2020 Advisory Conference

October 27–29
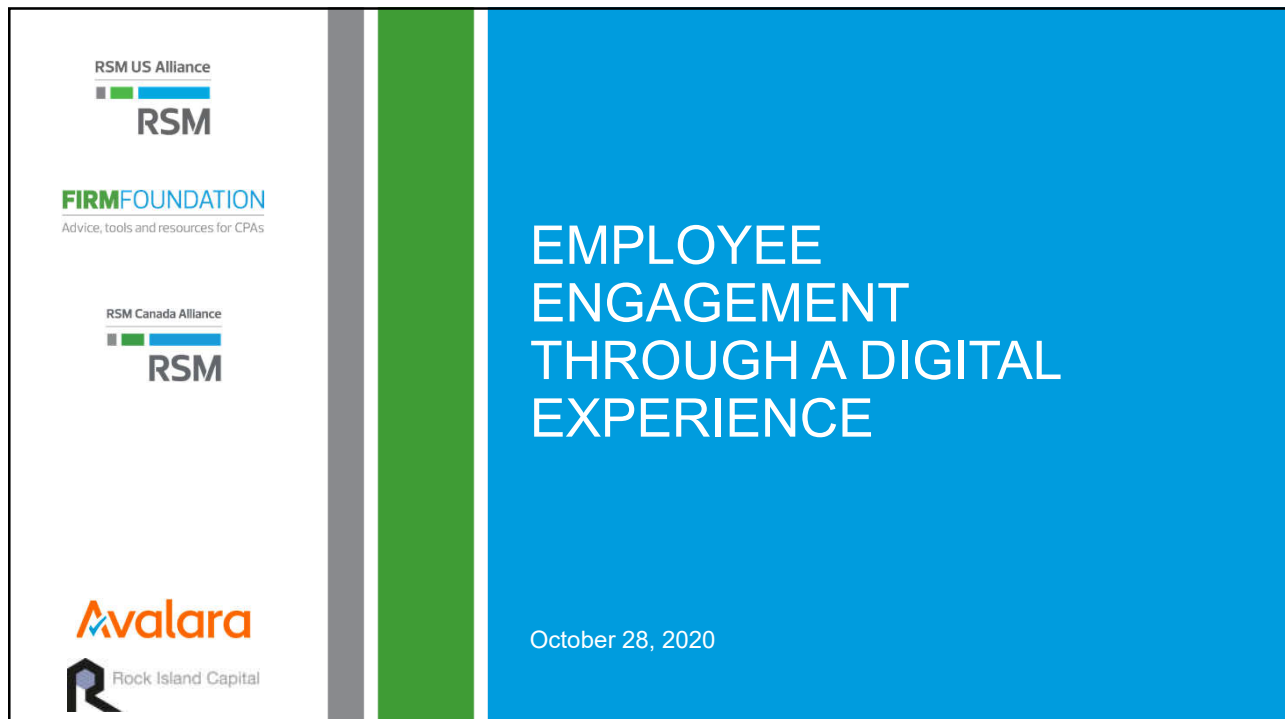
Converging knowledge and behaviors to deepen client relationships

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EMPLOYEE ENGAGEMENT THROUGH A DIGITAL EXPERIENCE

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Speaker list

Jen Busse
Human Capital Consulting
McLean, Virginia
+1 301 602 8941
Jennifer.Busse@rsmus.com

Marni Rozen
Human Capital Consulting
Stamford, Connecticut
+1 703 336 6493
Marni.Rozen@rsmus.com

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Agenda

Topic	Minutes
Employee Engagement Through a Digital Experience	60

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Objectives

By the end of this course, you will be able to:

• Understand strategies for effective employee engagement

• Speak with clients about opportunities to support their workforce

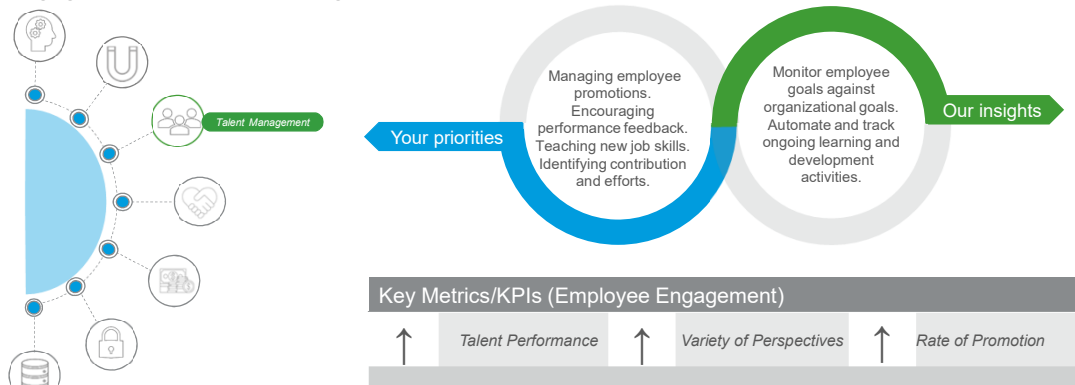• Identify KPIs and learn how to leverage leading practices for employee engagement

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Employee engagement: insights, opportunities, transformative value

An efficient Engagement Management process is necessary to engage and retain those who drive the success of your organization. Talent can encompass both high performers and those individuals with heavy influence on others around them. It is critical that your digital experience strategy keeps all employees engaged, motivated and feeling valued.
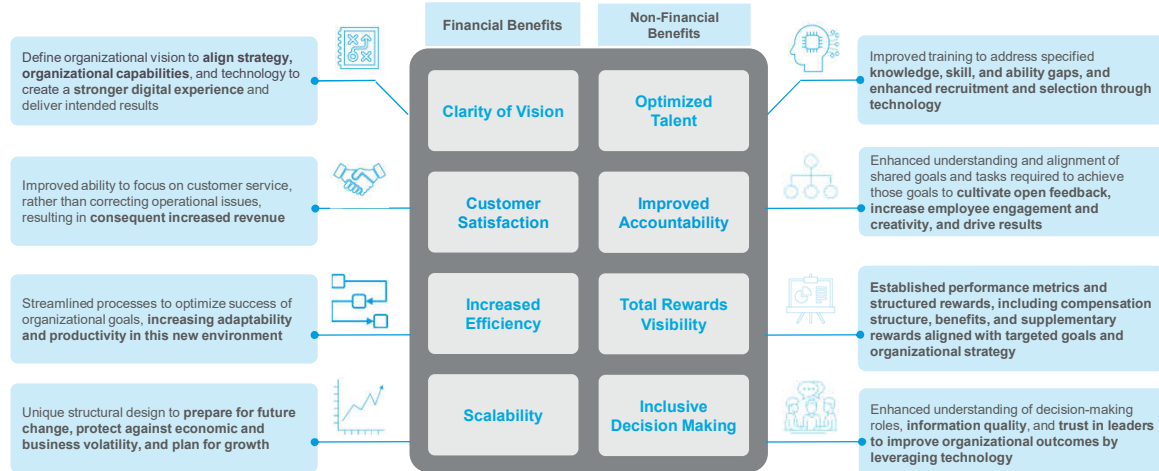

Talent Management

Your priorities

Managing employee promotions. Encouraging performance feedback. Teaching new job skills. Identifying contribution and efforts.

Monitor employee goals against organizational goals. Automate and track ongoing learning and development activities.

Our insights

Key Metrics/KPIs (Employee Engagement)

↑ Talent Performance   ↑ Variety of Perspectives   ↑ Rate of Promotion

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Human capital – value outcomes

Managing human capital requires investment and resources. It can help create long-term business value by revealing key dependencies and risks and can also help facilitate meaningful communication and engagement with a broader range of stakeholders while partnered with a digital experience.

Financial Benefits	Non-Financial Benefits
Clarity of Vision	Optimized Talent
Customer Satisfaction	Improved Accountability
Increased Efficiency	Total Rewards Visibility
Scalability	Inclusive Decision Making

Define organizational vision to **align strategy, organizational capabilities**, and technology to create a **stronger digital experience** and deliver intended results

Improved ability to focus on customer service, rather than correcting operational issues, resulting in **consequent increased revenue**

Streamlined processes to optimize success of organizational goals, **increasing adaptability and productivity in this new environment**

Unique structural design to **prepare for future change, protect against economic and business volatility, and plan for growth**

Improved training to address specified **knowledge, skill, and ability gaps, and enhanced recruitment and selection through technology**

