Tom Ruggieri
301-314-8170

www.umd.edu/fsap

Joan Bellsey
301-314-8099
Conflict Resolution Network

- Informal group of offices on campus to help individuals, groups and departments work through conflict;
- Members include: FSAP; Staff Relations; CLOC; Faculty, Staff, Graduate Student and Student Ombuds Officers; Title IX Office; Faculty Affairs
- A call to any of these offices will be directed to the most appropriate resource
# CONFLICT RESOLVERS NETWORK of the UNIVERSITY OF MARYLAND

A consortium of advisors, counselors, and mediators on campus who are available to assist faculty, staff, and students with resolving conflict.

**www.umd.edu/CRN**

## Ombuds Officers

- **www.umd.edu/ombuds**

  - **Informal, confidential, independent, neutral resource for faculty, staff, undergraduate and graduate students in resolving conflict**

  - **Cynthia Edmunds**
    - Staff Ombudsperson
    - 301.405.0805
cedmuns@umd.edu
  
  - **Ellin Scholnick**
    - Faculty Ombudsperson
    - 301.405.1901
escholni@umd.edu

  - **Mark Shayman**
    - Graduate Student Ombudsperson
    - 301.405.3132
shayman@umd.edu

  - **Ann C. Smith**
    - Undergraduate Student Ombudsperson
    - 301.405.9165
asmith@umd.edu

## Faculty Staff Assistance Program (FSAP)

- **www.health.umd.edu/FSAP**

  - **A free, confidential, assessment, referral, and counseling service located in the Health Center**

  - **Tom Ruggieri**
    - Coordinator
    - 301.314.8170
ruggieri@umd.edu

  - **Joan Bellsey**
    - Assistant Coordinator
    - 301.314.8099
jbellsey@umd.edu

## Office of Civil Rights & Sexual Misconduct

- **www.umd.edu/ocrsm**

  - **Responsible for the intake and resolution of complaints of unlawful discrimination under UMD’s Code of Equity, Diversity, and Inclusion**

  - **Catherine Carroll**
    - Director & Title IX Coordinator
    - 301.405.1142
carrollc@umd.edu

  - **Beth Genshaft**
    - Investigator
    - 301.405.2039
bgenshaft@umd.edu

## Staff Relations, University Human Resources

- **www.uhr.umd.edu/staff-relations**

  - **Advises and assists in personnel matters for staff employees, including policy explanation and application, disciplinary and dismissal actions, lay-offs, probation, PRD, Family Medical Leave, and grievances**

  - **Jennifer Matthews**
    - Director, Staff Relations
    - 301.405.0001
jmath11@umd.edu

## Center for Leadership & Organizational Change (CLOC)

- **www.cloc.umd.edu**

  - **Provides personalized coaching and organizational development consulting services to university leaders and their units.**

  - **Laura D. Scott**
    - Director
    - 301.405.7584
ldscott@umd.edu
The BETA (Behavioral Evaluation and Threat Assessment) Team evaluates reports about University of Maryland students who are concerning.

It is rare for our students to be disruptive or violent.

But sometimes students behave (in or out of the classroom) in ways that others may consider worrisome or alarming.

**Examples may include:**

- Being disruptive, uncontrollably angry, or hostile
- Acting bizarrely or disturbed
- Stalking - in person, on the phone, or electronically
- Threatening - in person, on the telephone, or electronically
- Being a threat to oneself - suicidal ideation
- Possessing a weapon or being violent
Emergency

Weapons, Violence, Threats

Police Response
Department of Public Safety
- 301.405.3333
- #3333 (from a cell phone)
- 911

Urgent

Emotional, Psychological, or Behavioral Concerns

Counseling Center
- 301.314.7651

Mental Health Services, University Health Center
- 301.314.8106

Office of Student Conduct
- 301.314.8204

Concerns

Questions and Concerns

BETA Team
- 301.314.BETA (2382)
- beta@umd.edu
- beta.umd.edu
FSAP Services

- 10 free and confidential visits for assessment, referral & counseling
- Coaching and Consultations
- Mediation
- Emergency Loans
- Presentations
- Critical Incident Debriefings
# FSAP Clients

