



Hybrid Work Forum

April 11 & 12, 2024





Welcome



Monica Erickson, CalHR Deputy Director

CliftonStrengths

Achiever | Arranger | Belief | Responsibility | Restorative





Nicole Griffith, Chief, Benefits

CliftonStrengths

Strategic | Self-Assurance | Individualization | Futuristic | Significance

PAIR & SHARE

TELL US ABOUT ONE OF YOUR
BEST DAYS AT WORK

Engagement Segments Within U.S. Workplaces - 2023

Employees can be segmented into three fundamental psychological conditions of engagement that are behaviorally predictive.

16%

ACTIVELY DISENGAGED

*Actively disengaged employees aren't just unhappy at work — they are **resentful** that their needs aren't being met and are **acting out their unhappiness**. Every day, these workers potentially undermine what their engaged coworkers accomplish.*

51%

NOT ENGAGED

*Not engaged employees are **psychologically unattached** to their work and company. Because their engagement needs are not being fully met, they're putting time — but not energy or passion — into their work.*

33%

ENGAGED

*Engaged employees are **highly involved in and enthusiastic** about their work and workplace. They are psychological “owners,” drive performance and innovation, and move the organization forward.*

4%

BEST-PRACTICE ORGANIZATIONS

24%

72%

WHY ENGAGEMENT?

An engagement-focused strategy **builds a culture of high development** and **produces sustainable high performance**, even amid disruption.

Statewide Engagement Program



Employee Assistance Program

- Manager Support Services
- Counseling Services
- BetterHelp Virtual Therapy
- Wellbeing Coaching
- Work-life Services
- Financial Wellbeing Services
- Discount Center
- Legal Services
- Identify Theft Resolution Services
- Community Resources

You can't pour from
an empty cup.

Take care of
yourself.



