

# EMPLOYEE ENGAGEMENT IN THE POST-PANDEMIC WORKPLACE

TASSCUBO Summer Meeting

June 28, 2022

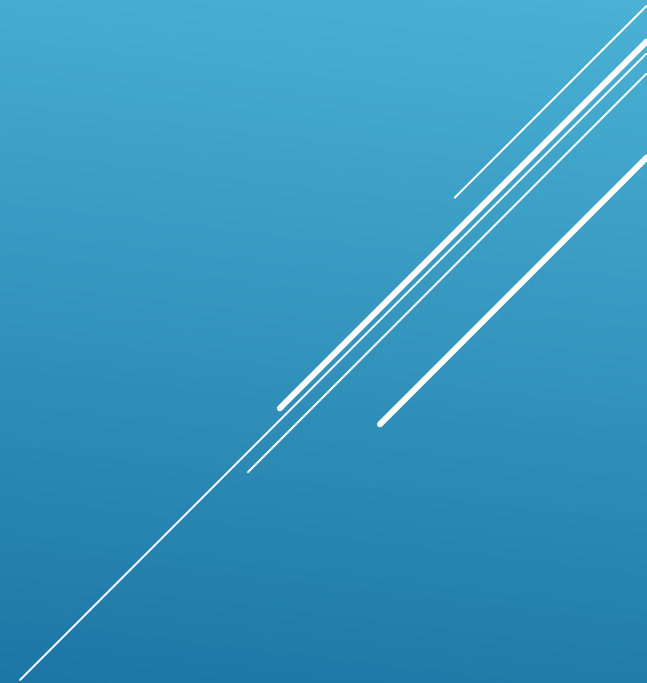
Bob Brown



THIS MAN IS AN M.D.



THIS MAN IS NOT





HAVE YOU HEARD  
THESE CHALLENGES?

- ▶ *Productivity*
- ▶ *Effectiveness*
- ▶ *Efficiency*




FRUITFULNESS





# WHAT IS EMPLOYEE ENGAGEMENT?

Gallup defines employee engagement as **the involvement and enthusiasm of employees in their work and workplace.**

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The Society of Human Resource Management defines employee engagement as **“the level of an employee's commitment and connection to an organization.”**

