

# EMPLOYEE ASSISTANCE REPORT

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supporting EA professionals

## Is the #MeToo Movement Fading?

By Mary-Ellen Sposato Rogers, and Patricia Herlihy



Some reports hint that the #MeToo movement may be fading, citing the delay in dealing with sexual assault claims regarding Les Moonves, Chief Executive at CBS. In early August, Ronan Farrow authored a piece in *The New Yorker* enumerating Moonves' alleged questionable behavior. To date, the inquiry has yet to be completed, and Moonves continues in his leadership role over the news network. Whether the #MeToo movement is losing momentum or not, EAPs continue to have the same mandate: *Employees need to be educated about the legal, ethical, and business issues regarding sexual conduct in the workplace.*

However, many question the effectiveness of current sexual harassment training programs. Few studies have found post-training reductions in sexual harassment behaviors and none have identified effective training

programs. This article focuses on a potential shift in these trainings from a concentration on information to behavioral issues.

Why is it so important to include behavioral issues in sexual harassment trainings? First, consider that unacceptable levels of sexual harassment and other abusive behavior have been going on for decades in spite of widespread adoption of policies designed to stop them.

Second, bear in mind there is a continuum of behavior from young employees telling "raunchy" jokes in the breakroom to the Harvey Weinstens of the world using their power to intimidate and coerce young women. The following brief case study is a good example of identifying inappropriate behavior and then evaluating how to address the issue to help move towards a healthier work environment.

### Case Study

*XYZ, a large construction company, has recently had multiple reports to their Human Resources Department (HR) about Joe, a long-time employee and master electrician who supervised 28 male plumbers and 3 female schedulers.*

*The complaints regarding Joe included constant and relentless vulgarity, suggestively brushing up against women and often 'accidentally' groping them, calling a female employee a 'prostitute' when she failed to deliver a schedule on time and other generally insensitive comments.*

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*One female victim finally lodged a complaint to HR. Joe was stunned by the accusation and emphatically denied any wrong doing. He states that "he is simply a vulgar guy who has never asked for sex but simply is a guy's guy!"*

Joe's behavior is so firmly ingrained that he appears to have little awareness of how he impacts others. The question becomes what type of training, education, communication, policy, and cultural change would help? Joe's only concern during and after the trainings/coaching was fear of being sued. He never showed awareness or concern that his behavior was hurtful to others.

Clearly, in this instance, the presentation of legal facts had minimal impact on long-held behavioral biases and beliefs. Although most sexual harassment trainings include legal implications, many trainers are now learning that there needs to be a larger focus on behavioral change.

### Shifting the Training Paradigm

According to the Equal Employment Opportunity Commission (EEOC), an estimated 70% of harassment (sexual or otherwise) goes unreported. Consequently, a 2016 EEOC study recommended that sexual harassment training be a part of a sustained and holistic effort that includes enhanced leadership participation and accountability. The key question is how to develop training programs that actually impact behavior, are sustainable, and prevent future incidents?

In these trainings behavioral change should not only be focused on the perpetrator. It is also crucial to simultaneously provide support and education to bystanders.

Bystanders can also be empowered to come forward and become involved when witnessing harassment.

Finally, it is important to be aware of any victims either current or in the past who might be in the training session, and use any opportunity to support them to come forward and regain their self-esteem while setting boundaries with co-workers.

In some organizations, sexual harassment can be so pervasive and ingrained in the culture that it requires a dedicated, well-coordinated, behaviorally based mitigation approach for change to begin. The following summarizes a model of behavioral sexual harassment training that has evolved from over 35 years' experience in the EAP field. These steps can act as a guide to developing and implementing a tailored service plan across a multitude of organizations.

1. Remember the key to success is committed and engaged leadership who consistently demonstrate personal accountability and encourage complaint procedures that are trusted and accessible – understand if this exists in your client organization.

2. Prior to training, seek to understand the corporate culture, sexual harassment policy, diverse perspectives, and any pervasive attitudes that might prevail.

3. Develop training that is experiential and offers both time for group experience and personal introspection. Training material should consider principals of adult learning and multiple intelligences. Schedule a 2-hour training that separates management from employees in the actual training sessions.

