

CONNECTIONS

NOVEMBER, 2016

VOLUME 2, ISSUE 1

Meet the EAP Staff



Frank Tenorio, Hailey Krueger, Tresa Martinez, Sherri Amos

Frank Tenorio is a Graduate Student Intern with EAP and will be with us until May 2017.

After being away from Wisconsin for the last six years, I have returned to earn my Masters in Social Work at UW-Madison. I am a passionate helper and eager to play a role in providing such a valuable service to City employees. Outside of work and school, I spend a lot of time focusing on my own wellbeing and fitness: running, biking, meditating, yoga-ing. I strive to get the most out of life through exploring and creating with zest! I look forward to meeting you all over the next year!

Hailey Krueger joined our office on September 6, 2016 as our new EAP Specialist.

I am originally from Waunakee, WI, and graduated from Viterbo University in La Crosse, WI, in 2010 with a Bachelor's Degree in Biopsychology and a Certificate in Substance Abuse Counseling.



Greetings City Staff!

As we enter into another beautiful fall season in Wisconsin, I couldn't be happier and more thankful to announce several new changes and improvements to your EAP Office.

To begin, I would like to introduce our new staff:

- Sherri Amos, Confidential Program Assistant
- Hailey Krueger, EAP Specialist
- Frank Tenorio, UW Social Work Graduate Student Intern

In March 2016, our EAP Office moved to the Village on Park (VOP) at 2300 South Park Street, Suite 111. The move to this location has provided numerous benefits for our employees, such as easy access to bus lines, better parking, and an improved, private, and comfortable office environment. See page 2 for detailed directions.

You continue to have access to both an internal EAP staff, as well as an external EAP provider called FEI Workforce Resilience (formerly known as Impact). From this point forward, our external provider will be referred to as FEI. We have provided you with instructions on page 4 for accessing the comprehensive resources on FEI's website, so please feel free to share this with your family members!

Given the many transitions faced by City staff related to physical office moves, job changes, etc., we have enclosed a helpful article on "Flourishing in Times of Transition." Please check it out for tools on navigating current and upcoming changes. There are often hidden gifts and pleasant surprises in what looks like a stressful change on the front end.

Warm thoughts as you and your family members enter into the fall and holiday season!

Tresa Martinez



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Tresa Martinez, EAP Administrator: (608) 266-6561
Hailey Krueger, EAP Specialist: (608) 266-6561
Sherri Amos, Program Support: (608) 266-6561

From there I obtained further education in clinical and counseling psychology and narrative therapy at Adler University in Chicago. I was drawn to the City of Madison's EAP because of the diversity of employees and families I would work with, as well as the variety of assistance it would allow me to provide that extends beyond traditional counseling services. While working in intensive care units and eldercare facilities both during and after my schooling, I obtained a much more personal understanding of the impact of work and home stress on job performance and overall wellbeing, as well as the importance of stress management skills and humor in overcoming challenging times. I have already met and learned from many City of Madison employees, and I look forward to continuing to do so in the years to come!

Sherri Amos was hired as EAP's Confidential Program Assistant in March 2016.

I have been a City of Madison employee for almost 10 years and previously worked for CDA Housing Operations. I provide administrative support for the EAP Office and you may hear my voice when calling in to make an appointment with Tresa or Hailey.



We have a new address!

You will now find the EAP Office at The Village on Park, 2300 South Park Street, Suite 111, which is located on South Park Street just north of the Beltline.

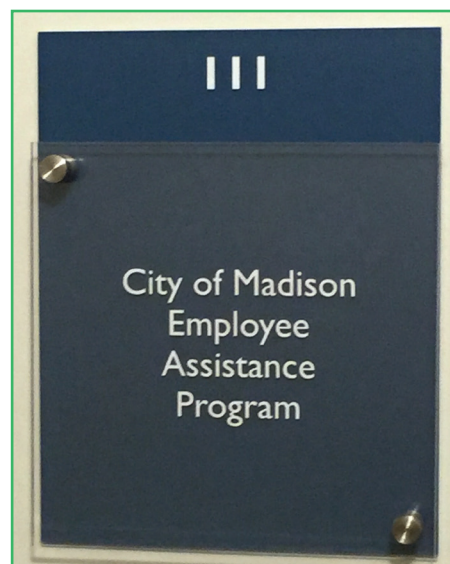
Enter the parking lot from South Park Street near Access Community Health or from Hughes Place across from McDonald's restaurant.



