

Title: Faculty/Staff Assistance Program

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Introduction

In any large organization there will be individuals who experience personal problems, such as family and marital difficulties, mental and emotional stress, problem drinking, drug abuse, and financial and legal concerns. In most instances, the employee is able to resolve these problems before job performance is impaired. There are, however, occasions when personal problems cannot be satisfactorily resolved by the individual, and job performance or behavior on the job may be a liability to the University in terms of absenteeism, substandard work, and the costs incurred by terminations and replacements. There is also the potential negative effect on the morale of coworkers, and on the efficiency or effectiveness of an entire department.

In such cases, the University recognizes its responsibility to the troubled employee as a person -- a responsibility occasioned by the uniqueness of the employer-employee relationship. It also recognizes that personal problems that adversely affect job performance must be addressed and resolved. Through the Faculty/Staff Assistance Program, the University endeavors to meet its commitment to assist employees in resolving personal problems.

Faculty/Staff Assistance Program

The Faculty/Staff Assistance Program is a referral and counseling service established to help employees resolve problems that can adversely affect job performance, impede career progress, or cause significant personal discontent. The major objective of the program is to provide personal support for the employee during the time of trouble -- to be sensitive to the employee's problems, and to assist the employee in seeking solutions. Assistance is available to employees and to members of their immediate families. There is no charge for any advisement or referral services rendered by staff members on campus. Charges for community agencies or others to which an employee may be referred will be the responsibility of the employee, although many employees have insurance policies that provide this type of coverage.

Employees and others are assured of absolute confidentiality should they consult with Faculty/Staff Assistance Program personnel, and the use of this service will not jeopardize an employee's position at the University.

Personal case records maintained in conjunction with employee counseling will be confidential, and will be the responsibility of the Program Director. In the event that the position of Program Director becomes vacant unexpectedly, and if there are no other staff members present, all case records will become the responsibility of the Director of University Counseling Services until such time as a new Program Director is selected.

While employees requiring assistance are encouraged to contact a member of the Faculty/Staff Assistance Program directly, there are instances where managerial responsibility requires that a supervisor recommend that an employee seek professional assistance. Responsibilities of managers and the Faculty/Staff Assistance Program to employees are broadly defined below.

Responsibilities of Managers

- I. There can be many reasons for poor performance or unacceptable behavior in a work environment, and all are not directly related to a personal problem meriting the help of the

- Faculty/Staff Assistance Program. Managers should, however, be particularly cognizant of behavioral changes -- e.g., recurring poor performance after an extended period of satisfactory performance. The problem should be brought to the attention of the employee by the manager, and an attempt made to identify and resolve the problem on an informal basis.
2. Where the problem is identified, and the nature of the problem is such that the employee requires the type of professional assistance available from the Faculty/Staff Assistance Program, the manager should apprise the employee of the services available, and should encourage the employee to contact a member of the program's staff.
 3. Faculty/Staff Assistance Program personnel are available to assist managers in determining the most effective way of helping a troubled employee. However, often the nature of the employee's problems will not be readily identifiable by the manager, and the employee will either not admit to having a problem, or will make excuses for what has occurred, promising to improve. Where this occurs, and the employee's continuing poor performance on-the-job indicates a lack of response to the manager's informal recommendation to seek assistance, managers are responsible for filing a written report explaining the problem, and summarizing the action taken to date by the manager in attempting to resolve the problem.
 4. For academic personnel, a formal report of this nature would generally be filed by the responsible Department Head, and would be forwarded through the Dean to the Academic Vice President and Dean of Faculties. Incidents involving nonacademic personnel would generally be filed by the responsible Director or Manager, and would be forwarded through the responsible Vice President to the Director of Personnel.
 5. Any further attempts to assist the employee in resolving a personal problem would be coordinated by the Academic Vice President and the Dean of Faculties for faculty, and by the Director of Personnel for all other employees.

Responsibilities of Faculty/Staff Assistance Program

1. Faculty/Staff Assistance Program personnel will be responsible for developing and administering educational/training programs that will assist managers in recognizing the types of behavior and performance on-the-job that can often be attributed to a personal problem. The Program will also train managers in the techniques they can use to confront employees with a problem, and how they can motivate and encourage the troubled employee to seek help.
2. The Faculty/Staff Assistance Program will provide initial evaluations with referrals to an outside professional counselor or physician, or to a community agency that can assist in the resolution of a particular problem. On-campus counseling may be provided if the problem is not of a chronic or long-term nature. To the degree indicated, staff personnel will follow up on the progress of employees who seek assistance.