Managing Change

UCDAVIS
UNIVERSITY OF CALIFORNIA

Presented by the UC Davis
Academic and Staff Assistance
Program (ASAP)

Manager's
Manual

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For

The University of California at Davis
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INTRODUCTION

During times of change and chronic stress a wide range of medical and behavioral problems can have an adverse affect on an employee's job performance. Balancing the demands of work and personal lives can be challenging, especially in tough economic times. An objective viewpoint or perspective can be beneficial for resolving work or personal problems. Problems can often be successfully resolved when identified early and if the employee accepts help. The Academic and Staff Assistance Program (ASAP) is UCD's Employee Assistance Program, and is a valuable, voluntary, and confidential resource available to all employees and their immediate family members who live with them.

Events both in the workplace and outside of work can impact your employees and work group as a whole. Many managers utilize ASAP for help with individual and group issues affecting the workplace (e.g., the impact an accident or the loss of a coworker can have on a group). This guide includes information about handling the emotions of people during times of change, reorganizing and reassigning work, and support services and resources. For detailed information regarding how to handle policy and procedural issues please refer to the University's policy manual and consult with the appropriate department. All services described in this guide are provided at no cost. The term "manager" as used in this Tool Kit includes the role of supervisor.

GUIDELINES TO MANAGING CHANGE

Current changes in any organization might cause some anxiety and disruption to the workplace, as well as to personal lives. Some people might experience new or different work expectations and priorities, fewer resources, reassignment or layoff of colleagues and co-workers, and/or the emotion of grief or loss.

The Role of Work in People's Lives

Most people spend a great portion of their lives working, including commuting. People often look to the workplace to meet some of their needs for social contact and support. In addition, individuals' identities in their professional life contribute to their sense of personal fulfillment. Work then plays a significant role in self-esteem, personal well being, and social wellbeing. When the work environment changes, people can feel challenged or threatened, and will respond according to how vulnerable they feel.

The Human Side of Change

Change is a process that occurs over time and involves themes of *loss*, *uncertainty*, and *control.* Adaptation to change comes in phases and reactions fluctuate greatly. Understanding what people typically experience and need when facing transition can help you to plan for the work and personal issues related to change. One of the most difficult tasks managers deal with during times of major change is assisting employees with their reactions. By developing a resiliency strategy, managers can continue to motivate and engage their employees in their work.

Change is often external and situational: the new manager, the new policy, the reorganization. Unless psychological transition occurs, change will not be successful.

Inward psychological transition occurs much more slowly than situational change. Understanding what happens during this transition time, and allowing oneself to work through it, is key to coming to terms with change. The biggest challenge organizations encounter in the change process is the failure to identify losses associated with change and to find a constructive way to deal with those losses.

Some of the perceived losses that staff members might experience during times of organizational change are:

- **Loss of Attachment.** Sometimes change requires working with new people, a new manager, or a new work group. Attachment and loyalty to familiar colleagues runs deep. Leaving the "known" can often feel threatening and make people anxious.
- **Loss of Meaning.** Change can challenge the operating principles that govern our lives. For example, if an employee feels his or her loyalty is not reciprocated by the university, the meaning of the work can be lost. Loss of meaning is subtle and powerful.
- **Loss of Control.** Usually the primary loss experienced during change is the loss of control. Human beings like predictability and homeostasis. Change disrupts both, causing uncertainty and potentially an erosion of trust. A sense that one lacks control and is not supported by his/her environment during times of change can dramatically increase stress.

Layoffs and Employee Distress

Distress is a term used when an individual experiences difficulty in managing a situation over time. It is a more significant form of being "under stress." Manifestation of distress varies greatly among individuals. If not addressed, it can impact the workplace through absences, lowered performance, and possible safety concerns. It is important that managers be able to identify signs or symptoms of distress early and encourage employees to seek help. Addressing issues proactively will result in a higher rate of success.

Some employees adjust more quickly than others in distressing times; some might interpret the change as an opportunity rather than a threat. With appropriate guidance, most employees return to productive working conditions. A more involved action might be necessary in managing others. Some of the emotions that employees might experience include:

Sadness	Guilt	Anxiety	Acceptance
Employees who work together might develop close connections and might feel a sense of loss at seeing them leave or positions eliminated.	Employees who still have a job often experience some "survivor" guilt, or feel guilty for feeling relieved that they did not lose their job.	Uncertainty over more changes or possible job loss might cause distress and individuals might appear angry, sad, or irritable.	As employees accept change, productivity and focus increase. A manager can assist in moving through the process toward readjustment.

