

Supervisor EAP Orientation

I want to welcome you all to your employee assistance program, orientation, my name is Melanie, I am the host today. I will be your moderator, I'm going to turn it over in just a few minutes. Before we do that I want to go over a few housekeeping tips for those of you who are new to our web platform. They do want to remind you, the uncertain times seven people working from home, our Internet is being taxed every single day and brought about issues can occur so you may have some buffering that happens during the session. Please, stand by if you have audio issues you cannot resolve, let me know in the Q&A and I will help you you can get some better audio, but sometimes it just takes a minute for to buffer and come back around. And you may just miss a few words, appreciate it, it will come back around. Also, I want to remind you that there is a poll question that is important, the state of California they are asking that we have a mandatory department signing. And that poll design and is in the upper left-hand corner of your screen where it says important. You will want to put, type your information into the text box and click the caller icon to the right, and that is what will broadcast your answer, it will not give us your name just your department. Again please use that poll in the upper left-hand corner of your screen. If you have questions, fourth today, please use the Q&A, which is directly below that poll question, the text box is in the very bottom of the pot, click in the text box, questions or comments and be sure to put the cart onto the right, that will send your message over to us. Their handouts for downloading today, you can hover over the handout, if you see download, I can show up, click on that, if you don't click on the title of the handout, highlighted which will turn blue, they go down to the bottom of that pod and click on download file. That will open a new window in the browser, and maybe minimize some flashing at the bottom of your screen. Open that, browser, and then follow the steps to download. This session is being recorded, and it will be on your EAP website, tranThirty. In about 2 to 3 business days. If you can please stand by, I'm going to start recording and Phil will take over the presentation.

Okay. Good afternoon everybody. Love the introduction that Melanie gave because I want to remind you that the Internet is taxed and sometimes you might miss a few things, but we are going to keep going, and you have access to these recordings and the slide, that's what I like to start. Last week, Melanie and I delivered an employee assistance program overview to your employees, I think there was at least rid of people there, about 500. With this presentation today is for you supervisors, managers and detectives, and I've got this a few times, in the state of California, and would like to say is, you are in your position for a reason, if you are season supervisors and managers. But things change. This presentation is to say to you that you are not going through your process alone. That you have a tremendous amount of services available to you as a manager, as a leader, that will support you to do your jobs. Better, and maybe hopefully take some pressure off. With that said, Melanie, we talk before and I said please interrupt me, ad hoc, when a question comes in, that is appropriate for a discussion, Millie's voice will pop in and she will read the question to me. Go ahead and type in your Q&A answers therefore any material I'm about ready to present. And we will try to address those questions on air. Okay a little bit about myself, I've been teaching, to the state via Magellan and some of you may have heard me before. I will tell you that my background and my first career was engineering, worked in the world's largest computer chip company, for just under 30 years. And I have experience in technology, but mostly in management, workplace involvement and leadership. I also had been have been for quite some time and licensed psychotherapist in California. Celeste my background, and what I hope is that you will tap into those areas of expertise and asked me any questions that come your way, and we will try to support you and that's our number one hope is to make sure you get the support that you need. So with that said, the new website, March 1, some of the changes, a new cleaner design, easier to

access, intuitive navigation, it really is a good website. I go back to my technical background, you have an excellent EAP program, in California. And I encourage everybody to use it, it is just really easy and chock full of opportunities for you to get help for yourself. The explore services, click the top, the service included coaching, counseling and more, the key to that is, so many things, as I was speaking to your employees the other day, I said, a lot of things when we go to the EAP, it's almost a negative connotation. We are looking for a counselor or going through a divorce, there's something bad that is happening. I want to emphasize to you, as I did to your employees, do this, the vast majority of the things are for positive growth. Meaning, there opportunities for us to go get help in our financial world, or error legal systems. And the same thing here on this website, we are about to present to you. That somebody things are punitive, the topics I will talk about, because you have an employee that has a performance issue. There's also things that will help you to get your employees to a better place. That everything is negative. So for example the next bulletin is what is trendy, it is articles related to the monthly theme, if you go to the website you will see there is a monthly