FROM GALLUP
Based on Over 100 Million Global Interviews

WELLBEING
at **WORK**

How to Build Resilient
and Thriving Teams

Jim Clifton | Jim Harter



CliftonStrengths

Command | Activator | Maximizer | Communication | Achiever



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Gallup Workplace Insights

Creating a Highly Engaged Workforce at the State of California

Justin Wiley | Associate Principal

April 11th and 12th, 2024



Gallup is the World's Leading Thought Partner in Workplace Transformation

Unique Global Reach

160

countries represented in Gallup's global database

145

languages used in Gallup surveys

99%

of the world's population represented in Gallup data

24

global city centers

Unparalleled Understanding Of Workplaces

80+

years of data collection and workplace advisory experience

Over 6,000

client organizations

27 million

employee interviews

1.5 billion+

survey responses

Client Impact

27

books in over 15 languages with over 15 million copies sold

800

CHROs in our global roundtable

31 million

CliftonStrengths assessments in 28 languages

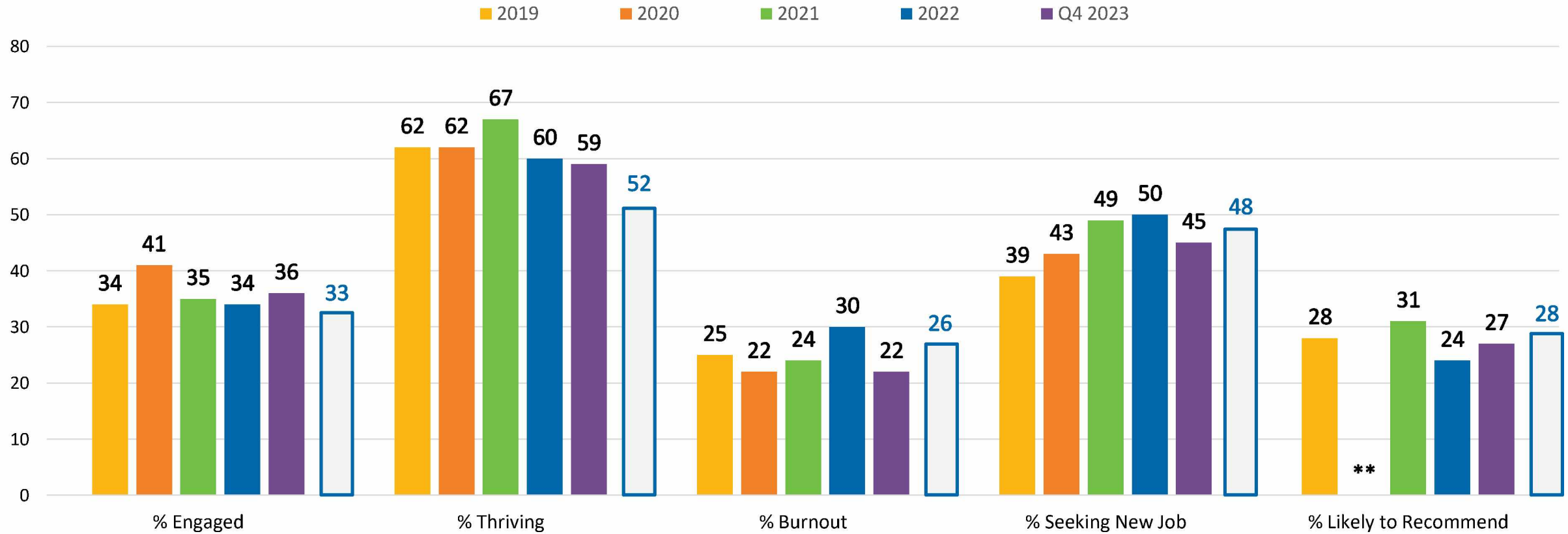
14 million

visitors annually to Gallup.com