Symptoms of distress can manifest in different ways.

- **Physical:** Headaches, muscle tension, indigestion, shortness of breath, high blood pressure
- **Behavioral:** Isolation, substance use/abuse, neglecting tasks, decline in performance, poor hygiene, sleep disruption, absences
- **Emotional:** Defensive, irritable, pessimistic, feeling unappreciated, anxiety, confusion, loss of direction, hypersensitivity, depression

As the manager, you might be the first to notice such changes in an individual. If these changes appear to continue, approach the worker.

Managing Change with Yourself

Understanding your reactions to change, transition, and the reactions of others will guide you toward helpful approaches to coping. Here are some suggestions to consider for yourself and to encourage with your employees.

- Give and get support from co-workers, colleagues, supervisors, family, and friends. Consult.
- Understand and define personal and organizational limitations. Let go, even if only temporarily, of those areas that are out of your control or influence. Take action, if appropriate, in those areas where you do have control or influence.
- Maintain self-care strategies (e.g., diet, rest, exercise, relaxation).
- Take advantage of opportunities to learn new skills required to adapt to the changes, or for achieving personal or professional growth from the challenges that the changes bring.
- Establish short-term goals to minimize uncertainty and provide some level of accomplishment.
- Talk about what is happening. Find people willing to listen and talk about what you think and feel.

Managing Change with Employees

It is important to consider that while this is a workplace environment, expectations should be met, and relationships must remain professional, you as a manager have a strong impact on the morale of your employees. Consider the following when you are confronted with emotional reactions in your employees.

- **Ask for questions and concerns.** Validate legitimate concerns and negative effects of change that employees express. Employees need to know that they are being heard – even when you might not agree with their perspective. When possible it can help to use the employee's own words for what they identify as a problem (e.g., "You've said you're not sleeping lately…" or "I remember when you commented about how stressed you are feeling…")
- **Ask for feelings and opinions.** There might be some employees who are silent and withdrawn. You can often draw them out by reassuring them that emotional reactions are common and that it is safe to express them. Discussing your own reactions is not only appropriate but will help employees feel safe to express their own. If emotions are not expressed directly, they sometimes come out in less constructive ways in the workplace.
- **Resist becoming defensive.** There might be mistrust between you or the organization and your employees that you will need to address. Rather than becoming defensive, make a concentrated effort to listen to employees instead of arguing with them. Encourage communication to enhance trust. An opportunity to express feelings will help diffuse employee resistance. Be careful to refrain from problem-solving at this point. Listening first will help you solve problems later.
- **Be visible and involved.** As a manager it will be important to be visible and accessible. Fear of the unknown can be alleviated through a present and transparent management style. Spend time with your employees. This is not the time to retreat to your office. Employees sometimes perceive your lack of availability as withholding information, which then can refuel the uncertainty. Employees will need to have you available on a daily basis. It might be worthwhile to have meetings more often, or to update employees via e-mail on a regular basis. This might be helpful, regardless of new information, to encourage employees to engage in group projects. By spending time with your employees and giving them frequent, regular, and predictable feedback, you can begin to reestablish trust and loyalty.
- **Provide information.** In each phase of the process, providing information will help in managing fear of uncertainty. Providing specific information might be difficult, but it is helpful to let employees know the current facts and the process you know, as well as any questions you are asking. Resistance comes from fear of the unknown and can be reduced by providing appropriate information.
- **Be patient.** Individual reactions can differ, so the loss response might not be as distinct or intense in every employee. Employees might

not reach optimal productivity until they have completed this transition. It will take some judgment on your part as a manager to know when to assist with readjusting to a focus on the present and the future. Try not to rush the process; people can recoil from being pushed too fast too soon. Instead consider that during times of change people need information, clarity, and a steady and patient manager to help guide them through the uncertainty.

Possible Effects on Safety and Security

As employees try to understand the change that is in process, and as individual workloads sometimes increase, two phenomena commonly occur: anxiety and distraction. Each of these can vary in severity and duration. However, most people will experience them at some point in time; sometimes at the same time.

