

INCREASE SUPERVISOR REFERRALS TO YOUR EAP

- ✓ IDENTIFY MORE "AT-RISK" EMPLOYEES
- ✓ SKYROCKET EAP VALUE
- ✓ MARKET YOUR EAP



**Never Late!
Arrives Early!
Authorized
by Pros!**

FRONTLINE SUPERVISOR

Since 1994 – the world's only EAP newsletter for supervisors

Keep supervisors thinking about the EAP, encourage more referrals, help more at-risk employees, increase program value and impact

WorkExcel.com

Employees—Your Most Valuable Resource



WHAT SUBSCRIBERS ARE SAYING...

"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, NH

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

Elizabeth Robinson, LMFT, CEAP, Manager, EAP
University of Connecticut, Farmington, CT

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

Ted Walker, Reliant Behavioral Health
Portland, OR

"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

"...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

"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

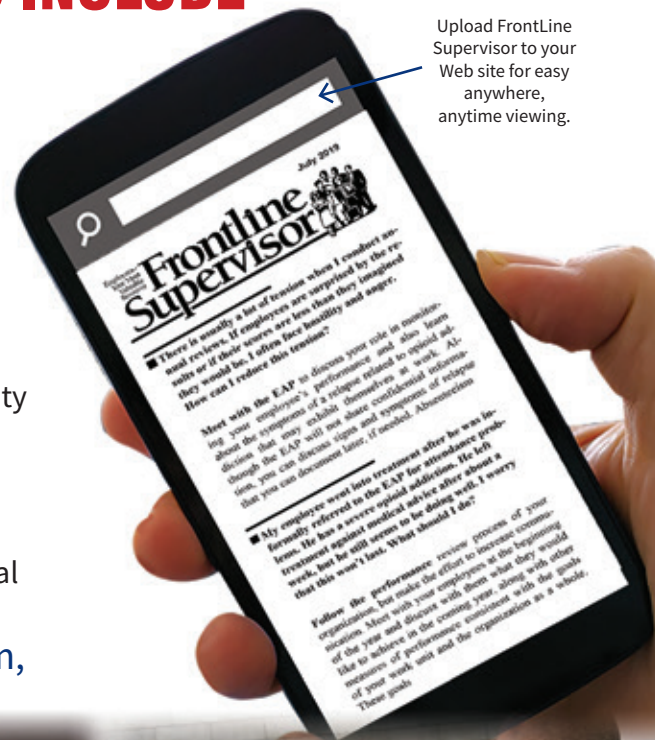
"THE FRONTLINE SUPERVISOR is our most effective tool for helping managers and supervisors in our client companies. They tell me they keep each issue and refer back to them."

Ted Larrison, EAP Manager, Southern Hills Counseling Center
Jasper, IN

FRONTLINE SUPERVISOR TOPICS INCLUDE

- ✓ Responding to tardiness and absenteeism problems
- ✓ Avoiding "armchair diagnosing"
- ✓ Identifying signs and symptoms of troubled employees
- ✓ Observing, documenting, confronting, and referring to the EAP
- ✓ Avoiding pitfalls and missteps in the EAP process
- ✓ Referring to the EAP earlier and avoiding enabling
- ✓ Improving supervision and coping skills
- ✓ Avoiding personal liability and maintaining EAP confidentiality
- ✓ Improving communication skills and follow-up
- ✓ Myths about addiction and other personal problems
- ✓ Tips and techniques to use in corrective interviews
- ✓ Follow-up tips and managing employees after the EAP referral

Hundreds of Other EAP and Supervision, Team, and Coaching Tips



Upload FrontLine Supervisor to your Web site for easy anywhere, anytime viewing.



The Most Powerful Way to Increase Supervisor Referrals to the EAP

For Supervisors and Team Leaders!

Educates supervisors and motivates them to refer employees to the EAP. Articles each month include practical information and tips on correctly using the EAP in supervision. **GUARANTEED TO INCREASE EAP UTILIZATION!**

Ready to distribute!

