



# A Case for Chaplains in the Workplace

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CONSTITUTIONAL  
CORPORATE  
CHAPLAINS



## Highlights

- People bring their personal problems to work. So how do you keep these issues from affecting performance?
- What is Business Chaplaincy?
- Traditional EAPs vs. Chaplain EAPs.
- Key areas where Chaplain EAPs improve the bottom line: “Presenteeism”, absenteeism, and short term health costs.
- How Chaplain EAPs can improve corporate culture.
- What leading companies like Coke and Tyson foods say about Chaplaincy EAPs.
- Research shows the benefits of people bringing their “heart” to work.



## Life is Hard... Then You Go To Work

In today's pressure packed business environment, it's not just the economy people are stressing about. The fast pace, pressures, and distractions of everyday life wear us down to the point where many of us feel like we are barely able to hang on. Working beyond the forty-hour work week and fulfilling the responsibilities of home, keeps us all running tired and overwhelmed most of the time. All this leads to lower productivity, low morale, interpersonal conflicts, and high absenteeism.

## What is the Best Way to Provide Help?

The good news is that 87% of employees said they would work harder for a company willing to help them with their personal problems. (1) But what is the best way to help employees and their immediate families with the tough issues of life...

- Personal problems?
- Debilitating illness?
- Substance abuse?
- A failing marriage?
- Incarceration?
- Thoughts of suicide?
- Grief and loss?

## Traditional EAPs vs. Chaplains EAPs

A traditional employee assistance program (EAP) provides telephone based short term counseling and referral services. The service helps employees deal with personal problems that might adversely impact their work performance, health, and well-being. Traditional EAPs and Chaplain EAPs are similar in the sense that they both help employees deal with personal issues that affect job performance, but that's where the similarities end.

**Chaplain EAPs Connect with Everyone – Traditional EAPs Serve Very Few.** Traditional EAPs have usage rates of 5% to 7%, while Chaplain EAP programs have usage rates of 55% to 95%. This is due to the relational nature of the service.

**Chaplain EAPs are Based on Relationships – Traditional EAPs are Based on Technology.** Traditional EAPs are like calling tech support when you have a personal problem. When people are desperate enough they will call an 800 number and talk to a stranger about their problems, but most do not. Chaplain EAPs are based on relationship. They build relationships with people on a week to week basis, so that when there is a problem, people are comfortable enough to confide in them.

**Chaplain EAPs are Proactive – Traditional EAPs are Reactive.** While traditional EAPs wait for the phone to ring, Chaplain EAPs are uncovering and solving the small issues before they become big issues.

**Chaplain EAPs Help Transform Culture – Traditional EAPs Simply Solve Personal Problems.** Traditional EAPs focus on helping people through their problems via phone as quickly as possible. In a Chaplain EAP, the business chaplain is not just helping solve personal problems. She is engaged with managers and staff, helping everyone communicate and work together more effectively – with less conflict and more collaboration. The result is a corporate culture where people stop blaming one another and start taking personal and team ownership of business challenges.

**Chaplain EAPs can Deal Directly with Problems Managers Can't.** Managers often see the warning signs of an employee in trouble, but cannot cross the boundaries of their boss-subordinate relationship. It may also be inappropriate for the manager to tell the employee to call the EAP for help. In cases like this, the corporate chaplain can address these issues in the natural course of the relationship she has with the employee.

There are healthy boundaries that need to be in place between managers and workers. So what is an appropriate way for business owners or managers to respond in these difficult situations?

## What is Business Chaplaincy?

Many companies are discovering the human resource and bottom line benefits of having a business chaplain on premises and on call in case of an emergency, crisis, or other need. Through a Chaplain employee assistance program (or Chaplain EAP), employers can demonstrate that they care about those they lead.

