

## Maximize EAP Supervisor Referrals the Easy Way

Your EAP's very life depends on solid relationships with management, and there is no better proof of it than formal supervisor referrals. You can't have enough of them. They prove your worth.

### Most EAPs Don't Get Enough Supervisor Referrals

You must communicate with management frequently and in writing to maintain "top of mind awareness." A newsletter just for this purpose is the only way to do it—repeating—the only way. It's how supervisors will remember to use the EAP in supervision.

This is what *FRONTLINE SUPERVISOR* is all about.

### Increase Supervisor Referrals 20% in 90 Days

For 22 years, *FRONTLINE SUPERVISOR* has been promising a 20 percent annualized increase in supervisor referrals visible within 90 days—guaranteed.

Even more valuable is the peace of mind you will enjoy knowing your relationship with management is growing more secure.

High frequency of communication in small doses is the secret to promotion and marketing your EAP. *FRONTLINE SUPERVISOR* is education, marketing, promotion, training, and a tool to reduce risk all wrapped into one powerfully unique publication that's easy read.

*FRONTLINE SUPERVISOR* also gives you a winning edge in presentations, EAP proposals, or in live-training support for supervisors.

### What to Do, How to Do It, What to Say, and How to Say It

*FRONTLINE SUPERVISOR* makes you management's best friend because it delivers useful and actionable information on using the EAP in supervision. It literally rescues supervisors from their own bad habits, thereby reducing risk to the organization.

*FRONTLINE SUPERVISOR* is like personally sitting down with every supervisor in your organization every single month and marketing the EAP to them directly. Imagine it.

With *FRONTLINE SUPERVISOR*, managers keep your EAP at the forefront of their minds so they refer troubled employees rather than becoming armchair diagnosticians and "Lone Rangers" who increase risk.

*FRONTLINE SUPERVISOR* can be branded with your logo or you can choose your own completely unique name. We will use our artists to create a nameplate just for you—and it's free. *FRONTLINE SUPERVISOR* is editable and reproducible. And it is only two easy-reading pages editable by you in MS Word or MS Publisher. A pdf or text in MS Word is also available at no extra charge.

## You Will Reach Every Supervisor—Every Straggler

You will reach every supervisor—even those who missed your last training session. Finally, no one will be out of your reach.

*FRONTLINE SUPERVISOR* is turnkey, but you are in complete control. *FRONTLINE SUPERVISOR* doesn't undermine you. You are always able to control its content and add your own expertise.

## Trust FrontLine Supervisor—It's Peer Produced

*FRONTLINE SUPERVISOR* was created by over 22 years ago with experience garnered from every kind of EAP venue – internal, external, consultant, and managed care. Authorship is also rooted in occupational alcoholism history, the core technology, the country's most well-known EAP thought leaders have endorsed the publication. Its founder, one of the first CEAPs passed the first CEAP exam in 1986, over 30 years ago.

## Unique Problem-Solution Format

The focus of *FRONTLINE SUPERVISOR* is on supervisory problems and using the EAP as an effective, pro-people management tool. It includes up-to-date professional development information drawn from hundreds of sources and tips inspired by experience of many EA professionals.

*FRONTLINE SUPERVISOR* accepts input from subscribers. Use the "Subscriber E-Hot Line" at [workexcel.net/hotline.html](http://workexcel.net/hotline.html) to request specific topics you supervisors to read about..we'll take care of it.

Over 100,000 supervisors in thousands of companies read *FRONTLINE SUPERVISOR* each month, and we still have many charter subscribers.

Since 1994 *FRONTLINE SUPERVISOR* has published over 1300 questions and answers on the supervisor's role and EAP. This makes *FRONTLINE SUPERVISOR* the most authoritative and widely read publication in the world on the supervisor's role in using the EAP in supervision.

