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Course
On

Human Resource Development

By

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Lecture 33: Employee Counseling & Wellbeing
(Contd.)

Okay so next we are going to discuss about the mental health issues remember in previous lecture we discussed about implies systems program and why should be affirmed from that what is its disadvantages, with that we go for internal resources are external resources, how we can offer this program to help the employees. What are the major problems that people have, and how it is going to affect the outcome.

Now we are what going to discuss is that the idea here is to see that how mental health issues are going to be considered as a problem, and what needs to be done either part of the counseling okay, so in this section we are going to talk about the mental health issues right. So if you look at this which talks about mental health so what we are going to see that.

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Mental Health

It is estimated that:

- 10.6% of the Indian population has some sort of mental disorder
- 0.8 % have a serious mental illness
- 1 in 20 people in India suffer from depression.
- High prevalence of substance use disorder-
- Tobacco use:20.9%, Alcohol use: 4.6%

Productive age groups are affected most(30-40)

(Survey of mental health in India 2015-16)



How what does it mean when it talk about the mental health right, so if you say that it is mental health does it mean some kind of problem with the person okay, so it is not physical health were it have certain symptoms like fever or something like that or cold okay, so you can say that yes you have a physical health problem. But when it comes to mental health problem it is not very easy to recognize and identify that you have a problem okay. and that's what I haven reputedly telling that reorganization of a problem is the most important thing when it come to mental health.

Mental health is related to your behavior all right, so when we are talking about behavior It means that if they deviated from the track it must if you are not going to show normal standard behavior as expected then probably you have this kinds of problems all right. For example you can identify a person has been very regular in his attendance in the office but its late to find that he is coming very ate to the office he is living early, he does not interact and talk to the people then you can say that is what a normal behavior, so it means that he is deviated from the normal behavior right.

So when he say that he is deviated from the normal behavior it means the certain issues involved and there could be some reasons behind that, and this is what we called mental health issues right, now if you look at mental health it has become a big minus okay. And the case is related to the mental health all increasing, because you know that the kind of challenge, the kind of

responsibilities, that kind of a thing what is happening okay, in our field in external phases so high that this kind of problems are going to happen to all of us in our future.

The idea is that you need to you should be able to recognize that is you have a problem and then how around to copulate with this councilors and others are going to help you but it is very important for you to see that how you can help if there is a problem okay, so whenever you recognize that the deviation from the normal behavior then that could be dental health issues right. For example you find that the persons who has been very talkative and suddenly you find that he stop talking okay he does not interact with the peoples.

Then there must be some issues behind that okay, I am not saying that he may be having a mental health issues but there could be some reasons behind that okay, it could be normal entity stress or something like that. But that alternates look tem because if you do not look into these issues then the situation may be grave atliverstrusts, and which requires treatments so in the beginning if your identify this kind of issues then it is always good. Now if we look at mental health issues you can say that the certain things relate to the mental health is this is the data which we have going to provide from the latest survey of the mental health survey of India which is conducted by the ministry Government of India.

This suggest that at least 10.6% of Indian population has some thought of mental disorders okay, It means out of 120 billion people that we have at least 10 billion people have some problems this is not my information this is a data you can refer to the website mental health survey of India 1516. This data has been taken directly from there okay, Of course this is not as bigger than American population where find along 25 to 30% people American population has this kind of mental disorders.

So it is still in better position but this is all again in arnica situation we don't find that 10.6% of population have this kind of population problem okay, It means it's is serious situation that which need to be looked into.0.8% it means at least 1 % have a serious mental illness all right, serious mental illness then that need to then it go for medical, meditation treatment, on a regular basis and that requires continues supervise.

So that they can lead at least life not going into a normal life alright, Look at some other data 1 in 20 people in India suffer from depression. Again this is the data from the same source right, so it

means that 5% people in India suffer from depression. Moving to the next high prevalence of sustains used disorders it means lot of peoples use drugs and alcohols his is the major problem in our country and this is a data which is collected from all the state of India it is not related on particular state that is why conducted in the all the states of the country okay.

Look at some they uses tobacco 20.9% Alcohol use 4.6% of the total population right, so you know that India is a big country soon as such a big population using it and it affect into their health their family, their relationship and all kind of things all right. And that is why mental health is a major concern okay, and you know that the most affected is the productive as group that is between 30 to 49 okay, so the most of the problem are relate to the mental health is happening with this kind of peoples okay.