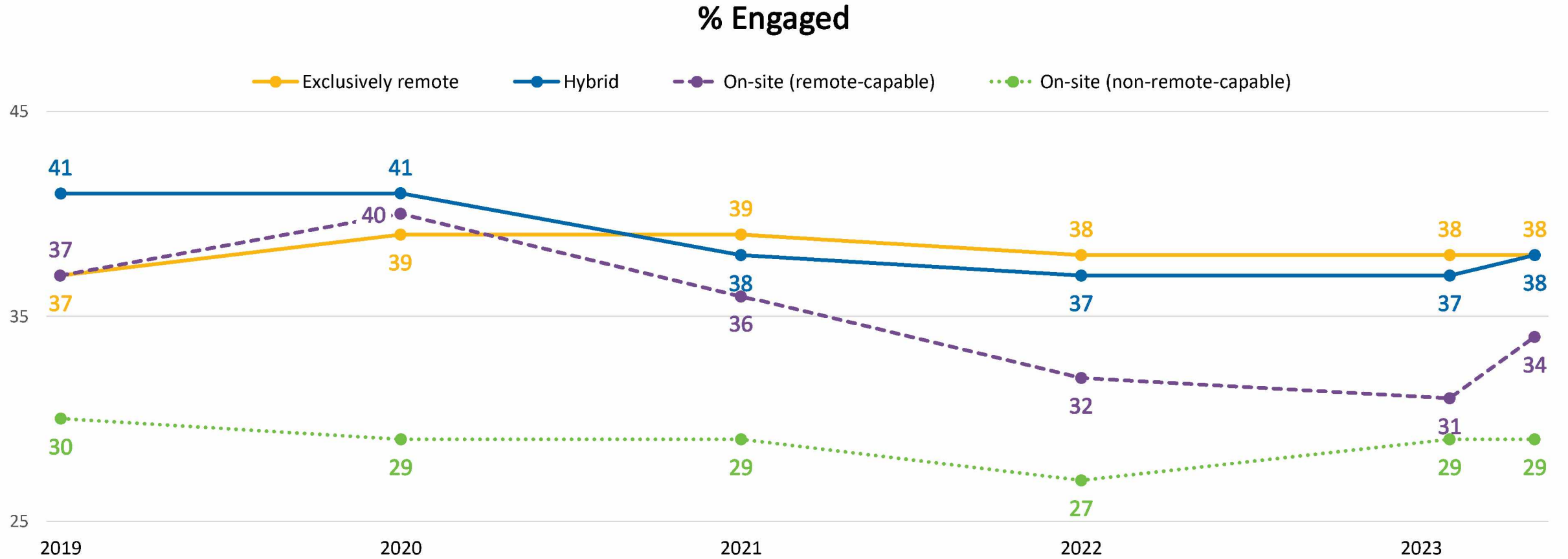


Government Agencies are Experiencing Positive Momentum

Key Insights for Government and Public Policy Industry in Recent Years

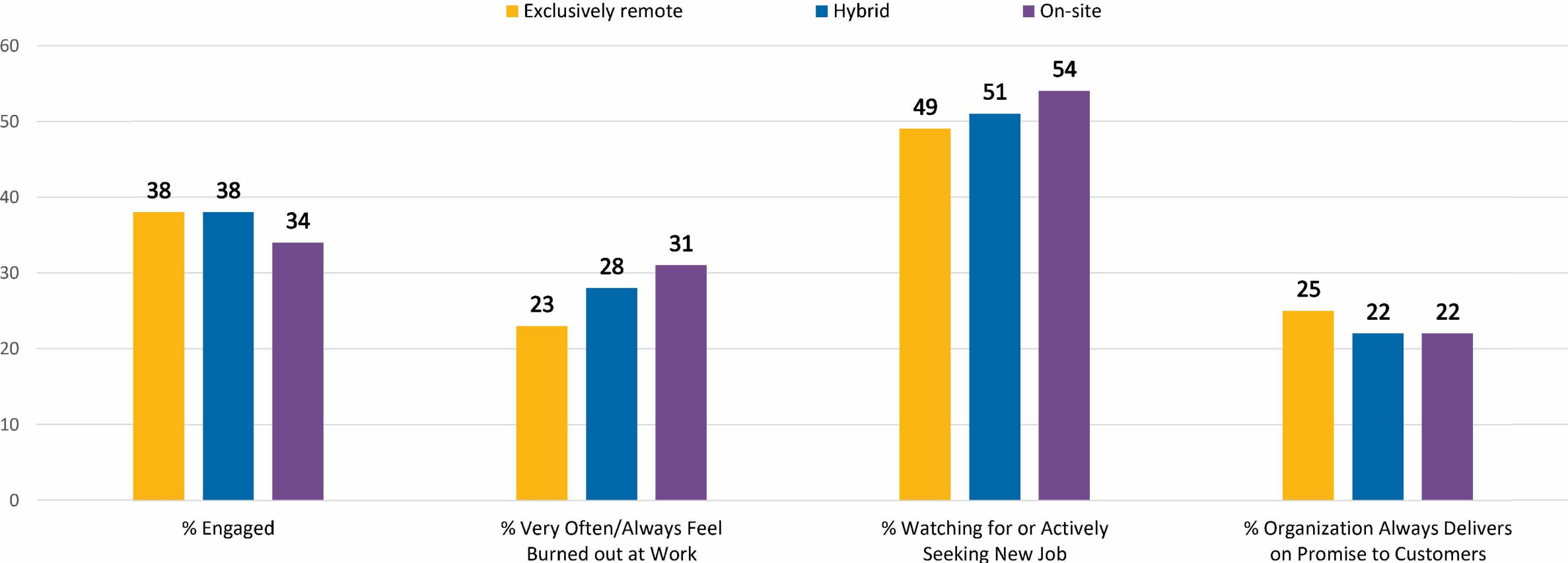


Remote and Hybrid Employees Remain Most Engaged Post Pandemic

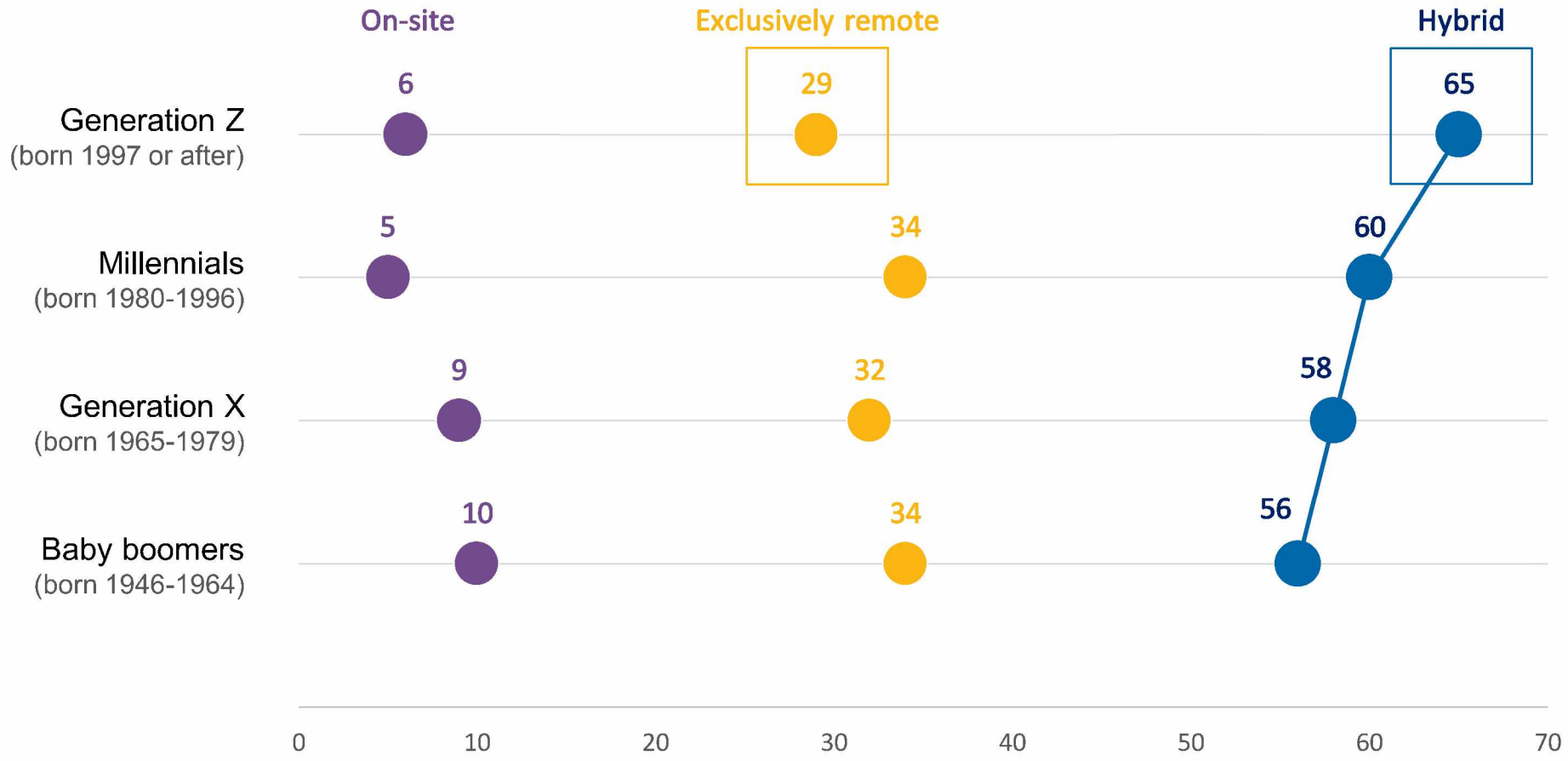


Exclusively Remote Employees Feeling Less Burned Out at Work

Key Outcomes for Remote-Capable Employees, by Work Location



Remote-Capable Employees Prefer Hybrid over Exclusively Remote



Gen Z is *most* likely of all generations to **prefer a hybrid** work environment.

