

THE MANAGERS' GUIDE TO WORK AND WELLBEING

Building Mental Fitness. Together.



1300 687 327 (Australia)
0800 666 367 (New Zealand)*
+613 8620 5300 (International)



convergeinternational.com.au

*At Converge we define
"wellbeing" as both
feeling happy and also
living with energy and
purpose.*

CONTENTS

| | |
|--|----|
| Introducing EAP | 4 |
| Referring staff to EAP | 5 |
| Confidentiality | 5 |
| Converge International EAP access | 6 |
| What has EAP got to do with my job as a manager? | 7 |
| Critical Incidents and Rapid Response | 8 |
| Specialist Helplines | 10 |
| Mental Fitness Assessment | 11 |
| Converge Integrated Onsite Support | 12 |
| Consulting Solutions | 14 |
| Popular Services from our Consulting Solutions | 17 |
| ROI Calculator | 20 |
| Awareness and Promotional Resources | 21 |
| Workplace Loneliness Research | 22 |

* Calls to this number will be answered by Vitae, our first point of contact in New Zealand

INTRODUCING EAP

We are here to support you to build a great workplace: your Managers' Guide gives you an overview of the services offered by Converge International.

This guide takes you through our Employee Assistance Program (EAP) services, but also through other initiatives to support you to build a great workplace culture, where employees are engaged, healthy and productive.

The core of our service is our EAP: a professional counselling service delivered by qualified and experienced psychologists, social workers and counsellors.

Our EAP services have been expanded to offer specialist support in a range of complementary streams.



REFERRING STAFF TO EAP



As a manager or leader, you are responsible for supporting staff who may be experiencing issues, personal or work-related, that are impacting on their work performance.

You may also be in the position of working closely with your team every day and therefore likely to identify behaviours that may indicate a staff member is having a difficult time. Some of these indicators can include:

- Change in quality of work
- Increased time off work or reduced reliability
- Increased emotional outbursts
- Aggressive/irritable behaviours
- Signs of stress and/or anxiety
- Lack of interest in work/life
- Erratic behaviour and mood swings
- Withdrawal from colleagues and other social engagement at work
- Increased frequency of conflict

By picking up on behaviour changes early, and through referring that staff member to the support offered through the Converge International EAP, you can give your staff member the best chance of quickly resolving the matter.

Sometimes staff members may need support around issues that are impacting on their work. A sensitive way of discussing this with an employee begins with asking if they are receiving enough support at this time. You can remind them of the professional, confidential and practical support and advice available through EAP.

Of course, if you need guidance around referring a staff member to EAP, or if you need more support, you can contact our 24-hour call centre at any time.

CONFIDENTIALITY

When people use the EAP service, it is a confidential process, similar to seeing a private psychologist. Unless there is a duty of care issue (risk of harm to themselves or to others), or Converge International has received a legal subpoena, then privacy is maintained.

It is important to reassure employees that the EAP is a safe and private space for them to connect with a professional counsellor without fear that any details

discussed will go back to their manager or organisation. It is also important for managers to understand that, even if they refer someone to EAP, they cannot receive information on the process from that point without the written consent of that employee.

You can read our Privacy Policy at <https://convergeinternational.com.au/cvi/about-us/our-approach>

* Please speak with your Human Resources team, or your EAP contract manager, to learn more about which EAP support streams are available to your staff.

CONVERGE INTERNATIONAL EAP ACCESS

Accessing Converge International's EAP services begins with a quick phone call; dial **1300 OUR EAP (1300 687 327)**. You can also learn more about our services at www.convergeinternational.com.au.

CLIENT SERVICES WILL:

- Triage the call
- Assess urgency
- Book appointments OR refer to relevant Converge team member
- Arrange Urgent phone appointments within 20 minutes

AVAILABLE SERVICES

- EAP Assist Streams
- Critical Incident Response
- Specialist Phone Helplines
- Training and Consulting
- Assessment Services
- Mental Health support
- Manager Assist

BOOKING AN APPOINTMENT

1. **Phone:** 1300 OUR EAP
2. **Website:** www.convergeinternational.com.au
3. **EAP Connect App**

Once your appointment is booked, it will be confirmed within 24 hrs via a SMS reminder. You can change or cancel up to 24 hrs before your appointment without forgoing your appointment time. Cancellations with less than 24 hours notice will result in the loss of this session from your allocation.

