

**SUPERVISORS' KNOWLEDGE LEVELS IN THE MANAGEMENT OF EMPLOYEE
ASSISTANCE PROGRAMMES**

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DECLARATION

By submitting this assignment electronically, I declare that the entirety of the work contained therein is my own original work, that I am the owner of the copyright thereof (unless to the extent explicitly otherwise stated) and that I have not previously in its entirety or in part submitted it for obtaining any qualification.

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Summary

The profound impact of HIV and AIDS in the workplace warrants urgent workplace interventions in order to minimize the negative impact. In the absence of these interventions in the Public Sector, the services rendered will not be effective.

The Employee Assistance programme is a tool introduced in the workplace to assist supervisors in their management of employees whose job performance is being impaired by some form of problem. The impact of HIV and AIDS in the workplace is currently changing the role of supervisors to ensure that systems are in place to minimise the negative impact thereof. It must also be noted that early identification and management of the epidemic will be beneficial to the employee and the employer.

The aim of the study is to determine whether the training intervention administered will make a significant difference in the level of knowledge acquired by the supervisors after being exposed to the training. The research was conducted in the Office of the Premier within a random group of participants.

The findings of the study in relation to the literature review infer that training of supervisors to manage employees through the employee assistance programme is vital. However, the results of the statistical analysis revealed that there was no significant difference between the level of knowledge of the control and experimental groups.

In light of this, limitations to the study have been identified and recommendations made.

Opsomming

Die doel van die studie is die bepaling van die doeltreffendheid van 'n opleidingsprogram vir bestuurders ten einde 'n werknemers bystandsprogram te optimaliseer. Kennis van werknemers bystandsprogramme is met 'n vraelys bepaal, 'n eksperimentele en kontrolegroep is gebruik en daar is getoets vir die beduidendheid van verskille tussen gemiddeldes.

Geen beduidende verskil in gemiddeldes kon in hierdie studie verkry word nie. Daar word gepoog om verklarings vir bogenoemde aan te bied en voorstelle vir verdere studies word aan die hand gedoen

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Introduction

The prevalence of the HIV and AIDS epidemic in South Africa has reached alarmingly high levels to a point where more than 6 million people in South Africa are estimated to have been infected by the disease. It is apparent that as the number of infected persons increase, invariably the number of people affected will increase accordingly. KwaZulu Natal has the highest prevalence rate of 39.1% as per the HIV and AIDS prevalence study (2006) and a large percentage of the people included in the abovementioned study constitute the economically active workforce. However, the extent of labour loss may to some extent be determined by the nature of HIV and AIDS interventions implemented in the workplace. Reports have indicated that HIV and AIDS affect all sectors in the workplace: 15.7% of the highly skilled, 24.5 % of the skilled and 31.2% of the unskilled are infected. (Statistics South Africa: October Household Survey, 1999).

HIV and AIDS does not only affect the social fabric of society it also affects relations in the workplace between employee, employer and colleagues/peers. The impact will be felt in increased work tension, decreased employee moral, impact on attendance at work, recruitment, training, performance and productivity if not managed properly. Thus creating a challenge to manage and mitigate the negative impact in the workplace. Does it require managers to acquire knowledge through training on the management of “troubled employees in the workplace” via the Employee Wellness programmes. It is proposed that it will equip them with the knowledge to understand and work towards creating a conducive working environment for both the infected and the affected in the Office of the Premier. The lack of adequate knowledge results in unwarranted fear and ignorance thus enhancing discrimination and stigma. Supervisors who have knowledge are less likely to react negatively to an employee who presents with workplace related problems, which impact on performance. The problem faced for the purpose of this research is whether supervisors have the knowledge to ensure that they are able to adequately manage HIV and AIDS through the workplace EAP.

If supervisors are not equipped with the knowledge to manage HIV and AIDS in the workplace, how can they then contribute towards creating a conducive environment to manage HIV and AIDS, maintain confidentiality and then the question as to their ability to manage maybe presented. In terms of the Public Service Regulations and the Code of Good Practice on managing HIV and AIDS in the Workplace, the above is imperative. To master this challenge requires of supervisors to have special functional knowledge, understanding and skills which is not always available. Are supervisors able to impart their knowledge to manage Employee Wellness, how is the knowledge on HIV and AIDS used by supervisors to serve as a positive support base for employees? . To what extent do supervisors have the required knowledge on dealing and managing Employee Wellness and HIV and AIDS in the workplace?. Is there a need for improvements in terms of their knowledge to deal with Employee Wellness. These are some of the questions this study will attempt to answer during the course of the research process.

2. Research Objectives:

The objective of this research is to test whether the null hypothesis can be accepted or rejected. It is hypothesized that the training intervention will make no difference on the level of knowledge of supervisors after being exposed to training. The following objectives have been formulated:

- to contextualise EAP in the South African , Public Service;
- to determine the level of knowledge of the Supervisor of the Employee Assistance Programme
- to determine the level of knowledge of the supervisor to manage poor performance,
- to contextualize the level of knowledge to manage the impact of HIV and AIDS in the workplace.

3. Literature Review

3.1 Background of Employee Assistance Programmes

3.1.1 Origins

Masi DA (1994) states that “the Employee Assistance Programmes (EAPs) developed out of both individual caring and enlightened corporate self interest. Much of the initial impetus came from the discovery of what could be termed a revolutionary breakthrough in combating the high personal and organizational costs of alcoholism and other chemical dependencies. EAPs were introduced in the 1940s , with the origin in Occupational Alcoholism Programmes. The dramatic success of the performance based intervention in restoring lives, families, and jobs led to a proliferation of EAPs throughout the 1970s and ‘80s. ” Thus the emergence of Employee Assistance Programmes as workplace programmes, primarily to assist employees presenting with substance abuse problems.

Through the management of alcoholic employees and increased utilisation rate of the programme, it became evident that problems pertaining to substance abuse were not the only problems being experienced by employees which needed management intervention. It was then noted and acknowledged that employees experienced a host of various problems. These problems were intertwined and required interventions other than just substance abuse rehabilitation.

The Association of Labor Management Administrators and Consultants on Alcoholism (ALMACA) which was established in the early 1970’s transformed itself by 1989 to the Employee Assistance Professionals Association (EAPA). This newly established body represented the broader array of problems which was required workplace intervention.

Masi (1994) defines the EAP as follows: a professional assessment, referral and /or short term counseling service offered to employees with alcohol, drug, or mental health problems that may be affecting their jobs.

Services covered under the programme included managerial / supervisory consultations, supervisory and union trainings, employee orientations, childcare, critical incident stress debriefings, and employee education. In the late 1980’s EAPs were fast emerging as a successful

and effective method of dealing with employees whose job performance and productivity have deteriorated to unacceptable levels. (IPM, 1989)

Changes in the programme in the 1990s were due to increasing health care costs and re-orientation of EAPs towards health benefits. Internationally the economic recession and downsizing of companies contributed to the need for the EAP to manage critical incidence debriefing and violence in the workplace. (Masi, 1994) .

In order for EAP to gain leverage and insight Lowe (2004), recommends that the EA Professionals must be able to redefine employee health concerns as strategic issues affecting corporate costs and productivity. A healthy organization will promote a working environment which will contribute to the employee's health and high performance. The aim of Employee Assistance Programmes is to provide supervisors / management with an alternative in dealing with employees with job performance and who are exhibiting deteriorating work performance or conduct related problems.

The so-called "mega-brush" programmes are the most recent option to appear on the employee assistance spectrum. Erfurt, Foote, and Heirich, 1991, as cited in Consad ,1999 state that these efforts combine full service EAPs and worksite wellness efforts. Proponents of the "mega-brush" approach suggest that this combination constitutes a new model of service delivery. The author of the book believes that the concept of wellness as a component of employee assistance services evolved naturally. Accordingly, the wellness approach offers an emphasis on prevention, reduction, and control of physiological and behavioral health risks before such risks develop into disabilities.

“Conventional full service EAPs deal primarily with human problems after they have surfaced and begun affecting overall job performance. Wellness programs target impacting factors that might produce problems before the problems become evident. Some the aspects managed under the concept “Wellness” are, however not limited to cancer, cardiovascular disease, accidental injuries, AIDS, and other health problems. In order to manage the holistic wellness of employees, organizations offer screenings whereby employees can have their blood pressure levels,

cholesterol levels, the effects of smoking, weight, physical fitness, and stress examined. The Wellness practitioner can suggest the referral of the employee to an appropriate resource to obtain the relevant treatment management of the condition if deemed necessary. Advocacy programmes are vital as the employer encourages employees to manage their lifestyles as well as serve to acknowledge that their problem may warrant the referral to a professional.

However, it must be noted that wellness programs by themselves do not constitute and can not substitute for an EAP. Each programme warrants staff capacity with different competencies to deal with their mandates , as it is noted that wellness programs focus on the general employee population whereas the EAPs deal primarily with specific employees who have serious, immediate psychological and/or health problems.” The differentiation between the two concepts is that one focuses employees impaired with personal problems impacting on their job performance and the other, wellness programmes advocate on the side of empowerment and the implementation of preventative measures. (Consad, 1999)

Authors Erfurt, Foote and Heirich, 1991, (sited in Consad 1999), believe that in an optimal situation, integration between the two efforts can and probably should occur. Advisors from EAP institutions concur that there has been away from just viewing EAP as “humanistic” , to acknowledging that the overall management of employees who are experiencing problems will be beneficial to the workplace from an economical point of view. It is supported that helping employees results in reduced absenteeism, improved morale and increased productivity and profitability . (ICAS, 2003)

3.1.2 South African Chapter of the EAP

Employee Assistance Programmes evolved in South Africa in the early 1980’s. The South African based programmes were modeled around the programmes current in the United States at the time. Therefore, the South African programmes skipped the initial introduction of EAPs as solely substance abuse programmes. The demand to ensure the effective management of employees and their wellbeing started to grow in the early 1990s.

