Accommodation and Compliance Series: Employees with Bipolar Disorder

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Preface

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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

- Products
  - Alternative Lighting
  - Applications (apps)
  - Apps for Concentration
  - Apps for Memory
  - Break Reminder Software
  - Countdown Timers
  - Cubicle Doors, Shields, and Shades
  - Desk Organizers
  - Desk Pedal Exercisers
  - Electronic Organizers
  - Environmental Sound Machines / Tinnitus Maskers / White Noise Machines
  - Fidget Devices
  - Focus Enhancement
  - Full Spectrum or Natural Lighting Products
  - Noise Abatement
  - Noise Canceling Earbuds
  - Noise Canceling Headsets
  - Sound Absorption and Sound Proof Panels
  - Timers and Watches
  - Wall Calendars and Planners

- Services
  - Behavior Modification Techniques
  - Job Coaches

- Strategies
  - Coaching
• Color Coded System  
• Flexible Schedule  
• Job Restructuring  
• Marginal Functions  
• Modified Break Schedule  
• Task Flow Chart  
• Task Separation  
• Telework, Work from Home, Working Remotely  
• Uninterrupted "Off" Work Time  
• Verbal Cues  
• Worksite Redesign / Modified Workspace  
• Written Instructions  

Control of Anger/Emotions  
• Apps for Miscellaneous Mental Health / Control of Anger & Emotions  
• Behavior Modification Techniques  
• Counseling/Therapy  
• Disability Awareness/Etiquette Training  
• Employee Assistance Program  
• Environmental Sound Machines / Tinnitus Maskers / White Noise Machines  
• Flexible Schedule  
• Job Coaches  
• Job Restructuring  
• Simulated Skylights and Windows  
• Social Skill Builders  
• Strobe Lights  
• Sun Boxes and Lights  
• Supervisory Methods  
• Support Animal  
• Support Person  

Decreased Stamina/Fatigue
• Products
  • Anti-fatigue Matting
  • Ergonomic Equipment
  • Stand-lean Stools
  • Wearable Anti-fatigue Matting

• Services
  • Aide/Assistant/Attendant
  • Ergonomic Assessments

• Strategies
  • Flexible Schedule
  • Job Restructuring
  • Marginal Functions
  • Modified Break Schedule
  • Periodic Rest Breaks
  • Task Rotation
  • Task Separation
  • Telework, Work from Home, Working Remotely
  • Worksite Redesign / Modified Workspace

Disruptive Behavior
  • Apps for Miscellaneous Mental Health / Control of Anger & Emotions
  • Behavior Modification Techniques
  • Counseling/Therapy
  • Cubicle Doors, Shields, and Shades
  • Disability Awareness/Etiquette Training
  • Employee Assistance Program
  • Environmental Sound Machines / Tinnitus Maskers / White Noise Machines
  • Flexible Schedule
  • Habit Monitoring
  • Job Coaches
  • Job Restructuring
- Noise Canceling Headsets
- On-site Mentoring
- Periodic Rest Breaks
- Reminders
- Social Skill Builders
- Strobe Lights
- Supervisory Methods
- Support Animal
- Support Person
- Telework, Work from Home, Working Remotely
- Training Modifications
- Worksite Redesign / Modified Workspace
- Written Instructions

Erratic/Inconsistent Behavior
- Apps for Miscellaneous Mental Health / Control of Anger & Emotions
- Behavior Modification Techniques
- Counseling/Therapy
- Cubicle Doors, Shields, and Shades
- Disability Awareness/Etiquette Training
- Employee Assistance Program
- Environmental Sound Machines / Tinnitus Maskers / White Noise Machines
- Flexible Schedule
- Habit Monitoring
- Job Coaches
- Job Restructuring
- Noise Canceling Headsets
- On-site Mentoring
- Periodic Rest Breaks
- Reminders
- Social Skill Builders
• Strobe Lights
• Supervisory Methods
• Support Animal
• Support Person
• Telework, Work from Home, Working Remotely
• Training Modifications
• Worksite Redesign / Modified Workspace
• Written Instructions

Managing Time
• Applications (apps)
• Apps for Organization/ Time Management
• Checklists
• Color Coded System
• Electronic Organizers
• Marginal Functions
• PDAs, Notetakers, and Laptops
• Personal On-Site Paging Devices
• Reminders
• Task Separation
• Timers and Watches
• Wall Calendars and Planners
• Written Instructions

Non-compliant Behavior
• Products
  • Apps for Miscellaneous Mental Health / Control of Anger & Emotions
  • Cubicle Doors, Shields, and Shades
  • Environmental Sound Machines / Tinnitus Maskers / White Noise Machines
  • Noise Canceling Headsets
• Services
• Behavior Modification Techniques
• Counseling/Therapy
• Employee Assistance Program

