



Colorado State Employee Assistance Program

Program Report
Fiscal Year 2006-2007



Department of Personnel & Administration

Good Government Starts Here

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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.

Overview

The Colorado State Employee Assistance Program, or C-SEAP, is the Department of Personnel and Administration's administered program under statutory authorization CRS 24-50-604. C-SEAP provides two primary services within Colorado State government: Individual Assistance (IA) and Organizational Assistance (OA).

For individual state employees, IA services are designed to maintain and strengthen mental health and productivity through assessment, short-term counseling/coaching, and referral. Individual Assistance 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.

Organizational Assistance 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.

2007 Accomplishments

C-SEAP, as in year's past, had an enormously busy year in 2007 with 1,377 individual employees seen, most requiring multiple contacts regarding a wide range of personal and work-related concerns. Organizational Assistance was equally as busy for a total of 5,568 employees reached: workplace consultations for 541 managers, supervisors, and HR/RM professionals; training for 2,093 employees in Anger Education, Dealing with Difficult Customers, Conflict & Stress Management, Workplace Violence Prevention, and other topics; C-SEAP Orientation for 2,385 employees; mediation for 78 employees; and crisis intervention for 254 employees.

Workplace consultations led to 11 on-site facilitated groups involving 46 employees and 22 on-site organizational development interventions involving 171 employees.

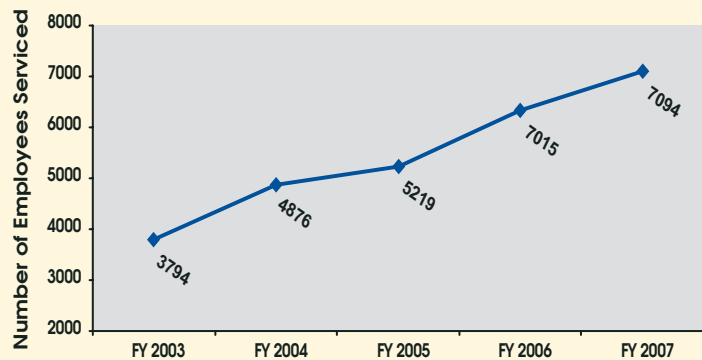
“The Grand Junction Regional Center values what C-SEAP provides. Their service is an essential component with regard to ensuring a positive work environment and is a “must” considering that our Center provides services to people who have some very complex needs. Our staff is grateful for C-SEAP services because they believe it helps them to be successful state employees.”

*Christian Mueller, Director
Grand Junction Regional Center, CDHS*

The U.S. Department of Labor estimates that employers save anywhere from \$5 to \$16 for every dollar they invest in an EAP. Even a conservative estimate of \$11 for every dollar invested in C-SEAP during FY06-07, saved the State \$5,380,111 in liability employment lawsuits, worker's compensation claims, decreased absenteeism and accidents, increased productivity, reduced use of medical and insurance benefits, and recruitment/replacement costs. The approximate cost per employee to operate C-SEAP was \$6.98, well below the national annual mean cost of \$20.29 for employers with over 5,000 employees.

(Source: Employee Assistance Professional Association, Arlington, VA)

Total Utilization



C-SEAP took over the administration of the State Employees Mediation Program (SEMP) in March 2007. Established in 1986, the program's goal is to provide an alternative method of resolving workplace disputes. It can be used as an alternative to, or in conjunction with, the standard grievance process. Clearly, the constructive resolution of disputes benefits the organization by reducing the time and money spent on grievances and/or litigation. Between March 7, 2007, and June 30, 2007, the SEMP coordinator received, processed, and assessed 31 case inquiries and arranged for 13 mediations.

