

Return to the Workplace Guide

for City Managers and Supervisors

Employee Assistance Program

CITY OF MADISON

April 2021

<https://www.cityofmadison.com/employee-assistance-program>

Contents

Introduction	1
I. Data	2
A. General Mental Health Symptoms during COVID-19	2
B. Anxiety and Depression Pre-Pandemic & During Pandemic.....	2
C. The Mental Health Impact on the Workplace	3
II. Mental Health of Employees and Supervisors	5
A. Transition, Change, and the Grief Cycle	5
B. Employees’ Reactions to Change	6
C. What Employees Need upon Returning to the Workplace	6
D. Traits of a Resilient Supervisor	7
E. Resiliency and Self-Care	9
III. Recommendations and Tips to Support Employees in Returning to the Workplace	10
A. Holding a Back to Work Meeting	10
B. Respectfully Holding Staff Accountable and Offering Support.....	12
C. Trauma-Informed Supervision	12
D. How to Make an EAP Referral	15
IV. Resources.....	17
Appendix	19
A Summary of Action Steps for Busy Managers	19

Introduction

This guide has been created to assist leaders with the process of reintegrating back into the workplace and our “new normal”. We recognize that every department is at a different stage of re-opening and may include employees who have never teleworked.

This document will help leaders become more knowledgeable about how mental health can affect the day-to-day activities of employees as they return to the workplace and increase their engagement with the public. This document does not imply that you are expected to talk to employees about their mental health concerns in the workplace but you will know how to acknowledge, refer an employee who may be struggling, and hold a Back to Work meeting.

As you embark on or continue with this process, please reach out to the EAP for a personalized consultation to receive support for yourself and your employees during this transition.

Thank you for all you do!

I. Data

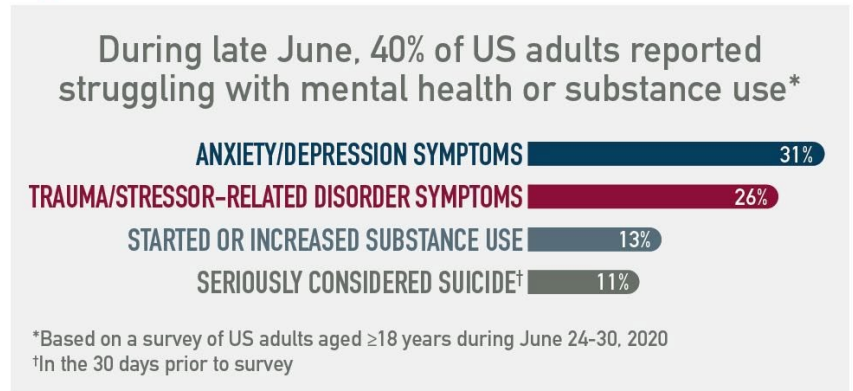
A. General Mental Health Symptoms during COVID-19

In June 2020, the CDC conducted a survey of U.S. adults' experiences with mental health in the past 30 days. The graph below shows their findings.

It is important to note:

- This survey was conducted about 3 months into the Dane County stay-at-home order.
- It has now been over a year and we have had to face numerous challenges since then (e.g., grief and loss, lack of family gatherings during the holidays, etc.) that may have further impacted our mental health.
- Given the winter that we just experienced, we have not been able to gather outdoors and engage in as many activities as we could at the time of the survey, limiting individual's coping tools. The increase in substance use may have impacts on operations as employees who have been relying on substances to cope return to the workplace.

Figure. Mental Health Symptoms During COVID



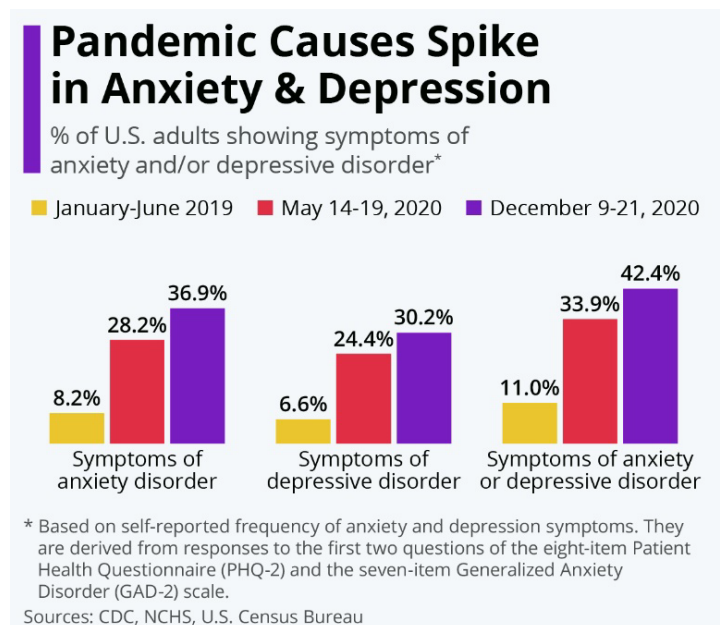
SOURCE: CDC.gov

B. Anxiety and Depression Pre-Pandemic & During Pandemic

Based on self-reported surveys conducted on U.S. adults by the CDC, NCHS, and the U.S. Census Bureau, the pandemic has caused a spike in anxiety and depression. The graph below shows their findings compared to data pre-pandemic, a couple of months into the pandemic, and by December 2020.

