

What is Respect for People?

Constructing Excellence partners seek to achieve radical improvements in performance within the construction industry. Change and improvement will only happen through people, in particular the efforts of the workforce. Providing respect and the right conditions to support their endeavours are essential.

Ultimately, Respect for People is a two-way thing; showing respect to our workforce, while simultaneously winning respect from them and from the general public. The results will benefit everyone.

Why have a Workforce Satisfaction Toolkit?

Managers and the workforce often see things differently. As a result managers may take inappropriate actions while the issue of most concern to the workforce remains unresolved. This leads to dissatisfaction and the creation of a sense of 'them and us'. Effective and regular review of satisfaction is now established as good practice to resolve this situation. Normally these systematic surveys of the workforce are conducted anonymously and many companies outsource this to specialist firms.

The toolkit supports the achievement of national and international standards, should you choose. Please see "*Reaching the Standard*" included in your pack.

The toolkit has four parts:

- Instructions for use.
- Satisfaction Questionnaire.
- Working Environment Questionnaire.
- A Help Sheet to assist you in improving weaknesses identified in the checklist.

This toolkit is one of six toolkits designed to be used together:

- Equality and Diversity in the Workplace.
- Working Environment.
- Health and Safety.
- Training Plan.
- Work in Occupied Premises.
- Workforce Satisfaction.

When used with the *Personal Checklist and Scorecard* in the *Working Environment Toolkit*, this toolkit will enable you to directly examine the issues that affect the performance of your people and how effectively policies reach those individuals who are required to deliver them.

The Satisfaction Questionnaire covers five key areas that relate to workers' overall satisfaction in their jobs. Many questions directly correlate with the DTI's *Workplace Employee Relations Survey (WERS)* and can be used to benchmark against this UK-wide industry standard.

The Satisfaction Questionnaire provides a framework based on current best practice questions that you can use to survey the workforce. We encourage you to expand on this framework of questions. It has also been designed to collect the data necessary to benchmark 'Employee Satisfaction' against the Respect for People KPI – *Employee Satisfaction*. You must retain all the framework questions for benchmarking purposes.

Why should I be interested in Workforce Satisfaction? – The business case

It is now generally accepted that a satisfied workforce displays high levels of commitment and motivation. This has a dramatic positive impact on staff retention, efficiency, quality and customer satisfaction.

The physical environment in which people are expected to work tells them a lot about how important they are in the eyes of their employers and supervisors. Mutual respect is shown by fair pay and conditions but especially in good management practices. A valued, respected workforce has been consistently shown to be more loyal – leading to less disruption, lower replacement costs though staff turnover and higher levels of customer service. It is better motivated – with consequent effects on quality of workmanship, effort and willingness to go the extra mile – and more willing to be innovative and work efficiently.

How to use the Workforce Satisfaction Toolkit

This toolkit is designed for use in companies and projects.

There is no right or wrong way to use the questionnaires. The method shown below evolved during our trials. You should amend the processes to reflect your circumstances.

Step 1: Review every section to ensure that all questions applicable to YOUR circumstances are included.

Make sure you consider which questions you want to examine. If you are not sure leave the question IN. All other questions should be ruled through so they are not answered.

Fill in the contact details of the person who will collect and analyse the questionnaires in the space provided.

The questionnaires may be photocopied for re-use.

You may add questions to the questionnaires to provide more detail. We recommend that the basic questions remain unaltered to allow in-company benchmarking or benchmarking between firms.

Step 2: Workforce questionnaires.

Distribute the questionnaires throughout the organisation, evenly and fairly across the hierarchy of workers. You may ask everyone or you may decide that a representative sample is sufficient.

You may need to make time available for their completion, say after a tea break. It should take between 10 and 30 minutes to do each questionnaire. The trial has suggested that the best way to ensure a high return rate and maintain anonymity is for managers to collect the completed checklists in an envelope sealed by those completing it. A third party may then be used to analyse the results if this is desirable.

Collect the questionnaires.

Step 3: Work out the average scores for each individual return.

Working through each questionnaire that was returned:

$$\text{Individual's Score for section} = \frac{\text{total score for the section}}{\text{number of questions answered in the section}}$$

Boxes are provided for this purpose.

Step 4: Work out the average scores for the whole group.

You may wish to do this analysis by groups, e.g. plant operators, administrators, etc.

Starting with a fresh questionnaire:

$$\text{Average Score for each section} = \frac{\text{total of individuals' scores for the section}}{\text{number of returns in the group}}$$

Step 5: Plot your scores on the radar chart.

See the questionnaire for further instructions.

Step 6: Examine the radar chart for areas of strength and improvement and communicate the results.

Once completed the radar chart should be reviewed for strengths and weaknesses and circulated to all those who completed the questionnaire, and others, so that they are aware of the current performance. Typically this may be by posting on a notice board, Intranet, company newsletter and face-to-face discussions, etc. Managers often find it useful to have an action plan developed to which they can refer in the event of questions about the scores presented.

Remember it is acceptable to include things that cannot be dealt with at that time, provided a valid reason exists.

The Help Sheet can point you in the right direction if you need further assistance. **See also the Help Sheet in the Working Environment Toolkit.**

Step 7: Measure your progress.

Benchmarking existing performance with others and examining progress over time tells managers how well their practice measures up and whether actions are delivering results.

You should maintain the exact wording if you wish to benchmark your results. You may add or subtract any questions that you feel appropriate to suit your personal business circumstances. However, you must include the whole of section one if you wish to benchmark against the Employee Satisfaction KPI.

Step 8: Repeat the process.

The trial suggests that the Satisfaction Questionnaire should be scored at least annually.

The Working Environment questionnaire should be scored at least bi-monthly.

More frequent intervals are beneficial to establish progress and to see whether any resulting changes are producing better results.