



Employee Time Optimization

Prepared by UCF Performance Solutions
15 November 2018



UCF

UCF Performance Solutions

Who We Are

UCF Performance Solutions is an applied research group who seeks to **improve productivity and performance** for organizations and **strengthen quality of work life** for employees. Performance Solutions accomplishes this with the latest technology and research, providing a fresh perspective on business procedures with UCF's faculty and graduate students in the Industrial Organizational Psychology program leading the way.

Our Mission

To deliver **evidence-based organizational solutions** that enhance the workplace, for both the organization and its employees.

Our Vision...



To share knowledge and solutions in order to promote productive, healthy workplaces.



UCF

Introduce yourselves!

- 1 **What organization are you representing?**
- 2 **What brought you here today?**

Agenda



5 Categories of CWBs

Counterproductive Work Behaviors

Umbrella term covering wide variety of unproductive behaviors that occur in the workplace

Abuse
Against
Others

Production
Deviance

Sabotage

Theft

Withdrawal

5 Categories of CWBs

Counterproductive Work Behaviors

Umbrella term covering wide variety of unproductive behaviors that occur in the workplace

Abuse
Against
Others

Production
Deviance

Sabotage

Theft

Withdrawal

Production Deviance

- Intentional failure to perform job tasks & work effectively, & the way they should be performed
 - Off task behaviors
 - Drug/alcohol misuse
- Passive
 - Less visible to the organization – more **covert**
 - Does **not** involve interpersonal interactions

Withdrawal

- Behaviors that restrict the amount of time spent working to **less** than what is required of the employee
 - In other words: Behaviors that result in the employee working less time than required
- Examples:
 - Tardiness
 - Long breaks
 - ***Absenteeism***

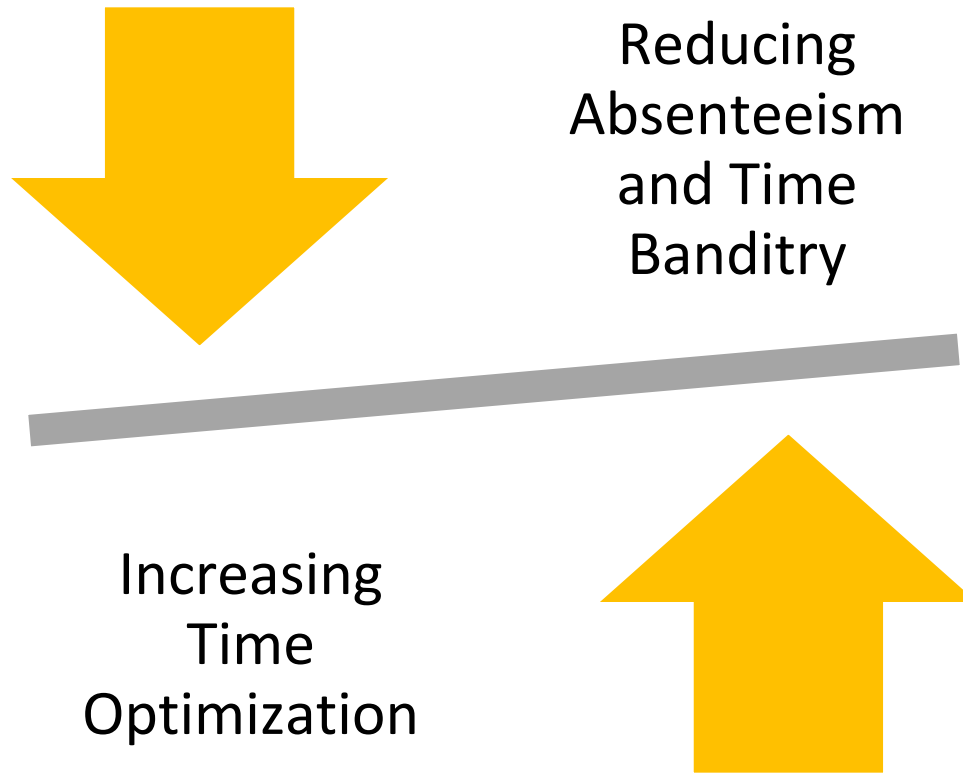




\$759 billion annually

on average, \$5,720 per employee

Our Approach



Traditional Views

360 View of Absences

Write Answers
on Sticky Note &
Place in Center
of your Table

Fish Bowl Activity:

- On 3 separate sticky notes, write:
 - An example of when you were absent and what effect you thought your absence had on the workplace
 - An example of when your coworker was absent and how that affected your ability to do your work
 - An example of when your supervisor was absent and how that affected your work and your team's work

Absenteeism

- What does this look like?
 - Tardy
 - Absent
 - Use excessive sick leave
- Information Age
 - Easy to track!
 - Understand the ***impact*** on organizations

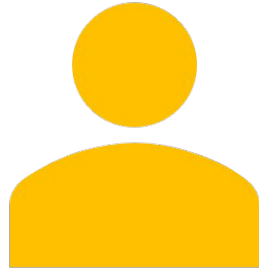


Effect on Organizations

- Bureau of National Affairs stated that 60% of organizations consider absenteeism to be the most serious discipline problem they face
- Absence due to health-related issues costs American organizations ***\$153 billion annually***

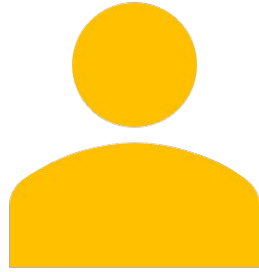


Absenteeism



Individual problem or organizational problem?

Absenteeism



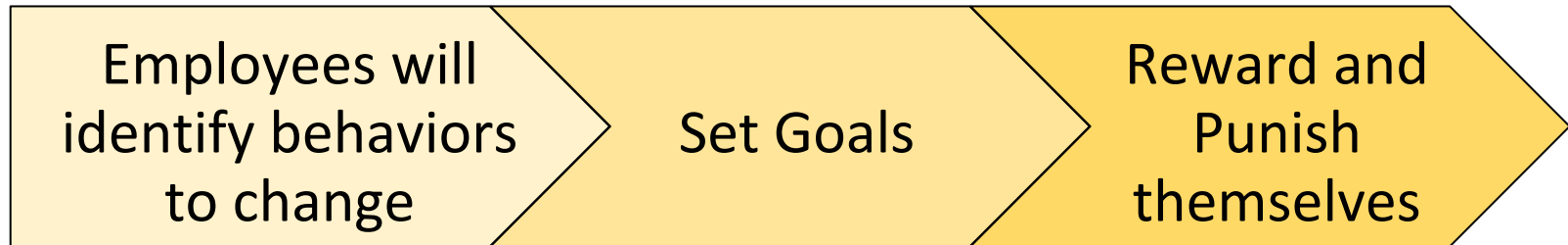
Individual problem or organizational problem?

- We'll show you solutions to both!
 - Individual: Self-management training
 - Organizational: Absence culture