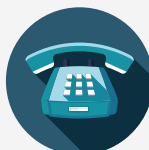
WHO CAN ACCESS?

EAP is available to Employees, Managers and Immediate Family*

* Check with your HR team to learn if your organisation has access to the Family Assist EAP stream.



FACE TO FACE



VIA PHONE



VIA ZOOM



VIA LIVE CHAT

WHAT HAS EAP GOT TO DO WITH MY JOB AS A MANAGER?

Managers will be faced with situations where they need additional support; that's when the Converge International EAP is there for you. There are times when professional support is the best option for your team member. As their manager, you are well placed to suggest they access this service to assist them to resolve the issue, rather than becoming distracted at work.

EAP supports your employees to be healthy and productive. EAP provides many benefits to your staff:

Enhanced emotional and psychological wellbeing.

Minimising health and wellness risks that can lead to absenteeism, stress, team dysfunction, compensation claims and staff turnover.

Improved interpersonal and coping skills.

A tangible commitment to employee health and wellbeing.

Assistance with work and personal issues that may affect workplace performance and personal wellbeing.

Staff are less distracted by issues or concerns and more engaged in doing what they need to do.

Converge International also provides dedicated support for managers and leaders through our **Manager Assist stream; a confidential coaching and advisory service that supports team leaders, supervisors, line managers and project managers to deal with staff challenges and on the job concerns.**

Manager Assist offers support with:

- Employee mental health concerns
- Managing employee behaviour change
- Work performance issues
- Communication during workplace change
- Conflict resolution or managing threats/ violence
- Managing workload and work/ life balance
- Strategies to support at-risk employees
- Team building and team development issues
- Managing work performance when there is a suspected or confirmed mental health concern
- Having difficult conversations with employees.



CRITICAL INCIDENTS AND OUR RAPID RESPONSE MODEL

Critical Incidents are unplanned or sudden events, usually occurring in or around the workplace, that impact on a team or on individual members of staff. Critical Incidents and mass disasters can include events such as:

⚠️ CRITICAL INCIDENTS

- Robberies
- Serious injuries
- Fatalities
- Assaults
- Major accidents
- Workplace violence

🚨 MASS DISASTERS

- Natural disasters (such as cyclone, flood, earthquake, bushfire)
- Human caused events (such as terrorist attack, bomb threat/attack, mass shooting)
- Industrial disasters (such as an oil spill or explosion)

CALL 1300 OUR EAP TO REPORT A CRITICAL INCIDENT

When you call **1300 OUR EAP (1300 687 327)** to report a critical incident:

- Your call is assigned to a Customer Service Officer.
- The Customer Service Officer, will work with you to develop a Critical Incident plan. They will arrange for a Converge International Consultant to be onsite to provide support to your staff and they will also be able to assist with any immediate support needs.
- Our model of support includes supporting you as the manager through the critical incident response from start to finish.
- If the critical incident is a mass-scale disaster, or if the event is still in progress, Converge International will establish a Rapid Response team and manage the response from a central location.

* Please note you can also call Rapid Response Response by clicking on the Critical Incident button in our EAP Connect smartphone app.

CRITICAL INCIDENT TIPS FOR MANAGERS



Remember that, at this time, people will be looking to you for guidance, leadership and support. Your actions and leadership after a traumatic event will be critical to the recovery of your staff.



Be aware of your employees' psychological wellbeing and watch for any significant changes in behaviour.



After a critical incident, people may display signs of distress and may experience mental, emotional and physical exhaustion. You can remind your staff that this is not unusual and to be patient with themselves as they recover.



If you or your staff need additional, expert support after a critical incident, call Converge International on **1300 OUR EAP (1300 687 327)**

1



Be ready to offer support

2



Watch for changes in behaviour

3



Get help (if needed)

SPECIALIST PHONE HELPLINES



Converge International offers an expanded counselling service through Specialist Phone Helplines that deliver support for specific challenges people may face in their lives.

