

**NPTEL**  
**NPTEL ONLINE CERTIFICATION COURSE**

**Course**  
**On**

**Human Resource Development**

**By**

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**Lecture 35: Employee Counseling & Wellbeing**  
**(Contd.)**

Okay so welcome to the last session of this employee counseling and here we are discussing about.

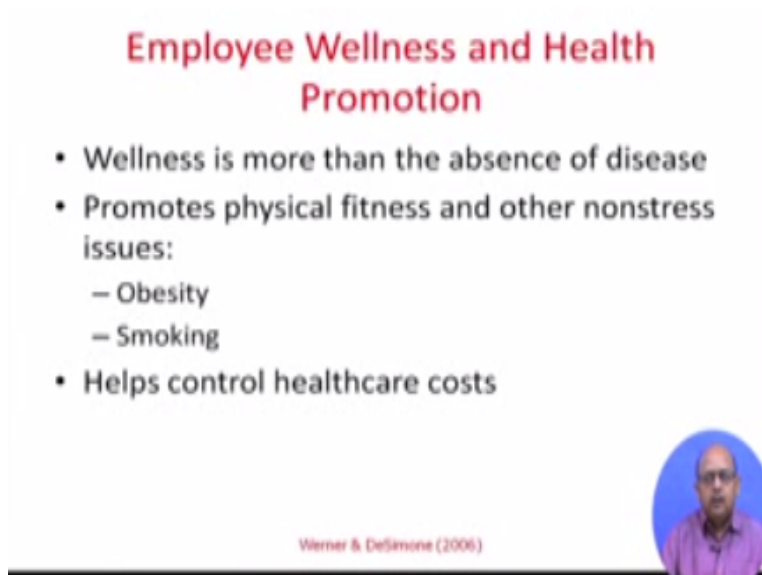
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Wellness program so as the part of the counseling serves sales organization also conduct lot of wellness program for the employees so that they are able to take care of themselves physically and mentally both and it is going to help their performance, so the idea of their awareness program there going to conduct some activity which is going to help individual. So what we are

going to discuss now is that what kind of wellness program can be conducted as a part of counseling services right which is going to help the people so as a part of wellness program.


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**Employee Wellness and Health Promotion**

- Wellness is more than the absence of disease
- Promotes physical fitness and other nonstress issues:
  - Obesity
  - Smoking
- Helps control healthcare costs

Werner & DeSimone (2006)



Basically the idea is to promote the health of the individual both the physical health as well as mental health now wellness means more than absence of illness right as not mean that you are not well physically or mentally the idea is to improve what you are okay so that would create a since what you call well being feel better feel good kind of things.

So wellness is more than the absence of disease it does not mean that you have a stress and that there need to be some assessment and to find out what I the reason and then go for those so that is a different kind of approach that you are obtain in managing stress and other kind of things now when it come to wellness programs the idea is to improve your quality of life improve your happiness.

The approach here is entire different so you are moving with a more positive approach to see that people are happily satisfied so it does not mean that they have certain problems and that need to be queried look into to solve them right the idea here is that you need to promote good health good happiness so idea is promote health and happiness among individual and that is why organization are sponsoring these kind of wellness and promotional activities.

To help the people to have that feel good factor what you call happiness and satisfaction at the work place so it not only that it is when to help you to promote certain things related to your physical fitness and other nonstress because obeys are if you smoking it is not going to affect your performance because it become your habit I mean if you are over eat if you are smoker so it is not going to affect your health it might going to affect your physical health.

But you have to see that what kind of things that need to be done in order to promote good health among the people so if you look at some of these habits relate to obesity all kind of things you will find that people know that it is not good but still continues so you need to change their attitude & behavior in such a way so that you are able to promote wellness among the people. The idea is to not only promote physical health.

