

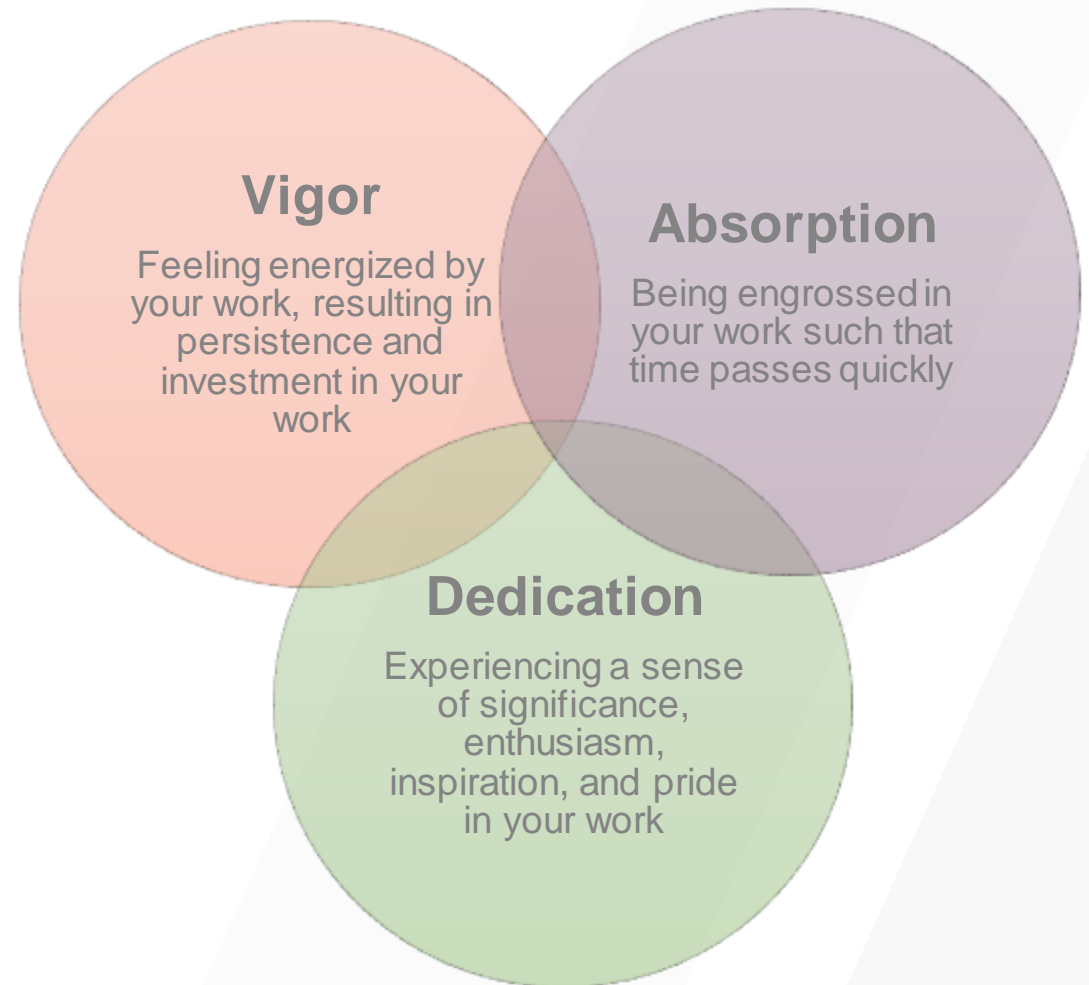
EMPLOYEE ENGAGEMENT DURING COVID-19

Engagement Driver Analysis | Domestic US Employees Only

December 2020

Engagement: a positive, fulfilling, work-related state of mind that is characterized by *vigor, dedication, and absorption.*

Engagement is linked to performance, retention, development, and (negatively) burnout.



COVID'S IMPACT ON THE U.S. WORKFORCE

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EMPLOYEES STRESSED & ANXIOUS

- **90%** of employees report increased anxiety during COVID-19
- **18%** of employees report poor mental health vs. 5% before COVID-19
- **49%** of employees don't have the emotional support needed at work to help them manage their stress



EMPLOYEES' SCHEDULES & WORK CHANGING

- **53%** of employees are FTEs working remotely vs. **7%** last year
- **22%** expect to work remotely full-time post-COVID-19
- **74%** are incorporating new protocols and staggered work schedules

