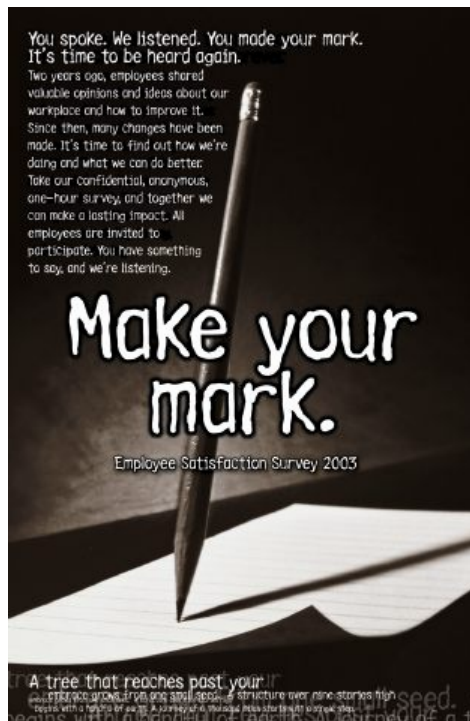
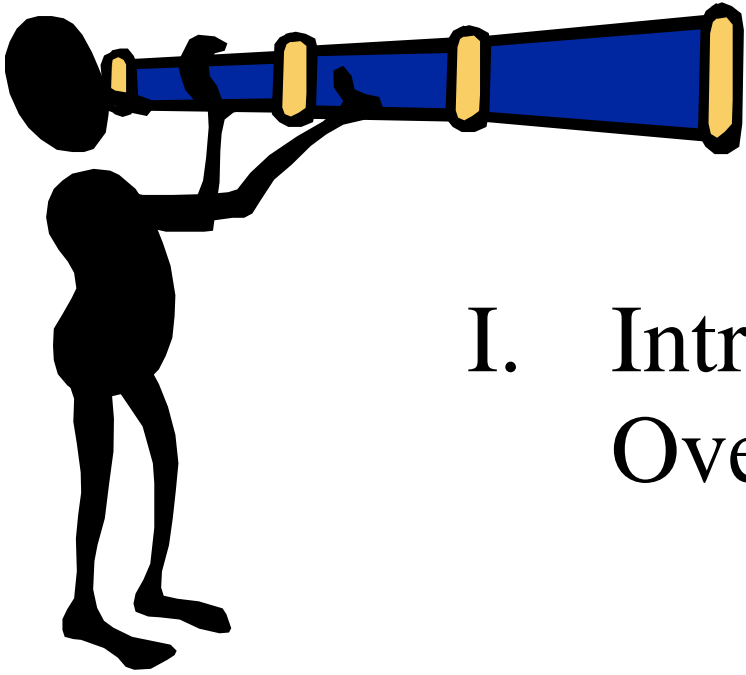


# The Johns Hopkins Hospital/Health System Corporation

## Employee Satisfaction Survey 2005

### *Action Planning Guide*





# I. Introduction and Overview

## **INTRODUCTION**

If your supervisor asks your opinion on how to improve the work of your department you would reasonably expect that your supervisor will:

1. listen to you
2. seriously consider your comments
3. make some changes
4. explain why other changes aren't made

Asking your opinion is a test of your supervisor's leadership. Your supervisor underscores his or her own leadership by action planning some changes to improve the department.

Action planning is the most crucial phase of the employee satisfaction survey. It is during this phase that staff will judge the value of your leadership, their voice in improving their work life and management's commitment for continuous improvement.

The quantitative results of the survey do not fully depict underlying causes of the results. Action planning takes the form of discussions or conversations between staff and managers using the data as a starting point or to organize the discussion. It is during these discussions that opportunities for improvement are determined and potential solutions are identified.

Johns Hopkins Medicine action planning and departmental action planning will take place concurrently. Johns Hopkins Medicine leadership will select organizational opportunities for improvement and then identify champions and workgroups. The most effective departmental action planning focuses on issues within local control or influence. Information about the broader Johns Hopkins Medicine opportunities to improve should be shared with leadership.

## **ROLES AND RESPONSIBILITIES THROUGHOUT JHM**

Improving employee satisfaction requires a partnership among staff, management and support services. Everyone has a role in the process. Below is a guide to roles and responsibilities:

- ◆ Senior Leadership
  - distribute the final report and statistical data to their direct reports
  - provide support for departmental action planning
  - oversee the action planning process
  - provide JHM-wide communication
  - provide a forum for sharing
  - identify and address organizational priorities
- ◆ Functional Unit / Departmental Leadership
  - distribute the final report and statistical data to their direct reports
  - facilitate action planning at all levels
  - maintain communication
  - complete and submit a departmental action plan within 8-10 weeks
  - implement the action plan

- ◆ **Manager**
  - review the statistical data and final report with their staff
  - engage the staff in the action planning process
  - implement the plan
  
- ◆ **Staff**
  - participate in the action planning process
  
- ◆ **Human Resources / Employee Satisfaction Survey Support Team (ESSST)**
  - assist leadership in data analysis
  - facilitate discussion with employee groups when appropriate
  - support the action planning process
  - maintain communication

## **KEY DATES AND CONTACTS**

September 12, 2005	Delivery of Final Report to JHH/JHHSC Executives
December 15, 2005	Departmental Action Plans Due
To be determined	Action Plan Status Reports Due
To be determined	Employee Satisfaction Re-Survey

The following are key supports to this effort:

Pamela Paulk, VP of HR	JHM ESS Champion	x5-8600
Carol Woodward	ESS Support Team (ESSST) Coordinator	x4-4515
Greg Finnegan	Director of Org Devel & Training (OD&T)	x5-6748
Harry Snow	Director of HR Consulting/Labor Relations	x5-6783
Jennifer Clarke	OD&T Specialist	x4-0190
Todd Frady	OD&T Specialist	x4-0277
Felicia Bunns	OD&T Specialist	x5-8605
Doris West-Walkin	HR Consultant	x4-4328
Monica Compel	HR Consultant	x2-2963
Kimberly Lee	HR Consultant	x2-0838
Earlene Gary	HR Consultant	x4-3732
Alfreda Hanna	HR Consultant	x5-6778
Steve Arenberg	JHM Data Analysis Coordinator	x7-8565

Please feel free to contact any one of these individuals if you have questions or concerns about the employee survey and action planning process.

## **CONCLUSION (OR REALLY JUST THE BEGINNING)**

The action-planning phase begins with the delivery of the final report from the vendor, HR Solutions, and concludes with a re-survey (though, in fact, this phase is ongoing). While much of the activity in this phase is focused on the departmental level, we will provide ongoing communication about ESS organizational efforts. These communications will include educational pieces, success stories, best practices and information about organizational action planning.

-

The final page in this section of the *Guide* is a worksheet entitled *Developing Your Departmental Action Plan* that describes the steps of departmental action planning. Additional tools and resources are included in subsequent section of the *Guide* and in the appendix.

To maximize the effectiveness of action planning, please keep in mind these critical success factors:

- ◆ Address both favorable as well as unfavorable issues
- ◆ Be reasonable about what can and can't be done to meet staff expectations
- ◆ Say "no" when necessary but provide a rationale or explanation for the negative response
- ◆ Connect the action plans to the organization's strategic plan and mission
- ◆ Communicate the process, the outcomes, the successes and the failures
- ◆ Connect the dots for staff – you told us, we listened, we're responding
- ◆ Conduct a timely process
- ◆ Engage all staff
- ◆ Focus on departmental issues but share organizational needs with executives

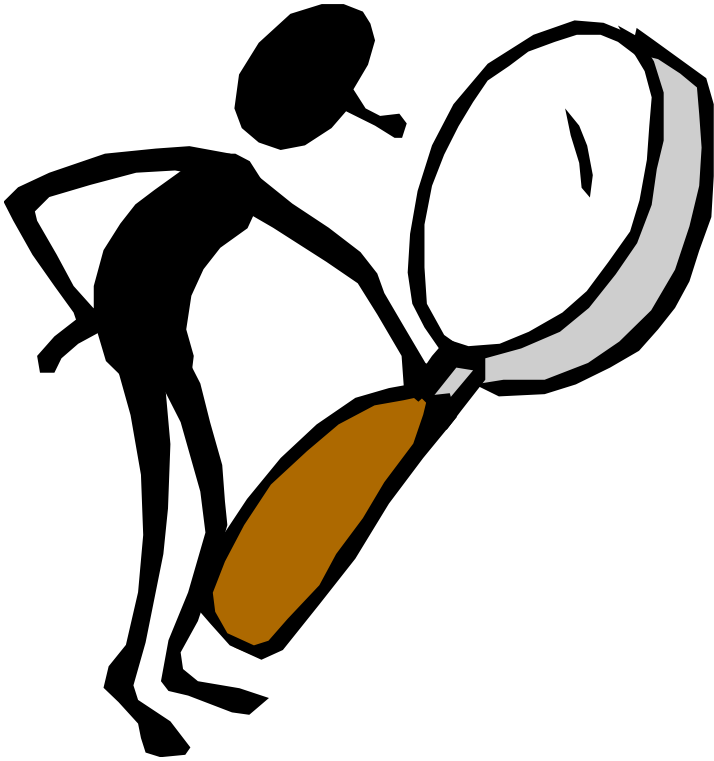
Good luck with making Hopkins a great workplace.

