

# JAN

Job Accommodation Network

Practical Solutions • Workplace Success

## Accommodation and Compliance Series

# Accommodation and Compliance Series: Employees with Bipolar Disorder

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Employment Policy, U.S. Department of Labor

## Preface

The Job Accommodation Network (JAN) is funded by a contract with the Office of Disability Employment Policy, U.S. Department of Labor. JAN makes documents available with the understanding that the information be used solely for educational purposes. The information is not intended to be legal or medical advice. If legal or medical advice is needed, appropriate legal or medical services should be contacted.

JAN does not endorse or recommend any products or services mentioned in this publication. Although every effort is made to update resources, JAN encourages contacting product manufacturers/vendors and service providers directly to ensure that they meet the intended purposes. This guarantees that the most up-to-date information is obtained.

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## **JAN'S Accommodation and Compliance Series**

### **Introduction**

JAN's Accommodation and Compliance Series is designed to help employers determine effective accommodations and comply with Title I of the Americans with Disabilities Act (ADA). Each publication in the series addresses a specific medical condition and provides information about the condition, ADA information, accommodation ideas, and resources for additional information.

The Accommodation and Compliance Series is a starting point in the accommodation process and may not address every situation. Accommodations should be made on a case by case basis, considering each employee's individual limitations and accommodation needs. Employers are encouraged to contact JAN to discuss specific situations in more detail.

For information on assistive technology and other accommodation ideas, visit JAN's Searchable Online Accommodation Resource (SOAR) at <https://askjan.org/soar>.

### **Information about Bipolar Disorder**

Bipolar disorder is a brain disorder marked by periods of elevated mood (mania), and prolonged periods of sadness and hopelessness (depression). These shifts in mood are severe as compared to the average person. Signs and symptoms of mania include distinct periods of:

- Inflated self-esteem or grandiosity
- Decreased need for sleep
- More talkative than usual
- Distractibility
- Increase in goal-directed activity
- Excessive involvement in activities that have a high potential for painful consequences (spending sprees, sexual indiscretions, other risky behaviors)

Signs and symptoms of depression include distinct periods of:

- Feelings of hopelessness or pessimism for most of the day
- Diminished interest or pleasure in more, or all, activities
- Significant weight loss
- Insomnia or hypersomnia

- Fatigue or loss of energy
- Feelings of worthlessness and guilt
- Loss of appetite and weight or weight gain
- Diminished ability to think or concentrate
- Recurrent thoughts of death, suicidal ideation

## **Bipolar Disorder and the Americans with Disabilities Act**

The ADA does not contain a list of medical conditions that constitute disabilities. Instead, the ADA has a general definition of disability that each person must meet. A person has a disability if he/she has a physical or mental impairment that substantially limits one or more major life activities, a record of such an impairment, or is regarded as having an impairment. For more information about how to determine whether a person has a disability under the ADA, see [How to Determine Whether a Person Has a Disability under the Americans with Disabilities Act Amendments Act \(ADAAA\)](#).

## **Accommodating Employees with Bipolar Disorder**

People with bipolar disorder may develop some of the limitations discussed below, but seldom develop all of them. Also, the degree of limitation will vary among individuals. Be aware that not all people with bipolar disorder will need accommodations to perform their jobs and many others may only need a few accommodations. The following is only a sample of the possibilities available. Numerous other accommodation solutions may exist.

### **Questions to Consider:**

1. What limitations is the employee experiencing?
2. How do these limitations affect the employee and the employee's job performance?
3. What specific job tasks are problematic as a result of these limitations?
4. What accommodations are available to reduce or eliminate these problems? Are all possible resources being used to determine possible accommodations?
5. Has the employee been consulted regarding possible accommodations?
6. Once accommodations are in place, would it be useful to meet with the employee to evaluate the effectiveness of the accommodations and to determine whether additional accommodations are needed?
7. Do supervisory personnel and employees need training?

