

How a RTW Program Can Encourage Employee Satisfaction and Resilience

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What is Resiliency?

“The Ability to recover from or adjust easily to misfortune or change.” –Merriam Webster

- Psychological safety
- Overcoming adversity
- Developing mechanisms for change
- Learning from mistakes



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Company Culture

- Need Executive support of the program
 - Policies and procedures
- Need for culture to support the program to support the employees staying at work and those returning to work
- Team over Individual
- Increase performance by building positive habits, adjusting their response to setbacks



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Case Study

Sally is going to be on leave for the next 6-weeks. She is one member of a team of 6. Her manager, Jill, wants to do as much as she can to support the 5 remaining employees throughout the leave, while recognizing that they still have clients to support and critical deadlines that need met for those clients. This is Jill's first experience with an employee on leave as she has only been in her leadership role for 6-month.

What should she do?



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Jill's Actions

- Reaches out to HR
- Set goals
- Communicate regularly and openly
 - Self-regulation
 - Co-regulation
- Check in often with the team
 - Look for signs of burn out
 - "Stress", excessive hours
- Recognize team challenges
 - Appreciate the work
 - Encourage teamwork



Pete's Response

One week before Sally's leave, Pete returns from an extended 2-week vacation

Not very empathetic to Sally's situation

Frustrated with the additional work being requested

Asking about additional compensation for the extra work



Jill's Response to Pete

- Frank conversation
 - Team supported him while he was out of the office
 - Remind him of the team mission and vision
- Monitor his work output
- Continue to support as needed



Sally's Return

- Sally is returning to work after only 4 weeks, but will be working a reduced schedule (20 hours/week) for the remaining 2 weeks of her leave



Jill's Plan for Sally's RTW

- Jill has been in contact with Sally throughout her leave
- Organizational policies support the reduced schedule
- Jill work with HR to build out a RTW plan and goals for Sally
 - Plan needs specific expectations for Sally and her team
 - Should include who Sally can go to with work specific questions based on who covered what



What Does the Plan Look Like

- First day, Sally has time to meet with Jill and the team to review any changes, projects completed or new projects
 - Time to clear out emails
- Remainder of week one, Jill meets with Sally every morning and provides daily goals for her to accomplish to support the team and get her re-established
- Week 2, Jill continues here regular check-ins with Sally and the team
 - Assigns Sally key work from her pre-leave functions



Wrap Up



Thanks for Attending



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