## Developing Your Departmental Action Plan Worksheet

STEPS	PURPOSE	RESOURCES	COMMENTS
#1 – Review the Quantitative Data  Date: _____	<ul style="list-style-type: none"> <li>◆ To identify highlights and opportunities for improvement</li> <li>◆ To identify items that you may/may not be comfortable sharing with the staff</li> <li>◆ To identify items that you need more information about and want to probe with the staff</li> <li>◆ To manage your emotional reactions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Statistical data (data results books, data results sheets by dimension, data results sheets by question)</li> <li>◆ “Data Interpretation Worksheet”</li> </ul>	<ul style="list-style-type: none"> <li>◆ Remain objective when reviewing the data</li> <li>◆ Identify opportunities</li> <li>◆ Review with department leadership or involve ESSST for additional perspective</li> </ul>
#2 – Review the Qualitative Data  Date: _____	<ul style="list-style-type: none"> <li>◆ To identify themes / trends / concepts from the follow-up session summaries</li> <li>◆ To identify items that you may/may not be comfortable sharing with the staff</li> <li>◆ To identify items that you need more information about and want to probe with the staff</li> <li>◆ To manage your emotional reactions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Follow-up session summaries (if available)</li> <li>◆ “Data Interpretation Worksheet”</li> </ul>	<ul style="list-style-type: none"> <li>◆ Remain objective when reviewing the data</li> <li>◆ Identify opportunities</li> <li>◆ Review with department leadership or involve ESSST for additional perspective</li> </ul>
# 3 – Plan the Data Presentation Meeting  Date: _____	<ul style="list-style-type: none"> <li>◆ To determine who will present the data to the staff</li> <li>◆ To determine who will attend the meeting</li> </ul>		
#4 – Data Presentation Meeting  Date: _____	<ul style="list-style-type: none"> <li>◆ To present department-specific data</li> <li>◆ To gather additional qualitative data</li> <li>◆ To involve staff in identifying opportunities for improvement</li> </ul>	<ul style="list-style-type: none"> <li>◆ “Departmental Data Presentation Script”</li> <li>◆ “Data Interpretation Worksheet”</li> <li>◆ Appreciative Inquiry overview</li> <li>◆ “Tips for Leading Action Planning Sessions”</li> </ul>	<ul style="list-style-type: none"> <li>◆ Involve as many staff as possible</li> <li>◆ Provide feedback to ESSST related to organizational opportunities for improvement and suggestions</li> </ul>
#5 – Action Planning  Date: _____	<ul style="list-style-type: none"> <li>◆ To establish priorities for action</li> <li>◆ To identify interventions / strategies for improvement</li> <li>◆ To assign timelines and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>◆ “Opportunities for Improvement Worksheet”</li> <li>◆ “Developing Strategies and Follow-Up Worksheet”</li> <li>◆ “Tips for Leading Action Planning Sessions”</li> </ul>	<ul style="list-style-type: none"> <li>◆ Invest time (it might take 2-3 meetings for this step)</li> <li>◆ Select 3-4 key items to work on</li> <li>◆ Select items that are in the departmental domain or that the department can influence</li> </ul>

## Developing Your Departmental Action Plan Worksheet

STEPS	PURPOSE	RESOURCES	COMMENTS
#6 – Submit Action Plan  Date: _____	<ul style="list-style-type: none"> <li>◆ To communicate action plan to department and organizational leadership</li> </ul>	<ul style="list-style-type: none"> <li>◆ “Departmental Action Planning Submission Form”</li> </ul>	
#7 – Follow Up and Next Steps	<ul style="list-style-type: none"> <li>◆ To implement strategies</li> <li>◆ To track success</li> </ul>	<ul style="list-style-type: none"> <li>◆ Department communication methods</li> <li>◆ Spot surveys as needed</li> </ul>	



## II. Getting Started – Reviewing the Data and Preparing to Meet with Staff

## STEP 1 – REVIEWING THE QUANTITATIVE DATA

STEPS	PURPOSE	RESOURCES	COMMENTS
<b>#1 – Review the Quantitative Data</b>  Date: _____	<ul style="list-style-type: none"> <li>◆ To identify highlights and opportunities for improvement</li> <li>◆ To identify items that you may/may not be comfortable sharing with the staff</li> <li>◆ To identify items that you need more information about and want to probe with the staff</li> <li>◆ To manage your emotional reactions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Statistical data (data results books, data results sheets by dimension, data results sheets by question)</li> <li>◆ “Data Interpretation Worksheet”</li> </ul>	<ul style="list-style-type: none"> <li>◆ Remain objective when reviewing the data</li> <li>◆ Identify opportunities</li> <li>◆ Review with department leadership or involve ESSST for additional perspective</li> </ul>

### Quantitative Data – What you have

The action planning process starts with data. You will recall that staff completed a 124-question survey (including Supplements A and B). Staff responded to almost all of the questions with either strongly agree, agree, neither agree nor disagree, disagree or strongly disagree. Most of the data are reported in % favorable scores, which means the % of question responses that were either agree or strongly agree. For purposes of organization, the 124 questions are divided into 18 dimensions (see Appendix 1). Some dimensions have 2 questions in them that combine to form a dimension score and some have 7 or 8 questions. The Supplement B questions do not roll-up into any of the 18 dimensions and are reported separately.

The following materials are available to you:

Data Results Books by Functional Unit – The Data Results Books contain detailed results for several individual workgroups within specific departments and reveal how each work group scored in relation to the rest of the organization and to the norm (dimension comparison only). The normative group for us is all other health care organizations within the vendor database. Either one or two asterisks note statistical significance.

Each book has 4 sections:

- 1) *Dimension Profile Report* – scores reported by each of the 18 dimensions, useful in identifying categories of issues and in evaluating a department/workgroup against the organization or the norm
- 2) *Significance Profile Report* – an overview of comparisons, useful in noting positive and negative variances between a department/workgroup and the organization
- 3) *Item Profile Report* – question scores reported by dimension, useful in identifying exactly which questions influenced dimensional scores for each department/workgroup
- 4) *Rank Ordered Item Report* – the top ten and bottom ten scoring items

Since the Data Results Books contain multiple lines of data representing survey results for many workgroups, they should not be widely shared in order to preserve confidentiality.

- ☑ Data Results Sheets by Dimension – The Data Results Sheets by Dimension are single page summaries of an individual workgroup’s survey results by each of the 18 dimensions. The data provided are % favorable scores. Because each page represents the data for a single workgroup they can be shared with individual managers and supervisors without compromising confidentiality.
- ☑ Data Results Sheets by Dimension and by Question – The Data Results Sheets by Dimension and by Question are 8-page summaries of an individual workgroup’s survey results by each of the questions in each of the dimensions (Supplement B questions are not included). The data provided are % favorable scores. Because each packet represents the data for a single workgroup they can be shared with individual managers and supervisors without compromising confidentiality.

### **Reviewing the Data – What it means**

There is lots of data to review. The *Data Interpretation Worksheet* that is found at the end of this section of the Guide is a good tool to use for this part of the process. Appendix 2 provides comparison dimension scores for 4 data bases – JHH organizational total, health care organizations, academic medical centers, best in class.

It is helpful when reviewing the data to keep the following in mind:

1. *What are the survey highlights?*  
What items or dimensions have the highest scores? Which have the highest compared-to-rest scores? What items or dimensions have improved most from the last survey?
2. *What are the opportunities for improvement?*  
What items or dimensions have the lowest scores? Which have the lowest compared-to-rest scores? Which items or dimensions have lower scores or did not change from the last survey?
3. *What else do I need to know?*  
Are there other items that you want more information about? Is anything missing? Are there current things going on that might impact action planning?
4. *Other questions:*
  - What is my number of responses and is it a representative sample of my workgroup?
  - How well did my workgroup score on those items that are highly correlated with overall job satisfaction (see Appendix 3)?
  - Are there any “quick fixes” or “just do it’s” in the data?

It is also important to look generally at the data for accuracy. If you find a problem with the data or have questions about it, please contact the ESSST as soon as possible.

## **STEP 2 – REVIEW THE QUALITATIVE DATA**

<b>STEPS</b>	<b>PURPOSE</b>	<b>RESOURCES</b>	<b>COMMENTS</b>
<b>#2 – Review the Qualitative Data</b>  Date: _____	<ul style="list-style-type: none"> <li>◆ To identify themes / trends / concepts from the follow-up session summaries</li> <li>◆ To identify items that you may/may not be comfortable sharing with the staff</li> <li>◆ To identify items that you need more information about and want to probe with the staff</li> <li>◆ To manage your emotional reactions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Follow-up session summaries (if available)</li> <li>◆ “Data Interpretation Worksheet”</li> </ul>	<ul style="list-style-type: none"> <li>◆ Remain objective when reviewing the data</li> <li>◆ Identify opportunities</li> <li>◆ Review with department leadership or involve ESSST for additional perspective</li> </ul>

Follow-Up Sessions were conducted for many of the organizational workgroups. A summary of the employee comments solicited during the follow-up sessions was provided to each department in which Follow-Up Sessions were conducted. This qualitative data is useful in determining the “stories behind the statistics” or in identifying major issues and concerns of staff. As such, they are a valuable starting point for action planning discussions. If Follow-Up Sessions were conducted in your department, review the summaries and consider:

1. *Are there some common themes?*
2. *Do certain topics or issues seem to come up frequently?*
3. *Is there something I need more information about to better understand?*

## **STEP 3 – PLAN THE DATA PRESENTATION MEETING**

<b>STEPS</b>	<b>PURPOSE</b>	<b>RESOURCES</b>	<b>COMMENTS</b>
<b># 3 – Plan the Data Presentation Meeting</b>  Date: _____	<ul style="list-style-type: none"> <li>◆ To determine who will present the data to the staff</li> <li>◆ To determine who will attend the meeting</li> </ul>		

After reviewing the data and completing the *Data Interpretation Worksheet*, the next step is to plan a meeting with your staff to review the data with them. Think about the following:

1. *Where will it be?*
2. *Who will attend?*
3. *How will you ensure maximum participation (especially with off-site locations and off-shift hours)?*

In addition, it is important to decide who is best able to meet with employees to discuss the final results for the workgroup. Whenever possible, the workgroup supervisors should share the information. However, there are some circumstances (e.g. a supervisor with low scores in the Overall Job Satisfaction and/or Supervisory Consideration dimensions) in which a member of the ESSST should conduct the sessions with the manager present.