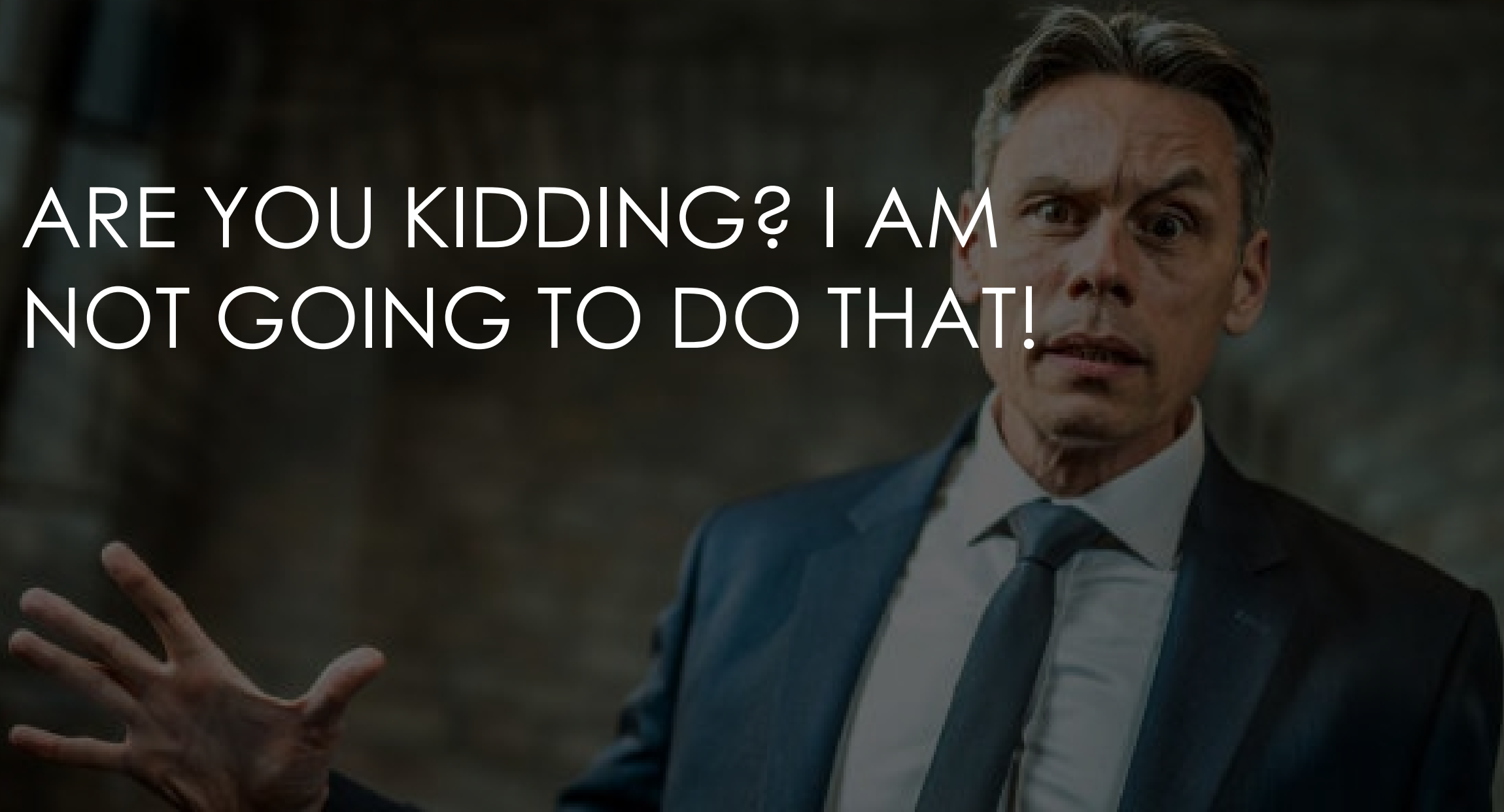




## BOB'S VIEW

I DEFINE EMPLOYEE ENGAGEMENT AS “HAVING THE HEARTS, MINDS, AND EFFORTS OF EMPLOYEES FOR THE ACHIEVEMENT OF THE MISSION OF THE INSTITUTION.”

ARE YOU KIDDING? I AM  
NOT GOING TO DO THAT!



# EMPLOYEE ENGAGEMENT IS SUPERVISOR ENGAGEMENT

You are the secret to effective  
engagement.







I AM AN  
ESSENTIAL  
EMPLOYEE



# QUANTIFYING EMPLOYEE ENGAGEMENT

Gallup's Elements of  
Great Managing\*

\*12 The Elements of Great Managing, Wagner and Harter

I know what is expected of me a work.

I have the equipment and materials I need to do my work right.

At work, I have the opportunity to do what I do best every day.

In the last seven days, I have received recognition or praise for doing good work.

My supervisor, or someone at work, seems to care about me as a person.

There is someone at work who encourages my development.

From 12, The Elements of Great Management, by Wagner and Harter



At work, my opinion seems to count.

The mission or purpose of my company makes me feel my job is important.

My associates, or fellow employees, are committed to doing quality work.

I have a best friend at work.

In the last six months, someone at work has talked to me about my progress.

This last year, I have had opportunities at work to learn and grow.


From 12 The Elements of great Managing, by Wagner and Hopper.



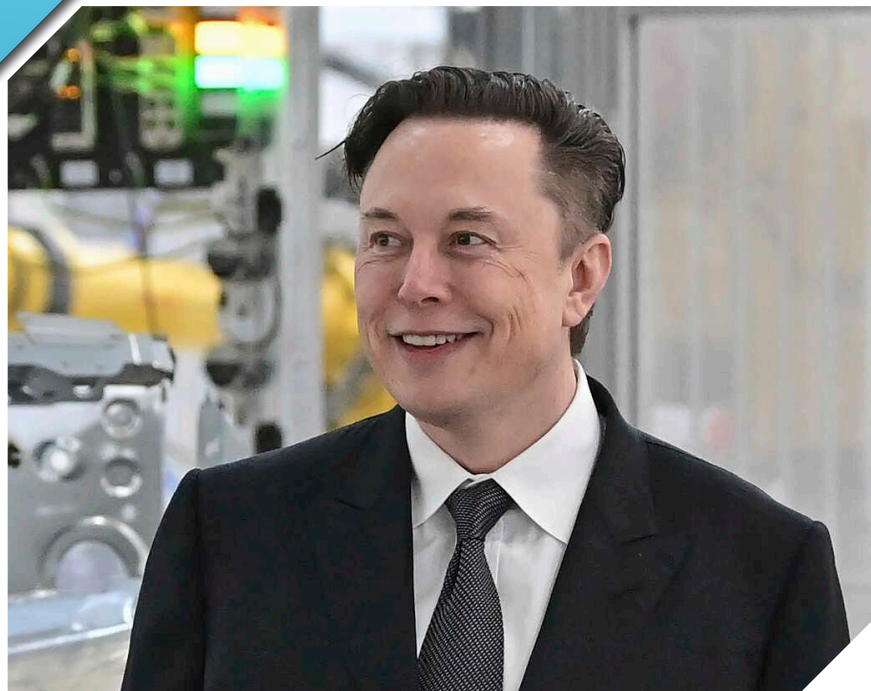
THE DISCIPLINE OF  
EMPLOYEE  
ENGAGEMENT IS  
CONFRONTING  
THE "NEW"  
PARADIGMS



