

## **Workshop on Human Resources Management and Training Developing Capabilities for the Future**

### **Topic 4: Staff motivation/employee engagement**

An Organizational Development Plan focused on People – Increasing Staff Satisfaction and Motivation

Paulo Afonso, Human Resources Department, Portugal Statistics

[Paulo.Afonso@ine.pt](mailto:Paulo.Afonso@ine.pt)

### **Abstract**

Organizational Development, as perceived by Portugal Statistics, comprehends behavioural theories, values, strategies and techniques aiming to enable workers to change their relationship with the organization, as a mean to induce professional growth and increase organizational performance, through employee's empowerment and process adjustment.

Since 2012, Portugal Statistics has been conducting an Organizational Development Plan (ODP), with the objective to increase staff's motivation, engagement and satisfaction.

Starting with a Satisfaction survey, evaluating staff's satisfaction with two main dimensions:

- Psychosocial Aspects: Management Style, Employee's Engagement, Teamwork, Acknowledgement and Work-life balance.
- Organizational Aspects: Workload, Physical Work Conditions, Service Levels and Organizational objective's definition, Training, Staff Appraisal and Internal Communication

We were able to identify which dimensions had lower satisfaction levels, and from there designed an intervention plan.

Portugal Statistics staff's (including managerial positions) were invited to form workgroups to discuss possible actions to improve their satisfaction and motivation.

Ninety employees (amongst 650) agreed to partake in this endeavour and were formed nine debate groups, which through brainstorming sessions and other techniques, under the guidance from HR psychologists, identified problems and developed solutions.

The topic chosen for improvement was "Unit Interaction", the workgroups identified 128 causes for the lowest satisfaction levels identified on the satisfaction survey. Therefore they focused on optimizing solutions that would increase staff's satisfaction regarding that issue, 93 suggestions were made. Many of them were common between groups and after further debate twelve proposals were presented to all the participants on the debate groups. After applying pre-determined criteria (feasibility, urgency, resources allocation), there were 7 proposals that were commonly approved by all the workgroups.

After the presentation were created six development groups whose task was to prepare the 7 proposals to be presented to the Portugal Statistics Board for approval. Those proposals were:

- Intra- Unit meetings, regarding methodological and organizational issues.
- Mobility, development of a framework that allows workers to change positions, on a transversal manner between different Units.
- Share your Knowledge, a one-on-one approach to on the job training.
- Project Management Approach
- Developing Interpersonal Relationships
- Statistical Production Project Teams
- Click to Know Who Does What, a technological approach to identify what tasks and projects each of the employees are responsible.

These proposals were approved by the Board, on different levels, and are being implemented.

As the Organizational Development Plan is a permanent activity, currently we are preparing 2016's Staff's Satisfaction and Motivation evaluation so we can focus on different issues that may be identified.

A Psychosocial Risks Evaluation, within the ODP, is on development to identify key aspect that may be addressed to increase Staff Engagement.

## **Introduction**

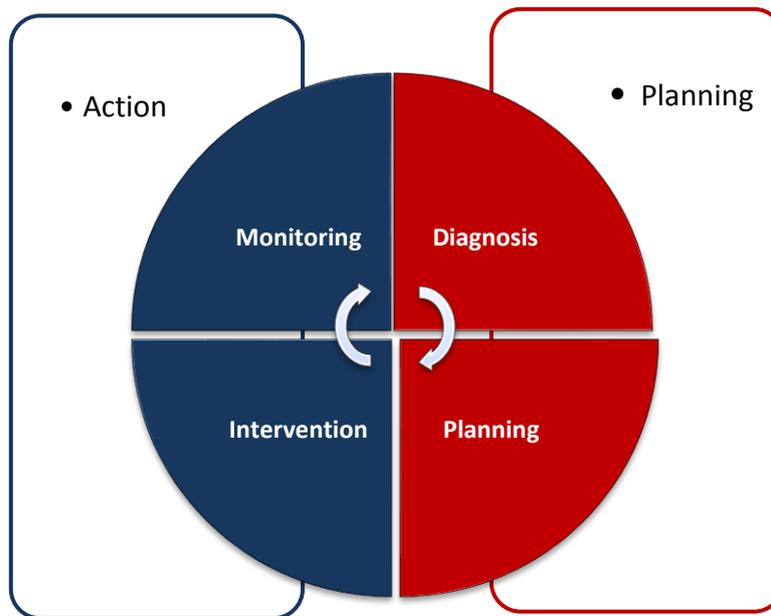
Scientific studies and empirical analysis show that organizational success relies, foremost, on the quality and engagement of their Human Resources.

