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Abstract
AIDS Rochester, Inc. is a nonprofit organization that is committed to enhancing the lives of those living with HIV/AIDS. ARI accomplishes its goals reasonably well and seems to have positive relations with funding sources. ARI administration wanted to increase their awareness of how they can ultimately create an environment of employee satisfaction and organizational effectiveness. The researcher, acting as a third-party consultant, conducted an organizational assessment, of AIDS Rochester, Inc., focusing on the strengths, weaknesses, opportunities and threats. Qualitative and quantitative research along with a literature review enabled the researcher to determine the areas that the organization can further develop, such as poor teamwork, poor reward system and stagnation. Based on the findings, the researcher made recommendations for future action, such as implementing a mentoring program, restructure the performance appraisal system and provide development trainings to employees. The strengths, weaknesses, opportunities and threats of AIDS Rochester, Inc., as a result of the focus groups and the Blockage Questionnaire, are reviewed. Areas for future research are also discussed.

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at AIDS Rochester, Inc.
Karen Castro-Lichtenberger
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Last, but definitely not least, I would like to thank my parents and the rest of my family for their love and continuous support. I am truly blessed to have such a loving and caring family. Mom and Dad thank you for your guidance and for molding me into the person I am today.
Dedication

I dedicate this paper and my degree to my loving husband, Steve. Your patience and support has allowed me to accomplish my educational and professional achievements. I am truly blessed to have you in my life. Thank you.
ABSTRACT

AIDS Rochester, Inc. is a nonprofit organization that is committed to enhancing the lives of those living with HIV/AIDS. ARI accomplishes its goals reasonably well and seems to have positive relations with funding sources. ARI administration wanted to increase their awareness of how they can ultimately create an environment of employee satisfaction and organizational effectiveness. The researcher, acting as a third-party consultant, conducted an organizational assessment, of AIDS Rochester, Inc., focusing on the strengths, weaknesses, opportunities and threats. Qualitative and quantitative research along with a literature review enabled the researcher to determine the areas that the organization can further develop, such as poor teamwork, poor reward system and stagnation. Based on the findings, the researcher made recommendations for future action, such as implementing a mentoring program, restructure the performance appraisal system and provide development trainings to employees. The strengths, weaknesses, opportunities and threats of AIDS Rochester, Inc., as a result of the focus groups and the Blockage Questionnaire, are reviewed. Areas for future research are also discussed.
Chapter One

Overview

Introduction

This chapter is an introduction to the paper. It begins with an overview of AIDS Rochester, Inc. and then provides a problem statement and purpose of the study. The significance of the study and conceptual framework are also described. This chapter concludes with the research design overview.

What is AIDS Rochester, Inc.?

AIDS Rochester, Inc. (ARI) is a not-for-profit organization that is dedicated to a world without the Human Immunodeficiency Virus (HIV). It was incorporated in 1983. The main office is located on University Avenue in Rochester, New York. There are two satellite offices located in Geneva, New York and Bath, New York. The mission of ARI is “to lead a compassionate community effort within the eight-county Finger Lakes region, providing a continuum of programs, including education, prevention, advocacy, and support services for people affected by HIV/AIDS” (www.AIDSROchester.org, 2004). The core values, which support the mission, are “Respectful, inclusive, accountable, innovative, compassionate, confidential, and responsive with dignity for all” (www.AIDSROchester.org, 2004).

Currently, ARI has 60 staff positions and 203 active volunteers. Staff consists of case managers, prevention educators, outreach workers, managers and administrative assistants. The services offered are case management, client advocacy, emergency funds, entitlement assistance, resources and referrals, mental health, support groups, transportation, harm reduction, syringe exchange, sexually transmitted disease (STD) and
HIV testing and counseling, outreach, and prevention education programs (circle of light newsletter, 2004). ARI case managers currently follow 682 clients, who are HIV positive.

**Problem Statement**

Based on a discussion with the Director of Administration and Personnel, it was determined that there is no known specific problem at this time. ARI accomplishes its goals reasonably well and seems to have positive relations with funding sources. The current retention rate is approximately 75-80 percent. Approximately three years ago, an employee satisfaction survey that focused solely on employee benefits, was provided to employees, but there had never been a systematic investigation conducted at the organization; therefore, a SWOT (strengths, weaknesses, opportunities and threats) analysis was requested to identify areas where ARI can improve, particularly in the area of employee satisfaction. ARI wanted to become aware of how they can ultimately create an environment of employee satisfaction and organizational effectiveness. Therefore, there was a need to conduct an investigation of employee satisfaction and organizational effectiveness at ARI.

**Purpose of the Study**

ARI had requested the assistance of a third party consultant to assess employee satisfaction and organizational effectiveness, focusing on such related areas as leadership, the orientation process, recruiting, job knowledge, motivation, etc. These organizational processes ultimately lead to retention. The researcher acted as an internal consultant to ARI and compiled feedback in terms of a report, which identified good news, challenges and issues. Some recommendations were made that will assist with maintaining or
increasing ARI’s effectiveness and employee satisfaction. The main questions that were sought were:

1) What is ARI doing well?
2) What is ARI not doing well?
3) How can ARI become more effective?

Significance of Study

The climate of an organization plays a crucial role on employee satisfaction. It is important that employees are satisfied at ARI, because it not only impacts retention, but the quality of client services, as well. According to Pfeffer & Viega (1999), research has demonstrated that there is a direct relationship between a company’s financial success and its commitment to management practices that treat people as assets.

This research will help human resource development practitioners better understand the impact of an organizational development (OD) analysis and the relationship that the organization’s climate has on employee satisfaction in a not-for-profit. A traditional OD methodology was used to investigate the organization’s climate (Block, 2000). This research will also benefit Human Resource Development researchers, by identifying areas for future study, especially the applications of HRD principles in a non-profit setting. This project demonstrated how an OD analysis conducted by an internal consultant can assist an organization by compiling data and providing an interpretation of feedback, which will assist the organization’s success in today’s competitive market. ARI will clearly benefit from the study by learning how it can become a more effective and satisfying place to work.
**Conceptual Framework**

This project was a consultative assessment of a non-profit organization. A non-profit organization is primarily operated for service, charitable, educational or other similar purposes. It is not organized for profit. Non-profits use its net proceeds to maintain, improve and/or expand its operations. Therefore, the quality of work that the employees produce has an enormous impact on the success of the organization, as it does in any organization. If employees are satisfied with their job, they are more likely to contribute in a positive manner and put forth their best effort. A high level of employee satisfaction ultimately leads to decreased turnover.

Spector (1997) defines employee satisfaction as “simply how people feel about their jobs and different aspects of their jobs” (p.2). A positive climate ultimately leads to employee satisfaction. Theorists Hackman and Oldman (1980) state that there are three primary psychological phases that significantly affect employee satisfaction. They are:

1. Experienced meaningfulness of the work itself.
2. Experienced responsibility for the work and its outcomes.
3. Knowledge of results, or performance feedback.

(Cited in Burke, 1994, p. 39)

According to Hackman and Oldman, “the more that work is designed to enhance these states, the more satisfying the work will be,” which will result in the satisfaction of the employees (Burke, 1994, p.39). Therefore, it is important for a third-party consultant to conduct an assessment, using HRD principles, to measure various organizational characteristics and how they affect employee satisfaction.
A consultant is “a person in a position to have some influence over an individual, a group, or an organization, but who has no direct power to make changes or implement programs” (Block, 1981, p.2). According to Block (1981), there are five phases to the consulting process:

1) Entry and Contracting.
2) Discovery and Dialogue.
3) Feedback and the decision to act.
4) Engagement and Implementation.
5) Extension, recycle, or termination.

Using these five phases, along with authenticity and open-mindedness, will result in quality feedback for an organization, so that improvements can be made and the organization can continue to function successfully.

Research design overview

Qualitative and quantitative research was conducted at AIDS Rochester, Inc. The method used consisted of a SWOT analysis. Four employee focus groups, targeting particularly the areas of recruitment, orientation, job knowledge, motivation and leadership, were conducted. All employees also filled out the Blockage Questionnaire developed by Woodcock & Francis (1979). This quantitative process assisted the researcher in determining key areas, or “blockages” that are in need of organizational improvement. It consisted of 120 questions, pertaining to a variety of organizational areas, such as training, motivation, management, teamwork, rewards, organizational structure, and succession planning. It provided a starting point of where the employee problems are derived.
The consultant conducted approximately 4-5 focus groups of employees at ARI to determine the overall quality of employee satisfaction. The questions asked during the focus groups will be discussed later in the paper. The findings were compiled in two reports, one being the consulting report, which highlighted the practical ideas for ARI's improvement. The other document fulfilled the requirements for the 590-research project. The consulting report, along with a prepared presentation highlighting the key findings, was provided to the Director of Personnel and Administration and to the Executive Director of ARI. Depending on the decision of senior management, the results and recommendations may also be presented to the ARI Board of Directors.

Conclusion

This chapter introduced AIDS Rochester, Inc. and the analysis that was conducted. A problem statement, purpose of the study, statement of significance and research design overview were included. The next chapter contains a review of relevant academic literature that was used to guide the researcher throughout the process.
Chapter 2

Literature Review

Introduction

This chapter summarizes academic and general literature relevant to the project. It covers the Health and Welfare of Nonprofits, Human Resource Development Principles, such as employee satisfaction and organizational effectiveness and the Consultative Process.

Health and Welfare of Nonprofit Organizations

Nonprofit organizations and the mission

A portion of a leader’s management role is to express the organization’s mission and generate excitement among the board and volunteers (Wolf, 1999). An effective leader understands the importance of the mission and how it relates to organizational behavior. Employees should be informed in various ways that their jobs relate to the mission. The mission should be composed of a statement that defines what the organization is and what it has been established to accomplish. It is often difficult for managers of nonprofits to articulate the mission and as a result to develop criteria by which success can be measured. In a nonprofit organization, the mission evolves around public service, which leads to the difficulty of defining the purpose and measuring success. It is not easy to describe a nonprofit organization and this is partly what makes managing them such a difficult task composed of challenges and problems (Wolf, 1990).

Nonprofit management

The nonprofit organization is a business enterprise that is not organized to make a profit. Unlike management issues in the profit sector, which tend to be clear and related
to specific economic measures, issues in the nonprofit environment are unclear because they relate to the somewhat theoretical concept of public service. It is often less clear in the nonprofit organization, where the main purpose is to serve the public and not make money, than it is in the profit-making organization, to determine if a manager is doing a good job (Wolf, 1990). The challenge of managers is to do their job both effectively and with integrity. To manage a nonprofit organization with integrity means to do what is right. It means that management knows its responsibilities and carries them out with enthusiasm. Managers know the limits of their authority and act accordingly, weighing ethical concerns before making decisions. Integrity requires managing the organization's resources effectively and providing leadership to fulfill the organization's mission. To manage a nonprofit organization in today's increasingly hostile environment requires people to act with honesty.

Nonprofit management consists of all activities necessary to accomplish the organization's nonprofit purposes through the efforts of people. The general tasks of management include planning, organizing, staffing, directing, inspiring and leading other people. Managers take the resources available to them, such as people, finances, information, equipment and materials, and organize them to accomplish the organization's purposes. This is true whether the manager is the chief executive officer or any other level of manager within the organization. The process of management begins by managers becoming aware of the role of a nonprofit organization (Wolf, 1999).

*The role of the nonprofit organization*

Nonprofit organizations refer to those "legally constituted, nongovernmental entities, incorporated under state law as charitable or not-for-profit corporations that have been set
up to serve some public purpose and are tax-exempt according to the IRS” (Wolf, 1990, p.6). Society depends on the nonprofit sector to address the social problems that occur throughout the world. Nonprofits have a history of “promoting literacy, providing health care, supporting the arts, and offering a safety net for the poor that neither business nor government can match” (Harvard Business Review, 1999, p.29). Nonprofits must possess five characteristics (Figure 1).

**Figure 1**

<table>
<thead>
<tr>
<th>Characteristics of a Nonprofit Organization</th>
</tr>
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<tbody>
<tr>
<td>• Public service mission.</td>
</tr>
<tr>
<td>• Must be organized as a nonprofit or charitable corporation.</td>
</tr>
<tr>
<td>• Their governance structures must preclude self-interest and private financial gain.</td>
</tr>
<tr>
<td>• They must be exempt from paying federal tax.</td>
</tr>
<tr>
<td>• They must possess the special legal status that stipulates gifts made to them are tax deductible.</td>
</tr>
</tbody>
</table>

(Wolf, 1990, p. 6)

Nonprofit organizations have the capability to become America’s social sector and become just as important as the public sector of government and the private sector of business (Drucker, 1995). According to Drucker (1995), in order for the nonprofits
potential to become a reality, the first thing necessary is that the average nonprofit must manage itself as well as the most successful organization is managed and it must follow its mission. The main function of a non-profit organization is to cause change in individuals and in society (Drucker, 1990). In order to accomplish change, the role of the leader is to be committed and innovative.