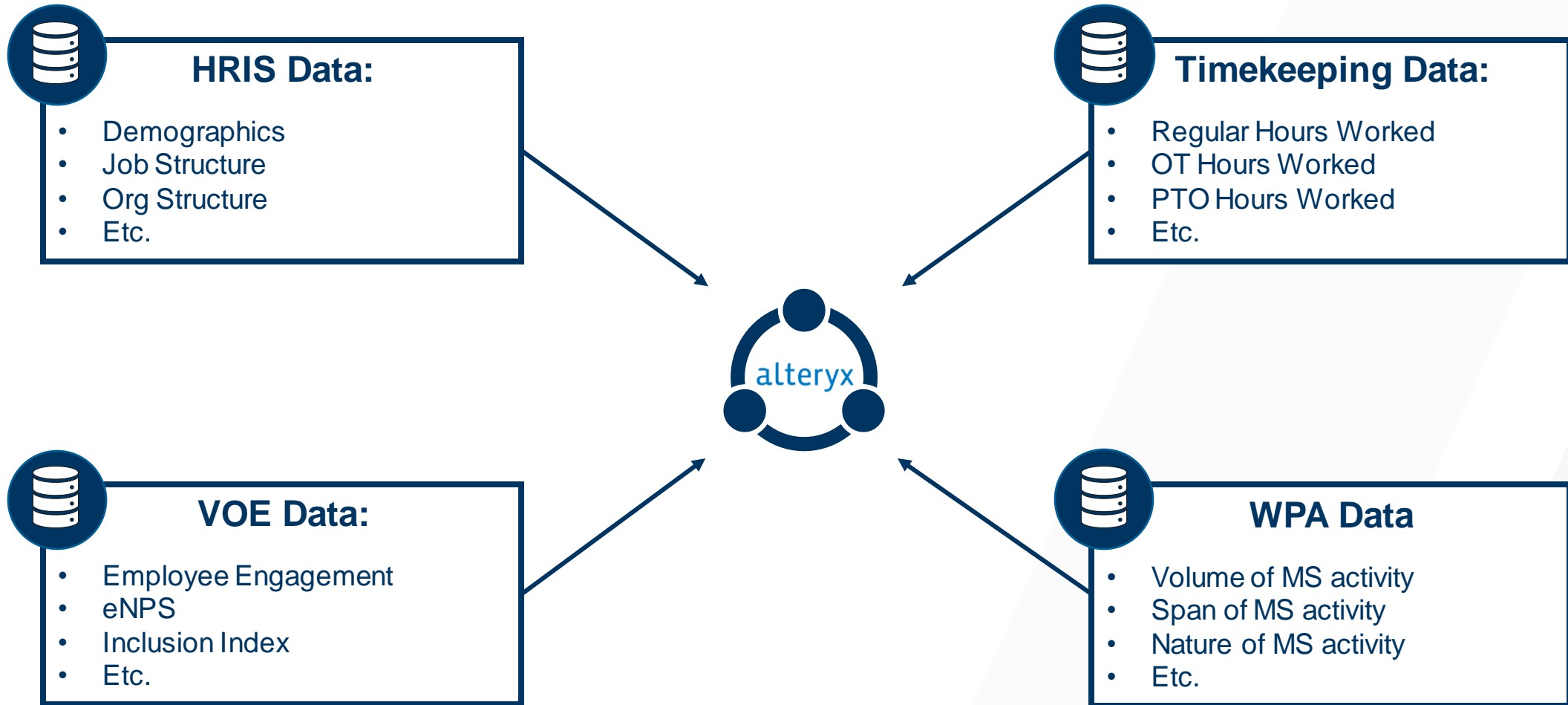


EMPLOYEES BURNING OUT & DISENGAGING

- **40%** of employees have experienced burnout at work since COVID-19
- **64%** have felt the symptoms of burnout (i.e., emotionally/physically drained, excessive pressure to succeed, feeling the need to hide personal challenges)
- **37%** of workers are working longer hours than usual due to COVID-19

INTEGRATING EMPLOYEE DATA SOURCES

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WORKPLACE ANALYTICS METRICS

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Microsoft Workplace Analytics uses data from everyday work in Microsoft 365 to provide a dynamic view into collaboration, timespend, and workload patterns, including metrics like:

- Call hours
- Email hours
- Instant message hours
- Meeting hours
- After hours collaboration
- After hours email hours
- After hours in calls
- After hours instant messages
- After hours meeting hours
- Collaboration hours
- Collaboration hours external
- Conflicting meeting hours
- Emails sent
- External network size
- Generated workload call hours
- Generated workload call participants
- Generated workload calls organized
- Generated workload email hours
- Generated workload email recipients
- Generated workload instant message hours
- Generated workload instant message recipients
- Generated workload meeting attendees
- Generated workload meeting hours
- Generated workload meetings organized
- Instant messages sent
- Internal network size
- Low-quality meeting hours
- Manager coaching hours 1:1
- Meeting hours during working hours
- Meeting hours with manager
- Meeting hours with manager 1:1
- Meetings hours with skip level
- Meetings
- Meetings with manager
- Meetings with manager 1:1
- Meetings with skip level
- Multitasking meeting hours
- Networking outside company
- Networking outside organization
- Open 1-hour block
- Open 2-hour blocks
- Peer average (customer collaboration)
- Peer average (internal collaboration)
- Redundant meeting hours (lower level)
- Redundant meeting hours (organizational)
- Time in self-organized meetings
- Total calls
- Total email sent during meeting
- Total focus hours
- Working hours collaboration hours
- Working hours email hours
- Working hours in calls
- Working hours instant messages
- Workweek span
- Attendee meeting hours
- Attendees
- Attendees multitasking
- Attendees with conflicting meeting
- Emails sent during meetings
- Invitees
- Redundant attendees
- Total meeting cost
- Total redundant hours
- Collaboration hours
- Email hours
- Meeting attendee count
- Meeting hours
- Meeting invitee count
- Meetings
- Collaboration hours
- Email count
- Email hours
- Last Time Contacted
- Meeting hours
- Meetings
- Network size