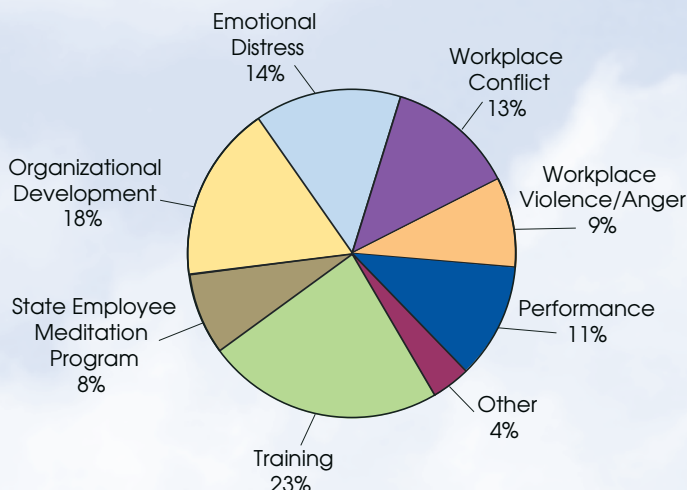
C-SEAP also worked in conjunction with the Credit Union of Colorado to collect and distribute money and food to state employees in need. This year, \$37,877 (4% more than during FY 2005-06) was distributed to 202 employees facing financial hardship, and food was provided for 392 employees and their families. All food was donated by state employees for state employees. The Sixteenth Annual CSECU Golf Tournament raised \$10,000 for the C-SEAP Emergency Fund in June 2007.

Organizational Assistance

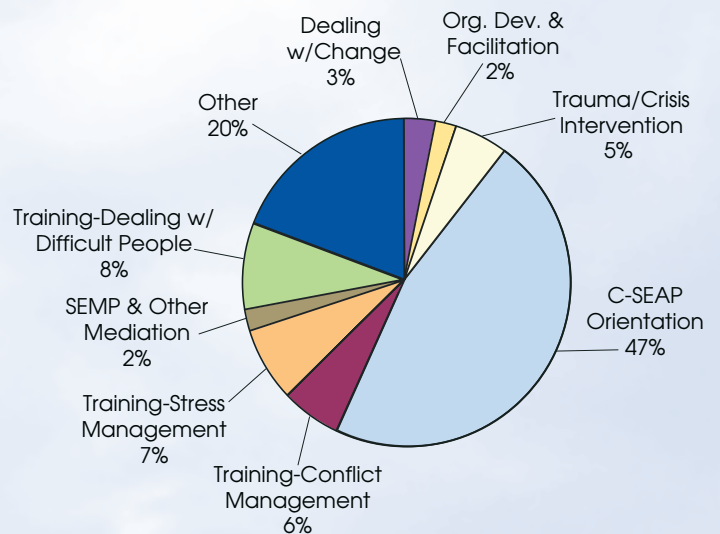
During the last several years, C-SEAP has received a steady increase in the number of requests for Organizational Assistance services. This positive trend indicates that managers and supervisors have a growing awareness of EAP services and how they impact the productivity of entire departments as well as individuals. During fiscal year 2007, the program provided training, mediation, facilitation, organizational development, and crisis intervention for 5,027 employees. More than 1,100 of these contacts involved inappropriate expression of anger, employee conflict, and workplace violence. Ninety-seven percent of class and workshop attendees reported that the training provided useful information to improve job performance and/or work/life balance.

The program also provided 541 workplace consultations to supervisors, managers, and other professionals; 52% were specifically regarding workplace conflict, violence, and anger. Survey results showed that 94% of the managers who responded to workplace consultation surveys found the service helpful; 85% agreed that the service had a positive effect on employee job performance/productivity; and 97% expected the assistance received to be of further benefit to their work units in the future.

