



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?

A woman with dark curly hair, wearing a dark blazer over a white shirt, stands by a large window. She is looking out the window with a thoughtful expression. She is holding a tablet computer in front of her. The background shows a cityscape with buildings and greenery, slightly blurred. The overall lighting is soft and professional.

Values

Voice

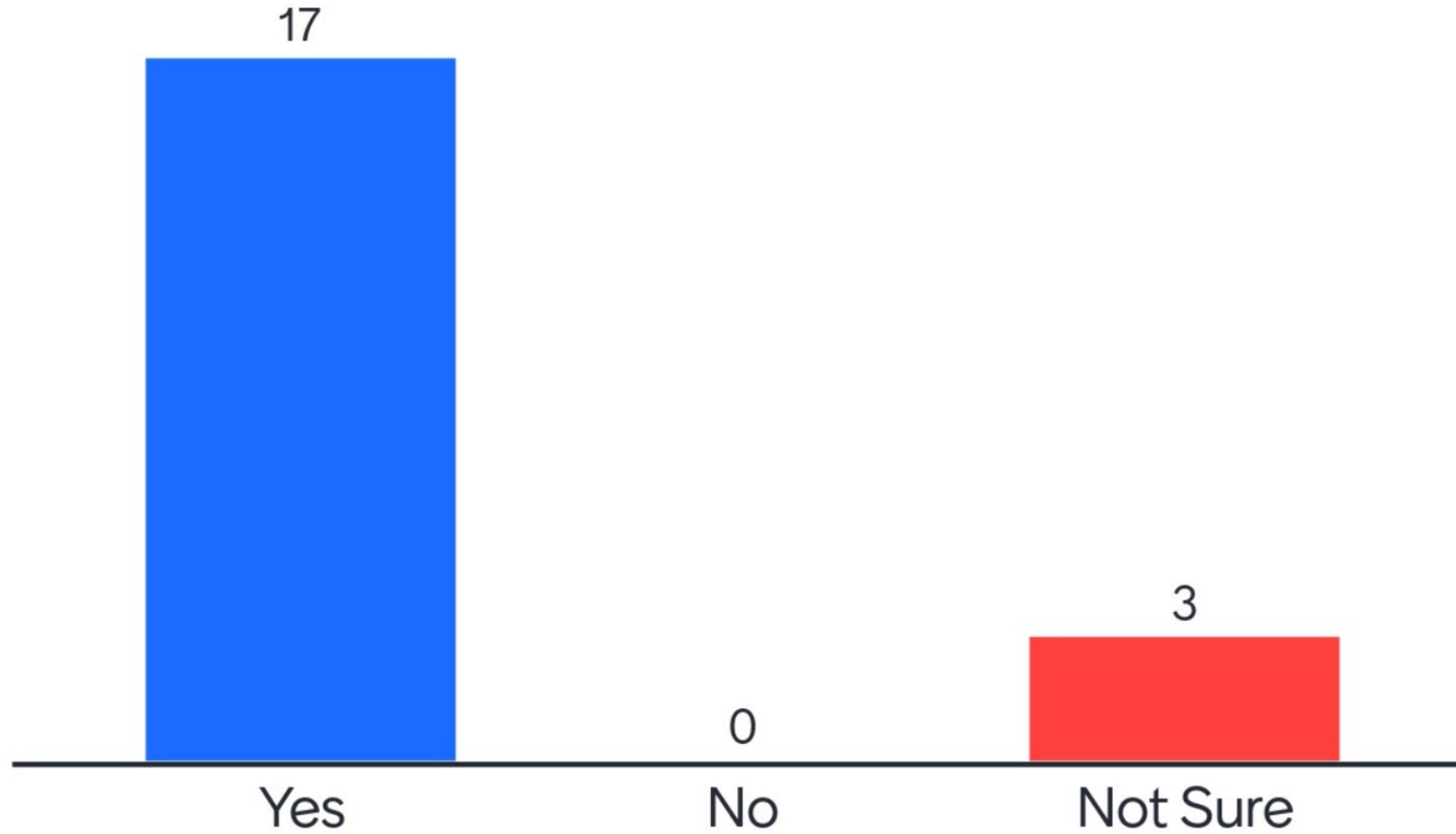
Vision of Change

Poll

Are you struggling to find talent?

- Yes
- No
- Not sure

Are you struggling to find talent?



Conversation

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?

Pandemic/unemployment

More competition

Plenty of job opportunities. Job seekers have the ability to be picky.

1. Not as many people looking for work. 2. Pay rates

People are wanting more than money. They realize they can work from home and don't want to return

Content not to work

Some are afraid still. For a period of time they did not need to due to unemployment

People seem more picky about what they want

Candidates are wanting a higher pay than we have in the budget and where current employees are paid.

Evolving ideas about what work should look like,

More choices for applicants.

Under appreciated

Priorities are shifting. More work-life balance is key.