They could be some problem with the old year's group but this is the most productive group which is working in the organization and they are having these kinds of problems, so if you look at these the tritely gives an ellarmic situation because this is a big problem especially when it talking about mental health issues okay. In India and this is coming state from the survey of mental health in India 2015, 16. Now after discussing about the status of mental health issues that is suffered from the people in India.

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Results of Serious Mental Health Problems

- Three out of four persons with a severe mental disorder experience significant disability in work, social and family life
- Mental health problems can interfere with major life functions such as:
 - Eating
 - Managing money
 - Functioning in family groups
 - Functioning at work
 - Functioning in society
 - Functioning in educational settings

Werner & DeSimone (2006)



We have to see as what is the problems mental health problems okay, and if these kind of problems happened what could the various outcomes, what are the outcomes of these kind of problems what happens okay. It is going to affect the family life, their social life and their work life all right. Atleast 70 % of peoples suffering from mental health issues will not be able to have a scope of adjust in their family life, their social life and their work life, so this is one of the impact certification.

Then you also have you know that if you have mental health problem is going to interfere with other activities like eating, how manager finances, okay how relationship are activities in your family or in group of society our educational settings also, okay so this kind of problems are very serious if you look at the data which suggest that yes we need to look into these issues very seriously.

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Common Mental and Emotional Health Problems

- Individual adjustment
- Victim of external factors (rape, incest, battering, crime)
- Sexual problems, including impotence
- Divorce and marital problems

Werner & DeSimone (2006)



Then coming to the next stage that what are the major problems that people have especially mental emotional health problems Now this could be related to adjustments, they could be basically external factors like rape, incest, battering, crime all kind of things which can create lot of emotional drama in the people especially in the working group then they could be problems especially sexual problems, including impotence okay. And that can call a problem, problem related to the family also divorce and martial issues.

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Common Mental and Emotional Health Problems – 2

- Depression and suicide attempts
- Difficulties with family and children
- Sexual harassment in workplace
- Legal and financial problems
- Gambling addiction

Werner & DeSimone (2006)



Okay, then there could be other problems like depression Suicide attempts okay, you know that it is doesn't found that under extreme depression people comes at suicides okay, with that without realizing impact okay because they know that one is die their won't look out anything right, and this is the trend happening okay, you must have heard the news that farmers committing suicides because of financial problems, students committing suicides because of depression their not able to perform well because of the emotional and mental health issues.

So this kind of problems are recovering and increasing day by day and that's why it is a major consent for the policy makers and the management of these kinds of organizations. Then they also have difficulty in so far as related to adjustments and coping with the family and the children right, you know that if your drunk you go to home and then you beat your children and beat your wife this kind of things have been very common okay, and then you know that this may also led to sexual harassment and the work place because your under the influence of substance use drugs of alcohol.

To make incase in these kind of things and which is going to affect to lately and may lose your job also right, so this kind of problems may happen that s because of him and then you get into the legal troubles, financial troubles if your are charge with the sexual harassment. The act as per the government of India has you need to take care and if it is found true then you might be ruminated from the services. So you lose your job and then this is going to create further stress

for you and then could be financial problem also okay. So all kind of issues are associated with this kind of things all right, then if addicted to gambling is another ratio.

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Why Care About Mental and Emotional Problems?

- Problems can cause:
 - Absenteeism
 - Poor performance and work habits
 - Low job satisfaction
 - Indecisiveness
 - Interpersonal conflicts
 - Violence and aggressive behaviors at work

Werner & Delamone (2006)



Because we want to lose money so the idea here is why I m giving these statistics and the problems that is recovering and increasing day by day that Is a need by the management organization even at the national level to have a policy frame work to see that what is to be done and why that is need to take care about these mental and emotional problems and the work place are required at the other level also okay.

These is going to affect especially if we look at the walk place it may led to absenteeism, poor performance, low job satisfaction, it would not be happy and satisfy with the job, you would not able to take a decision because some faculties may not be able to process in formations. The common team ability is become less functional especially if we are under the influence of alcohol because we are not in the position to take right decisions. Then they could be conflict interpersonal confliction with their at the work place and you may incased in violence and aggressive behavior at the work place.