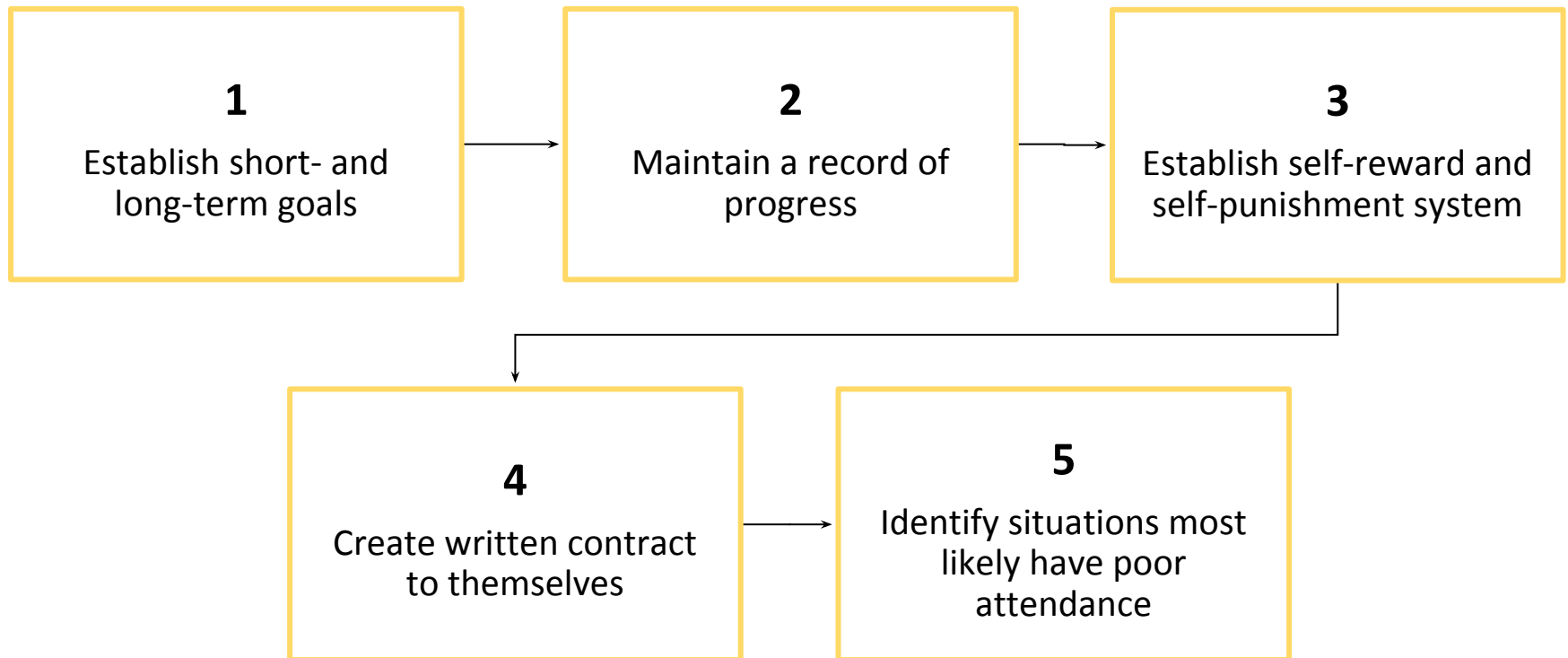


Individual-Level Solution

Self-Management Training



Self-Management Process



Benefits



Employees hold themselves accountable



Takes burden off of managers

Do you have any examples of a similar process at your organization?

A golden globe is positioned on a brick floor. The globe is highly reflective and shows the surrounding environment. Below the globe is a large, circular, golden seal of the University of Central Florida. The seal features a central emblem with a torch and a book, surrounded by the text "UNIVERSITY OF CENTRAL FLORIDA" and "1963". The entire scene is lit with a warm, golden light.

Organizational-Level Solution

Absence Culture

- Depends largely upon the consequences that workers feel will result from absence

Encouragers of Absence

- Break from work
- Spend time with friends & family
- Leisure time

Deterrents of Absence

- Loss of wages
- Loss of promotional opportunities
- Heavier workload

How to Create the Culture



Focus absence management efforts on the emergent absence culture



Policy development, informal communication, and incentives



Unit-level absence control interventions

360 View of Absences

Fish Bowl Activity:

- An example of when you were absent and what effect you thought you had
- An example of when your coworker was absent and how that affected your ability to do your work
- An example of when your supervisor was absent and how that affect your work and your team's work

Let's talk about it!



