

2021 HR Trends Report

The New World of Work – Are you Tuned In?



March 9, 2021
Professional Development Summit



Would you like a copy of these results?

Today's attendees can download a copy of this presentation and QTI's 2021 HR Trends Highlights Report. Survey participants have already received complete survey results.



Have a question?

Select the Q&A icon on your screen and we will answer as many questions as we during and at the end of today's webinar. You can also email any follow up questions to Summer.Rector@QTIGroup.com.



PROGRAM OUTLINE

- HR and the New World of Work
 - Top HR Challenges
 - COVID-19 Impact
- 2021 HR Strategies Investigated
 - Compensation and Benefits
 - Diversity, Equity, and Inclusion
 - Careers
 - Well-being
- Your 2021 HR Strategic Plan
- Questions & Answers



HUMAN RESOURCES AND THE NEW WORLD OF WORK:

ADAPTABILITY IS KEY



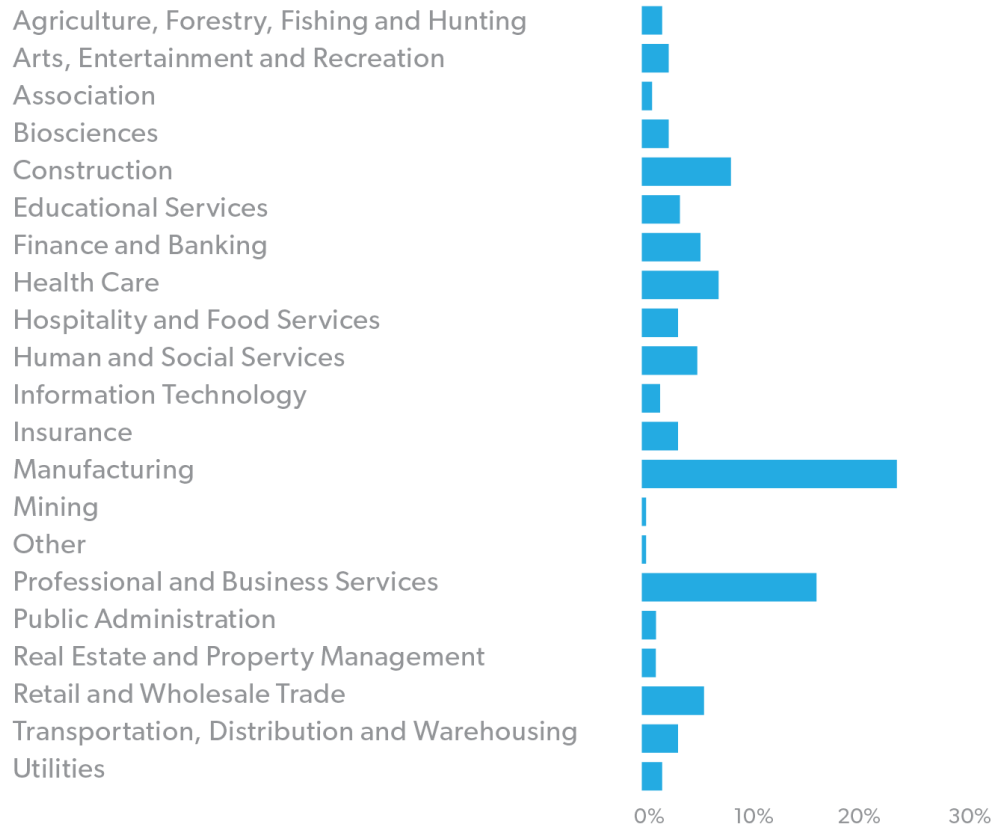
How can employers and HR Professionals succeed in this new world of work?

The answer: staying informed on top market trends and being prepared to adapt.

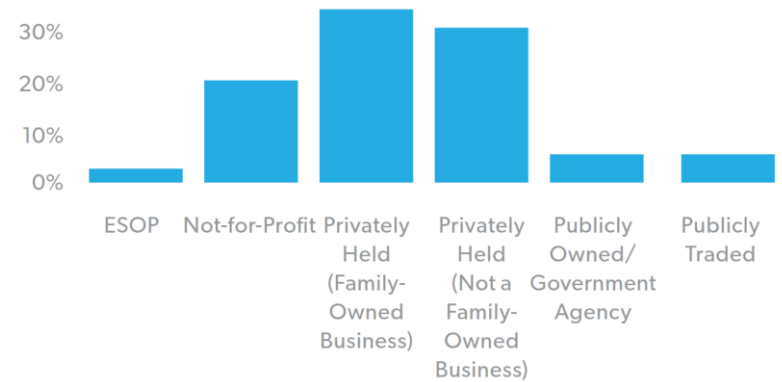
PARTICIPANT PROFILE

273 PRIMARILY WI-BASED RESPONDENTS

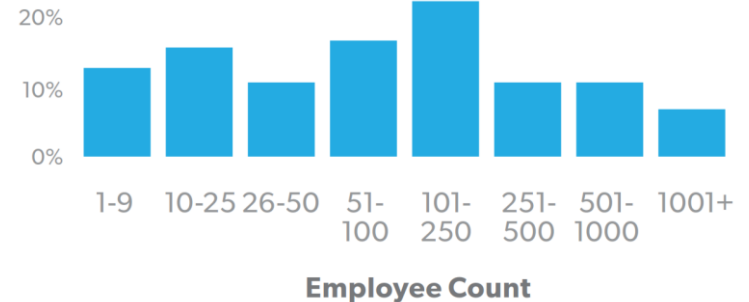
PARTICIPATION BY INDUSTRY



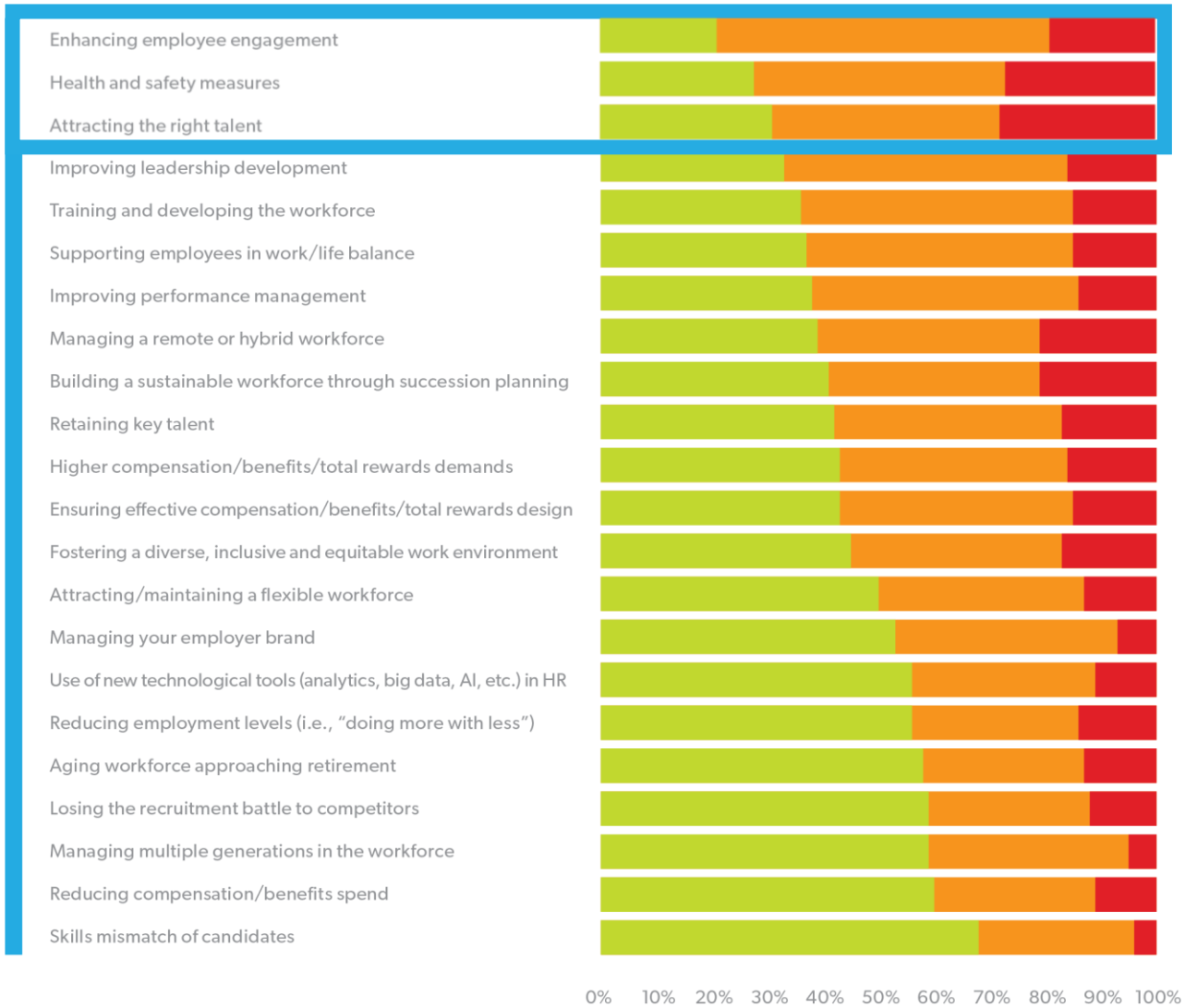
Ownership



Organization Size



2021 HR CHALLENGES



Note: Top challenges in this report refer to those ranked as moderate and significant in this chart.

