

# What to do when concerned about Employee Wellbeing: a guide for leaders



UNIVERSITY OF  
CALGARY

## Critical Incidents

### URGENT

#### Some indicators

- Aggressive, threatening or violent behaviour by the employee or towards employees
- Imminent suicidal behaviour
- A medical emergency
- Drug or alcohol poisoning
- Other imminent risks to safety

Respond  
immediately

Call 9-1-1 for imminent  
life-threatening situations

Call **Campus Security** for  
all other safety concerns:  
**403.220.5333**

## Concerning Indicators of Distress

### LESS URGENT

#### Some indicators

- Visibly upset or behaving in a manner that is unusual
- Expressing a low mood, feelings of heightened worry/anxiety, sadness or pain
- Withdrawing from colleagues, family or friends
- Displaying prolonged irritability or unpredictable outbursts of anger
- Expressing hopelessness or referencing suicide, self-harm or harm to others
- Displaying unusual disregard for work with marked changes in concentration
- Showing signs of relationship violence

Promptly  
reach out  
to the  
employee

#### Initiate a caring conversation via phone, video conference or in person

- Name your concern (e.g. You seem down lately, is there anything I can do to help?)
- Inform employee that their health and safety is of utmost importance
- Attempt to get employee's commitment to reach out for resources
- Please refer to the [Assisting a Colleague in Distress](#) page for applicable resources available for the employee: [ucalgary.ca/hr/assist](http://ucalgary.ca/hr/assist)

Scan QR to



find contacts

**Contact Staff Wellness at 403.220.2918** if you remain concerned or are unable to reach the employee. They will work with you to determine the next steps for checking the employee's wellbeing. If it is after hours or on the weekend, please **contact Campus Security at 403.220.5333.**

## Unexpected Absences

### LESS URGENT

#### If an unexplained absence, 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)

Promptly  
reach out  
to the  
employee

**If you are unable to contact the employee...** and there are indicators of **physical/mental distress** or if you remain concerned for their wellbeing.