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U N I K A S S E L



**WORKING CIRCLE
SOCIAL PROBLEMS IN THE
WORKPLACE**

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4. If further problems arise at the workplace, the person concerned will be issued a warning by the Human Resources Department. This warning must be explained in a discussion in the presence of an advisor of the employee's choice and a representative of the personnel council.
5. If the person concerned does not change his/her behavior within four weeks of the first warning, a final warning is issued with the threat of termination in the event of repetition of the misconduct. If the affected person changes his/her behavior and overcomes the addiction, full rehabilitation takes place.
6. Staff members who have successfully completed therapy are supported in their reintegration. They are offered their former job or a comparable job if this is indicated from a therapeutic point of view or is necessary for personnel management or legal reasons.
7. If, despite a final warning, the person concerned rejects the assistance measures offered and does not change his or her behavior, dismissal will follow. In the case of civil servants, the necessary measures under civil service law will be initiated.
8. If a former employee is able to return to an abstinent lifestyle within one year of his or her discharge or retirement after undergoing long-term inpatient therapy - as evidenced by a medical certificate from the Occupational Health Service of the Employer's Liability Insurance Association - he or she will be supported in his or her reintegration into the GhK, if he or she so wishes. He/she will be offered his/her former or comparable job.
9. If a person concerned relapses within two years of completing treatment, the procedure described under point 3ff must be followed.

X. Final provisions

1. The service agreement is concluded for an initial term of 3 years and comes into force after signing. It shall be extended by a further year if it is not terminated with 6 months' notice to 31.12. of the respective year. It can be replaced by a new agreement at any time.
2. Each staff member shall receive a copy of the service agreement.

Kassel, 13.7. 1994

University
Comprehensive University Kassel
- The president -

gez. Brinckmann¹

The Staff Council of the GhK
Chair

signed. Errichiello

¹ President or Chairperson of the Staff Council at the time the agreement is entered into.

introduction

The university is not only responsible for good teaching and research, not only for good services in information, technology and administration - our tasks also include efforts to create a working situation for all employees that is conducive to personal development and health. This is not only about workplaces that meet all the requirements of occupational health and safety, about a working environment that poses as few risks to life and health as possible; it is also about prevention, about social problems and also about personal difficulties that affect work, are triggered by it and can impair successful cooperation and the fulfillment of tasks.

The "Agreement on Workplace Health Promotion and Addiction Prevention as well as Help for People at Risk of Addiction and Addicts", which I have concluded with the Staff Council and which I hereby hand over to all employees, is an expression of this responsibility in terms of personnel policy. In view of the danger of addictive substances that we are all aware of, in view of the number of addicts, and in view of the negative effects of addictive substance consumption not only for those affected themselves but also for our institution and its performance, it is our joint task to prevent, help, advise, and ultimately also implement measures under personnel law.

Educational work through training, the provision of advice and assistance, as well as support in the elimination of disease-causing problems - this is the spectrum in which the University of Kassel can make its preventive contribution. In this preventive work, and even more so in helping those at risk of addiction and those suffering from addiction, we are dependent on creating a climate in which these problems - such as alcohol in the workplace or addiction-related misconduct at work - can be discussed openly, in which no one has to feel excluded.

The wide range of counseling services, the ongoing cooperative work of the "Social Problems at the Workplace" working group, the training of supervisors, are all measures that are linked to the expectation that those directly or indirectly affected by addiction problems will also accept them. A step-by-step plan should ensure that help is offered at an early stage, but should also consistently ensure that such offers are accepted or that those affected actively address their situation in other ways. Target agreements, deadlines, written warnings and threats of termination are steps that should consistently support rehabilitation and also secure the job.

This service agreement is a contribution to a more comprehensive concept of personnel development. In order to be implemented, it requires the assistance of many e- venues. On behalf of the university and all its employees, I would like to thank all those who have already committed themselves to this important area and all those who are actively involved in its implementation.

