

State of California

MEMORANDUM

To: PERSONNEL MANAGEMENT LIAISONS

Date: July 19, 1991

Reference Code: 91-47

From: Department of Personnel Administration

Subject: Employee Assistance Program

In light of the State's current financial status and the potential impact to the State's workforce, many State employees and their families may be experiencing additional anxiety and stress. By providing information to your employees and their supervisors and managers we are attempting to lessen this effect. Please share this memo and the attachments with your employees and their managers and supervisors. Attachment 4 is strategies for supervisors and managers.

Please make your employees aware that the State of California offers an Employee Assistance Program (EAP) to State employees at no cost to the employee. In the eventuality of a layoff, EAP services are available to employees through the last day of employment.

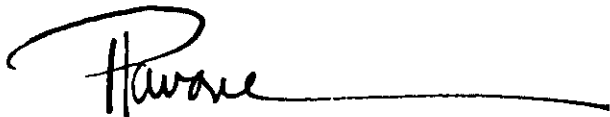
There are two separate types of EAP within the State; one is an internal program in which each department provides assessment and referral services to their employees. These departments are Franchise Tax Board, Board of Equalization, State Compensation Insurance Fund, Department of Social Services, Department of General Services and the Department of Developmental Services Developmental Centers. Note: Some employees within these departments are covered by the State's master agreement.

The second is an external program in which Occupational Health Services (OHS) provides assessment, short-term counseling and referral services for a pre-determined number of visits each fiscal year. Employees should contact their department's EAP Coordinator for additional information, clarification or to receive brochures which describe the program. The EAP Coordinator also has a booklet that describes the services that OHS provides to supervisors and managers that need assistance in making management referrals. Departments participating in the external program prepay for the basic EAP services quarterly. The State Controller's Office transfers funds based on an employee's collective bargaining identification and the level of service provided. There is no additional cost to departments when the basic services are used.

During this coming year OHS and DPA will be conducting EAP training classes (schedule attached) on the following subjects:

- . How to access OHS services (all eligible employees)
- . How to make management referrals (supervisors and managers)
- . "Training for Trainers" (EAP Coordinators and Training Officers)

If you have any questions about the State's Employee Assistance Program, please call Diane Hachey at (916) 324-9353, ATSS 454-9353.


Patricia Pavone, Chief
Benefits Division

Attachments

COPING WITH CHANGE IN THE WORKPLACE

Employee Assistance Features

These days the workplace is ever changing.

Reorganization, mergers, acquisitions, downsizing, relocation and new technology are just some of the many changes employees face.

Any change can be stressful.

How well you cope with changes in the workplace can also be affected by other changes and stress factors in your life.

The way in which changes are communicated is one of the most important factors in how people cope with those changes.

Clear communication and opportunities to ask questions are helpful to avoid disruptive rumors and speculation about what is going to happen.

Some typical reactions to change:

DENIAL - Self-delusion. "This isn't really going to happen."

LIP SERVICE - Talking a good game. Telling others that change is fine while making no effort to change oneself.

LEAST RESISTANCE - A sort of "go with the flow" technique, in which the person appears to accept and go along with the change while making the least possible adjustment in his or her behavior.

SABOTAGE - Trying to discredit or undermine the change by using anything from passive resistance to elaborate covert schemes.

ADAPTATION - Adjusting behavior to cope with change by looking at the change realistically, evaluating how it has affected one's circumstances and taking the appropriate actions to successfully deal with the challenge.

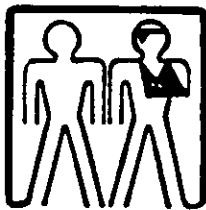
ANTICIPATION - Accepting that change is coming and deciding in advance how best to deal with it.

Where are you on this list? Some people handle change better than others. If you feel you are not reacting well to a change you may want to contact your EAP to discuss this in confidence with a counselor.

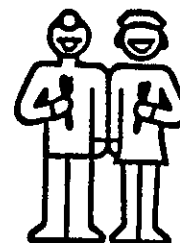
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OHS Nationwide Toll-free.....1-(800)-227-1060
San Francisco Bay Area1-(415)-653-4357
TTY(For the Hearing Impaired).....1-(415)-653-5569 (collect)

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DEPARTMENT OF PERSONNEL ADMINISTRATION

AUGUST 1991

EMPLOYEE ASSISTANCE PROGRAMS PROVIDE HELP IN THESE CHANGING TIMES

These days the State workplace is ever changing. The State's fiscal crisis and potential reduction in the State workforce are just some of the many changes that affect employees.

How well you cope with changes in the workplace can also be affected by other factors in your life. Your family members may also find it hard to deal with the changes you are facing.