Want more work flexibly.

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

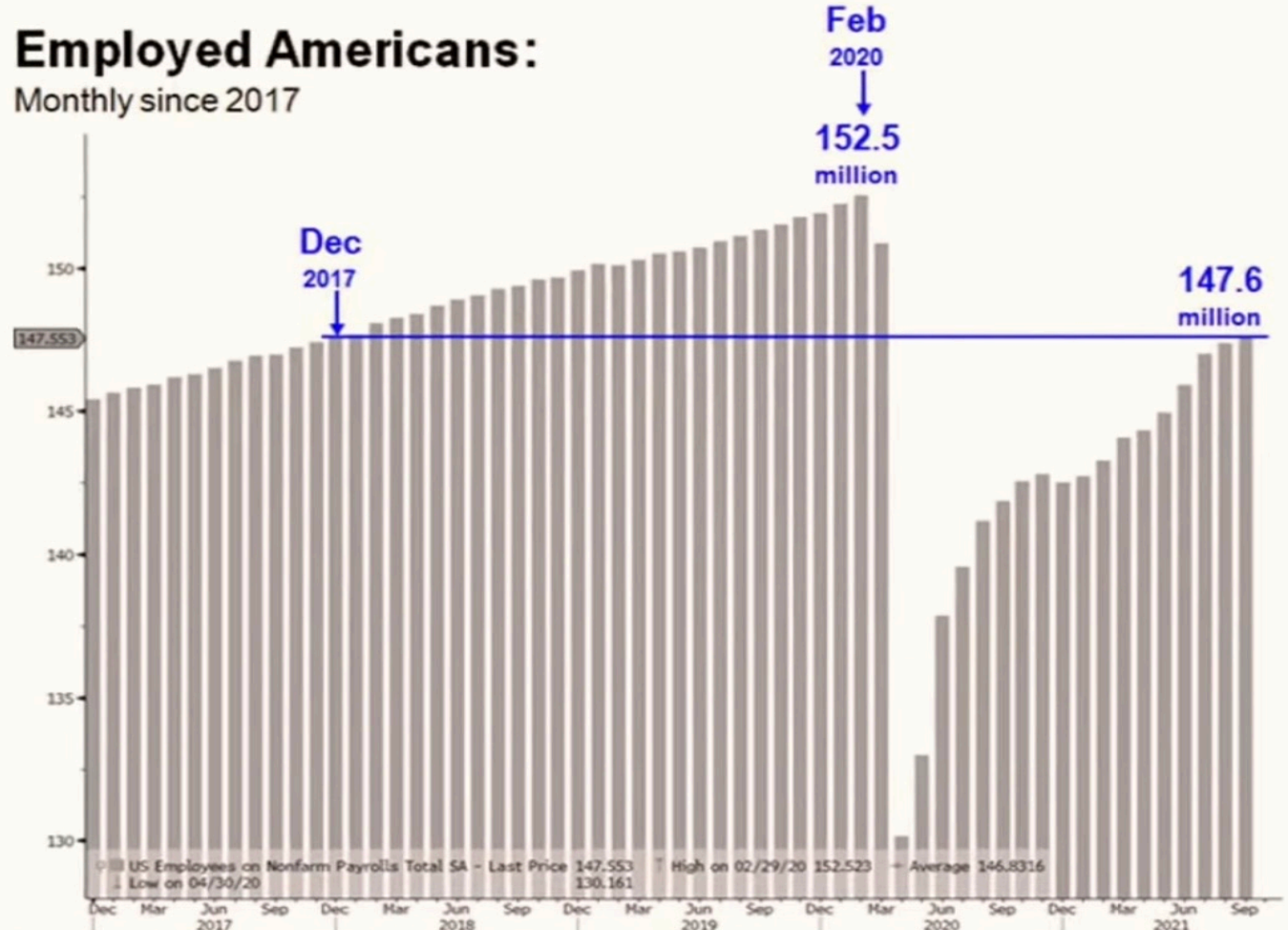
Scared to change positions.

Revaluation of candidate's careers



The Great Resignation

Employed Americans:
Monthly since 2017



NFP T Index (US Employees on Nonfarm Payrolls Total SA) BLS Employed Monthly 31 Copyright © 2021 Bloomberg Finance L.P. 20-Oct-2021 15:16:57

Source: BLS, Fundstrat, Bloomberg

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?



FACTCHECK POSTS > FEATURED POSTS

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 vaccinated against COVID-19 assess their risk to

■ September 24, 2021, 3:00 AM MST

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



Jack Kelly Senior Contributor @ Careers

I write actionable interview, career and salary advice.