## ***DATA INTERPRETATION WORKSHEET***

**Survey Highlights** (Items or dimensions with highest scores, highest “compared to rest” scores, most improved from 2003 scores, high correlation to overall job satisfaction)

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_
- 6 \_\_\_\_\_
- 7 \_\_\_\_\_

**Opportunities for Improvement** (Items or dimensions with lowest scores, lowest “compared to rest” scores, least improved from 2003 scores, high correlation to overall job satisfaction)

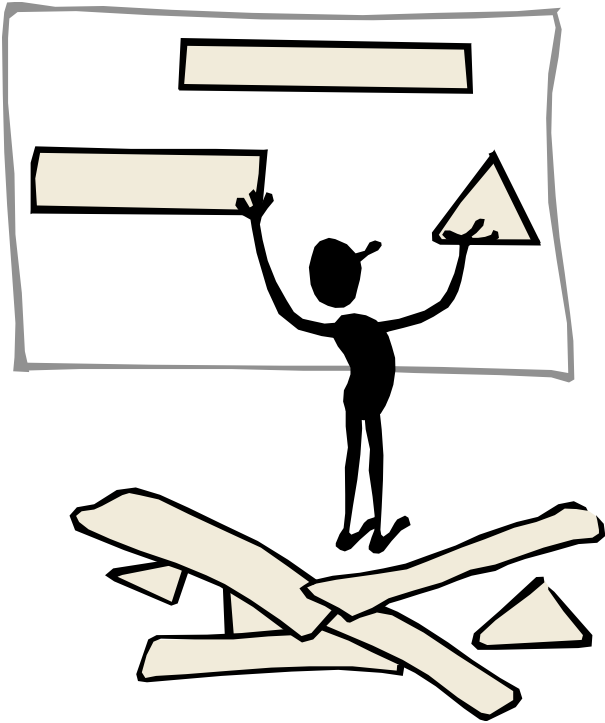
- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_
- 6 \_\_\_\_\_
- 7 \_\_\_\_\_

**Themes from Follow-Up Summaries to Explore (if available):**

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_
- 6 \_\_\_\_\_

**Other Items to Probe:**

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_
- 6 \_\_\_\_\_



### III. Action Planning

## **STEP 4 – DATA PRESENTATION MEETING**

<b>STEPS</b>	<b>PURPOSE</b>	<b>RESOURCES</b>	<b>COMMENTS</b>
<b>#4 – Data Presentation Meeting</b>  Date: _____	<ul style="list-style-type: none"> <li>◆ To present department-specific data</li> <li>◆ To gather additional qualitative data</li> <li>◆ To involve staff in identifying opportunities for improvement</li> </ul>	<ul style="list-style-type: none"> <li>◆ “Data Interpretation Worksheet”</li> <li>◆ “Departmental Data Presentation Script”</li> <li>◆ Appreciative Inquiry overview</li> <li>◆ “Tips for Leading Action Planning Sessions”</li> </ul>	<ul style="list-style-type: none"> <li>◆ Involve as many staff as possible</li> <li>◆ Provide feedback to ESSST related to organizational opportunities for improvement and suggestions</li> </ul>

The main strategy of action planning is to have meetings with staff. The objective is to include as many people as possible in the process. Meetings are geared towards clarification, listening and soliciting comments and ideas for resolution. The meeting should not be a press conference, lecture or gripe session.

The *Departmental Data Presentation Script* (see Appendix 4) and *Tips for Leading Action Planning Sessions* (see Appendix 5) will help guide you in facilitating the staff meetings. The goals of the data presentation meeting are to:

- get staff feedback about the numbers
- clarify or define issues or problems
- determine cause/rational/explanation
- determine what “it” would look like if done well

## **STEP 5 – ACTION PLANNING**

<b>STEPS</b>	<b>PURPOSE</b>	<b>RESOURCES</b>	<b>COMMENTS</b>
<b>#5 – Action Planning</b>  Date: _____	<ul style="list-style-type: none"> <li>◆ To establish priorities for action</li> <li>◆ To identify interventions / strategies for improvement</li> <li>◆ To assign timelines and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>◆ “Opportunities for Improvement Worksheet”</li> <li>◆ “Developing Strategies and Follow-Up Worksheet”</li> <li>◆ “Tips for Leading Action Planning Sessions”</li> </ul>	<ul style="list-style-type: none"> <li>◆ Invest time (it might take 2-3 meetings for this step)</li> <li>◆ Select 3-4 key items to work on</li> <li>◆ Select items that are in the departmental domain or that the department can influence</li> </ul>

Once you have presented the quantitative data and gathered additional qualitative data, it’s time to develop your action plan. It will probably take you more than one meeting with your staff to develop your plan. It is important not to rush the process but also to keep moving forward. Putting your plan on paper will send the message that you are committed to addressing the opportunities for improvement.

There are 2 important sub-steps in developing an action plan:

### Prioritize:

- Determine the most important things to work on
- Define the short, medium and long term objectives
- “Just do it” on the easy fixes
- Focus on things that are within departmental control or influence
- Pick the top 4-5 things to work on

-

Strategize:

- What will be done?
- Who will do it?
- When will it happen?

The *Opportunities for Improvement Worksheet* (see Appendix 6) and *Developing Strategies and Follow-Up Worksheet* (see Appendix 7) can assist you in identifying, selecting and strategizing topics for improving employee satisfaction in your workgroup. The *Question Summaries* sheet (see Appendix 8) is provided as a tool for identifying potential strategies.

**Summary Thoughts about Action Planning**

The following are important concepts for this process:

- ◆ ***Action planning should be an appreciative process***
  - use positive language at all times (e.g. opportunity, challenge)
  - use appreciative process questions in discussions
  - discuss what’s being done well and what’s not
  - focus on what can be done to improve the future
- ◆ ***Action planning is a process of leadership***
  - use excellent listening skills
  - engage employees in the process
  - refrain from taking things personally
  - acknowledge your emotions and manage your response
  - establish ground rules for the process (e.g. acceptable behaviors)
- ◆ ***Action planning should have a goal of understanding***
  - get specific examples and recommendations
  - communication and education are key strategies
  - review all issues even if you aren’t going to specifically address them in the action plan
  - don’t jump to conclusions, make assumptions or implement immediate change
- ◆ ***Action planning is a matter of design***
  - set realistic goals
  - assign responsibility for follow-up
  - measure frequently

## **STEP 6 – SUBMIT ACTION PLAN**

<b>STEPS</b>	<b>PURPOSE</b>	<b>RESOURCES</b>	<b>COMMENTS</b>
#6 – Submit Action Plan  Date: _____	<ul style="list-style-type: none"> <li>◆ To communicate action plan to department and organizational leadership</li> </ul>	<ul style="list-style-type: none"> <li>◆ “Departmental Action Planning Submission Form”</li> </ul>	

The deadline for completing and submitting the *Departmental Action Planning Submission Form* is **December 15, 2005**. The *Departmental Action Planning Submission Form* is located at the back of this section of the *Guide*. Your leadership will determine whether your department submits one action plan for the entire department or whether each workgroup will submit a plan. Whatever the decision, we recommend that each small workgroup work on developing individual plans though it is not necessary to submit these to the JHM leadership.

## **STEP 7 – FOLLOW-UP AND NEXT STEPS**

<b>STEPS</b>	<b>PURPOSE</b>	<b>RESOURCES</b>	<b>COMMENTS</b>
#7 – Follow Up and Next Steps	<ul style="list-style-type: none"> <li>◆ To implement strategies</li> <li>◆ To track success</li> </ul>	<ul style="list-style-type: none"> <li>◆ Department communication methods</li> <li>◆ Spot surveys as needed</li> </ul>	

This step is probably the most important step of the process, though it is often neglected. It is our objective that performance improvement activities related to employee satisfaction be integrated into everyday routine in every workgroup. Looking for opportunities to make the workplace better should become an ongoing process for all employees of Johns Hopkins Medicine.

Communication is a key factor in the success of this step:

- ◆ If something cannot be done, tell staff why
- ◆ If something can be done, tell staff when and who
- ◆ Answer questions and educate
- ◆ Dispel myths and get rid of rumors
- ◆ Be diligent about passing along organizational information

It is important to use a variety of communication strategies and methods and to make sure that all staff members are included.