This aspect becomes even more relevant in critical moments, showing that Organizations with higher levels of staff's satisfaction and engagement tend to cope through rough times on a more successful way.

Managers are even more aware of this reality and tend to pay more attention to their staff's well-being and develop efforts to construct a positive work environment where workers feel happy and are fully engaged in the organization.

Identifying satisfaction levels and workers motivation and engagement is the focus of the Organizational Climate Diagnosis, the base stone for the Organizational Development Plan.

## Organizational Development Plan



### 1. **Diagnosis:** Satisfaction survey, analysis and results interpretation

- The survey was available online, staff's participation rate was 97% (n=640).
- Even though the answers were anonymous, the workers were invited to identify the Department they worked in. This was needed to facilitate results interpretation and intervention strategies development

### 2. **Planning:** Data analysis, results presentation and intervention strategies development

1. The survey general report was presented to all workers and made available on the intranet.
2. The Department/ Units results were presented individually for the workers of those Departments/ Units.

### 3. **Intervention:** intervention strategies development

After presenting and debating the results at Department/ Unit level, using a systemic approach on brainstorming sessions, the workers were invited to present solutions to the problems, identified in the survey.

### 4. **Monitoring:** Monitoring and reassessment of the effect of the proposals presented.

# Post Diagnosis Intervention Strategy

We've used a Systemic Approach on problem solving. The Systemic Approach core feature is, for this matter, the identification and isolation of the dissatisfaction's source at individual, relational and organizational level.

Each Organization has a subsystem that comprises values and common goals. Portugal Statistics is a system of the Portuguese society so its common sense that most of it values are determined by the context where it belongs.

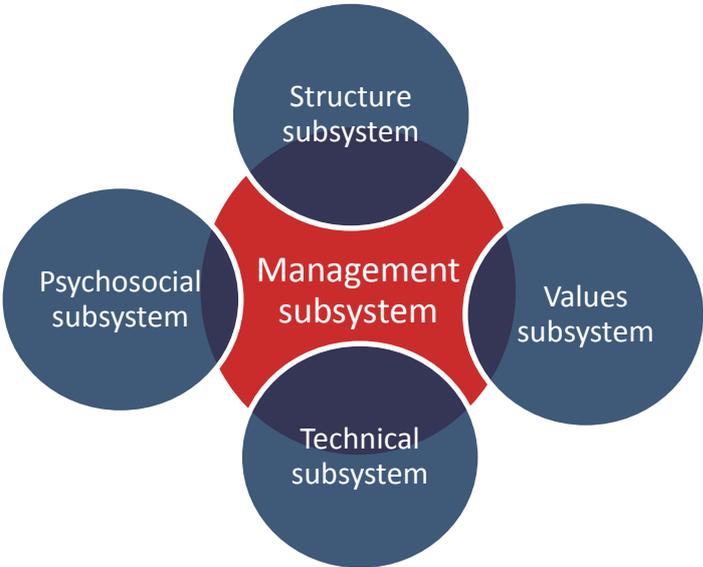
Other relevant component of this system it's the technical subsystem that involve the knowledge, and technological support, needed to produce Statistics.

The psychosocial subsystem consists in the factors that affect individual behaviour, such as motivation, group dynamics, leadership, communication or interpersonal relationships.

The structure subsystem includes the means of organizational coordination, establishing formal authority, communication and work.

The management subsystem comprehends the latter four subsystems establishing objectives, planning, designing the organizational structure and implementing control systems.

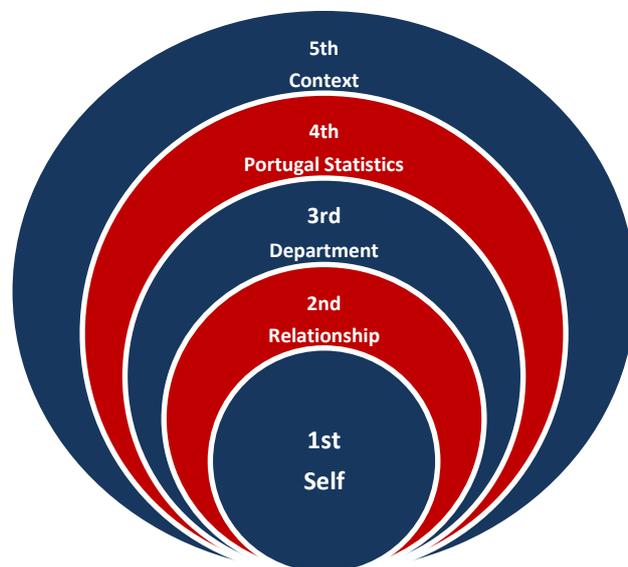
These five subsystems represent the dimensions that were evaluated.



