



Q1
2026

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

Helping Your Employees Adjust to Change

Date: 1/22/2026, 11:00 AM - 12:00 PM

EAS Supervisor-Manager Orientation Webinar

Date: 2/10/2026, 11:00 AM - 12:00 PM

The Keys to Creating a Thriving Team Culture

Date: 2/26/2026, 11:00 AM - 12:00 PM

How to Facilitate Effective Meetings

Date: 3/26/2026, 11:00 AM - 12:00 PM



REGISTER NOW

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Employee Advisory Service

Support - Empowerment - Growth



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Q1 Financial Wellness Webinar

Budgeting and Planning for Financial Milestones

Join EAS for our first financial wellness webinar of 2026. This webinar offers a comprehensive approach to financial planning.

Topics include

- Strategies to build a basic budget &
- Financial milestones

**Tuesday,
February 17, 2026**

- **Session A:**
 - 11am - 12noon
- **Session B:**
 - 1pm - 2pm

WEBINAR



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SCAN TO REGISTER



MINDFULNESS IN LEADERSHIP: A QUANTUM PERSPECTIVE ON AWARENESS AND ORGANIZATIONAL HEALTH

In the realm of quantum theory, time is not linear, and reality is not fixed. Consciousness, some physicists suggest, may play a role in shaping the very fabric of what we perceive. While these ideas remain theoretical, they offer a compelling metaphor for leadership: **what we attend to, and how we attend to it, shapes our experience—and by extension, our organizations.**

Mindfulness, at its core, is the practice of non-judgmental awareness. It is the art of being present with what is, without rushing to fix, label, or resist. As an organizational consultant and counselor, I have seen how this deceptively simple practice can transform not only individual well-being but also team dynamics and organizational culture.

Your Role as a Leader

In leadership, mindfulness begins with self-awareness. Leaders are often under immense pressure—balancing strategic goals, interpersonal tensions, and the ever-present churn of change. Practicing mindfulness allows us to pause, breathe, and observe our internal landscape. Are we reacting from fear or responding with clarity? Are we projecting assumptions or listening deeply?

This kind of awareness is not passive. It is active, engaged, and deeply practical. For example, in conflict mediation, I have found that leaders who can sit with discomfort—without rushing to resolution—create space for genuine dialogue. In HR consulting, mindfulness helps leaders recognize patterns in organizational behavior that might otherwise go unnoticed. And in stress management, it offers a way to process pressure without burnout.

The Many Benefits of Mindfulness

Mindfulness fosters emotional intelligence. When we are present, we notice subtle cues—tone, body language, shifts in energy—that inform how we lead. We become more attuned to the needs of our teams, more capable of empathy, and more resilient in the face of challenge.

From an organizational health perspective, mindfulness can be a cultural lever. Teams that practice collective awareness—through rituals like check-ins, reflective pauses, or mindful listening—tend to be more cohesive, innovative, and psychologically safe. They are better able to navigate ambiguity and change because they are grounded in presence rather than reactivity.

Importantly, mindfulness is not about perfection. It's about practice. As an amateur meditator with many years of experience, I know that the mind wanders. That's okay. The power lies in returning—again and again—to the present moment. In leadership, this means returning to our values, our vision, and our people, even when things get chaotic.

So how do we begin? Start small. Take five minutes each morning to sit quietly. Notice your breath. Notice your thoughts. Don't judge—just observe. Bring this same quality of attention into your meetings, your emails, your decisions. Over time, you will find that mindfulness is not just a tool—it's a way of being.

In a world that often feels fragmented and fast, mindfulness offers a path to wholeness. It invites us to lead not from control but from connection. And in doing so, it helps us shape organizations that are not only effective but also humane.

STRATEGIC WELL-BEING: HOW FINANCIAL HEALTH DRIVES ORGANIZATIONAL PERFORMANCE



The conversation about employee well-being is missing a crucial piece: their financial health.

Most organizations have made significant strides in supporting physical and mental health – we offer gym memberships, mental health days, and wellness programs. But we’ve overlooked how financial stress undermines all these efforts. When your team is worried about money, even the best wellness initiatives fall short.