## **CONCLUSION**

As you review the materials, it is important to remember that we have made progress. Our combined efforts have paid off and we believe that they will again. Thus, it is crucial that we take the time to engage as many of our staff as possible in this process to continue to move towards our goal of becoming a best place to work.

To assist you in this most important process, the ESSST will be available. Please contact Carol Woodward, your OD&T Specialist or your HR Consultant to discuss how you can access a member of the team.

-

**DEPARTMENTAL ACTION PLAN  
SUBMISSION FORM**

Please submit your  
action plan to your  
VP and to Pamela  
Paulk by 12/15/05.

**Date:** \_\_\_\_\_

**Department:** \_\_\_\_\_

**Submitted by:** \_\_\_\_\_

**Reviewed by:** \_\_\_\_\_

<b>Item #1:</b>	<b>2005 Score</b>	<b>Goal</b>
<u>Strategy:</u> a. b. c. d.		

<b>Item #2:</b>	<b>2005 Score</b>	<b>Goal</b>
<u>Strategy:</u> a. b. c. d.		

<b>Item #3:</b>	<b>2005 Score</b>	<b>Goal</b>
<u>Strategy:</u> a. b. c. d.		

Feel free to include detailed supporting materials if appropriate.

# IV. Appendices

1	Questions by Dimension	A summary of the 124 questions within the ESS	Page 19
2	Overview of Dimension Norms	A summary of comparative scores from 4 data bases	Page 24
3	Correlations	A list of questions most highly correlated with overall job satisfaction. Helpful in prioritizing action planning items	Page 25
4	Departmental Data Presentation Script	A tool to assist managers in presenting their data to their staff and in discussing highlights and opportunities for improvement	Page 28
5	Appreciative Inquiry Overview	A brief overview of the appreciative inquiry process in comparison to the problem solving model	Page 31
6	Tips for Leading Action Planning Sessions	A summary of what you should do to lead a successful action planning session	Page 32
7	Opportunities for Improvement Worksheet	A worksheet to help identify and organize a brainstorming session related to the data	Page 35
8	Developing Strategies and Follow-Up Worksheet	A worksheet to help outline a concrete improvement plan related to the data	Page 36
9	Question Summaries	A summary of survey items, descriptions, potential strategies and resources	Page 37

**HR Solutions, Inc.**  
**Employee Opinion Survey**  
**ITEMS BY DIMENSION**

**APPENDIX 1**

**Dimension 1: Overall Job Satisfaction (overall perspective of the job, morale)**

- My job measures up to what I thought it would be when I took it.
- This organization is a good place to work.
- I would proudly recommend this organization as a good place to work to a friend or relative.
- Compared to similar organizations in the community, this organization is a good place to work.
- All in all, I am satisfied with my job.

**Dimension 2: Satisfaction with the Work (satisfaction from performing the duties of the job, is the work interesting/challenging/pleasant)**

- My job makes good use of my skills and abilities.
- My job gives me an opportunity to learn new skills.
- My work is personally rewarding.
- My job gives me an opportunity to do the things that I do best.
- I find my work interesting.
- I leave work often with a good feeling of accomplishment about the work I did that day.

**Dimension 3: Coworker Performance/Cooperation (satisfaction with employee's immediate work group, does employee value and receive pleasure from working with fellow employees)**

- The people I work with are friendly and helpful.
- There is good cooperation among the members of my work group.
- I am satisfied with the work performance of the people with whom I work.

**Dimension 4: Pay Satisfaction (reward dimension, satisfaction and perceived equity)**

- I am paid fairly for the work I do.
- I am satisfied that my pay reflects the effort I put into doing my work.
- I am satisfied with the difference in pay between new and experienced employees doing the same job.

**Dimension 5: Benefits Satisfaction (reward dimension, satisfaction and perceived equity)**

- Compared to similar organizations in the community, I am satisfied with my benefit package.
- The benefits I receive (health insurance, vacation, etc.) are adequate.

**Dimension 6: Promotions/Career Advancement (reward dimension, satisfaction and perceived equity)**

- This organization provides me the opportunity to improve my professional knowledge and job skills.
- Job promotions in this organization are fair and objective.
- This organization makes an effort to help employees improve themselves.
- I am satisfied with my future prospects for promotions.
- My job responsibilities contribute to my professional development.
- Promotions at this organization are based on performance.
- I am satisfied with the past job promotions I have received.
- If I had the skills required for some other job in the organization, I know that I would be considered for transfer to that job.

**Dimension 7: Supervisory Consideration (satisfaction with employee's immediate supervisor, is he/she considerate/friendly/helpful/supportive/fair)**

- Assignments of working hours are made fairly.

- My immediate supervisor is friendly and helpful.
- My last performance evaluation was useful in helping me improve my work performance.
- My supervisor supports employee suggestions that are meant to correct existing problems.
- The evaluation of my job performance by my supervisor(s) is fair and objective.
- I am supported by my supervisor when I have a problem with a customer.

**Dimension 8: Supervisory Promotion of Teamwork and Participation (how well employee's supervisor creates an atmosphere of working together)**

- My supervisor encourages my work group to work as a team.
- My supervisor makes people in our work group feel that they are a valued and important part of the team.
- I have an opportunity to participate in decisions made by my supervisor that affect my work environment.
- My supervisor encourages me to try new ways of doing my job.
- The workload in my work group is evenly and fairly distributed.

**Dimension 9: Supervisory Instruction/Guidance (employee's satisfaction with supervisor's knowledge, skills and abilities)**

- My supervisor regularly gives me feedback on my work performance.
- The guidance I receive from my supervisor is helpful to me in performing my work.
- My immediate supervisor has enough job knowledge to make decisions about my work.
- I get clear instructions from my supervisor.

**Dimension 10: Communication (satisfaction with communication, is it consistent/timely/accurate, 3 focuses – top/down, interdepartmental, manager to staff)**

- Senior management communicates the information that I need to know about the organization.
- The information I receive from other work groups and shifts is adequate.
- My supervisor keeps me informed about matters affecting me.
- I am satisfied with the communication I receive throughout the year from my supervisor about my performance (i.e. before my performance evaluation).
- There is good communication between members of my work group.
- Organization policies are clearly communicated.

**Dimension 11: Human Resources/Personnel Policies (satisfaction with p & p, are they clear/well understood/consistent)**

- Human Resources/Personnel policies in this organization are clearly defined.
- There is reasonable consistency between departments in how Human Resources/Personnel policies are administered/followed.
- Information about Human Resources/Personnel policies is easily obtained from the organization.
- I am satisfied with this organization's Human Resource/Personnel policies.

**Dimension 12: Concern for Employees (does the organization see the employees as a valued resource, support for and adequacy of training, job security, responsiveness to employees)**

- This organization provides me the opportunity to improve my professional knowledge and job skills.
- Senior managers frequently visit my department.
- Senior management of this organization is concerned about the employees.
- I feel I have job security.
- Senior management responds to my problems in a fair manner.

**Dimension 13: Productivity/Efficiency (satisfaction with efficiency, workflow, availability of supplies and equipment, acceptance of innovation, interdepartmental cooperation)**

- This organization has realistic goals and objectives.

- Managers of this organization are appropriately concerned with accomplishing the organization's goals and objectives.
- There is good cooperation between my department and other departments.
- Much of my job effort is not productive because of things in the organization over which I have no control. (Reverse-scored item).
- This organization makes the best use of new work methods and technological advances.
- The people in other departments on whom I have to depend are doing a good job.
- Satisfaction with the availability of equipment.
- Satisfaction with the maintenance of equipment.
- Satisfaction with the availability of supplies.

**Dimension 14: Training & Development (satisfaction with T & D opportunities, are there enough, are they the right type, satisfaction with new employee orientation)**

- The orientation for new employees is adequate.
- The organization provides effective on-the-job training.
- I am satisfied with the training I have received to perform my job.

**Dimension 15: Physical Working Conditions (satisfaction with work space, parking)**

- My physical working conditions are comfortable.
- The safety of employees is adequately protected by the organization's present security system.
- I am satisfied that I can perform my job without serious risk of injury or illness due to unsafe working conditions.
- Satisfaction with work space.
- Satisfaction with parking.
- Satisfaction with cleanliness of the facility.
- Satisfaction with employee food service.
- Satisfaction with meeting and training space.

**Dimension 16: Concern for Patient Care / Customer Service (employee's perception of service quality and clinical quality)**

- Members of my work group have the skills to provide the best patient/customer care.
- This organization's policies and practices promote the most effective patient/customer care.
- This organization is committed to quality service for the patient/customer.
- Employees of this organization show an attitude of genuinely caring about the patients/customers.
- The organization tries hard to improve the quality of care it offers.
- The quality of care at this organization is better than that of other area organizations.
- If I was in need of medical care, I would want to be treated at this organization.

**Dimension 17: Strategy/Mission (employee's perception of mission, do they agree and believe, do they know how they fit in, do they feel involved)**

- This organization has realistic goals and objectives.
- The organization makes it possible for employees to directly contribute to its success.
- This organization has a clear sense of direction.
- Employees who work here understand the organization's strategy and mission.
- I agree with the organization's strategy and mission.

**Dimension 18: Job Stress (NOTE – high score means less stress)**

- I have enough authority to accomplish the work that is expected of me.
- Enough people are available in my work group to accomplish the necessary workload.

