

Item 5.3: Employee Well-Being and Satisfaction (25 pts.)

Process

How do you contribute to employee well-being and grow employee satisfaction?

Describe **HOW** your organization maintains a work environment and an employee support climate that contribute to the well-being, satisfaction, and motivation of all **EMPLOYEES**.

Within your response, include answers to the following questions:

5.3a. Work Environment

- (1) **HOW** do you ensure and improve workplace health, safety, security, and ergonomics in a proactive manner?

HOW do **EMPLOYEES** take part in these improvement efforts?

What are your **PERFORMANCE MEASURES** or improvement **GOALS** for each of these **KEY** workplace factors?

What are the significant differences in these workplace factors and **PERFORMANCE MEASURES** or **TARGETS** if different **EMPLOYEE** groups and work units have different work environments?

- (2) **HOW** do you ensure workplace preparedness for disasters or emergencies?

5.3b. Employee Support and Satisfaction

- (1) **HOW** do you determine the **KEY FACTORS** that affect **EMPLOYEE** well-being, satisfaction, and motivation?

HOW are these factors **SEGMENTED** for a diverse workforce and for different categories and types of **EMPLOYEES**?

- (2) **HOW** do you support your **EMPLOYEES** via services, benefits, and policies?

HOW are these tailored to the needs of a **DIVERSE** workforce and different categories and types of **EMPLOYEES**?

- (3) What formal and informal assessment methods and **MEASURES** do you use to determine **EMPLOYEE** well-being, satisfaction, and determination?

HOW do these methods and **MEASURES** differ across a diverse workforce and different categories and types of **EMPLOYEES**?

HOW do you use other **INDICATORS**, such as **EMPLOYEE** retention, absenteeism, grievances, safety, and **PRODUCTIVITY**, to **assess** and improve **EMPLOYEE** well-being, satisfaction, and motivation?

- (4) **HOW** do you relate assessment findings to **KEY** business **RESULTS** to identify priorities for improving the work environment and **EMPLOYEE** support climate?

Notes:

N1. Specific factors that might affect your **EMPLOYEES'** well-being, satisfaction, and motivation (5.3b[1]) include **EFFECTIVE EMPLOYEE** problem or grievance resolution; safety factors; **EMPLOYEES'** views of management; **EMPLOYEE** training, development, and career **OPPORTUNITIES**; **EMPLOYEE** preparation for changes in technology or the work organization; the work environment and other work conditions; management's **EMPOWERMENT** of **EMPLOYEES**; information sharing by management; workload; cooperation and teamwork; recognition; services and benefits; communications; job security; compensation; and equal opportunity.

N2. **APPROACHES** for **EMPLOYEE** support (5.3b[2]) might include providing counseling, career development and employability services, recreational or cultural activities, non work-related education, day care, job rotation or sharing, special leave for family responsibilities or community service, home safety training, flexible work hours and location, outplacement, and retirement benefits (including extended health care).

N3. **MEASURES** and **INDICATORS** of well-being, satisfaction, and motivation (5.3b[3]) might include data on safety and absenteeism, the overall turnover rate, the turnover rate for **CUSTOMER** contact **EMPLOYEES**, **EMPLOYEES'** charitable contributions, grievances, strikes, **and** other job actions, insurance costs, workers' compensation claims, and **RESULTS** of surveys. Survey **INDICATORS** of satisfaction might include **EMPLOYEE KNOWLEDGE** of job roles, **EMPLOYEE KNOWLEDGE** of organizational direction, and **EMPLOYEE** perception of **EMPOWERMENT** and information sharing. Your **RESULTS** relative to such **MEASURES** and **INDICATORS** should be reported in **Item 7.4**.

N4. Identifying priorities (5.3b[4]) might draw **on** your human resource **RESULTS** presented in **Item 7.4** and might involve addressing **EMPLOYEE** problems based on their impact on your business **RESULTS**.

2006 BALDRIGE ACTIONABLE CRITERIA

For additional description of this Item, see [5.3 Employee Well-Being and Satisfaction Description](#).

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Key: [CAPS](#) link to [GLOSSARY](#) terms; **Red** words link [CORE VALUES](#); **Yellow** identifies new 2006 words; [Best Practices](#); [Application Information Capture Templates](#)