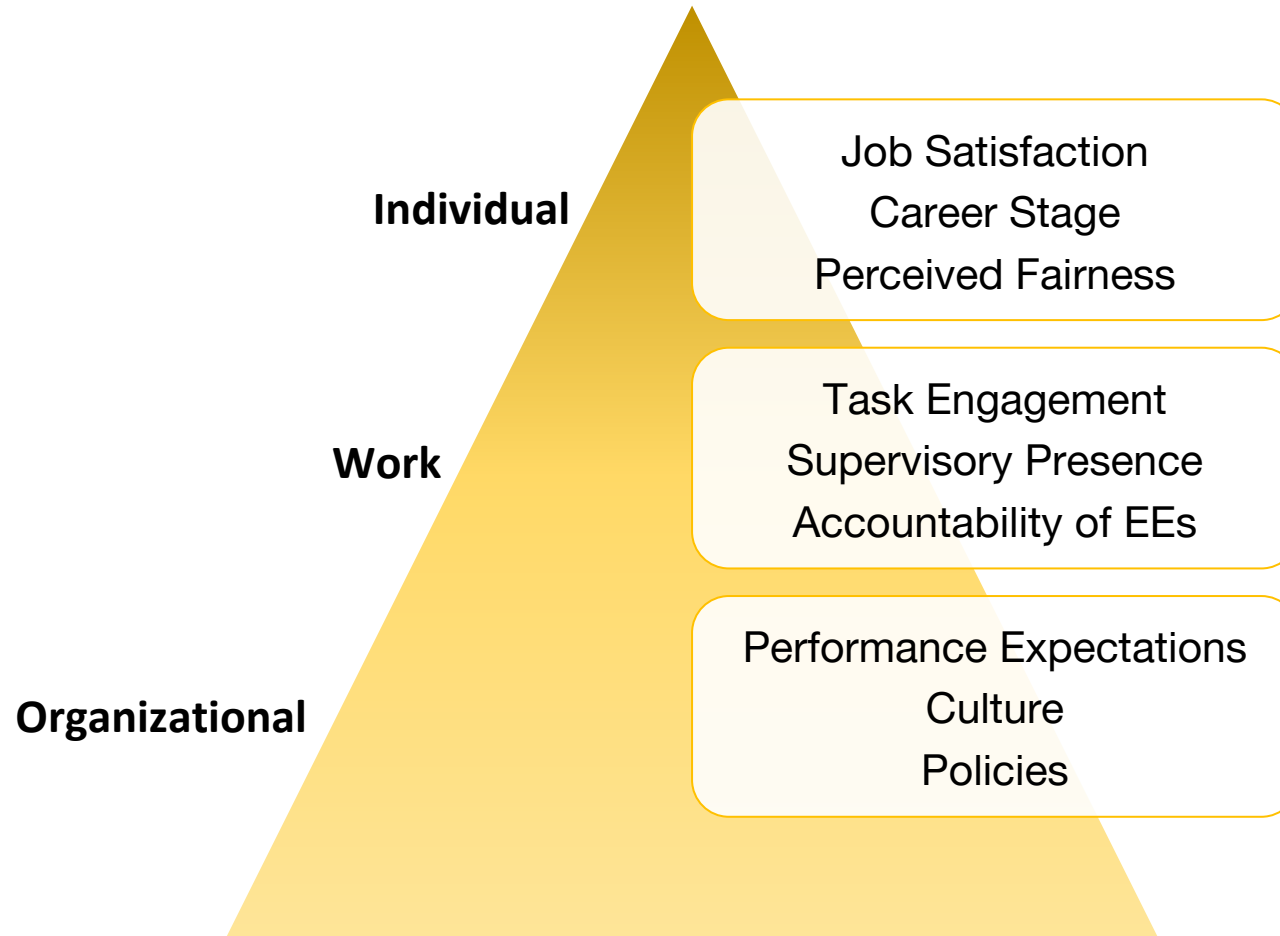
Contemporary Views

Time Banditry

- “Propensity of employees to engage in non-work-related activities during work time”
 - Technology plays a big role today
- Falls within production deviance



Precursors of Time Banditry



Do you have issues with any of these in your organization?

