



COMMERCE MANAGERIAL TOOL FOR INCREASING EMPLOYEE SATISFACTION

AS MEASURED BY THE FEDERAL HUMAN CAPITAL SURVEY AND COMMERCE ANNUAL EMPLOYEE SURVEY

Managers should ask themselves the following targeted questions in order to produce improvements in their employees' satisfaction:

Personal Work Experiences

- 1 Do I efficiently and effectively communicate Commerce's, my bureau's, and my direct office's missions, goals, and everyday tasks? Are my employees aware of the connections among these aspects?
- 2 Do I create a work environment that is conducive to my employees' work role, self-ownership, and career development?
- 3 Does the environment promote workplace diversity initiatives (e.g., encourage and engage employees to support and attend special events/awareness programs that are broadcast by Commerce or by your bureau)? Do hiring decisions made bring balance to the diversity of the organization?

Recruitment, Development, & Retention

- 4 Do I make certain that employees have the relevant knowledge and skills required to be successful in their work roles?
- 5 Do I provide the right resources to aid the development of my workforce?
- 6 Have I supplied my employees with the tools necessary for adequate task completion?

Performance Culture

- 7 Do I present my employees with realistic performance expectations? Are employees involved in decision making processes related to their work roles?
- 8 Do I provide my employees with regular feedback regarding their job performance, whether their performance is negative or positive? Do I accurately evaluate employees' potential?
- 9 Do I ensure that my workforce is knowledgeable in our department's merit system as it relates to performance appraisal ratings, awards, and pay increases?

Leadership

- 10 Do I demonstrate the levels of personal attributes that I deem necessary of my employees (e.g., high standards of integrity and honesty, etc.)? Do I know the Prohibited Personnel Practices and openly make known that arbitrary action, personal favoritism, etc. are not condoned within our organization?
- 11 Do I motivate my workforce to stay committed to our organization's goals and objectives? Do I review these goals and objectives with my employees?
- 12 Do I have an open-door policy that helps my employees feel comfortable about disclosing violations, complaints, and other grievances?



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Learning (Knowledge Management)

- 13 Do I support employee development through electronic learning and training programs?
- 14 Do I encourage and provide employees with the opportunities to share knowledge with one another?
- 15 Do I assess training needs and communicate them to employees on an individual basis?

Job Satisfaction

- 16 Do I provide my employees with the opportunity to regularly assess their work roles? Do I allow them to provide me with observations to decrease the occurrence of role conflict or ambiguity?
- 17 Do I ensure that employees receive skills and training that not only help them to be successful within their current roles but also assist them in accomplishing their own development goals?
- 18 Do I sufficiently recognize my employees in various ways for successful completion of designated tasks?

Satisfaction With Benefits

- 19 Do I know the appropriate avenues and resources for benefits-related issues and refer my employees appropriately, when they request advice?
- 20 Do I fairly provide flexibilities such as telecommuting, alternate work schedules, etc. to my workforce, whenever possible?

The Commerce Managerial Tool for Increasing Employee Satisfaction was developed for INTERNAL USE ONLY.

If there are any questions, please contact Janice Guinyard, Director for Corporate Human Capital Strategy and Accountability Officer, at JGuinyard@doc.gov .