What We'll Cover

1. Results from national COVID-19 survey

2. Employee engagement – what it is and why it matters

3. Maintaining engagement during a pandemic – and beyond

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CPS HR Consulting

- **Independent, self-supporting government agency**

- **Mission – promote excellence in public sector**

- **Full range of HR solutions for government**

- **1,200 clients**

Institute for
Public Sector
Employee Engagement™

BY CPS HR CONSULTING

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LEADING THROUGH A PANDEMIC
THE IMPACT OF COVID-19 ON THE PUBLIC-SECTOR WORKFORCE

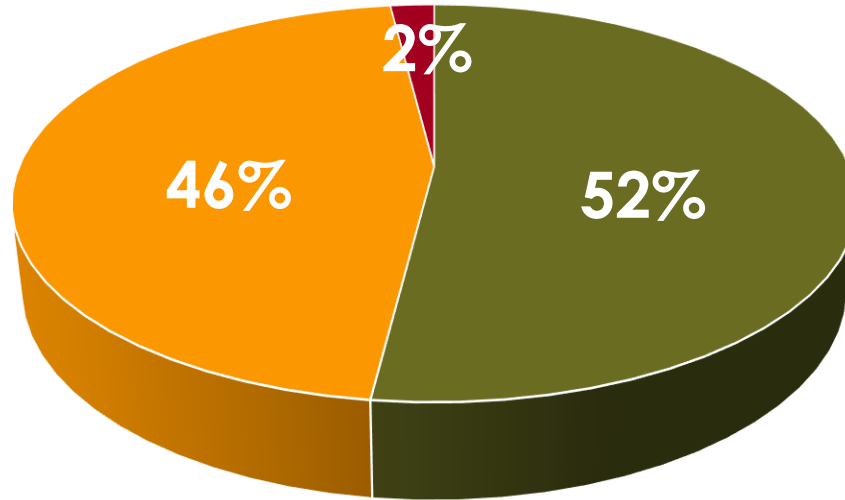2020 EMPLOYEE CONNECTION SURVEY

Background

- **28 questions**

- **"Essential" and "remote" employees (self-identified) answered somewhat different questions**

- **Survey administered Apr 21 – June 12**

- **19,550 employees responded**

- **87% local government, 10% state**

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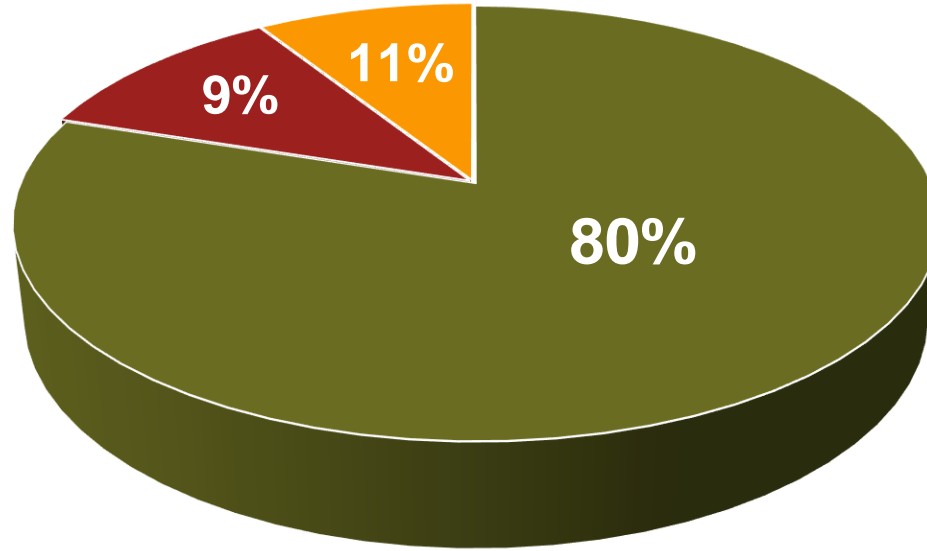
Results – Highlights

Essential or Remote?

- 2%
- 46%
- 52%

Legend: ■ Essential ■ Remote ■ Furloughed

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Overall, How Are You Doing?

Org Has Done Good Job Adapting to COVID-19

80%

9%

11%

■ Agree ■ Disagree ■ Neither

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Most Useful Communication

Category	Percentage
Email	77%
Video-live	31%
Telephone	23%
IM	21%
Text	19%
Web	10%
Video-recorded	4%

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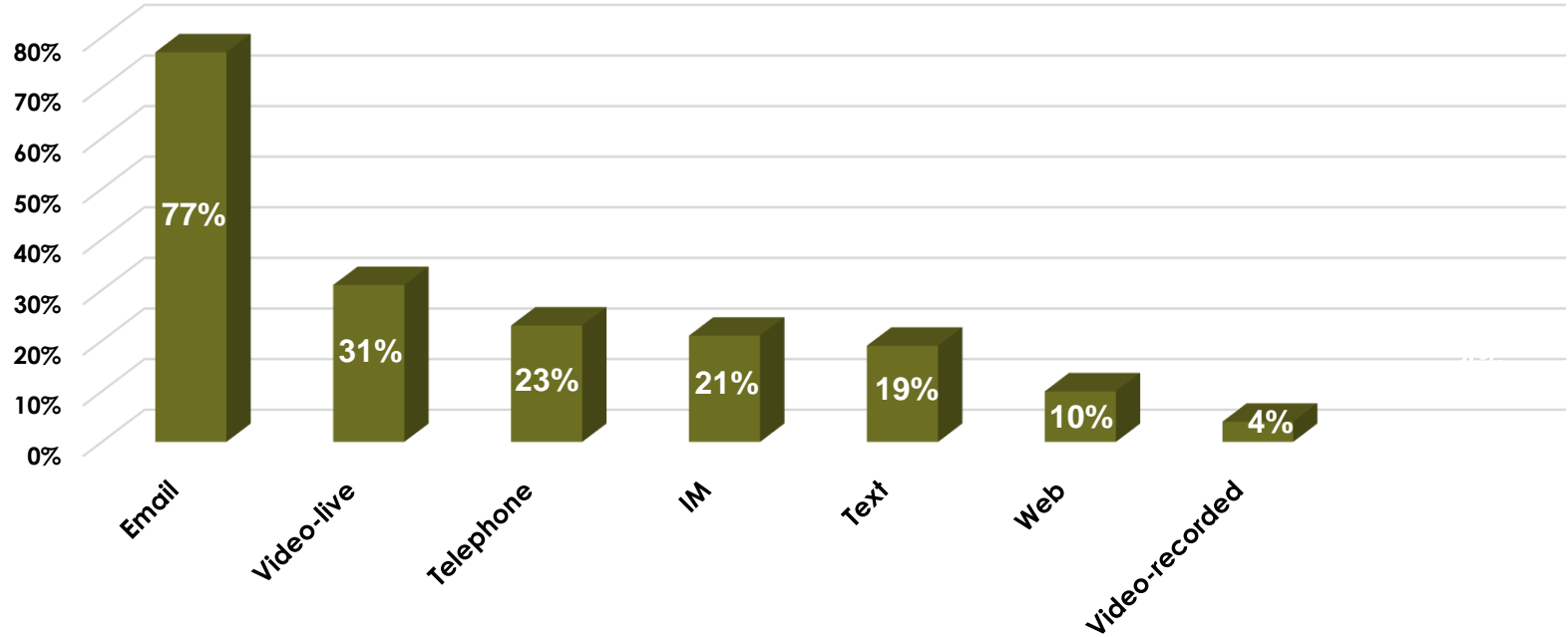
Essential Employees

