



# Inspiring Work Fulfillment

CLEAR Insights for Improving Employee Satisfaction

Demonstrated. Validated. Authenticated.



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# Who We Are

## “FY17 NPS GOAL Academy Project Team 5A”

Our team consists of graduates of the FY17 GOAL (Generating Organizational Advancement and Leadership) Academy. Each of us have differing backgrounds, roles, and history with the National Park Service (NPS) and have had unique, genuine contributions to this group.

As part of the GOAL Academy, we brainstormed and selected a class project to work on for the duration of the program. After much consideration, we tasked ourselves with developing a toolkit that can be used to improve employee satisfaction at park units and offices throughout NPS. This document reflects the final results of our project. We hope that you can use this document to improve employee satisfaction within your unit.

Sincerely,  
Keola Awong (HAVO)  
Anne Dove (PWRO)  
Chris Parsons (STLI)  
Stacey Sigler (CAHA)  
Angel Solomon (AKRO)



# Introduction

## The CLEAR Framework

The CLEAR framework was developed through careful research geared towards advancing Employee Viewpoint Survey (EVS) results at the National Park Service (NPS). Prior to 2012, the NPS did not have access to unit level responses. The lack of specific data precluded managers from assessing results in a meaningful way. The Directorate of Workforce and Inclusion worked with the NPS Stewardship Institute and several academic institutions to conduct surveys, facilitate sessions, and interview 1300 employees and managers from a variety of parks and offices. Researchers identified 5 attributes that make up the CLEAR framework (Appendix A) that, if consistently applied, will result in an engaged workforce. Those attributes are Communications, Leadership Orientation, Empowerment, Accountability, and Recognition.

## Using CLEAR to Find Best Practices for Employee Satisfaction

With the CLEAR framework in mind, our team recognized that: in order to achieve a high score on the EVS, a unit must rank well in areas related to the five attributes of CLEAR. We were eager to reach out to units that scored highest on the EVS to discover best practices for improving employee morale across NPS. To accomplish this, we first reached out to Debbie Douglas (Organization Development Consultant and EVS Manager for NPS) to get a list of units that fell into this criteria. We then distributed a memo to the superintendents (or directors) and deputies of each unit to: congratulate them for being a “high scoring” unit within their region, introduce ourselves and our project, and explain our reasoning for reaching out in the first place—to learn more about what contributed to their employees’ positive feedback on the EVS.



This feedback was captured in a survey which included open-ended questions for each letter in the CLEAR framework. In short, we asked responders to:

1. describe where they think their park/office excels in each attribute of CLEAR, and
2. provide details about how those practices are implemented.

Overall, the feedback we received was fantastic. Most responses were very lengthy; we received paragraphs filled with wonderful insights and best practices for improving employee satisfaction at NPS.

Our final task was to analyze our raw data and turn it into something useful. After several iterations of refining and organizing, our team was able to whittle 300 bits of data into 13 insights. We believe the best part of this data is that it comes directly from those who responded to the survey. These best practices are demonstrated, validated, authenticated, and can be implemented anywhere. They’ve done it, you can too!

## How to Use this Document

What you see in these pages are suggestions—a road map—containing real life examples of actions that have proven successful at parks across the service. Keep in mind that what works in one park or office may not work in another. This document is not meant to be prescriptive, but rather, a presentation of options and suggestions that you may use to improve employee satisfaction, specifically, in areas where EVS scores may note opportunities for improvement.

If you are looking for general ideas for improving employee satisfaction, this document can be reviewed from beginning to end, or, if there is a specific topic of interest, you can turn to that section. Some of you may be looking for ideas to improve your workplace’s EVS scores relative to a specific topic or EVS index. A table illustrating which insights and tools support which EVS indices is included in Appendix C for your reference.

Most of all, try something new, evaluate whether it’s working, and if needed, make changes or adjustments. You may even come up with new ideas for best practices!