■ Minimal Challenge
 ■ Moderate Challenge
 ■ Significant Challenge



A grayscale photograph of a person with dark hair, wearing glasses and a white face mask. They are looking down at a tablet device they are holding. The image is framed by a thick blue border.

TOP THREE HR CHALLENGES:

**Keeping Employees
Engaged, Safe and
Interested**

#1 ENHANCING EMPLOYEE ENGAGEMENT

- ◆ **Engaged Employees...**

believe in the mission and values of the organization and work hard to deliver quality work

- ◆ **Highly Engaged Employees...**

have excellent attitudes, are emotionally committed and regularly go above and beyond

While 82% of employers identified their workforce as engaged, only 14% are highly engaged





2 HEALTH & SAFETY MEASURES

- ◆ Rapid personal protective equipment (PPE) and social distancing policy roll out
 - ◆ Additional safety measures of temperature checks, questionnaires, COVID-19 testing and tracing
- ◆ Those employers who demonstrate care for their employees are strengthening their brand

3 ATTRACTING THE RIGHT TALENT

- ◆ **45%** of employers have frozen or decreased hiring
- ◆ **24%** of employers have seen an increase in the number of job candidates
- ◆ **5.5%** unemployment rate in Wisconsin (4.1% in Madison) as of December 2020 (peak was 13.6% in April)



CHANGING PERSPECTIVES

90%+ of employers perceived the top HR challenge to be a moderate to significant challenge in previous years

79% of employers perceived this year's top HR challenge as moderate to significant

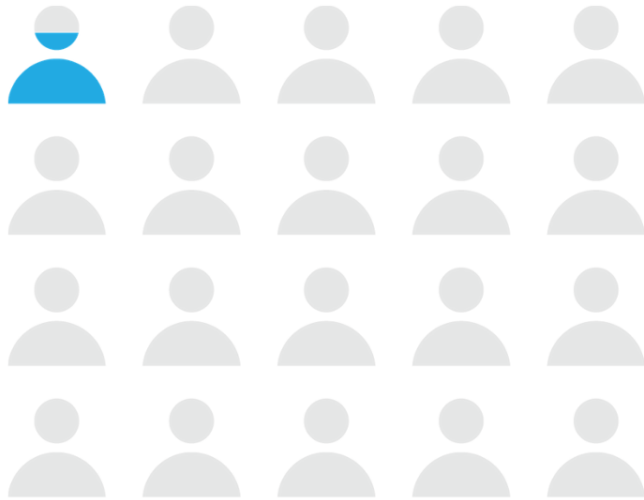
The events of 2020 have helped organizations regain perspective, redefine priorities, and drive change in the important aspects of HR

A hand is holding a white surgical mask by its top edge. The mask is partially unfolded and hangs down. The background is dark and out of focus, showing what appears to be a person's torso in a dark jacket. A bright blue L-shaped graphic element frames the top and right sides of the image.

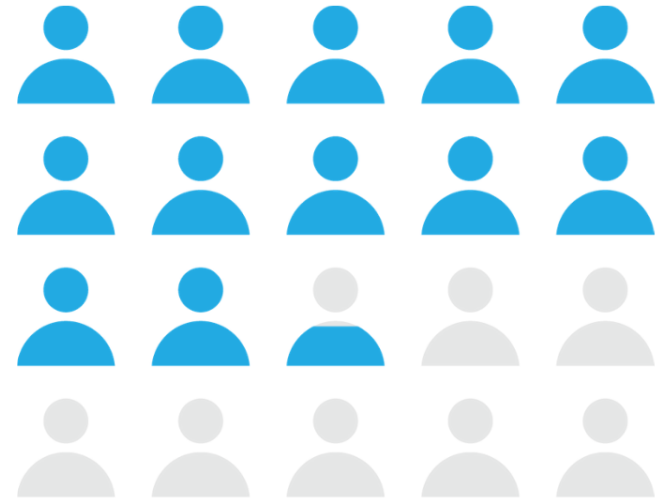
COVID-19 IMPACT:

Understanding Our New Landscape

COVID-19 IMPACT ON WORLD OF WORK



Before **COVID-19** only **3.6%** of the U.S. workforce worked remotely half-time or more.*



Now, it is estimated that **62%** has been forced to work remotely due to COVID-19.*

**Global Workplace Analytics and QTI COVID-19 Survey*



86%

will continue to offer remote work post COVID-19

Only **14%** of respondents do not have any remote workers



REMOTE WORK

- **70%** offer ad hoc/ occasional remote work, and **54%** offer full-time
- **12%** offer remote work expense support, and **15%** are considering doing so in 2021

TALENT ACQUISITION & RECRUITING



27%

are doing virtual
only interviews

49%

are doing a mix of
in-person and virtual
interviews

5%

are doing
in-person only
interviews

RETURN TO WORK



75% have some employees working on-site or have given employees the option to work on-site

13% have not determined a date

8% planned to allow employees on-site after January 1, 2021

7% will allow employees on-site once a COVID-19 vaccine or cure is widely available

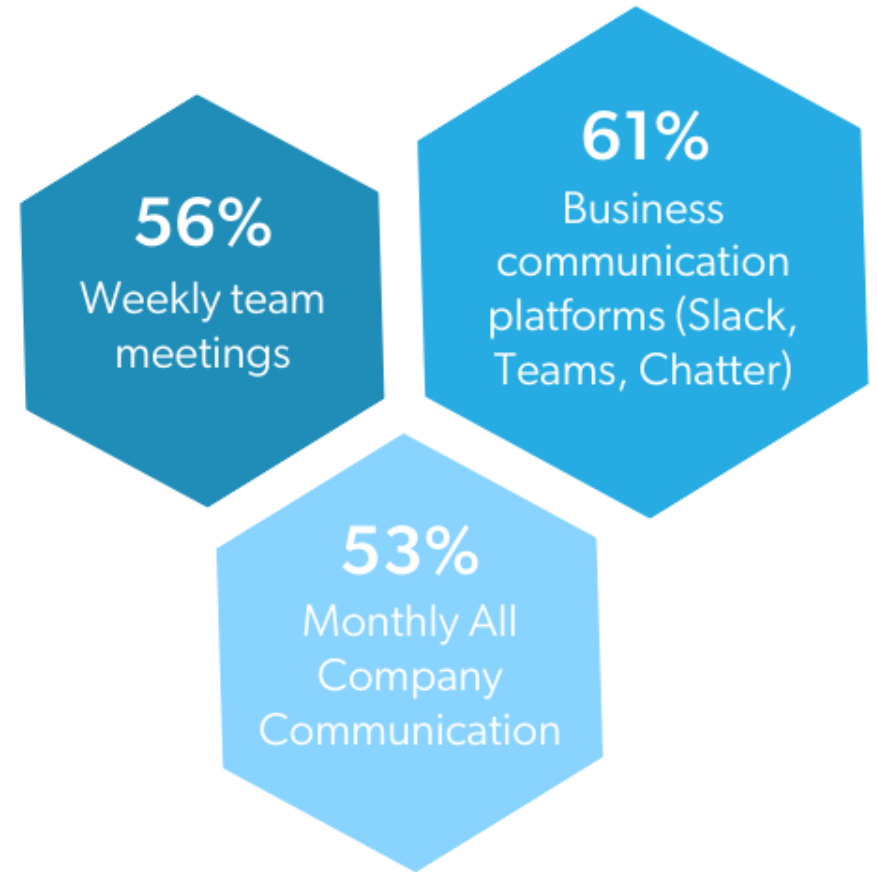
COMMUNICATION

An important driver of engagement that can be especially difficult with remote/hybrid workforce models



