



State of the Victoria Workforce: How Can We Best Support Our People?

November 2020 Survey Results

Gillian Harper, MA Org. Psych., CPHR
OD Consultant at Realize Strategies



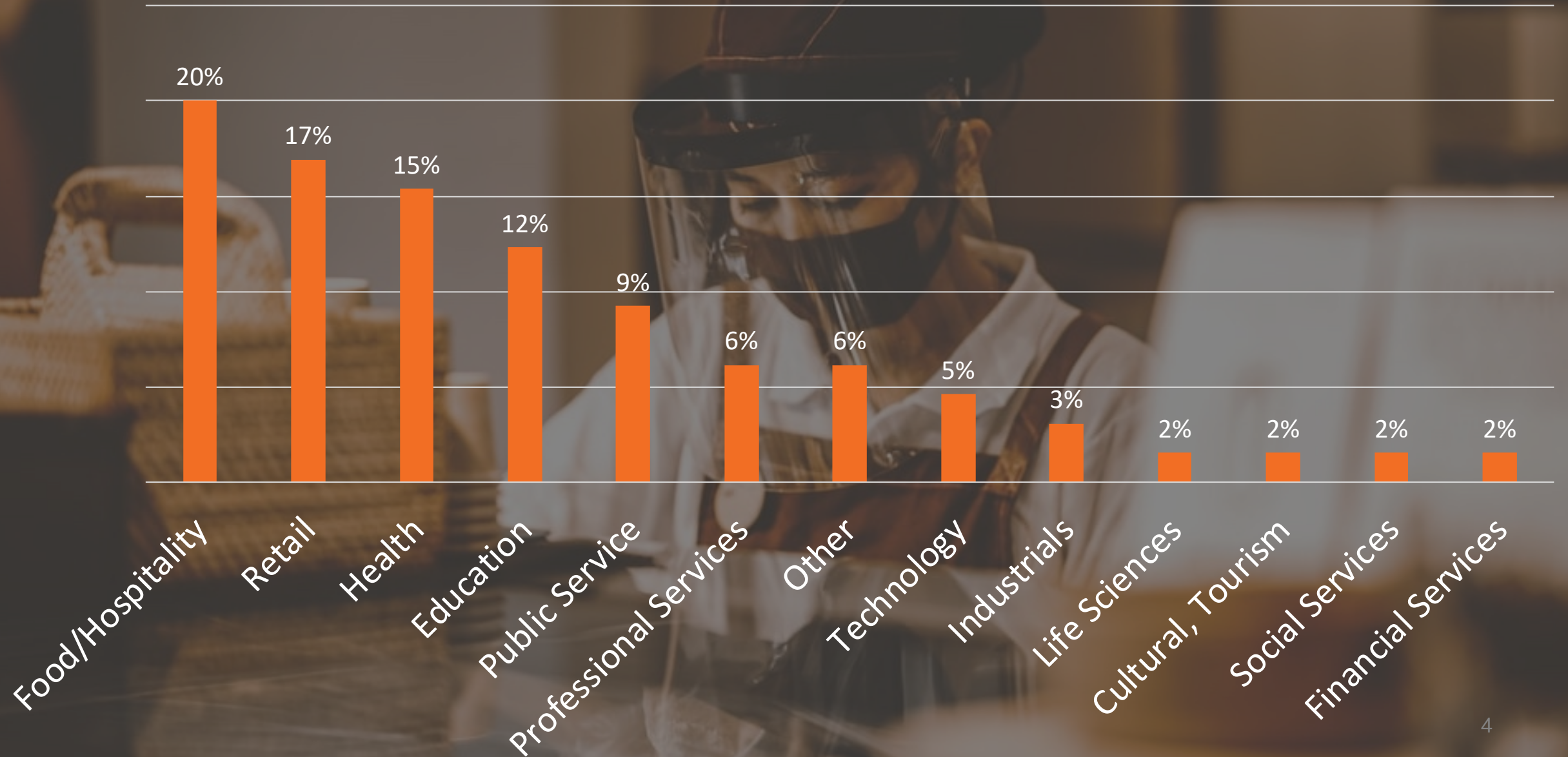
We surveyed 65 people in the Greater Victoria workforce to understand how COVID-19 has impacted them and what organizations can do to support their employees.



