

Crisis HR: Maintaining Morale, Motivation, and Staff

ERC Members-only Webinars:

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Manager, Talent & Content Development

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What motivates you?

- ▶ Advancement Opportunities
- ▶ Autonomy
- ▶ Benefits
- ▶ Career Development
- ▶ Challenging and Meaningful Work
- ▶ Compensation
- ▶ Coworker Relationships
- ▶ Immediate Supervision
- ▶ Job Security
- ▶ Leadership
- ▶ Product/Service Quality
- ▶ Work/Life Flexibility

Why Do Talented People Stay or Go?

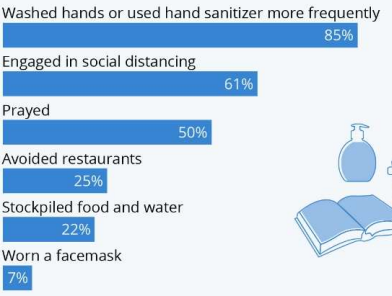
ERC's Research (8,000 Top Performing Employees Surveyed for NorthCoast 99 award, in rank order):

- ▶ Challenging and Meaningful Work
- ▶ Compensation
- ▶ Work/Life Flexibility
- ▶ Job Security
- ▶ Autonomy
- ▶ Benefits
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- ▶ Advancement Opportunities
- ▶ Career Development
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- ▶ Immediate Supervision



Eat, Pray, Wash

Share of Americans who said they have done the following because of COVID-19



Survey of 2,436 U.S. residents, March 10-12, 2020
Source: University of Southern California



