Question 1: Chapter 11 covers several topics that should be addressed by employee counseling and intervention. Given the current work environment, which of these topics should be the priority for the HRD of an organization to address and prevent? Elaborate your suggestion.

**Post**
From chapter 11, a broad range of employee counseling and intervention programs, however, I find it difficult to select just one to choose from. The reason for this, is my company’s Employee Assistance Program (EAP) addresses many of these topics which are spoken of separately here, including employee counseling, stress management, and mental health. We also offer smoking cessation and employee wellness programs. Working for a company that clearly values all of the programs listed in the chapter, I see the benefit of doing so. Focusing on one, such as the EAP, as defined by Werner (2017) are “job-based programs operating within a work organization for the purposes of identifying troubled employees, motivating them to resolve their troubles, and providing access to counseling or treatment for those employees who need these services” (pp. 394-395), however favoring one program over another, even if the majority of employee may find value in the service, others will be left out. It is important to offer both services and support, along with an array of products to ensure the least amount of employees are left out, and the greatest benefit for the cost of the programs is obtained (Skiens, M. 2002).

It is important to recognize the difference in needs between the generations. These generational differences expound as the Baby Boomer generation ages, and a phenomenon known as the graying of the workforce, is occurring. These employees offer great value to the workforce, the least of which not being their loyalty, their knowledge, and their experience, in short, they are essential (Hilton, 2014). However, it is important for employers to prepare new generations to take up the mantle when the mature generations eventually retire or reduce their workloads. To do this employers need to make sure they are paying equal attention to both groups of employees, and attending equally to their needs. For example, a 45-year-old employee, is typically considered to be on the verge of mid-life transition and entering middle adulthood (Werner, 2017). Employees in this stage are actively evaluating the decisions they have made in their life, and what they have left to accomplish. If an employer hopes to keep them they need to ensure they feel valued. A 27-year-old on the other hand is still in early adulthood, a phase where the employee that the individual is seeking to make a name for themselves and establishing themselves in their career (Werner, 2017). Employees in these two different stages value different benefits, which is why the array approach to benefits packages mentioned above is so valuable. It is also important that managers also understand the need to adapt their management style to the different generations, as there are bound to be different approaches to conflict and communication style (Houlihan, 2007). By balancing these needs, the employer can ensure that their company thrives into the next graying of the workforce.