

Human Resources Leadership Guide

Talent Management

From
Information to
Understanding
and Action

Creating CareWise™ Engagement

How To Get Employee-Caregiver Engagement Right

For Employers, Employee “Engagement” Is About Productivity, Key Employee Retention And Competitive Advantage. Employee-Caregivers Have A Different Perspective. They View Their Workplace Engagement As The Outcome Of Employer-Led Initiatives That Provide Them With An Informed, Understanding And Supportive Workplace. This Carewise™ Workplace Substantially Eases The Challenges Of Their Dual Roles Of Employee And Caregiver. CareWise™ Provides You With The Tools To Build Your Own Road Trip To Implement The Key Processes Available To You As You Act To Evolve The Carewise™ Workplace To Support Employee-Caregivers And Build Commitment, Productivity And Retention. Win-Win

WHAT IS EMPLOYEE ENGAGEMENT?

Employee “Engagement” has been a management buzz word for years. It is seen by some employers as the replacement term for “motivation” that is so *five-minutes ago* in current organization thinking.

Employers and employees agree that employee engagement is crucial for business success... but we challenges you to find a consensus of opinion on what *employee engagement actually is!* Let alone how to achieve it!

The question you face is “What is it that employers and employees need to feel, believe, know and do

So let’s be up-front and propose that employee “engagement” can be generally considered to be a *positive psychological condition* felt and acted on by employees. Let’s say that these feelings include a sense of: *commitment, belonging, being valued, encouraged, supported and respected.*

We also suggests that employees demonstrate *engagement* through workplace behaviors such as: *positive team and individual interactions, meeting deadlines, meeting work output and quality expectations, effective communication including problem solving, decision making and customer/client interaction, and building customer and other relevant networks and relationships.*

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The LifeWorkx Roadmap For Creating Employee-Caregiver Engagement

Here is the process that LifeWorkx suggests employers use to generate Employee-Caregiver engagement. Adapt it as needed for your journey!



6. IMPLEMENT PROCESSES TO MEASURE KEY ENGAGEMENT METRICS

Build processes to measure, report and act on engagement outcomes

"QUICK WINS"

A shortcut journey to building Employee-Caregiver engagement

5. INTRODUCE CAREWISETM TECHNOLOGIES

Identify and implement key technologies for Employee-Caregiver engagement

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WHAT DOES THE RESEARCH SAY?

Most apparently credible research that we are aware of fails to define employee engagement and instead often prefers to use *employee ratings of their level of engagement* as the starting point. This is doubtful stuff for business decision making- but it's the best we have for now.

For example:

- "Self-rated *"highly engaged"* employees tend to produce higher levels of customer satisfaction"

And:

- 71% of respondents rank *"employee engagement"* as a top priority

(Case Study: Harvard Business Review: The Impact of Employee Engagement on Performance).

Another example... "In a Gallup survey, for instance, organizations whose employees reported high engagement had 25% to 65% less attrition than their peers (depending on whether they were traditionally low- or high-turnover organizations).

They also received higher marks in productivity and customer satisfaction". From: The Two Sides of Employee Engagement", Harvard Business Review, 2015 Sean Graber).

This is not much help for us as we try to determine how to identify an engaged employee... and more importantly - what factors lead to high levels of employee engagement

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They are sure to let you know that... *"For caring companies, the care advantage goes well beyond improving employee engagement. It has the potential to be an important source of competitive advantage"*
From: *Harvard Case Study: The Impact of Employee Engagement on Performance, Harvard Business Review*

THE CAREWISE™ DEFINITION OF EMPLOYEE-CAREGIVER ENGAGEMENT

We believe that engaged Employee-Caregivers are psychologically receptive and

- *Are better able to capably manage their family Caregiver responsibilities to the extent that they achieve a level of employment satisfaction and a workable balance (acceptable to them) between their "dual roles" of employee and family Caregiver. This enables them to remain as successful, valued and contributing employees. Engaged Employee-Caregivers accept responsibility for their workplace engagement and are confident working closely with their employer and colleagues to build and maintain the level of engagement that works for them, their employer and colleagues.*

(We ask you to understand that

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What About *Employee* -Caregiver Engagement?

CareWise Solutions is confident that, if you adapt our engagement roadmap, you will find your Employee-Caregivers (at least 24% of your current workforce) report many positives such as:

- They are more committed, productive, team-centric, customer-focused, and profit-or outcomes generating... and feel valued and accepted as they juggle workplace and home responsibilities
- They feel secure in their jobs – so they are less likely to be job hunting for more CareWise™ employment opportunities... and employers don't risk losing key experience, customer relationships, business connections, operational expertise and experience... most of these are very difficult and expensive to replace
- Their engagement leads to more consistent performance, achievement of expected levels of accomplishment and high levels of employee retention

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WHAT CAN EMPLOYERS DO TO SET THE SCENE FOR EMPLOYEE-CAREGIVER ENGAGEMENT?

As we have seen, employers have a key role to play in setting the cultural, policy, operational and supportive workplace conditions that lead to Employee-Caregiver engagement.