Enhanced understanding and alignment of shared goals and tasks required to achieve those goals to **cultivate open feedback, increase employee engagement and creativity, and drive results**

Established performance metrics and structured rewards, including compensation structure, benefits, and supplementary rewards aligned with targeted goals and organizational strategy

Enhanced understanding of decision-making roles, **information quality**, and trust in leaders **to improve organizational outcomes by leveraging technology**

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Key benefits of a digital experience

Focusing on an **aggressive investment strategy** to develop a **simple and precise digital experience** will drive high employee **engagement, productivity and satisfaction**

Stats -

1.5x annual salary to replace employee

Disengaged employees cost an organization **34%** of annual salary

Video conferencing effectively increased employee engagements by **55%**

Key Triggers
1   **Internal development of your digital experience** includes transitioning employees from desktops to laptops, from in person to video conferencing tools and enabling a contact center for questions and concerns
2   **External investments** into digital optimization tools designed to enhance the remote employee experience and engagement
3   **Invest in engagement tools, performance management platforms and plans and gamification to stay connected**

Key Benefits

People	Process	Technology
Increased visibility and accessibility to data	Save time and reduce costs	Decisions driven by real-time data
Improved communication between stakeholders	Reduce manual, paper and in person processes to make WFH seamless	Improved transparency and auditability
Increased employee engagement, decreased turnover and burn out	Cut learning curve by creating simplified processes	Ability to work flexibly from anywhere

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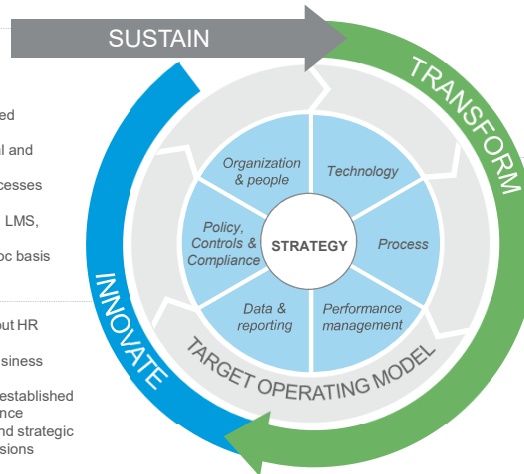## Becoming influential and driving value

The innovative CHRO maximizes the value of a Human Resource function through the **alignment of strategic objectives** with the planned design of the enterprise business model. The path to transforming and/or Innovating can be measured by evaluating the **maturity of the HR function** and **the business**. The effectiveness of each component is unique for each organization.

Sustainer
- Highly manual HR processes
- Inconsistent and poorly integrated applications
- Automated basic Human Capital and business needs
- Continuous assessment of processes and pain points
- Legacy technology (ATS, HRIS, LMS, etc.)
- HR initiatives executed on ad hoc basis

Innovator
- End-to-end integration throughout HR business architecture
- Full alignment of HR to other business functions
- Clear communication channels established to enhance stakeholder experience
- Timely delivery of operational and strategic information to make critical decisions

SUSTAIN

TRANSFORM

INNOVATE

TARGET OPERATING MODEL

Organization & people | Technology
Policy, Controls & Compliance | STRATEGY | Process
Data & reporting | Performance management

Transformer
- Automation of key Human Capital areas
- Integration of critical HR applications
- Alignment between HR and applications
- Planned, tracked, and managed employee performance
- Specified and documented procedures, standards, and requirements

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Employee empowerment leading practices

Trends in the workforce are arising from an employee engagement and empowerment perspective. Companies are taking precautions to prevent the spread of COVID-19 while still keeping their employees engaged and happy.