More Virtual Collaboration Leading to Fatigue

According to Microsoft Workplace Analytics data culled from Outlook and Teams, virtual collaboration activity for exempt employees is up substantially since COVID-19. Typically, collaboration is a positive driver of engagement, but the recent uptick in activity has actually turned virtual collaboration into a **negative driver of engagement**.



A New (and Challenging) Work/Life Paradigm

Exempt employees are also working longer workweeks, which has **improved their engagement**, but after-hours activity is **driving down their engagement**. Employees are experiencing the benefits of having their personal life integrated into their workday, but are struggling to manage through the downside of having their work more integrated into what they once considered personal time.



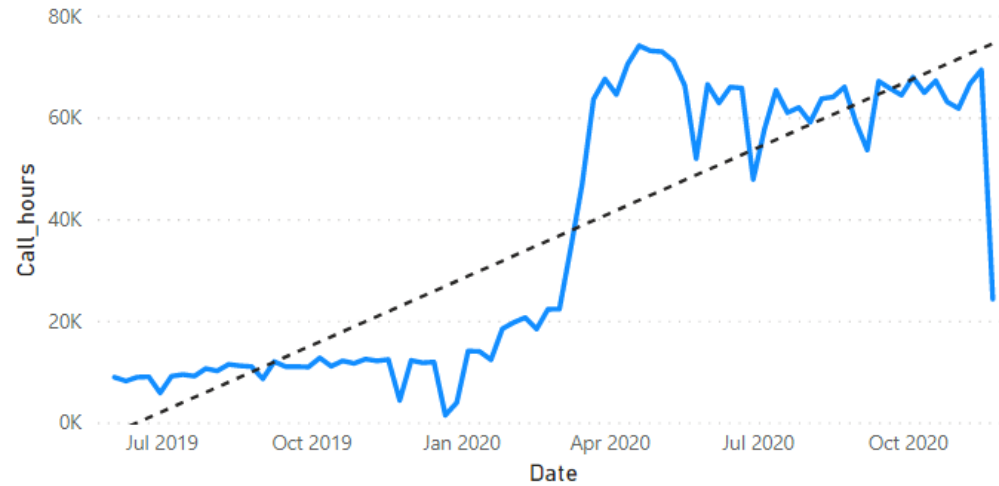
Non-Exempt PTO Helping Those Who Need it Least

Although the length of a non-exempt worker's average workweek **positively predicts engagement**, the total amount of hours worked over the last six months **negatively predicts engagement**. Furthermore, PTO only mitigates the negative effect of working too much on one's engagement for those who aren't already working too many hours – for those working too many hours in the first place, PTO hours have no effect on their engagement.

