



C-SEAP provides a diverse array of services based in the behavioral sciences integrating organizational and individual assistance to optimize the productivity, safety, and well being of the Colorado state workforce.



INTRODUCTION

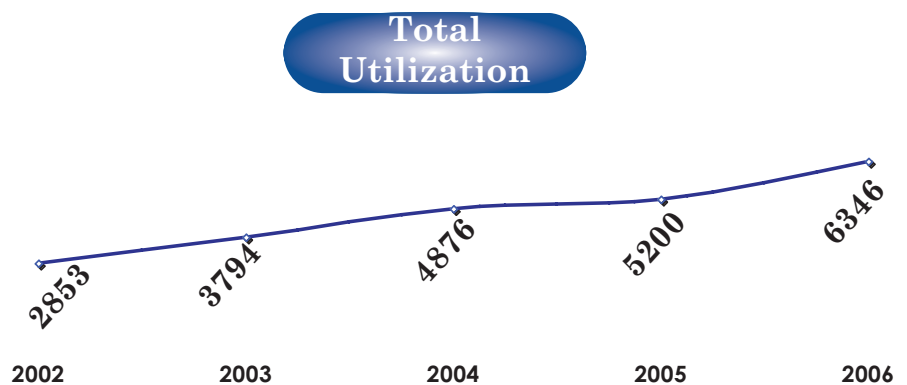
The Colorado State Employee Assistance Program, or C-SEAP, provides two primary services within Colorado State government: Organizational Assistance (OA) and Individual Assistance (IA). OA provides a system-wide approach to the comprehensive management of behavioral risk through consultation and problem solving regarding workplace conflict, violence risk, poor communication, sexual harassment, and many other workplace issues. OA also addresses employee/departmental performance improvement and skills development. In addition to consultation, OA tools offered to state agency supervisors, managers, and other professionals include coaching, employee referral, mediation, facilitated groups, organizational development, ongoing workshops/training, and crisis intervention.

For individual state employees, IA services are designed to maintain and strengthen mental health and productivity through assessment, short-term counseling, and referral. IA addresses work-related problems that affect job performance; personal problems to help reduce the impact these problems have on the employee, the workplace, and coworkers; work/life balance; and personal/career goal attainment.

2006 ACCOMPLISHMENTS

In FY 2005-06, C-SEAP services were provided to 1,263 individual employees and 424 managers, supervisors, and other professionals, most requiring multiple consultations. More than 2,500 employees received training in topics such as Anger Education, Dealing With Difficult Customers, Conflict/Stress Management, Coping With Change, and Workplace Violence Prevention. C-SEAP also introduced a new workshop entitled “Workplace Resiliency: Developing a Personal Resiliency Plan” for supervisors, managers, and employees. C-SEAP staff provided mediations for 56 employees, critical incident intervention for 118 employees, and facilitated groups for 119 employees. Orientations were provided for 1,355 managers, supervisors, and employees. C-SEAP consulted with 71 managers to identify and address workplace trends and broad organizational issues; these consultations led to on-site organizational development interventions involving more than 452 state employees.

According to the US Department of Labor, every dollar employers invest in an EAP saves \$5-\$16 per employee, per year in associated costs. A total of 6,346 employees used C-SEAP services this year, representing 9.1% of the approximately 70,000 employees⁽¹⁾ served by the program statewide. The approximate cost per employee to operate C-SEAP was \$6.80 -- well below the national



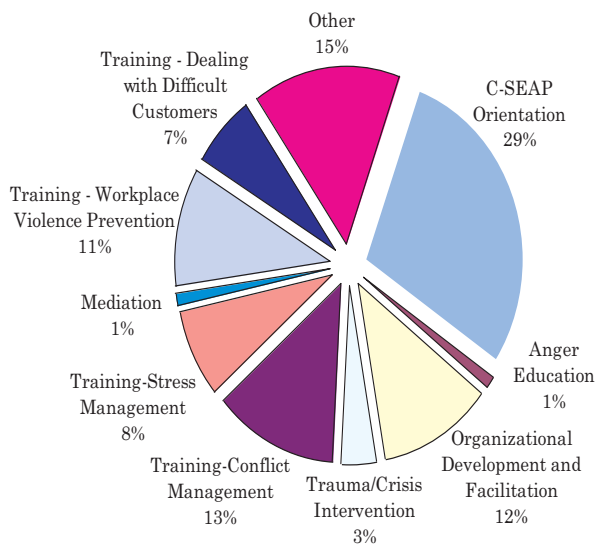
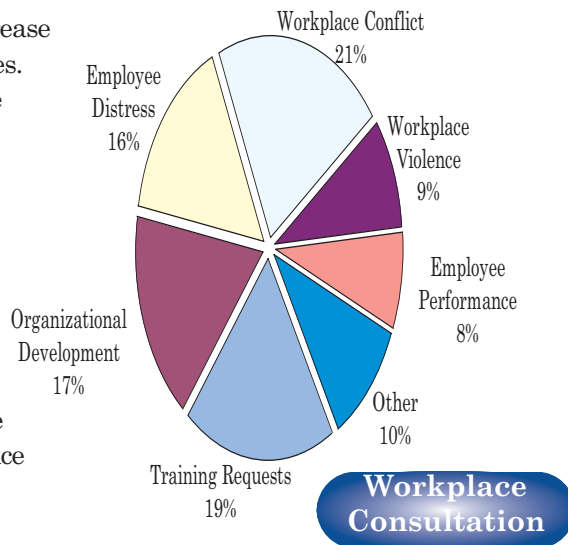
(1) The number of State employees cited in this document is higher than might be found in multiple other State of Colorado reports which site only classified employees. All state employees, classified, non-classified, higher education, etc., are statutorily eligible to receive services from C-SEAP.