It is important to note:

- There has been a significant increase between the self-reported symptoms of anxiety and depression pre-pandemic (the yellow bar) and the latest self-reported data in December 2020 (the purple bar).
- Employees are already feeling anxious without taking into account this new transition back into their new normal and what it means for them and their family.



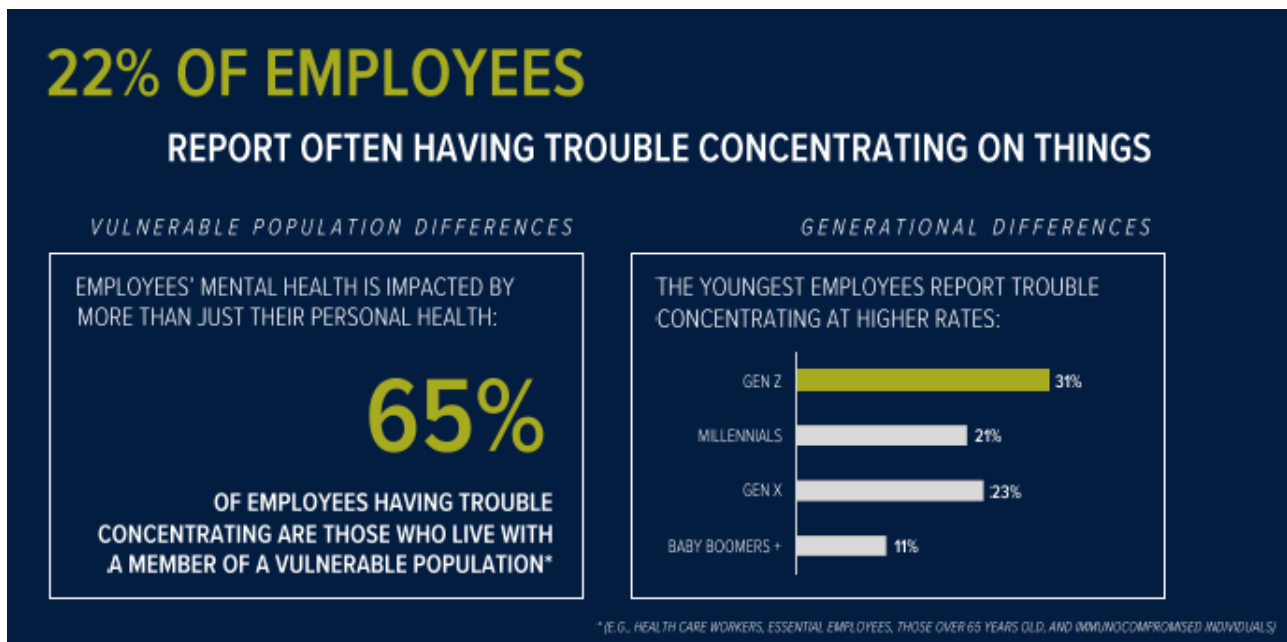
C. The Mental Health Impact on the Workplace

In April 2020, SHRM (Society for Human Resource Management) surveyed 1,099 U.S. employees. Some of their findings are below, for the full report click [here](#).

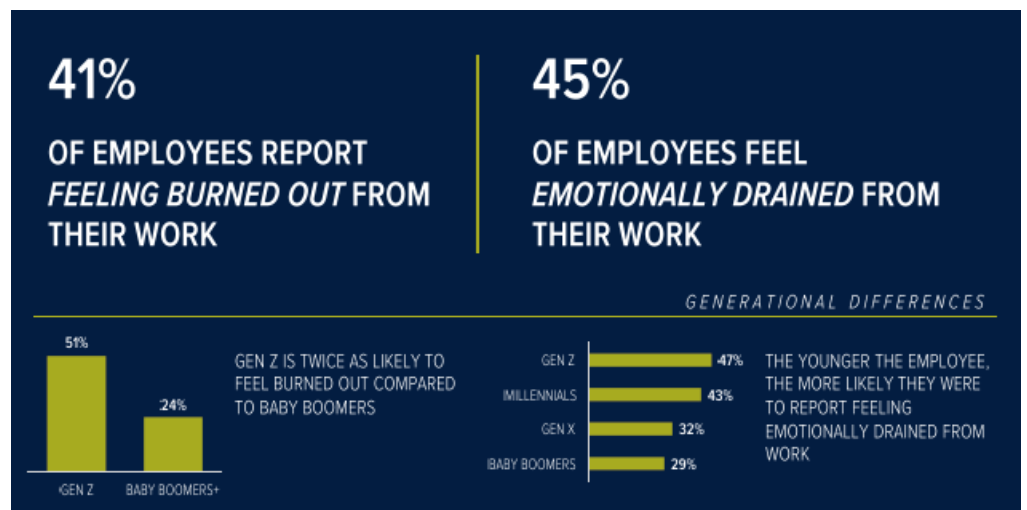
- We have normalized that many individuals are experiencing mental health symptoms. To the right is some data illustrating how people are handling this.
- Most employees are not getting connected to mental health services. Remember to refer individuals to EAP!



