



**COMMERCE MANAGERIAL TOOL FOR INCREASING EMPLOYEE SATISFACTION**

**AS MEASURED BY THE FEDERAL HUMAN CAPITAL SURVEY AND COMMERCE ANNUAL EMPLOYEE SURVEY**

Managers should ask themselves the following targeted questions in order to produce improvements in their employees' satisfaction:

**Personal Work Experiences**

- 1 Do I efficiently and effectively communicate Commerce's, my bureau's, and my direct office's missions, goals, and everyday tasks? Are my employees aware of the connections among these aspects?
- 2 Do I create a work environment that is conducive to my employees' work role, self-ownership, and career development?
- 3 Does the environment promote workplace diversity initiatives (e.g., encourage and engage employees to support and attend special events/awareness programs that are broadcast by Commerce or by your bureau)? Do hiring decisions made bring balance to the diversity of the organization?

**Recruitment, Development, & Retention**

- 4 Do I make certain that employees have the relevant knowledge and skills required to be successful in their work roles?
- 5 Do I provide the right resources to aid the development of my workforce?
- 6 Have I supplied my employees with the tools necessary for adequate task completion?

**Performance Culture**

- 7 Do I present my employees with realistic performance expectations? Are employees involved in decision making processes related to their work roles?
- 8 Do I provide my employees with regular feedback regarding their job performance, whether their performance is negative or positive? Do I accurately evaluate employees' potential?
- 9 Do I ensure that my workforce is knowledgeable in our department's merit system as it relates to performance appraisal ratings, awards, and pay increases?

**Leadership**

- 10 Do I demonstrate the levels of personal attributes that I deem necessary of my employees (e.g., high standards of integrity and honesty, etc.)? Do I know the Prohibited Personnel Practices and openly make known that arbitrary action, personal favoritism, etc. are not condoned within our organization?
- 11 Do I motivate my workforce to stay committed to our organization's goals and objectives? Do I review these goals and objectives with my employees?
- 12 Do I have an open-door policy that helps my employees feel comfortable about disclosing violations, complaints, and other grievances?



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**Learning (Knowledge Management)**

- 13 Do I support employee development through electronic learning and training programs?
- 14 Do I encourage and provide employees with the opportunities to share knowledge with one another?
- 15 Do I assess training needs and communicate them to employees on an individual basis?

**Job Satisfaction**

- 16 Do I provide my employees with the opportunity to regularly assess their work roles? Do I allow them to provide me with observations to decrease the occurrence of role conflict or ambiguity?
- 17 Do I ensure that employees receive skills and training that not only help them to be successful within their current roles but also assist them in accomplishing their own development goals?
- 18 Do I sufficiently recognize my employees in various ways for successful completion of designated tasks?

**Satisfaction With Benefits**

- 19 Do I know the appropriate avenues and resources for benefits-related issues and refer my employees appropriately, when they request advice?
- 20 Do I fairly provide flexibilities such as telecommuting, alternate work schedules, etc. to my workforce, whenever possible?

**The Commerce Managerial Tool for Increasing Employee Satisfaction was developed for INTERNAL USE ONLY.**

**If there are any questions, please contact Janice Guinyard, Director for Corporate Human Capital Strategy and Accountability Officer, at [JGuinyard@doc.gov](mailto:JGuinyard@doc.gov) .**