

Building a Future-Ready University through Total Organizational Health

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Roadmap

- Future readiness and employee engagement
- Total Worker Health®
- Total Organizational Health (TOH)
- TOH@UTC
- TOH guidance for supervisors

Future readiness is...

- Dependent on employee resilience and engagement
- Resilience = Ability to continue adapting and responding effectively to demands over time
- Engagement is seen in how people feel about their work and what they do (behaviorally) while working
- Engagement is one aspect of employees' quality of work experience, which includes many different employee attitudes, beliefs, values, feelings, cognitions, and behaviors:
 - Job satisfaction
 - Organizational commitment
 - Perceived organizational support
 - Burnout
 - Identification
 - Embeddedness
 - ...

Why employee engagement matters:

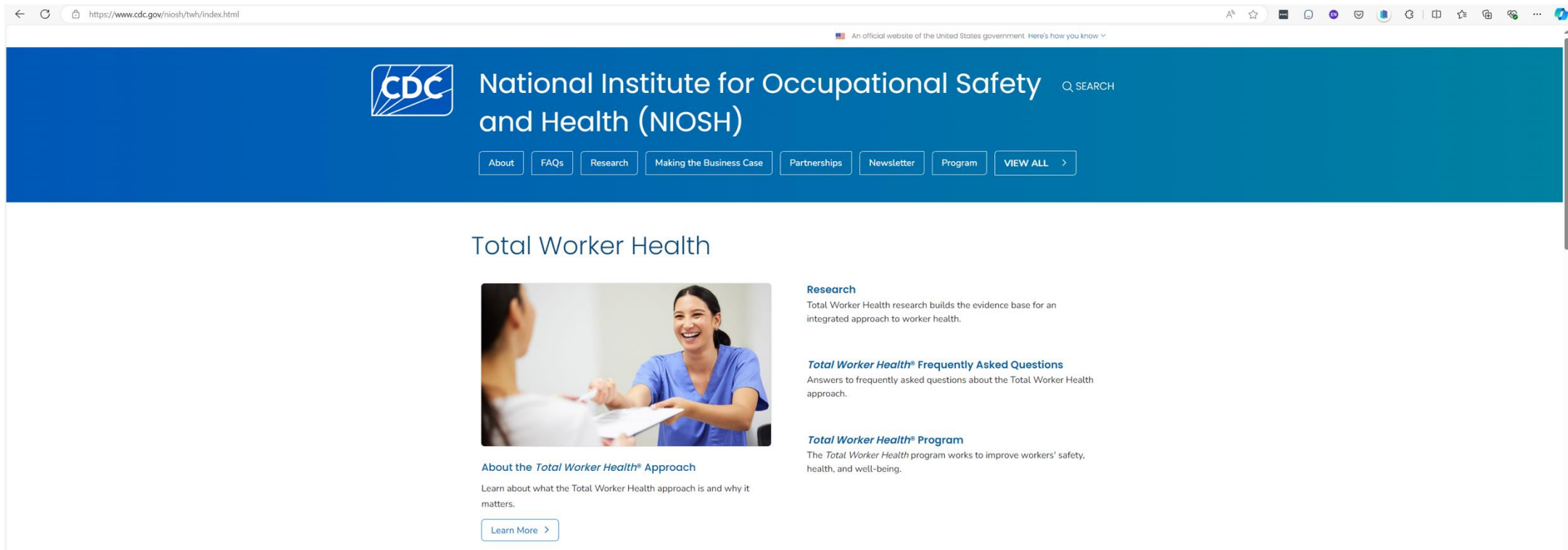


From Engagement to Total Organizational Health

- Employee challenges in higher education (and elsewhere) go beyond engagement
- Increasing employee engagement is not enough → Improving quality of worklife and becoming an employer of choice are the real goals
- We approach this by expanding NIOSH's Total Worker Health® (TWH) framework to address factors and forces affecting the functioning and resilience of employees and the overall institution
 - Total Organizational Health or TOH

Total Worker Health®

- A transdisciplinary effort to protect worker health, safety, and well-being
 - <https://www.cdc.gov/niosh/twh/index.html>
 - Policies, programs, and practices that integrate protection from work-related safety and health hazards with promotion of injury and illness-prevention efforts to advance worker well-being.



The screenshot shows the CDC NIOSH Total Worker Health website. The header is a dark blue bar with the CDC logo on the left, the text "National Institute for Occupational Safety and Health (NIOSH)" in the center, and a search icon on the right. Below the header is a navigation menu with buttons for "About", "FAQs", "Research", "Making the Business Case", "Partnerships", "Newsletter", "Program", and "VIEW ALL". The main content area is white and features the heading "Total Worker Health". On the left, there is a photograph of a woman in blue scrubs smiling while talking to another person. Below the photo is the text "About the Total Worker Health® Approach" and a "Learn More" button. On the right, there are three sections: "Research" with a brief description, "Total Worker Health® Frequently Asked Questions" with a brief description, and "Total Worker Health® Program" with a brief description.


https://www.cdc.gov/niosh/twh/index.html

An official website of the United States government. Here's how you know

CDC National Institute for Occupational Safety and Health (NIOSH) SEARCH

About FAQs Research Making the Business Case Partnerships Newsletter Program VIEW ALL >

Total Worker Health



About the Total Worker Health® Approach
Learn about what the Total Worker Health approach is and why it matters.

Learn More >

Research
Total Worker Health research builds the evidence base for an integrated approach to worker health.

Total Worker Health® Frequently Asked Questions
Answers to frequently asked questions about the Total Worker Health approach.

Total Worker Health® Program
The Total Worker Health program works to improve workers' safety, health, and well-being.

What is *Total Organizational Health (TOH)*?