*(does not include ELF recipients)*

<table>
<thead>
<tr>
<th>TOTAL FSAP CLIENTS</th>
<th>5,010</th>
<th>100%</th>
</tr>
</thead>
</table>

## GENDER

<table>
<thead>
<tr>
<th>Gender</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>3,056</td>
<td>61%</td>
</tr>
<tr>
<td>Male</td>
<td>1,954</td>
<td>39%</td>
</tr>
</tbody>
</table>

## FAMILY MEMBERS SEEN

<table>
<thead>
<tr>
<th></th>
<th>500+</th>
</tr>
</thead>
</table>

*Fear the Turtle*
FSAP Client Demographics

<table>
<thead>
<tr>
<th>OCCUPATIONAL GROUPS</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional:</td>
<td>1,592</td>
<td>32%</td>
</tr>
<tr>
<td>Faculty</td>
<td>945</td>
<td>19%</td>
</tr>
<tr>
<td>Admin Assist/Clerical</td>
<td>882</td>
<td>18%</td>
</tr>
<tr>
<td>Service/Maintenance:</td>
<td>610</td>
<td>12%</td>
</tr>
<tr>
<td>Technical:</td>
<td>353</td>
<td>7%</td>
</tr>
<tr>
<td>Skilled Crafts:</td>
<td>349</td>
<td>7%</td>
</tr>
<tr>
<td>Grad Assistants:</td>
<td>103</td>
<td>2%</td>
</tr>
<tr>
<td>Administrators:</td>
<td>87</td>
<td>2%</td>
</tr>
<tr>
<td>Unknown</td>
<td>53</td>
<td>1%</td>
</tr>
<tr>
<td>Student Employees:</td>
<td>36</td>
<td>&lt;1%</td>
</tr>
</tbody>
</table>
## Presenting Problems

<table>
<thead>
<tr>
<th>Presenting Problem</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional/Psychological</td>
<td>1,352</td>
<td>27%</td>
</tr>
<tr>
<td>Job problems</td>
<td>1,351</td>
<td>27%</td>
</tr>
<tr>
<td>Marital / Couple</td>
<td>901</td>
<td>18%</td>
</tr>
<tr>
<td>Substance Abuse</td>
<td>651</td>
<td>13%</td>
</tr>
<tr>
<td>Family</td>
<td>501</td>
<td>10%</td>
</tr>
<tr>
<td>Financial</td>
<td>100</td>
<td>2%</td>
</tr>
<tr>
<td>(does not include ELF loans)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical/Medical</td>
<td>99</td>
<td>2%</td>
</tr>
<tr>
<td>Legal</td>
<td>40</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Other</td>
<td>15</td>
<td>&lt;1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,010</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
64% of FSAP participants felt that their concerns interfered with work performance
65% of FSAP users felt that their work performance or productivity improved after the use of the FSAP.
Emergency Loan Fund

- First loan provided in December, 1993
- Total loans: 945
- Total Loan Amount: $770,204
- Average Loan: $815
- Donations: $60,500
- Collections: $698,383

As of 08/24/2016
Referral Sources

- Self Referred: 65%
- Supervisor Referred: 23%
- Other (Health Center, Union, Counseling Center, Family, etc.) 12%
### Number of Faculty and Staff as of May, 2015

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exempt Regular</td>
<td>3,217</td>
</tr>
<tr>
<td>Non-Exempt Regular</td>
<td>1,799</td>
</tr>
<tr>
<td>Contingent Staff</td>
<td>2,033</td>
</tr>
<tr>
<td><strong>Total Staff</strong></td>
<td>7,049</td>
</tr>
<tr>
<td>Faculty Regular</td>
<td>4,053</td>
</tr>
<tr>
<td>Faculty Contractual</td>
<td>794</td>
</tr>
<tr>
<td><strong>Total Faculty</strong></td>
<td>4,847</td>
</tr>
</tbody>
</table>