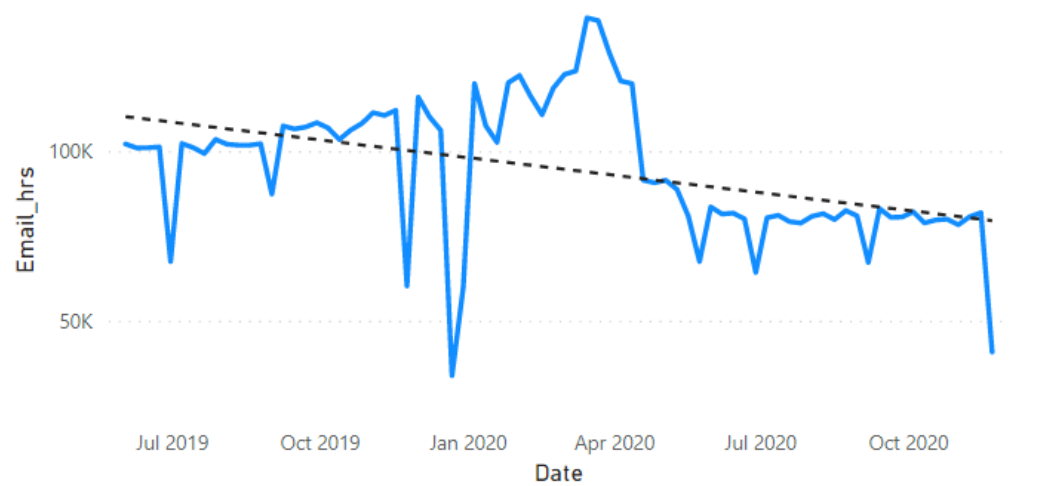
WORK ACTIVITY OVER TIME

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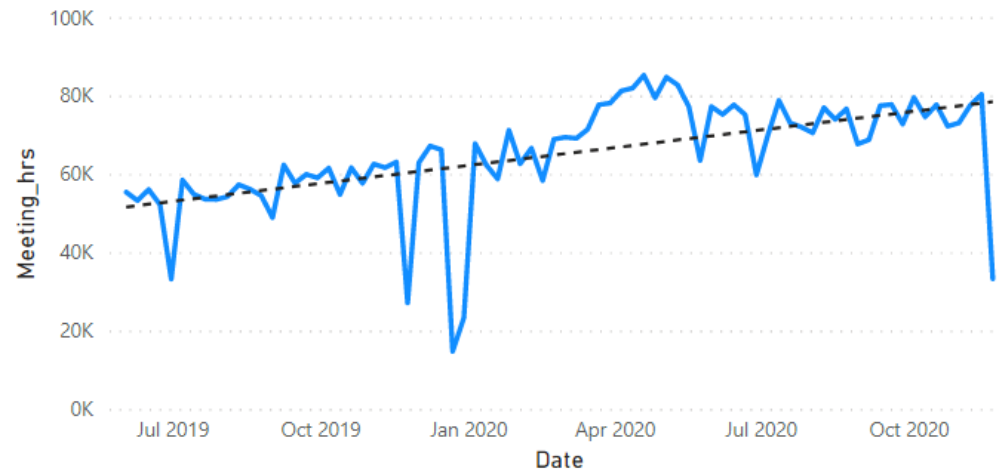
Call_hours by Date



