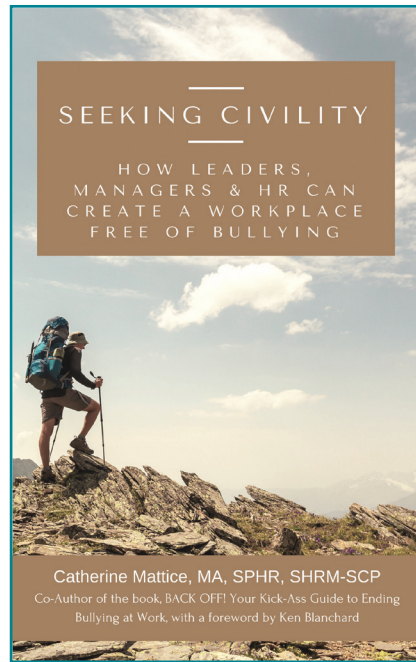


'Seeking Civility' is Useful New Title on Bullying

“**S**eeking Civility: How Leaders, Managers & HR Can Create a Workplace Free of Bullying,” by Catherine Mattice, MA, SPHR, SHRM-SCP. This book will provide guidance to any supervisor or manager, human resources professional, employee assistance professional, consultant, business owner, executive, CEO, or anyone else interested in ending bullying in their workplace. It is written from Catherine’s own experiences as a consultant, and her goal is to help readers understand what bullying is and the steps needed to effectively eradicate it.

Seeking Civility includes sections on:



- A workplace cultural assessment with 23 yes/no questions;
- Definition of workplace bullying;
- Psychological and physical harm;
- Monetary impact on the organization;
- Examples of aggressiveness, humiliation, and manipulation;
- Why bullying occurs;
- Ten steps to civility; and
- Samples of healthy workplace policies.

Catherine Mattice and E.G. Sebastian are also authors of “*BACK OFF! Your Kick-Ass Guide to Ending Bullying at Work.*” ■

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similar circumstances as they seek a solution to their problem. I am confident that talking a person through a consultation process subtly teaches that process at the same time. To me this gets to the heart of the value of consultation.

Summary

While EAP utilization reports are often framed largely within the parameters of direct employee assistance services to employees and family members, the ability to define, articulate, and follow a consistent consultation methodology from fact-gathering to solution provides structure to a core EAP service. *However, this process is not rigid as it still offers the flexibility to follow the consultation “where it leads,” and not where one might have assumed it would end.*

I believe the EAP Ethical Decision-Making Model speaks to the value that EA professionals bring to organizations through workplace consultations. It’s true that this value is difficult to quantify in a utilization report, but it is one that can fundamentally change and enhance the way executives, managers, supervisors, union officials, and other leaders grapple through challenges, responsibilities, and dilemmas. ■

Bernard Beidel is the Director of the Office of Employee Assistance at the U.S. House of Representatives and former EACC Commissioner. Editor’s note: This article originally appeared in the 1st quarter 2016 “Journal of Employee Assistance” and is being reprinted with the author’s permission. See also the July 2016 Brown Bagger insert, “Putting an Ethical Culture into Practice.”

Resources

🗂️ **Bud to Boss** workshop. Many business leaders are hesitant to offer feedback. Despite the potential challenges, it is important to offer feedback, and it is possible to do it in a way that minimizes the risk of resistance and conflict. Learn more at <http://www.budtoboss.com/coaching-feedback/offer-feedback-without-creating-resistance/>.

📖 **Five Steps to Reducing Stress: Recognizing What Works**, by Genella Macintyre (Brown Brooks Publishing Group, \$16.95). The author highlights comprehensive and easy stress reduction strategies for employees, managers and employers to successfully manage workplace relationship, work-life balance, a toxic boss or co-worker, and more. ■

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January 2017

Bonus! 2016 Article Archive

Ethical Decision Making Applied to EAP Consultation

By Bernard E. Beidel, M.Ed., CEAP

In addition to being an essential element of EAP Core Technology, workplace consultation, and especially EAP consultation, is a skill that is not often taught in the clinically-based academic programs from which many people in our profession were

the nuances of consulting with corporate executives on larger organizational issues, as opposed to the more common instances of consulting with a manager who is struggling with the deteriorating performance of an employee.

The former type of consulting involves becoming adept at walking a tightrope when we are engaged with *both* a labor relations manager *and* a shop steward in the midst of a potential workplace grievance.