- An employee's ability to concentrate may be impacted by living with a vulnerable individual or by generational differences:



- SHRM also inquired about employees' feelings of burnout and emotional drain.
- The data was broken down by generational differences, which tells us that younger employees are affected at higher rates.



- Employees also felt that COVID-19 negatively impacted their job:



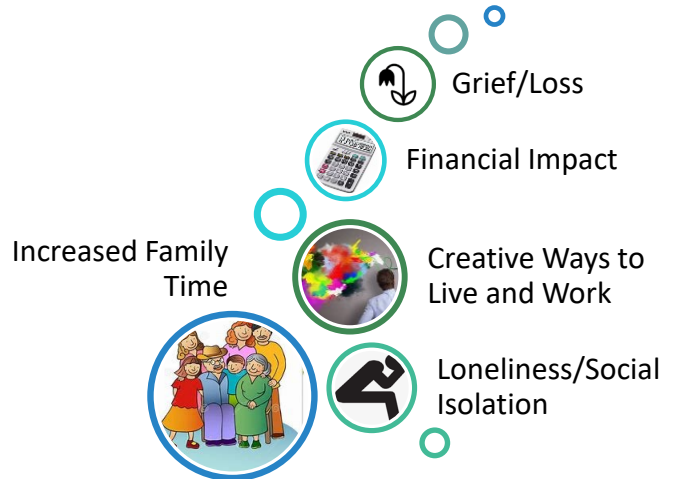
1. In regard to the impact that supervisors have on employees:



II. Mental Health of Employees and Supervisors

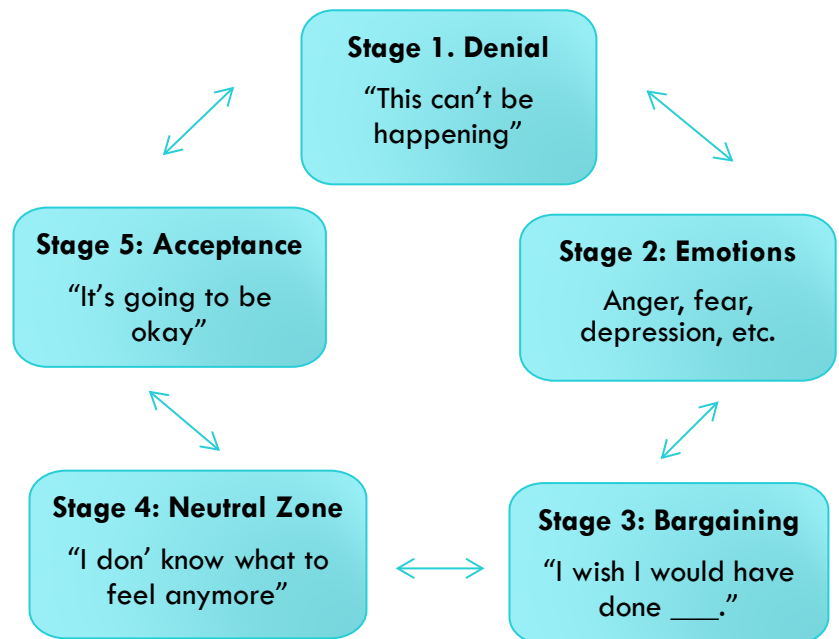
A. Transition, Change, and the Grief Cycle

- ❖ This pandemic has impacted all of us in different ways both positive and negative. This is a communal experience that is unlike anything we have experienced before doesn't have a clear beginning, middle, and end. The result is that we are constantly going through the grief cycle and having a prolonged transition and time of uncertainty.
- ❖ The graphic to the right demonstrates some of the experiences individuals have. Some of these can be both positive and negative depending on the individual. For instance, increased family time can be positive for people with healthy family dynamics. It can even be rewarding to spend more time with family. However, it can be stressful to work at home with children or it could have been harmful to individuals in unhealthy relationships who did not have an "escape" (being able to go to work) or leave their perpetrator.
- ❖ A normal part of transition and change is to go through the grief cycle. Grief is not a linear process, individuals can experience the grief stages in different orders.



- ❖ People also experience grief differently due to differences in:
 - Personality
 - Upbringing
 - Life Experience
 - Coping Style
 - Resiliency

- ❖ As a supervisor it is important to acknowledge that employees may be grieving due to the loss of a loved one during the pandemic or due to our loss of routine, experiences, and "the way things used to be". It is important to acknowledge how this impacts supervisors personally, but also your staff.



Remember you can always seek support from EAP and encourage your employee to do so as well!

- ❖ To learn more about how to support a grieving employee. Check out:
 - FEI's [Grief & Loss](#) (Requires an account on AllOneHealth's member portal, see instructions [here](#))
 - [Supporting a Grieving Employee - Ideas for Managers](#) (November 2019 EAP *Connections* Newsletter)

B. Employees' Reactions to Change

As employees are transitioning back into the workplace, you may see some normal changes in behavior including:

- ❖ Insecurity about the future
- ❖ Fear of the unknown
- ❖ High stress levels
 - Less patience
 - Increased anxiety
 - More emotional
 - More critical with themselves or others
 - Being short with others
- ❖ Uncertain of skills and abilities
- ❖ Questioning their value
- ❖ Mistrust of management
- ❖ Low productivity
 - Inability to focus
- ❖ Increased absenteeism
- ❖ Low morale
- ❖ Aversion to risks
- ❖ Increased resistance to change

This transition will be difficult for some and can lead to these change behaviors which may impact the way employees behave and interact with each other. It can also trigger loss and previous trauma. It is important to remind employees that change is hard and EAP is available to assist them.

