

***Indicates new additions as of July 2019**

A

Ability: In terms of a work environment, "ability" means being able to perform the essential functions of a job. [See the term "Disability"](#)

ADA: Acronym for the Americans with Disabilities Act

Adverse Childhood Experiences (ACE): A study conducted jointly by the Center for Disease Control and Kaiser Permanente revealed that children who experienced adverse experiences in their households as they were growing up manifested both severe medical conditions and dysfunctional work behaviors as adults. The research drew the following conclusions in relation to impaired workers:

- "The long-term effects of ACE on the workforce impose major human and economic costs that are preventable."
- "These costs merit attention from the business community in conjunction with specialists in occupational medicine and public health."

Active Listening is a communication technique used in a variety of settings, including the workplace, which requires the listener to feed back the message they have heard to the speaker by paraphrasing the information to confirm what was heard and, more importantly, to confirm a shared understanding between speaker and listener. This term was coined by Thomas Gordon, Ph.D. For more information about Active Listening and other leadership training tools and information visit: <http://www.gordontraining.com>.

Ageism: Ageism commonly refers to negative discriminatory practices, regardless of the age towards which it is applied.

Adultism – A predisposition towards adults, which is seen as biased against children, youth, and young people.

Jeunism – A predisposition towards young people.

Ageing Work Force: refers to the rising median age of the workforce. According to the Bureau of Labor Statistics' [employment outlook data](#) (2008 to 2018), the number of workers age 55 and older has been steadily increasing, and the group is expected to make up a larger share of the labor force in the future. By 2050, the U.S. Census predicts that 19.6 million American workers will be 65 years or older, which represents roughly 19 percent of the total U.S. workforce.

American Medical Association (AMA) is the largest association of medical doctors (M.D. and D.O.) and medical students in the United States, founded in 1847. The AMA works to promote public health and lobbies for legislation favorable to physicians and patients. The organization also regularly publishes literature on relevant medical topics, including its [Guides to the Evaluation of Permanent Impairment](#) on the significance of medical impairment versus vocational disability and the roles of the physician and vocational rehabilitation expert in determining impairment and disability, respectively.

Americans with Disabilities Act: A federal program enacted in 1990 intended to make American society more accessible to people with disabilities.

The Act is divided into five Titles:

- Title I: Employment
- Title II: Public Services
- Title III: Public Accommodation
- Title IV: Telecommunications
- Title V: Miscellaneous

Title I may be summarized by saying businesses must provide reasonable accommodations to protect the rights of individuals with disabilities in all aspects of employment. Changes employers may be required to make include restructuring jobs, altering/modifying workstations, or modifying equipment. Also addressed specifically are the application process, the hiring process, wages, benefits, and all other aspects of employment. Medical examinations of employees are regulated.

An individual is deemed to be "disabled" if he or she meets at least one of the following tests:

- He or she has a physical or mental impairment that substantially limits one or more of his/her major life activities
- He or she has a record of such an impairment
- He or she is regarded as having such an impairment

Key provisions of the ADA are that an employee can, with or without accommodation, perform the essential functions of a job as determined by a job analysis.

Title I applies to employers of fifteen employees or more. All other provisions apply to all sizes of business regardless of the number of employees. State and local governments are covered regardless of size.

***Architectural Barriers:** Physical features that limit or prevent individuals with disabilities from accessing facilities or obtaining goods and services that are offered. Examples include parking spaces that are too small to accommodate people with wheelchairs; step(s) at the entrance of a facility; and high counters or narrow checkout aisles. The Architectural Barriers Act of 1968 was formulated to ensure that people with medical impairments can access various environments/buildings. The law requires that facilities that were designed, built, or altered with federal dollars or leased by federal agencies after 8/12/68 be accessible.

Armed Services Vocational Aptitude Battery: A multiple-choice test administered by the United States Military Entrance Processing Command used to determine qualification for enlistment in the United States armed forces. It consists of nine sections:

- General Science
- Arithmetic Reasoning
- Word Knowledge
- Paragraph Comprehension
- Mathematics Knowledge
- Electronics Information
- Auto & Shop
- Mechanical Comprehension
- Assembling Objects

Assertiveness: Being assertive means that one can honestly express their needs, opinions, feelings, and attitudes, while maintaining respect for the other person. Assertiveness requires a positive attitude and way of behaving/responding to others in a confident manner without being aggressive, judgmental, or passive, and without undue anxiety.

Assessment: Assessment is the process of documenting (in measurable terms) knowledge, skills, attitudes, and beliefs. Validity and reliability are essential elements for determining the quality of any assessment. Assessment can be formal (by way of a written document, such as a test) or informal (by way of observation, peer and self evaluation, or discussion).

Assistive Technology: According to the [United States Assistive Technology Act of 1998](#), assistive technology (AT), which is also sometimes called adaptive technology, refers to any item “that is used to increase, maintain, or improve the functional capabilities of individuals with disabilities.” Some common ATs include screen magnifiers, touch screen displays, and speech recognition software.

Attribution Theory: (sometimes called "causal attributions of occupational disability"): Attribution theory is the cause-and-effect analysis of personal behavior made by ordinary individuals. The attribution is a mechanism by which people construe the causes of and arrival at their beliefs about success and failure. Attribution theory helps explain not only how individuals perceive their own successes and failures, but how they causally ascribe the achievement and failure of themselves and others.

Avocation: An activity carried out in addition to a primary occupation or profession, such as a hobby.

B

Behavior Management: All of the actions and conscious inactions enhancing the probability that people, both individually and collectively, choose behaviors that are personally fulfilling, productive, and socially acceptable.

Belief-Bias Effect: A situation that occurs when a person's prior knowledge, attitudes, or values distort the reasoning process by influencing the person to accept invalid arguments (i.e., "I'm disabled because the Social Security Administration says I am.").

BFOQs: ([bona fide occupational qualifications](#)): In U.S. employment law there are some few qualities or attributes that employers are allowed to consider when making decisions on hiring and retention of employees – qualities that, when considered in other contexts, would constitute discrimination and, thus, violate civil rights employment law. Such qualifications must be listed in the employment offering.

Bifurcation: The act of splitting a trial into two parts. Civil cases can be bifurcated into separate liability and damages proceedings. The [USC Federal Rules of Civil Procedure](#) notes that cases can be bifurcated for various reasons, including convenience, to avoid prejudice, or to expedite and economize.

Biopsychosocial model: an integration of biological, psychological, and social data used to assess levels of functioning and disability. This model focuses on all aspects of a person that relate to health and wellness. The biopsychosocial model considers the complex interaction between dynamics of the person (physical, emotional, etc.) and her/his environment and therefore considers the overall context in which the person lives. The biopsychosocial model was first introduced to the helping professions by George Engel, M.D., an American internist and psychiatrist, in 1977. Engle argued that medicine in general and psychiatry in

particular ought to shift from a bio-medical perspective of disease to a biopsychosocial perspective on health. The World Health Organization apparently agrees in that it defines its central mission as improving well-being, which is defined as “an overall state of health and happiness at the biological, psychological and social levels.”

Botoxin: A neurotoxin made by the *Clostridium botulinum* bacteria. It can cause food poisoning. Although many types of Botulinium toxin exist, only types A (Botox Cosmetic) and B (Myobloc) are used as medical treatments. Botoxin has been effective in the treatment of many illnesses, including urinary bladder retention, dysphonia, and voice tremors.

Brachial Plexopathy: Decreased movement or sensation in the arm and shoulder caused by impaired function of the brachial plexus (a bundle of nerves that controls sensation and movement of the arm). Brachial plexus dysfunction is a form of peripheral neuropathy. Damage of the brachial plexus is usually related to direct trauma to the nerve, stretch injury, pressure from tumors, or damage that results from radiation therapy.

Broaden and Build: This concept was developed by Barbara Fredrickson, one of the original Positive Psychology researchers. The connection to Positive Psychology is that "positive emotions broaden one's awareness and encourage novel, varied, and exploratory thoughts." All aspects of Positive Psychology are valuable in the conduction of effective return-to-work methods.

Bureau of Labor Statistics (BLS): The BLS is an independent national statistical agency that collects, processes, analyzes, and disseminates essential statistical data to the American public. The BLS is a unit of the United States Department of Labor and is the principal fact-finding agency for the U.S. government in the field of labor economics and statistics. BLS website: <http://www.bls.gov/>

C

Career Assessment: The outcome of a process specifically designed to help individuals identify appropriate career options. Evaluation methods include interviewing and vocational testing for the purpose of developing an individual's personality, interests, values, temperament, aptitudes and skills profile. Career assessments can be offered during the high school years as a guide to post-secondary choices and/or during a college or trade school experience as a guide to future employment. They can also be valuable when considering a career change. Educational institutions and employers use career assessment outcomes for selecting individuals to hire.

Career Counseling: The basic tools of career counseling are career assessments. Labor market trends and wage information are also provided to help individuals make appropriate choices. Career counselors work with individuals who are seeking to explore their career choices when initially engaging in the world of work or when a career change is being considered. Career counselors should have training and experience in basic psychology, organizational psychology, occupational and vocational psychology, and counseling.

Career Development: Dr. Richard Lapan of the University of Missouri developed and tested the theory that young people who are exposed to career development principles at a young age and are continued to be exposed to these realities through the school years will do better in their adult work lives than those who do not have such exposures.

Donald E. Super has defined five stages of career development:

- The Growth stage (ages 0-14) is when an individual begins to develop their self-concept, interests, needs, and general knowledge about the world of work.
- The Exploration stage (ages 15-24) encourages students to broaden their horizons and examine many possible career paths and occupations that will be open to them in the future. They can do this via education, temporary jobs, internships, and hobbies.
- The Establishment stage (ages 25-44) focuses on entry-level skill-building and formalizing one's place in the world of work with experience in the workplace.
- The Maintenance stage (ages 45-64) is defined as the period in which an individual revises his or her strategies in the workplace to climb the corporate ladder, so to say.
- The Decline stage (ages 65+) is a gradual "unwinding" and preparation for retirement.

Causality: The relationship between one event (the cause) and another event (the effect), which is the consequence of the first.

Cervicocranial Syndrome: An entity whose symptoms (i.e., vertigo, cephalgia, tinnitus, facial pain, otalgia, dysphagia, and pain of the carotid artery) may be related to cervical factors.

Chronic Pain/Chronic Pain Syndrome (CPS): Pain is defined by the International Association for the Study of Pain as "an unpleasant sensory and emotional experience associated with actual or potential tissue damage or described in terms of such damage. According to the American Medical Association, pain is a plural concept with biological, psychological, and social components. Pain is subjective."

Chronic pain is an evolving process in which the injury may produce one pathogenic mechanism, which in turn produces others, so that the cause(s) of pain change over time.

CPS is, according to the American Medical Association, not official nomenclature. It is frequently used to describe an individual who is markedly impaired by chronic pain with substantial psychological overlay. CPS is largely a behavioral syndrome that affects a minority of those with chronic pain. It may be best understood as a form of abnormal illness behavior which consists mainly of excessive adoption of the sick role. For purchasing information on the AMA's Guides to the Evaluation of Permanent Impairment 5th Edition, click here (https://catalog.ama-assn.org/Catalog/product/product_detail.jsp?productId=OP035000+).

Chronic Stress: A continuous state in which an individual's perception of demands seems greater than the resources available for dealing with them.

