Staying Abreast of Post-Pandemic HR Realities
Presenter: Mark Griffin | CEO,
In HIS Name HR
Location: Salon 18
Welcome

Mark A. Griffin, Founder
Personal

- Married to Gail
- Two awesome adult children
- Outdoor enthusiast
- Author
- International mission experience
Personal

- Married to Keith
- Grew up in upstate New York
- Loves needlework, specifically counted cross-stitch
- Over 20 years’ HR experience
Personal

- Married to Rachel
- Loves tandem bike riding
- Collects pens
- Over 30 years’ HR experience
HR Outsourcing

Our clients are nationwide.

We serve:

1. Churches and ministries
2. Christian camps
3. Christian colleges, universities and seminaries
4. Christian-owned for-profit companies
Strategic Partnership Vision

Family Institute & Policy Councils
50 nationwide

Christian Employers Alliance
Christian-owned for-profit companies
Clients nationwide

Pinnacle Forum
National network of senior leaders

Christian Radio
Bridge FM- WJTL ~ WPEL
Interviews & podcasts

The Transnational Association of Christian Colleges & Schools (TRACS)
84 institutions worldwide
27,000 students

The Association for Biblical Higher Education (ABHE)
183 institutions in U.S. & Canada
58,000 students

Christian Camp & Conference Association (CCCA)
7,000+ plus members
5.5 million people

Christian churches
200 per client area
1100 nationwide “mega-church”
Serving Christian Higher Education
Welcome!

Whatever you do, work at it with all your heart, as working for the Lord, not for men, since you know that you will receive an inheritance from the Lord as reward. It is the Lord Christ you are serving.

Colossians 3:23–24 NIV
Biblical Approach

**Pray to have godly employees.** This is not a command; it is a principle. However, we would be wise to pray that God would send us all employees of like faith and belief.

*Crown Financial Ministries*

We need employees who support our Mission, Vision and Values!
What We Will Cover Today

COVID-19 has created many new HR challenges

- Working remotely
- New recruiting requirements in certain states
- Having employees work remotely, and state policies
- Directives under COVID-19
- Building Back Better (conflict alleviation and best practices)
Working Remotely

- Many campuses are experiencing continued COVID-19 related issues
- Conflicts have underlying issues
- We will explore conflict more deeply
New Recruiting Requirements in Certain States
Having Employees Work Remotely, and State Policies
Directives Under COVID-19

• Legal issues that have arisen after COVID-19
• Mask mandates
• Vaccine mandates
Issues Arising from COVID-19

Refamiliarize yourself with the directives made during COVID-19. Did you mandate masks? Under what legal authority did you do so?

Did you mandate the injections/vaccines for employees and students?

Under what authority was that decision made?
Were exemptions offered and granted for those who objected?
Issues Arising from COVID-19

Single-plaintiff cases are much more common than class actions
Remote work, leaves, discrimination and retaliation claims are most popular
Healthcare employers continue to bear the brunt of COVID-19-related litigation
Employment-Related Lawsuits

- Healthcare: 718
- Retail: 310
- Manufacturing: 259
- Government: 218
- Hospitality: 216
- Education: 162
- Professional and technical services: 155
- Construction: 154
- Transportation: 137
- Finance and insurance: 128

*Employment cases as of 9/21/2021 SHRM*
Connect with Resources

Resources for Action

Defending Biblical Principles

Resources For Action
Building Back Better

Managing Conflict on Campus

What the Survey Says

CPP Inc., publishers of the Myers-Briggs Assessment and the Thomas-Kilmann Conflict Mode Instrument commissioned a study.

The findings align with what we experience when working with clients.
Business Case

• U.S. employees spent 2.8 hours per week dealing with conflict, or roughly $359 billion in paid hours (based on average hourly earnings of $17.95), the equivalent to 385 million working days.

• This latter issue is clearly a major problem in the nonprofit sector, where almost half (48%) have been involved in a conflict that led to sickness and/or absenteeism.
What are the main causes of conflict?

- Personality clashes/warring egos: 49%
- Stress: 34%
- Heavy workloads/inadequate resources: 33%
- Poor leadership from the top of the organization: 29%
- Lack of honesty and openness: 26%
- Poor line management: 23%
- Lack of role clarity: 22%
At what level of your organization do you observe the most conflict?

- Between entry-level/front-line roles: 34%
- Between line managers and their reports: 24%
- Between different levels of management: 20%
- Between middle managers: 8%
- Between first-line management/supervisors: 7%
- Between senior leadership/executives: 6%
Types of Conflict

1. Interdependence conflicts (when work completion depends on two or more people)
2. Differences in style (how to get it done)
3. Diversity (age, sex, upbringing, denominational differences)

So then, let us aim for harmony in the church and try to build each other up.

Romans 14:19
8 Ways Managers Can Address Conflict More Effectively
Identify and Address Underlying Tensions *Before* Things Go Wrong
More Informal One-to-One Conversations with People They Manage
Manage Toxic Individuals Who Create Conflict More Firmly
Provide Counseling for Employees in Conflict
Raise the Subject of Conflict As Part of Everyday Discussion
Develop Interpersonal Relationships
Act As Mediators
The Single Most Critical Activity for Effective Conflict Management Is “Conversation”
Recap

1. Identify and address underlying tensions before things go wrong
2. More informal one-to-one conversations with people they manage
3. Manage toxic individuals who create conflict more firmly
4. Provide counseling for employees in conflict
5. Raise the subject of conflict as part of everyday discussion
6. Develop interpersonal relationships
7. Act as mediators
8. The single most critical activity for effective conflict management is “conversation”
Biblical Approach

*Turn away from evil and do good. Search for peace, and work to maintain it.*

1 Peter 3:11 NLT
Best Practices From Wycliff Bible Translators
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Provide technical resource assistance for programs like Zoom, Slack, Google Workspace, and other connectivity options.
Best Practices From Wycliff Bible Translators

Ensure your remote policy
sets new expectations for managers
as they learn to measure productivity
and hold people accountable
while creating a sense of community in a hybrid setting
with their direct reports
Best Practices From Wycliff Bible Translators

Use a committee to set COVID policy.

It eliminates the blame game and helps demonstrate to employees that you are openly following all guidance and law.
Best Practices From Wycliff Bible Translators

Use your mission, vision, and values to drive strategic priorities and supporting operations, with HR serving as a critical player in helping people encounter guiding statements repeatedly.
High-Performing Organizations

Ownership and Board believe in the benefits/significance/importance of MVVs. President supports without hesitation. Top executives get it.

Overarching support helps ensure achievement

Legend
= Support = Integrate

Employees must be part of the process to achieve true foundational support

Note: There are 20+ integration points through various HR practices.
Other Ideas to Consider

• Campus-wide communication training
• Use MBTI as a tool to identify and understand differences
• Delve into building a high-performance organization
Biblical Approach

Do all that you can to live in peace with everyone.
Romans 12:18 NLT
Thank you!
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