# Insights to Excite!

We've outlined 13 insights for improving employee morale. These insights are grouped into five categories, corresponding to the five letters of the CLEAR framework. Each insight includes best practices that come directly from park units that scored highest in each region on the 2016 Employee Viewpoint Survey.

## Communication (C)

### Dial Up the Dialogue

A culture that fosters broad communication is a culture in which all staff has the ability to know what is going on, and all voices feel heard.



### Listen to Understand

Create and nurture an atmosphere where people feel comfortable enough to share feedback and ideas promotes teamwork and collaboration.



### Tear Down the Walls

It is far too easy to operate in silos and be compartmentalized in larger, federal organizations.



## Leadership (L)

### Be the Example

How a leader conducts themselves speaks volumes about how their staff conducts themselves.



### Mentor Excellence

We need to nurture excellence throughout our collaborations. Discover with whom excellence lies, and how best to support them.



## Empowerment (E)

### Accelerate the Learning Curve

By providing ample opportunity for learning and growth, employees can advance, become more competitive in the workforce, and achieve their career goals.



## Empowerment (E) (continued)

### Autonomy is Awesome

Empowering staff and building a sense of ownership around work that supports the agency's mission and goals is key to employee satisfaction.



### Make it Fun

Integrating fun into the workplace provides opportunities for employees to learn more about each other and build relationships.



## Accountability (A)

### Address the Elephant

Morale suffers where there is real or perceived lack of holding employees accountable for poor performance.



### All Aboard the Change Train

Essential to any organizational initiative is attaining majority support. Ultimately, when everybody cares about the idea, it will succeed!



### Raise the Bar

It can be tempting to let the fullness of the day allow you to push work to "someday." Don't be a "someday, maybe" employee. Jump in with both feet!



## Recognition (R)

### Live Well, Work Well

Employees are more than their position descriptions. When employees feel understood and supported, they are more likely to have increased job satisfaction.



### Sit in Your Sunshine

Whether it is a simple "thank you" or formal recognition, celebrating the successes of others can build momentum, motivate, encourage development, and more.



# Survey Responses

*"Superintendent and team leaders are accessible and approachable so that anyone on staff can ask questions about what we are doing and why. We conduct regular team meetings and place a high value on teamwork and communication through our EPAPs."*

—Klondike Gold Rush National Historical Park

*"I lead by example in terms of demonstrating care and respect for others. I take the approach that all of us, regardless of title or grade, contribute to the success of the NPS, sometimes in different ways, and are of equal value. But a manager can only set the tone on this, the staff have to then pick it up and commit to doing the same..."*

—Midwest Archeological Center

*"As leaders it is difficult but important to provide enough guidance towards collective goals and to hold each person accountable towards their respective responsibilities, but to also provide enough space to let the employees succeed on their own."*

—Cabrillo National Monument

*"I encourage the piloting of the ideas - we try things out and see if it works. ...We try as much as possible to encourage innovation, creativity, and the sharing of new ideas for the park. If the idea is not appropriate, others are encouraged to chime in to explain their concerns."*

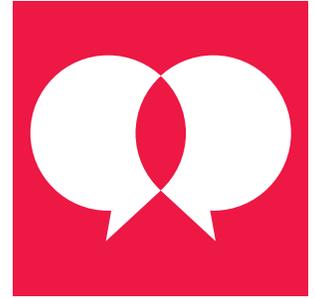
—Saratoga National Historical Park

*"From silly wellness awards, 'kudos' moments in almost every meeting, and making time for a listening ear whenever possible, this staff supports each other."*

—New Bedford Whaling National Historical Park



Communication is the key to success for any organization. A culture that fosters broad communication about important issues and change; free exchange of ideas; clear expectations; and understanding of vision, priorities, and goals is a culture in which all staff has the ability to know what is going on, and all voices feel heard. Effective communication can improve morale, efficiency, trust, and relationships among staff. So “dial up the dialogue” and encourage the free flow of information!