## EMPLOYEE ASSISTANCE REPORT

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4. Employ an icebreaker activity that will give insight to diversity of experiences, unconscious biases, and the values of participants, but will still protect those who may have been victims.

5. The training must first incorporate the customary legal elements that are required to be adhered to in the following states:

*continued on Page 3*

Maine, Connecticut, and California.

❖ *Definition of sexual harassment and description of federal and state statutes prohibiting sexual harassment in the workplace.*

❖ *Description of Title VII of the Civil Rights Act of 1964, and the jurisdiction and role of the EEOC and any appropriate state agencies.*

❖ *In-depth discussion of types of conduct that constitute sexual harassment, that the victim may be a man or a woman and can involve same sex or opposite sex harassment.*

❖ *Statement that individuals who commit sexual harassment in the workplace may be subject to both civil and criminal penalties.*

6. Behavioral training must incorporate role play, group case study exercises, and sensitivity training aimed at eliminating unconscious bias.

7. An inventory of feelings should be included that includes all three perspectives: perpetrator, victim, and bystander.

8. It is important to support and encourage empowerment for both victims and bystanders to feel comfortable in coming forward and reporting inappropriate behavior.

9. Behavioral training cannot be a “once and out” approach but must be sustained. Consider ongoing group or individual coaching for perpetrators, victims, and bystanders who may feel traumatized.

10. Follow up with both the organization and the employees involved when possible as well as a built-in program to evalu-



### Editor's Notebook

Whether it's Harvey Weinstein, Steve Wynn, Bill Cosby, or someone else, accusations of sexual harassment perpetrated by high-profile male executives and entertainers have dominated the news in recent months and driven the #MeToo movement.

Attention to this serious issue certainly provides an opportunity for change, but are current efforts, including #MeToo, enough? In this month's cover story and *Brown Bagger* insert, Mary-Ellen Sposato Rogers and Patricia Herlihy postulate that an informational approach to this topic is no longer enough – that a *behavioral* model is also needed to not only heighten awareness but to drive behavioral change in the workplace.

Mary-Ellen and Patricia have been involved in an extensive

amount of training and research on this topic, and I believe their recommendations for EAPs are important. Given the unique role of EA professionals as consultants to both employees *and* their employers, readers of this newsletter are positioned to assist in addressing sexual harassment (and the cultural forces that drive it) in the workplace.

Many thanks again to Mary-Ellen and Patricia Herlihy for their time and talent in addressing this important topic. ALSO: Watch for more information on an **online webinar** about sexual harassment on **November 15**.

*Mike Jacquart*

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ate the effectiveness of your intervention.

### Summary

Adding behavioral components to training sessions appears to demonstrate a more favorable and sustainable response. By using training in behavioral effectiveness, individuals become better at exploring differing opinions and points of view.

Employee assistance professionals are known for their expertise in understanding workplace behavioral issues. It seems appropriate that the EAP profession may be able to lead the way in this shift to a behavioral focus for more effective sexual harassment trainings. ■

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*For more information or a list of references used in this article, contact Mary-Ellen at [merogers@excellereinc.com](mailto:merogers@excellereinc.com) or Pat at [pherlihy@rockymountainresearch.us](mailto:pherlihy@rockymountainresearch.us). **Editor's note:** For more information on this topic, see this month's *Brown Bagger* insert.*

# Seven Steps for Solving Business Problems

By Mitzi Perdue

Successful people all do one thing: they solve problems. They don't just stare at a problem and wish it would go away. The key to solving difficult, looming business problems is to break them down into smaller parts and then deal with these smaller parts. By viewing your issues through this prism you can focus intently on solving a problem through a series of steps instead of preparing to tackle it all at once.

**1. Describe the problem.** Do this in writing. Often, you'll find that simply explaining the whole problem to yourself will cause you to see the solution. If that doesn't make the situation clear, go on to #2.

**2. Break the problem into smaller, more manageable parts.** Make a list of the different aspects of the problem, breaking the problem down into manageable parts that don't seem so intimidating. If one item on the list still seems too hard, break it down still further into even smaller parts. Then arrange your list in a logical order according to what to do first, second, third, and so on.

**3. Write down the obstacles.** This step may come as a surprise, but it's important. Take a clear, hard look at what the obstacles are and then list them. Being optimistic is a good thing, but no matter how positively you think about a problem, you'll improve your odds of success if you pay attention to and prepare for the likely obstacles.

