

Seirbhís Chúnaimh
d'Fhostaithe na Státseirbhíse



Civil Service Employee
Assistance Service

Activity Report 2013

Mission Statement

“To offer a quality resource and support service for all staff which positively affects both individual health and well-being and organisational effectiveness”

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Civil Service Employee Assistance Service (CSEAS)

Key Activities 2013

2013 represents the first full year of operation of the restructured Civil Service Employee Assistance Service (CSEAS). The following is a summary of the key objectives, outputs and achievements for the year. During 2013, the CSEAS was available to approximately 32,000 civil servants in Ireland across all Government Departments/Offices.

CSEAS Key Objectives 2013

- To deliver a high quality customer service to all users
- To continue to embed the recently restructured CSEAS across the Civil Service by means of a structured communications strategy
- To continue to develop stakeholder linkages e.g. HR Divisions, Office of the Chief Medical Officer, trade unions, across the Civil Service
- On-going development of Governance policies and internal systems
- Conduct online feedback surveys across the Civil Service on awareness of, and satisfaction with, the restructured CSEAS

CSEAS Highlights 2013

- 2817 contacts with the CSEAS in 2013 - up 33% on 2012
- 9% usage by serving civil servants – up 2% on 2012
- CSEAS engaged in 8,722 sessions*
- Multiple issue presentation with an average of two presenting issues per client**
- Highest users as a percentage of CSEAS casework came from grades up to CO and equivalent at 48%
- Highest users as a percentage of serving staff came from grades up to CO and equivalent at 34%
- A survey of all civil servants was undertaken to seek feedback on awareness of, and user satisfaction with, the restructured CSEAS – 4647 responses received. 1 in 7 respondents had used the CSEAS with a 93% user satisfaction rate
- A survey of HR staff was undertaken to seek feedback on, and knowledge of, the CSEAS and its referral procedures. There was a 61% response rate and an average 90% user satisfaction rate
- All Employee Assistance Officers (EAOs) trained in Critical Incident Stress Management (CISM) in 2013 and the CSEAS responded to 7 critical incidents in various Government Departments/Offices
- Strengthened CSEAS Communications Strategy
 - 181 presentations on welfare related topics delivered in various Government Department/Offices
 - Quarterly feature articles published and circulated on issues relevant to staff well-being
 - 5 new CSEAS Leaflets published
- Stakeholder linkages
 - CSEAS Service Delivery Protocols published, setting out the range of CSEAS services available to Government Departments/Offices and how they are delivered
 - HR Personnel – meet & greet sessions and regular meetings implemented
 - Personnel Officers Network – Presentations by the CSEAS during the year
 - Trade Unions – CSEAS presence at trade union Annual Delegate Conferences
 - Availability and visibility in Government Departments/Offices of Employee Assistance Officers strengthened
 - Focus on developing links with line managers

* Sessions refer to service user contacts (face-to-face, phone, email, text)

** Client refers to individual staff member using the CSEAS

1. INTRODUCTION

- 1.1. The CSEAS, under central management in the Department of Public Expenditure and Reform (DPER), is an important shared service element of the Human Resource structure in the Civil Service. It plays a key part in an ethos of promoting employee¹ wellness and organisational effectiveness. The CSEAS provides a wide range of free and confidential (see exceptions to confidentiality below) supports to civil servants, including management, designed to assist employees to manage personal difficulties, which, if left unattended, could adversely affect work performance and/or attendance and quality of life.

Professional standards apply with regard to confidentiality. Confidentiality is between the member of staff using the Service and the CSEAS.

Exceptions to confidentiality are:

- Life-threatening situations to the individual, other parties or the public
- Where there is a statutory responsibility to report
- Where required by a court or legal process to do so
- Where non-disclosure of information could compromise the CSEAS
- Where the CSEAS becomes aware of a breach in criminal law, disclosure may be necessary


- 1.2. The 2013 Activity Report of the CSEAS provides a summary of the activities undertaken and services provided during the year.
- 1.3. There was an increase in the number of civil servants contacting the CSEAS from 2,118 in 2012 to 2,817 in 2013 – up 33%.
- 1.4. A key priority for 2013 was to continue to embed the restructured CSEAS across the Civil Service, delivering a high quality customer service to all users. A proactive publicity campaign continued. Advertorials were placed in various relevant publications. The CSEAS website was enhanced. Presentations were delivered to various departments and offices across the Civil Service on topics such as Information on the CSEAS, Health and Wellbeing in the Workplace, Stress Management, Dignity at Work and Harmony at Work. Presentations on the restructured CSEAS were also delivered at trade union Annual Delegate Conferences.
- 1.5. During 2013, a key objective was to continue fostering links with HR Divisions. Briefing presentations were delivered to the Personnel Officers Network; meet-and-greet introductory sessions were arranged between HR and CSEAS staff; and workshops were organised to invite HR input into service delivery requirements.


¹ All references to employee(s), staff and staff members in this Report refer exclusively to civil servants.

- 1.6.** To ensure the delivery of an efficient and effective Service, the CSEAS surveyed approx. 32,000 civil servants.

The purpose of the survey was:

- to establish the level of awareness and understanding of the CSEAS
- to seek feedback from civil servants who availed of the Service since its restructure in 2012

- 1.7.** We wish to express our thanks to all who took the time to complete the questionnaire and share their views and comments. The results of the survey are very encouraging, indicating a high level of awareness of the Service at 86%. Over 84% of respondents said they would consider using the Service. Of those who have already used the Service more than 87% would use it again. It is important to note that, at times, service users' expectations of the CSEAS may differ from its actual remit and this may adversely influence satisfaction levels with the Service. Importantly, the survey indicated that staff would welcome more communication about the CSEAS and related topics. The key findings of the survey are highlighted throughout this report (see survey symbol .

- 1.8.** In addition, a separate survey of HR Divisions was undertaken in 2013. This survey involved 38 Departments/Offices and targeted 380 HR Staff². The purpose of the survey was to establish the level of knowledge of, and interaction with, the CSEAS by members of staff in HR Divisions and to gauge the level of awareness regarding CSEAS referral procedures within HR Divisions. The response rate was 61% and we extend our thanks to all who participated. The key findings showed that there is a high level of awareness and familiarity amongst HR staff with the concept of CSEAS consultation and referral services as detailed in our Protocols on Service Delivery (available on our website). The key findings of the survey are highlighted throughout this report (see survey symbol ). This feedback will help inform CSEAS interaction with HR Divisions and improve the effectiveness of HR/CSEAS relationships.

- 1.9.** The development of policies and guidelines, under the governance of the CSEAS Advisory Committee, continued with the publication of:

- Protocols on Service Delivery
- Customer Charter
- Code of Practice (revised)
- Customer Charter

All of the above are available on the CSEAS website.

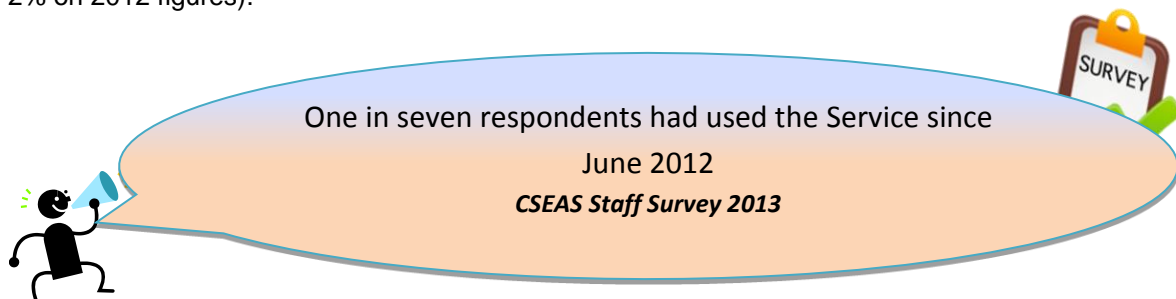
- 1.10.** Continuing professional development ensures competency in service delivery. During 2013 skill enhancement included participation in a CISM Training Programme. This has provided EAOs with the competence to respond to any critical incident that might occur in any Government Department/Office.

