



**Hunter Employee Assistance Services**

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**Employee Assistance Program  
Company Profile**

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## Background

*HEAS began practice in Newcastle in 1985 and have since established themselves as leaders in the provision of psychological and human resource services, in particular Employee Assistance Programs (EAPs).*

*The CEO of HEAS, Roger F. Peters, has significant expertise in EAPs, being President of EAPAA for five years. Roger has served internationally and was an author of the International EAP guidelines, published in 1995. These guidelines are those adopted by Australian agencies and ensures a minimum standard in the provision of EAPs. Roger is also known internationally for his work in Critical Incident Stress and has lectured here and overseas in the area. Roger has been an advisor to the NSW Police Force and the NSW Corrective Services as well as the Australian Army in matters relating to trauma. Roger's biography along with those of the HEAS team are included later in the statement of capability.*

*HEAS applies best practice principles in the provision of Employee Assistance Programs (EAP's). As mentioned, Roger Peters is co-author of the international EAP guidelines which state that an EAP is;*



*An employee assistance program (EAP) is a work-based intervention program aimed at the early identification and/or resolution of both work and personal problems that may adversely affect performance. These problems may include, but are not limited to, health, marital relationships, family, financial, substance abuse, or emotional concerns.*

*The specific core activities of EAP's include: (1) expert consultation and training in the identification and resolution of job performance issues related to the aforementioned employee personal concerns; (2) confidential and timely problem assessment, diagnosis, treatment, or referral to an appropriate community resource; (3) the formation of internal and external relationship between the workplace and community resources not available within the scope of the EAP.*

### Location



HEAS have offices at the following locations:

- Level2 , 414 Hunter Street, Newcastle 2300
- 54 Hills Street, Gosford 2250
- 96 George Street, Singleton 2330
- 142 Bridge, Street, Muswellbrook 2333

Associate Psychologists of HEAS are also located in the following locations:

**Port Macquarie**  
**Tamworth**  
**Armidale**  
**Manning Valley Area**

Carol Forsten  
Philip Nolan  
Charles Lucas  
Renaë Taylor  
Alison Findlay  
Delma Gordon  
Kate Blenkin  
Julie Hollingdale  
Gary Grant  
Grant Brecht - Corpsych

**Kempsey**  
**Sydney**

*HEAS also have providers networked throughout Australia*

## Service Philosophy

Our philosophy with Employee Assistance Programs is to be **proactive and developmental** in approach. Our psychologists and consultants are encouraged to be innovative and search for ways of identifying issues with a focus on resolution.

We believe that any effective EAP must co-ordinate and co-operate with the provision of other Human Resource services and the HR personnel of our client organisation. The EAP should not be remote from other Human Resource elements but at the same time it should remain **independent** and **confidential**.



## Services

The range of services provided by HEAS are as follows:

- **Employee Assistance Programs**
- Trauma Management Services
- Manager Assistance Line (MAL)
- General Counselling Services
- Training and Development
- Mentoring
- Health Education Programs
- Occupational Appraisals and Psychological Assessments
- Research & Development including Stress Audits and Climate Surveys
- Outplacement Services

## Elements of the Employee Assistance Program (EAP)

Employee Assistance Programs by HEAS provide the following services:

- a) The conduct of the EAP which includes professional counselling services for personal and work related problems via a voluntary and supervisor referral system;
- b) Trauma defusing and debriefing services;
- c) The conduct of preventive programs and health promotion including:
  - Stress management
  - Mentoring
  - Alcohol and other drug education
  - Coping with trauma
  - Fatigue Management
- d) Training and briefing for management, and staff in the use of EAPs;
- e) Assistance in the regular promotion of the EAP to employees and their families;
- f) The conduct of staff development courses including:
  - Conflict resolution
  - Counselling and performance management skills
  - Team-building, supervisory and management
  - Dealing with difficult/aggressive Behaviour
  - Bully Proofing
- g) Mediation services;
- h) Advice to the client's Rehabilitation team;
- i) Redundancy / outplacement seminars and counselling;
- j) Induction;
- k) Advice and recommendations to Works Committees and Health Services;
- l) Re-referral and access to external, independent, professional services when required.