_Nonprofit leadership_

Drucker (1990), states that there are only leaders in non-profit organizations. People that dedicate their careers to public service are organizational assets because they are committed to the people that they serve. Employees take pride and obtain a sense of fulfillment in accomplishing their jobs well. An effective leader in the nonprofit setting makes it easy for people to accomplish their tasks, obtain results and ensures employee satisfaction. Leaders should make work a chance to learn and develop (Muehrcke, 2005). According to Muehrcke (2005), people get “excited and energized” when they learn something new. Leaders should motivate employees to learn new things every day.

Nonprofit organizations are faced with changes like never before. “The majority of individuals still believe that good intentions and a pure heart are all that are needed” to successfully lead a nonprofit organization (Drucker, 1995, p.276). Successful nonprofit leaders all share a desire to support and encourage others (Muehrcke, 2005). A sense of community should be promoted in the organization. According to Muehrcke (2005), a leader must find ways to recognize people’s contributions to the purpose of the organization. Leaders should also provide employees with praise and recognition. This affirmation and recognition will increase employee motivation, by employees becoming aware that others are aware of their hard work. Employees will be more satisfied in the
workplace. According to Muehrcke (2004), an organization cannot succeed without the right people and a leader who knows how to motivate and inspire them. Ensuring employee satisfaction and motivation will lead to increased retention and decreased turnover within an organization.

**Human Resource Development Principles**

**Employee satisfaction**

Employee satisfaction is crucial to an organization’s success. The concept of employee satisfaction has been subject to much debate and interpretation (Gimbel, Lehrman, Strosberg, Ziac, Freedman, Savicki and Tackley, 2002). According to Gimbel et al. (2002), much of the debate has to do with the relationship of employee satisfaction with other organizational influences. Many companies and organizations feel that employee compensation is the dominant factor in employee satisfaction. Accordingly, employers attempt to obtain employee satisfaction with increased pay and benefits. In today’s competitive business environment this approach can only go so far. There is a much less expensive way to create greater employee satisfaction. It is cost free and it increases productivity which significantly improves the bottom line. Creating a workplace environment that results in employees feeling better about themselves when they are in it, and results in employees feeling satisfied with their work. People that enjoy working are more productive. A work environment that is made up of leaders who constantly raise an employees’ self-esteem leads to high employee satisfaction and hardly costs anything. According to Gimbel et. al. (2002), emotional factors, such as work satisfaction and good relationships with managers and other employees, lead to increased employee satisfaction, resulting in decreased turnover. Employee satisfaction has a direct
impact on the retention levels of an organization. According to the Harvard Business Review (1999), a five percent increase in retention results in a ten percent decrease in costs, and productivity increases ranging from twenty-five to sixty-five percent. Organizations care about retention because of the direct and indirect costs linked to the loss of talented employees. As a company’s success becomes increasingly dependent on the knowledge, skills, abilities, and relationships of its employees, the financial impact of losing talented employees will continue to rise. Besides the financial factors, organizations care about turnover because of the lack of talented workers available to replace those who leave. Therefore, employee satisfaction needs to be taken seriously within an organization. Human resource managers have estimated the cost of turnover to be one and half times that of the employee’s annual salary (Wagner, 2000). This estimate depends on the job level, industry, and geography. Therefore, it is important for organizations to ensure that employees are happy in the workplace. There are many factors that keep employees satisfied in the workplace.

Competitive salaries and benefits are obviously factors that will assist with retaining employees, but according to Wagner (2000), employees also want a meaningful culture and work-life balance. Culture is the deeper level of basic assumption and beliefs that are shared by members of an organization (Schein, 1986). Employees should understand what the organizational culture is, in order to adapt to the environment and follow the beliefs of the organization. Ensuring employees are aware of the organizational culture allows an employee to become aware of their role in the organization, causing them to be happier while completing their job tasks. Even though culture and work-life balance are considered important factors of employee satisfaction, Wagner (2000) states that
employees also want to learn new things, take on new responsibilities and grow. According to Wagner (2000), the Society of Human Resources Management provided information compiled from a Gallup Organization poll, and it was concluded that “American workers who receive employer sponsored training are more satisfied with their jobs and more likely to stay with their employer than those who do not receive training” (p. 64). Employees are taking responsibility for their development and are requiring the assistance of their employers. If employees do not receive training in their current workplace, they will go elsewhere. Managers that invest in their employees are also investing in the success of the organization. People constantly grow and enjoy learning and increasing their knowledge and skills. Managers need to treat employees as capable of assuming responsibility and self-direction. According to Gersing-Pophal (2004), employees don’t leave organizations; they leave managers. The degree to which a manager interacts with his/her employees is the true indicator to employee satisfaction. The concept of leadership is relevant to any aspect of ensuring effectiveness in organizations and in managing change.

Organizational Effectiveness

Organizational effectiveness is when an organization accomplishes desired results (Rothwell & Kazanas, 2003). Being effective as individuals and organizations is no longer optional in today’s society; it is a factor that is needed in order to be successful and remain competitive (Covey, 2004). “Effectiveness is the balance between production of desired results and production capability” (Covey, 2004, p.242). Nonprofits evaluate organizational effectiveness in terms of social impact, not by revenue, which is the way for-profits measure effectiveness (Drucker, 1990). According to Herman and Renz
(2004), the history of the theoretical development of the concept of organizational effectiveness is complex. Herman and Renz (2004) argue that the theoretical history can be summarized as the development of alternatives or modifications to the goal model of effectiveness. Every successful organization has goals. According to McCann (2004), organizational effectiveness has always measured how successfully organizations achieve their missions through their core strategies. “Organizational effectiveness studies are concerned with the unique capabilities that organizations develop to ensure that success” (McCann, 2004). Organizational effectiveness has become a complex role of human resources, due to the constant changes that occur in nonprofit organizations.

The significant increased level of complexity and rates of environmental change creates major new demands for organizations. New capabilities and skills are needed to assist with these demands. Organizations are likely to face challenges while attempting to attain the traits of an effective organization. For example, “all organizations have a need for some level of stability and also have a need to exhibit flexibility and adaptability; a need for control and discipline as well as a need to allow for some degree of freedom and autonomy and a need for rational formal structures and non-rational informal relations” (Quinn and Rohbaugh,1983). Quinn and Rohbaugh (1983) also mention that organizational effectiveness depends on the ability of an organization, and its managers, to obtain the right stability among these crucial qualities, as required by the organizations strategies and goals.

Organizations need to be aware of the environment and culture in order to easily adapt to the changes and ensure that it follows the organization’s strategy and accomplishes effectiveness. The best nonprofits have a keen understanding of their purpose, both now
and in the future. It is by following that purpose with vision and courage that they untangle themselves from the patterns of the past. Managers have to be innovative to achieve organizational effectiveness. A good leader can make all employees feel like they are part of a very special organization that matters and that they are essential to organizational effectiveness (Wolf, 1999). The fundamental nature of effectiveness is achieving the results you want in a way that enables you to get even more of these results in the future (Covey, 2004). The key to nonprofit excellence and organizational effectiveness is to anticipate change, to take risks, to be alert to the latest trends, and to innovate, coming up with ideas and bringing them to life.

Consulting overview

According to Block (2000), a consultant is a person that has some influence over an individual, a group, or an organization, but who has no direct control to make changes or implement programs. The consultant works with the key individuals of the organization to build readiness for change. The consultant assists the organization with figuring out what the problem is, and then decides what further assistance is needed (Schein, 1988). The events that are observed by a consultant are human actions that occur in the normal flow of work, such as in meetings, in the formal and informal interactions between members of the organization, and in the more formal organizational structures (Schein, 1988). The client's own actions and their impact on other people in the organization are also of particular relevance to a consultant (Schein, 1988). It is assumed that all organizational problems deal with human beings. Even if it is a technical or financial problem, humans are involved in the process. Consultants must understand human interaction to appropriately diagnose and improve any organizational problem.
Process consultation is a way of studying organizations that begins with the assumption that organizations know how to solve their own problems but cannot always effectively structure problems in order to devise and implement solutions (Schein, 1988). “Process consultation is a set of activities on the part of the consultant that help the client perceive, understand, and act upon the process events that occur in the client’s environment in order to improve the situation as defined by the client”(Schein, 1988, p. 11). The role of the consultant is to investigate the way people work, identify causes of problems, and suggest ways to improve. According to Block (2000), the four elements of the consultant–client relationship are:

- Responsibility-the goal is 50/50 participation.
- Feelings-the extent the client is willing to own their own feelings.
- Trust-It is important that trust is built between client and consultant.
- Consultant needs-Consultant has to recognize his/her needs from the relationship with client.

Consultants should be clear about their own beliefs. A consultant’s belief system will impact the recommendations that are made by the consultant, so it is important that consultants are aware of their belief system and values.

**Consultant Roles**

There are a variety of consultant roles that can take place during an organizational development endeavor. Consultants should be role-models and follow what they recommend, in each role. Consultants can be internal or external. Internal consultants are employed with the organization and external consultants are independent third-party individuals. According to Block (2000), Ed Schein identifies three roles that consultants
use when working with line managers: expert role, a pair of hands role, or a collaborative role. According to Block (2000), the role choice that a consultant decides to obtain depends on the consultants’ own personal preference and style.

The expert role consists of the consultant becoming an expert in the subject matter that is being investigated within the organization. The manager is not very active during the process. The manager’s role is to judge and evaluate after the fact (Block, 2000). The consultant is responsible for the results and develops and implements action plans (Block, 2000). Decisions on how to conduct the process and the gathering of information is done by the consultant. Communication is limited between the consultant and the client, as it is also in the pair-of-hands role.

According to Block (2000), the second role is the pair-of-hands role. During this process, the manager considers the consultant to be an extra “pair-of-hands.” The manager has full control of the process, but expects the consultant to assist him with dealing with the problem. The consultant takes a more passive role during this process. The manager is in charge of decision making and gathering data. The consultant’s goal is “to use specialized knowledge, to make the system more effective” (Block, 2000, p. 25). The goals that need to be achieved are defined solely by the manager during this consultant’s role; unlike the collaborative role, where the goals are sought by both the consultant and the client.

The last role according to Block (2000) consists of the consultant entering the relationship with the idea that management issues can be dealt with effectively only by joining his or her specialized knowledge with the manager’s knowledge of the organization. This is the collaborative role. Problems are solved jointly. Consultants are
not expected to solve problems for the managers. They assist managers with solving problems. Decision making and data collection are done by both parties. Both the manager and consultant share the responsibility for action planning, implementation, and results. Communication is a two-way process (Block, 2000). Both parties are involved equally during this consulting process.

According to Burke (1994), whether the consultant takes on the expert, pair-of-hands or collaborative role, all organization development consultants must possess ten competencies (Figure 2). Block and Burke classify consulting competencies differently; however, both authors agree that certain skills are necessary for effective organizational development consulting to take place successfully. Along with the importance of consultants possessing certain skills, they must also be knowledgeable of the phases of the project, in order to conduct “flawless consulting” (Block, 2000).
Figure 2

**Ten OD consultant’s competencies**

1. Tolerate ambiguity
2. Influence
3. Confront difficult issues
4. Support and nurture others
5. Be a good listener and show empathy
6. Recognize one’s own feelings and intuitions quickly
7. Conceptualize
8. Discover and mobilize human energy
9. Teach and create learning opportunities
10. Maintain a sense of humor


The consultative process

Block (2000) states that there are five phases of the consulting process (Figure 3).

Figure 3

**Five Phases of Consulting Process**

1. Entry and contracting
2. Discovery and Dialogue
3. Feedback and decision to act
4. Engagement and implementation
5. Extension, recycle, or termination

The entry and contracting phase is the initial contact that a consultant has with the client regarding the project (Block, 2000). The first meeting and exploration of what the issue is occurs during this phase. It is determined then whether a consultant is the right person to carry out the project (Block, 2000). Expectations from both parties are also discussed. This phase is crucial to the effectiveness and successful implementation of the project. The next phase is the discovery and dialogue phase.

The discovery and dialogue phase consists of the consultant deriving their own feelings about the project (Block, 2000). The consultants also determine which participants will be involved in defining the problem, along with the methods that will be used to conduct the project, the kind of information that will be collected, and the timeframe that the project will take place (Block, 2000). The information and analysis is then reported, and is then followed by feedback and decision to act.

Feedback and decision to act deals with the manner in which the consultant will deliver the data gathered. According to Block (2000), the consultant has to determine how he/she will involve the client in the process of analyzing the information. Resistance on the client's part might occur during this phase and the consultant has to be prepared to deal with the resistance effectively. According to Block (2000), planning is a big factor of this phase. The main aspect of this phase consists of "setting ultimate goals for the project and selecting the best action steps or changes" (Block, 2000, p. 7). Carrying out the steps to implementing the project occurs during the fourth phase, engagement and implementation.

During the engagement and implementation phase, meetings might take place to introduce the changes. Some of the meetings that might take place during this phase are
training sessions, to ensure that the client fully understands the changes that are being implemented. Once the goal of the project is implemented, the consultant will be able to accomplish the last phase, which is the extension, recycle, or termination phase.

