Modern *Work*:
Organizational Success Fueled by HR

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Presenters

Jake Lathrop
Consultant to the VP/CHRO
Michigan State University
Chair-Elect, CUPA-HR MW Region Board

Agenda

▪ Current HR Workplace Challenges

Current HR Workplace Challenges

Many of us starting out our day ... staring down a tidal wave

A Broken Norm: Defining Work

- 1890 – U.S. Government began tracking workers' hours. The average workweek for full-time manufacturing employees was:
  - ➢ **100 hours!**

- 1926 – Ford Motor Company adopts a 5-day, 40-hour workweek

- 1940 – FLSA is amended to limit the workweek to 40 hours

- 1940-2020: expanded work hours in white-collar professions, often seen as a badge of honor and a means for advancement

https://www.businessinsider.com/history-of-the-40-hour-workweek-2015-10

then …

2020

Current Labor Market

- The Great "Resignation," "Attrition," "Attraction," "Realignment"
- Available job openings hit 11.5 million in March
  - a record

- Quits edged up to 4.5 million a record
  - a record

- Job openings outnumbered unemployed workers by about **5.5 million**

- In 2021, almost **48 million** workers quit their job
  - a record

Why are people leaving?

According to a February 2022 survey, workers who quit a job in 2021 did so because of:

- ➢ Low pay (63%)
- ➢ No opportunities for advancement (63%)
- ➢ Feeling disrespected at work (57%)
- ➢ Child-care issues (48%)
- ➢ Lack of work flexibility (45%)
- ➢ Lack of quality benefits (43%)

https://www.pewresearch.org/fact-tank/2022/03/09/majority-of-workers-who-quit-a-job-in-2021-cite-low-pay-no-opportunities-for-advancement-feeling-disrespected/

Why are people leaving?

According to McKinsey's latest ***Great Attrition*** research, employees rated three elements of employee experience as most and equally important reasons for leaving a job:

➤ Not having caring leaders (35%)

➤ Not having sustainable work expectations (35%)

➤ Lack of career development and advancement potential (35%)

https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/the-organization-blog/money-cant-buy-your-employees-loyalty?cid=other-eml-alt-mip-mck&hdpid=6f5ef0ec-dd30-43a3-91d1-c83402797e66&hctky=11391105&hlkid=7f75c5b1ea7a47d7b7e4f997d6cede76

Other Factors Impacting the Labor Market

- Increased retirements; baby-boomers leaving the workforce

- Lack of Immigration
  - 20-25% of labor shortage can be attributed to COVID slowdown of VISA issuances to workers abroad (per CATO Institute)

- Opioid Crisis: drug overdose deaths have increased 218% since January 2015 (per CDC)
  - Estimated 800K prime age men are out of the labor force due to opioids

SURGEON GENERAL'S WARNING:

Your job can be hazardous to your health

Your Best Employees Are Being Pursued

We have entered an era of *boundary-less recruiting*. Engaged, non-job seekers are being recruited at a 57% higher clip than in 2015. The experience of being recruited impacts employees in 1 of 2 ways:

1. **A Sad Goodbye**: well-connected, well-supported and thriving at the organization – now gone. Regular cost-of-replacement metrics can be plugged in, *plus* impacts on team morale, engagement of team members, and productivity of cross-functional work groups. Peers may start to ask themselves, should I leave too? Losing a committed, engaged employee is losing the kind of cultural champion you are trying to duplicate.

2. **They stay – but with new perceptions and expectations**. Being sought out likely gives them a new perspective on their worth and the way they approach development conversations, performance conversations and pay conversations going forward. Even if a recruited employee stays with your organization, the ruler by which they are measuring satisfaction with their job, pay, benefits, and development has been rescaled.

These are all indicative of workplace culture challenges at our institutions – and things continue to change rapidly!

81,396 hours.