Maiden (1992) can be quoted as stating that South African organisations have skipped a generation of development, and had more advantages than their counterparts as they were able to develop their programmes more rapidly. In addition, the diversity of the South African workforce and the history of the socio-political culture have groomed South African EAP Practitioners to manage a variety of problems.

Employee Assistance Professionals Association of South African (EAPA-SA) , definition of the Employee Assistance Programme as “ a worksite-based programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns, but no limited to health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal concerns which may adversely affect employee job performance. (EAPA-SA, 2005. p 6)

This also sparked new developments in the Public Sectors management of the human capital. In 2002 , the Minister of Public Service launched the framework on the management of HIV and AIDS in the Public Service. This was one of the first most formal statements of commitment of the Public Sector in the management of the employees. The Public Service Regulations, 2001 were amended to ensure that Heads of Departments were accountable for the management of HIV and AIDS and recommended that these programmes should be managed through the Employee Assistance Programmes/ Employee Wellness Programmes.

The Public Service Regulations affirms the principle of improvement of the working environment to ensure efficient service delivery and ascribes to the fundamental of nondiscrimination, confidentiality, workplace free of stigma and discrimination. The scope of commitment of the Public Service expanded in 2008 , when the Framework for Employee Health and Wellness was approved . The framework encapsulated the following elements:

1. HIV /AIDS and TB Management
2. Health and Productivity Management
3. Safety, Health, Environment, Risk and Quality (SHERQ) Management
4. Wellness Management (inclusive of the Employee Assistance Programme)

The integrated and holistic approach of the Public Service highlights the growth of the traditional EAP programme , which solely focused on substance abuse management. The 2008 Public Service : Employee Health and Wellness Framework emulate the principles of the EAP “ mega brush” approach. The Employee Assistance Programmes in the Public Sector in South Africa will be managed under the holistic pillar of “Wellness Management”

3.2 Legislative Mandates

Labour Relations Act (1995) (No 66 of 1995) : This law states:

An employee may not be unfairly dismissed however, an employee can be dismissed if he/she is not able to continue to work , as long as fair procedures are followed. These include the employer trying to find the employee alternative work to perform or re-designing the job, in order for the employee to stay economically active for as long as possible, despite being ill. The Act states that the employer must ensure all reasonable steps, short of dismissal have been considered.

Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997): All workers are entitled to basic standards and conditions of employment, irrespective of their HIV status.

Employment Equity Act, 1998 (Act No.55 of 1998) and the Code of Good Practice on Key Aspects of HIV and AIDS and Employment, issued under the said Act: prohibition of testing employees or applicants to determine the person’s HIV status unless the employer has obtained a determination from the Labour Court making testing justifiable.

The Employment Equity Act further states that reasonable accommodation must be made to assist employees who are unable to continue in their current position due the ill health.

No one may unfairly discriminate against any employee because of his or her HIV status at work, or when candidates apply for a vacancy. The employer cannot ask a potential candidate to take an HIV test at any stage of application for a job or at any time during the employees period of employment, unless the labour court has

given the employer permission to do so. All employers are required to abide by the Code of Good Practice on Managing HIV and AIDS in the Workplace.

Occupational Health and Safety Act , 1993 (Act 85 of 1993)

Employers have the responsibility to provide as safe a working environment as possible. (van Dyk, 2002) In all workplaces, employers must introduce measures that reduce the risk of HIV transmission and to develop and implement policies and programmes to educate and protect their employees. Employees have the right to refuse to work if the workplace is unsafe. The legislation, states that it is criminal offence to permit any person who appears to be under the influence of alcohol and or drugs to enter or remain at a place of work, or on the premises , or use machinery , if such person's presence constitutes a threat to his or her own safety or that of others. The burden of responsibility rests on the employer to ensure that the employee is escorted off the premise and taken home.

Skills Development Act, 1998 (Act No.97 of 1998), accordingly states that an employer is compelled to assist persons with special problems such as alcohol dependency or drug addiction to enter, or re-enter the labour market.

Public Service Regulations, 2001: “Part six of the Public Service Regulations, 2001 affirms the principle of improvement of the working environment to ensure service delivery to include among others employees' health, disability, HIV & AIDS and other health conditions for the benefit of employees and their families. The Public Service Regulations clearly outlines the mandated role of Heads of Departments in the management of HIV and AIDS in the workplace. In addition the management of HIV and AIDS should be assigned as a Key Performance Area for a dedicated member of Senior Management.

Prevention and Treatment of Drug Dependency Act,1992 (Act No 20 of 1992) : Clearly states that employees presenting with substance abuse must be offered treatment before dismissal.

Compensation for Occupational Injuries and Diseases Act, 1993 (No 130 of 1993) : This Act deals with compensation for people who are injured or infected with a disease as a result of their work. If an employee is infected with HIV as a result of a workplace accident, the employee is entitled to claim compensation for medical expenses. (Source: Government Gazettes(online), AIDS Law Project (2006), Nategaal(2007) DPSA (2002))

3.3 EAP Core Technologies and Principles

Consultation and Training

“Consultation with, training of, and assistance to workplace/ organization leadership (managers, supervisors and unions) seeking to manage the troubled employee to enhance the work environment and improve employee job performance, outreach to, and education of employees and their family members about availability, and guarantees (i.e. confidentiality) of EAP services(EAPA SA, 2005p.6)”

Problem Identification and assessment

The effectiveness of the programmes must ensure confidential and timely problem identification / assessment services for employees who may experience personal concerns that may affect job performance.

Constructive Confrontation

EAPA-SA recommends the use of constructive confrontation, motivation and short term intervention for employee clients to address problems that affect job performance” According to Sonnenstuhl (2004), constructive confrontation means that supervisors confront employees with evidence of unsatisfactory work, coach them on how to improve, urge them to use the services of the EAP if they have personal problems and emphasize the consequences of continued poor performance. Constructive confrontation proceeds in progressive steps. Supervisors initially discuss performance problems informally with employees, encouraging them the seek help for personal problems either via the workplace or through external means.

If employees performance does not improve after several informal discussions, supervisors may then implement standard disciplinary procedures such as verbal warnings , written notices, suspension and ultimately termination. At each step, employees are urged to seek help from the EAP. This gradual buildup of sanction and offer of help according to Sonnenstuhl (2004) , is designed to break the psychodynamic of denial, which characterises alcoholism and other personal problems involving stigma, thereby increasing the likelihood that employees will do something constructive at each step before the implementation of the disciplinary process.

Confidentiality

Confidentiality is one of the foundation pillars for the success of a programme to ensure the management of the problems impacting on employees in the personal and or work life are respected. PSC (undated) explains that as HIV and AIDS is a concern that impacts on the personal and work lives of employees and requires confidentiality and professional interventions. It stands to reason that the principles that underpin the EAPs can be applied to the management of public servants infected and affected by HIV and AIDS as well. “ The confidential nature of the EAP provides employees with an avenue to discuss problems and air concerns that affect most employees. (Maiden , 1992.p4)

Voluntary

The programme is available to all employees, irrespective of race, gender or salary level. No employee is forced to utilise the programme or can be excluded from using the programme. In addition, utilisation of the programme will in no way jeopardize an employees job security, employees eligibility for promotion or current working conditions/ position. The programme aims to successfully re-integrate an employee into the workplace and should not be used or seen as a punitive measure. The EAP does not replace existing Departmental procedures / policies for the management of poor performance. As the programme is voluntary employees have the right to decline firstly the supervisor recommendation to be referred to the EAP and secondly the actual recommendation of the EAP Practitioner.

3.4 Types of EAP referrals

Employees can access the programme either via one of the following routes:

Self Referrals: Employees may seek assistance via the EAP Practitioner directly. It can be in instances where the employee has identified that he or she is experiencing problems. These problems may not be necessarily affecting the employees performance. The appointment to meet the EAP Practitioner can be made at a time suitable for the employee, thus not forcing the employee to disclose participation in the programme to colleagues or the supervisor. This creates a higher degree of confidentiality. In cases of self referrals the supervisor does not have access to

any information regarding the employees participation, unless the employee furnishes written signed consent to release information.

Informal Referral: A friend, colleague, or supervisor may be aware , or observed that an employee is experiencing some form of problem , and may encourage the employee concerned to seek assistance via the EAP. The employee will be informed of the benefits of the programme, why it is important to seek assistance and furnished with contact details of the EAP Practitioner. Supervisors are not entitled to receive reports in this type of referral , unless written consent has been furnished.

Formal Referrals: This type of referral occurs when a supervisor has identified that the employee is experiencing performance related problems , other than lack of skills, knowledge to perform the duties allocated to the employees position. Referrals in this instance must solely be based on the employees inability to perform his or her duties. Supervisors must not get involved in the personal lives of the employee. Reports of participation or non participation will be forwarded to the supervisor. However, no information of a confidential nature will be forwarded, as stated above, in self and informal referrals.

3.5 Role of Supervisors

Supervisor's primary role is to assess the work performance of the employees under his or her management/ supervision and to take or implement appropriate action when improvement is required. Supervisors therefore play a KEY role in the management and referral of employees to the EAP.

“Monitoring job performance is the key to ones role as supervisor. Supervisors are responsible for ensuring that work gets done and that employees are doing their jobs according to job standards and performance agreements. Supervisors are in an advantageous position, in that they are knowledgeable of the job requirements for each position and have a fair knowledge of present and past performance of each employee. When there is deteriorating job performance, there maybe underlying personal factors affecting the employee's which results in an adverse affect on the employees performance. **Robinson (undated)**

Robinson,E (undated) “It is also a fact that early identification and intervention results in less intensive treatment and lower medical costs, benefiting both the employee and the employer. Additionally, early identification of a problem results in fewer disruptions in the employee’s work and personal life.” The programme is further aimed at assisting Management to improve or restore employees impaired job performance. Once the supervisor has eliminated work related problems, it can be acceded that there may be personal factors impacting on the employees ability to perform.