But also mental health so that people are physical effect because if we obeys if smoke going to affect our performance and you are not able to perform wise to expectations so the idea is to make people aware to tell them okay you may have this kinds of problems and you need to take care of them and we are going to help you to see that how you can help yourself to get out of these problems.

Any kind of problems which is going to affect your health and indirectly or directly it is going to help a help individual to ensure that at lead to the better performance on their product now since the health cost is rising everyday okay so you one motive that organization have for going these kind of things is to control their healthcare cost.

Even as the individual you have to see that if you are suffering from certain problems you need to spend lots of money and if have taken your insurance premiums might goes up so you need to ensure that you are not going to suffer these kinds of problems because if you suffer from these problems your charges of the premiums will be very high are if you are going to face certain problem you need to spend lots of money on that so the healthcare cost is increasing insurance premiums are going up.

So you need to improve your health your general health that is very important and then you need to take certain factors which may lead to better health so organization are sponsoring these kind f health promotional activities and making aver and they also tell you how to create better health for yourself so that you are going to be better.

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## Three Levels of Fitness and Wellness Programs

- *Level 1* – primarily educational without interventions
- *Level 2* – seeks to bring about direct change:
  - Supervised exercise, fitness centers, etc.
- *Level 3* – institutionalized wellness

Werner & DeSimone (2006)

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So if you look at the fitness and wellness program that is offered by the organization it could be at 3 level so at the 1<sup>st</sup> level basically educate them not introduction it mean that to make them aver about the problem that they have right for example. Suppose a person s obeys so you can tell him see if you are going to be avers then it may lead into certain problems at the latest stage it is going to affect the performance physically and mentally.

Then the person become aver about the problem without having any kind of interface right I suppose a person is smoking so you are going to educate him see if you smoke then what it happens what a result of smoking ok you may have lung cancer you may a part of body's may be affected okay and you may die also so these kind of educational programs are basically a camp are organized to promote a good health among the people.

The idea is here is not to go for some kind of mechanism once the problem happens and then take care of it all these programs are basically preventing in nature so that these kinds of problems does not happen so you become aver about him it that is most positive approach to health and wellness.

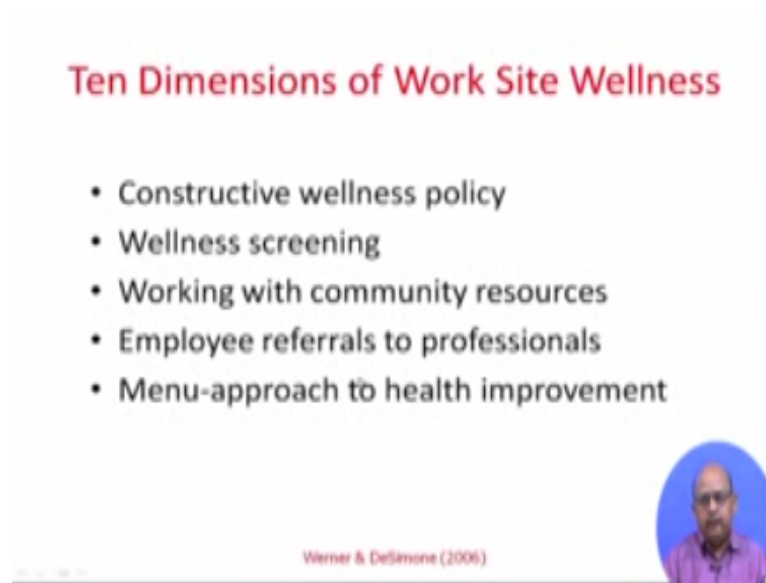
At the 2<sup>nd</sup> level what happens so if you obeys you go for supervise exercise, fitness center that you may plan some kind of intervention for the people okay so that he is able to keep fitness himself for example- you know that most organization today if you go to good organization you

can find that they have their own gym and fitness center in kind of things where you can go and do exercise.