To get you thinking - and acting - CareWise Solutions presents this *“Engaged Employee-Caregiver”* checklist. We suggest you read this in conjunction with the engagement roadmap that comes later.

CREATING ENGAGEMENT: EMPLOYEE-CAREGIVER ENABLING FACTORS	WORKS FOR US?
IN OUR ORGANIZATION WE WILL SUPPORT THE DEVELOPMENT OF EMPLOYEE-CAREGIVER ENGAGEMENT BY...	
<ul style="list-style-type: none">Starting with the Employee-Caregiver facts - which lead to understanding of the challenges - for our organization and the Employee-Caregivers	Yes/No

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CREATING ENGAGEMENT: EMPLOYEE-CAREGIVER ENABLING FACTORS	WORKS FOR US?
<ul style="list-style-type: none"> ■ Involving Employee-Caregivers and their workplace colleagues and teams to negotiate the ways that the team can meet its commitments and influence CareWise™ company policies, practices and outcomes 	Yes/No
<ul style="list-style-type: none"> ■ Assessing and reporting the Employee-Caregiver engagement impact of our polices and processes using typical metrics such as: ■ Employment satisfaction ratings ■ Productivity measures (e.g. achieving work goals on time and to the quality standards and outcomes expected) ■ Customer satisfaction (repeat business, customer survey results, customer feedback) - and other specified organization-specific metrics 	Yes/No
<ul style="list-style-type: none"> ■ Integrating our engagement processes to develop an "employer-of-choice" brand - because our pro Employee-Caregiver approach 	Yes/No

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We suggests that the essential starting point is for you to get the facts about your Employee-Caregivers and use these to gain understanding and recognition of the ir... and the opportunities being CareWise™ brings to your organization.

The facts lead to improved understanding - and in turn to targeted action.

A ROADMAP TO ENGAGED AN PRODUCTIVE EMPLOYEE-CAREGIVERS?

1. Get The Employee-Caregiver Facts For Engagement

- We suggests that the essential starting point is for you to get the facts about your Employee-Caregivers and use these to gain understanding and recognition of the opportunities being CareWise™ brings to your organization.
- The facts lead to improved understanding - and in turn to targeted action.

How much process

How much action

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ROADMAP PROCESS	ENABLING ACTION
<ul style="list-style-type: none"> Make Employee-Caregivers part of the solution - not part of the problem 	<ul style="list-style-type: none"> Communicate – Build-in two-way communication using multiple processes e.g. full staff meetings, social media, emails, one-one discussions to stay current with the challenges and to explore the solutions Empower (<i>demonstrate trust and responsibility</i>) and enable (<i>develop capabilities through ongoing training, coaching and support</i>) your Employee-Caregivers as valued contributors to organization outcomes
<ul style="list-style-type: none"> Managers lead the way by demonstrating support for Employee-Caregivers, as well as all employees 	<ul style="list-style-type: none"> Take the lead -coach and support managers to build on your information about Employee-Caregivers to demonstrate understanding and take the action found in this roadmap.

2. Evolve Your Organization’s Carewise™ Culture

- The chances are you haven’t thought very often about your organization’s culture – and not at all about a CareWise™ engagement culture!

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Beware! This is actually much more challenging process than you may realize. It can take you into territory that is “claimed” by individuals and groups – such as strongly held employee beliefs, values and attitudes that may surprise, challenge and maybe worry you.

It helps to have an understanding of change management and the challenges of getting it right.

Discuss the process for evolving the CareWise™ culture with an experienced consultant before you take your first step into the unknown here.

Perhaps contact CareWise Solutions Consultant Network for more advice

CONSIDERATIONS	PROCESS
<ul style="list-style-type: none">■ Prepare to evolve your organization's CareWise™ engagement culture	Use: <ul style="list-style-type: none">■ <i>Evolving a CareWise™ Culture</i> And also <ul style="list-style-type: none">■ <i>Managing Change Towards a CareWise™ Organization</i>

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CONSIDERATIONS	PROCESS
<ul style="list-style-type: none">■ Make the CareWise™ cultural evolution an ongoing process	<ul style="list-style-type: none">■ This is not a one-shot process■ Culture change - like organization change - never finishes... See it as a work-in-progress■ Aim for a single “Around here” agreed statement as the first outcome■ This will look like “Around here... being a CareWise™ organization means that...”■ This will be a big enough challenge as you build your cultural framework
<ul style="list-style-type: none">■ Tread carefully- It’s a change process	<ul style="list-style-type: none">■ Organization change can generate heat as well as light!■ Before you start... Be sure to read our Action Sheet: Managing Change Towards a CareWise™ Organization

3. Look Closely At Your Policies

- Now that you are making progress on defining your CareWise™ culture you can begin to look at your existing policies and procedures.