Expect to be Essential?

70%

15%

15%
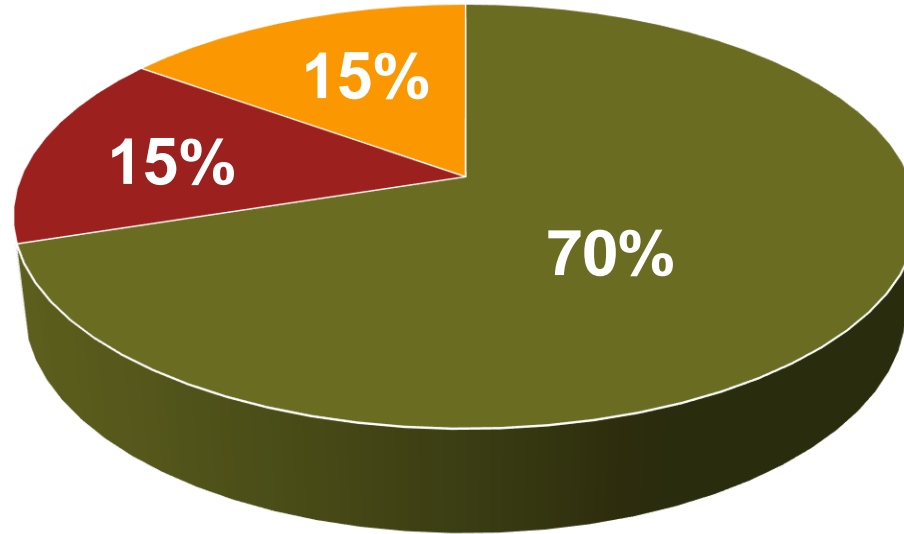
- Yes
- No
- Unsure

Have the Equipment I Need

13%

18%

69%

■ Yes ■ No ■ Unsure

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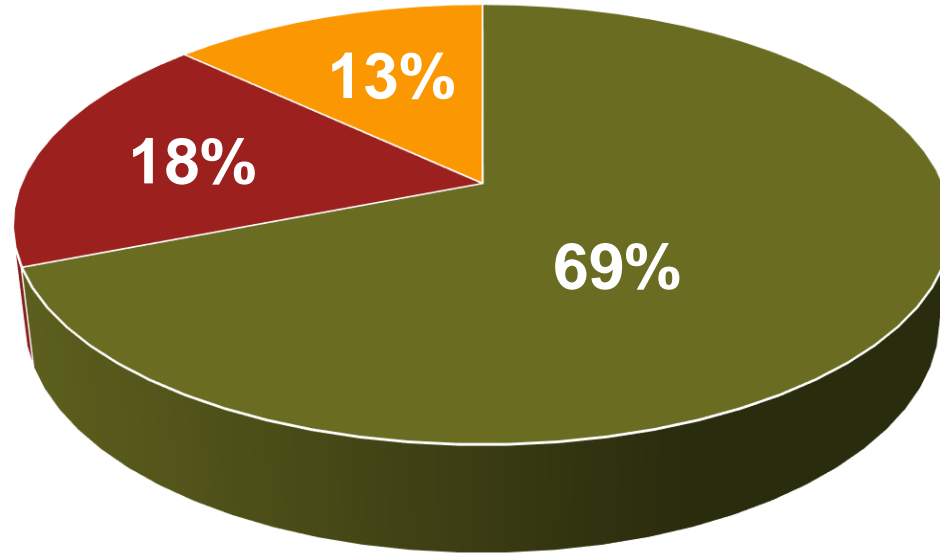
Can Maintain Physical Distance

■ **Yes** ■ **No** ■ **Unsure**

72%

18%

10%

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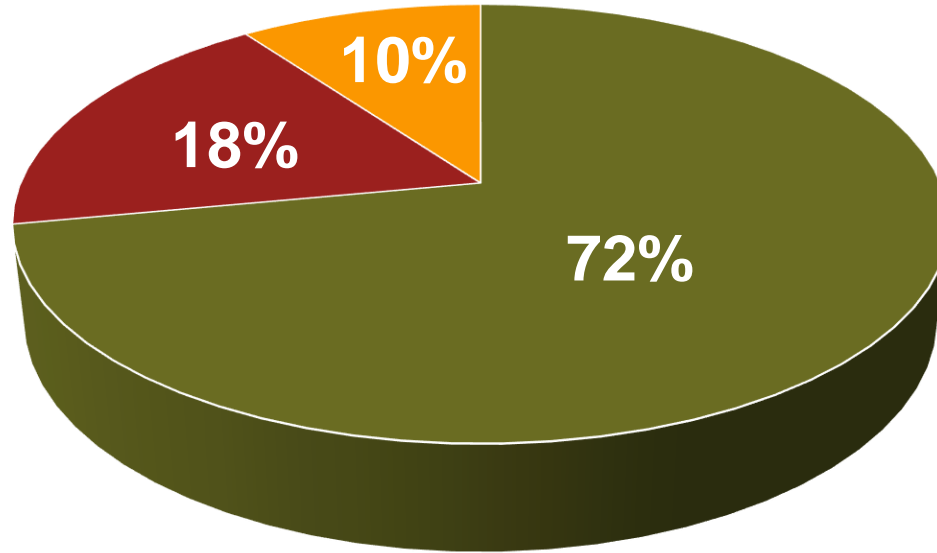
Remote Employees