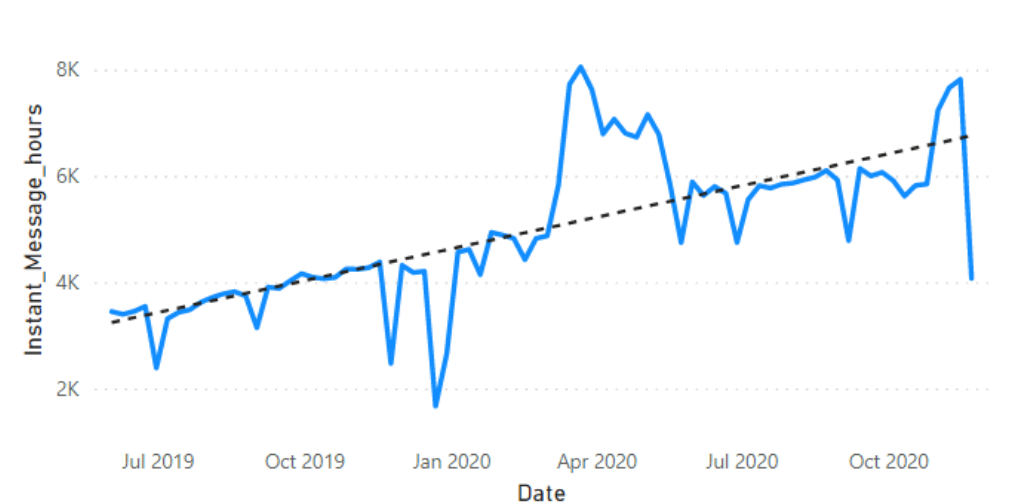
Email_hrs by Date



Meeting_hrs by Date



Instant_Message_hours by Date



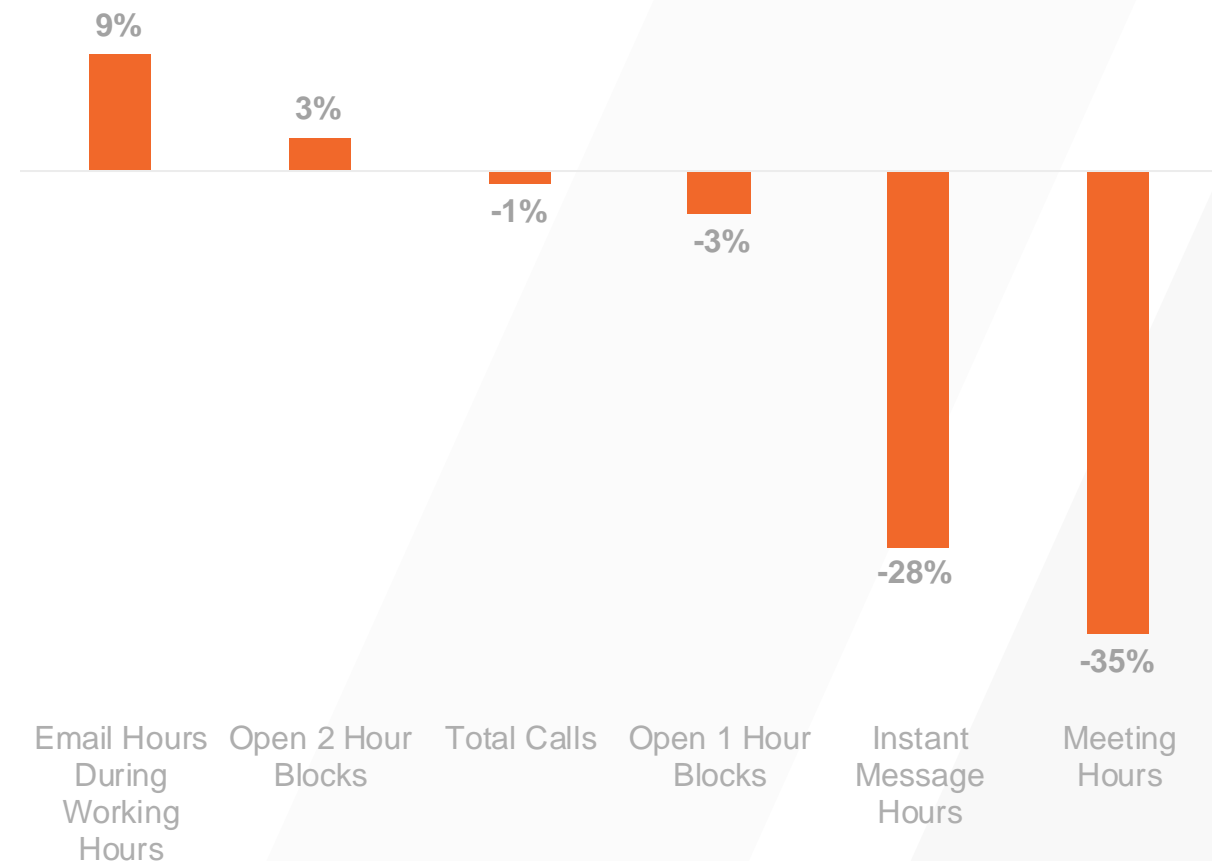
COLLABORATION IS UP, BUT AT A COST

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Key Findings

- Virtual collaboration time (calls, meetings, Teams messages) has increased overall since COVID hit, and those with higher volumes of total calls, instant messages, and meeting hours throughout the week are **significantly less engaged**, indicating that more collaboration overall is taking a toll on people.
- Alternatively, those who spent more hours sending email during work hours (a non-collaborative activity) as well as those with more open 2-hour blocks on their calendars (i.e., focus time) were **more engaged**, suggesting that employees are finding relief in working on their own where they can get a greater sense of accomplishment and recharge their batteries.