The University of Waterloo’s programme clearly articulates the role of the supervisor as follows:

1. Always take appropriate management action if there is a performance problem
2. Encourage the early use of the EAP for personal difficulties
3. Indicate that EAP help is available within the text of any corrective warning letter
4. be supportive when the employee is using the programme
5. Follow up to ensure EAP counselling is helping to resolve the problem.” (source: University of Warterloo EAP, online)

3.5.1 THE ODIR PRINCIPLES

The ODIR principles as cited by SANCA during their training programmes, must be applied by supervisors / managers when they utilise the process of constructive confrontation with an employee with regard to performance related problems. The ODIR principle stands for Observe , Document, Inform and Refer and is further explained below:

Observe: The supervisor should be able to recognise and identify changes in employees work performance or ability to perform in order to ensure early identification and referral. Quality and quantity of work, attendance, punctuality, changes in behaviour may serve as indicators. It is recommended that supervisors be attentive to employees who start presenting with problems such as absenteeism, non performance, insubordination, and change in behaviour. Supervisors must ensure that the employee understands what is required of him / her in terms of job performance. It is not recommended to allow a series of misdemeanors to build up before employees are approached.

Document: Academics in the field of EAP recommend that supervisors should document the information pertaining to incidence/s immediately as the written documentation of job performance and attendance will assist the supervisor with the recognition and identification of problem signs and symptoms. The documented information will serve as factual evidence for the referral of a troubled employee. Documentation after introduction of corrective measures is also important in order to assess whether progress occurs after EAP intervention.

Information such as the nature of the incident and details pertaining to the incident, the date, the time, the reason for concern and what action was followed to inform the employee should be recorded. It is not recommended to rely on the ability to recall all the events, as important information can be omitted. In the event of disciplinary action being instituted, proper and accurate documentary evidence is essential. In the absence of proper documentation, the supervisor will be challenged to support his or her argument.

Inform: It is imperative for the supervisor to bring the noticeable change/s in the work performance to the attention of the employee concerned. During the first constructive confrontation session the supervisor must advise the employee of the detected pattern of poor performance. Constructive Confrontation is the process of informing the employee of shortfalls identified. If the supervisor's on-going observation and documentation reveals that there is no sustained improvement, it is recommended that a further informing session be arranged and consideration to disciplinary action can be reviewed. During this session supervisors are cautioned not to get involved in the employees personal problems.

Supervisors must also document the resolutions agreed upon during the constructive confrontation interview, especially information on time frames for review, goals and objectives.

Refer: Supervisors play an integral role throughout the referral process. Supervisors are encouraged to take appropriate action from the onset of detecting performance related problems. When it is evident that an employee's work performance is being negatively affected by a personal problem, the supervisor should refer the employee to the EAP. Referral to the EAP

does not be considered for punitive reasons or should also not be recommended as a sanction during the disciplinary process. Although the EAP process and discipline can be implemented simultaneously. Referrals to the EAP are based solely on the decline in job performance.

During the referral stage the supervisor must stress the benefit and importance of seeking assistance. Furthermore, the fundamental principles underpinning the EAP process such as confidentiality must be stressed to the employee.

Follow-up: The supervisor will receive feedback from the EAP Practitioner especially in the case of a formal referral. Documentation of follow-up services assists in evaluating the effectiveness of the EAP service. It must be reinforced that the nature of the employee's problem/s is strictly confidential and information will only be disclosed with the employees signed consent to release the information.

Aftercare (if applicable): The supervisor should assist the EAP Practitioner with the aftercare of employees after re-entry into the workplace, by monitoring job performance and attendance, and should inform the EAP Practitioner of noticeable changes that occur. The supervisor plays a vital role in the reintegration of the employee into the workplace after intervention. Research has proved that the supervisor must be objective and supportive towards the employee, as well as his / her colleagues on the employees return from extended absence for work, due to treatment or rehabilitation. (SANCA, 2000) "It is recommended by leading programmes and researches that the supervisors should meet with the employee prior to the employees return to work from extended absence as it will reduce the anxiety being experienced by the employee." (Source: http://www.oehc.edu/EAP_sup_guide.asp) (SANCA (2000), Supervisor Training Guide for the Department of Health(2004), Department of Housing (2001), Department of Local Government and Traditional Affairs (2003) and Office of the Premier(2008))

3.5.2 Why is EAP a tool for supervisors?

In the working environment the supervisor has the EAP as a tool, to be utilized in the management of poor performance, prior to considering the route of dismissal or disciplinary action. "An EAP may be used as a strategic tool, which is an essential business driver, and maybe used in the development and retention of staff. The EAP is recognized as a valuable asset to

business and industry in reducing absenteeism, workplace accidents, alcohol and substance abuse and lost productivity. It is further a cost effective way to promote productivity, increase morale, decrease medical expenses and most of all to promote employee health and well-being.

Supervisors are in a good position to identify employee problems through deterioration in work performance and to confront the employee, break through the denial, and leverage the employment contract to encourage employees to take action” (Cagney, 2006p 18)

The PSC, 2007 guidelines of attending to poor performance concurs with the steps of supervisor’s management under the EAP. The EAP process does not warrant supervisors to perform additional work or take on additional responsibilities. What it simply entails is offering an alternative short of dismissal and an opportunity to retain once productive and trained employees, through the application of the normal role as a supervisor.

Blair, B (2004) can be quoted as stating “in an organisation workers are an asset to be enhanced and in which to invest, not a cost to be managed and controlled. As the concept of EAP is growing, so too is management’s acknowledgement of the importance of the management of the human capital.

Supervisors can acknowledge that it would cost the organisation less to retain a trained productive unit instead of embarking on the reprocess of recruitment and retaining. The premature exit of employees impacts negatively of the growth of the workplace, resulting in the loss of institutional knowledge.

Swart , J was quoted in the Human Capital Management 2006/7 (Swart, 2006/7, p154) that the idea of employee assistance programme is to proactively keep people productive. Each person entering the workplace must be able to work and be productive for as long as possible.

The views of Swart (2006/7) are also shared by Gold who has been cited in All About Human Capital Management “that employee ill health impacts on organizational performance not only

though direct costs of healthcare and disability, but also through indirect costs such as obtaining replacement workers for absent employees, productivity losses and overtime premiums paid to compensate for absence or reduced productivity. ”

Epstein F, (2004 p 11) “ EA Professionals can assist with creating and integrating an inclusive workplace by working with the HR Department to plan diversity training and deliver it to all employees. Management training may be developed and delivered separately due to management’. The training according to Epstein must help employees without prejudice, thereby sending all employees the message that they are welcome. This strategy is in keeping with the principles of the EAP. As much as EAP has been developed as a workplace tool, research indicates that there is reluctance for supervisors to use it as a resource and performance management tool, EAP is used by supervisors rather as a crisis management tool. (Cagney, 2006). The facts presented are conclusive that EAP beneficial for a supervisor in the world of work.

3.5.3 Training of Supervisors

The Standards for the Employee Assistance Programmes in South Africa (EAPA-SA.2005) advocates that the EAP will provide training for supervisors, management and union representatives in order to give them an understanding of the EAP. The primary goal of the training will be equip them to fulfill their functional roles regarding the EAP in terms of access and utilization, as well as enhance the functioning of the EAP. The training, in addition will provide supervisors who wish to refer employees, with the necessary clarity in terms of their role in the assessment of poor performance and the referral process. (EAPA SA, 2005)

The training should equip supervisors with the procedures for referring employees who experience job performance problems, and the positive impact which the EAP may have in the organization. (EAPA SA, 2005, Oher, 1999.p42).

Hartley (2006) reinforces that EAPs should be the Heart of Human Resource Management, whereby managers view the programme as leading them to their success and also that of their employees. If supervisors are trained on the EAP referral systems, it will equip them with the

ability to consider the EAP as a resource at the first sign of trouble. “The supervisor plays a key role in procuring help for an employee. Trainings and educational programs that teach supervisors how to identify and refer the troubled employee play an integral part of the EAP process. (*Masi 1994, p15, Oher, 1999 Pg 42*)

Research has proven that training and education are key marketing tools of the EAP. In the absence of adequate supervisor training utilization of the EAP is primarily via either self or informal referrals. Oher (1999) future states that in order for a supervisor to successfully refer employees, they must have the necessary skills to assess a problem situation and intervene in the most supportive, constructive manner possible.(Oher, 1999.p42) In addition , professionals as cited in the Journal of Employee Assistance advocate that supervisors need to receive the relevant coaching to enable them to understand the systems of referrals and constructive confrontation, thereby resulting in EAP as beneficial tool.

“Sonnenstuhl WJ, 2004 states that the major difference between the early programme and modern lies in the training of supervisors. Industrial alcoholism programmes trained supervisors to identify problem drinkers on the basis of symptomatology and to refer them for treatment and diagnosis. Currently EAP train supervisors to manage problems affecting job performance and to refer poorly performing employers to the EAP for diagnosis and treatment of underlying personal problems. ” However it is recorded that supervisors do not see the important link between their level of knowledge to manage employees and their ability to actually manage the employees. This lack of importance results in problems in the workplace being left undetected or simply ignored.

Daniels, Teems and Carrol (2005) were quoted in the PSC report, as there must be a share of knowledge and free flow of information, this will the enable managers / organisations to have all the necessary information they need to be able to make decisions about the management of performance and the referrals to the EAP.