This creates the need for a heightened awareness of safety and security issues. Lapses in concentration and attention can elevate the potential for accident or error. It is beneficial for managers to offer designated times for the work group to talk about the changes that are occurring. Acknowledgment of the need for greater attention to routines and the work environment will help employees to be more sensitive to these concerns.
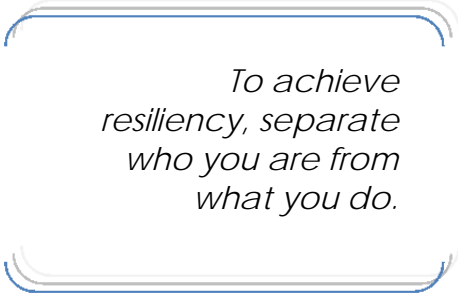
RESILIENCY IN THE WORKPLACE

Understanding Resiliency

Resiliency is essential in a work environment where everyone feels pressured to produce more work, of higher quality, with fewer people, in less time, and with less money. With rapid changes in our personal lives as well, it is clear that everyone must learn how to be change-proficient, cope with unexpected setbacks, and overcome unwanted adversities.

A manager flourishes in a current of constant and complex change by building resiliency skills. Resiliency provides the ability to recover quickly from change, hardship, or misfortune. Resilient people demonstrate flexibility, durability, an attitude of optimism, and openness to learning. A lack of resiliency is signaled by burnout, fatigue, depression, malaise, defensiveness, and/or cynicism. Resiliency gives us the tools to handle hardship and disappointment, and allows us to develop new skills and perspectives that lead to continued success at work and at home.

Resiliency involves maintaining flexibility and balance in your life as you deal with stressful circumstances, including organizational change.

Successful managers accept change and adapt to it. You can increase your resiliency by creating an accurate picture of yourself and your environment. Resiliency can be learned through working to develop and strengthen your unique combination of skills and abilities.

To achieve resiliency, separate who you are from what you do.

Resilient people look for and draw on available resources, and cultivate a broad network of personal and professional relationships. This support network is critical in dealing with challenges, maintaining a broad perspective, and achieving goals. The key to building networks that increase resiliency is to make the connections personal.

Building Resiliency Skills

Becoming more resilient might require the acquisition of new skills and understanding. You can foster resiliency by giving yourself and your employees the freedom to make choices and to act on them. It is

essential that an individual feel a sense of purpose in his or her work – a clear sense of purpose helps one to approach and respond to challenges from a balanced perspective. One's job is just one facet of identity, and one's career is just one aspect of one's life. That separation will heighten resiliency during times of organizational change, career disappointments, or personal hardship by allowing the freedom to focus on strengths and opportunities rather than anxiety or losses.

Here are actions you can take to build your resiliency, thereby becoming more accepting of and adaptable to change:

- Pay attention to the people and the work around you. Seek out challenges that stretch your skills.
- Attend to your physical and mental wellbeing. Practice healthy self-care and stress management skills. As a manager you are also a role-model for healthy behavior in the workplace.
- Use positive and rational self-talk. Positive emotions broaden and build your resiliency strengths. Negative statements and, consequently, emotions limit and weaken your resiliency.
- Be conscious of the changes you can control and those you cannot. Focus on those changes that are within your control.
- Accept change and adapt to it. Increase your resiliency by creating an accurate picture of yourself and your environment.
- Look for and draw on available resources, and cultivate a broad network of personal and professional relationships. This support network is critical in dealing with challenges, maintaining a broad perspective, and achieving goals. The key to building networks that increase resiliency is to make the connections personal.

As a manager you can promote these same principles with your employees:

- Engage your employees through communication about the influence they hold regarding their daily tasks and career paths.
- Give information to help with the "big picture" so there is greater understanding for the context of expectations.
- Model how to integrate work-life balance, with attention to one's general wellbeing.
- Reframe stress into opportunities for growth or development.
- Cultivate creativity by involving your staff in the process of organizational change.

For additional information on ways to help your employees cope with stress, manage change, and thrive, call ASAP at 752-2727.

ENHANCING MORALE AND PRODUCTIVITY

Uncertainty caused by change can impact employees in many ways. It is critical to anticipate any potential for decline in morale and productivity. There are two essential components to this challenge:

- **Personal Investment.** This is what motivates people to work. Employees need to see that what they do is a valuable contribution to the larger workplace effort.
- **Sense of Value.** This is felt in the tasks one is doing and/or in how one's efforts are perceived.

