



**Los Angeles
Center for
Law and Justice**

Influencing Management to Adopt Wellness in the Workplace

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ABOUT LACLJ

- Non-Profit Law Firm
- Founded in 1973
- Serves all of LA County
- Family Law & Immigration

Mission

LACLJ secures justice for survivors of domestic violence and sexual assault and empowers them to create their own future.

We believe every survivor has the right to legal representation, protection through our justice system, and a strong community where families are safe, stable and free from injustice.



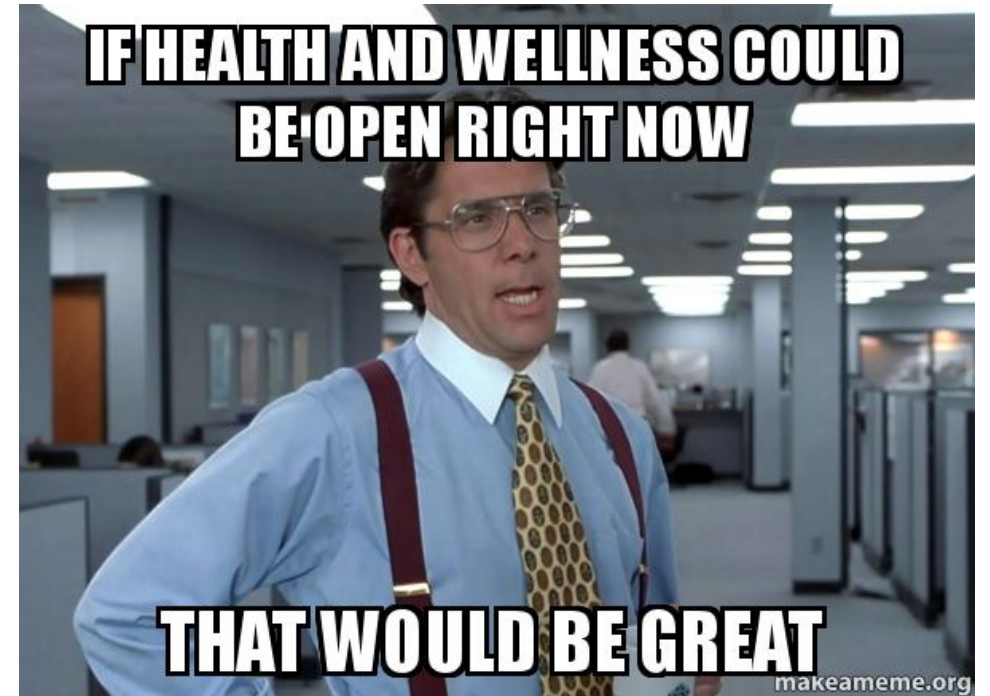
**2020
Domestic Violence
Awareness Month**