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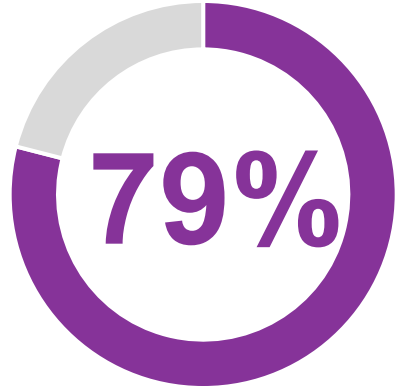
Retired couple looking out into the ocean, thinking about their former careers and future life goals. GETTY

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.

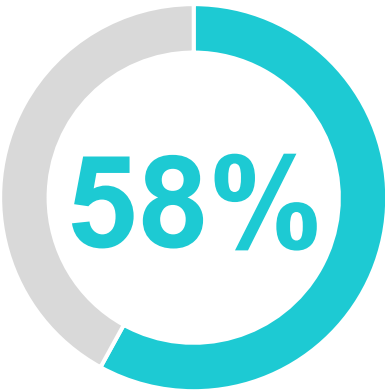
During the bleak early days of the pandemic, in the third quarter of 2020, nearly 30 million Baby Boomers left the job market and retired, according to the *Pew Research Center*. The study showed that Covid-19 heavily contributed to the rapid increase of Boomers—born between 1946 and 1964—being forced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

30 million
Baby Boomers
left the job market
during the end
of 2020

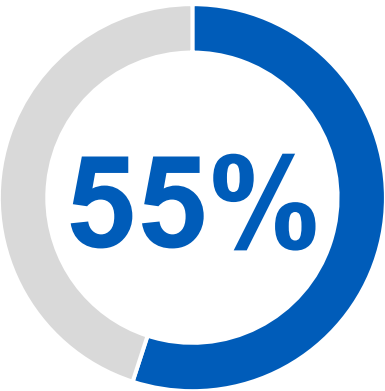
What Is Prompting Turnover?



Low salaries



Micromanagement



Not allowing remote work



Lack of flexible work schedules

Pelta, Rachel. Many Workers Have Quit or Plan to After Employers Revoke Remote Work. <https://www.flexjobs.com/blog/post/workers-quit-employers-revoke-remote-work/>



Great Resignation or Great Reassessment?



Pew Research Center

FEBRUARY 10, 2021



Unemployed Americans are feeling the emotional strain of job loss; most have considered changing occupations

BY KIM PARKER, RUTH IGIELNIK AND RAKESH KOCHHAR



Jace Gentry was planning to move back from Carlsbad, New Mexico, to Louisiana in May 2020 after losing his job in the oil fields. (Paul Ratje/AFP via Getty Images)

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**



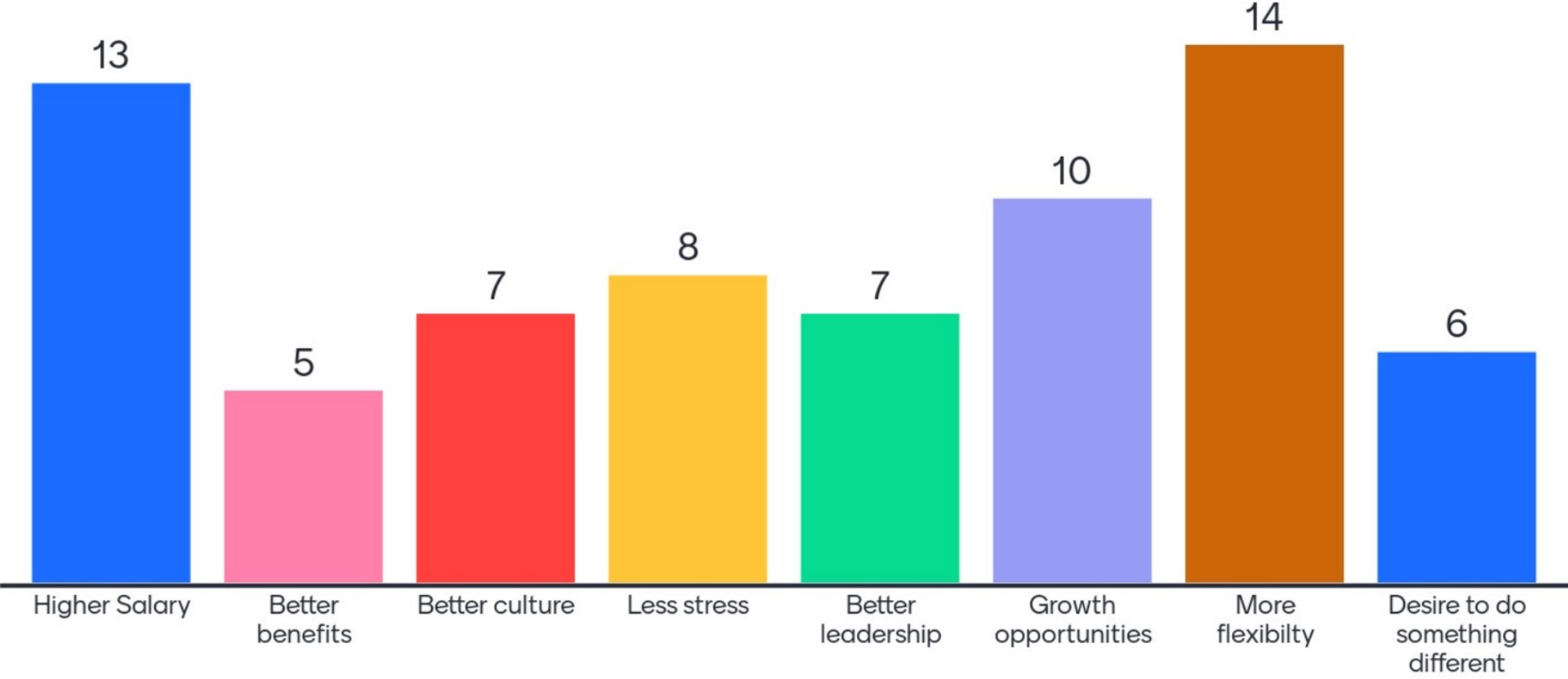
Sources: "In April, 6% of parents expected to quit their jobs because of COVID-19. Now that's up to 27%." [Fortune.com](https://fortune.com/2020/07/14/childcare-working-parents-coronavirus-survey-cleo/), July 14, 2020.
fortune.com/2020/07/14/childcare-working-parents-coronavirus-survey-cleo/; "Parents Got More Time Off. Then the Backlash Started" [The New York Times](https://www.nytimes.com/2020/09/05/technology/parents-time-off-backlash.html), September 5, 2020.
[nytimes.com/2020/09/05/technology/parents-time-off-backlash.html](https://www.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)