Pro Tip

- Commit to a jog pace
- Do engagement surveys





SOCIAL CONNECTION

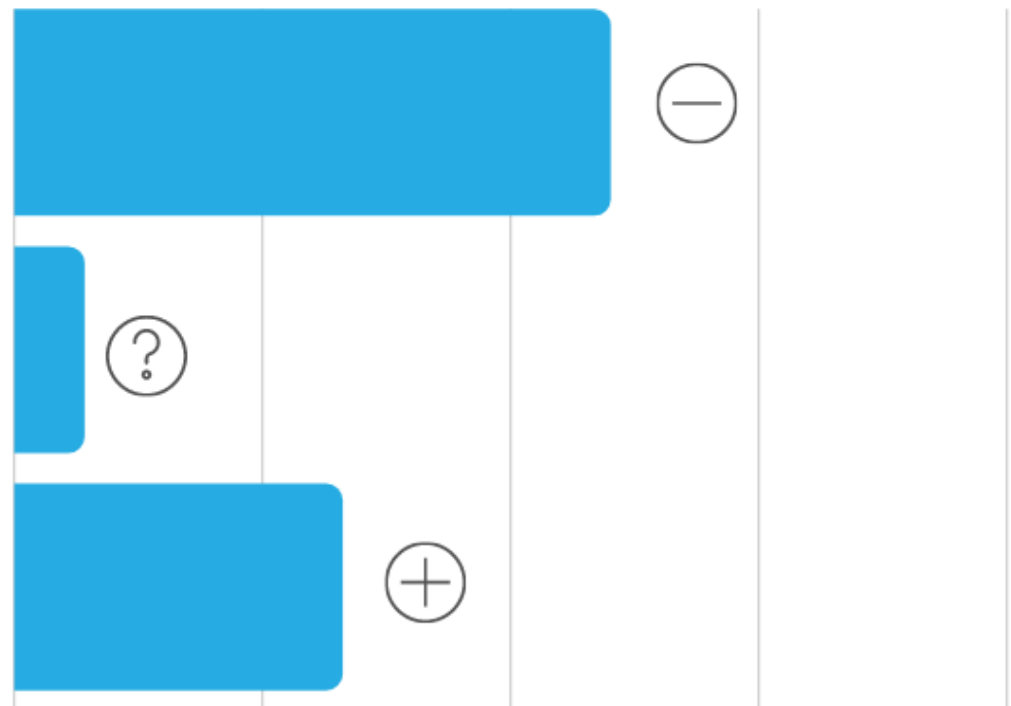
28% of respondents are doing informal virtual social gatherings (e.g., virtual happy hours, remote bingo games, speed-typing competitions, etc.)

8% are still doing in-person social gatherings

FINANCIAL IMPACT



- 60% are expecting a negative impact on budgeted revenue of 5-40%+
- 7% are not sure
- 33% are seeing nominal or positive impact on budgeted revenue



2021 HR STRATEGIES INVESTIGATED

What are employers doing to overcome HR Challenges?



A grayscale photograph of a woman with long dark hair and glasses, looking intently at a laptop screen. In the background, a man is also looking at the screen. The scene appears to be a professional meeting or collaborative work environment. The image is framed by a thick blue border.

COMPENSATION AND BENEFITS:

Reevaluating Rewards in a Revolutionary Time

REEVALUATION AND REPRIORITIZATION



- Some are shifting total rewards dollars (e.g., paid parking, gym memberships) to fund higher priority programs (e.g., caregiver support, subscription services, etc.)
- Some things remain the same:
 - Majority of employers have not reduced or frozen pay
 - Most are not making changes to their variable/incentive compensation plans



Top Reasons Employees Resign

#1 CAREER DEVELOPMENT

#2 COMPENSATION

PAY INCREASE BUDGETS

YEAR	MEDIAN	AVERAGE	RANGE
2020 Actual	3.0%	2.6%	0-12%
2021 Planned	3.0%	2.6%	0-8%
YOY Change	=	↓	↓

Additional Insights

- 11% did not grant a pay increase in 2020
- 6% are not projecting an increase in 2021





GEOGRAPHIC DIFFERENTIALS

6%

of survey respondents are reevaluating geographic differentials and how they pay for remote work

Most common approaches to geographically setting pay ranges

- ◆ Based on the employer's worksite location(s)
- ◆ Based on the employees' remote location
- ◆ Based on national comparisons

REASSESSING EMPLOYEES' NEEDS:

WHAT MATTERS MOST RIGHT NOW

- **78%** of U.S. workers are living paycheck to paycheck
- Nearly **3 in 4 workers** say they are **in debt** – and more than half think they always will be
- About **1 in 3 workers** use a **budget** – and more than half save \$100 or less a month



REASSESSING TOTAL REWARDS

Recent Trends

On-Demand Pay

- Driven by the need for timely access to earned wages
- National players have implemented and seen an increase in talent attraction and retention
- Popularity may decline if a service fee is charged to the employee

2%

*of respondents
offer on-demand
pay compared to
12% of companies
nationally*

38%

of respondents indicated that they currently or will in 2021 commit to paying a living wage

REASSESSING TOTAL REWARDS

Recent Trends

Living Wage

- Considers the costs of food, savings, housing, education, healthcare, clothing and transportation
- Draws on these costs elements and the rough effects of income/payroll taxes to determine the minimum employment earnings necessary to meet a family's basic needs while also maintaining self-sufficiency

REASSESSING TOTAL REWARDS

Recent Trends

Financial Well-Being

- Employers are expanding their well-being programs to incorporate financial well-being
- Common offerings include:
 - Financial education (38%)
 - Tuition reimbursement/scholarships (38%)
 - Employee discounts (37%)

59%

of respondents offer some type of financial well-being assistance to employees

REASSESSING TOTAL REWARDS

Recent Trends

18%

respondents have a cafeteria plan, and 7% are considering this for 2021

Cafeteria Plan

- Allows employers to better align rewards with the personal preferences of employees
- Gives employees a choice in how to spend a benefit contribution, for example:
 - 401(k) plan
 - Flexible spending plan
 - Personal/professional development
 - Student loan forgiveness

BUSINESS SPOTLIGHT



Kristi Fredricksen

Director, Benefits/Payroll

National Guardian Life Insurance Company

Total Rewards Optimization





- **Founded in 1909**
- **370 employees (<1% PT)**
- **48% Exempt; 52% Non-Exempt**
- **CEO change January 2019**
- **15 to 26 States**

**We help people face life's financial challenges
with confidence, dignity and grace.**

OUR PURPOSE

Employee Age	
Under 30 years	56
30-40 years	130
41-59 years	144
60+ years	37

Years of Service	
Under 5 years	182
5-9 years	123
10-19 years	40
20-40 years	22

Philosophy and Goals



NGL's total rewards philosophy is to provide a holistic, modern total rewards package that prioritizes results and trust over longevity and policy.

Reduce Inequity

Reduce Risk

Shift Culture to More Trusting

Modernize Benefit Options

Support from QTI

✦ Three Main Perspectives:

1. *Employer (spend, exposure risk)*
2. *Employee (utilization, total rewards survey of importance/satisfaction, focus group satisfaction)*
3. *Market (benefits competitiveness)*



Summary of key findings..

**Total exposure risk
high**

**Total spend
significant**

**Utilization
opportunities for
improvement**

**Program
misaligned with
employee needs
and values**

**Overall benefits were competitive
with some opportunity to be more
progressive**

Next Up:

Realign & Optimize!



Here's what we've been up to:

Paid Time Off

- Expanded Bereavement Leave
- Paid Parental Leave & Paid FMLA
- PTO Enhancements
- Personal Holiday
- Sabbatical

Retirement

- Improved Retirement Savings Plan with increased match, Roth and Loan option
- Financial Wellness Initiatives

Medical, Dental, Vision, Life

- New plan option for out-of-state
- HDHP and HSA
- New Dental (2 options)/Vision Carrier
- Accident Insurance
- Voluntary (additional) Life and AD&D Insurance

Recognition & CHOICE!

- NGL Choice Program
- Kazoo (Service anniversaries, birthdays, and so much more)

Recognition Transformation

Current Programs

Long & Burdensome

Not Visible

Inconsistent

Not Valuable

Limited Options

Desires

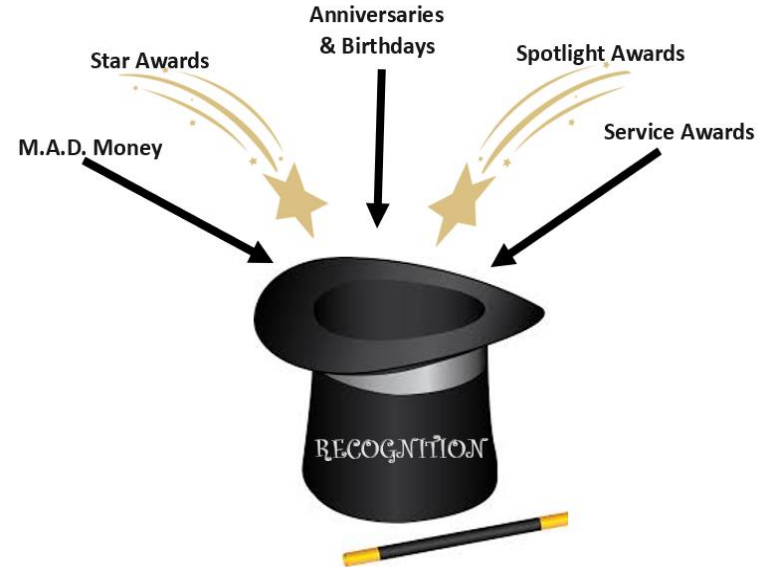
Quick & Easy

Visible

Frequent

More Engaging

Personalized



Here's what they say...