**Dimension 19: Importance to Job Satisfaction and Employee Productivity (employee's rating of importance – they were asked to rank highest to lowest)**

- Opportunity for additional training
- Career advancement and promotions
- Supervision
- Pay
- Employee benefits
- Organizations policies and procedures

**Supplement B Items:**

1. I am satisfied with the various events this organization uses to show its appreciation of employees.
2. It is important to me that this organization consider and where possible support flexible scheduling arrangement or job sharing.
3. The Human Resources Department is a place where I can freely discuss my work-related problems.
4. I am satisfied that this organization's existing system of awarding merit increases is a fair way to recognize individual performance.
5. I am satisfied with the timeliness of my performance review.
6. I trust my supervisor.
7. I am satisfied with this organization's commitment to retaining its employees.
8. This organization is a place where I hope to build a career, not just have a job.
9. If I were a customer at this organization, I would be satisfied with the quality it offers.
10. I get what I need from other departments to achieve superior quality.
11. This organization motivates its employees to provide quality service.
12. I look forward to coming to work each day.
13. I feel comfortable or free to express new ideas and work methods which I feel will help this organization.
14. There are cost-saving opportunities in my department that have not been taken advantage of by this organization.
15. This survey will result in change for this organization.
16. When completing this survey, I was comfortable expressing my honest thoughts and opinions.
17. I have thought seriously of resigning in the last six months.

**Answer question 18 only if you have thought of resigning in the last 6 months.**

18. The following best describes the reason why I have thought of resigning (mark only one choice):
  - 1 = My supervisor/manager
  - 2 = Pay
  - 3 = Benefits
  - 4 = Career advancement
  - 5 = Other
19. I receive valuable information from the following employee communications (check all that apply):
  - 1 = Dome
  - 2 = Town Meetings with Leadership
  - 3 = Affiliate-specific Intranet
  - 4 = Internal newsletter
  - 5 = Email
20. Diverse people (differences in race, gender, age, religion, sexual orientation, etc) are treated fairly in our hiring practices at this organization.
21. Diverse employees (differences in race, gender, age, religion, sexual orientation, etc) are treated fairly with regard to promotion at this organization.
22. Diverse employees (differences in race, gender, age, religion, sexual orientation, etc) are evaluated fairly at this organization.

23. Diverse employees (differences in race, gender, age, religion, sexual orientation, etc) are treated fairly with regard to corrective/disciplinary action at this organization.
24. Diverse customers (differences in race, gender, age, religion, sexual orientation, etc) are treated fairly at this organization.

**Overview of Dimension Norms – 2005**

**APPENDIX 2**

	<b>JHH / JHHSC 2005 Score</b>	<b>National Healthcare Norm</b>	<b>Academic Teaching Hospital Norm</b>	<b>Best-In-Class Healthcare Norm</b>
1. Overall Job Satisfaction	72	73	67	85
2. Satisfaction with the Work	74	75	71	82
3. Coworker Performance / Cooperation	72	73	72	81
4. Pay Satisfaction	33	35	29	50
5. Benefits Satisfaction	64	57	56	74
6. Promotions / Career Advancement	57	49	46	58
7. Supervisory Consideration	68	65	64	74
8. Supervisory Promotion of Teamwork	62	59	57	67
9. Supervisory Instruction / Guidance	66	63	62	73
10. Communication	63	60	57	70
11. Human Resources / Personnel Policies	60	59	54	72
12. Concern for Employees	56	51	45	67
13. Productivity / Efficiency	49	50	45	64
14. Training & Development	70	63	59	73
15. Physical Working Conditions	38	48	44	60
16. Concern for Patient Care	70	67	63	81
17. Strategy / Mission	66	63	57	78
18. Job Stress	64	61	59	71

## Correlation Analysis for ESS 2005

## APPENDIX 3

Item	Pearson
q80r All in all, I am satisfied with my job.	1.0000
b12r I look forward to coming to work each day.	0.5339
q57r I leave work often with a good feeling of accomplishment about the work I did that day.	0.5041
q30r My job gives me an opportunity to do the things that I do best.	0.4825
b13r I feel comfortable or free to discuss new ideas and work methods which I feel will help this organization.	0.4684
q29r My work is personally rewarding.	0.4609
b06r I trust my supervisor.	0.4505
q49r I find my work interesting.	0.4466
q25r The organization makes it possible for employees to directly contribute to its success.	0.4375
q23r The guidance I received from my supervisor is helpful to me.	0.4352
b08r This organization is a place where I hope to build a career, not just have a job.	0.4317
b07r I am satisfied with this organization's commitment to retaining its employees.	0.4158
q48r My job responsibilities contribute to my professional development.	0.4154
q52r My supervisor supports employee suggestions that are meant to correct existing problems.	0.4150
b09r If I were a customer at this organization, I would be satisfied with the quality it offers.	0.4123
q35r My supervisor is friendly and helpful.	0.4119
q36r My supervisor makes people in our work group feel that they are a valued and important part of the team.	0.4092
q41r This organization has a clear sense of direction.	0.4084
q14r This organization has realistic goals and objectives.	0.4036
q69r I have an opportunity to participate in decisions made by my supervisor that affect my work environment.	0.4018
q06r My job makes good use of my skills and abilities.	0.3999
q71r I agree with the organization's strategy and mission.	0.3999
b17rr I have thought seriously of resigning in the last 6 months.	0.3984
q72r I get clear instructions from my supervisor.	0.3962
a87r This organization's policies and practices promote the most effective patient/customer care.	0.3927
q31r There is good cooperation among the members of my work group.	0.3912
q46r I have enough authority to accomplish the work that is expected of me.	0.3876
a86r I am satisfied with the training I have received to perform my job.	0.3865
q79r The workload in my work group is evenly and fairly distributed.	0.3864
q38r My supervisor keeps me informed about matters affecting me.	0.3850
q53r I am satisfied with the communication I receive throughout the year from my supervisor about my performance.	0.3846
q74r There is good communication between members of my work group.	0.3825
q58r I am satisfied with the work performance of the people with whom I work.	0.3818
q22r My job gives me an opportunity to learn new skills.	0.3811
q20r Managers of this organization are appropriately concerned with accomplishing the organization's goals and objectives.	0.3809
b11r This organization motivates its employees to provide quality service.	0.3796
q09r Senior management communicates the information that I need to know.	0.3762
q68r The evaluation of my job performance by my supervisor is fair and objective.	0.3729
q27r This organization makes an effort to help employees improve themselves.	0.3709
q42r Senior management of this organization is concerned about the employees.	0.3707
a83r I am supported by my supervisor when I have a problems with a patient/customer.	0.3658
q11r My supervisor encourages my work group to work as a team.	0.3656
a88r This organization is committed to quality care of the patient.	0.3564
q08r This organization provides me the opportunity to improve my professional knowledge and job skills.	0.3561
a90r This organization tries hard to improve the quality of care it offers.	0.3520
a84r Executive management responds to my problems in a fair manner.	0.3511
q15r Job promotions in this organization are fair and objective.	0.3509

a85r I receive proper respect from the organization's senior managers.	0.3505
q61r I am satisfied with the past job promotions I have received.	0.3495
q37r My supervisor has enough job knowledge to make decisions about my work.	0.3483
q33r I am satisfied with my future prospects for promotions.	0.3456
q73r My supervisor encourages me to try new ways of doing my job.	0.3446
a82r This organization's policies are clearly communicated.	0.3393
a92r If I was in need of medical care, I would want to be treated at this organization.	0.3392
q55r I feel I have job security.	0.3383
q24r My physical working conditions are comfortable.	0.3370
q17r The organization provides effective on-the-job training.	0.3365
q16r Assignments of working hours are made fairly.	0.3364
q51r My last performance evaluation was useful in helping me improve my work performance.	0.3332
b05r I am satisfied with the timeliness of my performance review.	0.3329
q43r This organization makes the best use of new work methods and technological advances.	0.3286
q50r Promotions at this organization are based on performance.	0.3273
a91r The quality of care at this organization is better than that of other area organizations.	0.3259
q21r There is good cooperation between my department and other departments.	0.3254
q18r The information I receive from other work groups and shifts is adequate.	0.3230
q45r Employees who work here understand the organization's strategy and mission.	0.3212
q59r I am satisfied that my pay reflects the effort I put into my work.	0.3161
q13r My supervisor regularly gives me feedback on my work performance.	0.3140
q47r I am satisfied that I can perform my job without serious risk of injury or illness.	0.3129
q05r The people I work with are friendly and helpful.	0.3115
b01r I am satisfied with the various events this organization uses to show its appreciation of employees.	0.3096
b22r Diverse employees are evaluated fairly at this organization.	0.3078
q32r I am paid fairly for the work I do.	0.3075
q56r The people in other departments on whom I have to depend are doing a good job.	0.3072
b04r I am satisfied that this organization's existing system of awarding merit increases is a fair way to recognize individual performance.	0.3062
a89r Employees of this organization show an attitude of genuinely caring about the patients/customers.	0.3027
b10r I get what I need from other departments to achieve superior quality.	0.3005
a81r Members of my workgroup have the skills to provide the best patient/customer care.	0.2983
b23r Diverse employees are treated fairly with regard to corrective/disciplinary action at this organization.	0.2982
q39r There is reasonable consistency between departments in how HR policies are administered/followed.	0.2971
q70r Enough people are available in my work group to accomplish the necessary workload.	0.2958
b24r Diverse customers are treated fairly at this organization.	0.2945
b21r Diverse employees are treated fairly with regard to promotion at this organization.	0.2900
b20r Diverse people are treated fairly in our hiring practices at this organization.	0.2875
q75r I am satisfied with this organization's HR policies.	0.2777
q26r Much of my job effort is not productive because of things in the organization over which I have no control.	0.2729
b15r This survey will result in change for this organization.	0.2611
q19r HR policies in this organization are clearly defined.	0.2404
q78r I am satisfied with the difference in pay between new and experienced employees doing the same job.	0.2401
q60r The benefits I receive are adequate.	0.2397
q44r The safety of employees is adequately protected by the organization's present security system.	0.2392
q76r If I had the skills required for some other job in the organization, I know that I would be considered for transfer to that job.	0.2373
q34r Compared to similar organization in the community, I am satisfied with my benefit package.	0.2342
q12r The orientation for new employees is adequate.	0.2337
b16r When completing this survey I was comfortable expressing my honest thoughts and opinions.	0.2307
q54r Information about HR policies is easily obtained from the organization.	0.2276
a95r Availability of supplies.	0.2192
a93r Availability of equipment.	0.2073