I don't get paid
enough

vs

I don't get paid
enough for **this**

Conversation

Have you reevaluated what matters most to you during the last 20 months?



How We Sell Higher Ed Roles



Exit, RESPONSES TO

Voice, DECLINE
IN FIRMS,

and ORGANIZATIONS,
AND STATES

Loyalty

— ALBERT O
HIRSCHMAN

Conversation

Is the higher education
“value proposition”
still meaningful or
even accurate?



Current Challenges



Important mission



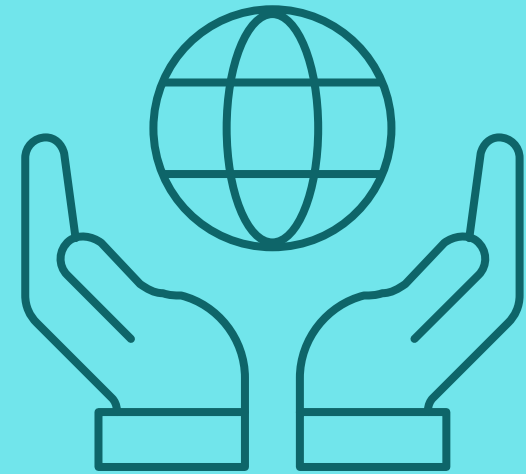