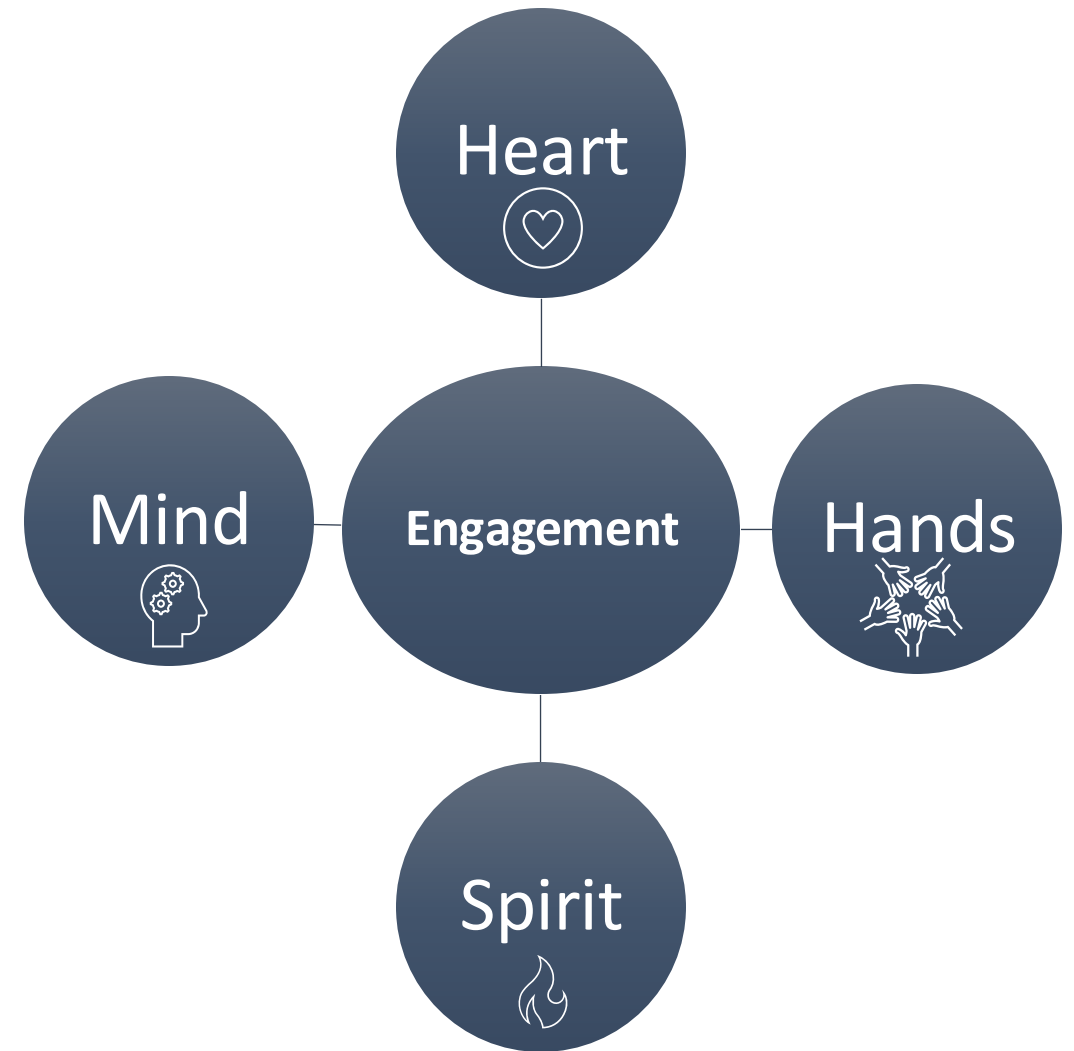
- **Worker health** = health, safety, and well-being (WHSWB) of individuals and groups
 - Physical, psychological, social
 - Not limited to work-domain experiences

Expanded focus and impact beyond employee engagement to broader quality of worklife, and beyond *Total Worker Health*® to work for more diverse stakeholders (especially leaders)

- **Organizational health** = resilience and adaptability of the organization
 - Low dysfunctional turnover (adequate functional turnover)
 - Generally positive employee attitudes (satisfaction, commitment, employee experience)
 - Higher levels of perceived support, trust, and fairness
 - Consistent motivation, engagement, and performance
 - “Ownership mentality” and identification with one’s work
 - Knowledge of how one’s own efforts contribute to the mission of the organization

TOH Facilitates Engagement + Readiness

- Engagement ≠ satisfaction or motivation
- Engagement leads to happiness
- Engagement involves emotions and actions
- Engagement is a shared responsibility and choice for employer and employee
- TOH facilitates the choice to engage and create value



From Maylett, T. (2019). *Engagement MAGIC: Five keys for engaging people, leaders, and organizations.*

TOH@UTC Overview

Why?

- Data since 2021 reveal ongoing worker health, safety, and well-being challenges
- Persistent weaknesses post-COVID, compounded by external pressures
- Leadership dedicated to fostering employee well-being and protecting employee health and safety
- Need to better attract, retain, and develop talent at all levels

What?

- Total Organizational Health (TOH@UTC) as a cultural attribute and norm
- Strengthening employee engagement and well-being
- Transforming UTC into a regional "Employer of Choice"

How?

- Broadening data-driven and evidence-based practices consistent with TWH®
- Applying the U.S. Surgeon General's (2022) framework for Workplace Mental Health and well-being and the IGLOO framework of multilevel effect
- Engaging all employees (staff, faculty, and administrators)
- Strategies focus on resource enhancement and demand reduction or modification

https://www.utc.edu/total-organizational-health

https://www.utc.edu/total-organizational-health



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TOTAL ORGANIZATIONAL HEALTH

[Overview](#) | [Resources](#) | [Data](#) | [People](#)

Total Organizational Health

[Home](#)

What is TOH?

Beginning in January 2023, the Total Organizational Health initiative at UTC (TOH@UTC) is a data-driven and evidence-based effort to **build** and **sustain** a culture within this institution that protects and promotes health, safety, and well-being for all employees. Through this initiative, UTC employees are working together to enhance engagement, build a supportive workplace culture, strengthen the overall resilience of the institution, and generally help UTC to become an "employer of choice" locally, regionally, in the University of Tennessee system, and beyond.

[Learn More](#)

The TOH@UTC framework and approach is based on work from the [US Surgeon General](#) (2022) and Nielsen et al. (2017; 2018).

The Building Blocks of TOH@UTC

The Building Blocks of TOH@UTC



Protection from Harm



Connection and Community



Work-Life Harmony



Mattering at Work



Opportunities for Growth



Multilevel Considerations

Guiding Frameworks

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



Components

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

Protection from Harm

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA* norms, policies, and programs

Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

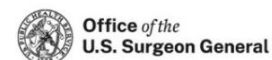
Mattering at Work

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

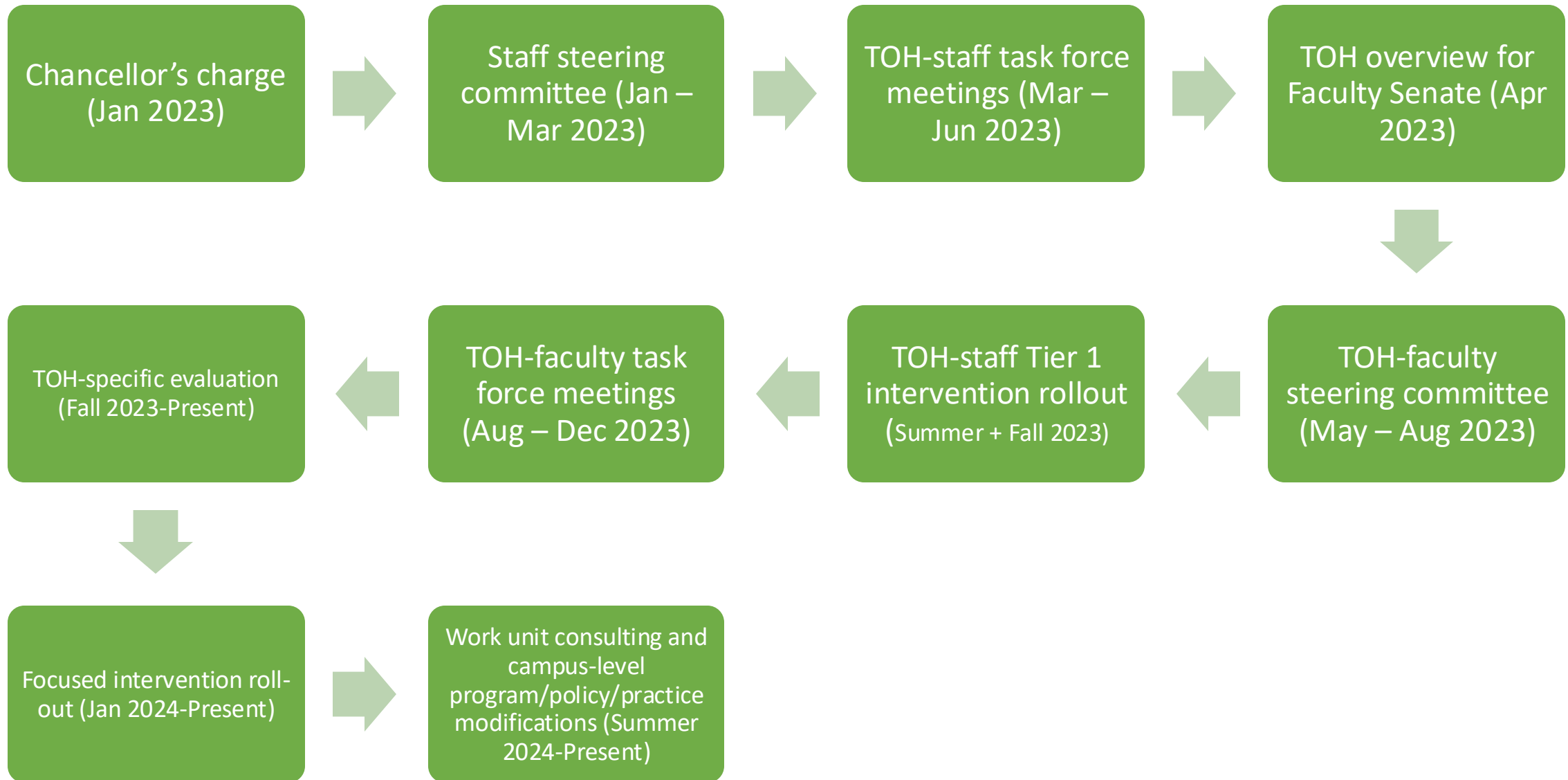
*Diversity, Equity, Inclusion & Accessibility



<https://tinyurl.com/USSGworkerwellbeing> (USSG, 2022)

(Nielsen et al., 2017; 2018)

TOH@UTC Initiative Timeline



Broadly engaging stakeholders

Executive leadership

Chancellor
Vice Chancellor, Chief Information Officer
Vice Chancellor, Finance and Administration
Interim Vice Chancellor of Enrollment Management and Student Affairs
Provost and Senior Vice Chancellor for Academic Affairs
Executive Vice Chancellor and Chief Strategy Officer
Vice Chancellor for Diversity and Engagement
Vice Chancellor for Research and Dean of Graduate School
Chief of Staff
Vice Chancellor and Director of Athletics
Vice Chancellor of Advancement

Staff

Academic Affairs
Finance & Administration
Facilities Planning and Management
Safety & Risk Management/Police
Enrollment Management & Student Affairs
Information Technology
Diversity & Engagement
Advancement
Communications & Marketing
Research and Graduate School
Athletics
Supporting Members
Employee Wellness

Faculty

Faculty Senate
Academic Affairs/Office of the Provost
Chancellor's Office
College of Arts & Sciences
College of Engineering & Computer Science
Graduate School
College of Health, Education and Professional Studies
Honors College
Human Resources
Research and Sponsored Programs
Library
Rollins College of Business
Non-Tenure Track Faculty
Council of Department Heads
Diversity & Engagement

Example TOH-Relevant Actions (2023-Present)

Protection from harm

Building safety trainings

Personal alarm distribution

Updated emergency response guide

Increased effort toward transparency regarding budget

Connection + community

Increased frequency and variety of social events within areas

Unit/area retreats involving TOH themes

New faculty welcome event

Work-life harmony

Summer flex scheduling for staff

Offering occasional WFH (when possible)

Additional childcare options

Mattering at work

Multiple staff and faculty appreciation events

Team retreats/department meetings focusing on shared values

Increased/improved recognition campaigns and options

Opportunity for growth

Self- and group-reflection activities to understand strengths

Increased celebration of growth-related “wins” during regular staff meetings

Guest speakers on TOH-related topics

Additional TOH@UTC Actions/Resources

- TOH guides for leaders and employees
- Revamped exit interview/survey and process
- New stay interview process
- Division/College and Area/Department consulting

Total Organizational Health Guide for UTC Leaders
(adapted from the US Surgeon General's 2022 guidance on workplace mental health and well-being, <https://tinyurl.com/USSGworkerwellbeing>)

Our personal and the lives of our and safe work t organization, ne support healthy to building and based practices This document with employees Chris Cunningh

As you respond to the following few questions, please reflect on the 10 factors known to promote Total Organizational Health (TOH), which may have been presented to you and/or shared in a corresponding handout or guide.

First, please drag and drop these 10 TOH-enh them in terms of how important they are to your personal working experience here at UTC (1= not important, even if all are important):

<input type="radio"/>	Safety	
<input type="radio"/>	Security	
<input type="radio"/>	Social support	
<input type="radio"/>	Belonging	
<input type="radio"/>	Autonomy	
<input type="radio"/>	Flexibility	
<input type="radio"/>	Dignity	
<input type="radio"/>	Meaning	
<input type="radio"/>	Learning	
<input type="radio"/>	Accomplishment	

Next, please select a response in the table below which you see each of the following 10 TOH-enh as a strength or weakness in your current work environment.

