

**When I Want Your Opinion, I'll Give
It To You;
Workforce Satisfaction**

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Outline

- Why Measure Workforce Satisfaction
- Survey Model
- Understanding the Results
- Developing Action Plans
- Work culture improvement
- Case Study

Why Measure

- Elton Mayo's study of the relationship between motivation and productivity – 80 years old
- Human beings are uniquely capable of regulating their involvement and commitment
- The extent to which we contribute is governed more by attitude than by necessity, fear, or economic influence
- Meaningful work, High standards, Clear purpose and direction

Why Measure

- The difference between a brilliant strategy and one that simply gets successfully executed reside in the hearts and minds of the people...the workforce
- Dairy farmers- Carnation Company...*great milk comes from contented cows*...higher yielding
- Contented not complacent
- Satisfaction coupled with full engagement
- 99% of managerial attention is to the tools and techniques of the job (reengineering)

Why Measure

- Leaders are responsible to take reasonable steps to promote workplace satisfaction...
- HIGH-PERFORMANCE ORGANIZATIONS result when employees demonstrate high levels of commitment. These organizations typically enjoy advantages such as higher customer satisfaction and loyalty, productivity, market share, and profitability.

Why Measure

- Give organizations an understanding of how employee attitudes and perceptions affect overall performance
- Survey results provide a blueprint for action plans that improve overall

Core Covenants

- The rule of common purpose
 - All stakeholders, manager, employees, owners, customers benefit each in their own way
- The rule of selective membership
 - There is an ample supply of hardworking, capable, honest people..eagles don't flock..find them
- The rule of omission
 - Employees will be inspired less by what you do for them, than what you don't do to them.

Define Culture

- Balanced " the worth-its"
- Chick-fil-a "Never on a Sunday"
 - Mall based stores out sell all others in 6 days
- Fed ex and Disney...corporate appearance...no facial hair, jewelry, make-up
- Right people, Right seat, Wrong out
- "empower" vs "disempower" staff by removing dumb policies, procedures and managerial behaviors

Face the Music

- What is your reputation as an employer
- An environment that is
 - Responsive to a sense of values
 - Justice
 - Fairness
 - Ethics
 - Compassion
 - Appreciation

Model

- Survey measures performance within three domains that influence and sustain commitment.
- Within each domain, specific items measure facets of the organizational environment
- When acted upon by leaders, managers, and employees—this can elevate workforce commitment within the organization
- Can increase the probability of enhanced organizational performance.

Model

- Items that are surveyed are assigned to DOMAINS
- Broad categories that influence workforce commitment
- (1) the overall organization
- (Organization Domain)
- (2) the manager/supervisor
- (Manager Domain)
- (3) fellow employees and job fit
- (Employee Domain)

- Scores for items within each domain are averaged for the
- DOMAIN SCORE.

Model

- Organization Domain
- Items measure performance on issues associated with Senior Leadership
 - pay and benefits, corporate ethics, organizational respect for employees, and workplace climate
- Work-Life Balance
- Fair Compensation
- Growth and Development
- Quality/Customer Focus
- Citizenship

Model

- **Manager Domain**
- Assess performance on issues centered around persons in leadership roles within the work unit
 - issues like employee involvement in decision making, communication between the work unit leader and the employees, and employee recognition

Model

- **Employee Domain**
- Items describing employee and job-related issues, coworker relationships, the job itself, Job person match, quality and customer Focus.

Model

- **Domain Scores**
- Help unit managers determine an approach and resources for addressing poor performance on the item.
- Summary scores for each Domain also help direct managers and senior managers to general areas of concern.

Model

- POWER ITEMS
- represent the items across all Domains that most powerfully drive commitment; their performance average is the POWER ITEMS SCORE
- COMMITMENT INDICATOR
- Represents a grouping of items that measure a respondent's (i) emotional attachment to, (ii) identification with, and (iii) involvement in the organization, and the corresponding score indicates how committed employees are to the organization.

Results

- Work force commitment
- Highest performing items
- Lowest performing items per domain
- Key strengths to maintain

Results

- Theme scores
- Key Driver Analysis
- Determines the impact of survey domains(Organization, Manager, and Employee) on Workforce Commitment
- Illuminates how the survey domains impact Quality-customer service/Patient care
- Key drivers may include:
 - Tools and resources available to employees
 - Job-person match
 - Valuing employees from different backgrounds
 - Employee support for mission and values
- Key priorities for intervention

Results

- Identify where and how to drive change
- Identify groups vulnerable to turnover or labor relations issues
- Desired business outcomes, like quality of care, patient satisfaction, healthcare organizations' accreditations and awards, can be emphasized where needed.
- Helps retain key talent
- Aligns human capital performance with financial performance

Next Steps

• **Leadership Focus on results**

- Select items for systemic interventions
 - (concerns or issues identified across the organization)
- Connect survey results to major initiatives
 - recruitment/retention
 - national awards & recognition
- Establish accountability for action planning
- Define goals and milestones
- Allocate necessary resources
- Interventions
 - involve HR/OD and frontline employees in the process
- Continue to evaluate progress
 - frequent measurement- pulse surveys
 - annual census surveying

Next Steps

• **Rollout Activities**

- Senior Team establishes and communicates systemic priorities
- Senior Team initiates systemic action planning
- Managers review work unit results
- Managers meet with their supervisors to discuss results
- Managers discuss results with work units and develop action plans
- Work units implement action plans
- Report on progress
 - Pulse Survey

Action planning

- **Action planning process includes:**
- Review the survey results; understand them and know how to explain them to your work unit.
- Present the results to your work unit.
- Discuss the meaning of the results with your work unit.
- Select the issues your work unit will address through action planning.
- Generate solutions for each issue.
- Write action plans for each issue.
- Submit action plans to one location within your organization to enable tracking.
- Implement and update your action plans.

Action Plans

- **Action Planning:**
- The employee opinion survey process gives organizations a better understanding of how employee attitudes and perceptions affect organizational performance.
- In the action planning process, you use your survey results to create a blueprint for organizational improvement.
- Your job is to help your work unit understand the survey results and how to use them to build a better work place.

Action plans

- Improves communication by providing a forum for honest, productive discussions about what needs to be done.
- Good dialogue that addresses root causes rather than just the symptoms of problems makes improvement efforts relevant and more effective.

Action plans

- Quality initiatives that include the behavioral aspects of performance and the interpersonal relationships needed to create a committed workforce and achieve desired business outcomes.

Results of the opinion survey give you an opportunity to look at both aspects of quality: people and process

Action plans

- Learn about yourself as a manager, your work unit, and your organization .
- Improve your knowledge and your leadership skills.
- Provides your employees an opportunity to learn more about you.
- Success and team's improvement efforts will be measurable..action plans provides that tool.
- Helps build credibility and trust in the leaders.
- Action plan follow through shows employees that you are committed to improving your leadership skills and the work environment.

Department Case Study

**Why Satisfied Staff
Conclusion**

- Willingness to go “above and beyond”
- Loyalty to the organization
 - exerting additional effort, taking pride in their work
- Greater likelihood to stay employed
- Pride in the organization and willingness to recommend the organization for care
- Greater overall satisfaction

Resources

- Morehead Associates
- *Contented Cows Give Better Milk;*
 - by Catlette and Hadden
- *Exceptional Leadership;*
 - by Dye and Garman
