

NPTEL
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Course
On

Human Resource Development

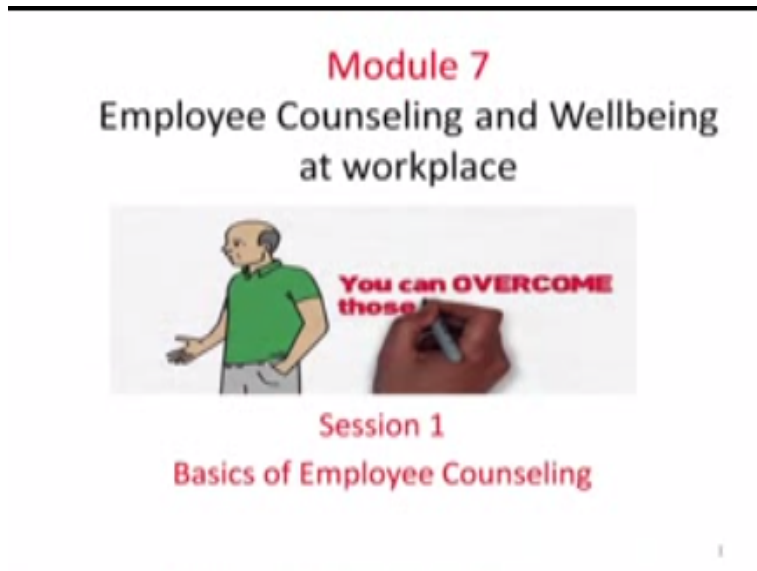
By

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Lecture 31: Employee Counseling & Wellbeing

So welcome to the 7th module at this 7th week course on human resource development.

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Here we are going to discuss about a very important issue that is also a kind of HRD intervention and these is known as counseling okay you know sometimes people have performance related problem and the solution is not coaching mentoring or what you call training because so far as knowledge base skill.

They have all the required knowledge and skill base but somehow they like motivation interest basically they are detract so there it is not possible them to perform well and there are certain

other issues like mental issues they are not able to feel well at the work place right. That is where counseling comes into the picture and you know that today work place counseling is very common many organizations have structured counseling programs or they refer their employees who are not having certain problems right, to the counselor that they could be advised what to do and how they can be brought back to the track, so that they are able to perform well.

So it is also related to managing performance but the approach is different because here the trending is not a solution okay because the person has all the knowledge and skill but probably is not ready to use that performance well he does not have the motivation interest to do the job okay.

So what needs to be done how to bring him back to track I give an example that might have a student who are very good very talented but they are not able to perform well the reason because they have diverted themselves from the track they might be doing something else which being interest to them, they might be diverted from the track and they have been doing certain thing which may not be good there could be problems related to adjustments coping stress mental health and all kind of issues at the work place may be there okay.

So what we can do is that we need to plan certain interventions and we are using the same process because that is why we are treating as HRD intervention that we need to identify who need to be counseled based on the performance other related problems then we also need to see that what kind of counseling need to be done for him who is going to do it how the counseling program will be delivered and then ultimately how we are going to evaluate work place counseling to see that this program is effective.

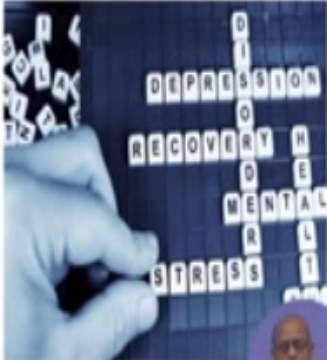
These are several issues that we are going to look into now in this module what I know as employee counseling and wellbeing right at the work place, and to start with the 1st session is devoted to you understand about the basic concept of employee counseling. Now if you look at the figure it shows you can overcome those what problems related to anything you in your life which is going to affect your performance at the work place okay, but before we go about it we must understand certain basic concept related to what you call employee counseling.

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The Need for Employee Counseling

Have you ever seen people at workplace:

- Struggling due to high levels of anxiety?
- Refusing treatment for a treatable condition?
- Experiencing job burnout?
- Involved in efforts to promote good health?



Werner & DeSimone (2006)

Look at this picture 1st the puzzle is certain words which are very important okay depression disorder mental health stress okay if these are the issues probably you need to think about counseling the employee need to be counseled so that they are able to come back their track to perform well okay, but the most important thing is that you should be able to identify such people who are going through this problems so that could be taken cared right.

