What to do when concerned about Employee Wellbeing – a guide for Leaders

**URGENT**

- Critical Incidents
  - Some indicators
    - Aggressive, threatening or violent behaviour by employee or towards employee(s)
    - Imminent suicidal behaviour
    - A medical emergency
    - Drug or alcohol poisoning
    - Other imminent risks to safety
  - Identify urgent critical incidents
  - Respond immediately
  - Call 911 for imminent life-threatening situations
  - Call Campus Security at 403.220.5333 for all other safety concerns

**Less Urgent**

- Concerning Indicators of Distress
  - Some indicators
    - Visibly upset or behaving in a manner that is out of character or unusual
    - Expressing a low mood with feelings of heightened worry/anxiety, sadness or pain
    - Withdrawing from colleagues, family or friends
    - Displaying prolonged irritability and/or unpredictable outbursts of anger
    - Expressing hopelessness and/or referencing suicide, self-harm and/or harm to others
    - Displaying unusual disregard for work with marked changes in concentration
    - Indicating or showing signs of relationship violence
    - If an unexplained absence is the indicator, please consider if the employee:
      - requested time off, and that request was overlooked, misplaced or forgotten?
      - could have reported their absence to another manager, supervisor or Staff Wellness? Or by undetected voicemail, email or text?
      - is working at another location (e.g. conference, home or other campus location)
  - Reach Out
    - Promptly reach out to the employee via phone, video conferencing, or in-person to initiate a caring conversation
    - 1. Instructions for accessing employee contact information are here.
    - 2. Name your concern (e.g. You seem down lately, is there anything I can do to help?)
    - 3. Inform employee that their health and safety is of utmost importance
    - 4. Offer resources and support
    - 5. Attempt to get employee’s commitment to reach out for resources
    - Please refer to the Assisting a Colleague in Distress resource for guidance in having this conversation, and for applicable resources available for the employee.
    - Call your HR partner or Staff Wellness if you remain concerned or are unable to reach the employee. They will work with you to determine next steps for checking the employee’s wellbeing.

This is not a complete list, and other behaviours or actions may cause concern.