In addition, Student employees make up 9,732, with 3,880 of them being Graduate Students.
Substance Abuse Resources

- Fitness for Duty Evaluations
- Governor’s Executive Order
- Standard FSAP Supervisor referral
- Last Chance Agreement
Fitness for Duty Evaluations

- Chronic vs. Acute
- Signs that would warrant an Acute FFD:
  - Behavior is grossly out of character;
  - Judgment impaired;
  - Confused, unable to think clearly;
  - Unable to stay awake or alert;
  - Alcohol on breath, staggering, glassy-eyed;
  - Extreme change in mood, threatening;
  - Unable to calm down
“Job Problems” presented as either Primary or Secondary represent 40% of all problems seen at FSAP
# Job Problems Breakdown (1988-2005)

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Difficulty With Supervisors/ Poor Supervision</td>
<td>119</td>
<td>19%</td>
</tr>
<tr>
<td>Job problems as a consequence of other personal problems</td>
<td>108</td>
<td>17%</td>
</tr>
<tr>
<td>Threatening or Violent Behavior</td>
<td>63</td>
<td>10%</td>
</tr>
<tr>
<td>Overwhelmed or Bored (Stressed or Burned Out)</td>
<td>63</td>
<td>10%</td>
</tr>
<tr>
<td>Difficulty with Co-Workers</td>
<td>62</td>
<td>10%</td>
</tr>
<tr>
<td>Illegal Behavior / General Policy Violations</td>
<td>49</td>
<td>8%</td>
</tr>
<tr>
<td>Supervisors Having Difficulty Managing Others</td>
<td>45</td>
<td>7%</td>
</tr>
<tr>
<td>Poor Morale and Departmental Tension</td>
<td>25</td>
<td>4%</td>
</tr>
<tr>
<td>Role Conflict</td>
<td>23</td>
<td>4%</td>
</tr>
<tr>
<td>Lack of Management / Poor Management of Resources</td>
<td>22</td>
<td>4%</td>
</tr>
<tr>
<td>Layoffs / Anxiety about Layoffs</td>
<td>19</td>
<td>3%</td>
</tr>
<tr>
<td>Miscellaneous (includes compensation complaints)</td>
<td>15</td>
<td>3%</td>
</tr>
<tr>
<td>Poor Communication</td>
<td>14</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>627</strong></td>
<td></td>
</tr>
</tbody>
</table>
ELF Recipients

- Grad assists: 0.05%
- Admin: 0.05%
- Faculty: 4%
- Skilled Crafts: 6%
- Technical: 7%
- Professionals: 12%
- Sec/Cler: 30%
- Serv/Maint: 40%
Emergency Loan Problem Areas

- Housing/Rent: 54%
- Car Repairs: 22%
- Utility Bills: 10%
- Other: 6%
- Health Care: 4%
- Legal: 2%
- Funeral: 1%
- Child Care: 1%
ELF Eligibility Criteria

- Employed for at least six months – off probation
- Employee in good standing:
  * cannot use loan to recoup lost wages;
  * no danger of termination
- Applicant has investigated other sources and been turned down, making ELF a “loan of last resort”
- If second loan, must have paid off first for one year, without use of collections
- ELF cannot be used to correct payroll mistakes
ELF Application Process

- Applicant fills out application
- *Makes appointment with FSAP counselor*
- FSAP reviews application and provides any financial guidance and/or referrals, e.g:
  - *Direct deposit;*
  - *Bankruptcy;*
  - *CCCS;*
  - *Financial planners;*
  - *Benefits office*
ELF Application Process, con’t.

- FSAP processes loan on-line:
  - Demographic and payment info in database;
  - MPR form
  - Promissory note requires applicant to have payments deducted from bank account every pay day.

