

# CONNECTIONS

OCTOBER, 2017

VOLUME 3, ISSUE 10

## Hello City Employees,

Mental Health in the Workplace, Preventing Bullying in the Workplace, Domestic Violence Awareness and in our *Leadership Matters* feature, Adult ADHD. All of these issues have a direct impact on the wellbeing of our staff and the overall health of our organization.

According to the World Federation for Mental Health, one in five people in the workplace experience a mental health condition. Our EAP plays a significant role in supporting employees with mental health conditions at work. We are a private, confidential, safe place to access support during the workday. We are able to assist in referrals to appropriate resources and we sometimes act as an advocate for the employee when necessary. Please read the article to learn best practice in the promotion of mental health in the workplace and ways to decrease negative attitudes and discrimination toward those who suffer from mental illness.

*The EAP October Newsletter features four different topics this month.*

In our *Leadership Matters* Section, we provide information to assist managers and supervisors in helping employees with ADD/ADHD perform up to their potential. ADHD and ADHD Inattentive Type are the clinically preferred names, though ADD is commonly used. It is common to find literature that addresses symptoms and treatment; however, it is seldom discussed as a supervisory issue. With sensitivity to the symptoms and workplace challenges that can commonly result, there are steps supervisors can take to help employees perform up to their potential. This issue has affected my own family. We learned that education, and finding the right kind of support is the answer. I am happy to help you through our own experience.

October is Domestic Violence Awareness Month and the week of October 15-21 is "Freedom from Workplace Bullies." Both domestic violence and workplace bullying foster an abusive environment, and are toxic to all who are affected—the targets, co-workers and families. Please see both articles for definitions of these behaviors, what they look like in the workplace, and what to do or who to call for help.

While I realize that these are heavy topics, they exist in our work environment and they affect more of our colleagues than you realize. At the end of each article, we provide you with links to additional support and resources. Please call us if we can be of help to you and/or your family members who may be struggling with these issues or any others.

Thank you for the opportunity to provide you and your family members with support. You make my life richer as a result.

*Tresa J. Martinez*



CITY OF MADISON EMPLOYEE ASSISTANCE PROGRAM  
2300 S. Park St., Suite 111  
Madison, WI 53703  
[www.cityofmadison.com/employee-assistance-program](http://www.cityofmadison.com/employee-assistance-program)

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



# OCTOBER 10 | WORLD MENTAL HEALTH DAY

## This Year's Theme . . . Mental Health in the Workplace

Sponsored by the World Federation for Mental Health (WFMH), World Mental Health Day was observed for the first time in 1992 to help promote mental health and create awareness around the issues associated with mental illness. Each year, a different theme gives focus to the topic.

According to the WFMH, one in five people in the workplace experience a mental health condition, and while many employers are developing policies to support a physically healthy workforce, healthcare for mental illness is not prioritized in the same way. The WFMH is working to define best practice in promoting mental health in the workplace and decrease negative attitudes and discrimination toward those who suffer from mental illness.



### What does a mental health-friendly workplace look like?

#### A Mental Health Friendly Workplace

- Welcomes all qualified job applicants; diversity is valued.
- Includes health care that treats mental illnesses with the same urgency as physical illnesses.
- Has programs and practices that promote and support employee health-wellness and/or work-life balance.
- Provides training for managers and front-line supervisors in mental health workplace issues, including identification of performance problems that may indicate worker distress and possible need for referral and evaluation.
- Safeguards confidentiality of employee health information.
- Provides an Employee Assistance Program or other appropriate referral resources to assist managers and employees.
- Supports employees who seek treatment or who require hospitalization and disability leave, including planning for return to work.
- Ensures "exit with dignity" as an organizational priority, should it become essential for an employee to leave employment.
- Provides all-employee communication regarding equal opportunity employment, the reasonable accommodations policy of the Americans with Disabilities Act, health and wellness programs, and similar topics that promote an accepting, anti-stigmatizing, anti-discriminating climate in the workplace.

For assistance in addressing your own mental illness or supporting a co-worker or employee with symptoms of mental illness, contact your EAP at 266-6561.

For me a mentally healthy workplace is \_\_\_\_\_ ?

Share your response to this question by filling in the blank and submitting a copy of the graphic via inter-d to: City EAP, 2300 S. Park St., Ste. 111

*Submissions may be included (anonymously) in a future edition of Connections.*



# FREEDOM

## FROM WORKPLACE BULLIES

### WEEK OCT 15 - 21, 2017

THE WORKPLACE BULLYING INSTITUTE  
 WORKPLACEBULLYING.ORG

## A WEEK FOR SUPPORT, INSPIRATION, PEACE AND HOPE

Workplace bullying is a form of **workplace violence** similar to domestic violence. It fosters an abusive environment, toxic to all those who are affected -- targets, coworkers & families.