Here are just a few of the many topics *FRONTLINE SUPERVISOR* covers throughout the year:

## Hot Topics Supervisors Need to Know

- Improving Supervision and Coping Skills
- Avoiding Personal Liability
- Improving Communication with Employees and Management
- Constructive Confrontation and Making the EAP Referral
- Dispelling Myths about Addiction and Personal Problems
- Tips and Techniques to Use in Corrective interviews
- Responding to Tardiness and Chronic Absenteeism
- Avoiding Armchair Diagnosing
- Identifying Signs and Symptoms of Troubled Employees
- Observing and Documenting Troubled Employee Behavior
- Responding to Hostile and Aggressive Employees
- Reducing Supervisor Resistance to Making EAP Referrals

With *FRONTLINE SUPERVISOR*, you won't worry anymore about being out of sight and out of mind with supervisors. Not only will you market your program more effectively, you may also become part of top management's inner circle of advisors. You will become more relevant.

*"Thanks [for your newsletter], I can't tell you how much our client companies appreciate what you are writing. Always a big hit with managers we work with and very helpful for them! Keep up the good work."*

**David Worster, Director, NH EAP Collaborative, Concord, New Hampshire**

*"Every month I tell my clients, 'This is a particularly good issue,' and every month it truly is! This is a great resource. Thank you so much."*

**Elizabeth Robinson, LMFT, CEAP, Manager, Employee Assistance Program  
University of Connecticut Health Center, Farmington, Connecticut**

*"FRONTLINE SUPERVISOR is like putting out my own newsletter without any of the headaches."*

**Ted Walker, Walker Northwest EAP, Portland, Oregon**

*"Our clients find FRONTLINE SUPERVISOR to be an excellent source of timely, concise, and valuable information—keep it coming!"*

**Joseph Lemmon, LCSW-C, CEAP, President, JSL Consulting Group, Baltimore, Maryland**

*"Keep up the good work! FRONTLINE SUPERVISOR answers the questions our customers never knew they had!"*

**Adriane Scherrer, Executive Director, Partnership EAP, Inc., Middletown, Ohio**

*"FRONTLINE SUPERVISOR is our most effective tool for helping managers and supervisors in our client companies. They tell me they keep each issue and refer back to them."*

**Ted Larrison, LCSW, CEAP, EAP Manager, Southern Hills Counseling Center, Jasper, Indiana**

## FrontLine Supervisor Is Your Missing Link to A Great EAP

*FRONLINE SUPERVISOR* is the missing link to a world-class EAP. Without it, your program absolutely, 100%, will not identify as many seriously troubled employees. The mechanics are sound and proven.

How much would it be worth to have supervisors regularly picking up the phone and seeking your help with troubled employees?

If you said "a small fortune," especially if it helped your program stay in favor with management, you'd be right. And it would worth it if the most at-risk employees were referred. Well, increasing that likelihood is what *FRONTLINE SUPERVISOR* is all about.

Well, *FRONTLINE SUPERVISOR* doesn't cost a fortune. It cost about \$56 a month--\$675 per year. It may cost you nothing if you cover its cost with a small fee you share among corporate clients.

### Here's How to Order and Get THREE SURPRISE FREE GIFTS!

**FREE BONUS #1:** Send your logo and I will place it on your newsletter for FREE. With one click, you easily paste it monthly to the current issue. Or you can have a fully designed nameplate--free. Call me for details.

**FREE BONUS #2:** Get 15 issues (three FREE issues) with your paid order!

**FREE BONUS #3:** FAX your paid order or phone now and I will send you WorkExcel.com's \$258 package of EAP Tip Sheets for Supervisors.

This package of 15 tip sheets on avoiding armchair diagnosis, writing corrective letters, doing follow-up, avoiding supervisor enabling, and a ton of other great topics.

I look forward to welcoming you as a new subscriber!

Your truly,



Daniel A. Feerst, MSW, LISW-CP, Founding Publisher  
Nee to talk to me personally? I answer my own phone!

P.S. FAX YOUR ORDER TO 843-884-0442 today and I will email the bonus!