## **Accommodation Ideas:**

### **Limitations**

#### Attentiveness/Concentration

- Alternative Lighting
- Applications (apps)
- Apps for Memory
- Behavior Modification Techniques
- Cubicle Doors, Shields, and Shades
- Electronic Organizers
- Environmental Sound Machines / Tinnitus Maskers / White Noise Machines
- Flexible Schedule
- Full Spectrum or Natural Lighting Products
- Job Coaches
- Job Restructuring
- Marginal Functions
- Modified Break Schedule
- Noise Canceling Headsets
- Sound Absorption and Sound Proof Panels
- Task Separation
- Telework, Work from Home, Working Remotely
- Timers and Watches
- Uninterrupted "Off" Work Time
- Verbal Cues
- Wall Calendars and Planners
- Worksite Redesign / Modified Workspace
- Written Instructions

#### Decreased Stamina/Fatigue

- Aide/Assistant/Attendant
- Job Restructuring

- Periodic Rest Breaks
- Stand-lean Stools
- Telework, Work from Home, Working Remotely
- Worksite Redesign / Modified Workspace

#### Organizing/Planning/Prioritizing

- Applications (apps)
- Apps for Organization/ Time Management
- Color-coded Manuals, Outlines, and Maps
- Electronic Organizers
- Ergonomic Equipment
- Job Coaches
- Job Restructuring
- On-site Mentoring
- Organization Software
- Professional Organizers
- Reminders
- Supervisory Methods
- Task Identification
- Task Separation
- Timers and Watches
- Wall Calendars and Planners
- Written Instructions

#### Stress Intolerance

- Apps for Anxiety and Stress
- Behavior Modification Techniques
- Counseling/Therapy
- Environmental Sound Machines / Tinnitus Maskers / White Noise Machines
- Flexible Schedule
- Job Restructuring
- Marginal Functions

- Modified Break Schedule
- Supervisory Methods
- Support Animal
- Support Person

## **Work-Related Functions**

### Policies

- Additional Training Time / Training Refreshers
- Aide/Assistant/Attendant
- Flexible Schedule
- Marginal Functions
- Modified Break Schedule
- Periodic Rest Breaks
- Policy Modification
- Reassignment
- Service Animal
- Supervisory Methods
- Support Animal
- Telework, Work from Home, Working Remotely

### Stress

- Apps for Anxiety and Stress
- Behavior Modification Techniques
- Counseling/Therapy
- Flexible Schedule
- Job Restructuring
- Marginal Functions
- Modified Break Schedule
- Monitor Mirrors
- On-site Mentoring
- Service Animal
- Simulated Skylights and Windows

- Supervisory Methods
- Support Animal
- Support Person
- Telework, Work from Home, Working Remotely
- Uninterrupted Work Time

## Situations and Solutions:

**A supervisor of a printing company requested information on how to accommodate an employee who has reduced concentration and memory loss due to mental illness.**

His duties included operating copy machines, maintaining the paper supply, filling orders, and checking the orders for accuracy. He was having difficulty staying on task and remembering what tasks he had completed. A JAN consultant suggested laminating a copy of his daily job tasks and checking items off with an erasable marker. Another suggestion was to use a watch with an alarm set for every hour as a reminder to check on his other job responsibilities.

**A JAN consultant spoke with an employee with bipolar disorder who had difficulty with short-term memory and concentration.**

The employee worked as a secretary in a busy office. The JAN consultant discussed requesting additional training time, written job tasks instructions, daily checklists, and allowing one hour each day to be off the phones to complete job tasks.

**An employee with major depression and bipolar disorder was having difficulties working in a busy central banking office.**

He needed to manage a large staff of workers, provide customer service, and oversee the daily office management. As an accommodation he requested and received a transfer to a smaller and less busy branch office. The employee maintained his salary and the responsibilities of his leadership role.

## Products

There are numerous products that can be used to accommodate people with limitations. JAN's Searchable Online Accommodation Resource at <https://askjan.org/soar> is designed to let users explore various accommodation options. Many product vendor lists are accessible through this system; however, JAN provides these lists and many more that are not available on the Web site upon request. Contact JAN directly if you have specific accommodation situations, are looking for products, need vendor information, or are seeking a referral.

## Resources

### **Job Accommodation Network**

West Virginia University  
PO Box 6080  
Morgantown, WV 26506-6080  
Toll Free: (800) 526-7234  
TTY: (304) 293-7186  
Fax: (304) 293-5407  
[jan@askjan.org](mailto:jan@askjan.org)  
<http://AskJAN.org>

The Job Accommodation Network (JAN) is a free consulting service that provides information about job accommodations, the Americans with Disabilities Act (ADA), and the employability of people with disabilities.