Chronic traumatic encephalopathy (CTE): A brain condition caused by repetitive brain trauma. It is associated with the development of dementia. Possible signs of CTE are problems with thinking/memory, personality changes, and behavioral changes including aggression and depression. Some may not experience signs of CTE until years after trauma occurs. A definitive diagnosis of CTE can only be made after death with an autopsy.

Cognitive Dissonance: The theory that the tension-producing effects of incongruous cognitions motivate individuals to reduce such tension.

Co-Malingering: The American Psychiatric Association, in its *Diagnostic and Statistical Manual of Mental Disorders* defines malingering as "the intentional production of false or grossly exaggerated physical or psychological symptoms, motivated by external incentives such as avoiding military duty, avoiding work, obtaining financial compensation, evading criminal prosecution, or obtaining drugs. Under some circumstances, malingering may represent adaptive behavior, for example, feigning illness while a captive of the enemy during wartime. In the workplace, avoiding job responsibilities or losing time from work is too often a 'cooperative process' in which two or more parties are involved. In that case, the appropriate descriptive term should be "co-malingering." *[The concept of "co-malingering" was created by Dr. Ken Mitchell, a nationally recognized authority on disability management programming. Since learning of Dr. Mitchell's conceptualization of what frequently happens in workplace disability, CEC Associates, Inc., has incorporated the concept into the practice of disability management and expert testimony.]*

Communication Roadblocks: Within Dr. Thomas Gordon's framework of Leader Effectiveness Training (LET) and the use of active listening, communication roadblocks are responses that inhibit worker problem-solving, typically by communicating the supervisor's desire or intent to change the employee. There are 12 roadblocks, including: "Ordering, Directing, Commanding" and "Advising, Giving Suggestions or Solutions." During problem solving, these roadblocks communicate a desire for the employee to think, feel, or behave differently, and they act as "vehicles for communicating unacceptance," which is not conducive to employee development.

Content validity: In forensic vocational test assessment, content validity is achieved when the items on an assessment represent the entire range of possible items the assessment should cover.

Correlation: The degree to which one phenomenon or random variable is associated with or can be predicted from another. In statistics, correlation usually refers to the degree to which a linear predictive relationship exists between random variables. Correlation may be positive, i.e., both variables increase or decrease together; negative or inverse, i.e., one variable increases when the other decreases; or zero, i.e., a change in one variable does not affect the other.

Correlation Coefficient: This is a measure of the direction (positive or negative) and extent (range of a correlation coefficient is from -1 to +1) of the relationship between two sets of scores. Scores with a positive correlation coefficient go up and down together (as with smoking and cancer). A negative correlation coefficient indicates that as one score increases, the other score decreases (as in the relationship between self-esteem and depression; as self-esteem increases, the rate of depression decreases).

Crystal Intelligence: The knowledge and abilities that are obtained through experience.

CT Scans: create cross-sectional images of bones and soft tissues inside the body by computer processing a series of X-ray views taken from a variety of angles.

Cultural Diversity in the Workplace: when differences in race, ethnicity, language, nationality, religion, and sexual orientation are represented within an organization. These differences can bring strength to the group if they are valued and integrated into the group dynamics. However, it can take time, intent, open-mindedness, and the willingness to be non-judgmental about the value the differences bring. It definitely takes effort to make cultural diversity a strength. Companies that value diversity include [Google](#), [Johnson and Johnson](#), and [Intel](#).

Cumulative Trauma Disorders (CTDs): Disorders that are caused by repetitive movements or exertions of a body part. Over an extended period of time, repeated use/overuse of body parts, in tasks such as grasping

tools, scanning groceries, and typing, for example, can cause strain on tendons, muscles, and nerve tissues. Symptoms of CTDs can include aching, tenderness, swelling, pain, cracking, tingling, numbness, weakness, loss of joint movement, and decreased coordination. The most common body parts affected are the wrists, hands, shoulders, knees, eyes, back, and neck. Some common CTDs include: carpal tunnel syndrome, epicondylitis, impingement syndrome, and tendonitis. For more information regarding CTDs and ideas for accommodating CTDs in the workplace, visit: <http://askjan.org/media/CTDs.html>

D

Degenerative disease: A progressive deterioration over time of tissues or organs in a function or structure. Such progressive deterioration is due to normal bodily wear or lifestyles (e.g., eating habit, walking, exercise, etc.). Though degenerative conditions have the potential to be aggravated or worsened secondary to trauma, degenerative changes are not *caused* by trauma.

Dictionary of Occupational Titles: Last published by the U.S. Department of Labor in 1991, the *Dictionary of Occupational Titles* has been to some extent replaced by the O*NET. ([See O*NET](#))

Disability: The definition of disability proposed by the World Health Organization is "any restriction or lack (resulting from an impairment) of ability to perform an activity in the manner or within the range considered normal for a human being, particularly in social or occupational settings." Disability in general may be thought of as the gap between what a person can do and what the person needs or wants to do. Occupational disability is the difference between what a person can do as a result of having a medical impairment and what a particular job demands.

Disability employment policies: Disability employment policies, like the Americans with Disabilities Act and the Rehabilitation Act, have significantly shaped the workplace for individuals with disabilities in numerous ways, including by mitigating hiring discrimination, by making transportation and telecommunications more accessible, by prohibiting discrimination based on disability for federal employment and for agencies and subcontractors receiving federal money, and by creating standards for determining employment discrimination. The Office of Disability Employment Policy (ODEP) develops and influences national policies in order to assist individuals with disabilities in becoming fully integrated into the workforce.

Disability Management: Disability management is a term used exclusively in a workplace context. That is, it does not concern itself with managing a disability in the world outside of a work context. Parents and others who have a responsibility to assist an individual with a disability might be said to manage that disability. A disability management program is one that is designed and implemented exclusively for a work context.

Disability Management Program: A disability management program is a system of strategies implemented by an employer to prevent workplace injuries/illnesses and/or to manage the injury/illness proactively if it should occur. Disability management programs are patterned on exemplary human capital strategies that have been fashioned and implemented by well-managed companies that recognize the value of these programs.

Disability Proneness: Disability proneness is a phenomenon that exists in some employees. Disability prone employees have a predisposition toward disabling disease or injury. Disability proneness exists and employers need to understand the phenomenon to be effective in working to alleviate it.

Dr. Jasen Walker constructed the concept of disability proneness and introduced it to the disability management literature by borrowing from the pioneering work of R.C. Behan and A.H. Hirschfeld. Nearly 40 years ago they created the term the "accident process." Behan and Hirschfeld, occupational medicine physicians treating injured workers from Detroit's automotive factories, concluded that certain worker personality difficulties, coupled with troubled life situations, equated to "unacceptable disability." Unacceptable disability was associated with poor self-esteem and poor work performance, and once an accident or explanatory event took place, unacceptable disability could be converted into acceptable disability. Behan and Hirschfeld offered the following model to illustrate their observations:

$$\begin{array}{lclcl} \text{Personality} & + & \text{Troubled life} & = & \text{Unacceptable} \\ \text{difficulties} & & \text{situation} & & \text{disability} \\ \\ \text{Unacceptable} & + & \text{Accidents,} & = & \text{Acceptable} \\ \text{disability} & & \text{illnesses,} & & \text{disability} \\ & & \text{alcoholism, etc.} & & \end{array}$$

Behan and Hirschfeld found that the successful treatment of physical diseases did *not* necessarily resolve disability.

They concluded that *particular employees, under certain conditions, could manifest disability without disease.*

Disability Resistant: A term conceived by Stacey Petersen, a CEC staff member. According to Ms. Petersen, disability resistant employees have a predisposition to strive to adapt to and recover from injuries or major illnesses when others will not. Disability resistant people actively seek to return to full participation in their work and personal lives despite their acquired impairments and limitations. In a 2004 article titled "Psychological Factors after Traumatic Amputation and Landmine Survivors: The Bridge between Physical Healing and Full Recovery," Ferguson, Richie, and Gomez note that characteristics of those who fully recover include traits of resilience and the benefit of strong social support.

Discrimination: Unfair treatment of a person or group, usually based on prejudice regarding race, ethnicity, age, religion, gender, sexuality, or disability.

***Durable medical equipment (DME):** Equipment or supplies (i.e., blood testing strips, wheelchairs, and crutches) ordered by a healthcare provider for daily or prolonged use.

E

***Early Life Adversity (ELA):** Adverse events during childhood that may directly affect behavioral adaptation to potentially threatening conditions later in life.

Earning Capacity (or Earning Power): An individual's capability to acquire money by applying his/her talent, skills, training, and experience. In the context of vocational/disability assessment, a vocational expert will evaluate how an injury or disease may or may not have caused changes in a person's earning capacity. A

reliable record of earnings history is one indicator of earning capacity; however, other factors should be considered in determining an individual's power to earn money, such as the person's age, health, skills, level of education, willingness to work, and opportunities in the labor market surrounding his/her home.

Eco-friendly: "Eco-friendly" literally means earth-friendly or not harmful to the environment and most commonly refers to products that contribute to green living and do not add to air, water, and land pollution. The term also refers to practices that help conserve resources like water and energy. Eco-friendly is a societal term that many employers have adopted and encouraged their employees and consumers to embrace. For example, IBM's Smarter Planet initiative engages consumers to be involved in greener practices through education and innovation within social media space; Microsoft has a public blog dedicated to eco-conscious and humanistic programs; and Google created a shuttle program that reduces 40 million vehicle miles per year. However, some companies "greenwash," or label their products "eco-friendly" or "environmentally friendly" without them truly being so, which is a practice used to increase product sales by appealing to ecologically conscious buyers. To avoid purchasing "greenwashed" products, look for products approved by the [U.S. Environmental Protection Agency](#), [Energy Star](#) program or an ecologically conscious consumer-advocacy group such as the [Green Good Housekeeping Seal](#). For Eco-friendly tips, visit [EcologyFund.com](#).

Ecological Validity: In research, validity and reliability are essential aspects of the experiment that has merit. Validity is the ability of the test or experiment to measure accurately what it purports to measure. Ecological validity is a subset of validity. To possess "ecological validity," the methods, materials, and settings of an experiment must approximate the real-life situation under study

Economic Research Institute (Salary Assessor): The *ERI* Salary Assessor reports wage, salary, and incentive survey data for over 6,100 jobs, providing analyses of competitive pay defined by 500 areas in North America and Europe and by 1,200 industries. The *ERI* Assessor Series databases are updated daily and software updates are released quarterly. The *ERI*, which includes job descriptions from the Dictionary of Occupational Titles, is a reliable and up-to-date resource for vocational and economic professionals to determine wages. For more on the ERI visit: <http://www.erieri.com/>.

Egodystonic: This term refers to behaviors, thoughts, or outcomes that conflict with an individual's "ego" or self-image. This can be seen in the workplace, for example, when a long-tenured worker loses out to a relatively new employee for a job promotion. The longer-tenured worker may experience feelings of inadequacy and failure, which conflict with his or her ambition for achievement and success.

Egosyntonic: The opposite of egodystonic, this term refers to behaviors, values, and feelings that are in harmony with or acceptable to the needs of one's ego or ideal self-image.