Workplace Consultation



Organizational Assistance



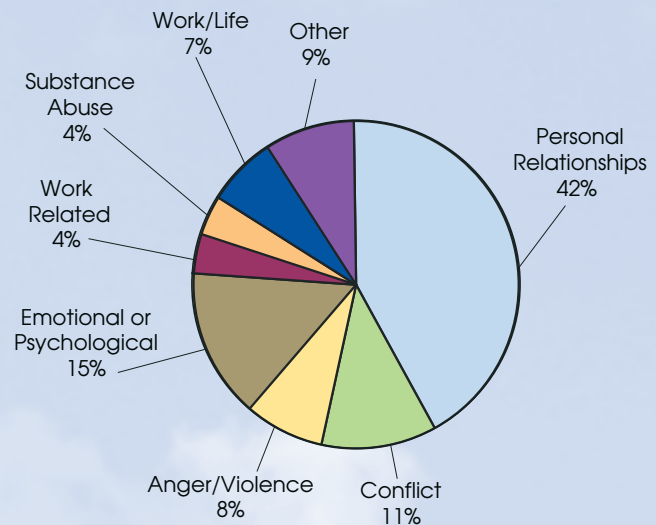
According to the Workplace Violence Research Institute, workplace violence is estimated to cost US business and industry in excess of \$36 billion per year in increased medical and disability insurance expenses, absenteeism, turnover, legal fees and liability, reduced productivity, and management time. 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.

Individual Assistance

Research shows that individual issues can, and most often do, spill over to the workplace. In fact, 61% 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 (27%), and tardiness/absenteeism (21%) 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 326 employees (21%), primarily involving workplace conflict, workplace violence, and performance concerns. Ten percent of C-SEAP clients claimed that their jobs were in jeopardy and 28% claimed to be in conflict with supervisors and co-workers.

Of the 1,377 individual employees who used C-SEAP, 413 missed 10,112 hours of work due to their presenting problem. These missed hours translate into lost labor costs to the state of \$244,508. 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 98% of respondents believed that C-SEAP had helped with the difficulty/concern that brought them to C-SEAP. Ninety-one percent reported that the assistance they received had a positive effect on their job performance, and 97% claimed that their ability to handle future stress had been positively impacted. Fifty-one percent said that their attendance at work had improved as a result of C-SEAP assistance.

Individual Assessed Problem



C-SEAP Staff and Office Locations

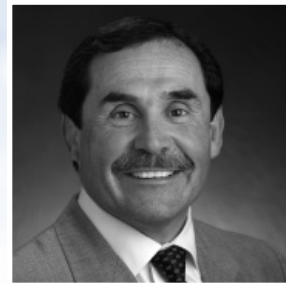
C-SEAP staff consists of 4.5 FTE including the program director, one part-time administrative assistant, one full-time masters-level counselor/consultant, two part-time masters-level counselor/consultants, and one full-time doctoral-level counselor/consultant. In addition, the program contracts with one part-time masters-level counselor/consultant in N. Colorado. During FY'07, the program supervised 10 part-time graduate student interns (five master's degree candidates and 5 doctoral candidates) for nine months, all of whom substantially increased the program's ability to provide services. In FY'08 C-SEAP will enlist only six interns (one master's degree candidate and five doctoral candidates), so that their supervision can be at the optimum. Employees in the greater Denver metro area may visit C-SEAP offices at 633 17th Street, a convenient location providing security and privacy to clients. The program now has nine offices, including the main office in Denver. Additional office space is donated by the Department of Corrections (Canon City), Department of Human Services (Pueblo and Grand Junction), Department of Education (Colorado Springs), the Judicial Branch (Fort Collins), and Northeastern Junior College (Sterling).

Conclusion

C-SEAP continues to save the state in excess of \$5 million annually by providing a valuable service to state government agencies through its individual and organizational assistance. C-SEAP fills an important gap for employees in need of assistance regarding work-related and personal concerns, and managers seeking reliable and effective support for employees with safety and performance issues. C-SEAP helps Colorado State government leaders increase employee safety, 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 cost-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.

To cover more geographical area with its limited staff, C-SEAP has also started conducting organizational assistance and training via video conferencing, thus opening up the possibility to reach Colorado's workforce in remote areas through the state's video network. This will reduce the amount of time for travel to areas where there has traditionally been a need, yet not enough C-SEAP staff to meet that need. Although video conferencing will never eliminate the need for face-to-face interaction, especially in individual counseling, the ability of C-SEAP to compensate for its limited staff with new technology further underscores DPA's commitment to improve the quality of life and work for its entire workforce.

“As one who has utilized EAP services, I highly support and endorse C-SEAP. More important, I am appreciative of what it has meant for me and what it means to the success of the State of Colorado.”



*Rich Gonzales, Executive Director,
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