They are billing me, just log into them and some of them will pique your curiosity and you will want to read them. Because they are pertinent. And others you might say I don't want to go got that don't need that. The topic is both for the employee and supervisors, your just said here are the things you have in your library, and then finding care, which is where most people start, they need something and so they go to the EAP website and they start searching for that. Research providers, in your area, that specialize in services, if you have not seen the presentation we gave to employees I encourage you to look at the. There's a tremendous amount of services available to you. The learning center, chock full of things, articles, videos, some of the classes that I teach, my colleagues teach, or online. So you can listen or some part of them or you want to share some part of them. You're welcome to find those on that website. And then, the positives, the discount center, millions of products. You can buy a car and there are discounts, do this, go to the movies, whatever. On everything we will talk about today or with the employees is going to be about a negative aspect of doing supervision. The website is tranThirty. Encourage you to log onto that on a regular basis. Today that we are going to look at, I don't know how many people are familiar with the workplace support services that the state offers you, but when we're done with this class, we're going to understand how critical incident stress debriefing works, that's a mouthful. But we have slides on that we will get to it. The different types of EAP referrals, we will talk about those as well. Again if you have questions, type them in the Q&A section, and Melanie will interrupt and read them out to me. Never going to Peru's training and skill development options, and then encourage you to listen to management support programs on the website I have been mentioning to you. Art. I went too far. I know that most of you, you've proven yourself to be leaders, some of you are new some have been in the environment for years. Decades even. But the key is that sometimes, around us, as we, say we been in management for 20 years, the apartment is changing. Things we did 20 years ago are not the same things we do today. The way we did it then is the necessarily the same. For that reason, it is important for all of us as managers, for all levels records expertise, to tap into the resources. Little things like anger management, little things? Is that a little thing? It can be. For some people, anger management means I need to make sure that I present myself properly before I go to work or do a presentation or talk to somebody else. It can be a bigger thing in the sense of it could be a disruptive force within the workplace. That is causing people to feel unsafe in their jobs. Anger management, absenteeism, how are we dealing with absenteeism? During COVID-19. I teach a class almost every week to the state, and COVID-19 has presented its own problems. You managers, and class a couple months ago, one of my employees was not on and they had to go do something like run an errand. Is it okay that I let them go off and do that? Absenteeism looks different, but we are working on mine then when network. Were going to talk about those things. But these are the things that you can tap into the website, and get support on. Conflict resolution, tons of classes on that. Determining job

performance, how to evaluate that? If their performance is seeming to deteriorate, over the COVID-19 typing, what do we do about that? Is there any flexibility? Substance abuse issues, absolutely real. But how do you deal with that without encroaching on the person's face. It's a little tricky. Is a line you have to walk carefully. People do have a right to privacy, they have the right, the last class we taught last week somebody mentioned how much of the information goes back to my supervisor or my HR, department, when I tap into the EAP system. That's a concern for people. They have a right, and they need, and as a therapist, you want people to feel safe when they are looking for help. Mental health help including substance abuse. That the violence are real. Be taken seriously, they are of paramount concern, and both my private practice and as I instruct you guys here in the website and also in these classes. We must take the threats of violence seriously. How do we assess when it's a serious threat to do we go to and who should be informed, etc. Sexual-harassment, dramatic events, we will have a whole slide on that, and psychiatric issues, mental health issues, how do we deal with those? Let's go to the next slide. What are the signs of a potential problem? I cannot imagine any class that I teach that does not address the change from normal. Which means that I am trying to assess my employee, where I start is, how is this employee usually? Are they usually absent all of the time? Are they usually arriving late and leaving early? Is there a change in their typical behavior? Some of the warning signs that is, are absenteeism. All of the sudden, this person is not coming to work, or missing meetings, arriving late, leaving early, they seem to be chronically, chronically, which means not just maybe somebody had a cold, and had to stay up late. But chronically showing symptoms of being very tired, being very sleepy, he cannot pay attention during meetings. There's a decline in the work performance. But remember, there is a baseline there. You had an employee for quite a long time. And this is their normal output in work, and now you see it, downward curve in the performance, those are warning signs, those are harbingers essay, I wonder what is going on here. Difficulty working with others, again, I emphasize it, time and again, throughout the presentation. To the always have a problem working with others? Or is this something new? And if it is something new, if it's a deviation from the typical normal behavior, that's a warning sign. Why are they doing that? What is happening? And now is going to start the ball rolling to figure that out and corrected. It's going to be disruptive to our work environment. Excessive amount of personal time on the phone, which means they are more, they are logged in, but look at the time they are using to call out to do personal things. Than harassment, outburst of anger, they are never acceptable. The harassment. But the key is, I am looking for changes in the person's behavior. So somebody, is normally, collected and I see any one of these warning signs? It means I need to do something. You need to get a plan together to find out what I am going to do to address it. Lack of interest or participation, you know as supervisors, the we hire a new person during the promotional period, you're going to see a lot of people that are just behaving on their best behavior because they know there's a parishioner pay. But you are looking for things like while, does this person seem to be a good fit in my environment? Are they normally, is a temperate one that gets interest aroused and is willing to participate in. If they're not, you're probably not going to hire them. One concerned but here, people that you do have and have had for a long time, and all the sudden, they're showing a deviation from the normal willingness to participate or stay engaged in whatever it is that you try to do. And then moodiness and irritability, and over reactivity. All of that comes up to play. I can tell you of all the classes I have taught in the last eight months, I have heard people in private practice, and hear about it in the media, that there is a lot of conflict out there. There's a lot of stress. Depression is happening. That has nothing to do with work it just has to do with the general environment. We want to look at those problems as warning signs and then decide what are we going to do about it? How are we doing for questions?