The extension, recycle, or termination phase, according to Block (2000), begins with an evaluation of what went on during the engagement and implementation process. Many times, the real problem will surface, once the evaluation is done and the project is implemented. Therefore, the consultant might have to begin a new contract with the client. However, if the project was successful, the consultant will terminate his/her relationship with the client. The way that this phase is conducted is crucial because, depending on how the consultant terminated the relationship with the client, often the organization will or will not work again with the consultant in the future (Block, 2000). Not only does the consultant have to follow the five phases, but the organization has to also be willing to participate and be open to change implementation, in order for the consultative process to be successful.

Conclusion

This chapter reviewed the literature that was used to conduct the organizational assessment of AIDS Rochester, Inc. The health and wellness of nonprofits, human development principles, such as employee satisfaction and organizational effectiveness, and the consultative process were all briefly covered. The next chapter describes the methodology used by the researcher in order to conduct the organizational assessment at AIDS Rochester, Inc.
Chapter 3

Methodology

Introduction

This chapter discusses the methods used in gathering and analyzing the data, to assess employee satisfaction and organizational effectiveness at AIDS Rochester, Inc. The use of relevant literature that was utilized to further understand the concepts of the assessment is also reviewed. The last sections consist of the review of the final consulting reports, limitations and delimitations of the study.

Methodology

The methodology consists of the procedures used to collect and analyze the data that is necessary to assessing employee satisfaction and organizational effectiveness. Both qualitative and quantitative measures were used to collect the data. Therefore, the methodology used in this study is considered triangulation, “the collection of data from different sources (such as interviews and field notes) or different surveyors in different places, based on the assumption that if multiple sources of information produce similar results, the credibility of the survey’s findings are enhanced” (Fink, 2003, p. 165).

Data Collection Procedures

Focus group participants

The participants of the focus groups consisted of senior management, middle management, and two cross sectional focus groups, consisting of employees from various departments, who hold a variety of positions. The participants of the cross sectional focus groups were chosen randomly and were informed of their participation via e-mail. The researcher stressed the confidentiality of the feedback provided. A consent letter was
provided to all participants of the focus groups and the blockage questionnaire (Appendix B). The participants were informed that their involvement is voluntary. The majority of the questions were the same in all focus groups, but were formatted differently.

**Focus group questions**

After conducting research on employee satisfaction and organizational effectiveness, appropriate questions were then derived that would assist with collecting the data that pertained to the assessment. One focus group questionnaire was specifically for senior management, to determine if they were aware of issues that were occurring within the organization and to verify how management perceived the overall satisfaction level of employees (Figure 4).

**Figure 4**

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>What are the top 3-4 factors that you think keep employees here at ARI?</td>
</tr>
<tr>
<td>2</td>
<td>On a 1-10 scale, how satisfied do you think employees are working at ARI? (1=not at all and 10=completely satisfied. Please plot your answer on the scale.</td>
</tr>
<tr>
<td>3</td>
<td>Do you think employees feel valued by management? If so, why? If not, why not?</td>
</tr>
<tr>
<td>4</td>
<td>What do you believe are the main reasons, employees leave ARI?</td>
</tr>
<tr>
<td>5</td>
<td>If 60 minutes, or some other investigative news show did a feature story on ARI, what would they highlight? Strengths? Weaknesses?</td>
</tr>
<tr>
<td>6</td>
<td>In the next 6-12 months, what do you see as opportunities that ARI can take advantage of?</td>
</tr>
<tr>
<td>7</td>
<td>In the next 6-12 months, what do you see as some key threats?</td>
</tr>
<tr>
<td>8</td>
<td>What 2-4 changes, suggestions, or ideas do you feel management can do to help make ARI a more effective and satisfying place to work?</td>
</tr>
<tr>
<td>9</td>
<td>If you were the Executive Director of ARI, what 2-3 changes and/or improvements would you make to help ARI be more effective and successful in fulfilling its mission?</td>
</tr>
</tbody>
</table>
requesting their participation. The senior management team was provided the questionnaire beforehand per request of the Associate Executive Director and was informed to bring the questionnaire to the group, already filled out. The researcher then went over each question and encouraged discussion between the participants. The researcher observed behavior and documented the feedback that was provided, on a flip chart. The other focus groups based on the employee satisfaction level and consisted of middle management and two cross-sectional focus groups, consisting of employees from various departments (Figure 5).
Figure 5

1. If a friend asked you to describe your experience working at ARI using five adjectives, what would you say?

2. What are the top 3-4 factors that keep you here at ARI?

3. On a 1-10 scale, how satisfied are you working at ARI? (1=not at all and 10=completely satisfied).

4. A) Do you feel valued by your immediate manager? If so, why? If not, why not?
   B) Do you feel valued by senior management? If so, why? If not, why not?

5. How would you rate the feedback you receive from management? On a scale of 1-10 (1-very good and 10-very poor).

6. How would you rate the feedback you receive from management? On a scale of 1-10 (1-very good and 10-very poor).

7. If 60 minutes, or some other investigative news show, came into ARI, what would they find? Strengths? Weaknesses?

8. In the next 6-12 months, what do you see as opportunities that ARI can take advantage of?

9. In the next 6-12 months, what do you see as some key threats?

10. What 2-4 changes, suggestions, or ideas do you have for Senior leadership to help make ARI a more effective and satisfying place to work?

11. If you were the Executive Director of ARI, what 2-3 changes and improvements would you make to help ARI be more effective and successful in fulfilling its mission?

The employees of these focus groups were not provided the questionnaire until the group was conducted. The participants were then instructed to answer one question and put their pens/pencils down when done answering the question. The researcher then
requested feedback responses from a few participants of the group and documented information on a flip chart. This process was used for each question. Participants were then requested to hand in the filled out questionnaire to the researcher.

**Blockage Questionnaire**

All employees filled out the Blockage Questionnaire developed by Woodcock & Francis (1979) (Appendix E). The questionnaire is a quantitative measure used to quickly identify the areas or employee problems within the organization that need to be investigated, understood, and solved (Woodcock & Francis, 1979). These problems are called “blockages” (Woodcock & Francis, 1979). The questionnaire provided a starting point of where the employee problems originated. Discovering and clearing the blockages in the organization is the most practical and effective way to improve the performance of the employees. Therefore, the questionnaire contributes to the development and overall organizational effectiveness of the organization. It consists of one-hundred and twenty questions, pertaining to a variety of organizational areas, such as training, motivation, management philosophy, teamwork, rewards organizational structure and succession planning. Three examples of statements on the questionnaire are listed in Figure 6.

**Figure 6**

<table>
<thead>
<tr>
<th>3 Statements Listed on the Blockage Questionnaire</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Jobs are not clearly defined.</td>
</tr>
<tr>
<td>2. Too many newcomers leave quickly.</td>
</tr>
<tr>
<td>3. The organization does not have many recognized recruitment practices; individual managers do what they think best.</td>
</tr>
</tbody>
</table>
The employee placed an “X” on the statement that they felt pertained to the organization. The researcher used the three columns with the most “X’s”, to determine the top three blockages of the organization and the three columns with the least “X’s” revealed the strengths of the organization.

*Data Analysis Procedures*

*Qualitative data from focus groups*

The researcher compiled all feedback from the focus groups over a one month time frame. The feedback was based on a theme analysis, summarizing the feedback that was consistent throughout all focus groups. The researcher used this information to determine the strengths, weaknesses, opportunities and threats of the organization.

*Quantitative data from Blockage Questionnaire*

The completed questionnaires provided a rating on each of the twelve blockages that may be affecting the organization. The researcher used arithmetic to tally the “X’s” in each column and summarize the top three blockages, which were the three areas that scored the highest on the questionnaire. The highest scoring areas are the most serious blockages that should be explored in greater depth.

*Final consulting report*

The findings were compiled in two reports, one being the consulting report, which will highlight the practical ideas for ARI’s development. The other document fulfilled the requirements for the 590 project. The consulting report, along with a prepared presentation highlighting the key findings, was provided to the Director of Personnel and Administration and to the Executive Director of ARI. Depending on the decision of
senior management, the results and recommendations will also be presented to the ARI Board of Directors.

**Review of Relevant Literature**

The researcher reviewed relevant academic literature to develop a foundation for the project and support the methods used to gather data, findings and recommendations. The health and wellness of nonprofits, focusing on employee satisfaction and organizational effectiveness, organization development, and consulting techniques were the main factors of the literature review.

**Limitations**

Limitations are those factors that the researcher has not control over. Limitations of the study were that the participants were all from one organization, a nonprofit, AIDS Rochester, Inc. The majority of the employees have a human service background, except for administrative staff, who predominantly have a background in secretarial work.

**Delimitations**

Delimitations are the factors that the researcher did have control over. The delimitations were the employees that were selected to participate in the focus groups and complete the Blockage Questionnaire. Another delimitation factor were the methods used to collect, analyze and report the data.

**Conclusion**

This chapter described the methodology used for the project. The researcher focused on employee satisfaction and organizational effectiveness at AIDS Rochester, Inc. Qualitative and quantitative research, along with a review of literature, was conducted to
gather the information that provides the foundation of this paper. The next chapter reviews the research findings.
Chapter 4

Results

Introduction

This chapter summarizes the qualitative and quantitative data gathered during the focus groups that were conducted at AIDS Rochester, Inc. and from the blockage questionnaire that was provided to all employees. The feedback that was obtained from each data collection process was divided and reported in separate categories, according to strengths, weaknesses, opportunities, threats, and the blockages that were determined, as a result of the questionnaire.

Senior Management Focus Group

Questions

A summary of senior management perceptions that resulted from the focus group is listed below (Figure 7).

Figure 7

Summary of Senior Management Perceptions

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Organizational culture.</td>
<td>2. Stagnation.</td>
</tr>
</tbody>
</table>

As noted in chapter three, the questions that were asked during the senior management focus group were slightly different than the ones that were asked during the other focus groups. The questions discussed during this group dealt mostly with how leadership
perceived the levels of employee satisfaction and organizational effectiveness at ARI (Appendix C). The data collected describes what ARI’s senior management perceived as the strengths, weaknesses, opportunities and threats of the organization. A summary of the responses to each question is documented below (Figure 9).
Q1. What are the top 3-4 factors that you think keep employees here at ARI?

Environment, culture, flexibility, autonomy and passion.

Q2. On a 1-10 scale, how satisfied do you think employees are working at ARI? (1=not at all
and 10=completely satisfied).

Please plot your answer on the scale.

Majority ranking: 8

Passion, environment, turn over good compared to other non-profits, resources, flexibility
Not a 10, because of low salary.

Q3. Do you think employees feel valued by management? If so, why? If not, why not?

Yes-by direct supervisor and No-by top management. Lack of communication, more
involvement by Executive Director and Associate Executive Director, committed
employees feel valued, and those that do not pull their weight, do not feel valued.

Q4. What do you believe are the main reasons employees leave ARI?

Salary, different opportunities, tuition benefits and “simply just not a good fit”.

Q5. If 60 minutes, or some other investigative news show did a feature story
on ARI, what would they highlight? Strengths? Weaknesses?

Strengths- Collaboration with other agencies, positive, welcoming, safe and kept up
environment, diversity, openness, mission, services that agency provides to consumers
and adaptability.

Weaknesses- Community perception of HIV/AIDS, lack of diversity in upper
management, embracing poor behaviors of consumers.

Q6. In the next 6-12 months, what do you see as opportunities that ARI can
take advantage of?

Grants, more collaboration with other community agencies, increased employee
satisfaction, as a result of the assessment that was conducted by researcher and
exploration of every opportunity.

Q7. In the next 6-12 months, what do you see as some key threats?

Funding decreases, potential for violence in the workplace.

Q8. What 2-4 changes, suggestions, or ideas do you feel management can do
to help make ARI a more effective and satisfying place to work?

Continue to be open to making changes to benefits, salary increases, increasing the
approachability factor in regards to management (with boundaries), use and maximize
interns more, be open minded to results and recommendations made as a result of the
assessment being conducted.

Q9. If you were the Executive Director of ARI, what 2-3 changes and/or
improvements would you make to help ARI be more effective and
successful in fulfilling its mission?

Increased accessibility and involvement with employees, increased visibility of services
that ARI provides and increased departmental collaboration within the agency.
Senior management stated that AIDS Rochester, Inc. values, encourages and supports individual differences. Senior managers also perceived that, in general, employees do feel valued by management and that there seems to be a sense of shared mission that is conveyed clearly. The average number that represented how senior management felt regarding the level of employee satisfaction at AIDS Rochester, Inc., on a scale of 1-10 (1-low and 10-high), was 8. This data was compared to the actual number that was stated by the employees later in this chapter.

**Strengths perceived by senior management**

*Flexibility*

Management stated that flexibility is definitely a strength of AIDS Rochester, Inc. and that this is one of the factors that lead to the retention of employees. It was also mentioned during the focus group that flexibility is part of the culture of the organization. According to management, the organizational culture of AIDS Rochester, Inc. plays a major role in employee retention.

*Organizational culture*

According to the senior management of AIDS Rochester, Inc., the culture of the organization, which contributes to reasons why employees stay at AIDS Rochester, Inc., is one of open-mindedness, passion and dedication to the mission of the organization. The mission is another factor that contributes to employee retention at AIDS Rochester, Inc, according to senior management.
Mission

Senior management felt that employees are passionate and dedicated to the mission, which assists with the retention efforts of employees at ARI. Senior management also stated during the focus group that was conducted, that along with the factors mentioned above, employees also stay at ARI because of the generous benefits.