Beidel and Kristine (2006) state that “there is no doubt that training is becoming more valued within the work organisations. But the clear value that EAP supervisory training brings to individual managers and the organisation as a whole goes well beyond an understanding of, and a

feeling of comfort with, the mechanisms of making a supervisory referral to the EAP. An EAP that positions its supervisor consultation and referral process within the larger organisational context is better able to not only demand supervisor training time but also demonstrate the value of that training on multiple levels. “

Hartely (2006) concurs that training of supervisors to use EAP services is absolutely critical to the success of an organisation. Failure to acknowledge this , will result in the non attainment of the employee’s full potential. Training supervisors to consider EAP as a resource at the first sign of trouble can make the management of troubled employees easier and less challenging.

Experts in the EAP field stressed the critical need to retain employees and their institutional knowledge. It is recommended that organisations develop effective strategies to help address job performance difficulties. Beidel and Kristine echo the views of a number of specialists in this field, that by ensuring managers, supervisors and shop stewards are familiar with, understand the dimensions of, and are prepared to fully engage the supervisory referral process and the dynamic EAP consultation process is not only a best practice for the EAP but for the larger organisations that it serves. The Department of Public Service and Administration, Employee Wellness Framework (2008) expresses the view that education is essential to ensure the effective implementation for these programmes in the Public Service.

Googins and Godgrey (1987:p126) and Sonnestuhl and Trice (1986.p16) as cited in Namathe (2004) state that training is essential and concur that supervisors should be trained to have full understanding of EAP and to be able to identify troubled employees and to serve as a source of support for employees. Supervisor training ought to include information regarding the company policy and procedures, and explanation of the EAP itself and training supervisors to refer employees with job performance problems.

The supervisor’s responsibility to the successful operation of the EAP can be summarised by Namathe (2004) in three major areas, namely the supervisor should know and understand how the EAP works , is the primary and best source of information and publicity about the EAP and it

is his/her responsibility to inform the employee of the availability of the EAP, and bears the responsibility and feels comfortable in referring employees to the EAP both informal and formal.

The supervisor has continuous contact with employees, which enables him/her to perform the various roles related to the EAP. The supervisor is responsible for performance assessment and the monitoring of job performance standards, which should be used as a resource in to indicate deterioration in work performance. Supervisors are responsible to see that work gets done and that employees are doing their jobs according to the agreed upon standards. Supervisors are fortunate in that they are in the unique position of knowing the job requirements for each position in their unit and of knowing, in a general way, present and past performance of each employee. When there is deteriorating job performance, there may be something in the employee's personal life adversely affecting his or her performance. Supervisors usually have good intentions when getting involved in problems experienced by their employees, but the following potential dangers should be borne in mind.

Supervisors are not professionally trained to deal with personal problems. Therefore, it is critical that supervisors steer clear of diagnosing the problem or questioning the private lives of their employees and medical/ psychological problems should be referred to appropriately trained professionals. Personal problems may become a burden to the supervisor and take up so much of his/her time that his /her own productivity is affected; “ Cagney (2006) Supervisor referrals in cases of a pattern of deteriorating work performance may be evident by problems noted in attendance, relationships on job , reliability, quality of work products which has been determine through the observation and documentation. When supervisors becoming too closely involved in the problem, they start to detract from the core of performance management.

Discussion of personal problems with the supervisor may become a means of manipulation which could be used by the employees. Wrong advice could have serious consequences for the employee, organisation and the supervisor; and good advice based on experience alone, has no therapeutic value.

It is therefore important to keep out of the employee's personal life. Don't fall victim to the *I-can-help syndrome* that so many supervisors do. Supervisors have not been trained to handle the kind of problems most employee's experience, and good intentions may only delay the receipt of appropriate assistance. In the event of the supervisor entertaining discussions pertaining to the problem, the supervisor can fall pray of creating an enabling environment for the employee to turn to the supervisor instead of a professional person. The supervisor can easily be "used" by the employee. (EAP Today,undated)

When there appears to be no work related cause for poor performance, however, supervisors have a responsibility to offer help through the Employee Assistance Programme prior to imposing discipline. Once employees agree to participate in the Programme, supervisors must respect their right to confidentiality. In the case of formal referrals, the supervisor must maintain regular contact with the Employee Assistance Programme Co-coordinator, and should offer on-going support to employees involved in the Program. (EAP Handbook, undated)

The following are the objectives of training supervisors:

- To recognise and identify problem signs and symptoms in their staff.
- To establish guidelines on how to approach troubled employees.
- To establish a knowledge base for referral procedures required documentation, referral data base and the contact details of the EAP practitioner, in order to refer troubled employees effectively.
- To make the supervisor aware of his/her limitations and expertise - what to do, and what not to do.
- To enable supervisors to assist with the re-integration of the troubled employee after treatment or rehabilitation.
- To increase awareness of the EAP service by enabling supervisors to inform employees of the availability of the EAP.

(SANCA (2000), Supervisor Training Guide for the Department of Health(2004), Department of Housing (2001), Department of Local Government and Traditional Affairs (2003) and Office of the Premier(2008)

“Research reveals that supervisor interventions often provide employees with all the incentive necessary to address the problems at hand” (Sonnenstuhl, Trice and Hathaway, 1989; Sonnenstuhl, 1990; Sonnenstuhl and Trice, 1990).

Today, the supervisor's role in employee assistance has become more complex than ever. Modern-day employees face more pervasive and multi-faceted problems than their predecessors did during the era of occupational alcoholism programs. As a result, supervisors must now act as professional mentors across a wide range of organizational activities and take a human interest in the people who work for them as well. (Consad,1999 online)”

3.5.4 Importance of Early Recognition

Early recognition , acknowledgement and decisive action can address problems before home and work performance becomes affected, however the decision to obtain help depends on the individual’s decision to address the problem. (http://www.oehc.edu/EAP_sup_guide.asp) . This will also result in timeous attention to the problem and the employees work performance will improve, productivity will increase, and employees will be happier. On the other hand, without proper treatment , and denial of the existence of the problem will result in the employees problem becoming work, leading to unsatisfactory performance and possibly eventually the employee will be rendered unemployable. (Tiner, 2006). However the converse is true, early identification of problems and prompt referral of troubled employees to the EAP Practitioner will result in improved work performance, increased productivity and happier employees.

External problems can interfere with an employee’s concentration and focus on his/ her work and it is recognised that most human problems can be treated or resolved, provided that these are identified at an early stage. This is true, whether the problem is one of physical illness, mental or emotional stress, marital or family conflict, alcohol or drug dependency, financial problems or other concerns. These are serious problems which may have a profound impact upon the lives of affected employees, their families, their colleagues and their job performance.

When people are troubled or concerned, their behavior usually changes. Work patterns commonly alter and job performance may decline. Occasional incidents of poor job performance do not necessarily mean that there is a serious problem. One way to assess more serious problems is to know how often and how severe the employee's job impairment becomes.

It is important to note that an employee does not have to display substandard performance before making a referral to the Employee Wellness Program. The sooner a pattern is identified, the more quickly an employee's well-being and capabilities can be restored.

When several of the performance patterns described below begins to appear, a problem may exist, academics recommend that supervisors should document these occurrences. The observations will provide specific feedback during discussions with the employee, which may lead to an EAP referral. The problem may result from a variety of family concerns or from a form of substance abuse. As previously described, the EAP will identify the specific need and resources available for help.

3.6 Management of Job Performance

“Information about an employee’s job performance can be fundamental in assessment and treatment. Job performance is used to evaluate and monitor the employee during the diagnostic and treatment process. If necessary, job leverage can be used to assist employees (particularly those in denial) in getting help. (Masi, 1994,p15) . “ Management must acknowledge that personal problems can, and sometimes do adversely affect workers job performance. As cited the causes of poor performance could be attributed to marital, emotional, and financial problems, alcoholism or drug dependency. (Keshwar, 1989p3-8). The EAP presents a platform for an employee whose attendance, punctuality, quality and quantity of work falls below acceptable levels and fails to improve despite numerous attempts of counseling.

Research has demonstrated that in cases where employees have been referred to the EAP they have returned to an acceptable level of job performance. Besides the positive impact on the work side families can be restored to normal functioning, trained manpower retained, the level of

productivity has been improved, employee contribute to being a productive member of the organisation and the community.

The following serve as guide of behavioral patterns of declining performance, as quoted from the EAP Handbook (1999).

“Increased Absenteeism : Unexcused absences , Excessive disability , repeated short absences , improbable excuses for absences , abnormally high number of absences for minor illnesses ,

Confusion: Difficulty in recalling instructions and details , increasing difficulty in handling and completing assignments , Difficulty in recalling own mistakes , Excessive tardiness

Friction with Other Employees : Overreaction to real or imagined criticism , Wide swings in mood , Unreasonable resentments , Avoidance of associates , Irritability

On-the-Job Absenteeism : Continued absences from desk or work , Increased number and length of coffee breaks, increasingly long lunches; increased number of trips to rest room , Physical illness on the job (headaches, stomach aches, etc.) ,Complaints from co-workers

Erratic Work Pattern : Extremes of high or low productivity , Extremes in quality of work , having to put in extra hours to finish work,

Unusual Behavior : Temper tantrums , Physical violence , Emotional outbursts

Concentration Problems : Greater effort to finish work , Jobs and projects take longer
Easily distracted

Lowered Job Efficiency : Missed deadlines , increased number of errors , wasted time and materials , Poor decision-making”

Poor Performance as define in by the Public Service Commission (PSC) 2007, is the failure of an employee to do his or her job, or to do it in an acceptable level. The Public Service Commission, Toolkit for the Management of Poor Performance in the Public Service, December 2007 listed the following as the role of Managers/ Supervisors in respect of the management of poor performance :

- Oversee the performance of employees
- Ensure that employee performance is linked to the Departments overall objectives.
- Ensure that employees understand what is expected of them

- Provide employees with constructive feedback on their performance
- Capacitate employees to perform their duties by facilitating and providing the necessary training and / or resources.
- Conduct Performance reviews
- Counsel employees on their performance. (PSC,2007.p16)

Sonnenstuhl states that supervisors are able to identify employees who are experiencing problems through their performance. It therefore does not place a supervisor out of his or her bounds of expertise , to diagnose the problem but rather ensures that they monitor employee's performance and ensure that corrective measures to improve are implemented. The observance of job performance standards avoids entrapping the supervisor in the in personal lives of the employee. It is the key responsibility of supervisors and management to address poor performance, failure to attend to deficient levels of performance may result in significant impact on the team's morale and the attainment of the organisational goals. The commission further acknowledges that if poor performing employees are not managed correctly other employees will soon realize that their will be no action taking against them for non performance. In addition there will be an overall impact on the morale of the employees. If problems are left unattended , the impact and magnitude of the problem worsens over a period of time .

