



# Developing Your Workforce In Today's Climate



We are your human resource.



# Introductions

---

- A little bit SESCO...
- A little bit about myself ...
- Overview of the Program
  - Nurturing Organizational Culture
  - Cultivate HR Policy and Practice
  - Recruitment and Retention



# Proper Communication

---

- Employers will need consistent efforts to ensure valued employees remain top priority.
- Employee engagement
  - Employee Rewards
  - Employee Opinion Survey
  - Motivation does not equal good morale
- Transparent and frequent communication
  - One on Ones
  - Crucial Conversation
- Demonstrated commitment to your culture by leadership
  - Be present
  - Walk the Walk, Talk the Talk



# 5 Communication Trends for 2021

---

- Transparency and trust will reshape culture:
  - Open organizations will benefit immensely with improved employee engagement, creating a sense of belonging, increased leader trust, better customer satisfaction and enhanced well-being.
  - Internal communications played a key role in reinforcing the organization's social conscience.
  - Virtual team meetings and briefings were the top two approaches for leaders to engage with staff during the pandemic.



# 5 Communication Trends for 2021

---

- **Convergence of Hi-tech and Hi-touch:**
  - The need for contact-less engagement will increase opportunities to identify better and more ways of accessing employees beyond the traditional ‘workplace’ and ‘work’ settings.
  - Employees crave information more than ever and prefer it in ways that matter to them.
  - Newer approaches to team, partner and engage will fuel more AI linked strategies. Organizations have used AI-enabled pulse surveys to gauge employee sentiments, an opportunity for internal communicators.

# 5 Communication Trends for 2021

---

- Expectations on health and ethics messaging:
  - There will be more awareness about health-related topics and issues with communicators expected to learn and get familiar with the nuances of risk communications.
  - Make information simpler, readable and accessible will be appreciated.
  - Ethics in communications will see greater partnership with legal entities.
  - The scope of who the ‘internal’ audience is will expand with ‘families and partners’ getting into the ambit of internal communications.
  - During the pandemic, communicating with families, partners and gig workers to create awareness, recognize the support of staff and demonstrate empathy has increased. Lots of leaders have communicated directly with their staff’s families, creating better engagement.

# 5 Communication Trends for 2021

---

- Listening and involving more:
  - With significant shifts in mindsets, tastes and cultures – organizations will need to listen intently and involve staff when key personnel and business decisions and interventions are done.
  - From decisions to attend meetings ‘phyrtually’ (in-person or virtual) to garnering user-generated content, the need to take employees along the journey will gain strength. Companies which are tone-deaf will lose trust swiftly.
  - Employees seek purpose-led interventions and organizations’ actions are closely watched.

# 5 Communication Trends for 2021

---

- Increased partnership with marketing and human resources.
  - With a significant focus on employee well-being and health, there will be a continued need for human resources to keep employees engaged and informed on the choices they have and the resources the organization provides.
  - Investing in recognition is crucial when staff are working remotely. The need for hyper-relevant recognition programs will mean greater investment in internal communications and platforms.
  - Employees at organizations which took a stand on social issues were inclined to go over and above more than in organizations which didn't.
  - Organizations and leaders will need coaching on how to identify social issues and take a stand, rather than be bystanders.



# Six ways to refresh your culture with recognition

---

- Celebrate the return to togetherness.
  - What better way to welcome employees back to the office (or adjust to a new normal at work) in a positive, memorable way, than by sending a little appreciation?
- Give points to encourage vaccinations.
  - Companies, particularly ones who are customer facing, are giving out points in their existing recognition programs to employees who get vaccinated. While vaccination is a personal choice, recognition is a way to encourage employees to keep themselves and their colleagues safe.
- Recognize safe practices.
  - In this new workplace there is a higher awareness of health and wellbeing. Show employees you care and want to create a safe workplace by encouraging and recognizing safe behaviors. Show appreciation when employees call out something unsafe in the workplace, practice proper social distancing, or innovate that make the workplace safer. Shift the focus from infection to inspiration.