How does this lead to Time Banditry?

Precursors

**Cognitive
Justification**

Opportunity

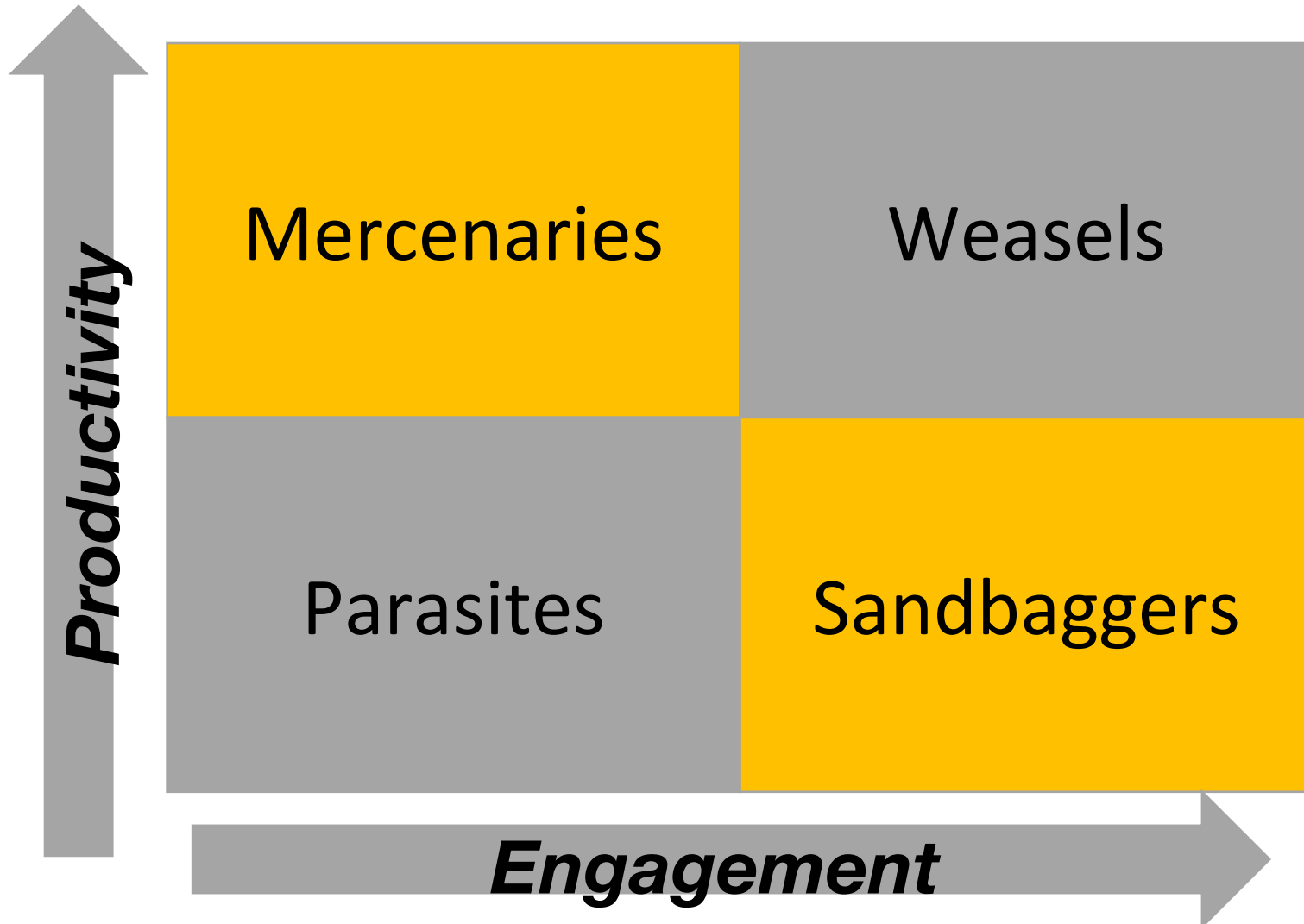


Who Are Our Time Bandits?



