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NPTEL ONLINE CERTIFICATION COURSE

Course
On

Human Resource Development

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Lecture 32: Employee Counseling & Wellbeing
(Contd.)

So welcome to the second session of the employee counseling now you know that you are running into the seventh week and is the second lecture in the seventh week and in this week we are talking about employee counseling as we remember talked about employee counseling in the beginning I have said that always it is not necessary that studying with the solution so we go for other HRD influences and in that process we discussed you remember we talked about coaching mentoring and less continuation.

Now we are talking about employee counseling so when we are going to discuss about an employee counseling we discuss on the basic issues in the previous class now we will see what kind of the existing programs can be offered for today employees okay which is going to take care of their well being especially the mental health right .

So as a part of the counseling the organizations are suppose to offer certain programs okay or what to call as employees high assistance program in statistic known as EFE to help employee to perform those problems so that he is able to work effectively so in this session basically we talk about the role of employee assistance program and either part of counseling and how it is going to help individual to work on certain problems.

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Now here we are going to talk about the employee assistance program what is employee assistance program different kind of program how we require about it what are the benefits that you can derive if you have a problem you are offered this program what is the developed HR fusions what is the role of the organizations because ultimately this kind of program is offered by the HR department.

After getting the support from the management so otherwise management provides support into resources and other things and there is a mechanism to identify people who need this kind of assistance it is not possible to offer this kind of program so what we are going to discuss here is what are the different kinds of .

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Who Provides Employee Counseling?

- Depends on the organization and organizational culture

Werner & DeSimone (2006)



Employees assistance program how do you provide who provides it and these kind of things now the first question is that who's going to provide employee counseling now we are going to provide counseling and part of the assistance program so it depends upon the concerned kind of management so it is the responsibility of the management to ensure that these kind of assistance programs are offered.

So the mean cause certain cause but their assistance cause also we have discussed about the aspects so if the management has a positive attitude towards employees and their growth and development they want them to perform well and as a part of the philosophy have developed this kind of names and values that employees have problems or issues to the health.

Especially mental health it is their responsibility to help them out because this kind of problems mainly because of workplace or it could be for different kind of places right but whatever is real of the organize setup and the context it is the responsibility of the organization to provide this kind of support.

And if they have this kind of names and values in the organization this is what we call culture that is okay we are always going to support employees in respect of what they are doing or if they are having certain issues then we are going to provide them all the necessary support which is required to get them well then it is good so it basically depends upon what you can say the philosophy and issues of the management and the kind of culture that exist on the organization.

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Who Provides Employee Counseling?

- Depends on the organization and organizational culture
- Can be done using:
 - Corporate resources (In-house)
 - Outside resources (Out-of-house)

Werner & DeSimone (2006)



Moving further you have to find out somebody who is going to provide counseling okay very few amices you have their own conflict assistance okay sometimes it could be provided by people who are mature in this kind of things right within the system or the organist ion or HRD professionals can also be a part of it because they are trained somehow in this area so they can provide this kind of counseling.

It means you are going to use resources within the organizations which we call corporate resources to provide this kind of names right but it is not the expected level of organization then you have to refer it to outside that means you have to go outside help to get the person treated. This is what we discussed about various systems in the counseling we talked about the first of all we need to identify the kind of problems that people have in environment then you need to make aware or educate about various issues you can face in the environments.

Then we go for treatment right when it comes to treatment we have to see the clues provided to treat this kind of treatment it could be people within the organization okay or it could be people from outside if you are going to select people outside then you have to follow all the names okay so far the counselors are concerned the credibility the environment their experience okay or related to the past what kind of counseling they have provided you have to look at these kind of things.

Accordingly if you decide whether you are going to have resources from inside or you are going to have resources from outside to provide this kind of counseling so we have identified counselors who are going to do.

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In-House Efforts

<u>Advantages:</u>	<u>Disadvantages:</u>
<ul style="list-style-type: none">• Internal control• Familiarity with organization• Better coordination of efforts• Sense of ownership• Greater internal credibility	<ul style="list-style-type: none">• Confidentiality• Lack of needed resources• Employee reluctance to use services

Werner & DeSimone (2006) 17

Now who are going to provide it in house what happens you know suppose it is always good because the person who is known right you know as he is working in organization and you have all kind of information's whether it is performances behavior experience knowledge all kind of information's are leveled to you.