What You Can Do

Here are some action steps you can take to improve the morale and productivity of your workforce:

- **Communicate openly, honestly, and often.** Employees know that their organization must adapt to survive. What they want is to be informed, in an open and honest manner, about any changes that are taking place. When employees know they will be consistently informed, they will be less anxious and therefore more productive.
- **Foster collegial relationships.** Demonstrate personal knowledge of the individual's roles and responsibilities. Engage them on a personal level. Employees who feel others are sincerely interested in them and their wellbeing express higher levels of job satisfaction.
- **Express appreciation.** Thank employees. Let them know they are working hard and you appreciate their efforts. Acknowledgment can go a long way to reduce stress and increase job satisfaction.
- **Demonstrate value.** Recognize the efforts that individuals make in their jobs. Be as specific as possible. Highlight the employee's contributions to the group, department, and/or University's mission.
- **Increase visibility.** Be highly visible and convey leadership. Periodic informal chats, usually in person, are also effective. Visibility outside of the department helps to instill a sense of pride in one's department. Leaders are relied upon for developing confidence in how efforts are perceived at the high levels of the University.
- **Incorporate humor.** Finding an opportunity to laugh, even in the midst of stressful situations, can enhance mood and physical wellbeing. Recognize that everyone has a different sense of what is funny in the workplace, so showing sensitivity is important.

- **Monitor "Burnout."** Be aware of employees who are "overworking." Some employees do so in order to ensure job security. Monitor performance, errors, and accidents to ensure that the overwork is not leading to increased stress and/or decreased productivity.
- **Survey your employees.** Periodically survey a sample of your employees to identify issues and concerns. Use that information to modify your communications and morale-building approach.
- **Encourage employees to stay healthy.** Partner with ASAP and other UCD Wellness and Work Life programs to show your employees how they can reduce burnout, stress, and exhaustion.
- **Consult.** Utilize professional resources. ASAP is available to provide individual consultation and/or group presentations regarding specific ways to enhance employee morale and productivity.

MANAGING DIFFICULT EMPLOYEES

Occasionally there is an employee that has an especially difficult time accepting change. Anticipating and addressing situations in which an employee's negative behavior is impacting the team and departmental productivity is important.

Managing an employee who is demonstrating performance or behavioral problems can be stressful. Managers will be more successful in these situations when they follow appropriate guidelines as early as possible in the process. It is important to focus on performance issues and keep personal issues out of performance management discussions.

Identify the problem(s) in terms of performance and behaviors, not personality, and avoid raising issues without documentation. Also avoid diagnosing a behavioral or medical problem. Instead of addressing what you perceive as an employee's negative attitude, consider that the real problem might be the behavior that results from the negativity. Is he/she abrupt and unwelcoming? Does he/she continually complain in a way that demoralizes his/her coworkers? When you clearly identify problem behaviors, their impact on performance, and preferable behaviors, you'll be better able to effectively convey these to your employee.

Communicate with the employee. Avoiding conflict can lead to greater and more complex problems. It is common to hope that the problems will resolve themselves. Most of the time, they don't, and the delay in addressing the issues allows the situation to worsen. Early intervention will lead to a quicker resolution. Don't minimize your concerns when meeting with your employee. While you might feel that vaguely referencing performance problems is kinder or easier, lack of clarity can be a disservice to your employee. Attempt to be both concise and supportive. Finally, avoid covering up for a friend; your intended kindness might delay seriously needed help.

Ask for feedback when discussing a problem with an employee (and listen carefully too). Ask what you can do to help the employee be successful. Does the employee have a clear idea of job duties? Does the employee have the necessary skills to perform those duties? In an uncertain job environment, employees are often hesitant to reveal a lack of knowledge or training. Are there other factors that are impacting job performance? It is important, as a manager, to assist your employee in as many ways as possible to create success and a consistent, supportive

environment. Err on the side of "too much" discussion rather than too little. Stress management needs to be routine not reactive.

Inform the employee that you would like to see improvement and develop an action plan, including how you will measure improvement. Have regular meetings with the employee to provide feedback and support and schedule the feedback sessions with the employee ahead of time. Make time to meet again within two or three weeks and keep the appointment. Consistency is paramount.

Document the conversations with your employees. It is much easier to rely on notes than memory! Also, it is prudent to follow-up verbal discussions with e-mail confirmation of action items and expectations.

