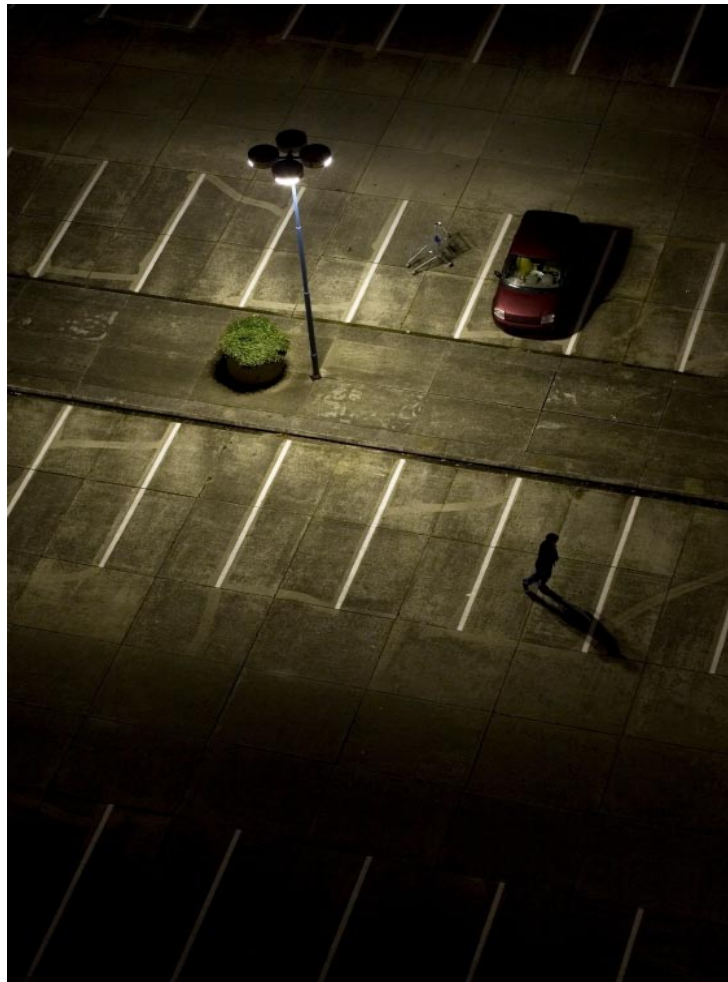


HR SOLUTIONS INTERNATIONAL, INC.

Success Story: Illuminating the Problem





Illuminating the Problem

What leads to great employee feedback is not only asking questions, but knowing when to ask the right questions. An HR Solutions' healthcare client learned this after being stumped by employee feedback year after year.

The organization regularly surveyed employees, but always had trouble interpreting the feedback. Since the survey provided employees the opportunity to rank their satisfaction level of different items, but never asked for an explanation of the reasoning behind their answers, hospital management was not receiving the full picture of employee opinion. The organization's employee surveys routinely showed a very negative response on how employees felt about the parking facilities, but the hospital management team continued to be perplexed and befuddled on the source of the problem. They discussed the results and assumed the negative feedback was because doctors were generally given reserved parking spots closest to the building in order to come and go quickly, and it was possible other employees felt this was unfair. Hospital management did not want to change this policy, so they ignored the feedback thinking there was nothing they could change to make the staff happier.

For several years, the hospital continued to conduct surveys that received negative feedback on parking. Management started wondering if there really was something wrong with parking which made employees unhappy. There were more than enough parking spots for everyone, so they did not understand the problem. They held meetings and speculated on what was wrong. Maybe employees thought the parking spots were too small, which made parking difficult. Maybe they thought their co-workers were bad drivers and felt they were at risk for fender-benders. The guessing never led to real answers and changes to the lot were never made.

One year, the organization decided to switch to HR Solutions for their survey needs, and management was surprised to learn about the in-person feedback sessions conducted with employees after survey results are tabulated. Hospital management did not know if this step was necessary, as they had never done it in the past. HR Solutions explained how feedback sessions illuminate the “why” behind the numbers, and how this step would finally show the management team the full picture behind employee opinion results from the survey.

Not surprisingly, when HR Solutions conducted the survey, there were very low scores on parking satisfaction. The survey results were sorted and compared by shift, and the most negative parking responses were associated with employees working second and third shifts. Upon meeting with these employees, HR Solutions asked why they felt negative about the parking lot. Employees unanimously responded that nothing was wrong with the lot itself; it was the safety of the lot that concerned them. The hospital was in an urban neighborhood plagued by high crime rates. The lot was very dark and employees often had to park far away from the building. They were afraid to go to their cars at night. The hospital had security staff, but they refused to walk employees to their cars. The staff believed this was a well-known safety issue at the hospital that management chose to ignore.

When HR Solutions presented this feedback to senior leadership at the hospital, management was shocked they had not been able to pinpoint the problem years before. They were completely unaware of the safety issue, as they parked in reserved spots close to the building and generally left during daylight hours. Hospital management quickly chose to revamp the parking lot with bright lights and security cameras to ensure their employees’ safety. They also made it mandatory for security staff to escort employees to their vehicles upon request.

After management took action, the employees’ perception of parking significantly improved, but more importantly, they felt valued by management staff. The organization learned the importance of a comprehensive survey process involving employee focus groups. By asking employees the right questions and allowing them to speak openly about their concerns, the organization was able to get to the root of their problems and create positive change.