You know that a lot of people commit suicide due to high depression okay but the early intervention can save them provided can identify that this person is going through depression right and help him to overcome this issues both psychologically and also meditation they can be helped out that is where councilors come to a grate and that is why counseling is required especially in case of employees at the work place.

They have a certain questions that I am going to start with you ever seen people at workplace okay struggling due to high anxiety yes that is possible you might seen people have high level of anxiety okay and which is effecting their performance the performance that are iterative the quality go down they do not speak to others they do not get into good relationship people at the workplace so all kind of problems may happen provide they have high level of anxiety.

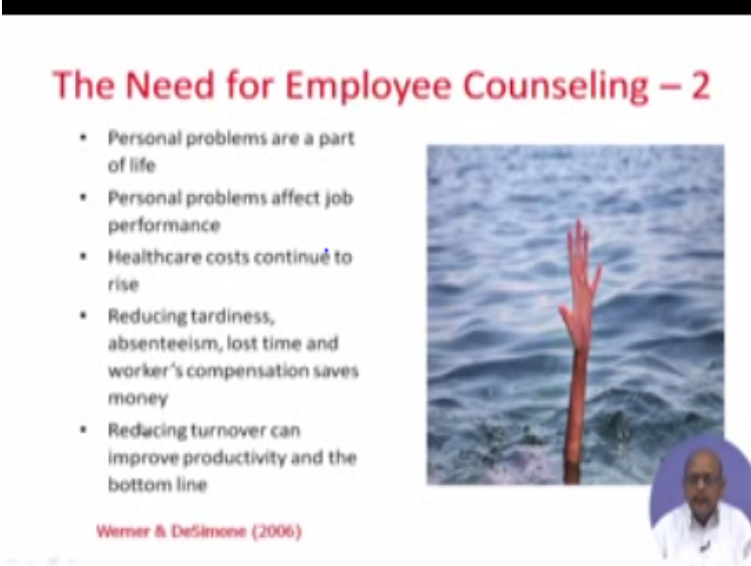
And refusing treatment for it treatable condition the basic problem with counseling is that it is very difficult to identify who has a problem because unless the person him selves is not able to recognize or understand that he has a problem can be done okay, and in these cases probably they do not think that is appropriate for them to go for some kind of treatment if there is any mental

health related issues because the certain stigma that has to it they think that you are a different kind of person and that is why they do not try to recognize that they have a problem.

That is why the HRD profession have role to play with the help of the counselors to identify such people and make them realize that yes they has an problem which can be treated very effetedly and they can be brought back to the mission right. 3rd thing have you experienced job burnout and all kind of things that is what job burnout means that if you feel helpless some time at the work place you think that you good for noting okay that it could be stress also because stress leads to burnout, so if you are feeling these kind of things probably you need to be counseled very well so that you can come out of these and overcome these problems okay.

So the role of the HRD professionals is it insure that they are going to involved in to see that people are not going to have this kind of problems so what they suppose to do is they need to make effort to insure that these kind of mental issues does not arise and if it arises it is taken care people are able to relies that they have a problems so they could be treated and they also need to identify such people who are having these kind of problems That is why you need to go for counseling



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The Need for Employee Counseling – 2

- Personal problems are a part of life
- Personal problems affect job performance
- Healthcare costs continue to rise
- Reducing tardiness, absenteeism, lost time and worker's compensation saves money
- Reducing turnover can improve productivity and the bottom line

Werner & DeSimone (2006)



Look at this picture what does it show some one is sinking, not in physically but he is going down physically mentally specially mentally so if he is mentally going down you need to extend an help to help him to come out of these saturation right, the idea of counseling to help these person to extend help so he does not die in the ocean of depression stress existing at in these kind of things so it is very important to bring him back to life so that he can also enjoy and work effectively.

That is where you have to make to understand certain things that is personal problem is part of life see have you seen person who does not have any problem including yourselves think about it yes we all have some problems we all our own depression stress in life right, but it does not mean that we are so much over part of these things that it is going to effect us and results in bio-performance right.

Problems may be part of life you should take in that positive way we are having problems and we need to sort it out right each one has certain problems somebody has some less extend some has greater extend but it is correct that all has an problem in life it could be related to professional it could be related to relationship family health, so we have all kind of problems right in our life.