The Hidden Impact on Performance

Financial stress operates differently from other workplace challenges. It’s persistent, personal, and follows employees everywhere. Unlike project stress or deadline pressure, financial anxiety doesn’t resolve at 5 PM or over the weekend.

This constant mental load shows up in predictable ways: decreased focus during meetings, more frequent mistakes, higher absenteeism, and what researchers call “presenteeism” – being physically present but mentally elsewhere. The data consistently shows that financially stressed employees are less productive, less creative, and more likely to leave.

What makes this particularly challenging for leaders is that it’s largely invisible. Employees rarely volunteer information about their financial struggles, yet these concerns quietly erode the engagement and performance you’re working so hard to build.

Building Financial Resilience Into Your Leadership Strategy

The most effective approach isn’t to solve your employees’ financial problems – it’s to expand your existing well-being framework to include financial health. Here are four strategic areas to consider:

Expand Your Educational Resources: Just as you might offer stress management workshops, consider adding financial literacy to your professional development offerings. Partner with credible financial educators to provide budgeting workshops, debt management resources, and retirement planning guidance. Think of this as building another form of professional competency within your team.



- **Evolve Your Benefits Strategy:** Review your compensation and benefits package through a financial wellness lens. Beyond competitive salaries, consider benefits that directly address financial stress: emergency savings programs, student loan assistance, flexible spending accounts, or access to financial counseling. Some organizations are experimenting with earned wage access or small-dollar loan programs for unexpected expenses.
- **Normalize Financial Planning Conversations:** Create space for financial wellness discussions the same way you would for mental health awareness. This doesn't mean prying into personal finances, but rather positioning financial planning as a professional skill worth developing. When leaders openly support financial education initiatives, it signals that financial health is a legitimate workplace concern.
- **Integrate Financial Wellness Into Your Management Approach:** Consider how financial stress might be impacting individual team members' performance or career decisions. An employee who seems disengaged might be distracted by financial concerns. Someone who turns down professional development opportunities might be worried about associated costs. Understanding this dynamic can make you a more effective leader.

The Strategic Returns

Organizations that thoughtfully address financial wellness see measurable improvements in employee engagement, retention, and overall performance. When people feel financially secure, they can fully engage with their work, contribute more creatively, and commit more deeply to organizational goals.

This isn't just about being a good employer – it's about building organizational resilience. A financially stable workforce is more adaptable to change, more willing to take on challenges, and more likely to stay during difficult periods. These employees become your competitive advantage.