➢ According to Gallup, That's the number of hours the average employee spends working in their lifetime

➢ Gallup finds 60% of people are emotionally detached at work and 19% are miserable

➢ The truism that "work sucks" doesn't have to be true. A strong organizational culture is key to creating a workplace that people love

More from Gallup on workplace culture

Workplace Culture
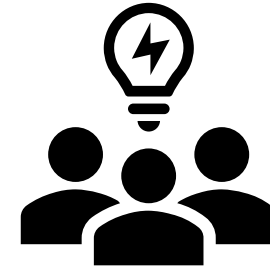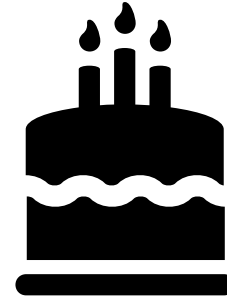
Reflects the daily experiences of employees and the feelings they're left with each night about their job and the organization

Workplace Culture is defined by every action we take and by every interaction we have throughout each day.

How we communicate.

How we support.

How we manage.

How we engage.

How we fail.

How we endure.

How we succeed.

How we celebrate.

Workplace Culture

The EX factor: Companies can create a positive or a negative employee experience, which in turn affects business performance.

Nine elements to get right

Social experience	Work experience	Organization experience
1 People and relationships	**4** Work organization	**7** Purpose
Am I seen and treated by my leaders as a significant contributor to the organization?	Do I have clear responsibilities, interesting work, and the resources I need to be successful in my role?	Does my company have a purpose that aligns with mine, as well as processes to which I can contribute?
2 Teamwork	**5** Work control and flexibility	**8** Technology
Do the people I work with every day trust and care for one another to create a collaborative and innovative environment?	Do I complete my work efficiently, with flexibility and positive integration in my life?	Does my company's technology enable me to work efficiently and without friction?
3 Social climate	**6** Growth and rewards	**9** Physical environment
Am I welcome in this community and do I feel like I belong?	Am I given incentives and opportunities that help me learn, grow, and provide for my family?	Are my surroundings safe, comfortable, and human centered?

McKinsey & Company

Pause & Reflect

In the chat:

Put in what one or two challenges resonate most with you and what your institution is doing to mitigate them

What Do We Do?

Embrace Employee Flexibility *and* Autonomy

Flexibility-driven Workplaces Consider Three Important Factors:

1. ***Where*** work is done

   ❖ Hybrid work models with set days in the office can be *falsely flexible* – be purposeful around where work is completed

2. ***When*** work is done

   ❖ Consider employee autonomy options for hours of operation

3. ***How*** work is done

   ❖ Allow flexibility where possible for task completion – and reward innovation!

https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/the-organization-blog/three-types-of-modern-flexibility-todays-workers-demand?cid=other-eml-alt-mip-mck&hdpid=6f5ef0ec-dd30-43a3-91d1-c83402797e66&hctky=11391105&hlkid=8da7b242f51449da924fea6cc5fb69f1

Modernize Job Infrastructure & Processes
Success begins with your Job Architecture

Are your job titles, descriptions, and qualifications modern, attractive, and easy to understand?

Are you leaning into the idea of <u>alternative credentials</u>?

Does your careers website reflect your employment brand, promote your strengths, and is it easy to navigate?

Modern Recruitment:
Talent Attraction & Alignment

- Stop calling it Talent Acquisition – people aren't transactions and don't want to be "acquired"
  - ✓ **Priority 1A**: Re-recruiting your top performers
  - ✓ **Priority 1B**: Dedicating resources to internal *talent alignment*

- Talented employees want to work with other talented people; explore the creation of a program to identify and utilize your best and brightest as **peer recruiters**

- Establish a **multi-faceted approach** to talent attraction to meet the needs of a multi-generational (five) workforce; one size doesn't fit all

Be Intentional about Employee Wellbeing

The impact of wellbeing extends far beyond how people *feel* -- it affects the number of sick days employees take, their job performance, burnout and likelihood of leaving your organization. Here are just some of the costs of poor wellbeing:

75%
of medical costs accrued mostly due to preventable conditions

$20 million
of additional lost opportunity for every 10,000 workers due to struggling or suffering employees

$322 billion
of turnover and lost productivity cost globally due to employee burnout

15% to 20%
of total payroll in voluntary turnover costs, on average, due to burnout

GALLUP

Wellbeing encompasses all the things that are important to each of us and how we experience our lives.
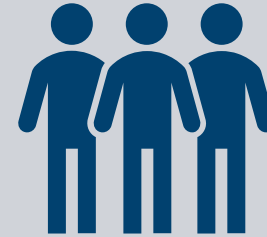
Evolve your Paid Time Off (PTO) Programs

What is your current PTO suite?