## WHAT YOUR COLLEAGUES ARE SAYING ABOUT FRONTLINE SUPERVISOR!

*"Since July, 1998, I have distributed (via e-mail) The FrontLine Supervisor to my management clients. I have received much positive feedback and I remain impressed with the information's accuracy and applicability regardless of the type of business or clientele served. I commend this newsletter for your consideration."*

**David G. Wertz, Psy.D**  
**Licensed Psychologist**  
**EAP Coordinator**

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**Catherine Bruns, Director**  
**Hawaii Employee Assistance Services**

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**Elizabeth Robinson, LMFT, CEAP, Manager, Employee Assistance Program**  
**Division of Occupational and Environmental Medicine**  
**University of Connecticut Health Center**  
**Farmington, CT**

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*"I distribute THE FRONTLINE SUPERVISOR to all my contracts every month. It has helped me stay in touch with the supervisors and has increased referrals to our program."*

**Barry Wyrich**  
**Employee Alternatives, The Stevens Center**  
**Carlisle, PA**

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*"The FrontLine Supervisor is like putting out my own newsletter without any of the headaches."*

**Ted Walker**  
**Walker Northwest EAP**  
**Portland, OR**

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*"The U.S. Coast Guard is an 'operational service'. My supervisors can read THE FRONTLINE SUPERVISOR in 10 minutes. They learn how to keep their people working at full throttle!"*

**Jody Burcham**  
**EAP Coordinator, U.S. Coast Guard**  
**Kodiak, AK**

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*"THE FRONTLINE SUPERVISOR is an excellent resource for the EAP's that BHA provides."*

**Ginny Kich, Manager of Behavioral Health  
Behavioral Health Advantages, Inc.  
Peoria, IL**

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*THE FRONTLINE SUPERVISOR has been an added asset to our company - I'm told most supervisors look forward to receiving it every month."*

**Bill Walker, President  
Recovery EAP & Consulting**

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*"Our clients find THE FRONTLINE SUPERVISOR to be an excellent source of timely, concise, and valuable information - keep it coming!"*

**Joseph Lemmon, LCSW-C, CEAP, President  
The JSL Consulting Group**

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*"...We distribute THE FRONTLINE SUPERVISOR monthly under our own letterhead and have had numerous calls of appreciation for this added service."*

**Mark Derbyshire, Director  
Carilion EAP  
Roanoke, VA**

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*"This is the most employee assistance appropriate newsletter I have ever seen. Thank you for a job well done."*

**Barbara Sheffield  
EAP Program Director  
Santa Barbara, CA**

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*"Keep up the good work! THE FRONTLINE SUPERVISOR answers the questions our customers never knew they had!"*

**Adriane Scherrer, Ex. Director  
Partnership EAP, Inc.  
Middletown, OH**

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*"Well prepared...and so appropriately presented for expanding the supervisor's knowledge of the broader application of EAP principles."*

**Floyd L. Hansen, Ex. Director  
EMPAC, Inc.  
Wichita, KS**

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*"My supervisors look forward to receiving their copy of THE FRONTLINE SUPERVISOR and they make copies for their second line supervisors. The articles are timely, concise, and appropriate!"*

**Joy Janssen, Program Director  
SAVE EAP  
Santa Barbara, CA**

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*"THE FRONTLINE SUPERVISOR is our most effective tool for helping managers and supervisors in our client companies. They tell me they keep each issue and refer back to them."*

**Ted Larrison, LCSW, CEAP, EAP Manager  
Southern Hills Counseling Center  
Jasper, IN**

*"(DFA's Alcohol & Other Drugs At Work) training program along with THE FRONTLINE SUPERVISOR makes our EAP program unique and provides consistent ongoing information to client companies and our EAP counselors."*

**Gil Garcia, Executive Director**  
**Concerned Associates**  
**Menominee, MI**

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*"A supervisor who is not well informed on the rules of work is a ticking time bomb in the workplace. THE FRONTLINE SUPERVISOR is an excellent resource for keeping supervisors informed on the limitations placed on their workplace behavior and utterances."*