**4. Brainstorm possible solutions.** Write down as many solutions as

possible. At this point, your goal is quantity not quality. Often what seems like a bad idea can spark your imagination in ways that lead to good ideas. These new ideas can turn out to be highly creative ones that might never have occurred to you otherwise. You'd be surprised how often this happens.

**5. Try to find just one more solution.** Ideas that come when you've had to stretch for them often turn out to be the most useful of all. There's a reason: In many cases if the answer were easy or obvious, it would already have been done by now. It is when you stretch to get a new idea that you come up with the most creative ideas. Something to keep in mind at this point: Thomas Edison was right when he said: "When you have exhausted all possibilities, remember this: you haven't."

**6. Pick the best solution.** When you've gotten as far as you can with the brainstorming aspect of

problem-solving, it's time to put on your realist's hat. Remember, it's a different mindset at this point. Your job is to figure out, of all the ideas you've come up with, which is the best? What solution or solutions best combines: a) Solving the problem; b) Getting the job done on time; and c) Having the resources available for accomplishing it?

**7. Act on it.** Surprisingly, people may come up with a good solution, but they don't "pull the trigger." That is, they procrastinate when it comes to implementing the idea. Successful people, in contrast, have a penchant for action. They are not only good at thinking of solutions; they're very good at plunging in and doing them. They know that the problem isn't solved until the plan is put into action and completed. ■

*Mitzi Perdue is a celebrated speaker, businesswoman, and author of "How to Make Your Family Business Last." For more information, visit [www.MitziPerdue.com](http://www.MitziPerdue.com).*

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**EMPLOYEE  
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## Tips for Increasing Use of EAP

Most organizations are not reaping the full financial benefits of having an EAP. *Business Management Daily* offers the following suggestions for boosting use of the EAP:

❖ *Make it convenient.*

Employees are more likely to use the EAP if counselors are a short drive from work, or they can access them 24/7 by phone or online.

❖ *Emphasize confidentiality.*

Employees are more likely to use EAP services if they are not concerned

about co-workers knowing about it.

❖ *Host wellness seminars.* For instance, free lunchtime “brown bag” sessions on topics like stress management or time management.

❖ *Inform families.* Let employees’ families know they can contact you. Offer information about your services, hours, and phone numbers.

❖ *Publicize, publicize, publicize.* Promote your EAP regularly through emails, website updates, and free posters and refrigerator magnets that list hours and phone numbers.

❖ *Remind employees there’s more to EAP than they might think.* Stress that the EAP is available for personal reasons such as financial concerns, relationship counseling, and others.

❖ *Encourage staff to bookmark the EAP.* Add a link on a company intranet to the EAP site.

❖ *Train supervisors.* Teach them how to recognize work problems and to recommend using the EAP as an option for improving work performance. ■

## Workplace Survey

### Friends – Yes... Best Friends – No

A new study by Olivet Nazarene University examined the dynamics of workplace relationships and found that most never leave the confines of the office.

The University surveyed 3,000 Americans who are employed full-time across 21 different industries. What they discovered was a fascinating portrait of the social bonds that make up the modern American workplace.

The majority of the individuals surveyed said they considered at least one person they work with a “friend,” however, only 29 percent would call any of their colleagues a “best friend.” When asked to categorize their coworkers, only 15-percent of colleagues are considered to be real friends.

On average, Americans define 41 percent of their coworkers as just that—*co-workers*. They consider 22 percent strangers, 20 per-

cent only-at-work friends, 15 percent real friends, and two percent enemies.

#### By Industry

Olivet Nazarene University’s data shows the industries with the highest average number of friends are transportation (10), followed by finance and banking (8), accounting (8), and marketing/advertising/public relations (7). Industries with the fewest friends include legal and real estate, each of which tallies only three friends per respondent, on average.

#### Happy with the Numbers

But are people happy with those numbers? According to the study, yes. Seventy-six percent report they’re satisfied with their co-worker relationships, of those remaining, 20 percent indicated they’d like more friends, and only four percent said they had too many.

The study also examined how workspaces influence work relationships, finding that those who work in a variety of office spaces, like traveling salespeople, have the highest number of work friends on average.