Emotional Intelligence: There are several competing terms (and definitions) for this concept. E.I. Thorndike used the term "social intelligence." Wayne Payne and Daniel Goleman use the term "emotional intelligence." Peter Salovey and John Mayer use the term "emotional knowledge." While the terms continue to evolve, the core of the concept is that some individuals have the ability/capacity to "perceive, access, and manage" one's own emotions as well as the emotions of others.

Emotional Contagion: is defined as the tendency to feel and express emotions similar to, and influenced by, those of others. It is a critical factor in workplace dynamics, because employees' and work groups' attitudes and behaviors can be directly and indirectly influenced by an individual member's moods.

Employee Assistance Program: An employee assistance program (EAP) is a human resource program established to assist employees by providing the specific intervention needed to resolve a social or

psychological problem that is interfering with workplace performance. In some large companies, the specialized assistance is provided by on-staff members. In other organizations, resources are contracted from external sources.

Employee Engagement: Engaged employees are fully involved and enthusiastic about their job and their work, which factors into the success of a company. Engaged employees are likely to be motivated, remain committed to their employer, and stay focused on achieving business goals that drive the organization's success. In comparison, disengaged employees can become emotionally disconnected to their workplace, less productive, and drag others down.

Entitlement Mentality (from employee in the workplace): An employee behaving as though he or she deserves preferential treatment for reasons that might include seniority, generational work ethic, credentials, past performance ("I've earned it"), or an overly healthy ego. The entitled employee believes that he or she does not have to put in extra time or effort, perform mundane "dirty" work, follow general procedures, or meet expectations. The employee feels justified to complain and criticize and can be angry and frustrated (passive-aggressive to aggressive) or overly defensive. His or her performance suffers because of feelings of mistreatment, and he/she may seek retaliation against people or the organization. If an employee is showing entitlement behavior that is potentially or actually harmful, the supervisor must deal with the behavior.

Entitlement Mentality (from management in the workplace): Employers give entitlements when earned for performance (perks that come with a well-deserved promotion) or when warranted for the person's needs (special accommodations for disabilities). However, how each employee perceives the entitlement can cause complications. For example, employers must determine what is "fair," and this may not coincide with what the employee feels is fair. Similarly, some employees may think they have earned or deserve entitlements but do not according to the employer's standards. How performance is managed (with trust, respect, caring) largely determines employee allegiance to their jobs and the organization, which in turn greatly reduces the likelihood or extent of employee anger, resentment, or retaliation and increases employee retention.

Equal Employment Opportunity Commission (EEOC) is responsible for enforcing the federal laws that make it illegal for employers to discriminate against a job applicant or current employee. Most labor unions, employee agencies, and employers with 15 or more employees are covered under the law. The commission has the authority to investigate charges of discrimination if the employer is covered.

Equity Theory, developed by behavioral psychologist John Stacey Adams, contends that in a workplace, employees judge the fairness of their treatment by management based on how others like them are treated. Equity theory states that individuals view a work environment as equitable when employees who give similar "inputs" receive similar outcomes. Conversely, when the rewards differ for the same exhibited effort, employees view the situation as inequitable. When inequities persist, employees may react negatively by putting in less time, push for more pay, or become overly competitive, as examples. If concerns about fairness of employee treatment do exist in an organization, the most effective recourse is often better communication by management. Other solutions may involve acknowledging and addressing legitimate employee concerns.

Ergonomics: The International Ergonomics Association defines ergonomics as the application of scientific information to how objects, systems, and environments are designed to accommodate their safe use. In the workplace, this means designing machines, tools, other physical objects, and tasks so as to maximize productivity while minimizing fatigue, discomfort, and even the possibility of injury. Equipment and tools that meets ergonomic standards are identified by the federally-sponsored Job Accommodation Network (JAN) and similar sources. The term "ergonomics" translates to English as "human engineering."

Ergophobia is an abnormal and persistent fear of work or finding employment. Ergophobia may be linked with either social phobia or performance anxiety. Sufferers of ergophobia experience undue anxiety about the workplace environment even though they realize their fear is irrational. Their apprehension may actually be a combination of fears, such as fear of failing at assigned tasks, speaking before groups at work, socializing with co-workers, and other fears of emotional, psychological and/or physiological injuries. For more information, visit <http://www.attackaphobia.com/phobias/ergophobia-fear-of-work/>.

Essential Functions: The minimum and fundamental required duties and abilities necessary to perform the tasks of a job. Essential functions of a job can often be determined by writing accurate job descriptions to determine which tasks are a major part of the job and which are not. Factors to consider include the percentage of time spent performing those duties, the qualifications required to do them, and whether the job exists in order to have those duties performed.

Essential health benefits, part of the Affordable Care Act, ensures healthcare plans offer a comprehensive package of items and services within at least the following categories: ambulatory patient services; emergency services; hospitalization; maternity & newborn care; mental health and substance use disorder services (including behavioral health treatment); prescription drugs; rehabilitative and habilitative services and devices; laboratory services; preventative and wellness services and chronic disease management; and pediatric services, including oral and vision care. In order to be certified and offered in the Health Insurance Marketplace, insurance policies must cover these benefits. For more information, visit - [Executive Orders 13163 and 13548: President Clinton issued EO 13163](#) in July 2000 in order to promote an increase in federal employment opportunities for individuals with disabilities. The aim was to hire 100,000 qualified individuals with disabilities over five years, and each agency was to submit a plan for implementation following the order. President Obama issued [EO 13548](#) in July 2010 in light of the lack of gains in disability employment after EO 13163; the recommitment included targets, numerical goals and sub-goals, and directives for agencies to employ workers with disabilities through increased recruitment, hiring, and retention.

Ethical Leadership is built through implementing clear ethical standards and the use of rewards/punishments system to ensure that the standards are followed. Ethical leaders are proactive role models for ethical conduct within an organizational community.

Exertional Level(s): The U.S. Department of Labor in its Dictionary of Occupational Titles classifies all jobs within one of five physical demand levels (strength ratings). The Physical Demands Strength Rating reflects the estimated overall strength requirement of the job. The five levels of strength are very heavy, heavy, medium, light, and sedentary (these exertional levels are further defined within the Wikipedia). Parenthetically, it is important to note that "light work" and "light duty" are not synonymous terms.

Expectancy theory: A theory of motivation that posits that the strength of our tendency to do something depends on the strength of our expectations of the outcome and how much we will gain from it. Originally coined by Victor Vroom in 1964, this theory has been used to explain worker motivation and has been applied in leadership settings. <http://www.wiley.com/WileyCDA/WileyTitle/productCd-0787900303.html>

F

Face validity: In forensic vocational test assessment, face validity is what an assessment appears to measure "at face value."

The Fair Labor Standards Act of 1938: This bill established a national minimum wage and in certain jobs, employers are required to pay time and a half for work performed over 40 hours a week. Additionally, children below the age of 18 cannot be employed in dangerous jobs and those under the age of 16 cannot work. Several acts have been passed as amendments to the FLSA, including [The Equal Pay Act of 1963](#) and [The Age Discrimination in Employment Act of 1967](#).

Family Medical Leave Act (FMLA): The Family Medical Leave Act (FMLA) is a federal law enacted in 1993. It is monitored by the U.S. Department of Labor. Employers with 50 or more employees must grant employees up to a total of 12 workweeks of unpaid leave during any 12-month period. The following reasons for the leave include:

- the birth and care of the newborn child of an employee
- placement with the employee of a son or daughter for adoption or foster care;
- caring for an immediate family member (spouse, child, or parent) with a serious health condition
- taking a medical leave when the employee is unable to work because of a serious health condition

Federal Interagency Reentry Council was established by Attorney General Eric Holder in 2011 and focuses on assisting those who return from prison or jail in becoming productive citizens. Made up of 20 federal agencies, including the [Equal Opportunity Employment Commission](#), the Reentry Council seeks to remove barriers to successful reentry so that motivated individuals, who have served their time, are able to compete for jobs and support their families. By emphasizing a reduction in recidivism and victimization, taxpayer dollars are saved, and communities become safer.

Flow: A mental state in which an individual becomes fully immersed in what he or she is doing. The concept was introduced by Mihaly Csikszentmihalyi, an active participant with Martin Seligman in the development and espousal of positive psychology.

The condition is characterized by an increase in energy for the project, total immersion in it, and a drive to settle for nothing short of success. Some factors include setting clear goals, concentrating/focusing on the goal, achieving a sense of control over the activity, and finding reward in the process.

Fluid Intelligence: Consists of skills that are biologically determined and independent of experience.

Forensic: The application of scientific knowledge to legal matters. For example, scientific inquiry is applied during various parts of the forensic vocational disability evaluation process to determine a person's disability and ability to maintain gainful employment after an accident or injury. Information is gathered from records (medical, employment, tax, academic, etc.), through an interview, and with the use of assessment tools in order to gather relevant data pertaining to the person's academic achievement, aptitudes, interests, intelligence, effort, and personality/temperament.

Functional Capacity Assessment: A functional capacity assessment (FCA) is a report created by a functional capacity evaluator. The FCA is the documented outcome of the functional capacity evaluation. The FCA is a detailed listing an explanation that specifically addresses what the patient can and cannot do in terms of his or her physical and/or mental capacities at the time of the assessment. The FCA is created to guide employers in the return of an injured employee to productivity. The FCA is the documented outcome of a functional capacity evaluation.

Functional Capacity Evaluation: A systematic method of measuring an individual's ability to perform meaningful physical tasks on a safe and dependable basis through self-report instruments, range of motion, cardio-fitness tests, isometric/static strength tests, dynamic lifting and carrying tests, time-motion test, work simulation, and other work-related activities and performance measures generally administered by a physical or occupational therapist. Functional capacity evaluations are generally conducted over a four hour period, more or less. FCEs are generally carried out to determine the individual's abilities to return to physical levels of work or to carry out a specific job's exertional demands.

Furloughed: A [furlough](#) is a temporary unpaid leave of some employees due to special needs of a company, which may be due to economic conditions at the specific place of employment or in the economy as a whole. These involuntary furloughs may be short or long term, and many of those affected may seek other temporary employment during their time off.

G

General Educational Development (GED): Embraces those aspects of education (formal and informal) which are required of the worker for satisfactory job performance. This is education of a general nature which does not have a recognized, fairly specific occupational objective. Ordinarily, such education is obtained in elementary school, high school, or college. However, it may be obtained from experience and self-study. GED is composed of three (3) divisions, Reasoning Development, Mathematical Development, and Language Development. (From the Dictionary of Occupational Titles).

Glasgow Coma Scale: A scale for measuring a patient's level of consciousness, particularly after a head injury. The scoring is determined by three individually scored factors: amount of eye opening, verbal responsiveness, and motor responsiveness. The highest score on the scale is 15 (fully awake), and the lowest is 3 (deep coma or death). The three tests are described in more detail below at the following link: <http://www.trauma.org/archive/scores/gcs.html>

Global Assessment of Functioning (GAF): This numeric scale (0-100) is used by physicians and mental health clinicians to rate the occupational and psychological functioning of adults. A more in-depth definition is available from the Kentucky Department of Public Advocacy: <http://dpa.state.ky.us/library/manuals/mental/Ch22.html>

Groupthink: collective decision making characterized more by a drive toward consensus than critical analysis and evaluation, which may lead to less reasoned and riskier decisions than those that might have been made by an individual making the same decision. Team groups can be prone to "groupthinking" when the organization's culture and structure emphasizes rigid boundaries and strong penalties for stepping on toes. The group begins to separate the internal and external world viewpoints, and almost as a survival strategy, it shuts out external opinion and blocks ideas that are potentially threatening to their view and their silo boundaries. This can hinder progress by not letting alternate ideas and new tactics surface.