annual mean cost of \$20.29 for employers with over 5,000 employees. (Source: Employee Assistance Professional Association, Arlington, VA) Total contacts translate into five million tax dollars⁽²⁾ saved in liability employment lawsuits, worker's compensation stress claims, lost productivity, and training/recruitment costs.

C-SEAP also worked in conjunction with the Colorado State Employees Credit Union to collect and distribute money and food to state employees in need. This year, \$36,400 (40% more than during FY 2004-05) was distributed to 197 employees facing financial hardship, and food was provided for 389 employees and their families. All food was donated by state employees for state employees. C-SEAP's main fundraiser is the Annual CSECU golf tournament. This year, our fifteenth, we raised \$11,000 for the C-SEAP Emergency Fund.

ORGANIZATIONAL ASSISTANCE

During the last several years, C-SEAP has received a steady increase in the number of requests for Organizational Assistance services. This positive trend indicates that managers and supervisors have a growing awareness of EAP services and how these services impact the productivity of individuals as well as entire departments. During fiscal year 2006, the program provided training, mediation, facilitation, and crisis intervention for 4,659 employees, an increase of 26% over FY 2005. More than half of these services were classes, workshops, and other interventions addressing anger, employee conflict, communication, and interpersonal relationships. Ninety-seven percent of class and workshop attendees reported that the training provided useful information to improve job performance and/or work/life balance.



Auxiliary Services

The program also provided 424 workplace consultations to supervisors, managers, and other professionals; 42% were specifically regarding workplace conflict, workplace violence, and inappropriate expression of anger. Survey results showed that 100% of the managers who responded to workplace consultation surveys found the service helpful, agreed that the service had a positive effect on employee job performance/productivity, and expected the assistance received to be of further benefit to their work units in the future.

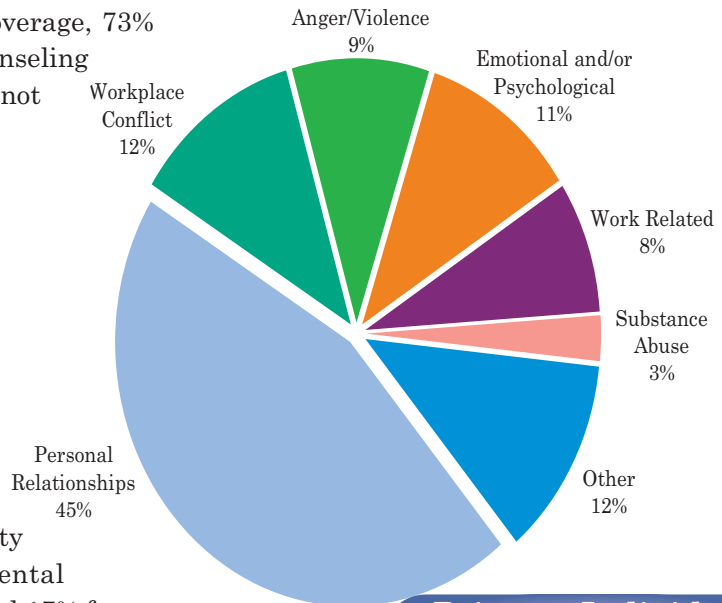
According to the Workplace Violence Research Institute, workplace violence is estimated to cost US business and industry in excess of \$36 billion per year in increased medical and disability insurance expenses, absenteeism, turnover, legal fees and liability, reduced productivity, and management time. C-SEAP has a direct impact on these costs by providing supervisor/manager consultations regarding unstable and potentially violent employees, referral coordination for fitness for duty evaluations, workplace violence and workplace conflict prevention training, anger/stress management classes, counseling for distressed employees, and mediation.

⁽²⁾ The U.S. Department of Labor estimates that an employer saves \$2,200 for each troubled employee seen by the EAP: \$2,200 X 2,489 direct service clients equals \$5,475,800.