Look for The Atrium in the center of the mall—that's the entrance to use.



Walk down the stairs or take the elevator to the lower level and proceed through the double doors down the long hallway until you reach the third doorway on your right. Turn right down this shorter hallway and you'll find the EAP Office at the end of the hall on the left.



The EAP Office is typically staffed weekdays 8 am-4:30 pm. Since we are a small office, please call (608) 266-6561 in advance of your visit to ensure that an EA Specialist will be here to assist you.

Flourishing in Times of Transition

by Frank Tenorio

Transitions within city government are constant. The moments are few and far between when we're not introduced to a new coworker, a new way to do things, or given new responsibilities with a demanding, new goal to reach. Other times, we may be dealing with the loss of a trusted coworker or supervisor, the restructuring of departments, or an inconvenient relocation of an office (for example, the MMB renovation).



While some of these changes may provide inspiration to accomplish amazing feats, they can also create stress, frustration, and grief. Challenging responses to transitions occur *regardless* of how we perceive their outcome—meaning that the exciting, positive changes may present an equal amount of stress. It should come as no surprise that if left unchecked, “stress leads to health problems, increased accidents, and burnout,” (Bernard & Krupat, 1994).

One definition of stress suggests that it, “occurs when an individual perceives that the demands of an external situation are beyond his or her perceived ability to cope with them,” (Lazarus, 1966). Therefore, we want to share with you some important tips to *increase your competence and perceived ability to tackle workplace transitions through the use of Psychological Capital*.

What is Psychological Capital?

Psychological Capital (PsyCap) comes from positive psychology and focuses on developing people's strengths to combat stress. As we surely all have our own experience of stress and loss being inevitable aspects of life, let's not forget that these challenging times “often play a key role in developing the individual strengths needed not only to survive, *but to flourish*,” (Lazarus, 2003).

PsyCap is made up of four key components: efficacy, optimism, hope, and resilience. Below, we breakdown each of these four components, and provide a focus on how an employee can develop these traits, as well as a focus on how supervisors can help facilitate this development during times of transition.

Efficacy

Efficacy draws on an individual's confidence in their ability to succeed in fulfilling their job responsibilities. Efficacy plays a role in how we interpret events and our ability to overcome challenges—low efficacy leads to a defeated approach, while high efficacy leads to an assured approach.

- **Employee:** Transitions might bring changes to job responsibilities or standard operating procedures. It is important to establish clear lines of communication between yourself and your supervisors to ensure you understand what is expected of your work. As you learn how to complete new tasks, don't be too hard on yourself! Refer to your previous achievement and successes to reassure your ability to adapt and thrive.

- **Supervisor:** Transitions present a challenging and demanding time for supervisors as there is an added level of coordination and pressure added onto an already demanding workload. However, it is important to make time to provide employees with adequate training and support in regards to new responsibilities, practices, and policies. Similar to the advice to your employees, take it easy on yourself (and your staff!) during the learning process.

Optimism

Optimism is a positive outlook that is “both realistic and flexible,” (Avey, Luthan, and Jensen, 2009). Foundations for developing optimism include: 1) leniency for the past, 2) appreciation for the present, and 3) opportunity for the future, (Schneider, 2001). Alternatively, a pessimistic perspective conjures negative feelings that disrupt our “ability to appreciate and learn from the positives of the situation,” (Avey, Luthan, and Jensen, 2009).

- **Employee:** During less than favorable transitions, it may be more challenging to retain optimism. Consulting with coworkers and supervisors may provide an opportunity to learn how the changes taking place could benefit you. Being grateful for the present moment can also lead to a better outlook.
- **Supervisor:** As a supervisor, employees look to you for direction and support. If you're not optimistic about the changes to come, your employees will know it. While transparency is an important trait as a supervisor, inspiration and optimism are equally important.