Lowe, G (2004) as cited in Journal of Employee Assistance 2004 lists the following as the guiding principles for a Healthy Workplaces : supportive culture and values, Leadership, Broad Definition of Health, Participative team approach, Customised plan, Link to strategic goals, ongoing support, and evaluation and communication. The two most important for the purpose of this discussion are firstly that the top management commitment is critical and must take the form of visible leadership on health issues, and secondly, there must be a clear link to health issues and outcomes to the organisation's strategic goals. Integration of health and well being objectives into the organizations planning process is therefore vital . All management decisions should take cognizance of the health of the employees and the impact thereof on the organisation.

3.7 HIV and AIDS in the Workplace

3.7.1 Impact

Page et al (2006, preface) echo the views of a number of academics in this field , HIV/AIDS affects every walk of life, and has a profound influence on everything we do , in our closest relationships, at work, at home at school. Not a day can pass without reference to the pandemic in the newspapers, or electronic media. Just as the virus infects the body and every cell in the body, so it affects every single person living on this planet. In addition , that has a spin on effect as it affects employees, their families, the communities where they reside, the organisations and invariable the national economy. (ILO, undated)

Hampton 1997 as cited in Oher (p 36) , “ 20% of employees in any workplace are likely to be affected by personal problems sever enough to impact on performance of work duties. (Masi, 1992) referenced in Oher (1999) further states that problems an employee is experiencing can result in increased costs to the employer due to adverse effects on health, productivity, safety, security, public confidence and trust. ”

Maiden (1992, p6) “ AIDS education has become an integral element of South African EAPs given the prevalence of the disease throughout Africa” As early as 1989 one organisation has been cited as having 22% of its EAP cases were to attend with Sexually Transmitted Diseases. The impact of HIV and AIDS are felt in the workplace, as economically active workforce become either affected or infected in the prime of their career. These employees are either frequently absent due to ill health or having the nurse someone who is ill, invariably this impacts on the employee’s ability to perform his or her duties and the organisations ability to productivity and service delivery levels decline. The ILO (undated) has reported that the resultant of the epidemic is changing the age and sex distribution of the workforce, what impact is this going to have on South Africa’s employment equity targets. Taking cognisance of the cost of training and retraining, recruitment in the workplace to replace those who are eventually unable to work. The demands for income results in the elderly returning to job market. It is projected that the life expectancy in Africa will drop from 63.4 years to 40 by the year 2010, and the economic growth rate of South Africa will decline by 3% by 2010 (Rossouw,2002). According to the ILO , most of

those who have died of AIDS , are adults in their productive and reproductive prime. (ILO, undated)

3.7.2 Reasonable Accommodation:

The South African legislation states that employees who are HIV positive must be allowed to work as long as they are medically fit to do so. In the event of the employee becoming ill to perform his or her normal duties the employer must ensure that they employee stay economically active for as long as possible, by perhaps realign of the duties or place in an alternate position to perform duties that they employee will be able to perform. This is known as reasonable accommodation. Only a medical doctor can declare that an employee is unfit to work by furnishing the employee with a medical certificate. The employer is not in any position to declare any employee unfit to work. Van Dyk (2002,p 412) States that the law requires employers to make reasonable accommodation, such as flexible working hours , rest periods, adapted duties, or extended sick pay with reduced (or no) pay, to help employees who are incapacitated on the grounds of ill health to keep their jobs. However , the legislation permits that an employee may be dismissed on the grounds if incapacity. In this case of termination on grounds of permanent incapacity the employer must have investigated and exhausted all possible options of reasonably accommodating the employee. (Aids Law Project, van Dyk) .

3.7.3 Knowledge to manage the impact of HIV and AIDS

HIV and AIDS are hampering the ability of the workplace to function normally. The workplace constitutes of employees who are affected and those who are infected. Bringing to the workforce the challenge of managing the impact as a responsibility of supervisors. Supervisors have among their responsibilities the following to manage employee performance, capacity building, absenteeism and incapacity. In addition to supervisors normal core responsibilities they have to ensure that the workplace is conducive to the management of HIV and AIDS and have implement reasonable steps to mitigate the negative impact of HIV and AIDS in the workplace.

The pandemic has and is contributing to the erosion of institutional knowledge are employees exits prematurely in the prime of the economically active years.

“Employers should educate themselves and their employees about HIV infection and AIDS. Education programs should be conducted in supervised sessions that provide accurate and up-to-date prevention information for employees and their families. Effective education programs can help protect a business by reducing workers' fears, work disruption, and customer concern. ”

The Public Service commission report on HIV and AIDS revealed that 40% of the public service respondents fell into the high to very high risk category of contracting the disease. Furthermore, a large number of Public Servants believed that there is a cure for HIV and AIDS. This lack of knowledge is exacerbated the risk and demonstrates the urgency for public servants to enhance their knowledge through training. Given the magnitude and impact of HIV and AIDS at the workplace there is a need for supervisors to have knowledge to manage employee wellness towards creating a supportive and conducive working environment for both infected and affected.

Specialist in this field state that it is vital for all managers / supervisors to have knowledge on how to manage the impact of HIV and AIDS in the workplace, but also that the management of the impact on the employee is crucial. Blair (2004) states that workers in an organization are an asset to be enhanced and in which to invest, not a cost to be managed and controlled. An organization's human capital is the collective value of the experience, skills, talents, knowledge, creativity, energy, enthusiasm, engagement and relationships that its people choose to invest in their work.

3.7.4 Principles of the Management of HIV and AIDS in the Workplace

Confidentiality

Most employees in the Public Sector are reluctant to disclose their status, due the stigma, discrimination and fear that the information will not be kept confidential. A breach of confidentiality , occurs when a person disclosed information of without the consent of the primary person.

Fine et al as cited in van Dyk (2002) concur that it is unfair labour practice to dismiss HIV infected employees due to the fact that other employees refuse to work with HIV infected

employees. It is a dismissal offence to discriminate against any person who is HIV positive. Furthermore, HIV positive employees are not compelled to disclose their status to their employer, colleagues or potential employer.

It will however be beneficial for the employee , if disclosure is made, this will then enable the employer to ensure that provisions are made to assist the employee in the successful management of his or her condition. DPSA (2008) stresses that Departments must ensure that confidentiality of all employees records pertaining to either medical or personal. “ The employees within the Public Service have a constitutional right about their HIV and AIDS status in particular , should an employee reveal his / her status, this information shall not be disclosed to any other party including other employees, union members or management. The framework also prescribes that consent to disclose must be done writing.

Unfair discrimination: The Code of Good Practice on Key Aspects of HIV and AIDS and Employment, serves to guide employers on the management of HIV and AIDS in the workplace. It further informs employees what recourse of action can be instituted if they are discriminated against.

The guide encourages the employer to provide education and training on the rights of employees who are HIV positive, supporting employees who are HIV positive by creating an environment that is conducive for employees to openly disclose their status in an environment that is free of discrimination and stigma.

“Unfair discrimination occurs when an employee infected or affected by HIV/AIDS is treated differently due to their HIV status (which may be real or perceived) and this different treatment is unfair as it impairs their fundamental human dignity. “ (DPSA, 2002 p22) . The Employment Equity Act , section 6(1) includes that discrimination on the grounds of one’s HIV status as an unfair practice, this is also applies in cases where candidates apply for employment.

3.7.5 The need for EAP to manage HIV and AIDS

The Public Service Commission report recommends the management of HIV and AIDS under the umbrella of the EAP. “EAPs are about confidentiality and professionally supporting employees impacted by concerns in their personal and work lives. As HIV and AIDS is a concern that impacts on the personal and work lives of employees and requires confidential and professional interventions it follows that the principles that underscore EAPs can be applied to public servants infected and affected by HIV and AIDS as well.

Prof Sangweni, (undated PSC) stated that , in the light of the growing number of employees needing assistance due to organisational transformation, increased work stresses, as well as the impact of HIV and AIDS in the workplace, it is imperative to ensure the optimal functioning of EAPs in the Public Service.

The words of Prof Sangweni were echoed in the recommendations of the PSC report, whereby the importance of the implementation of the EAP in the Public Service was stressed. As the Public Services role is to render essential services to the public and private sectors, failure to acknowledge the impact of socio-economic well-being of the employees will have invariably a negative impact on the productivity and efficiency of the services being rendered.

The findings from the research undertaken supports the implementation of an effective health and counseling infrastructure and EAP to ensure that Public servants perform their duties optimally. It also places the urgency for the implementation thereof, in light of the pressures being placed due to the impact of HIV and AIDS in the Public Sector. HIV and AIDS strikes the heart of the Public Service’s primary role of providing a range if social and economic services , therefore the EAP can play an important role in not only reducing HIV and AIDS related absenteeism, but also improving productivity due to increased emotional and physical health. (PSC, undated EAP).

“The HIV/AIDS epidemic has become a global crisis affecting all levels of society. Increasingly affected is the business world, which is suffering not only from the human cost to the workforce but also in terms of losses in profits and productivity that result in many new challenges for both

employer and employee.” UNAIDS (2002). In the workplace in the current situation no employee can state that HIV and AIDS has not impact or effect on them.

