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# ACTION

HR SERVICES

## The Evolution of the Workplace – Challenges and Solutions Associated with Future Proofing Your Practice

Presented by Dominika O'Sullivan

# EMPLOYMENT STATISTICS

Employment is forecast to grow by a cumulative 6.9 % between 2022 and 2024, generating 167,000 new jobs

Employers in Dublin report a hiring outlook of +29 per cent, up 22 percentage points year on year. Outside the capital, Connacht (+32 per cent), Leinster (+35 per cent) and Munster (+36 per cent) follow the trend

63% of Irish workers are considering changing jobs in 2022

**Is your workplace ready and able to keep up?**



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# THE GREAT “RESIGNATION”/ RESHUFFLE/ REFLECTION

- 
- Employers’ response to the crisis mattered
  - Employees had time to reflect on values and priorities
  - Shift in emphasis on individual’s needs
  - Workforce expectations from the workplace are simply greater
  - Accessibility of job opportunities and evolution of recruitment experience to candidate facilitation



# JOB GHOSTING

**Growing trend of candidates who don't show up to scheduled interviews, don't arrive on the first day of work or even quit without giving notice.**

What can be done about job ghosting?

## **Job Advert and Your Digital Presence**

- **Remember: candidates act as consumer so your digital footprint matters**
- Be candidate centric to attract those who have a genuine interest in the position
- Be transparent with responsibility and skills required
- Include the company mission and values



# JOB GHOSTING

## Communication

- The Package – provide the salary range and benefits statement early in the process to avoid time wasting
- The Process – interesting and efficient recruitment process with the candidate getting a taste of the work environment
- The Offer – extend an official, written offer with all benefits highlighted

## Onboarding

- Create a robust onboarding plan
- Send a welcome email prior to the first day providing expectations for the first day, week and month
- Create an engaging orientation allowing your new hire to feel welcomed and excited about working for the practice, do the expectations meet the reality?



# UNDERSTANDING THE GREAT REFLECTION/RESHUFFLE

- Understanding employee turnover data
  - Did not feel valued by the company
  - Did not feel valued by their manager
  - Did not have a sense of belonging
- **Relational** versus transactional factors for resignation

Source: McKinsey & Company research, <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/great-attrition-or-great-attraction-the-choice-is-yours>

