Building Workforce Resiliency and Employee Engagement in the Regulatory World

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  Toronto, ON Canada

Promoting Regulatory Excellence

A RESILIENT WORKFORCE

- Innovative, adapts, performs in the face of adversity
- “Bounces back,” absorbs and reacts positively to change
- Clear focus around purpose and goals
- Flexibility/Open to new approaches, roles, way of getting work done
- Climate of learning, creativity, proactivity and keeping composure
- Demographics are understood.

Trust, Cooperation and Open Communication

What do you think?

<table>
<thead>
<tr>
<th>Employee Rank</th>
<th>Category</th>
<th>Manager Rank</th>
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<tbody>
<tr>
<td></td>
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### What Managers Think Employees Want

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### What Do Employees Have to Say?

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### Direct Comparison

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Statistic of the Week

• The Wall Street Journal
• Sunday, August 1, 2010
• Deloitte LLP Survey of 754 employees

“Americans feel workplace trust and ethics diminished during the recession and 34% of workers say they plan to seek a new job once the economy picks up.”

Why they’re ready to go...

- **Unfair/Unethical Treatment**: 40%
- **Lack of Transparency in Communications**: 46%
- **Loss of Trust**: 48%

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Nashville, Tennessee
TALK - TALK - TALK (Listen)

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<tr>
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<th>Really?</th>
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<tr>
<td>Feedback-Purposeful</td>
<td>Ask? Ask! Ask!!!</td>
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<tr>
<td>Mission and</td>
<td>Complain Game</td>
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<tr>
<td>Aspiration</td>
<td></td>
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<tr>
<td>Alignment</td>
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<tr>
<td>Positive</td>
<td>Self Assessment</td>
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<td>Direction</td>
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THE GIFT OF TIME

- Aware of surroundings
- Away from the office - leave
- Flexibility in work hours/job sharing
- “Face time” and electronics free
- Time to play at work
- Time out

TALENT

“Your proposal is innovative. Unfortunately, we won’t be able to use it because we’ve never tried something like this before.”
DO YOUR JOB: Don’t “Quit and Stay”

Engaged
- Know expectations and roles
- High Performers
- Want to use talents and strengths
- Connection to company

Not Engaged
- Neither negative nor positive
- “Wait and see” attitude
- Don’t commit

Actively Disengaged
- Consistently against virtually everything
- Busy acting out unhappiness
- Undermine what engaged workers do

US Workforce Statistics

29% Engaged

55% Not Engaged

16% Actively Disengaged*

*Cost the US over $300 billion a year in lost productivity

Finding Hidden Talent

- Don’t be limited to office talent
- Self reflection: projects, opportunities
- Job duties -vs- core competencies and capabilities
- Know when to say, “NO”
- Training/Be coachable
- Working Titles
- Be positive in actions and behavior

“TRUST ME”

“I moved the computer and phone off my desk. You wouldn’t understand. It’s a Feng Shui thing and it has successfully reduced my job related stress.”
DID YOU KNOW?

• 50% of work satisfaction is determined by the relationship an employee has with his/her immediate boss.
• 9 out of 10 employees say that true success is about being trusted to get the job done.
• People are more likely to trust those who “cope” rather than those who seem to “master” everything easily.
• Trusted employees feel honored and respected

I’m not upset that you lied to me, I’m upset that from now on I can’t believe you.
—Friedrich Nietzsche

• Keep promises, meet deadlines
• Let me do it MY way!
• Talk Straight (factual, objective, honest)
• Transparent motives, agendas and behaviors
• Maintain respect
• Today’s random signs of trust

Building Workforce Resiliency and Employee Engagement – Transitioning to a Telecommuting Platform

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Toronto, ON Canada
Transitioning to a Telecommuting Platform

- The “pain” of change
- The rationale
- The “FLEX” factor
- The process
- The results
- The lessons learned

The Anatomy of Change

- WHY?
- WHO?
- WHEN?
- HOW?

CONSULTATION IS KEY

Why Telecommuting?

- “It’s where the world is going”
- The benefits are endless...
- And more (or less) obvious!
The FLEX Factor

• 40% US organizations within past 2 yrs
• 46% Canadian workplaces offer flexible working options
• Boost in loyalty, satisfaction, engagement, morale

The Benefits

• To the organization
• To the team
• Attracting and retaining talent in loyalty and motivation

Less Obvious?

• Overall productivity
• Increased efficiencies in costs and workflow
• Focus on right thing
• Business agility
The Process

- Doing the homework
- Selling the idea
  - The Board
  - The Management Team
  - The Staff
- Addressing concerns
- Accepting ambiguity and uncertainty
- Adaptability is KEY

The Challenges

- People over “positions”
- Cultural Issues
- Resistance/Fear
- Managing from afar
- Insufficient IT support

Challenges, cont’d

- Work: life balance
- Accountability
- Need to “stay connected”
- Meeting Expectations
- Knowing when to stop
The Process We Used…

- Identifying Tier 1,2 and 3 \*voluntary
- Putting “who” before “what”
- Renovating the physical space
- Anticipating IT/Telephony req’ts
- Records management changes
- Defining accountability structures

The Process, cont’d

- Engaging players at all levels
- Training for all
- Basing performance on “outcomes” not hours clocked
- Telecommuting agreement and guidelines
- Asking, listening and acting!

Priority Setting

- Phase 1-immediate implementation
- Phase 2-phased in within 6-12 months
- Phase 3-phased in within next 2 years
- Seeking expertise as needed!
- Ensuring necessary resources in place

* Meet Objective: seamlessly support business of College while addressing fairness/equity
Components of Telecommuting

- Physical space
- Technology
- Telephony
- Records
- Accountability structures
- Leadership and Decision-making

Trust and commitment to overall vision at the center of all.

In our experience?

- Our team was ready before our building was!
- Installation of phones did not go smoothly
- One size does not fit all
- Internal processes/systems as critical as external ones
- Managing records more challenging than anticipated

In our experience?

- “Unified Communicator” system was key to transparency, scheduling issues
- Internal newsletter and more all-staff functions important
- Intermittent server failures decreased confidence and enthusiasm
- Some connectivity issues beyond control
- Team easily developed ‘sharing’ models
What we learned...

• Telecommuting seen as a privilege not a “right”
• Setbacks are inevitable but can be overcome
• With few exceptions, could apply to all
• Telecommuters work hard and long
• Expectations must be realistic
• Our transition has been a success!

In Summary

• Technology changes faster than any of your processes can!
• Ask questions, then be prepared to act!
• With few exceptions, most positions could telecommute
• Telecommuting is not for all people

In Summary...

• When things look like they are falling apart....

• Know where you want to go and stay the course!
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