Other employers are doing good

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



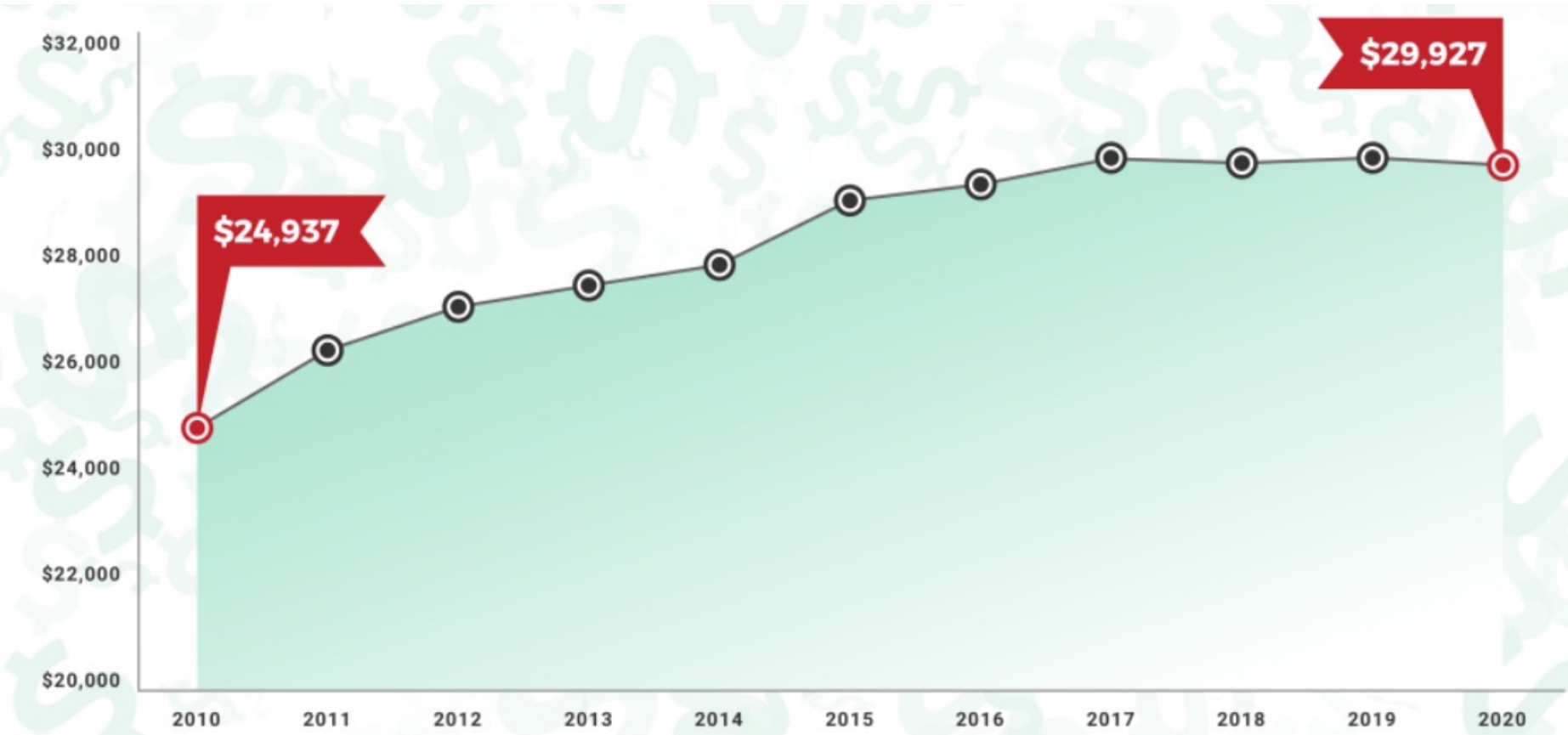
Easy to save for retirement



Hard to pay off student loans

Student Debt

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



Source: [usnews.com/payingforcollege](https://www.usnews.com/payingforcollege)

Current Challenges



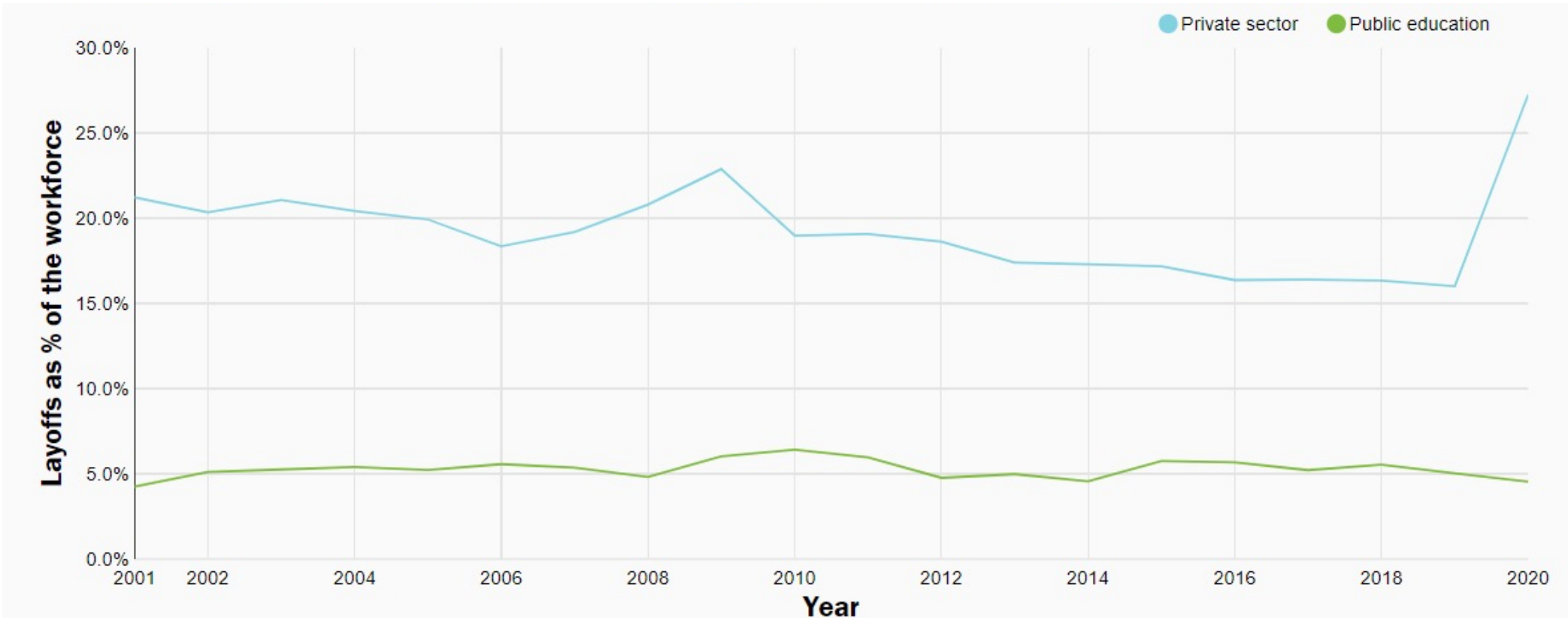
“Jobs for life” for faculty



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.