Organizational Health Guide for UTC Employees
(adapted from the US Surgeon General's 2022 guidance on workplace mental health and well-being, <https://tinyurl.com/USSGworkerwellbeing>)

Exit Interview SOP (Staff)	Exit Interview SOP (Faculty)
HR Receives E-Termination initiated by Hiring Manager or Administrative Assistant.	HR Receives E-Termination initiated by Budget Manager or Administrative Assistant.
Once HR Employment Specialist verifies accuracy of information, sends email notice to exiting staff member. (If information is incorrect, HR will send it back to hiring manager for clarification). QR Code link will be included within initial offboarding email and checklist.	Once HR Employment Specialist verifies accuracy of information, sends email notice to exiting faculty member. (If information is incorrect, HR will send it back to Budget Manager/Admin for clarification). QR Code link will be included within initial offboarding email and checklist.
	
Exiting Staff receives SharePoint reminder to complete exit survey. HR sends additional reminders, as necessary prior to date of termination.	Exiting Faculty receives SharePoint reminder to complete exit survey. HR sends additional reminders, as necessary prior to date of termination.
At the end of each month, the Employee Relations team will run a IRIS Termination Report to cross-reference with the completed exit surveys to determine which voluntary terminated employees need follow-up. A final email will be distributed to solicit survey participation.	At the end of each month, the Employee Relations team will run a IRIS Termination Report to cross-reference with the completed exit surveys to determine which voluntary terminated employees need follow-up. A final email will be distributed to solicit survey participation.
By mid-month of the following month, there will be a collaboration between Employment and Employee Relations to determine which employees should receive a phone call to complete an exit survey over the phone.	By mid-month of the following month, there will be a collaboration between Employment and Employee Relations to determine which faculty members should receive a phone call to complete an exit survey over the phone.
Survey feedback and IRIS termination reports are generated monthly. Employee Relations and Employment will reconvene to discuss feedback.	Survey feedback and IRIS termination reports are generated monthly. Employee Relations and Employment will reconvene to discuss feedback.
Review of survey feedback will enable Employee Relations to recommend continuous improvement initiatives and any necessary reporting to Leadership.	Review of survey feedback will enable Employee Relations to recommend continuous improvement initiatives and any necessary reporting to Leadership.

Our personal and the lives of our families and friends, and healthy and safe work se healthy and resilient workforces oga (UTC) is committed to building nd evidence-based practices to es. This document provides a work. Each of us can play a role in lew the information in this guide, or members of leadership with initiative can be sent to Dr. Chris

by strategies to exercise

aware and look out for physical safety risks of exist in your area/department; address but you can and seek help where you need it encourage a culture of physical and psychological safety among coworkers (realize and support psychological/mental of physical health; they are both important participate in events and workshops to learn se to contribute to a more inclusive and safe workplace

connect with more experienced coworkers or mentors who can provide guidance and support (help you navigate your career path (or needs and resources) regularly communicate appreciation for workers' efforts (help your coworkers understand the value they rate within their area/department, and the leader university

Be sure to talk with and listen to your coworkers

https://blog.utc.edu/toh/

TOH@UTC

Welcome to the TOH@UTC blog!

Christopher Cunningham
May 17, 2024

Posts to this blog address a variety of TOH topics that are important to our campus and working in a university setting more broadly. These resources were created in response to needs identified through the ongoing TOH@UTC initiative, which you can learn more about by visiting <https://www.utc.edu/total-organizational-health>.

[Continue Reading](#)

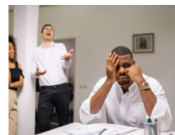


Stay Interviews as a Tool for Building Trust, Amplifying Employee Voice, and Fostering Professional Growth

Lydia Rominger, Christopher Cunningham, and Laure Pou
September 23, 2024

There are many questions when an employee quits or otherwise leaves their position in an organization. Traditionally, organizations conduct "exit interviews" or "exit surveys" to address these concerns. However, this reactive approach often falls short by itself, being "too little, too late" to truly address underlying issues that might have contributed to an employee's decision..

[Continue Reading →](#)



Managing Gossip at Work

Christopher Cunningham and Sally Hoffman
September 10, 2024

Gossip within workplaces is very common – By some estimates, almost 90% of employees share, hear, or are the target of workplace gossip or rumors (from *Corporate*, 2020). Data gathered through the Total Organizational Health (TOH@UTC) initiative confirms

Ongoing TOH@UTC Evaluation Plan

- Informal/qualitative information gathered through ongoing discussions
- Institutional metrics pertaining to talent (e.g., attrition, time to fill)
- Recurring annual UT system surveys + semi-annual internal progress check surveys + monitoring of internal metrics
 - *Mid-Sep to Oct*: McLean staff survey (all staff employees)
 - *Mid-Nov*: TOH@UTC progress check (all employees)
 - *Late Feb*: COACHE faculty survey (all faculty employees)
 - *Mid-Apr*: TOH@UTC progress check (all employees)

Evidence of Impact: McLean 2022 to 2023

- Improved response rate and aggregate indicators of employee engagement
- Real gains ($M > 6\%$) on all driver scores and all but 1 item, which still matched the McLean benchmark – notable highlights:
 - +12%: “In the last year, the training I have received has helped me do my job better.”
 - +10.5%: “The university's stated mission, vision and values are reflected in the day-to-day activities of the university.”
 - +8.6%: “The Chancellor/Vice President of my campus/institute inspires me.”
 - +9.9%: “I am satisfied with the compensation I receive for the work I do.”
 - +10.8%: “I am more satisfied with my job now than I was a year ago.”
- Improvement on all TOH-related dimensions

