

## Welfare services

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Welfare services may be provided for matters concerning employees which are not immediately connected with their jobs although they may be connected generally with their place of work. These matters will include individual services relating to employees' welfare such as private help with counselling on personal problems, assistance with problems of health or sickness and special services for retired employees. Group services may include the provision of social and sporting activities and restaurants. Child-care facilities may be provided for individual employees but on a collective basis.

### WHY PROVIDE WELFARE SERVICES?

There are arguments against the provision of welfare services. They imply do-gooding and the HR fraternity has spent many years trying to shake off its association with what it, and others, like to think of as at best peripheral and at worst redundant welfare activities. Welfare is provided by the state services – why should industrial, commercial or public sector organizations duplicate what is already there? The private affairs of employees and their out-of-work interests should not be the concern of their employers. It is selfish to maintain large playing fields and sports pavilions if they are going to be used by a minute proportion of staff for a very limited period of

time – the space and facilities could be better used by the community. The argument that the provision of employee welfare services increases the loyalty and motivation of employees has long been exploded. If such services are used at all, they are taken for granted. Gratitude, even if it exists, is not a motivating factor.

The case against employee welfare services is formidable; the last point is particularly telling and there is some truth in each of the others – although there are limitations to their validity. State welfare services are, in theory, available to all, but the ability of social workers to give individual advice, especially on problems arising from work, is limited in terms of both time and knowledge. It is all too easy for people to fall into the cracks existing in the decaying edifice of the welfare state.

The case for providing employee welfare services rests mainly on the abstract grounds of the social responsibility of organizations for those who work in them. This is not paternalism in the Victorian sense – turkeys at Christmas – nor in the traditional Japanese sense, where the worker's whole life centres on the employer. Rather, it is simply the realization that in exchange for offering their services, employees are entitled to rather more than their pay, benefits and healthy and safe systems of work. They are also entitled to consideration as human beings, especially when it is remembered that many of their personal problems arise in the context of work and are best dealt with there. People's worries and the resulting stress may well arise from work and their concerns about security, money, health, and relationships with others. But they also bring their personal problems to work; and many of these cannot be solved without reference to the situation there – they may require time off to deal with sick children or partners, or care for relatives, or advice on how to solve their problems and so minimize interference with their work.

The argument for employee welfare services at work was well put by Martin (1967):

Staff spend at least half their waking time at work or in getting to it or leaving it. They know they contribute to the organization when they are reasonably free from worry, and they feel, perhaps inarticulately, that when they are in trouble they are due to get something back from the organization. People are entitled to be treated as full human beings with personal needs, hopes and anxieties; they are employed as people; they bring themselves to work, not just their hands, and they cannot readily leave their troubles at home.

The social argument for employee welfare services is the most compelling one, but there is also an economic argument. Increases in morale or loyalty may not result in commensurate or, indeed, in any increases in productivity, but undue anxiety can result in reduced effectiveness. Even if welfare services cannot increase individual productivity, they can help to minimize decreases. Herzberg's two-factor model, in

effect, placed welfare among the hygiene factors, but he did not underestimate the importance of 'hygiene' as a means of eliminating or at least reducing causes of anxiety or dissatisfaction.

A further practical argument in favour of employee welfare services is that a reputation for showing concern helps to improve the image of the firm as a good employer and thus assists in recruitment. Welfare may not directly increase productivity, but it may increase commitment and help in the retention of key employees.

A strong case for employee welfare services therefore exists, and the real question is not 'Why welfare?' but 'What sort of welfare?' This question needs to be answered in general terms before discussing the type of welfare services that can be provided and how they should be organized.

## WHAT SORT OF WELFARE SERVICES?

Welfare services fall into two categories:

- individual or personal services in connection with sickness, bereavement, domestic problems, employment problems, and elderly and retired employees;
- group services, which consist of sports and social activities, clubs for retired staff and benevolent organizations.

### *Principles of personal casework*

Individual services require personal casework, and the most important principle to adopt is that this work should aim to help individuals to help themselves. The employer, manager or HR specialist should not try to stand between individuals and their problems by taking them out of their hands. Emergency action may sometimes have to be taken on behalf of individuals, but, if so, it should be taken in such a way that they can later cope with their own difficulties. Welfare action must start on the basis that disengagement will take place at the earliest possible moment when individuals can, figuratively, stand on their own two feet. This does not mean that follow-up action is unnecessary, but it is only to check that things are going according to plan, not to provide additional help unless something is seriously wrong.

Personal services should be provided when a need is established, and a welfare need exists where it is clear that help is required, that it cannot be given more effectively from another source, and that the individual is likely to benefit from the services that can be offered.