The idea is to provide these resources to keep you fit and if you are fit then probably you can perform well right the 2<sup>nd</sup> level these kind of things are done. At the 3<sup>rd</sup> level you have institutionalized wellness what does it mean it mean institution has developed systems and supports facilities to create wellness among the people right.

So the 3 level of fitness and wellness program will be effort to the people at different levels now at the 1<sup>st</sup> level you go for campaigns 2<sup>nd</sup> level you try to help a yourself by looking into certain activities which is going to provide a good health and 3<sup>rd</sup> level basically organization are going to provide you a kind of support system to create better health the people.

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Now after we will discuss on the issues relate to work site wellness what does it mean the number of dimensions it's not exposit list but it provides a good coverage of different activity okay the 1<sup>st</sup> is you have to have the constructive wellness policy you make sure that people in organizations are fit all the time right and for that you need to create a policy you know the

police department that they have a wellness policy that if you are physically for not fit through written test then you will lose your job.

So you always need to remind fit so that you can perform your job effectively the idea is to create a constructive policy for the people so that they work effectively right. The next level you go for screening that who are having certain problem wellness screening okay it could be relate to the physical elements as well as mental elements both so that you are able to identify those people who have these kinds of problems okay.

Whether they have an physical problems relate to subsistence abuse or alcohol or other minor problems right whatever it is smoking or obesity how kind of problems sleep illness whatever problem you need to go for some kind of screening mechanism we should have in the organization with a institution support so that you are able to screen out those people who are having these kind of problems.

Then you make use of community resources the hospital health workers ok coming to counselors they are going to basically they are more resource for getting all kind of information you need to work out with these resources when it comes to identification of people or screening out or even when you are to develop a person they could be a source of information intension of developing good policy for the organization relate it to wellness.

Then employee referrals to professionals so if you find that after screening out some persons are having certain issue relates to these then you can ask them to go to see a councilor about the requirements because if it is not done then people are not going to be cured so it is very important to have a policy of referrals to professionals for example – in our system people is having a problem so doctors may go to seek help from them students can go to council to seek help from them.

The only problem is that they need to be educated and should be able to identified if the person is having a problem right or you have an policy you can tell these are the issues which may come up so you become aware and take certain preventing measures to take care of these things then you have to go for the a menu approach that you decide okay these are the things that need to be taken care for improve your health.

I result that you need to follow these things in order to have good health right so that is what menu approach, so menu approach it could be different for different kind of people depending upon they are requirement.

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**Ten Dimensions of Work Site Wellness**  
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- Outreach and follow-up counseling
- Plant-wide wellness events
- Worksite policies and systems
- Ongoing evaluation of wellness process
- Periodic evaluation of cost-benefits of wellness programs

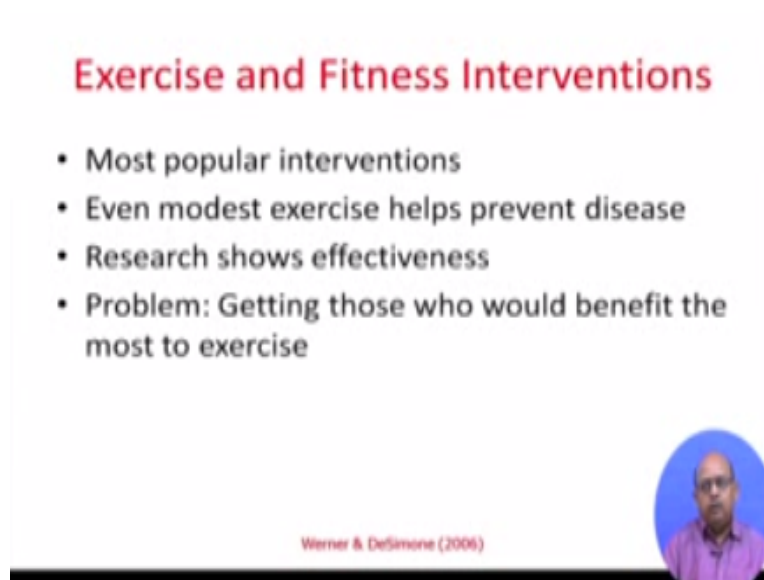
Werner & DeSimone (2006)