According to Owl Labs' 2021 State of Remote Work report, **90% of employees said that they were as productive or more working remotely instead of in person.** Similarly, 84% of workers said that continuing to work from home post-pandemic would make them happier.







"Anyone who wishes to do remote work must be in the office for a minimum (and I mean \*minimum\*) of 40 hours per week or depart Tesla. This is less than we ask of factory workers,"

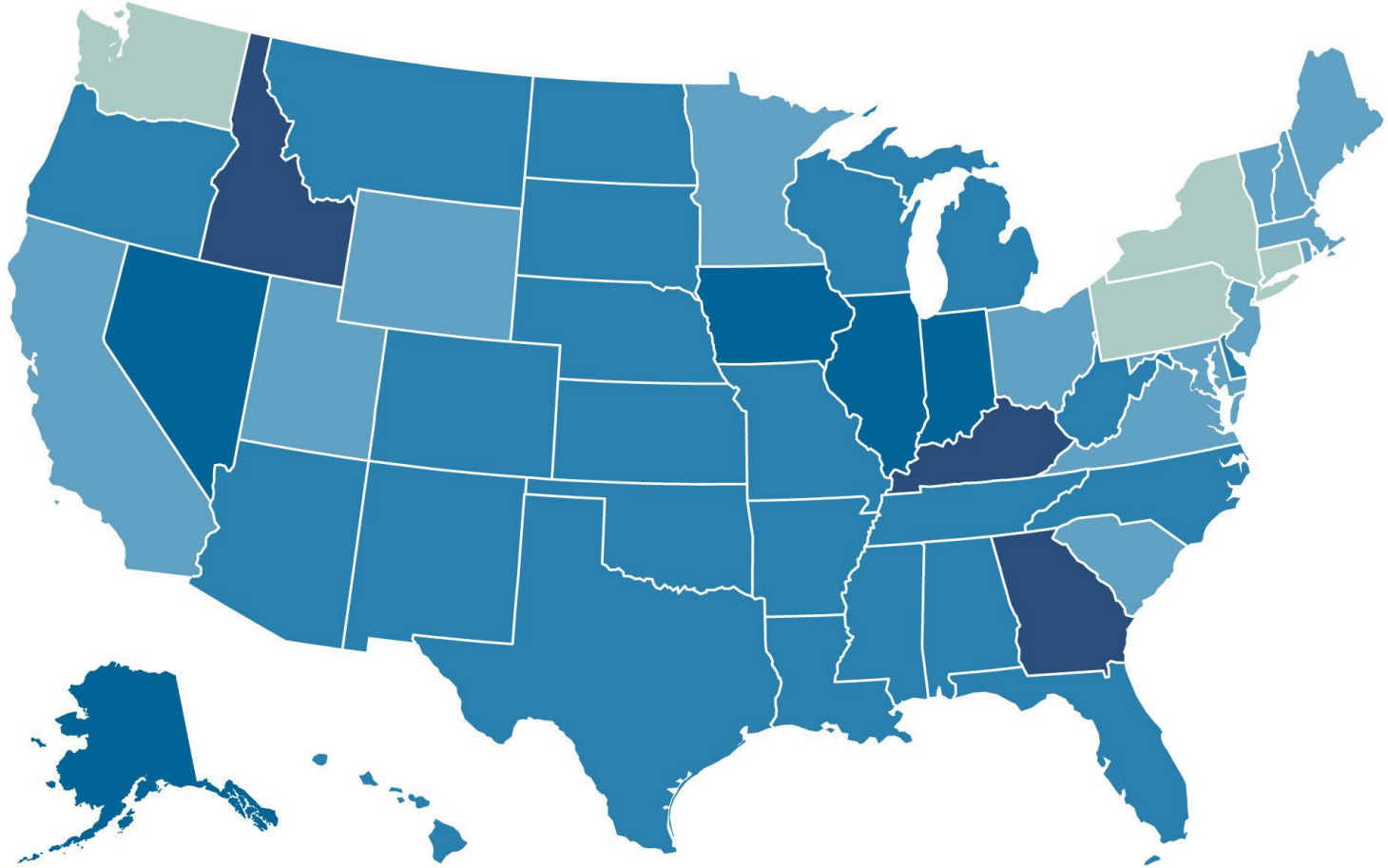
ELON MUSK TELLS  
EMPLOYEES TO  
RETURN TO THE  
OFFICE 40 HOURS A  
WEEK — OR QUIT

## THE POST PANDEMIC WORKPLACE

Pent up demand and  
the great resignation  
have put employees in  
the driver's seat.