## Intervention Levels

Using the subsystems as a reference point, we defined five intervention levels, where satisfaction/dissatisfaction could be identified.

- **First level – Self** – the dissatisfaction causes are within the individual, and can be just personal or related to the tasks developed;
- **Second Level – Relationship** – when the reason for dissatisfaction is due to interpersonal relationships with co workers or managers;
- **Third Level – Department/ Unit** – when the constraints resolution is located within a Department/Unit ;
- **Fourth Level – Portugal Statistics** – many of the origins for dissatisfaction are connected to the way how workers understand (and feel) rules, procedures, the top management decisions and policies;
- **Fifth Level – Context (society)** – Comprises all the political, economical and social factors that constrain Portugal Statistics activities.



This problem solving methodology uses a systemic approach to pin point constraints focus, study alternatives and design solutions, it comprehends the following steps:

1. Identify the problem;
2. Develop and identify alternative systemic solutions;
3. Choose the best system for solving the problem identified ;
4. Design the solution according to the chosen system ;
5. Implement and evaluate the solution's success.

## Dimensions Evaluated

**Psychosocial dimension** – Evaluates the worker’s feelings and attitudes towards co-workers, work, and to the Organization. It comprises five factors:

- **Management Style** – evaluates the perceived manager’s behavior and interaction with their teams.
- **Engagement** – identifies staff’s commitment, identification and engagement with Portugal Statistics.
- **Teamwork** – analyzes staff’s perception about cooperation, shared efforts, help and understanding between colleagues regarding common goals.
- **Acknowledgement** – this factor addresses if workers feel appreciated and recognized as a professional by other workers, disregarding his/ hers hierarchical level.
- **Work-Life Balance** – worker’s perception about the balance between professional commitments and private life demands.

**Organizational dimension** – Comprises the structure (equipments, regulations) provided to the workers, by Portugal Statistics. This dimension has six factors:

- **Workload** – Identifies worker’s perception about the volume of work and his/hers efficiency.
- **Work conditions** – Staff’s opinion about working conditions such as offices, equipments, software, schedules and support.
- **Organizational definition and performance levels** – Evaluates, according to workers if Portugal Statistic’s Mission, Values, politics and goals are clearly defined and well known.
- **Training** – Expresses staff’s opinion about quality of the professional training provided by Portugal statistics.
- **Staff’s appraisal** – Knowledge and opinion about the current staff’s appraisal system.
- **Internal communication** – Assesses worker’s knowledge about communication processes within the organization and how they communicate between them.

## **Implementing the Organizational Development Plan**

As stated before the detailed survey results were presented to each Department/ Unit individually in debriefing sessions.

After those presentations, workers from all units were invited to participate in debate groups. Nine groups were formed, the ninety staff members who participated in 50 meetings (90 hours total) identified 128 probably causes for the lack of articulation between departments/ units and were presented 93 improvement suggestions.

Those sessions were intended to promote a deeper understanding of the survey results and to enable through brainstorming and reflexion techniques the discovery of possible solutions for the dimensions/ factor with higher dissatisfaction levels.

The different groups agreed that the first dimension that ought to be discussed was the Organizational, more specifically the coordination between units.

The survey showed us that the workers were well engaged with Portugal Statistics, and we do strongly believe that those high levels of engagement are truly responsible for the success of this project.

The 93 improvement suggestions shared communalities so the groups reduced them to fourteen and presented them to all the Portugal Statistics workers on a open session, attended by circa 200 workers that analyzed them and voted which were the more relevant to address the lack of articulation between departments.

Those fourteen suggestions were regrouped in six new development groups that produced seven formal proposals that were presented to the Board:

- Intra- Unit meetings, regarding methodological and organizational issues.
- Mobility, development of a framework that allows workers to change positions, on a transversal manner between different Units.
- Share your Knowledge, a one-on-one approach to on the job training.
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