

# WORKFORCE HORIZONS

## Planning Tomorrow's Workforce Today

Louisiana Department of Civil Service

Volume Two, Issue 15: June 2007

### *In This Issue:*

*Statewide Workforce Plan – p.1*

*The Five “I’s,” Non-monetary Ways to Motivate Employees – p.2*

*Some Tips on Implementing 360 Degree Feedback – p. 2*

### **STATEWIDE WORKFORCE PLAN**

The Department of Civil Service has compiled a statewide workforce plan report that is available on our website [www.civilservice.louisiana.gov](http://www.civilservice.louisiana.gov). The report contains the following information.

Agency Workforce Planning Toolkit - The “Toolkit” section of this report presents an array of options that all state agencies may use to address their individual and unique workforce planning challenges. The Department of Civil Service has in place a number of assessments, flexibilities and tools to help agencies in Workforce Planning and Workforce Development Activities. This document describes the tools agencies can tailor to their specific needs. These can be used individually or in combination with others. This document also describes the various steps the Department of Civil Service has taken over the past few years to ensure that we can

### **QUOTE OF THE DAY**

“Success consists of going from failure to failure without loss of enthusiasm.” –  
**Winston Churchill**

provide the support that agencies need in their workforce planning and workforce development activities. The toolkit is divided into four areas: 1) recruitment and retention 2) development for employees, supervisors and managers 3) employee relations and benefits, and 4) records and reports.

Agency Workforce Planning Initiatives – Highlights specific workforce planning activities being done in a number of agencies covering areas such as mentoring, succession planning, job profiling, employee skill development, leadership development, knowledge management and employee referral awards.

Statewide Workforce Planning Survey Report – This is an addendum to the Statewide Workforce Plan. It presents the results of a statewide review of workforce planning activities among all state agencies, including an overview of challenges, current initiatives and future plans. The report is based on a twenty-question online survey conducted in October 2006. Data is analyzed and compared for Executive

Branch agencies, Medical agencies and Higher Education.

### **THE FIVE “I’S” NON-MONETARY WAYS TO MOTIVATE EMPLOYEES**

We all know money is important in attracting and retaining employees. But it has increasingly become the case that although an insufficient amount of money will cause applicants to decline an offer or employees to leave, beyond that level, increasing amounts of money alone will not motivate employees to stay or to perform well. Other, non-monetary motivators must also be present in the job. These non-monetary ways to motivate employees are particularly important in State service because we are more limited in monetary options than the private sector. Here are the Five “I’s” of employee motivation adapted from Bob Nelson’s “Creating an Energized Workplace.”<sup>1</sup>

1. **Interesting Work:** Employees are more highly motivated when at least part of what they do is of high interest. Talk to your employees. Find out what interests them most and use that information in making future work assignments.
2. **Information:** Employees want to know how they are doing and also how well the organization is doing. Share information with employees and let them ask questions. Don’t be secretive.
3. **Involvement:** Let employees participate in decision making, particularly when it affects them directly. Employees will be more committed to changes and more readily and effectively implement

them if they are informed and involved in decisions about how to implement changes.

4. **Independence:** Avoid micro-managing. Hold employees accountable for results, but where possible, give them some freedom to decide how to do their work. Generally the more independence and trust given to employees, the more initiative, energy and new ideas they will bring to the job.
5. **Increased Visibility:** Giving employees assignments that allow them to learn and grow is in itself motivating. But the more visible their success is to others in the organization the better. Give them a chance to shine publicly. Remember to thank them for a job well done. Public recognition via awards or announcements at organizational meetings or functions, articles in an organization newsletter, etc, will go a long way toward developing and retaining highly motivated employees.

<sup>1</sup>Bob Nelson is founder of Nelson Motivation, Inc., a San Diego firm. Information for this article was taken from the following source: Frances Hesselbein and Paul M. Cohen (ed.), *Leader To Leader* (New York, New York: Josey Bass, 1999), Chapter 27 “Creating an Energized Workplace,” p.272.

### **SOME TIPS ON IMPLEMENTING 360 DEGREE FEEDBACK**

In today’s world, organizations are becoming flatter and more decentralized. More emphasis is placed on collaboration and teamwork and less on traditional hierarchies of command and control. As a result, many organizations use 360 degree feedback as a part of performance evaluation

or coaching and management development. It has many advantages.