Prof. Dr. Hans Brinckmann¹
President

¹ President of the University at the time of writing

After long and tough negotiations with the management, a service agreement on workplace health promotion and addiction prevention as well as assistance for those at risk of addiction and addicts was concluded at the University of Kassel. From the very beginning, the staff council's priority was to prevent problems in the work environment that could lead to illness, and thus to take preventive action. For colleagues with an addiction, this service agreement provides binding assistance in a defined step-by-step plan, which is intended to restore the health of the affected colleagues and to keep them in their jobs even in the case of prolonged therapy. The prerequisite for this, however, is their willingness to cooperate and help themselves, otherwise no long-term success can be expected. Keeping the job was an elementary condition for the PR, as it is a stabilizing element and significantly improves the chance for a complete recovery.

It remains important, however, that those affected find the courage and strength to make use of the strictly confidential help and discussion options available (also vis-à-vis the university management) at an early stage of an emerging addiction disease. In addition to the external addiction counselor Mr. Baumann, the colleagues presented in this brochure, who are trained as social helpers, are available for this purpose. The supervisors bear a special responsibility within the scope of their duty of care and are prepared for this important task by an appropriate further training program.

I hope that the opportunities and possibilities offered by this agreement will be utilized and that this will lead to an improvement in the health situation with regard to addictive disorders among our employees. However, in the view of the Staff Council, addiction prevention and addiction support are only one step in the important overall complex of health promotion (e.g. optimization of occupational safety/handling of hazardous substances/maintenance or development of a positive working climate), which must be given even greater weight in the work with the agreement. Health promotion should also be embedded in a concept of personnel development (e.g. development of modern work structures/training of staff for new work requirements/equipping appropriate workplaces).

So a start has been made, but much remains to be done. In a time of rapid change, further agreements are necessary. The Staff Council is ready for these important steps.

Helmut Thiel¹
PR Chairman

¹ Chairman of the Staff Council at the time of writing

IX. Step-by-step plan

1. If a supervisor gets the impression that an employee's behavioral problems or poor work performance are related to substance use, he/she will discuss the matter with him/her in confidence. The supervisor will point out ways to help. At the same time, the person concerned will be informed that the personnel department will be called in if the problem persists. This conversation will be kept confidential. No note is made, only the time of the conversation is recorded.
2. If the person concerned remains conspicuous despite this discussion, a further discussion will be held with him/her, for which a record is to be made. The supervisor must keep the minutes under lock and key. In addition to the person concerned, the supervisor and a representative of the staff council shall take part in the discussion. At the request of the person concerned, a person of his or her confidence shall also take part. The aim of the discussion is to inform the person concerned of the consequences to be expected under labor law if he/she does not change his/her behavior and to specify the offers of help. The person concerned is requested to contact the counseling center mentioned under IV.
3. If there is no improvement, a third interview must be held after two months at the latest with a view to making appropriate offers of help mandatory.

Participating:

- the immediate superior, if necessary the next higher superior
- the head of the personnel department or his/her representative
- a member of the staff council/youth representation, if applicable the representative of the severely disabled persons
- An addiction counselor of the individual's choice.

An agreement must be concluded with the person concerned on the immediate acceptance of offers of help. Conditions may be imposed on the person concerned.

A note is made of this discussion, which is signed by the participants. The person concerned will be given the opportunity to comment in writing on the content of the note. The note with the agreement shall become part of the personnel file and shall be subject to erasure.

The immediate supervisor is obliged to check whether the person concerned is complying with the agreement. He/she must inform the Human Resources Department immediately of any further problems at the workplace or non-compliance with the agreement.

The observation shall extend over a period of six months at the longest.

to link health promotion and addiction prevention within the university. It advises on the long-term conceptual and content-related design of company health promotion/addiction prevention.

VI. Social assistants

Volunteer social workers for addiction counseling and assistance are trained as needed. The training costs are borne by the university. The training and work of the social assistants is done on a part-time basis. They are not bound by instructions in this function. The concrete framework conditions for the operational deployment are determined by the working group.

The tasks of the social assistants relate to the submission of offers of help for those affected and the social environment. They have to participate in the team meetings of the social assistants.

VII. Supervisor

Due to their special responsibility for the health of their employees and the quality of their work, supervisors are required to ensure that employees at risk of or suffering from addiction receive the necessary help at an early stage.

As part of their duty of care and responsibility for occupational safety, they are also responsible for ensuring that the necessary procedural steps are taken and discussions held with the employees concerned in the event of violations of obligations under service law or employment contracts.

