



Workforce Development Exercise

Directions:

Below please find 10 recommendations for increasing levels of Job Satisfaction and 10 recommendations for decreasing levels of Job Dissatisfaction. Share this list and ask those who are engaging in this exercise to select and then share the three Job Satisfaction recommendations and the three Job Dissatisfaction recommendations that they believe would be most important for your organization to implement. Then work with the group to reach agreement on the six total recommendations the group believes are most important. Then, as a group, develop a plan to implement those six recommendations.

EFFORTS TO MAXIMIZE JOB SATISFIERS:

- 1. ONBOARDING – Provide adequate emotional supports, intensive training and mentoring during the first 90 days of employment.**
- 2. LEARNING – Work to install a learning environment that allows for mistakes and offers ongoing support and encouragement.**
- 3. ADVANCEMENT – Work to ensure the presence of and access to a career ladder that is fair and equitable for everyone.**
- 4. SUPERVISION – Help every supervisor to learn the best ways to proactively motivate, encourage, challenge, support and teach.**
- 5. TEAM-BUILDING – Help leaders understand the importance of teams and to learn how to build and maintain cohesive teams.**
- 6. MISSION – Make sure leaders can connect the daily work to the Mission and can appreciate the power of celebrating successes.**
- 7. APPRECIATION – Work to assure that all leaders understand the absolute importance of expressing daily appreciation to all staff.**
- 8. WELL-BEING – Engage with staff around personal health and safety issues before any big decisions are made in these areas.**
- 9. INCLUSIVENES – Work to build inclusiveness as a value into the culture of the organization and then monitor for inclusiveness.**
- 10. PARTNERSHIP – Afford star performers who are interested an opportunity to engage as full partners with the organization.**

EFFORTS TO MINIMIZE JOB DISSATISFIERS:

- 1. NON-NEGOTIABLES** – Explore IT solutions and other assists for staff to help to make the non-negotiables seem less offensive.
- 2. FEAR** – Ask the staff what the organization needs to do to help them feel safe in their jobs and then do what they are asking.
- 3. ANXIETY** – Offer training around the practice of emotional regulation and assure the supervisors can support this practice.
- 4. WAGES** – Do whatever needs to be done to assure all positions are paid at the market rate that is connected to those positions.
- 5. FATIGUE** – Train all leaders in self-care and then establish the value of self-care as a key element of the organization’s culture.
- 6. EXPECTATIONS** – Consider a review of all job descriptions to assure that everyone in the organization has a “doable” job.
- 7. ANGER** – Offer trauma-informed care and anger management training and monitor to see that “practice integrates training.”
- 8. BALANCE** – Assure that work/life balance is a value and that everyone has the space to have a family life away from work.
- 9. COMMUNICATION** – Engage with staff to identify what are the communications they most need and then deliver those items.
- 10. CHANGE** – Leaders need to patiently teach new skills, support efforts to replace old habits and stay positive in change efforts.