C. What Employees Need upon Returning to the Workplace

When thinking of the reintegration process and what qualities employees are looking for in their positions, 4 qualities stand out:



1. Belonging

- Are accepted fully for who they are.
- Are part of a work team that is healthy and values them for who they are.
- Feel cared for and offer care to their co-workers.
- Have a shared sense of purpose.

- **Recommendations:**
 - Show your employees appreciation.
 - Remind your team of their purpose and why you all do the work you do.
 - Be open to talking about work culture. See [this section](#) for more information.

2. Connection

- Throughout the pandemic many employees have experienced isolation and they have had difficulty connecting with people, including co-workers.
- In a virtual setting, communication is hard as it lacks body language, tone of voice, and facial expressions.
- There was a lack of “small talk” and the important piece of keeping in touch with your co-workers on a personal level. Especially, if new employees have joined the team during the pandemic.
- **Recommendations:**
 - Make time for people to share their stories and connect.
 - Encourage your staff to have one-on-one meetings with each other.
 - Use ice breakers or open ended questions for your staff to discuss before starting your staff meetings.

3. Flexibility

- Employees have expressed a high interest in more support for work-life balance.
- **Recommendations:**
 - Ask employees about where they are in this transition and what they need.
 - Make reasonable accommodations.

4. Well-Being

- Well-being isn't just for the staff but also for the leaders.
- When leaders are positive and focus on self-care, staff will see these things and it will begin to create a culture of well-being and resiliency.
- **Recommendations:**
 - Be the example, if possible share how you are taking care of yourself!
 - Promote well-being at work:
 - Encourage employees to take breaks.
 - Promote self-care by having open conversations about what people are doing to stay healthy and resilient during this time.
 - Encourage [EAP services](#).

D. Traits of a Resilient Supervisor

This past year has been filled with unprecedented challenges that have forced us to be creative and reimagine how we work and live. This is resiliency - our ability to bounce back from adversity. Every successful leader has experienced and overcome challenges in their career and/or personal life.

Below are 10 traits that resilient leaders have in common:

1. Purpose

Resilient leaders are driven by their purpose. They are action-oriented and can ground themselves in their values.

2. Adaptability

The ability to adjust to change in creative ways instead of dwelling on frustrations and attaching ourselves to how things used to be. Resilient leaders focus on what can be done.

3. Optimism

Realizing that setbacks can be opportunities for growth and success. Having a positive attitude.

4. Ability to Ask for Help

Resilient leaders recognize that they are not the expert in all things and are comfortable using their resources, and asking for help when needed.

5. Risk Taking

Willingness to be bold and try innovative ideas. Resilient leaders can improvise when needed (trying new things) and make improvements as needed.

6. Self-Awareness

Resilient individuals take time to reflect and become aware of how change impacts them. The ability to bring awareness to our emotions and address them provides them with the opportunity to better lead and support their employees.

7. Emotional Intelligence

Emotional intelligence “is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict” (helpguide.org). Resilient individuals are emotionally intelligent being able to refuel, recover, and get “fired up” again.

8. Communicate Effectively

Resilient leaders can communicate with others which includes being able to express themselves, listen, and pay attention to nonverbal communication.

9. Open to Learning & Feedback

Resilient leaders look for opportunities to grow and continue learning, being open to being coached and improving their skills. This is the only way to adapt to the changing needs of their industry.

10. Develop Others

Resilient leaders recognize their employees’ strengths and areas of improvement, encouraging and facilitating their professional development.



E. Resiliency and Self-Care

Resiliency is our ability to bounce back from adversity. The factors that impact resiliency are:

❖ Accept Reality

- Accept that things can get difficult. The faster you accept reality, the faster you can bounce back.
- Have a healthy/realistic sense of optimism.

❖ Regulate Emotions

- Have self-awareness of your experiences and tools to cope with your emotions.

❖ Connect

- We need people during rough times. Connect with others and use resources around you.

❖ Act

- Maintain active problem-solving skills, recognizing what you have control over.

❖ Meaning and Purpose

- Find meaning & purpose in the activities you engage in or “finding something bigger than ourselves”.
- Find a job that aligns with your passions.

❖ Maintain a Positive Attitude

- Recognize that there are always things to be grateful for.

❖ Affirm

- “Trials make us stronger”. People who bounce back are the ones that accept reality and affirm the life-changing power of that trial.
- Be able to learn something even from undesirable situations.



Self-Care is the maintenance of our well-being and our emotional/physical health. It is the way that we are constantly taking care of ourselves and coping with stressors. It is not an emergency plan for when things are not going well. The 8 dimensions of wellness are environmental, financial, spiritual, vocational, emotional, social, physical, and mental. Assess which ones you are doing well in and what areas of your wellness could use improvement.