UCF

Time Bandit Profiles



Time Bandit Profiles



Weasels

- Engaged-productive
- Moderate commitment to job
- Reasonably complete their tasks
- ***Could perform better... if they wanted to.***



Targeted Solution

Time Bandit Profiles



Weasels

- Engaged-productive
- Moderate commitment to job
- Reasonably complete their tasks
- ***Could perform better... if they wanted to.***



Targeted Solution

- ✓ Intervention efforts may consist of minor changes:
 - ✓ Job enrichment
 - ✓ Reinforce cultural norms against time banditry
 - ✓ Reinforce performance standards.

Time Bandit Profiles



Mercenaries

- Unengaged-productive
- Little commitment to job
- Reasonably complete their tasks
- ***Could also choose to perform better***



Targeted Solution

Time Bandit Profiles



Mercenaries

- Unengaged-productive
- Little commitment to job
- Reasonably complete their tasks
- ***Could also choose to perform better***



Targeted Solution

- ✓ Work to increase engagement:
 - ✓ Assign as trainers or leaders
 - ✓ Use participative management
 - ✓ Enforce policies against time banditry
 - ✓ Ensure prevention strategies are within reason

Time Bandit Profiles



Sandbaggers

- Engaged-unproductive
- Seem to be involved, but it's really impression management
- Banditry evident when closely scrutinized
- ***Could be positive!***
 - OCBs



Targeted Solution

Time Bandit Profiles



Sandbaggers

- Engaged-unproductive
- Seem to be involved, but it's really impression management
- Banditry evident when closely scrutinized
- ***Could be positive!***
 - OCBs



Targeted Solution

- ✓ Focus on increasing productivity:
 - ✓ Implement performance goals
 - ✓ Assign tasks that build up to a full process or product
 - ✓ Monitor Sandbaggers

Time Bandit Profiles



Parasites

- Unengaged-unproductive
- Drain resources
- ***Commonly commit:***
 - Social loafing
 - Free riding
 - Shirking
 - Job neglect



Targeted Solution

Time Bandit Profiles



Parasites

- Unengaged-unproductive
- Drain resources
- **Commonly commit:**
 - Social loafing
 - Free riding
 - Shirking
 - Job neglect



Targeted Solution

- ✓ Terminate vs. Rehabilitate
 - ✓ Rehabilitation:
 - ✓ Training
 - ✓ Job enrichment
 - ✓ Job rotation

Universal Solutions

Tool to evaluate habits of employees

- Regular performance appraisals and feedback
- Online software to detect non-work related use of Internet

System to hold employees accountable for their time

- Time card system to monitor lateness/leaving early
- Blocking access to certain non-work related Internet sites





Negative Effects

- Undermines organization's mission
- Undermines morale & productivity
- Undermines institutional support

Keep in mind...

- Close monitoring of employees' behavior can have negative consequences too



Positive Effects

Surprisingly, there are positive effects!

- *Some* off-task behavior isn't all bad:
 - Employees participating in *Organizational Citizenship Behaviors*
 - *Microbreaks* have many benefits....