It is a '**silent epidemic**' sustained by personal shame and corporate hubris.

It is preventable, not inevitable. It violates best business practices. Bullies are too expensive to keep on payroll.

Break the silence! Hold perpetrators and their sponsors **accountable**.

It robs us all of our humanity. **Speak up.**

WORKPLACE  
**BULLYING**  
 INSTITUTE™

## Here are some daring & bold ways to celebrate personal freedom

### Bullied Targets

- Get a health check up
- Reclaim your dignity, remember you
- Tell coworkers what the bully did
- Spend time surrounded by loved ones

### Spouses, Partners

- Give unconditional support
- Be empathic, see & feel the experience
- Make home time a distraction
- Reinforce the target's identity

### Co-workers

- Offer support, don't wait to be asked
- Share your experience with bullying
- Do not side with the bully
- Remain a friend to the target

### Unions

- Support abused, bullied members
- Stand against all workplace bullying
- Train members to lead an initiative
- If leaders like bullying, vote them out

### Employers

- You can end bullying now. Do it.
- Save money, let go of abusive managers.
- Make employee health a priority
- Recruit with abuse-free workplace

### State Lawmakers

- Learn facts about workplace bullying
- Listen to, and represent, people
- Detect lies of business lobbyists
- Sponsor the WBI Healthy Workplace Bill

### Mental Health Professionals

- Believe bullied target-clients
- Do not blame client as provocateur
- Recognize power of work environments
- Treat the trauma

***workplacebullying.org***

# Domestic Violence and the Workplace

Reprinted by permission of the Cambridge Public Health Department (Cambridge, Mass.) from *Domestic Violence and the Workplace*, 2013. Available at [www.cambridgepublichealth.org](http://www.cambridgepublichealth.org).

*Domestic violence has no boundaries. It isn't something that just "stays at home."*

Domestic violence becomes a threat to the workplace when someone is intent on controlling all aspects of their partner's life—including the workplace. An abuser may stalk their victim at work, harass the victim's co-workers, or come to the workplace with the intent to commit violence.

These behaviors can affect the victim or perpetrator's job performance, make colleagues feel unsafe, and diminish office morale. Whether we realize it or not, domestic violence can affect every workplace in some way.

## What is Domestic Violence?

Domestic violence is a pattern of behavior that one person uses to gain power and control over a current or former intimate partner. It is largely defined by power and intimidation. Domestic violence can happen to anyone, in any type of intimate relationship, whether the couple is married, living together, or dating. It can happen to people of any ethnicity, income level, religion, education level, or sexual orientation. Likewise, perpetrators of domestic violence belong to all of these categories and can include people who hold positions of authority and are respected and well-liked in their communities. Perpetrators—not victims—of domestic violence are solely responsible for the violence that occurs. Domestic violence is not a one-time occurrence. Multiple behaviors are linked together to reveal a dangerous pattern. Domestic violence behaviors can include verbal abuse, emotional abuse, isolation, intimidation and threats, stalking and surveillance, sexual abuse, physical violence, and financial control.

## What does the workplace have to do with domestic violence?

Domestic violence isn't something that just "stays at home." It comes to work with victims and perpetrators alike. Occasionally, a victim is being abused by an intimate partner or family member who works at the same company. More often, however, an employee is the victim of violence by a partner outside the company whose behavior impacts the work environment. You might find yourself wondering, "Why is the workplace a target for an abuser? How could someone's abuser affect her/his workplace?" An abuser attempts to control all aspects of her/his victim's life, including the workplace. The work site is a place where a victim may establish relationships separate from the abuser and assert independence—undermining the abuser's desire for total control. Higher self-esteem, camaraderie, financial independence, social support, benefits, and a paycheck can also counter an abuser's goal of power. Many times, an abuser will not allow her/his partner to work. If the partner is permitted to have a job, work is the one place where an abuser knows they can find the person every day.