In order to be able to fulfill these tasks, the university offers continuing education courses that impart knowledge about the perception and interpretation of substance abuse-related behavior as well as knowledge about how to talk to those affected and how to deal with conflicts. Within the scope of its authority to issue directives, the university management shall make participation in the further training measures mandatory.

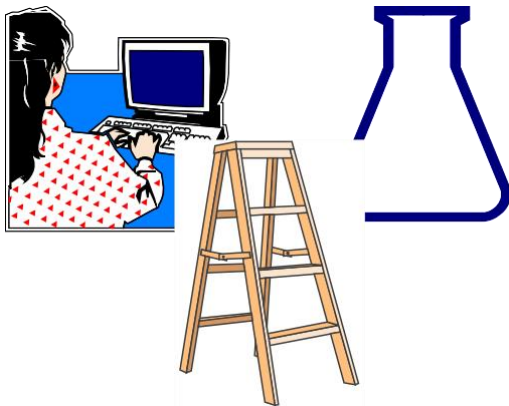
VIII. Confidentiality

Social assistants as well as the employees of the social counseling and addiction support are subject to an absolute duty of confidentiality towards third parties and may not be named by the university as witnesses in labor or disciplinary disputes. The duty of confidentiality shall also apply after the person has left the employment. The persons concerned shall be bound to this in writing. Written records shall be kept under lock and key.

"The aim of the agreement is to maintain the health of the employees, to counteract problems that cause illness and to prevent the risk of addiction to ensure occupational safety and orderly service operations".

The University of Kassel with its broad spectrum of subjects, its many small units - departments, institutes, specialist areas, etc. - is home to countless different professional groups with very different work requirements and stresses. - is home to countless different professional groups with very different work requirements and workloads. In addition, there is the hierarchical structure of a university, which can also cause problems.

Electricians, administrators, carpenters, drivers, architects, technicians, secretaries, professors, chemists, librarians, janitors, printers, mechanics, electronics engineers, mathematicians, biologists, teachers, farmers, glassblowers, artists, gardeners, foreign language secretaries, technical draughtsmen, telephone operators, administrative employees, musicians, programmers...



Regular workplace inspections are designed to detect ergonomic and occupational safety problems and initiate measures to eliminate them. The University of Kassel is supported in this by safety engineers and occupational physicians. In addition, there are safety officers appointed by the departments who receive appropriate training to track down problems and hazards.

Regular occupational medical examinations, the cost of which is borne by the University of Kassel, are an essential part of preventive health promotion when working with hazardous substances or constantly using computer screens.



4 Health promotion - a comprehensive task



One-sided stresses, such as predominantly sitting activities, cannot be compensated for by medical treatment and ergonomically designed workplaces alone. Participation in the courses offered within the framework of inhouse further training and general university sports can be a useful support here.

"The Psychosocial Counseling Center is available to employees of the Gesamthochschule Kassel for counseling in conflict situations and personal problems. The discussions held there are, of course, confidential."

Whenever people live or work together, there are conflicts.

vis-a-vis the employer. However, if they are not dealt with, they can have an impact on health and thus on the ability to work. Not all problems can be overcome without outside help. That is why the University of Kassel offers counseling and training.



It is not only technical and ergonomic problems that can cause health problems. Work organization and leadership behavior on the part of superiors can also lead to employee dissatisfaction. In this sense, training programs for managers make an important contribution to expanding their social competence.

III. Social Counseling

The Psychotherapeutic Counseling Center¹ is available to employees of the Gesamthochschule Kassel for counseling in conflict situations and personal problems. The discussions held there are, of course, subject to confidentiality - also vis-à-vis the employer.

IV. Addiction Help

Addiction support is provided by the department through the use of external institutions. For this purpose, the department makes available the spatial and material resources within the scope of its possibilities.

The preventive tasks of addiction counseling are directed at all employees. They include information and education measures as well as suggestions for reducing working conditions that promote addiction.

The counseling of employees at risk of addiction and employees with addiction problems is intended to promote insight into the disease and motivation for therapy as well as individual competence in dealing with addiction problems.

All offers of help can only be help for self-help and contribute to the strengthening of the self-responsibility of the person concerned.

V. Working Group Social Problems at the Workplace

The following are represented in the working group:

- the heads of the personnel and organization departments,
- the representative of the external institution used,
- a representative of the psychotherapeutic counseling center,
- one representative of the Staff Council,
- one representative of the representative body for severely disabled persons,
- the officer responsible for in-house continuing education at the Contact Point for Academic, Artistic and Professional Continuing Education² ,
- an expert scientist from the field of social work,
- company social assistants/social workers.