III. Recommendations and Tips to Support Employees in Returning to the Workplace

A. Holding a Back to Work Meeting

Many employees have been out of the office for about a year. In this year we have changed the way we work and the way we communicate with each other. As we are returning to the workplace, it is important to hold a Back to Work meeting similar to when an employee is out on leave and a supervisor holds a “Return to Work Conference”. This is not just an opportunity to provide information, put employees at ease, and talk about relevant policies but also to brainstorm and talk about what the new work culture will look like moving forward. Below are some tips and recommendations for managers/supervisors to consider when holding a Back to Work meeting:

- ❖ **Reflect upon what this experience has meant for you personally and professionally.**
 - Be mindful of your own emotions and concerns.
 - Where are you with this transition? How are you feeling? What are your concerns?
 - It is important not to project your fears or concerns onto your employees, this can further impact them.
 - Do you need to talk to someone about your experiences? Please don't hesitate to reach out to our [internal or external EAP!](#)
- ❖ **Update your employees on the impact COVID-19 had on your work unit or major changes that have occurred during this time.**
 - How has COVID-19 affected your department?
 - Has your department lost revenue?
 - Have positions or roles changed?
 - Have you lost a member of your team due to COVID-19?
 - Do you have new employees on your team?
- ❖ **Highlight what has gone well.**
 - Were your employees able to get work done at home?
 - This means to a certain degree they have shown resiliency during these stressful times.
 - What were some good/positive things that occurred?
 - It is important for employees to feel valued and appreciated, this is an opportunity to highlight major accomplishments and to show your gratitude for the good work or attitude individuals may have shown during this difficult year.
- ❖ **Discuss where things are now.**
 - Transparency is key, share what you can.
 - When you don't know something admit it and let them know you will look into it.
 - Remember to follow through with things you are looking into for an answer.
 - What does the impact of COVID-19 mean for your department moving forward?
 - How are you planning to provide services?
 - Highlight and provide safety protocols and policies.
 - Provide your staff with the safety measures that are being taken.
 - Allow time for questions/concerns.

- What are you expecting from employees?
 - Will individuals have a hybrid schedule?
 - How will you have meetings?
 - How will you communicate?
 - Talk about how effective communication has been during this time and what are the expectations moving forward. What do you want to continue doing? What needs to improve?
- Make reasonable accommodations.
 - After not being in the office for an extended period, ask employees what they need and try to make reasonable accommodations.
 - If feasible, meet with employees on a one-on-one basis to determine their specific needs moving forward.
 - Employees who feel like they have input or that feel heard tend to feel more attached to the organization, feeling cared for, and increasing productivity.
 - Are there changes you can make to the workspace?

❖ **Talk about the work culture.**

- The MAC/WIC Workplace Climate Survey found that 25% of survey respondents reported that they had experienced workplace harassment, bullying, or discrimination in the past year.
- This reintegration back into the workplace provides us an opportunity to change the harmful work culture that has been occurring across the City of Madison.
- If feasible, supervisors/managers should do an anonymous survey to determine what was previously going well, what needs to improve, and what employees would like their work culture to look like. Having an anonymous survey will allow employees to feel safe in being open and honest about their experiences.
- Assessing work culture can also be done in individual meetings but it must be addressed in a meeting with the entire staff. Use this meeting as a place to go over the survey results and to brainstorm what people want the culture to look like moving forward.
- If possible, make a plan or establish work culture rules as a result of this conversation. This is a great way to hold yourself and your work unit accountable.

❖ **Transitions are hard.**

- Once people can return to work, they may not be at their normal productivity levels because this transition may cause individuals anxiety or other reactions.
- People have been told to stay apart from each other and now are expected to just go back to work.
- Be mindful that this has been a stressful time for your employees and they may be grieving experiences or individuals they have lost.
- It will be important for supervisors to be intentional about your actions, interactions and how you connect with each of your staff. Remember to check in individually with employees and come up with a plan of what they need from you.

❖ **Allow time for questions and feedback.**

- This is a great way to reassure employees and make them feel heard.
- Don't promise things that you cannot deliver or need to ask about.
- You don't need to have all of the answers. If you don't know something it is better to let individuals know that you don't know but that you will find out for them.

❖ **Additional Considerations.**

- Be aware of potential resentment between employees who have not been teleworking and those who have been teleworking during this pandemic.
 - Make sure to acknowledge and recognize field workers.
 - Be mindful of potential team dynamics that may arise.
- Employees have mixed feelings about the pandemic and vaccinations. Be aware of the dynamic between people vaccinated and those who choose not to.