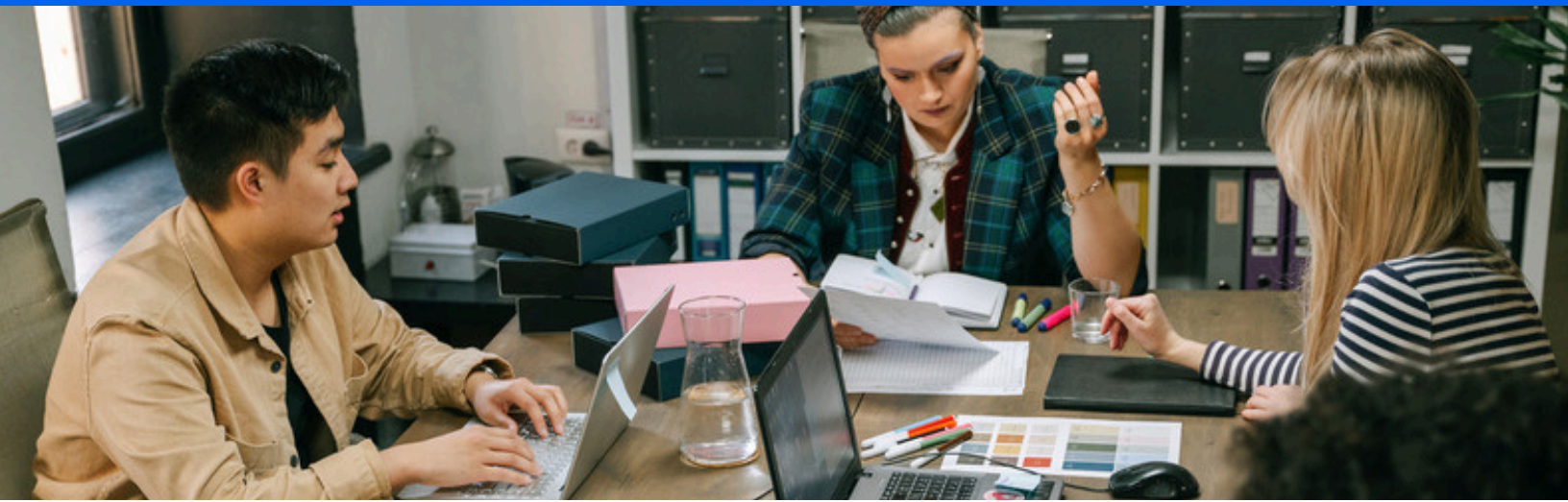
Moving the Conversation Forward

Financial wellness represents the next evolution in how we think about employee support and organizational health. It's an expansion of the well-being conversation, not a departure from it.

The leaders who recognize this opportunity first will build stronger, more resilient teams. They'll create environments where employees can bring their full focus and energy to work, unburdened by the constant weight of financial anxiety. That's not just good for employees – it's a smart business strategy.

BUILDING RESILIENCE: A LEADER'S GUIDE TO THE FOUR DIMENSIONS

By Jill Hinrichs, PPC, Leadership and Team Development Coach, AllOne Health



Leadership today isn't getting easier. You need more than good intentions to thrive. You need a systematic approach to building your capacity to handle whatever gets thrown your way.

Here's what works, broken down into four dimensions.

1. Self-Awareness: Your Personal Operating Manual

You wouldn't run a business without understanding your systems, so why are you running yourself without knowing how you operate? When do you do your best work? What situations restore versus deplete you? Most leaders know their team's strengths inside and out but draw a blank on their own energy patterns.

Reality check: Take five minutes each morning to notice what's happening in your head and body without trying to fix anything. That voice running commentary? That's your mind. The part that can step back and observe? That's your Aware self—your secret weapon to self-awareness.

Make it Real: Write your personal "owner's manual" this week. What energizes you? What drains you? Be brutally honest.

2. Bandwidth Awareness: Know Your Limits

You can't manage what you don't measure, including your capacity. Too many leaders run on empty, wondering why their decision-making gets sloppy.

Reality Check: If you're consistently resentful at work, that's data. Those feelings show where boundaries are violated, or needs aren't met. Stop softening your message because you're worried about damaging relationships. Use "I" statements: "When [situation] happens, I feel [emotion]. My request is [action]."

Make it Real: Do weekly "resentment audits." What three situations left you frustrated? What need was unmet? Then have the conversation you've been avoiding, using a well-crafted "I" statement.

3. Teamwork: Create the Environment People Want to Contribute To

Start interactions with genuine appreciation—specific recognition, not generic "great job everyone" stuff. When tension shows up, ask directly: "What communication needs do you have right now?" Then listen without getting defensive. When you do get defensive (it's normal), notice that part and ask it to step aside.



Here's a tool called The Loop of Awareness for triggered moments:

- **Pause judgments** – Notice automatic thoughts, but don't let them take over
- **Focus on the speaker** – Listen to words, watch body language, hear deeper meaning
- **Check interpretation** – Paraphrase back: "So what I'm hearing is..." Be open to correction
- **Keep looping** – Stay aware of your reactions and the speaker's communication

Make it Real: Practice The Loop of Awareness tool in conversation: start with a specific appreciation, address one challenge directly, and collaborate plan for what's next.

4. Contemplative Rejuvenation: Fill Your Tank

If you think you're too busy for renewal practices, then you probably need them most. This isn't about becoming a meditation guru; it's about finding an authentic activity that recharges you at a deeper level of being. Maybe it's a morning walk in nature, journaling, or a creative hobby you abandoned as "unproductive."