A Business Chaplain EAP is a personal, voluntary, and confidential benefit available to employees and their households and immediate families. Sponsored by the company, chaplains are provided by a chaplaincy provider. Key features of a Chaplain EAP include:

- Benefits that are voluntary but available to all employees and their households and immediate family members who choose to participate.
- Benefits at no cost to the employee.
- Chaplains who are available 24 hours a day, 7 days a week, 365 days a year.
- Chaplains who are neutral from company operations.
- An assurance of confidentiality; personal information will not be revealed to management or any other person (except where dictated by law).

## “All Studies Indicate EAPs are Cost Effective”

The U.S. Department of Health and Human Services reports: “all of the published studies indicate that EAPs are cost-effective.”(25) The U.S. Department of Labor reports that for every dollar invested in an Employee Assistance Program (EAP), employers generally save anywhere from \$5 to \$16. (26) EAPs can reduce sick leave usage by 33%, work-related accidents by 65%, workers’ compensation claims by 30%, lost time by 40% and grievances by 50%. (27) Goetzel, Juday and Ozminowski (1999) reviewed findings across 21 studies related to return on investment (ROI) conducted by employers and their EAP providers. All of the programs reported a positive ROI, ranging from \$1.49 to \$13 per dollar spent on the program. Mental health programs demonstrated one of the highest ROIs. (28)

Company	ROI Ratio
Chevron (29)	\$14.00 : \$1.00
General Motors (30)	\$3.00 : \$1.00
L.A. Water & Power (31)	\$3.00 : \$1.00
McDonnell Douglas (32)	\$4.00 : \$1.00
Merrill Lynch (33)	\$13.00 : \$1.00
United Airlines (34)	\$16.95 : \$1.00

## It’s Not About Religion, It’s About Improving Productivity

Because there is a spiritual component to Chaplaincy, there are some common misperceptions about this type of employee assistance program. Chaplaincy is not about pushing religion in the workplace, it’s about personal care for people regardless of their personal values or religion. When employees get this kind of care, it builds emotional resilience in the organization, and as a result – higher productivity.

To a person of faith who invites a conversation about faith, a Chaplain will talk about faith issues. When this invitation has not been made, a Chaplain simply operates as a life coach – listening, encouraging, advising on practical matters, and helping the employee or family member deal with life’s pressures in a healthy way.

Also, because all conversations are private between the employee and the chaplain, employees tend to share struggles that they may not ever share with a spouse. When people are able to work through these kinds of challenges with a trusted, non-judgmental confidant, they are more productive at work and more successful in life.

In 60 years of business chaplaincy, and over 6,000 (and growing) corporate chaplains nationwide, there has never been a court case contesting this institution.

## What Every Good CFO Dreams About

A Chaplain EAP is more than just a good idea, it’s a business strategy that is almost certain to generate a return on investment. The financial case for a Chaplain EAP centers on three areas of measurable impact: Reduced “presenteeism” (low productivity) and absenteeism, reduced employee turnover, and reduced health and disability claims. When you look at Chaplaincy as an alternative to other corporate investments, considering opportunity costs, its hard to beat.



“Strictly from a business perspective this is one of the best business decisions you can make.” - John Phillips, Grady’s Great Outdoors

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“It goes beyond being a chaplain. He was there for my whole family...I think every business should have a chaplain.” - Ricky, Employee served by FLC.

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“We get back much more than what we pay out as for as dollars go...our chaplain has made a great impact on our staff and employees.” - Russ Guffee, VP and GM of Basic Concepts, Inc.

## Reduced “Presenteeism” and Absenteeism

The majority of productivity improvements associated with EAPs tend to be seen in the reduction of “presenteeism” and absenteeism. Presenteeism (coming to work with your body but leaving your heart and mind at home) accounts for the highest productivity losses in the workplace. In fact, research shows that presenteeism accounts for 80% of costs associated with lost productivity while absenteeism accounts for the other 20%. (4)

The most common mental health problem in the workplace is depression; it is also the disorder that has the most overall impact on job performance. In 1990, depressive disorders were estimated to cost employers \$43 billion per year. (5) Data from a national survey on workforce disability leave also indicated that workers with depression take 10% more days off work than their non-depressed counterparts. (6)