STOP VIOLENCE
Build **Safe** Communities

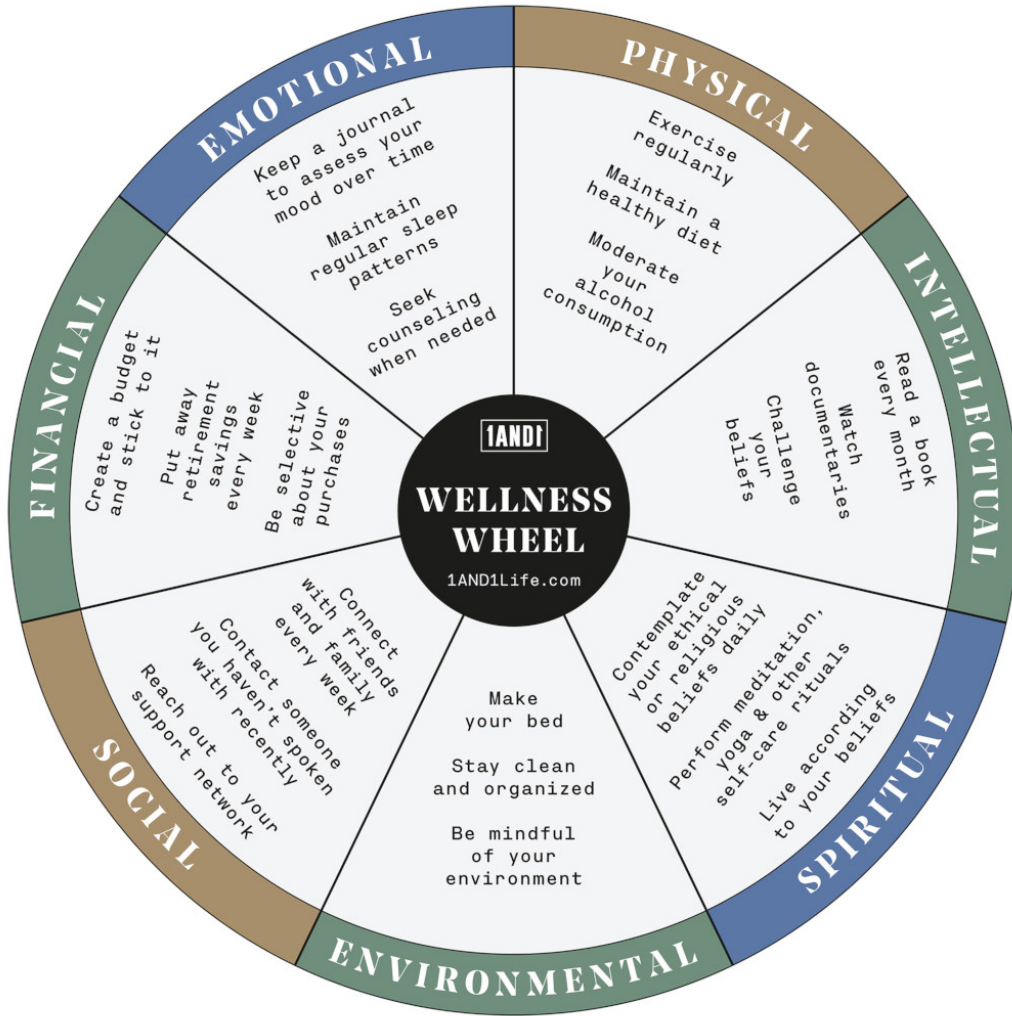


OBJECTIVES

- Since the pandemic, wellness has become a necessity. Health and well-being have impacted how we work and what we rely on those in leadership roles to provide. Please join us for a presentation that explores the following questions:
- What are signs that a wellness program may be needed in the workplace?
- What can wellness programming look like at an organizational level?
- How can we invite management to consider adopting wellness strategies in the workplace?



Theme of wellness begins early 1990's



Why wellness?

- Among other things- wellness promotes productivity
 - <https://www.businessinsider.com/microsoft-4-day-work-week-boosts-productivity-2019-11>
 - Microsoft experimented with a 4-day workweek, and productivity jumped by 40%
- Keep it simple
 - Do (lead by example);
 - Speak (talk about wellbeing to your team members);
 - Create (devise simple team-based rituals that help to enhance quality of life for your team members); and
 - Do what is easy right now
 - Shout outs
- Plan wellness
 - Work blocks
 - No meetings before 10 am, etc



Align with Mission and Goals

Planning- how to involve leadership, look to mission of org, vision, whatever they are committed to and look how could be impacted by wellness of staff and outcome for clients, revisit what they already have in place.

- What are barriers in this area? At every stage how does this align with vision of work we are doing



Hiring

- Hiring- how can we create culture by who we hire and beacon for this individuals to sustain and grow (wellness days, recruit folks who are committed to this)



Mentor and Modeling

- Integrate as Part of Management & Mentorship- how are we mentoring how are we modeling



Shared Leadership

- Shared Leadership



- Evaluation - Bottom Line, what are benefits of wellness:
- Productivity
- Morale
- Absenteeism
- Retention/Promotion- cost to train individual, people who don't take time off



Shhhh...it's not just about the clients...

- Legal Services are often about the client, and the deliverables. But if we don't focus on our staff, who will deliver the services to our clients?
- Commit to this- we hired a staff LCSW
 - Manage CCA program
 - Have wellness plan for staff
 - Informs all areas of work- language for documents, grants, clients, intakes, on every staff meeting agenda



Standards of Practice

- **All should review:** Standards of Practice for the Supervision of Domestic & Sexual Violence Attorneys
- see: <https://www.americanbar.org/content/dam/aba/publications/domestic-violence/standards.pdf>
 - It is critical that supervisors be trained on signs of vicarious trauma and burnout and be vigilant to ensure that their supervisees are practicing appropriate and effective self-care.
 - Communication beyond conversations between supervisors and supervisees can also be effective as a form of positive feedback. For example, if a supervisee has a particularly successful hearing, a supervisor should consider sharing that success story with the full organization. This will make the supervisee feel valued, let them know they did a good job, and can also help build morale for the whole office.
 - Supervisors should work with agency leadership to develop and implement alternative metrics for describing and reporting case outcomes that more accurately reflect the work than mere case closings.