Other persons or functionaries may be consulted on specific topics. The working group meets as required, at least every six months. The working group is intended to contribute to the integration of the various work

¹ now: Psychosocial counseling center

² Since April 1997, the continuing education of university personnel has been organizationally assigned to the Personal Development division in the Human Resources Department.

**Agreement between
the President and the Staff Council of
the University of Kassel¹
via**

**Workplace health promotion and addiction prevention
as well as help for those at risk of addiction and addicts**

I. Scope

The service agreement applies to all employees of the University of Kassel who are in a service, employment or vocational training relationship.

II. Objective

The aim of the agreement is

- to maintain the health of employees, to counteract problems that cause illness and to prevent the risk of addiction,
- the people affected to keep their jobs,
- to ensure occupational safety and orderly service operations,
- Provide mandatory assistance services for those at risk of addiction and addicts,
- to communicate a special understanding of the problem of substance abuse and to increase the level of knowledge of employees in dealing with addiction problems through training measures,
- to define an intervention procedure in the event of addiction-related abnormalities, and
- to ensure a clear and uniform procedure for all employees with regard to consequences under labor law.

The President and Staff Council expect **all** employees to

- to accept and pass on the enlightenment,
- notwithstanding the obligation pursuant to § 38 UVV to refrain from consuming addictive substances during working hours for reasons of health maintenance and occupational safety and not to encourage colleagues to consume addictive substances,
- Not trivialize substance abuse problems.
- The President and Staff Council are asking those directly affected to accept the offers of assistance.

¹ The service agreement was concluded before the name change of the University of Kassel

Addiction prevention - prevention is better than cure 5

*"The aim of the agreement is to convey a special understanding of the problem of substance abuse and to increase the level of knowledge of staff in dealing with addiction problems through training measures.
and Staff Council expect all employees to accept and pass on the education....Do not trivialize substance abuse problems "*

From stimulant to addictive agent

"It has been known since time immemorial that he who has sorrows also has liqueur," noted Wilhelm Busch. But also at joyful, social and business events: Alcohol is always present in our society.

Demonizing, tabooing or even banning alcohol would be like Don Quixote's battle against the windmills.

The distinction as to whether a drug is considered legal or illegal says nothing about the degree of its danger or its potential for abuse. A millennia-old tradition provides a certain degree of security in dealing with an addictive substance, but it cannot prevent an individual from becoming addicted to a drug.

The horror image of the down-and-out drunkard is not to be contrasted here with that of the happy mineral water drinker.

You can't stand on one leg - drink brotherhood - to your health - in vino est veritas - digestive liquor - drink, drink, little brother drink - if the water in the Rhine were golden wine - half drunk is money made out of it - drink up the skin

Different cultures have different drugs. Our CULTURAL DRUG is alcohol.

At 2.5 million, alcoholics are the largest group, followed by 1.5 million tablet addicts. This high number of alcoholics is not surprising, since the Federal Republic of Germany (together with France) is the world leader in per capita consumption of alcoholic beverages.

The aim of addiction prevention is to educate people about the consequences of alcohol abuse in order to enable them to deal with alcohol consumption in a responsible manner. The transition from consumption to abuse and from abuse to dependence is fluid. The transition from consumption to abuse and from abuse to dependence is fluid and varies from person to person, so a safety level that prevents a person from moving on to the next category cannot be defined; it does not exist.

6 Addiction prevention - prevention is better than cure

Addictive substances in the workplace - a problem at the university Kassel?

"The President and the Staff Council expect all employees, without prejudice to the obligation under Section 38 of the Accident Prevention Ordinance (UVV), to take the following measures for reasons of health and safety

and occupational safety to refrain from consuming addictive substances during working hours and not to encourage colleagues

Because alcohol is socially accepted, drinking is also common in many workplaces. According to statistics, about two-thirds of employees drink alcohol occasionally or even daily during working hours.

Try refusing the alcohol offered at a company party. It's not that easy. You quickly feel compelled to justify yourself, and are labeled a killjoy or even a sissy. Women are more likely to see it that way.