- Encourage dialogue and frequent discussion.
- Be genuine, clear, consistent, open, and honest.
- Keep an open door policy; be available.
- Ensure that expectations, goals, and parameters are clear.
- Engage all staff around important information related to change, budget, and hiring.
- Communicate mission, vision, goals, values, priorities, and plans widely and often.
- Share information electronically with employees in a variety of formats (Intranet/Google site/SharePoint).
- Create a culture in which everyone has a say, employees feel empowered to speak up, and all ideas are welcomed and respected.
- Promote teamwork / collaboration across divisions.
- Collectively set target dates.
- Check in regularly with senior leadership and program managers.
- Continually adjust and manage expectations.
- Conduct regular all employee meetings to discuss current priorities and successes, showcase work from each division, distribute awards, etc.
- Make time for collaborative discussions to ensure well rounded decisions are implemented.
- Regularly convey: “We are one, and when we succeed, we succeed together; and when we fail, we fail together.”

## Support EVS Indices

- Best Places to Work
- New Inclusion Quotient
- Employee Skills / Mission Match
- Teamwork
- Support for Diversity
- Effective Leadership: Leader
- Effective Leadership: Supervisor
- Effective Leadership: Empowerment
- Effective Leadership: Fairness
- Family-Friendly Culture



The reason why we have two ears and only one mouth is because we're supposed to be listening more than we're talking. Listening is a very important skill that should be practiced daily. Create and nurture an atmosphere where people feel comfortable enough to share feedback and ideas promotes teamwork and collaboration. When you listen to understand, great things can happen.

- Integrate 360-degree reviews as part of performance evaluation to promote accountability and transparency.
- Conduct employee exit surveys to identify ways to improve.
- Provide a suggestion box for sharing ideas, comments, and concerns.
- Discuss difficulties and encourage employees to take a leadership role in the solution.
- Hold open forum listening sessions 2–4 times a year to provide opportunities for two-way communication. Focus on hearing feedback and brainstorming.
- Use Employee Viewpoint Survey results as a tool for engaging staff and identifying opportunities for change. Consider all-employee meetings for discussion or encourage creation of employee-led discussion groups to explore ideas for improvement.
- Make a point to remember expectations and promises that were made and circle back to them with regular check-ins.
- Hold others accountable for delivering what was promised/requested.

#### Employee Performance Appraisal Plan (EPAP)

- Ensure that staff understand the process and use EPAPs to facilitate conversation.
- Emphasize communication and teamwork in EPAP.
- Review EPAP duties regularly and performance several times per year with a focus on individual goal setting.
- Make sure that expectations and ratings are crystal clear, and write out specific measurable behaviors for all level ratings.

#### Support EVS Indices

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# Tear Down the Walls

It is far too easy to operate in silos and be compartmentalized in larger, federal organizations. But it is also easy to compartmentalize our work at the park or office level such as between divisions or teams. This can create barriers to participation, missed opportunities for staff to make valuable contributions, a sense of isolation, and a lack of understanding about what others do in the organization. There are many ways to “tear down the walls”.



- Engage staff at all levels in important decision-making, particularly for those decisions that set broad direction to build sense of ownership and commitment. Strive for consensus.
- Encourage staff to lead from where they stand, and allow for a “learning curve.”
- Remember to engage and include remote staff. While calling-in for meetings is convenient, try to at least occasionally engage them in person at their work location.
- Foster a leadership culture of being “part of the team” versus “the persons who make decisions for everyone”.
- Deemphasize hierarchy and put more emphasis on recognizing the team/park as a whole.
- Provide support for challenging projects and encourage cross-team collaboration.
- Be present as leaders. Visit and check-in with staff regularly and engage in informal discussion.
- Talk, listen, and show interest. Get to know everyone’s names and say hello.
- Work alongside staff in the field, on patrols, and so on. This shows support for staff and allows you to walk in their shoes and better understand their work.
- Maintain an open door policy and culture.
- Encourage staff to participate in park-sponsored events to promote broader understanding of the park’s work.