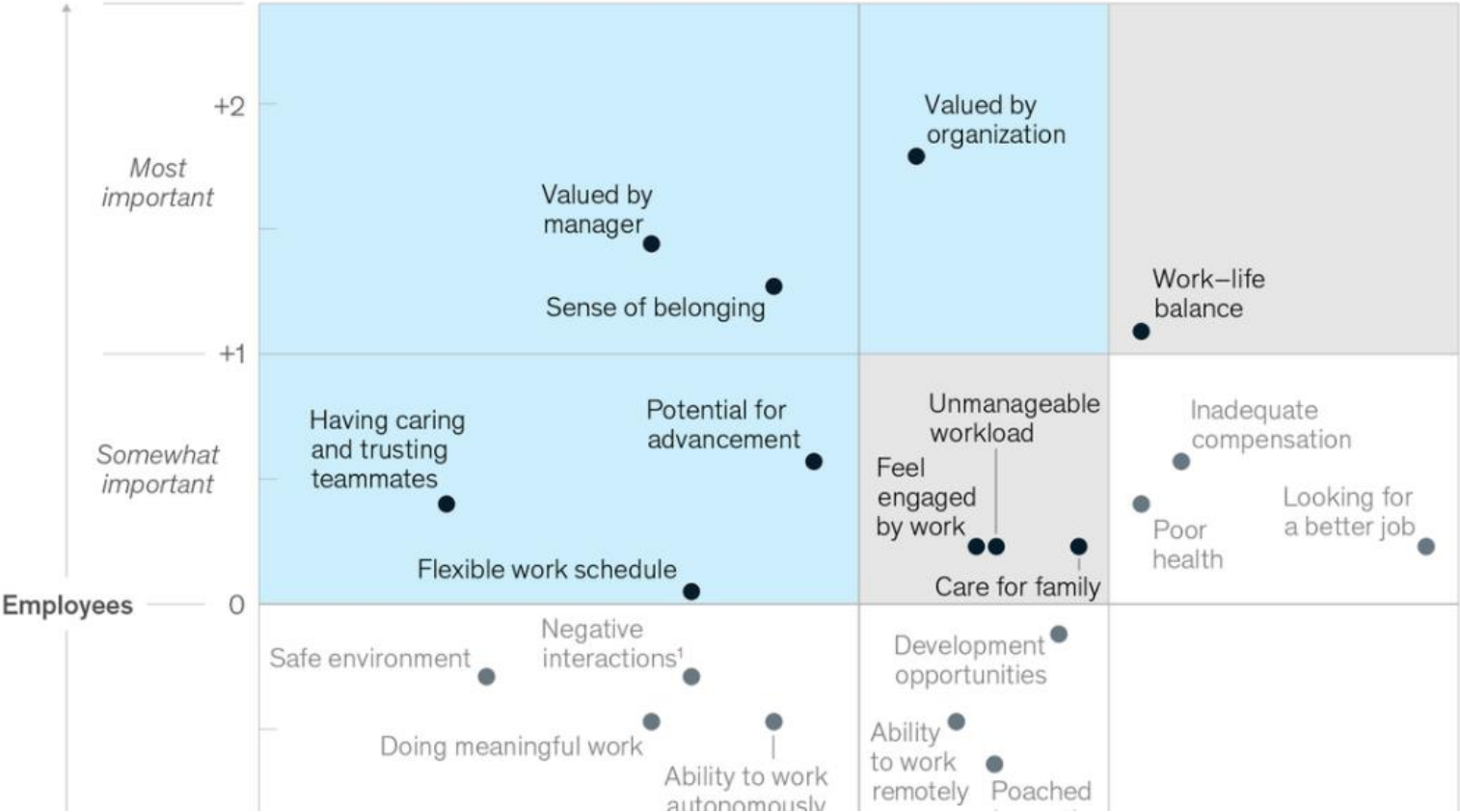


# UNDERSTANDING THE GREAT REFLECTION/RESHUFFLE

► **Employers seem to overlook the relational elements** that are key drivers for why employees are leaving, such as lack of belonging or feeling valued at work.