Benefits

Senior management mentioned that AIDS Rochester, Inc. provides employees with the opportunity to control their own benefits. ARI’s benefit system consists of a cafeteria plan, which allows employees to decide how their money is used towards a variety of different options. Some of the benefits are: a variety of health insurance companies from which to choose, dental, 403B/401k plans, flexible spending plan, and life insurance. Another benefit that management felt contributed to employee retention, was the generous time off that employees are allotted. Employees are provided with five weeks paid vacation/sick time and twelve paid holidays, along with another paid day off after five years for an employee’s birthday. Therefore, the senior management team felt that the benefit system of ARI is one of the factors that keep employees at ARI. These were the primary strengths, noted during the senior management focus group, that assist with ARI employee retention. On the other hand, there are some factors that were mentioned during the focus group that management felt are the weaknesses of ARI, and factors behind employee turnover. The comparison of the perception of senior management and the actual reasons that were stated during the employee focus groups will be discussed later in the chapter.
Weaknesses perceived by senior management

Weaknesses of an organization are factors that lead to turnover in an organization and are barriers to an organization’s competitive status. The primary weaknesses that senior management perceived as the result of turnover at ARI were salary and stagnation. These were factors that would hinder an organization from being able to retain their employees.

Salary

Senior management of ARI stated that the low pay scale caused many talented workers to leave the organization and work for competitors. It was mentioned during the focus group that they have actually spoken with employees that leave the organization and the employees actually stated that the reason they were leaving was for a higher salary. Senior management felt that this is an area that many nonprofits struggle with, due to the limited funding available at the present time, for nonprofit organizations. Another weakness that managers mentioned in regards to why they felt employees left the organization is stagnation.

Stagnation

Senior management stated that they perceived that employees left to seek other opportunities. Senior management believed that employees felt that they had limited growth opportunities within the organization, because of the retention level of upper management. Senior managers mentioned that employees felt that they were “stuck” and left to seek growth opportunities elsewhere. The next topic discussed in the senior management focus group were opportunities that management felt ARI can take advantage of in the near future.
Opportunities perceived by senior management

Opportunities were discussed in the senior management focus group and the primary opportunities mentioned were grants, collaboration with other agencies and increased employee satisfaction.

Grants

Senior management mentioned that there is an opportunity for ARI to obtain more grants. The housing grant and criminal justice grant were mentioned, which would impact the lives of clients and their families. Senior management also felt that if ARI were provided with these grants, it would allow the opportunity for ARI to utilize United Way space in the Southern tier. Some senior management staff also mentioned that there might be some gay/lesbian grants arising in the near future. It was also mentioned that ARI should continue to seek potential grants that would benefit the clientele and would allow for ARI to remain progressive with the trends. The next opportunity mentioned during the focus group was increased collaboration with other agencies.

Collaboration

A collaboration effort that was mentioned was the opportunity to continue collaboration between ARI and the Red Cross. Senior management felt that this collaboration allows for teamwork to occur between ARI and another agency. They also felt that the collaboration would benefit the clientele. Another collaboration opportunity was the continuation of the relationship between ARI and AIDS Community Health Center. Managers stated that this collaboration effort would lead to an increase of the clients served and would lead to increased exposure of ARI and the services that are
provided. The last major opportunity mentioned during the senior management focus group was the opportunity to increase employee satisfaction.

*Employee satisfaction*

Senior managers felt that the assessment that the researcher conducted at ARI allowed for an opportunity to verify factors that might be barriers to the ultimate goal of employee satisfaction. Senior managers felt that the feedback provided, as a result of the organizational assessment, would allow ARI to become more aware of the employee satisfaction level and realize areas that they can improve to ensure organizational effectiveness. The next factor discussed during the focus group was future threats that may affect ARI.

*Threats perceived by senior management*

The primary threat that was mentioned during the focus group dealt predominantly with decreased funding. Managers stated that they feared there would be more cuts in funding at both state and national levels in programs and grants that the agency depends on for a large portion of the resources that enable the organization to achieve its’ goals.

Overall, the feedback obtained during the senior management focus group led to the finding that leadership was on target in regards to what causes the satisfaction of employees and the overall effectiveness of the organization. Next, the results of the associate director and cross sectional employee satisfaction and organizational effectiveness focus groups will be discussed.
Associate Director and Cross Sectional Focus Groups

A summary of the strengths and weaknesses that resulted from the associate director and cross-sectional focus groups is listed below (Figure 10).

Figure 10

Summary of Associate Director/Cross Sectional Focus Groups

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Flexibility.</td>
<td>1. Stagnation.</td>
</tr>
<tr>
<td>2. Benefits.</td>
<td>2. Poor Reward System.</td>
</tr>
<tr>
<td>3. Challenging work.</td>
<td></td>
</tr>
<tr>
<td>4. Intrinsic Rewards.</td>
<td></td>
</tr>
</tbody>
</table>

Questions

The questions that were discussed during the remainder of the focus groups were asked of associate directors and staff from various departments, throughout the agency (Appendix D). The focus groups that were conducted of these employees consisted of a SWOT analysis, discussing the strengths, weaknesses, opportunities and threats of the organization. These results allowed the researcher to verify the level of awareness of senior management, and the accuracy of their results, in relation to the actual employee satisfaction level and overall organizational effectiveness (Figure 11).
Q1. If a friend asked you to describe your experience working at ARI in five adjectives, what would you say?
      Challenging, enlightening, progressive, overwhelming, flexible.

Q2. What are the top 3-4 factors that keep you here at ARI?
      Benefits, flexibility, culture, autonomy

Q3. On a 1-10 scale, how satisfied are you working at ARI? (1=not at all and 10=completely satisfied). Rationale?
      Majority-8 challenging and interesting work, good benefits, autonomy, stability of programs and job. Not a 10 because of low salary, stagnation, sometimes the work is overwhelming and not sure if management truly values their efforts, inconsistent feedback from direct supervisor.

Q4. A) Do you feel valued by your immediate manager? If so, why? If not, why not?
      Majority-Yes-new staff stated that they do feel valued and seasoned staff mentioned that more things can be done to show how they are valued. They stated that is “assumed” by the supervisor that the employee is valued.

Q4. B) Do you feel valued by senior management? If so, why? If not, why not?
      Majority-Yes, but would like more consistent feedback from senior management. Reputation throughout agency is if an employee is called into senior management’s office, they are “in trouble,” and if you do not get into trouble than it is “assumed” that you are valued.

Q5. How would you rate the feedback you receive from management? Scale of 1-10 (1-very good and 10-very poor.) Please plot your answer on the scale.
      Majority-5 Not consistent, not timely, provides negative feedback without being aware of whole situation, feedback only given at appraisal time, an employee mentioned that good feedback is like “miracle grow on a plant.”

Q6. What do you believe are the main reasons, employees leave ARI? Which, if any, have ever caused you to want to leave?
      Stagnation, salary, challenging clientele, relocation, change in career, senior Management.

Q7. If 60 minutes, or some other investigative news show, came into ARI, what would they find? Strengths? Weaknesses?
      Strengths- Organized structure, compassion, agency resources, financially healthy organization, family oriented atmosphere, knowledgeable staff.
      Weaknesses-lack of diversity in upper management, “stodgy” thinking, young, inexperienced workers, due to the majority of the positions being entry level, lack of updated technology in some offices.

Q8. In the next 6-12 months, what do you see as opportunities that ARI can take advantage of?
      Re-structuring of AIDS Walk to attract a more diverse population/donors/volunteers, so the stigma of HIV/AIDS is not that it is solely a “gay” disease, increased visibility,
constant re-evaluation, provide trainings that are not just skill based and will lead to the
development of the employees, client workshops/collaboration with the art community:
art therapy, music, theatre and provide a day care site at ARI.

Q9. In the next 6-12 months, what do you see as some key threats?
   Decreased funding, loss of key staff, lack of succession planning, turn-over because of
   stagnation issue.

Q10. What 2-4 changes, suggestions, or ideas do you have for Senior
    leadership to help make ARI a more effective and satisfying place to
    work?
    Yearly staff evaluation of organization as a whole-360 degree feedback, increased
    frequency of assessments to evaluate organizational effectiveness, merit-pay scale,
    increase teamwork between all departments, increase morale builders, salary
    increases.

Q11. If you were the Executive Director of ARI, what 2-3 changes and
    improvements would you make to help ARI be more effective and
    successful in fulfilling its mission?
    Take a more active role with clientele, get more involved with staff and daily activities-
    not just at staff meetings, utilize 360 degree evaluations, incorporate more of a team
    approach, promote staff development, cross training, succession planning.

According to the responses provided, the primary strengths that were mentioned during these focus groups were flexibility, good benefits and a challenging/autonomous environment. The primary weaknesses mentioned were lack of upward mobility and a poor reward system. Other weaknesses were mentioned, but they were more departmental and did not reflect the organization as a whole.

Strengths

Flexibility

Middle management and staff from various departments mentioned that they felt that ARI exhibited flexibility. When asked what they meant by flexible, staff mentioned that upper management is accommodating with family issues and with scheduling, when necessary. Middle management and staff stated that this is a positive factor of the
workplace, because it assists with the balance of work and daily life. Another strength that was mentioned in all focus groups was the good benefits.

Benefits

The participants of the focus groups all agreed that the benefits were very good at ARI, compared to other nonprofit organizations. They liked how they had a variety of benefits to choose from and how they get to choose how their money is spent with the cafeteria plan. Another benefit that was mentioned was the generous time off. The third strength that was mentioned in all groups was that they felt that their work at ARI was challenging.

Challenging work

Most of the participants of the focus groups stated that they enjoyed the challenge of the job. They stated that the challenging clientele kept their jobs interesting and many times, was “life enhancing.” Staff mentioned that they liked how “every day was a different day.” Staff mentioned that the challenge is what kept them “motivated.” Staff also mentioned that the job was also self-rewarding.

Intrinsic Rewards

Middle management and staff mentioned that they felt that a positive factor of working at ARI was that the work was self-fulfilling and that they understood the meaning of their jobs. Staff mentioned that the work was meaningful, which internally motivated them to accomplish goals and work to the best of their ability. Next, ARI’s weaknesses, that were determined from the focus groups, will be discussed.
Weaknesses

Stagnation

Staff that participated in the focus groups consistently mentioned that there is a lack of upward mobility within the organization, and that occasionally this causes turnover. Staff mentioned that sometimes they felt “stuck” in their position and with the little turnover of management, that they would not have an opportunity to grow within the organization. Staff would like more opportunities for growth and development.

Poor reward system

Low pay is something that was also consistently mentioned throughout all focus groups that were conducted. Staff stated that employees left to go to other organizations, often to obtain an increased salary. Staff stated that salary has not been kept competitive with other nonprofit agencies in the area. Employees also stated that they felt that their hard work was not recognized. Employees noted that some employees’ accomplishments allowed for more visibility than others, which led to the same people getting rewarded over time. Employees would like to see more involvement from the Executive Director (ED), Paula Silvestrone and the Associate Executive Director (AED), Michael Beatty. Employees suggested that they would like to see the ED and AED more at other ARI sites and more involved in the employees’ work. Employees remarked that they are not sure if the ED or the AED are fully aware of what a day consists of for the employees. They would like to see the ED and AED at more than just the staff meetings. Overall, employees consistently mentioned that an increase in salary along with some non-monetary rewards, would increase employee motivation and allow employees to be aware that their hard work makes a difference and is of value to the organization.
Opportunities

The opportunities mentioned during the focus groups were that ARI should continue to seek any grants that may be available, increase visibility, increase staff morale and to re-look at strategies to promote the AIDS Walk, in order to attract a more diverse population.

Grants

Middle management and staff mentioned that they are aware that ARI does seek out grants that may be suitable for the organization, but they mentioned that the organization should continue to verify the opportunities that may be available for ARI to grow and impact the community. Some focus group participants mentioned that increased funding might be an opportunity for ARI in the future.

Increased visibility

Middle management and staff consistently mentioned that ARI should “think up ways and increase creativity” so as to become more known in the community. Staff mentioned that advertising could help with educating the community about our services and all that ARI has to offer.

Staff morale

Participants mentioned that the organizational assessment was an opportunity to increase employee satisfaction and overall organizational effectiveness, which as a result, would increase staff morale. Middle management and staff mentioned that employees liked to see that ARI was seeking ways to ensure satisfaction and effectiveness. Staff also mentioned that more activities can be done to achieve a positive morale throughout
the agency, such as: more dress down days, more eat-in luncheons, and activities that would encourage different departments to work together and promote teamwork.

*AIDS Walk*

Staff mentioned that the AIDS Walk is the agency's largest fund raiser; therefore, it should be modified to incorporate people from all backgrounds. Staff mentioned that the fund raising strategy for the AIDS Walk should be looked at and modified. Staff mentioned that the AIDS Walk should be more diverse. Staff felt that the AIDS Walk was geared towards the gay community, and should also reach out to the straight community. Staff felt that this would attract more people from diverse backgrounds to participate and also educate the community that HIV/AIDS is not only a homosexual disease. Overall, the staff felt that more diversity initiatives should be utilized to promote the AIDS Walk and to recruit donors and participants.