McLean Survey Response Rates: *Evidence of increased sense of voice + trust*

- **2021:**

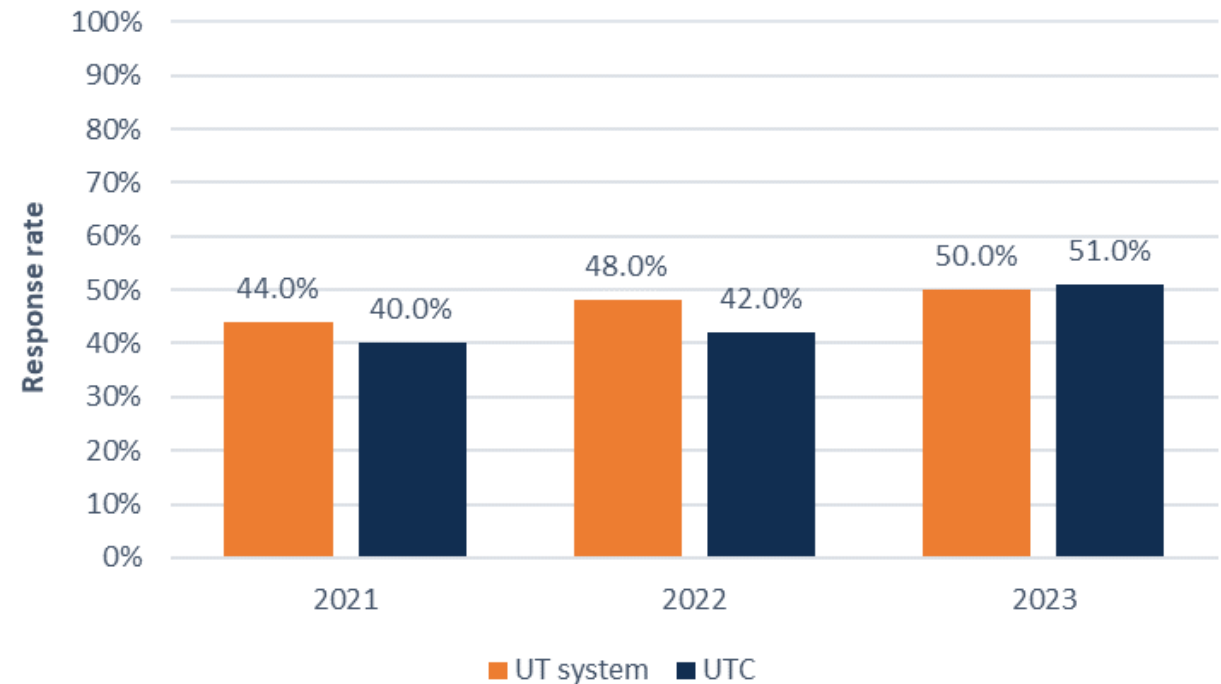
- UT system – 3764 of 8514 employees (44%)
- UTC – 330 of 832 employees (40%)

- **2022:**

- UT system – 4193 of 8429 employees (48%)
- UTC – 343 of 810 employees (42%)

- **2023:**

- UT system – 4293 of 8898 employees (50%)
- UTC – 399 of 790 employees (51%)



McLean Engagement Results: *Making progress*

“Engaged” + “Almost Engaged” vs. benchmark

- **2021:**

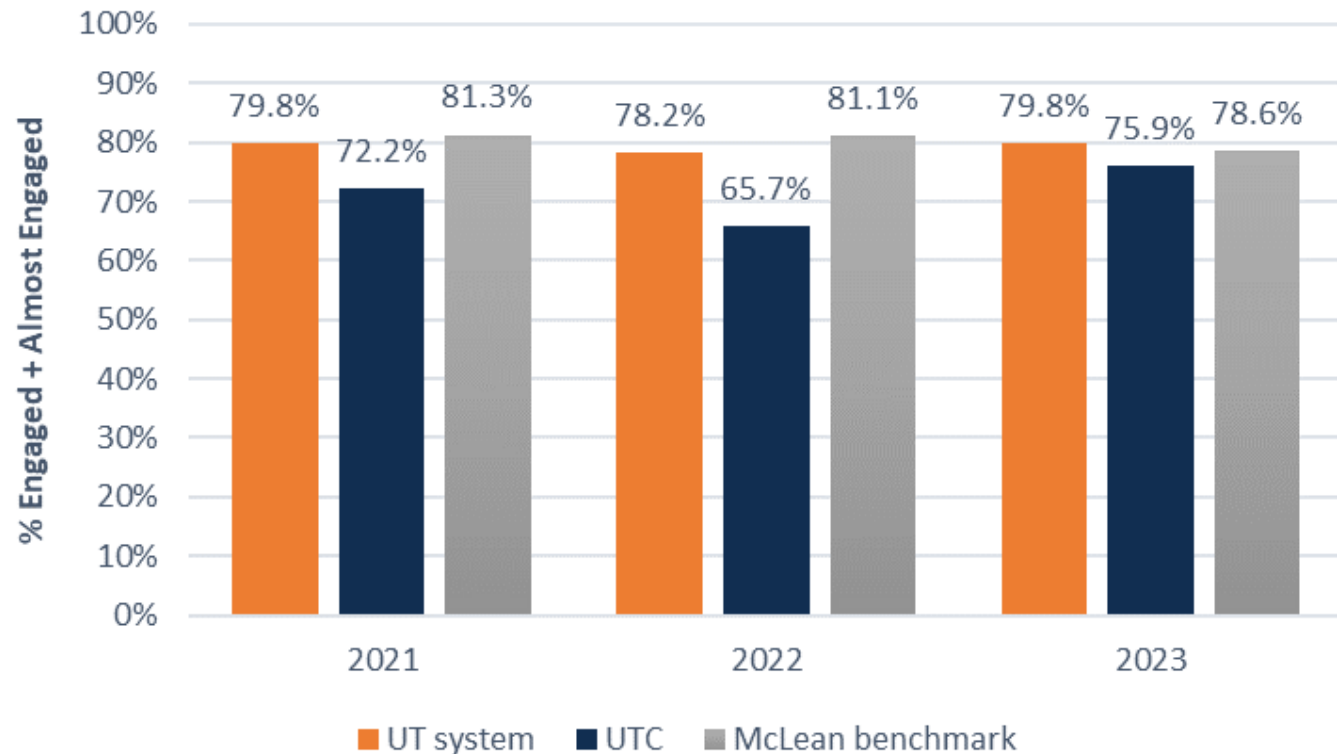
- Benchmark = 81.3% (60.4% + 20.9%)
- UT system = 79.8% (58.6% + 21.2%)
- UTC = 72.2% (51.2% + 21.8%)

- **2022:**

- Benchmark = 81.1% (61.4% + 19.7%)
- UT system = 78.2% (57.7% + 20.5%)
- UTC = 65.7% (48.2% + 17.5%)

- **2023:**

- Benchmark = 78.6% (59.4% + 19.2%)
- UT system = 79.8% (58.9% + 20.9%)
- UTC = 75.9% (52.5% + 23.4%)



Given our objective to promote sustainable Total Organizational Health, we focus on a more complete range of engagement (not just the “top-box”, which may lean into overextension by some employees).