As the work organizations we serve and the workplaces we navigate have become more and more complex, often reaching beyond geographic and cultural borders, so too has the consultation process become more dynamic and challenging. Coupled with the escalation of workplace coaching as a viable service to executives, managers, and supervisors, it has become more and more difficult to distinguish the traditional employee assistance consultation process from other methods and methodologies. *However, such a distinction is essential in continuing to foster what is uniquely an employee assistance service.*

Long-standing Ethical Tradition

I believe our long-standing ethical tradition not only offers a viable foothold for continuing to sustain consultation as a critical employee assistance service, but also provides a prospective framework for demonstrating the value of those same consultation

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“While the questions I pose in this model are not exhaustive, I have found them to be a powerful catalyst in moving both myself and the person I am consulting through a defined and deliberate process...”

trained. For many of us, it is a skill that we learned on the job while “in the trenches” of employee assistance service.

As many EA professionals can attest, this ability centers on learning

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 - ▶ Dealing with Workplace Retaliation
 - ▶ Suicide Postvention in the Workplace
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services to the work organization as a whole.

The ethical decision-making model, initially developed by the EAPA Houston Chapter 20 years ago, was advanced and advocated by EAPA as a viable methodology for resolving ethical dilemmas in EA practice. This model provides a process that is easily adaptable in working through complex and challenging workplace consultations.

This model was largely born out of a focus on the clinical and case management issues faced by EA professionals throughout our history. Its compatibility with ethical decision-making models taught in the business community confirms the integrity of this approach and its utility to EA professionals as a method for offering workplace consultations and as a way of maintaining uniformity in how we conduct such discussions.

Challenging Consultation Opportunities

Similar to the clinical and case management aspects of the direct services we provide to employees and family members, the services we provide to work organizations – often through the consultation process – are ripe with multiple stakeholders. These parties bring their conflicting interests, wants, and needs to the EAP’s doorstep. The EA professional, in turn, is challenged to help resolve the process through his or her consultation.

Each consultation opportunity brings a unique set of dynamics, issues, concerns, and potential solutions, all necessitating the EA professional’s ability to probe, assess, strategize, and consult – often on the fly and with little or no advance notice.

Few would probably disagree with the notion that this is one of the most exciting and dynamic interventions and services that we deliver within EAP Core Technology.

But at the same time, these are also challenging situations that beg for a process of getting from the initial contact to a workable solution. *Over the years I have found that the ethical decision-making model is a helpful framework for navigating that process.*

EAP Ethical Decision-Making Model

Although the model focuses on ethics, I have found that its progressive steps still apply to the consultation process. A brief overview of this model will demonstrate its practical utility as well as offering suggestions on how I have applied it to the consultation process over the years.

1. *What are the potential (ethical) issues in this situation? What are the competing values or interests? (X versus Y) What are your personal values on this issue and which ones are in conflict? Are there any ethical guidelines (laws, corporate policies, codes of ethics, practice standards, etc.) that apply to this issue?*

2. *Who are the stakeholders (any individual or group impacted by the decision; e.g., the corporation, employee, family, public, yourself)?*

3. *List all possible choices of action: Which choice benefits the client? Which choice benefits the sponsoring organization? Which choice benefits you? Which choice benefits society?*

4. *Make your decision.*

EMPLOYEE ASSISTANCE REPORT

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Application to EAP Consultation Process

1. *Fact-gathering:*

- What are the facts that are being presented?
- How has the person defined their problem or need for consultation?
- What questions can I pose that will lead me to a fuller understanding of the situation?

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Approaches that Have Been Shown to Work

For many men, challenges in acknowledging mental health problems or suicidal thoughts exist due to deeply-engrained conditioning to be strong and self-sufficient. This denial, combined with men typically not accessing available services, contributes to their high suicide rate.

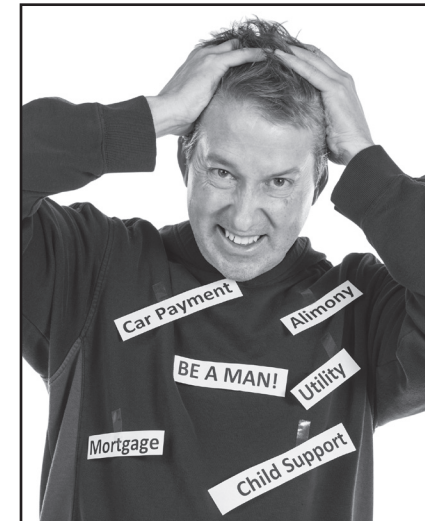
While recent evidence indicates that men and women experience similar rates of depression, men actually account for only one in 10 diagnosed cases of depression, according to Mental Health America.