In an organizational setting, an essential element in personal casework services is confidentiality. There is no point in offering help or advice to people if they think that

their personal problems are going to be revealed to others, possibly to the detriment of their future careers. This is the argument for having specialized welfare officers in organizations large enough to be able to afford them. They can be detached in a way that line managers and even personnel managers cannot be.

### *Principles for providing group services*

Group services, such as sports or social clubs, should not be laid on because they are 'good for morale'. There is no evidence that they are. They are costly and should be provided only if there is a real need and demand for them, arising from a very strong community spirit in a company or lack of local facilities. In the latter case, the facilities should be shared in an agreed and controlled way with the local community.

## INDIVIDUAL SERVICES

### *Sickness*

These services aim to provide help and advice to employees absent from work for long periods because of illness. The practical reason for providing them is that they should help to speed the return of the employee to work, although it is not part of the employee services function to check up on possible malingerers. The social reason is to provide employees with support and counsel where a need exists. In this context, a need exists where employees cannot help themselves without support and where such aid is not forthcoming from the state medical or welfare services or the employees' own families.

Needs can be established by keeping in touch with an absent employee. This should be not done by rushing round as soon as anyone has been absent for more than, say, 10 days or has exhausted sickness benefit from work. It is generally better to write to sick absentees, expressing general concern and good wishes for a speedy recovery and reminding them that the firm can provide help if they wish, or simply asking them if they would like someone to visit them – with a stamped, addressed envelope for their reply. Such letters should preferably be sent by the employee's line manager.

There will be some cases where the employee is reluctant to request help or a visit, and the company may have to decide whether a visit should be made to establish if help is required. This will be a matter of judgement based on the known facts about employees and their circumstances.

Visits can be made by the line manager, a personnel officer, or a specialized full- or

part-time sick visitor. Some organizations use retired employees for this purpose. Alternatively, arrangements can be made for a colleague to pay the visit. The aims of the visit should be, first, to show employees that their firm and colleagues are concerned about their welfare; second, to alleviate any loneliness they may feel; and, third, to provide practical advice or help. The latter may consist of putting them in touch with suitable organizations or ensuring that such organizations are informed and take action. Or more immediate help may be provided to deal with pressing domestic problems.

### *Bereavement*

Bereavement is a time when many people need all the help and advice they can get. The state welfare services may not be able to assist and families are often non-existent or unhelpful. Established welfare organizations in industry, commerce or the public sector attach a lot of importance to this service. The advice may often be no more than putting the bereaved employee or the widow or widower of an employee in touch with the right organizations, but it is often extended to help with funeral arrangements and dealing with will and probate matters.

### *Domestic problems*

Domestic problems seem the least likely area for employee welfare services. Why should the organization intervene, even when asked, in purely private matters? If, for example, employees get into debt, that is surely their own affair. What business is it of the organization?

These are fair questions. But employers who have any real interest in the well-being of staff cannot ignore appeals for help. The assistance should not consist of bailing people out of debt whenever they get into trouble, or acting as an amateur marriage guidance or family casework officer. But, in accordance with the basic principle of personal casework already mentioned, employees can be counselled on how to help themselves or where to go for expert advice. A counselling service could be provided by company staff or through an employee assistance programme (see page 852). It can do an immense amount of good simply by providing an opportunity for employees to talk through their problems with a disinterested person. The help can be provided either through internal counselling services or by means of employee assistance programmes as described later in this chapter.

There is indeed a limit to how much can or should be done in the way of allowing employees to pour out their troubles but, used with discretion, it is a valuable service.

### *Employment problems*

Employment problems should normally be solved by discussion between the individual and his or her manager or team leader, or through the company's grievance procedure. There may be times, however, when employees have problems over interpersonal relations, bullying, or feelings of inadequacy, about which they want to talk to a third party. Such counselling talks, as a means of relieving feelings and helping people to work through their problems for themselves, can do a lot of good, but extreme caution must be displayed by any HR people who are involved. They must not cut across line management authority, but, at the same time, they must preserve the confidentiality of the discussion. It is a delicate business, and where it affects relationships between individuals and their managers, it is one in which the giving of advice can be dangerous. The most that can be done is to provide a counselling service which gives employees an opportunity to talk about their problems and allows the counsellor to suggest actions the employee can take to put things right. Counsellors must not comment on the actions of anyone else who is involved. They can comment only on what the employee who seeks their help is doing or might do.

### *Elderly and retired employees*

Employee services for elderly employees are primarily a matter of preparing them for retirement and dealing with any problems they have in coping with their work. Preparation for retirement is a valuable service that many firms offer. This may be limited to advising on the classes and facilities local authorities provide for people prior to retirement, or when they have retired, or it may be extended to running special pre-retirement courses held during working hours.