More important to employees than employers appreciate

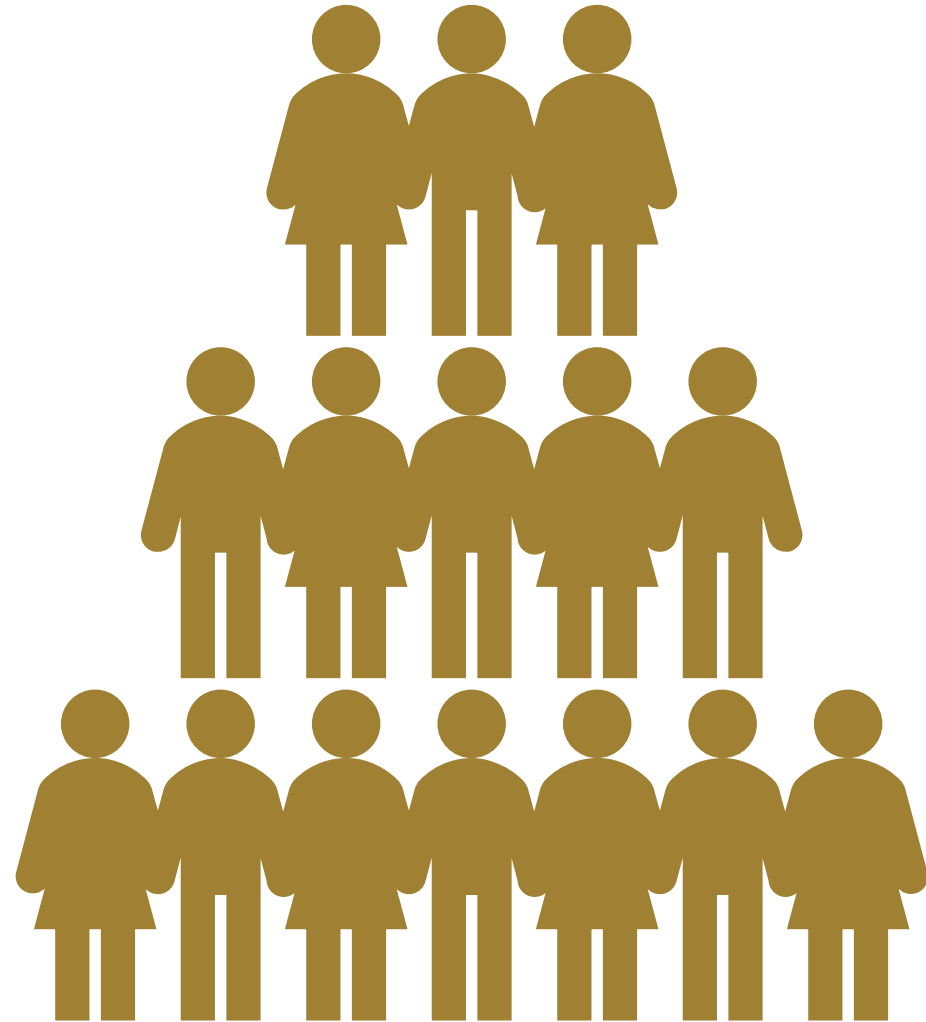
As important to employees as employers think



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## SOLUTIONS (IN A FORM OF QUESTIONS)

- What are our leaders like? Do they motivate, inspire and lead with compassion?
- Do we have suitable management team?
- What is our company culture like?
- Is our work environment transactional?
- Are our benefits appreciated by the individual?
- Do we provide opportunities for growth and advancement?
- Are we building a sense of community? Do we engage and connect?





## IRISH CONTEXT

Millennials are now between the age of 25 and 40 which would make up almost half of the workforce