- Applicant brings paperwork to Comptroller’s Office where check made out and sent directly to creditor.
Although they restricted themselves to one drink at lunch time, Howard and Tom still found they were not at their most productive in the afternoons.
Starting Young
You Are Not Alone
Sometimes You Just Have to Know When It’s Time to Move On
Paying attention to little things like Ergonomics can Make a Big Difference
FSAP Emergency Loan Fund

The FSAP Emergency Loan Fund (ELF) is available to assist faculty and staff who are experiencing a personal financial emergency and have exhausted all other avenues of support. When funds are available, a loan of up to $1,000 can be provided to a legitimate creditor to pay for rent/mortgage, utilities, car repairs, funeral expenses, etc. Employees have up to six months to repay the loan, in addition to a 5% administrative fee.

Who Is Eligible to Receive a Loan?

All active full-time and part-time faculty and staff are eligible provided that they:

- are in good standing;
- have a minimum of six months or more successful employment
- have a personal emergency as defined by the FSAP-ELF policy guidelines;
- can provide evidence that all other avenues of assistance have been pursued;
- show an ability to pay back the loan;
- are willing to consider the recommendations of an FSAP Counselor to utilize other financial resources and/or financial counseling services; and
- have paid back all previous ELF loans for one year, and any other departmental loans.

Loan recipients who paid off a previous loan through the State Central Collections Unit (SCCU) are not eligible for another loan.
FSAP and Supervisors
One of Many Ways Personal Problems Can Effect Workplace

“Well, it’s a delicate situation sir…Sophisticated firing system, hair-trigger mechanisms, and Bob’s wife just left him last night, so you know his mind’s not into this.”

The Far Side….Gary Larson
General FSAP Policies

- Self, peer, and supervisory referrals
- Job security and promotional opportunities not jeopardized
- Independent of disciplinary proceedings
- Non-punitive
- Participation entirely voluntary
- Participation doesn’t protect employee from substandard job performance or rule infraction
FSAP Policies, con’t.

- All records confidential; not part of personnel files
- No one, including spouse or supervisor, knows if employee uses EAP without written release
- Supervisory consultation encouraged
  - How to talk to individual
  - How to formulate wording for behavior
  - How to refer to EAP
Supervisory Consultations

- Personal Coaching
- Planning for organizational changes
- Facilitate return to work meetings
- Facilitate joint meetings with supervisee
- Workshops/trainings tailored to department needs
- Critical Incident Stress Management (CISM)
Workplace Conflict and Stress

- Has increased as the #1 problem seen in EAP’s
- Accounts for 74%-90% of all visits to physicians
- Is the leading source of stress for adults, more so than health complaints, financial or family problems
- Causes about one million Americans to miss work every day

Sources: NIOSH, American Academy of Family Physicians, APA
Excuses for Ignoring Employee Issues

- “Let’s give it more time, the employee could turn around on their own”
- “If the employee left, we’d be short-handed”
- “It’s easier to just cover the deficiency myself”
- “The employee will get upset/mad/defensive – it’s hard to deal with that”
- “It’s been going on so long and I have no documentation or notes on the issue.”
- “I’d have to dedicate a lot of time and effort into the progressive discipline process, I don’t have time.”
- “You can’t fire anyone here.”
Supervisor’s Enabling Behaviors

- Making special exceptions
- Managing around the employee
- Taking undue responsibility
- Inflating performance reviews
- Ignoring signs of poor performance
- COMPROMISING OWN AND UNIVERSITY’S STANDARDS
Steps in Referring an Employee to FSAP

- Observe
- Document
- Prepare
- Refer (Constructive Confrontation)
- Follow Up and Support
OBSERVE

- Everyone has a bad day, but when changes in behavior become apparent and continuous, start the process early.
- Do NOT wait for a crisis or disciplinary process to make the referral;
- Use the Supervisor Worksheet as a Guide and a refresher;
- Observations must be articulated clearly, not just with vague statements;
- Be aware of personal issues that may be contributing, without feeling the need to “pull this information out of them”.
Three “FORMAL” times per year that you document your employee’s behavior;

Document what you observe – not what you suspect;

Should include your own personal notes; email correspondence; letters and memos, etc.

