Ensure that workers have a meaningful voice, without fear of retaliation. Enable workers to contribute to decisions about their work, how it is performed, and organizational direction.

**Strategies and Actions**

**Communicate with—and listen to—your workers systemically and frequently.**
- Develop regular, repeatable processes for communicating, conversing, actively listening, and providing feedback on worker inputs.
- Communicate important messages more than once and in more than one way.
- Senior leaders should provide data on organizational performance and operations regularly and predictably.

**Give your workforce a meaningful voice through formal structures that protect workers.**
- Establish and promote clear worker complaint and investigation policies and procedures that include robust protection from retaliation.
- Create systems that receive and implement worker input on process improvements and innovation. Inform workers how their input was used.

**Ensure that workers can organize and/or be represented by spokespeople with access to senior leaders.**
- Support workers’ rights to organizing and collective bargaining.
- Inform employees of their rights to form a union. Remain neutral during organizing activity.
- Ensure that barriers to workers’ organizing or collective bargaining are removed.
- Encourage and support employee resources groups.

**Assess workforce satisfaction and engagement.**
- Regularly assess workforce satisfaction, dissatisfaction, and engagement. Solicit feedback directly from the workforce.
- Examine key drivers of workforce engagement by group (e.g., based on race/gender/age) and segment (e.g., frontline, technical, administrative staff).
- Openly track and use indicators of workforce satisfaction and engagement in decision making.
Sample Resources

- Baldrige Excellence Framework: 5 Workforce
- Gallup articles and research on employee engagement
- Harvard Business Review – Using Effective Listening to Improve Leadership in Environmental Health and Safety
- Society for Human Resources Magazine – Questing for Quality