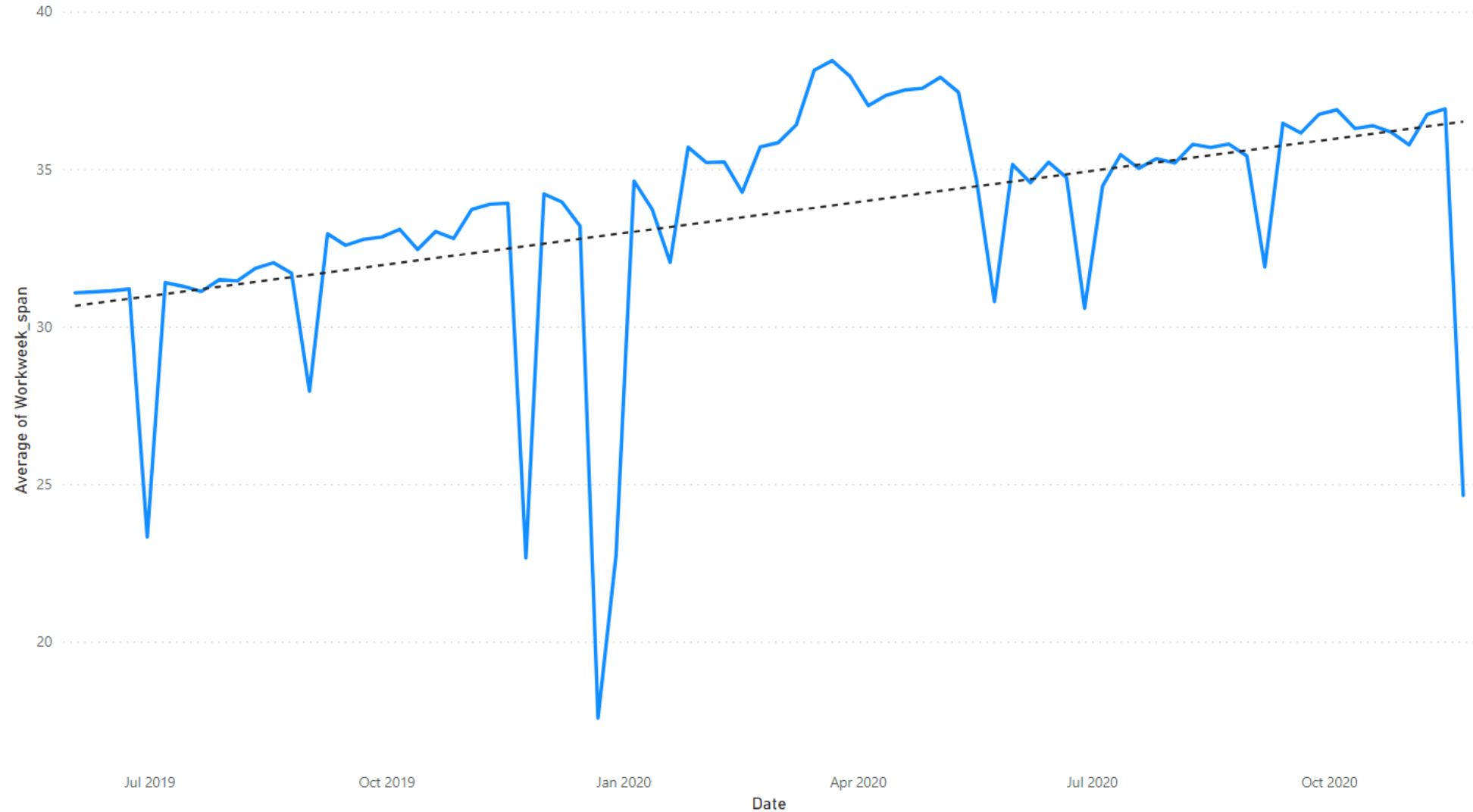
Max Impact on Engagement



LENGTH OF WORKWEEK OVER TIME

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Average of Workweek_span by Date



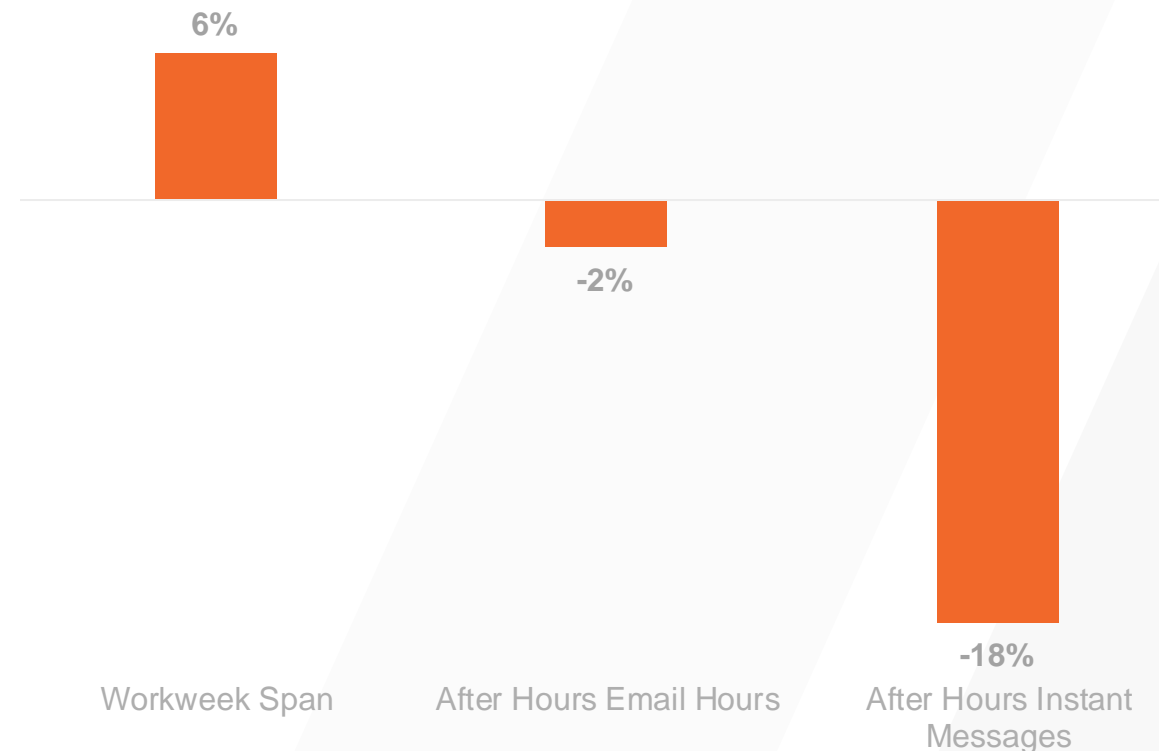
WORK/LIFE INTEGRATION IS EVOLVING AND INFLUENCING ENGAGEMENT

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Key Findings

- Employees are working longer workweeks than before COVID as their home and workplace have become one. It may seem counter-intuitive at first, but a longer total workweek (i.e., total time between one's first email/meeting and last email/meeting per day across the week) **positively predicts employee engagement**.
- It is likely that exempt employees are interspersing their personal and work lives throughout the day, resulting in greater conveniences and benefits throughout a longer overall workday.
- At the same time, responding to emails and instant messages after-hours has **a negative effect on employee engagement**, indicating that although we are benefiting in some ways from the more integrated work/life experience, we are still experiencing the costs of a more pervasive work experience than before.