Sources: Brookings
Bureau of Labor Statistics, Job Openings and Labor Turnover Survey: bls.gov/jlt/.

Current Challenges



Traditionally low turnover



No room to move up

Current Challenges



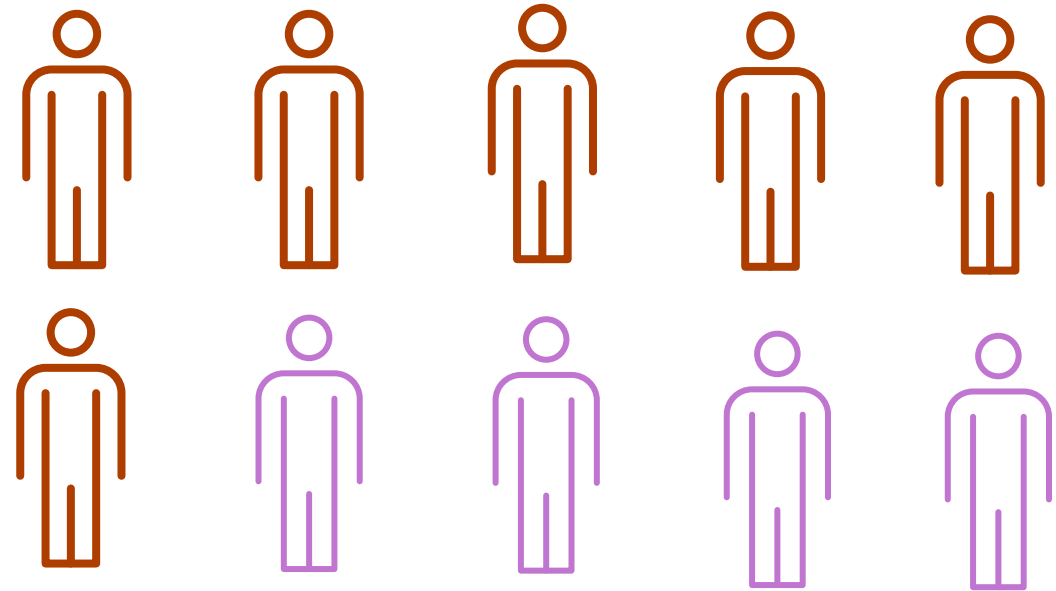
Many jobs can be done remotely



“The students need us on campus”

**Question:
What percentage
of employees
want a fully
remote job?**

60%





Study Finds

SOCIETY & CULTURE, WORKPLACE

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

SEPTEMBER 15, 2021



by Chris Melore

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Current Challenges



**There is a commitment
to self expression**



**There can be a
culture of mean**



Study Finds

Workplace incivility on the rise as out-of-practice employees return to offices

AUGUST 11, 2021



by Chris Melore

 Share

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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

Current Challenges



There is shared governance



Not all voices matter

Current Challenges



There is a lot to do

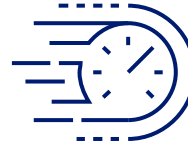


It can be hard to do it

What We Have

What We Want

Set work hours



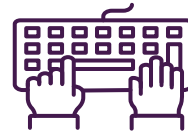
Work anytime

9-5 service



24/7 access

Work on campus



Work anywhere

Status matters



Results matter

Focused on activity



Focused on outcomes

Information in people's heads



Information easily accessible

Certain voices matter



All voices matter

WHAT TO DO?