TOH@UTC Progress Check Main Indicators

Division/College

Select all	AA	Advancement
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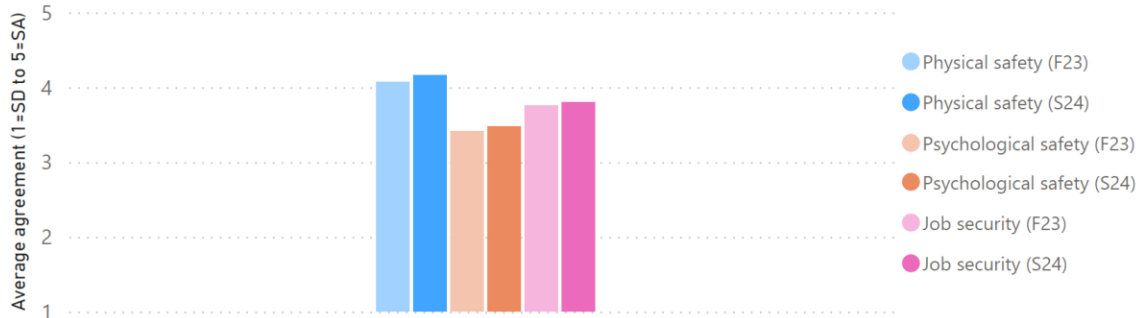
Area/Department

Select all
AA: Office of Provost
AAEC
Access and Engagement: Office of the VC
Advancement: Office of the VC
Alumni Affairs

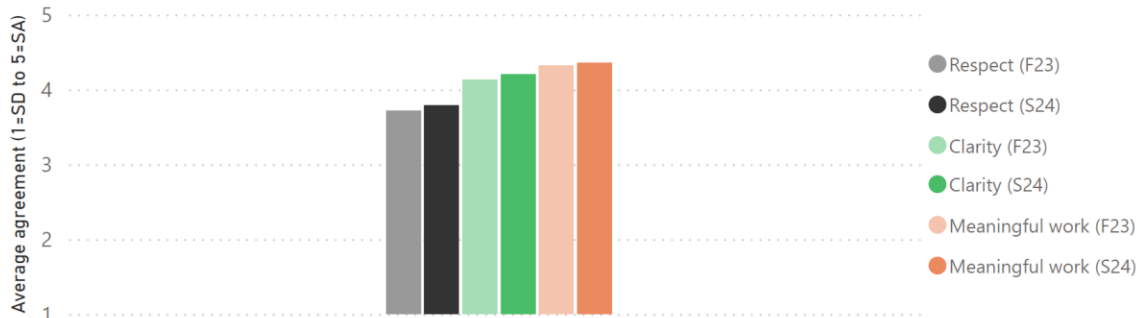
382
Sample size (F23)

326
Sample size (S24)

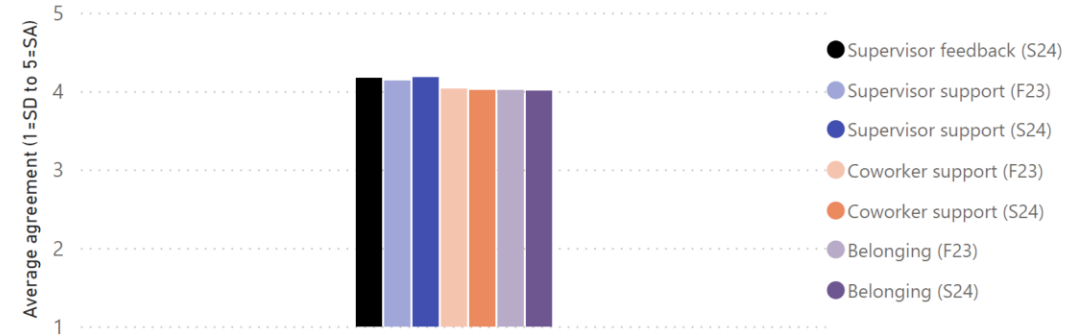
Protection from harm



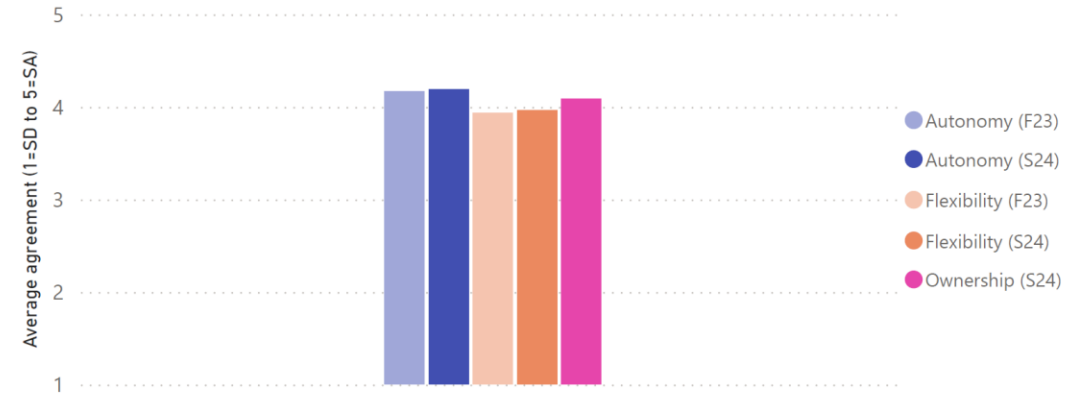
Mattering at work



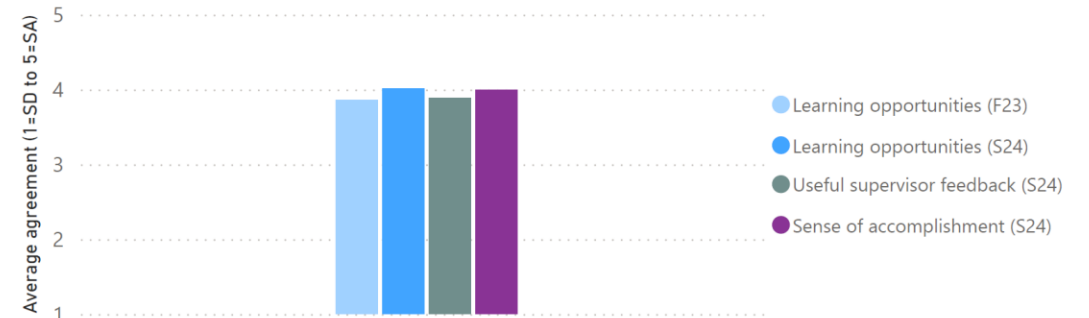
Connection and community



Work-life harmony



Opportunity for growth



Employee-related outcomes

382
Sample size (F23)

326
Sample size (S24)

"Would recommend department/area of UTC (S24)"

Recommendation options:

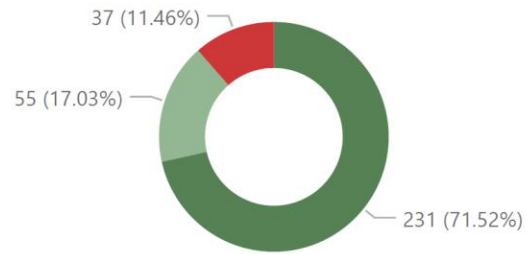
1=I would definitely recommend my department/area at UTC.

2=I would recommend UTC in general, but not my department/area necessarily.