❖ **Reach out to your resources!**

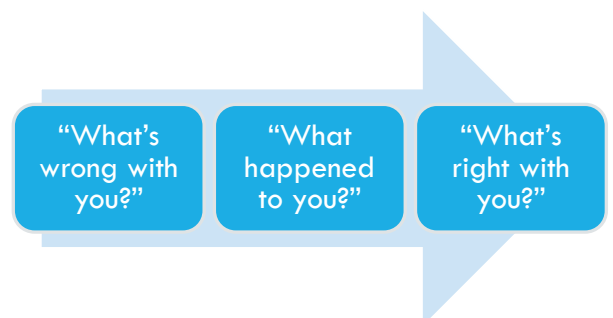
- Use the resources available. Some departments have already started to reintegrate back into the workforce, reach out to those supervisors/managers. Your management level colleagues are often a great source of support and knowledge when challenging situations arise.
- Call [EAP!](#)

B. Respectfully Holding Staff Accountable and Offering Support

1. Be aware and in control of your own feelings.
 - Self-awareness of your own issues, stressors and past traumas that could be influencing how you relate to your staff will be significant for some people.
 - It may give you the ability to control your reactions vs. reacting to a situation.
2. When sitting down with an employee who is struggling with performance issues, give a description of the job behavior that you are seeing.
 - Be accurate and factual (what did you see, hear, smell or witness).
 - Don't go by hearsay or gossip when sitting down with a staff person to discuss performance concerns.
 - It is ok to say you are concerned about them and want this to be a win/win for them and for the organization.
3. Explain the effect this behavior has on you or others.
4. If change does not occur, state consequences in a caring and compassionate way.
5. Issue appropriate disciplinary action, if warranted, and offer EAP at each step.

C. Trauma-Informed Supervision

- ❖ Trauma-Informed Care (TIC) is an approach that recognizes and assumes that an individual may have a history of trauma.
- ❖ It acknowledges the role of trauma in a person's interactions.
- ❖ It is all about shifting our perspective and language.



Trauma-Informed Approach

- ❖ The workplace offers a lot of potential for skill development for people with traumatic backgrounds.
 - This is through regular interactions and exposure to challenging situations, not just through formal skills-based training.
- ❖ For some people, the workplace is the first time they are learning a lot of these skills.
 - Would you expect someone who is 12 to learn how to have a difficult conversation and get it right the first time?
- ❖ We expect different things from adults and assume everyone has learned what they need to learn, and we often make judgments that some people choose not to learn, but that's not always the case.
- ❖ So much skill and opportunity is lost because of trauma, some of it is never uncovered, but good supervisors can learn how to spot it and develop those skills.
- ❖ Many individuals with trauma backgrounds have strengths that are highly beneficial to the workplace:
 - Courageous
 - Perseverant
 - Strong Work Ethic
 - Values Honesty
 - Appreciative

Below are some potential reminders or triggers for people who have experienced trauma:

Lack of control	Being touched or watched	Transitions and disruptions in routine
Threats or feeling threatened	Loud noises	Feelings of vulnerability and rejection
Witnessing threats or assaults	Darkness	Sensory experiences
Isolation	Condescending looks	Separation or loss
Interacting with authority figures	Being locked in a room	Removal of clothing (medical exams)
Lack of information	Being ignored	Lack of privacy

Principles of Trauma-Informed Care in the Context of Supervision

1. Safety

- Safety involves both physical and emotional safety. Both the work environment and the interactions between coworkers and the public are physically and psychologically safe. This includes where and when services are delivered, as well as awareness of an individual's discomfort or unease.
- In supervision:
 - Encourage staff to create wellness plans
 - Make environment a sanctuary for all
 - Self-assessment of leadership style, approach, and practice
 - Consistent times and days for supervision
 - Minimal interruptions
 - Tell people what you are going to do before you do it

2. Trustworthiness

- Trustworthiness involves meaningful sharing of power and decision-making. There is transparency in operations and decision-making that maintains trust. Trustworthiness is ensured through clarity and consistency.
- In supervision:
 - Commitment to the well-being and success of employees
 - Clear and consistent expectations
 - Listening without judgment
 - Assisting in reflection
 - Noncritical feedback
 - Being present

3. Choice

- The goal is to strengthen staff's, participants', and families' experience of choice. There is recognition of the need for an individualized approach. There is active participation in decision-making regarding services. It is understood that offering built-in small choices makes a real difference.
- In supervision:
 - Involvement of all staff and consumer representatives from each service system in organization planning and evaluation
 - Working with staff to develop career goals and promote opportunities for job development
 - A thoughtful look at managing workloads with an eye to vicarious trauma
 - Leaders allow staff to have a say in choosing interventions

4. Collaboration

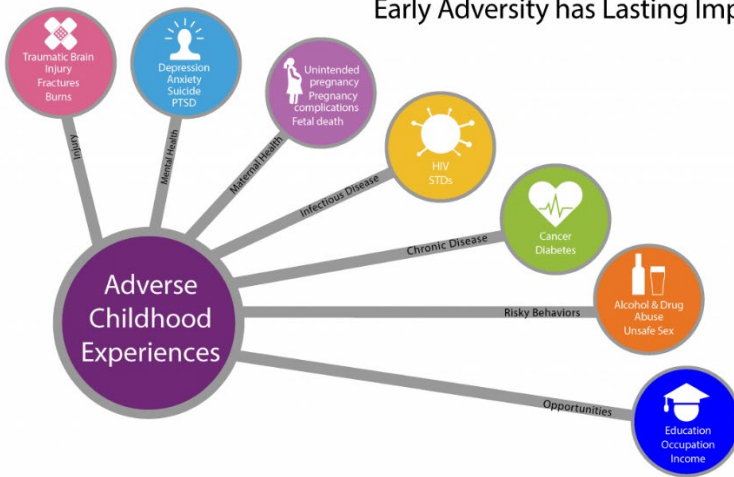
- This principle is about collaboration and mutuality. This principle is about partnership and a leveling of power differences. There is recognition that healing happens in relationships and meaningful sharing of power.
- In supervision:
 - There are systematic ways for staff to give feedback to leadership
 - The supervisor's knowledge is not privileged over the staff's
 - Acknowledging the expertise of staff
 - Allow staff to play an active role in their development