The amount that you are going to spent on them is fixed right then you have out region for our counseling out region that you can go out find out people who can help you okay and then you see that these kind of things are monitor and followed unless the people are queried or taken care and they are able to archive good heath and organize a plant by wellness like going for meditations camps yoga camps or some other stress managements suppose you conduct a excesses or normal excesses.

These kind of events basically promote good health at the work place and as a part of counseling process you can take it up so that it is not you are going to help a person to quire his decease but the idea is to insure that person does not catch up with kinds of problems so the idea is to ensure that people maintain good health, so it is not preventing in nature.

Then regular evaluate this wellness program and process that how effectively they have been to ensure and to keep people fit and healthy. Then we go for cost benefits of wellness programs and that you have to do all kind of program any kind of which additional intervene took because in that way you will be able to justify the cost that is okay your spending these much of money it is resulting in these kind of profits so people are happily satisfied with the policy and program of the organization so they would be able to contribute better and that is the idea actually.

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What are the various interventions that could be planned like excises and fitness interventions is most organization go for these kind of things like going for meditation yoga excises because it helps you to prevent certain decisions so that is why I was telling that it is most mercantile instead of the 1<sup>st</sup> one where you try to identify you have a problem and you try to find out the reason right.

So you have to insure that most of the people are going to benefit from this kind of excise if it is sponsored by the organization and individually or more you can go for these things.

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## Smoking Cessation Programs

- Smoking: most publicized health risk
- Cost per smoking employee per year more than nonsmokers
- Measuring effectiveness:
  - Quit rate
  - Percentage of smokers in program
- Cost Benefit

Werner & DeSimone (2006)



The major problem that people face in organization is ready to smoking so how do you go about it you know that if you look at packets of these cigarettes you will find that it is written that it is injurious to health if you smoke it is going to affect your health but still people smoke and there is more media advertisement you can find out which regularly people publishes health rest that you can have cancer you can die all kind of problems may be there okay.

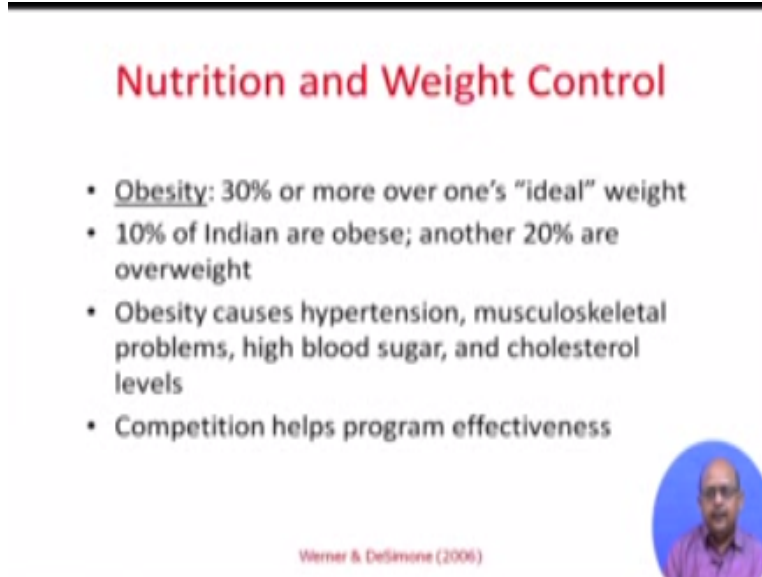
So these kind of risks are advertise to make people aware so people would not smoke as some time who have passive smokers because even if you are not smoking if you are inhaling the smoke probably you are affected by these so you have to see that how you are going to see look into these kind of problems because you know cost for smoking employee is going the non smokers it is more than non smokers so have to make a different that you are going to smoke how it is going to affect your health and even the health cost.