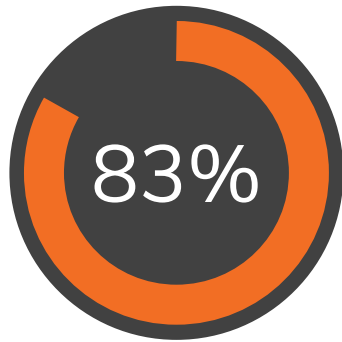
Overview



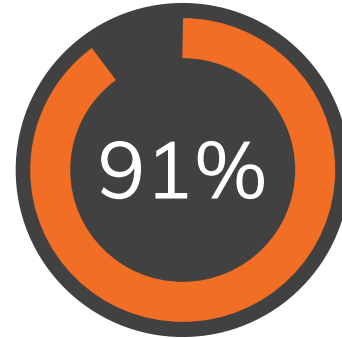
Participant Industries



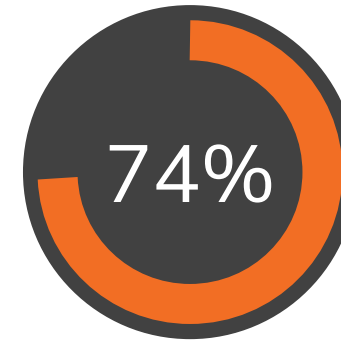
Company Response to COVID-19 - Strengths



Understand their organization's **plan** for managing COVID-19 related disruptions and changes

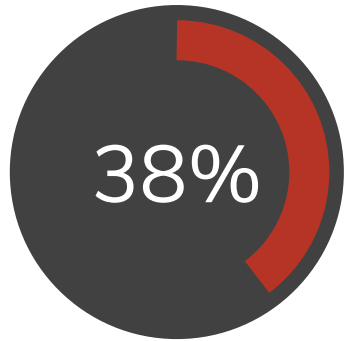


Feel their **processes and procedures are adaptable** to changing circumstances

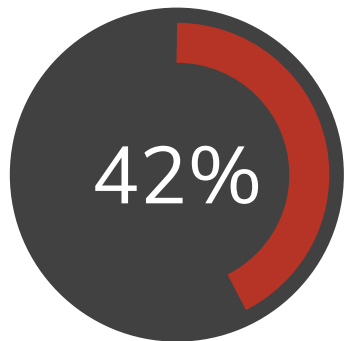


Feel their **leaders are transparent** with employees about the impact of COVID-19 on their organization

Company Response to COVID-19 – Areas for Improvement



Do not have regular employee meetings (in-person or virtual)



Feel their leaders do not ask employees for input on how to adapt to changes or manage issues that arise

Those who indicated they **do not have regular employee meetings** and **leaders do not ask employees for input** reported:



Significantly lower levels of **job satisfaction**



Significantly higher levels of **job anxiety**

In comparison to those who have **regular meetings** and whose **leaders ask them for input**

Employee Well-Being

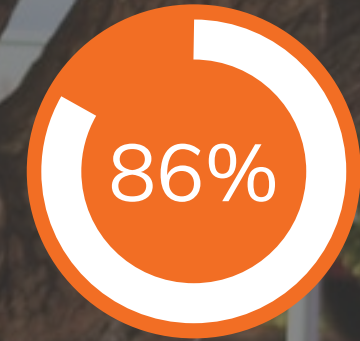


Those who indicated their organization has been **very supportive** or **somewhat supportive** of their wellbeing reported:

↑ Significantly higher levels of **job satisfaction**

↓ Significantly lower levels of **job anxiety** and **burnout**

In comparison to those who feel their organizations have been **not very supportive** or **not at all supportive**



Feel their organization has been **very supportive** or **somewhat supportive** of their well-being over the past few months



How Can Employers Support Employee Well-Being?

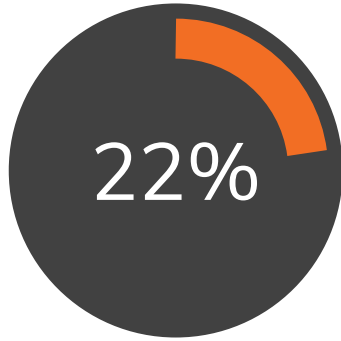
Summary of participant comments:

- Ensure safety measures are followed
- Focus on your people, not just profits
- Check-in on your employees and listen to them
- Provide paid sick days and role coverage
- Learn more about mental health
- Support them through increased workloads
- Consider long-term work from home options

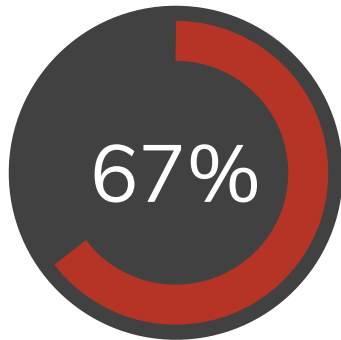




How Has Work Changed?