Worked Remotely Before COVID-19

24%

76%

■ Yes ■ No

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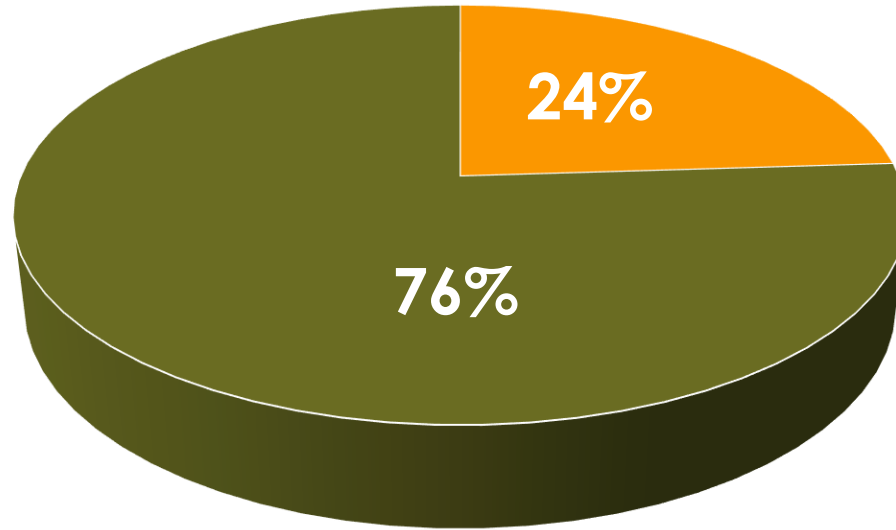
Have Tools/Technology I Need

88%

6% 6%
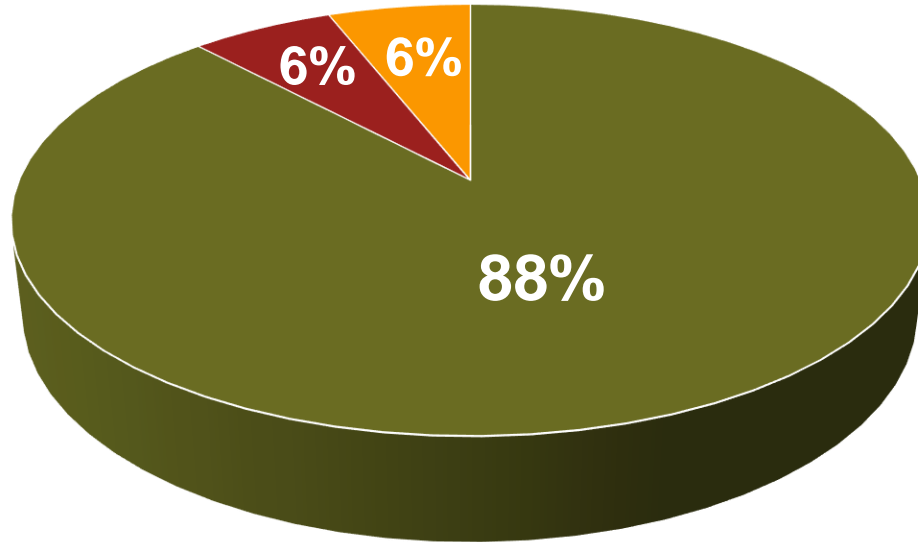
■ Yes ■ No ■ Unsure

When I Can Return to Work

Work remotely part-time	57%
Work remotely full-time	28%
Go back to work site	9%
Can't work remotely	3%

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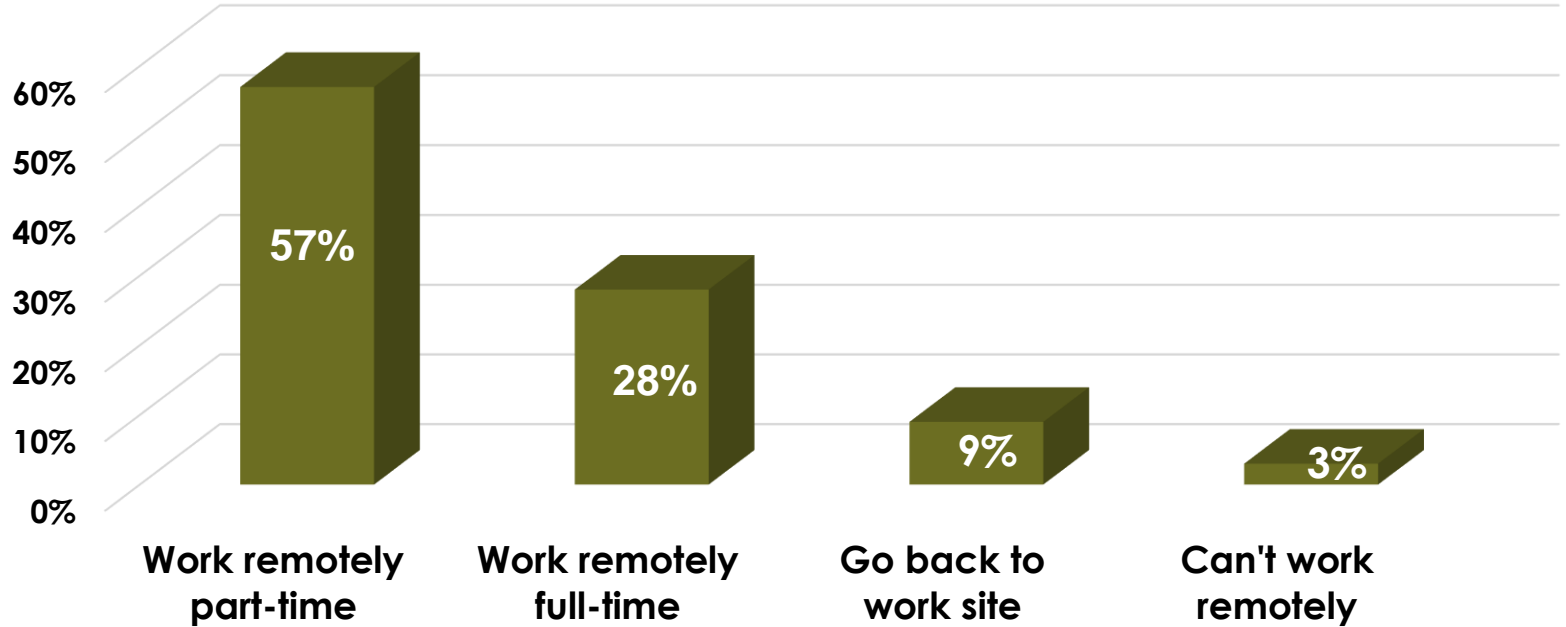
Remote v. Essential Employees