2nd issues so these is the problem affect our performance on these how similarly if you look at health care cost t is going to increase so if you are able to reduce probably your health care cost would go down provide say for an example you are going through a high excites depression or stress probably it will have certain physical impact you blood pressure and sugar goes up and that requires physical treatment which would be cost for you right.

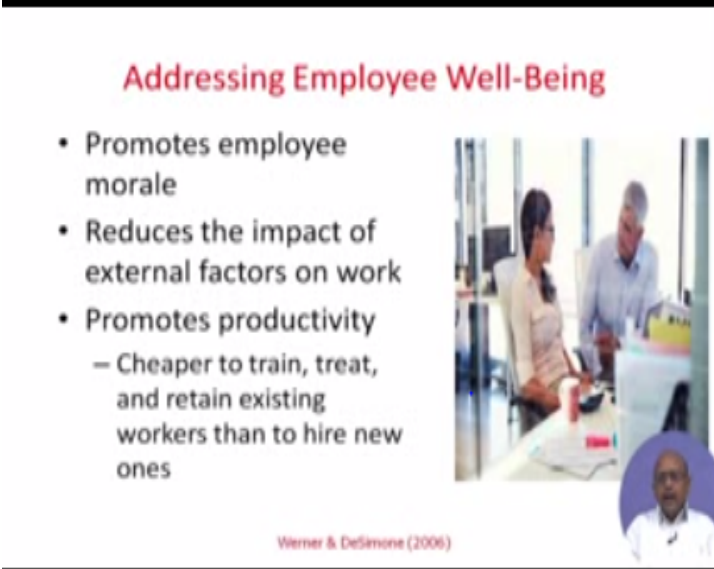
Whether you are going to be pay or you are going to pay but since increasing cost you need to maintain a good balanced of good physical as well as mental health foe effective performance and if I able to energy stick if you are good having good physical and mental health probably it is going to help you to reduce your tardiness you are going to keep you absent not going to stain and you are going to say compassion on these kind of things.

That is why employing organization now a day's spending lots of money billions or money you can say or being sent on this kind of things to save employees so that they come out from stress

and lead an effective life and perform well, and also helps in improving what you called productivity.

Reducing employ turn over okay and parting the performance of the organization that is why it is not that you are doing well just in the case of helping the person but you are doing it because the person ha certain problems which is effecting his performance ultimately you try to link into other performance and that is why you are considering counseling as a HRD function are important okay.

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Addressing Employee Well-Being

- Promotes employee morale
- Reduces the impact of external factors on work
- Promotes productivity
 - Cheaper to train, treat, and retain existing workers than to hire new ones

Werner & DeSimone (2006)

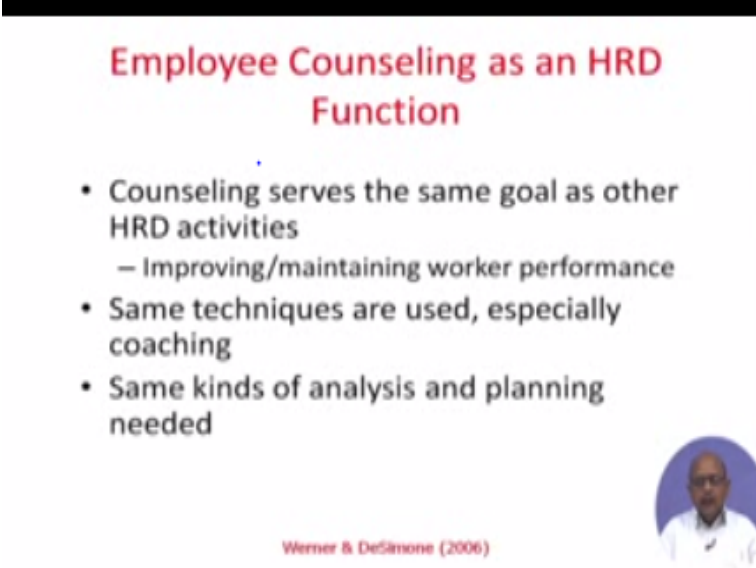
The slide features a photograph of a woman in a white top and glasses sitting at a desk, talking to a man in a light blue shirt who is standing. A small circular inset photo of a man in a white shirt is located in the bottom right corner of the slide.