**1% HIGHER PAYROLL SPENT ON RECOGNITION IS 85%
MORE LIKELY TO SEE POSITIVE ENGAGEMENT**

**COMPANIES WITH HIGHLY EFFECTIVE RECOGNITION PROGRAMS
HAVE 31% LOWER VOLUNTARY TURNOVER**

**70% OF EMPLOYEES REPORT THE MOST MEANINGFUL DEMONSTRATION OF
EMPLOYER APPRECIATION HAS NO DOLLAR VALUE**



...So we implemented an online recognition Platform

Here's what our employees are saying:



Subject: Kazoo

Hey Kristi,

I just wanted to reach out and say how awesome I think Kazoo has been for NGL. I think in the midst of so many things going on some big changes can get lost. I think NGL introducing Kazoo has just been a breath of fresh air. It is really encouraging to see people on a daily basis, giving kudos to each other.

REAL Meaningful Recognition...

Thank you for your hard work on the Iowa files so we could get our filings completed on time!

You guys rocked our first Sprint Review! You continue to share, grow and get things done! Your quick responses to one another are something to be admired! This is how a team does it!

Thank you for brainstorming and collaborating to deliver our business partners a quick solution with the manual letters!

Thanks for working so hard on procedures, coordinating cross training and training for Abby. I can't thank you enough!

Aligning Needs & Values while Increasing Utilization & Equity!

Employee A

- ✦ Adoption Assistance: \$5,000
- ✦ 529 contribution: \$500
- ✦ Matching Charitable Giving: \$2,000
- ✦ Tuition Reimbursement: \$5,000
- ✦ NGL insurance contribution: \$XXXX

Employee B

- ✦ \$0
- “These benefits are not valuable to me at this time in my life.”



Current platform of benefit choices offered a wide array of options, created complexity, and was under valued/utilized

NEW in 2021: NGL CHOICE PROGRAM

CHOICE Program allows employees to chose how to allocate NGL benefit \$\$ to best meet their needs.

The account choices vary between:

- NGL CHOICE Tax-Free Cafeteria Plan Accounts
- NGL CHOICE Taxable Cash Accounts

NGL CHOICE Tax-Free Cafeteria Plan Accounts:

- Health Savings Account (HSA)
- Health Care FSA
- Dependent Care FSA
- Adoption Assistance

Note:
IRS
Rules
apply

NGL CHOICE Taxable Cash Accounts:

- College Savings Plan (529)
- Student Loan Reimbursement
- Personal Development
- Pet Care
- Individual Giving
- Cash

Mission Accomplished!

Employee A

✦ \$1,500

✦ \$1,500 into HSA

Employee B

✦ \$1,500

✦ \$500 Pet Care

✦ \$1,000 Cash





Thank You and Stay Well!

Kristi Fredricksen

National Guardian Life Insurance Company

A grayscale photograph of a woman with long dark hair, smiling broadly. She is wearing a dark, polka-dot top and holding a notebook and a pen. The image is framed by a thick blue border. The background shows a window with blinds and some potted plants on a surface.

DIVERSITY, EQUITY, AND INCLUSION:

Invest in Your Community



Black and Latinx people are **3x** as likely to become infected and **2x** as likely to die from the virus as white people.

Some of the many inequities in social determinants of health that put racial and ethnic minority groups at increased risk of getting sick and dying from COVID-19 include discrimination, healthcare access and utilization, housing, occupation, and educational, income and wealth gaps.

Centers for Disease Control and Prevention



A CALL TO ACTIVELY WORK AGAINST RACISM

SYSTEMIC RACISM: how different institutions, policies and processes operate together to create a disproportionately adverse outcome for Black, Indigenous and People of Color (BIPOC)

ANTI-RACISM: a form of action against racism and the systemic racism and oppression of marginalized groups



PRIORITIZING DEI



Percentage of Survey Respondents	2020 Survey	2021 Survey	YOY Improvement
DEI is a strategic priority	47%	64%	+ 17%
DEI training/development is offered	22%	60%	+ 38%
DEI dedicated employee or committee	7%	31%	+ 24%

COMMITMENT IN WORDS AND ACTIONS

- ◆ DEI requires top-down and bottom-up commitment – in both words and actions
- ◆ Some employers identified DEI as a strategic priority, but have not taken actions to advance
- ◆ Similarly, some employers are taking actions, but didn't identify DEI as a strategic priority

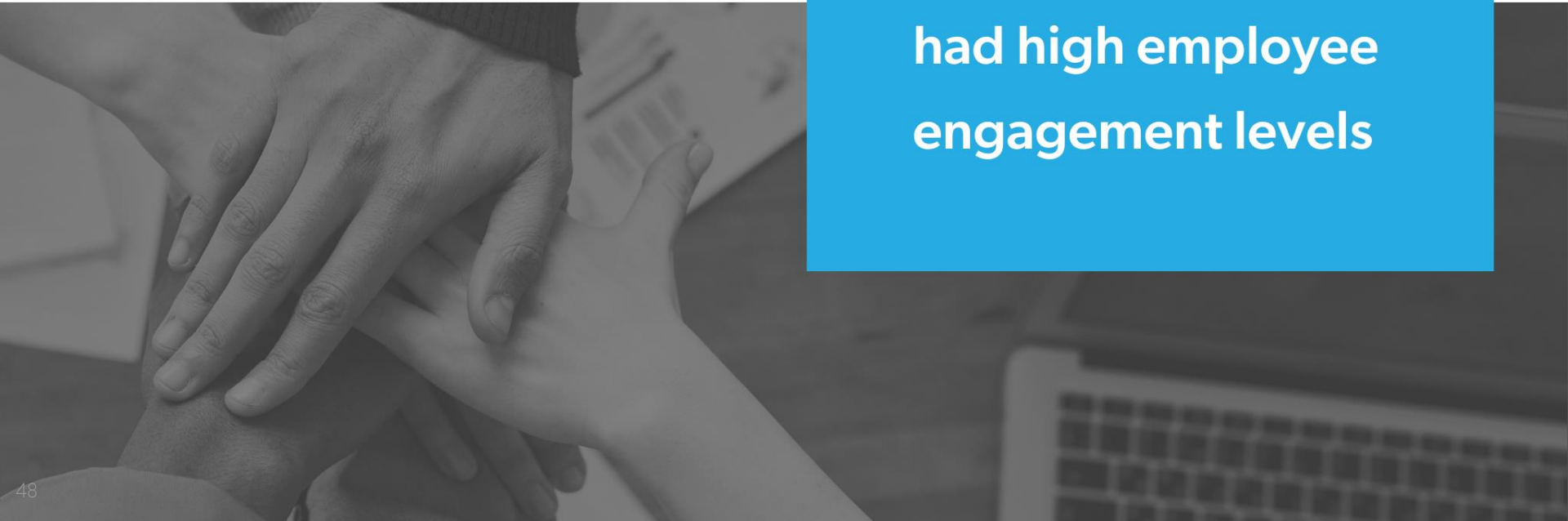


SUPPORTED & ENGAGED

Employers who identified DEI
as a strategic priority were

2.5 X

more likely to
respond that they
had high employee
engagement levels



BUSINESS SPOTLIGHT



Jennifer Peterson, MA
Senior Director of Programs
Literacy Network

Creating an Inclusive Workplace



Mission

Literacy Network teaches reading, writing, communication, and computer skills to Dane County adults so they can achieve financial security, well-being, and deeper engagement with their families and the community.

Vision

By 2024, Literacy Network is known throughout Dane County for its personalized teaching methods, commitment to learner success, and responsible growth. Learners, volunteers, and staff feel welcomed and at home in the facility. Learners' interests and needs continue to drive the organization's decision-making. Staff have opportunities for long, rewarding careers in a dynamic but stable culture that continues to support openness and collaboration.

Values

- **Relevance** – we ensure our work is practical and applicable to the lives of our learners and the needs of our community.
- **Inclusion** – we value all people and welcome them to be part of our work, demonstrating empathy and patience through the learning process.
- **Persistence** – we believe compassion and collaboration guide progress and that we can improve the world by being resourceful and creative in building momentum and moving forward.
- **Community** – we foster connections and collaborations that bring people together to inspire hope and celebrate success.