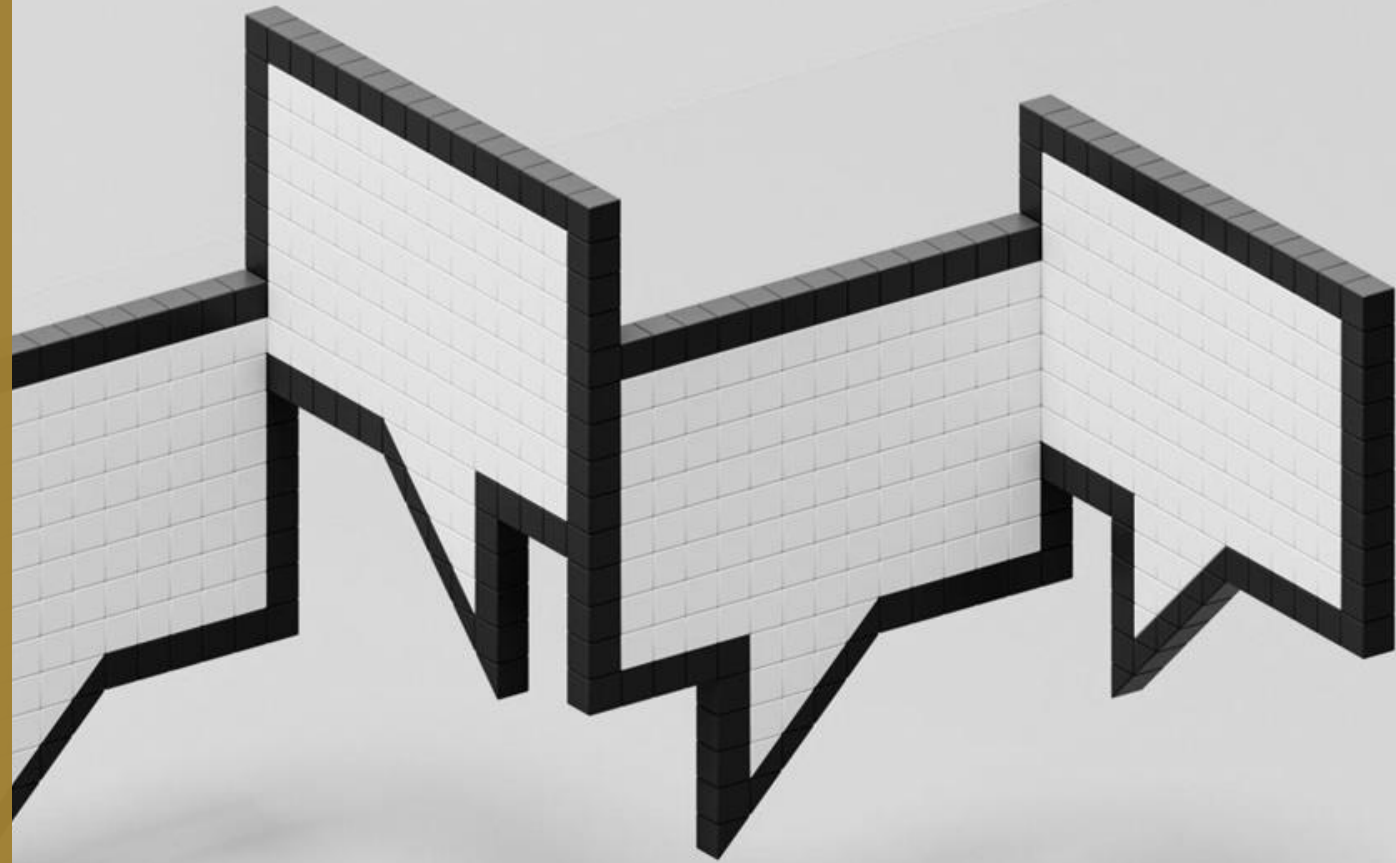
Emphasis on work-life balance

Exploration of different ways of working: flexibility, remote, hybrid, 4 –day working week, self-employment

Sense of purpose vital: doing meaningful work, recognition and reward, being a part of the bigger picture



# THE IMPORTANCE OF DIALOGUE



# EMPLOYEE ENGAGEMENT



# LEVELS OF EMPLOYEE ENGAGEMENT



Highly Engaged  
Employees



Moderately  
Engaged



Barely Engaged



Disengaged



# QUIET QUITTING

“The act of choosing to perform no more and no less than the job requires”.

# TOP 10 DRIVERS OF EMPLOYEE ENGAGEMENT

1. My job allows me to utilize my strengths.
2. I trust our senior leaders to lead the company to future success.
3. I believe this organisation will be successful in the future.
4. I find my job interesting and challenging.
5. The senior leaders of this organisation value people as their most important resource.
6. My opinions seem to count at work.
7. If I contribute to the organisation's success, I know I will be recognised.
8. I see professional growth and career development opportunities for myself here.
9. The senior leaders of this organisation demonstrate integrity.
10. I have the information I need to do my job well.



# MOTIVATION

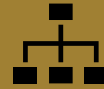
Motivation is the desire or willingness to make an effort in one's work. Motivating factors may include salary and other benefits, desire for status and recognition, a sense of achievement, relationships with colleagues, and a feeling that one's work is useful or important.