The qualified counsellors who provide these specialist support services have the specific social or cultural experience, knowledge, training and understanding needed to deliver this support.

The Specialist Phone Helplines services are offered as a **separate, additional service** that operates as an extension of your existing Converge International Employee Assistance Program. To learn more about **activating these services** for your staff, please contact your Converge International Client Relationship Manager.

HELPLINES

PHONE NUMBER

| | |
|--|--------------|
| Aboriginal and Torres Strait Islander Peoples Helpline | 1300 287 432 |
| Lesbian, Gay, Bisexual, Transgender, Intersex, Queer or Questioning Helpline | 1300 542 874 |
| Domestic and Family Violence Helpline | 1300 338 465 |
| Eldercare Helpline | 1300 035 337 |
| Disability and Carers' Helpline | 1300 243 543 |

MENTAL FITNESS ASSESSMENT

Wellbeing is affected both by the things that happen to us (external stress) and also our internal resources in responding to those events. There is strong research that our internal resources (at Converge we call them "mental fitness") are objective, measurable and are able to be improved through simple but regular habits and practices. There is also strong evidence that mental fitness is not a single attitude or personality trait but is multi-faceted and encompasses many areas of life.

The first step to improvement is knowing where you are now.

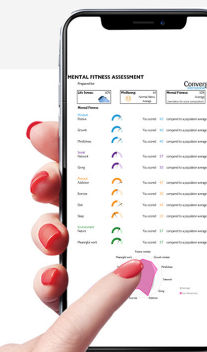
Our mental fitness assessment tool measures three different things:

1. Current wellbeing (we use the World Health Organisation's WHO-5 measure which has global benchmarks)

2. Current levels of mental fitness
3. Current external stress an individual is facing (we use questions adapted from the Holmes-Rahe Life Stress Inventory)

Mental fitness contains eleven separate dimensions grouped into four main areas (Body, Mind, Community and Spirit). Each can be improved and strengthened by incorporating small, everyday habits into a person's life.

We use the assessment tool and a personal report to help individuals plan a program that will protect them against future stresses and raise their levels of wellbeing.



CONVERGE INTERGRATED ONSITE SUPPORT

With more employees working away from home for extended periods or as fly-in fly-out workers (FIFO), comes an increased risk of stress, loneliness and potential psychological and physical issues. In these instances where EAP can't reach for face to face support, Converge Integrated Onsite can help you support your workers, not just ensuring their health but also their motivation. With over 60 years of working onsite, we know that pro-active early intervention doesn't just improve your balance sheet with more productive employees: it saves you money in claims. More importantly, it saves lives through preventing psychologically driven accidents.

High Stress

Demanding job roles such as emergency services where immediate accessibility to mental and emotional support is required.

Proximity to Support

Work environments with limited flexibility. These include remote geographical locations or where there is limited or no capacity for face to face appointments due to on-call demand or workplace security requirements.

Workplace Culture

Teams where cultural factors tend to discourage help-seeking, eg: male dominated teams or workplaces.

Prevention Needs

Work environments where a need for preventative and early intervention support services have been prioritised.

HOW IS INTEGRATED ONSITE SUPPORT DIFFERENT FROM EAP?

EAP relies on self-reporting: your onsite support professional is proactively able to identify issues. Our expert onsite support team support you and your workers by creating and encouraging an environment that

- 1) prevents harm
- 2) promotes positive mental health and wellbeing
- 3) manages immediate psychological and emotional needs.

OUR APPROACH

Converge Integrated Onsite Support provides counselling, resources, awareness sessions and crisis response. Through regular weekly, fortnightly or monthly visits and lunch time wellbeing activities, we embed specialised onsite practitioners into your environment. We know from experience that people who would not usually ask for help will confide in our onsite team as a foundation of trust is built over time. All conversations are confidential. Our people work closely with the other support services in your organisation to ensure people support and

WHAT ABOUT CRISIS SITUATIONS?

In disaster situations the onsite consultant is a 'lifesaver' who needs no briefing or preparation to act immediately, because they're part of the known and trusted environment. With training in psychological first aid, they are quickly able to identify risks and encourage people to seek support. They work closely with other critical incident professionals to ensure good communication and response during a crisis.

