

## EAP Mandate and Services (continued)

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- Development of organizational stress profiles for work units. This approach identifies factors in the work unit which cause undue stress and recommends to both management and staff ways of addressing them.
- Training/education activities, such as rounds (for new employees and employees either going out to or returning from post) and EAP-related workshops on the following topics:
  - stress management
  - managing change and transition
  - conflict resolution and personal effectiveness
  - alcohol/drug awareness
  - stress management and cultural adaptation
  - how to manage difficult/underperforming employees (for managers/supervisors)
  - managing cutbacks and downsizing.

The EAP counsellors also conduct a module of pre-posting briefing sessions (on culture shock and on critical incident stress management inoculation) and organize and sponsor a series of noon-hour sessions. Adult family members are invited to participate in all training activities except those designed specifically for management.

## TRENDS/HIGHLIGHTS

This year, for each category of services we offer, we identified the following trends:

### 1. Counselling

- The number of clients rose from 833 (last fiscal year) to 880 (this fiscal year), representing a 5.6 percent increase. The number of clients has been steadily increasing over the last five years, almost tripling in that time (it was 306 in 1991-92). This is a result of increasing levels of stress due in large part to constant changes in the workplace, through reorganization and/or downsizing. These work-related changes have also affected people's personal lives. Other factors explaining this increase are the fact that our services have become better known and that more people are using our services preventatively rather than in a crisis situation only.
- The percentage of family members using our services has fluctuated over the last five years and seems to have stabilized in the last three (it was 18 percent in 1991-92, 10.6 percent in 1992-93, 13.6 percent in 1993-94, 14 percent last year and 14.6 percent this year).
- The percentage of our clients who are locally engaged staff increased from 5 percent last fiscal year to 7.4 percent this year. This is a direct result of the extensive travelling we did this past year and of the process used to identify the missions to be visited (consultation with missions as opposed to a unilateral decision made by headquarters). These consultations enabled us to provide services which better met the needs of the missions, and of all concerned: Canada-based and locally engaged employees and family members.
- The percentage of self-referrals as opposed to management and other referrals decreased yet again this year to 68.6 percent, from 79 percent last year and 89.8 percent the year before. The percentage of referrals from others (29.8 percent), mostly personnel officers, has quadrupled in the last three years (it was 18 percent last year and 7.3 percent the year before). The percentage of self-referrals continues to be