Supervisor Development

Conducting Fitness for Duty Assessments
Learning Objectives

- Enhance knowledge of SEAP services for all employees.
- Discuss using SEAP for performance-based intervention.
- Identify situations where an employee may be unfit for duty.
- Understand and be able to use the fitness for duty guidelines and procedures contained in the SEAP supervisor’s guide.
State Employee Assistance Program

provided by OPTUM®
You are NOT ALONE

Millions of people are affected by mental illness each year. Across the country, many people just like you work, perform, create, compete, laugh, love and inspire every day.

- 1 in 5 U.S. adults experience mental illness
- 1 in 25 U.S. adults experience serious mental illness
- 17% of youth (6-17 years) experience a mental health disorder
Impact of Personal Issues at Work

Productivity & Performance
Engagement
Morale of the Individual & the Team
Focus

Work – Related Injuries
Tardiness & Absenteeism
Turnover
Conflict in the Workplace
Errors
Medical Costs
Potential for Workplace Violence
SEAP Services

- Unlimited use of the SEAP hotline at no cost.
- Up to (4) face-to-face sessions for you and each family member who accesses SEAP, for each issue or problem, and the benefit renews each calendar year.
- Free telephonic financial or telephonic legal consultation.
- Discounted legal mediation services.
- Access information on the Live and Work Well website as often as you want at no charge.
Eligibility

Everyone who lives in your house…

…as well as your parents, adult children, and siblings, regardless of where they live.
Confidentiality

Are Services Confidential?
Yes! Maintaining the confidentiality of SEAP services is a fundamental right to which everyone is entitled. All records, including medical information, referrals and evaluations are kept confidential in accordance with federal and state laws. No records or information can be released to anyone, including your employer, without your written authorization.
How can SEAP help me in my role of supervising others?
Examples of Performance-Based Issues

- Tardiness/Absenteeism
- Quality of Work
- Quantity/Efficiency
- Relationship with Coworkers, Customers, Vendors
- Cleanliness of Work Area
- Failure to Follow Safety Protocol
- Insubordination
Enabling Behavior

Any action or inaction that allows an individual to continue negative/inappropriate behavior.
Examples of Enabling Behavior

- Overlooking lateness/absences
- Accepting excuses
- Doing work for employee
- Making special arrangements
- Counseling the employee for personal problems
- Covering for the employee
Why Supervisors Enable

• Emotionally manipulated by employee
• Personal friendship
• Ignore problem and hope it will go away
• Fear of damaging employee’s career
• Think it will help
• Inexperience/not trained to have difficult conversations
For the employee:

- Situation may escalate
- Issues may get worse and more burdensome
- Potential for serious outcome increases
Consequences of Enabling

For the workplace:

- Co-workers resent “leeway” given
- Increased stress
- Interpersonal problems created
- Disrupt work site and create new problems
- Morale may decrease
Consequences of Enabling

For the supervisor:

- Supervisor’s credibility compromised
- Situation more complex & difficult to handle
- Increased chance of labor disputes over disparate treatment
Performance-Based Intervention
1st Level-Awareness

• Make employee aware of changes in performance/behavior
• Provide printed SEAP material to all staff
• FYI messaging
2\textsuperscript{nd} Level-Suggestion

- Requires one-on-one discussion
- “Maybe SEAP can help”
- Consider contacting HR
3rd Level Recommendation

- Appropriate to more assertively recommend SEAP
- Still looking at performance/behavior as primary indicator of change
- “You should really consider contacting SEAP”
- Contact HR
All information about SEAP participation is confidential.

No information can be shared without written consent.

Fines from $500 to $5,000.

If employee self discloses involvement in SEAP, you may not redisclose info to anyone, including persons in your chain of command, without written consent.
High Risk Behavior
High Risk Employee - What is Abnormal Behavior?

Deviations from pattern appropriate behavior

OR

Consistent inappropriate behavior
What constitutes clear and present danger?

- Threat happening now or imminently.
- What has been verbalized or threatened would be perceived by any reasonable person to be a real threat.
- The person has a plan and means to carry out the threat.
Warning Signs of a Volatile Situation

• Chemical dependence
• Pathological blamer
• Interest in weapons/violence
• Elevated frustration with environment/hostility
• Demeanor/appearance changes
• Change in performance

• History of violence
• Mental illness
• Depression
• Relationship problems
• Financial struggles
• Low impulse control
• Absenteeism/ Presenteeism
Why no intervention?

• Fear
• Cause incident
• Don’t know what to do
• Don’t recognize behavior as performance issue
It is never our role to determine what a person will or won’t act upon.

It is our expectation to clarify that a behavior is inappropriate and to address it in a timely fashion.
Thank you for sharing your concerns for a student, faculty or staff member at Millersville University. By sharing your concerns, you are helping to maintain MU as a healthy and safe environment.

BEFORE YOU BEGIN: If this is an emergency that requires immediate attention, please dial 911 prior to filling out this referral form. While referrals from this form are reviewed by a variety of campus partners, it is NOT designed as an emergency response notification process.

For assistance or consultation while completing this referral, please contact the Chair of the BIT@MU by dialing (717) 871-7070.