Employees maybe themselves be infected, and or having to deal with the complexities of the epidemic in their lives. This matter is further complicated as employees who enter the workplace do not always have the ability to divorce their personal problem when they enter into the workplace. It therefore results in a variety of workplace problems such as decreased moral, increased absenteeism, interpersonal conflicts between employees or and supervisors, possible increase in workplace injury , employee burnout of those who are having to carry the additional responsibilities of those who are underperforming. In addition to these there are increased costs to the employer/ organisation due to medical expenses, premature payment of benefits (leave and pension), recruitment and training costs. It would therefore stand to reason that the workplace was able to retain an employee who is either affected or infected by HIV and AIDS in the workplace for a longer period of time, the impact of this will benefit the employee, employer and the community (inclusive of the family of the employee). In addition, Page (2007) states that there are impacts such fear of infection, resistance to perform additional work as employees become ill, not fully functional,

It is also noted that as the pandemic matures , it will bring in increased mortality thus leading to increased absenteeism as employees have to attend to funeral arrangement and increase in leave in the category of family responsibility leave. Employees sometime have the additional responsibility to support extended families . One must not loose site of the emotional and financial strain faced by employees in light of the above. Page et al “ the realities of HIV and AIDS in the workplace need to be address by employers but handled appropriately, and the employers must understand their obligations and ensure that effective implementation of strategies to minimize the impact of the pandemic on both the employee and employer.

Van Dyk (2002) expresses that in order to effectively manage employees who are affected , information and education on HIV and AIDS, as well as access to counseling and referral, should be provided in the workplace after appropriate consultation with representative employee groups.

The evidence presented cannot refute the fact that HIV and AIDS has a profound impact in the world of work. Page et al (2007) states the following

- AIDS causes illness, disability and death among the employees, resulting in serious financial, as well as emotional trauma,
- Morale in the workplace suffers because of increasing workloads, loss and death of colleagues, general uncertainty about HIV / AIDS and the fear of infection
- Cases have been reported where employees refused to continue working with colleagues known or believed to be infected . There is therefore the strong possibility that infected employees will be discriminated against by their co-workers due to fear and a lack of knowledge.
- AIDS results in lower productivity and disrupts production. This causes workers to be absent because they are ill or taking care of sick relatives and attending funerals.
- Work performance may also decrease. HIV/AIDS results in the loss of experienced workers and experienced skilled workers are difficult to replace. Furthermore, it is expensive to retrain new workers. (Page et al 2007 p 104-105)

3.8 Challenges facing supervisors

A challenge facing supervisors is their ability to focus on work performance rather than delaying corrective action because of sympathy for the troubled employee. (source: University of Waterloo EAP Programme). Masi, (1994 p15) view is that some supervisors may contribute to the problem by denying that it exists and thus enabling the employee to continue his/her problematic behaviour.

Sonnenstuhl states that some managers have been reluctant to invest in supervisory training as they believe that supervisors will be unwilling to use constructive confrontation strategy. While others believe that constructive confrontation to be the counter to principles of good human relations, and opt for “professional” services as a way of exemplifying such principles.

Sonnenstuhl noted that the idea that supervisors will not use the constructive confrontation strategy is not supported in practice. When supervisors receive training and perceive that their managers support use of the strategy, they are willing and able to implement it.”

Hartley (2006. p2) states that most people avoid confrontation, therefore this confers the challenge faced by supervisors /managers. Supervisors can also be a contributing factor for non referrals as they tend to avoid addressing performance. Action is often taken according to Hartley, when the consequences of contributing to tolerate outweighs the benefits. Some supervisors fear the negative implications on their ability to actually manage these employees, thus impacting on their own career progression. Some may address performance issues may not be aware of the benefits of EAP and or forget to even recommend to the employee the services available.

On the other hand it is also noted that supervisors are also employees who themselves maybe experiencing their own personal problems and therefore resulting in fear of confronting the employee may also expose their own personal vulnerability.

4. Research Problem:

The problem presented for the purpose of this research is:

WHAT IS THE LEVEL OF KNOWLEDGE OF SUPERVISORS TO MANAGE EMPLOYEES THROUGH THE EMPLOYEE ASSISTANCE PROGRAMME (primary focus on HIV and AIDS) IN THE OFFICE OF THE PREMIER – KWA ZULU NATAL

4.1 Explanation of the Research problem

The magnitude implications and discussions of the HIV and AIDS pandemic experienced by employees at the workplace requires supervisors to have HIV and AIDS knowledge and training as well as the ability to use that in a supportive and strategic manner to alleviate the impact on both the employee and the workplace. In addition, knowledge of the Employee Assistance Programme, referral mechanism and the overall management of poor performance is vital in any

organisation, aiming to survive in the era of HIV and AIDS. The supervisor has continuous contact with employees, which enables him/her to perform the various roles related to the EAP. The supervisor can observe signs and symptoms that indicate a troubled employee, which makes early identification and referral possible. The supervisor is responsible for performance assessment, which should be used as a resource in to indicate deterioration in work performance.

4.2 Reasons for this problem

The supervisor's responsibility to the successful operation of the EAP can be summarised in the following major areas:

1. The supervisor should know and understand how the EAP works;
2. Is the primary and best source of information and it is his/her responsibility to inform the employee of the availability of the EAP;
3. Bears the responsibility and feels comfortable in referring employees to the EAP both informal and formal; and
4. Supervisors have the overall responsibility to ensure the management of employee performance.

The minimum Standards issued by DPSA states that Heads of Department shall ensure that no public servants or prospective public servants is unfairly discriminated against on the basis of her or his HIV status or perceived HIV status, in any employment policy or practice. A Head of Department shall take appropriate means to actively promote non discrimination and to protect public servants who are positive or perceived to be positive from discrimination. The information pertaining to an employee's status must be treated with confidentiality, and disclosure only if there is written consent. The Head of Department shall create mechanisms within the workplace to encourage openness, acceptance, care and support for HIV positive public servants. Such mechanism should preferably form part of a comprehensive EAP or health promotion programme. This sets the platform for the management of HIV and AIDS, instead of it being managed as a vertical programme. "The integrated approach to employee health and wellness recognises the importance of linking individual health, safety and wellness, as well as

organisational wellness to productivity and improved service delivery outcomes. This will be effectively achieved through critical common strategic interventions. (DPSA, 2007)

The Public Service Commission undertook an evaluation of EAPs in the Public Service and the recommendations based on the role in dealing with HIV and AIDS in the workplace : that EAPs should deal with HIV and AIDS in order to ensure that HIV positive person entering EAP offices cannot be stigmatised solely for making use of EAP services. To facilitate the process it is recommended that EAPs be transformed into comprehensive wellness centers. (PSC,2007). Thus maintaining the modern EAP mega brush approach, whereby the programmes caters for a variety of problems being experienced by employees in the workplace.

4.3 Hypothesis

The scientific hypothesis tested in this study is that the training intervention will make no difference on the level of knowledge of supervisors after being exposed to training

5. Research design

In order to collect the necessary data to realise the objective of this research, the researcher utilised sampling design whereby a random sample of 41 supervisors from the total population of supervisors (178) in the Office of the Premier of KwaZulu Natal has been selected. The sample study ensured that race, gender and exposure prior training were fields captured in the questionnaire thereby eliminating possible factors which may negatively influence the final analysis. A close ended questionnaire was administered to three (3) supervisors prior to administering it to the control and the experimental groups. The purpose of this procedure was to test whether the participants understood the questions and to ensure that during the administration of the questionnaire, it was free of any inconsistencies and or ambiguities. The questionnaire was developed for the purpose of testing the acceptance or rejection of the null hypothesis. The questionnaire was distributed to the participants electronically. The researcher developed the questionnaire using the closed ended format. As the questionnaire was not tested and administered previously a test for internal consistency was undertaken.

The participants were randomly assigned to the experimental and control groups. Due to the ability of the researcher to randomly assign the participants to either group, extraneous variables were controlled. The participants assigned to the control group (N=25) did not receive the independent variable (training). Whereas, the experimental group (N=16) participants were in receipt of the independent variable (training). The control group served the purpose of a point of comparison and as a control for the rival hypotheses. The questionnaire was distributed to the control group, and they were asked to indicate if they attended any training on the Employee Assistance Programme. The participants of the experimental group were requested to complete the questionnaire after the training intervention.

6. Research Methodology

The participants level of knowledge is the dependent variable, such that it is this behavioral variable designed to measure the effect of the variation. The dependent variable is the variable that measures the influence on the independent variable. In order to answer the problem question and test the hypothesis, the researcher varied the independent variable (training) to determine whether it produces the desired or hypothesized effect. The experimenter ensured that he or she obtains an indication of the effect produced by the variation in the independent variable. In order to achieve this effect, the experimenter selected a dependent variable (level of knowledge) that will be sensitive to, or able to pick up the influence exerted by the independent variable (training). The dependent variable is used to determine whether the independent variable did or did not produce the effect. If an effect was produced, the dependent variable must indicate whether the effect was a facilitating one or an inhibiting one and must reveal the magnitude of the effect. If the dependent variable has achieved this then (the training did change the level of knowledge), the experimenter has identified and used a good, sensitive dependent variable.

It must be noted that the primary role of data analysis is to test the validity of the stated hypothesis. Once all the data had been collected from the research participants, analysis of the said data was used to decide as to whether or not to accept the null hypothesis.

The t-test was used to test the hypothesis in this study as it was the most suitable due to the fact that there are two groups (control and experiment) and only one independent variable.

In analyzing the collected data, qualitative method was utilised. Subsequent to the data collection the data was processed according to the view to seek meaning and implications. Data treatment and information management was done to facilitate a better understanding of the data collected. The literature review comprises of a detailed analysis of current research undertaken in this field from periodicals, books and articles. Thereafter data analysis exercise was implemented to interpret the findings of the research taken, through the statistical programme SPSS. A structured questionnaire was administered to the control group who did not receive training, the experimental group were administered the questionnaire after the training intervention.