Co-workers feel increasingly comfortable talking about personal matters. Of those surveyed, the majority said they talk to colleagues about romantic relationships, health issues, and conflicts with co-workers. Roughly one out of three people said they discussed financial issues with their peers at work and 68 percent said they discuss salaries.

#### Relationships Fade when Jobs End

When people leave one job for another, their office relationships tend to fade. Only 18 percent of people said they stayed closely in touch with their former work friends, while 82 percent said they stay in touch a little or barely at all. ■

## A Turn of the Page for JEA

After many decades in print with various titles, the EAPA *Journal of Employee Assistance (JEA)* will adopt an all-digital format with the 1st Quarter 2019 issue (January-March 2019). As part of this transition, the last print edition will be the 4th Quarter 2018 issue.

The new *JEA* will be a single, global edition targeted for a highly mobile audience who want to acquire in depth information about employee assistance in a sophisticated context. As has always been the case, the journal will continue to be a member benefit; and now, highly accessible on smartphones, tablets and on the Web.

A variety of factors led us to the electronic only decision. First, our association, like most others, has

been increasingly affected by the challenging print advertising environment. Secondly the percentage of users who access magazine content online is ever increasing and constitutes the majority of our audience. This number will continue to grow as that same majority increases further with the rapid move to the convenience of online and immediate access to the publication.

In addition, our non-North America members appreciate having the same timely access to each *JEA* edition, which will no longer be subject to often lengthy delays in mailing.

It is important that we underscore what this digital transition means and, as importantly, what it does not. We are transitioning the *JEA*, not saying goodbye to it. We remain

committed to the magazine and what it represents. This decision is about the challenging economics of print publishing and distribution. As we further embrace our digital future, we are poised to expand and further improve the valued *JEA*. ■

Source: EAPA ([www.eapassn.org](http://www.eapassn.org)).



## Workplace Survey

# Underpaid? Many Feel Shortchanged

There's good news and bad news when it comes to how satisfied U.S. workers are with their compensation. The good: 49 percent of professionals surveyed by global staffing firm Robert Half feel they are paid fairly at their jobs. The bad: 46 percent think they are underpaid. The remaining 5 percent admitted to feeling overpaid.

Paul McDonald, senior executive director for Robert Half, noted reasons why pay levels may not feel up to par.

"Some firms have not kept up with shifts in market demand and continue to use old job classifica-

tions and salary bands. If your organization has not reviewed its compensation plan within the last six months, it could be outdated."

Another factor fueling thoughts of being undercompensated is word of mouth. Workers who have spoken with recruiters about new opportunities, or with friends who have recently changed roles, often hear about better pay and perks offered elsewhere.

While money is important, McDonald urged companies not to rely exclusively on high compensation to motivate employees.

"Professionals earning a healthy salary may still feel undervalued

or underappreciated for their contributions. Pay alone does not guarantee employee satisfaction or happiness. Organizations need to offer solid benefits, perks and incentives, along with a positive corporate culture, to attract and retain top performers."

More than 2,800 workers in 28 U.S. markets were surveyed for the study. The research was issued in conjunction with the release of the *Robert Half 2019 Salary Guides*, which provide starting salary ranges for more than 460 roles in the accounting and finance, technology, legal, creative, and administrative fields. ■

# Check Out These Resources!

## Disability Inclusion

*Job Accommodation Network*

<https://askjan.org/webcast>

Available at no cost, JAN webcasts educate managers, employees, and others on disability etiquette, technologies, management techniques, and possible accommodation solutions for the workplace.

## Employee Assistance

*Evolution of EAP in North America*

<http://archive.hshsl.umaryland.edu/handle/10713/8061>

A 20-page written report on this topic includes slides with many charts of the survey's major findings. It is available at the EA Digital Archive, housed online by the University of Maryland, Baltimore.

## Employee Assistance

[https://www.ey.com/Publication/vwLUAssets/ey-2018-relocating-partner-survey-final-report/\\$File/ey-2018-relocating-partner-survey-final-report.pdf](https://www.ey.com/Publication/vwLUAssets/ey-2018-relocating-partner-survey-final-report/$File/ey-2018-relocating-partner-survey-final-report.pdf)

*2018 Relocating Partner Survey Report.*

This comprehensive report offers a truly global perspective: 3,412 respondents from 121 host locations, 81 nationalities, 320 senior HR representatives from both corporations and international governmental organizations, 2,086 mobile employees, and 1,006 expat partners.

