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Q. I read that employees aged 30-39 experience the highest levels of stress. Why is this the case? What is the best thing I can do as a supervisor to help beyond referring to the EAP?

A. Employees aged 30-39 have historically faced the most stress dealing with financial pressures, such as mortgages, student loan debt, and family expenses. This is not new, but inflationary pressures have added to this stress with the cost of living far beyond what their parents experienced 35-40 years ago (e.g., a dozen eggs were 85-90 cents in 1985, but today average \$6.30). Regarding burn out, 82% of the workforce is currently at risk for this occupational hazard, according to Forbes. The best thing that you can do is provide a safe space where you can meet with your employee to discuss stress if you believe you are spotting symptoms. A simple conversation may have a significant uplifting impact, but consider workload, flexible work hours, encouraging time off, delegating, and examining whether skills or a shortage of skills adds to the stress crisis. Source: <https://www.forbes.com> (Find with a Google search of “82% workforce at risk)

Q. My employee is supposed to be at work at 8 a.m. but is consistently 20 minutes late, despite my harping on him. Should I give a 10-minute window or stick to the 8 a.m. time as non-negotiable? This seems to be an age-old discussion, and I have never heard the best answer.

A. The answer depends on company culture, impact on the team, an

Being non-specific in your criticism won't help. It's essential to quantify performance, for example, saying, "In August this past year, there were three instances when team members complained that you missed