## Support EVS Indices

- Best Places to Work
- New Inclusion Quotient
- Employee Skills / Mission Match
- Teamwork
- Support for Diversity
- Effective Leadership: Leader
- Effective Leadership: Supervisor
- Effective Leadership: Empowerment
- Effective Leadership: Fairness
- Family-Friendly Culture



Leadership influences others in a variety of ways (e.g. behavior, attitude, perceptions, motive, and so on). This is why it is important to set an exemplary example each and every day. How a leader conducts themselves speaks volumes about how their staff conducts themselves.

- Lead by example.
- Bring your best self to work each day.
- Conduct yourself in an exemplary manner.
- Model good behavior and professionalism.
- Wear an impeccable uniform (if applicable).
- Demonstrate honesty and integrity.
- Communicate clearly and consistently.
- Hold yourself to high standards; expect the same of others.
- Be ready and willing to admit mistakes.
- Practice what you preach. Set the tone. Walk the walk.
- Be aware of your response; it determines what happens next.
- Step up when others step back.
- Participate in park sponsored events and encourage participation.
- Do something, no matter how small, to improve the situation, even if your formal responsibility does not require such an action.
- Be present.

### Support EVS Indices

- Best Places to Work
- Teamwork
- Support for Diversity
- Effective Leadership: Leader
- Effective Leadership: Supervisor
- Effective Leadership: Empowerment
- Effective Leadership: Fairness
- Organizational Safety

Excellence can be found in many places. Sometimes we ourselves need to emulate it. Other times, we need to encourage it from others. Regardless, we need to nurture excellence throughout our collaborations. Discover with whom excellence lies, and how best to support them.



- Hire talented, dedicated people at all levels.
- Provide mentoring opportunities and make it a common practice.
- Mentor by demonstrating; how a supervisor conducts one's self sets the example for how staff conducts themselves.
- Encourage innovation, creativity, and the sharing of new ideas for the park.
- Provide space for employees to pursue creative ideas.
- Support employees who offer productive solutions, take initiative, champion innovation and step-up to make improvements.
- Welcome and respect good examples, encourage others to do the same.
- Encourage appropriate risk-taking and challenges to the "status quo" to drive innovation.
- Allow flexibility around how things are done. Strive to think of doing things differently.
- Make sure expectations are set high enough to challenge employees. Let them strive for something. Make EPAPs reflect this goal.
- Focus on exceeding expectations with inspiring goals.

## Support EVS Indices

- Best Places to Work
- New Inclusion Quotient
- Employee Skills / Mission Match
- Teamwork
- Training / Development
- Strategic Management
- Effective Leadership: Leader
- Effective Leadership: Supervisor
- Effective Leadership: Empowerment
- Performance-Based Rewards & Advancement



Staff development is critical to the future of the National Park Service. When employees feel confident, knowledgeable, and have the resources needed to do their jobs, they are more successful. By providing ample opportunity for learning and growth, employees can: qualify for advancement; become more competitive in the workforce; and, ultimately, achieve their career goals.

- Provide ample opportunities for learning through a variety of avenues, including: traditional classes, fellowships, detail opportunities, virtual training, impromptu coaching, challenging assignments, etc.
- Provide staff with training necessary to qualify or compete for advancement.
- Include middle management in leadership development training.
- Think creatively about how to support professional development when budgets are constrained.
- Bring training opportunities to your park to reduce travel costs.
- Encourage peer-to-peer learning.
- Encourage participation in tasks or assignments that assist in career advancement goals.
- Develop a fellowship program that gives employees a seat at the management table for one year and the opportunity to advance a project that will benefit the park(s).
- Encourage staff to take on or help with tasks that are above their pay grade.
- Make detail opportunities widely available.
- Allow time for job shadowing and cross training for succession.