So the most important thing is that you need to address employee well- being because it has certain positive impacts on the performance so suppose the person is having certain entity stress are these kind of things okay, you go to a counselor and then he will try to help you with this to see that how this problem can be addressed and here you can say the counselor trying to council a person who might be having certain problems okay, the idea is that if your able to take care of employee well being it is going to increase a immoral motivation of the employees right.

It is going to reduce the impact of external factors because this express might may not be internally but it could be related to family health, personal relate problems which is going to impact his performance right, so you need to council him on this aspects also and it is going to help you to the improve the productivity right, so it is better to treat train and return existing workers them to hire new peoples because you know that if you are going to farming or the replacement cost may be high because the person has all the required knowledge in the skill based to perform well.

But he is being de-tracked his performance certain behavior which is not dishonorable and the reason could be certain mental health problems certain disorders or something like that so it is better to council him treat him so that he can work effectively instead of going for hiring a new worker, because that is going to increase your cost replacement cost, to require train and develop a person to that level will be expensive affairs and that is why it is important to address issues related to mental health in the organizations.


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Employee Counseling as an HRD Function

- Counseling serves the same goal as other HRD activities
 - Improving/maintaining worker performance
- Same techniques are used, especially coaching
- Same kinds of analysis and planning needed

Werner & DeSimone (2006)

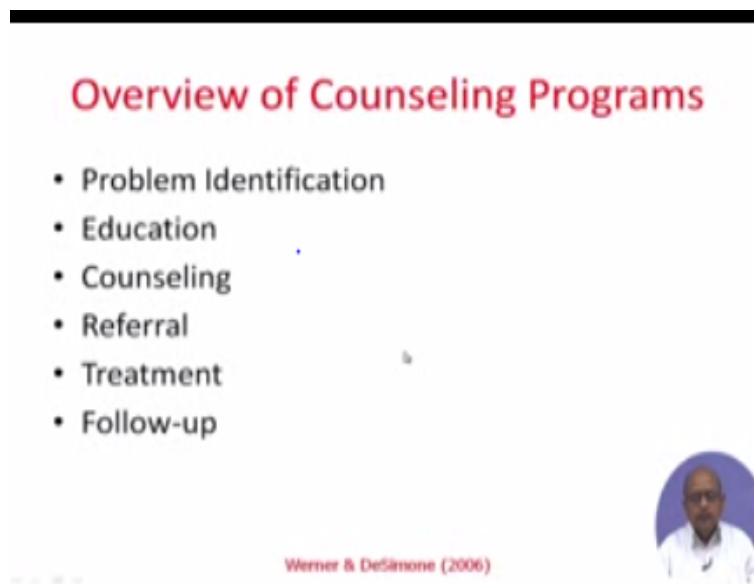


And that is why we treat counseling as an HRD functions right whether we are going to us the same HRD process to meet the objectives or goals of either improving or maintaining the performance of the employees. Who has been detracted or who is deviated from or doing something else because of some mental health issues okay, and we are going to use the same techniques as you have used in coaching or maintaining training so you need to analyses who is

to be assessed in terms of counseling then at the next stage we are going to design the developing council programs you have to hire a councilor based on the problems he is going to design the certain intervention is going to use certain tools and techniques for counseling.

And then later on your going to see that how it s going to impact the individual okay and whether you get back to the track and then whether he is able to improve or maintain his performance or not and that is why we are treating that this are the HRD function. And here also we go for the same kind of analysis and planning as we have done for other HRD intervention.

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Now look at the counseling program as such first of all what we do we go for problem identification or do may not problem identification in problem identification basically we try to see what is the problem of the individual right, then at the next stage what we do we try to educate that individual whether that person understands or that became aware that he has a problem okay, and then you can also educate through media, through communications, through other sources okay, these are the problems which might be there and which comes under mental health issues and if you are having these kind of problems you can come forward to get yourself treated.

Then they finally you go for counseling through a process you select a councilor and he is going to device a certain tool and techniques through which you are going to be helped to see that your able to overcome this problem and then you need to be referred if your counseling is not

absolution probably if you have severe mental disorders then you need to be referred to somebody else who is going to be a what you called a psychiatrist okay, in case of severe mental disorders you need to be referred to psychiatrist who is going to take care of your problem and then he is going to give certain medication also for treatment because counselors do not give medicines they try to use certain therapies which help you to come out of this problems.