# Six ways to refresh your culture with recognition

---

- Give recognition to establish goals and reinforce values.
  - Things have changed a lot since March of 2020. In addition to remote work and social distancing, you may have taken this opportunity to change a few things in your organization. Perhaps you've introduced new company goals for 2021, or created a new set of values, or even adopted a new purpose. Recognition is a great way to reinforce behaviors that align to your new corporate focus.
- Encourage appreciation to help teams reconnect.
  - Whether in the office or remote forever, employees want to feel connected to their colleagues. Peer-to-peer recognition can foster that connection, even if employees are in different departments or regions.
- Celebrate corporate milestones and success together.
  - Company anniversaries, new product launches, or hitting a new sales goal—whatever the accomplishment it is, nothing brings people together better than celebrating together with meaningful gifts. Use this year to recognize and appreciate your employees for everything they've done to help you achieve success in spite of some very difficult times.

# Compliance Updates

---

Employers will need to remain focused on ongoing compliance laws as federal and state regulations are changing:

- CDC scales back requirements and timelines for quarantine
- States enacting paid COVID leave
- OSHA ETS and other state(s) safety guidelines as applicable
- ACA Compliance during COVID
- Other HR Laws

# Operational Adjustments for Business Necessity

---

We must change human resource practices to align with state/federal law, industry safety requirements, and CDC guidelines. It is vital for leaders to remain compliant with best practices and required guidelines.

- Company paid leave policies
- Flexible Work Schedules/WFH
- Compensation Revision and Competitive Wages
- Performance Management
  - Evaluations
  - Coaching Sessions
  - One on One
- General workforce development
  - Training and development needs to remain a focus
  - Invest in your people and they will invest in you!



# Post Pandemic Workforce

---

- The post-pandemic employment landscape in which we find ourselves? One in which:
  - Nearly 3 million women have dropped out of the labor pool
  - People continue to reevaluate their lives, choosing balance, health and family over hard-charging business priorities
  - Many low-wage jobs have moved from centralized city centers to far-reaching and less accessible locations not served by affordable transportation
  - People waiting it out in limbo to see how the Delta Variant impacts work
  - Managers and leaders in many sectors scrambling to find employees willing to take jobs

# Post Pandemic Workforce – Job Duties

---

- Preempt the job-packing problem
- Revisit employees' bloated lists of responsibilities and to compare the jobs they're doing with the job descriptions they signed on for.
  - That means acknowledging the extent to which people have stepped up during these ongoing extraordinary times and working together to rationalize these factors.
- Is the current volume of work is appropriate/doable?
  - If not, then you and the employee must consider alternatives.
  - Are some tasks no longer necessary?
  - Can some of the work be automated? Who else could take these tasks on instead?



# Post Pandemic Workforce – Compensation

---

- Let's face it: Some of your people deserve to earn more as a result of assuming additional responsibilities. Someone can only do the job of 1.5 or two people at the same level of pay for so long.
- So, as a leader, you may have to have some uncomfortable conversations with your manager to find ways to ensure that compensation is sufficiently equitable to retain top talent.
- While salary levels and hourly wages may be difficult to negotiate upward, consider what might be easier to secure.
  - Bonuses, reimbursements, and even greater flexibility sends a message of value and appreciation to those who are stepping up in profound ways.



## Post Pandemic Workforce – Remote Work

---

- A recent FlexJobs survey found that 62% of working parents report that they would quit their jobs if remote work ceased. And it's not just parents.
- To be fair, some people have discovered that the work-from-home grass really wasn't any greener, and they welcome the opportunity to return to the office. But many discovered a quality of life they hadn't known before. They also discovered that (in many cases) the work can be done just as well elsewhere.
- For years, the traditional, co-located structure was rationalized with arguments that having everyone work from home just wasn't possible.





# Post Pandemic Workforce – Remote Work

---

- Ask yourself -- and your organization:
  - Does this work need to be conducted on-premises?
  - What are we trying to accomplish by having the employee return?
  - How else might we accomplish that same objective?
  - What level of flexibility/autonomy can be accommodated to retain needed talent?
  - What are the consequences if we don't get this right?

# Program Conclusion

---

*“Thank you for your attention and participation”*

Ms. Jamie M. Hasty, Vice President



**SESCO**  
management consultants