Get FrontLine Supervisor in MS Publisher, MS Word, text only, PDF, or html readable on portable devices

Expertly written!

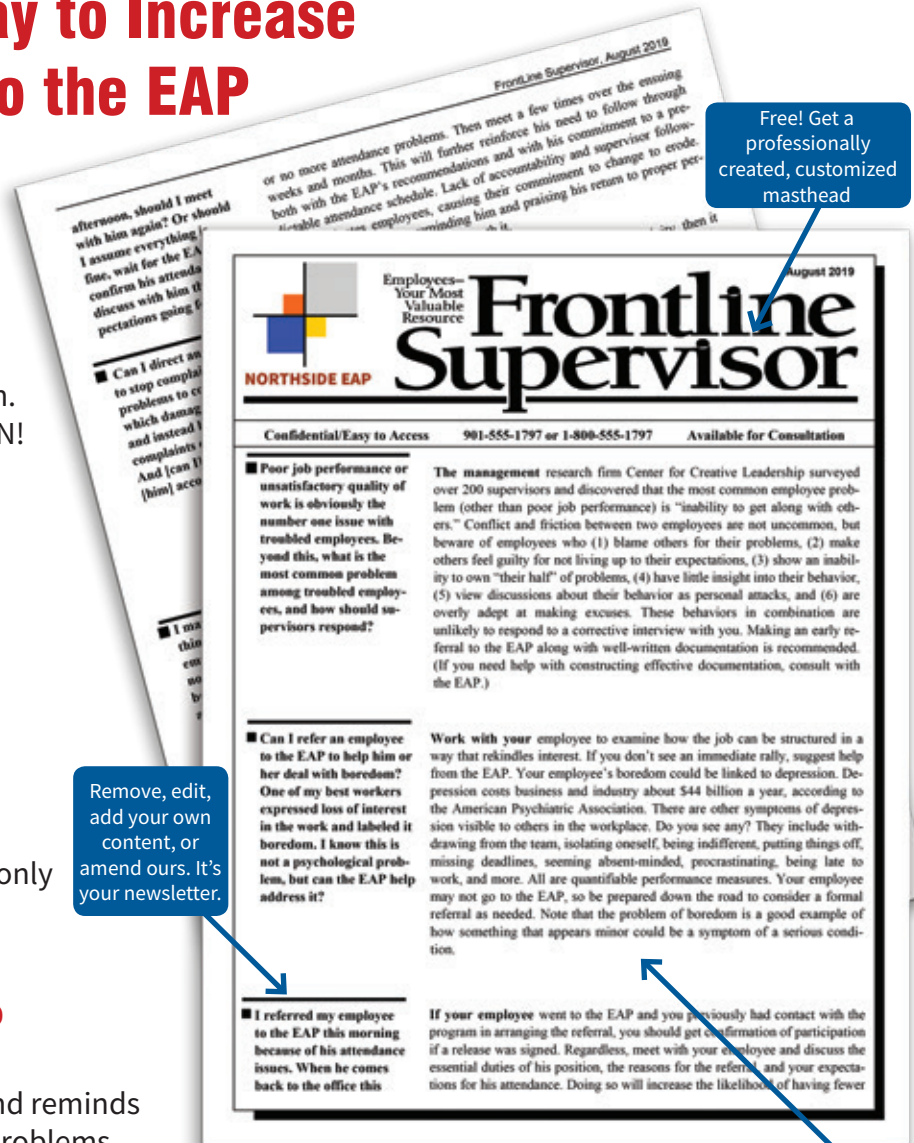
It shows! Inspired by extensive ongoing EAP experience from the field.

Easy Reading!

Designed for easy reading and acceptance—only two pages, NOT four! No nonsense, problem/solution format!

