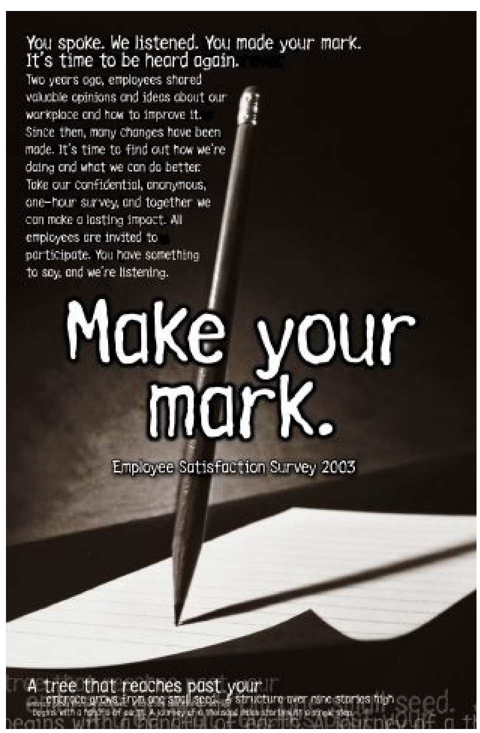
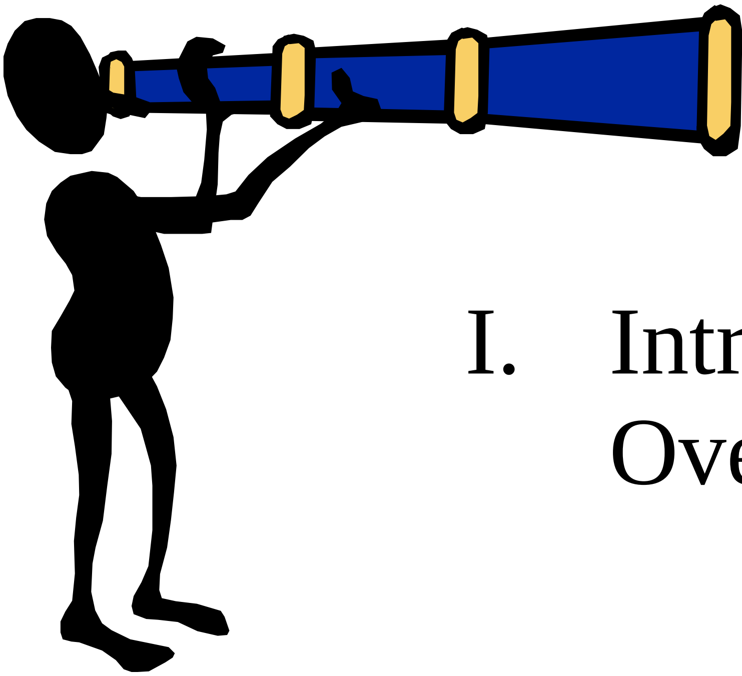
The Johns Hopkins Hospital/Health System Corporation

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

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- 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.

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Developing Your Departmental Action Plan Worksheet			
STEPS	**PURPOSE**	**RESOURCES**	**COMMENTS**
#1 – Review the Quantitative Data Date: ________________	♦ To identify highlights and opportunities for improvement ♦ To identify items that you may/may not be comfortable sharing with the staff ♦ To identify items that you need more information about and want to probe with the staff ♦ To manage your emotional reactions	♦ Statistical data (data results books, data results sheets by dimension, data results sheets by question) ♦ "Data Interpretation Worksheet"	♦ Remain objective when reviewing the data ♦ Identify opportunities ♦ Review with department leadership or involve ESSST for additional perspective
#2 – Review the Qualitative Data Date: ________________	♦ To identify themes / trends / concepts from the follow-up session summaries ♦ To identify items that you may/may not be comfortable sharing with the staff ♦ To identify items that you need more information about and want to probe with the staff ♦ To manage your emotional reactions	♦ Follow-up session summaries (if available) ♦ "Data Interpretation Worksheet"	♦ Remain objective when reviewing the data ♦ Identify opportunities ♦ Review with department leadership or involve ESSST for additional perspective
# 3 – Plan the Data Presentation Meeting Date: ________________	♦ To determine who will present the data to the staff ♦ To determine who will attend the meeting		
#4 – Data Presentation Meeting Date: ________________	♦ To present department-specific data ♦ To gather additional qualitative data ♦ To involve staff in identifying opportunities for improvement	♦ "Departmental Data Presentation Script" ♦ "Data Interpretation Worksheet" ♦ Appreciative Inquiry overview ♦ "Tips for Leading Action Planning Sessions"	♦ Involve as many staff as possible ♦ Provide feedback to ESSST related to organizational opportunities for improvement and suggestions
#5 – Action Planning Date: ________________	♦ To establish priorities for action ♦ To identify interventions / strategies for improvement ♦ To assign timelines and responsibilities	♦ "Opportunities for Improvement Worksheet" ♦ "Developing Strategies and Follow-Up Worksheet" ♦ "Tips for Leading Action Planning Sessions"	♦ Invest time (it might take 2-3 meetings for this step) ♦ Select 3-4 key items to work on ♦ Select items that are in the departmental domain or that the department can influence