## Employee Benefits

*Employee Benefit Adviser*

[www.employeebenefitadviser.com](http://www.employeebenefitadviser.com)

Workplace benefit news for advisers, brokers, consultants –

also tools for business growth and development.

## Mental Health

*American Foundation for Suicide Prevention*

<https://afsp.org/>

Whether it's donating, taking action, or finding support, it is possible to fight suicide. This site is among resources that demonstrates how.



## Mental Health

*FAQs About Suicide*

<https://crisiscentre.bc.ca/frequently-asked-questions-about-suicide/>

What are some of the warning signs? What can we do if we think someone is suicidal? This site addresses many of the tough questions.

## Mental Health

*Getting Started with Mindfulness*

<https://www.mindful.org/mediation/mindfulness-getting-started>

You want to try mindfulness

techniques, but don't know where to start? This site shows you how.

## Problem Gambling

*National Council on Problem Gambling*

<https://www.ncpgambling.org/>

Whether it's to donate (impact lives); join (connect & find community); or participate (learn & engage about this problem) this comprehensive site provides a wealth of information. An interactive map also offers problem gambling resources in each state.

## Problem Gambling

*North American Foundation for Gambling Addiction Help*

<http://nafgah.org/>

Problem gambling isn't just a phase that will pass without effort. Contrary to what some assume, it is not just a bad day or week (after which you say it will never happen again), and it is not a way out of your routine or financial difficulties. It is a disease in a form of an addiction, one as bad as alcohol or drugs. Left untreated, it may lead to very dangerous situations. Links include "Microgaming", "Studies" and "Statistics".

## Wellness

*2018 Global Wellness Trends*

<https://www.globalwellnesssummit.com/2018-global-wellness-trends/>

Each year, the Global Wellness Summit (GWS) identifies new trends that will have a meaningful impact on the \$3.7 trillion wellness industry. The trends and full report are available at this site. ■

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# KGA Names Top Well-Being Apps

**K**GA, Inc., a leading Employee Assistance and WorkLife firm, recently announced its picks for the Top Ten Well-being Apps for 2018. Drawn from an ever-expanding field of apps geared towards improving mental and physical wellness, KGA's selections stand out for their effectiveness, popularity and ease of use.

“Now in its fourth year, KGA's top ten well-being app list serves as a valuable resource to counselors looking to add another tool to their arsenal,” said KGA President Seth Moeller. “And managers and employees seeking to boost their quality of life can look to our list, knowing it's gone through a rigorous vetting process,” added Moeller.

The KGA Top Ten Apps include:

❖ **Sleep Cycle Alarm Clock** — Awaken refreshed rather than groggy with this app.

❖ **HabitBull** — A tracking system to support good habits and banish bad ones.

❖ **Sober Grid** — A virtual community to boost success in staying sober.

❖ **Wunderlist** — A useful, elegant list-making app that's shareable and customizable.

❖ **10% Happier** — Guided meditation “for fidgety skeptics” with audio and video lessons.

❖ **SuperBetter** — A game that helps users battles emotional, physical and mental challenges.

❖ **Daylio** — Tracks moods and habits that are easy to sustain, providing insights and data.

❖ **Grateful** — Gratitude journaling through recurring prompts and reminders.

❖ **Sworakit** — A large library of guided exercise videos ranging in impact, time and intensity.

❖ **SAM: Self-Help for Anxiety Management** — An anxiety-management toolkit and social network. ■



## Time Management

### Recent Brown Baggers Include...

The way time flies, a *Brown Bagger* insert you thought appeared last month may well have actually appeared in, say, “June.” With that in mind, and with the topic in parenthesis, here are some recent *Brown Baggers*:

❖ September... “Drinking in the Workplace” (substance use and addiction)

❖ August.... “Why Human Emotions will Spell Success in the Workforce of the Future” (emotional intelligence)

❖ July ... “A Kinder, Gentler Workplace” (behavior management)

❖ June... “Aspiring to a Zero-Suicide Mindset” (suicide awareness and prevention)

❖ May ... “Compassion Fatigue” (stress management) ■