Your Converge onsite consultant is a powerful, visible and symbolic reminder of management investing in their people's health and wellbeing.

CUSTOMISABLE AND ADAPTABLE

There are several service configuration options including Workplace Community Connector, Sessional Counselling and Coaching, and a Multi-Disciplinary Flexible option. Also, when requested, the Converge Integrated Onsite model can provide Pastoral and Spiritual Care support and broader workplace community care services.

CONSULTING SOLUTIONS

Our consulting solutions respond to the current and complex needs of today's workplace. We work with you to address both individual and team issues. No matter what the situation, our approach is characterised by a simple three-step approach we call

AIE.

1. **A**ssessment
2. **I**ntervention
3. **E**MBEDDING

This process consistently gets straight

Below is an overview of our ten consulting solutions:

Challenging Individual Behaviours

In addition to derailing a team, an individual's behavior can have significant impact on your company's culture. Our responses include Individual assessments, manager support, workshops and individual coaching.

Challenging Teams

A group of talented individuals does not guarantee teamwork and over time teams can fragment. We work with teams not to impose solutions but to help them determine their path forward, so they're all invested.

Challenging Work Environments

For those working in high-stress roles including call-centres, health and emergency services, there's additional complications of shift-work and broken sleep patterns. Converge identifies potential issues, helping you minimise risk to both the team member and workplace.

Families

Today employers deal with complex issues including family and domestic violence (FDV). Policy development, FDV contact officer selection & supervision and training across the organisation from Converge can make your workplace a safe space.

FIFO Workers

The isolation felt by FIFO workers can create risky situations. Converge's deep expertise is invaluable in detecting and resolving the broad range of issues that can occur when people are away from home.

Workplace Change

It's natural for employees to fear change. At Converge we manage change end-to-end, assisting employees facing major change and supporting managers and the organisation throughout the process.

Leadership Development

We help turn great potential into great leaders. Our training is tailored to career stages and assists the individual to navigate aspirations for career advancement, as well as empowering teams to achieve great results.

Mental Fitness

Mental fitness is a major component of wellbeing. In addition to identifying individuals at risk, we offer a range of measures to improve mental fitness including peer programs, coaching and a digital app to help keep people on track.

Work Health and Safety

Critical and challenging situations are increasingly common in the workplace. We work with managers to assess and provide formal interventions around policy development, team assessments and training.

Workplace Conflict and Relationships

Our specialist Conflict Resolution Consultants ensure conflicts are resolved. Interventions include mediation, conflict resolution training programs, team coaching as well as team dynamics assessments.

POPULAR SERVICES FROM OUR CONSULTING SOLUTIONS

To deliver the best outcomes possible we tailor our consulting solutions from a wide array of products and services. Some of these are noted below.

Training Workshops

Converge has a Leadership and Development function ready to tailor and develop workshops to meet our client needs. With over 30 existing workshops and 25 wellbeing seminars we are always developing tailored best practice programs to enhance your capability and fulfil your goals.

Workshops and seminars are available for employees and managers. Most popular training include:

- Understanding and responding to family violence
- Peer support
- Contact officer training
- Managing difficult interactions and behaviours
- Positive conflict resolution
- Mental Health at Work
- Occupational Violence
- Thriving through Change
- Building Resilience

Outplacement

Our consultants work one-on-one with individuals and focus on: increasing the individual's senses of self awareness (e.g. experience, skills and needs); exploring job opportunities; networking; developing an effective CV; building a LinkedIn profile; writing application letters and other relevant documents; improving interview skills; and negotiating salary packages. We have programs to suit any job level including management and executive packages.

Wellbeing Check

Individual mental health assessment using standardised psychometrics and whole-of-life audit to track mental wellbeing over time and provide self-care strategies as well as pathways to better management.

Organisational and Team Assessments

Receive recommendations and support around resolving issues in teams and organisations to reduce the impacts of potential psychological risk, improve staff wellbeing and functioning or gain greater team alignment with the organisation's values. Assessments include: Workplace Wellbeing; Team Dynamics and Psychosocial Risk.