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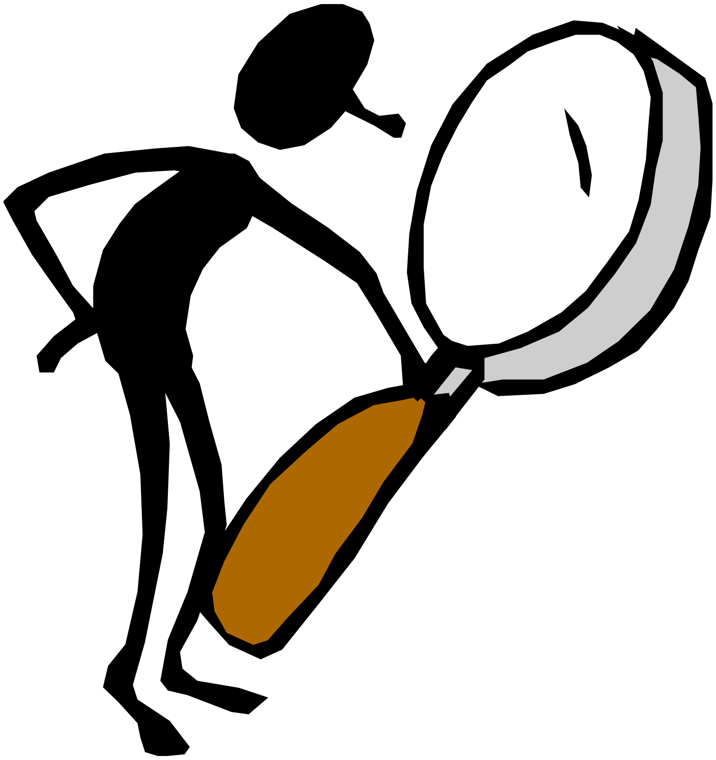
Developing Your Departmental Action Plan Worksheet			
STEPS	**PURPOSE**	**RESOURCES**	**COMMENTS**
#6 – Submit Action Plan Date: ________________	♦ To communicate action plan to department and organizational leadership	♦ "Departmental Action Planning Submission Form"	
#7 – Follow Up and Next Steps	♦ To implement strategies ♦ To track success	♦ Department communication methods ♦ Spot surveys as needed	



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

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STEP 1 – REVIEWING THE QUANTITATIVE DATA

STEPS	PURPOSE	RESOURCES	COMMENTS
#1 – Review the Quantitative Data Date: ________________	♦ To identify highlights and opportunities for improvement ♦ To identify items that you may/may not be comfortable sharing with the staff ♦ To identify items that you need more information about and want to probe with the staff ♦ To manage your emotional reactions	♦ Statistical data (data results books, data results sheets by dimension, data results sheets by question) ♦ "Data Interpretation Worksheet"	♦ Remain objective when reviewing the data ♦ Identify opportunities ♦ Review with department leadership or involve ESSST for additional perspective

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.

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☑ 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

STEPS	PURPOSE	RESOURCES	COMMENTS
#2 – Review the Qualitative Data Date: ________________	♦ To identify themes / trends / concepts from the follow-up session summaries ♦ To identify items that you may/may not be comfortable sharing with the staff ♦ To identify items that you need more information about and want to probe with the staff ♦ To manage your emotional reactions	♦ Follow-up session summaries (if available) ♦ "Data Interpretation Worksheet"	♦ Remain objective when reviewing the data ♦ Identify opportunities ♦ Review with department leadership or involve ESSST for additional perspective

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

STEPS	PURPOSE	RESOURCES	COMMENTS
# 3 – Plan the Data Presentation Meeting Date: ________________	♦ To determine who will present the data to the staff ♦ To determine who will attend the meeting		

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.