And then treatment happens with the through counseling's or through referrals then you through the treatment process and finally it is followed up okay, so that you are able to lead a normal life and then results that your able to perform your work effectively so these are the different tests what to called the counseling process.

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Problem Identification

- Screening device
- Absenteeism records
- Supervisor's observations
- Referral
- Voluntary participation

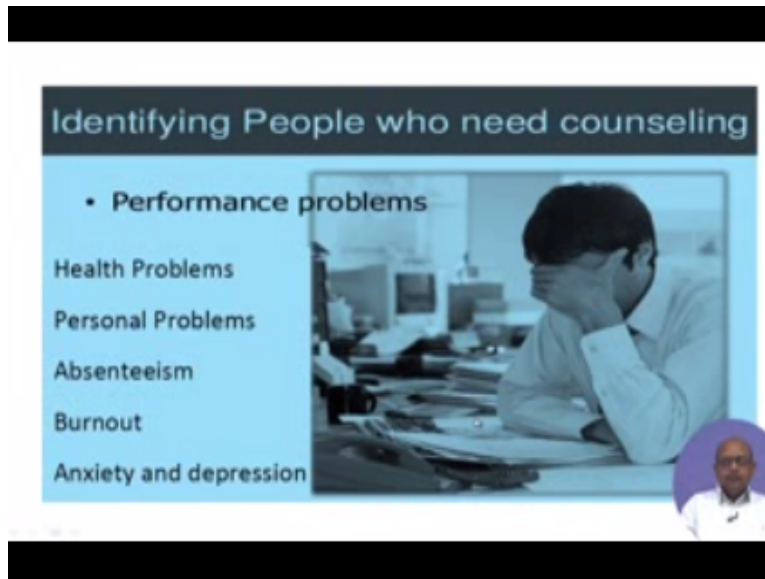
Werner & DeSimone (2006)

So at the first stage we worked problem identification so when we are going for problem identification your using certain screening devices right and screening devices means that we are going to see whether his behavior is diverting from the normal behavior or not that is the first indicator okay, so for that what you can do you look at his absenteeism records, you can ask supervisors about his behavior whether he is behaving normal behavior or not of the fine certain issues with the individuals personal professionals okay.

He could be referred by somebody else through referrals also you can find out ay be from family or friends others who could refer to them that is that this person might be having certain problems oaky, and then the person himself realize that he has a problem and then he comes out

and participates in the process and he say that is I think this is going to much I m feeling extremely depressed so I need some kind of help and that is were the HR professionals try to design develop some kind of intermissions with the help of the councilor to solve these kind of problems.

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Look at this picture how your going about identifying people who need counseling okay, now if you look this figure it appears that he as some kind of problem okay, though it is not identified that what problem he has he is having his hand on the head he might be feeling depressed or he might be behinds stress under stress. But it is not what the problem is and there could be different reasons for this problems it is because his performance is not good it is because his supervisor might have scolded him may be he could not keeping good record of health or he might be having certain personal issues related to the family, the children, or could be marital indenture. So it is called personal problems right, absenteeism, that is the result of certain things might be he is having stress which is resulting in the absent seem so he is not regular on the job but now he is stressed out okay because the stress is lost interest motivations of all kind of things or he is having anxiety and depression okay, so they could be number of problems related to the individual so when we are going to identify people who need counseling you need to ensure that people are able to identify these kind of things okay, and in the process it is the responsibility of the HRD manager to ensure that he helps out with the help of observation or other things that we have discussed just now that how to go about identifying the problem okay.

The nature of the problem could vary right, so what is important is that you need to identify what kind of problem it is which is affecting actually each performance and that 's why if we look at it is here performance related problem and this could be related to any of these things or it could be an outcome of these kind of things okay, so you have as a HRD professional it is your responsibility to see or identify it that what kind of problem you have and why this he has this kind of problem okay.

So and that is where he is going to ask the individual of the supervisors or if he is referred by the family assigns or other sources to come to know that he has sever higher problem, because unless the person is convinced and he analyze that he has a problem no treatment or nothing can be done about the individual to improve his behavior and performance and that is the first stage and as you know that most cases people refuse to recognize that they have problem and this creates a major hurdle you can say or drawback in the entire process of doing it.