H

Head Injury: A head injury is any trauma that leads to injury of the scalp, skull, or brain. The injuries can range from a minor bump on the skull to serious brain injury. Head injury can be classified as either open or closed.

- A closed head injury means that a person received a hard blow to the head from striking an object.
- An open, or penetrating, head injury means that a person was hit with an object that broke the skull and entered the brain. This usually happens when the person was moving at a high speed, such as going through the windshield during a car accident. It can also occur from a gunshot to the head.

There are several types of brain injury. Two common types include concussions, which are the most common type of traumatic brain injury, and contusions, which are bruises on the brain.

Heavy Work: The U.S. Department of Labor defines heavy work as involving the exertion of 50 to 100 pounds of force occasionally (up to one-third of the time), and/or 25 to 50 pounds of force frequently (from one-third to two-thirds of the time), and/or 10 to 20 pounds of force constantly (two-thirds or more of the time) to move objects. Physical demand requirements are in excess of those for medium work.

Herniated Disc: Rupturing of the tissue that separates the vertebral bones of the spinal column. A herniated disc is often referred to as a slipped disc.

HIPAA: The Health Insurance Portability and Accountability Act was enacted in 1996 to amend the Internal Revenue code to improve the portability and continuity of health insurance.

Home Exercise Program (HEP): A program detailing a range of physical exercises and the amount of time each exercise should be performed.

Humanistic Psychology: A holistic psychological perspective that places value on the whole person and the uniqueness of each individual. This perspective suggests that human behavior is strongly connected to a person's inner feelings and the perception of him or herself.

Hypoxia: A decrease in oxygen supply to the brain that can occur due to choking, strangling, suffocation, head trauma, carbon monoxide poisoning, cardiac arrest, or as a complication of anesthesia. The extent of the damage is directly proportional to the severity of the injury. The neurons can suffer temporary dysfunction or there may be irreversible damage to nerve cells that are sensitive to minute changes in oxygen levels.

I

"If you don't know where you are going, you will end up someplace else" This quote is attributed to Donald Campbell, a noted and prolific American social scientist. While the saying is applicable to life in general, it can be particularly significant as a rationale for the vocational assessment process used in workplace disability settings. Part of the value in using assessment tools with employees who are in conflict about a return to work is to demonstrate a way forward through the results of the assessment.

Imaging Studies: There are a variety of techniques and procedures to create an image of some internal aspect of a patient for diagnostic purposes. Imaging tests utilize different technologies to pass through the patient's bodily tissue, and these are converted to images so that interior aspects of the body can be visualized. Common imaging studies include: X-rays, Computed Tomography Scans (CT), Magnetic Resonance Imaging (MRI), Positron Emission Tomography Scans (PET), and Ultrasounds.

Impairment: The American Medical Association's *Guide to the Evaluation of Permanent Impairment* defines an impairment as "any loss or abnormality of psychological, physiological, or anatomical structure or function." Simply stated, an impairment is an alteration in an individual's health status (i.e., injury or illness)

that is assessed by medical means. An impaired individual is not necessarily disabled. The difference between impairment and disability is crucial.

Individualized Education Program (IEP): A mandated requirement of the Individuals with Disabilities Education Act. An IEP is required for any pupil in the United States public school system who is found to meet the federal or state requirements for special education and related services. An IEP typically outlines the following items for each student:

- Current performance level
- Accommodations necessary in class
- Subject areas impacted by the student's disability
- Goals and objectives to be achieved during the course of the IEP
- Standardized testing accommodations
- Transportation services
- Schedule modifications
- Service delivery with necessary personnel
- Parental or guardian concerns
- Team vision statement

Individuals with Disabilities Education Act (IDEA): A United States federal law meant to ensure a free appropriate public education for students with disabilities, within their Individualized Education Program (IEP) that distinguishes needs in the least restrictive environment. The Act requires that public schools provide necessary learning aids, testing modifications, and other educational accommodations to children with disabilities. The Act also establishes due process in providing these accommodations. Children whose learning is hampered by disabilities not interfering with their ability to function in a general classroom may qualify for similar accommodations under Section 504 of the Rehabilitation Act of 1973 or the Americans with Disabilities Act (ADA).

Induced Disability:

- ***Iatrogenic:*** This term means a disability that originated with, or was induced by, medical treatment. Many medical specialists involved in injured worker healthcare believe that occupational injuries must be treated conservatively; that is, with time and non-invasive modalities. Iatrogenic disability occurs more frequently than the casual observer might think. Low back surgery, for example, is well known to resolve less often in the injured worker population.
- ***Bureaugenic:*** Work disability is often caused by the bureaucracy that surrounds occupational injury and non-occupational disease. Organizational policies and personnel decisions often ignore the consequences of shortsighted and antiquated return-to-work practices. From "you cannot return to work until you are 100%" to "light duty for workers' compensation recipients only," return-to-work programs seldom serve both employee and employer. Although the rising costs of workplace disability and the Americans with Disabilities Act led to some re-evaluation of these return-to-work standards in the 1990s, the bureaugenic induction of disability remains a significant problem for most work organizations and our country at large.
- ***Litogenic:*** Representing injured or ill employees (or people pursuing economic damages through personal injury litigation), legal advocates hope to demonstrate that their clients have lost potentials to work and earn a living. Such an argument ensures representation that the plaintiff is disabled. To argue otherwise is a contradiction. Thus, lawyers, in their advocacy of injured employees, pursue economic recovery in claims such as personal injury, workers' compensation, Social Security disability, and long-term disability.

These litigations almost always induce or encourage an argument of disability. Even the most ethical lawyers believe that their clients have more to gain if they can prove economic damage secondary to vocational disability.

- **Psychogenic:** This suggests the inability to work because of symptoms caused by or produced by mental or psychological factors rather than organic problems. Depression, substance abuse, personality disorders, and psychosis can lead to psychogenic disability. Such disability is, unfortunately, often assessed by healthcare professionals who legitimize symptoms manifested following the diagnosis of a disease or disorder that is not necessarily disabling.

Industrial Arts: An occupational field requiring manual skills and a familiarity with various tools, mechanical systems, and machines. Occupations within industrial arts include welding; furniture, toy, and automobile design; computer-aided drafting; woodworking; interior decorating; graphic design; and architecture. Individuals in this field possess various skills including the ability to repair small engines and computers, execute metalworking, and perform tasks associated with robotics and technical drawing.

Injured Worker Helplessness: Learned helplessness is a widely recognized condition of human motivation brought about by perceived uncontrollability. In terms of injured workers, the helplessness occurs as the worker gets caught up or trapped in the so-called "injury management," system complete with uncontrollable circumstances and mechanisms. Identifiable components of the injury management system include supervisors and other work-related personnel, the benefits of the worker's compensation programs, legal representatives, the adjustors and others representing the employer's insurance carrier, medical providers, and even the injured worker's family members. Frustrated or confused by all of these disparate forces, the injured worker too frequently resigns him or herself to inactivity and adopts "helplessness."

Dr. Jasen Walker first recognized injured worker helplessness in the late 1980s after spending years studying the research of Dr. Martin E. P. Seligman who experimentally demonstrated learned helplessness in animals and human subjects. Seligman and his colleagues reformulated the theory of learned helplessness with recognizing "attributional style," as a key ingredient in whether or not individuals learn helplessness. Unfortunately, most injury management systems also induce amotivational syndromes by offering a noncontingent reward and thereby presenting individuals with situations in which they can also "learn laziness." Walker believes that the combination of allowing injured workers to learn laziness and helplessness is the intrinsic failure of worker's compensation programs.

Integrated Disability Management: Integrated disability management is programming designed to bring a company's health benefits and disability management programs to function as an integrated whole. Decisions concerning the health benefits program are made to be congruent with the policies and operational procedures of a company's disability management program and vice versa.

Internal validity: The extent to which the variables in a study/experiment remain constant despite outside factors (e.g., day of the week, weather, time of day, etc.). High internal validity would mean that the effects detected in a study were caused by the study alone and not by biasing effects of extraneous variables.

J

Job Accommodation: Job accommodation is a concept that derives from the Rehabilitation Act of 1973 and the Americans with Disability Act (ADA) of 1990. The ADA requires that employers accommodate

individuals with disabilities if they can do so with job modifications and at a reasonable cost. Jobs must be defined by the "essential functions" of the job as determined by a job analysis, and if an individual can perform the essential duties, *with or without accommodation*, the employer is required to hire the individual if otherwise qualified. Job accommodation can involve a variety of workplace alterations from physical modifications to changes in scheduling or supervision. There is really no limit to the types of accommodations that can be realized with an interactive process between employee and employer.

Job Accommodation Network (JAN): The ADA requires employers with 15 or more employees to provide reasonable accommodations to their employees who need the accommodation to perform the job. The Job Accommodation Network is a federal resource based at the University of West Virginia that provides employers with workplace strategies and tools that will provide individuals with specific impairments with accommodation at a reasonable cost. JAN's website: <http://www.jan.wvu.edu/>.

Job Adaptation: a form of job accommodation in which tools, machines, or work stations, for example, are redesigned or adapted to make the work environment more suitable to fit a person's needs. Other forms of job adaptation may include changing work schedules or work tasks being broken down into their basic parts.

Job Analysis: Job analysis refers to a process of defining the physical and mental requirements of a job. Job analysis is not the outcome but the process of determining the tools, methods, materials, and procedures involved in performing a particular job, and job analysis is distinct from the outcome known as job description.

Job, Career, & Calling: According to Wrzesniewski, et al., people who have jobs are only interested in the paycheck, while those who have careers are more personally invested in work and measure achievement by advancement as well as money. Those who have a calling find that their work is socially valuable and "inseparable" from their life, and they are not necessarily working for a paycheck, rather for the love of what they do.

Job Description: Job descriptions were historically someone's creative and narrative description of a job. Presently, job descriptions, to hold up in litigations, are required to:

- be consistent with the requirements of the ADA
- be based on a job analysis. The ADA requires that a job description be based on the essential functions of a job and that reasonable accommodations are provided to those qualified individuals who need them.

Job Shaping: Adam Grant, a management professor in the Wharton School, has done extensive study on the importance of designing work that provides individuals with a sense of control, a feeling of autonomy, and the ability to develop specialized skills. In this paradigm, a person's knowledge that his or her work has meaning and impact on others can result in increased wellbeing and productivity. This concept also suggests that excessive reliance on financial incentives has weakened the U.S. economy and calls for more reliance on intrinsic motivators as opposed to extrinsic motivational methods.

K

Kinesiology: The study of the motion of the body and mechanics of motion with respect to human anatomy.

[Knowledge@Wharton](#): This online business journal of the University of Pennsylvania's Wharton School of Business offers podcasts, interviews with industry professionals, analysis of business trends, and a searchable

database of articles and research abstracts. The journal covers topics such as marketing, leadership, innovation, ethics, law and policy, and finance, among many others.

L

LEAD (Leadership for the Employment of Americans with Disabilities) Initiative: A national outreach and educational campaign developed by the [Equal Employment Opportunity Commission](#) to address the declining number of employees with disabilities in the federal workforce. The LEAD staff aims to significantly increase the population of individuals with severe disabilities employed by the federal government by educating disabled applicants and federal hiring officials and by providing information and [resources](#) on recruitment, hiring, and providing reasonable accommodations.