So if you have all kind of information then it is going to provide you some kind of advantage comes from outside or inside and so what it as could be in different areas like as you have better control with the organization because he is already working with the organization and the counselor either is already a professional as in the organization who has some experience in the field at least he knows about the individuals so he would have been a better opportunity to control the employee.

He knows about the organization also where the person is working he knows about the systems structures and processes you can go for better coordination of all the efforts related to have a good counseling in their organization because you can talk to him and then it provides a sense of ownership okay that you are trying from the experience and then you are going to help somebody living in the organization.

And this gives you some kind of ownership rights you see that yes you are the person who are going to help them because it is your organization and which it organizes so being a member of the organization it is your responsibility to help other person okay and that is where it is your acceptance because you go immediately and when you be as the part of organize but as a part of the extra load we try to help the people taking the sense of ownership as their responsibility to yourself.

Right and then you have better credibility because the person who is in counsel will know you and then he force he can provide the relationship between the counselor and the client is confidential and the counselor the person who has been threaten had all the faith and trust on the person otherwise he is not going to open himself to the counselor and he will not provide all kind of information that is required for the diagnosis right.

So it all depends upon the credibility of the person who is going to do the counseling but therefore it is decided it is also associated with this so if the person is internal we know about his each and all kind of things so we make sure that at no point of time there is a reach of confidential level so any conversation any discussion any dialogue or its action it happens within a person who is intellect and the counselor should be kept totally confidential.

In fact there is a code of text psychological association which suggests that any kind of information that cannot be diverged related to the individual to any personality for any reason okay so this confidentiality is to be maintained but if this confidentiality is not maintained by the counselor who belongs to the same organization then this leads to problem for the person right.

So this to look into sometimes you do not have the resources in the organization okay then you have to go for outside resources or internal resources sometime people are not going to someone who is not within the organization they have all kind of serials or irritations to talk with someone who is already working in the organization and again probably this comes out because of the trust okay.

So the employees not willing to go and take this kind of services or somebody who is already working in the organization may be the HRD professionals will be there so provide somebody else who is in a position to provide this kind of names so this needs to be taken up and then you

are going to maintain a sense or a climate where you can assure confidentiality trust and these kind of things.

Probably then it is good otherwise it is not going to help the individual then they will not come forward voluntarily to seek any kind of help from counselors internally right and then you know that since there are people when they are having the requisite skill and expertise to act as a consequences except HRD professionals those who are not trained in their area so they would not be able to provide the kind of counseling that is expected depending upon the requirement of the individuals. So that certain limitations also that might be

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Contracting Externally (Out-of-House)

<p><u>Advantages:</u></p> <ul style="list-style-type: none">• Subject matter experts• Confidentiality easier to maintain• Lower cost• Better identification and use of resources	<p><u>Disadvantages:</u></p> <ul style="list-style-type: none">• Lack of on-site services• Possible communications problems• Lack of organizational knowledge
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Werner & DeSimone (2006)

Moving to the next that is external resources for external resources you know that when there is a internal resources I am not reliable or there is a lack of frequentative skill and knowledge phase or if you see about confidential at first right these are some of the issues which you go for external resources and you find the resource from somebody outside who is going to provide how kind of assistance to the people who need this kind of concept.

Now when we are going to talk about external counselors it has certain internal advantages because you know that in that case you know that you are going to have somebody who is good to have somebody who is good who have all the requested knowledge and skill whose is going to

maintain confidentiality because if there is somebody outside and I follow all ethical norms related to the counseling similarly and is equal to very positive because maintaining a full time counselor is more positively compare to having a counselor that have been outsourced.

Because if you are going to have full time counseling organization probably the positive and that's why find that very few organizations are formed which means who is been for counseling of the people expectance from educational institutions we find counselors who are working with distinct but the number is very large and it is caused effective and that's why they go on these kind of things right.