Background Information

If you wish to make an anonymous report of concerning or worrisome behavior, the executive committee will evaluate the report and determine what follow up (if any) is necessary to address the concerns. Please consider providing your name and contact information to allow us to contact you if we have additional questions regarding your report.

Your full name:

Your phone number:

Your email address:

Your physical address:
Involved Parties

If you are the person writing this report, do NOT add yourself in this section.

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Add another party

Nature of Threat or Concern

What is the nature of your concern? (Required)

- [ ] Aggression
- [ ] Harassment
- [ ] Significant change in academics, behavior or self care
- [ ] Alarming writings or drawings
- [ ] Hostility
- [ ] Threat of violent behavior
- [ ] Bizarre or erratic behavior
- [ ] Preoccupation with ammunition or weapons
- [ ] Threat to others
- [ ] Expression of suicidal thoughts or plans
- [ ] Preoccupation with fire or bombs
- [ ] Threat to self
- [ ] Extreme withdrawal
- [ ] Self destructive behavior (cutting, burning, etc.)
- [ ] Verbal threats
Responses to High Risk Behavior

• Counseling or Discipline
• Fitness for Duty Guidelines
• Removal from Workplace
Incorporate **EPPIIC** values in all you do!

✓ “Professionalism” - Mutual respect

✓ “Integrity” - Action, responsibility, culture of trust

✓ “Compassion”
SEAP On-site Services

- Critical Incident Stress Debriefing
- Management Consultation
- Training, Coaching and/or Education Sessions
Critical Incident Stress Debriefing (CISD)

• Helping employees cope with a normal reaction to an abnormal event

• Goal is to mitigate acute stress reactions, accelerate normal healing process

• Not psychotherapy; it’s emotional first aid

• Most effective 24-72 hours after the event
Examples of Critical Incidents

- Death of an employee
- Violent incident at workplace
- Fire, explosion, or other life-threatening event at workplace
- Robbery
- Furloughs
- Reorganizations
- Terminal illness of a co-worker
- Closing of an agency of facility
- Major changes in policy
Process for Accessing CISD Services

Supervisor follows chain of command to SEAP Coordinator

Provide information to SEAP Coordinator

Follow up with employees

Involves SEAP early

Assess impact on employees
Benefits of CISD

- Reassures employees
- Helps calm fears and anxieties
- Supports employees in grieving and healing process
- Reduces absenteeism
- Reduces Workers Comp claims & costs
Consultation Line

1-800-662-9206
Use the Consultation Line When...

- You are unsure how to approach a difficult situation with an employee.
- You need technical assistance or techniques on how to motivate an employee to make initial contact.
- As an early intervention tool.
What to Expect

• Practical advice
• If the information isn’t helpful – call back to let clinician know
• SEAP will not tell you whether an employee is involved in SEAP
• Information you provide will not be shared with the treating clinician
Fitness for Duty Defined

• The physical, emotional and mental condition of an employee is such that s/he is capable of performing her/his duties in a safe and competent manner.
Expectations of all employees to ensure a safe and productive workplace

Report in a condition to be able to perform duties of the position

AND

Stay in a condition to be able to perform duties of the position
Expectations of All Supervisors to ensure a safe and productive workplace

Monitor employees’ performance and assess their behavior

Take prompt action and follow guidelines to address fitness for duty concerns.
Reasons for Impairment

- Physical illness
- Side effects of Rx or OTC medicine
- Stress
  - Relationship
  - Financial
  - Legal
- Mental illness
  - Anxiety
  - Depression
- Substance Use
  - Gambling
  - Drug
  - Alcohol
How do we maintain an impartial lens when examining a situation?
Document what?

Specific verifiable behavioral observations you have made while applying safety/competency criteria in an impartial and consistent manner.
Reasonable Prudent Person Test

“Would a reasonable and prudent person consider the employee’s observed behavior to be incompatible with the safe and competent performance of his/her duties?

• Physical Characteristics
• Intellectual Ability to Perform
• Interpersonal Behavior
• Judgement
Fitness for Duty Guidelines

Step 1 – Observe and complete the Visual Observation Checklist.

- Access the form in the binder provided for your work area.
- You must report first-hand observation, not hearsay.
- Secure a supervisor or manager to witness.
Step 2 – Interview the employee using the *Questions for Suspected Fitness for Duty Checklist* form.

- Access the form in the binder provided for your work area.
- Use a private location and include witness.
- Allow/encourage union representation.
- Maintain respect. Be *EPPIIC*!
- Do not ask for specific diagnosis/medication name.
Step 3 – Take Action.

- Do not allow employee to drive. Encourage him/her to call a family member, friend, taxi, Uber, etc.
- If the employee insists on driving, tell him/her you will notify the police and then do that if they drive. DO NOT RESTRRAIN.
- Depending on the circumstances, consider having law enforcement present for the action.
Step 4 – Follow-through.

- Involve your supervisor/HR as soon as possible.
- Do not tell employee what action will possibly be taken unless a decision has been made and approved.
- Consider SEAP services to assist the workplace if appropriate.
Fitness for Duty Guidelines

Step 5 – Outcomes/consequences.

• HR may investigate and conduct a predisiplinary conference (PDC) to determine level of discipline, if appropriate. Make voluntary SEAP referral.

• Seek confirmation of fitness for duty through a Condition of Continued Employment (COCE) or a mandatory SEAP referral.