a94r Maintenance of equipment.	0.1918
b03r The HR Department is a place where I can freely discuss my work-related problems.	0.1916
a96r Work space.	0.1865
q40r Senior managers frequently visit my department.	0.1857
a100r Meeting and training space.	0.1690
b02r It is important to me that this organization consider and where possible support flexible scheduling arrangement or job sharing.	0.1689
a99r Employee food service.	0.1337
a98r Cleanliness of the facility.	0.1311
a97r Parking.	0.1276
b14rr There are cost-saving opportunities in my department that have not been taken advantage of by this organization.	-0.0189

**Employee Satisfaction Survey  
DRAFT Script for Departmental Data Presentation**

**APPENDIX 4**

Agenda Item	Script
◆ Welcome	
◆ Purpose and Importance	<p>The purpose of this session is to review our departmental data, clarify the data as needed and to begin to develop solutions and create action plans for improvement.</p> <p>This is important because we need to work together to make this the best place to work (expand based on your personal perspective).</p>
◆ Overview of ESS Process	<p>The ESS process is occurring in phases:</p> <ul style="list-style-type: none"> <li>- Phase 1 occurred in April 2005 (completing the 124 question survey)</li> <li>- Phase 2 occurred in July/August 2005 (follow-up sessions with the staff)</li> <li>- Phase 3 is action planning (we expect departments to complete their action plans by mid-December 2005)</li> <li>- Phase 4 will be a re-survey (date to be determined)</li> </ul> <p>Action planning is probably the most critical phase of the process. It's how we use the data and move forward in implementing positive change.</p>
◆ Appreciative Inquiry and Ground Rules	<p>We will be taking an appreciative or positive approach to working with the ESS results. We'll be asking questions like:</p> <p>What's working?</p> <ul style="list-style-type: none"> <li>▪ In what areas are we successful and why?</li> <li>▪ What are our hopes for the future?</li> <li>▪ How can we ensure our future success?</li> <li>▪ What will the dimension/survey item look like if we were doing it well?</li> <li>▪ What would the dimension/survey item look like for you to score the item "strongly agree?"</li> </ul> <p><b>NOTE:</b> Please refer to the appreciative inquiry overview document for more detailed explanation of the process.</p> <p>In order to have an effective and efficient meeting and to keep the tone positive, we need to create ground rules for the discussion. What behaviors/expectations would help us be the most effective during this session? Start with this list of examples and ask employees to add any:</p> <ul style="list-style-type: none"> <li>- Only one person talks at a time</li> <li>- Come with solutions and not complaints</li> <li>- Keep a positive tone and use positive language</li> <li>- Give specific examples, no generalizations</li> <li>- All opinions are valid and valuable</li> <li>- Keep to our time table</li> <li>- Etc. (add any others the group agrees with)</li> </ul> <p><b>NOTE:</b> Write these on newsprint so you can refer to them if needed during the discussion.</p>

Agenda Item	Script
<p>◆ Discussion - Results</p>	<p>Now we will review the results for our department by looking at the scores for each dimension and for the questions within the dimensions. There are 18 dimensions. Each dimension has 2 or more questions that are part of that dimension. The numbers are reported as % favorable, those who scored the items “strongly agree” or “agree.” We have the scores for all of JHH, the scores for the national health care data base, our workgroup scores and the differences between the scores.</p> <p>Review each of the data dimensions and the questions that are part of the dimension.</p> <p><b>NOTE:</b> It may take you more than one meeting time to review the data.</p>
<p>◆ Discussion – Opportunities</p>	<p>Many of these questions are general in nature. It’s important that I know what these dimensions mean to you as employees of this department. Let’s look at the data and get a little more specific. Provide detailed examples when you can.</p> <p>What scores are most meaningful to you? Which items do you wish</p> <p>Which items did we do well on as a department (pick 2-3)? Why did we do well? What contributed to our success?</p> <p>What items are our best opportunities for improvement (pick 2-3)? What would it take for you to score these dimensions “strongly agree” on the next survey?</p> <p>Explore the items identified by the employees one dimension at a time. The employees will be generating ideas and possible solutions. It would be helpful for you to record the discussion on newsprint to refer to as you go along.</p> <p><b>NOTES:</b></p> <p>Keep the tone of the discussion positive. Ask clarifying questions such as:</p> <ul style="list-style-type: none"> <li>- what would this look like if it was working well?</li> <li>- if we turn this around, what will have happened?</li> </ul> <p>Manage any defensiveness. If you feel defensive, try to listen. You don’t have to respond to everything. You also don’t have to know all the answers.</p> <p>Take time to dispel any myths, or correct any misconceptions related to organizational policies or practices. Remember that you need to balance support for the organization with support for employees.</p> <p>Keep in mind that some of the items will be within your control, some you will have influence over and some will be out of your control. Even those items that you do not have control over you may be able to clarify or educate to modify perceptions (for example, benefit satisfaction). Or you can gather ideas to pass along to the organizational leadership.</p> <p>This process may take more than one meeting time.</p>

<b>Agenda Item</b>	<b>Script</b>
◆ Discussion - Actions	<p>From the list of ideas we just generated, what should we do now? What do you recommend? What can we put into place to realize our ideas? How can we move forward with our improvement plans?</p> <p><b>NOTES:</b> Record the information so you can move forward with implementation. Establish responsibility (i.e. committee, individual, manager) for any actions or plan.</p> <p>Establish 2-4 things to work on that would have the biggest impact on the group's satisfaction. Don't try to tackle all the opportunities.</p>

## Appreciative Inquiry Overview

## APPENDIX 5

Appreciative Inquiry is a process that supports the positive approach to enhancing organizational performance. The following information is provided in an effort to assist managers and supervisors in managing the creative problem solving process from a solution perspective. If you would like more information on Appreciative Inquiry, please contact an ESSST member.

BE THE CHANGE YOU WANT TO SEE IN THE WORLD  
- Gandhi

Appreciative Inquiry - A “*brief*” overview...

- ◆ Appreciative Inquiry is the cooperative search for the best in people, their organizations, and the world around them.
- ◆ It involves systematic discovery of what gives a system “life” when it is most effective and capable in economic, ecological, and human terms.
- ◆ AI involves the art and practice of asking questions that strengthens a system’s capacity to heighten positive potential.
- ◆ In AI, intervention gives way to imagination and innovation; instead of negation, criticism, and spiraling diagnosis there is discovery, dream, design.
- ◆ A model of the problem solving approach vs AI approach:

### Problem solving

“Felt Need” Identification  
of Problem



Analysis of Causes



Action Planning (Treatment)



*Basic Assumption:  
An Organization is a Problem  
To be solved*

### Appreciative Inquiry

Appreciating and Valuing what  
the Best of “What is”



Envisioning “What Might Be”



Dialoguing “What Should Be”



*Basic Assumption:  
An Organization is a Mystery  
To be Embraced*

APPRECIATIVE INQUIRY  
David L. Cooperider and  
Diana Whitney  
From Collaborating for Change  
Berrett-Koehler Communications

As an Action Planning Facilitator, it is important to master problem solving leadership skills in order to achieve maximum benefits from the sessions. Advance planning efforts will pay off in a more polished and productive sessions. Not only will the quality of your solutions improve, but the chances for success increases when those responsible for carrying out the solutions contribute to the formulation of those solutions.

### 1. Prepare for the Session

In order to prepare for the session, answer the following questions:

1. What do I want the group to accomplish in the session?
2. What do I need to do prior to the session to help the team members constructively participate?
3. What tools and techniques should I use in order to achieve our goal?
4. What responses/input can I expect to hear from the team?
5. How can I address each of these responses/issues?
6. What personal actions/behaviors do I need to avoid in order to achieve success?
7. How do I avoid these actions/behaviors?

### 2. Establish Ground Rules

Group members must clearly understand what is expected of them. This can easily be accomplished by establishing ground rules for each session. Ground rules establish appropriate conduct for the session. Solicit input from the group to establish the ground rules for the session. It is best to have a few obvious ground rules prepared and let the group determine the rest of them.

Example ground rules include statements such as:

- “Every one has a right to be heard without interruption.”
- “Evaluate ideas, not people.”
- “Aim for understanding first; focus on solutions later.”
- “Discuss strengths not just concerns.”
- “Discuss what you know happens, not what you heard happens.”
- “Comments made in the session will remain confidential.”

