More money would not having a lasting impact, but the following will:
1) Periodically praise an employee in front of others, especially if the audience includes people the employee looks up to or feels are important. 2) Keep the employee aware of and included or involved in organizational matters that concern his or her job. 3) Keep your eyes open for things the employee does well and make a positive comment about them. (This is called “catching the employee doing something right.”) Use the same moment to ask your employee how things are going, and whether he or she needs anything from you to do his or her job. 4) Give an assignment or project that by its nature shows how much you trust the employee with something important or significant. These four strategies will add significant job satisfaction in most instances. For more information on motivational strategies, visit www.myIMPACTsolution.com and review the article “What Drives Your Employees.”

Privacy laws like HIPAA and federal alcohol and drug confidentiality laws (which are even stricter) govern EAP information. Without these provisions, EAPs would become extinct. Your organization would then have no practical avenue for intervening with troubled employees in the early stages of their problems. When EAPs were first established in the mid-1970s, noninterference with management and administrative processes was considered key. This still holds true. If your employee does not sign a release, he or she is not undermining your ability to function. On the contrary, the client may be undermining his or her ability to be accommodated by the work organization. Many supervisors struggle to understand this principle. Your hands are not tied with lack of personal information because management decisions are based upon observable and documented performance and conduct issues. If you’ve noticed performance issues, you can make a Formal Management Referral to your EAP, a process which does require the employee to sign an official release of such information as compliance with their job performance improvement program. To do this, call IMPACT Solutions at 800-227-6007.
Anxiety encompasses an array of mental health conditions, but supervisors are most likely to encounter a mixture of mild depression and anxiety disorders that, although distressing, aren't deep-rooted conditions requiring long-term treatment. These include being worried or fearful about the future, facing work/domestic life and caregiver challenges, or contending with financial stress, with the effects of poor sleep, strain in personal relationships, and the inability to concentrate at work. Dependability issues may exist. You may see low mood or sadness, or may hear about poor sleep and appetite. You may witness fits of irritability, poor concentration, and forgetfulness. Headaches may be common, and aches and pains may be voiced. Heart palpitations, restlessness, and being “keyed up” and “on edge” may also be evident. As these symptoms emerge, encourage use of the EAP. Always emphasize confidentiality, and forget trying to talk an employee out of being anxious—it doesn’t work.

We hear a lot about how much anxiety employees experience because of work demands, technology, resource constraints, and our culture. Supervisors aren't experts on anxiety, but what can we do to help?

Not every supervisor will enjoy the personality style of each employee. You are right about the need to be cautious and avoid something called “social undermining.” This refers to any behavior or attitude toward your employee with the goal of sabotaging and curtailing that person from advancing, achieving, or being recognized for what he or she accomplishes. Social undermining is not necessarily bullying—it may be completely covert. Hindering success is the distinguishing feature of the behavior. Use the EAP to objectively assess your attitude. You may discover certain elements of your employee's work style or personality that create anxiety for you. This may be attributed to feelings such as envy, jealousy, fear, and perhaps disappointment in your own achievements. These sorts of issues are usually quickly overcome with short-term counseling. The EAP is an excellent resource for such a purpose.