### Support EVS Indices

- Best Places to Work
- New Inclusion Quotient
- Training / Development
- Strategic Management
- Effective Leadership: Leader
- Effective Leadership: Supervisor
- Effective Leadership: Empowerment
- Effective Leadership: Fairness

Empowering staff and building a sense of ownership around work that supports the agency's mission and goals is key to employee satisfaction. Empowered employees generally feel more respected, trusted, and valued. NPS staff are smart, dedicated, and talented. As a leader, you should support their efforts to be creative, stretch themselves, and shine!



- Engage in authentic, collaborative decision-making, particularly for big issues or those that will set broad goals and priorities.
- Ensure there is a common framework and understanding of goals, expectations, laws and regulations. Then, let staff make decisions about how to proceed.
- Allow decision-making to occur at the lowest level that is appropriate.
- Trust your staff and know when to “get out of the way.”
- Be aware of possible micro-management which can kill morale. Mentor, check-in on progress, provide support, and be available to answer questions without smothering staff.
- Provide space for individual employees or small groups to chart new territory, try things in new ways, and come up with fresh solutions.
- Allow for mistakes to be used as learning points.
- Get to know and recognize the strengths of your staff and teams, and use those talents as springboards for staff to innovate.
- Support creative thinking by listening to employees. Focus on understanding their reasoning.
- Let employees strive for something. Make EPAPs reflective in this regard. Discuss empowerment at mid-season evaluation time.

## Support EVS Indices

- Best Places to Work
- Effective Leadership: Empowerment



“All work and no play” ... why does it have to be either? Integrating fun into the workplace provides opportunities for employees to learn more about each other and build relationships. Having regular fun activities and events, even simple silly ones, can build traditions and a workplace culture. These can be unique to your workplace or part of broader NPS anniversaries or commemorations.

- Engage in community service projects.
- Conduct staff retreats.
- Get outside via field trips.
- Hold gatherings (annual, semi-annual).
- Plan after hours meet ups so staff can socialize.
- Support ‘silly’ wellness awards, a listening ear when needed.
- Hold ice cream socials.
- Celebrate important park dates with a fun easy activity.
- Rotate snack duty for meetings among divisions.
- Promote staff getting to know their co-workers without the boss around.
- Encourage a fun/light atmosphere a work.

### Support EVS Indices

- Best Places to Work
- New Inclusion Quotient
- Teamwork
- Family-Friendly Culture

Morale suffers where there is real or perceived lack of holding employees accountable for poor performance. The two main parts of accountability are setting clear expectations and identifying related consequences; and following up on commitments. Equitable application of policies, rules and opportunities among employees is also a critical accountability component, particularly for supervisors.



- Provide regular positive encouragement when things are going well. Provide constructive feedback when change is needed.
- Supportive and open communication is best when it occurs from supervisor to employee and from employee to supervisor.
- Address all issues, good and bad, in real time.
- Talk openly about mistakes as leaders.
- Understand that everyone makes mistakes. Use mistakes as opportunities for conversation, learning, and improvement.
- Take action when necessary to address poor performance and misconduct.
- Keep employees accountable, while respecting privacy and following human resource regulations and policies.
- Allow staff to express when something is perceived to be unfair and take appropriate action.
- Engage each employee in a personalized manner while at the same time ensuring opportunities are given equally and that policies are applied fairly.
- Don't allow one employee to 'get away' with something while another is disciplined.
- Support an open environment where changes are made to support making things better in the future.

## Support EVS Indices

- Best Places to Work
- Teamwork
- Training / Development
- Support for Diversity
- Effective Leadership: Leader
- Effective Leadership: Supervisor
- Effective Leadership: Fairness
- Performance-Based Rewards & Advancement
- Organizational Safety



How often do we hear the buzz of excitement behind what might be a most noble and worthy idea, only to witness its realization fizzle and burn out on the tracks of abandonment? Probably too often! Essential to any organizational initiative is attaining majority support. Ultimately, when everybody cares about the idea, it will succeed!