Educate and Help Supervisors Stop Enabling

Keeps supervisors thinking about the EAP and reminds them to confront and resolve performance problems with troubled employees. Your EAP stays visible and your training with supervisors continues all year! The EAP's relationship with the organization grows!



Thousands of Supervisors from These Organizations Read Frontline Supervisor Each Month:

U.S Army • Internal EAPs • External EAP Providers • Hospitals • U.S. Social Security Administration and other federal government departments • State governments • Family and Child Service Agencies • Colleges and Universities • Credit Unions • Municipalities – Industrial/Manufacturing – Benefits Programs – Caribbean Corporations and EAPs
Family & Child Service Agencies • Nursing Facilities



Higher EAP Utilization and More Supervisor Referrals— Guaranteed.

- ✓ Help the most “at-risk” employees
- ✓ Educate supervisors all year, every month
- ✓ Quickly educate and train new staff in EAP theory and application
- ✓ Market your EAP and power-up proposals
- ✓ Build more effective relationships with management
- ✓ Increase EAP value
- ✓ Reach every supervisor with the EAP message
- ✓ Subscriber hotline takes your article ideas!



“We send Frontline electronically and every month I get at least 2 or 3 individuals who e-mail me back and thank us for sending Frontline. It is a great way to keep EAP fresh in people’s minds, and they really enjoy the quick-read articles. Thanks for the great product!”

Leah Szemborski, Ministry Healthcare EAP



“Everyone will love FrontLine Supervisor or we will refund 100% of the price you paid for your subscription.”

Daniel A. Feerst

Daniel A. Feerst LISW-CP
Founding Publisher

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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

"Thanks for making the FS switch to an e-version for us. It has really improved our ability, and our customers' ability to distribute the FS. We get regular feedback from our customers about how much they like the FS."

Catherine Bruns, Director
Hawaii Employee Assistance Services

"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, NH

"Every month I tell my clients ...'this is 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
Division of Occupational and Environmental Medicine
University of Connecticut Health Center
Farmington, CT

"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

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

Ted Walker
Walker Northwest EAP
Portland, OR

"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

"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**

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**

"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**

"...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**

"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**

"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**

"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**

"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**

"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**

"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**

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

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

"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**

"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**

"...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**

"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**

"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**

"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
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Catherine Bruns, Director
Hawaii Employee Assistance Services

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

"We send Frontline out electronically and every month I get at least 2 or 3 individuals who e-mail me back and thank us for sending Frontline. It is a great way to keep EAP fresh in people's minds, and they really enjoy the quick-read articles. Thanks for the great product!"

Leah Szemborski
EAP Counselor
Ministry Healthcare

"Fontline Supervisor is an excellent tool in raising awareness of the value of the EAP to HR and management."

Rob Baldino, LCSW, MBA, CEAP, SAP, SAE
COO, Care Plus Solutions, Inc

"I send out FrontLine Supervisor monthly to our managers, directors, and coordinators. I always get comments on how timely and helpful the information is. Thank you Dan for providing such a vital tool!"

Mike Hargrave EAP Program Coordinator
Christus St. Michael Health Systems
Texarcana, TX 75503

"We include "FrontLine Supervisor" on our EAP website in our "For Managers" section. Managers find the Q & A format helpful and encouraging in these fiscally challenging times.

Steve Cole, Ph.D, EAP
Dartmouth Hitchcock Medical Center, Dartmouth College
Lebanon, NH

Frontline Supervisor



■ **Is it okay to accompany my employee to an employee assistance program (EAP) meeting if the employee is nervous about attending, just to offer support and facilitate their engagement? I have an employee who is hesitant and made this request.**

Phone the EAP to discuss your situation. Although it is atypical to accompany the employee to the EAP to show support, it is not prohibited. Anticipate only participating in a welcome and orientation meeting but not in the assessment that would include the sharing of personal information. Phoning ahead allows an EAP professional to discuss with you the nature of your employee's request and consider how best to approach their concerns. Realize that your attendance at the first session does not mean personal information will be shared with you later and that a release would not be signed unless this is part of a formal referral based on a job performance-related matter. You should avoid probing or discussing personal issues with your employee after the EAP meeting. The primary reason for doing so is the dynamic of how such conversations can easily lead to an employee's decision to disengage from a treatment or counseling referral.