Have had **a lot** or **a moderate amount** of **positive changes** to their job due to COVID-19



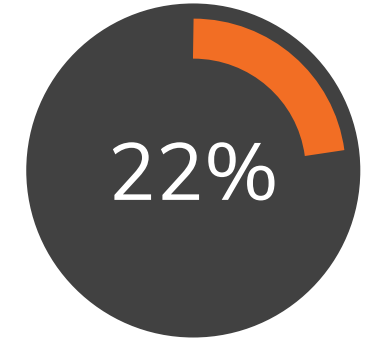
Have had **a lot** or **a moderate amount** of **negative changes** to their job due to COVID-19

Positive change comments:

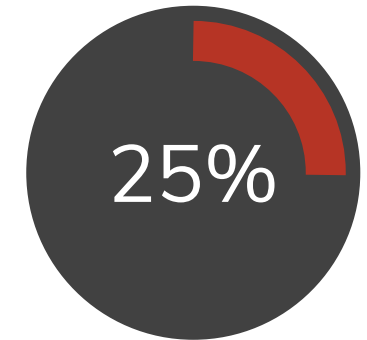
- Working from home
- Increased demand for services
- Opportunity for new ideas

Negative change comments:

- Increased workload/hours
- Difficult customers and patients
- Seeing coworkers less
- More difficult to do work (due to masks, social distancing, etc.)
- Don't feel safe
- Lack of management support and communication
- More stressful
- Less money, fewer hours, reduced job stability

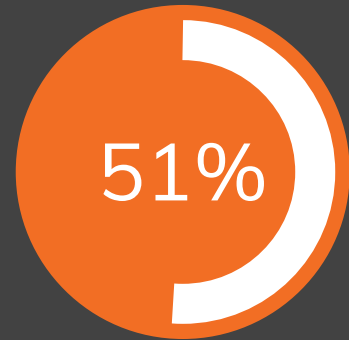


Have **increased hours of work** due to COVID-19



Have **decreased hours of work** due to COVID-19

How has work changed?



Are **very worried** or **somewhat worried** about COVID-19 impacting their job security



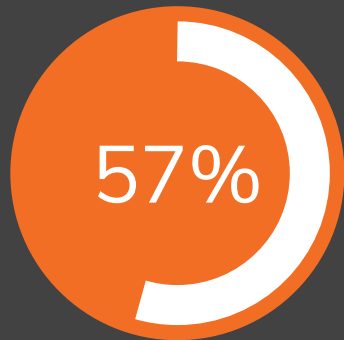
essential

This survey targeted restaurants, stores, hotels, and health service providers to ensure we reached front-line and essential workers.

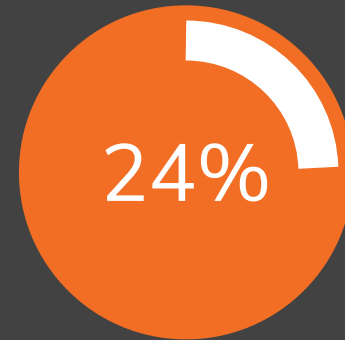


Those who interact with the public on a regular basis for work have been hit hardest by COVID-19 in many ways and we all need to support them.

Safety During In-Person Work Interactions



Have **daily** in-person work interactions with the public



Of those interacting with the public at work feel they are **not very safe** or **not at all safe**

*“My job requires contact and interaction so no matter what precautions you take, it’s a **WHEN** and not an **IF**”*



What Helps People Feel Safe?

