



STATE OF NEW JERSEY CIVIL SERVICE COMMISSION

WINTER
2025

EMPLOYEE ADVISORY SERVICE SUPERVISOR/MANAGER NEWSLETTER

The New Jersey Civil Service Commission's Employee Advisory Service (EAS) Supervisor/Manager Newsletter contains useful articles and information for leaders around various well-being and work-life topics. All articles are intended for supervisors, managers, and any other title that has responsibility for the unit. EAS is committed to improving the quality of life for all New Jersey Civil Service employees by encouraging a good work-life balance, and a healthier, happier, and more productive workplace.



UPCOMING WEBINARS

Moving from Manager to Leader

Date: 1/23/2025, 11:00 AM - 12:00 PM

EAS Supervisor-Manager Orientation

Date: 2/11/2025, 11:00 AM - 12:00 PM

How to Effectively Supervise a Hybrid Work Team

Date: 2/27/2025, 11:00 AM - 12:00 PM

Creating an Environment that Encourages Employee Growth & Development

Date: 3/27/2025, 11:00 AM - 12:00 PM

WHAT'S INSIDE

- Page 2: **Lead With a Vision: How Purpose-Driven Leadership Elevates People and Organizations**
- Page 4: **Using Interpersonal Skills to Foster a Healthy Workplace Culture**
- Page 5: **Suggested (Informal) Referrals**
- Page 6: **Ask EAS!**
- Page 7: **Q1 Webinars - Register Today**
- Page 8: **Protecting Yourself from Identify Theft**
- Page 9: **EAS Outreach Program**



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LEAD WITH A VISION: HOW PURPOSE-DRIVEN LEADERSHIP ELEVATES PEOPLE AND ORGANIZATIONS



By [Jonathan Eisler](#), VP, AllOne Consulting

When leaders embrace a clear vision and purpose, they create a positive ripple effect that can transform an entire organization. A purpose-driven vision strengthens organizational cohesion, supports individual well-being, and fosters a culture where people feel engaged, valued, and motivated. Here are five ways to cultivate a vision that empowers both personal growth and organizational success.

5 Ways to Lead with Vision and Purpose

1. Build Your Vision

- **Personally:** Begin with a self-reflective inventory of your life roles—whether as a mentor, friend, or professional leader—and define what success looks like in each. Articulate your core values, the goals you'd like to achieve, and the person you want to become. Writing down your vision gives it structure and makes it actionable.
- **Organizationally:** Reflect on the organization's core values and vision of success. Is it known for innovation, an inclusive culture, or excellent customer service? Clarifying this vision creates a purpose-driven roadmap that every team member can follow.

2. Keep It Present

- **Personally:** A vision only works if it stays visible. Post your vision statement where you'll see it daily—whether on your desk or at home—to remind you of your goals and keep you focused.
- **Organizationally:** Display the company's vision in shared spaces like common areas or meeting rooms. Consistent visibility reminds everyone of the bigger purpose, reinforcing a sense of unity and direction.

3. Recite and Reinforce

- **Personally:** Make your vision part of your daily routine. Reciting it in the morning or evening connects your actions with your purpose and keeps you aligned with your goals.
- **In the Organization:** Leaders can bring the vision to life by discussing it in meetings. Encourage team members to share what the vision means to them, fostering a sense of ownership and shared accountability.



4. Share It and Be Accountable

- **Personally:** Share your vision with a trusted friend, mentor, or colleague. Setting regular check-ins helps you stay accountable and track your progress.
- **Organizationally:** Sharing the company's vision with stakeholders, clients, and customers builds transparency and strengthens relationships. Regular updates on progress reassure others that the organization is making meaningful strides toward its goals.

5. Visualize Your Vision

- **Personally:** A vision board is a powerful way to bring your goals to life. Select images that capture the essence of each of your roles or values to help you visualize your aspirations.
- **For the Team:** Vision boards can also work for organizations. An office vision board with images and quotes reflecting company values can energize the team and inspire new hires.

Why Vision-Driven Leadership Matters

Purpose-driven leadership adds meaning and clarity, setting a motivating course for everyone involved. When leaders demonstrate a commitment to a purpose, employees feel connected to their work and more motivated to excel. This sense of purpose leads to better engagement, lower turnover, and an environment where people bring their best selves to work.