Gen Z is *least* likely of all generations to **prefer a fully remote** work environment.

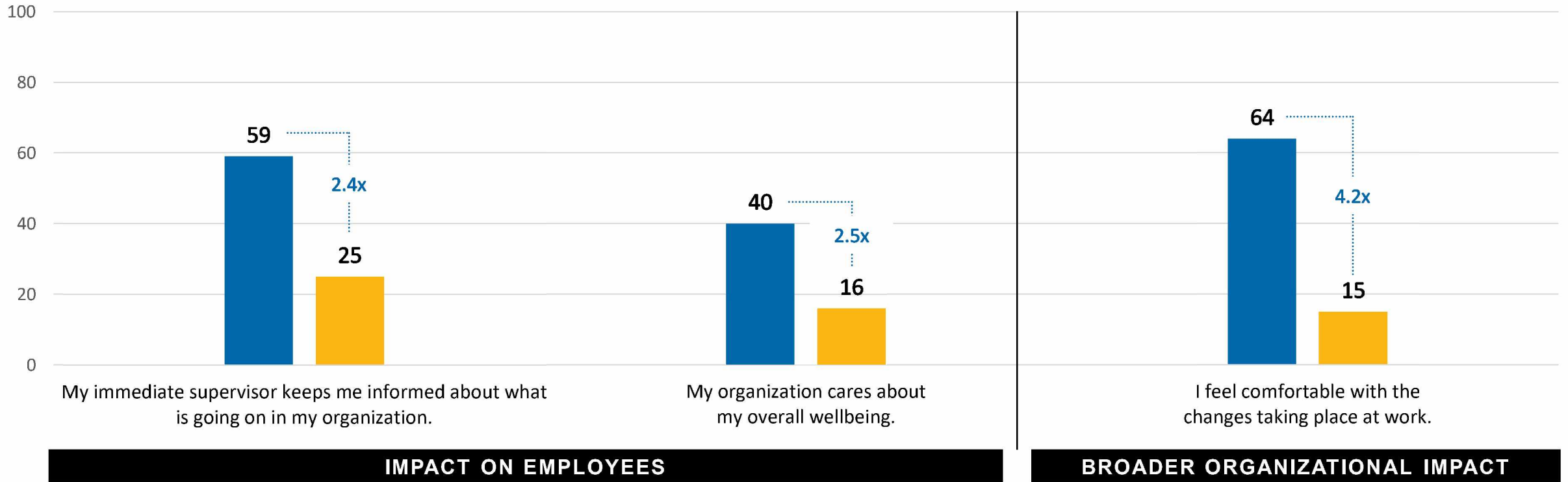


Leadership Clarity and Alignment Around RTO Plans are Key to Successful Transitions