3=I would not recommend working at UTC.

Would recommend department/area of UTC (S24)

● 1 ● 2 ● 3



Would recommend department/area of UTC (F23)

● 1 ● 2 ● 3



Level of commitment to UTC work (% of S24 respondents)

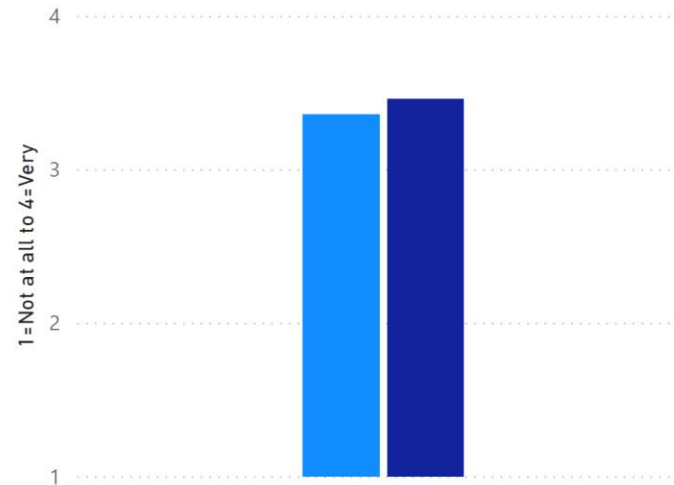
1=Not at all, 2=Slightly, 3=Moderately, 4=Quite a bit, 5=Extremely

● 1 ● 2 ● 3 ● 4 ● 5



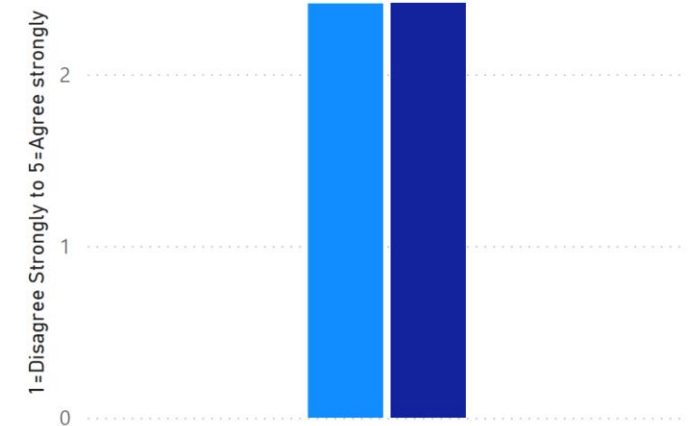
Overall I am ___ satisfied with my work at UTC.

● F23 ● S24



I am seriously thinking of leaving UTC for a different job sometime soon.

● F23 ● S24

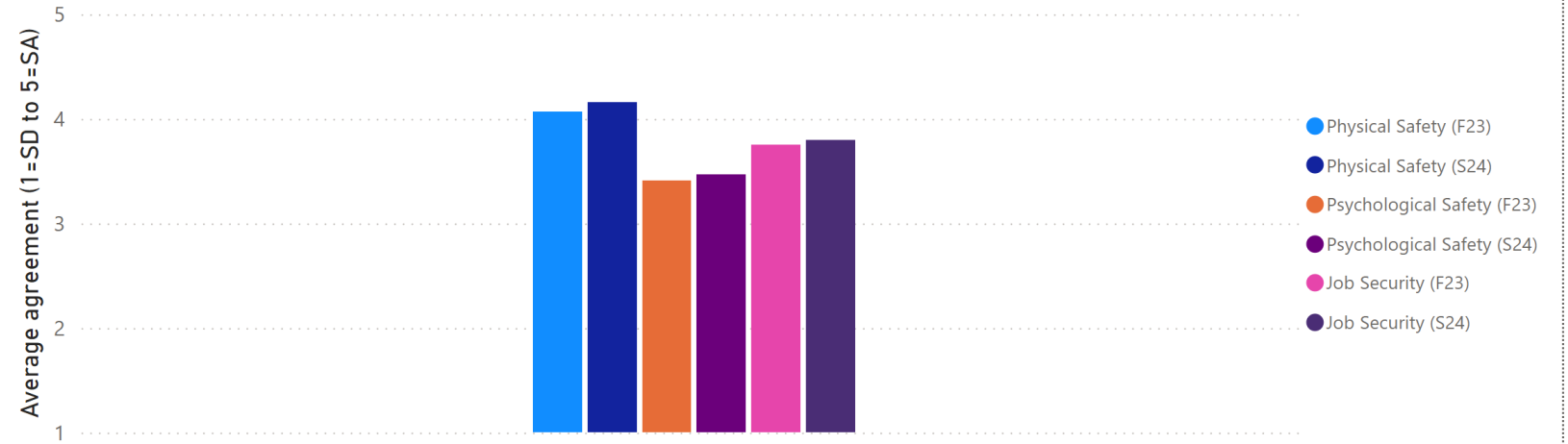


Protection from Harm Summary

382
Sample size (F23)

326
Sample size (S24)

Protection from harm



Physical safety (S24)

Disagree strongly Disagree Neutral Agree Agree strongly



Psychological safety (S24)

Disagree strongly Disagree Neutral Agree Agree strongly



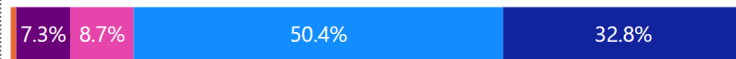
Job security (S24)

Disagree strongly Disagree Neutral Agree Agree strongly



Physical safety (F23)

Disagree strongly Disagree Neutral Agree Agree strongly



Psychological safety (F23)

Disagree strongly Disagree Neutral Agree Agree strongly



Job security (F23)

Disagree strongly Disagree Neutral Agree Agree strongly



TOH@UTC priorities 2024-2025

- **Increase awareness/sense of shared responsibility for engagement**
 - Need for “ownership” and “choice to engage”
- **Work to address challenges pertaining to sense of belonging, perceived social support, and opportunities for learning and growth**
 - Connects to career mapping, job crafting, and hi-po development and expanding our understanding of and approach to career development to more of a “career lattice” vs. “career ladder”
- **Focus on improving quality of relationships between leaders/supervisors/managers and their employees**
 - Work to build/improve trust in leadership and awareness + availability of social support
- **Address perceived lack of clarity and consistency in performance evaluation criteria and standards/expectations**
 - This is negatively impacting sense of meaning/value, fairness, trust in supervisors
 - Broader improvement to how we manage performance and talent more generally is likely called for here

TOH-Related Strategies for Building Future Readiness

The Building Blocks of TOH@UTC



Protection from Harm



Connection and Community



Work-Life Harmony



Mattering at Work



Opportunities for Growth



Multilevel Considerations

TOH Factors: Protection from Harm

Safety

- Protecting all workers from physical and non-physical harm, including injury, illness, discrimination, bullying, and harassment

Security

- Ensuring all workers feel secure financially and in their job future

Key Components

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental/psychological health
- Operationalize inclusiveness norms, policies, and programs

Leader/Manager Guidance: Safety

Questions to consider

- What do I see or experience while working that makes me feel physically or psychologically unsafe?
- What regular checks or assessments can we implement to identify and address any potential safety risks?
- What measures can we put in place to protect against discrimination, bullying, and harassment within our work environment?