Recovery

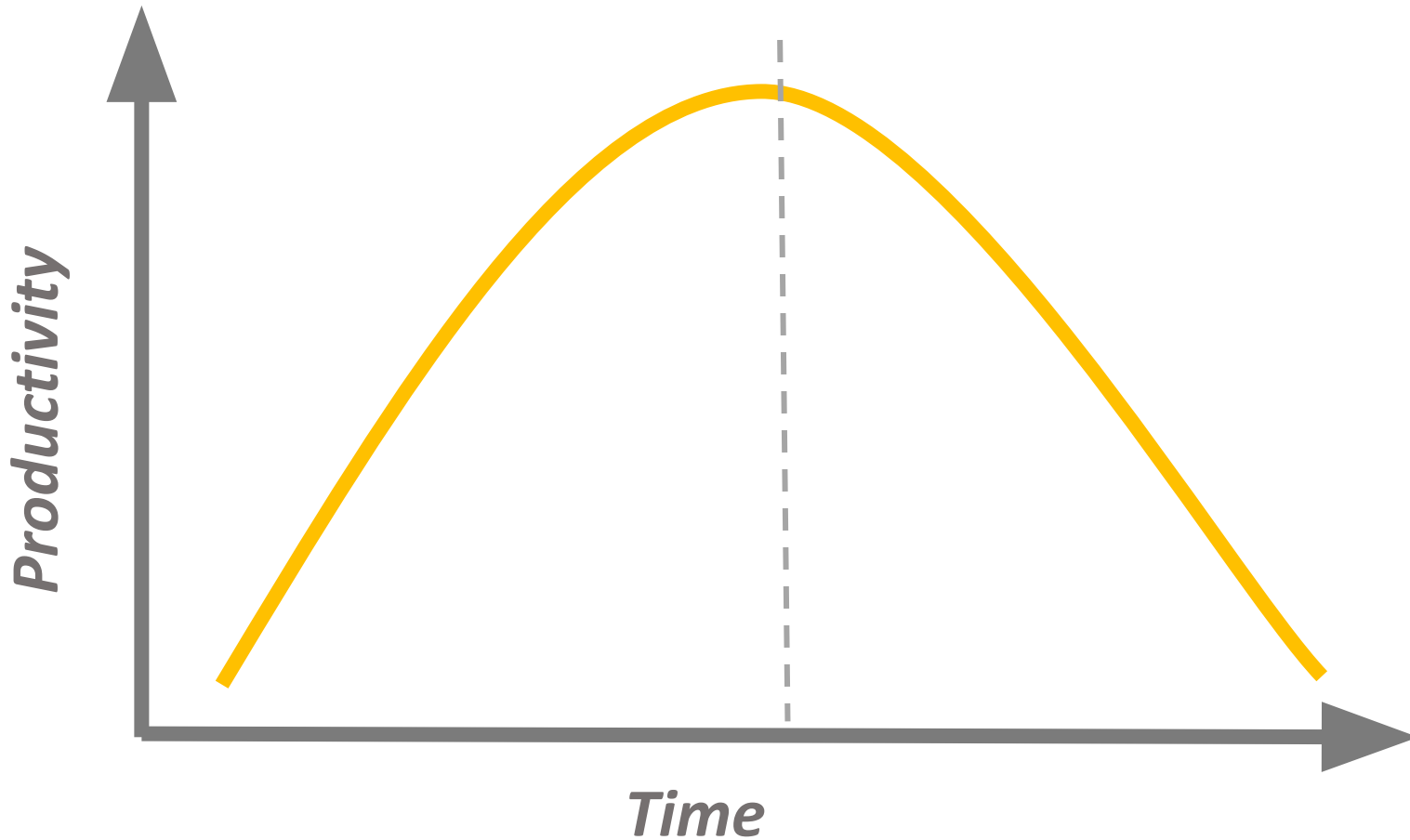
People are going to take breaks...

but let's train them to recover properly – saving
your organization's time and money.

What is Recovery?

- Employee replenishes their resources following job strain
 - *Maintains employee well-being*
- Relaxation protects against increased job exhaustion during high job demands

Recovery





Recovery Mechanisms During Work Hours



UCF

Foster Climate of Positive Group Context



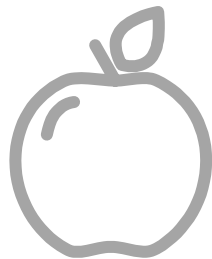
- Perceived encouraging work conditions
- ↑ Positive group context; ↓ Withholding effort

Best Practices

- Form self-managed teams
- Establish peer mentoring
- Openly discuss effort and performance link

Encourage Micro-Breaks

- Short respites during the work day
 - Relaxation
 - Nutrition Intake
 - Social
 - Cognitive
- Offset strain from work demands



Encourage *proper* Micro-Breaks

Best Practices

- Distance oneself from work
- Take the time to relax! Do not handle a non-work hassle
 - i.e. making a doctor's appointment
- Incorporate caffeine





Recovery Mechanisms Outside of Work Hours

Maintain Work/Life Balance

Why does this work?