² Based on an average of 10 HR Staff per HR Division across 38 Government Departments/Offices.

2. Review of Casework Activity 2013

2.1. Introduction

2013 has been a busy and progressive year for the CSEAS. The overall picture for the year shows that there is a strong demand and need for the Service. A total of 2,817 contacts were made with the CSEAS which represents approximately a 9% usage rate throughout the Civil Service (up by 2% on 2012 figures).



2.2. CSEAS Contacts 2013

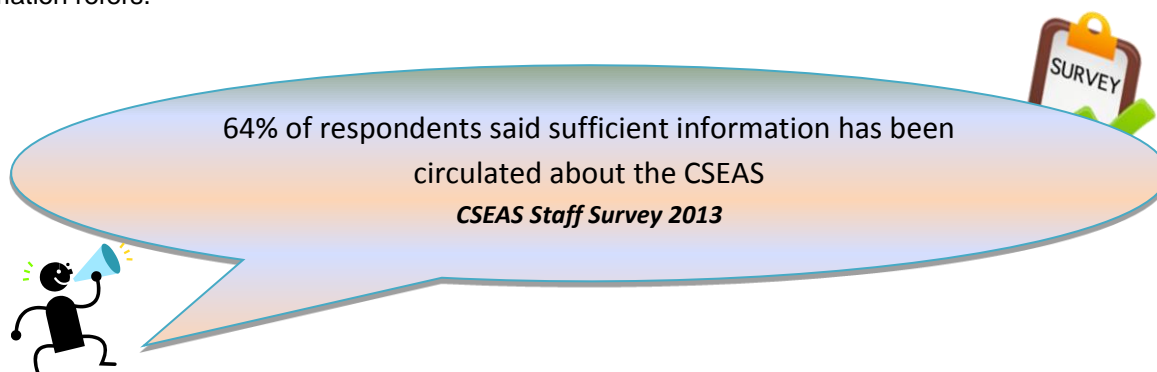
Casework	Total cases 2013 (2012 in brackets)	As a % of total cases 2013 (2012 in brackets)
Work-Related Issues only	816 (698)	31% (37%)
Personal Issues only	721 (643)	28% (34%)
Personal & Work-Related Issues presenting together	910 (338*)	35% (18%*)
Proactive Communication**	167 (211)	6% (11%)
Total Casework	2614 (1890)	100%
Information Only Contacts	203 (228)	
Overall Total	2817 (2118)	

* Figure for Personal & Work Related Issues for 2012 is only available from July to December 2012. From January to June 2012 casework was categorised solely by reference to the main presenting issue.

** See page 15 for explanation.

This table shows the quantitative achievements of the Service in 2013. However, casework activity can be complex in nature, involving more than one issue and may require multiple meetings. A considerable input in terms of time and expertise by the EAO may be required. Looking at casework from a purely statistical perspective does not reflect the nature and complexity of individual situations (see Appendix 1 for a qualitative description of presenting casework).

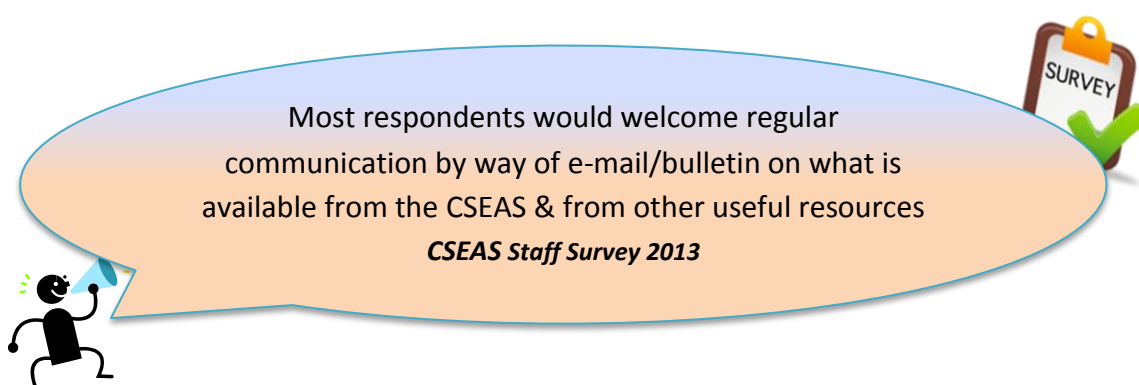
203 civil servants contacted the CSEAS seeking information on a variety of issues such as Civil Service regulations, proposed new sick leave regulations, community services, counselling services and Social Welfare issues. With the increased availability of internet and intranet facilities, the occurrence of contacts of this nature is lower in 2013 than 2012. However, the CSEAS still offers the facility as a staff member may also wish to discuss the issue to which the information refers.



There was a 33% increase in the number of people availing of the Service, 2,817 in 2013 compared to 2,118 in 2012. This can be attributed to a number of factors:

- 2013 was the first full year of the restructured CSEAS
- the availability of EAOs countrywide for all of 2013 due to the introduction of hub locations in regional areas. This facilitates greater access to and use of, the Service
- the implementation of an extensive communications strategy
- increasing awareness of the Service
- the proactive involvement of individual EAOs in their Departments/Offices
- changes in Civil Service conditions of employment have resulted in a greater than ever need for the Service. Examples of such changes are increased working hours, proposed revised new sick leave guidelines and on-going changes/reform

This increased usage is a very positive endorsement of the restructured CSEAS.



The CSEAS is an important resource for HR Divisions and line management who may contact the Service for guidance and support when concerned about a staff member. EAOs can assist by exploring how best to proceed, suggest appropriate intervention options and advise on how best to support the staff member. Advising the staff member of the availability, and suggesting usage, of the CSEAS is often an important option for HR Divisions and line management. They also have the option of formally referring the staff member to the CSEAS.

2.2.1. Staff Presenting With More Than One Issue

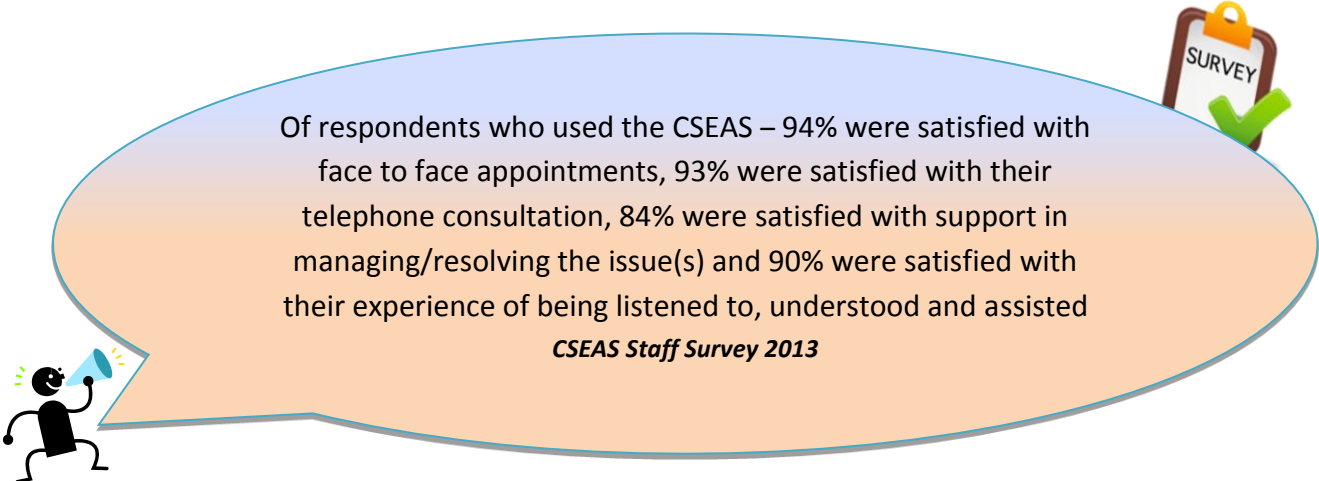
Civil servants may present to the CSEAS with one or more issues. In 2013, 910 (35%) of the total number of service users were experiencing concurrent challenges in their work and personal lives. Unresolved issues in one area of life can impact on the other e.g. a member of staff may be in difficulty at work because of attendance patterns and/or performance issues. The cause may be, for example, due personal life challenges such as marital separation, financial worries as a result and the attending stress that can accompany such events. EAOs are in a unique position to help employees achieve better understanding of how to manage their own wellbeing when either their personal or work life is challenging. Such support enables staff to work to their optimum and contribute to the overall effectiveness of the workplace.