Hope

Hope consists of *willpower* and *waypower*. *Willpower* defines one's determination to achieve a goal, while *waypower* is one's ability to create alternative routes to achieve a goal when faced with adversity, (Avey, Luthan, and Jensen, 2009). Hope has been found to have a significant negative correlation with anxiety, and to counteract feelings of vulnerability, uncontrollability, and unpredictability, (Snyder, 2000).

- **Employee:** As with optimism, hope is something that we can turn to our coworkers and supervisors in time of need. For transitions to be successful, all employees must have their own willpower and waypower. Additionally, gaining perspective and tapping into support outside of work may provide increased levels of hope.
- **Supervisor:** When employees show signs of hopelessness, it is important to intervene before the problem manifests in other ways. Sitting down with an employee for 10 minutes may clear some concerns and re-establish a feeling of supervisory support. Taking time to identify a job well done may also increase moral.

Resilience

Resilience is the "capacity to bounce back from adversity, conflict, failure or even positive events, progress, and increased responsibility," (Luthans, 2002). Resiliency is crucial to dealing with stress during workplace transitions. If you're still not sure, think Destiny's Child 2001 hit song, *Survivor*.

- **Employee:** Unfortunately, not every transition will go without its moments of adversity. Recovering and rejuvenating outside of work is important in order to take another go at it. Develop strong problem solving skills, learn from your mistakes, and have faith that you will be more successful next time.
- **Supervisor:** Promoting resiliency presents a challenge to walk the line of encouragement and identifying when a person may need a moment to recover. Referring to your own experiences with dealing with adversity is a good place to start, but keep in mind that people respond to different forms of motivation.

Building these four components of PsyCap has proven to have a direct negative correlation with perceived levels of stress—meaning as levels of efficacy, optimism, hope, and resilience increase, stress decreases. As transitions come with a fair amount of stress, navigating through with a focus on PsyCap will lead to higher satisfaction and less turnover, which leads to more enjoyable and effective work settings.

Avey, James B.; Luthans, Fred ; Jensen, Susan M. Human Resource Management, 2009, Vol.48(5), pp.677-693.

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Lazarus, R.S. (1966). Psychological stress and the coping process. NewYork: McGraw-Hill.

Luthans, F. (2002).The need for and meaning of positive organizational behavior. Journal of Organizational Behavior, 23(6), 695-706.

Schneider, S. L. (2001). In search of realistic optimism. American Psychologist, 56(3), 250-263.

Snyder, C. R. (2000). Handbook of Hope. San Diego: Academic Press.

A word about our

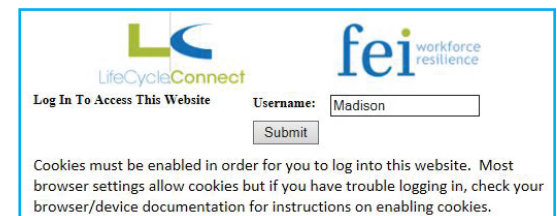
External EAP Provider

In addition to providing employees with internal EAP Specialists, the City of Madison contracts with an external EAP provider to fill in when needed and also as an alternative for those who wish to work with an Employee Assistance Professional outside of the organization.

For many years, Impact Workplace Services, Inc. has served as the City's external EAP provider. In the past year, Impact has partnered with FEI Workforce Resilience and in July 2016, the company began to do business under that name.

FEI provides some wonderful resources online that are available to all City of Madison employees and their families. Here's how it works:

1. To begin, access the website at www.feieap.com. (You can also use the link on the **EAP intranet site**.)
2. Enter the word "Madison" in the field for Username and click Submit to see your options.



3. On the main page there are several resource options for you to click in order to access information on numerous health-related issues.



SAVE THE DATE • SAVE THE DATE • SAVE THE DATE • SAVE THE DATE

PLEASE JOIN US FOR AN EAP

OPEN HOUSE

2300 S PARK ST • STE 111

11.14.16 • 10 AM-2 PM • THE VILLAGE ON PARK

*Thanks for reading,
we hope you found the information useful!*

**You can reach any of us by calling the
EAP Office at (608) 266-6561**

**External Available 24/7:
FEI Workforce Resilience (800) 236-7905**

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