Do not accept a less than satisfactory response from an employee. If problems continue, contact Human Resources Employee and Labor Relations – they will work with you to discuss options, including assisting with letters of expectation, letters of warning, suspensions, and dismissals.

ASAP provides confidential consultation for managers and employees to discuss the concerns and challenges of maintaining productivity and morale in an uncertain workplace. Managers should let their employees know about ASAP, that using ASAP will not impact his/her career path, and allow employees to take release time during the work day to access this resource, or to take advantage of the programs on stress resiliency and other change related topics. Suggest that pro-active steps in obtaining assistance will benefit them more than if others raise concerns.

SUBSTANCE USE AWARENESS

One of the most difficult issues in the workplace is concern about workers who might be abusing a substance. Often people are hesitant to say anything. However, the best approach is to address substance abuse concerns early, before the problem impacts the safety of the employee or of others.

A common perception of a substance abuse problem is when an individual cannot live without his or her drink or drugs, is often under the influence, uses daily, or is irresponsible and cannot hold down a job. In fact, a person can be abusing or dependent without showing obvious signs. Without intervention, dependency can cause serious medical, psychological, work, and/or social problems in a person's life.

Opinions vary on which substances are or can be problematic. Illegal drug use is clearly a point of concern. Alcohol use is somewhat more debatable. Can someone drink at lunch? How much is too much? An even more vague issue is prescription drug abuse. Some individuals might question, "How can it be a problem if the substance is prescribed by a physician?"

It is helpful to be aware of behaviors that could represent a problem for the employee or workplace; some of these are shown below. If you notice an employee is "not being his or herself," it is probably worth exploring what might be going on. Sometimes these concerns end up representing significant health and or safety issues that can lead to further deterioration or workplace danger if not addressed.

Behaviors that might need further evaluation include:

- Slurred speech
- Significant change in mood
- Over-reaction to a situation
- Reduction in fine motor skills
- "Nodding off"
- Inability to track clear instructions or conversation
- Pattern of absenteeism or tardiness
- Odor of alcohol

As a manager, your job is not to diagnose whether someone has a substance abuse problem. It *is* your responsibility to help ensure safety in

the workplace. If you suspect there is an issue, we strongly recommend that you call one of the ASAP counselors to discuss your concern. Feel welcome to call anonymously. Do not ignore your concern or think that you are overreacting. ASAP can offer suggestions on how to discuss sensitive topics with your employees and what options are available to both of you.

WORKPLACE VIOLENCE

If there is an imminent threat
or actual occurrence of
violence, immediately

CALL 911

A *Violence Prevention
Information* line is now
available to report
nonemergency
incidents or concerns.
The telephone number
(530) 747-3854

Violence by employees, and non-UC Davis individuals entering the work site, affects the workforce both directly and indirectly. Even a violent reaction to a negative performance review can lead to harassment or discrimination. It is also important to realize that a new disruptive workplace policy went into effect January, 2010 and defines disruptive behavior as follows:

(PPM 390-30 II Definitions)
"Disruptive behavior is aggressive behavior or conduct that may adversely affect the campus or workplace, may generate reasonable concern for personal safety, or may result in physical injury…"

If you have any questions about specific behaviors as it pertains to a disruptive workplace please refer to PPM 390-30II on the HR Web site.

Approaches to Violence

Violence in the workplace needs to be approached at three levels: *prevention, early identification of threats*, and *appropriate response to threats.* Addressing these levels requires basic management skills plus a willingness to turn to professional resources in a timely manner.

Prevention

The same approach that creates a healthy, productive workplace can also help to prevent crisis situations. Utilizing basic leadership skills such as open communication with employees, providing appropriate support and training, and showing concern and fairness when issues arise play a significant role in creating and maintaining a safe work environment.

Set clear standards, note employee problems promptly, use performance counseling, and use discipline and other management tools conscientiously to keep difficult situations from turning into significant problems.

Programs that foster effective communication and that help employees address and resolve stressful issues at work or at home can be extremely valuable. UCD provides a number of helpful resources for work groups and individuals. For a complete list of UCD resources, access **http://www.hr.ucdavis.edu/worklife-wellness/ASAP** and the UCD training course catalog at **http://www.hr.ucdavis.edu/sdps/catalog**.