*Threats*

Along with future opportunities, threats were also discussed as part of the assessment of AIDS Rochester, Inc. Some staff felt that decreased funding posed as a future threat, because of governmental issues; however, many staff felt that there weren't any pending threats to the agency. Staff mentioned that ARI was a strong agency with a healthy financial background and was able to easily overcome obstacles. Employees struggled with finding any major threats that would affect the organization. It was mentioned during the focus groups that overall, the Executive Director, Paula Silvestrone, has the "organization going in the right direction." The next part of the organizational assessment consisted of the blockage questionnaire, which was provided to all employees, including management.
Blockage Questionnaire Results

Below are the top three blockages that ranked the highest and the bottom three blockages that ranked the lowest, according to the results of the questionnaire. Some key phrases that were chosen and are part of these categories are also highlighted.

(Figure 12).
<table>
<thead>
<tr>
<th>Highest Ranking Blockages (weaknesses)</th>
<th>Lowest Ranking Blockages (strengths)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Lack of succession planning and management development.</strong></td>
<td><strong>1. Appropriate management philosophy.</strong></td>
</tr>
<tr>
<td>- People are not developed for future positions.</td>
<td>- Managers get along.</td>
</tr>
<tr>
<td>- Many people are trained who later join competitors.</td>
<td>- Managers believe that people come to work for more than just money.</td>
</tr>
<tr>
<td>- Management does not identify and develop those who are potential high achievers.</td>
<td>- Managers believe that people are interested in the quality of their working lives.</td>
</tr>
<tr>
<td><strong>2. Unfair rewards.</strong></td>
<td><strong>2. Clear aims.</strong></td>
</tr>
<tr>
<td>- People often leave for higher wages.</td>
<td>- Plans are real.</td>
</tr>
<tr>
<td>- The organization does not pay enough to attract sufficiently competent people.</td>
<td>- Personal objectives have a lot in common with organization’s aims.</td>
</tr>
<tr>
<td>- There is much disagreement about wage rates.</td>
<td>- Employees know what is expected of them.</td>
</tr>
<tr>
<td><strong>3. Poor teamwork.</strong></td>
<td><strong>3. Confused organizational structure.</strong></td>
</tr>
<tr>
<td>- Each department or section acts like a separate part of the organization.</td>
<td>- Contributions reflect the amount of people in the department.</td>
</tr>
<tr>
<td>- People are not prepared to say what they really think.</td>
<td>- Important things get done efficiently.</td>
</tr>
<tr>
<td><strong>Tie:</strong></td>
<td>- The organizational structure is effective.</td>
</tr>
<tr>
<td>- Groups do not get together and work on common problems.</td>
<td></td>
</tr>
<tr>
<td>- Lessons learned in one department do not get transferred to others.</td>
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</tbody>
</table>

The researcher also requested that senior management look at the blockages and document what they perceived the top three blockages were and what the least three ranking blockages were, according to what they estimated the results would be throughout the organization, as a whole (Figure 13).
The researcher then compared the results with the actual results, to determine senior management's awareness of the organization’s effectiveness. The researcher received seventy-five percent of the questionnaires back.

**Comparison of senior management’s perception and employees actual blockage results**

According to Figure 13, it is evident, for the most part, that senior management was on target regarding the top blockages at AIDS Rochester. The only difference was that senior management perceived that employees would rank personal stagnation as one of the top three blockages and this was not accurate. Employees ranked poor teamwork as one of the top three blockages, whereas, senior management did not identify this area to be a high ranking blockage. In regards to the lowest ranking blockages, senior management was inaccurate in two areas. Senior management estimated that low creativity and poor teamwork would rank low on the blockage scale, whereas, employees
actually ranked poor teamwork as one of the top three blockages of the organization. Creativity ranked five, as a result of the blockage questionnaire. Senior management’s estimate of organizational structure ranking low in regards to being a blockage to organizational effectiveness was accurate. Employees actually ranked this as a low blockage area. Overall, management had some insight into the blockages that posed barriers to organizational effectiveness at AIDS Rochester, Inc.

Conclusion

The strengths, weaknesses, opportunities and threats mentioned in the middle management and cross sectional focus groups were accurate with what senior management perceived, in regards to employee satisfaction at AIDS Rochester, Inc. The average number that employees chose to represent their level of satisfaction at AIDS Rochester, Inc. was 8, on a scale of 1-10 (1-low and 10-high). This number is accurate with the level of satisfaction that senior management perceived of employees. Therefore, it is evident that senior management is aware, for the most part, of the levels of organizational effectiveness of ARI and the levels of employee satisfaction within the agency. Recommendations for the results stated, will be discussed in the next chapter.
Chapter 5

Recommendations

Introduction

This chapter will discuss and review the key findings from the focus groups and the blockage questionnaire. It will discuss practical methods that can be used to improve the highlighted issues and blockages. A set of recommendations for ARI will be presented, followed by implementations for HRD practitioners and research.

Brief Overview of Assessment

As mentioned earlier, in chapter one, the purpose of the study was to conduct an organizational assessment of AIDS Rochester, Inc., focusing on employee satisfaction and organizational effectiveness. Qualitative measures, such as focus groups and a questionnaire, were used to obtain feedback. The focus groups were based on a SWOT analysis, focusing on the strengths, weaknesses, opportunities and threats of AIDS Rochester, Inc. Four focus groups were conducted, one consisting of senior management (leadership group), which provided feedback regarding the level of senior management’s awareness of employee satisfaction at ARI. The other focus groups consisted of middle management and some cross sectional staff. These focus groups provided direct feedback on the actual level of employee satisfaction and organizational effectiveness at ARI. The feedback provided good news, challenges and issues of ARI. The blockage questionnaire, derived by Woodcock and Francis (1979), was also provided to all employees. The blockage questionnaire consisted of statements that assisted the researcher with verifying the blockages of the organization.
Brief Overview of Results

As a result of the focus groups that were conducted and the blockage questionnaires that were completed by seventy-five percent of the employees, there was enough data to determine the good news, challenges and issues of ARI. The organizational assessment also concluded that senior management is on target, in regards to their perceptions of employee satisfaction and are aware of employee’s needs.

Good news

Level of employee satisfaction

The good news is that staff likes what they do and find their work challenging and rewarding, which assists with their level of motivation. The employee satisfaction level averaged an 8 (on a scale of 1-10, 1-low and 10-high), which is the ranking that senior management also perceived as the level of employee satisfaction. This demonstrates that senior management, overall, is aware of the employee’s needs within the organization.

Balance of work and family

For the most part, employees also mentioned that their direct supervisor was easily accessible and approachable. Employees appreciate the fact that management is accommodating with schedules and family needs.

Job security, stability and benefits

Employees also stated that they have a sense of job security and stability. They also feel that the benefits (i.e.: health and vacation/sick time) are competitive compared to other nonprofit organizations. A consistent factor that was mentioned during all focus groups was the flexibility exhibited throughout the agency. The balance of work/life is considered a strength of ARI.
AIDS ROCHESTER

Acknowledgement of Case Management Services
And
Verification of HIV Status Form

Please return form to AIDS Rochester at:
1350 University Ave., Rochester, NY 14607
605 W. Washington St., Geneva, NY 14456
P.O. Box 624, Bath, NY 14810

Date: 3/28/05
SS#: 541-14-4444
Birth date: 4/25/03
Client ID: 4567192
Case Manager: Yaron Lichtenberger

Your patient, Ernesto Carrero, is receiving Case Management services. In order to comply with the AIDS Institute’s Guidelines we respectfully request the following information. As Case Manager, I acknowledge that this information is being obtained in order to comply with the AIDS Institute’s Guidelines and that this information will not be shared with the Patient. If questions should arise on my part or that of the Patient’s regarding their medical care the Patient and/or I will contact the appropriate medical office.
**Appropriate releases must accompany this form to have information released.**

HIV Status Update:
Risk Factors:
- [ ] Heterosexual Contact/Is client’s partner HIV+, Y or N ( )
- [x] Heterosexual & IVDU
- [ ] Homosexual & IVDU
- [ ] Blood Transfusion
- [ ] IVDU
- [ ] Homosexual Contact
- [ ] Other or Unknown

Is the patient HIV Positive? [x] Yes [ ] No
Does patient have clinical/symptomatic HIV illness? [x] Yes [ ] No
Does patient have CDC defined AIDS? [x] Yes [ ] No

Tuberculosis Status Update:
Date of last Test: 2-3-05
Result: [x] Negative [ ] Positive
Has patient ever been treated for TB? [ ] Yes [ ] No

Hepatitis Information
Does patient have evidence of past or present hepatitis? [x] Yes [ ] No*
*If no, has patient received Hepatitis Vaccine Series? [ ] Yes [x] No

Does patient have?: [ ] B Immunity/Antibody positive
- [ ] A Positive
- [x] B Positive
- [ ] C Positive

Viral Load And CD-4 Information
Last CD-4 Test Date: 2-3-05
Last Viral load Test Date: 3-7-05
Results: 319/35 %
Results: <50 copies/ml

This form has been completed by: [Signature]
Date: 4/25/05
Autonomy

Other consistent feedback compiled from the focus groups was the ability for employees to "be accepted and to be able to be themselves." Autonomy was also a positive factor mentioned during the focus groups. Employees really like how, for the most part, they are accountable for their own actions and have the freedom to self-manage and make their own decisions. Overall, the employees of ARI feel that the agency is organized and well-run and that the Executive Director has the organization going in "the right direction." Employees state that the culture of the organization is welcoming and resourceful. However, there are some issues that were mentioned that employees feel impact employee turnover, the level of employee satisfaction and the overall effectiveness of the organization.

Issues

The three issues that were consistent, in regards to the employee feedback provided during the focus groups were: 1) stagnation; 2) inconsistent feedback from direct supervisors; and 3) a poor reward system, including the performance appraisal method used at ARI. Recommendations will be based on these factors, to assist with the continuation of improving the level of employee satisfaction and organizational effectiveness. The issues mentioned in the focus groups, were only slightly different from the blockages that resulted from the blockage questionnaire.

Blockage Questionnaire

The three highest blockages, as a result from the blockage questionnaire feedback, are lack of succession planning and management development, unfair rewards and poor teamwork. The blockages that ranked the lowest, which are not considered major issues
of the organization, are inappropriate management philosophy, unclear aims and confused organizational structure. Recommendations made by the researcher and employees of ARI that will assist with the improvement of the issues and three highest blockages presented, will be the topic of discussion in the next section.

**Recommendations**

**Issues**

**#1: Stagnation**

Development of people is important for the success of an organization. Employees of ARI state that stagnation tends to be an issue at ARI. Many employees fortunately have been employed at the organization for a long period of time. Though, the employees state that they are committed to the organization’s mission, they state that they feel “stuck” in their position; therefore, management will have to be more creative to assist with the development of employees and with providing feedback. According to Drucker (1990), organizations should develop people, not jobs. Management needs to recognize the employee’s potential and provide him/her with opportunities to grow and develop their talent. Organizations should build on the talents, skills and knowledge that the employee already possesses, without changing the employee (Drucker, 1990). Growth is a constant process that continues throughout career and life (Woodcock & Francis, 1979). Development isn’t just about moving up a career ladder, it’s about expanding the role you you’re in, to obtain the ultimate level of employee performance (Greising-Pophal, 2004). The organization may inhibit employee growth and development, however, according to Woodcock & Francis (1979), many times; individuals are responsible for their own stagnation issues.
People have to accept challenges and learn and develop from their experiences. Even though employees are in charge of their own lives, management should present opportunities that the employee can take advantage of that will assist them with their growth and development. More responsibility should be provided to the employee, which will show the employee that they are trusted and respected and will provide them with a chance to grow on the job.

Mentoring is a strategy that can alleviate the stagnation issue. A mentoring program provides employees with the opportunity to develop, which assists with addressing employee's intrinsic needs. According to Mossop (2004), mentoring is an excellent method of addressing individualized career development needs of employees along with the productivity needs of the organization. Development should be focused on the person and not solely on the organizations needs (Drucker, 1990). If an organization takes the risk to develop people, the organization will usually get what it needs (Drucker, 1990).

People are more engaged and productive when they are learning something new and when they feel that their organization is committed to helping them grow in their career. A good manager does not feel threatened by the development of an employee. A good manager says “be good, and be better than me, because I get a real kick out of your development and growth” (Greising-Pophal, 2004, p.24). Employees can feel the manager’s commitment of ensuring their growth and development (Greising-Pophal, 2004). Great managers are great developers of people. Employees want a chance to learn new things, take on new responsibilities, and grow. According to a Gallup Organizational poll, employees that receive employer-sponsored training are more
satisfied with their jobs and are more likely to stay at their job, than those who do not receive any training (Wagner, 2000).