INDIVIDUAL ASSISTANCE

Thirty percent of individual employees were referred to C-SEAP by their supervisor, a manager, or an HR professional, reflecting a high level of trust in C-SEAP as a viable alternative to more drastic employee remediation and an understanding that C-SEAP is a performance management tool. It is important to note that while the majority (71%) of the individuals who used C-SEAP this year had some form of health coverage, 73% indicated that they would not seek counseling anywhere else if C-SEAP services were not available.

According to the American Psychological Association, 50-70 percent of visits to primary care physicians are for medical complaints that stem from psychological factors. Mental conditions create a burden on the workplace because they are one of the health conditions that most limits the ability to work. In fact, in the last year, the number of state employees with disability claims that were associated with mental disorders was 9% for STD (76 employees) and 17% for LTD (144 employees).



Primary Individual Assessed Problem

Research shows that individual issues can, and most often do, spill over to the workplace. In fact, 59% of the employees this year claimed that their performance had been affected by the problem that brought them to C-SEAP. Poor concentration (50%), lack of motivation (30%), and tardiness/absenteeism (22%) were identified as primary performance issues. C-SEAP provided assessment, short-term counseling, and referral services for individual employees struggling with emotional/psychological issues as well as a variety of personal relationship problems including marital issues, parenting, eldercare, and family violence. Work related issues were specifically identified by 372 employees (29%), primarily involving workplace conflict, workplace violence, and performance concerns. Eleven percent of C-SEAP clients perceived that their jobs were in jeopardy.

Of the 1,263 individual employees who used C-SEAP, 396 missed 10,115 hours of work due to their presenting problem. These missed hours translate into lost labor costs to the state of \$239,932⁽³⁾. In addition, 16% of employees seen at C-SEAP claimed that they were considering quitting their jobs within the next three months due to the presenting issue. This year's client surveys indicated that 100% of respondents believed that C-SEAP had helped with the difficulty/concern that brought them to C-SEAP. Eighty-eight percent reported that the assistance they received had a positive effect on their job performance. Fifty-three percent said that their attendance at work had been positively impacted.

C-SEAP STAFF AND OFFICE LOCATIONS

C-SEAP staff consists of 4.5 FTE including the program supervisor, one part-time administrative assistant, one full-time masters-level counselor, two part-time masters-level counselors, and one full-time doctoral-level counselor. In addition, the program contracts with one part-time masters-level counselor in Northern Colorado. During FY'06, internships were in place with one second-year masters degree candidate from Denver University, one doctoral candidate from Colorado School of Professional Psychology, and four doctoral candidates from Denver University, all of whom substantially increased the program's ability to provide services. FY'07 internships are planned for four masters degree candidates and five doctoral candidates.

While interns are able to provide sound clinical services, the time commitment of FTEs for student recruitment, the interview process for new candidates, setting student schedules, records monitoring and management, and providing close and regular supervision and consultation reaches a minimum of 16 hours per week statewide. The need for additional licensed staff has now become critical, as the program cannot rely on graduate students to fill the increasing demand. There are multiple examples of individual as well as organizational situations that require the expertise and experience of licensed C-SEAP staff, and these situations are on the rise. Workplace consultations dealing with actual or potential violence, severe mental disorders, substance abuse, conflict, and other behavioral risk management issues have increased by 33% in the last year alone. The program cannot rely on graduate students to respond to these situations.

Employees in the greater Denver metro area visit C-SEAP offices at 633 17th Street, Suite 1120, a convenient location providing security and privacy to clients. C-SEAP offices are also located at the School for the Deaf and the Blind in Colorado Springs, Pueblo Community College and Colorado Mental Health Institute in Pueblo, the Department of Corrections Visitors Center in Canon City, the Regional Center in Grand Junction, Northeastern Junior College in Sterling, and two private offices in Brighton and Louisville.

CONCLUSION

C-SEAP continues to save the State in excess of \$5 million annually by providing a valuable service through its individual and organizational assistance. Records indicate that over the last five years, C-SEAP has been able to reach approximately 23,000 state employees and managers in 44 state agencies. C-SEAP fills an important gap for employees in need of assistance regarding work-related and personal obstacles, and managers seeking reliable and effective support for employees with safety and performance issues. C-SEAP is a cost-effective management tool, helping Colorado state government leaders increase employee safety, reduce absenteeism, address employee retention issues, and improve performance, thus adding to the overall value of state services provided to Colorado citizens.

As an integral component of the state's progressive and effective organizational strategy, C-SEAP will continue in the coming year to provide OA and IA services and to target costly issues like employee absenteeism, workplace conflict, and violence. Employees are the State of Colorado's greatest resource, and protecting this asset is vital to maintaining an efficient and reliable government body.

(3) The average state salary according to workforce statistics is \$47,441, or \$23.72/hour. Multiplied by approximately 10,115 missed hours of work brings the total amount of missed work costs to the state to \$239,932.