The Office of Suicide Prevention, Carson J Spencer Foundation, and Cactus Marketing Communications forged a partnership several years ago to uncover a new approach for preventing suicide among working-age men.

The team conducted focus groups and in-depth interviews to answer the key questions: How can we reach men in distress who do not access mental services? How can we bring suicidal or highly distressed men “back to life”? After analyzing the transcribed interviews and focus groups, the team concluded that a number of approaches would increase the chances of success in reaching high-risk men of working age. They include:

❖ Soften the mental health language out of the initial

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communication. Many at-risk men were not seeing their problems through a mental health lens. This means that communication such as, “If you are depressed, seek help,” was missing an important subgroup of men.

❖ **Show role models of hope and recovery.** The men suggested that presenting stories of men with “vicarious credibility,” who have gone through tough times and found alternative ways of healing, would offer hope that change IS possible.

❖ **Meet men where they are instead of trying to turn them into something they are not.** Participants emphasized the importance of compelling messages using humor, especially dark humor, to break down social barriers. Rather than expecting men to find information in mental health

centers, the messages need to show up in locations that men frequent and through media targeting men. Research revealed that reaching men needs to include an online strategy that allows for anonymity and self-assessment.

❖ **Connect the dots: physical symptoms with emotional issues.** Men were more willing to acknowledge changes in level of energy, sleep patterns, and appetite but did not always recognize how they were tied to mental health concerns.

❖ **Coach people who know high-risk men on what to look for and what to do.** Research indicated that intimate partners were both the most likely cause of suicidal distress (such as divorce or separation) and the most likely person to intervene and get a man to seek help. In addition, research uncovered that *workplaces needed training* to help co-workers identify suicidal distress and helpful resources. In other words, target not only men *but also the people who surround men in crisis.* ■

Sources: Sally Spencer-Thomas, CEO and co-founder of the Carson J Spencer Foundation, Jarrod Hindman, director of the Office of Suicide Prevention, and Joe Conrad, CEO and founder of Cactus Marketing Communications. Editor’s note: See this month’s Brown Bagger insert and the February 2014 EAR for more on this topic.

Suicide Postvention in the Workplace

(First in a Series)



By Barbara Rubel

The key to knowing what to do to help suicide-loss survivors in the workplace lies in creating a postvention bereavement policy. Since workplaces are faced with the challenge of dealing with suicide, guidelines need to be in place to manage the impact of suicide on leaders, management, and employees. As a suicide-loss survivor and bereavement specialist that focuses on suicide in the workplace, my aim is to provide readers with an overview of what a workplace needs to do beforehand in the event of a suicide. Key to these efforts lies in establishing a postvention organizational policy planning group and a postvention bereavement policy.

Postvention Organizational Policy Planning Group

An organizational planning group creates a strategic plan that includes a suicide-loss needs assessment that identifies grief-related problems of suicide-loss

survivors through online surveys, phone calls, or written questionnaires. The group includes trained leaders, managers, supervisors, EAP practitioners, and human resource generalists who look at strengths and weakness and address any gaps in bereavement policies and procedures in relation to suicide-loss survivors.

Postvention Bereavement Policy

As noted, the focus of this three-part series is on creating a postvention bereavement policy, an organizational practice that allows suicide-loss survivors paid and unpaid time off. Three components of a postvention bereavement policy are:

- Bereavement leave policy statements;
- Bereavement allowance benefit verifications; and
- Internal notifications of a worker's suicide.

The following is a brief look at each.

❖ **Bereavement leave policy statements.** Statements are simple proclamations in an employee handbook that identify a suicide-loss survivor's bereavement allowance that usually ranges from one to five days. Organizational expressions of concern after a suicide are unique to the culture of the organization.

❖ **Bereavement allowance benefit verifications.** Benefit verifications are signed statements of employees confirming

that the suicide of a family member. Employees contact their supervisors and/or HR to complete the allowance benefit and verify their recognizing the number of days allowed leave with and without pay.

❖ **Internal notification of a worker's suicide.** After an employee's suicide, an internal notification memo is sent to all employees. While respecting confidentiality and facts the family wants shared, the notification includes the employee's full name and that he or she "died of suicide" or "died by suicide" Also included are funeral arrangements, services, an organizing group acknowledgment; and support systems.