You may feel helpless, angry, guilty or depressed. "How can I pay my bills?", "Is this really going to happen to me?", "How can I prepare for this?" are typical questions. Symptoms of stress caused by changes can take the form of:

- . sleep disturbances
- . depression
- . increased relationship conflict
- . tendency to make major life decisions
- . changes in behavior or emotional well-being

Some people handle change better than others. A positive attitude is important to have since how you perceive a situation determines how you experience it. However, if you or your family members need help, professional help is available through your Employee Assistance Program.

Franchise Tax Board, Board of Equalization, State Compensation Insurance Fund, Department of Social Services, Department of General Services and the Department of Developmental Services Developmental Centers have internal EAP. However, some employees within these departments are covered by the State's master agreement with Occupational Health Services (OHS) so employees in these departments should contact their department's Employee Assistance Program (EAP) Coordinator for clarification.

Employees covered by the contract with OHS are provided assessment, counseling and referral services on a confidential basis. Employees should contact their department's EAP Coordinator for additional information, clarification or to receive brochures which describe the program. The EAP Coordinator also has a booklet that describes the services that OHS provides to supervisors and managers that need assistance in making management referrals.

**DEPARTMENT OF PERSONNEL ADMINISTRATION
EMPLOYEE ASSISTANCE PROGRAM
TRAINING CALENDAR
JULY 1991 - DECEMBER 1991**

<u>DATE</u>	<u>TOPIC</u>	<u>LOCATION</u>	<u>TIME</u>
8/7/91	Employee Orientation and Supervisor Training	Sacramento Public Employees' Retirement System 400 P St., Auditorium	Orientation: 11:00-12:00 <u>or</u> 3:00-4:00 Supervisors: 9:00-11:00 <u>or</u> 1:00-3:00
8/14/91	Employee Orientation and Supervisor Training	San Francisco San Francisco State Building 455 Golden Gate Ave., Rm. 1194	Orientation: 11:00-12:00 <u>or</u> 3:00-4:00 Supervisors: 9:00-11:00 <u>or</u> 1:00-3:00
8/20/91	Employee Orientation and Supervisor Training	Los Angeles Junipero Sierra State Building 107 S. Broadway, Rm. 1138	Orientation: 11:00-12:00 <u>or</u> 3:00-4:00 Supervisors: 9:00-11:00 <u>or</u> 1:00-3:00
10/9/91	Employee Orientation and Supervisor Training	Sacramento Resources Building 1416-9th St., Auditorium	Orientation: 11:00-12:00 <u>or</u> 3:00-4:00 Supervisors: 9:00-11:00 <u>or</u> 1:00-3:00
11/5/91	Employee Orientation and Supervisor Training	Los Angeles Junipero Sierra State Building 107 S. Broadway, Rm. 1138	Orientation: 11:00-12:00 <u>or</u> 3:00-4:00 Supervisors: 9:00-11:00 <u>or</u> 1:00-3:00
11/7/91	Training for Trainers	Sacramento Department of Transportation 1120 N St., Auditorium	10:00-3:00 (1 hour break at noon)
11/13/91	Employee Orientation and Supervisor Training	San Francisco San Francisco State Building 455 Golden Gate Ave., Rm. 1194	Orientation: 11:00-12:00 <u>or</u> 3:00-4:00 Supervisors: 9:00-11:00 <u>or</u> 1:00-3:00
12/12/91	Employee Orientation and Supervisor Training	Sacramento Resources Building 1416-9th St., Auditorium	Orientation: 11:00-12:00 <u>or</u> 3:00-4:00 Supervisors: 9:00-11:00 <u>or</u> 1:00-3:00

STRATEGIES FOR ACCEPTANCE

Give them facts

When you are telling other people about your plan, either verbally or in writing, use some of the following techniques. Note which ones you have used in other situations and how well they worked for you.

1. Explain why -

Provide all the facts about the reason for changing. If there are risks, acknowledge them, but tell why the risks are worth taking. Show what you have done to minimize the risk.

2. Name the benefits that could result from the change -

Don't exaggerate, but list them objectively. Not to do so would be like a salesperson not telling a customer what the product can do.

3. Seek questions and answer them -

This will stop rumors that inevitably arise during an organizational change.

4. Invite participation -

Ask for suggestions because the people involved know the situation best. Changes work out most favorably when those concerned have a part in suggesting the change.

5. Avoid surprise -

This stirs unreasoning opposition more than any other factor because those involved don't have time to think. Their emotions take over, and such emotions are most likely to be negative.

6. Acknowledge the rough spots -

In selling an organizational change, we tend to make it sound simple, presenting a clear-cut chart and neat lines of responsibility. But even a minor change is rarely simple. Admit it, and tell how you plan to smooth the shift.