

TO: Personnel Board

FROM: Emaan Abdel-Halim, Human Resources

DATE: 10 December 2014

SUBJECT: Employee Assistance Program Coordinator – Human Resources

At the request of the Human Resources Director, Brad Wirtz, I have studied the 1.0 FTE position (#862) of Employee Assistance Program (EAP) Coordinator in CG 18, Range 10; currently occupied by Ms. Tresa Martinez. After reviewing the position description (see attached), and conversations with Mr. Wirtz and the incumbent, I conclude that the classification of EAP Coordinator in CG18, Range10 be deleted and recreated as EAP Administrator in CG18, Range12, the existing position #862 be recreated as an EAP Administrator in CG 18, Range 12 and the incumbent be reallocated to the new position for the reasons outlined in this memo.

The current class specification defines the Employee Assistance Program Coordinator as:

... responsible professional and administrative work in coordinating and directing the activities and functions of the City's Employee Assistance (EAP) and Critical Incident Stress Management (CISM) Programs. This work involves organizational/employee needs assessment; program development and administration; EAP volunteer facilitator training and oversight; contractual service coordination; and inter/intra-organizational program coordination. This work is performed with a high degree of independence under the general supervision and policy direction of the Human Resources Director.

Within the last six years, the needs of the EAP service have increased in complexity and scope. Not only are more city employees utilizing these services, but the issues that come to the EAP office are more related to a variety of mental health issues that affect an employee's work life. Overall, these complex mental health issues comprise a larger portion of the EAP Coordinator's work load. Along these lines, Ms. Martinez has provided additional support to the Police and Fire department with critical incidents and related trauma. In recent years, not only have there been a higher volume of critical incidents (which is not a factor in reclassification), but the related traumas of these incidents have required a higher level of specialized skills as these incidents have increased in complexity with more officer involved shootings and incidents related with children. In addition to conducting and coordinating debriefings for officers involved in such incidents, the EAP Coordinator is responsible for playing an integral part in the development and training of Peer Support Teams for the Police and Fire department, identifying and training peer support officers and firefighters. The Coordinator provides designated staff members with the necessary skills and training to manage the related issues that arise. Ms. Martinez worked with the Police Department to create an effective team of peer support officers. The peer support team in Fire is currently being developed. Peer Support ~~teams~~ within Police and Fire now deal with these more complicated critical incidents on a more frequent basis, and the training and support from the EAP Coordinator has had to address these issues. The EAP Coordinator has assisted the Dane County Sheriff's Office in the development of their newly formed Peer Support Team. She also developed and delivered the required three day orientation training.

In addition to the development of peer support teams, the EAP Coordinator is responsible for creating specialized program development such as suicide prevention and response, vicarious trauma and PTSD for first responders.

Since 2012, the EAP Coordinator has taken on additional responsibility in the areas of employee wellness and engagement. As a result of the increased demand of EAP services, in 2012, Human Resources added an EAP Specialist to the department to assist with providing these specialized services to city employees. Supervision of this professional EAP Specialist is under the EAP Coordinator. The EAP Coordinator position is now involved with various department-wide steering committees representing employee and organizational health and wellness issues. In addition, regarding engagement, the EAP Coordinator has developed specialized training in the area of workplace culture and civility that is critical to the success of engagement efforts in agencies where trust between employees and management is low. The wellness and engagement work requires a high degree of professional and confidential consultation with all levels of staff within an agency. A high level of specialized knowledge is required to thoroughly analyze and assess needs of employees, recommend appropriate resources, and coordinate clinical services that often are unique to each situation. As social problems become more complex, so are the challenges an organization faces from both a supervisor's standpoint, as well as the employee.

Recent restructuring in the Human Resources department has created a new managerial position which will oversee the Organizational Training and Development unit as well as the EAP unit. To create consistency in the structure, this position's reclassification will align with the Organization Development and Training Officer in CG 18, Range 12.

The classification specification for the Organization Development and Training Officer states:

... responsible **professional program management**, consultative, and coordinative work in developing and implementing the City's organization development and training program and associated activities. This role encompasses a wide variety of efforts aimed at improving the organization's ability to deal with systemic and situational problems through **organization development, quality improvement, performance improvement, organizational structure, change management, and training interventions**. ...the incumbent exercises considerable judgment and discretion in achieving program goals. [emphasis added]

The revised classification specification for the EAP Coordinator now states:

... responsible professional and administrative work in **implementing a comprehensive organizational health and wellness program for all City employees, improving employee performance, culture, and well-being**, and directing and coordinating the activities and functions of the City's Employee Assistance Program and the Critical Incident Stress Management Program. The work involves organizational/employee needs assessment; program development and administration; EAP volunteer facilitator training and oversight; contractual service coordination and oversight; and inter/intra-organizational program coordination. This position **supervises professional staff** and provides confidential EAP services directly and indirectly to employees and supervisors. Under the general supervision of the **Organizational Health and Development Manager**, the incumbent provides consultation at all levels of the organization and exercises a high degree of independent judgment and discretion with confidential and sensitive information. [emphasis added]

Given these two positions both have an important level of citywide consultation and program development activities within their specific areas, and therefore should be aligned within the classification system as such. Both positions require specialized knowledge and skills to provide customized strategic outcomes based on a variety of unique challenges faced within an agency or the organization as a whole. Lastly, with the large administrative oversight of this position, a more appropriate title for the classification is recommended as Employee Assistance Program Administrator.

For the reasons outlined in this memo, I recommend the current EAP Coordinator position (# 862) be retitled as Employee Assistance Program Administrator; recreated into CG 18, Range 12; and reallocating the incumbent, Ms. Martinez, into the new position. The necessary resolution to implement this recommendation has been prepared.

Editor's Note

Compensation Group/Range	2015 Annual Minimum (Step 1)	2015 Annual Maximum (Step 5)	2015 Annual Maximum +12% longevity
18/10	\$61,215	\$73,569	\$82,397
18/12	\$66,919	\$80,790	\$90,484

cc: Brad Wirtz –Human Resources Director
Michael Lipski – Human Resources Services Manager
Tresa Martinez - Incumbent