Impact of Having a Clear Long-Term Plan for Flexible Workers

% Strongly agree with each item

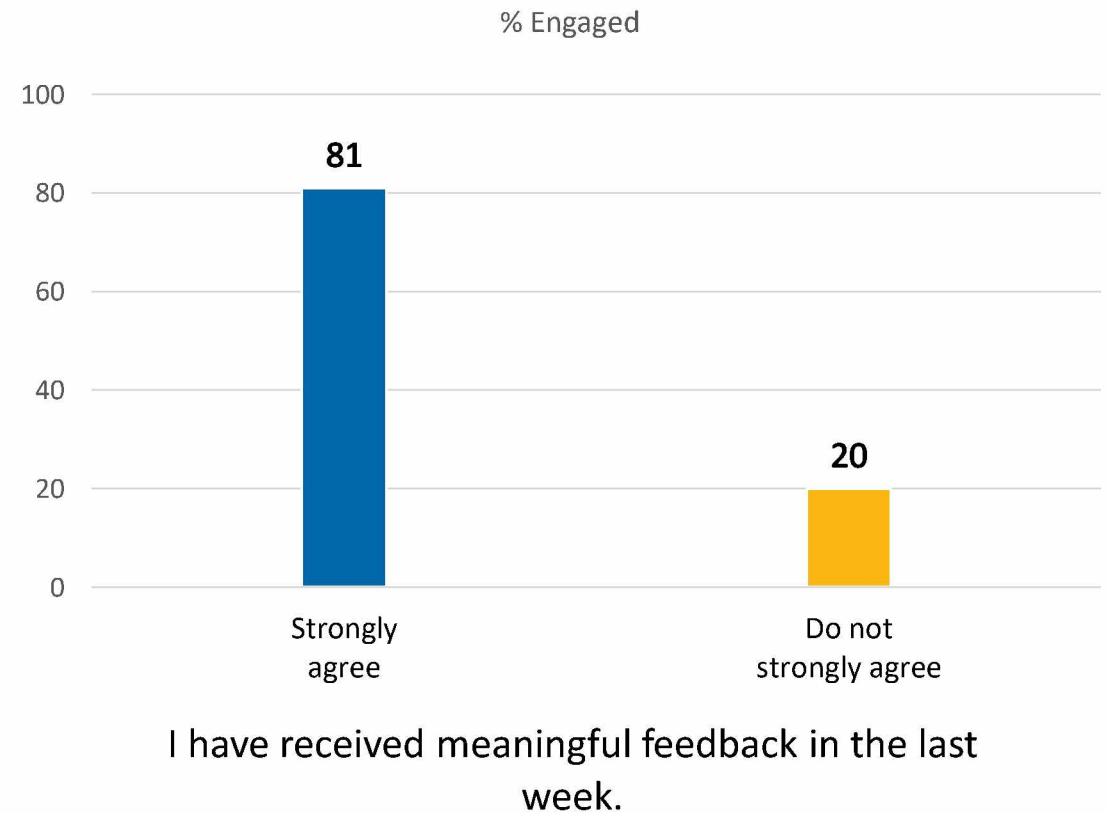
- Employees who strongly agree employer communicated a clear plan
- Employees who do not strongly agree employer communicated a clear plan



What Makes a Bigger Impact on Engagement Than Work Environment?

70% of the variance in team engagement is determined solely by the **manager**.

Employees are **4x as likely** to be engaged when they receive weekly, meaningful feedback.



A Manager's Most Important Habit

1. Recognition or appreciation for recent work.

- Only one in five employees strongly agree they get the right amount of recognition for the work they do. Those who do are four times more likely to be engaged.

2. Collaboration and relationships.

- Gallup has found the correlation between coworker relationships and intentions to stay and likelihood to recommend the company were even stronger in 2022 than before the pandemic.

3. Current goals and priorities at work.

- Clarity of work expectations has been slipping, especially for younger workers. More remote work means weekly check-ins are essential as customer and business needs change.

4. The length of the conversation.

- Between 5 and 30 minutes is enough time for a meaningful conversation -- but only if feedback happens weekly. If feedback is given less frequently, longer conversations are necessary.

5. Employee strengths or the things they do well.

- Managers can have much more meaningful discussion about how work gets done if conversations are based on what each person does best. The one conversation topic that employees perceived as less meaningful was their weaknesses or things or things they don't do well.

The 12 Items that Matter for Engagement – Gallup’s Q¹²

Gallup identified the key drivers of engagement from more than 30 years of accumulated quantitative and qualitative research. These indicators have a direct correlation to business outcomes.



Why Should Employee Engagement Be a Priority in California?