- Encourage new ideas and creativity.
- Maintain transparency in changing policy.
- Develop a culture that understands and embraces constant organization and workload change.
- Regularly identify deadlines and changing protocols.
- Explain logic and rationale so all are aware of change.
- Provide simple, proactive guidance about bureaucratic regulations to explain tough/unpopular decisions in terms of policy and logic and build greater understanding among all staff.
- Carefully consider areas where park policies need to be put in place, then collaboratively work on these new policies.
- Develop fresh, challenging and inspiring goals/outcomes during strategic planning sessions, annual work planning, and individual goal setting sessions.
- Communicate clear expectations and deadlines/timelines. Then, monitor progress to ensure expectations are met.
- Foster natural accountability through collaborative planning sessions and personally developed desirable goals. Allow time for these priority projects.
- Consider opportunities for new partnerships to meet the mission. In this day and age, SOPs (standard operating procedures) do not always match the need.

### Support EVS Indices

- Best Places to Work
- Teamwork
- Training / Development
- Support for Diversity
- Effective Leadership: Leader
- Effective Leadership: Supervisor
- Effective Leadership: Fairness
- Performance-Based Rewards & Advancement
- Organizational Safety

# Raise the Bar

It can be tempting to let the fullness of the day allow you to push work to “someday.” Don’t be a “someday maybe” employee. Jump in with both feet and get started. Raise the bar for yourself and in turn, help raise the bar for NPS!



- Pilot new ideas, try them on for size. See what works.
- Do something, no matter how small, to improve the situation, even if your formal responsibility does not require such an action.
- Respect for others should be held in the highest regard.
- Focus on making better employees, value them.
- Hire talented and dedicated staff with a strong leadership orientation who can raise the bar for everyone. Consider aptitude and attitude more than experience; focus on the ability to lead.
- Communicate the ‘why’ when an employee is recognized with an award, and share this information to encourage others.
- Invest in and encourage pursuit of professional development and training opportunities, allowing employees to get out of their routines and re-energize.
- Seek acting opportunities for employees within the unit when vacancies occur.
- Encourage employees to take on tasks above their pay grade so they can have that experience and compete for higher graded jobs in the future.
- Allow employees to assist other parks with special events and details.
- Provide informal opportunities for staff to take on challenging projects or responsibilities as learning opportunities that are outside their traditional portfolio to allow for growth.
- Create job shadow opportunities to increase knowledge of other operations.
- Create an advisory council with rotating membership for which all employees are eligible via an application process.

## Support EVS Indices

- Best Places to Work
- Employee Skills / Mission Match
- Training / Development
- Effective Leadership: Leader
- Effective Leadership: Supervisor
- Effective Leadership: Empowerment



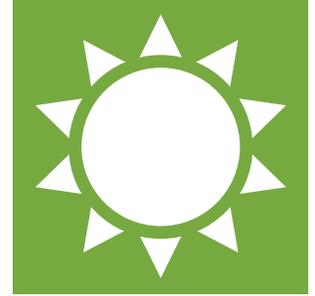
Employees are more than their position descriptions. When employees feel understood and supported, they are more likely to have increased job satisfaction. Finding opportunities to foster work-life balance in the workplace can go a long way towards boosting morale, promoting engagement, and fostering a team mentality. In short: support the whole person, not just the position description, and watch the positive results come flooding in.

- Demonstrate an understanding of your employees' duties outside of work. This makes employees feel valued.
- One size does not fit all. Every person has different needs and wants.
- Learn about employees, and lead them in different ways.
- Provide opportunities equally to all staff.
- Recognize staff as 'whole people' rather than just workers...talk to them.
- Establish a Wellness Committee that focuses on holistic view of employee wellness.
- Support family-friendly work schedules and work-life balance.
- Offer fun and engaging wellness challenges.
- Help demystify benefits and health insurance to reduce stress of new employees.
- Support each other and promote NPS family atmosphere (e.g. provide meals when family members are sick, help with housing repairs).