SHELTER IN PLACE HAPPENING TODAY

- RESIDENTS ASKED TO STAY HOME
- ESSENTIAL TRIPS ONLY
- EFFORT TO STOP SPREAD OF COVID-19
- LASTS UNTIL APRIL 30TH



BREAKING NEWS

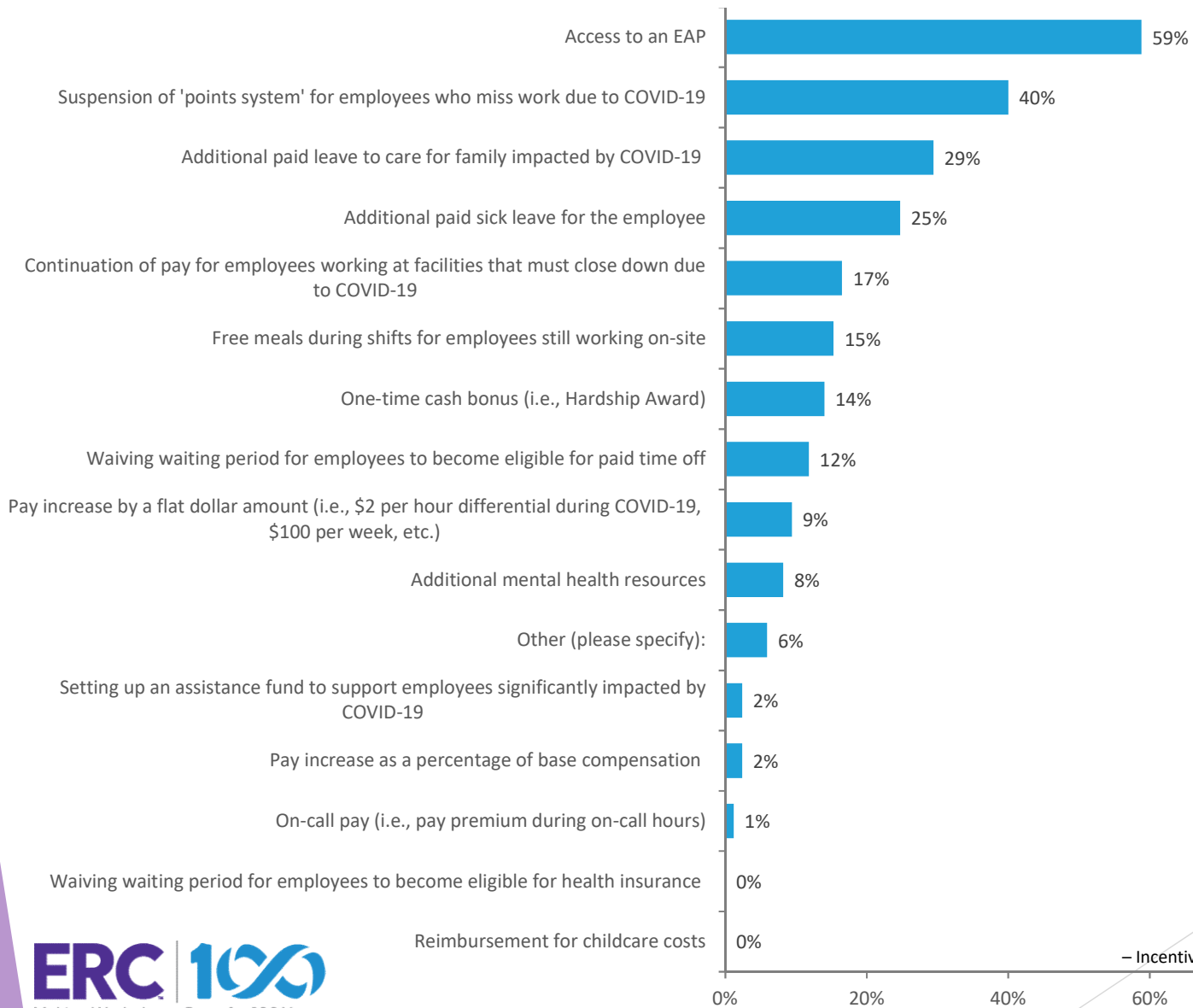
COVID-19

Locations are in Tulsa, Oklahoma City, Northwest Oklahoma and Southwest Oklahoma

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Leaders need to be Leaders

- ▶ Model optimism, use positive affirmations – you set the tone
- ▶ Acknowledge reality of situation
- ▶ Provide clear and frequent communication
- ▶ Create structure/parameters about what new “work” needs to look like; clear expectations with flexibility around individual situations
- ▶ Recognize each person’s bandwidth, and strengths
- ▶ Allow opportunity to be innovative, ask for ideas, new ways to do things
- ▶ Collaborate as needed; you don’t have to do it alone but you will have to make decisions
- ▶ Remember, it is OK for you not to know answers; no one does, but not OK for you to appear fearful or uncertain about some thing to do



– Incentivizing Employees Working During COVID-19, ERC Member Poll, April 2020

Other responses provided include:

- Weekly cash bonuses for hourly employees
- Paid Admin leave for employees working in divisions that do not have a full workload and/or cannot all work together based on COVID-19.
- Double-time for all OT worked by Hourly Employees
- We paid out the quarterly bonus in full (\$300) even though most wouldn't have gotten the full amount and we paid it out a week early.
- Planning to have surprise 'treat' days for the employee who still need to be onsite for work as a reward and thank you

“Today was the first one and we gave everyone two \$1 scratch off tickets. It was a big hit! We are planning to do a donut day (individually bagged), boxes of movie theater candy for movie night at home, Easter eggs stuffed with candy and some that have tickets for some prizes, and then a couple of bigger things like chick-fil-a boxed lunch, gift cards, etc.”

Shelter-in-place coping levels measured in cartoon bears



LEVEL 1: BERENSTAIN

Fully clothed, family unit all together, societal rules and standards still being followed, practiced and respected.



LEVEL 2: POOH

T-shirt and no pants, mostly alone, eating entirely too many sweets but happy in your blissful ignorance.



LEVEL 3: YOGI

Naked except for a hat and tie, surviving off whatever food you can steal, only companion is smaller nude person in a Bow Tie.



LEVEL 4: CHARMIN

Completely nude, surrounded by others who are completely nude, obsessed with Toilet paper.

Provide a sense of “normalcy”

- ▶ Need social interaction – used to get in hallways, break room etc. Need ways to still have those interactions so emails don’t feel curt
 - ▶ Still share lunch, “happy hour” after work, go out for walk together
 - ▶ “Buddy checks” – can rotate someone to check in with each week
 - ▶ Make sure camera is on! Social isolation is too easy...
 - ▶ Start meetings with icebreaker or some sort of social activity
 - ▶ Can’t live in email – need interpersonal interaction
- ▶ Need structure – potential for 24/7 so need to know what are set hours vs flexible hours
- ▶ Need regular check-ins, perhaps even more frequently, expand throughout team
 - ▶ Take time at beginning of meeting to touch base, make sure everyone has chance to speak
- ▶ Need support – tough times especially for people home alone or now home 24/7 with children or others where they are primary caregivers