-

### **3. Focus the Team on a Common Goal**

Begin the session by establishing what you expect to accomplish during the session, and check for understanding and agreement from the group. Deal with concerns in an open, direct manner to help the participants feel encouraged and inspired to contribute. Quickly poll the group to determine why accomplishing this goal is important to them. This will confirm if all members understand the common goal, re-establish the importance of resolving issues, and increase the personal commitment of each member to reach the goal.

Reinforce the importance of the session by keeping a written record of the main points discussed. Any member of the team could be responsible for note taking. The most effective note taking process is to use flip charts or overheads so that the notes are visible to all members of the group. An alternative is to distribute minutes from the session within one or two days after the meeting.

### **4. Keep the Team on Target**

Maintain an appropriate pace during the session. There is no need to dwell on issues that have been thoroughly discussed. If the group gets off track, it is your job to tactfully pull them back to the objective of the meeting.

Creating an “Issues Chart” is an excellent technique for lending credence to an important comment or idea that does not meet the objective of the meeting. Post a piece of flip chart paper in the room titled “ISSUES CHART.” Inform the group that the comments and suggestions on the Issues Chart will be addressed either later in the meeting, if time permits, or in subsequent meetings. In order for an Issues Chart to be successful, it is imperative that you or someone in the group be held accountable for following-up with every comment/issue placed on the chart.

### **5. Call Forth the Best Efforts of Each Player; Re-enforce Constructive Contributions**

Praise all ideas. Ensure that the group does not judge ideas without discussing them first. Solicit suggestions from all participants. Step in if one person is dominating the discussion by politely asking the others if they concur or have other ideas.

Understand that some members of the team are taking risks by speaking up. Members need to know that their ideas are welcome and appreciated.

### **6. Stay in the Background and Do Not Dominate Discussion**

If you do everything for the group, they will sit back and let you. As a result, you will end up doing all the work and you will not receive the input or ideas needed for effective problem solving. Keep the team members involved in the discussions and activities. Be sure to prepare activities designed to canvass input for each session.

Reserve your comments until the end. As a leader, your comments command more authority and may shut down a plausible alternative idea.

-

7. **Pay Attention to the Group Process**

One of the most important tools you can use during an Action Planning session is your ears. Stay in tune with the group and listen to what they are saying. Acknowledge comments with either verbal confirmation or non-verbal actions such as nodding your head.

Maintain eye contact with the group, especially with the person speaking. Watch for non-verbal cues from the group and question such cues. For example, if you see three members of the team shaking their head in agreement to a comment and three others shaking their head in disagreement, simply state what you have seen (“I see some of you agree and others do not”) and open it up for discussion (“Why is that?”).

8. **Encourage All Team Members to Contribute; Encourage Creativity**

Achieve a balance by making sure everyone participates. Call on members whose experience and expertise will contribute to the process. Encourage quieter members of the group to speak up.

Acknowledge and support opposing points of view through healthy discussions. You may need to play “devil’s advocate” in order to stimulate discussions. Ask for diverse points of view if none are offered. Understand that what you consider perception may indeed be someone else’s reality. Find out why these perceptions exist.

Learn to use questions to solicit information. Use unstructured open-ended Questions (those that begin with phrases such as Explain to me, Tell me about, What, Why, How) to broaden the discussion and solicit ideas or feelings of group members. Use structured Closed-Ended Questions (those that elicit simple Yes or No answers or lead the team to a focused response) to center the conversation on a specific issue or concern.

9. **Help Translate Your Team’s Solution into Action**

All the ideas in the world amount to nothing, if no *action* is taken. It is your role to ensure that formidable action plans are developed and members of the team (including yourself) are accountable for carrying out assigned tasks.

10. **Maintain Realistic Objectives**

There is little advantage in developing an action plan that is not a feasible solution for your department of organization. Work with the group to maintain realistic expectations. Discuss the feasibility of potential solutions, and lead the group to discover and understand organizational limitations and realistic outcomes.

**Identifying Opportunities for Improvement**  
ACTION PLANNING WORKSHEET

APPENDIX 7

<b>Item or Dimension</b>	<b>Rational – why “it” is important</b>	<b>Description – what “it” would look like if we scored <i>strongly agree</i></b>	<b>Ideas – how can we improve “it”</b>	<b>Priority</b>

**Developing Strategies and Follow-Up**  
**ACTION PLANNING WORKSHEET**

**APPENDIX 8**

Item or Dimension	Interventions	When	Who
1.	a. b. c. d.		
2.	a. b. c. d.		
3.	a. b. c. d.		
4.	a. b. c. d.		
5.	a. b. c. d.		

Dimension	Description	Tools / Resources / Job Aids
<b>Overall Job Satisfaction</b>		
My job measures up to what I thought it would be when I took it.	This is a cumulative result of the survey issues that follow. But here are some suggestions: revise outdated job descriptions to more accurately describe the job, inservices on the organization, benefits, etc.; have regular meetings with staff; talk with staff about career goals and plans	Department-specific Satisfaction Survey; Job Description Revised; Benefits Summary from HR
This organization is a good place to work		
I would proudly recommend this organization as a good place to work to a friend or relative.		
Compared to similar organizations in the community, this organization is a good place to work.		
All in all, I am satisfied with my job.		
<b>Satisfaction with the Work</b>		
My job makes good use of my skills and abilities.	Make the job interesting - job sharing or cross training; prepare a job-specific skills assessment; match the person to the job; select and hire for competency; regularly create recognition situations or events to acknowledge expertise and experience. Take time to know employees. Connect JHM and JHH goals to the department's yearly, monthly and daily goals. Make staff meetings more interactive - use ice breakers, games.	Create job aids for: job enhancements, hiring, recognition strategies, organization alignment, meetings ice breakers, getting to know employees.
My job gives me an opportunity to learn new skills.		
My work is personally rewarding.		
My job gives me an opportunity to do the things that I do best.		
I find my work interesting.		
I leave work often with a good feeling of accomplishment about the work I did that day.		
<b>Coworker Performance/Cooperation</b>		
The people I work with are friendly and helpful.	Teamwork; walk in the shoes with coworkers; clarify roles and responsibilities; discuss accountability, flow of work, and reliance team members have on each other in providing good customer service; create group expectations	Teamwork Analysis tool; Group Expectations job aid
There is good cooperation among the members of my work group.		
I am satisfied with the work performance of the people with whom I work.		
<b>Pay Satisfaction</b>		
I am paid fairly for the work I do.	Support organizational policies; review salaries for compressions; explain pay policy; analyze internal equity within department; explain budget and operational issues; separate comments on pay from comments on performance	Annual Salary Guidelines, Market Analysis by Compensation
I am satisfied that my pay reflects the effort I put into doing my work.		
I am satisfied with the difference in pay between new and experienced employees doing the same job.		
<b>Benefits Satisfaction</b>		
Compared to similar organizations in the community, I am satisfied with my benefit package.	Support organizational policies; share information; present accurate information on Benefits and other HR policies	HR job aids for policies, benefits, pension, etc.
The benefits I receive (health insurance, vacation, etc.) are adequate.		

<b>Promotions/Career Development</b>		
This organization provides me the opportunity to improve my professional knowledge and job skills.	Develop career ladders and pathways when possible; include peers in promotional decision making; share information about educational opportunities; be aware of organizational jobs above entry level; encourage employees; include career development conversation in annual performance check and year-end review	Career discussion job aid;
Job promotions in this organization are fair and objective.		
This organization makes an effort to help employees improve themselves.		
I am satisfied with my future prospects for promotions.		
My job responsibilities contribute to my professional development.		
Promotions at this organization are based on performance.		
I am satisfied with the past job promotions I have received.		
If I had the skills required for some other job in the organization, I know that I would be considered for transfer to that job.		
<b>Supervisory Consideration</b>		
Assignments of working hours are made fairly.	Build relationships with employees; create a culture of partnership; be a role model and walk the talk; consider a 360 evaluation; use facilitative decision-making with staff; elicit feedback from employees on your performance; coach employees on how to improve their performance; be supportive; be constructive; help employees succeed	Create survey instrument
My immediate supervisor is friendly and helpful.		
My last performance evaluation was useful in helping me improve my work performance		
My supervisor supports employee suggestions that are meant to correct existing problems.		
The evaluation of my job performance by my supervisor(s) is fair and objective.		
I am supported by my supervisor when I have a problem with a patient.		
<b>Supervisory Promotion of Teamwork</b>		
My supervisor encourages my work group to work as a team.	Empowerment and participation; team involvement in decisions when possible; look at work flow and processes; ask staff for advice/opinions/ideas; be aware of inclusion of off-sites and off-shifts; pay attention to teamwork between roles; make sure all staff know how each role contributes; create group expectations; clarify roles and responsibilities; facilitative decision-making	Process Analysis tool; Role Clarification tool
My supervisor makes people in our work group feel that they are a valued and important part of the team.		
I have an opportunity to participate in decisions made by my supervisor that affect my work environment.		
My supervisor encourages me to try new ways of doing my job.		
The workload in my work group is evenly and fairly distributed.		