Then since the counselors are better required with resources and knowledge's so would have been a better position to treat the people and that is one of the major advantage which is compared to having an internal resource again there are certain advantages is in where you have to find out some but who is really good who can really help and that is where you have to find out whether this kind of suggestions are available okay.

Because many organizations have find that these kind of suggestions are not available nearby on the locations in which they are located right. So this create some kind of problems and sometimes you have to send your people to the counselee where counseling is being done and that have been caused in certain cause of an individual and these kind of things so these are some of the examples and when he is going to communicate so you have to see that the level of communication related to the communication already we discussed.

That is happening and communication is not happening especially the person is not able to understand the problem now you are going to communicate because the person first has to understand the context in his working what are the problems that are happening why it is coming up how will you observe it you need to discuss these things with the person concerned. These are the external customer and this is one of the advantage of internal consequence because he is familiar with the context the culture and the environment of the organization and I can very well understand the kind of problem that you have been facing.

So it would be better for him to treat and people in the outside person and that is what I was telling because he I not familiar with the context culture of the organizations systems and


processes which is followed which may be one of the reason so that's why we go for this kind of things.

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Characteristics of Effective Programs

- Top management support
- Clear policies and procedures
- Cooperation with unions and employee groups
- A range of care:
 - Referral to community resources
 - Follow-up

Werner & DeSimone (2006)



So now to see that what kind of counselors are going to have internally and externally depending upon the availability resources and the requirement of the people you decide who is going to do this kind of counseling for the people so that employee could be assisted to get well. Now we are going to discuss about the characteristics of the effective program I mean counseling programs.

So if you want to make an effective it is a more or less the same thing we have discussed in other kind of HRD in other terms when it comes from the top management and the commitment that is must because they are going to provide you all the resources or any kind of consequence program because they bring us the cost and management should have the policy in process for the counseling.

Just like the training you have the training department for the people who are going to take it on a regular basis and a scribal basis and they regularly conduct a program so similarly also you should have a policy related to the counseling so that employees could assisted during the stress so it does not happen mostly the organizations as in does not have counseling at all okay they did

not have any kind of policy related to this kind of things except the schools or educational institutions where they have a very well readout clear process and policies related to the counseling.

Right so this kind of issues that we look into and then you have to see that there is a cooperation between different sets of employees the unions are going o support this kind of activities because ultimately it just mostly happens with the lower organizations or it could also happen to similar and middle level people but they could afford this kind of things in on their own initiative by going out and seeking help from an expert counselor.

But those who are working at very junior level they are neither in a position of good or they have not been educated become aware about the kind of problems so that they recognize the problem and it is where he need the support of the union so he may be having certain assistance organ to keep watching see people have problems and then reflect to the management.

So that they could be help out right today some of the issues that we look into and then how to say what are the how we have to take care of the employees who are having some kind of problems right s what we have to decide internally or you are going to find out from outside to help him and you have to follow continuously to is to that the problem does not come again okay so these are the issue related to.

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Characteristics of Effective Programs – 2

- Policy of guaranteed confidentiality
- Maintenance of records for program evaluation
- Health insurance benefit coverage for services
- Family education

Werner & DeSimone (2006)



This one and then moving further we will discuss other issues and then confidently I have already been talked about this that you need to assure total confidentiality of anything that both on the counselor and the person who has to be treated at no point of time we are going to seek or diverge the information related to this treatment any person except for my look into these resource to find out some kind of solution to help us okay.

Except this kind of information cannot be linked to any person may be it is to look alliance coordination's nobody should be in a position to look at these kind of information I should not be able to except those who matter with the line managers or to the top managers or the HRD professionals as usual we discussed because they are going to decide some kind of interventions based on the feedback that is coming out of the external interactions with the person concerned to see that how they could be helped right.

You confident at all levels to be maintained then retards all the cause related to the meetings what has been discussed meetings what has been discussed okay how is the progress are represent okay I has to be maintained an health insurance benefits okay so as a part of the health insurance benefits we usually do not provide mental health okay. But mostly provide physical health okay so it is good that organizations have this kind of policies that in addition to going for physical health they are also able to connect mental health as a part of their services benefits related to that.