So you also need to see that weather your smoking program has really helped to see that people are not okay then and how many people who join these kind of province actually smokers so that they can be non smokers right similarly you know that many organization have places especially delegated for smokers so that you can go smoke thought you may be effecting your health but you are not going to affect others.

Most organization been able to go for degenated place or room specifically meant for smokers you can go smoke but it is not part of the smoking it is basically preventing mechanism to ensure

that these smoke is not going to effect the health of other people right but at the same time if you have these kind of smoking suggestion program.


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**Nutrition and Weight Control**

- **Obesity:** 30% or more over one's "ideal" weight
- 10% of Indian are obese; another 20% are overweight
- Obesity causes hypertension, musculoskeletal problems, high blood sugar, and cholesterol levels
- Competition helps program effectiveness

Werner & DeSimone (2006)



Then at that thing which is important like nutrition and weight control related to obesity, so you will find that 30% more people are overweight compare to what they weight should be and you know that this is calculated to the body mass index BMI. Look at BMI and certain range if you cross that range in the BMI you are treated ad overweight and depend upon the height and body structure.

In that category you will find that most of the American are obeys and in the Indian populations is moving to theirs because of the style and eating habits and these kind of things these is happening so these need to be looked into so that because it is going to affect our health and you know that because of these obesity it lead to problems sugar blood pressure all these things may happen okay you need to control these kind of things control weight and also look into your diet and some kind of things.

So you can organize some kind of competitive programs to see that those who are going to be under control and ideal weight they should be rewarded at they are going to regains compute to those who are obeys people are going to control these things and then should be appreciated at given some kind of things so that it encourage others to come out of these things.


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## Control of Hypertension

- Hypertension – blood pressure greater than 140/90 repeatedly over time
- Greater incidence of heart disease and stroke
  - Control through, exercise, weight loss, medication, stress reduction and low salt diet
- Benefit: reduction in health claims per dollar spent on program

Werner & DeSimone (2006)



Then hypertension what you called high blood pressure is the major causes in the people it could be different regions that is basically relates to their stress you know that if it is greater than 140/90 and in our context it is 120/80 but normally it is consider that if high blood pressure that is ever 140/90 than you are a case of hypertension.

If you are hypertension then should take certain medicine and bring lots of problem you know that incidence rates of a heart problems and the brain stoop is higher in people with hypertension right and these could be relates to the stress also high level of stress they have more high blood pressure and these may lead to brain strokes heart problems right, so the idea is that you need to control through excises weight loss meditation also another stress reductions you go for low salt diets follow the medicines you also conduct go for excise.


So that you are able to control these types of things and lead a normal life otherwise it is going to effect the performance and other kinds of things and these may cause organization spending lots of money on these kind of things because you are going to sponsor for the medical treatment.

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## Issues in Employee Counseling

- Effectiveness of programs
- Legal issues
- Who is responsible for counseling?
- Ethical issues
- Unintended negative outcomes

Werner & Delamone (2006)



Then there is a lot of issue related to employee counseling when we are talking about employee counseling what are the issues that you have to ensure the effectiveness of the program and when ever ensure the effectiveness of the program you need to adopt the same catteries that would be adopting for other regard intervenes.

You remember we talked about certain models and especially we talked about 2 different models Patrick model and RY model ok so you are going to use the same model to measure the effectiveness of any counseling program whether it is related to assistances weather it is related to any other kind of program preventing stress managements.

All kind of kind of program you have to measure its effectiveness in concrete terms in order to ensure this kind of program are really helping people and it is the kind of cause for the organization so when we are using these Patrick model you are missing the reactions that weather people like these kind of program what they have learned this program right and weather there is change in the behavior suppose you are attending a smoking session program.

