


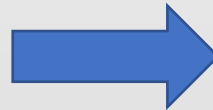


# Keeping Employees Close in a Time of Distancing and Distress

Employee Engagement During Pandemic and Social Unrest

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# Employee Attitude Results

- Favorable job attitude  good performance
  - Employee engagement  employee retention
  -  profitability
  -  productivity
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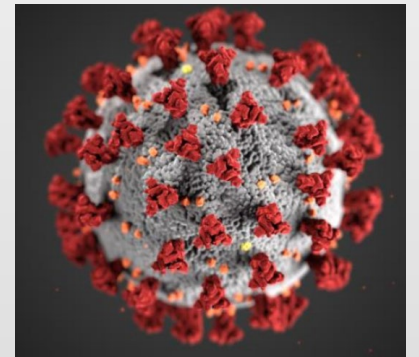
# Engaged Employees

- Identify personally with the job + are emotionally attached
  - Are motivated by the the mission and work itself
  - Contribute high energy and dedication
  - Allocate personal resources toward tasks
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# Employee Engagement Challenges 2020

Two global, concurrent events

- Pandemic
- Civil unrest, community actions, protests



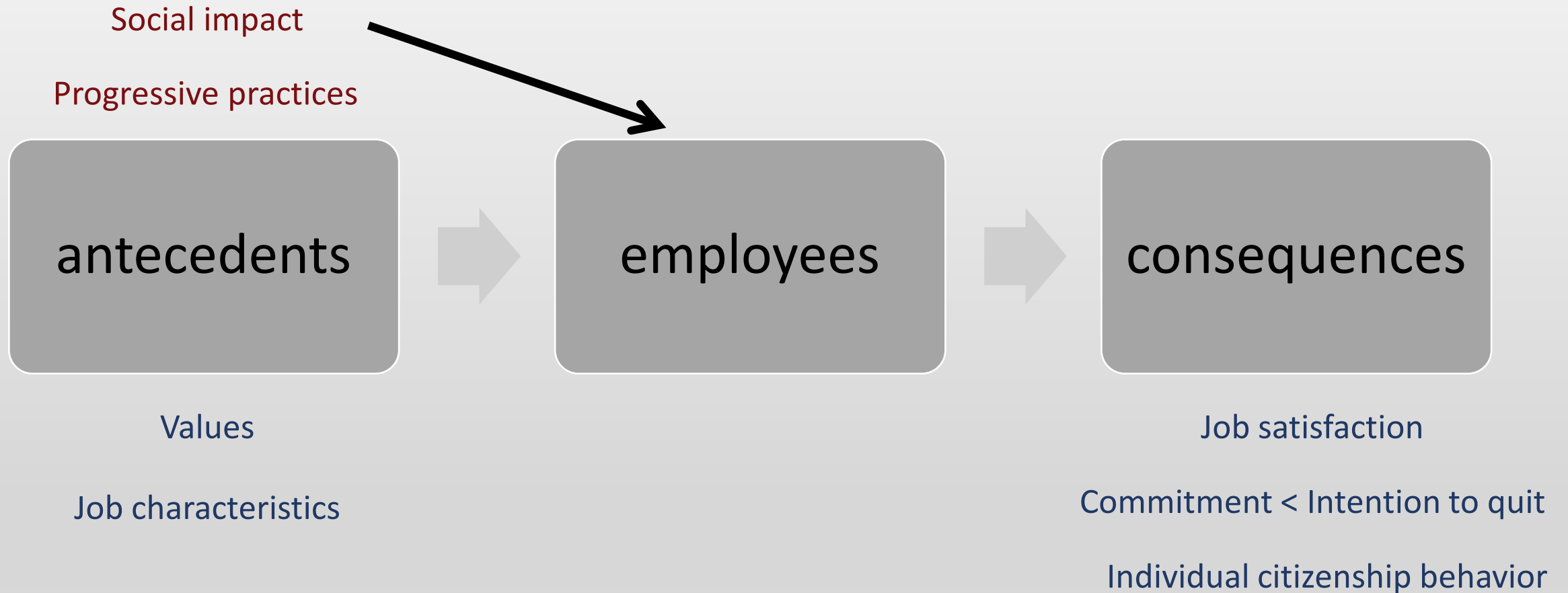
# Pandemics and Work

Date	Pandemic / Civil Actions	Outcome
1350	Black Plague	Laws and attitudes about labor and compensation changed
1918	H1N1 Flu Pandemic	Employer sponsored health care implemented
2003	SARS-CoV Pandemic	Effects on health and essential workers – three years after pandemic PTSD, depression and alcohol dependence / abuse continue
2020	COVID-19 Pandemic Civil Actions, Unrest, Protests	Possible permanent changes in work systems, organizational culture, and employee relationships; ongoing mental health concerns

# Civil Action and Unrest

Date	Actions	Post-action Issues
Ca. 1350 - 1500	Plague, European unrest; Hundred Years' War	Population re-building (200 years); economic disaster
1992	Los Angeles, CA	About 290,000 citizens directly affected and reported fear for their families' lives and their own; higher rates of PTSD patterns and symptoms (Hanson, 1995)
