

Employee Engagement in a Pandemic

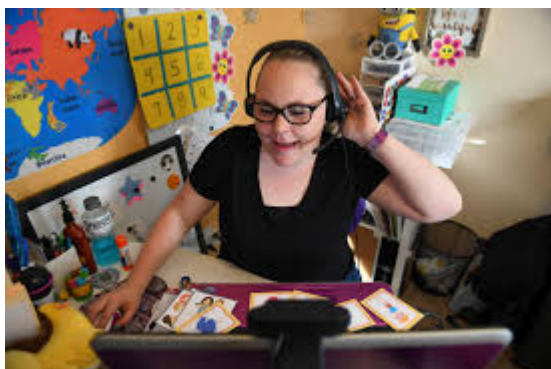
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Employee
Engagement is on the
rise...in a pandemic!

- 38% of employees identified they were highly involved in, enthusiastic about & committed to their work
- **HIGHEST METRIC since Gallup started tracking!!!!**
- Actively disengaged employees tied for lowest at 13%
- Those with higher engagement:
 - Have substantially better outcomes
 - Treat colleagues, stakeholders better
 - More likely to remain with their organization
 - Are healthier & less likely to experience burnout



Employee Engagement Factors



- Feeling clear about your role
- Having the right materials & equipment to do your job
- Having the opportunity to do what you do best
- Having strongly committed co-workers
- Working with a common mission or purpose

• Employer Response

- Focused on clear communication
- Have had a clear action plan
- Prepared/equipped employees to work in a new context
- Supervisors continuously inform employees of latest developments related to pandemic, economics and the organization

All demonstrate that the employer cares about the employee overall well-being.



- **Employees feel fortunate to have work**

- Engagement numbers could reflect this appreciation
- Most improved element was “I have the materials and equipment I need to do my work right now.”
- Relates directly to the organizations dedication to prepare employees to do the work in a new context



The “Ah-ha” Moment

1. 88% of employees - frequency of communication from leaders was effective
2. 9 out of 10 - felt well-supported by their immediate manager
3. Education Services specifically saw an 11% increase in employee engagement

(Quantum Workplace)

We can keep this going!!

- response to the situation shows employees they care
- must continue these with a full return to work



General Lessons for the Future

Pandemic Leadership Practices Should Not Be Temporary

- Increased, frequent communication and feedback should continue – ***identified as one of the most appreciated components***
- Continuous loops of clear communication make it work

Continued & Sustained Flexibility

- Workforce shift from traditional – location, expansion, innovation
- Increased agility of organization

Setting, Aligning & Sharing Goals

- New tools to work remotely were needed and leaders aligned organizational goals with team goals to successfully coordinate
- Changes in who and how collaboration occurs should endure

A Leaders' "To Do" List

- **Classrooms as we knew them are gone & instruction is more critical**
 - Relationships
 - Balancing loss of instruction & learning with grade level instruction
 - Balance in-person & remote (school structure, team structure)
- **Professional Development**
 - Training – not just academic



Pandemic Priorities to Keep Employees Engaged

- **Curriculum**
 - Identify priority standards to make use of limited time
- **Assessment**
 - Focus on instructional techniques and informal tests
 - Adjust instruction for student needs & support for success at grade level
- **Teaching**
 - Engage with students
 - Provide access to cognitively demanding work
 - Respond to formative assessments
 - Boundaries to sustain work environment & protect teachers
- **Staffing and Professional Development**
 - Continuous training of support staff
 - “The Usual” needs to shift to focus on what matters most – good instruction!



Professional Development Topics



- Recognizing trauma in children & providing support
- Deepening instructional skills for the most vulnerable students
- Maximizing engagement in online instruction
- Shift thinking to focus on informal assessments
- Challenges of remote learning & technology – especially those teaching most vulnerable students
- Strategies to motivate/inspire students

Principals: reprioritize goals

District Leaders: support with agile plans for emergencies, addressing learning gaps, and student/teacher mental health issues

Pandemic Priorities *Continued*

- **Teacher Well-Being**

- Include the teacher voice
- Encourage teachers to make choices that improve their teaching experience AND the student learning environment
- Check in!
- Priorities are key for ~~success~~ **survival**

- **School Organizational Practices – KEY PRIORITY**

- Teachers sense of success dropped after the transition to remote learning
- **Early career** teachers sense of success dropped the most
- **Mid-career** teachers struggled most to balance work with personal life demands
- **Late career** teachers reported being most uncomfortable teaching online



Pandemic Priorities *Continued*



- **Establish and Embed a Collaborative Culture**
 - More engaged if they feel part of the team
 - Even if you're not all together, you are working toward the same goal
- **Prioritize Communication**
 - Daily/frequent check-ins
 - 2-way street – listen to them!
 - Evaluate what you can do to mitigate stress/increase support or resources
 - Regular touch points for those who are remote
- **Encourage Work-Life Balance**
 - Strategies to establish boundaries & good balance
 - ~~Available 24/7~~

Engagement & Recognition Priorities

- **Set Clear Expectations**
 - Communicate these on a regular basis
 - Achievable = feeling successful
- **Recognize Good Work – KEY ELEMENT**
 - Goal = continued dedication & productivity
 - Send schoolwide email detailing what employee did and why it's deserving of recognition
 - E-gift card to local restaurant or service
 - Personal thank you note to employee
 - Personal note to employee's family



Move from Motivation to Inspiration



- **Motivation** is linked to external end results and is successful for short periods of time
- **Inspiration** creates truly lasting change
 - There is never an end – one moment of inspiration leads to the next
 - Most effective way to inspire? Prioritize employee well-being!
 - Perks no more – adjust the view of the organization
 - Wellness as a habit within organizational culture
 - **Motivation** leads people to have to work for you.
- **Inspiration** leads people to want to work for you

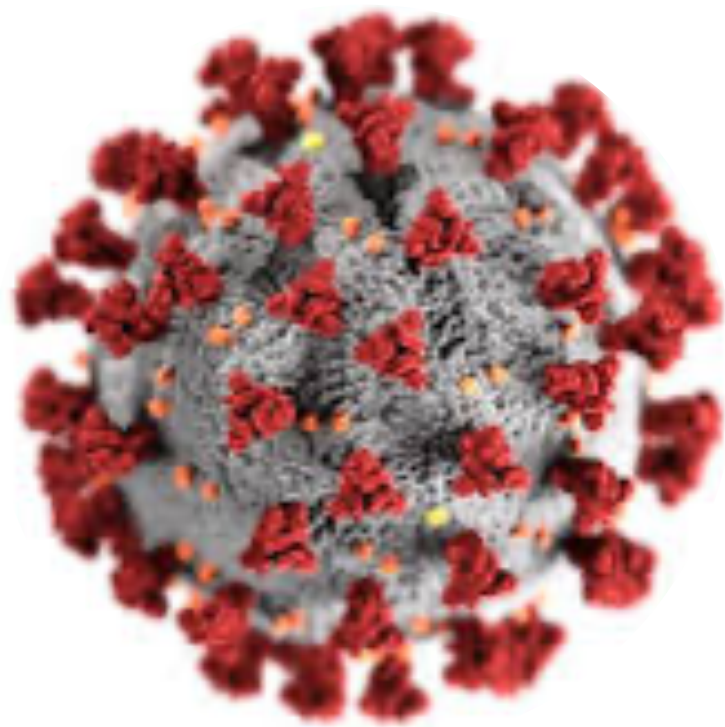


Clear
Communication,

Prioritize,

&

Taking Care



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