USING INTERPERSONAL SKILLS TO FOSTER A HEALTHY WORKPLACE CULTURE



Healthy work relationships play an important role in creating a positive workplace culture. As a manager or supervisor, you play an important role in strengthening workplace relationships and leading by example.

Skills that help foster healthy workplace relationships are often referred to as “soft skills” or interpersonal skills. They can help you interact with others effectively and create a positive, supportive, and productive work environment. They are different from the “hard skills” that refer to technical skills or job-specific knowledge.

While extremely valuable, soft skills are not always taught. Here are a few tips to consider that can help you strengthen interpersonal skills and foster a healthy workplace culture:

- **Communicate effectively:** While it’s important to convey ideas, information, and deadlines clearly and effectively, good communication skills also involve active listening and responding with empathy.
- **Promote teamwork:** Foster collaboration by inspiring team members toward common goals. Also, encourage them to share ideas and support each other when needed.
- **Strive to develop emotional intelligence:** Learn to recognize, understand, and manage your own emotions and help others do the same. It’s also helpful to have strategies for managing emotions in stressful times. For example, it’s helpful to take a step back before reacting.
- **Help team members find the support they need.** People can face personal challenges that interfere with their ability to focus on work. At times like these, remind them about their Employee Assistance Program—and how it can help them address life’s many challenges.

It’s also helpful to note that EAS supports managers and leadership teams. Our caring professionals can advise you on challenging situations and provide their clinical expertise and organizational knowledge to recommend appropriate next steps, such as making mandatory referrals or providing support after a critical incident.

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SUGGESTED (INFORMAL) REFERRALS



The Simplest Tool in Your Leadership Toolkit.

An Informal Referral is as simple as it sounds. It's really just a conversation with the employee, letting them know that you are concerned about them and reminding them about how the Employee Advisory Service (EAS) can help.

Why are supervisors best positioned to encourage voluntary use of EAS?

- **Awareness** – Often the supervisor is the first to know when something of a personal nature is impacting the employee. Supervisors know the employee's leave records, work habits, job conduct, appearance, and likely a fair amount about their personal situation.
- **Influence** – Supervisors are well-positioned to encourage their employee(s) to do something about a problem. A person who may not listen to family and friends will frequently make changes when the workplace intervenes.

Tips for a successful Informal Referral:

- Emphasize confidentiality! Make sure the employee knows that you are not informed about their use of EAS. You are simply reminding them that this resource is available.
- Continue to observe and document signs of improvement or deterioration of performance.
- If you observe a continuation of the problematic behavior or performance, have a follow-up conversation. This is a good time to consider a Supervisor (Formal) Referral. If you are unsure whether a Supervisor Referral would be helpful at this time, call EAS for guidance.

Self-referrals are voluntary. They occur when an employee contacts EAS on their own initiative. In this situation, EAS does not provide any specific or identifying information about the client to the supervisor or employer.

Self-referrals are important to a successful program because they allow the employee to address personal problems and prevent them from becoming bigger issues that impact the workplace.



Q. I was speaking with my employee about performance issues, and there was a definite mismatch between his cooperation with me and his nonverbal cues. He seemed defiant. Should I ignore the nonverbal stuff and just go with what I can quantify?

A. Ignoring behaviors like crossed arms, lack of eye contact, or a dismissive tone could leave hidden issues associated with productivity and behavioral problems unaddressed. Nonverbal behaviors reveal underlying emotions or attitudes that words alone may not express. These might include disengagement, frustration, or dissatisfaction—any of which could be associated with additional risk issues for the employer. Perhaps you have seen employees in the past whose unchecked nonverbal cues became habitual. Over time, the undermining of authority followed, and team morale was negatively affected. Count on EAS to help you understand how to address attitude and performance issues so that underlying problems can be properly identified and resolved before they escalate. The term “attitude performance” refers to nonverbal cues like tone of voice, facial expressions, and general disposition, which you should consider when judging the emotional orientation employees have toward their jobs, coworkers, and the work environment. They can be tricky to document, but EAS can help you understand how to do it.