Keep company culture

- ▶ Reinforce company values and mission
- ▶ Maintain traditions, ways used to recognize people

Sample Programs:

- ▶ “Work out Wednesdays” – go on virtual walk alone-together
- ▶ “Community of Kindness” – take time on Fridays to be of service to others (grocery shop for neighbor, make masks,

Make “Working from Home” work

Encourage employees to:

- ▶ Set up a workspace
- ▶ Structure their days
- ▶ Take digital breaks
- ▶ Separate their roles

– from Cleveland Clinic Wellness Newsletter, 4/1/20

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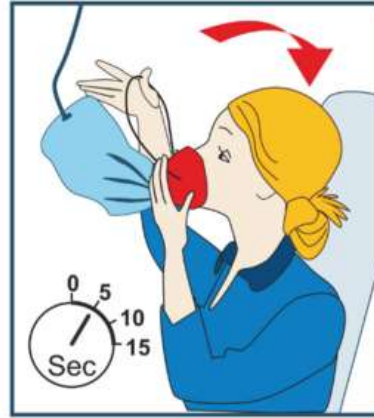
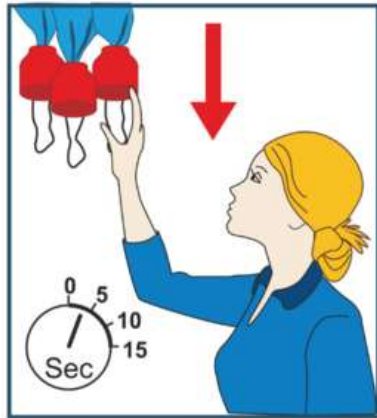
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Have fun! – Engagement vs Interaction

- ▶ Keep cameras on!
- ▶ Share stories about how dealing with life at home, tips or lessons learned
- ▶ Share scenes from home - what is on your fridge, favorite souvenir from vacation, play “I Spy...”
- ▶ Have a place people can go to post/share non-work pictures; what they have been doing or fun foods etc...
- ▶ Sing Happy Birthday to people in full cacophony!
- ▶ Theme calls/meetings – beach day, where wish you were instead, favorite t-shirt or hat...
- ▶ Recognitions that can be passed around (Pass the Zombie, I See You)

What else?...

- ▶ Please enter any other ideas, questions, successes, learning experiences, etc... you have in the chat box



THE OXYGEN MASK PRINCIPLE

**YOU MUST TAKE
CARE OF YOURSELF
BEFORE YOU CAN DO
ANYTHING FOR
ANYONE ELSE.**



Coronavirus Resource Center

Helpful documents and articles to inform and prepare your workplace for COVID-19
ERC's Coronavirus Resource Center is a service of [ERChhealth](#).

[OSHA States Its Intent to Not Enforce COVID-19 Recordkeeping Requirements on Certain Employers](#)
4/13/20 | Franz Ward LLP

[Request Form – Emergency Family and Medical Leave Act \(EFMLA\)](#)
4/9/20 | ERC Help Desk Advisors

[Request Form – Emergency Paid Sick Leave \(EPSL\)](#)
4/9/20 | ERC Help Desk Advisors

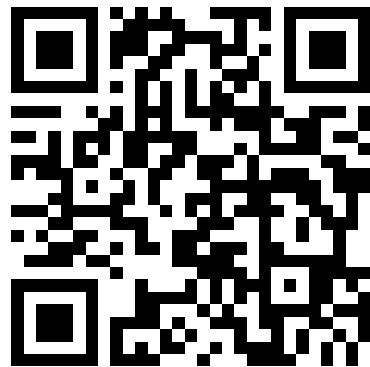
[Alternatives to COBRA for Health Insurance](#)
3/20/20 | Oswald for One / InsureOne Benefits

[Ohio Gov. Mike DeWine Asks Employers to Make Daily Temperature Checks of Workers](#)
3/18/20 | Cleveland.com

[COVID-19: Briefing Note – Global Health & Crisis Response](#)
3/15/20 | McKinsey & Company

Thank you!

- ▶ We appreciate your feedback so we can continue to best serve your needs!



<https://erc-pattersononline.questionpro.com>