

HPT and Strategic Decisions

Workforce Engagement

- Workforce Enrichment
 - Workforce loyalty
 - Attendance
 - Tardiness
 - Attrition
 - What are the factors for attrition

Workforce Engagement

- Workforce Enrichment
 - Cooperation
 - Effective Communication
 - Skill sharing
 - Effective Information Flow
 - Two way communication with supervisors and managers
 - Individual Goal Setting
 - Empowerment
 - Innovation
 - Diverse Ideas

Workforce Engagement

- Workforce and Leader Development
 - Performance Improvement
 - Technology Change
 - Innovation

Workforce Engagement

- Assessment of Workforce Engagement
 - Formal and internal methods
 - Quantitative
 - How to gather the info?
 - Focus groups
 - Exit interviews
 - Surveys

Workforce Environment

- Workforce Capability and Capacity
 - How do you know what you will need regarding workforce capability and capacity?
 - How do you find people and ensure that the right people are hired?
 - How do you get the work done with is required?
 - How do you make changes as necessary?

Workforce Environment

- Workforce Climate
 - Is the environment safe and secure?
 - Prepared for short and long term emergencies?
 - Is the organizational climate consistent or volatile?

Work Systems

- Work Systems Design
 - How are core competencies determined and developed?
 - How do these competencies provide a competitive advantage?

Non-Stop Change

- It is important to first determine if the non-stop change is vital or if this culture can be changed?
 - Why is this culture in place?
 - Is it due to nature of business?
 - Economy?
 - Management?

Non-Stop Change

- ❓ Can the amount of change occurring be reduced?

Non-Stop Change

- Prepare employees for change.
- Communicate as much as possible.
- Make team meetings more frequent.
- Update outside of scheduled meetings if necessary.
- Explain nature of business during interviews/orientation/training

References

- Latham, J., & Vinyard, J. (2011). *Baldrige user's guide: Organization diagnosis, design, and transformation* (5th ed). Hoboken, NJ: Wiley.
- Pershing, J. A., Stolovitch, H. D., Keeps, E. J. (2006). *Handbook of Human Performance Technology: Principles, Practices, and Potential, 3rd Edition*, Pfeiffer (Wiley),