Enjoying Work

Family of Measures

Appreciative Enquiry

What is an Appreciative Enquiry?

It's an approach for creating and sustaining change that focuses on what's working well and seeks to build on this, instead of a more traditional focus on problems and weaknesses.

This approach doesn't pretend there are no real or challenging problems, but it asks you to look at them and redefine them in a way that generates a number of positive possibilities. So instead of starting with 'what's the problem' and looking for fixes it starts with 'what's already working' and how can we build on that?

The 5D Model

Definition: Area of focus
Discovery: The best of what is
Dream: What might be
Design: How can it be
Delivery: What will be

Good Day Measure

Type of measure? (Outcome, Process, Balancing)	Measure Name (Indicate if it is a count, percent, rate, days between, etc.)	Operational Definition (Define the measure in very specific terms. Provide the numerator and the denominator if a percentage or rate)	Data Collection Plan			
			Frequency (when)	Population (where)	Collection Methods (who, what, how)	Details Rationale, Exclusions, Duration
Subjective Outcome Measure	Good Day (*Daily Visual Measure*)	a) "Have you had a good day at work today?" <u>Responses</u>: "Mostly Yes" / "Mostly No" b) In up to 5 words, please state what had the greatest impact on your response. (Your response is optional) <u>Response</u>: Limited to 5 words	Daily for Baseline (4 weeks) Team decide on frequency for rest of project	To all staff in service. 80% response rate expected.	**What?:** • Question a) is Attribute data collected using yes/no categories which measure the presence or absence of 'a good day', the attribute/characteristic. • Question b) is Attributes data grouped into categories then counting how many times each category occurs. **How?:** • Options: ImproveWell app; Online surveys; Text messages; Jar & tokens • No one in the team has access to person identifiable information. **Who?:** • ImproveWell data collated automatically for team. For other methods a 'Data Champion' will collate their data as follows: | Date	No. Yes	No. No	Total	Text Feed back
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					  • A 'Data Champion' in the team will group the data so that each data point has a minimum of 12 responses then create a chart in Life QI. • The team will regularly do an affinity exercise to draw out themes from qualitative data.	**Rationale:** This presents an opportunity for the service to gauge staff satisfaction and the impact of the changes they are making. Also creates an opportunity to identify areas that are causing dissatisfaction. Teams can use these data to create a feedback loop and test out new ideas. **Exclusions:** Staff on leave; Service users; staff from other services **Duration:** For the life of the project. **Interpretation:** • Quantitative data reported as percentage having a good day. • Qualitative data reported as affinity diagrams.

Pulse Survey

Type of measure? (Outcome, Process, Balancing)	Measure Name (Indicate if it is a count, percent, rate, days between, etc.)	Operational Definition (Define the measure in very specific terms. Provide the numerator and the denominator if a percentage or rate)	Data Collection Plan			
			Frequency (when)	Population (where)	Collection Methods (who, what, how)	Details Rationale, Exclusions, Duration
Objective Outcome Measure	Pulse Survey	A survey of 12-15 questions that will cover the following themes: Engagement; Empowerment; Leadership; Values; Roles; Resources; Communication and Team cohesion.	• Baseline at start of project • Quarterly thereafter	All staff in the service	**How**: Collected via the ImproveWell app. The survey will be pushed out by the central QI Team. Rating Scale: 5-point Likert scale ("Strongly Disagree(1)" to "Strongly Agree(5)"). • No one in the team has access to person identifiable information. **What**: Recipients respond to all 12-15 questions. **Who**: All staff in the service.	**Rationale**: • Provide the team with data to assess overall staff engagement, identify areas to work on and to see whether the efforts to improve joy in work are making a difference. • The use of short, more frequent surveys allows for regular data collection without overwhelming staff or causing survey burnout. **Interpretation**: • Teams can compare the results with what they get in the more frequent 'Good Day' measure. • Teams can compare the current state to the future state they envisioned during the appreciative enquiry. • Teams can compare the output to what they set out to achieve. • Teams can gauge how they are doing compared to other teams in the organisation.

Readiness Radar

Project Readiness Radar

Project Name:	Prepared By:	Date:

1. This tool is intended to help the project team determine how ready it is to make progress on their Enjoying Work. The weights that have been assigned to each characteristic have been determined from best practices.

2. The radar plots are designed with 0 as the benchmark. So the farther away from the center (or 0) a score is, the more likely the team is to succeed.

3. To use the tool, all that is required is for you to answer the questions in the Readiness Worksheet. The tool will calculate the readiness level and plot a radar graph.

4. The ratings are 0 through 5. Please keep the ratings to whole numbers.

0: Never
1: Rarely
2: Sometimes
3: Usually
4: Always

5. To calculate the Readiness Indicator manually, total up all the numbers in the Value column and round up to the nearest whole number.

6. To plot the Radar Graph manually, start at the center and place a dot on the line that corresponds to the rating of the respective characteristic. Continue this for all the characteristics. Once all the ratings for the characteristics have been plotted, start with the top dot (12:00 position) and connect the dots in a clockwise fashion. Once the dots have been connected, shade the inner portion of the radar shape.