Daily strategies

- Be aware of and look out for physical safety risks that exist in your area/department; address what you can and seek help where you need help
- Model physical and psychological safety and set/enforce expectations that all employees do likewise
- Normalize and support mental health as an important goal
- Support inclusion-focused policies and practices

Leader/Manager Guidance: Security

Questions to consider

- What makes me and my employees feel less than fully secure in my employment and working experiences?
- How can I help my employees feel more secure on a daily basis?
- What actions can we take to consistently communicate our organization's benefits and compensation packages that contribute to overall security?

Daily strategies

- Better communicate total compensation/rewards packages, especially elements that support security (e.g., insurance, retirement savings)
- Regularly communicate appreciation for employees' efforts
- Help your employees understand the value they create within you area/department and the broader organization

TOH Factors: Connection + Community

Social support

- Having the networks and relationships that can offer physical and psychological help, and can mitigate feelings of loneliness and isolation

Belonging

- Feeling of being an accepted member of a group

Key Components

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Leader/Manager Guidance: Social Support

Questions to consider

- What can I do today to show my employees that I am there for them and ready to support them when needed?
- What steps can we take to create an environment in our area/department where team members genuinely feel supported by each other?
- How can I identify employees who may be at risk for isolation or loneliness, or otherwise in need of support?

Daily strategies

- Take time to talk with and listen to your employees
- Demonstrate consistency and authenticity in all interactions
- Build and protect trust in all relationships with employees
- Foster collaboration and teamwork

Leader/Manager Guidance: Belonging

Questions to consider

- How do I help my employees know they are an important part of the team that makes this area/department work?
- How can we encourage regular interactions and collaborations that prevent isolation within our area/department?
- What can we do to help everyone feel that they belong and can connect with each other in this area/department?

Daily strategies

- Maintain area/department culture where belonging and feeling included is the norm
- Complete frequent, regular, and recurring personal check-ins with all employees
- Celebrate shared “wins”/achievements within your area/department

TOH Factors: Work-Life Harmony

Autonomy

- Control a worker has over when, where, and how they do their work

Flexibility

- Ability of workers to work when and where is best for them

Key Components

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

Leader/Manager Guidance: Autonomy

Questions to consider

- How can I provide our team members with more control over when, where, and how they do their work in our area/department?
- What sort of autonomy/control over work are my employees seeking?
- Where in my employees' typical work is it most possible for them to have autonomy/control/choice?

Daily strategies

- Learn when, where, and to what extent your employees want more autonomy over their work
- Explore ways to make your employees' schedules predictable and set with employee input
- Model and respect efforts to manage boundaries between work and nonwork life roles

Leader/Manager Guidance: Flexibility

Questions to consider

- What sort of flexibility at work do my employees need?
- What strategies can we implement to ensure work arrangements adapt to individual needs?
- How can we offer a level of scheduling autonomy that allows team members to optimize their productivity and fit their lifestyle?

Daily strategies

- Help employees understand how and when to use available schedule flexibility (informal and formal)
- Remove unnecessary rigidity in the design, assignment, and management of employees' work; remember there are often multiple ways to complete the same task
- Share and discuss success stories of adaptable work styles during team meetings

TOH Factors: Matterring at Work

Dignity

- Sense of being respected and valued

Meaning

- Sense of broader purpose and significance of one's work

Key Components

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Leader/Manager Guidance: Dignity

Questions to consider

- What do I do on a regular basis to show my employees that I respect and value each of them?
- How can we actively listen and respect each other better in my area/department?
- How can we create an environment where everyone feels comfortable expressing themselves without fear of judgment?

Daily strategies

- Demonstrate gratitude and appreciation for each of your employees at least once per week
- Advocate for your employees to have a living wage and access to other benefits that can help them feel valued
- Ask employees to share their expertise and perspectives when making decisions that are likely to affect them

Leader/Manager Guidance: Meaning

Questions to consider

- How do I help my employees understand the value they create within this area/department and the broader organization?
- What steps can we take to show how each employee's efforts contribute to the overall goals and mission of our area/department and the organization?
- What practices can we introduce to empower team members to take ownership of their roles and the impact they create?

Daily strategies

- Build a culture of gratitude and recognition
- Share impact stories that illustrate positive impact within the organization
- Connect individual work with organizational mission
- Encourage and facilitate employees to have and demonstrate an “ownership mentality” about working in this organization

TOH Factors: Opportunity for Growth

Learning

- Process of acquiring new skills and knowledge in the workplace

Accomplishment

- Outcome of meeting goals and having an impact

Key Components

- Offer quality training, education and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

Leader/Manager Guidance: Learning

Questions to consider

- How do I model and support continuous learning and a growth mindset within my area/department?
- What practices can we implement to encourage team members to share their expertise and learn from one another daily?
- What steps can we take to ensure that feedback is used as a tool for learning and improvement?

Daily strategies

- Facilitate access to and utilization of quality training, education and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback
- Create platforms and opportunities for team members to share insights, expertise, and lessons learned

Leader/Manager Guidance: Accomplishment

Questions to consider

- What do I do to publicly celebrate my employees' achievements and accomplishments?
- How can we help team members set achievable daily goals that contribute to their sense of accomplishment?
- How can we regularly assess and communicate the impact of completed tasks, reinforcing a sense of accomplishment and purpose?

Daily strategies

- Encourage reflection with an emphasis of identifying accomplishments
- Publicly acknowledge individual and team achievements
- Create a ritual to help celebrate big and small wins within your area/department

Final Points

- No organization or industry is “safe” and “healthy” for all employees, all the time
- Future readiness = resilient engagement
 - Employee ability to choose to “dig in”
- Culture change to facilitate engagement and future readiness is possible with broad and consistent leadership and workforce participation
- Our experiences and methods with TOH@UTC may help other leaders address quality of worklife for their employees and TOH-related challenges in their organizations
 - Optimizing resource efficiency, eliminating barriers, employing a comprehensive and evidence-based framework with data-driven guidance, leveraging existing strengths, and effectively utilizing existing tools and resources

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