- When employees take work home, it can inhibit the recovery process
- Boundaries help create psychological detachment
- Recovery levels when employees arrive predicts recovery levels at the end of the work day

Maintain Work/Life Balance

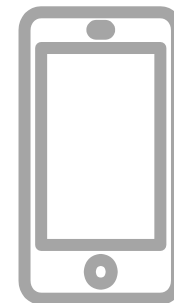
Best Practices

Set standard office hours

Set work-home segmentation norms

Avoid allowing employees to take work home

Discourage use of work email on smart phones



Invest in Leisure Activities

- Involving in social activities on the weekend...
 - Fosters fulfillment of everyday work tasks
 - Increases work engagement
 - Increases production of proactive behaviors
 - i.e. initiative taking and pursuit of learning

Best Practices

Plan corporate events

i.e. holiday parties, volunteer/charity events

Encourage corporate recreation sports teams

Recognize employee special interests

Fish Bowl Activity

- What constraints/stressors are unique to your employees?
- Which recovery mechanisms do you believe would help the most?

Write Answers
on Sticky Note &
Place in Center
of your Table

Key Takeaways

Address Absence Culture



Target Time Bandits



Encourage-Micro Breaks



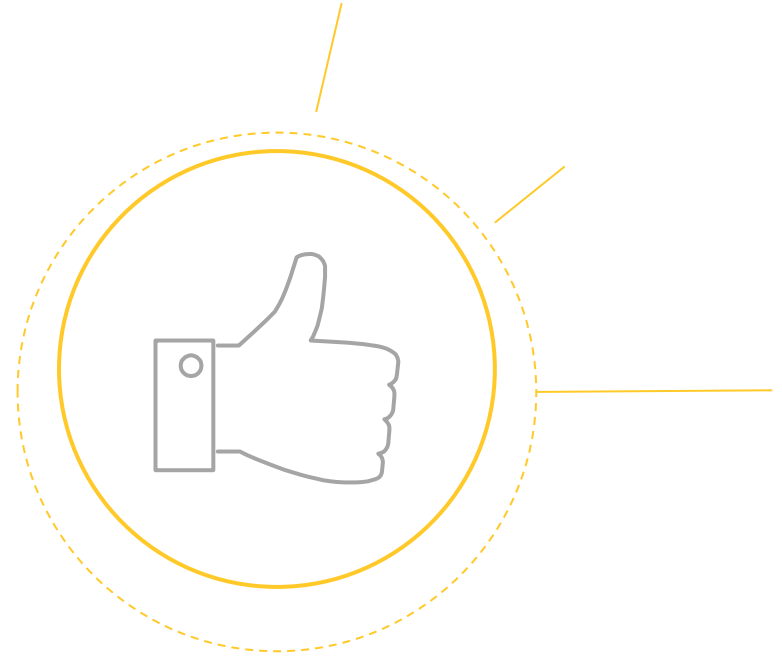
Remember Balance is Key!

A large, stylized bronze sculpture of a knight on a rearing horse, holding a flag, set against a bright sky with clouds and trees. The sculpture is the central focus, rendered in a bold, geometric style. The knight is mounted on a horse that is rearing up on its hind legs. The knight holds a flag aloft in his right hand. The background features a bright, hazy sky with scattered clouds, and a large tree with green and yellowing leaves on the right side. In the lower left, a building with a circular logo is visible. The overall scene is bathed in a warm, golden light, suggesting a bright day.

Questions?

Thank You!

Please feel free to meet with
our consultants and indulge
in some refreshments!



UCF