2.2.2 Staff Requiring More Than One Session with the CSEAS

A session is defined as any form of communication with a service user or with a relevant 3rd party, where appropriate. Session statistics are categorised and quantified in the table below. In 2013 the CSEAS Records Management System enabled the recording of statistics on sessions for a complete calendar year for the first time. Contacts per user can range from a single session to multiple sessions. Some service users may require longer term support. For example, within the framework of the Civil Service Alcohol and Drugs Misuse Policy, staff members may require ongoing support from the CSEAS on a monthly basis for up to two years, as part of their recovery programme.

Sessions for 2013	
Face to Face Meetings	3,062
Phone Consultations	3,579
Other Sessions*	2,081
Total	8,722
Average number per user	3
% of sessions either face to face or by phone	76%

* Other sessions include service user contacts outside of face to face meetings and phone consultation(s) by way of e-mail or text and relevant 3rd party contacts.



Of respondents who used the CSEAS – 94% were satisfied with face to face appointments, 93% were satisfied with their telephone consultation, 84% were satisfied with support in managing/resolving the issue(s) and 90% were satisfied with their experience of being listened to, understood and assisted

CSEAS Staff Survey 2013

2.3. Breakdown of Casework by Department 2013



Of those who have availed of the Service over 87% said they would use it again

CSEAS Staff Survey 2013



Department	Number of Cases 2013 (2012 in Brackets)	% Increase / Decrease from 2012-2013	% of Overall CSEAS Casework 2013	As a % of serving staff in each Dept 2013 (2012 % in brackets)
Agriculture, Food and Marine	255 (161)	+58%	10%	7% (5%)
Arts, Heritage and the Gaeltacht	56 (68)	-18%	2%	9% (11%)
Attorney General	8 (12)	-33%	0.5%	6% (9%)
Central Statistics Office	85 (33)	+158%	3%	12% (4%)
Chief State Solicitors Office	22 (12)	+84%	1%	9% (5%)
Children and Youth Affairs	13 (5)	+160%	0.5%	9% (3%)
Communications, Energy and Natural Resources	13 (14)	-7%	0.5%	5% (5%)
Courts Service	117 (160)	-27%	4%	12% (16%)
Defence	19 (29)	-35%	1%	5% (8%)
Education and Skills*	85 (42)	+103%	3%	5% (3%)
Environment, Community and Local Government**	109 (107)	+2%	4%	14% (13%)
Finance	32 (17)	+89%	1%	10% (5%)
Foreign Affairs and Trade	73 (71)	+3%	3%	5% (6%)
Health	24 (19)	+27%	1%	6% (5%)
Jobs, Enterprise and Innovation	50 (30)	+67%	2%	6% (4%)
Justice and Equality***	129 (144)	-10%	5%	5% (6%)
Office of Public Works	161 (82)	+96%	6%	9% (5%)
Oireachtas	13 (9)	+45%	0.5%	3% (2%)
Property Registration Authority	71 (56)	+27%	3%	13% (9%)
Public Expenditure and Reform	33 (14)	+135%	1%	9% (4%)
Revenue Commissioners	454 (384)	+18%	17%	7% (6%)
Social Protection	695 (371)	+87%	27%	10% (5%)
Taoiseach	17 (13)	+30%	1%	9% (6%)
Transport, Tourism and Sport	29 (24)	+21%	1%	6% (5%)
Valuation Office	17 (7)	+145%	1%	13% (5%)
Group ****	34 (6)	+475%	1%	5% (1%)
Total	2614 (1890)		100%	

* includes The State Exams Commission and National Council for Special Education

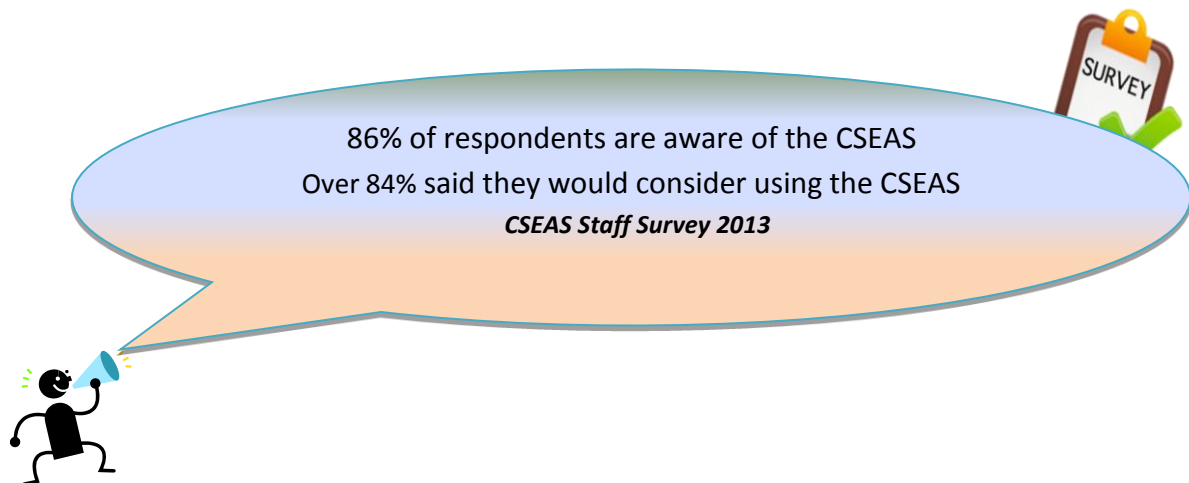
** includes Met Éireann

*** includes civil servants in The Legal Aid Board, Probation Service and Prison Service

**** C&AG's, Ombudsman, Garda Ombudsman, PAS, Data Protection Commissioner, National Gallery, Presidents Establishment and DPP are grouped together to protect confidentiality

As a percentage of CSEAS casework, those Departments/Offices with the greatest numbers of serving staff rank highest, which is to be expected. For example, larger Departments/Offices such as Social Protection account for 27%, Revenue Commissioners 17% and Agriculture, Food and Marine 10%, respectively, of CSEAS contacts.

The Departments/Offices which have the highest number of CSEAS users as a percentage of serving staff are the Department of the Environment, Community and Local Government at 14%, Property Registration Authority and The Valuation Office both at 13%, Central Statistics Office and The Courts Service both at 12%.