Q. I am stressed but don’t feel burned out. Maybe I am in denial. How do I know if I am experiencing manager burnout?

A. As you might guess, simply being stressed and under work pressure, even with much strain, is not necessarily an indicator of burnout. Manager burnout can creep up gradually. It is often unnoticed until it starts to adversely affect your well-being and productivity. Contact EAS for an assessment and intervention strategies, and be on the lookout for these typical signs of burnout:

- **Chronic fatigue:** You may feel physically and emotionally drained, even after rest.
- **Cynicism:** You may become cynical, irritable, or indifferent toward your responsibilities or team members. This detachment and its accompanying attitude are coping mechanisms.
- **Decreased performance:** You may find that making decisions or maintaining productivity is increasingly difficult. Things that were once easy now feel overwhelming.
- **Health symptoms:** You may have physical symptoms like headaches and sleep disturbances.



Employee Advisory Service

UPCOMING WEBINARS SUPERVISORS/MANAGERS

REGISTER NOW



Moving from Manager to Leader

Date / Time

- **January 23rd**
- **11 AM – 12PM**

About this webinar:

This important presentation will discuss the key differences between being a manager and a leader, and provide several strategies for becoming more of a leader on a day-to-day basis. Covered topics include core leadership goals, the mindset of effective leaders, the importance of using a collaborative approach, and methods for motivating your team.

EAS Supervisor/Manager Orientation

Date / Time

- **February 11th**
- **11 AM – 12PM**

About this webinar:

General overview of EAS, services, resources, and referral process.

How to Effectively Supervise a Hybrid Work Team

Date / Time

- **February 27th**
- **11 AM – 12PM**

About this webinar:

This important session will review the core management and leadership skills necessary to ensure that hybrid employees are engaged and productive. Covered topics will include methods for keeping hybrid workers more connected, suggestions for establishing a consistent communications rhythm, and strategies for coaching and managing hybrid worker performance.

Creating an Environment that Encourages Employee Growth & Development

Date / Time

- **March 27th**
- **11 AM – 12PM**


About this webinar:

Employee engagement increases in an environment where individuals are encouraged to grow and develop as professionals. This presentation will discuss strategies for creating and implementing a career development plan for each staff member.

Employee Advisory Service (EAS)
Support – Empowerment – Growth

Your privacy is important to us. Your confidentiality is protected by state and federal law and regulations. All of the services offered are guided by professional and ethical standards. Contact us to learn more.

 EAS_Help@csc.gov

 1-866- 327-9133

 <https://nj.gov/csc/employees/advisory/>

How Can We
Help You?



Employee Advisory Service

Support - Empowerment - Growth

Wednesday
Jan 15, 2025



LUNCH
& LEARN

PROTECTING YOURSELF FROM IDENTITY THEFT

Session A: 12noon - 1pm

Session B: 2pm - 3pm

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**Credit Union
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The freedom to prosper.

Join EAS and Amanda Griffith, a CUNJ Financial Wellbeing Impact Officer with over 17 years of experience in the financial services industry to learn strategies for safeguarding your personal information to protect yourself and family from identity theft.



Employee Advisory Service

Support - Empowerment - Growth

EAS OUTREACH PROGRAM

Employee Advisory Service (EAS) is a program designed to assist employees and their dependents with personal, family, or work-related issues that may adversely impact their work performance. EAS provides confidential assessment, counseling, and referral services to help restore the health and productivity of employees and the workplace as a whole.

Here are some key points about EAS:

- **Purpose and Scope:**

- EAS supports both employees and their household members.
- It addresses a wide range of issues, including personal, family, and work-related challenges.
- The goal is to provide timely and effective assistance while maintaining confidentiality.

- **Services Offered:**

- *Assessment:* Employees can self-refer or be referred by their Appointing Authority for an intake/assessment session with a counselor.
- *Counseling:* Professional counselors collaborate with regional providers to offer services throughout New Jersey.
- *Referral:* EAS helps connect individuals with appropriate resources based on their needs.

- **Benefits for Employers:**

- Employers can benefit from EAS services by promoting employee well-being, effectiveness, and efficiency.
- EAS offers webinars and events focused on various topics relevant to employees and supervisors/managers.

If you have any concerns or need support, consider taking advantage of the resources provided by EAS. Our Outreach Team will visit your agency to inform employees about the free benefits that we provide, and how they can request our services. Ask your Human Resources Department to schedule an information session for your team today.



NUMBER:

1-866-327-9133

EMAIL:

EAS_HELP@CSC.NJ.GOV

24 HOURS A DAY 7 DAYS A WEEK
(EMERGENCY MENTAL HEALTH SERVICES)