Early Identification of Threats

Despite implementation of prevention strategies, it is not possible to prevent all potentially violent situations. An employee can be driven to violence by factors outside of the workplace; or a family member, romantic partner, or other associate might bring his/her own violent impulses into our workplace. Thus, managers also need to be prepared for the next level of approach: *early identification of possible threats.*

Managers do not need to be experts on violent behavior. They *do* need to be able to recognize warning signs and characteristics of a potentially violent person, *as well as to have a willingness to seek advice from those who are knowledgeable about how to handle this type of problem.* Employees need to know that intimidation and harassment is unacceptable in the workplace, and that they should contact you, another manager, or the UCD Police Department immediately if they feel threatened. It is important that you convey a sense of trust and ensure your employees that you will respond appropriately if they share their concerns with you.

Warning Signs
Include, but are not limited to:

- Threatening/Disruptive/ Violent Behavior

- Substance Abuse

- Fascination with and/or owns Weapons

- Violence History

- Personal and/or Professional Situational Factors (e.g., layoff, divorce, etc.)

- Emotional Instability

- Defiance/Demands/ Intimidation

- Threats to harm self, others, or property

- Others express FEAR and CONCERN

- Social Isolation

- Irrational Thinking/Blames others

- Suspiciousness/ Paranoia

- History of Emotional Disorders

Appropriate Responses to Threats

If an employee has threatened violence or fears that he/she might be a target, you will move to the third level of involvement: *an appropriate response.* The key to an effective response is to access all available resources.

If there is imminent danger, notify the UCD Police Department at **911** from any university phone, or **752-1230** from a non-university phone, and take whatever steps are necessary to protect the safety and security of workers and the workplace. If it is determined that the situation was not as serious as it initially appeared, it is important that managers support the precautionary response and that nobody be criticized for "over-reacting." For more information, check the UCD Violence Prevention Web site at **http://www.hr.ucdavis.edu/supervisor/Er/Violence**.

UC Davis Violence Prevention Committees

There is a Staff and Faculty Violence Prevention Committee and a Student Violence Prevention Committee. Any manager concerned about the potential of workplace violence at UC Davis from someone inside or outside the university community should report it to the appropriate Violence Prevention Committee or the Violence Prevention Information Line **(530) 747-3854**. The Violence Prevention Committees include the following members:

Staff & Faculty Violence Prevention

- Police
  754-1230 or 911

- Academic and Staff
  Assistance Program (ASAP)
  752-2727

- Employee & Labor Relations
  754-8892

- Employee Health/Worker's
  Comp
  757-3262

- Faculty Relations
  752-0963

- Other University resources (i.e.,
  Legal Counsel)

Student Violence Prevention

- Student Judicial Affairs (SJA)
  752-1128
  sja@ucdavis.edu

- Counseling and Psychological
  Services (CAPS)
  752-0872

- UC Davis Police
  752-3278 or 754-1230 or 911

- Student Housing
  752-1736

- Other University resources (i.e.,
  Legal Counsel, ASAP, Student
  Disability Center)

Someone from the committees will respond to help determine the next appropriate action. Calling any committee member will activate the appropriate committee. Committee members are listed on the Human Resources Web site under Violence Prevention.

Importance of Effective and Open Communication

Because stress can interfere with listening, memory, and the ability to focus, it is prudent that extra effort be taken when addressing sensitive issues with employees. Express yourself clearly and check to make sure you have been understood. It is essential that all team members share a common understanding of the plan and of everyone's roles.

Support for those affected – potential victims, fellow employees or problem solvers – is an important concern. Fear can be a significant source of stress, and responsibility for the safety of others is a heavy burden. You can help by establishing an atmosphere of acceptance and open communication. ASAP is available for individual counseling, consultation, debriefings, or other group activities to assist in this area.

CRISIS RESPONSE

ASAP provides debriefing for managers and their staffs following an incident in the workplace. We provide on-site response, education, and support for managers and employees impacted by a critical incident.

What is a Critical Incident?

A critical incident is a traumatic event such as:

- The injury or death of an employee or family member
- A community disaster (e.g., earthquake, plane crash)
- Violence in the workplace
- Other traumatic events to which workers might be exposed

It is important to understand that such incidents are not experienced equally by everyone. If you are uncertain as to whether an incident is consequential to your staff, contact ASAP for a consultation regarding whether your staff might need services as a group.