### **Office of Disability Employment Policy**

200 Constitution Avenue,  
NW, Room S-1303  
Washington, DC 20210  
Toll Free: (866) 633-7365  
[odep@dol.gov](mailto:odep@dol.gov)  
<http://dol.gov/odep>

The Office of Disability Employment Policy (ODEP) is an agency within the U.S. Department of Labor. ODEP provides national leadership to increase employment opportunities for adults and youth with disabilities while striving to eliminate barriers to employment.

**American Psychiatric Association**

1000 Wilson Blvd  
Suite 1825  
Arlington, VA 22209-3901  
Toll Free: (888) 357-7924  
Direct: (703) 907-7300  
[apa@psych.org](mailto:apa@psych.org)  
<http://www.psych.org>

The American Psychiatric Association is an organization of psychiatrists working together to ensure humane care and effective treatment for all persons with mental illness, including substance use disorders. It is the voice and conscience of modern psychiatry. Its vision is a society that has available, accessible quality psychiatric diagnosis and treatment.

**American Psychological Association**

750 First Street NE  
Washington, DC 20002  
Toll Free: (800) 374-2721  
Direct: (202) 336-5500  
<http://www.apa.org/>

Our mission is to advance the creation, communication and application of psychological knowledge to benefit society and improve people's lives.

**Anxiety and Depression Association of America**

8701 Georgia Ave.  
Suite #412  
Silver Spring, MD 20910  
Direct: (240) 485-1001  
Fax: (240) 485-1035  
<http://www.adaa.org/>

ADAA is a national nonprofit organization dedicated to the prevention, treatment, and cure of anxiety and mood disorders, OCD, and PTSD and to improving the lives of all people who suffer from them through education, practice, and research.

### **Brain & Behavior Research Foundation**

90 Park Avenue,  
16th Floor  
New York, NY 10016  
Toll Free: (800) 829-8289  
Direct: (646) 681-4888  
[info@bbrfoundation.org](mailto:info@bbrfoundation.org)  
<https://bbrfoundation.org/>

The Brain & Behavior Research Foundation is committed to alleviating the suffering caused by mental illness by awarding grants that will lead to advances and breakthroughs in scientific research.

### **Center for Psychiatric Rehabilitation**

940 Commonwealth Ave.  
West Boston, MA 02215  
Direct: (617) 353-3549  
Fax: (617) 358-3066  
[psyrehab@bu.edu](mailto:psyrehab@bu.edu)  
<http://cpr.bu.edu/>

The Center is a research, training, and service organization dedicated to improving the lives of persons who have psychiatric disabilities. Our work is guided by the most basic of rehabilitation values, that first and foremost, persons with psychiatric disabilities have the same goals and dreams as any other person. Our mission is to increase the likelihood that they can achieve these goals by improving the effectiveness of people, programs, and service systems using strategies based on the core values of recovery and rehabilitation.

### **Centers for Disease Control and Prevention**

1600 Clifton Rd  
Atlanta, GA 30333  
Toll Free: (800) 232-4636  
<http://www.cdc.gov>

The Centers for Disease Control and Prevention are dedicated to protecting the health and safety of people - at home and abroad, providing credible information to enhance health decisions, and promoting health through strong partnerships.

**Depression and Bipolar Support Alliance**

55 E. Jackson Blvd,

Suite 490

Chicago, IL 60604

Toll Free: (800) 826-3632

Fax: (312) 642-7243

<http://www.dbsalliance.org/site/PageServer?pagename=me>

The Depression and Bipolar Support Alliance (DBSA) is the leading peer-directed national organization focusing on the two most prevalent mental health conditions, depression and bipolar disorder, which affect more than 21 million Americans, account for 90% of the nation's suicides every year, and cost \$23 billion in lost workdays and other workplace losses.

**Families for Depression Awareness**

395 Totten Pond Road,

Suite 404

Waltham, MA 02451

Direct: (781) 890-0220

Fax: (781) 890-2411

<http://familyaware.org/>

Families for Depression Awareness is a national nonprofit organization helping families recognize and cope with depression and bipolar disorder to get people well and prevent suicides.

**International Bipolar Foundation**

8895 Town Centre Drive

Suite 105-360

San Diego, CA 92122

Direct: (858) 764-2496

Fax: (858) 764-2491

<http://ibpf.org/>

The mission of International Bipolar Foundation is to improve understanding and treatment of bipolar disorder through research; to promote care and support resources for individuals and caregivers; and to erase stigma through education.

