Values, Voice and Vision
The New Rules of Employee Engagement in a Distributed/Hybrid Workforce

Kentucky CUPA 1-1:50

Catherine Lilly/ November 4, 2021
Four Key Questions

1. What do we mean by values, voice, and vision?
2. Where is everyone going?
3c. Is higher ed facing an existential moment in terms of talent?
4. What can we do?
Values
Voice
Vision of Change
Poll

Are you struggling to find talent?

- Yes
- No
- Not sure
Are you struggling to find talent?

- Yes: 17
- No: 0
- Not Sure: 3
Are certain kinds of roles harder for you to fill than others? Why?

What is your theory about why it is hard to find talent?
What is your theory about why?

<table>
<thead>
<tr>
<th>Pandemic/unemployment</th>
<th>More competition</th>
<th>Plenty of job opportunities. Job seekers have the ability to be picky.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Not as many people looking for work. 2. Pay rates</td>
<td>People are wanting more than money. They realize they can work from home and don’t want to return</td>
<td>Content not to work</td>
</tr>
<tr>
<td>Some are afraid still. For a period of timer they did not need to due to unemployment</td>
<td>People seem more picky about what they want</td>
<td>Candidates are wanting a higher pay than we have in the budget and where current employees are paid.</td>
</tr>
<tr>
<td>Evolving ideas about what work should look like,</td>
<td>More choices for applicants.</td>
<td>Under appreciated</td>
</tr>
<tr>
<td>Priorities are shifting. More work-life balance is key.</td>
<td>Want more work flexibly.</td>
<td></td>
</tr>
</tbody>
</table>
What is your theory about why?

Low pay. No remote work options.

People are distracted.

Compensation

Low pay

Lack of meeting worklife balance needs and compensation.

Workers’ changing priorities

Pay, childcare structure issues, population changes

Scared to change positions.

Revaluation of candidate’s careers
Fries with that exam? Michigan college profs asked to help with food

by Associated Press  |  Wednesday, October 20th 2021
10.4 million job openings.

Why?
Is Unemployment Bonus Keeping Workers on Sideline?

By Robert Farley

Posted on June 1, 2021

Ask SciCheck

Q: How do people who have not been medicated against COVID-19 pass a rigorous background check?
Child-Care Crunch Could Trigger a Double-Dip Recession for Women

- Moms without a diploma lag those who are college-educated in rejoining the labor force.

By Catarina Saraiva and Payne Lubbers
Baby Boomers Are Leaving The Workforce To Live Their Best Lives In A Silver Tsunami ‘Great Retirement’ Trend

We’ve heard a lot about the “Great Resignation,” the trend of people quitting their jobs to pursue better-paying and more meaningful opportunities. We’re now seeing the “Great Retirement,” a silver tsunami of Baby Boomers leaving the workforce.

During the bleak early days of the pandemic, in the third quarter of 2020, nearly 30 million Baby Boomers left the job market and retired, according to the Pew Research Center. The study showed that Covid-19 heavily contributed to the rapid increase of Boomers—born between 1946 and 1964—being forced out of the labor market.
What Is Prompting Turnover?

- Low salaries: 79%
- Micromanagement: 58%
- Not allowing remote work: 55%
- Lack of flexible work schedules: 50%

Great Resignation or Great Reassessment?
Unemployed Americans are feeling the emotional strain of job loss; most have considered changing occupations

BY KIM PARKER, RUTH IOELNIK AND RAKESH KOCHHAR

66% of Americans have considered a different occupation
People’s valuation of their own time has changed: Americans are less eager to do low-paid, often dead-end service and hospitality work, deciding instead that more time on family, education and leisure makes for a higher standard of living, even if it means less consumption.

David Autor
MIT, Professor of Economics
New Notions of Work Life Balance

Juggling family obligations, childcare, and work taught us something

- 27% of parents expected to leave the workforce
- Tensions and stress with Return to Work are rising

The Meaning of Work Life Balance shifted.

Balancing family, childcare, and work taught us something.

- 27% of parents expected to leave the workforce.
- Tensions and stress with return to work are rising.

Sources: "In April, 6% of parents expected to quit their jobs because of COVID-19. Now that's up to 27%." Fortune.com, July 14, 2020.


nytimes.com/2020/09/05/technology/parents-time-off-backlash.html

Poll

Are you considering a career move?