Coaching

Manager Coaching

Leadership coaching programs utilise psychometric tests, style mapping and other tools to help new leaders understand themselves and their leadership style. Our leadership coaches bring significant experience and knowledge, advising clients about leading and managing people to be their best.

1 on 1 Coaching

Goal-focused coaching, reinforcing and embedding key developmental learnings, skills and building personal capability and effectiveness.

Drug & Alcohol

Support for an employee after a breach of an organisational policy or an incident related to drugs or alcohol. The aim is to reduce risk to the individual and organisation immediately and into the future.

Violence Risk Assessment

A Violence Risk Assessment is undertaken by a skilled mental health consultant and incorporates a psychometric evaluation and an interview with the staff member. During the interview, the consultant will evaluate the employee across specific attitudes, triggers and influences which contribute to potential violent behaviour.

Fitness for Duties Assessment

Support for organisations looking to understand an individual's psychological capacity to perform their role or return to work following a period of absence.

Individual Risk Assessment

For employees who present a high physical or psychosocial risk to themselves or others.

Professional Supervision

Professional supervision is invaluable for front-line teams working in complex areas of service delivery such as health professionals, teachers, emergency service workers and many others. Using proven techniques in reflective practice as well as preparing and presenting case studies to peers and colleagues, participants will build their resilience and ability to manage these challenging work environments over time.

Pre-employment selection

Converge has a specialised recruitment function called SafeSelect. SafeSelect offer a range of psychometric tools for pre-employment selection, such as cognitive ability, personality, behavioural, and emotional intelligence assessments to complement your recruitment process.

The assessments measure a candidate's potential and provide your organisation with insight into how they are likely to perform in the future.

The assessments provide an indication of the candidate's suitability for the role as well as identify any potential psychological risks they may present. These risks can then be further investigated at interview.

Alternatively, SafeSelect Recruit's team of experts can manage the entire end to end recruitment process for you using proven, evidence based selection methods.

Team Development

SafeSelect's assessments provide objective information for an individual employee or group/department and provide insight into the development needs of individuals or of teams as a whole.

Based on this information, a recommendation can be provided to Converge International's Training and Consulting Team, allowing them to provide a series of targeted group professional supervision sessions or team workshops to reduce people risk or increase performance.

Sometimes, the norms, behaviours and communication within a team can deteriorate to a point where staff fear coming to work each day. We facilitate team processes to create a new team charter to guide behaviours and communication. Importantly, it is designed to sit within and align with your organisational values and mission.

Conflict Resolution

Our Conflict Resolution consultants bring a proven and balanced approach to workplace conflict and are experienced in managing and resolving disputes and improving workplace relationships.

Services we offer in this space include mediation, facilitation, conflict resolution training and conflict coaching.

Specialist Support

Workplace Behaviour

An early intervention coaching service that enables managers to support employees to improve their work performance, in line with agreed goals or expected outcomes.

Extended Counselling

Where an employer identifies a need for ongoing external and professional support for an employee. They may refer the individual for counselling for an agreed number of sessions outside those offered through EAP.

Witness support

Support for staff who are employed but may not be at work as a result of a work-related incident or matter under investigation. Support is made available when the individual is considered to experience increased psychological risk.

ROI CALCULATOR

What does the ROI Calculator do?

The EAP ROI Calculator answers the following question:

Assuming only a subset of employees utilise the EAP, are the cost savings sufficient to offset the cost of the program, considering the value of money, turnover, and program effectiveness?

What variables are considered in the calculator?

- Industry
- Number of employees
- Average annual compensation
- Annual fee (cost of the investment)
- Utilisation rate
- Prevalence rates of emotional, legal and financial issues
- Cost of accidents and accident rate
- Turnover rates due to replacement, relocation and retraining costs

The Calculator generates the Internal Rate of Return (IRR) and Net Present Value (NPV) of your investment in an EAP, and considers the opportunity cost of capital.

Best of all, it is tailored to your company's unique demographics, such as covered employees, industry, occupation and utilisation rates. To facilitate ease of use, the EAP ROI Calculator contains carefully researched default data derived from published studies and research, which may be overridden with actual client data.

Access and Consulting Support

The Calculator is available through web based and your Client Relationship Manager will guide you through the process.

What are the cost savings associated with an EAP?