## Mentoring and Evaluation of the EAP

Essential to a pro-active and developmental approach is the on-going monitoring process of the EAP to ensure that the service continues to operate effectively.

HEAS are committed to establishing that:

- The principles and program are being adhered to by all parties;
- Adequate emphasis is given to the preventative side of problems that become apparent;
- The service is being made available to those most in need of assistance and that such people receive the benefits of the program;
- Confidentiality is given high priority at all times;
- Attention is devoted to those areas of the work environment, which may contribute to personal or work related problems.

## Quality Control

HEAS are committed to **Quality Control**, especially in the areas of accountability, access and confidentiality.

### Access

Our EAP counselling services are generally provided between the hours of 9.00am to 5.00pm, Monday to Friday. However counsellors are also available outside of normal EAP working hours and weekend counselling is available if required. A 24-hour telephone number (FREECALL 1800 261955) is also available which guarantees access for your employees and their families at all times. Importantly, debriefing for traumatic incidents is available as required.

### Accountability

Central to our EAP philosophy is the regular provision of accurate and informative reports which are obviously important for on-going evaluation and assessment of the Program. We provide our EAP clients with half-yearly and annual reports which include information on attendance, feedback from our counsellors and entail comprehensive statistical information, such as depot or Division, occupational category, reason for referral, as well as a follow-up and evaluation of the service's usefulness. Our records and level of financial stewardship are always available for audit.

### Confidentiality

Confidentiality is crucial for the success of any EAP. We take all appropriate measures to ensure the confidentiality of individual's is maintained.

However, the client organisation will be informed of any activities which could endanger the public or in other ways leave them liable. For example, if an employee is not able to undertake their current work safely, you will be notified if close support and/or work alterations are necessary.

## Research and Development

It was HEAS' commitment to developing the EAP to its full potential that initiated what is considered to be a more holistic and pro-active approach to employee assistance. While offering the standard components of an EAP, our service also offers (if required) further consulting in the often difficult and specialised areas of compensation, rehabilitation, redundancy and Occupational Health & Safety, as well as Personnel Development and Training Programs. Research overseas assisted in developing this more pro-active and preventive strategy.

**HEAS, in conjunction with the Employee Assistance Professionals Association of Australia (EAPAA), identified those critical issues essential for the accreditation of EAP providers. This accreditation process now serves to maintain the high quality and development of EAPs throughout Australia.**

Our clients can be assured the data collected through quarterly reports, trends and utilisation rates will indicate the acceptance and value of the EAP, while objective indices such as absenteeism will provide empirical evidence with regard to the success of an organisation's EAP.

It should be emphasised that some of the hidden values of an Employee Assistance Program cannot be quantitatively measured: for instance, staff welfare, employee harmony and general morale. However, our experience in research provides us with the diagnostic tools to effectively assess and monitor these important indicators of organisational health and their correlation to employee assistance.

To this end we utilise a variety of diagnostic techniques. For example, the Occupational Stress Indicator (OSI) allows an organisation to measure the indicative aspects of stress and to quantify 'hidden factors' such as lack of commitment, poor company culture, difficulties in decision making, lack of concentration or poor interpersonal relations. Once the sources of stress are identified appropriate recommendations are made and action can be taken such as job redesign, implementing training, organisational restructuring or stress management programs.

## Trauma Debriefing and Counselling Service

HEAS provide responsive and professional trauma debriefing services with a guaranteed response time of within 24 hours following notification of the incident.

Our team has vast experience in dealing effectively with critical incidents. For some 20 years HEAS has been responsible for setting up Critical Incident Stress Management Programs and Peer Support teams for many organisations.



## Anti-Discrimination Aspects of the Program

All staff at HEAS are experienced and knowledgeable in all aspects of Federal and State EEO and anti-discrimination legislation.

We ensure that employees and their families of our EAP client organisations have access to both male and female counsellors.

Interpreter services are available for those of non-English speaking backgrounds.

HEAS is sensitive to the needs of the hearing and sight impaired.