Summary

All things considered, a workplace bereavement policy that focuses on suicide is the foundation for a compassionate workplace. By applying the information in this article – the first of three in this series – to any workplace, suicide-loss survivors will be emotionally supported, resulting in their improved well-being and increased overall productivity. ■

Barbara Rubel, MA, BCETS, CBS, is a professional speaker and trainer who speaks from personal experience. Her father, a retired New York City police officer, died by suicide while she was pregnant with triplets. Barbara is a leading authority and recognized author on suicide in the workplace. Her website is www.grief-workcenter.com. Editor's note: Suicide in the workplace is also addressed in this month's Brown Bagger insert.

Ethical... cont'd from Page 2

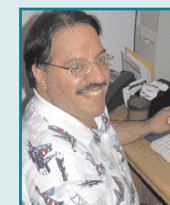
- What is the interest of the person that has contacted me?
- What do they expect of me through this consultation? A sounding board? A solution?
- Do I bring any biases to this consultation?
- Are there applicable policies, practices, procedures, laws, etc. that I need to consider as I consult with the person and guide them to a solution?

2. *Key parties involved in the situation:* Besides the person I am consulting with, who else will be impacted by the course of action we devise? Does the organization, company or union provide a context that I must consider in working through the consultation with this individual? Have any previous EAP consultations set any precedents applicable to this situation?

3. *Evaluation of possible course of action in response to the consultation:* Have I adequately engaged the person in generating potential solutions or possible courses of action? Has my consultation helped the person weigh the possible consequences or outcomes of the action? Have I helped equip, prepare or coach the person to follow through with the solution or action we have agreed upon?

4. *Final solution or action:* Is there anything else that I would like to know that might lead me to advocate that the person consider a different course of action or solution?

While the questions I pose in this model are not exhaustive, I have found them to be a powerful catalyst in moving both myself and the person I am consulting through a defined and deliberate process designed to lead to a desirable outcome.



Editor's Notebook

It might not say "2017" on your calendar quite yet, but in terms of our production sched-

ule we're already there, so Happy (Early) New Year! This is the 20th year of this newsletter, and while many things have changed in publishing during this time, other areas, such as providing readers with useful, practical information and tips you can't find elsewhere, have not.

Case in point: You may have noticed that we recently started running various "Special EA Reports." These are "mini-cover stories", articles that might not be as long as the page 1 story, but which also address very important topics. This enables us to cover not just one, but multiple vital subjects in the same newsletter.

Of course, our emphasis is always on striving to offer solid info from cover to cover, including the inserts, *regardless* of what a

page header reads (such as "Special EA Report"). Let us know how we're doing and what topics you would like us to cover in 2017, through email or our LinkedIn page: www.linkedin.com/in/mike-jacquart (Interests, My Groups, Employee Assistance Report).

I greatly appreciate the writers who took time out of their busy schedules to write some great articles for *EAR* in 2016. They include: **Tamara Cagney, Lisa Isenhart, Reeta Wolfsohn, Todd Donalson** and his colleagues with Chestnut Global Partners, and **Catherine Mattice**. Insights like yours are vital to your peers!

Mike Jacquart

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I have also found this process to be a valuable way of documenting what often appears to be a hazy situation, by serving as a helpful framework for weighing and assessing the actual results of the consultations. *It is my hope that this process and the questions I listed will serve to ignite additional queries for your own use in developing a consultation methodology.*

Consistency and Value

I believe that applying a decision-making model with demonstrated success in resolving ethical dilemmas brings both *consistency* to EAP consultations as well as being of considerable *value* to corporate clients. Considering that an overwhelming number of the EAP

consultations we provide are delivered to executives, managers, supervisors, union officials, and other organizational leaders and change agents, adhering to a proven model that logically progresses a person through their situation also serves to "model" an approach for the *individuals* in organizations who encounter *their own* consultation needs and ethical dilemmas.

In other words, this model works in both organizational and in individual cases. Whether it's dealing with an organizational, operational, administrative, technical, or other challenge, people often tend to find themselves in

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Creating a Post-Election Culture of Respect

By Bernie Dyme

The election for the President of the United States is over. Finally, after 2 years, it is over. Please don't get me wrong. I don't mean to sound anti-patriotic. In fact, I believe very strongly in exercising our right to vote. However, this election has been different than elections I have experienced in many years, primarily because of the tone of negativity that was at its core.