How Do You Feel About Your Designation?

Bar chart comparing Essential and Remote designations:

	Positive	Negative	Neither
Essential	65%	11%	24%
Remote	86%	6%	8%

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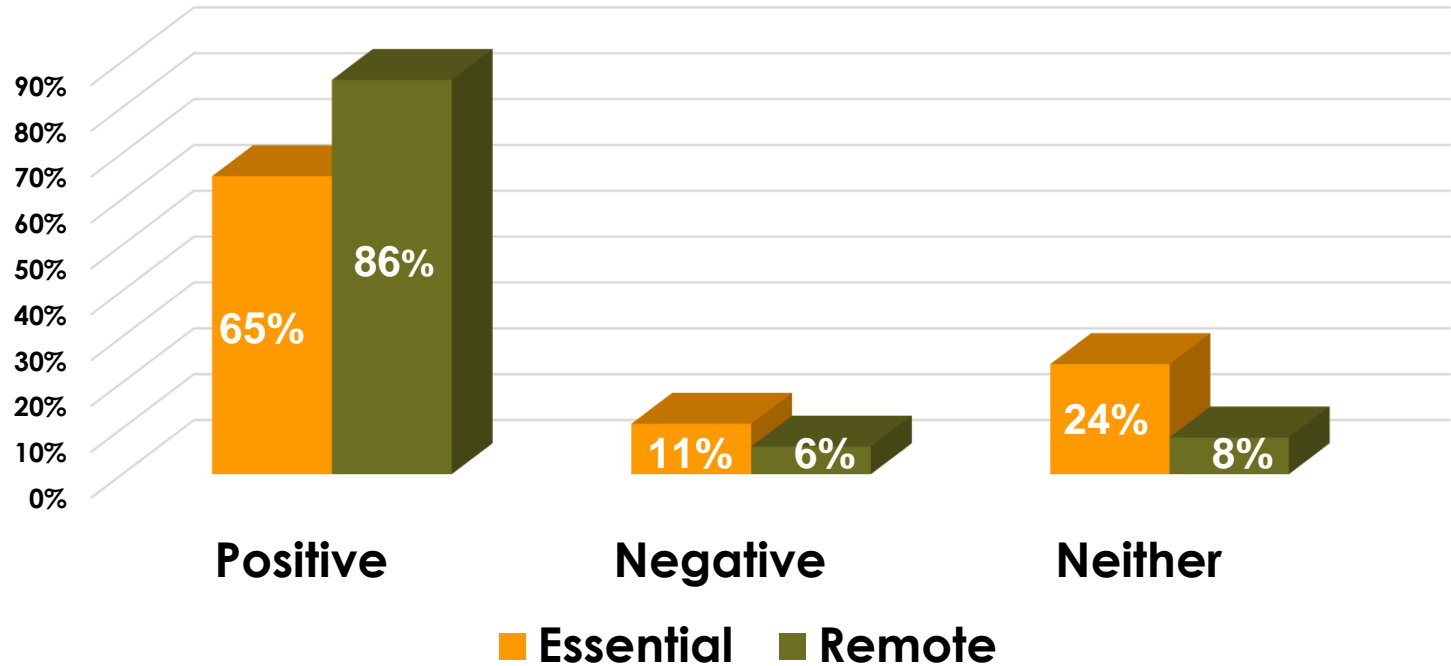
Organization Has Done a Good Job Adapting to COVID-19 Changes