Probably that could be better for the organization so it may cause some additional as a money problem on the organization but we are going to provide this kind of coverage to the employees to take care of the mental health issues so that could be better it depends on this kind of policy that the organization has or whether you are going to have this kind of coverage as a part of their insurance that specifically help insurance.

So at the same time it also needs support and help from the family to the family has to be educated that how you are going to learn to take care of such causes because family is the care giver okay we are going to provide all the support during half hours as he is not working okay so we might be having certain kind of mind presence goes back so the family should ask so sensitive to those requirements and see that how especially you are going to handle half work at home or at other places so that features are created a problem endorsement and family members or others.

So family members also need to be made available the kind of issues that be stressing and what is their role in the process so that this program is more effective because this are going to expect that only counselors going to help you lot counselors is going to provide but the same time have to see that which is monitored on the regular basis you are doing those things that is required as a part of the action plan or development plan and family as a role as a care giver to support this kind of activities even to the half hour also. So family education is also very important and it is a part of the process as such now.

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Counseling Process

Six Stages-

- Stage One: Relationship building
- Stage Two: Assessment and diagnosis
- Stage Three: Formulation of counseling goals
- Stage Four: Intervention and problem solving
- Stage Five: Termination and Follow Up
- Stage Six: Research and evaluation



We are moving to another important issue that is what we know as counseling process so if you look at the counseling process what will happen okay you remember we talked about different histories of the counseling that is first of all we are going to identify the requirements of the counseling we are going to find out somebody to do it and then the next is to provide treatment based on the referrals and then once the person is treated we are going to monitor the continuous basis and then small item.

From the very first we are looking into now firmly we look at the counseling process it involves six stages okay once the process starts now you identify that the person who seeks help or who require help now if that happens what I am going to do is that you have to start to support the person who is with stress now we need to take an internal conference or external conference which internal conferences you already have a buildup of certain output and relationship.

So that helps but if you are having a counselor then that counselor has to see that how their established rapport or some concerns then they are able to establish good rapport with the person concerned what happens he will not express his queries somehow it is on their mind.

So we will not be able to know what is the problem and this relationship between this system respect for his system we have already discussed about it you have to build this kind of relationship based on trust so that he is able to provide information related to his problem so during the diagnosis that probably help the counselors to in the first stage you are not going to talk about the problems the first stage when infection begins you are going to develop good

relationship and for not able to develop good relationship probably you agree express anything on his own right.

Then you move to the next stage then you start assessing a situation so you look into his background experiences which has to be supervisors his fellow colleagues and that is must for the assessment and you also conduct certain tests as a part of the counseling process to find out his level of anxiety stress or whatever it is that would help you to identify what is a level because it is a part of the assessment and diagnosis similarly try to get feedback with a continuous way from different sources to assess with response to this problem or not.

Second stage was to have to build up the rapport good relationship able to open him selves so then you move to the next stage that is assessment and diagnosis and as a part of the assessment what we do try to find out the state of a face and then see what are the problems and why this problem has happened then once the problem are going to fight after the assessment process then you move to the next stage you identify that okay these are the objectives of this counseling process this is what you need to achieve through this counseling.

Suppose a person is identified he is having extreme depression which are the definition now once the person is depressed and it time to establish relationship established then you can find whether this relationship has depression is the cause of something or depression is the outcome of certain things right so definitely the depression has outcome in this case so you are need to identify those factor which are responsible for this.

And in what way you can help the individual to work completion right and that is the part of the strategy identifying the goals and objectives is there. So you develop an option after that the action plan also okay this is how the person needs to be helped so as a part of the counseling what you have to see that what next to be done okay.