The use of multiple evaluators makes the process more objective and less affected by any real or perceived personal biases on the part of the rater which may occur when the direct supervisor alone provides feedback. Also the direct supervisor may not be able to observe all important behaviors of the individual being evaluated. In such an environment, 360 degree feedback from multiple raters can be an effective way to evaluate a manager's performance by bringing into play the viewpoints of persons more in a position to actually observe the manager's behavior where it counts.

But 360 degree feedback must be done correctly to be effective. Here are ten tips for successful 360 degree feedback:<sup>2</sup>

1. Formulate a purpose. Decide why and how you want to use 360 degree feedback. Do you want to use it as a coaching tool to help develop managers or other individuals? Do you want to incorporate it into formal performance appraisal? These two purposes can sometimes work against each other. Limiting 360 degree feedback to coaching and development is usually less threatening and may be a good initial implementation strategy.
2. Get top management support. The 360 degree feedback process is a big change and can be a culture shock. There is also a significant administrative effort needed to support the process. None of this can be done without top executive support.

3. Identify the behavioral characteristics or competencies necessary to successfully perform the job being evaluated in the 360 degree feedback process. This can involve formal job profiling or more informal processes. Go over the competencies with the individual being evaluated and get his or her agreement that these are the important competencies and behaviors needed. This will strengthen their commitment to the process.
4. A tough problem is choosing the raters. How can you fairly identify raters for an individual? Who can provide meaningful feedback? Possibilities include direct reports, peers, customers, and other members of management. Aim for a balance that does not stack the deck for or against the individual being rated. Particularly when the results are to be used for coaching or development purposes, it is a good idea to let the person who will be rated review the list of proposed potential raters and get his or her agreement that these are appropriate and knowledgeable raters.
5. Educating managers and raters is critical. This may be the first time many raters have provided written feedback on an individual's performance and they need to be taught how to do it. Managers being rated need to know what to expect.
6. The organizational culture is important. Obviously the feedback is only meaningful if it is honest and done consistently for all managers being evaluated. But even when

feedback is supposed to be anonymous, it may be possible to identify individuals who provide negative feedback. This may inhibit raters from being honest because they fear possible retribution or strained relationships as a result of negative feedback. If this situation exists, it can make the results of 360 degree feedback difficult to interpret accurately.

7. Although it is a good idea to get the manager who is being rated to agree on *potential* raters, the actual collection of ratings and comments should be done from an anonymous sample taken from this group. To the extent possible, you want to prevent the person being rated from being able to link specific comments to specific individuals. It is usually best to have collection of 360 degree survey data done by an outside consultant who will compile the results into a summary report given directly to the individual being evaluated.
8. Include as part of the analysis of results the development of an action plan for the individual rated so they can work on improving in key areas. Focus on one or two identifiable behaviors for each area. For example, if the person needs to improve her listening skills the actions could be as simple as “Don’t interrupt other people so much” and “Make eye contact when someone talks to you.”
9. Do a follow-up in three months and see whether the person has improved any. Are they following their action plan?

10. When implementing 360 degree feedback for the first time, consider doing a pilot and limiting the use to coaching and development. This will allow you to work out bugs and allow the organization to make the cultural shift more readily.

<sup>2</sup>Information in this article is based on material in the following sources:

Kumiko Kondo, Intellilink Solutions, [Dear Workforce](#), workforce.com, May 17, 2007, “Where Do We Begin When Implementing 360 Feedback?”

Frances Hesselbein and Paul M. Cohen (ed.), *Leader To Leader* (New York, New York: Josey Bass, 1999), Chapter 34 “Coaching for Better Teamwork,” pp. 349-354.

**WORKFORCE PLANNING MAXIM OF THE DAY**

*“They must often change, who would be constant in happiness or wisdom.” – Confucius*

**CREDITS**

*Editor:* Max Reichert, Workforce Planning Assistant  
Division Administrator (email: [max.reichert@la.gov](mailto:max.reichert@la.gov))

*Issued:* Monthly

*Purpose:* The purpose of the [Workforce Horizons](#) is to educate readers about workforce planning issues and best practices, inform them about upcoming Civil Service workshops and training related to workforce planning and to provide practical job aids to assist agencies with workforce planning.

*Comments and submissions:* We welcome questions about workforce planning and suggestions for improvements to the newsletter as well as submissions of articles about what your agency is doing in workforce planning. Questions, comments, and requests to be added to the distribution list for the newsletter should be sent to the editor.

*Current and Back Issues* are accessible under “Workforce Planning Newsletter” in the HR Reference section of the Civil Service web page at [www.civilservice.louisiana.gov](http://www.civilservice.louisiana.gov)