For GhK, this would mean that about 120 employees are alcohol-impaired.

At the same time, it can be assumed that the same proportion of alcoholics as in society as a whole can also be found among employees, irrespective of status and occupational group.

Alcohol consumption during working hours has a negative effect, but the rather inconspicuous consumption of medications and other legal drugs should not be overlooked.

Under the influence of alcohol

- the work performance decreases,
- the safety risk increases,
- the working atmosphere deteriorates.

Working group "Social problems at the workplace"

The "Social Problems at the Workplace" working group is intended to help link the various fields of health promotion and addiction prevention. It is just as happy to answer basic questions as it is to receive suggestions. The members of the working group are:

Contact point social counseling

In addition to providing conceptual advice to the "Social Problems at the Workplace" working group, conducting training courses, training company social workers, etc., the social advisor, Mr. Baumann, is available to provide confidential advice to addicted persons concerned, their colleagues and also superiors, without the company intervention procedure being set in motion in accordance with the step-by-step plan of the agreement.

Psychosocial counseling center

Conflicts in the workplace, personal and family problems, etc. can be a burden on health and can also lead to substance abuse and/or addiction. For this reason, the counseling services offered by the Psychosocial Counseling Center make an important contribution to health promotion and addiction prevention and are available to all members of the University of Kassel for confidential discussions.

Operational social assistants

The central task of company social workers is to be available as contact persons for affected colleagues. They do not become active on their own initiative (they do not uncover problems), but are approached by the affected persons themselves, by their colleagues and by superiors. Their work is confidential.



We are the point of contact for social problems at work

- ⇒ We are the contact for those affected.
- ⇒ Contact us in the event of social problems in the workplace, such as addiction or addiction risk.
- ⇒ We listen, inform, advise and support.
- ⇒ It goes without saying that your problems will be handled with absolute confidentiality by our team.

We see our main task in the health promotion of all members of the University of Kassel. In individual cases, therefore, it will be necessary to take stressful

working conditions and to look for ways of shaping them positively. We regard the inclusion of the social framework conditions as an important task within the framework of preventive measures.

Addiction - a disease?

Alcohol consumption is socially considered "normal," and "normal" is someone who does not stand out. Accordingly, about 5% abstainers and 5% addicts are conspicuous, while 90% are "normal consumers". The groups of abstainers fall outside the norm.

Abstainers are widely seen as "ossified health fanatics", who are not entirely comfortable anyway.

Dependents are provided with the remarks
"You just have to get used to it. and start drinking stop when you can no longer tolerates. Anyone who can't manage that is willens weak or unstable" comments.

According to this widespread belief, addiction is solely subject to the will. But the opposite is the case: the addict finds himself in a vicious circle and usually needs help. For a long time, he denies his addiction to himself and others. This lack of insight is an essential characteristic of addiction.

"...President and Staff Council urge those directly affected to accept the offers of assistance..."

Addicts retain freedom of choice for a long time, even in an advanced stage of the disease. Dependence does not absolve them of their responsibility. They themselves play a decisive role in deciding whether the disease continues to develop or whether they seek treatment. Assistance and measures must be based on this.

Talking about those affected - instead of with them, covering up problems - instead of revealing them, protecting those affected out of misunderstood collegiality - instead of holding them accountable, such behavior is referred to as **co-alcoholism**. It reinforces and prolongs the path of the disease and prevents readiness for treatment.

Interview with the external social advisor commissioned by the University of Kassel, Mr. Bau- mann, head of the addiction counseling and treatment center of the Diakonisches Werk Kas- sel-Stadt, -Land and Kaufungen.

1. Mr. Baumann, as an external social advisor from the University of Kassel, you are mainly involved in providing assistance to patients so that they undergo treatment. What does this assistance look like from your point of view?

It is part of my contract to conduct counseling sessions with affected employees of the university, whether they are at risk or addicted to addictive substances. At the beginning of a consultation, it is important that the person I am talking to knows for himself whether he is abusing addictive substances or whether he has already become addicted. And it is also about how the person concerned got into the respective situation, which circumstances in the social environment played a role. Then I can present the appropriate type of help and, if necessary and if the person concerned wants it, I can also arrange therapy. In doing so, I follow the principle that a therapy process can and must be initiated within the university, but that it should be carried out outside the workplace, i.e. outside the university. The counseling offer is also directed at those in the university who are confronted with an addiction problem. This can be colleagues who want to help, or a superior in whose area of responsibility an addiction problem has arisen.