# SIROTA MOTIVATION THEORY



Sirota's Three-Factor Theory of Human Motivation is based on three fundamental principles:



1. The organisation's goals are not in conflict with the workers' goals.



2. Workers have basic needs that organisations should try to meet.



3. Employee's enthusiasm is a source of competitive advantage.





# SIROTA'S MOTIVATION BUILDING FACTORS



1. Equity/Fairness – People want to be treated fairly at work



2. Achievement – People want to do important, useful work, and be recognised for this



3. Camaraderie – People want to enjoy good relationships with their co-workers



# SIROTA'S THEORY WORKPLACE APPLICATION – PART I

## Ensuring Equity and Fairness

Fair treatment, regardless of their position

Use power fairly

Minimise status distinctions in the workplace

Provide sufficient and appropriate autonomy and independent work

Pay attention to what employees say they want and need

Show interest in workers and insist on common courtesy



## SIROTA'S THEORY WORKPLACE APPLICATION – PART 2

### Ensuring Sense of Achievement

Provide a supportive work environment i.e., psychological safety

Provide challenging work

Empower employees

Use feedback, recognition, and reward, psychic management does not work and feedback in your best tool to change behaviour

Be an organisation of purpose and principles



# Sirota's Theory Workplace Application – Part 3

## Fostering Camaraderie

- Make "people skills" a priority. Demonstrate empathy, consideration, and respect – and expect the same from every worker
- Encourage interactions and provide social opportunities for example team outings
- Make sure there is an element of fun even on the busy days or introduce a competition
- Reward positive team behaviors
- Treat employees in other areas as your internal customers which are equally important as your external ones
- Be positive, kind, understanding and smile



# MOTIVATING INDIVIDUALS



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# LEARNING AND DEVELOPMENT INTERVENTIONS

- 
- Delegate aspects of project work
  - Give exposure to some management responsibilities
  - Bring them to a management team meeting
  - Let them lead a Team Briefing
  - Let them conduct research
  - Cross train in another area
  - Mentor and Coach



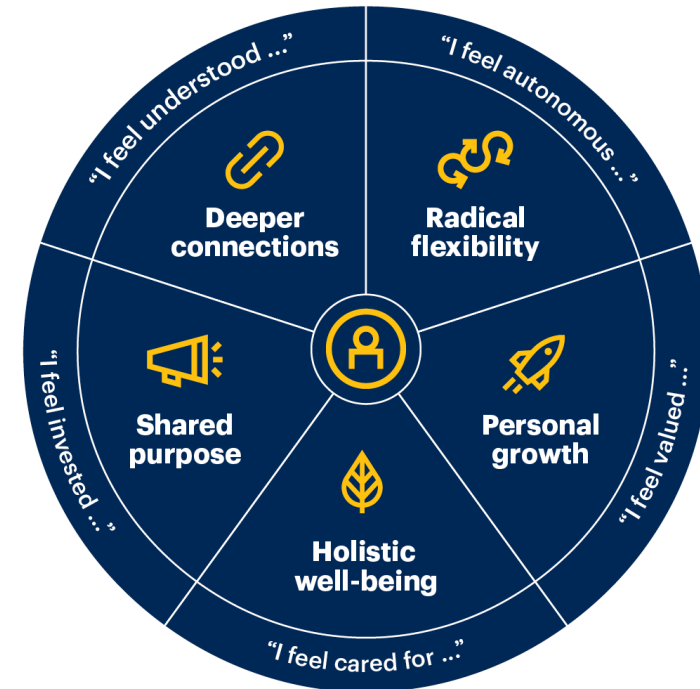
# EMPLOYEE VALUE PROPOSITION

“The EVP for the postpandemic workforce must orient toward employees as people, not workers; provide an exceptional life, not work, experience; and focus on the feelings, not just the features that match employee needs”.

Swetha Venkataramani

## The Human Deal

The human deal increases employee satisfaction with the EVP by 15%.