We do have a couple of questions. Someone asked, if you are a supervisor can you call in for an employee if they do not want to, lend themselves?

Okay. I'm sorry. Go ahead. Go ahead.

And somebody else's asking about some information about any tips on how to deal with absenteeism from a remote perspective. Locking inlay, not participating in things like that.

I love both of those questions. Let me try to address both. The first one is, can you call in for somebody like to mental health, environment, the answer is if I get that call from a supervisor, let's say it is outside of work and I get a call from a dad who says my wife, is having this troubles, can you see her? The answer is, is she willing to come in? What you can do as a supervisor is called into the system, I have the numbers on the back page of your handouts. You can call in and talk to the people there to find out what are the next steps. One of the things, in a side coming up, we are going to suggest to the employee, remember, here are the available services that you have that are confidential. Maybe I recommend that you talk to these people. Maybe you look into this website. So, even if you do feel compelled, this person really does need some help and I think they could benefit from seeing a therapist, the truth is, you cannot get them to go. What you can do is encourage them to look into the EAP and look at the benefits that are there. Okay? Let's see, the second question had to do with, reminding?

Absenteeism, with the remote employees. Locking in late and such. How the EAP could help managers with that?

So, one of the things I've taught several classes over the last few months about this, and we have done it both in employees and supervisors and managers. It is absolutely critical that you set boundaries with your employees. Critical. That means, if you have a meeting at 12:00, your employees get there at, setting boundaries, children and adults benefit from having boundaries. What they get anxious about is when they do not have boundaries, which means okay what am I supposed to do during visiting hours at work working really does that mean that I can, I have to sit right in front of my computer, for that whole eight hours? Or can I really go off and do something and come back? So what I say to you is, if you have problems with absenteeism, or people coming in late, that is a same type of problem you have is if you were sitting in your office. It needs to be addressed. The one way that you can begin to address that is to make hard and fast boundaries for them, make it clear, give them sufficient notice that, hey, I expect you to be in this face-to-face meeting which means videoconference, every day from 8:00 to 8:30, whatever it is. Whatever things that you need from them, and expect them to be present. UD to give them advance notice of it and make it very clear what your expectations are. That way if it does begin to become a problem and they still are not performing, you have a basis to go off and do more including performance management. So let me summarize. Set boundaries, make it very clear what your expectations are, login,,,,, or do I have to video? Make those things clear. The feedback I will give to you, that we have from your employees over the few months is, that they really appreciate the video meetings. That they feel, I'm not kidding. I don't make it up. Your employees and several of our classes said in several classes said I feel my group is tighter and closer as a unit before COVID-19 because we are actually spending more time interacting with one another. So set those boundaries, some people may chafe, they might not like it. But ultimately, it is your job to run your group and if that is what you have to do, if that's what your expectation is, then set it, and hold them accountable. Interrupt me and say whatever questions. Workplace support steps helps supervisors. I want to tell you, all of the time, remind yourself that you are a human being. That there is stress. When COVID-19 came I was concerned about leaders, because, not only did you have to do your normal management, now you have to manage off-site and all of the trials and tribulations that came along with that. So what I want you to do