Critical Incident Stress

Reactions to a critical incident differ and might be immediate or delayed by hours, days, or weeks. Responses can include strong physical and psychological reactions and can interfere with social or occupational functioning, such as:

- **Physical** – Fatigue, nausea, headaches, changes in eating and/or sleeping patterns, digestive problems, tremors
- **Cognitive** – Confusion, poor concentration, memory loss, difficulty making decisions, intrusive thoughts, disorientation, decreased attention span, poor problem solving
- **Behavioral** – Crying/tearfulness, withdrawal, isolation, prolonged silences, hyper-vigilance, decreased personal hygiene, excessive alcohol and/or drug use
- **Emotional** – Anxiety, fear, anger, guilt, irritability, emotional numbness, sadness, feeling helpless, hopeless or overwhelmed

ASAP can provide education at debriefing sessions about the symptoms of traumatic stress and provides tools for effective stress management.

Goals of Critical Incident Response

- Provide assessment, counseling, and consultation to the work unit after a critical incident
- Stabilize the work unit
- Mitigate the effects of critical incident stress
- Promote a return to normal productivity
- Identify early individuals who might benefit from follow-up support

Critical Incident Response Services

- **Assessment.** ASAP meets with managers to determine what is needed and to schedule appropriate services.
- **Debriefing.** People sort out feelings about stressful situations in different ways. Some need privacy, while others benefit from discussing the event in a group setting. These structured group meetings help employees process the experience and start to identify coping mechanisms. The appropriate response time might vary depending on the type of incident. During a debriefing, participants are provided with the opportunity to share experiences and common reactions in a confidential and supportive environment.
- **Grief Groups.** These sessions are offered at the work site for employees who are experiencing the loss of a co-worker through natural causes or as a result of a traumatic incident.
- **Management Consultations.** These meetings might occur throughout the critical incident response process and for subsequent weeks or months, including on or near the event's anniversary date(s).

How Soon Should ASAP Be Contacted After a Critical Incident?

Managers should contact ASAP as soon as possible to assist in the best strategy for responding to the incident and to provide services to affected staff members. When support services are provided to a work unit, it is more likely to recover and return to pre-incident productivity than a work group that has not received support services.

MAKING REFERRALS TO ASAP

ASAP is an accessible resource for all managers and employees. Our goal is to be available to help employees where stress and conflict impacts the workplace, to assist with crisis situations, and to help with directing individuals toward resources that are needed. It is important for managers to be informed of how we can help the workforce and help facilitate the appropriate route for the employee.

An *informal referral* is one way of highlighting the availability of ASAP services to the employee. An informal referral allows the full extent of confidentiality to the employee. No information is given to the employee's department about attendance or the area of concern unless there is a written consent from the employee. This type of referral provides an opportunity for the manager to acknowledge that the employee is facing challenges and can offer a pro-active approach to help address the employee's concerns.

A *formal referral* might be included in an employee's letter of expectation or letter of warning. Services for the employee are confidential; however, consent to release information regarding the employee's attendance might be required by his/her manager.

MANAGEMENT CONSULTATION

Managers play a key role in the success of a group and its larger organization. As a manager responsible for a workgroup, concerns might arise that are unique and, subsequently, create a desire to talk through your approach. ASAP counselors specialize in communication and management of behavioral concerns of employees. The ASAP counselors can discuss appropriate directions and options with the manager, as well as provide coaching on how to approach sensitive matters.

The ASAP staff is available for consultation either in face-to-face meetings or over the phone. Face-to-face meetings take place either at the manager's site or at the ASAP office. Due to the sensitive nature of some issues, we respect requests for anonymity and are available for consultation in the following areas:

- Coping with workplace trauma or crisis (e.g., death of co-worker, natural disaster)
- Employee personal problems that interfere with performance, attitude, or attendance
- Concern for violence or other workplace behavioral risk
- Possible substance abuse
- Workplace stress and employee resiliency
- Managing change and transition
- ASAP services promotion

Several outcomes can result from a consultation. The appropriateness of these options is discussed with the manager directly to determine the best course of action for the employee, the work group, and the environment. Here are three examples of possible outcomes:

- Problem solving strategies implemented directly by the manager
- An informal referral made to ASAP
- Intervention with the group

FREQUENTLY ASKED QUESTIONS

How does ASAP differ from similar services in the community?