2014	Ferguson, MO	Black and White citizens reported similar rates of PTSD, depression, and anger (Galovski, 2016); mental intervention is likely indicated
2015	Baltimore, MD	Higher rates of major depression in residents living near epicenter of the protests (Hines, 2020)
2020	Review of mental health effects after collective actions (protests, civil unrest, riots)	Delivering mental health services following the collective actions is indicated for PTSD, anxiety, substance abuse, suicide risk (Ni, 2020)

# Engagement drivers and results



# Enabling the Leader's Well-being

Values: Reinforce org purpose, restate, demonstrate  
Reflect on your individual, subjective experience

Health: Identify and name your emotions  
Evaluate your self-care  
Check your boundaries and your on/off switch

Performance: Focus on managing changes  
Check work goals, responsibilities, expectations  
Identify organizational risks

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# Facilitating Employee Engagement

Values: Reinforce purpose, restate, demonstrate  
Identify actions that reflect org values

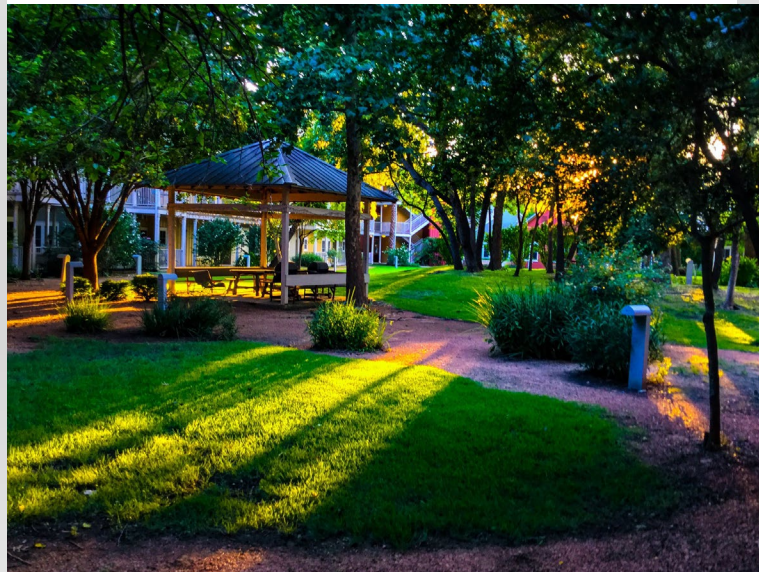
Health: Talk openly and compassionately about emotions  
Support employees in setting boundaries  
Check in regularly

Performance: Check work goals, responsibilities, expectations  
Provide what employees need to be productive  
Be as flexible as possible

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# Family Eldercare Responds

Kent Herring, CEO



*Austin Gay & Lesbian  
Senior Services*

Compassion is an action word with  
no boundaries.

**Prince**

(Prince Rogers Nelson)

American singer-songwriter, musician, record producer,  
dancer, actor, and filmmaker

1958 –2016