EAP programs like Business Chaplaincy have had a dramatic impact on both presenteeism and absenteeism. In one study of 7,000 employees, 88.5% of the employees who used an employee assistance program reported an improvement in their problems. The study found that over 403 work days were saved through the EAP that would have been lost without it. (7)

EAP programs also have a dramatic impact on absenteeism – even in smaller companies. In one example, a company of only 30 people calculated that absenteeism cost avoidance to be \$100,000. (8)

## Reduce Employee Turnover

Estimates vary, but most agree that the costs associated with employee turnover are at least 50% to 150% of an employee’s annual salary. (9) A Chaplain EAP can improve employee retention through direct intervention by a chaplain for employees at risk of voluntary or involuntary termination.

Mark Scott, Vice President of Marketing for Home Banc attributes his company’s low turnover (14%, versus the 20% industry average) to employing a Chaplain EAP.(10). A large regional Taco Bell franchise, Austaco, credits it’s Chaplain EAP with a reduction in annual employee turnover from 300% to 125% – unheard of for fast food companies. (11) Allied Holdings, one of the largest trucking companies in the US attributes it’s low employee turnover to its Chaplain EAP – less than 10% a year, compared to the industry average of 100%. (12). Finally, Tim Embry, CEO of American LubeFast, reported that since he implemented the chaplaincy program, his employee turnover rate and product shrinkage (losses due to theft) declined dramatically. He described the Chaplain EAP as “an employee assistance plan on steroids.”(13)



## Reduced Health & Disability Claims

When people are able to resolve stress and emotional problems through an employee assistance program, they file fewer health claims. A U.S. Department of Health and Human Services (DHHS) study reported data from several studies and concluded that EAP programs are cost effective for such measures as reduction in sickness and accident benefits, mental healthcare costs, absenteeism, lost wages, and medical costs. (14) A study at McDonnell Douglas indicated that their EAP was effective in lowering costs associated with medical claims, along with other issues such as absenteeism, and employee turnover. (15) Finally, a large-scale study by Abbott Laboratories also reported lower total healthcare costs for employees who used their EAP compared to those who did not. (16)

The International Foundation of Employee Benefit Plans surveyed 185 benefit plan administrators about substance abuse services used by employees through an EAP. (17) The results were startling:

- Reduced health plan costs for 66% of respondents.
- Reduced disability costs for 49% of those surveyed.
- Reduced workers' compensation costs for 41% of the respondents.

## Things Accountants Can't Measure – That Can Make or Break a Company

While much research has been done to calculate the return on investment for Traditional EAPs and Chaplain EAPs, there are many benefits that cannot be easily measured—that can make or break a company.

- **Saving Doomed Marriages and Doomed Lives.** Business chaplains have saved countless marriages from divorce. They have saved lives from planned suicides, and in some cases, have stopped workplace murders. These are things no one can put a price tag on.
- **Improved Service Among Customer Facing Employees.** Have you ever dealt with a customer service person who was having a bad day or hated his job? Chances are you would go out of your way to avoid dealing with that company the next time. Chaplaincy helps customer facing employees work through the stresses of life, so it's not directed at your customers.
- **Reduced Conflict.** How many hours are lost to employee conflicts each month? What if there was someone from outside the organization who, when invited, could coach staff and management to relate to and communicate with one another in a healthier way? How much more work would get done?

*“Having you on board as a part of our team to assist with more personal issues that arise has created a level of morale in the store that I could never have accomplished without a Chaplain.”*

*D. Collins, Owner, Sacramento, CA*

*“We have found Derrick’s service to our employees to be invaluable.” -*

*Karen Peters, Human Resource Mgr., Roseville*

*“I look forward to seeing our chaplain each week. His advice and spiritual knowledge have been invaluable. He is more than a counselor. He cares and prays for the needs that are important to me. He has been a true friend.*

*Employee served by CC Chaplain*

*Management felt it would be beneficial to our employees to provide them with a Chaplain they could call on should they ever struggle with a personal concern, crisis situation, or just an everyday life issue. We felt this service had the potential of possibly reducing absenteeism and employee turnover and we have been completely satisfied that this has happened with CCC.*