ASAP offers UCD employees several advantages. We are located within the work site, so it is easy and convenient to utilize our services. We also have direct knowledge of the unique work environment at UCD. ASAP counselors have extensive training and experience not only with mental health issues but also with chemical dependency and work place issues. ASAP offers short term counseling and assessment, longer term psychological treatment, and referrals to other benefits available through UCD and external resources. And, importantly, ASAP services are available to employees, partners, and immediate family members living in the employee's home.

Will you know when one of your employees is seen at ASAP?

When an individual voluntarily seeks services from ASAP, participation is strictly confidential unless he/she gives written permission for information to be released. ASAP counselors are legally bound by state and federal laws of confidentiality. Visits will **NOT** be noted in the individual's personnel file.

If an individual is mandated to attend ASAP for assessment (e.g., as a condition for continuing employment), a special consent form is signed by the employee that allows ASAP to communicate specific information – the employee's attendance, compliance with treatment, and prognosis to the referring manager. No information is released about diagnosis or additional treatment that might be recommended.

What about confidentiality?

Contact with ASAP will not be revealed to anyone without the employee's knowledge and written consent. We do not contact their work or family or reveal any information, including the individual's attendance at an appointment, without a written consent. Exceptions, as required by law, are for cases of child abuse or neglect, dependent adult abuse, and when there is a threat of imminent harm to self or others.

Are employees' ASAP records a part of their medical record?

ASAP records are kept separate from employee's medical records and are accessed only by the ASAP staff – and only on a "need to know" basis.

What happens if an employee seeks help for drug and/or alcohol use/abuse?

It is best to be proactive in getting help for substance abuse. If left untreated, it can often lead to more severe problems and consequences. ASAP can help assess the level of need for addressing drug and alcohol concerns. Different treatment options can be accessed depending on the level of need. ASAP counselors will consult with employees to ensure they are well informed of available programs. This service is confidential.

What kind of problems do people discuss with ASAP counselors?

Everyone experiences difficulties at some time. All ASAP counselors have the expertise to help with a wide variety of problems, including personal and workplace stress, depression/emotional concerns, marital/family/relationship difficulties, alcohol/drug problems, communication issues, and eldercare issues.

What ASAP services are available to partners and/or family members of UCD employees?

Most ASAP services are also available to partners and/or immediate family members who live in the same household. Partners or family members might be seen for individual sessions or in tandem with the employee(s) in conjoint sessions if that person's participation will assist in resolving difficulties. If needed, the ASAP counselor will identify resources available through either the employee's health plan or the community.

Can you help identify resources in the community for specialized care?

Yes, the ASAP staff is knowledgeable of many resources available in the community. They can help assess an employee's particular situation and identify the appropriate resources for referral.

Tell me about the ASAP staff.

The ASAP staff consists of California-licensed psychologists, marriage/family therapists, and clinical social workers with many years of experience in the employee assistance and mental health fields. Additionally, ASAP provides an integrated supervision program for several advanced clinicians in training.

Where can I get more information on ASAP services?

To obtain more information on program specifics or any of our services, visit our Web site at http://www.hr.ucdavis.edu/worklife-wellness/ASAP. To make an appointment, call us at 530-752-2727.

How much do ASAP services cost?

ASAP provides both free short-term EAP services for transient issues. It also assists with longer term psychological treatment through United Behavioral Health (UBH), the campus mental health coverage for all employees. Longer-term treatment through the UBH system requires a $15/per visit co-pay after the third visit to the designated private provider.

What happens if I am laid off?

ASAP provides services in coordination with your other UC Davis benefits and mental health treatment relating to post employment.

RESOURCES

Resource	Web site
Supervisor Resources	http://www.hr.ucdavis.edu/supervisor
Employee Resources	http://www.hr.ucdavis.edu/employee
Benefits	http://www.hr.ucdavis.edu/benefits
Disability Management Services	http://www.hr.ucdavis.edu/worklife-wellness/Disability_Management
Occupational Health Services	http://safetyservices.ucdavis.edu/occupational-health-services
Mediation Services	http://mediation.ucdavis.edu/
Staff Development and Professional Services Worklife and Wellness	http://www.hr.ucdavis.edu/sdps http://www.hr.ucdavis.edu/worklife-wellness
HR Offers Resources on the State Budget Crisis and its impact on the University of California	http://www.hr.ucdavis.edu/HR-hot-topics