Employees of ARI are seeking personal development training, not just job skills training. They feel that they are generously provided with job skills training, which deal with HIV/AIDS, case management trends, and presentation skills. Management should discuss any goals with the employee periodically and not just at performance appraisal time, and assist the employee with ensuring that the goal is accomplished. Managers should also consider delegating more administrative responsibilities to employees, so that employees can learn new skills and feel a sense of development. During the delegation process, the manager should provide feedback on their success at accomplishing the task. This process will contribute to the overall organizational effectiveness of ARI, because the positive reinforcement will lead to increased motivation. In turn, the organization will retain and get the most out of their high performers. Taking the time and encouraging employees to grow and develop, shows that management values the employees and has a vested interest in their well-being. Stagnation is related to the next issue, inconsistent feedback.

According to the focus groups conducted, employees state that they are not provided with enough consistent feedback from their direct supervisor. They state that if they receive any feedback at all, often it is just negative feedback. Employees state that the majority of their supervision time consists of information sharing and updating.

In summary, recommendations for dealing with the stagnation issue are:

- Implement a mentoring program.
- Provide development trainings to employees that are not solely skill or job related, and that focus more on intrinsic needs.
- Complete the activity, with management, that is in the book “Unblocking Your Organization,” by Woodcock and Francis- Improving Counseling. (This activity is designed to assess how well a manager helps others develop their skills and knowledge.)

- Complete the activity, with management, that is in the book “Unblocking Your Organization,” by Woodcock & Francis- Management Attitudes: The X-Y Scale. (This activity allows managers to assess their own attitudes in relation to the X-Y scale.)

#2: Inconsistent Feedback from Direct Supervisor

Feedback is something that needs to be two-sided, consistent and continuous. Managers should give feedback and ask for input (Muchrke, 2004). Feedback should be constructive and the basis for improving performance. The feedback provided to the employee should be consistent, so that the employee is fully aware of their strengths and challenges. Follow-up on the employee’s performance should be continuous, so that it is evident to the employee that the manager is aware of the employee’s efforts to improve and what needs to be done to continue improving. According to Robbins (2003), managers are often uncomfortable discussing performance weaknesses with employees. Managers fear a confrontation when presenting negative feedback to employees. Employees frequently become defensive when their weaknesses are pointed out. ARI should access training for management that will equip management with appropriate methods of providing effective feedback to employees. If feedback is provided on a continuous basis, when it comes time for the annual review, the feedback will not be a surprise. The formal annual review should be a summary to what the employee was hearing all year long.

Effective managers do performance evaluations more than once a year (Grensing-Pophal, 2004). Performance evaluations are conducted through dialogue and catching
people do things right on a daily basis. “There is a feedback loop that is ongoing, not just a form that’s filled out at the end of the year” (Greensing-Pophal, 2004, p. 24).

In summary, some recommendations to enhance the feedback process from supervisor to employee are:

- Provide training to management on “how to effectively provide feedback.”
- Re-structure performance appraisal system that reflects more specifically what the employee has accomplished, rather than just pass/fail system. (suggested by employees)

Feedback is crucial to employee satisfaction and organizational effectiveness. “We all need feedback, particularly about our blind spots-those tender areas of weakness that we defend. This is why personal growth is so vital, because blind spots are not so tender” (Covey, 2004, p.178). An individual’s sense of worth is inherent and doesn’t come from a particular weakness, known or unknown (Covey, 2004). It is crucial that supervisors balance the feedback provided and ensure that both positive and constructive feedback are being given. Many times, managers focus on what needs to be improved, and not what has been accomplished or what the employee is doing well. One of the most enhancing rewards that can be provided to an employee is a simple “thank you” or acknowledgement for a job well done from their direct supervisor or from top management. A poor reward system is another issue that was consistently mentioned during the focus groups and was also one of the top three blockages, as a result of the blockage questionnaire that was filled out by all employees.
#3: Reward System

Rewards are known to play a crucial role in employee retention (Nelson, 1994). People like to know that their hard work is recognized. Employees like to feel that their contributions are invaluable and important to the success of the organization. According to Woodcock and Francis (1979), people are attracted to organizations that provide the best rewards. Rewards do not have to always be monetary. Money alone will not achieve the high level of motivation needed by every effective and successful organization. Some of the most effective forms of recognition do not cost anything at all. A sincere word of thanks from the right person at the right time can mean more to an employee than a raise, a formal award or a whole wall of certificates or plaques (Nelson, 1994). Rewards should exhibit to the employee that their hard work is appreciated and is recognized by management. Recognition is a reward. Employee recognition and reward programs provide employees with positive feedback and tangible goals to set for themselves (Macdonald, 2004). Individuals should be encouraged to reach agency goals through creative and targeted incentive programs. According to Rothwell and Kazanas (2003), flexibility is one of the criteria of an extrinsic reward system. Flexibility in an organization is crucial to achieve employee satisfaction. The way an organization adapts to change is a factor that proves if the organization exhibits flexibility. “Since individuals vary in what rewards they desire, a successful reward system must allow for individual differences” (Rothwell & Kazanas, 2003, p. 234). ARI should incorporate an organizational culture that rewards performance, creativity and initiative.

Suggestions to establish this culture are:

- Recognize every role in the company, not just those whose achievements are immediately visible (Macdonald, 2004). (suggested by employees)
• A positive management technique, such as positive verbal feedback, when an employee exceeds his/her job duties or accomplishes a specific goal or task. (suggested by employees)

*Verbal recognition should be provided right away. Do not wait too long before praising someone for a job well done.

• Restructure yearly performance appraisal approach, implementing a yearly employee appraisal that rewards good work and achievement, not just the “pass/fail" format, which is currently in place. (suggested by employees)

• Merit pay scale-annual raises according to appraisal results.

• Notes of appreciation from management.

• Continue departmental appreciation luncheons with management-Paula or Michael. (suggested by employees)

• Staff barbecue at agency during lunch time. (suggested by employees)

• Spontaneous “Dress down” days-just for everyone’s hard work and dedication. (suggested by employees)

• Call an employee into the office just to thank him or her; don’t discuss any other issues, except for what they have done well and how you appreciate it and how it impacts the organization. (Nelson, 2004)

• Post a “thank you” note on the employee’s office door. (Nelson, 2004)

• Create a note card called the “You done good award” or one that says “Bravo” and allow any employee to send it to another employee. (Nelson, 2004)

• Increased visibility by top management, Executive Director and Associate Executive Director (i.e.: observation of a presentation made by an educator, visit to needle exchange, a ride-a-long with a case manager and more visits to rural offices.) (suggested by employees)

These are some recommendations that would enhance the reward system and clear the blockage that is vital for an effective organization. While implementing these strategies, it is important that managers let employees know what to expect if they meet or exceed the standards that have been developed and that the reward is individualized, according to
what specifically was accomplished. A reward system ensures that feedback is being provided for a job well done. A poor reward system was the only issue that resulted from both focus groups and the blockage questionnaire. The other top blockages that resulted from the blockage questionnaire were lack of succession planning and management development and poor teamwork.

**Blockages**

**#1: Lack of succession planning and management development**

Lack of succession planning and management development was the area on the blockage questionnaire that ranked the highest. Succession planning and management development ensure that talent within an organization continues and remains stable enough for the organization to function effectively (Rothwell & Kazanas, 2003). Succession planning is similar to stagnation, that is employees may feel that they are not being developed enough. It deals with planning for the future and developing individual’s capabilities. Mentoring can also be a positive strategy to improving succession planning. Senior employees with specialized skills and knowledge are matched with junior employees to transfer knowledge and help develop their capabilities (Mossop, 2004). The program should be monitored closely, to assess individual’s needs and help the learners meet those needs and to monitor the interaction between the learner and the mentor (Rothwell & Kazanas, 2004). According to Rothwell & Kazanas (2004), a mentoring program can also reduce the learning curve of newly hired or promoted employees, reduce turnover, and increase communication. Succession planning and management development is necessary for three main reasons:

1. Future planning can help identify likely “people gaps” in the future. This knowledge will allow the time and effort necessary to train and develop employees.
2. It helps sort out who, within the firm, can be developed to a higher position. It is nonsense to develop people without a clear view of what they are being developed for, and, if organizations are not careful, they could find themselves developing people for their competitors.

3. If people know they have a good future with the organization, they are more likely to stay.

(Woodcock & Francis, 1979)

Succession planning and management development should be focused on the future needs of the organization. It is important to have an adequate plan of action for a future organizational strategy. To implement a succession planning program, an organization needs to think about these three questions:

- Who is likely to leave (retirements, etc...) and what will happen when he/she does? This is especially important for key jobs.
- Who is likely to be promoted and what needs to be done to train him/her?
- Which jobs will likely need external recruitment?

(Woodcock & Francis, 1979)

In order for a succession plan to be effective, the plan should always be flexible and provisional, and employees should be aware of this (Woodcock & Francis, 1979).

Management development is important to ensure that managers are kept up with organizational trends that are necessary for them to effectively lead people within the organization. To enhance succession planning and to ensure that employees are being developed accordingly, a 360 degree assessment should take place with ARI’s employees. A 360 degree assessment is helpful, because it assists with providing more accurate and diverse feedback on an employee’s performance by seeking feedback from a variety of sources, such as bosses, peers, subordinates, and customers (Robbins, 2003). The 360 feedback process can be linked and conducted at the same time as the annual performance appraisal. This process ultimately determines the employee’s strengths and weaknesses, which will assist with
determining areas where the employee can further develop. This feedback method will also allow the organization to find employees that possess skills to be further developed for a management position in the future. Developing employees leads to increased motivation, which ultimately will lead to organizational effectiveness.

In summary, the recommendations to improve succession planning and management development within the organization are:

- Implement a mentoring program.
- Conduct a 360 degree assessment of employees, including management. (suggested by employees)
- Monitor employees to assess skills, to assist with determining who possesses the skills necessary to be trained and promoted to a future management position within the organization.

Along with lack of succession planning and management development, another blockage that emerged from the blockage questionnaire is poor teamwork.

**#2: Poor Teamwork**

Poor teamwork ranked as the third highest blockage on the blockage questionnaire. Employees feel that the organization lacks teamwork and that the departments are segregated. Employees feel that there should be more functions that would allow the various departments to intermingle with each other. Poor teamwork is also a challenge that was mentioned during the focus groups that were conducted. Employees would like to shadow employees from other departments, so that they are more aware of what exactly another employee’s role is in the organization. They also mentioned that they would like to see the annual ARI retreat less structured and allow more time for employees to intermingle and interact with each other. Employees mentioned that “many
times, I see someone walking down the hall, and I don't even know who they are.” They feel that there should be more collaboration of employees within the agency.

According to Woodcock & Francis (1979), a team that is well led, will lead to more energy being released into effective work. According to Robbins (2003), teams have become an essential factor for structuring job activities. Encouraging departments to work closely together will ultimately lead to the overall effectiveness of the organization. It will result in higher levels of creativity due to employees from various departments and backgrounds working together. According to West (2004), as organizations grow in size and become structurally complex, the need for groups of people to work together in coordinated ways to achieve goals which contribute to the overall objectives of the organization has become increasingly necessary. By combining team members’ diverse ideas, the decision making process becomes more comprehensive because team members brainstorm ideas and decisions about how to best provide services to the consumers of the organization (West, 2004). Teams that are cross-functional and made up of people from different departments, helps to promote improved quality management. It is important that if teams are going to be developed that they are planned accordingly, structured and supported by the organization (Trent, 2003). Here are some guidelines suggested by research for building an effective team:

- Teams should have intrinsically interesting tasks to perform.
- Individuals should feel they are important to the fate of the team.
- Individuals should have intrinsically interesting tasks to perform.
- Individual contributions should be indispensable, unique, and evaluated against a standard.
- There should be clear team goals with in-built performance feedback.

(West, 2004, p.21-22)
Performance feedback should be provided to the team (West, 2004). Teamwork is a factor that will also contribute to employee growth and development. Increased teamwork will contribute to the development of individuals, because the employees will learn from each other and will deliver services in a more efficient manner. As mentioned earlier, opportunities for learning, growth and development are crucial to an increased level of employee satisfaction. Teamwork will also assist with the issue of employees experiencing stagnation. Team members can work together in planning ways to meet their needs for growth and development and providing feedback (West, 2004). There are five main job characteristics that can be enhanced during the process of team work (West, 2004) (Figure 8). According to West (2004), team work also leads to improved communication between team members and a shared understanding of the needs, goals, values and strengths of the organization. Therefore, teamwork can assist with improving other challenges/blockages that resulted from the organizational assessment that was conducted at ARI.

**Figure 14**

<table>
<thead>
<tr>
<th>The Impact of Team Work on Employee Development</th>
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<tbody>
<tr>
<td>1. Skill variety.</td>
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<tr>
<td>2. Task identity.</td>
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<tr>
<td>3. Task significance.</td>
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<tr>
<td>4. Autonomy.</td>
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<tr>
<td>5. Task feedback.</td>
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</table>

(West, 2004, p.165)
In summary, recommendations to improve and promote team work are:

- Allow employees to shadow employees from different departments, once in awhile, so that they are aware of what other employees do in their jobs. (suggested by employees)
- Restructure the staff retreat, so that it is not so structured/formal and employees can interact with each other more. (suggested by employees)
- Have a staff retreat more than once a year. (suggested by employees)
- Implement a “buddy system” or mentoring program into the orientation process, for new employees, so that they can feel part of a team that will assist with their learning process and adjustment to the job.
- Increase staff “get togethers”-barbecues during lunch, incorporating employees from all departments.