5. Empowerment

- With empowerment, an individual's strengths are recognized, built on, and validated
- In supervision:
 - The organization provides resources and training necessary to implement TIC
 - The supervisor supports the time commitment necessary for staff to make changes in long-held habits and coping strategies
 - Recognition when staff do good work
 - Allow and encourage the staff member to seek professional and personal development opportunities (such as EAP's Compassion Fatigue and Burnout training)

(Fallot and Harris, 2006; UW-Madison School of Social Work, 2016)

Early Adversity has Lasting Impacts



The Adverse Childhood Experiences (ACEs) study looked at experiences of abuse, neglect, and household challenges that individuals experience during their first 18 years of life. The findings shed light on the psychological effects and long-term impacts of negative experiences during someone’s upbringing. The ACEs study found that 67% of participants had at least one ACE and more than one in five respondents had 3 or more ACEs. This means that a huge percentage of our workforce has a history of trauma. This is not counting the communal trauma that we are experiencing due to the pandemic. To learn more about the ACEs study check out: <https://www.joiningforcesforchildren.org/what-are-aces/>

D. How to Make an EAP Referral

As a supervisor or manager, it is important to be aware of how mental health challenges can impact employees and their performance. However, it is not your role to be a counselor or to assess your employee’s emotional well-being. The EAP is here to assist in maintaining healthy and productive employees. It is crucial to be comfortable in referring an employee to EAP services, not just when disciplinary actions are being taken, but at any point when concerns arise. In this transition into returning to work, it is ideal to consistently remind your employees that EAP is available to them and their family.

Offer of Assistance: “The Sometimes Speech”

- ❖ Note “sometimes” job problems are a result of personal problems.
- ❖ Explain the purpose of EAP – to help employees when they are having problems.
- ❖ EAP is free and confidential.
 - “Neither I nor anyone else will know if you call EAP.”
- ❖ Explain the EAP contact may be done on “work time”.
- ❖ Emphasize that contact is voluntary.
- ❖ Restate that consultation with EAP is not a substitute for discipline.
- ❖ Offer to assist in contacting EAP.
- ❖ Provide [EAP contact information](#).

EAP Referral Language Examples

Refer the employee: “Everyone needs help from time to time, the EAP helps employees gain a little more insight into what’s going on and what kind of help might be useful. It never gets back to the department, and we’ll never know if you call.”

Provide the brochure: “I’d like to give you a brochure for our City Employee Assistance Program, it’s free and confidential, and many employees have used it.” Explain the internal and external EAP numbers.

Give the employee permission to call on work time.

You as a supervisor can *always* call us to consult on how to address a struggling employee. We can assess a situation or guide you on how to address a concern.

If the employee is in crisis, offer: “Would you like to call EAP together? I can step out once you get connected if you want.”

Ask if they would like EAP to call the employee (Use sparingly): We reserve this option for when you feel like someone needs help but doesn’t want to make that call. “You don’t have to talk to me, but I think it’s really important you talk to someone, would you like me to have someone from the EAP give you a call?”

What can an employee expect?

- If you call EAP, our confidential program assistant will answer the phone and help you to schedule a meeting with one of the counselors.
- You can schedule an appointment with a counselor fairly quickly. With the pandemic, appointments are over Zoom or by telephone.
- If you reach out to FEI, they will ask you a few questions to determine which counselor will best fit your needs. After they provide you with the counselor’s information, you can call the clinic and set up an appointment.

IV. Resources

City of Madison employees and their families have access to both the internal and external EAP. Below are some links with free resources available through EAP:

EAP (Internal)

- [EAP Website](#)
- [EAP COVID-19 Resources](#)
- [EAP Newsletters](#)
- [EAP Extensive Mental Health Resources](#)
- [Printable EAP Flyer to share with staff](#)

FEI (External EAP requires an account on AllOneHealth's member portal, see instructions [here](#))

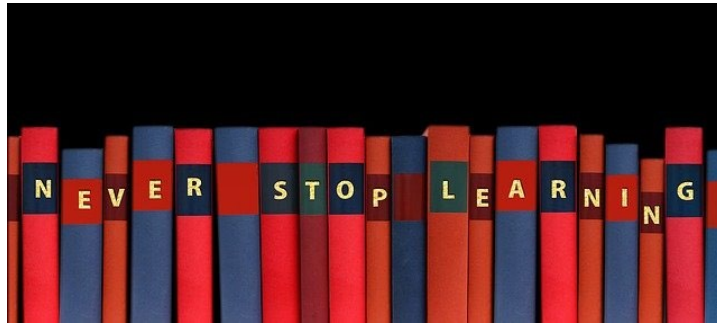
- [FEI Workforce Resilience](#)
- [FEI Webinar Archive](#) (Free Replay)
- [FEI Manager Resources](#)

Remember that employees have 4 free sessions, per year, per issue that are free through the EAP. To access this internally, employees or their family members can call City EAP at 266-6561. To access the sessions externally, call FEI at 1-800-236-7905 or complete the [Online Intake Form](#) and you will receive a call back within one business day.