## What does domestic violence look like at work?

Perpetrators of domestic violence will try to intimidate and distract their victims from their work using the following tactics:

- Hiding car keys or a subway pass to make the victim late for work
- Calling, emailing, or texting harassing messages throughout the day
- Showing up unannounced at or near the workplace
- Discouraging the victim from socializing with co-workers
- Sending flowers and cards to apologize for bad behavior

To unknowing co-workers and supervisors, however, domestic violence behaviors can seem like ordinary workplace infractions. The victim might:

- Show up late to work or meetings
- Seem stressed out
- Have excessive absences
- Be unable to concentrate on work
- Be less productive

These behaviors can make it seem like the victim is "lazy," a bad team member, or not pulling her/his weight, when in reality the person is experiencing effects of an abusive relationship. Co-workers may also resent these behaviors and have to take on extra work responsibilities to compensate. If they are aware of the problem, they might be worried about the victim and fear for their own safety. In some cases, the behaviors may result in termination of employment.

When an employee is the perpetrator, this person may also be less productive at work, have difficulty concentrating at work, or have more frequent absences due to legal proceedings or incarceration. Perpetrators may also use their workplace resources, such as computers or telephones, to threaten, monitor, or contact their victims.

## Approaching Victims of Domestic Violence

What should employers say to a victim of domestic violence?

*“Are you okay? Is there anything I can do?”*

These questions may seem too simple to ask a victim of domestic violence. But in fact, they can make all the difference. Asking after an employee’s well-being is the single best question an employer can ask. The compassion, warmth, and concern behind the question are more important than the words themselves. Domestic violence is similar to any situation in which someone is looking for understanding, care, and options.

Employers don’t necessarily need to have the answers, just the willingness to help find resources, talk through options, make calls on their employee’s behalf (if necessary and agreed upon), and listen to the victim as they sort through new logistics.

What if I say the wrong thing?

Employers might avoid talking to victims of domestic violence because they are afraid of saying the “wrong thing.” There is no “wrong thing” to say if there is genuine concern behind the comment. However, certain comments can make the victim feel s/he is to blame. The victim then goes back into the relationship with the understanding s/he deserves what is happening, and that reaching out for help at work isn’t worth the risk. Examples of these comments include:

- This is your fault.
- Why are you still in the relationship?
- Why do you let this happen?
- You must be doing something to have him/her react that way.
- Oh, all (ethnicity) are like that; it’s part of their culture.
- You must like the drama; you love the attention.

Many people think that domestic violence is a private matter and shouldn’t be discussed in the workplace. However, personal issues do affect the way that we work. It makes good business sense to pay attention to domestic violence that may be impacting the workplace, even though it may seem like a difficult or awkward topic to address. Keeping employees healthy, both physically and emotionally, is important to the success of your business, and ultimately to your bottom line. If employees are suffering in their home lives and relationships, their energy, concentration, and attitude at work may suffer—negatively affecting not only their own tasks, but also those of the people around them. If domestic violence problems are not addressed, team morale may decline. Company productivity might suffer. Health care costs may increase.

*If you are uncertain how to help an employee who is a victim of domestic violence, contact the City of Madison Employee Assistance Office at 266-6561.*

October is  
...

Domestic Violence  
**Awareness Month**

**Domestic Violence and the Workplace** was designed by Cambridge Public Health to help employers understand why the workplace is a target for abusers, what workplace domestic violence looks like, and how to develop a workplace domestic violence policy to keep all employees safe.

For more resources on Domestic Violence, visit the **EAP Resources** web page. Also, the **Domestic Abuse Intervention Services in Dane County** has several events scheduled in the coming month to increase awareness about domestic violence.

# LEADERSHIP *Matters*

## How to Manage Employees with ADD/ADHD

Managers can help employees with ADD/ADHD perform up to their potential.

by Victor Lipman, *Psychology Today*

If you're in management and find yourself frustrated by a talented employee who is undermined by seemingly inexplicable but persistent behavioral issues, it's possible there's a specific reason for it. He or she may have ADD/ADHD.

This issue was brought to my attention earlier this year when I did an article titled "How to Manage Difficult but Talented Employees." A number of readers contacted me and noted that the types of management challenges I was describing—by no means uncommon in the business world—sounded as though they could often be related to ADD/ADHD (more on definitions in a moment).

I began to research the topic and was surprised to learn that despite the vast amount written about symptoms and treatment of ADD/ADHD, very little was available addressing the implications for management. I also began to think about employees I'd managed over the years (as well as my own chronic disorganization!). If many employees who have this condition have the potential to be highly productive but can be sabotaged by their own behavioral tendencies, what can management do to help these individuals succeed and become as productive as possible?