2. It is often said that addicts cannot be helped. You have many years of experience in addiction work. How do you see it?

In fact, I have been working in the field of addiction support for 15 years, and against this background I say: Of course it is possible to help addicted people! Today, we have a well-developed repertoire of different help offers, from counseling to outpatient therapy to inpatient withdrawal therapies, which are financed by health insurance and pension insurance providers and are constantly subject to quality control. The prerequisite for this, however, is that the interests and wishes of those affected are given priority in the selection of help offers. And

that the person concerned also wants to cooperate in the therapy process, even if he initially considers this to be impossible. Help and therapy are not possible against the will of the person concerned. However, addicts often find themselves in such a desperate situation that they do not trust themselves to be able to change it. This is also the reason why addicts often say that they are not able to change.

Important for colleagues:

- Do not support substance abuse
- Do not animate
- Do not look away when problems arise
- if necessary: get support

and would have the situation "under control. This is precisely why it is important for addicts to find support in their social environment, from the people who have to deal with them, whether in their private lives or at work. It is very often the case that substance abuse is concealed or covered up by colleagues. And thus supported. Sometimes they even encourage it. It is extremely important that addicts find support in the work environment when they do something about their addiction. If questions arise, I am happy to help find answers.

3. The step-by-step plan, which is an essential part of the agreement, can be frightening at first glance; there is even talk of termination. Is such a tough approach necessary?

I do not call this approach, which is outlined in the agreement, harsh, but consistent. At each individual stage, the person concerned has the opportunity to change his or her objectionable behavior. If he wants to do so but does not succeed, the agreement provides for assistance.

Supervisors are obligated under the step-by-step plan to offer assistance at each step. Consequences in the disciplinary sense can be initiated if - and only if - the person concerned does not change his or her behavior and does not want to accept offers of help.

For the supervisor, it is a matter of not approving or tolerating the behavior of the affected employee, possibly due to substance abuse or addiction. At the same time, however, they must make it clear that they will support the employee if he or she wants to change something. The supervisor must combine help and consequence, and he must do this step by step.

is the responsibility of the supervisor:

- Do not tolerate addictive substance use, do not ignore it, but address it
- Offer help
- Be consistent (apply step-by-step plan)
- Make yourself (professionally) knowledgeable

do. The individual steps are described in the agreement. Supervisors must not immediately "shoot at sparrows with cannons. However, they must also not wait until an employee's substance abuse or addiction has progressed to the point where only drastic disciplinary measures come into question. Thus, the step-by-step plan is also a protective element for those affected, because according to the step-by-step plan, no one can be seriously prosecuted for substance abuse or addiction who has not first been given several chances to cope.

4. Can you already report any successes from your work at the University of Kassel?

I have been working as a consultant for 2 1/2 years. I am aware, and I said so at the beginning of my work, that it is very difficult for those affected, especially in their working environment, to admit their problems. Shame plays a major role, as does fear of disciplinary measures. And this fear is not unfounded in working life in general.

It was therefore important to first create an internal infrastructure for support services in addition to the counseling and support services for affected university employees. This has largely been achieved.

- In eight groups of 16 participants each, GhK supervisors have been trained in two-day training courses to recognize symptoms that may indicate addiction and to be able to talk to employees in particularly difficult situations - and talking to addicts is particularly difficult.
- The training of social helpers at the GhK is about halfway completed; seven women and men from the GhK are being trained over a period of two and a half years in seven 2-day seminars to be able to intervene and advise as company helpers in the event of addiction and social problems at the workplace.
- The working group "Social Problems at the Workplace," which I advise professionally, works consistently and with commitment.

For the few hours I have available each week at the University of Kassel, I am quite satisfied with what has been achieved. However, "only" offers of help and the necessary infrastructure could be developed at first; prevention, i.e. preventive work, would have to be done in the next phase. time to be brought more into focus

The agreement lives from how committed it is implemented at all levels of the university. In the working group, in the supervisor training and especially in the helper training, I have met many committed university employees, so I am sure that the agreement will continue to be implemented step by step and - let me put it this way - the goals of the agreement will be anchored in the consciousness of the university.