Fewer Negative Outcomes

▼
81%

in absenteeism

▼
18%

in turnover
(for high-turnover organizations*)

▼
43%

in turnover
(for low-turnover organizations*)

▼
28%

in shrinkage
(theft)

▼
64%

in safety incidents
(accidents)

▼
58%

in patient safety incidents
(mortality and falls)

▼
41%

in quality
(defects)

More Positive Outcomes

▲
10%

in customer loyalty/engagement

▲
18%

in productivity
(sales)

▲
14%

in productivity
(production records and evaluations)

Greater Organizational Success

▲
23%

in profitability

▲
66%

in wellbeing
(net thriving employees)

▲
13%

in organizational citizenship
(participation)

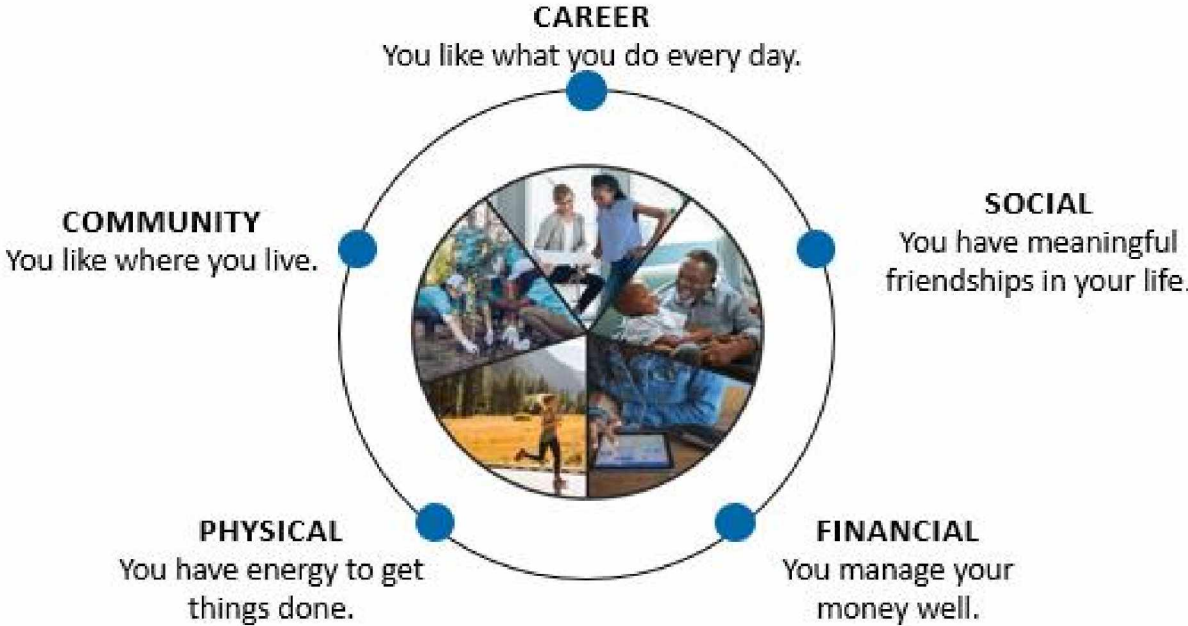


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CalHR Return to Office



Communication Approach

Step One



Community Wide Announcement

Sent in October 2023 for January 2024
RTO



Step Two

Feedback Mechanism

Created an RTO General Mailbox

Step Three



Intranet Page

Contained general resources, helpful
information and weekly RTO updates



Step Four

Department-wide Schedule

Assisted with determining how and when
collaboration would occur

Gallup SUMMIT **at Work 2024**

JUNE 3-5 | OMAHA, NEBRASKA

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gallupatwork.com

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\$995 \$1295	\$295
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USE CODE STATEOFCA	
for 15% off in-person and virtual tickets.	

QUESTIONS?