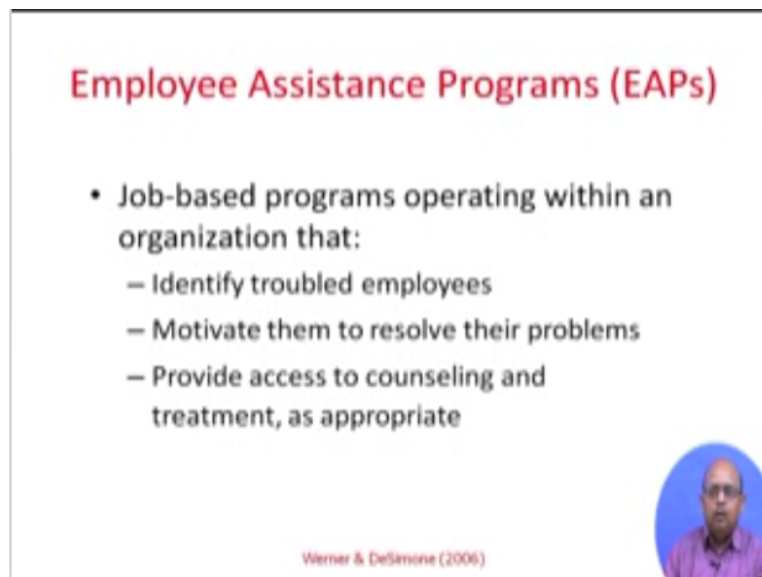
In terms of achieving certain objects if you remember when you are going to decide and develop a program which is very, very important that you develop as a objective so a specific objective of this counseling process are program is this if you see that as a part f the counseling as a goal of this counseling you are going to be sure that a person is free of this kind of situations whose able to help them who can understand things and based on this objectives then we are going to develop an action okay that is one intervention means okay.

So as a part of intervention you decide certain things need to be done by you as well as the counseling both right so the person has to develop an action plan and he is going to be assisted by the counselors in the process so that he is able to attempt this kind of plan right then next stage the fifth stage once you know that you understand that is the person has recovered fully into then we terminate his conflict required now and then you follow it up that this kind of things do not happen.

Because there may be those factors which are possible may again cooperate okay or try to influence them so you need to insure also seek assistance from others may be seniors fellow colleagues HRD department to insure that these kind of things are happened so that this problem is not coming up again right and that could be the part of what to call and finally the last stage you do some research and evaluation to ensure that what is happened okay.

So that is the part of so the counseling process is that okay you get the data this could be the factor it could be related to the depression and then how you are going to act in this kind of factors right you can identify the extent to which these factors are causing depressions in the individual and this are all the part of counseling process.


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Employee Assistance Programs (EAPs)

- Job-based programs operating within an organization that:
 - Identify troubled employees
 - Motivate them to resolve their problems
 - Provide access to counseling and treatment, as appropriate

Werner & DeSimone (2006)



So if you look at employee assistance program okay the idea is to help the employee right within the organization okay so start with first of all what you are going to do whether the job you have to feel right okay who are the troubled employees and as I told you as a part of the process you are going to identify using a mechanism or taking feedback from the different sources to find out who have specified to develop or provide you but the performance report okay and then you are going to motivate to resolve their problems.


If you see the person himself has to work on the maximum plan to help them right and as a part of the organization in the management you are responsible to provide them to assess this process and treatment as an intervention Is required .okay where assistance programs are very good to date management as good support or trying to help the employees to.

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Topics Addressed by EAPs

- Alcoholism
- Drug abuse
- Anxiety
- Depression
- Eating disorders
- Compulsive gambling
- Marital problems
- Financial problems
- Personal problems

Werner & DeSimone (2006)



Some issue it is addressed by the employee assistance program especially these are some of the problems you can say which might happen in the organization or like drinking habits have been organized drug abuse this kind of problem anxiety okay depression they could be very such factors of people in these kind of problems depression they could eating disorders or eat too

much or cannot eat at all it could be related to factors that it is found at during stress you over rest okay.

So this is the part of eating disorders right so these kind of issues this might happen then you have composing gambling okay you may not be the part of it you know that if you are in these kind of things while working or you are going to your family other things okay and then you may have financial issue crisis at home and family and this is going to affect the performers right.

So these are some of we looked out into is marital problem adjusted to related to issues and all the kind of things right of course financial problems also be a reason for being well or the personal problems or own personal problems I have which could have been which could be related to lack of knowledge right.