2.4. Breakdown of Casework by County for all Departments for 2013

County *	Total CSEAS Cases by County	Total Staff in Civil Service by County (figures from DPER Sept 2013)	% Usage (serving staff) by County across the Civil Service
Abroad **	11	331	3%
Carlow	34	203	17%
Cavan	28	368	8%
Clare	25	536	5%
Cork	222	2037	11%
Donegal	73	809	9%
Dublin	968	14548	7%
Galway	63	830	8%
Kerry	93	761	12%
Kildare	48	946	5%
Kilkenny	37	363	10%
Laois	42	568	7%
Leitrim	17	262	6%
Limerick	86	1316	7%
Longford	47	581	8%
Louth	70	548	13%
Mayo	106	600	18%
Meath	56	555	10%
Monaghan	20	145	14%
Offaly	58	442	13%
Roscommon	26	223	12%
Sligo	152	819	19%
Tipperary	97	755	13%
Waterford	103	629	16%
Westmeath	48	913	5%
Wexford	74	767	10%
Wicklow	10	140	7%
Location unavailable		59	
Total	2614	31054 ***	

* Comparable full year statistics are not available for 2012 as the CSEAS Record Management System was introduced in mid-2012

** Department of Foreign Affairs staff posted abroad (does not include local recruits)

*** Excludes (i) Garda Civilians and Prison Officers who do not come within the remit of the CSEAS
(ii) Industrial Staff for whom the breakdown by county is not available.

2.5. Breakdown of Casework by Grade 2013



Of respondents who used the Service 96% were satisfied with CSEAS response times to telephone calls, e-mails and correspondence

91% found the response itself to be helpful/very helpful

CSEAS Staff Survey 2013



Grade	Total Cases for 2013 (2012 in brackets)	% of Total CSEAS Casework in 2013 (2012 in brackets)	2013 Cases as a % of Serving Staff in each grade (2012 in brackets)
Assistant Principal	132 (120)	5% (6%)	4% (3%)
Clerical Officer	1120 (759)	43% (40%)	10% (7%)
Cleaner	15 (15)	1% (1%)	13% (12%)
Executive Officer	389 (257)	15% (14%)	6% (4%)
Higher Executive Officer/AO	343 (235)	13% (12%)	5% (4%)
Principal Officer and Higher	34 (27)	1% (1%)	2% (2%)
Service Officer	95 (78)	4% (4%)	11% (14%)
Staff Officer	64 (72)	2% (4%)	4% (5%)
State Industrial	109 (61)	4% (3%)	8% (4%)
Technical Professional	203 (120)	8% (7%)	— ***
Other Grades *	88 (54)	3% (10%)	— ***
Retired Staff/Family Member **	22 (92)	1% (5%)	N/A
Total	2614 (1890)	100%	

* Other Grades refers to CSEAS cases where the grade is unknown

** CSEAS contact with family members mostly related to bereavement issues, e.g. death of a serving or retired staff member

*** Serving staff numbers not available for these grades

2.6. Breakdown of Casework by Gender 2013

Gender	Total Cases 2013 (2012 in brackets)	As % of CSEAS Total Cases (2012 in brackets)	Total Gender Breakdown for Civil Service 2013 (2012 in brackets)
Female	1667 (992)	64% (52%)	61% (59%)
Male	947 (898)	36% (48%)	39% (41%)
Total	2614 (1890)	100	100%

The gender breakdown usage of 64% Female and 36% Male is reflective of the overall gender balance within the Civil Service and reflects almost equal usage of the Service by male and female staff.

2.7. Breakdown of Casework by Referral Source 2013

Referral Source	Total Cases 2013 (2012 in brackets)	% of Total Cases 2013 (2012 in brackets)
Self-Referral	1837 (1233)	70% (65%)
HR Divisions	537 (401)	21% (21%)
Line Management	164 (163)	6 % (9%)
Other*	76 (93)	3% (5%)
Total	2614 (1890)	100

* Other refers to Colleagues, Family Members, CMO and Trade Union who have suggested use of the CSEAS to a civil servant.

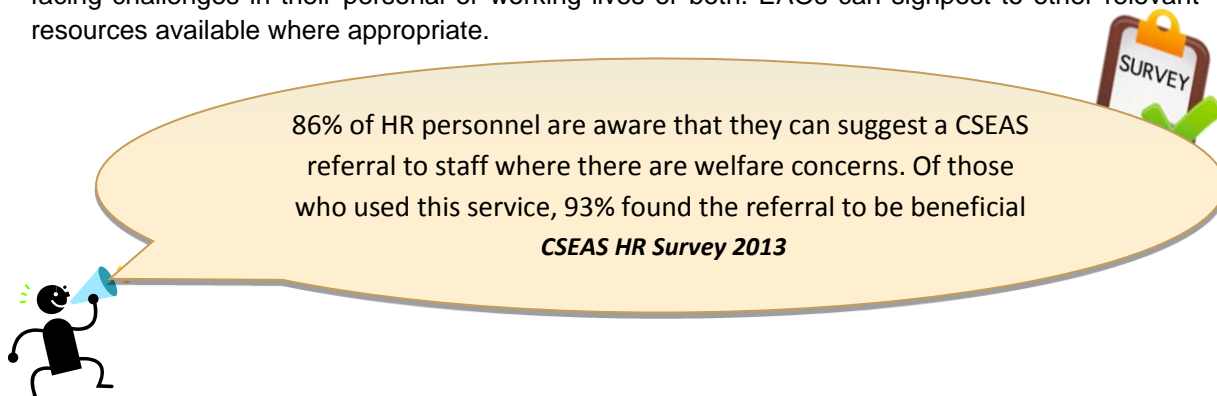
49% of HR personnel have consulted with the CSEAS
regarding staff matters and 96% found this to be beneficial

CSEAS HR Survey 2013



2.7.1. Self-Referral 70%

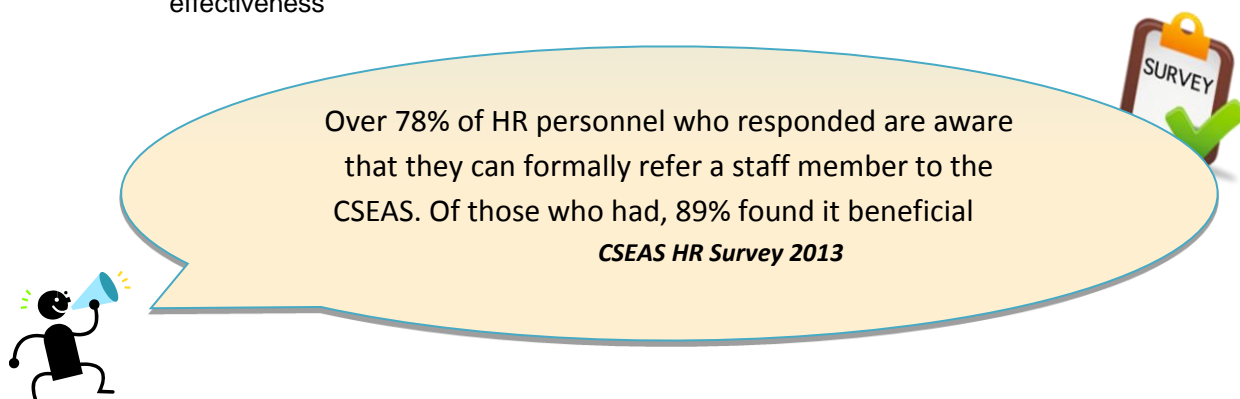
It is encouraging to see that most casework in 2013 was as a result of self-referral. Self-referral may occur where an individual realises that their situation warrants consultation with the CSEAS. Sometimes a person may self-refer on the basis of it being suggested by a concerned party. Suggestions of this nature may come from HR, the CMO, line manager or other concerned parties who believe the CSEAS could be a useful resource in the person's circumstances. In all cases of self-referral staff members are taking personal responsibility in dealing with, and trying to resolve, their own personal or work-related problems. Staff attended the CSEAS in 2013 for a variety of reasons. Regardless of the issue, the CSEAS is an important resource for staff members who are facing challenges in their personal or working lives or both. EAOs can signpost to other relevant resources available where appropriate.