Life Care Plan: An individualized plan that identifies long-term care needs for a person with a catastrophic injury or disability. The plan may include medical care, diagnostics, hospitalizations, therapy, transportation, home assistance, institutional care, supplies, medication, home modifications, amongst other necessities, depending on the individual and their injury. These plans are developed by rehabilitation specialists who assess the patient's status and medical history.

They are then able to identify services required to treat the existing conditions, prevent further complications, maximize function and potential, and enhance the quality of life.

Light Duty: "Light duty" is a term that is no longer valid as a useful aspect of a disability management program. Light duty was used as a euphemism for a make-work approach that was created for workers recuperating from an injury. Generally, it meant that the worker was brought in to sit around doing nothing or, at best, doing inconsequential work while recuperating. The light duty concept of how to re-integrate injured workers was supplemented by a transition-to-work approach.

Light Work: The U.S. Department of Labor defines light work as involving the exertion of up to 20 pounds of force occasionally (up to one-third of the time), and/or up to 10 pounds of force frequently (from one-third to two-thirds of the time), and/or a negligible amount of force constantly (two-thirds or more of the time) to move objects. Physical demand requirements of light work are in excess of those for sedentary work. Even though the weight lifted may be only a negligible amount, a job should be rated light work: (1) when it requires walking or standing to a significant degree; or (2) when it requires sitting most of the time but entails pushing and/or pulling of arm or leg controls; and/or (3) when the job requires working at a production-rate pace entailing the constant pushing and/or pulling of materials even though the weight of those materials is negligible. NOTE: The constant stress and strain of maintaining a production-rate pace, especially in an industrial setting, can be and is physically demanding of a worker even though the amount of force exerted is negligible.

Likert Scale: This scale (or questionnaire) is used to ascertain the level of agreement or disagreement of a respondent to a series of statements. The responses must always be odd in number; that is, the respondent needs to have a neutral choice. For example:

___strongly disagree

___disagree

___neither agree nor disagree

___agree

___strongly agree

Locus of Control: Locus of control is a useful construct in terms of vocational rehabilitation. Locus of control is defined as an individual's perception of the cause of events in his or her life: either one believes he/she controls his/her destiny (internal control), or one believes that others, luck, or fate controls one's outcomes (external control). Locus of control is closely related to the concept of "attribution theory."

M

Macular Degeneration: A chronic disease of the eyes caused by the deterioration of the central portion of the retina, known as the macula, which is responsible for focusing central vision in the eye. Malfunctioning cone cells in the retina can cause "wet" (disciform) and "dry" (atrophic) degeneration.

Mainstreaming: Including people with disabilities in employment, education, training, and all sectors of society. The United Nations website states, "In order for a person using a wheelchair to access decent work, the person needs to be able to physically move in and out of his or her home; needs to be able to access the public space and transportation; and needs to be able to access the work facilities, in terms of both the built environment and its information and communications systems." <http://www.un.org/disabilities/default.asp?id=1569>

Malingering: A medical and psychological term that refers to an individual fabricating or exaggerating the symptoms of a medical or psychological illness for a variety of motives, including obtaining financial compensation, avoiding responsibility, obtaining drugs or medication, getting lighter criminal sentences, or garnering attention or sympathy. Malingering is separate from somatization and factitious disorders, where the gain is not obvious or conscious.

Managerial Mediation: Since unresolved conflict and associated anger play such a significant role in workplace injuries, the single most productive intervention is managerial mediation. Generally, strife in the worksite is between co-workers or a worker and his/her supervisor. Since this condition is a commonplace event, there is a strategy to deal with it. That strategy is called managerial mediation.

The methods of mediation have long since been adapted to workplace disagreements and are called managerial mediation. Workplace supervisors are trained in specialized methods of mediation and are required to bring the methods to those situations that, left un-addressed, would likely escalate. The process is designed to bring mutual acceptance to the disputants in the conflict. Unmanaged employee conflict is arguably the largest reducible cost in organizations today. It is estimated that over 65% of work performance problems result from strained relations between employees – not from deficits in an individual's skills or motivation.

Managing Your Boss: "Managing Your Boss" was the topic of a paper written by two Harvard Business School professors, John Cabarro and John Kotter. The paper was published in the *Harvard Business Review* in 1980. The core concept was that individual employees should pay close attention to managing the relationship with their bosses on the theory that if the boss succeeded, the subordinate would do the same. The concept is still widely used in well-managed companies. The concept is now sometimes called "Managing Upward."

The Maslow Hierarchy in Return to Work: The Maslow Hierarchy is a well-known and frequently applied standard of workplace motivation. Maslow classified motivation into five levels by conceiving a hierarchy (pyramid) of needs:



Injured worker motivation is one of the essential issues of vocational/disability evaluation and occupational rehabilitation. Rehabilitation counselors and case managers are frequently disappointed by injured workers' responses to return-to-work opportunities following periods of lost time.

Maximum Medical Improvement (MMI): The point at which an injured worker's medical condition has stabilized and further functional improvement is unlikely despite continued medical treatment or physical rehabilitation. Once MMI is reached, no further healing or improvement is expected, and the degree of permanent or partial impairment can now be determined.

Meaning of Work: In her research at New York University, Dr. Amy Wrzesniewski has determined that individuals experience work in one of three distinct ways:

1. **Job:** the individual is primarily concerned with the financial rewards of work
2. **Career:** the individual is focused on advancing within the occupational structure
3. **Calling:** the individual works not for financial gain or career advancement, but for the sense of fulfillment that work brings

Developing a quality disability management program requires an awareness of Wrzesniewski's research in that individuals who view their work as *just a job* prior to the onset of injury or illness will be less likely to return to work than individuals who consider work a *career*. In contrast, individuals who perceive work more or less as a *calling* are generally eager to return to work following illness or injury.

Medium Work: The U.S. Department of Labor defines medium work as involving the exertion of 20 to 50 pounds of force occasionally (up to one-third of the time), and/or 10 to 25 pounds of force frequently (from one-third to two-thirds of the time), and/or greater than negligible and up to 10 pounds of force constantly (two-thirds or more of the time) to move objects. Physical demand requirements are in excess of those for light work.

Mental Health Day: A day off to reduce stress, manage anxieties, or seek professional psychological help.

Metabolic Equivalent (MET): The ratio of the associated metabolic rate for a specific activity divided by the resting metabolic rate. The resting metabolic rate is approximately 1 MET and reflects the energy cost of sitting quietly. Multiples of 1 MET indicate a higher energy cost for a specific activity.

MRI Scans: Use a magnetic field and radio waves to create detailed images of internal bodily organs and tissues.

Munchausen Syndrome by Proxy: This syndrome affects caregivers, usually mothers, who induce or fabricate symptoms of illness or injury in a child, for which the caregiver then seeks medical treatment and attention. (<http://www.ncbi.nlm.nih.gov/pubmedhealth/PMH0002522/>)

N

Non-Exertional Impairment: Non-exertional impairments are those anatomical or physiological health conditions that do not necessarily interfere with strength or endurance, but nonetheless may result in occupational or social disabilities. For example, it is known that facial disfigurement can be significant enough to cause social or vocational disabilities. Visual loss or hearing impairment are examples of non-exertional impairments. Emotional disorders are also representative of non-exertional impairments.

Conversely, musculoskeletal or neurological impairments affecting an individual's strength or physical endurance represent exertional impairment. As with exertional impairments, non-exertional impairments can be accommodated in the workplace to lessen their effects on vocational functioning.

Nonverbal Intelligence: The ability to analyze information and solve problems using visual or hands-on reasoning. Nonverbal tasks involve the ability to recognize and remember visual sequences, understand the meaning of visual information, recognize relationships between visual concepts, perform visual analogies, and recognize causal relationships in pictured situations.

Norm Group: A carefully constructed sample of the intended testing population that is intended to mirror the demographic composition of that population. The performance of individuals in the norm group is the benchmark against which scores on a norm-referenced test are compared.

O

O*NET: The O*NET has replaced the Department of Labor's *Dictionary of Occupational Title* to some extent. The O*NET system is a key program that the U.S. Department of Labor (DOL) developed to provide occupational and labor market information to job seekers, students, businesses, and other workforce entities. The O*NET provides information to help the public select career goals and develop education and training plans for work that is likely to be satisfying. O*NET's website: <http://online.onetcenter.org>

Occupational Disability: Occupational disability is the difference between what a person can do as the result of a medical impairment and what a particular job demands.

Occupational Inertia: A term coined by Dr. Jasen Walker. According to Dr. Walker, occupational inertia is not unlike the classic definition of inertia in the physical world. "Inertia is a property of matter by which it remains at rest or in uniform motion in the same straight-line unless acted upon by some external force." (Webster, 1994). Occupational inertia reflects the movement or non-movement of an individual in the workforce or a particular job. People have a tendency to remain in a career path, or for that matter, outside of the workforce unless they are compelled to change their vocational state "by forces impressed," to borrow the phrase from Newton. Sometimes those forces are found in the trait of resilience and the availability of strong social support.

Some people have the tendency to remain vocationally arrested. We often see this in people who are unhappy in their work, but their unhappiness is not strong enough to compel them to change their occupation or job situation. Occupational inertia can reflect the individual's tendency to remain in a career path until action changes that career path. Likewise, occupational inertia can evidence itself following the onset of illness, injury, or litigation associated with displacement from the workforce following physical and/or emotional trauma, including the perceived breach of a social contract. Dr. Walker invites those interested in the concept of occupational inertia to visit this Lexicon's definitions of malingering, co-malingering, disability proneness, positive psychology, resilience, social contract, and disability resistant.

Occupational rehabilitation: The science and practices of returning injured workers to a level of work activity that is appropriate to their physical and cognitive capacity, both of which are influenced by the severity of the worker's injuries. Occupational rehabilitation includes assessing functional capacities through unbiased and objective testing and measures that determine interests and abilities in alternative work.

Occupationally significant impairment: a physical or mental disorder that disables an individual from executing activities at work for which the person would be otherwise qualified. Therefore, a below the knee amputation would be occupationally significant to a professional baseball player, but not to a baseball TV/radio commentator.

Occupational Safety and Health Administration (OSHA): Part of the United States Department of Labor, OSHA was created by Congress with the Occupational Safety and Health Act of 1970 to assure safe and healthful working conditions for people by setting and enforcing standards, as well as by providing training, outreach, education, and assistance. For more information, including specifics regarding OSHA regulations, visit <https://www.osha.gov/>.

Occupational Stress: According to the [Bureau of Labor Statistics](#), occupational stress occurs when an employee has a "neurotic reaction" to stress in the workplace. This reaction can involve mental, physical, or emotional strain that interferes with productivity and job performance and often causes the employee to seek time away from work in order to reduce his/her stress level. Interestingly, occupations most often leading to occupational stress disorders include bookkeepers, accountants, and auditing clerks.