Let's first consider some definitions and the problem's scope. ADD (Attention Deficit Disorder) and ADHD (Attention Deficit Hyperactivity Disorder) are terms for a developmental disorder characterized by distractibility, impulsivity and hyperactivity. ADHD is currently the

clinically preferred name, though ADD is also commonly used. According to the **American Deficit Disorder Association**, approximately 4 to 6 percent of the population has ADHD, some 8 to 9 million adults. The condition is not confined to the U.S.—it occurs worldwide. "ADHD is more than a disorder of attention," says **Dr. Russell Barkley**, Clinical Professor of Psychiatry and Pediatrics at the Medical University of South Carolina, "but of the brain's executive system that grants us our powers of self-regulation, over time, toward goals." In short, the condition is widespread, has diverse manifestations, and clearly can cause work-related problems. However, with sensitivity to the symptoms and workplace issues that commonly result, there are steps managers can take to mitigate the problems and help employees perform up to their potential.

So how is ADD/ADHD commonly exhibited in a work setting? Since the condition involves a person's ability to become easily distracted and disorganized, these are qualities that can cause difficulties in a structured, deadline-oriented workplace. (As the very words imply, a disorganized person may readily find challenges in an organization.) Simply put, it's easy for such employees to go "off track." *There are, however, tangible things managers can do to help such employees stay "on track."* Following are five examples.

### **Time Management**

"ADHD is the consummate time management disorder," notes Barkley. Being easily distracted can naturally interfere with the timely completion of tasks. More frequent check-ins from managers, or computer-based reminders, for example, can help keep projects moving at the desired pace. "They frequently underestimate how long a project will take, or how much time they have until a deadline," Barkley says. "Time is their enemy, so anything that helps them manage it can be useful."

### **Office Configurations**

Because of the ease of distractibility, open office arrangements with few walls or dividers to filter out conversations and other noises may lead to problems. To the extent practical within your own particular business setting, more privacy and quiet can be helpful to keep someone with ADD/ADHD on task.



## Reward Systems

Since attention can all too easily wander—the essence of the condition—a manager may want to use rewards, either tangible or simply verbal, more frequently than normal. “Scheduling frequent small rewards throughout longer term projects,” says Barkley, “can help them stay motivated.”

## Team Dynamics

Effective collaboration is always a valued attribute in the business world. “While their liveliness, talkativeness and propensity for socializing can make them fun to be around,” says Barkley, “employees with ADHD can also talk too much, get off task verbally, are less self-aware of their social conduct and sometimes show less regard for the feelings of others.” Implications for management? Though there are of course exceptions, employees with ADD/ADHD tend to be more effective in individual contributor rather than team leader roles. It also makes good sense for a manager to give especially careful thought to a team’s composition, and to be cognizant of the ongoing interactions.

## Closer Supervision

One of the broader implications for managers is the need for somewhat closer supervision than they might normally provide... to help ensure projects stay on the right course and the needed results are achieved. To the extent possible, managers will also want to be thoughtful about how assignments are made, bearing in mind the particular strengths and weaknesses of the individual.

Finally, it should be noted of course that it may not be immediately apparent whether or not an employee has ADD/ADHD. This may or may not be information an employee chooses to share with a manager. However, this article and suggestions are meant to be food for thought; they may stimulate conversations and ideas for management strategies. You should also be aware that certain medications can be very effective at normalizing ADD/ADHD symptoms, though this is naturally a matter for physicians and their patients. To learn more about ADD/ADHD, you can visit [add.org](http://add.org) and [russellbarkley.org](http://russellbarkley.org), among many others.

One closing but by no means unimportant thought: Over the years some of my most chronically disorganized employees were also among my most creative and talented. They were extremely valuable to our organization.

Whether you recognize the symptoms of ADD/ADHD in yourself or in others, it can be helpful to learn more. The EAP website [Resources](#) page offers several links to information about ADHD or try one of these:

- ✦ **Madison Chapter of CHADD** (Children and Adults with Attention Deficit/Hyperactivity Disorder) meets monthly.
- ✦ **Use the self-test at [PsychologyToday.com](http://PsychologyToday.com)** to find out if your symptoms may be caused by ADD/ADHD.
- ✦ **ADDitude Magazine** is a resource for families and adults living with ADHD.
- ✦ **Totally ADD** has helpful information with a dose of humor.

*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**

Tresa Martinez, [tmartinez@cityofmadison.com](mailto:tmartinez@cityofmadison.com)

Hailey Krueger, [hkrueger@cityofmadison.com](mailto:hkrueger@cityofmadison.com)

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

Sherri Amos, [samos@cityofmadison.com](mailto:samos@cityofmadison.com)

To learn more about your external EAP services, please contact FEI at 1-800-236-7905 or log on to [feieap.com](http://feieap.com) and type username: madison.