If you look at mental and emotional problems these may cause several damage to the you has individual or family your relationship your life okay, and all kind of things and that's why these requirements that you must look into these problems and that is why companies need to have

some kinds of assistance program that we have talked about to help the individual to overcome these kind of problems.

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Now if we look at in the context of India we will talk about two major actions which have been taken where the government okay, to take care of the mental health and other issues okay. That is right of person with disability because sometimes if we are going to discriminate people then this colleges problem those who are physically disable because with this physically disability sometimes you know led to mental problems because their being isolated their being discriminated okay, all kind of things happened with these kind of able so they have to deal with them properly and the other one is these mental health care act which has been 2016 actually 17.

Which has been amended actually it was in 1987 but again it has been amended recently in 2016, 17 so these two regulator frame works have been there to help individual as a part sisters program at broad level that is at the national level okay, and then everyone has to go by this organization have to go by these kinds of rights Act their work place.

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The right of persons with disability act, 2016

- Right to get barrier-free access in all kinds of physical infrastructure and transport systems
- Ensure accessibility in public buildings (both Government and private)
- Reservation in government establishments has been increased from 3% to 4%
- Grant of guardianship by District Court for making joint decision between the guardian and the persons with disabilities
- Central & State Advisory Boards on Disability
- Penalties for offences committed against persons with disabilities
- provide effective mechanism for ensuring their empowerment and true inclusion into the Society in a satisfactory manner



That is why you know that it is a part of the walk place to provide them a friendly thread infrastructure so that then they do not need to climb up them to provide them us. All said I mean slows and these kind of things so that they can move to the place very easily. So these kind of things have recently coming up and that is why if you look at the right of persons with the disability act okay.

So you have to provide all organs have to provide by the free- access in all kind of physical infrastructure and transport system. Whether you are get into the buses ,trains, the houses were to provide them that it does not going to create them any kind of barer, so that they have free access to these kinds of places. Similarly also it need to ensure basically accessibility in public buildings in the government and the private both it is very important.

So you cannot discriminate them similarly will also find that yes you have to have some kind of reservations for them so that they can come up and the government has been thinking about it and they do that the reservation it may be 1 to on 2% but the government has thinking to move it to 4% okay and then the guardianship their going to act under the guardianship the district court to ensure that whatever decision are taken related to them is being taken care by the district court.

The court also interface you are going to take a make any kind of discrimination so them that is possibility of being suit and taken legal actions against departments who are not going to provide this kind of facilities to the disables right, so these are the important things and then it is


the government has made it man treat to have boards at the state levels in central level to deal with the issues of accessibilities okay. I for not going to follow them they are penalties also okay, because of financial problems are as implements also okay.

If they are not going to provide them all kind of facilities have discriminate them or any account right okay, and then you have to provide effective beginning for insuring that their empowerment and to the society okay, so that these ability does not lead to mental health issues at the later stages. But they are not simonized their not stimulated, their not isolated. They also feel that they are the part of the society now apart from these also have mental healthcare act.

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Mental Healthcare Act 2016

- Ensures the right to access mental healthcare and treatment from health services
- Compels the state to have a mental health programme
- Person with mental illness will have the right to make an advance directive in writing specifying the way the person wishes to be cared for and treated for a mental illness.
- Recognizes the role of caregivers
- A person who attempts suicide should be presumed to have severe stress, and shall not be punished.
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- Central Mental Health Authority at the national level and a State Mental Health Authority in every state
- Flouting of provisions will attract punishment



And this is very important because if you look at these mental health care it shows the right to access mental health care and treatment from the health services okay, and that is major amendment that have been made in the Mental Health Care Act 2016 in the Indian government. Apart from that you can also see that it compels to state to have a mental health program. So it is state to have a sole mental health programs, similarly the other issues are other provisions in the

bill that says that if u have these kinds of problems so you can go to I mean you can seek assistants okay.

And then it is the responsibility of the mental health professionals are the mental health departments to provide assistant and treatment for any kind of mental less that people have okay, if they approach you okay and then you also recognize the role of give us the specially with the family okay, so you need to provide it is the responsibility of the family to provide all the support that is required for the treatment okay, and you know that earlier up if your commit suicide then you have to facially collection know so a person who commits suicide is precision to have severe stress okay.