Summary of participant comments:

- All employees following COVID-19 safety protocols
- All customers/patients wearing masks properly, following rules for social distancing, and cooperating with changes
- Avoid going into workplaces (stores, restaurants etc.) when sick
- Keep children home from school if they are sick to protect their classmates, teachers, and others who work at schools

Those who indicated they feel **very safe** or **somewhat safe** during work in-person interactions with the public reported:



Significantly higher levels of **job satisfaction**



Significantly lower levels of **job anxiety**

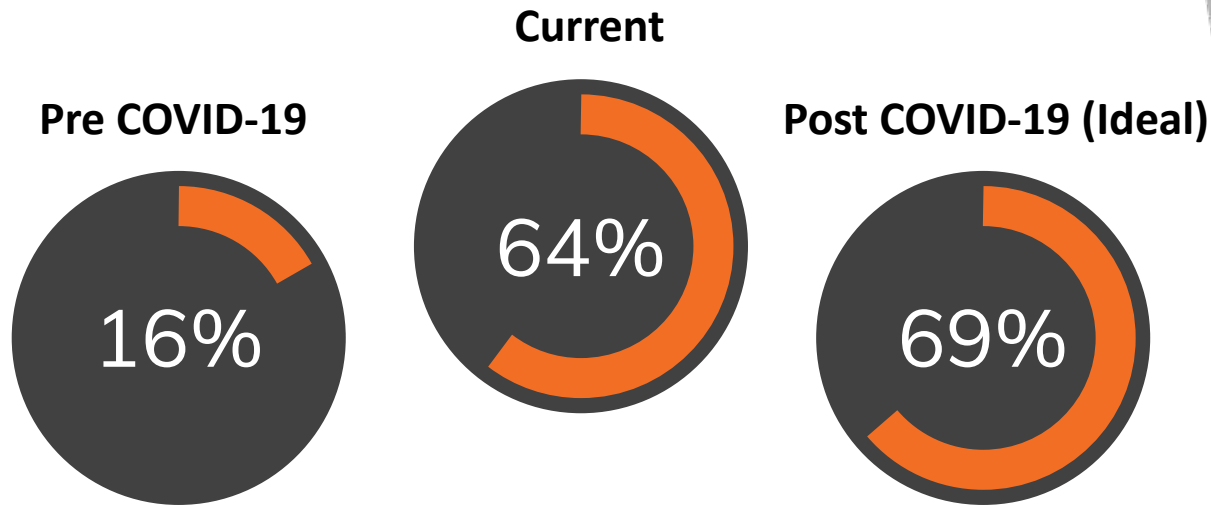
In comparison to those who feel their organizations have been **not very safe** or **not at all safe**



Remote Work

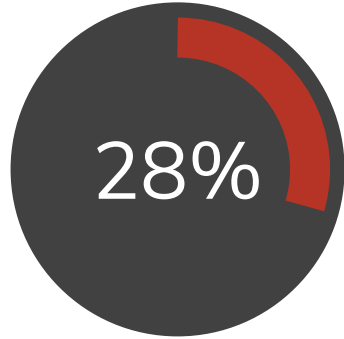
2020 has forced a demonstration of the viability of remote work for certain jobs. Some people miss the regular in-person interaction, but **employers need to prepare for an increase in remote work requests after the pandemic.**

Percentage working remotely **a few days per week** and **most or all the time**:

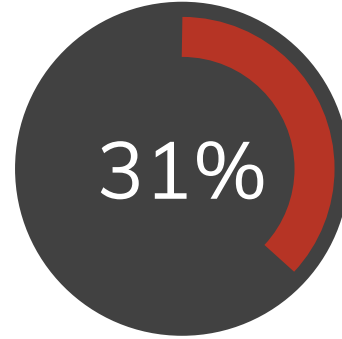




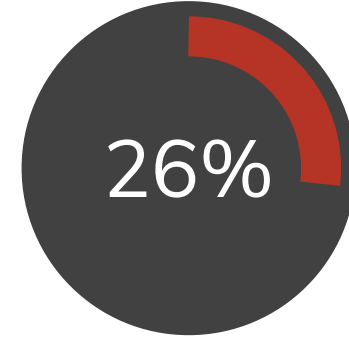
Employee Experience



Feel their **leaders do not care** about the employee experience



Feel their **leaders do not keep people informed** about what is happening at their organization, whether positive or negative



Feel they **do not have opportunities to develop their skills** at work

These employees indicated **significantly lower job satisfaction and engagement** and organizations can work on improving these areas in order to help improve the employee experience and support their people.



Why Should You Improve the Employee Experience?

There are many tangible benefits of having a great employee experience:

- [Gallup](#) has shown clear connections between **employee engagement** and **increased productivity, productivity, and profitability**, as well as **decreased turnover**.
- A [2017 Study by Jacob Morgan](#) found that organizations that **invest in the employee experience** outperform those that don't and have **happier employees, larger talent pipelines**, and were **four times as profitable**.

