

Human Capital Strategy: Re-Engagement

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In collaboration with Jill Springer, JSHRC

The Three R's: How Do You Survive?

Re-
Assessment of
the Workforce

Retrenchment

Re-
Engagement

Who - Calibrate
the Workforce

How to Treat
People with
Dignity and
Respect

What can we do to
motivate you?

Re-engaging Employees

Re-Engagement
of the Workforce

Re-Build Trust in
the Company

Improve
Operations
Efficiency

Recognize and
Reward Talent

Key Questions

- Why the need to re-engage employees after layoffs?
- What is the ROI of employee engagement?
- How to regain employee trust?
- How to improve business processes and operations efficiency?
- How to reward and recognize employees during times of financial crisis?

Why Re-Engage Employees?

- ❑ After layoffs, existing employees are likely to feel:
 - Anxious
 - “Survivor guilt”
 - Confused
 - Overwhelmed by increased workload
 - Burnt out
- ❑ HR and company leaders need to take steps to re-engage employees to:
 - Regain employee trust
 - Ensure continued performance
 - Reduce turnover of high-performers
 - Pull the company through this financial crisis

The ROI of Employee Engagement

- ❑ Studies have shown that engaged employees are more likely than average/disengaged employees to:
 - Be more productive and efficient
 - Have higher customer satisfaction scores
 - Have a lower turnover rate
 - Result in better financial return
- ❑ During these challenging economic times, it's even more critical for companies to engage their employees' hearts and minds to help the organizations move forward.

Regain Employee Trust

- HR and company leaders need to:
 - Clearly articulate company mission and vision
 - Rally employees for a common cause
 - Communicate clearly where the company is headed
 - Provide employees a clear line-of-sight of how their daily activities contribute to company's business goals
 - Sell employees the problem, it's not business as usual anymore.
 - Let employees know the significant challenges the company is facing and ask for their help.
 - Listen to employees
 - Conduct periodic "pulse" surveys to address any confusions or questions that may arise as a result of layoffs
 - Be sympathetic with employees' concerns

Regain Employee Trust

- ❑ Managers need to conduct regular small group or 1-on-1 meetings with employees to:
 - Update employees on company changes and how these changes affect their work
 - Help employees understand what is expected of them at work after layoffs
 - Answer employee questions and help remove barriers for employees
 - Encourage employees to submit suggestions for improving work processes and operating efficiency

Improve Operations Efficiency

- ❑ HR and company leaders can take this opportunity to:
 - Review current workflow and processes for greater efficiency
 - Streamline processes, improve decision making time
 - Ensure that tools and resources are available for employees to do their best work
 - Leverage Web 2.0 technology such as wiki, blogs, social networking, or IM
 - Encourage collaboration among employees and between departments
 - Build communities within the organization for greater knowledge sharing

Recognize and Reward Talent

□ In addition, HR and company leaders need to:

- Identify talent or skill gaps
 - Develop and train employees to excel in their expanded role, keep their skills current, and stay employable
- Reward employees appropriately
 - Creative and low-cost/no cost way to reward talent
 - E.g., flexible work, telecommuting, job sharing
- Provide support for flexible work arrangements
 - Coach managers on how to manage by results

Biographies

Jennifer Green, Principal Green Global Resources

- ❑ Jennifer Green is Principal and CEO of Green Global Resources, a Human Resource Consulting firm founded in 2006 and focused on strategically maximizing the organization's human capital effectiveness through a process of assessment and planning the future Workforce Capabilities, the Compensation and Benefits Structure, and the Total Cost of the Global Workforce (TCOGW).
- ❑ Jennifer has over 25 years of experience in HR Senior Leadership roles as a Generalist and Specialist in Global Total Rewards and Workforce Planning, Organizational Development at Synopsys, Seagate, Rosche, and KLA -Tencor. Some of the clients she has worked with include: Netflix, Magellan Navigation, Accuray, BEA Systems, Time Warner Cable (TWC), and the U.S. Department of the Navy (USDN), civilian division.
- ❑ Asked to regularly speak on related topics at Northern California Human Resource Association (NCHRA) sessions, National Foreign Trade Conference (NFTC) HR conferences, and San Jose State Professional Development HR courses. Learn more at: www.greenglobalresources, or contact her at

Pi Wen Looi , Principal Novacrea Research Consulting

- ❑ Pi Wen Looi is the founder and principal of Novacrea Research Consulting. She is an expert in employee engagement, employer branding, and best employer research and is a licensed facilitator of The Coaching Clinic®. She has more than 12 years' experience in employee research, talent management consulting, and meeting facilitation. Her clients have included start-ups, Fortune 500 companies, and nonprofit organizations.
- ❑ Previously, Pi Wen worked at Hewitt Associates where she led a global research team that studied the characteristics of best employers worldwide. Pi Wen is fluent in English, Mandarin, and Cantonese. When she's not consulting or writing, Pi Wen enjoys capturing myriad human expressions through her camera lens.
- ❑ Pi Wen received her Ph.D. and Master's degrees in applied quantitative psychology from Ohio University and her B.S. in mathematics from the National University of Singapore. She is a member of the American Society for Training and Development (ASTD) and Northern California HR Association (NCHRA). Learn more at www.NovacreaResearch.com.

Jill Springer, Principal (JSHRC) Human Resource Consulting

- ❑ Jill Springer is a well known Human Resources executive, consultant and advisor to corporations, entrepreneurs and venture capitalists. Over the past 30 years she has consulted on business issues to commercial, technical and consumer companies in the United States, Europe and Asia. She is known for her well grounded, clear, straightforward and operationally focused plans in support of the business or strategy. Solutions can vary from corporate level strategic advice through the implementation of process enabled change. Springer has a proven track record in shaping, designing and implementing solutions for companies such as: Applied Materials, Apple Computer, KLA-Tencor, Taiwan Semiconductor Manufacturing Company and Infineon Technologies.
- ❑ Her valuable expertise is in:
 - Management Assessment
 - Communication Strategy
 - Operational Improvement Programs
 - Leadership Development
 - Change Management
 - HR Technology Strategy
 - Organization Redesign
 - Executive Coaching
 - HR Shared Services