And you should not be processed because you could not be the result of depression so this is one change that has been made in the legislation, so there not going to be any case against you okay, so it is found and it is correct that your are this problem happening because of your under extreme stress and depression.

Similarly you will find that is there has central and health party state mental health party who is going to take care of this kind of activities okay. In embrestate so you need to have bores especially at the central level as well as the state level to ensure that they are going to take care of the these mental health issues in serious a serious way. So we have talked about the mental health states and the country and also we talked about the acts dealing with the mental health activities in the country right and then you can see that.

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Why These Actions?

- To require employers to pay attention to mental health issues
- To urge/force employers to carefully manage and address such problems

Werner & DeSimone (2006)



Why these actions were required, why they need these kind of regulatory famous because it is required by the employers to pay attention to mental health issues because early we should not pay to attention to these kind of issues so may be up to the enactment of these acts. They would be force to take care of these kinds of issues in the organization right, and probably it would force them to carefully manage and address such problems. Looking into the surety of the problems and now it is going to affect the health, life, walk, relationship, all kind of issues all right.

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EAP Approach to Resolve Employee Personal Problems

Basis of the EAP approach:

- Work is very important to people
- Work performance can help identify an employee's personal problems
- Employees can be motivated to seek help

Werner & DeSimone (2006)



So, if you look at this emplaced systems program what is the approach that is used to solve these kind of problems right because if you have a mental health issues and the management has an implies system program for you the idea is to help to solve these kind of problems right and then we go through those steps that is be looked into right starting with problem ratification to follow.

So we have go through all these steps to provide the necessary services okay, so the idea of implies system program that your work should not projective because it provide liable out okay. So work is very important to you because if you not going to work then you are going to lose a liable hood earnings so to be determinate you may performance is to be affected and ultimately this is going to effects your personal life, social life, family life even work life and that is why it is very important to look at that right.

That is what has been think about that work performance actually I felt it is going to affect your personal problems okay. It may be in that one and that is why you should encourage the employees that you have a problem please come up you need to educate them also so that their able to recognize that he has a problem almost their able to recognize that they have a problem at least half of the problem is out.


Because they know that they have problem they would think about that how to get out from these problem okay, how to go for cure and treatment so this kind of problem does not happened

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Characteristics of the EAP Approach

- Problem is defined in terms of job performance, rather than in clinical terms
- Supervisors monitor employees to identify changes in workplace behavior that indicate potential problems

Werner & DeSimone (2006)



So if you look at some of the basics characteristics of these symbolize assistance program that is affidavit industries okay so first of all you find the problem to the performance so don't do find in clinical terms, because then again the persons would get scared okay, he would fell threaten that he has some serious mental problem so you by going to talk to the individual say they see of the performances is effective and there could be something that in need to be looked into right.

So that person is comfortable and that is the job of the councilor to ensure while he is establishing the relationship as a part of the assessments he has to see that he is not going to use that clinical Paramus that is used in mental health or the counseling okay, to make it easy to go famishment treatment. Similarly also need to see that line managers provides also monitored what can of changes are happening in the behavior of the employees right.

I gave certain examples like employees are coming regularly and suddenly you find that he keeps absenting himself okay, and all find of things happening so it is responsibility in the supervisor to see that where there is a deviation in the behavior of the employees and if there is a deviation in the behavior of the employees that it means that their certain problems. Which needs to be looked into all right and that is why it is very important that you approach EAP in such a way so that to create the enabling environment to help their town so that the person does not feel certain out of the situation okay.

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Behavior Problems Indicating Possible Substance Abuse