# Quits rate, August 2021





# THE BIG ITEMS TUGGING AT EMPLOYEE ENGAGEMENT (Employee Perspective)

How much time in the office?

May I continue to work remotely?

May I have a blended attendance schedule?

May I have a flexible attendance schedule?

Will my employer take official positions on social justice issues important to me?

Will my employer rapidly respond to issues on pay and benefits?



▶ Considerations for Time and Place

- ▶ Create and document decision process for distance work.
- ▶ Apply the decision process consistently and fairly.
- ▶ Schedule regular reviews of the decision to all and employee to work at a distance.
- ▶ Provide a reasonable timeline for the employee if they are being required to change the location of work.

## GREAT MANAGEMENT AT A DISTANCE

Connect employee to the mission

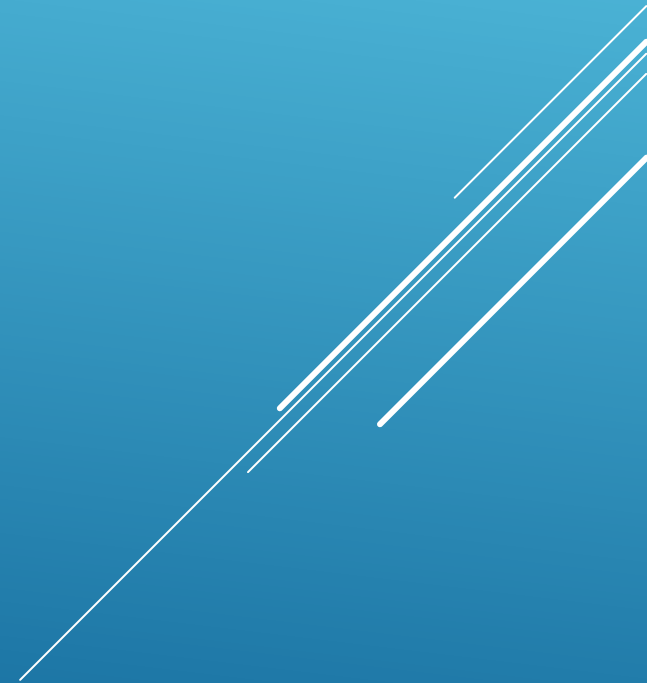
1. Confirm the employee knows the mission and your unit's role in achieving it.
2. Establish relevant goals
3. Link strategies to the mission and the goals
4. Connect the employee's performance to mission achievement.
5. Recognize performance regularly
6. At every call, TEAMS, or ZOOM meeting.

Use social media principles to connect each employee to the work group.

Find "something bigger" for your employees to care about.

Give distance employees the same opportunity for promotion.

Our secret and best strategy.....



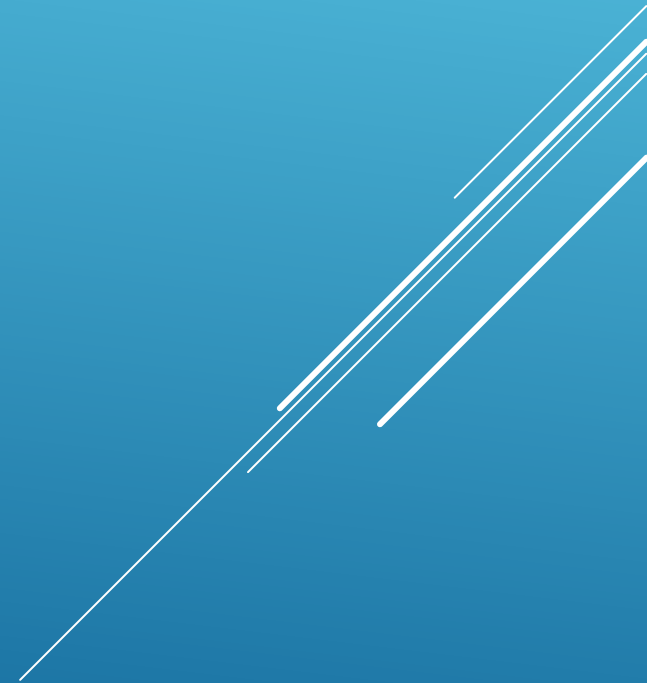


GO TO  
THEM!