As you are dell with all kind of problems that might happen but you won't change your attitude behavior attending the program and being realize that these may cause a problem it means the program is not effective suppose you are going to sponsor a camp for meditation excise okay for those who have certain problems but people do not turn up so what will happen you are not going to realize the benefits.

So it is very important to major the effectiveness of the program at different levels with change in the behavior in the performance at the latest stage whether people like it and how it is going to affect them what they have learned in the program like any other intermission and that is where you have to say that how to measure the effectiveness of the program at the 1<sup>st</sup> stage.

The 2<sup>nd</sup> stage when we are going for a contrastive measure you need to ensure and use the RY model including cost and benefits both to ensure whether the cost that you are going to spend or inquire on any kind of intervention counseling intervention exceed the benefits or not if the benefits exceeds and cost relates and cost relates then you should go for these kind of program.

Probably that would you to get better support commitment from the top edition because if it not coming then you may not get the kind of support that is required by the management and probably will lose your ability as a started professional to organize these kind of program in the future because the management find it not benefiting people and there is no change in the behavior in the performance then why should we offer this kind of program right.

As so you have to measure effectiveness at all levels starting with enlarging the problems identifying the people and kind of intervenes that you have planned and then moving to the next level that is delivering the programs at the process and then finally looking to the evaluations in terms cost it as well.

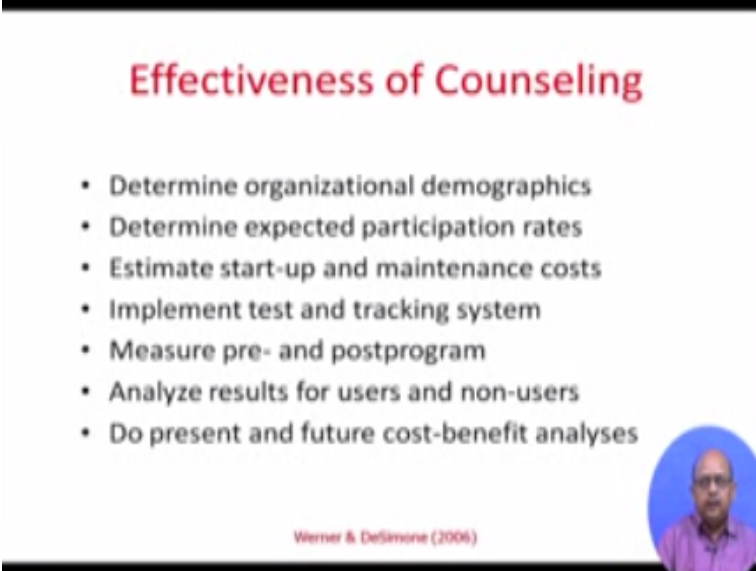
So when we are talking about effectiveness of the program that is one issue and the important issue is the legal issues since counseling involves certain issues should be discuss between the counselor and the person should be counseled you have to ensure that the issue related to privacy and confidence Is maintained and you are not going leak out information diverse this to any person otherwise there would be a legal things.

As similarly when it comes to mental health and other kind of things you need to work under a legal frame work to make sure that to maintain all the documents and records you are following all the legal frame work as per the lay down by the mental health care act so that you are not going to face any charges or the person suppose you are going for a stress management intervention and you counsel them but counsel has different kind of impact under individual.

So you might charge over that even after going through this process we are not able to help him out the situation as per the version then these could be a legal issue also apart from the technical issue so that it should be looked into and that is very important. Who is responsible for counseling who will take the responsibility so there could be number of stake holders who are responsible starting with the individual who is being counseled they started department the line manager in top managements so everyone are equally responsible.

Because all of them are stake holders in the process but mostly the responsibility lies with the person who is being counseled because he is being trained and he has to change his behavior as per the action plan developed by the counselor. There could be ethical issues that is what we are going to discuss one by one very briefly and then also need to look into negative outcomes of this kind of things suppose you offer a stress managements program it does not help or a counseling is not effecting the individual or it has version the situation so they could be a possibility so these are the some issues that need to look into.