<b>Supervisory Instruction/Guidance</b>		
My supervisor regularly gives me feedback on my work performance.	Give regular constructive feedback; know the job; visit off-shifts and off-sites; involve people in change; be known as a "working supervisor"; make the tough calls and handle the difficult issues - don't avoid them; treat everyone fairly - avoid favoritism; have one-on-one meetings in addition to staff meetings;	Feedback job aid; Change Assessment job aid
The guidance I receive from my supervisor is helpful to me in performing my work.		
My immediate supervisor has enough job knowledge to make decisions about my work.		
I get clear instructions from my supervisor.		
<b>Communication</b>		
Senior management communicates the information that I need to know about the organization.	Develop a communication strategy (meetings, bulletin boards, communication binders); Town Meeting videos; post or publicize articles in Dome/Hopkins Ink; have effective meetings; provide meaningful recognition; visit from upper managers on units over coffee to tie the big picture/missions/objectives to work and accomplishments of the unit	Effective Meeting job aid
The information I receive from other work groups and shifts is adequate.		
My supervisor keeps me informed about matters affecting me.		
I am satisfied with the communication I receive throughout the year from my supervisor about my performance (I.e. before my performance evaluation).		
There is good communication between members of my work group.		
This organization's policies are clearly communicated.		
<b>Human Resources Policies</b>		
HR policies in this organization are clearly defined.	Support organizational policies; share information; present accurate information; be flexible and yet fair; interpret policies as guideline vs policy that doesn't allow interpretation	Long term project to create HR job aids; gather existing ones
There is reasonable consistency between departments in how HR policies are administered/followed.		
Information about HR policies is easily obtained from the organization.		
I am satisfied with this organization's HR policies		
<b>Concern for Employees</b>		
This organization provides me the opportunity to improve my professional knowledge and job skills.	Arrange for Senior Management to visit regularly; manage up; tie-in JHM and JHH objectives with unit's accomplishments and objectives; provide your staff with a "who's who" in department and organization; share information with employees	Provide sample outline for talks
Senior managers frequently visit my department.		
Senior management of this organization is concerned about the employees.		
I feel I have job security.		
Executive management responds to my problems in a fair manner.		
I receive proper respect from the organization's senior managers.		

<b>Productivity/Efficiency</b>		
This organization has realistic goals and objectives.	Share strategic plan and link to department and individual work goals; understand control vs influence; battle victim-think; walk in the shoes with other departments; trace processes between your departments and others and show how overall success requires; use work flow to explain processes to staff; negotiate expectations between your unit and others for services received from one unit/department, and services you provide to another unit/department; foster good relationships between partner-departments; encourage and allow employees to come up with new approaches, procedures, processes; pay attention to the small things that matter to staff	Create JHM current FY goals and objectives info sheet
Managers of this organization are appropriately concerned with accomplishing the organization's goals and objectives.		
There is good cooperation between my department and other departments.		
Much of my job effort is not productive because of things in the organization over which I have no control.		
This organization makes the best use of new work methods and technological advances.		
The people in other department on whom I have to depend are doing a good job.		
Availability of equipment		
Maintenance of equipment		
Availability of supplies		
<b>Training and Development</b>		
The orientation for new employees is adequate.	Provide a good departmental orientation; create a buddy / mentor program; use preceptors; update training and department orientation	Provide a Department Orientation template for organization issues to address at the department level; includes: HIPAA, shepherding new staff, HR policies/benefits
The organization provides effective on-the-job training.		
I am satisfied with the training I have received to perform my job.		
<b>Physical Working Conditions</b>		
My physical working conditions are comfortable.	These are dissatisfiers rather than satisfiers meaning that these are not highly correlated with overall satisfaction; quick fixes do send a message, so don't ignore these but don't overemphasize them either; cleanliness is a key issue - make sure where people work and meet is clean	N/A
The safety of employees is adequately protected by the organization's present security system.		
I am satisfied that I can perform my job without serious risk of injury or illness due to unsafe working conditions.		
Work space		
Parking		
Cleanliness of the facility		
Employee food service		
Meeting and training space		

<b>Concern for Patient Care</b>		
Members of my work group have the skills to provide the best patient care.	Use Service Excellence materials from the Manager's Tool Kit; identify where the "negatives" come from for patients and employees and take steps to eliminate them; often times employees do exactly what we want them to do but something punishing happens; managers show great concern when making attempts to change procedures that eliminate punishing aspects of work; if policies are involved, help employees understand why policies exist - legal, moral justifications; don't speak poorly of the organization, show pride in your work as you desire employees to feel and show pride in theirs	Manager's Tool Kit; job aid to determine what SE materials to use for what circumstances; balance of consequences job aid to help identify bad things that need to change
This organization's policies and practices promote the most effective patient care.		
This organization is committed to quality care for the patient.		
Employees of this organization show an attitude of genuinely caring about the patients.		
This organization tried hard to improve the quality of care if offers.		
The quality of care at this organization is better than that of other area organizations.		
If I was in need of medical care, I would want to be treated at this organization.		
<b>Strategy/Mission</b>		
This organization has realistic goals and objectives	Communicate the organization's strategic objectives, set departmental objectives and connect department accomplishments to the organization's mission and objectives; remind staff how each role matters; make connections; support the organization but support the employee	Create JHM current FY goals and objectives info sheet; find out your department goals and tie to JHM goals; answer what everyone does on a daily basis to contribute to JHM success
The organization makes it possible for employees to directly contribute to its success.		
This organization has a clear sense of direction.		
Employees who work here understand the organization's strategy and mission.		
I agree with the organization's strategy and mission.		
<b>Job Stress</b>		
I have enough authority to accomplish the work that is expected of me.	Look at workloads across staff and adjust as necessary with an explanation to staff; survey staff for specifics; utilize FASAP	Survey staff for specifics; FASAP brochure
Enough people are available in my work group to accomplish the necessary workload.		
<b>Importance to Job Satisfaction</b>		
Opportunity for additional training	3rd Choice of 6	Survey staff for specifics
Career advancement and promotions	4th Choice of 6	Survey staff for specifics
Supervision	5th Choice of 6	Survey staff for specifics
Pay	1st Choice of 6	Survey staff for specifics
Employee benefits	2nd Choice of 6	Survey staff for specifics
Organizations policies and procedures	6th Choice of 6	Survey staff for specifics

<b>Supplement B Items</b>		
I am satisfied with the various events this organization uses to show its appreciation of employees.	Showcase organization events; encourage participation by staff	HR Communications - ongoing
It is important to me that this organization consider and where possible support flexible scheduling arrangement or job sharing.	Investigate the extent that you can accommodate people's needs	Call HR for sample; HR Greg Finnegan x5-2937
The HR Department is a place where I can freely discuss my work-related problems.	Survey staff for specifics; report to HR offices	N/A
I am satisfied that this organization's existing system of awarding merit increases is a fair way to recognize individual performance.	Survey staff for specifics; report to HR Compensation	N/A
I am satisfied with the timeliness of my performance review.	Make an objective to start every performance appraisal one month before it is due	N/A
I trust my supervisor.	Be open, honest, clear; ask how you can help and do it	N/A
I am satisfied with this organization's commitment to retaining its employees.	Use the HR Retention Guide; contact HR Greg Finnegan x5-2937	Retention Guide
This organization is a place where I hope to build a career, not just have a job.	Survey staff for specifics; report to Career Services	Career Planning job aid
If I were a customer at this organization, I would be satisfied with the quality it offers.	Survey staff for specifics; plan to improve; refer organization issues to HR Carol Woodward x4-4515	N/A
I get what I need from other departments to achieve superior quality.	Survey staff for specifics; work with problem departments	N/A
This organization motivates its employees to provide quality service.	Survey staff for specifics; plan to improve; refer organization issues to HR Carol Woodward x4-4515	N/A
I look forward to coming to work each day.	Survey staff for specifics; plan to improve	N/A
I feel comfortable or free to express new ideas and work methods which I feel will help this organization.	Survey staff for specifics; plan to improve	N/A
There are cost-saving opportunities in my department that have not been taken advantage of by this organization.	Survey staff for specifics; plan to improve	N/A
This survey will result in change for this organization.	Survey staff for specifics; seek counsel on making change in your department; call OD&T Specialist at x5-6748	N/A
When completing this survey, I was comfortable expressing my honest thoughts and opinions.	Survey staff for specifics	N/A
I have thought seriously of resigning in the last 6 months.	Survey staff for specifics; plan to improve	N/A
Diverse People are treated fairly in our hiring practices at this organization	Survey staff for specifics; report to EEO Officer at x5-3516 or Career Services at x5-6529	N/A
Diverse employees are treated fairly with regard to promotion at this organization.	Survey staff for specifics; report to EEO Officer at x5-3516 or Career Services at x5-6529	N/A
Diverse employees are evaluated fairly at this organization.	Survey staff for specifics; report to EEO Officer at x5-3516 or Career Services at x5-6529	N/A

Diverse employees are treated fairly with regard to corrective/disciplinary action at this organization.	Survey staff for specifics; report to EEO Officer at x5-3516 or Career Services at x5-6529	N/A
Diverse customers are treated fairly at this organization.	Survey staff for specifics; report to EEO Officer at x5-3516 or Career Services at x5-6529	N/A

This document is a work-in-progress. We hope to add to it as we gather promising practices and as we work with work groups. Some of the tools and job aids have been developed and some are to be developed. Please check the Managers page of the HR website <http://www.hopkinsmedicine.org/jhhr/Managers> for resources. Feel free to contact the ESSST Office if you would like more information on any of the tools.