Our DEI Strengths and Challenges

Strengths

- Shared mission to increase equity in educational opportunity
- Small staff size allows us to adapt easily
- Regular work with diverse communities
- Coaching, professional development & regular new opportunities
- Long-term commitment to staff engagement & satisfaction initiatives

Challenges

- Representation among our staff and board
- True inclusion, not tokenism
- Leading while learning

Hiring

- Position Descriptions: Where can equivalent skills replace a college degree requirement?
- De-emphasizing previous experience in exact position; look for:
 - Commitment to mission
 - Potential to learn & grow
 - Transferrable skills
 - Valuable lived experience
- Recruitment: Reach out personally to applicants who have a relationship with our org
- Avoid tokenism

Mentorship

- Provide formal peer mentorship during new hire's first 6 months
 - Match by complementary position/department
 - Give clear expectations to both participants
 - Goals of mentorship
 - How often to meet
 - Confidentiality
 - Guiding questions for first session
 - Thank the mentor with extra $\frac{1}{2}$ day of PTO at end of commitment

Coaching & Professional Development

- Managers have a % of their positions, and specific outcomes, dedicated to their staff's skill development and career growth
- Managers receive training in coaching strategies
- Regular (meaningful) internal promotions
 - De-emphasis of formal credentials; look at skills, potential, and past performance
- Invest in professional development
 - Each staff receives annual PD budget

Building a Great Place to Work

- Low-cost ways to improve work-life balance for staff:
 - Generous PTO (5 weeks)
 - Friday afternoons off
 - Flexible scheduling options (4-day work week, Fridays work-from-home)
- Livable benefits & salaries (gradual progress over 6+ years)
- Regular staff surveys measuring engagement & satisfaction
 - Build solutions to common issues into strategic planning and budgets
 - Tell staff what you're doing in response to their feedback, and why!

What's Next

- Step Up for Equity
 - 9-week Uprooting Biases Challenge (all staff)
 - Training Modules & Strategy Sessions (leadership/managers)
 - Development of further strategic plan action items
- Benefits
 - Paid parental leave
 - PTO – able to accrue higher balance
- Learner-to-Staff-to-Leader Success Story

We've Learned...

- Real growth is built on self-honesty
- To take the long view
 - Authentic change is complex and takes time
- Integrity of commitment over appearances
- Regular re-commitment:
 - Do our mission and vision reflect our desire to contribute to a more equitable community and inclusive workplace?
 - Are those values diffused into our daily decision-making?

Thank you!

To learn more about Literacy Network, or to get involved,
find us at www.litnetwork.org

Or contact us directly!

Jennifer Peterson

jennifer@litnetwork.org

A grayscale photograph of a woman with glasses talking on a smartphone. She is wearing a patterned top. In the foreground, the keyboard of a laptop is visible. The image is framed by a thick blue border.

CAREERS:

Creating a Vision for their Future



RETAINING TALENT

- **12.3%** average voluntary turnover rate in the past 12 months
- **58%** of respondents identified retaining key talent will be a challenge in 2021
- Highly engaged employees are **87%** less likely to leave an organization*

*Villanova University



“

A KEY DRIVER
OF EMPLOYEE
ENGAGEMENT
IS CAREER
DEVELOPMENT

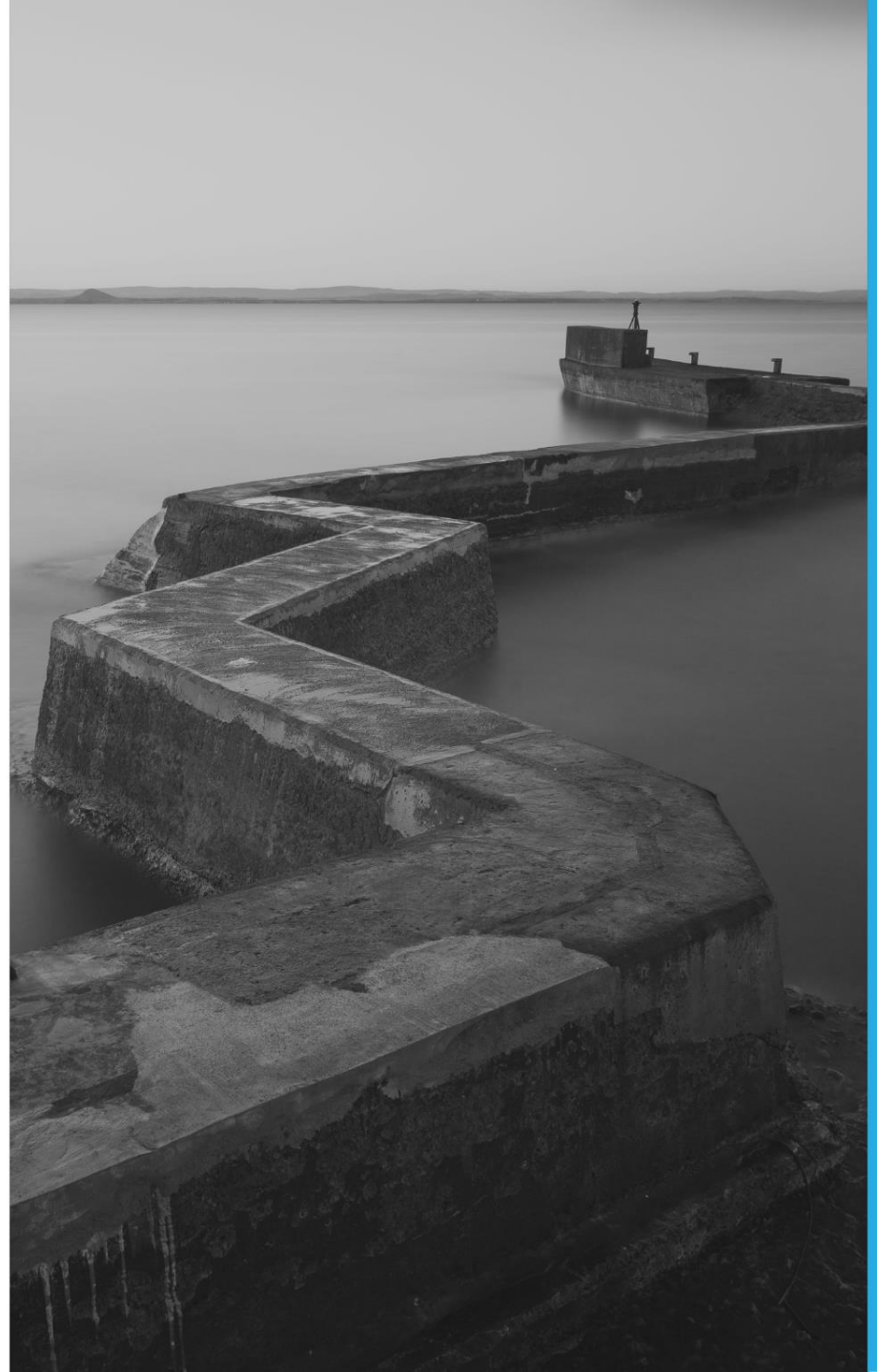
**#1 reason why
employees resign from
their organization ...**

CAREER DEVELOPMENT

GROWING TRENDS

CAREER PATHING

- ◆ **1/3** of survey respondents communicate **career paths** to employees
- ◆ **17%** of respondents are **considering doing so in 2021**



DIRECTLY CONNECTING WITH PURPOSE

Consider integrating purpose statements into updated job descriptions

Employees who derive purpose and meaning from their work are more than

3X

**as likely to stay with
their organizations**



Only **13%**
of respondents



LEADERSHIP DEVELOPMENT & SUCCESSION PLANNING

- **66%** are identifying and assessing current employees for future leadership roles
- **44%** are integrating succession planning into long-term business strategy
- **44%** are determining gaps between available and needed talent

are NOT DOING
succession
planning for
leadership jobs





PERFORMANCE FEEDBACK

GIVE IT OFTEN, BE OBJECTIVE AND FOCUS
ON RESULTS

Last year, **54%** of employers were sharing performance feedback **annually or biannually**

This year, **51%** are sharing performance feedback **at least monthly**

Employers with ongoing/continuous performance feedback were

2X

as likely to respond that they have highly engaged employees

RECOGNITION

DRIVER FOR EMPLOYEE ENGAGEMENT

1%

of payroll spent on recognition can increase employee engagement up to 85%

62%
are conveying recognition virtually*

63%
have both monetary & nonmonetary components*

43%
do not have a recognition program

*%of 2021 HR Trends survey respondents with a recognition program



PRO TIP:
**RECOGNITION
BEST PRACTICES**



Tie it to spontaneous recognition



Make it timely and specific



Connect recognition to company values



Let employees choose the reward that matters



Democratize it - empower employees / teams to reward each other



Track, analyze and improve it



Have fun!