Essential: 74%

Remote: 89%

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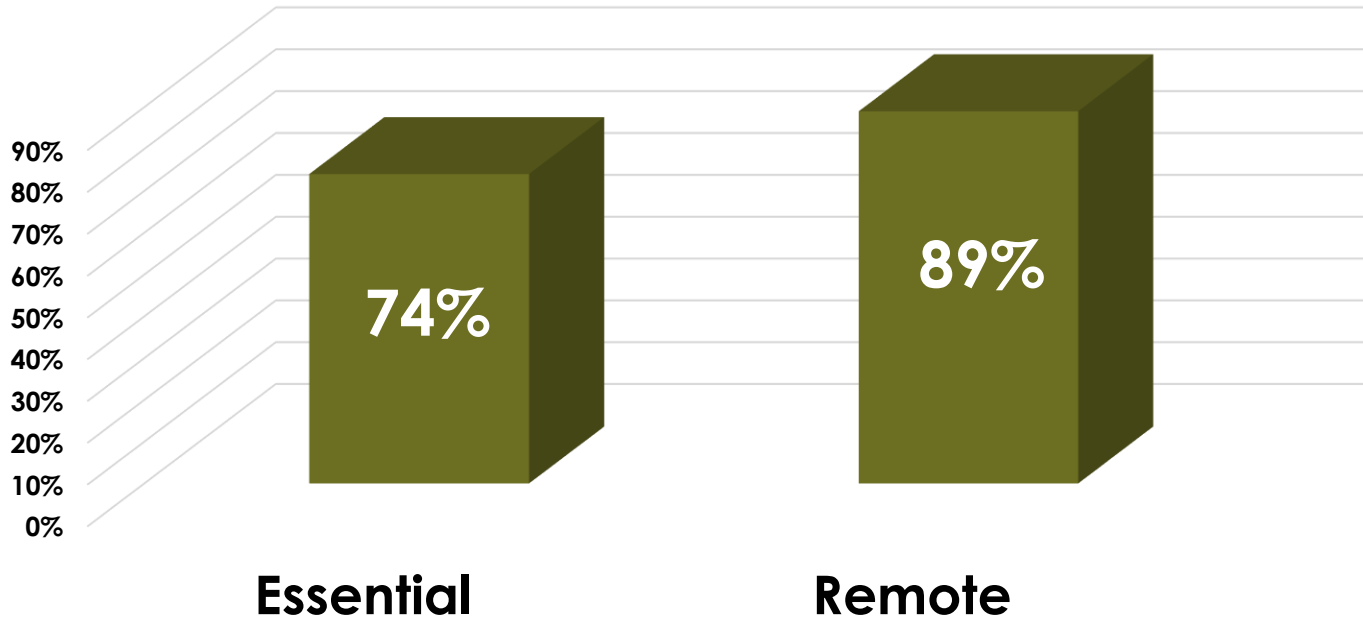
I Understand Our COVID-19 Policies
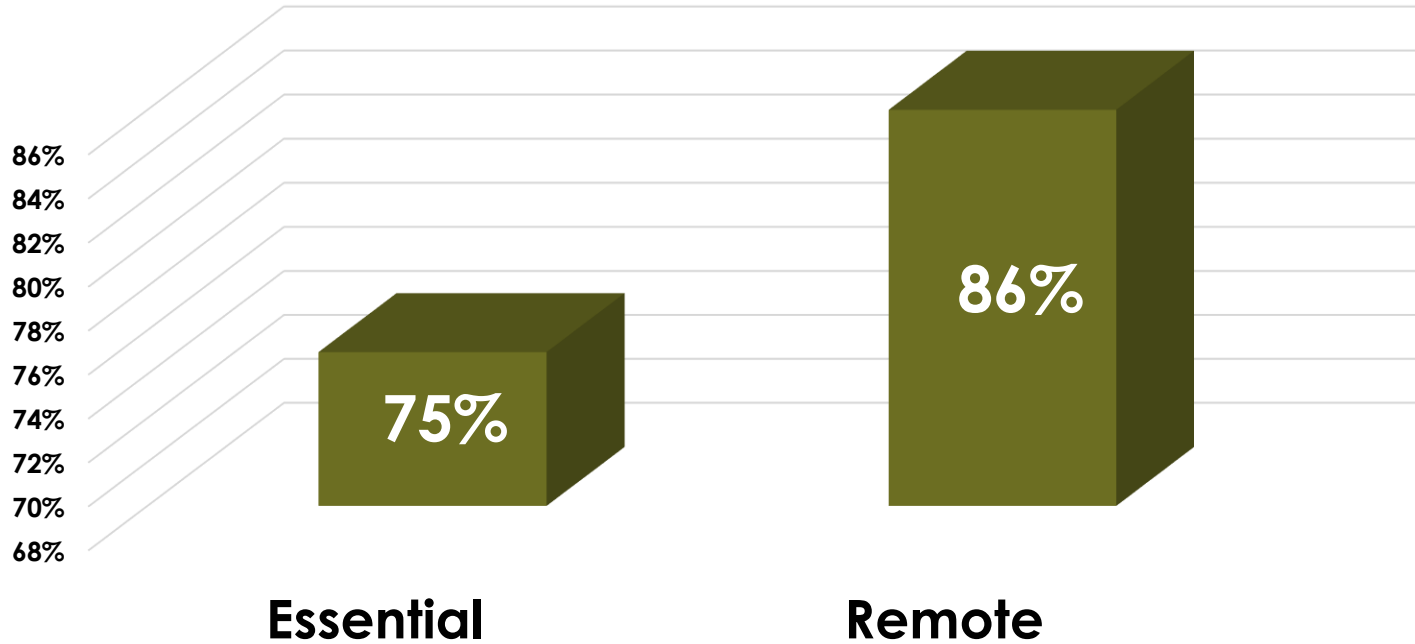
Recent Communications Have Been Helpful

Bar chart showing percentages by group:

	Remote	Essential
From Leaders	82%	68%
From Mgr/Supv	81%	70%
From Team	82%	72%

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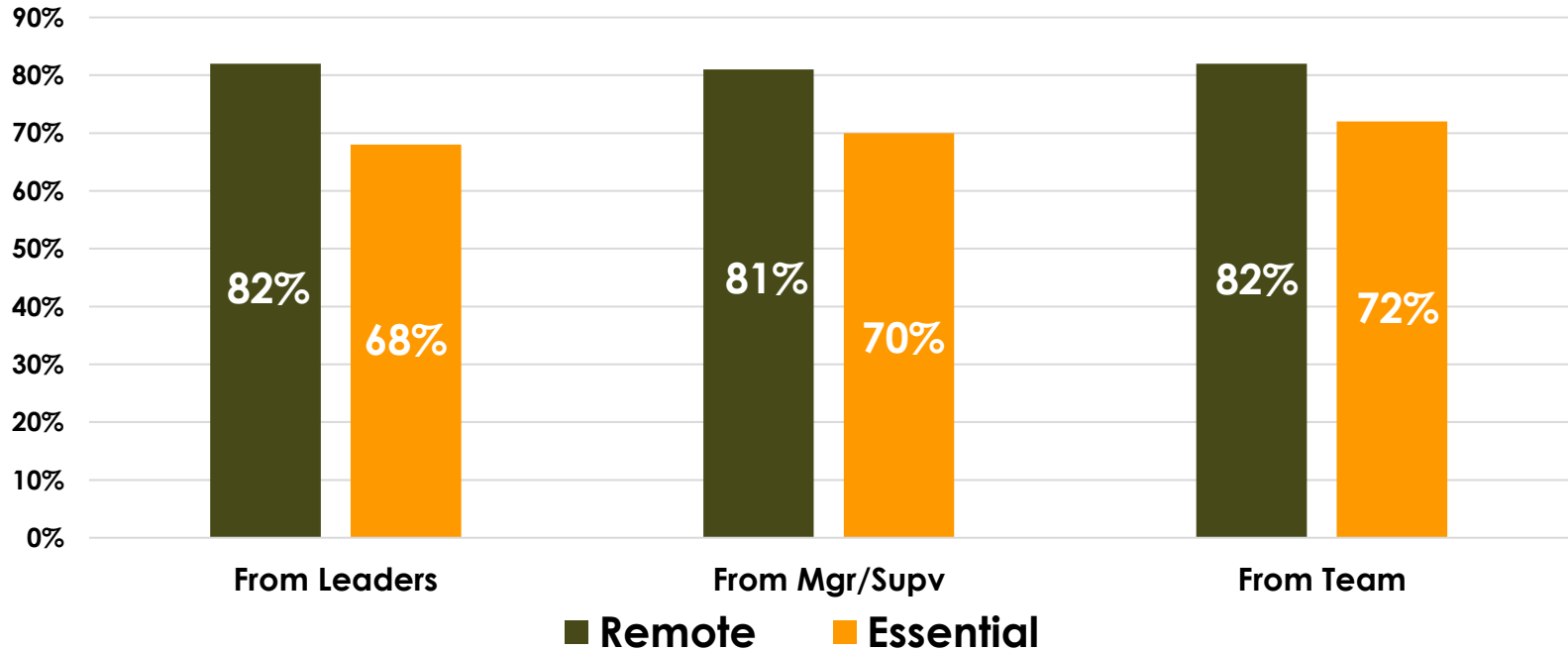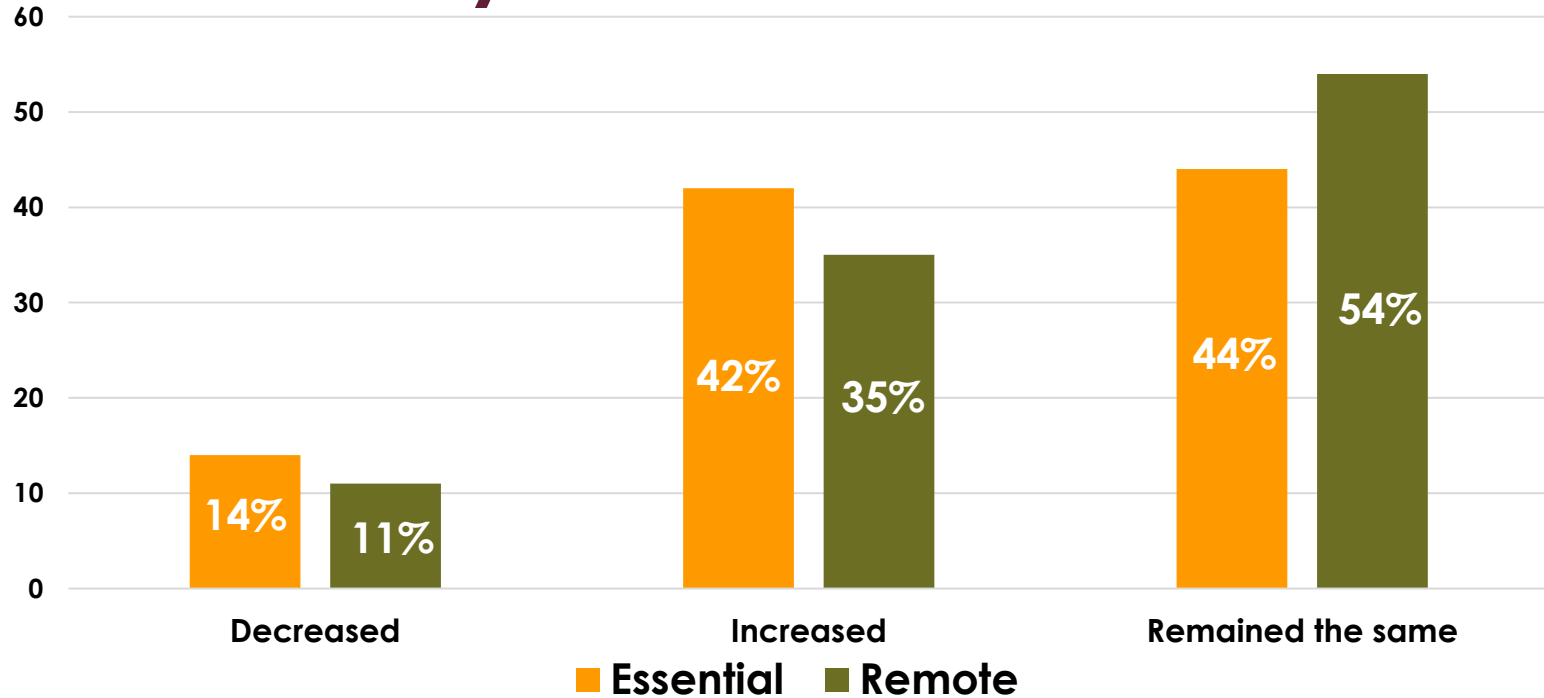
Some Observations

- **High degree of stress/anxiety**

- **Employers generally adapted to changes well**

- **Communication helpful – email best but other media useful**

- **31% of essential workers – not agree they have needed equipment**

- **88% of remote workers have tools they need (technology)**

- **85% of newly remote workers want to continue**

- **Essential workers less satisfied**

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Recommendations

- **Use variety of communication approaches**
- **Communicate – in advance – which employees are essential**
- **Provide employees with wellness and mental health support**
- **Monitor workloads – minimize burnout, ensure productivity**
- **Because employees' demands to work remotely will persist:**
  - **Help managers and supervisors manage results and outcomes**
  - **Redesign jobs to adapt them to remote work**
  - **Give employees working remotely flexibility**
  - **Provide tools and resources remote workers need**

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More Recommendations

- **Provide essential employees with information and tools they need**

- **Guard against creating two classes of employees – remote and essential**

- **View demand for remote work as opportunity to expand search for talent**

- **Systematically ask employees for feedback**

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Maintaining Engagement During a Pandemic

What is Employee Engagement?