[gartner.com](https://www.gartner.com)

n = 5,000 employees worldwide  
Source: Gartner 2021 EVP Employee Survey  
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**Gartner**



# RECOGNITION



- Small and simple gestures
- The gift of time
- Recognition for the entire team
- Personalised recognition
- Professional recognition
- Recognising the importance of connection
- Personal celebrations
- Making a practical impact
- Making a wider impact
- Creating a culture of recognition
- External recognition





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## BENEFITS OF THE FUTURE

- Inclusivity policies i.e. menopause, surrogacy, fertility, prayer room
- Food related: credits for Deliveroo/Just Eat
- Remote working/flexibility: vouchers for remote working hubs
- Mental wellness: EAP, Calm/Headspace subscription, virtual on-line yoga classes
- Greener benefits: electric cars, paid day volunteering with environmental organisations, subsidies on green energy suppliers.

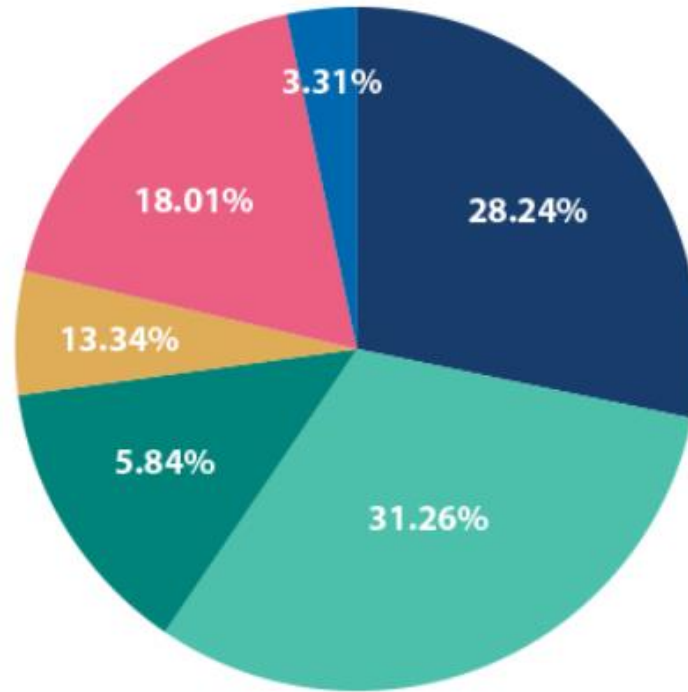


ALTERNATIVES TO  
STANDARD  
WORKPLACE  
SET UP  
TO AID WORK-LIFE  
BALANCE





# EMPLOYEES' EXPECTATIONS



- 3 days in workplace, 2 days remote
- 2 days in workplace, 3 days remote
- 1 day in workplace, 4 days remote
- 4 days in workplace, 1 day remote
- Fully remote
- Fully in a traditional work setting



## OTHER FLEXIBLE WORKING PRACTICES

Alternative Options: reduced working week, flexi time, job sharing and a 4-day week.

Case Study from JMK Solicitors



4-DAY  
WORKING  
WEEK JMK  
SOLICITORS  
CASE STUDY



# 4-DAY WORKING WEEK JMK SOLICITORS CASE STUDY

## Benefits of 4 Day Working Week

### External

- ✓ PR: Improved PR and Employer Branding
- ✓ Recruitment Improved
- ✓ Environmental

### Internal

- ✓ KPIs: Reached
- ✓ Client Satisfaction: Improved
- ✓ Team Satisfaction Improved - 66% (2019) to 91% (2021)
- ✓ Retention and Absence- Low at 1%
- ✓ Improved Creativity and Engagement
- ✓ Improved Work Life Balance



RIGHT TO  
DISCONNECT  
- A TOOTHLESS  
SHARK?





# STEPS TO TAKE TODAY TO FUTURE PROOF YOUR PRACTICE

*Do a stocktake*

*Redefining Employee Value  
Proposition ensuring human centricity*

*Audit and revise the benefits and  
recognition activities*

*Market both internally and externally*

*Invest in learning and development  
and technology*





SINCERE  
THANKS FOR  
YOUR TIME AND  
ATTENTION

