Attending to the employee experience

Navigating Coronavirus
Agenda

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2. Helping Employees Through COVID-19
3. Explore And Understand The Employee Experience
4. Listening, Learning, And Connecting Approaches
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   2. Pulse Survey
5. Translate Insights Into Actions That Can Support Employees
Attending to the employee experience during COVID-19

Over the past two months, the novel coronavirus (COVID-19) has spread rapidly around the globe, risking a significant and unprecedented disruption to the global economy and workforce.

Organizations are working to manage that disruption to their business as well as the health and safety of their employees. But presently, the vast majority of organizations are not gathering feedback from their people to understand their experiences.

71% Of companies are very concerned about the COVID-19 epidemic.

67% Of companies are expecting an economic impact due to disruptions in the normal course of business.

10% Have conducted an internal survey to understand employees’ conditions and to collect feedback.

Source: March 2020 survey, Mercer Talent All Access – Business Responses to COVID-19 Outbreak (linked in Resources)
How we think about Employee Experience

**THE EMPLOYEE EXPERIENCE** is the intersection of an employee’s expectations, their environment and the events that shape their journey within an organization.

**ENVIRONMENT**
The touchpoints, shaped by interactions within the organization.

**EVENTS**
A sequence of moments in an employee’s journey, both scripted and unscripted.

**EMPLOYEE**
My expectations, shaped by who I am and what I value.

**CULTURE, PEOPLE & LEADERS, WORK, PROGRAMS & PROCESSES, WORKPLACE/TECH**

**LIFE EVENTS, CAREER EVENTS, ORGANIZATION EVENTS**
What type of experience do people crave? Now, empathy is crucial

**ENRICHING**
“Help me have an impact and fulfill my purpose”

**EFFICIENT**
“Make it simple and easy to get my job done”

**EMBRACING**
“Make me feel like I belong and can bring my whole self to work”

**EMPATHETIC**
“Support me with caring for myself and what matters in my life”
Helping employees through COVID-19
Some initial steps to take

For leaders and managers in many organizations, this outbreak is raising questions and concerns. What’s the best way to help employees during a global health crisis? Based on research from various fields, including crisis management, workplace wellness, and organizational leadership, here are some steps to consider.

- **Talk about it.** Listening to your employees is one effective way to make them feel supported.
- **Educate employees about preventative measures.** By ensuring your employees understand what they can do to keep themselves and their colleagues healthy, you can create a work environment that is safer and less stressful.
- **Provide more flexibility.** If you have employees who can work remotely, now is a good time to make sure they have the freedom, flexibility, and technology they need to telework. The potential benefits of increasing telework are twofold. First and foremost, this may help keep your employees healthy if an outbreak hits your community. Second, flexibility may also increase employee engagement and performance. In our global normative data, we’ve found that employees with flexible work arrangements are significantly more motivated and committed than their office-bound peers.
Explore and Understand the Employee Experience
Next steps to learn from and about your people

To better understand how your employees are experiencing the COVID-19 topic and how you can take supportive action to help them navigate, we recommend exploring these key content areas with them:

- **Awareness** of the virus.
- **Concern** about impact to their community.
- Amount of **information** about the virus.
- **Understanding symptoms** of the virus.
- **Preventative measures** to avoid getting sick.
- Knowing what to do if they are feeling sick.
- **Organizational support** for employees.
- **Manager’s local support** of employees.
- **Teammates support** of one another.
Make Use of Listening, Learning, and Connecting Approaches
Give Employees a Voice on the COVID-19 Topic

Digital Focus Group

Digital or traditional focus groups provide an opportunity for organizations to **crowdsource insights** in an exploratory environment. Employees can share their voice freely, and react to sentiments shared by their colleagues.

Pulse Survey

A targeted survey allows organization’s to **assess employee experience, perceptions, and sentiments** – readily identifying areas or topics of concern and best practice, discrepancies across the organization, and helps to prioritize action items.
Example Project Scope – Digital Focus Group

**Design and Focus Groups Management**

- Focus group session for 500 randomly selected employees
- One (1) language – English
- Kick off meeting & Project Plan Development
- Schedule questionnaire design workshop
- Schedule focus groups
- Questionnaire design

**Design and Focus Groups Management (continued)**

- Communications plan
- Remesh compatibility testing
- Feedback / follow up on questionnaire design
- Questionnaire protocol and Focus Group set up online
- Delivery of Focus group session
- High level debrief

**Results**

- Real-time results using Artificial Intelligence (AI) and Natural Language Processing (NLP) via Remesh
- Focus group data analysis
- Report creation
- Results debrief

**Digital Focus Group Session (up to 500 randomly-picked participants; 30 min session) including a tailored focus group protocol and results analysis/conclusions by Mercer experts.**

€7,600
Example Project Scope – Pulse Survey

Design and Project Management Support

✔ Approximately 2,000-7,000 employees
✔ Two (2) survey languages – English and Spanish
✔ Invitation and reminders email to increase response rates
✔ Survey taking on computers/tablet/smart mobiles
✔ Validated questionnaire

Design and Project Management Support (continued)

✔ Our validated pulse with option for fully customizable questions (with benchmark where applicable)
✔ Up to 5 demographics
✔ Configurable reporting through our online platform

Results

✔ Real-time results tracking via the count site
✔ Results reports and summary for Your Organisation
✔ Real time results upon employees’ survey submission
✔ Results in web-based HTML, power point, excel within reporting tool

- All survey technology set-up including the coding of your hierarchy, demographics and people data
- Validated survey (option to customise for €4,500)
- English Language (option for additional for €1,150 each)
- Unlimited interactive reports via online tool
- One (1) Pulse survey administration to 2,000-7,000 employees with Mercer project management support
- Overall results summary, conclusions and recommendations

€20,000–€27,000
Translate insights into actions that can support employees

**COVID-19 Focus Group Results (Sample)**

Results indicate high concern, strong colleague and manager support but low understanding of the virus, preventative measures to take, and what to do if illness occurs.

**COVID-19 Action Priorities (Sample)**

- **Current Strength**
- **One Month Goal**
- **Immediate Priority**

- **Clarify Organizational Resources**
- **Continue to Support One Another**
- **Educate Teams on Symptoms and What to Do If Illness Happens**
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