

# Creating a Workplace Culture of Engagement Across Multiple Generations

Presented By:

**Judith K. Jobe**, Senior Vice President and Chief Administrative Officer

**Kristin Elliot**, Director of Human Resources

**Kristin Hamblock**, Benefits and Payroll Manager



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# About Rosecrance

Rosecrance is a private not-for-profit organization offering behavioral health services for children, adolescents, adults and families throughout the country.

With more than 40 locations in Chicago and Northern Illinois, Wisconsin and Iowa, Rosecrance offers comprehensive addiction services for adolescents and adults, including prevention, intervention, detoxification, inpatient and outpatient treatment, experiential therapies, dual-diagnosis care and family education. Rosecrance also offers high-quality, efficient and effective outpatient mental health services for children, adults and families through a variety of programs. Rosecrance serves more than 32,000 families each year.

# About the Presenters



## **Judith K. Jobe, MS, CSADC, SPHR**

Judi Jobe directs and coordinates all activities related to organizational development and performance improvement. In her tenure with Rosecrance, she has developed and implemented numerous programs that have received national and state recognition and have been adopted at best practice models. Jobe secured grants to establish a long-term recovery home for women with children and the study of adolescent aftercare models. She holds a Bachelor of Science in Family Services from Northern Illinois University, and a Master of Science in Management from Cardinal Stritch College. Jobe is a Certified Senior Addictions Counselor and Senior Professional in Human Resources. She is a member of board of the Illinois Alcohol and Other Drug Abuse Professional Certification Association, serving as Chair of the Education and Training Committee. She also was appointed by the Governor to serve on the Illinois Task Force on Women's Issues in Treatment.

## **Kristin Elliot, BS, PHR, SHRM-CP**

Kristin Elliot is the Director of Human Resources of Rosecrance Health Network. Since joining the Human Resource Team at Rosecrance Health Network in 1998, Kristin has been responsible for a broad range of areas including recruitment, employee relations, talent management, compensation and benefits. Wellness was first introduced to Rosecrance in 2004, and Kristin was a part of the team charged with introducing the initiative. Kristin holds a Bachelor of Science from Lake Superior State University, a Professional in Human Resources (PHR and SHRM-CP) certification from the HR Certification Institute and was awarded a Certificate of Recognition in Leadership from the Rockford Chamber of Commerce.

## **Kristin M. Hamblock, MBA, CPP**

Kristin Hamblock is the Benefits and Payroll Manager for Rosecrance Health Network, a non-for-profit behavioral health care organization, based in Rockford, Illinois. Since joining the Rosecrance team in 2010, Kristin has focused her talents on streamlining and improving the employee benefits and payroll processes for the organization's approximately 800 employees. Kristin assisted with the implementation of the organization's formal wellness program with vendor Interactive Health and manages the program on an ongoing basis. Through Rosecrance's wellness program, Rosecrance has won Interactive Health's Healthiest Companies in America award for the past five years and was awarded the Illinois Healthy Worksite Silver Designation. Kristin has a Master in Business Administration and a Bachelor of Science in Psychology from Northern Illinois University. Kristin holds the Certified Payroll Professional (CPP) certification from the American Payroll Association. Kristin is also a member of the Junior League of Rockford which is a charitable organization of women committed to promoting voluntarism, developing the potential of women and improving the community.

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# Goals of the Workshop

- Understanding Employee Engagement
- Multiple Generations in the Workforce
- Change Management
- Strategic Planning
- Elements of creating a Workplace Culture of Engagement
- Rosecrance Case Study



# Employee Engagement



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# Fast Facts

**54%** of employees who were proud of their company's contributions to society are engaged *via Dale Carnegie Employee Engagement Study*

**51%** of workers are looking to leave their jobs according to *Officivibe 2017*

**33%** of the workforce is engaged - According to a *2016 Gallup Report*

**69%** of employees report engagement is a problem in their organization *via Psychometrics Engagement Study*

# Fast Facts

**82%** of employees said it's very important that their organization address the employee engagement problem *via Psychometrics Engagement Study*

**79%** of highly engaged employees have trust and confidence in their leaders *via Towers Watson, "Engagement at Risk: Driving Strong Performance in a Volatile Global Environment" Global Workforce Study*

Employees who report feeling valued by their employer are **60%** more likely to report they are motivated to do their very best for their employer *via Psychologically Healthy Workplace Program, "American Psychology Association Harrison Interactive," Workplace Survey.*

# Key Employee Expectations

- Gallup Press published twelve “key employee expectations” that form the basis for feelings of engagement
- Represent the outcome of hundreds of focus groups and worker interviews across a broad spectrum of organizational types, in many industries and countries



# Employee Disengagement

- Absenteeism versus Presenteeism
- Cost of employees not taking care of themselves
- Impact on client care
- Staff being roll models for clients



# Employee Engagement

- Employee recognition
  - The messenger is important!
- Team Building
- Comradery
- Friendship in the workplace



# Generations in the Workplace



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# Generations in the Workplace

Many researchers have opinions on how to categorize the different generations in the workforce.