Some companies have made special provision for elderly employees by setting aside jobs or work areas for them. This has its dangers. Treating employees as special cases ahead of their time may make them over-aware of their condition or too dependent on the services provided for them. There is much to be said for treating elderly employees as normal workers, even though the health and safety services may take particular care to ensure that the age of the worker does not increase the danger of accident or industrial disease.

Retired employees, particularly those with long service, deserve the continuing interest of their former employer. The interest need not be oppressive, but continuing sick visiting can be carried out, and social occasions can be provided for them.

## GROUP WELFARE SERVICES

Group employee services mainly consist of restaurants, sports and social clubs, and nursery facilities, although some companies still support various benevolent societies which provide additional help and finance in times of need.

Company restaurant facilities are obviously desirable in any reasonably sized establishment where there is relatively little choice of facilities in the vicinity. Alternatively, luncheon vouchers can be provided.

A massive investment in sports facilities is usually of doubtful value unless there is nothing else in the neighbourhood and, in accordance with the principles mentioned earlier, the company is prepared to share its facilities with the local community. In a large company in a large town, it is very difficult to develop feelings of loyalty towards the company teams or to encourage people to use the sports club. Why should they support an obscure side when their loyalties have always been directed to the local club? Why should they travel miles when they have perfectly adequate facilities near at hand? Such clubs are usually supported by small cliques who have little or no influence over the feelings of other employees, who leave the enthusiasts to get on with whatever they are doing.

The same argument applies to social clubs, especially those run by paternalistic companies. It is different when they arise spontaneously from the needs of employees. If they want to club together, then the company should say good luck to them and provide them with a reasonable amount of support. The subsidy, however, should not be complete. The clubs should generate their own funds as well as their own enthusiasm. Facilities can be provided within the firm's premises if they are needed and readily available. An investment in special facilities should be made only if there is a real likelihood of their being used regularly by a large proportion of employees. This is an area where prior consultation, before setting up the facility, and self-government, when it has been established, are essential.

Child care or nursery facilities (crèches) have obvious value as a means of attracting and retaining parents who would not otherwise be able to work on a full or part-time basis.

## PROVISION OF EMPLOYEE WELFARE SERVICES

It seems obvious that the HR department should provide employee welfare services. Inevitably, HR staff will be dealing with cases and providing advice because they are in constant contact with employees and may be seen to be disinterested. It is to be hoped that they will also have some expertise in counselling.

Increasingly, however, it is being recognized that employee welfare is the responsibility of line management and supervision. If the latter take on their proper role as team leaders rather than their traditional autocratic and directive role, they should be close enough to each member of their team to be aware of any personal problems affecting their work. They should be trained in identifying symptoms and at least be able to refer people for counselling if it is clear that they need more help than the team leader can provide.

Employee welfare services can be provided for either internally by means of a counselling service or externally through an agency which runs employee assistance programmes (EAPs).

## INTERNAL COUNSELLING SERVICES

Internal counselling services can be provided by full-time staff or volunteers who may work on a part-time basis. No specific academic qualifications are required for this work, but those carrying it out should be carefully assessed for suitable and relevant experience and they should have undergone extended training in counselling methods.

## EMPLOYEE ASSISTANCE PROGRAMMES

Employee assistance programmes (EAPs) originated in the US in the 1960s. The idea was slow to catch on in the UK, but it is now becoming more accepted.

There are a number of external agencies which provide EAP services. They offer, on a contractual basis, a 24-hour phone service giving employees and their families access to counselling on a range of problems including stress, alcohol and drug abuse, marital breakdown and financial and legal problems. Most services identify the problem and arrange for a relevant specialist to phone back, although face-to-face counselling may also be offered, either at local offices or at surgeries on company premises. In addition, employers may refer employees direct to the service. Where long-term treatment relating to alcohol and drug problems or psychological problems is needed, employees are referred to state services.

Confidentiality is guaranteed by all EAPs to users, although employers are usually provided with a periodic statistical report on take-up of the service, which may be broken down by sex, seniority, department or type of problem. Advocates of the programmes argue that the anonymity they offer makes them particularly suitable for use in this country since it helps overcome the traditional British reluctance to

discuss personal matters. Larger EAP providers offer clients the option of reports on average statistics based on work for comparable companies. Additional services include workplace seminars on problems identified as particularly prevalent, training of managers and personnel staff and related literature. The service may be charged for at a per capita rate or according to take-up, which can be as much as 25 per cent of the workforce.