Align Values

Give Voice

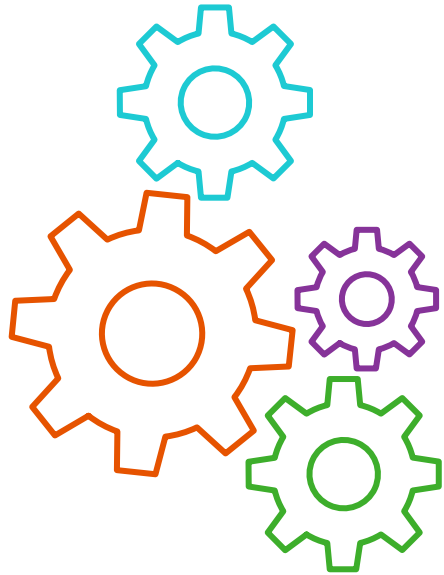
Promote Vision of Change

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**

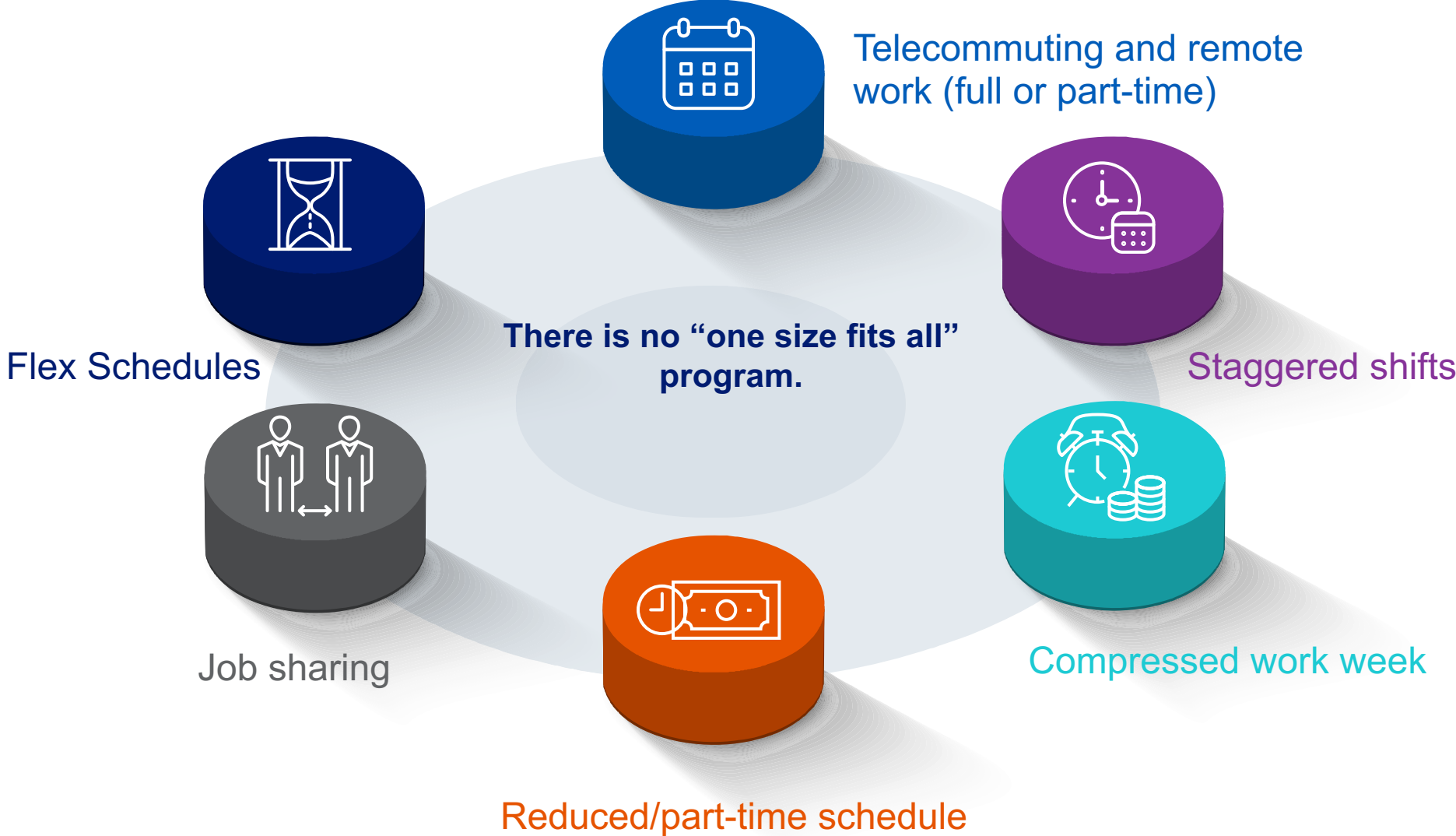
Listen for needs and gaps—and fix them

**Why is
a vision of change
important?**



Flexible and Remote Work is Here to Stay

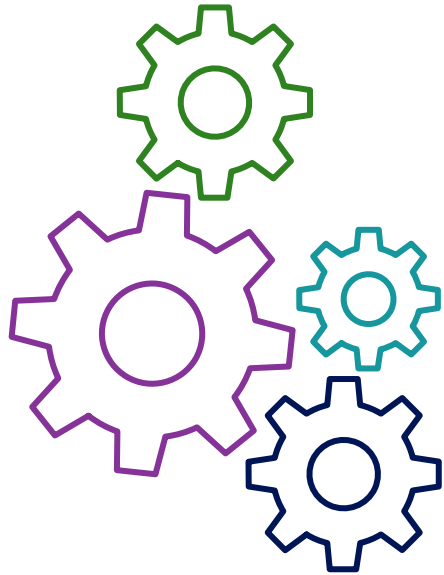
The pandemic exposed everyone to new options and opportunities for flexible work



“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

What have been your key areas of focus for HR policy or practice revision?