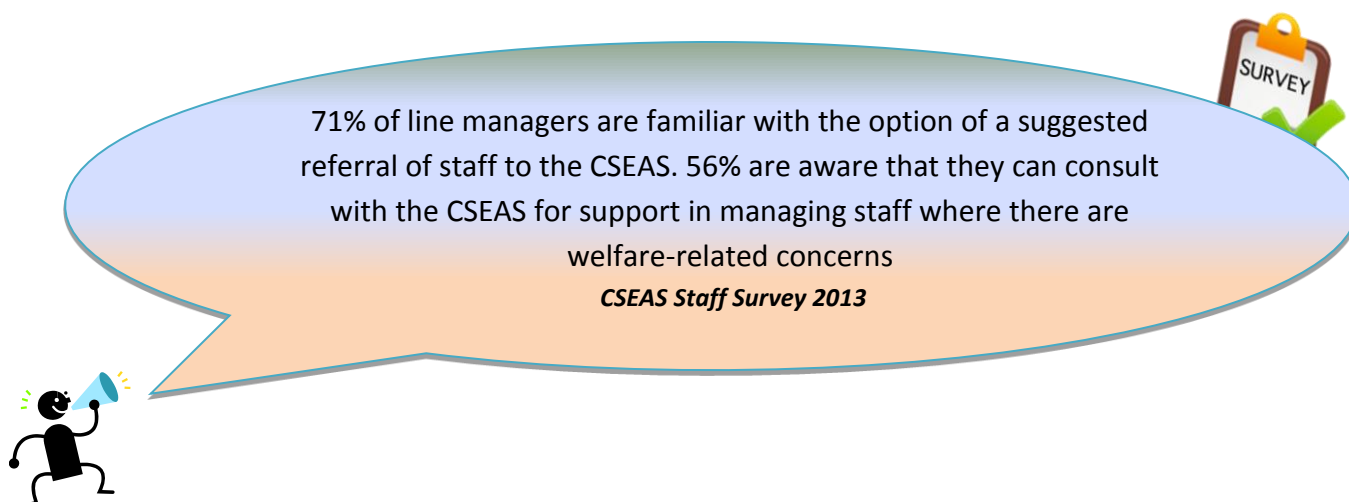


2.7.2. HR Division Referrals 21%

HR staff may contact the CSEAS where there is concern for a staff member and initially seek advice or guidance in the situation, with the option of referring the individual to the Service. The CSEAS supports the HR function by:

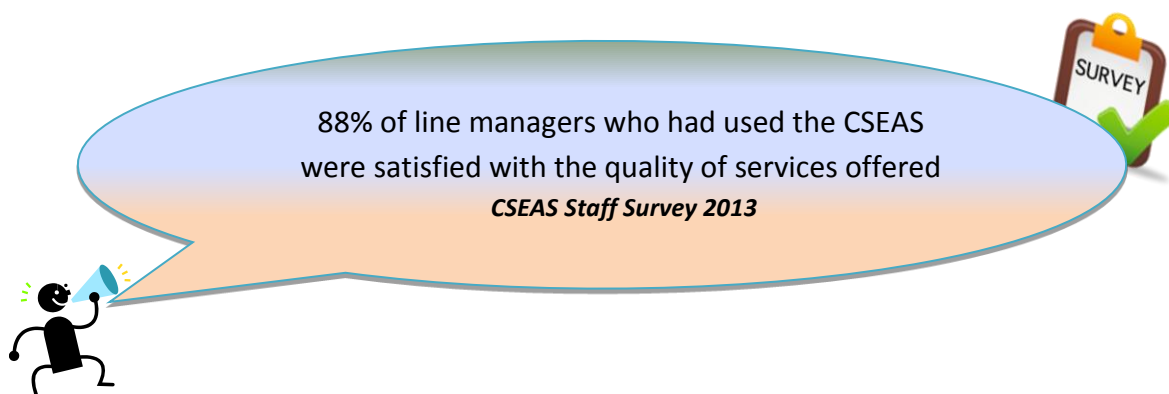
- supporting HR in the implementation of Civil Service policies and management guidelines e.g. Managing Underperformance, Management of Sick Leave, A Positive Working Environment, Alcohol and Drugs Misuse Policy
- supporting the employer's duty of care to its employees' welfare under Health & Safety legislation
- supporting the employer's requirement to make reasonable accommodation for the needs of persons with alcohol/drug addiction
- providing direct services to civil servants at times of personal and/or work-related challenges/difficulties so as to maximise staff contribution towards organisational effectiveness





2.7.3. Line Management Referrals 6%

Referral from line managers is encouraged, as they are often best placed to identify staff in difficulty. Line managers may be working alongside or managing staff members who may be absent from work on sick leave or not performing to their full potential in the workplace. Early referral and intervention increases the opportunity for employees to reach an early resolution of their difficulties which, if left unchecked, have the potential to adversely affect work performance and work relationships. Line managers often contact the CSEAS for guidance in supporting a staff member about whom they have a concern.



2.7.4. Other Referrals 3%

Referrals may come from:

- The Office of the Chief Medical Officer (CMO) via HR Divisions
- The Office of the Paymaster General who may occasionally suggest to a retired staff member that he/she contacts the CSEAS for support
- trade unions who may suggest contact with the CSEAS in the case of staff availing of their services, where there is a concern for their welfare
- concerned colleagues or family members

2.8. Breakdown of Casework by Case Category 2013

The CSEAS categorises its work under work-related and personal issues. Further sub-categorisation helps to identify trends in issues emerging. The table below represents the number of issue types presenting for the 2,614 cases in 2013. This higher figure of 4216 demonstrates that many individuals present to the CSEAS with concurrent issues. Please refer to Appendix 1 for an explanation of the casework detailed below.

Case Category 2013					
Work-related Issues	Totals 2013 (2012 in brackets)		As a % of Total Work-related Issues 2013 (2012 in brackets)		As a % of Total Issues excluding correspondence cases (2012 in brackets)
Career Prospects	175	(59)	8%	(5%)	4% (2%)
Critical Incident	5	(0)	<1%	(0%)	<1% (0%)
Death in Service	30	(23)	1%	(2%)	1% (1%)
Disciplinary Issue	54	(20)	3%	(2%)	1% (1%)
Ill-Health Retirement	49	(26)	2%	(2%)	1% (1%)
Interpersonal Difficulties	258	(169)	12%	(13%)	6% (7%)
Consultation by Managers	247	(209)	12%	(17%)	6% (8%)
Personal Hygiene	8	(1)	<1%	(0%)	<1% (0%)
Positive Working Environment *	79	(62)	4%	(4%)	2% (3%)
Retirement	95	(63)	5%	(5%)	2% (3%)
Violent Incident	26	(13)	1%	(1%)	1% (1%)
Work-Life Balance	389	(219)	18%	(17%)	9% (9%)
Workplace Attributed Stress	408	(213)	19%	(17%)	10% (8%)
Workplace Other ***	291	(184)	14%	(15%)	7% (7%)
Total	2114	(1261)	100%		50% (51%)
Personal Issues			As a % of Total Personal Issues		As a % of Total Issues
Substance abuse / Addictive Behaviour**	51	(52)	3%	(4%)	1% (2%)
Bereavement	164	(108)	8%	(9%)	4% (4%)
Family – Relationship	427	(247)	20%	(20%)	10% (10%)
Financial	258	(130)	12%	(10%)	6% (5%)
Mental Health	256	(217)	12%	(18%)	6% (9%)
Physical Health	411	(277)	20%	(22%)	10% (11%)
Stress Personal	427	(159)	20%	(13%)	10% (6%)
Personal Other ***	108	(49)	5%	(4%)	3% (2%)
Total	2102	(1239)	100%		50% (49%)
Overall Total	4216	(2500)			

* Positive Working Environment refers to issues relating to bullying, harassment & sexual harassment concerns