• Strategies
• Disability Awareness/Etiquette Training
• Flexible Schedule
• Habit Monitoring
• Job Restructuring
• On-site Mentoring
• Periodic Rest Breaks
• Reminders
• Supervisory Methods
• Support Person
• Telework, Work from Home, Working Remotely
• Worksite Redesign / Modified Workspace
• Training Modifications
• Written Instructions

Organizing/Planning/Prioritizing

• Products
• Applications (apps)
• Apps for Organization/ Time Management
• Desk Organizers
• Electronic Organizers
• Ergonomic Equipment
• Labels/Bulletin Board
• Note Collection Software and Technology
• Notepad or White Board
• Organization Software
• Professional Organizers
• Timers and Watches
• Wall Calendars and Planners
• Workflow Management Software

• Services
  • Job Coaches
  • Professional Organizers

• Strategies
  • Additional Training Time / Training Refreshers
  • Checklists
  • Color Coded System
  • Color-coded Manuals, Outlines, and Maps
  • Job Restructuring
  • On-site Mentoring
  • Organization/Prioritization Skills
  • Recorded Directives, Messages, Materials
  • Reminders
  • Supervisory Methods
  • Task Flow Chart
  • Task Identification
  • Task Separation
  • Written Instructions

Stress Intolerance

• Products
  • Apps for Anxiety and Stress
  • Apps for Individuals with Bipolar Disorder
  • Environmental Sound Machines / Tinnitus Maskers / White Noise Machines
  • Simulated Skylights and Windows
  • Sun Boxes and Lights
  • Sun Simulating Desk Lamps

• Services
  • Behavior Modification Techniques
  • Counseling/Therapy
- Employee Assistance Program
- Strategies
  - Communicate Another Way
  - Complying with Behavior and Conduct Rules
  - Flexible Schedule
  - Instant Messaging and Texting Solutions for Businesses
  - Job Restructuring
  - Marginal Functions
  - Modified Break Schedule
  - On-site Mentoring
  - One-on-One Communication
  - Policy Modification
  - Positive Feedback
  - Supervisory Feedback
  - Supervisory Methods
  - Support Animal
  - Support Person

**Work-Related Functions**

**Policies**
- Additional Training Time / Training Refreshers
- Aide/Assistant/Attendant
- Environmental Sound Machines / Tinnitus Maskers / White Noise Machines
- Flexible Schedule
- Marginal Functions
- Modified Break Schedule
- Periodic Rest Breaks
- Physical/Social Distancing Signage
- Policy Modification
- Reassignment
• Service Animal
• Sleep Alerting Devices
• Strobe Lights
• Supervisory Methods
• Support Animal
• Telework, Work from Home, Working Remotely
• Touchless Faucets

Stress
• Apps for Anxiety and Stress
• Behavior Modification Techniques
• Counseling/Therapy
• Environmental Sound Machines / Tinnitus Maskers / White Noise Machines
• Flexible Schedule
• Job Coaches
• Job Restructuring
• Marginal Functions
• Modified Break Schedule
• Monitor Mirrors
• Odor Control
• On-site Mentoring
• Service Animal
• Simulated Skylights and Windows
• Strobe Lights
• Supervisory Methods
• Support Animal
• Support Person
• Telework, Work from Home, Working Remotely
• Uninterrupted Work Time

Use Cognitive Function
• Additional Training Time / Training Refreshers
• Aide/Assistant/Attendant
• Color Coded System
• Counting/Measuring Aids
• Electronic Dictionaries
• Electronic Organizers
• Extra Time
• Fractional, Decimal, Statistical, or Scientific Calculators
• Job Coaches
• Line Guides
• Marginal Functions
• Modified Break Schedule
• On-site Mentoring
• Personal On-Site Paging Devices
• Professional Organizers
• Reassignment
• Reminders
• Service Animal
• Social Skill Builders
• Support Person
• Training Modifications
• 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
https://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
https://www.dol.gov/agencies/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
https://www.psychiatry.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
https://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.
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.

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.

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

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
[https://medlineplus.gov](https://medlineplus.gov)

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.

**Mental Health America**
500 Montgomery Street
Suite 820
Alexandria, VA 22314
Toll Free: (800) 969-6642
Direct: (703) 684-7722
Fax: (703) 684-5968
[https://www.mhanational.org](https://www.mhanational.org)
Mental Health America – 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. Their work is driven by their 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](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)

The National Center for Biotechnology Information advances science and health by providing access to biomedical and genomic information.
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
http://www.tourettesyndrome.net/
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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