Lose the martyr culture

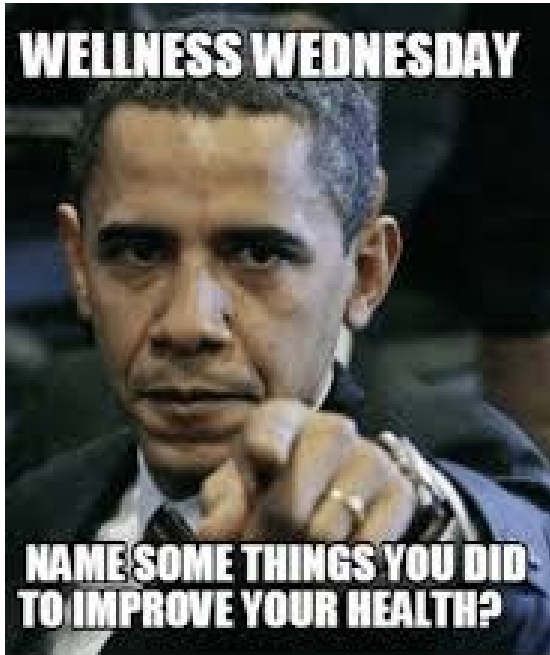
Individualized self-care should be institutionalized, including provision of up-to-date tools, training, and resources, as well as building an office culture that embraces self-care.

“One concern raised by the Steering Committee was the presence of “**martyr culture**” within many legal organizations. In this context, the Commission defines “martyr culture” as a professional environment which encourages unhealthy work habits, and where employees feel the need to sacrifice their personal needs for the benefit of clients or the greater organization.



Model wellness

- Create the environment with team
 - Standing item at check ins and staff meetings
 - Have informal meetings to check in
 - Supervisor/supervisee relationship takes work, can have boundaries but need trust
 - Humor
 - Focus on wellness
 - Be genuine, model the behavior
 - Non judgmental, no shaming
 - Not the same for everyone



Leaders must walk the walk

“Supervisors must be trained on recognizing trauma and its effects in their supervisees...supervisors should remain aware of each supervisee’s caseload and unused paid time off to ensure that they are not overloaded and are taking advantage of breaks from work.

Often, supervisors themselves have difficulty using their paid time off and are prone to some of the bad habits discussed above.

It is essential for supervisors to model appropriate work hours and vacation habits, in addition to other self-care practices, for the rest of the staff. **Only when leadership begins to engage in healthy work habits will non-supervisory staff feel fully comfortable practicing self-care.”**



Incorporate wellness into professional development

- Management training
- Professional Development Coach
- DISC assessment
 - Learn what our strengths are as managers/leaders, so we can lead from our strengths and create/utilize a management team for those areas that are their strengths

“When “i” is replaced with “we” even illness becomes wellness.”

— Malcolm X



We were trained to be lawyers not managers

“It is important for supervisors to be trained on **management skills** because this will empower them to be the most effective supervisors they can be.

This should include **human resources training** to train a manager on how to handle difficult office situations such as another staff member being terminated.

Effective supervisors can get the best out of their employees and also encourage higher levels of staff retention, and as such, training supervisors has an exponential impact on the rest of the agency.”



Are we causing this stress?

- Consider of the structures we create, are they improving productivity or increasing burn out and vicarious trauma?
 - modified work weeks,
 - incentivize and shift value system from working over weekends to creating manageable project and deadline that allow for rest,
 - health programs,
 - covering cost of apps,
 - gym access.



Staff Burn Out Protective Factors

Full responsibility for self-care cannot be placed on staff members, but must be shared by organizations and supervisors

- Support for staff to create a work schedule and work load that allows time for breaks and lunches
- Organizational structure supports staff in prioritizing self-care
- Supervisor helps create a manageable and sustainable work load that is diverse (i.e. staff should not be doing trauma work 40hrs/wk)
- Professional development is a priority and not just a focus on meeting quotas



Duty of Competence

If nothing else convinces you:

Attorney Health and Competent Practice

Rules of professionalism require strict adherence. In order to meet these requirements and deliver competent services, we must be mentally healthy to discharge our duties.

California Rule of Professional Conduct 3-110

“lawyers shall not intentionally, recklessly, or repeatedly fail to perform legal services with competence.”



Other risks



- Between 21-36% of lawyers qualify as problem drinkers
- Lawyers struggle with depression (28%), anxiety (19%), and stress (23%) respectively
- 20% of attorneys may need clinical intervention

Resources

- Trauma Stewardship
- Managing to Change the World
- Professional Quality of Life Scale (ProQOL)
 - http://www.proqol.org/ProQol_Test.html
- Self Care Assessment
 - http://mnliteracy.org/sites/default/files/self-care_assesment.pdf



Questions?



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