Reality Check: Leaders who take renewal seriously show up differently. Better decisions, more presence, handling pressure without losing center.

Make it Real: Pick one practice that appeals to you (not what you think you should do) and commit to ten minutes daily this week.

The Bottom Line

Building resilience is table stakes for effective leadership. Start with one dimension this week—not all four. Pick what resonates most, make one concrete change, and build from there.

Your team needs you at your best when times get tough. It's up to you to make it real.

Source: <https://allonehealth.com/insights/building-resilience-a-leaders-guide-to-the-four-dimensions/>



Q. I often hold back dealing with personnel problems and confronting troubled employees because I feel burned out. These days it seems I can't make a difference, that procrastination is a coping strategy, and coming to work and going through the motions is all I can handle. What can the EAP do?

A. What you're describing is more common than you might think. Many supervisors feel worn down and fall into avoidance as a coping strategy, which only builds a crisis. When you're emotionally exhausted, it can feel impossible to stay proactive and engaged. EAS can help in several ways. A confidential assessment can clarify whether burnout or even major depression is present. Just talking in a private setting often brings relief, helps you feel understood, and restores perspective. EAS can also help you sort through employee issues, decide which to handle yourself, and figure out when to involve HR. Together, you'll work step by step to address your employees' issues. The goal is for you to feel supported and confident intervening. Finally, EAS will help you develop strategies to prevent sliding back into this rut. The goal is to help you feel empowered and reengaged. Call EAS today to schedule an appointment. Experience shows that you will feel some of the burden lift immediately when you take this first step, because you will know you're acting to resolve these issues.

Q. I have an employee who shows amazing effort and progress on tasks, and then suddenly without warning there is a huge slump, with minimal productivity. This irregularity is frustrating. He has accomplished so much that I tend to ignore it, but should I put more focus on the problem?

A. It appears your employee has what is known as a spasmodic work pace. Many factors can cause this pattern, but a proper assessment through EAS is the best way to identify its true nature. You are generally satisfied with the employee's performance, but the complaint about inconsistency is legitimate and should be addressed. Both the employee's well-being and the company's bottom line may be at stake. Inconsistency also affects coworkers and carries hidden costs. Address the problem by observing and documenting specific patterns — missed deadlines, fluctuating quality, or unpredictable output — and then have a private, fact-based conversation with the employee. Clarify expectations for steady, reliable work. Thorough documentation is important, because EAS will use it to conduct an adequate assessment. Performance patterns can vary greatly, whether they stem from depression, drinking episodes, or simply poor time management. Set clear goals, hold regular check-ins, and offer constructive feedback. If problems persist, make a formal referral to EAS.



Employee Advisory Service

UPCOMING WEBINARS SUPERVISORS/MANAGERS

REGISTER NOW 



Supervisors / Managers

Helping Your Employees Adjust to Change

Date / Time

- **January 22nd**
- **11 AM – 12PM**

About this webinar:

In today's constantly evolving world, change management is a crucial skill for supervisors. Employees going through difficult changes can experience frustration and a loss of productivity. This session discusses the stages of change and provides strategies that managers can utilize to help their employees effectively cope with and adjust to change

EAS Supervisor-Manager Orientation Webinar

Date / Time

- **February 10th**
- **11 AM – 12PM**

The Keys to Creating a Thriving Team Culture

Date / Time

- **February 26th**
- **11 AM – 12PM**

About this webinar:

This important session is designed to help leaders to better understand the characteristics of a great team culture and provide several strategies for creating and maintaining a workplace environment in which their employees can thrive.

How to Facilitate Effective Meetings

Date / Time

- **March 26th**
- **11 AM - 12 PM**


About this webinar:

This important session will help leaders to better understand the keys to running effective meetings including how to plan a great agenda, ways to connect with the attendees, strategies for maintaining a collaborative environment, and how to keep the participants on track to accomplish meeting goals.

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/>





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

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