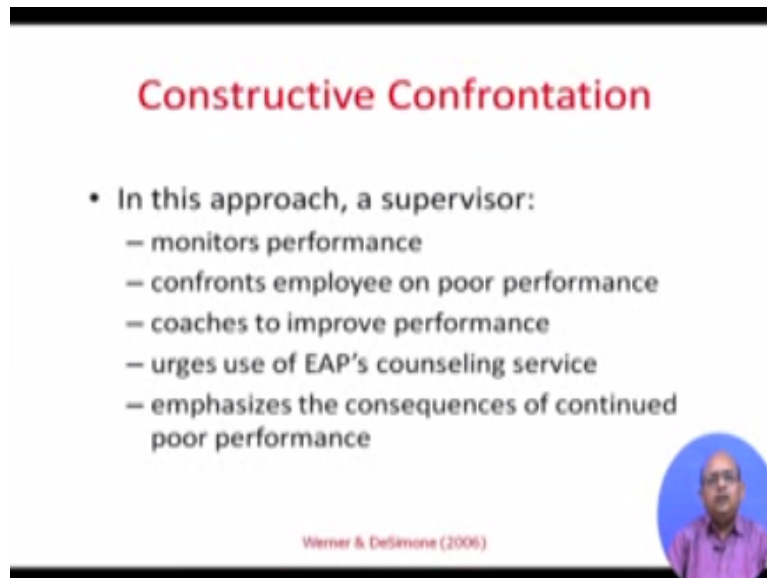
- Absenteeism
- On-the-job absences
- High accident rate
- Poor job performance
- Poor relationships with co-workers

Werner & DeSimone (2006)



Now what are the behaviors problem that might happens especially related to the substance abuse you know that we are already talked about job absences high incident accident rate, poor job performance, relationship with the co-workers right.


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Constructive Confrontation

- In this approach, a supervisor:
 - monitors performance
 - confronts employee on poor performance
 - coaches to improve performance
 - urges use of EAP's counseling service
 - emphasizes the consequences of continued poor performance

Werner & DeSimone (2006)



So the idea is that wants to identify these are the problems that is happening at the work place the counselor has to go far a constructive confrontation means that he has to confront with the person concerned in a will positive spirit to ensure that this person is helped out the idea is to see that he is not you are not going to great for the distance by telling that you have this problem that problem.

For example if you are going to doctor and you have some problems and you feel this arrived at the same this is very serious problem that to have then you feel certain right. So the idea here is that if you are going to the treatment to a person or a counselor and this is responsibility to help you all right, so as a part of the process you are going to provide some kind of constructive criticism or what to call these confrontation to the individual so that he is readily come out and get some help it is not constructive then it become distractive.

Distractive means that the person feel threaten they will not go into again and that all the principle weather you have build good relationship with that person are not and as a part

persistent have used certain things which he filed threatening okay, you feel scared so that happens probably he will not go to you again okay, maybe after one sitting or two sitting he will stop going to him. So it is very important that to continue table assessment that relationship at the level where the person is motivated enough to continue these treatment that is very very important because it is not just physically element where you get certain medicine for 3 days, 5 days in the percentage would be required.

It may take time may be 6 months may be a year also totally get up the problem okay, so you need to maintain the same relationship throughout these clauses of another person is secured okay, so the kind of confirmation that you are going to have basically to see that how the person could be held to the formation for the assessment in to ensure that the recovery says okay. Since it I a long term relationship it should be very carefully about it when it comes to this on.

For example you need to monetary performance then if he is having poor performance they have asking what is the reason and may be the certain problems that is because he is not able to pay attention okay, there is something in the mind so that needs to come out right, if he is not able to perform because of lack of knowledge skill you go for training okay. You ask him to go for or to attend counseling service because that is going to help you okay.

Sometimes you also see to that if is you tell him that if you contain to perform for the lose your jobbers okay, so you are using certain approaches depending upon the requirement to ensure that he is motivated enough to continue his treatment and get cure. That is more important.

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The Typical EAP

- Clear policies, procedures, and responsibilities concerning health and personal problems on the job
- Employee education campaigns
- Supervisory training program
- Clinical services (In- or out-of-house)
- Follow-up monitoring

Werner & DeSimone (2006)



In a typical implies system program resolvedly what happens you have very clearly policy responsibility okay, half in the people who are associated with this with the objective to see that the performance is improved okay. You go for combining and making them aware and what can the problem can be faced, supervisor also need to be trained so that they can identify if there is any behavior resolutions has problems with their subordinates so that they can report it all right.

Then you are going to provide clinical services like counseling services either internally or externally that is depending upon the requirement and finally we are going to have some kind of follow up monitoring, so now if we look at these implies system program it starts with having a good policies from the management. Establish process through which you are going to carry out and who are the persons who will be responsible to starting with the line managers, professionals, who take up these job along with the councilors who is in to agree okay.