Occupational Therapy: According to the American Occupational Therapy Association, occupational therapy is skilled treatment that helps individuals achieve independence in all facets of their lives. Occupational therapy assists people in developing the "skills for the job of living" necessary for independent and satisfying lives. Services typically include:

- Customized treatment programs to improve one's ability to perform daily activities
- Comprehensive home and job site evaluations with adaptation recommendations
- Performance skills assessments and treatment
- Adaptive equipment recommendations and usage training
- Guidance to family members and caregivers

Occupational therapy is the process of assisting individuals to regain physical and/or mental capabilities after a trauma. Generally, the need is to assist the individual to regain his/her basic motor functioning and/or reasoning ability, but the process may also be used to assist individuals in learning ways to compensate for a permanent loss of functionality. The overall goal of occupational therapy is to assist individuals to achieve independence, be productive, and live satisfying lives. Occupational therapists are required to be accredited, and most such therapists have masters' degrees in the field. Occupational therapists are sometimes referred to as physical therapists, but this designation is not inclusive of their overall task.

Office of Disability Employment Policy (ODEP): ODEP's mission is to develop and influence policies and practices that increase the number and quality of employment opportunities for people with disabilities. This office promotes the acceptance and pursuit of strategies and practices to impact the employment of those with disabilities. They attempt to do so through sharing information and providing technical assistance to government agencies, service providers, and public and private employers, among others. Their vision is "A world in which people with disabilities have unlimited employment opportunities." For more information on ODEP, visit <http://www.dol.gov/odep/>.

Opioid-induced hyperalgesia (OIH): a state of nociceptive sensitization caused by exposure to opioids. The condition is characterized by a paradoxical response whereby a patient receiving opioids for the treatment of pain could actually become more sensitive to certain painful stimuli.

Organizational Culture is the values and behaviors that contribute to the unique social and psychological environment of a company and includes the organization's expectations, experiences, philosophy, and values that hold it together. An organization's culture is expressed in its self-image and inner workings, and is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Organizational culture is also shown in the ways the company interacts with the outside world – how it conducts its business and treats its employees, customers, and the wider community. It affects the organization's productivity and performance and provides guidelines on customer care and services, product quality and safety, attendance and punctuality, and concern for the environment.

P

Pennsylvania's Early Head Start program: Pennsylvania's Early Head Start program (for pregnant women, infants, and toddlers) and Head Start program (children ages 3-5) promote school readiness and provide skills to enhance children's growth and development to families of low-income economic status. The programs provide comprehensive educational, health, nutritional, and social services to the families. The programs provide pre-literacy and literacy experiences in a multicultural environment, and parents receive social services and assistance with childcare. For more information, and to see if you are qualified, visit benefits.gov.

Pennsylvania Health Care Cost Containment Council (PHC4): PHC4 is an independent state agency that is responsible for addressing escalating health costs, quality of health care, and access to health care for all citizens. PHC4 collects and publishes data regarding health care, and the finances involved are published in free public reports. PHC4's website: <http://www.phc4.org/council/mission.htm>

Pennsylvania Office of Vocational Rehabilitation (OVR): An agency that helps people with disabilities help themselves prepare for, start, and maintain a career. OVR counselors work with thousands of people with physical, mental, and emotional disabilities. OVR's website: <http://www.dli.state.pa.us/landi/cwp/browse.htm?a=128&bc=0&c=27855>

PET Scans: help to obtain information regarding how a patient's organs are functioning. A small amount of radioactive material is utilized, and depending on the purpose of the scan, it could be injected into a vein, inhaled, or swallowed.

Physical Therapy: Physical therapy is concerned with identifying and maximizing movement potential, within the spheres of promotion, prevention, treatment and rehabilitation. It involves the interaction between physical clients, families and care givers, in a process of assessing movement potential and in establishing agreed upon goals and objectives using knowledge and skills unique to physical therapists. Physical therapy involves the treatment of injuries or disorders using physical methods, such as exercise, massage, or electrical stimulation.

Positive Psychology: Positive psychology describes the effort of the American Psychological Association (APA) to refocus the primary goal on achieving the prevention of psychological distress as opposed to dealing with dysfunctionality after the fact. Dr. Martin Seligman of the University of Pennsylvania introduced the concept during his year as President of the APA, but many other academicians have contributed to its development. The earliest and most insistent application of positive psychology methods to disability management programs occurred at CEC Associates, Inc., in Valley Forge, PA. ([see also Values in Action](#))

Positive reinforcement: In positive reinforcement, a behavior is followed by the presentation of a motivating item to increase the probability of that behavior in the future.

***Post-concussion syndrome (PCS):** Common symptoms include: headache, dizziness, decreased concentration, memory problems, fatigue, impaired judgment, depression, and anxiety. The Concussion Legacy Foundation describes PCS as “the persistence of concussion symptoms beyond the normal course of recovery. The majority of concussion symptoms will resolve within about two weeks, and with proper recovery almost all dissipate within a month.... Patients with PCS can experience concussion-like symptoms at rest or in response to too much physical or cognitive activity, often forcing them to withdraw from their usual physical, professional, and social lives.”

Post-Traumatic Stress Disorder (PTSD): PTSD is the consequence of a stressful event that leads to a severe psychological impairment. PTSD is always dependent on the exposure to some traumatic experience and is not the result of a pre-existing weakness. PTSD occurrences are most frequently related to military combat, but severe and continuing traumas in non-combat situations, including the workplace, are not uncommon.

Power tests usually measure achievement or ability, and they have either no time limit or such a long time limit that test-takers can attempt all items. Some items on power tests are so difficult that no test-taker can obtain a perfect score. These types of psychometric tests can be used to make career-related decisions. For information related to psychometric testing, visit http://www.mindtools.com/pages/article/newCDV_21.htm.

Premorbid: a person's mental and/or physical state as it existed prior to the occurrence of physical disease/injury or emotional illness.

Presenteeism: Coined by Gary Cooper, a professor of organizational psychology and health at Manchester University in the UK, presenteeism describes the overwork and feelings of job insecurity resulting from downsizing and restructuring. It can also be used to describe employees who go to work while sick or injured, thus causing lost productivity due to sub-optimal performance.

Primary Gain:

- A **primary gain** in medicine is said to be the unconscious gratification derived from and amplified by the patient as a psychological defense against the guilt he or she associates with the medical condition.
- A **secondary gain** is an external motivator that the patient assumes to gain sympathy or advantage by exaggerating the symptoms of the condition.
- A **tertiary gain** is where the symptoms become more pronounced as the patient tries to please his or her health provider.

***Prior level of function (PLOF):** A person's level of functional abilities just prior to condition or injury event.

Professionalism: Providing both clients and coworkers with courtesy, honesty, and quality work. It entails upholding responsibilities, taking pride in one's work, and pursuing a level of excellence.

Psychogenic pain or [persistent somatoform pain disorder](#), is defined by the 10th Revision of the International Statistical Classification of Diseases and Related Health Problems (ICD-10) as pain that cannot be explained fully by a physiological process or a physical disorder. The physical pain, which can be described by the patient as persistent, severe, and distressing, occurs in association with emotional conflict or psychosocial problems that are sufficient to allow the conclusion that they are the main causative influences.

Psychometrics: Psychometrics is the field of study that examines both the theories and techniques that go into constructing mental measurements. The basic units of psychometrics are the validity and reliability of the instrument to be used in a specific application. The field of psychometrics is concerned with both the construction of the instrument and the process used for the application of the instrument.

Psychosocial Maladjustment: An inability to meet the demands of society, such as coping with problems and social relationships, usually reflected in emotional instability. In the context of work, an inability to adapt to a company's culture is one possible cause of an employee's workplace maladjustment. A maladjusted employee can have a negative impact on a work environment by suffering from low morale or experiencing high levels of stress that affect job performance and co-worker or supervisor relationships, for example.

Q

Qualitative Research: Involves an in-depth understanding of human behavior and the reasons that govern human behavior. It focuses on the "why" and "how" of decision-making and categorizes data into patterns as the primary basis for organizing and reporting results.

Quantitative Research: Develops and employs mathematical models, theories, and hypotheses pertaining to natural phenomena. Measurement provides the fundamental connection between empirical observation and mathematical expression. Quantitative research focuses on the "what," "where," and "when" in understanding human behavior.

Quotient: The magnitude of a specified characteristic or quality, such as an intelligence quotient.

R

Radiculopathy: Any disease of the spinal nerve roots and spinal nerves. It is synonymous with radiculitis. It is characterized by pain which seems to radiate from the spine to extend outward to cause symptoms away from the source of the spinal nerve root irritation. Causes of radiculopathy include deformities of the discs between the vertebrae.

Reasonable Accommodations: Federal agencies are required by law to provide reasonable accommodations to employees or applicants for employment with disabilities. The accommodations should make it easier for the employee to successfully perform the duties of the position, except when the accommodation would cause an undue hardship (e.g., financial difficulty, or accommodations that are unduly extensive or disruptive that they would alter the operation of the business) to the employer. Accommodation provision is essential due to the nature of discrimination faced by individuals with disabilities. Reasonable accommodations remove workplace barriers, such as inaccessible facilities or equipment, or procedures and rules, and enables equal employment opportunities. When an employee decides to request an accommodation, the individual must clearly inform the employer that he/she needs an adjustment at work for a reason related to a medical condition.

Rehabilitation Act of 1973: This is the first legislation prohibiting discrimination against people with disabilities. This law is applied to employees of the U.S. federal government as well as employees of any organization that receives federal funding. There are three sections of this act under Title V requiring that reasonable accommodations be provided:

- Section 501: This section requires affirmative action and prohibits discrimination in employment by federal agencies.
- Section 503: This section requires affirmative action and prohibits employment discrimination by federal government contractors and subcontractors with contracts of more than \$10,000. This includes universities, federally-funded training programs, and private defense and research companies.
- Section 504: This section requires that qualified individuals with disabilities not be excluded from, denied access to, or be subject to discrimination under any program or activity that receives federal funding.

Reliability: The extent to which a measurement instrument yields consistent, stable, and uniform results over repeated observations or measurements under identical circumstances each time. For example, a scale is unreliable if it weighs a child three times in three minutes and yields three different weights.

Resilience: Individuals who, when challenged, display resilience are less likely to be overcome by difficult events, and those who demonstrate resilience will recover more quickly from adverse events than those who are not resilient. Achieving resilience is a primary goal of Positive Psychology. Some employers consciously seek to hire workers who they believe are more resilient than others.

Return on Investment: A ratio of the economic and/or noneconomic benefits derived from expenditures to initiate or improve a particular testing program, training program, or intervention as compared to all of the costs of the initiative or improvements.

Return-to-Work: Return-to-work is a conceptual approach to disability management in the workplace. That is, employers subscribe to the idea that they choose to return injured or ill workers to productivity whenever possible. Return-to-work is not a process; it is a commitment by the employer to want to return workers to productivity after an event.

S

Sedentary Work: The U.S. Department of Labor defines sedentary work as exerting up to 10 pounds of force occasionally (up to one-third of the time) and/or a negligible amount of force frequently (from one-third to two-thirds of the time) to lift, carry, push, pull, or otherwise move objects, including the human body. Sedentary work involves sitting most of the time, but may involve walking or standing for brief periods of time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.

Self-efficacy: Self-efficacy refers to an individual's belief in his or her capacity to execute behaviors necessary to produce specific performance attainments. Self-efficacy reflects confidence in the ability to exert control over one's own motivation, behavior, and social environment. It has been shown to be an important factor in returning to work after a work-related injury.