BUSINESS SPOTLIGHT



Cynthia Prest, PHR, ACC
Director of Human Resources
MSA Professional Services

Job Architecture and Career Pathing





MSA

MSA Professional Services

- We are a full-service, **100% employee-owned** consulting firm.
- MSA's purpose is to enable people to positively impact the lives of others.
- Our engineering professionals work alongside our architects, environmental scientists, funding experts, urban planners and surveyors to provide a full suite of professional services to our clients. From bike trails and interstate highways to drinking water and wastewater, we have supported projects from start to finish since the 1930s.

Critical to our success was creating a cross-functional project team

- We formed a project team of carefully chosen leaders and staff to review industry data, share opinions, and create deliverables.
- They have buy-in and can be Change Champions with their peers.
- They have also helped us communicate the initiative with staff.
- It has taken longer, and our deliverables are more closely aligned with what we need.
- HR has a clearer understanding of how much change management will be needed to successfully implement it.



It started with
defining a new
job architecture



Career Framework

Career Band:	Individual Contributor Series			People Leader Series	
	<i>Business Support</i>	<i>Technician</i>	<i>Professional</i>	<i>Leader</i>	<i>Executive</i>
Career Level:	S1 Entry	T1 Entry	P1 Entry	L1 Team Leader	E1 Director
	S2 Experienced	T2 Experienced	P2 Developing	L2 Senior Team Leader	E2 Vice President
	S3 Senior	T3 Senior	P3 Experienced	L3 Regional Manager; Practice Leader	E3 Senior Vice President
		T4 Specialist	P4 Advanced		E4 President
				P5 Master	

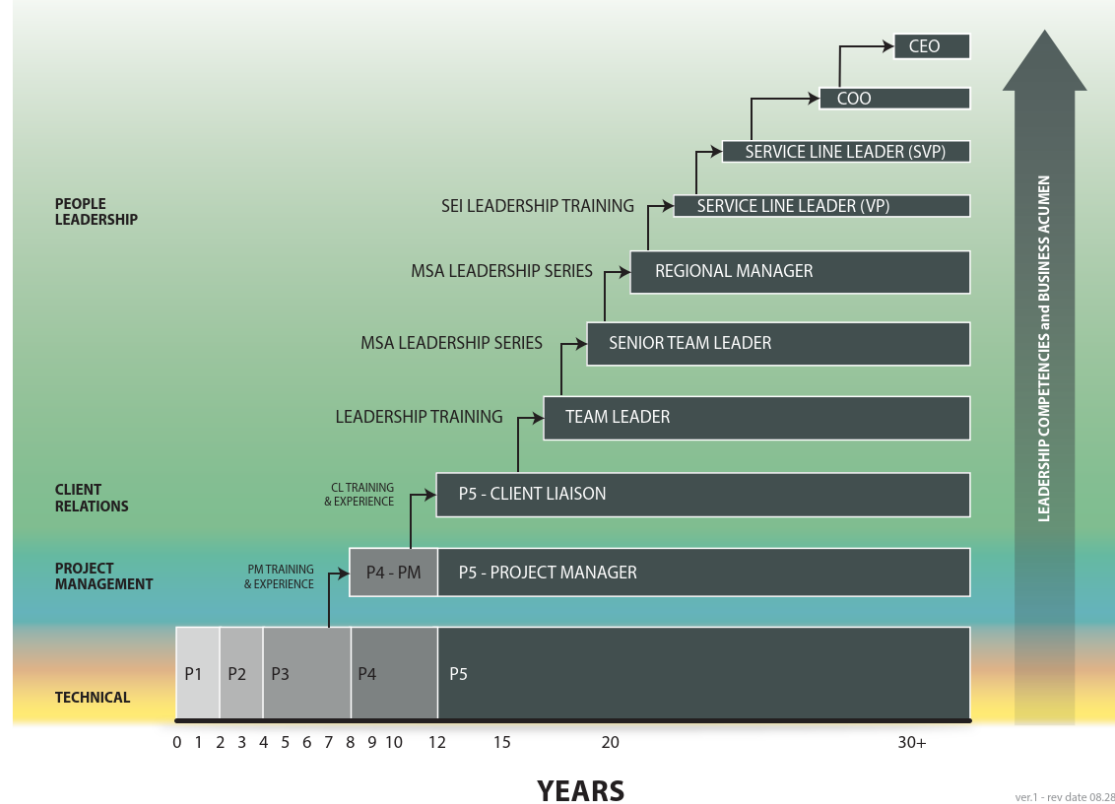
Then we developed Job Descriptions and Career Paths

Job Family	Human Resources			
Career Level	P1	P2	P3	EI
Title	HR Coordinator	HR Business Partner	Learning and Development Specialist	Director of HR
Profile	Supports the HR team in administering processes and assisting with projects.	Administers the following processes: recruitment, onboarding, leaves of absence, recognition, and employment changes. Assists with and may lead a variety of projects.	Maintains the company intranet, aligns knowledge best practices, implements knowledge strategies, implements organizational development strategies, and facilitates organizational learning programs.	Develops and executes human resource strategy in support of the overall organizational plan and strategic direction of the organization. Manages a team of individual contributors.
Knowledge	Applies basic concepts of general HR best practices	Uses understanding of and experience with general HR best practices and processes.	Uses and mentors understanding of and experience with knowledge strategies and architecture, organizational development frameworks, learning and development strategies, and communication practices	Uses and teaches in-depth knowledge of HR best practices, with a focus on employee experience, talent acquisition, talent management, succession planning, and total rewards strategies.
Complexity	Works on projects of limited scope and complexity.	Manages moderately complex projects. Contributes ideas and solutions for strategic direction. Assists Director with complex projects.	Manages moderately complex projects. Contributes ideas and solutions for strategic direction. Assists Director with complex projects.	Develops policies and programs to support the organization's overall strategy. Uses interpersonal skills and judgment to influence senior leaders to implement programs.
Autonomy/Impact	Works under supervision of team mates and leader.	Work on standard processes is accomplished with minimal guidance. Work on complex projects requires direction and more detailed instructions.	Primarily works with minimal guidance. May require guidance on new projects.	Works independently on initiatives, collaborates with team members, and influences leadership.
Interaction/Influence	Exchanges routine information, primarily with team mates and staff-level employees.	Exchanges routine information with all levels of the organization.	Exchanges routine and complex information with all levels of the organization; works to build consensus on solutions.	Interacts with all levels of the organization and primarily with the leadership team and other stakeholders to develop programs and solutions.
Education	BS in HR or related field	BS in HR or related field	BS in HR or related field	BS in HR or related field
License and/or Certification	n/a	HR Professional Certification (SHRM or HRCI)	n/a	HR Professional Certification (SHRM or HRCI)
Typical Experience	Experience supporting a team on routine and administrative tasks.	One year of general HR experience.	4 years of experience with learning and development programs	15 years of progressive Human Resources experience. 10 years of

- Within our job architecture, we identified each job family and levels within each:
 - e.g., Engineering, Architecture, Accounting, Marketing, IT
 - Each level has criteria, so we have alignment with the job architecture
- We created a new job description template and refined every description.
- We involved leaders, some staff, and executives in this effort.
 - This took a big investment in time and project management by HR.

Throughout that effort, we identified how an employee can grow in their current role and move into other roles