Yes, really.

# Social Justice

Your ability to stand for more than your bottom line is a crucial differentiator when looking to nab (and retain) top talent.



## CONSIDERATIONS FOR JEDI ISSUES

Stick closely to the core value statements of the institution and the purpose for which the institution was created.

Concern yourself with the behavior of the institution and the people within it.

Consider including your institution's position on issues of Justice, Equity, Diversity, and Inclusion in your interviewing and selection processes. (Be sure that you take the guidance of your Human Resources department with this one.)

Live what you preach.

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## Considerations for Timely Rewards and Pay

Think creatively around the state limitations on merit pay.

Consider job redesign.

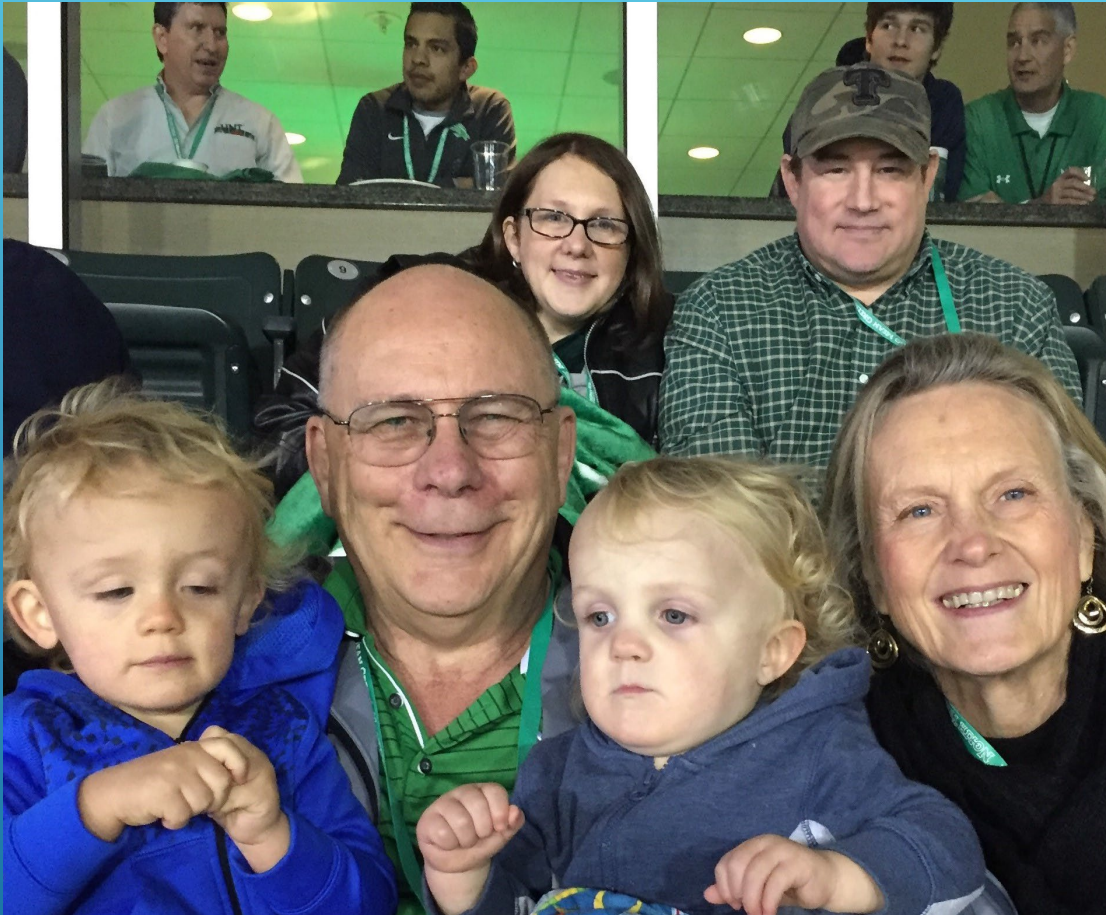
Create a more flexible job hierarchy.

Use stipends to respond to short-term or temporary issues.

Create a communication strategy for acknowledging individual employee achievement.

Ask.

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TO CONTINUE THE  
CONVERSATION

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