Revamping our onboarding process as well as our exit interview process. Also, make sure we have contact with employees that have "stuck around". Started sending monthly emails to celebrate anniversary's

Student loan pay back/ reimbursement

Transitioning our leadership programs to fully online options; significantly increased accessibility to professional development

Compensation. Started conversations on staff development. Adding more time off within holiday schedule. Adding voluntary benefit

New pay scale. Implementing telework. Stay interviews.

Creating online training content for our and other departments

Compensation Analysis

Performance management redo

Flexible Schedule Policy

Covid testing compliance

12% turnover 7% is retirements working on succession planning

Supervisor training

How to evaluate performance for remote workers
How to maintain culture when people are hybrid

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

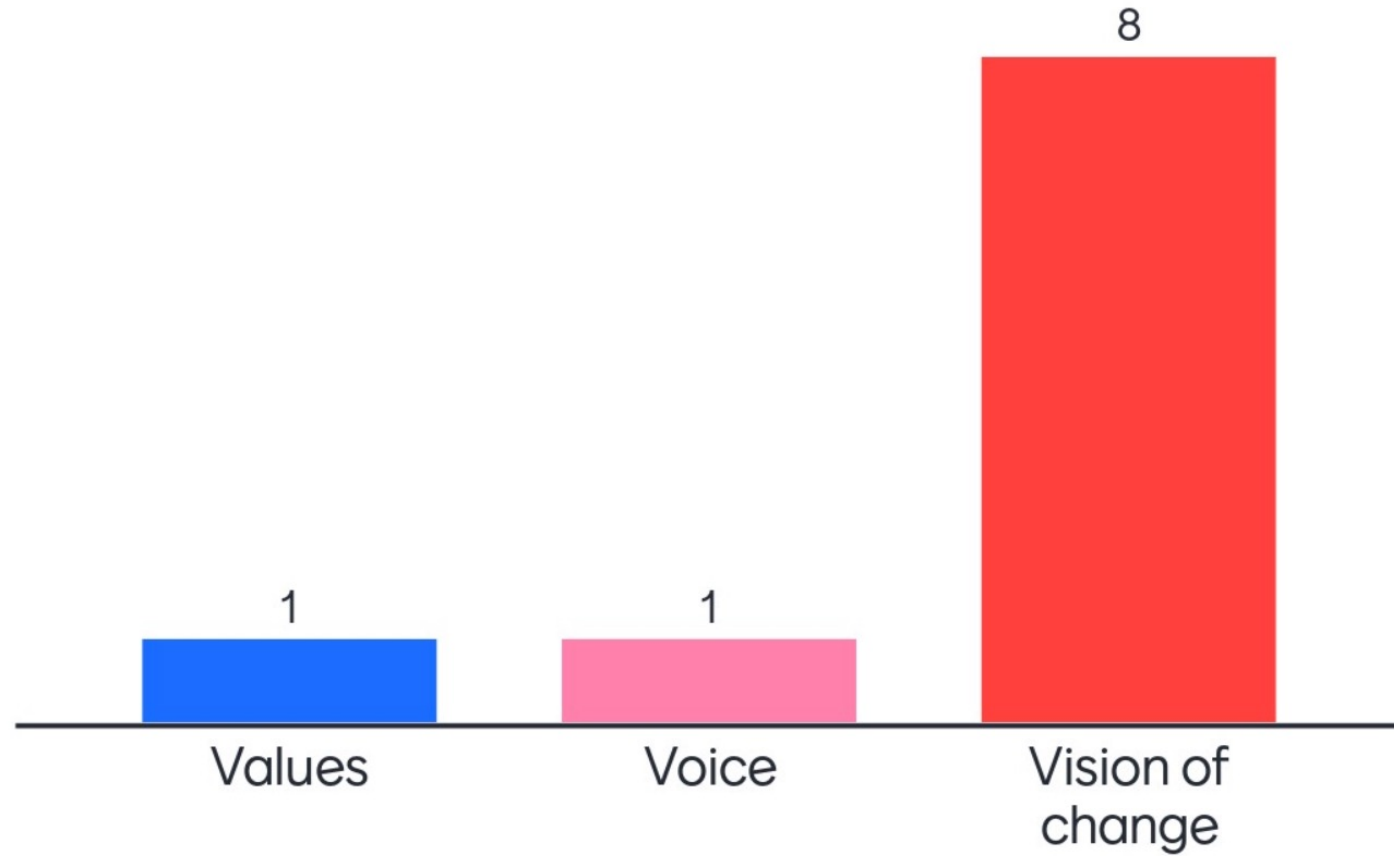
Americans with Disabilities Act Policy

- 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?



Conversation

Given today's conversation, what is next for you?



Let's Continue the Conversation

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

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