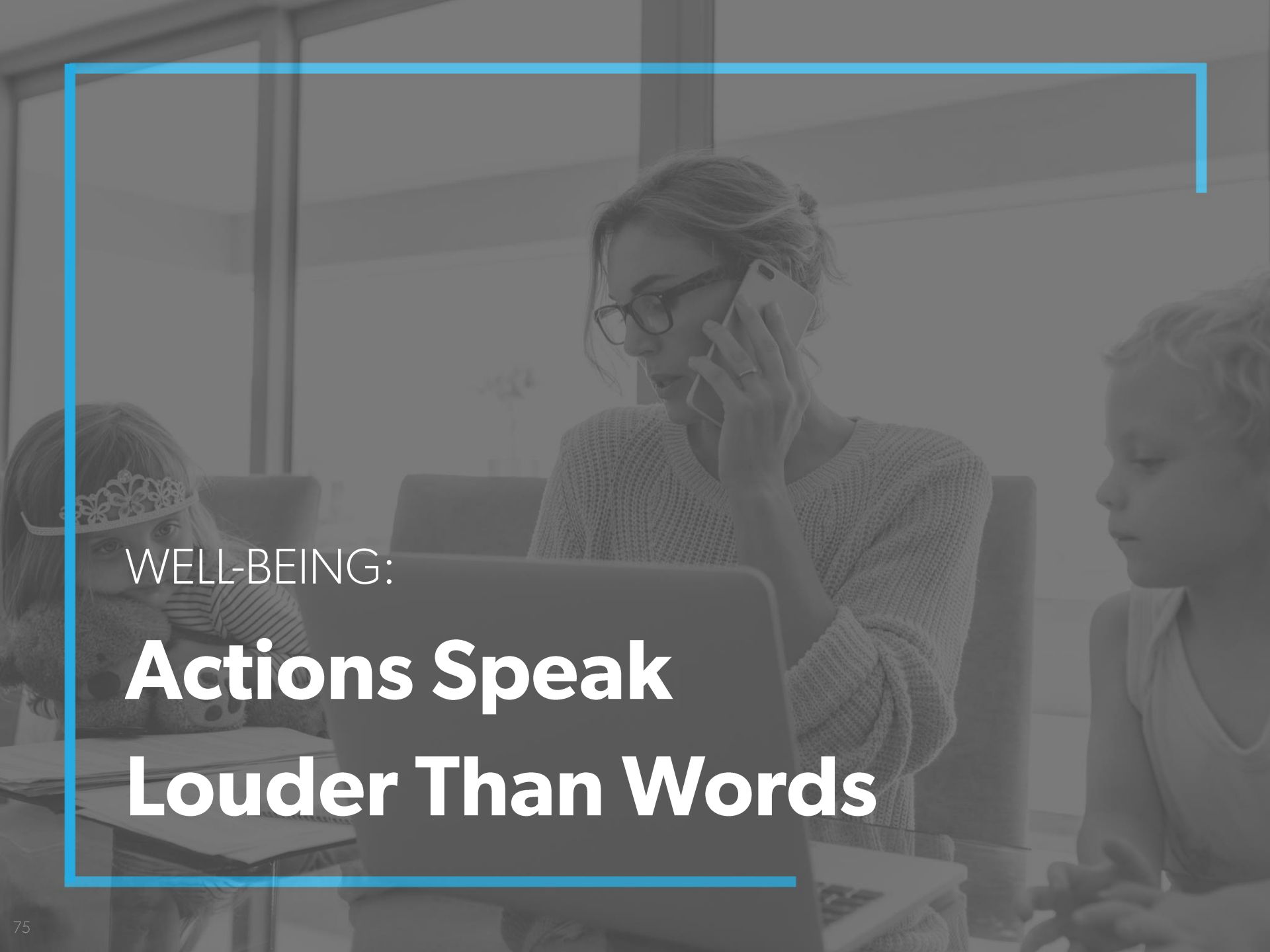
POTENTIAL PROFESSIONAL PROGRESSION



We'll work on learning plans next

- Our next step will be to solidify visuals of potential career paths to help employees see their future at MSA Professional Services.
- We will then create learning plans to help them achieve their professional goals.
- Along with that will come new ways of training and new opportunities, such as:
 - Leadership development training
 - Interpersonal skills training
 - An upgraded Learning Management System



A grayscale photograph of a woman with glasses talking on a mobile phone while sitting at a desk. To her left, a young girl with a tiara and a teddy bear is visible. To her right, a young boy is looking towards her. The scene is set in a classroom or office environment with large windows in the background. A blue border frames the image.

WELL-BEING:

Actions Speak Louder Than Words



BURNOUT

SAD FOR PEOPLE.
BAD FOR BUSINESS.

“ SYNDROME RESULTING
FROM CHRONIC WORKPLACE
STRESS THAT HAS NOT BEEN
SUCCESSFULLY MANAGED

- WORLD HEALTH ORGANIZATION

**Job stress is estimated to cost
U.S. companies more than
\$300 billion a year in health
costs, absenteeism, turnover
and poor performance**

- AMERICAN INSTITUTE OF STRESS

CARING AS IT RELATES TO WELL-BEING AND BURNOUT



Care is related to well-being, engagement, and inclusion

When an organization cares...

- Well-being is 42% higher
- Engagement is 51% higher
- Inclusion is 81% higher

Care is related to intent to stay and likelihood to recommend

When an organization cares...

- Employees are 53% more likely to stay 3+ years
- Employees are 82% more likely to recommend the organization as a great place to work

Care is related to lower stress and burnout

When an organization does not care...

- Only 14% of employees feel that their stress is manageable
- 84% of employees feel burned out

LEADING WITH CARE & COMPASSION

Workforce Pledges: rethinking the norms of culture and employee support

Education and tools:

- Employee assistance programs (87%)
- Mental health education/tools (e.g., stress management programs) (33%)
- On-site relaxation room (11%)
- Meeting management guidelines (e.g., scheduled rest breaks, etc.) (4%)
- Span of control limits (i.e., a maximum number of employees reporting into a manager) (2%)



CARE DEMONSTRATED IN TIME



Work Time

- ◆ Flexible work arrangements
- ◆ No meeting days
- ◆ Midday breaks



Non-Work Time

- ◆ Paid time off (PTO)/vacation policy adjustments
- ◆ Paid holiday shutdown week(s)
- ◆ Paid parental leave

BUSINESS SPOTLIGHT



Alicia Tollefson, MPH
Wellness Coordinator
Hy Cite

Well Cite Wellness Program





In what ways does Hy Cite demonstrate care?



Global Wellness Program

US, MX, CO, AR, BZ, PE



Leadership Support

Wellbeing imbedded in our strategic goals



Infuse wellness into the workplace

Wellness rooms, fitness center, employee garden



Accept all feedback

Solicit advice/criticism, survey often



Incorporate Family

Employee appreciation, annual banquet



Evolve as needs change

In-person engagement to virtual offerings

Employees are the #1 priority

In-person
with a focus
on specific
wellness
realms

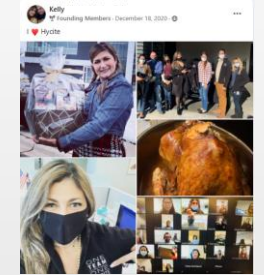
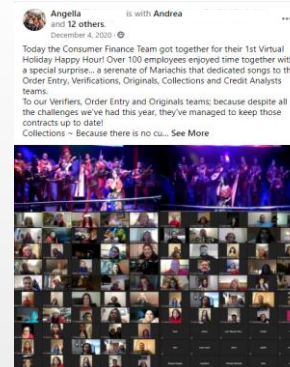
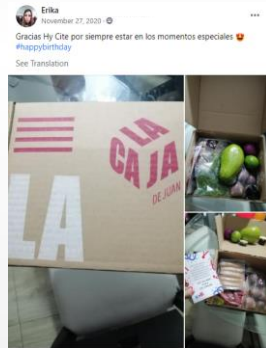
Physical, Mental, Financial, Social



Virtual with
a broad
focus on
staying
connected

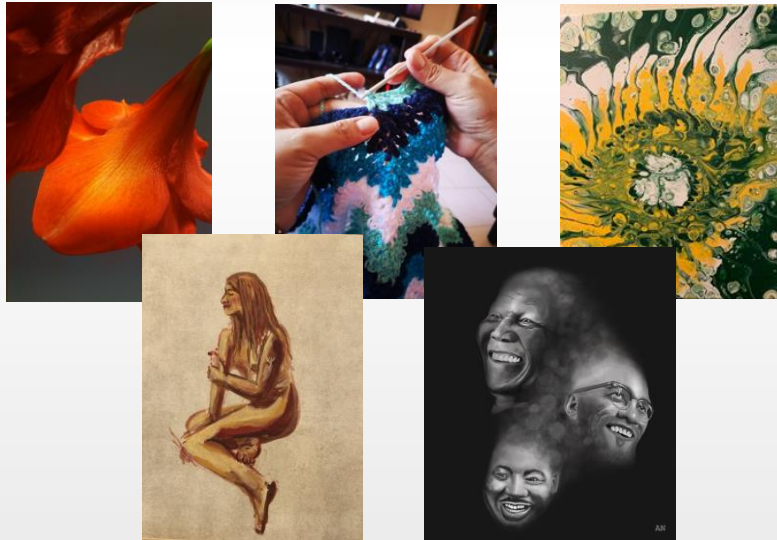
Facebook Page

- 533 MEMBERS
- 621 POSTS
- 18,310 REACTIONS
- 7 COUNTRIES REPRESENTED
(US, CO, MX, BZ, AR, PE, DR)



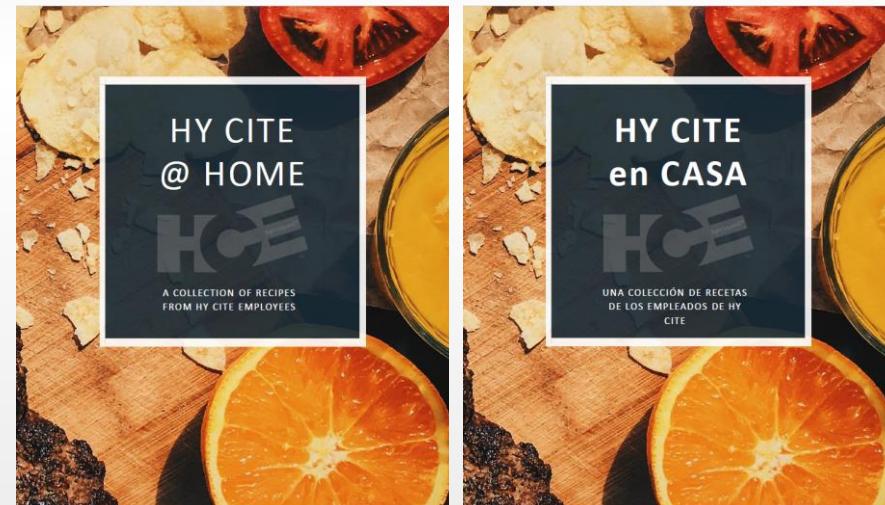
2020 Virtual Art Fair

- 26 ARTISTS
- 150+ WORKS OF ART



2020 Recipe Book

- 61 SUBMISSIONS
- 1,200+ VIEWS



2020 Holiday Celebrations

TURKEY TOSS



HOLIDAY HAM GIVEAWAY





Mental Health First Aid

- OVER 30 CERTIFIED RESPONDERS
- MOSTLY MANAGERS, SUPERVISORS, AND TEAM LEADS
- TRAINING FOCUSES ON TEACHING HOW TO:
 - ✓ Identify risk factors and warning signs of mental health problems
 - ✓ Assess a crisis
 - ✓ Provide initial help
 - ✓ Connect those in need with professional, peer and social supports as well as self-help resources.