In order for team building to be successful in an organization, the concept needs to be supported and monitored periodically, to ensure that it is contributing to the overall development of the employees and to the effectiveness of the organization. Along with the issues mentioned, a future challenge was also presented during the focus groups that were conducted.

*Challenges*

A future challenge that was mentioned consistently during the focus groups was the decrease in funding, due to governmental issues. Employees could not think of many other challenges or future threats that would affect the future of ARI. In general, the employees feel that ARI is a healthy organization that can easily overcome any obstacle that may arise in the future.

*Opportunities for Future Research*

As a result of this project, opportunities for future research are further investigations of the impact of teamwork in nonprofits and the impact of a mentoring program on
employee development. In order to measure these factors, research and benchmarking could assist with becoming aware of how other organizations effectively utilize these concepts. A follow-up organizational assessment of AIDS Rochester, Inc., should also be conducted in March 2006.

The follow-up investigation will assess the changes that have been made throughout the organization, particularly in the areas of employee satisfaction and organizational effectiveness. Focus groups consisting of Associate Directors and cross sectional staff should be facilitated again. Similar questions that were used in the recent focus groups, along with the blockage questionnaire, should be conducted again to see what areas have improved in the organization. Once these areas are further researched, the impact that they have on retention, should also be determined. The findings of the research would be beneficial to human resource practitioners and to the nonprofit sector.

Nonprofits possess distinctive features and challenges for the people that manage them. Nonprofits exist to serve the public and enhance the well-being of others; therefore, it is important that the employees feel good about their job, in order to effectively adhere to the mission of the organization and assist with the needs of others.

Conclusion

AIDS Rochester, Inc. is a prosperous, well managed nonprofit organization. As a result of the organizational assessment conducted, and the opportunities for improvement detailed in this paper, AIDS Rochester, Inc. will be able to enhance employee satisfaction and organizational effectiveness. By implementing strategies that lead to employee growth and development, an improved reward system, consistent feedback from direct supervisors, succession planning and management development and increased teamwork,
AIDS Rochester, Inc. will increase the level of employee satisfaction and overall organizational effectiveness, which in turn, leads to a higher retention rate.

This project justifies the importance of the consultative process along with HRD principles in a nonprofit organization. By AIDS Rochester, Inc. utilizing an internal consultant, the organization was able to obtain a more in-depth look into the strengths, weaknesses, opportunities and threats of the future. It is crucial that employees are satisfied at their workplace and that they feel they contribute to the overall organizational effectiveness of the agency. Creating an effective organization and ensuring employee satisfaction ultimately leads to the quality of service that is provided to the consumers of the organization. A high level of employee satisfaction inspires employees to do his or her very best every day (Bruce & Pepitone, 1999).

AIDS Rochester, Inc. recently celebrated its twenty years of service, enhancing the lives of people living with HIV/AIDS, and also providing on-going education regarding the HIV/AIDS epidemic. The organization’s mission is clear to all employees. The administration of ARI agreed to the organizational assessment because they are committed to the organization and are aware that ensuring employee satisfaction will ultimately lead to employees successfully fulfilling the organization’s mission. Positive change has a long term effect on any organization. Enhancing the lives of the employees impacts the lives of the consumers, which in the end, will lead to the continuous success of an organization.
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Appendix A

Running Head: ORGANIZATIONAL ASSESSMENT

When the Patient Seems Healthy, What Might Be Wrong?
An Organizational Assessment:
Focusing on Employee Satisfaction and Best Practices
at AIDS Rochester, Inc.
Karen Castro-Lichtenberger
GHRD 590: Proposal
Master of Science in Human Resources Development Program
St. John Fisher College
12/23/04
An Organizational Assessment of Employee Satisfaction at AIDS Rochester, Inc.

*What is AIDS Rochester, Inc.?*

AIDS Rochester, Inc. (ARI) is a not-for-profit organization that is dedicated to a world without the Human Immunodeficiency Virus (HIV). It was incorporated in 1983. The main office is located on University Avenue in Rochester, New York. There are two satellite offices located in Geneva, New York and Bath, New York. The mission of ARI is “to lead a compassionate community effort within the eight-county Finger Lakes region, providing a continuum of programs, including education, prevention, advocacy, and support services for people affected by HIV/AIDS” ([www.AIDSRochester.org](http://www.AIDSRochester.org), 2004). The core values, which support the mission, are “Respectful, inclusive, accountable, innovative, compassionate, confidential, and responsive with dignity for all” ([www.AIDSRochester.org](http://www.AIDSRochester.org), 2004).

Currently, ARI has 60 staff positions and 203 active volunteers. Staff consists of case managers, prevention educators, outreach workers, managers and administrative assistants. The services offered are case management, client advocacy, emergency funds, entitlement assistance, resources and referrals, mental health, support groups, transportation, harm reduction, syringe exchange, sexually transmitted disease (STD) and HIV testing and counseling, outreach, and prevention education programs ([circle of light newsletter](http://circleoflightnewsletter.com), 2004). ARI case managers currently follow 682 clients, who are HIV positive.
Problem Statement

Based on a discussion with the Director of Administration and Personnel, it was determined that there is no known specific problem at this time. ARI accomplishes its goals reasonably well and seems to have positive relations with funding sources. The current retention rate is approximately 75-80 percent. However, no systematic investigation has been done, therefore, a SWOT (strengths, weaknesses, opportunities and weaknesses) analysis was requested to identify areas where ARI can improve, particularly in the area employee satisfaction. ARI would like to become aware of how they can ultimately create an environment of employee satisfaction and organizational effectiveness. Therefore, there is a need to conduct an investigation of employee satisfaction and organizational effectiveness at ARI.

Purpose of the Study

ARI has requested the assistance of a third party consultant to assess employee satisfaction and organizational effectiveness, focusing on such related areas as leadership, the orientation process, recruiting, job knowledge, motivation, etc. These organizational processes ultimately lead to retention. The researcher will act as an internal consultant to ARI and will compile feedback in terms of a report, which will identify good news, challenges and issues. Some recommendations will be made that will assist with maintaining or increasing ARI’s effectiveness and employee satisfaction. The main questions that will be sought are:

4) What is ARI doing well?

5) What is ARI not doing well?

6) How can ARI become more effective?
Significance of Study

The climate of an organization plays a crucial role on employee satisfaction. It is important that employees are satisfied at ARI, because it not only impacts retention, but the quality of client services, as well. According to Pfeffer & Viega (1999), research has proved that there is a direct relationship between a company’s financial success and its commitment to management practices that treat people as assets.

This research will help human resource development practitioners better understand the impact of an organizational development (OD) analysis and the relationship that the organization’s climate has on employee satisfaction in a not-for-profit. A traditional OD methodology will be used to investigate the organization’s climate. This research will also benefit Human Resource Development researchers, by identifying areas for future study, especially the applications of HRD principles in a non-profit setting. This project will demonstrate how an OD analysis conducted by an internal consultant can assist an organization by compiling data and providing an interpretation of feedback, which will assist the organization’s success in today’s competitive market. ARI will clearly benefit from the study by learning how it can become a more effective and satisfying place to work.

Conceptual Framework

This project is a consultative assessment of a non-profit organization. A non-profit organization is primarily operated for service, charitable, educational or other similar purposes. It is not organized for profit. Non-profits use its net proceeds to maintain, improve and/or expand its operations. Therefore, the quality of work that the employee’s produce has an enormous impact on the success of the organization, as it does in any
organization. If employees are satisfied with his/her job, they are more likely to contribute in a positive manner and put forth their best effort. A high level of employee satisfaction, ultimately leads to decreased turnover.

Spector (1997) defines employee satisfaction as “simply how people feel about their jobs and different aspects of their jobs” (p.2). A positive climate ultimately leads to employee satisfaction. Theorists, Hackman and Oldman (1980) state that there are three primary psychological phases that significantly affect employee satisfaction. They are:

5. Experienced meaningfulness of the work itself.
6. Experienced responsibility for the work and its outcomes.
7. Knowledge of results, or performance feedback.

(Cited in Burke, 1994, p. 39)

According to Hackman and Oldman, “the more that work is designed to enhance these states, the more satisfying the work will be,” which will result in the satisfaction of the employees (Burke, 1994, p.39). Therefore, it is important for a third-party consultant to conduct an assessment, using HRD principles, to measure various organizational characteristics and how they affect employee satisfaction.

A consultant is “a person in a position to have some influence over an individual, a group, or an organization, but who has no direct power to make changes or implement programs” (Block, 1981, p.2). According to Block (1981), there are five phases to the consulting process:

6) Entry and Contracting.
7) Discovery and Dialogue.
8) Feedback and the decision to act.
9) Engagement and Implementation.

10) Extension, recycle, or termination.

Using these five phases, along with authenticity and open-mindedness, will result in quality feedback for an organization, so that improvements can be made and the organization can continue to function successfully.

Methodology

AIDS Rochester, Inc. is a non-profit organization (www.AIDS Rochester.org, 2004). The mission of ARI is “to lead a compassionate community effort within the eight-county Finger Lakes region, providing a continuum of programs, including education, prevention, advocacy, and support services for people affected by HIV/AIDS” (www.AIDS Rochester.org, 2004). Qualitative research will be conducted at AIDS Rochester, Inc. The method used will consist of a SWOT analysis by conducting employee focus groups, targeting particularly the areas of recruitment, orientation, job knowledge, motivation and leadership. All employees will also fill out the Blockage Questionnaire developed by Woodcock & Francis (1978). This questionnaire will assist the researcher determining key areas, or “blockages” that are in need of organizational improvement. It consists of 120 questions, pertaining to a variety of organizational areas, such as training, motivation, management, teamwork, rewards, organizational structure, and succession planning. It will provide a starting point of where the employee problems are derived.

The consultant will conduct approximately 4-5 focus groups of employees at ARI to determine the overall quality of employee satisfaction. The questions asked during the focus groups are yet to be determined. The findings will be compiled in two reports, one
being the consulting report, which will highlight the practical ideas for ARI’s improvement. The other document will fulfill the requirements for the 590-research project. The consulting report, along with a prepared presentation highlighting the key findings, will be provided to the Director of Personnel and Administration and to the Executive Director of ARI. Depending on the decision of senior management, the results and recommendations will also be presented to the ARI Board of Directors.
Appendix B

Consent Cover Letter

To: AIDS Rochester employees
From: Karen Castro-Lichtenberger, St. John Fisher College
Date: February 17, 2005
SUBJ: Qualitative Research

My name is Karen Castro-Lichtenberger, and I am a graduate student at St. John Fisher College, pursuing a Master of Science degree in Human Resources Development. As part of the program requirement I have agreed to act as an organizational development consultant for a project at AIDS Rochester, Inc. The primary focus is to determine ways in which AIDS Rochester can maintain or increase employee satisfaction and organizational effectiveness.

Your participation in this process will be in the form of a questionnaire and for many, a focus group, as well. Data will be seen only by the researcher and researcher’s advisor. All responses from the questionnaire and from the focus groups will be kept confidential. Findings will be reported to AIDS Rochester’s senior management in anonymous summary form only.

Your participation in this study implies consent to be a part of the study, and is greatly appreciated by the researcher and the organization.

If you have further questions regarding this study, please contact the researcher listed above at # 585-442-2246 ext. 3011 or the project advisor, Dr. Seth Silver, at # 585-241-3038.

Thank you for your participation.
Appendix C

Employee Satisfaction & Organizational Effectiveness Questionnaire
(Leadership Group)

AIDS Rochester, Inc

Prepared by:
Karen Castro-Lichtenberger
St. John Fisher College
Employee Satisfaction Focus Group Questions

Instructions:
Please respond candidly to the questions below. Please note that your answers will be transcribed exactly, so write legibly, and, if you wish your feedback will remain anonymous, avoid details which may identify you.

Q1. What are the top 3-4 factors that you think keep employees here at ARI?

Q2. On a 1-10 scale, how satisfied do you think employees are working at ARI? (1=not at all and 10=completely satisfied).
Please plot your answer on the scale.

Rationale:
Q3. Do you think employees feel valued by management? If so, why? If not, why not?

Q4. What do you believe are the main reasons, employees leave ARI?
Organizational Effectiveness Focus Group Questions

Q5. If 60 minutes, or some other investigative news show did a feature story on ARI, what would they highlight? Strengths? Weaknesses?

Q6. In the next 6-12 months, what do you see as opportunities that ARI can take advantage of?
Q7. In the next 6-12 months, what do you see as some key threats?

Q8. What 2-4 changes, suggestions, or ideas do you feel management can do to help make ARI a more effective and satisfying place to work?
Q9. If you were the Executive Director of ARI, what 2-3 changes and/or improvements would you make to help ARI be more effective and successful in fulfilling its mission?
Appendix D

Employee Satisfaction & Organizational Effectiveness Questionnaire
(Associate Director/Cross Sectional)

AIDS Rochester, Inc

Prepared by:
Karen Castro-Lichtenberger
St. John Fisher College
Employee Satisfaction Focus Group Questions

Instructions:
Please respond candidly to the questions below. Please note that your answers will be transcribed exactly, so write legibly, and, if you wish your feedback will remain anonymous, avoid details which may identify you.

