
b) No	

SECTION E: PROGRAMME EFFECTIVENESS

4.36 Did the EAP address your personal problems?

a) Yes	
b) No	
c) Uncertain	

4.37 If yes, to what extent was the service useful?

a) Very useful	
b) Less useful	
c) Uncertain	

4.38 What additional services would you want the EAP to render?

_____

_____

FOR SUPERVISORS ONLY

4.39 Age_____

4.40 Gender_____

4.41 At which magisterial office are you based? _____

4.42 What is your marital status?

a)Married	
b)Single	
c)Divorced	
d)Widowed	
e)Cohabiting	

4.43 Number of dependent children _____

4.44 Number of years employed by the NPA _____

4.45 What is your position at work?

a) Senior prosecutor	
b) Chief prosecutor	

4.46 How often do you refer employees to the EAP?

a) Never	
b) Sometimes	
c) Always	

4.47 For which problems have you referred the employee for the EAP?

a) Absenteeism	
b) Aggressive behaviour	
c) Tardiness	
d) Low performance	
e)Alcohol and Drug abuse	
f) Personal crisis	
g) Health problems	
h) Financial problems	
i) Other	

4.48 Do you have challenges when referring employees to the EAP?

Yes	
No	

If your answer is yes, specify those challenges

_____

4.49 Have you observed changes after the employee was referred to the EAP?

Yes	
No	

If your answer is yes, describe those changes

_____

4.50 Do you think that employees are familiar with the EAP services?

Yes	
No	

4.51 What are the obstacles that hinder the programme?

_____

_____

Thank you

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Name and Surname_____

Signature _____

Date _____

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Witness signature   Date

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_____

Thank you