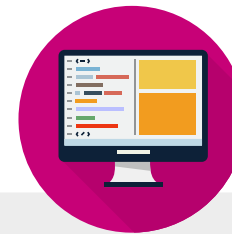
Employer Savings:

- Reduced productivity losses (presenteeism and absenteeism gains)
- Reduced replacement, relocation, and retraining costs for employees who exit the company
- Reduced claims, therefore reduced premiums
- Reduced accident rate (distractions associated with issues).

AWARENESS AND PROMOTION

Converge International provides a range of awareness and promotional resources to support you in building an engaged, productive and healthy workplace.

Our programs and services are backed by an extensive range of information resources for you and your staff, including:



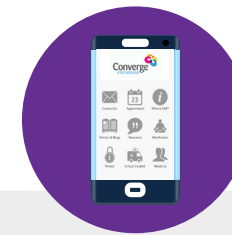
WEB PORTAL

Accessible via the homepage of the Converge International website at www.convergeintl.com.au, the Portal provides access to health and wellbeing materials, coaching tools and other related resources.



WEBSITE

The Converge International website, at www.convergeinternational.com.au, provides easy access to detailed information about our services and your EAP Portal.



SMARTPHONE APP

EAP Connect is the Converge International smartphone app and is available for Android and iOS/ iPhone devices. The app makes it easy to organise an EAP appointment and to find out more about Converge International services while providing access to resources on mental health and wellbeing.



ANNUAL CALENDAR AND MONTHLY MATERIALS

Each month our clients receive resources in line with that month's theme on our Calendar. Monthly Materials are received by email and are also uploaded to your portal. The materials include: Spotlight articles, Brain Bites, Newsletter Inserts and Digital Media.

Workplace loneliness in Australia

Loneliness is a public health epidemic

Loneliness is when you feel disconnected from others and see one's relationships as negative. So, one can feel lonely in a crowd, and surrounded by others.



Women and men experience loneliness equally.

15% of people experiencing loneliness are more likely to be depressed.

Young adults have more social anxiety than older people.

48% of people in Australia are lonely.



Loneliness can have the same effect on someone's health as smoking 15 cigarettes a day.

Workers experience loneliness at an alarming rate

Loneliness can be detrimental to health and wellbeing.



40% of lonely workers feel less productive.



38% of lonely workers report making more mistakes.



36% of lonely workers report getting sick more often.

90,000 hours are spent at work each year by workers.

37% of Australians feel lonely at work... and it's growing.



Lonely workers are twice as likely to look for a new job in the next 12 months.

Modern ways of working contribute to loneliness

The way we work today is causing loneliness and now the workplace needs to be part of the solution.

49% of those that are lonely are more likely to withdraw from their colleagues.

47% of those that are lonely are more likely to suffer poor wellbeing.

46% of lonely workers believe they do not align with their company's vision and values.



More than a quarter of workers notice people in their workplace experiencing loneliness.

Workplaces must be part of the solution



Half of Australia's workers believe that a leader is responsible for whether team members feel lonely.



Half of lonely workers feel it is HR's responsibility to foster social connections in the workplace.

YET...



Only **9%** of workers feel comfortable talking to HR about relationship concerns in the workplace.

1/3



of workers believe workplaces should facilitate a culture of engagement and social interaction.

"People are crying out for an end to loneliness. We must all strive to be better neighbours, friends and colleagues. Everyone has a role to play."

Dr Lindsay McMillan a future that works



1300 687 327 (Australia)
0800 666 367 (New Zealand)*
+613 8620 5300 (International)
convergeinternational.com.au

* Calls to this number will be answered by Vitae, our first point of contact in New Zealand. Copyright © Converge International 2020. First published 2018. Published by Converge International, Level 5, 255 Bourke Street, Melbourne, VIC 3000 Email: info@convergeintl.com.au, Phone: 03 8681 2444, Web: www.convergeinternational.com.au All rights reserved. Without limiting the rights under copyright reserved above, no part of this publication may be reproduced, stored in or introduced into a database and retrieval system or transmitted in any form or any means (electronic, mechanical, photocopying, recording or otherwise) without the prior written permission of both the owner of copyright and the above publishers.