Similarly as a part of the process you need to go for companying about these kind of issues so that the persons could be helped out right, then you also need to transfer the supervisor so that he able to recognize that there is a problem in the people working under him. And then you also need to show that you have a good counseling either internally or externally who is using to write and you go for continues follow up monitoring of the case unless you find that is there is total guard right.

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Effectiveness of EAPs

- Effectiveness is “generally accepted”
- Estimated 50% to 85% effectiveness rate
- Estimated savings from investments in EAP
- However, much EAP evaluation is subjective, and strongly criticized

Werner & DeSimone (2006)



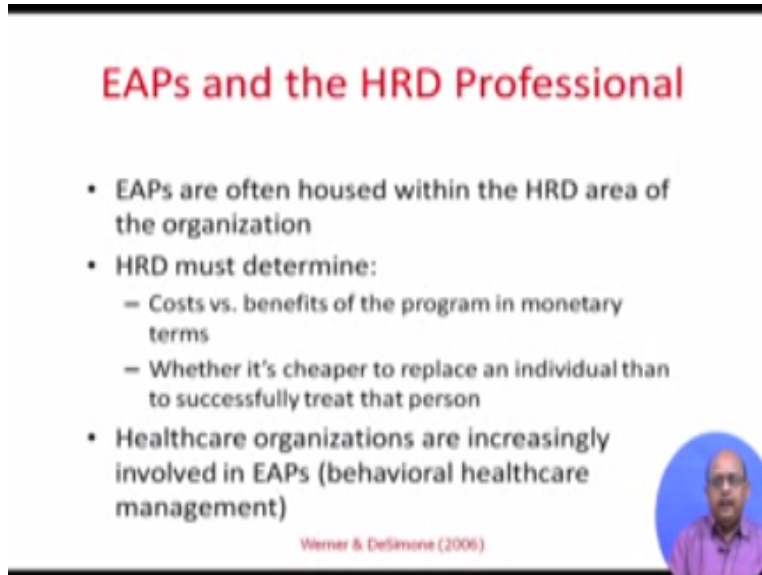
So this at the typical EAP assistance program that you can be afford to the employees and it could be made effective provided to go through it properly right. So do you think that it could be acceptable general that is yes now we have a problem it is cured okay, so make sure that unless you are sure and councilor certify that yes now he does not have a problem and it is the behavior will change which is coming out with the feedback of others may be supervisor, may be mangers and they said that now he has come back to his normal behaviors you should not accept it.

You cannot say that is implies system program is effective okay, you are not going to simply accept that is happened okay, because again there might be back tract. Then those effectiveness it is good depending upon the kind of process and to adopt and with all the stick holders are engaged in the process and the containers on the regular bases to ensure has been of the people then you have to see that what is the cost and we also going to look into within the terms of cost benefit and to spend money on these kind of services and what is the benefit because if there is a poor performance assents, accidents which may cost lot of money.

And we are going to save this money and that is basically at the cost so you need to make investments in these kinds of programs so that on the other side we are going to helping people to overcome these problems and also having lot of money in the problem okay, so its more human train that approach that your interred up right. And it comes to evaluation go for objective evaluation make sure that your able to say that yes, you can quantify the improvement free impost counseling in some behavior or performance.

That is happened so that your establish your provability who is going to offer I mean the high department who is going to offer these kind of program to the employees


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EAPs and the HRD Professional

- EAPs are often housed within the HRD area of the organization
- HRD must determine:
 - Costs vs. benefits of the program in monetary terms
 - Whether it's cheaper to replace an individual than to successfully treat that person
- Healthcare organizations are increasingly involved in EAPs (behavioral healthcare management)

Werner & DeSimone (2006)



And if we look at the role of the HRD professionals it is very important because it is specially it is their job it is their responsible for initiating encouraging or these kinds of programs in organization. So they have to establish cost benefit analysis as we have looked into other cases like training in another thing that these that they need to go for establishing credibility using cost benefit analysis goes for that you can convinced the management about its utility are usefulness right.

And you also look at the replacement calls okay, so that you can tell the management the replacement cost is very high and if you are going to treat these peoples is going to be less costlier even the person would be happens it inside and the performance should be good and also the performance would required right.

So these are some other change that need to be looked into so far as the role of HRD professionals are concerned okay, so you know that now it is being health care management issues are coming up and that should be the part of the health insurance and these kind of things are the part of the health policy that should also be included okay. Thank you very much.