



IO Toolset for Workplace Evaluation and Staff Satisfaction

Staff Satisfaction Evaluation Tool

Asociación Caminos
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Title:	<i>IO4 Toolset for Workplace Evaluation and Staff Satisfaction</i> <i>Staff Satisfaction Evaluation Tool</i>
Project result (Intellectual Output – IO4)	<i>Tool to evaluate the client’s satisfaction with their job and develop solutions for improvement, if needed.</i>
Description	<i>Use of symbols like water and cards to evaluate client’s level of satisfaction in their workplace.</i>
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Objective of the tool and fields of application

This tool was designed to work with a client on the evaluation of his/her level of satisfaction with his/her job and if there is a need, to develop solutions for improvement. It is important to point out that all information delivered within this intervention will be kept secret and will not be passed to superiors.

Material

2 empty glasses, a bottle with water, the thirty cards of this tool, 2 sheets with + and -, 4 sheets with the levels on which problems have to be addressed (personal, team level, superior, do not know).

Implementation Process

Step overview

- 2 glasses with water to represent the level of satisfaction.
- Does he/she want to work on the issue presented? If so, the exercise continues.
- Cards with aspects that the client has to evaluate as positive or negative in his/her workplace
- What can be changed and at what level each issue needs to be addressed.
- Redistribution of water inside the glasses
- Reaching a balance between the 2 glasses.

Detailed step description

1. Ask the client to fill water in the 2 glasses in front of him/her. On the left side an amount representing the level of satisfaction with his/her actual job, on the right side the amount how his/her satisfaction should be, so that it would be ok for him/her. In that way we can receive a difference of the status quo and the desired level. If there is no difference => fine, nothing has to be done, the client is happy. (Video 0:28)
2. If there is a difference ask the client if he/she likes to work on this issue to check where his/her dissatisfaction derives from and how it might be improved. If he/she says yes you can go on. (Video 1:49)
3. Ask the client to take the (currently 30) cards, read them and reflect which of these aspects concern him/her on their actual working place, which one could be improved

and which are positive points compensating maybe some negative aspects. Ask the client consequently to arrange them in the positive or negative field. (The important issue of doing so is that people are not only fixed on negative aspects (which might exist in every job), but that they try to balance the aspects. The positive ones are significantly important in case that negative ones cannot be avoided without changing the job (e.g. nightshifts or similar, then the client has to evaluate if for example the financial remuneration or holidays can make up the inconveniences). (Video 2:39)

4. In this way after the client having filtered out the most important aspects affecting them positively or negatively on their working place, ask him/her for which aspects he/she sees the potential for change. Ask him/her how this change could be and on which level it has to be addressed (personally, team level, with superiors, do not know – there the client has specific sheets to arrange the cards the moment he/she has the solution clear. This move is important for change). For each issue to solve try to agree with the client on a clear action plan or activity he/she should try. You can keep this on post its which you put near the card. (Video 9:20)

Possible questions could be:

- Where do you see a possibility for change?
 - Where is it the easiest to change something?
 - Did you already experience something similar?
 - Has this situation ever affected you differently in the past?
 - Do you think there could be another option apart from these?
5. After each solution ask the client “If this is solved how much water would you like to add in the glass with your satisfaction level”. (Video 16:40)
 6. You should address as many points with the clients that you achieve a balance between the right and the left glass. Also ask them to consider the positive points if they make up for something. In some cases, it might also happen, that people detect that given these positive aspects, the negative do not have that importance anymore.

Peer & Support Group

If peers are available this intervention can also be implemented with a support team. In this case the intervention will be structured the following way.

After Step 3 the selection and a presentation of the cards, before going on in direction of solutions. Peers will have the opportunity to ask factual questions. These should only serve for clarification of possible misunderstandings or things they did not perceive correctly. Then they and the practitioner are invited to tell their perceptions during the presentation. The important thing is to really keep with perceptions like the tone of the voice, gestures, facial expression, respiration, touching of the cards. These observations should be based on “objective” perception. The client will not answer to these observations, they just listen.

Then in a next step the peers are allowed to put forth interpretations. They are telling their impressions and might ask questions such as: where are the difficulties? What should be changed. The client does not answer, they just listen. After listening to the interpretations, the client is asked if there was something new for them, things they liked to hear and things they did not like to hear.

Then go on with point 4 of the description above.

Further reading/additional information

In general:

- The questions asked to the client by the facilitator should be short, specific, simple, clear and with and open answer. The facilitator should not give the client a full and detailed explanation of what must be done because this is a) very directive and b) can be very confusing for clients who have no prior experience in symbol work or counselling settings. As an example, instead of saying “Now you have selected all of your cards in relation to the topic. Please look at your cards carefully and try to explain to us why you have selected each card, what relation it has to your satisfaction and if possible what kind of solution could come out of this”, it will be more productive for all parts to simply ask the client: “Tell us about your cards”.
- A serious intervention should never be referred to as a game, an activity, an experiment or anything like this. Any activity referred to as a game automatically becomes a game and is understood as something done for fun. If this is so, it cannot be expected for the client to take it seriously, to be honest or to actually engage on a real-life action plan, because it is “just a game”. Apart from this, if a client actually discloses a real-life problem that has a high level of importance to him/her, it could be offensive for a counsellor or facilitator to refer to the process as just a game. For this reason, it is important to always refer to the practice as an intervention done seriously with the aim of improving important aspects of the life of the client.
- When the client is explaining the aspects that he /she considers positive or negative, it is important for the practitioner to not judge these choices. Different aspects are evaluated in a different way by different people, a fact that is related to their personality. In this way, for example, a very strict working schedule could be positive to one person and negative to another. Because of this fact, the practitioner must stay conscious of his/her own internal reactions to what the client expresses and how he/she classifies each aspect and not to intervene in this process making judgements on the client’s choices. If this happens, a conflict could arise and could create a barrier in the counselling process.
- The practitioner should try not to start a debate with the client. The sessions are not intended to debate fact, or to prove right or wrong: they intend to facilitate the identification of satisfaction and the development of practical solutions by the client.