- Oh, yes.
- No
- I am contemplating my options
If you were thinking of leaving, what factors would drive you elsewhere? (Choose all that apply)

- Higher Salary: 13
- Better benefits: 5
- Better culture: 7
- Less stress: 8
- Better leadership: 7
- Growth opportunities: 10
- More flexibility: 14
- Desire to do something different: 6
I don’t get paid enough

vs

I don’t get paid enough for this
Have you reevaluated what matters most to you during the last 20 months?
How We Sell Higher Ed Roles

Come Join Us!

- Mission
- Perks
- Culture
- Work-Life Balance
- Job Security
Exit, Voice, and Loyalty

RESPONSES TO DECLINE IN FIRMS, ORGANIZATIONS, AND STATES

ALBERT O. HIRSCHMAN
Is the higher education “value proposition” still meaningful or even accurate?
Important mission

Other employers are doing good
What is a “Socially Responsible” Company”?

Socially responsible companies use their position and resources for something more than pleasing their shareholders and increasing their bottom line. They operate on a business model that focuses on social change, sharing its success with their local and global communities. This isn’t to say that socially responsible companies are unconcerned with profit. They are just **embracing their responsibility to have a positive impact on the well-being of the communities they benefit from** and weaving that obligation into the fibers of their business.
Current Challenges

- Good health insurance
- Often lower salaries
Current Challenges

- Easy to save for retirement
- Hard to pay off student loans
Student Debt

Average Total Debt of Graduates Who Took Out Loans At Ranked Colleges

Source: usnews.com/payingforcollege
Current Challenges

- “Jobs for life” for faculty
- Perceptions of regular layoffs for staff
Layoffs in the Private Sector and in Public Education, 2001-2020

In 2020, layoffs nearly doubled in the private sector from the previous year. In public education, there were actually fewer layoffs.

Current Challenges

- Traditionally low turnover
- No room to move up
Current Challenges

Many jobs can be done remotely

“The students need us on campus”
Question: What percentage of employees want a fully remote job?

60%

Remote work revolution: 1 in 6 will quit their job if they can’t continue working from home

SEPTEMBER 15, 2021

by Chris Melore
Current Challenges

There is a commitment to self expression

There can be a culture of mean
PORTLAND, Ore. — Remote work is already a thing of the past for many employees around the United States. As workers return to their jobs, a new study finds many are out of practice when it comes to dealing with their fellow co-workers. Researchers from Portland State University say workplace incivility is on the rise and office bickering could spiral out of control if employers don’t handle it properly.
Current Challenges

- We educate others

- We don’t educate ourselves
Current Challenges

Thoughtful hiring process

Hiring takes forever

Hiring takes forever
Current Challenges

There is shared governance

Not all voices matter
Current Challenges

- There is a lot to do
- It can be hard to do it
<table>
<thead>
<tr>
<th>What We Have</th>
<th>What We Want</th>
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<tbody>
<tr>
<td>Set work hours</td>
<td>Work anytime</td>
</tr>
<tr>
<td>9-5 service</td>
<td>24/7 access</td>
</tr>
<tr>
<td>Work on campus</td>
<td>Work anywhere</td>
</tr>
<tr>
<td>Status matters</td>
<td>Results matter</td>
</tr>
<tr>
<td>Focused on activity</td>
<td>Focused on outcomes</td>
</tr>
<tr>
<td>Information in people’s heads</td>
<td>Information easily accessible</td>
</tr>
<tr>
<td>Certain voices matter</td>
<td>All voices matter</td>
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WHAT TO DO?

Align Values
Give Voice
Promote Vision of Change
Institutionalize HR Policies and Practices to Support the Changes That are Needed
Which values matter most?
Are Your Organizational Values Aligned with Your Employees’ Expectations?

1. Are you advancing social, environmental, and economic justice?
2. Do you offer work flexibility that supports employees to lead full lives?
3. Do you provide equitable and customized benefit options?
4. Are your policies and practice equitable and inclusive?
5. Are leaders held accountable for cultivating inclusive organizational cultures?
What does it mean to have a voice?
Do Your Employees Feel Heard?