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Education for Awareness

- Pamphlets
- Videos
- Lectures
- Unsolicited
 - Television
 - Radio
 - Other media

Werner & DeSimone (2006)



The second aspect is education for awareness right that is equal important because how do you make them understand that they have a problem okay, as I told you that recognition of having a problem is very, very important that unless I recognize that I have a problem which needs treatment nothing can be done right, even if I have physical element it will show in certain to me and their offence you can say symptoms that will show right, so I will go to a doctor to see but in most cases if we have a mental health problem you feel to recognize it there could be certain symptoms but since you are not aware what are the symptoms which are creating this kind of problem which is effecting your performance.

Your or not aware about it so you need to be educated okay, if you are having these symptoms then you must go and see a councilor. For example you might see advertisement that if you have these problems okay for example if you have excessive trust if you go for excessive reorganization if you are having these kind of problems then you might feel you might having diabetes and then you go for testing your diabetic level or blood sugar level whether you have diabetic or not.

Similarly if you have a mental health issues then again you can for treatment provided you understand and became aware that is you have a problem. Which needs treatment okay, so reorganization is very, very important and that's why you need to be aware that is you have a problem okay.

So these kind be done through pamphlets you can distribute whether you are having these symptoms or science, or you can show videos of people having this kind of problems at the walk place and so that you can compare yourself whether your having these kind of problems or not, similarly you can also give lecturers okay what kind of problem people might face at the work place related to ensued, depression stress or even in case of severe mental disorders.

Which is going to affect your performance or sometimes you know lot that lot of unsolicited advice you get from different sources like tv, radio and other media and that tell you if you have a problem please go and see a doctor or councilor for your treatment because that it is not something which cannot be treated it can be treated and you can lead a normal life right so that it would reduce programs that could be sponsored tv programs on these kind of things which basically high lights mental health issues okay.

Which can be looked into okay, so the lot of revenue and sources through which you can get information about what are the variation mental health issues okay, and what are the symptoms and how to go about recognizing it and if this kind of education program are delivered it probably helps in making implies or workers aware okay, that if they have this kind of problems they should go and see a councilor right.

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Counseling

- Needs a *non-threatening* person with whom the worker can discuss problems and seek help. Options include:
 - Supervisor/coach
 - Ombudsman
 - HRD Counselor
 - Professional Counselor

Ease the pressure

A 2010 systematic study by McLeod of the research evidence, showed that workplace counseling interventions have been found to reduce sickness absence rates in organisations by as much as 50%.

Werner & DeSimone (2006)

Apart from education you should go for and then the counseling happens the idea of counseling to ease the pressure right, the way I studying in 2010 my maculated and he says that research even showed that work place counseling intervenes have been found to reduce sickness absantrate in organizations by as much as 50% okay, then this is a research study which suggest that if these kind of intervenes are planned and implies are counseled then thumb impression will be much less so the idea is to reduce the prices relate to entity depression stress and another problems.


And that helps the organization because if you look at the event from the return of the investment perspectives it actually it is cost effective for the organization to help these people to come out and they are going to save lot of money right so this is how the counseling process takes place so who the next stage is that you are going to identify who is going to be the counselor ok so you have to identify the councilor either from within the organization or from outside who is going to take up this job okay.

I have the needs now the threatening person with whom he can confided, with whom you can talk okay, you can discuss your problems okay. It could be the supervisor it could be somebody else appointed by the organization like ombudsman it could be the councilor from the HRD department or even you can see a professional counselor, and then he is going to carry out the counseling process.