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Issues/Outcomes Affected by EAPs

- Productivity
- Absenteeism
- Turnover
- Unemployment costs
- Substance abuse treatment
- Accidents
- Training
- Replacement costs
- Insurance benefits

Werner & DeSimone (2006)

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So if you look at these problems that have been talking about this I to address any employee assistance program so you have to insure that how it helps people who are going to be affected by this kind of problems right because these people have this kind of problems directly or indirectly it is going to affect performance of the people or productivity of the organization they would remain absence from the job right.

It can leave because they would be offer the services okay and you know there is going to be unemployed that is going to cause continuous cause so these are some of the issues that you can


find out okay, then cost of substance treatment is very, very high you know that we are addicted to this kind of drugs.

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Who Offers EAPs?

- 62% of medium- and large-sized companies
- 33% of companies with 50+ employees
- Estimated 82% of large firm employees have access to an employee assistance program

Werner & DeSimone (2006)




Then when it comes to offering it implies systems program and the global scale you can see almost 60% organizations provide this kind of services okay. But if you come down those organizations they are not in a position to afford the cost and that is why they do not provide these kinds of services must accept in some cases right. And big firms have their own centers and times; they have well adopted policies related to implied systems okay. But when it comes to smaller firm they do not have okay.

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Items of Importance

- Extent of substance abuse and mental health problems faced by companies
- Approaches to employee assistance
- Effectiveness of EAPs in treating substance abuse and mental health problems

Werner & DeSimone (2006)



What are the issues of importance basically they look into is what we have talked above is especially substance abuse and mental health problems faced by companies. I mean the people in the company in the organizations right then how you are going to approach assistance that is another important issue whether you have to adore the philosophy to have policies and procedures I am talking about those things then how effective this kind of things to treat this kind of problems that people have so that these are some of the issues that might to be looked into.

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Substance Abuse

- Millions of people abuse alcohol or drugs
- Alcohol is involved in 47% of industrial injuries
- Substance abuse costs Indian businesses over billion of rupees

Werner & DeSimone (2006)



For example if you look at substance abuse meet major problems you know that lot of people use alcohol and drugs okay physically mentally works and if you at the data has been in lot of industrial analysis that drivers they met accidents and this is one of the major reasons of accidents in the workplace to kind of things right, substance abuse cause also cause simultaneously businesses overbilling of rupees because it has become a major minimum, you know that some of the frustrates have been greatly affected you know when it comes t assistance abuse even at the next level also.

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Who Offers EAPs?

- 62% of medium- and large-sized companies

Werner & DeSimone (2006)

Now especially if you look at substance abuse you will find 6.5 that is Indian data and symbols reported to work while in the influence these are the issues especially in the lower level 5 to 8% report based on influence of drugs of alcohol this is the data right this data shows the significance of problem and then the need to look into allusions right so and then comes this also going to lose lot of coming because if they are going to abuse alcohol or drug.

So there is a problem it is going to not only create or loss money there could be a loss of property or domestic life also.

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Drug-Free Workplace Policy

- Promotes drug-free awareness among federal contractors and grant recipients

Werner & DeSimone (2006)



So that is why there is a reason getting concern t immediate issues to so you have to see whether yes you are going to avoid this kind of problems you offer this kind of services because if you are going to afford this course and this kind of things that do not help much this is very, very important to assess them or overcome this kind of issues and then this is a question that put in the last to fly in a plane whether you can drunken pilot or property of the thing is assessed definitely not even go for a driving even drunken cannot drive a plane.

So it is really a matter of person to insure that this kind of things does not happen only cause's damage to the property a platform right. So these are some of the questions asked and that is concerned for the organization right.

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Drug-Free Workplace Policy

- Promotes drug-free awareness among federal contractors and grant recipients
- Tells employees about:
 - Availability of drug counseling
 - Availability of rehabilitation programs
 - Employee assistance programs

Werner & DeSimone (2006)



So you have to have a policy though India has this kind of policies other countries have their policy we have lose our relations so you need to be awareness so t provide drug abuse awareness among contractors and the grant recipients okay and you tell employees you have access to construct programs we have the relate systems and the systems going to happen.