Service Animal: a dog that is individually trained to do work or perform tasks for a person with a disability, according to the [ADA](#). Services include but are not limited to: guiding those who are [blind](#), alerting people who are [deaf](#) or are prone to [seizures](#), pulling a [wheelchair](#), or calming those with [PTSD](#). Research has shown that [service dogs](#) provide physical and mental [benefits](#), including greater psychological well-being, self-

esteem, confidence, independence, and cheerfulness. A dog that solely provides comfort or support is not recognized as a service animal.

Shift Work Sleep Disorder (SWSD) affects people who repeatedly rotate shifts or work at night, causing a disruption in the body's natural Circadian rhythm. It is most common in those who work non-traditional hours, namely between 10 p.m. and 6 a.m. Side effects include difficulty adjusting to sleep and wake schedules, headaches, and a lack of energy and concentration. Consequences of SWSD are increased accidents, work-related errors, sick time, and mood problems. It is advised that those dealing with SWSD make sleep a priority. Some suggestions include limiting light and noise and having family members help with limiting distractions.

SMART goals: George T. Doran's 1981 article *There's a S.M.A.R.T. way to write management's goals and objectives* introduced the SMART acronym to describe how to ensure a goal is met. SMART goals have since been adopted and revised by numerous individuals, and the acronym now commonly represents: specific, measurable, achievable, realistic/relevant, and timed. A well-constructed goal is specific if it is simple and clearly defined. The goal should be measurable by including tangible evidence to indicate when the goal is accomplished. While the goal should stretch an individual slightly, it should be defined in a way that is achievable. The expected result of the goal should be realistic and/or relevant; thus, a well-constructed goal should align with current tasks and projects and focus on one defined area. Finally, the goal should be linked to a timeframe in order to facilitate a practical sense of urgency. Implementing a goal using these guidelines should help facilitate achievement of any goal, whether it be finding a job, writing a proposal, or completing a chore, as examples.

Society for Human Resource Management (SHRM): SHRM "is the world's largest association devoted to human resource management." Representing more than 250,000 members in over 140 countries, SHRM ensures that members of the Society are updated on new and changing laws and policies, as well as continuing education needs of members. SHRM provides conferences and resources for individuals and organizations to aid them in serving employers and employees, as well as communities.

Social Contracts: In addition to any specific contract one might sign with the employer, one also receives an unwritten contract. A written contract might place special terms of employment such as pay levels, vacation policies, intellectual property rights, etc., into legal form. The unwritten agreement is called a social contract. The social contract assumes particular protections in various matters such as discrimination in terms of gender, race, age, religion, and disability. The social contract includes issues such as: coming to work on time, being respected in the workplace, cooperation, collaboration, and receiving rewards for productivity and creativity. Even an expected "good morning" could be part of an unwritten agreement or social contract.

When the social contract is broken, when employers or employees do not fulfill their unwritten obligations, resentment ensues, tensions build, and relationships break down. Breached social contracts are what make working intolerable for many people.

Social Exchange Theory explains engagement of employees in organizations. When individuals receive economic and socioemotional resources from their organization, they feel obliged to respond in kind and repay the organization. One way for individuals to repay their organization is through their level of cognitive, emotional, or physical engagement. The more engaged the employees are to their work, the greater amounts of resources they will devote to perform their job duties.

Social Security Administration: The United States Social Security Administration is an independent agency of the U.S. government which manages the country's social insurance program, which consists of retirement,

disability, and survivors' benefits. To qualify for these benefits, most American workers pay Social Security taxes on their earnings. Future benefits are based on the employees' contributions.

Social Security Disability Insurance (SSDI): a federal insurance program that provides benefits for those who meet the Social Security Administration's ([SSA](#)) [definition of disability](#). Benefits are based on the duration of employment and how much was earned in Social Security covered jobs.

Social Loafing: A decline in motivation and effort when people combine their efforts to form a group project.

Social Laboring: Working in a group can cause an increase in individual effort and productivity compared to an individual working alone.

The Society for Disability Studies (SDS): [The Society for Disability Studies \(SDS\)](#) is an international non-profit organization that advocates the study of disability in social, political, and cultural contexts. Founded in 1982, the SDS emphasizes the strong impact that disability has on human experience for both disabled and nondisabled people. The organization publishes a quarterly journal and also holds an annual conference, where people can exchange ideas, share perspectives, and learn about current work in disability studies.

Soft vs. Hard Management There are two distinct styles of human resource management that can be practiced within an organization. Hard management uses a strict code of behavior to manage employees, has high standards of performance, and implements minimal communication from the top down. The manager maintains a respectful distance from employees to better use his/her authority. Companies that exhibit soft management are more flexible and lenient. The work environment is generally friendlier, and control is given to the employee to pick his/her own methods of operation. Organizations with soft management styles are more likely to empower their employees and emphasize the importance of training and development. Notably, however, one empirical study referenced in [Strategic Human Resource Management: Corporate Rhetoric and Human Reality](#) (Gratton et al., 1999) suggests that "even if the rhetoric of HRM is 'soft', the reality is almost always 'hard', with the interests of the organization prevailing over those of the individual."

Somatic complaints: "Somatic" is defined as anything of, related to, or affecting the physical body. Somatic complaints, as seen in medical documentation, refer to common, unexplained physical problems, e.g., headaches, chest pains, nausea, lower back pain, and skin rashes. Physical symptoms are real to the sufferer and are usually made worse by stress or emotional factors; however, there are typically no underlying medical issues causing them.

[Somatic symptom disorder](#): A renaming of the somatoform disorders in the DSM-V. In order to clarify boundaries of somatoform disorders with somatic symptoms, the diagnoses somatization disorder, hypochondriasis, pain disorder, and undifferentiated somatoform disorder were removed. To receive a diagnosis of somatic symptom disorder, somatic symptoms must be present persistently (typically for 6 months), be significantly distressing or disrupt daily life, and be accompanied by excessive thoughts, feelings, or behaviors.

Specific Vocational Preparation: The amount of lapsed time required by a typical worker to learn the techniques, acquire the information, and develop the facility needed for average performance in a specific job-worker situation. This training may be acquired in a school, work, military, institutional, or vocational environment. It does not include the orientation time required of a fully qualified worker to become accustomed

to the special conditions of any new job. Specific vocational training includes vocational education, apprenticeship training, in-plant training, on-the-job training, and essential experience in other jobs.

Stanine: A 9-point scale used to show placement in standardized testing, such as the Career Ability Placement Survey, a measure of vocational aptitude. Nine is the highest possible stanine score, while 1 is the lowest. Scores of 4, 5, and 6 show average ability. Stanine scores are typically used in conjunction with percentiles (e.g., a stanine score of 5 would represent the 50th percentile among educational peers).

Strategy Alignment: The concept that employees need to understand how the tasks they are performing each day fit with their organization's overall goals in order to be most effective. Per blessingwhite.com, "Strategy alignment requires dialogue.... Employees need to know, 'What does this mean to me? Which, of the 10 projects I have on my plate today, is most important?'"

Supplemental Security Income (SSI) is a Federal income supplement program funded by general tax revenues (not Social Security taxes). SSI is designed to help aged (over 65), blind, and disabled people with little or no income by providing cash to meet basic needs for food, clothing, and shelter. SSI may find a person "disabled" if the individual has a medically determinable physical or mental impairment (including an emotional or learning problem) that results in the inability to do any substantial gainful activity and is expected to last for at least a continuous 12 months or can result in death. <https://www.ssa.gov/ssi/>

Symptomatology: A set of symptoms characteristic of a specific medical condition and often exhibited by a patient during the disability analysis process. Subjective symptoms will often be the basis for a physician's medical declaration of disability or impairment; however, feigned symptomatology can be measured during the psychovocational evaluation process.

T

Team Dynamics: The relationship between a group of employees working together. When the dynamic is positive, the team is trying to achieve a common goal and increase the value of the corporation – also known as teamwork. The team dynamics are most effective when the goal is clear for all employees. Employees on the "team" must understand each other and the role each person plays, which allows for mutual respect, and ultimately, trust in one another.

Temperament: The combination of mental, physical, and emotional traits of a person, or their natural predisposition.

Test-retest reliability: A measure of the correlation between the scores of the same people on the same test given on two different occasions.

Theory of Multiple Intelligences: A psychological and educational theory put forth by Howard Gardner that suggests that an array of different kinds of intelligence exists in human beings. Gardner suggests that each individual manifests varying levels of these different intelligences, and as a result, each person has a unique cognitive profile. Gardner identified eight kinds of intelligence:

- Linguistic (intelligence that has to do with words, spoken or written)
- Logical-mathematical (logic, abstractions, inductive and deductive reasoning, and numbers)
- Spatial (vision and spatial judgment)
- Bodily-kinesthetic (movement and doing)
- Musical (rhythm, music, and hearing)
- Naturalistic (nature, nurturing, and classification)
- Interpersonal (interaction with others)
- Intrapersonal (knowledge of oneself)

Transferable skills refer to the collection of vocational aptitudes and abilities a person acquires while working at one job that can be utilized to satisfy the requirements of another skilled or semi-skilled position. Skills are not considered "transferable" if they are acquired through an unskilled position. Thus, if a person's only work experience is sorting goods at a factory, that person has not attained any transferable skills, according to the Social Security Administration. In addition, if a person suffers an injury that interferes with his ability to perform one of his acquired skills, that skill may not be considered transferable. [Click here](#) for examples of transferable skills.

Transition-to-Work: Transition-to-work is a specific methodology created to return injured workers back to productive employment in the company in which the injury occurred. The critical, key aspect of transition-to-work is that the return is developed incrementally. The hours per week, endurance factors, lifting factors, and so forth, are all induced incrementally over time. Transition-to-work stands in direct opposition to the now-recognized as failed concept called "light duty." One source of the methods and materials used in transition-to-work is CEC Associates, Inc., in Valley Forge, PA

Trauma: "Trauma" originates from the Greek word, *titroskein*, meaning "to wound." Physical trauma can occur in many ways, including slip-and-fall accidents, motor vehicle collisions, and through repetitive exposure to the same or similar environmental forces. The effect of trauma on individuals is variable; for example, mild physical trauma does not always cause damage to the organism, and if the damage is not in the form of physical or anatomic change, no impairment occurs. Trauma can have mental or psychological consequences; the [American Psychological Association](#) describes trauma as an emotional response to an event such as an accident, exposure to violence, or a natural disaster.

Two-Factor Theory (Fredrick Herzberg): states that job satisfaction and dissatisfaction are independent of each other in the work force and that remedying the cause of dissatisfaction alone will not create satisfaction. Herzberg suggests two steps to reach job satisfaction: first, eliminate job dissatisfaction, e.g., by fixing poor policies or providing effective supervisors, and second, help workers find job satisfaction, e.g., by providing opportunities for achievement or creating rewarding work. Herzberg lists satisfaction factors (achievement, recognition, the work itself, advancement, and growth) and dissatisfaction factors (company policies, supervision, relationships with supervisors/peers, work conditions, salary, status, and security).

U

Ultrasound: Sometimes referred to as sonography, ultrasound utilizes high frequency sound waves to produce images of structures within the body.

Underemployment: An individual is underemployed when he is working in a job that requires a lesser skill level than that for which he is qualified based on his acquired abilities and skills. For example, someone with a Master's degree and experience working in the field related to their higher education would be considered underemployed if he or she were working as a cashier at a clothing store.