1. Are there safe options for reporting concerns?
2. Do employees play a role in organizational decision making?
3. Do your employees’ opinions matter?
4. Do you regularly take the pulse of your workforce?
5. Do you solicit input before taking action?
Ask People about Their Experiences

- Focus groups
- Surveys
- One-on-one discussions

Listen for needs and gaps—and fix them
Why is a vision of change important?
Flexible and Remote Work is Here to Stay

The pandemic exposed everyone to new options and opportunities for flexible work

- Telecommuting and remote work (full or part-time)
- Staggered shifts
- Compressed work week
- Reduced/part-time schedule
- Job sharing
- There is no “one size fits all” program.
“Because of COVID-19, companies learned to work remotely and connect with customers virtually. We essentially crammed a decade’s worth of tech adoption and digital transformation into a single whirlwind year.”

—Forbes Magazine, June 2021
Promote a Vision of Change: Everything Has to Move Faster!

1. Are decisions made promptly?
2. Are your policies and systems easy to navigate?
3. Is feedback offered on a frequent basis?
4. How long does it take to fill a job?
5. How long does it take to get a promotion?
Promote a Vision of Change

- Clearly **defined employee value proposition** and employer branding strategies
- Continued direct **focus on family**
- **Institutionalized guidelines, policies, and processes** to support remote and flexible work and schedule options
- Robust **wellness, mental health and work-life support** and resources
- Targeted strategies and approaches for **ensuring employee engagement**
- **Updated training programs and resources** for managers and employees
- **High trust management culture** that focuses on results and outcomes vs. activity
- **Modern performance development** and **recognition** practices
- Commitment to **provisioning employees** with technology and infrastructure

<table>
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<th>Area</th>
<th>Focus Area</th>
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<tr>
<td>Revamping onboarding process</td>
<td>Student loan pay back/reimbursement</td>
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<tr>
<td>Exit interview process</td>
<td>Transitioning leadership programs to fully online options</td>
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<td>Compensation</td>
<td>Voluntary benefits</td>
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<tr>
<td>Conversations on staff development</td>
<td>Compensating analysis</td>
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<td>New pay scale</td>
<td>Covid testing compliance</td>
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<tr>
<td>Implementing telework, stay interviews</td>
<td>How to evaluate performance for remote workers</td>
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<tr>
<td>Performance management redo</td>
<td>How to maintain culture when people are hybrid</td>
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<tr>
<td>12% turnover 7% is retirements</td>
<td>Supervisor training</td>
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Updating Policies

**General Telecommuting and Remote Work Policy**
- Clarify which roles are eligible for remote work
- Establish guidelines and protocols for each employee group
- Be clear about equipment, tools, and supplies that will be provided or reimbursed
- Describe physical work environment requirements (IT security, home safety standards)
- Outline offsite security and confidentiality expectations
- Explain potential for limitations on remote workspaces based on roles or tasks (such as coffee shops or areas where data may be clearly visible)

**Time Reporting and Overtime Policy**
- Establish guidance about hours of operation and what constitutes hours worked
- Detail the mechanism for non-exempt employees to report daily hours worked in order to meet FLSA obligations
- Establish policy that overtime requires advance approval

**Americans with Disabilities Act Policy**
- Ensure telecommuting and remote work options are referenced in the organization’s existing Americans with Disabilities Act Policy and State regulations

**Workplace Safety Policy**
- Outline workers’ compensation coverage and accident/injury reporting requirements for remote employees
Where does your organization struggle the most?

- Values: 1
- Voice: 1
- Vision of change: 8
Given today’s conversation, what is next for you?
Let’s Continue the Conversation

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Strategic employers have recognized the urgent need to attend to growing employee expectations for vision, voice and values. Employees want a say in organizational decision-making, they want work aligned with their personal values, and they want a hassle-free experience that lets them get things done quickly. This session will help you assess your ability to withstand "The Great Resignation" and offer strategies for attracting and retaining top talent in a distributed/hybrid environment.

Learning Objectives

At the conclusion of this session, participants will be able to:

- Describe evolving employee expectations
- Understand the key HR policies with particular applicability in the hybrid workforce
- Design strategies to make their organization more competitive in both attracting and retaining quality talent