is remember you do not have to go through this manager role by yourselves. There are support services out there for you, one thing I want to tell you, make sure you are taking care of yourself. I did not say this, somebody that facilitates these things for me is a nurse. I was talking to her off-line one time and I said nurse, you have to take care of yourself. Because I do often times leaders and healthcare professionals do not, they're great about caring for others but not themselves. Okay? With this workplace support, those issues that you talked about, do you see, this is not, not just great big fires, this is day-to-day issues that come up. That's what you have available to you in the support services. You can absolutely talk to us about employee performance problems and you are not going to talk to somebody, you are going to talk to a professional. Somebody that is really up to speed on the HR rules and regulations, and somebody that has experience in workplace performance and management. Workplace violence concerns, very real. I get concerns about this ... if you're concerned about that, it is frightening to know when to intervene, it is very Friday. And I want to go a bit further although I have, although have a slight. Your word about somebody committing suicide, or what we call self-harm. That can be frightening. What we do about that? Had I been is that? How do I worry about, one of my employees I think it is getting out of hand, and they worried that there might be some type of violence. That is what we are here for. And then, all of the employee situations, even if they are not listed, calling it as. People will tell you, we cannot support you in this area or this is where you need to go. That is what we are here for. It is not just for the big fires. I'm going to ask you, maybe typing quickly in the Q&A, how many of you feel comfortable using something like a workplace support services on your EAP website? Just a guess, I do, no, I don't, guess I'm comfortable, no I am not. Type of thing, yeah ... there you go. You can see we are getting a tremendous amount, and that there is one, a couple of them, I'm not the prize. They say no, I do not know, I do not accountable. There's a couple that says I do not feel comfortable. And those are the employees and the managers that I want to talk to you, and your HR support services want to talk to about and say how can we help change that? How can we make you feel more comfortable that this is going to be for your benefit, that we want to support you as leaders? Okay? Okay. I'm on site seven. Support when you need it. You call the EAP any consultant will help you to assess the situation. And provide support. So what that means you are going to have a dialogue with another person, and explain the situation. And you do not have to be perfect. In your explanation. That consultant will help you to walk through, they will help and ask you questions that might be pertinent. And direct you in the right way. So the first bullet, if you call in and you say, for example, you want to get help for somebody that you think might be at risk of self-harm. It's very difficult to talk about that especially for nonprofessionals. We might not be talking in the right language. We might be using words that are not very clear, where can help you clarify those things, those topics. Those events. And we are going to help to define what our solution should be. Or what the path going forward is going to look like. We went to provide guidance in how to communicate about performance issues, that can be difficult. It can be extremely difficult. One large group that I teach on a regular basis, they are in the social services, and they are all helping families to keep families together, and most of those people, I know they are caregivers. They are like me, they are in the healing profession. And so to talk to an employee about a performance issue can be very difficult. Especially if we do not like conflict. Especially if we are concerned about hurting somebody's feelings, etc. We can help you how to make effective medication and yet, correct the problems in your environment. We can explain how we can offer assistance, in a productive and appropriate manner. Not everybody responds to everything the same way. Not everybody does. Some people will talk this way or this path, another person we might go a completely different direction. Because it needs to be reductive. We can often suggest offer suggestions on how to approach a referral, and that is a question that came in earlier. Can I refer an employee, we will talk about that in the next slide.

[Captioners transitioning]

We are just not robots. We will talk about how we will discuss difficult situations, making you a consideration for supervisor as well. It doesn't matter that you have been in a supervisor /manager role for years. If you didn't keep pace, you were obsolete. Well, sort of like that with the management field. There are new things that are coming, new people, new rules. We can coach them on how to be effective leaders. Confidential. They are solution-focused. It means that we are looking to solving the problem. It is available any time. That is going to be repeated several times in the next slides, that this is 24-7 every day of the year.

Not sure if that is something we will get to.