The participants from the experimental group received training on the Employee Assistance Programme. As indicated above the participants who had not received any prior training on the utilisations of the Employee Assistance Programme were requested to be part of the training. This ensured that their knowledge acquired prior did not influence the level of knowledge acquired during the training session. The training followed the format of a formal presentation, with supporting educational videos. All participants received a detailed supervisor training guide, which supplemented the training programme.

The purpose of the training and guide was to assist the supervisor in understanding and implementing the important role they play in the Employee Assistance Program (EAP) thereby empowering supervisors in their role to manage employees through the Employee Assistance Programme.

The guide would serve as a resource should a supervisor require a point of reference to assist them in the event of having to make a referral. The guide contained details of the content of the training, key steps for the constructive confrontation interview, supervisor referral forms , and consent forms . In addition to this, guidelines on the management of poor performance, absenteeism, substance abuse, HIV and AIDS and Trauma Management were also furnished.

The educational videos “EAP today” served the purpose of providing information on the orientation of the Employee Assistance Programme, Self Referral and Formal Referral. The orientation section of the video presented participants with testimonials and the basics of the employee assistance programme, from employees who required assistance in the workplace due to a variety of problems, the self and formal referrals were demonstrated in the form of role plays. These enactments contextualized the training, through practical demonstration of the effectiveness of the referral systems. Although the videos were not South African based and did not represent some of the culture dynamics which are unique to South Africa, it was relevant in demonstrating the techniques of dealing with employees who may require assistance. Participants were informed that although the setting was international the approach in managing employees is still common. Participants were encouraged to engage actively during discussion, also raise questions to obtain clarity on the material being presented or to relate some of the challenges being experienced in the workplace.

The research was conducted in the Office of the Premier , Kwa-Zulu Natal. The Office is situated in the Capital, Pietermaritzburg. The Employee Wellness Programme is in the process of being implemented. As the programme is in the developmental stage, empowerment of supervisors to implement the EAP as a performance management tool is critical. The staff complement in the Office of the Premier is 330.

7. Findings and Discussion

7.1 Findings

The measuring instrument used was the questionnaire, which was broken down into a biographic section and a further list of 66 questions. The questionnaire provided participants with a 4-point Likert type response category, namely strongly agree, agree, disagree and strongly disagree. The test for interval consistency of the scale across the 66 questions was run using Cronbach Alpha, resulting in a reliability index of 0.753. This implies that the questionnaire was internal consistent. A copy of the questionnaire which was administered is attached as **Appendix A**.

Descriptive statistics have been calculated from the biographic data of the total sample population ($n = 41$). For ease of reference the above results are attached as **Appendix B**.

The test for significance of difference between the means of the two groups, namely the experimental and control group, is shown in Table 1 below.

Table 1: Significance of Difference between means: experimental and control groups

| | N | Means | Std Deviation | <i>t</i> | Sig (2- tailed) |
|---------------------|----|--------|---------------|----------|-----------------|
| Experimental | 16 | 184.19 | 13.467 | 1.807 | 0.78 |
| Control | 25 | 177.16 | 11.239 | | |

Results indicate no significant difference between the means of the experimental and control groups. The null hypothesis is thus accepted.

7.2 Discussion

It was envisaged that training will equip supervisors with the relevant knowledge to manage overall employee wellness, optimum productivity as well as contributing towards a conducive environment whereby openness and confidentiality is of paramount importance in the management of HIV and AIDS.

The questionnaire construction had high internal consistency and was suitable as an instrument to be utilised to measure the level of knowledge pre and post training intervention.

From the results reflected in Table 1 above, it is clear that no significant difference has been found. If the study was conducted over a longer period data could have been obtained from a greater number of participants. The result is somewhat unexpected and is most probably due to the relative small sample size. A larger sample size would most probably resulted in a significant difference between of the means of the two groups.

8. Limitations and Recommendations

8.1 Limitations of the Study

Based on the findings of the statistical analysis the following limitations have been identified:

- the study was conducted with a small sample in the Office of the Premier of only 41 participants . Therefore primary response for the difference between the control and experimental groups could possibly be attributed to the sample size being relatively small;
- due to time limitations this research was conducted over a limited period of time.
- the time between the training and the administration of the question, could possibly be identified as a constraint as the participants may have not had sufficient time to assimilate the new information acquired or to implement it.
- in addition to these the challenge faced is that there is limited South African based research in the field of the importance of Supervisor Training. Although a number of Public Service Departments and Private sectors have implemented and

have successful programmers in place there is limited documented evidence of the importance of the role of the supervisor in the EAP process.

- Supervisor may have perceived their role in the EAP process, as additional responsibilities in relation to their current functions.
- Supervisors may be expressing resistance or fear of embarking on their newly acquired knowledge.

8.3 Recommendations

The limitations of the current study has been noted above. It is strongly recommended that this study be repeated with a larger sample of participants. It is almost certain that such a study would yield a significant difference.

This study, however forms the base on which a detailed study will follow and it is further recommended that the training intervention must continue.

The training manual, duration of training and level of understanding can be explored to ensure that possible improvements or changes can be made. This can be assessed through an evaluation of the actual training material to ascertain whether there were any limitations in relation to the content of the material. The duration of the training can possibly be extended and greater focus given to the training on the guideline documents.

Participants to be given the opportunity to participate in role playing exercises this may ensure that they are able to identify shortfalls in their level of knowledge during the training session, during practical enactments.

Based on the challenge identified in the South African Chapter of EAP, it warrants the Public service to conduct further research into the role of supervisors and also the implement systems to monitor the effectiveness of supervisor referral , and whether uptake of referrals will increase as a result of trained supervisors.

The Public Sector should embark on extensive training interventions of supervisors in order for the EAP to be utilised as an effective tool. Case study documentation from the South African Public Service Departments and Private sectors who have successfully implemented programmes will highlight the contribution the supervisor has in the EAP process.

The study demonstrates the level of knowledge of the supervisors and serves to inform what additional training and development or possible interventions will be necessary for the effective implementation of the programme in the Office of the Premier.

Lowe (2004) states that underlying workplace conditions have a greater impact on employees' productivity and health than individual's behaviours. EA professional can help redefine workplace health as a strategic issue that affects corporate costs and organizational results.

Sonnenstuhl (2004) supported the view that research needs to examine the extent to which supervisors are trained to use and are actually using the confrontation strategy. It is suggested that such research would help practitioners to understand how the processes motivate troubled employees to change their behaviours, with or without the EAP.

Simelane (2007, p.27)) deduced the following findings from the research undertaken “ Supervisors need comprehensive training regarding the EAP, which should be linked to other management trainings. Supervisors believe that they are the key figures in implementing the programme because they work closely with employees, but they are not confident enough to implement the programme due to lack of knowledge. Supervisors indicated that the EAP plays a minimal role as a management tool and that there is a need to re-position the programme based on the needs of the organisation. There is a general view that as the needs of the organisations is changing, so should the focus if the EAP.”

9. Conclusion

EAP Training is essential in the workplace as it serves to identify the troubled employee, how to document changes in work performance, and how to make an appropriate referral, to EAP services can be paramount in aiding and retained troubled employees who are skilled and employable. (Tiner, 2006)

“As we a currently facing turbulence in the world of work, organizations are challenged to retain employees and their institutional knowledge. It is for these reasons that effective utilization of the EAP through the supervisor referrals will ensure that the organisation is not marred by the impact of poor performance. “(Beidela & Brennan, 2006, p76)

Similarly, this can inform the implementation of workplace interventions in the management of HIV and AIDS in the workplace. The intended outcome of wellness management is to maximise the potential of human capital and an effective and efficient Public Service that is responsive to the needs of the public. Wellness Management has since emerged as a priority due to increasing recognition that the health, safety and wellness of employees directly impacts on the productivity to the entire organisation. As employees are the life blood of the organisation it is vital to help them produce at their optimum levels. Both personal and workplace factors influence overall wellness and employee performance. (DPSA, 2007)

The Public Service in on the brink of the implementation of the Employee Health and Wellness Strategy , urgent attention must be focused on the empowerment of all supervisors to ensure the effective implementation of the stated strategy.

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Appendix 1

EMPLOYEE ASSISTANCE PROGRAMME QUESTIONNAIRE

Dear Participant

I am currently registered with the University of Stellenbosch, for the Masters in HIV and AIDS Management. I have successfully completed the first year of course work. As part of the second phase all students are required to complete a dissertation.

I have elected to measure the level of knowledge of supervisors to manage employees through the Employee Assistance Programme.

The approval of the research proposal has been obtained and Professor Augustyn from the University of Stellenbosch has been assigned as my study leader.

I would appreciate your assistance in fulfilling the abovementioned criteria, by completing the questionnaire below. Please note that the results will be managed with the utmost confidentiality. The findings from the analysis of the data will be used for academic purposes and will influence the development of the Departmental EAP.