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CONSIDERATIONS	PROCESS
<ul style="list-style-type: none"> Choose a policy as a starting point that works for your organization and your Employee-Caregivers 	<ul style="list-style-type: none"> Maybe consider your: <ul style="list-style-type: none"> <i>Leave</i> policies as the starting point and... <i>Remote working</i> policy and - Working anywhere, anytime options for Employee-Caregivers <i>Flexi-time</i> policies are also important as Caregivers often face unpredictable demands on their time that can be covered by this policy.
<ul style="list-style-type: none"> Consider the CareWise Solutions "<i>Boundary rules</i>" approach to policy development 	<ul style="list-style-type: none"> Your boundary rules policy provides CareWise™ engagement options not usually available in a traditional leave policy

4. Implement Targeted Benefits

- Targeted CareWise™ benefits substantially help Employee-Caregivers address their inability to meet work responsibilities due to increased caregiving responsibilities. They provide win-win engagement outcomes for the organization and Employee-Caregivers.

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CONSIDERATIONS	PROCESS
<p>Prepare to identify and implement targeted CareWise™ benefits</p>	<p><i>Use:</i></p> <ul style="list-style-type: none"> ■ <i>Beyond ROI: Linking Employee-Caregiver Benefits to Employee Outcomes</i> <p><i>And also:</i></p> <ul style="list-style-type: none"> ■ <i>Addressing CareWise™ Organization Policies</i> ■ <i>Surveying Your Staff Action Sheet: Managing Change Towards a CareWise™ Organization</i> ■ <i>What are the Big Challenges for a CareWise™ Organization?</i>
<ul style="list-style-type: none"> ■ Identify and implement targeted benefits that Employee-Caregivers value and use for maximum engagement and “bang for your buck” outcomes 	<ul style="list-style-type: none"> ■ Use the survey and discussion processes to identify the benefits that are most important to your Employee-Caregivers
<ul style="list-style-type: none"> ★ While benefits are small 	<ul style="list-style-type: none"> ★ For example, if you spend \$2000 on 1 benefit for one

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5. Implement Carewise™ Technologies

- Technological innovation provides various opportunities for CareWise™ implementation with direct impacts on employee engagement. These include your organization's implementation of:
 - Enterprise level technological such as:
 - CareWise Companion App simplify work, life and care and saving windshield time.
 - Virtual work and team flexibility technologies to cover staffing due to caregiver absences
 - Mobile enterprise technology for business-critical applications and software
 - Business intelligence and data analysis for a modern workforce
 - Employee Caregiver Technologies such as
 - Working anywhere, anytime technologies for Employee-Caregivers
 - Communications Technology for free, open, and easy communication between team managers and departments.
 - CareWise™ *Way We Work* Learning Resources to provide a knowledge base with a link to the information your Employee-Caregivers and other employees need

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CONSIDERATIONS	PROCESS
<ul style="list-style-type: none"> ■ Prepare to identify and implement targeted CareWise™ technology 	<p><i>Use:</i></p> <ul style="list-style-type: none"> ■ <i>Technology for a CareWise™ Organization</i> <p><i>And also:</i></p> <ul style="list-style-type: none"> ■ <i>Addressing CareWise™ Organization Policies</i> ■ <i>Surveying Your Staff Action Sheet: Managing Change Towards a CareWise™ Organization</i> ■ <i>What are the Big Challenges for a CareWise™ Organization?</i>
<ul style="list-style-type: none"> ■ Your IT department or consultants can lead the way here to help Identify and implement targeted technologies that Employee-Caregivers value and use for maximum engagement and "bang for your buck" outcomes 	<ul style="list-style-type: none"> ■ Involve your employees and Employee-Caregivers in the decision-making processes ■ Proceed carefully as multiple options exist and not all will be suitable ■ Test options before purchase

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6. Measure Outcomes And Act On The Results – For Ongoing Business Improvement

- Start by defining engagement... then you have a consistent basis for measuring it– and for following its outcomes in your workplace over time
- Beware of using employee ratings of satisfaction as an indication of their level of engagement. You will miss the more important workplace behavior indicators!
- To provide worthwhile management (and employee) guidance, the metrics you choose must look at the interaction between employee (and specifically at Employee-Caregivers') perceptions and behaviors - and their impacts on company performance
- It is happening as a Harvard Business Review Analytic Services report (2016), shows!
- A number of companies report they are achieving competitive advantage through establishing metrics and practices to effectively quantify and improve the impact of their engagement initiatives on overall business performance.

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QUICK WINS FOR EMPLOYERS

Want a quick start? Looking for quick wins?

CareWise Solutions understands that each organization has its own preferences for implementing this process - and its own starting point for its unique journey.

So we present these ideas to guide you for a quick start...

- 1. *Be sure to understand your employees - especially your Employee-Caregivers*** - and what they regard as the basic requirements needed from the organization to generate a sense of “engagement”. As a minimum involve your employees in developing and implementing structured interviews – to be administered to a sample of Employee-Caregivers. Prepare these carefully and be sure to report the outcomes in ways that allow for employee interaction, discussion and idea and action generation. Keep the process happening.
- 2. *Identify and implement one or two key benefits*** that are identified by Employee-Caregivers as being critical to their engagement. Get this right and CareWise Solutions predicts you will see measurable impacts on Employee-Caregiver retention, job satisfaction and measures of productivity..It's magic!
- 3. For more magic.. Follow up with the *restructure of one or two key policies***

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