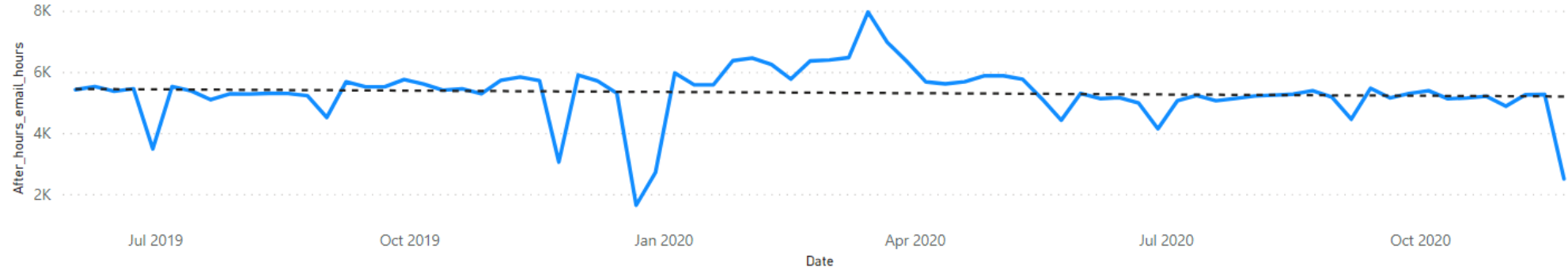
Max Impact on Engagement



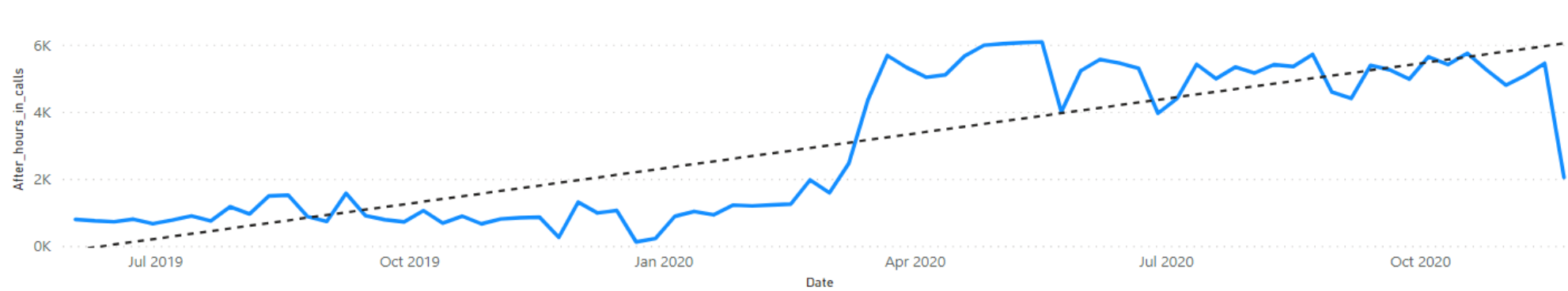
AFTER HOURS ACTIVITY

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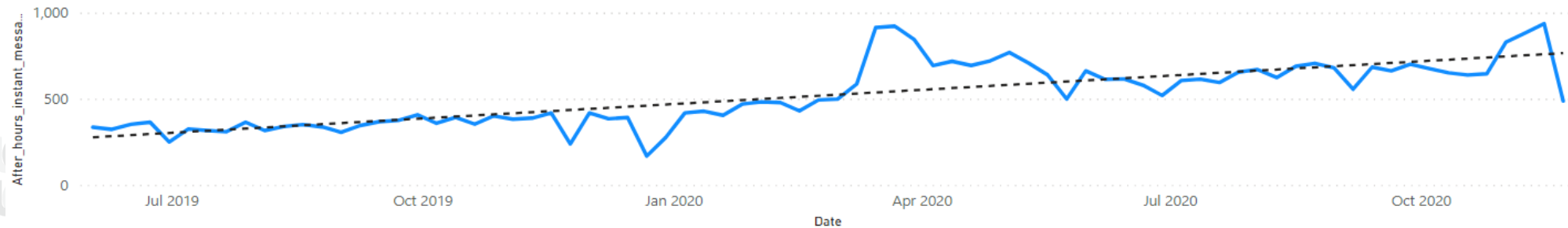
After_hours_email_hours by Date