Segment Work and Home

Despite its pervasiveness, workplace spillover has negative health and organizational outcomes. Research has shown that creating mental boundaries between work and home allows employees to feel refreshed and engaged

Typical activities include:
- Discuss boundaries on how early or late employees are working
- Encourage mastery activities such as taking non-work related courses, learning or picking up desired hobbies
- Identify ways employees are not available due to personal responsibilities and commitments

Micro-Breaks

Short, voluntary breaks between tasks decrease fatigue and increase energy during work

Typical activities include:
- Suggest employees take a few minutes after completing a task or a meeting to:
  o Exercise
  o Make a cup of coffee/tea or food
  o Check-in on kids, family or friends
- Encourage truthful communication both virtually and verbally on your needs as an employee or expectations as a manager

Leverage Technology for Collaboration

Leaders should leverage tools and technology to provide clarity, optimize productivity and to encourage team members to stay engaged, set a routine and increase their sense of support

Typical activities include:
- Leverage project management tools
- Create task plans
- Schedule reoccurring work related and personal meetings via web conferencing applications (WebEx, Zoom, etc.)
- Participate in virtual exercise classes or other events offered
- Ensure security and safety

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Technology

As employees transition from face to face, collaborative interactions to a new remote way of working, organizations have a heightened responsibility to leverage technology to enable their people. It is critical that employers find creative ways to stay connected to their people and their clients, as well as use technology to capture necessary employee data.

Collaboration

Leverage technology to establish virtual collaboration
- Ensure employees have the **appropriate applications** such as **Slack, Zoom, Teams,** etc., and training to **engage digitally** within your organization and with clients
- Utilize **project management tools** to create project plans and task lists that provide clarity, optimize productivity and encourage team members to stay on task
- Allocate time and resources to **understanding the scope of functionality** for your tools, tailoring the needs of the technology to the employee
- Encourage frequently **scheduled one-on-one time** to meet with their teams and co-workers
- Digital engagement allows for employees to participate in virtual team **exercise or yoga class** (regular exercise, meditation, etc.) which allows them to feel connected, set routines, and increase their sense of supervisor support

Data

Utilize technology to collect and monitor employee data
- Work cross-functionally across the organization to retrieve, prioritize, and communicate out on **critical employee data**
- Ensure HR has easy and quick access to emergency contact information critical to the **accessibility and safety of employees**
- Provide remote employees with **enablement data** – the information that employees need in order to do their jobs and stay informed while working from home
- Provide **confidence, clarity, and mechanisms** for delivering employee data

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Communication

In working through the uncertainty of current circumstances, it is critical that organizations, now more than ever, are providing clear, frequent, and truthful communication to their employees, while presenting themselves as if they were in the office or at the client

Organizational Leadership

Maintain and develop strong communication with managers
- **Over-communicate** and hold touchpoints throughout the day to continuously update each other on the status of tasks and timelines
- Show up with the same business acumen and vocabulary that you would in the office or at a client
- Understand the importance of outlining the purpose of meetings and keeping those on video/phone engaged
- Consolidate relevant **clinical guidelines**, education and HR information into a **"one stop shop"** on the company intranet
- Regularly share updates with staff and be clear on **expectations and boundaries**
- Reiterate employees' value to the organization and allow them to make decisions

Channels

Monitor communication channels
- Consider leveraging technology to **send real-time announcements**
- Encourage employees to **set boundaries** around the frequency checking emails (3-5 times a day, morning, mid afternoon)
- Leverage HR as a function to facilitate **ongoing employee engagement** and provide resources for employees who are struggling

Prioritization

Prioritize and plan
- Encourage employees to prioritize **what tasks are important**, what's urgent, and what can wait
- Document **day-to-day priorities** within teams to strengthen virtual relationships and drive accountability
- Communicate the **importance of planning** when employees can take time off, sick time, appointments, etc.
- Stay on top of **ever-changing policies and guidelines** related to COVID-19 and develop communication that is digestible to employees

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Creating your workspace

Creating boundaries can create mental benefits when managing working from home, but crafting a designated workspace, enhanced with digital empowerment, is just as important to negate distractions and drive productivity throughout your day.

Environment

Create your workspace
- When you go to work you should be able to **"leave your living space" and "go to work"**
- Designate a **specified workspace** in your home that includes:
  - your desk and a comfortable chair
  - laptop/desktop computer and extra monitors
  - headset/earphones, keyboard and mouse
  - bright lighting or natural light
  - whiteboard/cork board/note pads
  - any other tools or technology you may need to stay productive and engaged
- Ensure that you have all the appropriate technologies and tools downloaded on your computer to conduct daily tasks, meetings and be successful in your new environment

Productivity

Staying productive
- Combining work space and your home can lead to distractions, **separate tasks** that you would not normally do during work hours and wait to complete them
- Stay **organized mentally and emotionally** by keeping your space **de-cluttered of distractions and clean**

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