Is there an opportunity to expand upon this (particularly the paid holidays you provide)?

Expanding the use of employee sick time to include Mental Health Days

Then embrace this within your culture

Consider a Community Service Program

Offers a connection to individual employee purpose and may further team bonding

Addressing Burnout

Institute email "blackout" hours ✉

Prevent work from piling up on days off/vacations – lessons from Europe ⛱

Put parameters around when – and why, meetings are put on the schedule 🖥

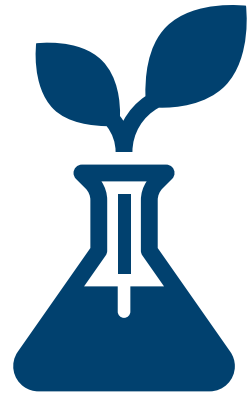Adopt and promote independent work time blackouts on calendars 📅

Consider implementing "summer hours" or adjusted schedules based on business needs during the year ☀

Leaders must exhibit the action(s) for real change to take place!

Purpose Matters 🤝
Employee Purpose, Meet Organization's Purpose

Expedition Days
Opportunities for faculty and staff to share their work and learn about what others do on campus

Innovation Sessions
Dedicated time for teams to pause the day-to-day and focus on strategic improvements that matter to them

Make *Appreciation* your Talent Strategy's Heartbeat

Consistently show your employee's that they are valued. Appreciation must be engrained in your culture – it is not a fad or a box to check.

- Paid Luncheons – nothing brings people together like food
- Start a Peer Recognition Program
- Include Employee Highlights in your office newsletters
- Take *Field Trips* as a Team
- Employee of the Week/Month Program

Career Exploration Programs

- What university programs can we offer to excite employees about learning something new?

- How do we shift the mindset of supervisors and units who have historically held good employees back?
  - ➢ Career paths and advancement program
  - ➢ Job-shadowing program
  - ➢ Job-rotation program
  - ➢ Informational Interview program
  - ➢ Intern-to-hire program for students

# Management in **Modern** *Work*

- Managers must provide employees and teams with **agency**
  - ➢ Ensure clarity on the expected outcomes but provide flexibility in the journey to achieve them

- Requires **empathy-based leadership,** which will include skill development and a mindset shift

- Focus on **performance outcomes and expectation fulfillment** and let go of input-based performance (hours worked, seniority)

- Modern leaders must be masters in aligning strategic planning with relationship-building and employee/team development

Modern *Work* is reflective of an employer/employee dynamic that is relational, not transactional.

Takeaways

Ensure that your **Talent Attraction** strategy begins with re-recruiting your current high-performers and culture champions
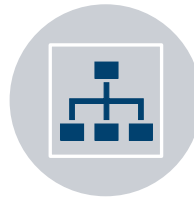
Dedicate resources to **Talent Alignment** – having the right jobs and structures across the organization, with people setup for success
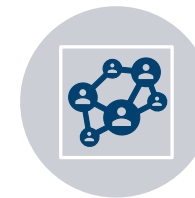
Prioritize, promote, and support **Learning and Advancement** opportunities and programs for employees at all levels in the institution

Review your current paid time off programs and maximize your offerings to meet employee demands for **sustainable work**

Explore supplemental opportunities for employees to **engage with others** on campus and in the community

Display your **Appreciation** for employees daily and **Acknowledge** their efforts in a way that meets their recognition preferences

Evaluate causes of stress, anxiety, and burnout in your workplace and offer **remediation ideas** to reduce these debilitating sources

At our very best we are boundless explorers ... where will your journey lead?

Have a Question?

Submit questions to our presenters using the Chat.

Thank You

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