** Includes issues with alcohol, drugs, gambling, internet etc.

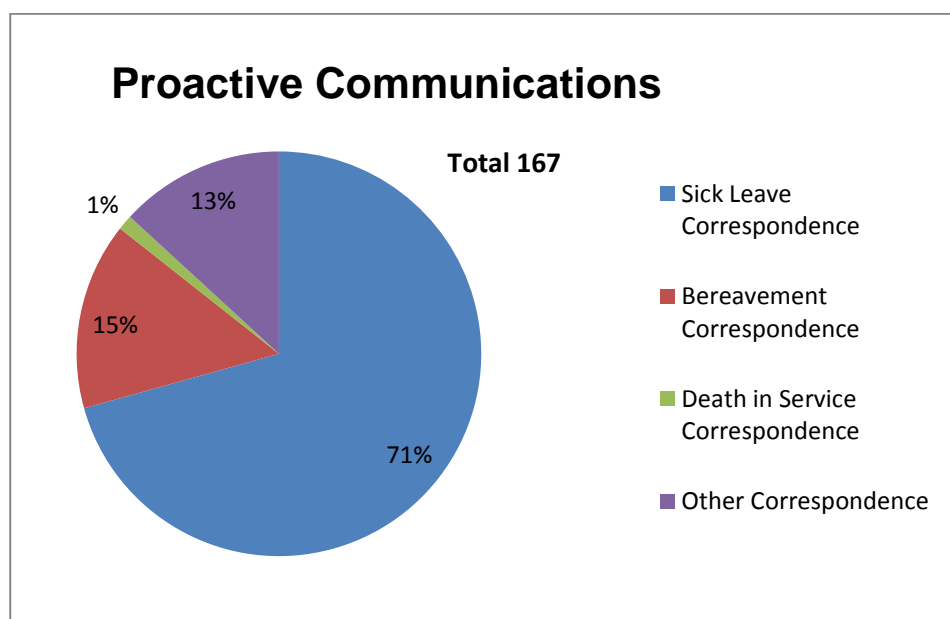
*** See Appendix 2 for examples of Personal and Workplace issues categorised under “Other”

2.9. CSEAS Proactive Communications 2013

As a proactive supportive measure, HR Divisions/line managers have the option of formally referring civil servants to the CSEAS. This can arise where a member of staff is:

- absent on long term sick leave
- absent from work due to stress
- recently bereaved

This may also arise in other situations where it is felt that CSEAS support may be helpful



In the case of such formal referrals, the CSEAS will proactively seek to engage with the staff member to offer support. Where the staff member chooses not to avail of the CSEAS at that time, the case remains in this category.

3. Additional Activity 2013

3.1. Communications Strategy

A key priority for the CSEAS in 2013 was the implementation of a communications strategy to ensure the embedding of the restructured CSEAS across the Civil Service. Key activities in this regard are detailed below.

3.1.1. Delivery of Presentations

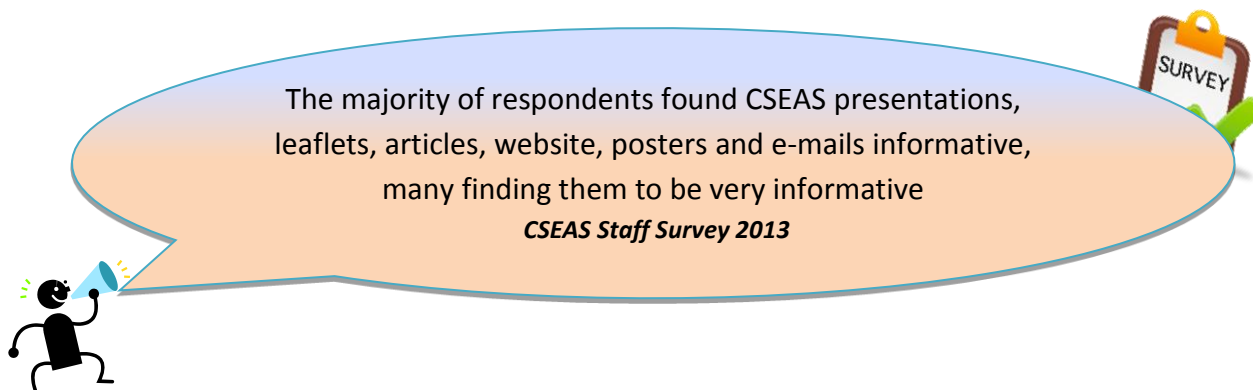
Presentations were delivered across Government Departments/Offices throughout the country on a number of topics, including information on the restructured CSEAS, as detailed below.

Presentation Title	Department/Office/Network	Number	Total
CSEAS – Information on the restructured CSEAS	Agriculture, Food and the Marine	1	93
	Arts, Heritage and the Gaeltacht	1	
	Central Statistics Office and Field Staff	1	
	Chief State Solicitors Office	1	
	Communications, Energy & Natural Resources	2	
	Courts Service	6	
	Defence	2	
	Education & Skills	2	
	Finance	4	
	Foreign Affairs and Trade	3	
	Justice and Equality	5	
	Public Expenditure and Reform	11	
	Social Protection	20	
	The Office of Public Works	6	
	The Office of the Revenue Commissioners	21	
	The Property Registration Authority	5	
	Transport Tourism and Sport	2	
Stress Management	Agriculture, Food and Marine	3	59
	Arts Heritage and the Gaeltacht	6	
	Chief State Solicitors Office	2	
	Courts Service	7	
	Defence	4	
	Education and Skills	1	
	Environment, Community & Local Government	1	
	Foreign Affairs and Trade	2	
	Houses of the Oireachtas	3	
	Jobs, Enterprise and Innovation	5	
	Justice and Equality	1	

Presentation Title	Department/Office/Network	Number	Total
Stress Management	Met Éireann	1	
	Property Registration Authority	1	
	Public Appointments Service	1	
	Public Expenditure and Reform	2	
	Social Protection	2	
	The Office of the Revenue Commissioners	16	
	Transport Tourism and Sport	1	
The CSEAS as a resource for Managers	Agriculture, Food and Marine	1	4
	Social Protection	3	
Positive Working Environment / Dignity at Work / Harmony at Work	Finance	3	7
	Public Expenditure & Reform	2	
	Revenue	2	
Health and Well Being	Defence	1	3
	Public Expenditure & Reform	1	
	State Laboratory	1	
Dealing with members of the public	Justice and Equality	1	1
Bereavement	Arts, Heritage and the Gaeltacht	1	2
	Social Protection	1	
Planning for Retirement – Input to courses run by CSTDC or by various Departments	Agriculture, Food and the Marine	2	12
	The Civil Service Training and Development Centre (CSTDC)	8	
	The Office of Public Works	2	
TOTAL			181

3.1.2. Publication of CSEAS Material

In 2013, CSEAS publications included a number of feature articles and information leaflets. These were circulated throughout the Civil Service via a variety of media. Trade unions facilitated the publication of these articles in their magazines. HR Divisions arranged for the articles to be made available to staff. All articles and information leaflets are available on the CSEAS website.



(a) Feature Articles

The CSEAS published quarterly feature articles during 2013. These featured in a number of departmental and union publications, and on various departmental internal intranet and notice board platforms. The final quarter publication, "Tips for Managing the Christmas Season", was circulated to civil servants via HR Divisions.

Departmental In-house Publications	Department / Office	Articles featured in 2013
Social Affairs	Social Protection	Quarter 1: Effective Communication
Agri News	Agriculture, Food and the Marine	
Environment Matters	Environment, Community and Local Government	
In Brief	Director of Public Prosecutions	Quarter 2: Responding to Difficult Phone Calls
RevInniu	The Office of the Revenue Commissioners	Quarter 3: Managing Your Money: Budgeting Information & Assistance
Union Publications	Union	
Aontas	Civil and Public Service Union	
Review	Public Service Executive Union	

(b) Leaflet Series

During 2013 the CSEAS published the following series of leaflets which are available on our website:

- Introduction to the CSEAS
- Bereavement – Coping with Grief and Loss
- Effective Communication
- Personal Action Plan
- Angry or Distressing Phone Calls & Self-Care

(c) Website

The CSEAS website www.cseas.per.gov.ie was updated in 2013 with items of interest and will continue to be reviewed and updated.