Employees also have access to **Work Life Services**:

Our external EAP provider, FEI Workforce Resilience provides our employees with a benefit that includes consultation for **Work-Life, Legal and Financial issues**. To access this benefit, employees will call FEI directly to speak with a counselor and to be connected with these services. See below for a brief description:

- ❖ [Work-Life Benefit](#) (Unlimited) offers consultation and referrals for: • Child care • Adoption • K -12 & Higher Education Resources • Elder care • Dependent care
- ❖ [Legal Benefit](#) (One consultation per issue): • Bankruptcy, foreclosure • Home sale/purchase or lease agreement • Separation or divorce • Adoption • Child custody/child support • Simple will • Traffic, civil or criminal matters • Elder law • Legal document review • Simple dispute resolution • Online legal content and document library
- ❖ [Financial Benefit](#) (One consultation per issue): • Managing expenses and debt • Preparing a realistic budget • Dealing with tax-related questions • Planning for retirement • Identity theft solutions • Investing in a college education • Student loan coaching • Home purchase education • Credit report review • Online financial resource center



EAP is here to support you, City managers and supervisors, as well as your employees. We offer many services to you including consultations, coaching, and training. Examples of trainings available to your department:

- Resiliency & Wellness
- Vicarious Trauma & Compassion Fatigue
- Mental Health During the Pandemic
- Substance Use in the Workplace
- Others available upon consultation



Internal EAP

- Tresa Martinez, EAP Manager
- Arlyn Gonzalez, EAP Specialist
- Mary Eldridge, EAP Specialist

266-6561

eap@cityofmadison.com

2300 S. Park St., Suite 111

Madison WI 53713

www.cityofmadison.com/eap

External EAP

1-800-236-7905

Master's Level Counselors available 24/7

www.feieap.com

See [instructions](#) on creating an account

Two Senior Account Managers:

- Randy Kratz
- Michael McCafferty

Appendix

A Summary of Action Steps for Busy Managers

What Employees Need upon Returning to the Workplace (For more information see [pages 6-7](#))

Recommendations for providing the top four qualities that your staff need at work.

1. Belonging

- Show your employees appreciation.
- Remind your team of their purpose and why you all do the work you do.
- Be open to talking about work culture.

2. Connection

- Make time for people to share their stories and connect.
- Encourage your staff to have one-on-one meetings with each other.
- Use ice breakers or open ended questions for your staff to discuss before starting your staff meetings.

3. Flexibility

- Ask employees about where they are in this transition and what they need.
- Make reasonable accommodations.

4. Well-Being

- Be the example, if possible share how you are taking care of yourself!
- Promote well-being at work by encouraging employees to take breaks, promoting self-care, and encouraging EAP services.

Holding a Back to Work Meeting (For more information see [pages 10-12](#))

Here are some tips and recommendations for holding a Back to Work meeting.

- ❖ Reflect upon what this experience has meant for you personally and professionally.
- ❖ Update your employees on the impact COVID-19 has had on your work unit or major changes that have occurred during this time.
- ❖ Highlight what has gone well. Make sure to value and appreciate your staff.
- ❖ Discuss where things are now. Transparency is key, share what you can.
- ❖ Talk about the work culture.
 - Conduct an anonymous survey to allow employees to be open and honest about their experiences in the workplace. Or, hold individual meetings with staff in order to get their feedback on workplace culture.
 - Schedule a staff meeting to go over the survey results and to brainstorm what people want the culture to look like moving forward.
 - Hold yourself and your work unit accountable by making a plan to establish work culture rules.

- ❖ Transitions are hard. Individuals may be stressed, anxious, and may have other reactions. Remember to make reasonable accommodations.
- ❖ Allow time for questions and feedback.
- ❖ Additional Considerations:
 - Be aware of potential resentment between employees who have not been teleworking and those who have been teleworking during this pandemic.
 - Employees have mixed feelings about the pandemic and vaccinations. Be aware of the dynamic between people vaccinated and those who choose not to.
- ❖ Reach out to your resources!
 - Internal EAP
 - External EAP
 - Your management level colleagues

How to Make an EAP Referral (For more information see [page 15](#))

As a supervisor or manager, it is important to be aware of how mental health challenges can impact employees and their performance. However, it is not your role to be a counselor or to assess your employee’s emotional well-being. The EAP is here to assist in maintaining healthy and productive employees. It is crucial to be comfortable in referring an employee to EAP services, not just when disciplinary actions are being taken, but at any point when concerns arise. In this transition into returning to work, it is ideal to consistently remind your employees that EAP is available to them and their family.

Offer of Assistance: “The Sometimes Speech”

- ❖ Note “sometimes” job problems are a result of personal problems.
- ❖ Explain the purpose of EAP – to help employees when they are having problems.
- ❖ EAP is free and confidential.
 - “Neither I nor anyone else will know if you call EAP.”
- ❖ Explain the EAP contact may be done on “work time”.
- ❖ Emphasize that contact is voluntary.
- ❖ Restate that consultation with EAP is not a substitute for discipline.
- ❖ Offer to assist in contacting EAP.
- ❖ Provide [EAP contact information](#).