**Dick Bickerton, Founder, EAP Resource Center (deceased)**  
**International Employee Assistance Professionals Association**  
**Arlington, VA**

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*"I think THE FRONTLINE SUPERVISOR is an excellent idea."*

**K.M., Manager**  
**(Midwest Desk Manufacturing Company)**

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*"THE FRONTLINE SUPERVISOR puts managers in touch with what's going on with difficult employees."*

**Cornell Fuller, EAP Coordinator**  
**Proctor & Gamble Co.**

*"Neat Q & A format - very relevant for workplace leadership!"*

**Andy Visser, CEO**  
**Connections, Inc.**  
**Rock Valley, IA**

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*"THE FRONTLINE SUPERVISOR has been an effective tool for us in developing materials for supervisors."*

**Beth Gilley, Excutive Vice President**  
**Employee Assistance Service, Inc.**  
**McLean, VA**

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*"...a terrific way to connect with supervisors and reinforce EAP concepts and to share relevant worplace information!"*

**Bill Weant, Coordinator EAPs,**  
**Tri-County Mental Health Center**  
**Salisbury, NC**

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*"We currently use 'The FrontLine Supervisor' and it is very popular with our corporate clients. Thanks for a great publication!"*

**Barbara Hatfield**  
**Partnership, EAP, Inc.**  
**Middletown, OH**

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*"Thank you again for providing this wonderful service. I have been extremely pleased and impressed with the support and information received."*

**Dr. Nancy Gup**  
**Gup & Associates, Inc.**  
**Atlanta, GA**

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**Catherine Bruns, Director**  
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*Would also like to share with you that we have used Frontline Leader Newsletter for some time now and I have received very positive feedback from our Leaders who look forward to the monthly newsletters and found them to be very useful in supporting them in their role here at Goodrich.*

**Patty Hill, EAP Manager**  
**Goodrich Corporation**



Since 1994 – The Best Way to Stay in Front of Supervisors

# Get More Supervisor Referrals

## Guaranteed

Tactical support for supervisors on the frontlines in any organization



- Written and inspired by issues brought to EAPs by supervisors
- Increases your EAP utilization, visibility, and value
- 12 monthly two-page issues... ready to copy, upload, and distribute IMMEDIATELY
- Priced low and licensed for unlimited reproduction

**Frontline Supervisor is always a PERFECT FIT for your EAP. Multiple formats available.**

- ✓ Edit it!
- ✓ Customize it!
- ✓ Brand it as your own!

**"Our clients find THE FRONTLINE SUPERVISOR to be an excellent source of timely, concise, and valuable information - keep it coming!"**

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Ted Lamson, LCSW, CEAP, EAP  
Manager Southern Hills Counseling Center Jasper, IN

"The FrontLine Supervisor will increase the skills of supervisors and they will love and look forward to receiving the publication each month or we will refund 100% of the price you paid for your subscription."

Daniel A. Feerst  
Founding Publisher



**YES!**

I want to educate supervisors all year, keep our EAP utilization rate high, and maintain a solid relationship with management! Start our subscription to *THE FRONTLINE SUPERVISOR* (12 issues for \$675!) along with my choice of options below.

**FORMAT OPTIONS:**  Hard copy only  MS Publisher  Word text only  PDF  
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# Frontline Supervisor

NYS Employee Assistance Program  
[www.worklife.ny.gov/eap](http://www.worklife.ny.gov/eap)

■ **What does it mean for a supervisor to play the role of a safety mentor?**

When supervisors act as safety mentors, they help employees acquire the education, training, and instruction needed to stay safe on the job. They also help employees develop habits of thinking before they act in order to prevent accidents. A safety mentor teaches employees to remain cautious and look for risks. Training and education alone can't teach this safety attitude, so the supervisor must model it with an effective relationship. This is what helps establish a safety culture. The supervisor must repeatedly impress upon the employee the need to ask safety-related questions, bring concerns to him or her, and not hesitate to do so. In short, the safety mentor passes along a prevention attitude, and this in turn is passed to other employees down the line. With this model of nurturing employees, organizations reap the rewards of higher productivity and reduced costs. One of these rewards is better cooperation in general between supervisors and employees.