3.2. Stakeholder Linkages

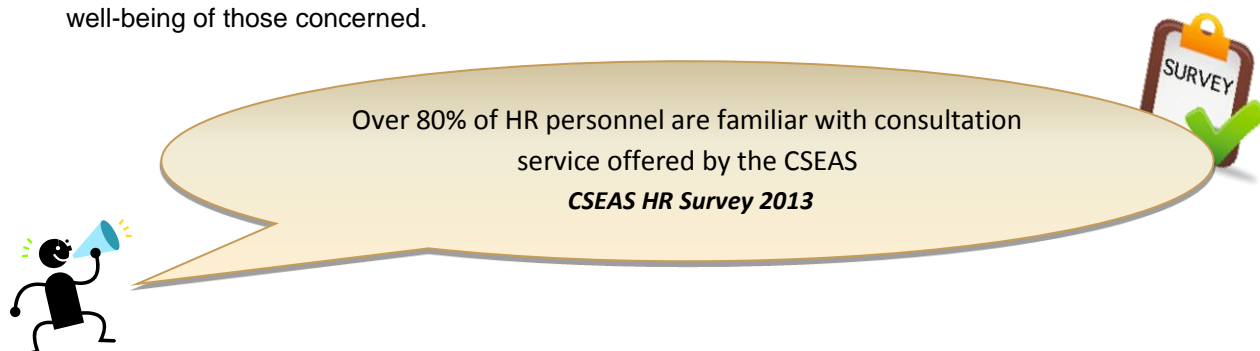
3.2.1. Developing Links with HR Divisions and Regional Offices

Presentations were delivered to the Personnel Officers Network to provide information on developments within the CSEAS.

HR personnel were invited to “Meet & Greet” sessions with CSEAS staff in order to introduce the new EAO team. This was particularly useful to HR personnel from those Departments with staff located throughout the country.

Conscious of the benefits of making personal contact with local managers and HR personnel, EAOs continued to engage in regular meetings in regional Departments/Offices. The visibility of EAOs within the various Departments/Offices has helped to raise awareness of the Service.

EAOs have engaged in regular meetings with HR Divisions in order to discuss service delivery options that can support civil servants for whom there are welfare-related concerns. Options to be considered include referral to the CSEAS, where it is considered that this may contribute to the well-being of those concerned.



3.2.2. Liaison with the Office of the Chief Medical Officer (CMO)

The CMO is a member of the CSEAS Advisory Committee. Liaison with the Office of the CMO can be very valuable, particularly in supporting those absent on sick leave. The Office of the CMO may refer civil servants to, or suggest involvement with, the CSEAS either directly or through HR Divisions.

3.2.3. Liaison with Civil Service Trade Unions

EAOs may refer staff members to the appropriate trade union where it is identified that support or representation outside the remit of the EAO function is required. For example, in cases of (i) disciplinary proceedings, (ii) investigations under “A Positive Working Environment” or (iii) situations being managed under the Civil Service Alcohol and Drug Misuse Policy, the staff member may require support from both his/her trade union and the CSEAS.

Trade unions can also suggest to their members who are civil servants that the CSEAS may be of help. During 2013 the CSEAS was facilitated in its communication strategy by a number of trade unions through (i) publication of CSEAS material in union magazines and (ii) invitation to the CSEAS to attend at trade union Annual Delegate Conferences.

3.2.4. Liaison with the Public Service Friendly Society (PSFS)

The PSFS provides financial support and assistance to its members. With the economic downturn, the Society has become an even more important referral resource for the CSEAS. It plays an important role in the well-being of many staff. Two EAOs represented the CSEAS on the Management Committee of the PSFS in 2013.

3.3. Continuing Professional Development (CPD)

CPD is important to ensure EAOs are fully competent in their role. Engagement in on-going learning, including shared learning and skill enhancement, assists in maintaining best practice in delivery of Employee Assistance Services.

3.4. Civil and Public Service Mediation Panel

A mediation service in the Civil and Public Service was established during 2012. Trained and accredited mediators within the Civil and Public Service were invited to form a panel of mediators. Mediation, as an alternative dispute resolution (ADR) intervention, seeks to confidentially resolve conflict situations speedily without recourse to a formal investigation, aiming to reduce the level of stress to the individuals involved. A member of the CSEAS is a trained mediator and is a member of the Panel.

3.5. CSEAS Critical Incident Stress Management (CISM)

All Employee Assistance Officers were trained in facilitating Critical Incident Stress Management responses in 2013. From time to time traumatic incidents may occur in the workplace. These have the potential to impact on staff. Specialised response and support can help alleviate the emotional and psychological consequences of the event. During 2013 the CSEAS carried out seven such responses.

3.6. Governance and Budget

Governance is provided by the CSEAS Advisory Committee. The CSEAS manager reports to the Advisory Committee at its scheduled meetings. The committee comprises:

- A Chairperson – a representative from DPER
- The Chief Medical Officer for the Civil Service
- Representatives from various Departments/Offices through the Personnel Officers Network. The representatives for 2013 were from the Departments of Justice and Equality, Social Protection, Defence, the Office of the Revenue Commissioners, the Courts Service and the Office of Public Works. Representatives change every 2 years on a phased basis, with some overlap to ensure continuity of experience on the Advisory Committee*
- The Secretary to the Civil Service General Council Staff Panel

* In Quarter 4 of 2013 representatives from the Department of Justice and Equality and the Office of the Revenue Commissioners stood down from the Committee. Officers from the Courts Service and the Office of Public Works filled the resulting vacancies.

We would like to take this opportunity to thank outgoing members of the Advisory Committee for their valuable contribution to the success of the restructured CSEAS.

Work has been on-going since the restructuring of the CSEAS to develop internal systems and protocols to deliver a quality customer-centric service to all stakeholders. Protocols on Service Delivery were developed and published in 2013. Their aim is to ensure clarity and standardisation of CSEAS service delivery across Government Departments/Offices. The Customer Charter, Code of Practice and all other policies are kept under review and updated, as required, in keeping with best practice.

The CSEAS is allocated a budget to fund the provision of the shared service across all regions. Non-pay expenditure, which includes travel & subsistence, Continuing Professional Development (CPD) and communications expenses for 2013 amounted to €70,159.

4. Conclusion

- 4.1. 2013 represents the first full year of service delivery for the restructured, centralised and regionalised CSEAS, under central management within the Department of Public Expenditure & Reform. The year has shown a significant increase in service usage when compared to 2012. This has been due in large part to the availability of EAOs countrywide and to the on-going implementation of a structured communications strategy. Civil servants, management, and HR Divisions countrywide, are aware of the contribution the CSEAS can make to the well-being of individual members of staff and towards improved organisational effectiveness. Enhancing linkages with HR Divisions, line managers, the CMO and trade unions remains a priority objective for the CSEAS into the future
- 4.2. The impact of life challenges experienced by an individual may have a ripple effect on co-workers. Staff members may also be impacted when close family members, friends or colleagues are facing challenges in their lives. Supporting and assisting staff in the management/resolution of issues can have a wide ranging impact on organisational effectiveness. Referral to the CSEAS is an option used regularly by HR Divisions and line management to provide support and, where possible, seek resolution of difficulties for the staff member.
- 4.3. As outlined in this report the CSEAS conducted two surveys in 2013. The findings of both surveys, detailed throughout this report, confirm the value and importance of this Service to staff, line management and HR personnel. The results of the surveys will also inform CSEAS in its service delivery in the future.
- 4.4. The reform of the Civil Service is on-going and the CSEAS can, and will, play a significant and valuable role in supporting our colleagues as they adapt to changes in their working environments. We look forward to responding to the needs of our service users in 2014 through the provision of a professional and efficient Service committed to the pursuit of best practice.