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**Effectiveness of Counseling**

- Determine organizational demographics
- Determine expected participation rates
- Estimate start-up and maintenance costs
- Implement test and tracking system
- Measure pre- and postprogram
- Analyze results for users and non-users
- Do present and future cost-benefit analyses

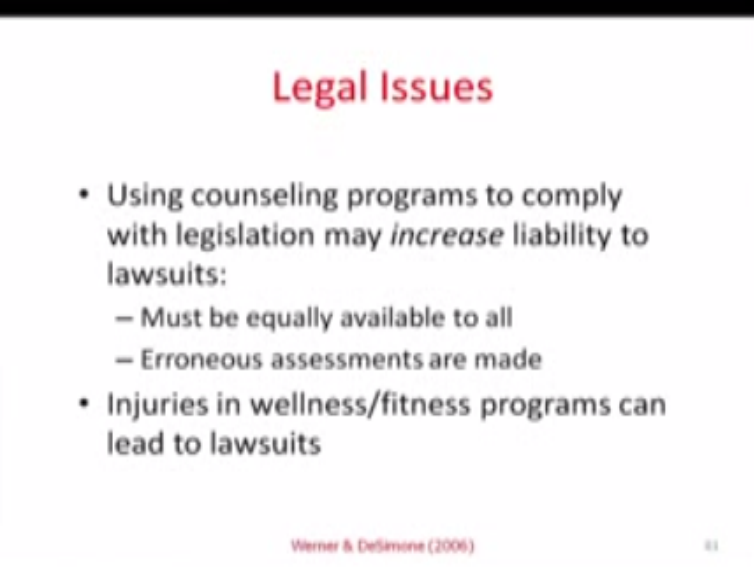
Werner & DeSimone (2006)



So when it comes to the 1<sup>st</sup> part when we are going to look into the effectiveness of the counseling you look into the demographic who are in the characteristics of the people that you have what is the rate of the participant how many people have started to start with and what is the start up and maintain cost of a program what kind of test you have implemented you have to have a tracking system to follow it up right.

You need to measure the effect right and lies the result for the both user and the non user in what way it is effecting them okay and then you have to go for a future cost benefits and also these program provided you are offer this kind of program in the future because if you are not going for these things it is not going to be helpful, you need to measure counseling using certain parameters that is given here.

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The slide is titled "Legal Issues" in red text. It contains two main bullet points. The first bullet point states "Using counseling programs to comply with legislation may *increase* liability to lawsuits:" followed by two sub-bullets: "– Must be equally available to all" and "– Erroneous assessments are made". The second bullet point states "Injuries in wellness/fitness programs can lead to lawsuits". At the bottom left, it says "Werner & DeSimone (2006)" and at the bottom right, it says "11".

- Using counseling programs to comply with legislation may *increase* liability to lawsuits:
  - Must be equally available to all
  - Erroneous assessments are made
- Injuries in wellness/fitness programs can lead to lawsuits

Werner & DeSimone (2006) 11

When it comes to legal issue it is very important because if you look at legal issues you are using these counseling program to comply with legislation and you are need to insure that you follow all the legislation okay that is there otherwise there is possibility of liability and you make sure it is available to everybody and do not go for own statements sometime what happens assessment sometime going for dioceses to individual and you are at fault as a counselor and he has a other problem but identify other problem.

This happen in many cases especially when it comes to mental health issues and specially in case of savior mental issues and it is found that doctors have been not able to identify correctly the problems of the individual okay. You might be having a compulsory disorders but you have

identify something different right you might dismisses of running but you have identify in a different way.

So specially not only in the normal mental health disorders like indirect stress like kind of things which are very common specially it comes to savior mental health orders like who we are compulsory behavior assessments goes wrong and if your assessment goes wrong then the entire treatment goes wrong and that would create liability.