*Larry Peters, Human Resources, Rocklin, CA*

- **Increased Management Effectiveness.** Many managers see the warning signs of an employee in need of help on a personal level, but cannot address it without crossing appropriate boundaries. Chaplains can close this gap and address these critical issues.
- **Decreased Risk of Litigation.** A chaplain can help reduce the risk of litigation by diffusing heated situations and helping the employees involved to respond in an emotionally healthy way – potentially avoiding costly litigation.
- **Decreased Risk of Violence in the Workplace.** Did you know that over 10% of deaths in the workplace are murders? Nearly two million people a year are victims of violence or threats in the workplace. (18) Chaplains can play a key role in preventing workplace violence by helping people work through their stresses, depression, and/or workplace conflicts.

## Leading Companies Recognize Value of Chaplains in the Workplace

Business chaplaincy is not just a great idea, it’s a human capital strategy that works in companies from every industry – from small business to the Fortune 500...

- **Tyson Foods.** John Tyson, Chairman and CEO of Tyson Foods, says, “I have no doubt based on story after story as to the chaplains program’s human and bottom-line value.” (19)
- **Home Banc.** According to Patrick Flood, CEO of Home Banc, “People spend the majority of their working lives here, and I believe that if we recognize their needs and try to create a climate that makes them better people, the by-product will be better, happier, and more productive associates.” (20)
- **Coke.** Coca-Cola Bottling concluded that their chaplaincy program contributed to improvements in morale, productivity, safety, and quality. In fact, some employees actually offered to accept a reduction of benefits if that were necessary to keep the chaplaincy program afloat. Lauren Steele, VP of Corporate Affairs at Coca-Cola writes, “We recognized that we needed to try to deal with our employees as whole employees—body, mind, and soul. It’s been enthusiastically embraced by our employees, primarily because it’s completely nonintrusive.” (21)



## Founder, President

Derrick has over 30 years of experience in the corporate and management positions. With years of diverse experience in ministry, leadership consulting and non-profit leadership, Derrick is uniquely capable of serving the needs of employer and employee alike. Derrick is a regular presence in companies from law enforcement to manufacturing companies, Regularly, Derrick meets after work hours with struggling, stressed out employees and their families who have few other resources or relationships to turn to for help and encouragement. Along with other CC chaplains, Derrick faithfully serves employees in whatever way is needed, translating into healthier, happier employees. Derrick and his wife Devaney, along with their 3 children presently live in Sacramento, California.

- **Pettus.** “Pettus has studied the costs and benefits of a workplace chaplaincy program and concluded that they more than pay for themselves in terms of lower turnover, higher morale, and healthier staff. By way of example, Pettus shared that some union employees—who happened to be a group of single mothers—approached him and said that, if tough economic conditions meant the workplace chaplaincy program might have to get cut, they were willing to give up other benefits instead so as to keep that one. In thirty years of work in human relations, he had never heard such an offer.” (22)
- **American LubeFast.** Tim Embry, the CEO of American LubeFast, said, “Starting our chaplaincy program was the best thing I have ever done in business.” (23)

## Healthy Employees, Healthy Companies

In the groundbreaking research chronicled in “A Spiritual Audit of Corporate America: A Hard Look at Religion, and Values in the Workplace”, authors Ian Mitroff and Elizabeth Denton arrive at some surprising conclusions. According to the authors, the data suggest strongly that those organizations that have a greater sense of spirituality (ie. bringing their soul to work, not just their mind) have employees who...

- are less fearful of their organizations,
- are far less likely to compromise their basic beliefs and values in the workplace,
- perceive their organizations as significantly more profitable, and...
- report that they can bring significantly more of their complete selves to work, specifically their creativity (24)

People can bring their minds and bodies to work, but when they bring their hearts and souls, greatness emerges. When you look at the totality of evidence from a human capital perspective and from a profitability perspective, corporate chaplaincy offers value that is nearly irrefutable.



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