HR really is involved in EAP . The development process. Certainly, in those things, we will instruct you when and where to go to those things. This really comes to a point where, gosh, HR may be involved. Hey, let's go and talk to that HR person. Certainly, your HR department is well integrated into this process. Critical incident and management support. When the unexpected happens at work, and that happened at the beginning of this year. The unexpected happened at work. We had COVID-19. That is just one example about the unexpected happening. Employees absolutely immediately will look for you for guidance and support. The problem is, like when COVID-19 hit, we don't know. We are getting hit by that event just as our employees are. We still have to take a leadership role. Other examples of unexpected events are when somebody dies. We are working in a close environment, and all of a sudden, somebody has a heart attack and dies. It is coming from my group. It is directed toward my group. Any criminal act, natural disasters, accident, and suicide. My colleague, and I do it occasionally as well, we are trained in critical incident management. She was sent out on a critical incident, what happened is, somebody in a work place died, and it causes disruption in the environment, right? For you, managers, I want you to hear this part. They might be instructed to go to your workplace, and sit in the conference room for a few hours. What they will say is, hey, is there it confidential therapist there? You can talk to them, share whatever it is you need to do, to cope with the this stressful situation that has happened. Failed, nobody ever goes. If I send a therapist to my workplace, nobody ever goes there. You, as the leadership team, name the resource available. That is paramount then having them actually come in and talking to us. Does that make sense? I hope so. This type of slide here and the next one that is coming up, these are tools that can help you as a manager to help you manage your workforce. Look at the last one, suicide. So terrible. The trials and tribulations that come with that. Unit they feel frightened. They feel this. They feel that. That is what we are here to support you with. What is critical incident stress debriefing? One is, what I listed in that example. A critical incident happened, and somebody committed suicide. Someone was involved in a traffic accident, or et cetera. There could be on-site critical incident response, and sometimes it could be for an extended period of time. We might have to send people off site to get help. Of course, there is the 24/7 access. The language isn't important to me when somebody needs help we are going to get them help and support them. Okay? On my screen, I just had a note that says, we lost connection. If you lost connection, it is coming back up. Be patient. There we go. I am back up here. To reiterate that, we have three different levels of debriefing. We can send people to you, encourage people to go off-site to get help, and 24/7 access to telephonic support. When a traumatic event occurs, Critical Incident Stress Debriefing , CISD, can help minimize the long-term effects on employees and the organization. This thing , this slide here and all of the other things that we talked about, are also available to use as well. Dedicated team or CISD is available 24/7 , every day of the week, every day of the year. Counselors help employees process the emotional and physical impacts of a traumatic event. These people are trained in helping to mitigate the emotional and psychological and even physical effects of a traumatic event. Okay? What we do do is, we encourage resiliency. You might give a class on coping mechanisms when everything is going pretty well. When we

get to the critical incident, if one unfortunately happen, then we already have some insight into how to be resilient. We have some resiliency. Let me give you an example of that. Just type in yes or no on your screen here. I am going to ask you this question, and I want you to type in the answer, yes or no. Sometime in the foreseeable future, somehow, someday, we are going to overcome the restrictions of COVID-19 that we have right now. Somehow, someday, we are going to be able to emerge from the things that we have in the foreseeable future. We don't know how, we do not know when, yes or no? I am not seen anything except yes's. That is resiliency. We are adapting, and we will get through this. I am going to have to work with them to build up that resiliency. Okay? That is what we can help you with as supervisors. How do I get the ball rolling? Simply give the EAP a call and ask for an assessment and coordination of on-site support. Give them a call. Let them help you to work through that process. Okay? They will help you do it. They will get you help. You do not have to get help on your own. There is a couple different types of referrals. One is a self-referral, which it means that, I am going to go off and get some help, or I am going to get some support. The trick with that is, unless you educate yourself or your team on the resources that are available, how can they refer? To this day, I will teach classes, and people will go like, I didn't know that we could do that. Phil, I didn't know we had this available as managers, as supervisors. It is a changing thing, isn't it? In order to self-referral, you have to educate your team and services what is available. Suggested self-referral. This is only one example. If you know you have an employer that comes to you, and I am making these things up, right? I just found out that my husband is cheating on me, or my wife is cheating on me. Whatever it is, or, gosh, this is happening or whatever. They are talking to you as a manager. This is the opportunity for you to say, hey, I hear you. Look at our EAP website. Our EAP has access to professional counselors. We have other things available. If you are going through a divorce, you can go and get help from an attorney. Most of these services are free at least for a period of time, anyway. What we are doing is, suggesting that the employee goes and investigates those things. When somebody was saying, can we refer someone else? We can't really call employees. What we can do effectively is saying, I get you. I am going to encourage you to go look at those, and if I can help you navigate your way through there, let me know. I can help you do it. Okay? There are times, and here it is, you know, there is a process that we will go through that gets us to this point where there is a formal supervisor referral, where people are asked to go and do certain things. There are instances of formal supervisor referral. Those top two are the ones that we want you to use on a regular basis. Okay? When to make a formal referral. When the performance has deteriorated. You know that I have an employee that is not performing up to expectations, and they are now on a performance process. When there is an ongoing pattern of impaired work. They just never are geared up to do what we want them to do. The third one is an adequate response to a supervisor's intervention. Here is what I am going to give you. I am going to give you extra training. They are still not responding. We might have to do more. The last is, state or departmental policy. When this happened for example I am just pulling this out from -- when there is a harassment case going on, we put them through harassment training, recognize how to correct it. Your EAP consultant will know about, and help you navigate. Okay? Please, remember, as human beings, please take care of yourself it. These things are stressful. As usual, you are going to observe and document performance. Employee A is expected to come to these meetings. If you come in, and they are not on a visual, they do not have their stuff ready, et cetera, that is normal. The third one is, Magellan Workplace Support Consultant. You get me on the phone. Hey, Phil, this is what I have here. During COVID-19, he is not showing up to the online meetings. He is not delivering his work on time at the quality that we are used to. That is the process to get the ball rolling. You can get help on this. Make a referral. Did your employees accept it? You have to make note of that. I am not going to address that in great detail. Your HR department will help you go into it more. One of the issues that I have, even in my private practices is, people are worried about going to a therapist, for example. They are worried about information coming out. In my license, and I have to study continuing education every year about it, there are only a few instances where I am legally able to