The last source because person may claim that you have done wrong assessment for this kind of things need to be avoided so you need to be process properly to identify the problem and solution okay and make sure that people are attending these kind of programs wellness program do not have damaged themselves physically otherwise also if suppose that is why you say that when you are going to excise a meditation you should not be suffering from certain issues certain problems because suffering from asthma these kind of things you should not go for certain excises because it is not going to help you.

So you need to make things very clear when it comes to identification these kinds of programs and what way people should go for it so that it is going to very benefit to them, then who is going to be responsible for employee counseling third issue.

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**Responsibility for Employee Counseling**

- HRD Professionals?
- Supervisors?
- Unions?
- Management?
- Individuals?
- What are your thoughts?

Werner & DeSimone (2006) 42

HRD professional differently so yes they are part of the process because they have been engage in identifying unions they need to provide all the supports that is required management yes they



need to provide all the support and the commitment including resources so they are all stakeholders individual the most responsible person because ultimately he is going to be changed right, so all of them have equal responsibility but some of them are going more responsible especially charter professional supervisor and the individual.

The others are the part of the support system but since they are directly engaged with the individual so they are going to be more responsible for these kind of activity right that is what I think.

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If you look at counseling and performance you know that the work place counseling actually try to help to create awareness about the problems at might to face so that have knowledge about different kinds of problems may accrued and how to deal with a and also related to safety at the work place and taking certain safety measures and also reduced work health care cause and effecters and improve in productivity.

So these are the outcomes of the work place counseling and that is why you should go for it do some assess to find out how it is helping the people.

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## Ethical Issues in Counseling

- Confidentiality:
  - Records should be held in strictest confidence, and kept separate from the employee's regular personnel file
  - Release only with specific employee permission
- Nature of Participation:
  - Mandatory versus voluntary

Ultimately we have ethical issues, ethical issues are very important because maintaining confidentiality is important record should be held in strict confidence it should not be diverse and kept separate from the employee's regular personal file because personal file can be accessed by the HR department right it should be only with counselors and it is required.

If I want to rely certain information you must get consent from the employee before relishing the information and you are going to rely the information only when it is required for taking certain activity otherwise you should not take it up. Then what is the nature of participation okay if you are forced everybody to go for it then it is not good it is voluntary so that they on their own participate in the process try to find out.

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## Potential Unintended Negative Outcomes

- Increased worker's compensation costs
- Employee scheduling problems, increased fatigue, lower performance
- Conflicts at work over smoking bans

Werner & DeSimone (2006)



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## Conclusion

- Employee well-being affects ability, availability, and readiness to perform a job
- Employee counseling encompasses a lot of areas
- It is an HRD function that:
  - Ensures that employees are now effective contributors to the organization, and that they will continue to be in the future
  - Needs professionals who are qualified to deal with the difficult issues involved with this topic

Werner & DelSimone (2006)



What are the negative outcome that could be there the cost may go up the compensation cost there could be scheduling problems fatigue lower performance because they are engaged in the other kind of activity similar they could be conflict of work if you buy an smoking they would not like it because they have to go out and smoke, so they may not feel good.

And finally we are conclusion the session by testing a test definitely well being a effects the ability of the people availability of various resources and redness to perform effectively and that is why it is responsibility of the organization and the chatter professionals to take care of this activities very well and it starting with assistance program and now kind of things have discussed today starting with stress management looking at the alcoholic substance all kind of intervenes that need to be planned.

So all kind of things can be done so far as a counseling is concerned okay and ultimately carder function because it is responsible to HRD to ensure that people are effective they contribute to the growth and development of organization okay but not only today but also in future and then you have to see that HRD professional had to see yes they need to have competent people okay and there should be aware so that they can issue with these kind of topic when it comes to them and they are able to challenge and these kind of problems and that is how counseling is to be very effective process, thank you very much.