■ **We had training in workplace substance abuse but not how to approach an employee nor what to say and how to say it. Can you offer tips for engaging with an employee whom we suspect is under the influence on the job?**

Take a couple of minutes to observe your employee and document details such as slurred speech, unsteady gait, or difficulty concentrating. If your company requires a second supervisor's observation, or involvement of a union or business representative, make these arrangements. Company policies vary widely regarding these issues. Find a private location to have a confidential conversation with the employee. Express your concerns about the behavior but be direct and nonapologetic. Do not make assumptions or accusations. State what you have observed. For example, ask the employee, "Bill, you look a little 'off.' Are you okay?" And then allow the employee to respond. Or ask, "Have you been drinking today?" Be calm. Show empathy. Do not be judgmental. If the employee admits to drinking or shows signs of impairment, address the issue immediately and follow your company's referral policy, including whom to notify. The above is for general information only. Consult with HR and your EAP representative for greater clarification.

■ **The EAP doesn't provide legal advice, but how can consulting with an EAP professional reduce the risk of an employer being sued?**

EAPs encourage supervisor consultations, and one benefit of these consultations is to reduce the risk of legal complaints prompted by missteps in the supervision process. For example, the EAP might help the supervisor present clearer expectations to an employee regarding their performance. This in turn would help prevent an unnecessary adverse job action for failure by

the employee to perform to standards and a subsequent legal claim for being treated unfairly. EAP professionals know the importance of diversity, equity, and inclusion issues in the workplace. During a consultation, the EAP professional may discuss the supervisor's awareness of how a decision or course of action might be received, particularly if it could lead to a complaint of discrimination. These are only two examples of how EAPs reduce legal exposure, which undoubtedly is one of EAPs' most cost-beneficial impacts.

■ **How do I confront an employee who suddenly is performing unsatisfactorily without sounding ungrateful for their past performance?**

An employee who has been an excellent performer but is now showing a pattern of reduced effort and quality or quantity of work must be confronted, but the right approach is crucial. Schedule a meeting with the employee to discuss their recent performance. Acknowledge their past performance and highlight the value they bring to the company. Both aspects are powerful in motivating change. Let your employee know you appreciate their work and its positive impact. Be specific about the problem you are discussing, with examples of where they have fallen short. Include how the current performance issues are affecting the team, if applicable. Ask for the employee's perspective and what they think about the issues you have just shared. You may hear about personal issues at this point that are suitable for referral to the EAP. Overall, take the "we" approach to help get the problem resolved. For example, say, "Bill, let's work to get you back on track." Set expectations, a timeline for change, and a schedule for reviewing the employee's progress. Let the employee know you are a strong believer in their ability to deliver.

■ **I have been hearing the word "belonging" quite often as it pertains to employee well-being. Is this new concept, and what should it mean to me as supervisor?**

The word "belonging" has come to mean helping ensure that all employees feel welcomed, included, and connected in the workplace. It also means that employees feel valued and respected for who they are, along with having their contributions recognized and appreciated. Belonging is important because it can lead to increased job satisfaction, engagement, and motivation. This can dramatically improve performance and productivity. Supervisors can value belonging by embracing employee differences, encouraging open and honest communication between workers, and finding opportunities for employees to grow and develop. Don't forget to celebrate achievements and contributions. Engage your employees one-on-one with effective conversations to identify feelings of lack of belonging. Do this by regularly asking them how they are doing and how the job is working out for them.

NOTES



Employee Assistance (EAP)
Fort Hood

Employees—
Your Most
Valuable
Resource

Frontline Supervisor



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