NETWORKING PAIR & SHARE

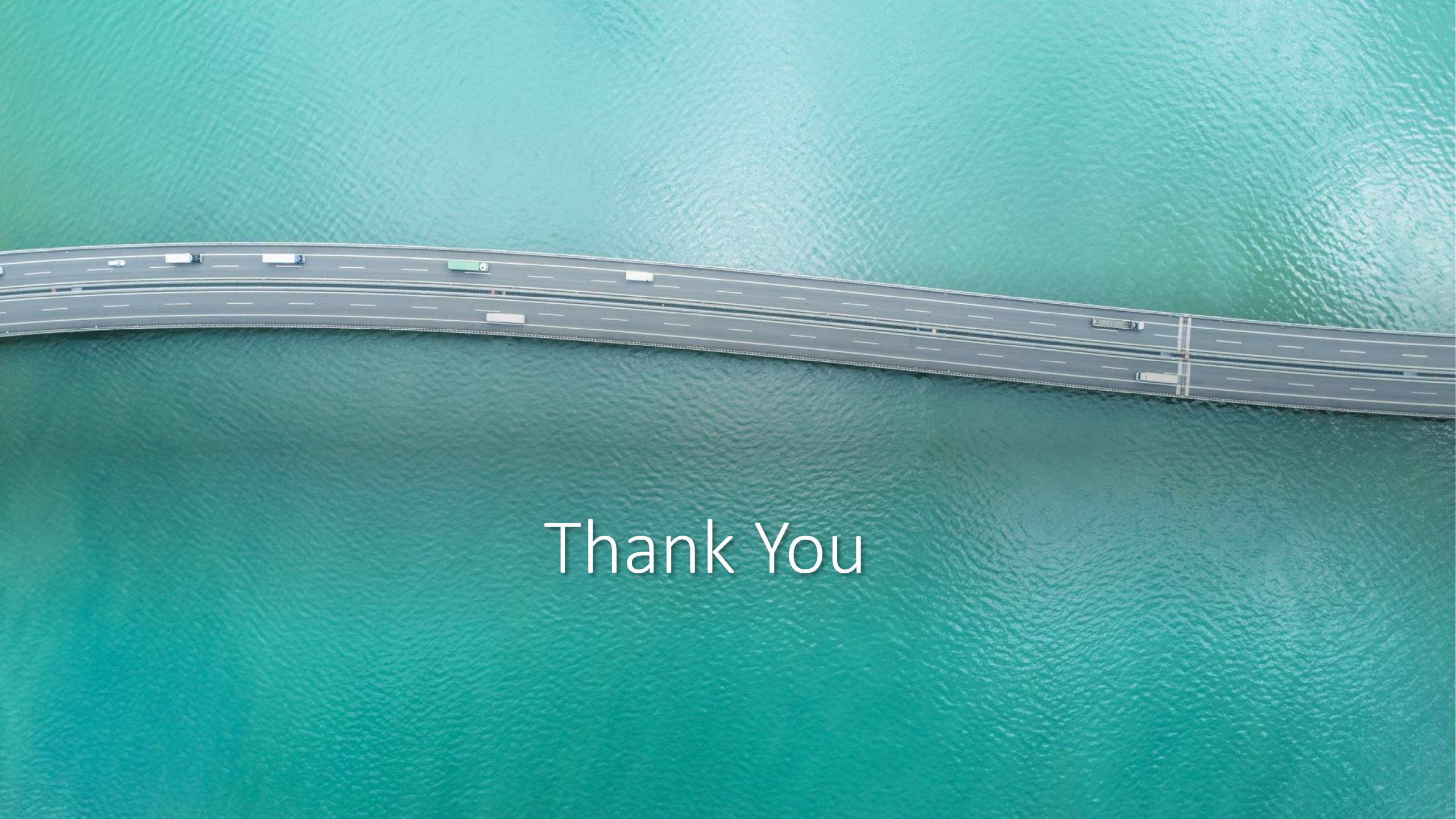
TELL US ABOUT ONE OF YOUR
BEST DAYS AT WORK

Panel Discussion



CALIFORNIA DEPARTMENT OF
WATER RESOURCES

QUESTIONS?



Thank You