## Promotion of the EAP

Part of an EAP's success is the on-going promotion of the service and its availability to employees and their families. HEAS are able assist in the following areas:

- Brochure design and layout
- EAP awareness briefings to all staff including EAP launch
- Training and briefing for managers, supervisors and staff in the use of the EAP
- Monthly newsletters
- Additional internal promotions as required

## Brochure

An important and vital part of an EAP's promotion is the provision of an appropriate brochure to all employees. The style and expense of these brochures really depends on the size of the organisation and its EAP budget. Our brochures have been designed in collaboration with the client organisation themselves, often simply utilising their own desktop publishing facilities. The brochure is made available at the time of the launch (the formal commencement date of the programme) and sent to all staff through the internal mailing system, normally with pay advises.

Regular information features produced by HEAS are made available as part of our service delivery to continue the on-going promotion within the workplace. It should be added that the most effective form of promotion the programme is via EAP users themselves. We find that despite our own strict policy on confidentiality, satisfied users of the EAP will tell others about the program.

## Education and Training

Whilst professional confidential counselling is the primary aspect of an EAP, it is also acknowledged that effective promotion of the Program is essential in ensuring an EAPs on-going success.

EAP Awareness sessions as provided by HEAS are normally conducted at two levels. Firstly our two-hour supervisor seminar aims to introduce the philosophy of the EAP, how to most effectively use the EAP as a supervisor and staff member, and how supervisors might promote it in their own section. Complete with first-class video and conducted in a location to suit, we have found that this training program is most effective when conducted at the time of the launch or even prior to it. We also suggest that these sessions be followed up by shorter 30 minute sessions (toolbox meetings) with all employees, normally in large groups. This might also include on-site visits.

**Occupational Health** courses that are available within the EAP include:

- Alcohol and other drugs in the Workplace
- Fatigue Management
- Stress Management

It should also be emphasised that we are able to assist in policy formation. For example, HEAS have assisted a number of organisations in the development of their Drug and Alcohol policy. It is estimated that we have conducted Alcohol and other Drug education sessions to an estimated 6,000 employees in the Hunter region.

**Staff development** courses are also available and include:

- Conflict Resolution
- Managing Change
- Supervisor/Team Leadership training
- Counselling Skills for Managers
- Dealing with difficult behaviour

All training within the EAP is charged out at our current EAP rates. The only additional costs to be met by the client is for bulk photocopying and any location costs such as venue hire and meals.

## A Typical EAP Implementation Strategy

Following is an outline for the implementation of an EAP which we have found to be effective in our service provision to our clients. However, we would like to stress that it is a recommendation only and would be subject to more detailed discussions with management, unions and relevant personnel.

### (a) Orientation Phase

- Meeting with management, union and relevant personnel
- Formation of Steering Committee
- Committee training
- Organisational analysis including familiarisation of the workplace

### (b) Promotional Phase

- Agreement on direction and style of promotion dependent on organisation culture, time frames etc
- Implementation of promotional phase including the launch of the EAP and a "Meet the EAP Staff" program
- On-going promotional activity

### (c) Operational Phase

- EAP training for Supervisors
- Counselling activities
- Other activities that may required such as assisting in rehabilitation, trauma debriefing, OH & S support etc.

### (d) Validation Phase

- Provision of quarterly and annual reports and debriefing to EAP Coordinator

### (e) Monitoring Phase

- Giving and receiving feedback
- On-going development of the program
- Establishing and renewing goals and objectives

## The Team

All psychologists employed and subcontracted by HEAS are fully registered with the NSW Psychologists' Registration Board.

### **Dr Roger F. Peters: Consultant Psychologist (Newcastle)**

BA, BSc (Hons), MSc, PhD, MAPS



Roger, as Director of Clinical Services, oversees the general functioning of psychological provision. He has been a practising psychologist for over 20 years and in that time he has established himself as a leader in the field of work and stress, being a key speaker in local and overseas conferences.

One of Roger's major interests is trauma. He has trained the John Hunter Hospital Critical Incident Stress Team, the Department of Corrective Services and is Clinical Director of the Hunter CISD Team. Roger lectures both here and overseas in the area of Victimology. Roger has written several books one in respect of trauma "Managing the Impact of Trauma" is in its second print.

Roger has extensive experience in the counselling of employees from many Hunter organisations including Australian Taxation Office, BHP - Rod and Bar, Aust. Dept. of Defence, Roads and Traffic Authority, Newcastle City Council, NSW Police Force, but in particular the Australian Defence Force Personnel.