bridge the confidentiality of my patient. If you come to me, your wife won't know about it, except in these very limited situations. That is the process that you will go through, get it started by calling Magellan Workplace Support Consultant . Formal supervisor referrals are separate from corrective feedback and formal disciplinary actions such as adverse actions. EAP formal supervisor referrals, including contact information, should be done by a separate memo which is not retained in the employee's official personnel file. You can share that information. I am writing this. I just want you to know that this is not going to go into your official file. That can really take the pressure off. Okay? All right. Training and skill development. I love this. I encourage you not to only look at the negative like performance issues, but think about the positive also. I understand how important it is. If you had taken any of our classes like this one, I guarantee that you have gone through a therapeutic breathing process with me. I know that it can help with stress. Some of these skills that we are talking about here, okay, on my side, it says that we have lost network connectivity. I am just going to pause for a minute. Coming back online. I do not know if you can hear me or not, but I just want to wait a little bit.

Philip, if you don't get it back, I can put it up for you. Yes, we can hear you.

Course categories. Emotional well-being. Working well. Home and family. Leadership. Specialty training. Your EAP coordinator can deliver it to your group. It is incredibly effective. We did a teambuilding communication topic to the HR department. Again, the human being. Sometimes, we can use courses, sometimes if they are courses in taking care of ourselves. Now, you are going to need a little time on that. On this slide, I will tell you that it is 25 business days of advanced notice. I find it extremely effective. How do we deliver those? By webinars. It is really effective. People like it. We can do online recorded webinars. There is different types of learning processes. Then, we can do online podcasts. You can request those with the two numbers that we have down there. Remember, though, that there might be a fee. I tell you, they are extremely effective. Okay. Manager support. Almost done here. You go to your manager support program tile on eap.calhr.ca.gov . That is where you start. You will see so much. I don't want it to be overwhelming for you. Look at all of the things that I have available to me. You might say, hey, look. I found this tool or article on our website, and I wanted take 15 to 20 minutes to go over that information. Second bullet. Leader-specific webinars. I didn't want to say execs once or twice a year. There are a ton of downloads. Options in learning guide. There may be a certain slide that you take out of this and maybe present it at the next staff meeting. My leader, my manager, also takes classes. My manager that he or she is asking me or encouraging me to do. You are leading by example. Very, very effective. We are done. There is your telephone numbers. There is your contacts. I want to emphasize 24/7 , seven days a week, 365 days a year. I just love it. We have a great workforce in the state of California. All kinds of things that we do very very well. One of the things that I want you to hear me say is, please take care of yourself. Go get help when you need it. It is not a weakness. Go get some help. Go talk to somebody, and you would encourage them saying, it is not a weakness. It is getting help, self-care. I will let Melanie talk about that. Thank you, everybody, for attending.

Thanks, Phil. There is a survey here. Please rate your overall satisfaction with today's webinar. Very satisfied. Satisfied. Dissatisfied. Very dissatisfied. No vote. That will broadcast your results. Thank you so much, everyone. Remind you that this recording will be on your website in 2 to 3 business days. Again, that website, let me find it real quick here is, eap.calhr.ca.gov . Again, thank you so much for attending, and have a wonderful rest of your day.

[Event concluded] [Event Concluded] This message is intended only for the use of the Addressee and may contain information that is PRIVILEGED and CONFIDENTIAL. If you are not the intended recipient, you are hereby notified that any dissemination of this communication is strictly prohibited. If you have

received this communication in error, please erase all copies of the message and its attachments and notify us immediately.