



Benchmarking Workforce Satisfaction

Jay Fitch, PhD & David M. Williams
Fitch & Associates, LLC

"This session outlines 12 common measures of employee satisfaction and how to benchmark them with other services. Learn unpublished salary and compensation trends from the author of the JEMS Salary Survey and discover leadership strategies that will help you recruit and retain staff members."

Objectives

- Identify challenges to EMS employee satisfaction.
- Dispel common myths.
- Focus on opportunities for rekindling staff engagement.
- Use participant experience to develop actionable plans for tomorrow.

Exercise 1 – Obstacles to EMS Employee Satisfaction

Partner with someone you don't know. What are some of the biggest challenges facing you as an EMS leader and your organization in enhancing and maintaining employee satisfaction? Why are these the obstacles that you feel are the most significant? Be prepared to share your results with the audience.

Exercise 2 – Actionable Priorities & Strategies

Strong Servant
Leadership

Service

Technology & Innovation

Affiliation &
Culture

Frequent
Recognition

Informality & Flexibility

Training &
Development

Accountability and
Challenge

Opportunity for
Advancement

Involvement

Communication

Non-Aggressive and
Productive Relationships with
Labor

There are 12 common measures of EMS employee satisfaction on the walls around the session room. Please place a tick mark next to the four measures you feel are areas that you can make an actionable difference when your return to work.

Your Four

- 1)
- 2)
- 3)
- 4)

Group's Four

- 1)
- 2)
- 3)
- 4)

The faculty will break the room into four groups. Each group is assigned one of the top actionable measures. As a group, quickly define what that measure means to you and what action steps you can implement in the short & long term to influence employee satisfaction in these areas. Pick a spokesperson and be prepared to report your results to the greater group.

Success Strategies that Work

1. Engage employees to supply input into their own workplace.
 - a. Conduct regular objective (preferably 3rd party) surveying of staff opinion.
 - b. Hold frequent back of the bumper chats, town hall meetings, and focus groups.
 - c. Bring decision-making processes to the ground level employees.
2. Benchmark against organizations known for "best practice" cultures. For example:
 - a. Hendrick Health System Adeline, TX
 - b. St. Joseph Health System, Sonoma County, CA
 - c. Stryker, Kalamazoo, MI
 - d. Blue Care Network of Michigan, Southfield, MI
 - e. Starbucks Corporation, Seattle, WA
3. Implement change and don't be afraid to fail
 - a. Through circular learning, implement and evaluate incremental and transformative change
 - i. *Plan* an intervention
 - ii. *Do* or implement it
 - iii. *Study* the results
 - iv. *Act* on what you learn and start a new cycle.
 - b. Become a learning organization.

Resources to Help

Buckingham, M. & Coffman, C. (1999). *First, break all the rules*. New York: Simon & Schuster.

Kohn, A. (1993). *Punished by rewards: The trouble with gold stars, incentive plans, a's, praise, and other bribes*. New York: Houghton Mifflin Company.

Kouzes, J.M. & Posner, B.Z. (2003). *The leadership challenge* (3rd Ed.). San Francisco: Jossey- Bass

Lancaster, L.C. & Stillman, D. (2003). *When generations collide: Who they are. Why they clash. How to solve the generational puzzle at work*. New York: HarperCollins.

Weisbord, M.R. (1987). *Productive workplaces: Organizing and managing for dignity, meaning, and community*. San Francisco: Jossey-Bass.

Zemke, R., Raines, C., & Filipczak, B. (1999). *Generations at work: Managing the clash of veterans, boomers, xers, and nexters in your workplace*. New York: American Management Association.

Fitch Compass Survey: 12 Common Benchmarks & Indicators of Employee Satisfaction in EMS Organizations

Strong Servant Leadership - A compelling vision of the future draws people in a common direction. Employees understand and are personally enrolled in the vision goals and objectives that support the vision. Questions = 5

Affiliation & Culture - Individuals identify how they and their work "fit" in to the bigger mission of the organization. Relationship building that exchanges help & respect is understood and practiced. Questions = 9

Training & Development - The organization is a learning organization. Personal development opportunities abound and participation is strongly encouraged. Questions = 8

Involvement - Strong ownership is expressed. People who do the work, shape the work and "own" the processes. People feel they make meaningful contributions organizationally. Questions = 6

Service - A clear commitment to external & internal customer service exists. Questions = 6

Frequent Recognition - Employees are acknowledged for a job well done, not with extrinsic rewards but with genuine appreciation. Multiple strategies are employed to communication formal and informal appreciation. Questions = 8

Accountability and Challenge - Accountability is evident at all levels of the organization. 360 appraisal tools are used. The organization takes full advantage of staff potential. Question = 6

Communication - Formal and informal mechanisms are used by management to ensure dialogue is forthright. In meetings, titles tend to fall away, opening the way to free flowing dialogue. There is little fear of recrimination among employees who talk straight. Opinions set aside to understand other perspectives. Questions = 5

Technology & Innovation - Technologically sophisticated equipment supports clinical mission. Risk taking in the name of innovation is encouraged. Mistakes are viewed as part of a fair price for learning. Questions = 9

Informality & Flexibility - An open door policy is practiced. Management frequently interacts with crews at stations, hospitals and other settings. Good judgment is used in applying rules -- labor and management have a working understanding of fairness & application principles. Questions = 8

Opportunity for Advancement - The workplace encourages staff to stretch capabilities, reach full potential or achieve higher levels of certification. Questions = 7

Non-Aggressive and Productive Relationships with Labor - Labor relationships are direct, productive, and lead to reasonable end results. Both management and labor own the outcomes of the process and their behavior in that process. Questions = 6