Heightened connection

Personal meaning:
- **Pride**
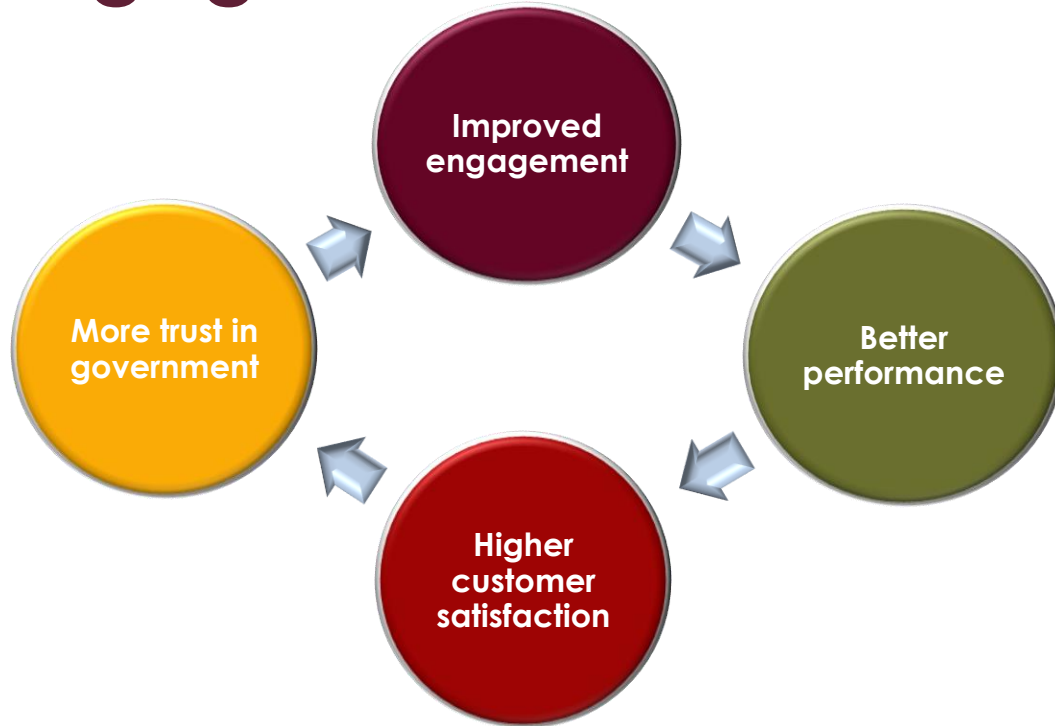- **Organization values me**

"Discretionary effort"

In Public Sector, Engagement Links to:
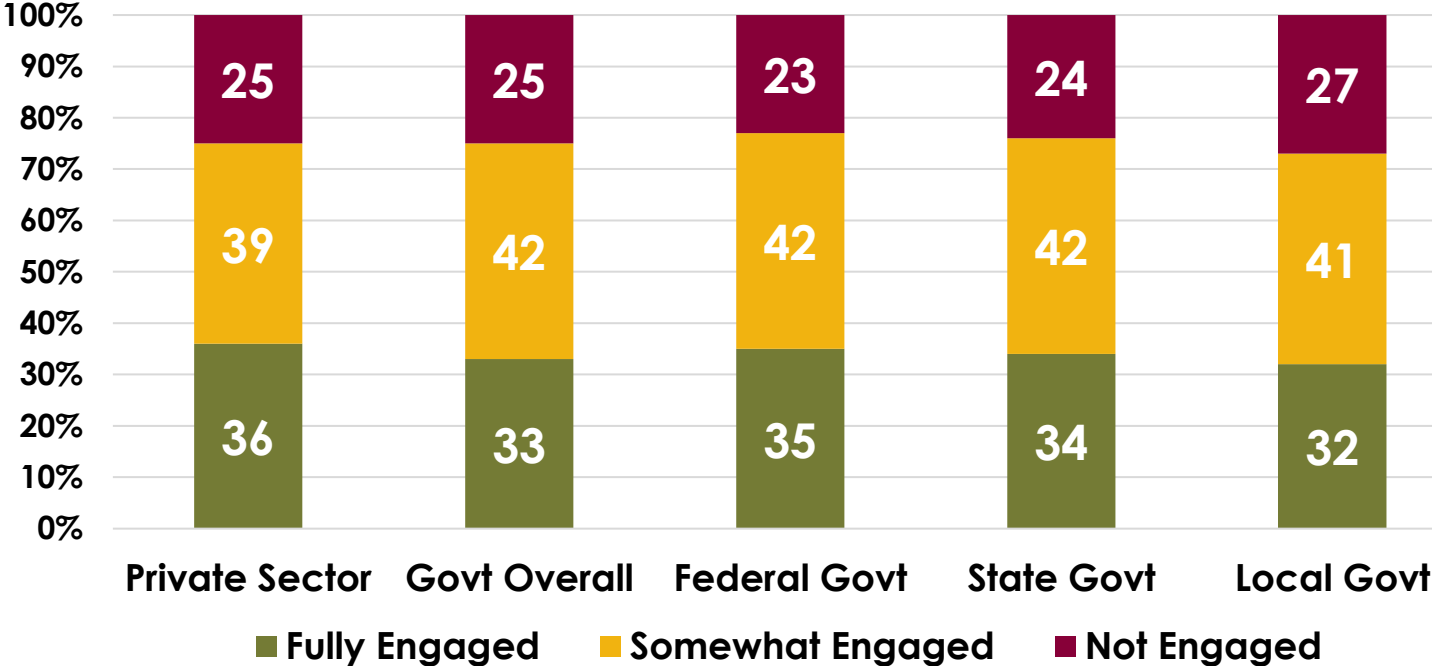
- **Strategic goal achievement**