■ **I have two employees with a personality clash. Periodically I succeed in getting them to cooperate, but it doesn't "stick." Soon they are back at each other's throats. What is the preferred method for referring them to the EAP?**

There is no preferred method for referring employees in conflict to the EAP, but most EA professionals can recommend an approach based on their past success at conflict resolution. Consult with the EAP to offer background information and plan the referral. Be careful not to see conflict as "the problem." This view of conflict can unwittingly allow you to tolerate it for years because the root causes of conflict are ignored. Conflicts between employees are usually symptoms of other issues requiring intervention or personal change. If you decide to refer employees individually, you may discover that venting and sharing each one's individual stories in private with the EAP produce an almost immediate cessation of tension. Be assured that it is temporary. However, when each employee is feeling supported and aligned with the EAP, the next step of engagement can proceed. Usually EAPs quickly have clarity about the general path toward resolution with the above approach.

■ **How can supervisors intervene with attitude problems, bickering, and morale problems among a large group of employees?**

**Remember this rule:** If employees are bringing their concerns and complaints to you, they are less likely to bring the same complaints and concerns to their peers. Appreciating this dynamic can help you stay proactive in developing effective relationships with employees. Start by reaching out to employees individually to interview and engage with

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**Should I have large group meeting to air out the issues?**

them to gain clarity about the problems your work unit is experiencing. Do not have a large group meeting, because you may never uncover the nature of squabbles that commonly develop among subgroups. Depending on how quickly you meet individually with employees, you may notice more calm and less negativity. This is temporary and requires the next step of acting on and responding to the issues brought to you in these meetings. Establish a feedback process to gauge the impact of implementation. Consult with the EAP to have an EA professional validate your analysis and the conclusions you've arrived at concerning solutions.

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■ **Should a supervisor always seek to motivate an employee to self-refer to the EAP before making a formal referral, other than referrals for serious work rule infractions like a positive drug test, violent incident, etc.?**

**Supervisor referrals are** based on performance, conduct, attendance, attitude, or related behavior issues. In the course of supervision, a performance problem might be identified, and typically the supervisor offers guidance to correct it. If change isn't forthcoming, the supervisor's suggestion to use the EAP may come next. This in turn may lead to a formal referral if performance issues remain or become chronically unsatisfactory. There is no "progressive EAP referral process," but in practice it may look like there is. The one pitfall of this progression is the protracted period of time over which a personal problem may grow worse. This can interfere with the employee's decision to get help because of denial. Supervisors should focus on helping employees make changes early and in an expedient manner to prevent an increasing likelihood the employee will become unsalvageable.

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■ **Supervisors must be skilled at dealing with difficult people and personalities, but no one gets formally trained to do it. It is learned as you go. Can you provide "generic tips" on managing these individuals?**

**Many resources attempt** to name and categorize personality styles and offer specific interventions, but the following serve as general advice for supervisors. (1) Interrupt the difficult coworker's pattern early by counseling the employee to make necessary changes. (2) Document the problem well: include what happened, and describe in measureable terms the impact of the difficult behavior on others, productivity, work processes, and/or work climate. (3) Discuss the adequacy of your documentation with the EAP. (Don't skip this step.) A difficult employee often has well-practiced defense mechanisms to employ against poor or mediocre documentation. The EAP can offer suggestions for more "airtight" documentation. (4) Meet with your employee, and use the documentation in your meeting. (5) Record the outcome, and produce a letter of agreement between you and your employee about changes to be made. (6) Reinforce changes with praise, but do not make global statements of how outstanding a performer you believe your employee to be. These could undermine your attempts to take needed administrative or disciplinary steps in the future.

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## NOTES