



Council on Licensure,
Enforcement and Regulation



Building Workforce Resiliency and Employee Engagement in the Regulatory World

2010 Annual Educational Conference - September 23-25

Presenters:


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Colorado Dept of Regulatory Agencies (DORA)

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Promoting Regulatory Excellence

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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

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What do you think?

Employee Rank	Category	Manager Rank
	Appreciation/Recognition	
	Feeling "in on things"	
	Good Wages	
	Good working conditions	
	Interesting work	
	Job Security	
	Personal loyalty to employees	
	Promotion/growth in the organization	
	Sympathetic help with personal problems	
	Tactful Discipline	

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What Managers Think Employees Want			
Employee Rank	Category	Manager Rank	
	Appreciation/Recognition	8	
	Feeling "in on things"	10	
	Good Wages	1	
	Good working conditions	4	
	Interesting work	5	
	Job Security	2	
	Personal loyalty to employees	6	
	Promotion/growth in the organization	3	
	Sympathetic help with personal problems	9	
	Tactful Discipline	7	

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What Do Employees Have to Say?			
Employee Rank	Category	Manager Rank	
2	Appreciation/Recognition		
3	Feeling "in on things"		
5	Good Wages		
7	Good working conditions		
1	Interesting work		
4	Job Security		
8	Personal loyalty to employees		
6	Promotion/growth in the organization		
10	Sympathetic help with personal problems		
9	Tactful Discipline		

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Direct Comparison			
Employee Rank	Category	Manager Rank	
2	Appreciation/Recognition	8	
3	Feeling "in on things"	10	
5	Good Wages	1	
7	Good working conditions	4	
1	Interesting work	5	
4	Job Security	2	
8	Personal loyalty to employees	6	
6	Promotion/growth in the organization	3	
10	Sympathetic help with personal problems	9	
9	Tactful Discipline	7	

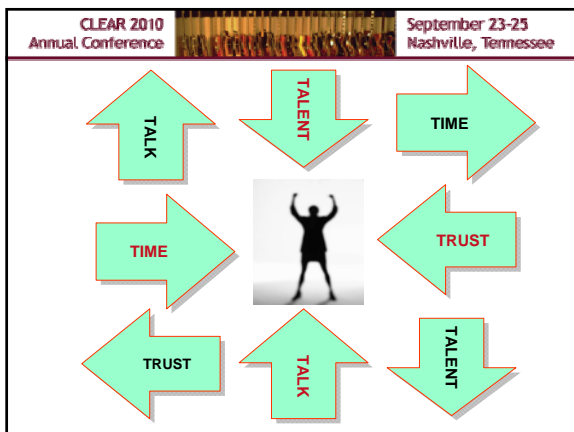
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Statistic of the Week

- 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."






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TALK - TALK - TALK (Listen)


Traditional	Really?
Feedback-Purposeful	Ask? Ask! Ask!!!
Mission and Aspiration Alignment	Complain Game
Positive	Self Assessment
Direction	Rumor Mill




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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

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TALENT



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A. BACALL

"Your proposal is innovative. Unfortunately, we won't be able to use it because we've never tried something like this before."

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DO YOUR JOB: Don't "Quit and Stay"

<p>Engaged</p> <ul style="list-style-type: none"> Know expectations and roles High Performers Want to use talents and strengths Connection to company <p>Not Engaged</p> <ul style="list-style-type: none"> Neither negative nor positive "Wait and see" attitude Don't commit <p>Actively Disengaged</p> <ul style="list-style-type: none"> Consistently against virtually everything Busy acting out unhappiness Undermine what engaged workers do 	<p>US Workforce Statistics</p> <p>→ 29% Engaged</p> <p>→ 55% Not Engaged</p> <p>→ 16% Actively Disengaged*</p> <p><small>*Cost the US over \$300 billion a year in lost productivity</small></p>
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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

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"TRUST ME"

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a. bacall


"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."

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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

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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

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

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Transitioning to a Telecommuting Platform


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

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The Anatomy of Change


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


CONSULTATION IS KEY 

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Why Telecommuting?


- “Its where the world is going” 
- The benefits are endless..
- And more (or less) obvious!



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The FLEX Factor

- 40% US organizations within past 2 yrs
- 46% Canadian workplaces offer flexible working options



- Boost in loyalty, satisfaction, engagement, morale


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The Benefits

- To the organization
- To the team
- Attracting and retaining talent





in loyalty and motivation

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Less Obvious?


- Overall productivity
- Increased efficiencies in costs and workflow
- Focus on right thing
- Business agility




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The Process


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




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The Challenges


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




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Challenges, cont'd


- Work: life balance
- Accountability
- Need to “stay connected”
- Meeting Expectations
- Knowing when to stop



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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

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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!




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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*

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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

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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

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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

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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!

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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


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In Summary...

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



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



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