Let's put aside the issues for a moment and think about the tenor of the election. There was name calling, vulgarity and bullying; all of which have left scars that will have effects on us personally and professionally for quite a while.

So, even though the election is finally over, what remains are sometimes bitter and angry feelings which may spill into the workplace. According to a recent CareerBuilder survey, 36% of workers reported they discuss politics at the workplace. One-in-five workers who have discussed politics at work had a fight or heated argument with a colleague over political views.

This may not be easy because of what we have experienced during this election and the model of behavior from the candidates. It begins at the top of the organization, and it is all about the culture you have. In fact, this can be an excellent time to further build a culture of safety and respect.

Here are five ways to build a culture of respect following the election:

1. Be proactive as a leader and release an announcement calling for mutual respect and inclusion. An example of this occurred at Ithaca College, where the President released a message to everyone. Although his message was aimed at students protesting, it also has applicability to workplaces.
2. Communicate with employees your belief in the need for respect in the office for all ideas whether or not we agree with each other. In other words, create a culture of tolerance and inclusion.
3. Set an example as a leader by listening and being respectful.
4. Create or reiterate your anti-bullying policy.
5. Don't ban political discussions at work. People are going to

talk so make that okay as long as it remains respectful.

Remember, a workplace culture that promotes respect and inclusion allows the opportunity for discussions and disagreements that will usually work themselves out. ■

Bernie Dyme is the owner of Perspectives, Ltd., an EAP, Work/Life and Management consulting company.

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Reasons for Investing in Mental Health: Part I

Mental ill health in the workplace is a growing issue, with one in six working age adults experiencing depression, anxiety or stress-related issues at any one time. And yet, there remains a stigma around mental health. However, by sharing information and talking about it we can help break this taboo. Encouraging people to talk about their mental health helps to normalize it.

There are 10 reasons every employer should invest in mental health for their staff. Five of them are listed here, with the remainder appearing in the conclusion of this two-part article.

❖ **Retain skills through a reduction in staff turnover.** Almost a third (31%) of staff said

that they would consider leaving their current role within the next 12 months if stress levels in their organization did not improve.

❖ **Cut absences from sickness absence.** Mental health issues such as stress, depression or anxiety account for almost 70 million days off sick per year, the most of any health condition, costing the UK economy between £70bn and £100bn per year.

❖ **Reduce presenteeism.** The annual cost of people coming to work and underperforming due to ill health is £15.1bn or £605 per employee in the UK.

❖ **Demonstrate a commitment to social responsibility.** Work-related

mental ill health costs UK employers £26bn every year through lost working days, staff turnover, and lower productivity. However many business leaders still admit to prejudice against people with mental health issues in their organization.

❖ **Decrease likelihood of grievance and discrimination claims from unhappy staff.** Grievances, including concerns, problems or complaints that employees raise with their employers, are on the rise. ■

Source: Richard Martin, a former lawyer in the U.K. who switched careers to mental well-being advisor following a serious mental illness.

Legal Lines

Dealing with Workplace Retaliation

Former Fox News anchor Gretchen Carlson's \$20 million settlement with Fox News was unusual in some ways; she received an apology from the network and her complaint resulted in the ouster of former Fox News CEO Roger Ailes. Her high-profile case is just one of an increasing number of retaliation claims. Retaliation cases now exceed claims of race discrimination, making up about 45% of complaints filed with the Equal Employment Opportunity Commission.

Legally, retaliation is firing, demoting or harassing workers because they complained or filed a

discrimination charge. Experts say between 50% and 70% of retaliation cases are perpetrated by managers, but retaliation can also include bullying as a form of retribution.

"I hear a lot of people say, 'I was a whistleblower, and I was bullied as a result of that,'" says Catherine Mattice, who founded Civility Partners, a consultancy focused on changing hostile work culture.

In a previous job, Mattice herself faced an office nemesis, who demeaned and berated her and others. Her work suffered; she posted notes to herself saying "Get Up" on her alarm clock. After begging the company

president to intervene, he told her to leave — immediately.

"So he watched me pack my things and I left that day," Mattice says. "Was I retaliated against? Maybe. Should I have seen an employment attorney? Probably."

As her own experience illustrates, Mattice says retaliation can exist in a gray area, and she advises others to save nasty emails and document the incidents.

Additional source: www.npr.org. To read more, visit <http://www.npr.org/2016/09/14/493788339/advice-for-dealing-with-workplace-retaliation-save-those-nasty-emails>. ■