<b>Attributes</b>	<b>Traditionalists (1937-1945)</b>	<b>Baby Boomers (1946-1964)</b>	<b>Generation X (1965-1984)</b>	<b>Millennials (1985-2005)</b>
<b>Definition of work</b>	Obligation	Adventure	Challenge	Means to an end
<b>Workplace Values</b>	Respectful of authority, age equals seniority, dedicated, reserved, obedient	Avoid conflict, formal, follow protocol, social, idealistic, driven	Face-paced, independent, confident, value personal time, challenge the status quo, loyal to staff leader	Task oriented, want options, expect feedback, multitask through multi-media, resist rules, value work/life balance
<b>Preferred Communication Style</b>	Memo	Face-to-face	E-mail	Instant messaging, texting
<b>Motivators</b>	"We respect your experience."	"You are valued and needed."	"Forget the rules, do it your way."	"You will work with other bright, creative people."

# Generations in the Workplace

- There are differences between the generations, but typically they are not the differences our stereotypes proclaim and that we read about in the mass media and from bloggers.
- Managers that focus on how to get the best from all employees rather than focusing on the differences between generations, will likely see the best results from their efforts.
- Instead of agreeing to emulate prior generations' styles of leadership, both of these groups are changing how leadership is defined and how leadership will look tomorrow.

# Change Management



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**KEEP  
CALM  
AND  
CHANGE  
THE  
WORLD**

# Change Management

- Have one goal
- Use incremental change
- Survey – ask for feedback of what staff values
- Measure Change – track your progress



# Change Management

Have an implementation plan for getting buy-in at all levels of leadership.

- Executive Sponsor
- Change Leader
- Change Team



# Strategic Planning



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# Strategic Planning



Strategy needs to address how employees will:

- Be Valued
- Implement the mission, vision, and values
- Be empowered to provide an excellent customer experience
- Be engaged
- Have the opportunity to further their careers with the organization

The Strategic Plan needs to address future growth opportunities for the organization.

The Strategic Plan should be communicated across all levels of the organization, not just at the leadership level. This helps employees understand their role within the Strategic Plan.

# Employee Wellness



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# Why have a Wellness Program?

**A better engaged workforce will help achieve better client outcomes.**



# Dimensions of Wellness

# 8 Dimensions of Wellness



# Gallup: Healthways Well-Being 5

1. **Purpose:** liking what you do each day and being motivated to achieve your goals
2. **Social:** having supportive relationships
3. **Financial:** managing your economic life to reduce stress and increase security
4. **Community:** liking where you live, feeling safe, and having pride in your community
5. **Physical:** having good health and enough energy to get things done daily

# Financial Impacts of Wellness

- Absence and loss of productivity
- Controlled vs. uncontrolled conditions
- Wellness Screening vendors
- Cost of medical events
  - How much does.... ONE heart attack cost your plan? ONE cancer diagnosis?



# Elements of Wellness Programming

- Focus on the “carrot” more than the “stick”
- Start small
- Utilize Grass Root Initiatives
- Align client and employee activities when appropriate
- Be intentional with your communications



# Rosecrance Case Study



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# Rosecrance Case Study Engagement Activities

- ✓ Age Appropriate Initiatives
- ✓ Feedback Seeking Initiatives
- ✓ Human Resources Activities
- ✓ Goodwill & Wellness Committee and Recovery Enhancement Committee Activities



# Rosecrance Case Study

## Age Appropriate Activities

- Retirement Planning Corner
- Modified schedules (i.e. four 10 hour shifts)
- Paid Time Off availability
- Continuing Education Assistance
- Health Benefits Education
- Targeted Communications based on employee age
- Technology use training
- Paper versus Electronic



# Rosecrance Case Study

## Feedback Seeking Activities

- Employee Survey
- Town Hall Meetings
- New Staff Support Groups
- New Hire Survey
- Listening Sessions
- Exit Surveys



# Rosecrance Case Study

## Human Resources Activities

- Employee Benefit Plan Design
- Employee Assistance Program (EAP)
- Credential Reimbursement
- Staff Education/Training
- Social Situations
- Welcoming Work Environment
- Celebrations and Support



# Goodwill & Wellness and Recovery Enhancement Committee Activities

- Employee Recognition Committee founded in 2000. Then, added Wellness as a focus of the committee in 2008.
- Focus is to promote goodwill & wellness agency wide with an emphasis on employee recognition and healthy lifestyle activities
- Works in conjunction with employee engagement and recovery enhancement committees at each campus
- Accomplished through several activities throughout the year



# Wrap-Up



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# Recap: Goals of Presentation

1. To provide an overview of employee engagement.
2. To assist with the development of employee engagement strategies.
3. To provide recommendations for structuring a workplace culture of engagement across multiple generations.
4. Understanding the different generations in the workplace.
5. Review Rosecrance case study on workplace culture of engagement across multiple generations.



# Questions or Feedback?

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Thank you!



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