**Mayo Clinic**

13400 E. Shea Blvd.  
Scottsdale, AZ 85259  
Direct: (480) 301-8000  
<http://www.mayoclinic.org/>

The Mayo Clinic's mission to inspire hope and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education and research.

**MedlinePlus**

8600 Rockville Pike  
Bethesda, MD 20894  
[custserv@nlm.nih.gov](mailto:custserv@nlm.nih.gov)  
<https://www.nlm.nih.gov/medlineplus/>

MedlinePlus is the National Institutes of Health's Web site for patients and their families and friends. Produced by the National Library of Medicine, the world's largest medical library, it brings you information about diseases, conditions, and wellness issues in language you can understand. MedlinePlus offers reliable, up-to-date health information, anytime, anywhere, for free.

Created by the U.S. National Library of Medicine

**Mental Health America**

500 Montgomery Street  
Suite 820  
Alexandria, VA 22314  
Toll Free: (800) 969-6642  
Direct: (703) 684-7722  
Fax: (703) 684-5968  
<http://www.mentalhealthamerica.net/>

Mental Health America (MHA) – founded in 1909 – is the nation's leading community-based nonprofit dedicated to addressing the needs of those living with mental illness and to promoting the overall mental health of all Americans. Our work is driven by our commitment to promote mental health as a critical part of overall wellness, including prevention services for all, early identification and intervention for those at risk, and integrated care and treatment for those who need it, with recovery as the goal.

**National Alliance on Mental Illness**

3803 N. Fairfax Dr.,  
Ste. 100  
Arlington, VA 22203  
Toll Free: (800) 950-6264  
Direct: (703) 524-7600  
<http://www.nami.org>

The National Alliance on Mental Illness (NAMI) is the nation's largest grassroots mental health organization dedicated to building better lives for the millions of Americans affected by mental illness. NAMI advocates for access to services, treatment, supports and research and is steadfast in its commitment to raise awareness and build a community for hope for all those in need.

**National Center for Biotechnology Information**

8600 Rockville Pike  
Bethesda, MD 20894  
[pubmedcentral@ncbi.nlm.nih.gov](mailto:pubmedcentral@ncbi.nlm.nih.gov)  
<http://www.ncbi.nlm.nih.gov/>

MISSION: IMS brings together an international community of health care professionals, researchers, educators, and others to improve care and transform delivery of treatment to those suffering from soft tissue pain through the promotion and exchange of globally recognized research, education, and innovation in patient care.

**National Institute of Mental Health**

6001 Executive Boulevard  
Rockville, MD 20852

Toll Free: (866) 615-6464

Direct: (301) 443-4513

Fax: (301) 443-4279

[nimhinfo@nih.gov](mailto:nimhinfo@nih.gov)

<http://www.nimh.nih.gov>

NIMH offers a variety of publications and other educational resources to help people with mental disorders, the general public, mental health and health care practitioners, and researchers gain a better understanding of mental illnesses and the research programs of the NIMH. All publications and educational materials are written by science writers, in collaboration with NIMH scientists and outside reviewers.

**Remedy's Health Communities**

<http://www.healthcommunities.com>

Remedy Health Media is America's fastest growing health information and technology company. We are a leading provider of clinical resources and wellness tools that help millions of patients and caregivers live healthier, more fulfilled lives.

Our mission is to empower patients and caregivers with the information and applications needed to efficiently navigate the healthcare landscape and as a result, to permit better health outcomes through use of our products and services.

**Tourette Syndrome "Plus"**

940 Lincoln Place

North Bellmore, NY 11701-1016

Direct: (516) 785-2653

[admin@tourettesyndrome.net](mailto:admin@tourettesyndrome.net)

<http://www.tourettesyndrome.net/>

**U.S. Department of Veterans Affairs**

Toll Free: (844) 698-2311

<http://www.va.gov/>

The Agency is responsible for providing employment, training, educational and reemployment rights information and assistance to veterans, and other military personnel who are preparing to transition from the military. Also provide hearing aids. All World War I veterans are eligible to receive free hearing aids. Other veterans can receive free hearing aids if their hearing loss is at least 50% service-related.

**World Health Organization**

525 Twenty-third Street

N.W.

Washington, DC 20037

Direct: (202) 974-3000

Fax: (202) 974-3663

<http://www.who.int/en/>

We are the directing and coordinating authority on international health within the United Nations' system.

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