After_hours_in_calls by Date



After_hours_instant_messages by Date

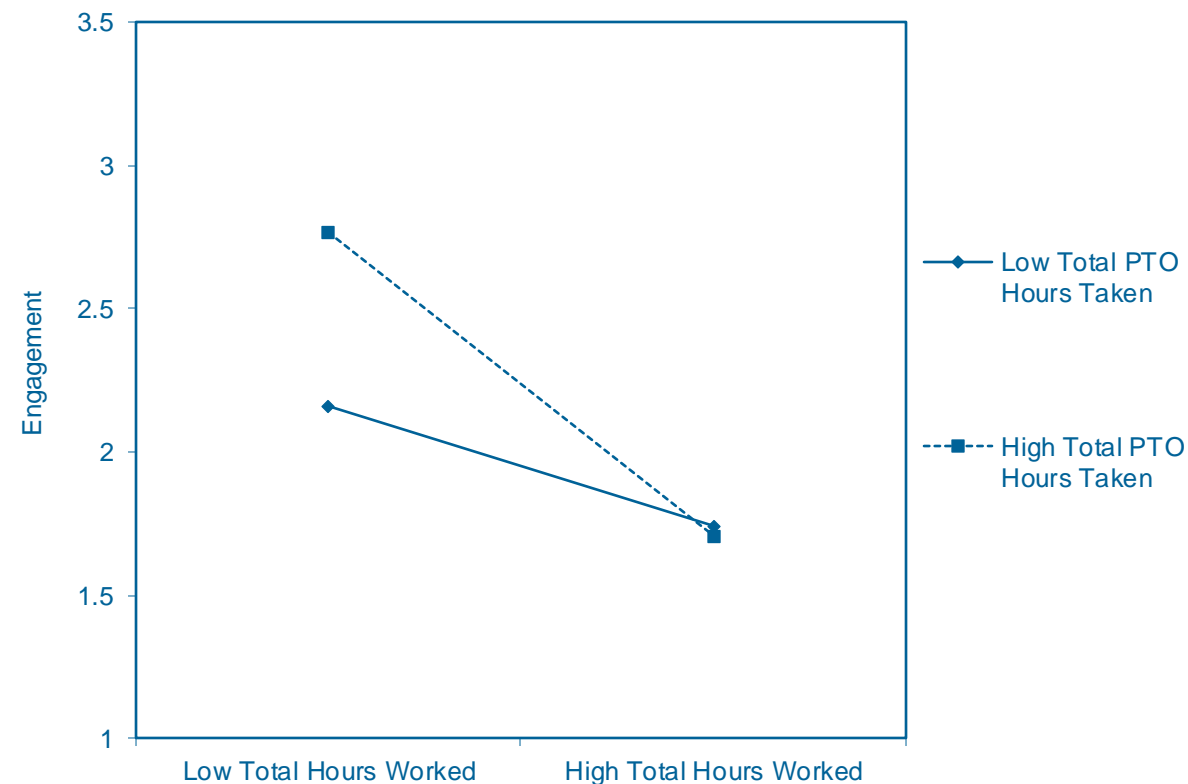


WORK IMPROVES ENGAGEMENT FOR NON-EXEMPTS, BUT AT A COST OVER TIME

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Key Findings

- Average weekly hours **positively predicts engagement**, indicating that people are deriving personal meaning and value as they work more hours on average.
- Total hours worked over the last six months, however, **negatively predicts employee engagement**.
- For those (FT) employees who are working too many hours, we offer PTO in hopes that it'll help employees disconnect from the pressures of work to recharge and avoid burnout. **Yet PTO hours only improve engagement for those who aren't already working a high volume of hours**. This is critical as those who most need PTO to mitigate burnout aren't experiencing the benefit to their engagement.



CAI leaders must educate, equip, and empower our managers and employees to better manage through this 'new normal.'

Manager Best Practices

1. **Acknowledge employees' new work conditions in an open dialogue.** Employees need to know their experiences and feelings are valid and their manager has their well-being in mind. Be open and honest with them, asking about their experiences and how they're managing through work during the pandemic.
2. **Empower and trust managers to give flexibility to employees as needed, but also hold them accountable for their team's performance.** The research overwhelmingly shows that employees increasingly want more flexibility in when, how, and where work is done, and they typically perform better as a result. But managers need the tools and guidance to know how to manage that flexibility well such that their employees aren't just engaged, but also meeting their performance expectations.
3. **Set and support healthy boundaries for employees.** After hours email and instant messaging are taxing on employee engagement – managers should reinforce to their employees that they should step away from work after hours to protect their personal time.
4. **Train managers on striking the balance between caring and challenging.** Managers often struggle to care personally for their employees while challenging them to perform better (e.g., Radical Candor). Managers would benefit from more in-depth training on striking that balance as it's more critical today than ever before.

Employee Best Practices

1. **Acknowledge your new work conditions - to yourself, your peers, and your manager.** Employees today need to adapt not just to the work they do, but also what they expect of themselves and their environment. Be honest about how your work and timespend have changed and potentially affected your engagement as a result.
2. **Block your calendar.** Set 'focus time' hours for yourself throughout the week to give yourself time to be productive and mitigate any potential 'collaboration overload.'
3. **Use the Microsoft Insights plug-in to uncover trends and insights about how you work.** The application is free, easy to download, and offers on-demand insights about your work behaviors, including bringing to light trends that you otherwise may not be aware of.
4. **Invest in your well-being.** Find something that grounds you and ritualize it (e.g., meditation, exercise, hobbies, walks, online classes, reading, yoga). Change your scenery if possible, as that has an immediate impact on your emotional well-being.
5. **Take time off.** Take PTO days, and if those are hard to come by, set aside blocks of time to step away from work (i.e., PTO hours). And when you're away, be truly away – temporarily detether yourself from the virtual office to recharge your batteries.

APPENDIX