Roger is a past president of the Employee Assistance Professional Association of Australia (EAPAA). The Association's Charter is to promote access to employee assistance for all workers and their families in Australia. Roger has been editor to CCH-Australia and on the Worksafe Australian expert committee on stress at work. Roger was advisor to the National Health and Medical Research Committee in respect to drug and other drugs in the workplace.

**Michele Peters: Consultant Psychologist (Newcastle)**  
BSc (Psych) Hons, MAPS

Michele has been a practising Psychologist for over 15 years and has extensive experience in the Management and Counselling component of EAPs in Newcastle. She is a foundation member of the EAPAA and the Australasian Society for the Study of Trauma.

Michele has extensive experience in counselling employees, across a broad range of problems, from many Hunter organisations including BHP - Rod and Bar, State Rail Authority, State Transit Authority and the NSW Police Force.

Michele's central interest is trauma. Having assisted in such major incidents as the N'Gluka tragedy, the Central Coast Train Crash in 1991, Kempsey and Grafton Bus Smashes, and the Newcastle earthquake, Michele is considered expert in counselling and debriefing critical incidents. As a family therapist Michele specialises in marital and children's problems and especially as they might relate to divorce and bereavement.

**Peter Briggs: Clinical Psychologist (Newcastle)**  
BA Hons (Ncle), MA (Clinical) (Ncle), MAPS

Peter has over 15 years experience as a Psychologist and specialises in family therapy. He has a range of experience including working in gaols, psychiatric hospitals and Community Health Centres. In all, Peter worked for 10 years with the Department of Health and was promoted to the highest clinical position of senior clinical psychologist. He also was the regional adviser in psychology for the New England region.

Peter has assessed and treated people from a range of organisations including the Department of Community Services, the Department of Social Security, NSW Police Department and State Rail Authority. His post graduate research was in the area of stress and it's management and he conducts workshops and seminars in managing work stress.

**Heather Railton: Psychologist (Gosford)**  
B.A.(Macquarie), M.A. (Sydney), MAPS

A graduate of both Macquarie and Sydney University, Heather has extensive experience in family therapy. Heather has worked for both the Health Department and Department of Education. She is an experienced counsellor and therapist specialising in personal relationships.

**Jennifer Hadden: Psychologist (Newcastle/Gosford)**  
B.A. (Hons) MAPS

A psychology graduate from Newcastle University, she has worked closely with a wide range of people including clients with psychiatric disorders and victims of crime. Jenny has extensive experience in the field of stress management and treating anxiety. She has also undertaken courses in Critical Incident Stress Debriefing, Grief and bereavement Counselling, and more recently, Couple and Family Therapy.

**Frances O’Keeffe: Psychologist (Scone/Muswellbrook)**  
BSc (Psych) Hons, MAPS

A psychology graduate from the University of QLD, Frances has extensive experience in EAP counselling. She has previously provided counselling and Critical Incident Stress Debriefing services for the QLD police.

**Martin Peters: Psychologist (Newcastle/Singleton)**  
BA (Psych) Grad. Dip. Psych, MAPS

Martin has been working in EAPs for over seven years. He currently manages and co-ordinates all our Employee Assistance and Training services. He is active in the field, working with companies on-site and at our Newcastle and Singleton offices providing first-class support in all matters relating to EAPs, recruitment, training and appraisal.

**Carol Forsten: Psychologist (Port Macquarie)**  
BSc (Hons), M.Sc (Psych) Hons, MAPS

Carol has over 20 years experience in counselling, working in Australia and the United States. Her areas of expertise include critical incident debriefing, pain management, general anxiety disorders and Post-traumatic Stress Disorder.

**Charles Lucas: Psychologist (Armidale/Tamworth)**  
BA (Psych) M.A. (Psync Syd) MAPS

Charles’ background is as a school counsellor with the NSW Department of School Education. His areas of expertise include Critical Incident Debriefing, pain management, general anxiety disorders and Post-traumatic Stress Disorder and hypnosis.