Thank you

Kind Regards

Sanoosha Badul

Section 1:

**DEMOGRAPHIC DATA
YOU ARE NOT REQUIRED TO WRITE YOUR NAME**

Kindly make a cross in the appropriate space below:

| | | | | | | | |
|---|---|-------------|-----------------------|-----------------|--------------|--|--|
| Gender | Male | Female | | | | | |
| Age Group | 18 - 20 yrs | 21 - 30 yrs | 31 - 40 yrs | 41 & 50 yrs | 51 and older | | |
| Marital Status | Married | Single | Living with a partner | Widowed | Divorced | | |
| Race | Asian | White | Coloured | Black | | | |
| Highest Qualification | Matric | Diploma | Degree | Other (specify) | | | |
| Salary Level | | | | | | | |
| Have you attended Supervisor Training on the Employee Assistance Programme | <table border="1"> <tr> <td>Yes</td> <td>No</td> </tr> </table> | | Yes | No | | | |
| Yes | No | | | | | | |

Section Two : Level of Knowledge

| | | Strongly agree | Agree | Disagree | Strongly disagree |
|---|---|----------------|-------|----------|-------------------|
| 1 | Employee Assistance Programmes were initially established in industries as substance abuse programmes. | | | | |
| 2 | The definition of Employee Assistance Programme (EAP) is " a worksite based program designed for the identification and resolution of productivity problems associated with employees impaired by personal concerns, which may adversely affect employee job performance. | | | | |
| 3 | The definition of Troubled employee means " an employee suffering any personal or work-related problem, resulting in a lack of optimal economic and social functioning." | | | | |
| 4 | The Employee Assistance Programme is a tool designed to help supervisors manage poor performance in the workplace | | | | |

| | | | | | |
|----|---|--|--|--|--|
| 5 | The Occupational Health and Safety Act, 1993 states that it is the responsibility of the employer to develop policies and programmes to educate and protect their employees. | | | | |
| 6 | The Employee Assistance Programme creates a conducive platform for the management of HIV and AIDS as it adheres to the principles confidentiality, voluntarism , non discrimination and neutrality. | | | | |
| 7 | Early identification and attention of poor performance will make no impact on the management of the employees decline in performance. | | | | |
| 8 | Decline in job performance may serve as an indicator that the employee is experiencing some form of personal problem | | | | |
| 9 | All cases of poor performance are due to employees experiencing personal problems | | | | |
| 10 | As a supervisor you have adequate knowledge to manage the referral of an employee to the employee assistance programme | | | | |
| 11 | KwaZulu Natal has the lowest HIV and AIDS Prevalence rate in South Africa | | | | |
| 12 | HIV and AIDS has little or no impact in the workplace | | | | |
| 13 | The Employee Assistance Programme is established to only manage HIV and AIDS in the workplace | | | | |
| 14 | Poor performance warrants a supervisor referral to the EAP | | | | |
| 15 | The EAP aims to return a "troubled employee" to acceptable performance levels in the workplace. | | | | |
| 16 | The employee can access the employee through either, formal referral, informal referral and or self referral. | | | | |
| 17 | The Departmental disciplinary process can not be instituted against the employee while the employee is seeking help via the EAP. | | | | |
| 18 | Employees who are not performing should be ignored , the employee will be able to address the problem on his or her own. | | | | |
| 19 | Supervisors should address shortfalls in employees performance when the problem has affected the overall performance of the section (and not just the individuals performance). | | | | |
| 20 | The Public Service Regulations encourages onsite/ workplace voluntary counselling and testing of employees | | | | |
| 21 | A workplace free of discrimination and stigma will encourage employee to disclose HIV or her positive status. | | | | |

| | | | | | |
|----|---|--|--|--|--|
| 22 | The role of Employee Wellness Programmes is to enhance a conducive environment for the management of HIV and AIDS. | | | | |
| 23 | HIV and AIDS should not be mainstreamed into the core business of the Department. | | | | |
| 24 | Employees must be taught to separate their personal problems from their responsibilities at work. | | | | |
| 25 | HIV and AIDS have the following impact in the workplace : decreased productivity, increased cost, decreased morale, increased absenteeism and high staff turnover | | | | |
| 26 | All potential employees must be screened before employment, in order to prevent the employment of HIV positive employees | | | | |
| 27 | After working with an employee a psychological contract of employment develops between the employee and supervisor. | | | | |
| 28 | Employees who are HIV positive must receive reasonable accommodation when they are unable to perform their duties, short of dismissal. | | | | |
| 29 | Disciplinary action can be instituted against an employee who discriminates against an employee who has disclosed his or her positive status. | | | | |
| 30 | If an employee discloses his or her status to the EAP Practitioner, the supervisor has a right to be informed. | | | | |
| 31 | In the event of the employee disclosing his/her status to you, it is acceptable to secretly advise other colleagues in the office. | | | | |
| 32 | Employees who have exhausted all their sick leave must receive counseling on the management of their utilisation of their sick leave. | | | | |
| 33 | Supervisors have as part of their managerial roles to counsel employees who are presenting with personal problems | | | | |
| 34 | The disciplinary route should be pursued in all cases of poor performance | | | | |
| 35 | Supervisors role in relation to the Employee Assistance Programme is Observe, Document, Inform and Refer employees who are experiencing performance related problems. | | | | |
| 36 | When an employee comes to work late frequently you will discipline him or her during a general staff meeting. | | | | |
| 37 | The management of the impact of HIV and AIDS in the workplace should not become the responsibility of supervisors. | | | | |

| | | | | | |
|----|---|--|--|--|--|
| 38 | Training and educational programs that teach supervisors how to identify and refer the troubled employee play an integral part of the EAP process. | | | | |
| 39 | The Supervisor must give the employee adequate time to attend to the personal problem, before recommending the referral to EAP. | | | | |
| 40 | Supervisors can have access to information discussed during the EAP sessions with the EAP Practitioner and employee in cases of all types of referrals | | | | |
| 41 | Shortfalls in performance must be addressed with the employee timorously | | | | |
| 42 | The EAP is only for employees who are experiencing performance related problems. | | | | |
| 43 | Disciplinary action can be instituted against a employee who discriminates against an employee who is HIV positive. | | | | |
| 44 | Poor performance of an employee will have an impact on overall service delivery of the Department | | | | |
| 45 | Information from the EAP sessions will be disclosed only in the event of the employee signing a written consent form | | | | |
| 46 | Stigma and discrimination are the main reasons for non disclosure of HIV positive status in the workplace. | | | | |
| 47 | Management should discuss the impact of HIV and AIDS at a strategic level | | | | |
| 48 | As a supervisor you have a right to know the status of all your employees you supervise | | | | |
| 49 | The Departmental programme will ensure that the highest degree of confidentiality is maintained | | | | |
| 50 | In terms of the Employee Assistance Professional Association's Standards, there are limitations to confidentiality: in cases of child abuse, threat to self or other, in response to a court subpoena | | | | |
| 51 | Supervisors must ensure that they have systems in place to manage absenteeism | | | | |
| 52 | The supervisor must explore all possible causes for the deficient job performance. | | | | |
| 53 | Supervisors play a vital role in the reintegration of an employee into the workplace once the employee returns after extended absence due to ill health or admission into a treatment facility. | | | | |
| 54 | Without a formal referral a supervisor cannot play a role in the EAP process | | | | |
| 55 | Is the management of HIV and AIDS mainstreamed into the strategic objectives of your: | | | | |
| | a. unit/section business plan | | | | |

| | | | | | |
|----|---|--|--|--|--|
| | b. departmental business plan | | | | |
| 56 | Do you have adequate knowledge to manage HIV and AIDS in the workplace ? | | | | |
| 57 | As a supervisor you are confident enough to approach an employee who is presenting with poor performance and ill health problems. | | | | |
| 58 | The EAP programme is established to provide a comprehensive worksite based program to assist in the prevention, early identification and resolution of problems which may have an impact on the employees performance | | | | |
| 59 | It is important for supervisors to receive training in respect of their role in the EAP. | | | | |
| 60 | The impact of HIV and AIDS in the workplace results in the loss of institutional knowledge. | | | | |
| 61 | Employees absenteeism trends must be brought to the employees attention when his or her sick leave entitlement has been exhausted. | | | | |
| 62 | Employees who only have personal problems affecting their job performance must be referred to the EAP | | | | |
| 63 | Constructive confrontation interview affords the supervisors to bring all the employees shortfalls to his or her attention | | | | |
| 64 | Supervisors themselves may also need to be referred to the EAP | | | | |
| 65 | Employees have a right to decline the supervisor referral to seek assistance from the EAP. | | | | |
| 66 | If an employee discloses his or her positive status , you will use performance related problems in an attempt to dismiss the employee. | | | | |

Appendix 2**Biographical Data**

| Gender | | |
|-------------------|-----------|------------|
| | Frequency | Percentage |
| Male (1) | 17 | 41.5 |
| Female (2) | 24 | 58.5 |
| Total | 41 | 100.0 |

| Age Group | | |
|------------------|-----------|------------|
| | Frequency | Percentage |
| 2 | 5 | 12.2 |
| 3 | 19 | 46.3 |
| 4 | 14 | 34.1 |
| 5 | 3 | 7.3 |
| Total | 41 | 100.0 |

| Marital Status | | |
|-----------------------|-----------|------------|
| | Frequency | Percentage |
| 1 | 25 | 61.0 |
| 2 | 6 | 14.6 |
| 3 | 2 | 4.9 |
| 4 | 4 | 9.8 |
| 5 | 4 | 9.8 |
| Total | | 100.0 |

| Race | | |
|--------------|-----------|------------|
| | Frequency | Percentage |
| 1 | 10 | 24.4 |
| 2 | 10 | 24.4 |
| 3 | 4 | 9.8 |
| 4 | 17 | 41.5 |
| Total | | 100.0 |

| Salary Level | | |
|---------------------|-----------|------------|
| | Frequency | Percentage |
| 1 | 9 | 22.0 |
| 2 | 7 | 17.1 |
| 3 | 4 | 9.8 |
| 4 | 7 | 17.1 |
| 5 | 7 | 17.1 |
| 6 | 6 | 14.6 |
| 7 | 1 | 2.4 |
| Total | 41 | 100.0 |

| Qualification | | |
|--------------------------------|-----------|------------|
| | Frequency | Percentage |
| 1 | 12 | 29.3 |
| 2 | 12 | 29.3 |
| 3 | 12 | 29.3 |
| 4 | 4 | 9.8 |
| Total | 40 | 97.6 |
| System Missing Data | 1 | 2.4 |
| | 41 | 100.0 |
| EAP Supervisor Training | | |

| | Frequency | Percentage |
|--------------|-----------|------------|
| 0 | 25 | 61.0 |
| 1 | 16 | 39.0 |
| Total | 41 | 100.00 |