Q1. If a friend asked you to describe your experience working at ARI in five adjectives, what would you say?

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

Q2. What are the top 3-4 factors that keep you here at ARI?

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

Q3. On a 1-10 scale, how satisfied are you working at ARI? (1=not at all and 10=completely satisfied).

1  2  3  4  5  6  7  8  9  10

Rationale:
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

Q4. A) Do you feel valued by your immediate manager? If so, why? If not, why not?

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
Q4. B) Do you feel valued by senior management? If so, why? If not, why not?

Q5. How would you rate the feedback you receive from management? Scale of 1-10 (1-very good and 10-very poor.) Please plot your answer on the scale.

1 2 3 4 5 6 7 8 9 10

Rationale:

Q6. What do you believe are the main reasons, employees leave ARI? Which, if any, have ever caused you to want to leave?

Organizational Effectiveness Focus Group Questions

Q7. If 60 minutes, or some other investigative news show, came into ARI, what would they find? Strengths? Weaknesses?

Q8. In the next 6-12 months, what do you see as opportunities that ARI can take advantage of?
Q9. In the next 6-12 months, what do you see as some key threats?


Q10. What 2-4 changes, suggestions, or ideas do you have for Senior leadership to help make ARI a more effective and satisfying place to work?


Q11. If you were the Executive Director of ARI, what 2-3 changes and improvements would you make to help ARI be more effective and successful in fulfilling its mission?


Appendix E

Instructions for Completing the Blockage Questionnaire

1. Detach and use the Blockage Questionnaire Answer Sheet to respond to the statements (Do not put your name anywhere on the questionnaire or answer sheet).

2. Please consider the WHOLE ORGANIZATION, when reading the statements, not just the department you work in.

3. Work through the statements, IN NUMERICAL ORDER, marking an "X" on the appropriate square of the grid if you think a statement about your organization IS BROADLY TRUE. If you think a statement is NOT BROADLY TRUE, leave the square blank.

4. Do not spend a great deal of time considering each statement, a few seconds should be long enough.

5. Remember that the feedback/results will be worthwhile ONLY IF YOU ARE TRUTHFUL.

6. Please submit the answer sheet to Karen Castro-Lichtenberger by **February 25th, 2005**. You may put it in my mailbox at AIDS Rochester, Inc., or you may mail it to:

   AIDS Rochester, Inc.
   1350 University Ave.
   Rochester, New York 14607
   Attn: Karen Castro-Lichtenberger

THANK YOU!
Blockage Questionnaire

1. As many inefficient people as efficient people are recruited.
2. Lines of responsibility are unclear.
3. No one seems to have a clear understanding of what causes organizational problems.
4. Skills are available but they seem to be of the wrong kind.
5. If people showed more interest in their jobs, then more would be achieved.
6. Good suggestions are not taken seriously.
7. Each department or section acts like a separate part of the organization.
8. The managers believe that people come to work only for money.
9. There are no clear successors to key people.
10. People do not spend adequate time planning for the future.
11. There is much disagreement about wage rates.
12. People do not learn from their mistakes.
13. It takes too long for people to reach an acceptable standard of performance.
14. Jobs are not clearly defined.
15. There is not enough delegation.
16. Managers do not seem to have enough time to take training seriously.
17. There are no real incentives to improve performance, so people do not bother.
18. Unconventional ideas never get a hearing.
19. Groups do not get together and work on common problems.
20. Managers believe that tighter supervision produces increased results.
21. The organization often needs to hire new managers from the outside.
22. One of my major problems is that I do not know what is expected of me.
23. People often leave for higher wages.
24. Individuals avoid constructive criticism.
25. Applicants' qualifications seem to get lower each year.
26. The organization reflects outdated standards and needs to be brought up to date.
27. Only top management participates in important decisions.
28. Departments have different attitudes on training—some take it seriously, others do not.
29. Punishments seem to be handed out more frequently than rewards.
30. More success would be achieved if more risks were taken.
31. People are not prepared to say what they really think.
32. Managers believe that people are basically lazy.
33. People are not developed for future positions.
34. Employees are told one thing and judged on another.
35. It seems that conformity brings the best reward.
36. Individuals are set in their ways and do not wish to be disturbed.
37. Too many newcomers leave quickly.
38. Parts of the organization pull in different directions.
39. Available talent is poorly utilized.
40. Skills are picked up rather than learned systematically.
41. People are exploited—they are not rewarded adequately for the large amount of effort they exert.
42. Frequently, creativity is not recognized.
43. In this organization it is every person for themselves when the pressure is applied.

44. Managers would like to revert to the days when discipline reigned supreme.

45. Management does not identify and develop those who are potential high achievers.

46. Personal objectives have little in common with the organization's aims.

47. The payment system prevents work from being organized in the best way.

48. Time and energy are misused.

49. Many employees are only barely efficient.

50. The senior executive has so much to do that it is impossible for him/her to keep in touch with everything.

51. The right information needed to make decisions is not readily available.

52. Managers do not think training is important.

53. People do not really get a thorough explanation of how their performance is valued.

54. Competing organizations seem to have brighter ideas.

55. Each manager is responsible for his/her own department and does not welcome interference.

56. Management only cares about funding.

57. People do not know what is in mind for them in the future.

58. People are judged on personal characteristics rather than on their contributions.

59. On the whole, there is adequate method of rewarding exceptional effort.

60. Too many people opt out when things are difficult.

61. There is resentment because new people seem to get the better jobs.

62. Some departments have more people than their contribution justifies.
63. The organization is not progressive.

64. Managers are not capable of training others.

65. In a difficult time, managers would not be fully prepared to extend themselves for the organization.

66. Once something becomes an established practice it is rarely challenged.

67. Meetings are not popular because they are generally unproductive.

68. Managers do not feel that employees are internally motivated to get the job done.

69. Management succession and development cannot be planned; there are too many variables.

70. The organization's future plans are of low quality.

71. The organization does not pay enough to attract sufficiently competent people.

72. Our leaders are not direct and open.

73. There is really not much talent around.

74. All too often, important things either do not get done or get done twice.

75. Labor turnover figures are not calculated.

76. Production could be increased if the right skills were available.

77. I do not feel supported in what I am trying to do.

78. The organization does not respond to current trends.

79. Lessons learned in one department do not get transferred to others.

80. Little effort is devoted to make jobs interesting and meaningful.

81. Many people are trained who later join competitors.

82. Objectives are expressed in vague terms.

83. The organization does not recognize hard work.
84. My responsibilities do not challenge me.

85. People with no talent and experience are hired.

86. Some managers are overloaded while others have it easy.

87. Employees do not know how competitive the wages are because comparative figures are not available.

88. People are not encouraged to update their skills.

89. People do not get the opportunity to contribute and, as a result, do not feel committed.

90. People do not like to “rock the boat.”

91. Competition inside the organization is so fierce that it becomes destructive.

92. Managers do not think that people are interested in the quality of their working lives.

93. The experience of senior managers is not wide enough.

94. Priorities are not clear.

95. People feel as though they work in a “second-class” organization.

96. Standards are too low.

97. When recruiting, the organization finds it difficult to find qualified employees.

98. The organizational structure is not effective.

99. Management-control information is not generated where it is needed.

100. Quality would be improved if the staff were more skilled.

101. Salary is below par and people are dissatisfied.

102. Managers are not sufficiently responsive to changes in the external environment.

103. People could help each other more, but they do not seem to care.
104. Managers are not addressed by their first names.
105. Managers believe that management education has little to offer them.
106. Plans seem unreal.
107. The organization’s total “benefits package” compares unfavorably with similar organizations.
108. Strong individuals are resented.
109. The organization does not have many recognized recruitment practices; individual managers do what they think best.
110. Departments do not respect the work of other groups.
111. Management does not recognize the cost of a dissatisfied employee.
112. It is not surprising that newcomers sometimes receive a poor impression of the organization, considering the way they are treated in the first few days.
113. People would welcome more challenge in their jobs.
114. Problems are not faced openly and frankly.
115. Teams do not consciously take steps to improve the way they work together.
116. There is a lot of under-the-surface fighting between managers.
117. Managers are not open about the future prospects of their people.
118. Decisions are made now that should have been made months ago.
119. I, personally, feel underpaid.
120. People are not “stretched” sufficiently.
Blockage Questionnaire Answer Sheet

Follow the instructions given at the beginning of the questionnaire.

In the grid below there are 120 squares, each one numbered to correspond to a question. Mark an “X” through the square if you think a statement about your organization is broadly true. If you think a statement is not broadly true, leave the square blank. Fill in the top line first, working from left to right, then fill in the second line, etc. Be careful not to miss a question.

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When you have considered all 120 statements, total the number of “X’s” in each vertical column.

** (Disclaimer: This information is for research purposes.) **
Interpreting the Results

In Part One we described the following twelve blockages to the effective use of people.

1. Inadequate Recruitment and Selection
2. Confused Organizational Structure
3. Inadequate Control
4. Poor Training
5. Low Motivation
6. Low Creativity
7. Poor Teamwork
8. Inappropriate Management Philosophy
9. Lack of Succession Planning and Management Development
10. Unclear Aims
11. Unfair rewards
12. Personal Stagnation

In the Blockage Questionnaire, you have been considering statements relating to these blockages. You can now arrive at your score for each blockage as it relates to your own organization.

Let us stress that the questionnaire has been designed only to give you an indication of where to start looking for the roots of your people problems. As such, it is not scientifically accurate, and the results will need further confirmation.

Write below the totals from each vertical column on the answer sheet.

| A | Blockage 1. Inadequate Recruitment |
| B | Blockage 2. Confused Organizational Structure |
| C | Blockage 3. Inadequate Control |
| D | Blockage 4. Poor Training |
| E | Blockage 5. Low Motivation |
| F | Blockage 6. Low Creativity |
| G | Blockage 7. Poor Teamwork |
| H | Blockage 8. Inappropriate Management Philosophy |
| I | Blockage 9. Lack of Succession Planning and Management Development |
| J | Blockage 10. Unclear Aims |
| K | Blockage 11. Unfair Rewards |
| L | Blockage 12. Personal Stagnation |

The Blockages with the highest scores are those that need to be explored.
When the Patient Seems Healthy What Might be Wrong?

An Organizational Assessment at AIDS Rochester, Inc.: Focusing on Employee Satisfaction and Best Practices

Presented by: Karen Castro-Lichtenberger

What is AIDS Rochester, Inc?

- Nonprofit Organization
  - Incorporated in 1983.
  - 60 staff positions & 273 active volunteers.
- Mission:
  - "To lead a compassionate community effort within the eight-county Finger Lakes region, providing a continuum of programs, including education, prevention, advocacy and support services for people affected by HIV/AIDS.

Organizational Assessment

- Employee Satisfaction:
  - "How people feel about their jobs and different aspects of their jobs."
  - (Spotox, 1997, p.2)
- Organizational Effectiveness:
  - Measures how successfully organizations achieve their mission through their core strategies.
  - (McCann, 2004)

Benefits of Employee Satisfaction

- Increased productivity
- Increased employee retention

5% increase in retention results in a 10% decrease in costs and productivity increases ranging from 25-65%.

(Bulmash Business Review, 1999)

Benefits of Organizational Effectiveness

- Leads to the success of an organization.
- Allows the organization to remain competitive.
- Contributes to goal attainment.
- Being effective as individuals and as an organization is no longer optional in today's society; it is a factor that is needed in order to be successful and remain competitive.

(Covey, 2004)

Organizational Assessment

- Focus Groups
  - Participants
  - Questions
- Blockage Questionnaire
  - Developed by Woodcock & Francis (1979)
  - "Blockages" to Organizational Effectiveness
  - 120 Statements
  - Sample statements on Questionnaire
Senior Management “Perception”

**Strengths:**
- Flexibility
- Organizational Culture
- Benefits

**Weaknesses:**
- Reward System
- Stagnation

**Blockage Questionnaire:**

- Highest Ranking “Blockages”
  - Personal stagnation
  - Unfair rewards
  - Lack of succession planning and management development

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Actual Focus Group Results

**Associate Directors/Cross Sectional**

**Strengths:**
- Flexibility
- Benefits
- Intrinsic Rewards

**Weaknesses:**
- Stagnation
- Poor Reward System

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Actual Blockage Questionnaire Results

- Highest Ranking “Blockages”
  - Lack of succession planning and management development
  - Unfair rewards
  - Poor teamwork

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Recommendations

- Implement a mentoring program.
- Provide staff development trainings.
- Provide training to management on how to provide appropriate feedback.
- Restructure the yearly performance appraisal system.
- Conduct a 360 degree assessment.

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Future Research Implications

- Follow-up Assessment: March 2006
- Further research the impact of teamwork on employee satisfaction.
- Further research the impact of a mentoring program on employee development, using a benchmarking approach.
Thank You for Your Attention.