**Phillip Nolan: Psychologist (Tamworth)**  
BSc (Psych) Hons, MAPS

Phillip has over thirty years experience as a psychologist. He has worked for the NSW Department of Community Services for over twenty years in the areas of Community Welfare and Child Protection. Phillip has developed a broad-based general psychological practice private over the last five years, specialising in psychological disorders in both adults and children. He also provides employee assistance counselling and critical incident counselling.

**Renae Taylor: Clinical Psychologist (Manning Valley Area)**  
B.A. (Hons), M.A (Clinical), MAPS

Renae has extensive experience working as a clinical psychologist in private practice for several years. Her main area of expertise includes anxiety disorders, depression relationship and interpersonal issues, anger management and stress management. She also provides workplace focused services including assisting return to work programs, critical incident debriefing, and other EAP services.

**Alison Findlay: Clinical Psychologist (Manning Valley Area)**  
B.A. (Hons), M.A (Clinical), MAPS

Alison has extensive experience working as a clinical psychologist in private practice for several years. Her main area of expertise includes anxiety disorders, depression posttraumatic stress disorder and eating disorders. She also provides workplace focused services including assisting Return to Work Programs, Critical Incident Debriefing, and other EAP services

**Delma Gordon: Psychologist (Manning Valley Area)**  
B.A. (Psych), MSc, MAPS

Delma has over 20 years experience as both a social worker and psychologist. She specialises in family and relationship counselling. She also provides general counselling and workplace focussed services.

**Julie Hollingdale: Clinical Psychologist (Manning Valley Area)**

B.A. (Hons), M.A (Clinical), MAPS

Julie has extensive experience working as a clinical psychologist. Her areas of expertise include counselling and adult mental health. She also provides more generalist counselling services and other specific workplace focused services such as EAPs and Trauma Management.

**Kate Blenkin: Psychologist (Manning Valley Area)**

BSc (Psych) Hons, MAPS

Kate has had many years experience in workplace injury rehabilitation. She also provides more generalist counselling services and other specific workplace focused services such as EAPs and Trauma Management.

**Gary Grant : Clinical Psychologist (Kempsey)**

BA (Hons), MA (Psych), MAPS

Gary has been in private practice for the last 14 years. Gary is experienced in a broad range of counselling services including grief counselling, personal development, vocational counselling, rehabilitation and trauma counselling.

## Current EAP Clients

HEAS currently provide Employee Assistance Programs and related services to:

- **Albany International**
- **Brambles**
- **Bengalla Mine**
- **Cessnock City Council**
- **Camberwell Coal**
- **Dartbrook Coal**
- **NSW Department of Education** (Central Coast & New England Districts)
- **Goninan**
- **Hunter Institute of Technology (TAFE)**
- **Hunter Valley Earthmoving**
- **Liddell Coal**
- **Macquarie Coal Preparation Plant**
- **Muswellbrook Coal**
- **Muswellbrook Earthmoving Services**
- **Mount Owen Mine (Theiss)**
- **Mount Arthur Coal**
- **Newcastle Port Corporation**
- **Ravensworth Mine**
- **Sara Lee**
- **Singleton Council**
- **Scholastic Australia**
- **Wyong Shire Council**
- **WELLA**
- **Westpac Helicopter Rescue Service** (Hunter Region)
- **Xstrata Coal Services**

## Fee Structure

### Rationale

HEAS charge their EAPs on a **'fee-for-service'** basis. This has been shown to be a superior approach to an annual fee-based or per capita charging system for a number of reasons.

Firstly, a major problem with an annual fee system is that there is no incentive for the provider to promote the service. An EAP's success largely rests on the on-going promotion of its existence, its benefits to employees and their families and the maintaining of enthusiasm for the program by the providers and the client organisation. Importantly, it must be a dynamic, proactive and integral part of an organisation's overall Human Resource Management strategy.

It is also evident that with an annual fee-based service, the dollar value returned to the provider is reduced the more the service is used. A fee-for-service structure avoids this problem in that it is in the provider's own interests to ensure that the program is effectively utilised.

Secondly, a fee-for-service system has no hidden costs. A per capita annual fee-based system, however, almost always incorporates add-on charges for all components outside EAP counselling such as organisational analysis, training, education programs, trauma debriefing, administration and so on.