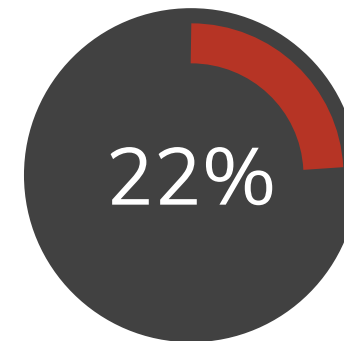




What Has Improved Work Experiences?

Summary of participant comments:

- Safety measures (masks, sanitizer, etc.) and regular safety meetings
- Allowing for remote work and flexible hours
- Regular and frequent catch-up and check-in meetings
- Mental health support that doesn't impact break times (e.g., meditation)
- Clear communication and updates
- Online socials, creating a sense of community
- Listening to concerns and trying to help
- Giving employees choices to ensure they feel safe
- Being understanding of stress everyone is under



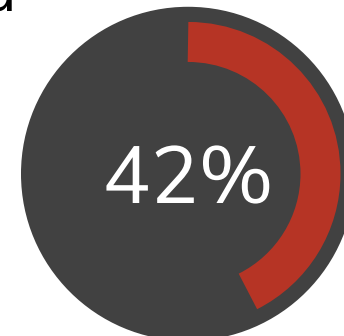
Do not have
positive
expectations
of the future



What Else Can Help Improve Work Experiences?

Summary of participant comments:

- Help decrease workloads by hiring and extending non-essential deadlines
- Continued remote work and option for permanent remote work
- More supervision to ensure customers are following COVID restrictions
- Allow people to call in sick without risking their job
- Clear information and resources to ensure everyone is following protocols
- Regular team meetings, more open conversations and transparency from leaders, and ask employees what they need
- More breaks and schedule flexibility



Do not take the time to relax themselves and **take breaks** when stress builds up

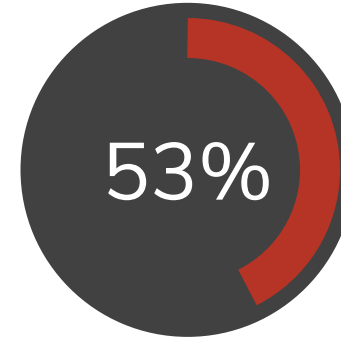


What can YOU do?

As we continue to face disruption and uncertainty, it is more important than ever to check-in with your employees or coworkers on how to best support them.

Start by asking these questions:

- How might we **create relevant and safe check-in meetings** with our people that allow them to share how they're doing and ask for help if needed?
- How might we **engage our people in sharing their ideas** on how to adapt to changes or deal with issues we're facing?
- How might we **monitor and adjust workloads**, particularly if layoffs have put added pressure on our remaining people?
- How might we **conduct a candid employee experience survey that results in clear action items and changes** we follow through on?



Often feel **overloaded or anxious** at work

At Realize we focus our employee surveys on learning about **your employees' unique experiences** and understanding what impacts their level of **satisfaction, engagement, anxiety, and burnout** so you can best support your people.

Be CALM.
Be KIND.
Be SAFE.
- Dr. Bonnie Henry

About Realize Strategies



Since our founding in 1998, Realize has been on a mission to serve the needs of purpose-driven organizations, enabling them to **realize their full potential**, to **find and answer the tough questions**, and to **maximize their impact**. Every time you work with us, you will come away with actionable, measurable solutions that will resonate with your end-users and employees and will amplify your purpose. Our team of in-house consultants have deep experience in their respective fields and are deeply committed to the long-term success of our clients. In other words, we are long-term partners, not just one-hit wonders. Realize Strategies is a Certified B Corporation and 5-time winner of the B Corporation Best for the World award for our overall impact in the communities we serve.



Gillian Harper, MA, CPHR, Organizational Development Consultant

Dedicated to enhancing the full employee experience, Gillian helps organizations understand their unique culture and strengthening it with a strategic HR function. She takes pride in supporting organizations with her expertise in developing professional environments that foster employee wellbeing, engagement, and fulfilment. With an eye for long-term resilience and growth, Gillian finds great leaders, supports leadership development and performance management, and analyzes organizational structure and culture. A data expert, Gillian is certified in multiple leadership, performance, and culture assessments. Gillian lives in her hometown of Victoria, BC, and supports our clients and partners locally as well as remotely.



Start a Conversation



www.realizestrategies.ca



info@realizestrategies.ca



604.718.8292