Unemployment: According to The American Heritage® Dictionary of the English Language, Fourth Edition, unemployment is defined as the amount of people in a society that are actively seeking work but are unable to obtain it. This number is reported as a percentage of the general workforce and is used as an indicator of the health of an economy at a given time. The Bureau of Labor Statistics (<http://www.bls.gov/bls/glossary.htm#X>) defines unemployed persons as those individuals aged 16 years and older who had no employment during the reference week, were available for work (except for temporary illness) and had made specific efforts to find employment sometime during the four-week period ending with the reference week.

Utilization Review: The review of how certain medical services are requested and performed. It typically involves pre-authorization, inpatient evaluation of care and needs, and the larger historical picture of how physicians, labs, or hospitals handle their patient populations. Utilization review may be performed by the HMO or insurer itself, or it may be contracted out to a third party specialist or the hospital providing the service. Nurses are generally employed to conduct the actual review.

V

Validity: In statistics, a valid measure is one which is measuring what it is supposed to measure. Validity implies reliability (consistency). A valid measure must be reliable, but a reliable measure need not be valid. Validity refers to getting results that accurately reflect the concept being measured. In psychology, validity is the ability of a test to measure what it was designed to measure, as well as the degree to which the results of an experimental method lead to clear-cut conclusions (internal validity) and how far those results can be generalized (external validity).

Values in Action: In positive psychology, Dr. Martin Seligman, its principal developer, provides a classification of strengths and weaknesses that may be used to guide the development of a positive approach to life. Seligman calls that classification "values in action" and names them as follows:

Wisdom and Knowledge:

1. Curiosity/interest in the world
2. Love of learning
3. Judgment/critical thinking/open-mindedness
4. Ingenuity/originality/practical intelligence/street smarts
5. Social intelligence/personal intelligence/emotional intelligence
6. Perspective

Courage:

1. Valor and bravery
2. Perseverance/industry/diligence
3. Integrity/genuineness/honesty

Humanity and Love:

1. Kindness and generosity
2. Loving and allowing oneself to be loved

Justice:

1. Citizenship/duty/teamwork/loyalty
2. Fairness and equity
3. Leadership

Temperance:

1. Self-control
2. Prudence/discretion/caution
3. Humility and modesty

Transcendence:

1. Appreciation of beauty
2. Gratitude
3. Hope/optimism/future-mindedness
4. Spirituality/sense of purpose/faith/religiousness
5. Forgiveness and mercy
6. Playfulness and humor
7. Zest/passion/enthusiasm

Since state-of-the-art disability management programs incorporate positive psychology principles, "Values in Action" are used to inform the integration of these principles into the program.

Verbal Intelligence: The ability to analyze information and solve problems using language-based reasoning. Verbal tasks involve the ability to listen and recall spoken information, understand the meaning of written or spoken information, solve language-based problems, understand the relationships between language concepts, perform language analogies or comparisons, and perform complex language-based analysis.

Very Heavy Work: The U.S. Department of Labor defines very heavy work as involving the exertion of an excess of 100 pounds of force occasionally (up to one-third of the time), and/or in excess of 50 pounds of force frequently (from one-third to two-thirds of the time), and/or in excess of 20 pounds of force constantly (two-thirds or more of the time) to move objects. Physical demand requirements are in excess of those for heavy work.

Vocational Expert: A vocational expert is a rehabilitation professional with the credentials to testify in court proceedings. According to the American Board of Vocational Experts (ABVE), a vocational expert has specific training and experience in such areas as assessment, functional capacity measures, psychological testing and measurement, job analysis, job placement, and job surveys. They can also provide testimony regarding those fields. The ABVE's website: <http://www.abve.net/>.

Vocational Rehabilitation: Vocational rehabilitation is the process of returning injured workers to suitable employment. Basic aspects of vocational rehabilitation are:

- that the employer has mandated the return of injured workers to employment within the workplace in which the injury occurred
- that the professionals providing the rehabilitation are qualified with the appropriate accreditation

- that the providers coordinate closely with the appropriate health professionals involved in the case.

The process is most successful when it is developed on the structure of a disability management program. ([see also Occupational Rehabilitation](#))

Vocational Testing: Vocational testing is defined as the assignment of numbers or values to attributes of a person according to psychometric rules. The rules, or procedures for assigning numbers, must be stated explicitly. It is important to emphasize that vocational testing is concerned with the abstract aspects of work behavior (e.g., aptitudes, personality, and motivation), qualities that are inferred from variable types of observable test performance. The trait or aptitude that is measured is referred to as a psycho-vocational construct, such as an individual's abilities, interests, work temperament, hand-eye coordination, etc. Vocational testing can be particularly useful for adolescents, young adults, or anyone concerned with career development or occupational change.

W

W-2 Wage & Tax Statement: This tax document is used to report your total earnings in multiple categories, including: federal income, Social Security (SS) wages, and Medicare wages. The amount shown in Box 5, Medicare wages and tips, typically represents your entire compensation from your job. There is no maximum wage base for Medicare taxes, and Medicare wages include any deferred compensation, 401(k) contributions, or other fringe benefits that are normally excluded from Box 1. Your Box 1 reports taxable wages for federal income tax purposes, including your wages, salary, tips you reported, bonuses, and other taxable compensation. It is important to note that your Box 1 and Box 3 (SS wages) total wages should be the same, unless you have reached the SS wage base for the year. If you have met the SS wage base, then Box 1 may be different from Box 3.

Work adjustment: This is a concept explaining how an individual relates to a work environment. Two theories address this concept: the Minnesota Work Adjustment Project and Dr. David Hershenson. The Minnesota Work Adjustment Project proposes that a correspondence exists between a person and his environment in the context of work. According to the Minnesota Project, a correspondence, or mutual responsiveness between the person and environment, must occur. Thus, this theory purports that people select specific work environments that fulfill their personal values and needs, and likewise, employers seek people who have skills and knowledge that will support their values and needs. In a slightly different approach, Hershenson's Model of Work-Adjustment Development postulates that work adjustment is the development of and interaction among work personality, work competencies, work goals, and the environment. According to Hershenson, there are three components to work adjustment: task performance (i.e., quality and quantity of work output), work-role behavior (i.e., appropriate workplace behavior), and work satisfaction (i.e. the individual's satisfaction from the work he/she completes). These are dynamic and constantly developing domains.

Work conditioning: a physical exercise program focused on restoring and increasing physical strength, endurance, and cardiovascular function for a patient who is returning to work after an injury, disease, or other medically imposed rest. A work conditioning program utilizes physical conditioning and functional activities; it may be part of a work hardening program.

Work Dysfunction: According to Rodney L. Lowman, the author of *Counseling and Psychotherapy of Work Dysfunctions*, work dysfunction refers to those psychological conditions in which there is a significant

impairment in the capacity to work caused either by characteristics of the person or by interaction between personal characteristics and working conditions. Psychological characteristics or diseases of the worker (e.g., bipolar disorder) that cause impairment in work functions or interactions with others in the workplace are work dysfunctions. Obviously, not all psychological dysfunctions become work dysfunctions, but when the employee's psychological structure interferes with occupational performance, work dysfunction may be present. Work dysfunction can be a precursor of occupational disability.

Work-Family Border Theory focuses on the idea that people experience psychological and tangible boundaries between work and family on a daily basis. It describes how people manage and negotiate the work and family aspects of their lives and the borders between them in order to attain balance. A central component is the idea that "work" and "family" constitute separate domains or spheres that influence each other, with each possessing a different purpose and culture.

Work-flow integration: The engineering of work tasks to provide more efficient coordination among employees involved in interdependent activities. Reference: *the APA Dictionary of Psychology*.

Work Hardening: A work hardening program is a specialized rehabilitation plan that gradually prepares an injured and out-of-work individual in his/her transition to full-duty work. An effective program is specifically designed for the job to which the injured worker is returning and consists of simulated work tasks and progressively graded conditioning exercises based on the individual's measured tolerances, according to the [U.S. Department of Labor and Industry](#).

Work-Leisure Equation: Various individual and global factors change the Work-Leisure Equation [the allocation of time for those activities over the course of one's life], elongating or shortening the length of time one stays in work and shifting the age when one enters retirement. For example, lost wealth and diminished investment income due to the recent economic crisis have forced people to postpone retirement. Also, rising lifetime longevity has caused people to continue working past national retirement ages to retain their cognitive abilities.

Work-Life Balance: In speaking about "Work-Life Balance," Sheryl Sandberg, CEO of Facebook since 2008, emphasizes the importance of getting rid of the concept of "balance" in the first place. Balance implies that work and life are opposing forces that are unevenly weighted, when both aspects together make up a fulfilling life. It is a common belief that balance means working less, yet removing the word "balance" opens up more possibilities and allows one to fit the pieces of their life together as they so desire. With a change of perspective, one is able to embrace all spectrums of life, where they can become leaders in the workforce and in the home simply by taking control.

Work-related Musculoskeletal Disorders (WMSD): musculoskeletal disorders (injuries or disorders of the muscles, nerves, tendons, joints, cartilage, or spinal discs) in which the work environment and performance of work duties contribute significantly to the injury/disorder, and/or the condition is made worse or persists longer due to work conditions. Examples of work conditions that may lead to WMSD include routine lifting of heavy objects, daily exposure to vibration, work with the neck in chronic flexion position, or performing repetitive forceful tasks. These disorders are associated with a high cost to employers such as absenteeism, lost productivity, increased healthcare, disability, and workers' compensation costs. In 2001, according to the [Center for Disease Control \(CDC\)](#), musculoskeletal disorders resulted in a median of 8 days away from work, and they account for nearly 70 million visits to the doctor's office in the U.S. annually.

Workers' Compensation: All states have workers' compensation programs. Each state's laws are unique. Workers' compensation programs are designed to cover injured workers without having to bring suit against their employers for damages. Therefore, workers' compensation laws are "no fault." In some states, employers are given discounts on their workers' compensation premiums if they offer state-approved safety programs. Jasen Walker has argued that workers' compensation programs can be pernicious, as they induce both helplessness and amotivational syndromes.

Worklife Expectancy: The number of years someone is expected to work between the current time and the end of his or her life expectancy. The cut-off is not the customary retirement age of 65, as people retire at different ages (usually earlier), and the average person has breaks in employment prior to retirement.

Workplace Bullying is "repeated, health-harming mistreatment, verbal abuse, or conduct which is threatening, humiliating, intimidating, or sabotage that interferes with work." According to Gary Namie, director of the [Workplace Bullying Institute](#), those in "do-gooder" occupations, such as health care and education, are the most likely to experience workplace bullying. 57% of bullied targets are women. When a woman is the perpetrator, another woman is the target 80% of the time. However, men are the perpetrators 62% of the time. If someone is being targeted in the workplace and wants to report the bullying behavior to management, Namie explains that this individual first has to "understand that it is an emotional injury, and that will affect how you tell your story. You must make a dispassionate case about the cost of the bullying to the organization and appeal to a rational, bottom-line mindset."

Workplace Deviance: Voluntary behavior that violates significant organizational norms and as such, threatens the well-being of the organization.

X

X-ray: Electromagnetic radiation of wavelengths shorter than visible light. They are produced when electrons travelling at a high speed strike certain materials, such as tungsten. X-rays can penetrate most substances and are used to destroy diseased tissue and make photographic images for diagnostic purposes.

Xenophobia: A fear of strangers or foreigners.

Y

Z