- A**ssess for risk of suicide or harm
- L**isten nonjudgmentally
- G**ive reassurance and information
- E**ncourage appropriate professional help
- E**ncourage self-help and other support strategies



2020 Hy Cite @ Home Weekly Newsletter

2021 Royally Well Quarterly Newsletter

March 2020 **HY CITE @ HOME** Issue 01
Weekly Employee Newsletter

ROUGH WATERS: FOUR TIPS TO HELP COPE WITH CHANGE
Four new tips to help you adjust to your new normal.

ROUGH WATERS: FOUR TIPS TO HELP YOU
Source: www.verywellmind.com

Be aware of your internal dialog speak to yourself during hard or important for us to pay attention work to correct it. For example, yourself. There is no way that I that I need to accomplish today, responsibility. When you can't try to know it with a positive eye to do best.

Appreciate conflicting emotions acknowledging that emotions can confusing when unexpected that between sadness, happiness, calm normal and common at a time to Embrace the hard parts try to be thankful we feel today will not Adjust your vision: Sudden chat alone in the way you feel right to any negative situation. If you are family member, or colleague.

STAYING ACTIVE AT HOME
by Alicia Tallafon

Looking for ways to stay active while maintaining social distancing? Below you'll find a few of my favorite apps for at-home exercise.

Wellbeats has over 300 high-quality videos ranging from 1-60 minutes in length. There is an exercise available for every age, ability and interest level and many do not require any equipment! Wellbeats is a partner of Virgin Pulse and is offered by Cite employees free access until April 30th by using code 27464683 when registering. You can find more information here.

Nike Training Club wants to help you stay active while gym and sports leagues are closed due to the COVID-19 outbreak. On the NTC app they offer exercise programs ranging from Yoga to endurance training.

PEPPERCAR Fitness is the place to go for fun, upbeat at-home exercise! A large assortment of pre-recorded videos can be found on the PEPPERCAR YouTube channel and new ones are added regularly.

FitnesBlendr is perfect for those who know exactly what they like in a workout. The highly customizable exercise tool allows you to choose exercise length, difficulty, muscle group, and even the gender of your trainer! Check it out at fitnesblendr.com

HEALTHY HABITS CHALLENGE: MOVE ON THE HOUR
March 20 - April 2

Incorporate movement into your day by joining this week's *Healthy Habit Challenge* on Virgin Pulse! The goal is to stand up and move your body at least one time per hour for 4 out of 5 days per week! Visit the challenge tab in Virgin Pulse to join now!

Send all photos to welcscs@hycite.com
Submission deadline is Thursday, April 2 at 3:00 PM

March 2020 Issue 01

Q1 | 2021 **ROYALLY WELL**
Dishing up your quarterly serving of all things wellness.

Employee Spotlight: Daurisme Verdeja
Department: Accounting
Position: Controller
Country: Dominican Republic
Fun Fact: Daurisme has completed 10 marathons, ultramarathons and duathlons all around the world. Countries: Republic, Peru, Miami, Panama, Chicago, and Spain.

2020 Grand Prize Winners
GOLD: Cristian P. Higuera was selected as the 2020 grand prize winner! He has won a \$3,000 vacation to a destination of his choosing plus 3 paid days off.
SILVER: Rocio Tzuc was selected as the 2020 silver prize winner. He has won a \$2,500 vacation to a location of his choosing plus 3 paid days off.
BRONZE: Juan Espinosa was selected as the 2020 bronze prize winner. He has won a \$1,500 vacation plus 3 paid days off.

OVER THE HORIZON
The Royally Wellers challenge stories, each top

Employee Spotlight: Daurisme Verdeja
When did you start competing? I started competing 2 years ago. Before February 2017, most of my runs were 100 meters, but this year was a complete change in my fitness to overcome depression and emotional downswings. I started running and discovering how happy I can feel pushing my body to its limits.
What steps did you take to start? Well, I just bought a pair of running shoes and started walking. When walking, until I was able to run straight and keep my breath.

Recipe Corner
Recipe Created by Chef Christian Castillo

Honey Miso Glazed Salmon
using the Deluxe Easy Release 10-Inch Skillet

Watch the recipe video here!

Ingredients:
• 4 Salmon Fillets (without skin)
Honey Miso Glaze:
• 2 tablespoons Honey
• 2 tablespoons Red Miso
• 1 tablespoon Apple Cider Vinegar
Garnish:
• White Rice
• Green Onions

Directions:
• In a 2-quart mixing bowl add honey, red miso, apple cider vinegar and mix.
• On the bamboo cooking board place 2 Salmon Fillets skin side down and spread the honey miso glaze on top, coating it well.
• Using a wooden spoon, wipe the surface of the Deluxe Easy Release 10-inch skillet and pre-heat at medium-high for 40 seconds.
• Place the salmon fillets skin side down on the skillet.
• Lower the heat to medium, place the lid on top and cook for 5 minutes.
• Uncover the skillet, lower the heat to low and flip the salmon fillets over. Cook for another 2 minutes.
• Place the Salmon Fillets belly side up over a bed of white rice and garnish with green onions.
• Enjoy!

March 2020 Issue 01



Well Cite Wellness

2021

Weekly Meditations

- English, Spanish and Portuguese
- 5-10 minutes on Wednesdays



Webinars and Trainings

- English, Spanish and Portuguese
- Mental Health focus to begin the year
- Beginner 5k program



Virtual Exercise Classes

- English, Spanish and Portuguese
- Accessible, correct timing
- A little bit of everything



Leadership and Champion Trainings

- How to influence/engage
- How to support
- Practicing self-care

Miscellaneous

- Employee talent show
- Explore more creative options
- Well Cite Library
- Book Club



Why invest in employee wellness?

Creating an environment that allows employees to become happier and healthier is good for business.

Adequately supporting employee wellbeing allows for VOI (Value on Investment)

- Increased Morale
- Better Retention
- Higher Engagement
- Enhanced Productivity
- Less Presenteeism
- More Positivity
- Higher Satisfaction

When employers show that they care it pays off in more ways than you can imagine.





Feel Empowered By Your 2021 HR Plan

QUESTIONS TO ASK YOURSELF:

- ✔ What are the greatest HR challenges that your company is facing as we begin 2021?
- ✔ What new solutions will you deploy to promote employee connection and engagement?
- ✔ Do remote-work capabilities provide a reason to reassess your pay philosophy and ranges?
- ✔ Are you making appropriate adjustments to your total rewards strategy based on the evolving needs of your employees?
- ✔ How are you demonstrating your commitment to forward progress in DEI?
- ✔ How do your HR policies affect occupation and wealth gaps?
- ✔ How can you provide and communicate to your employees a clear path for career development?
- ✔ How often do you provide employees with intentional, quality feedback?
- ✔ How do you demonstrate care for your employees?
- ✔ What are you doing to promote a positive work-life balance?
- ✔ What flexible work arrangements would work best for your employees?



Now is the time to reflect on what matters most, explore possibilities, and improve on what was.



What strategies will you adopt to succeed in this new world of work?

QUESTIONS?



THANK YOU!

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THE **QTI** GROUP



Our work is people.

Because people are the heart of every business.

For over 60 years, we've been an active member of the business community. With a Midwest focus and national expertise, our Staffing, Recruiting, and HR teams connect organizations with the solution that is right for their organization.



HR Consulting

Total Rewards, Compensation Consulting, Hogan Assessments, and Employee Engagement

Staffing

Industrial & administrative placements from temporary to direct hire

Recruiting

Executive, Professional and Technical search practice

PEO & HR

HR Projects, HR Workshops, Supervisory Training, and PEO