Appendix 1: Qualitative Analysis of Casework

Part 1 Work Related Issues

Positive Work Environment (Bullying, Harassment, Sexual Harassment) and Interpersonal Issues 16%

These categories are inter-linked as problems in these areas are often complex and in some instances a combination of factors is involved. Where interpersonal issues arise, early intervention is recommended to prevent escalation. A useful guide in these matters is *"A Positive Working Environment, An Anti-Harassment, Sexual Harassment and Bullying Policy for the Civil Service"*. Circular 23/2005 refers.

Involvement of the EAOs with staff can include the provision of confidential support in (i) discussing issue(s), (ii) advising on the relevant policies, (iii) liaison, as appropriate with line management, (iv) information on mediation, if appropriate. In accordance with CSEAS procedures for supporting two or more parties involved in a conflict situation of any kind, each party is offered independent EAO assistance.

Consultation by Managers 12%

Management requests for support and/or advice highlight the relevance and importance of the CSEAS to managers in relation to their concerns about staff members. EAOs can assist managers with (i) information on particular issues and procedures, (ii) appropriate intervention with the individual and (iii) referral of the staff member to the CSEAS. The response from line managers to the CSEAS staff survey indicates high satisfaction rates regarding consultations with and referrals to, the CSEAS (86%-90%).

Workplace attributed Stress 19%

Staff members may feel under pressure at work for a variety of reasons such as workload, difficult working relationships and/or communication problems. Assistance offered by the CSEAS includes helping individuals to examine their experiences, reflect on their internal attributes which might contribute to stress and explore other factors outside of work which might have a bearing. Where appropriate, the EAO may encourage a staff member to approach line management for help in resolving issues. On-going support is provided to help the staff member through stressful periods.

EAOs may communicate with staff members who are absent on sick leave where the absence is attributed to workplace attributed stress. On notification of such instances by HR Divisions, the EAO offers to meet the individual and provide support in helping to determine the source of the stress with a view to resolving the issue. In so doing, the CSEAS is assisting Departments/Offices in their duty of care to its staff, whereby every effort is made to alleviate any causal factors.

Work-Life Balance Issues 18%

Work-life balance issues can be attributed, in the main, to discussions with employees on, for example, long commutes to work, work-sharing, carer's leave and other special leave options. By way of another example, staff members caring for elderly or sick family members, or where there are family changes due to the recession, may avail of the CSEAS to explore their options before deciding on a way forward. Issues discussed may include wider implications for the individual such as pension and social welfare entitlements, social services available to help with family needs and other consequences.

Remaining Work-Related Issues Combined Total 35%:

Career Prospects 8%	Critical Incident <1%	Death in Service 1%
Disciplinary Issues 3%	Ill-Health Retirement 2%	Personal Hygiene <1%
Retirement 5%	Violent Incidents 1%	Workplace Other 14%*

The above combined, incorporates a number of case categories. These individual categories may be small in terms of case numbers, yet they can impact significantly on those affected e.g. where a violent incident occurs to one person it has a detrimental effect on him/her and can also affect others around them. Likewise, death in service affects both next of kin and the deceased's colleagues in the workplace. CSEAS support at such times can be crucial for the individual and for organisational effectiveness.

* includes issues such as performance/underperformance, return to work after sick leave/phased return to work, redeployment etc.

Part 2 Personal Issues

Personal problems may impact on work performance. EAOs are in a unique position to help employees gain a better understanding of how to manage their own well-being when their personal life is difficult. Such support enables staff to work to their optimum and contribute to the overall effectiveness of the workplace.

Health Issues: Physical 20% Mental 12%

Those with physical or mental health problems can self-refer or be referred to the CSEAS by line managers, the Chief Medical Officer (CMO), HR Divisions or other concerned parties. EAOs provide a range of supports including, information, guidance and/or referral to outside agencies. HR Divisions refer employees absent on long-term sick leave to the CSEAS which allows for proactive intervention and supports the management of Civil Service sick leave policies.

Family / Relationships 20%

Issues under this heading may include marital/relationship breakdown, domestic violence, sexual identity, family illness, care of young children, difficulty with adolescent children and concerns around ageing parents. Information may be required on protection, barring and maintenance orders and legal resources in general, and support services provided by the HSE and other relevant agencies. Resolution sometimes may require liaising with bodies involved in family law, mediation, responding to domestic violence and counselling.

Stress: Personal 20%

People may experience life challenges which they find stressful. This in turn may affect their ability to function both at work and in their personal lives. The CSEAS provides support to those affected by assisting them develop coping skills, using stress management techniques and referral to appropriate support agencies, where necessary. Stress can be either short or long term and in the case of the latter, early intervention is particularly important.

Financial 12%

Cases in this category arise for a variety of reasons ranging from difficulties with money management to financial hardship caused by unforeseen life events. Financial problems tend to accompany other personal crises e.g. addiction, marital breakdown etc. In some cases referral to the Money Advice & Budgeting Service (MABS), the Public Service Friendly Society (PSFS), Credit Unions and other financial institutions may be necessary. The pressure of pay cuts combined with the other general economic difficulties, e.g. one partner in a family losing a job or parents helping adult children who have run into financial difficulty, can present under this category. Issues can

include difficulty in budgeting, arrears on mortgages, credit card debt and life event demands e.g. prolonged absence on sick leave.

Bereavement 8%

EAOs can provide practical and emotional support for staff grieving due to personal loss. Short-term support with referral options to bereavement agencies can be provided. Practical support can be given on matters such as benefits and pension entitlements from the Department of Social Protection. Bereavements can include sudden deaths, death by suicide and other losses e.g. separation, divorce.

Substance Abuse / Addictive Behaviour 3%

Addictions such as those to a substance (alcohol, drugs) and/or a process (gambling, internet etc.) usually cause great difficulties in both the personal and working lives of those affected. The CSEAS plays an important role under the Civil Service Alcohol and Drugs Misuse Policy. The Policy provides a general framework of guidelines for the management of such issues. The CSEAS has a role in providing support and assistance for individuals, HR Divisions, line management and others affected during all stages of such a process.

Personal Other 5%

The above issues can be smaller in terms of case numbers, yet they can impact significantly on those affected. For example, this category includes issues relating to literacy difficulties, eating disorders, anger issues etc.

Civil Service Employee Assistance Service

Phone 0761 0000 30
email: cseas@per.gov.ie

or
write to

CSEAS, Department of Public Expenditure and Reform,

3rd Floor, St. Stephen's Green House,

Earlsfort Terrace, Dublin 2

CSEAS website www.cseas.per.gov.ie



Lorus Collum
Manager

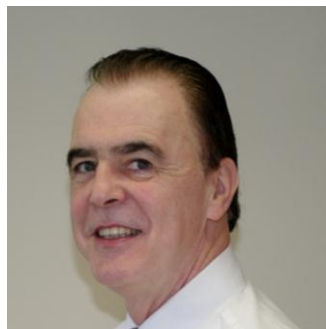


Derek Hollingsworth
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Employee Assistance Officers



Maureen Byrne



Brian Hennessy



Úna Meehan








Deirdre Maye



Triona King



Bernie Moran

 <p>Geraldine Carey</p>	 <p>Michael Stapleton</p>	 <p>Ann Jordan</p>
 <p>Margaret Fagan</p>	 <p>Fran Scott</p>	 <p>Carmel Dalton</p>
 <p>Rosemary Branagan</p>	 <p>Antoinette Mahon</p>	 <p>Ann Duffy</p>
 <p>Rob Walsh</p>	 <p>Deirdre Farrell</p>	 <p>Philip O'Callaghan</p>