In situations where you didn’t document the first few incidents of the undesirable behavior, it is appropriate to mention those occurrences when you do begin to document.
PREPARE

• Discuss employee with FSAP counselor.
• Have documentation ready.
• Is this a marked change in behavior or more of a norm?
• How long has this been going on?
• What have you done up to now?
• What do I need to know to be prepared to speak to employee?
• Anticipate employee’s response.
Always the most difficult act for most supervisors;
This should not be the first time you are discussing this issue with the employee;
Previous meetings should have included an opportunity to understand from the employee’s perspective what is going on (full glass cannot allow in any more water);
A Referral meeting should be short and sweet with a few points to remember:

- Focus on job performance
- Do NOT get distracted with their personal problems;
- Tell them that help IS available and your intent is to have them turn things around;
- Focus on confidential aspect of FSAP;
- Hand them the written memo;
- Emphasize that following through with the referral is voluntary, but their decision is an important one.
- Be clear about consequences for both improved behavior and continued regression.
Follow Up and Support

- Give date in memo for when you will have a follow up meeting;
- Follow up with FSAP Counselor for feedback (did they show, are they following through, etc.). Team approach works best.
- Reinforce improved behavior. Try to catch them doing something right.
Confronting the Employee: Do’s

- **BE PREPARED.**
  - DISCUSS WITH FSAP COUNSELOR.
  - HAVE DOCUMENTATION READY.
  - ANTICIPATE RESISTANCE AND DEFENSIVENESS.
- **DO FOCUS SOLELY ON DECLINING JOB PERFORMANCE.**
- **DO USE DOCUMENTATION.**
  - BE SPECIFIC.
  - LET THE RECORD SPEAK FOR ITSELF.
- **DO CONVEY CONCERN, BUT IN A FIRM AND FORMAL MANNER.**
- **DO EXPLAIN THAT HELP IS AVAILABLE THROUGH THE FSAP.**
Confronting the Employee: Do’s

- DO EMPHASIZE CONFIDENTIALITY.

- DO EXPLAIN THAT THE EMPLOYEE MUST DECIDE ON HIS OR HER OWN WHETHER TO SEEK ASSISTANCE, but their decision will be very important.
Confronting the Employee: Don’t’s

- DO NOT MEET WITH EMPLOYEE WITHOUT PREPARATION AND DOCUMENTATION. CASUAL CONVERSATIONS HAVE LITTLE IMPACT.

- DO NOT TRY TO FIND OUT WHAT IS WRONG WITH THE EMPLOYEE, AND DO NOT ALLOW YOURSELF TO GET INVOLVED IN THE EMPLOYEE’S PERSONAL LIFE.

  (Not My Circus, Not My Monkeys! – Polish Proverb)

- DO NOT BE MISLEAD BY SYMPATHY EVOKING TACTICS, OR BE MANIPULATED BY RESISTANCE AND DEFENSIVENESS. STAY FOCUSED ON YOUR RIGHT TO EXPECT APPROPRIATE BEHAVIOR AND SATISFACTORY JOB PERFORMANCE.
Confronting the Employee: Don’t’s

- DO NOT GENERALIZE OR INSINUATE. BE SPECIFIC.

- DO NOT MORALIZE OR MAKE VALUE JUDGMENTS. RESTRICT YOUR CRITICISM TO JOB PERFORMANCE.

- DO NOT MAKE IDLE DISCIPLINARY THREATS UNLESS YOU ARE WILLING AND ABLE TO CARRY OUT THE THREAT.
WORRIER POSE

AM I DOING THIS RIGHT?
AM I DOING ANYTHING RIGHT?
WHAT IS MY LIFE'S PURPOSE?
IS EVERYONE LOOKING AT ME?
AM I HAPPY?
WHAT DO I WANT?
DO MY BOOBS LOOK WEIRD IN THIS TOP?
SHOULD I GET CHIPS FOR DINNER?
“After just a few visits at the FSAP, I no longer FEAR anyone, And no one should ever FEAR me!”