- **Innovation**

- **Performance**

- **Customer service**

- **Retention**

- **Collaboration and teamwork**

- **Attendance**

- **Life satisfaction**

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Engagement Value Chain

Roadmap to Improved Engagement

1. **Plan & Set Goals**
2. **Survey Employees**
3. **Analyze & Share Results**
4. **Take Action**
5. **Evaluate Actions & Sustain Engagement**

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Keys to Maintaining Engagement During a Pandemic

Keys to Maintaining Engagement During Pandemic

1. Provide strong and visible leadership
2. Communicate, communicate, communicate
3. Don't neglect training and development
4. Focus on the mission and the work
5. Appreciate and recognize
6. Set expectations and provide tools
7. Ask for feedback

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1. Provide Strong and Visible Leadership

◆ #1

2. Communicate, Communicate, Communicate

COVID-19 FAQs

- **What does this extended closure mean to me as an employee?**

- **I am essential, but do not want to come to work because I'm fearful of catching COVID-19. What are my options?**

- **Should I wear a face covering?**

- **Is the County going to provide any additional leave to assist with the impacts COVID-19 is having on my job?**

- **Are there special considerations for older adults and those who have elevated risk?**

- **Can I use sick leave to care for an ill family member?**

- **What if I am placed under a government-mandated quarantine?**

- **What should employees do who return from high risk areas or are exposed to COVID-19?**

- **What should I do if I suspect a coworker has flu-like symptoms?**

- **What do I do if I believe I was exposed to COVID-19 while at work?**

- **My child's school is closed and I have no child care – what are my options?**

- **Should I cancel my work-related travel?**

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Communication Plan Template

Date	Targeted Audience	Message/ Objective	Method/ Media	Who Delivers	Status

3. Don't Neglect Training and Development

Building Engagement – New Employee Onboarding

PRINCIPLES

Align to mission and vision	**Connect** to culture, strategic goals and priorities	**Integrate** across process owners	**Apply** to all employees

ROLES

↓ ↓ ↓

+ PROCESS OWNERS	+ PROCESS CHAMPIONS	+ EMPLOYEE

PROCESS PHASES AND KEY ACTIVITIES

↓ ↓

BEFORE FIRST DAY →	FIRST DAY/ ORIENTATION →	FIRST WEEK →	FIRST 90 DAYS →	FIRST YEAR →
• Extend personal welcome to employee • Communicate first day logistics to employee • Send paperwork in advance and/or online portal access • Prepare for employee	• Focus on sharing the mission and values • Incorporate senior leadership • Orient employee to organization and office norms • Introduce employee sponsor • Meet immediate requirements for employment	• Ensure direct managerial involvement • Set performance expectations and job scope • Assign meaningful work • Communicate resources or networks required for work	• Provide essential training • Monitor performance and provide feedback • Obtain feedback through new hire survey and other means	• Recognize positive employee contributions • Provide formal and informal feedback on performance • Create employee development plan

OUTCOMES

↓

| High employee **job satisfaction** level	**Retention** of high-performing employees	Continued **employee engagement** and commitment	Faster time-to-**productivity**

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4. Focus on the Mission and the Work

Connecting with Clients

Face-to-face contacts related to children and families of children in out-of-home care can be completed using technology (such as Skype, FaceTime, Zoom, etc.). This includes:

- regularly scheduled monthly contacts between caseworkers and children in out-of-home care,
- contact between caseworkers and families of children in out-of-home care,
- family interaction between children in out-of-home care and their families,
- family interaction between siblings in out-of-home care,
- caseworker visits with families with no known active danger threats within the placement home, and
- bi-monthly contacts by child placing agencies workers serving treatment level foster care with children placed in a home licensed by the child placing agency.
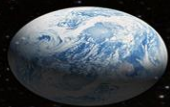
"I help send men to the moon"

5. Recognize and Appreciate

Recognition "Without Spending a Dime"

- **Recognize employee achievements at staff meeting**
- **Surprise employee with Post-it note of thanks**
- **Put thank-you note on department bulletin board**
- **Compliment employee within earshot of others (and word will spread)**
- **Mail handwritten note to employee's home**
- **Send department-wide email praising employee or team**
- **Start meetings by recognizing employees, and ask employees to recognize each other**
- **Pull employee aside and ask for his/her opinion**

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6. Set Expectations and Provide Tools

Planning Worksheet

WEEK

WEEK'S PRIORITIES	MEASURE SUCCESS

GROWTH & DEVELOPMENT
HOW WILL YOU GROW PERSONALLY OR PROFESSIONALLY?:

GAP CLOSING
WHAT DIDN'T HAPPEN LAST WEEK?

MONDAY

MORNING CHECK-IN
ONE THING OF THE DAY:

AFTERNOON CHECK-IN
TOP SUCCESS:

ONE THING ACHIEVED?   YES   NO

NOTES:

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One City's Approach

- **Employee website to encourage participation and interaction**

- **Blog-like articles to support remote work and supervision**

- **Wellness articles and information**

- **Virtual counseling**

- **Onsite wellness activities**

- **Volunteer activities for community partners to keep employees in paid status**

- **Bi-weekly virtual supervisors' meetings**

- **Survey of both those working or telecommuting on resource and training needs**

- **Micro trainings and other resources – remote work and remote supervision**

Managers' Toolkit

Managing Remote/Teleworkers – **Managing remotely can be complicated. Add a dash of national emergency, and it becomes even more challenging.**

Articles – **A few of the best articles for navigating and leading through this difficult time.**

- **Leading Remotely: What Managers Need to Keep Teams Engaged** (Gallup)
- **Top 15 Tips To Effectively Manage Remote Employees** (Forbes)
- **Keeping a Remote Workforce Engaged** (PA Times)
- **A Guide to Managing Your (Newly) Remote Workers** (Harvard Business Review)
- **15 Questions About Remote Work, Answered** (Harvard Business Review)

Webinar

- **Six Keys to Maintaining the Engagement of a Remote Workforce**

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7. Ask for Feedback

We may not be 🩷

🩷 able to hug you...

But we can play

tic tac toe 🩷

through the window!

We 🩷 you! Yes, your window will get a little messy. wow!

Keys to Maintaining Engagement

1. **Provide strong and visible leadership**
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3. **Don't neglect training and development**
4. **Focus on the mission and the work**
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