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Referral

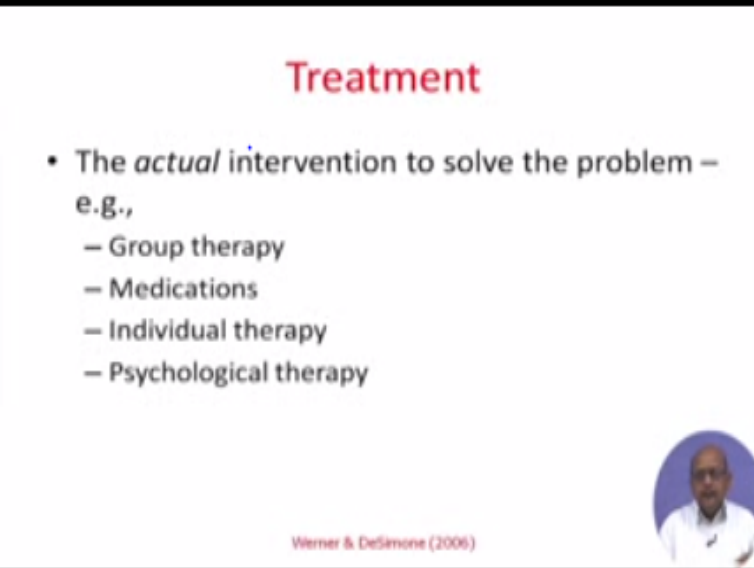
- Directing employee to *appropriate resources* for assistance – e.g.,
 - Physician
 - Substance abuse treatment center
 - Marriage counselor
 - Alcoholics Anonymous (AA)
 - Other options (clergy)



Werner & DeSimone (2006)


Referral the fourth stage in this stage actually what happens you are going to direct the employees to appropriate resources for assistance depending upon the kind of problem he has okay, like if you can prefer into a physician, or psychiatrist you can refer him to a substance abuse treatment center for reevaluation if he is having a personal family related problems you can refer him to a marriage councilors because there could be different kind of councilors starting with the school councilors in educational sitting okay.

Then work place councilor there could be for personal problems or you can have marriage counselors, you can have a health counselor who has different kinds of counselor who is specialize in their job okay and depending upon their job okay and depending upon the require you can send it to them right like alcohol you can go to a revilement interred okay other option you have depending upon the requirement you have to decide what kind of problems he has and according the person could be identified and referred for the counseling process.
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Treatment

- The *actual* intervention to solve the problem –
e.g.,
 - Group therapy
 - Medications
 - Individual therapy
 - Psychological therapy



Werner & DeSimone (2006)

Then the treatment starts this is the most important stage where the person is counseled to solve the problem right and then it could be done in group basically if you look at the all this which I done by the counseling it is basically the basic approach is what you called a you are using certain psychological process to understand his problems okay that is what we are going to use group therapy and medications that is done by psychological not by counselors you can individually counsel him or you are using certain behavior therapies as process by the psychiatrist.

There could be different kind of intervention mechanism here we are not going to discuss different kind of intervention mechanism because it goes beyond the scoop of the course but what we are going to discuss is that the treatment has to be given to the individual depending upon the requirement so suppose this alcoholics then he has to go to actual intervention center.

If he is depressed then he has to see counselor and the counselor will try to find out the reason and he will suggest certain appropriate action that is followed by the counselee or the person has the problem okay, so the approach to be different and most cases it is behavior based because counselors do not give medicines so all this therapy are behavior based with try to bring about change in behavior by identifying the reason identification different solution are options that could be taken up and then making aware if you do this kind of problems which not going to happen right.

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Follow-up

- Needed to:
 - Ensure the employee is indeed carrying out the treatment
 - Obtain information on employee progress
 - Ensure that referrals and treatment are effective

Werner & DeSimone (2006)

Then go for follow up, in follow up what actually happens you try to see that the person those goes to the back to the same kind of thing in many cases has found that if you go for this kind medical health issues sorry mental health issues where you are have been treated for mental health example depression okay.


You have overcome the depression but after some time it requires back and then you again you get into the depression may be for a different reason right, so it is the responsibility HRD professional and counselor together and keeping line management loop to ensure that he is being monitored a period of time to ensure that these kind of things are not going to happen again right. So follow up is very much required so you ensure that employees are charring out the treatment on the regular basis you are getting important information related to his progress and make sure that referral and treatment are very effective so that person come back to the track.

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A Caution About Employee Counseling

- All six approaches are not always needed
- The following issues drive which approach is taken:
 - Type of problem identified
 - Appropriate response
 - Available resources

Werner & DeSimone (2006)



So this is the caution about employee counseling that we are need to be discussed here that is see it is not necessary that you go through all the six approaches that we have discussed starting with problem identification to trade referral okay it depend upon the requirement right so you have to see that what are the problems what are the appropriate response and available resources and according you decide what would be the step that you are going to take relating to the counseling.

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Session 2



Counseling Process and Employee Assistance Programme



Ok thank you so much.