### Support EVS Indices

- Best Places to Work
- Work / Life Balance
- Support for Diversity
- Effective Leadership: Leader
- Effective Leadership: Supervisor
- Effective Leadership: Empowerment
- Family-Friendly Culture
- Organizational Safety

A culture of appreciation is important. Always look for opportunities to celebrate successes and spread the word on a “job well done.” Whether it is a simple “thank you” or formal recognition, celebrating the successes of your peers and employees can build momentum, motivate others, encourage development of good habits, and more.



- Provide frequent informal recognition.
- Give credit where credit is due as close to “real time” as possible.
- Celebrate important park dates, outside-the-box thinking, individual contributions.
- Always say thank you, celebrate successes, and give kudos, pats on the back, and shout outs.
- Distribute awards at meetings and events.
- Communicate the “why” when an employee is recognized with an award.
- Reserve funds for spontaneous awards and for awards to be distributed throughout the year.
- Create an informal compliment box for visitors and staff.
- Broadcast positive visitor comments.
- Recognize and support each other (peer-to-peer recognition).
- Create a bulletin board for posting thank you messages, notes of appreciation, kudos.
- Create a “Wall of Fame” for employee recognition.
- Create park-specific awards.
- Support “silly” wellness awards.
- Tie performance awards to performance appraisals.
- Nominate staff for non-park specific awards.
- Celebrate length of service in a creative, meaningful way.
- Continually improve your recognition process.

## Support EVS Indices

- Best Places to Work
- Employee Skills / Mission Match
- Pay Index
- Effective Leadership: Leader
- Effective Leadership: Supervisor
- Effective Leadership: Empowerment
- Effective Leadership: Fairness
- Performance-Based Rewards & Advancement

# Conclusion

Whether you are a park manager or a frontline employee, we hope you find this information useful as you, and your coworkers, plot your course for success.

Although we don't have a solution for everything and we understand not every suggestion can, or should, be implemented in all parks, please know that what is CLEAR is that the insights found within these pages work together synergistically and that small actions do add up. Many of these actions do not take money, but do take time and attention. Pick one or two areas of focus, be consistent in your actions and start the conversation.

If you always do what you have always done, you will always get what you have always gotten. We are at a crossroads, a fork in the road. It is up to us to chart a new course. There are many ways to achieve success, all of them start with thoughtful action. Think outside the box. Be a class act. Strive to leave things better than when you found them. Be a leader in the National Park Service by stepping up when others may step back, raise the bar in your actions, and do good work each day.

Lastly, as we mentioned earlier, the best practices outlined here come from your colleagues across the service who took the time to share their success stories. As you move forward, please also consider sharing your successes so that we may all continue to benefit from the tremendous pool of innovative ideas and creative energy that exists within the National Park Service.

# Acknowledgements

This work would not have been possible without the amazing feedback provided by the NPS parks, programs, and offices listed below. With that said, we would like to extend a huge “thank you” to all park management and staff that took the time to respond to our survey and share with us “what works” in terms of ensuring that employees feel supported and satisfied. From these responses, we were able to derive insights and create a list of best practices for improving employee satisfaction that can be implemented anywhere.

Antietam National Battlefield  
Blackstone River Valley National Historical Park  
Cabrillo National Monument  
Cape Hatteras National Seashore  
Capitol Reef National Park  
Chattahoochee River National Recreation Area  
Denali National Park and Preserve  
Denver Service Center  
Fort Larned National Historic Site  
Fort Scott National Historic Site  
Gates of the Arctic National Park and Preserve  
Grand Teton National Park  
Grant-Kohrs Ranch National Historic Site  
Klondike Gold Rush National Historical Park  
Lassen Volcanic National Park  
Marsh - Billings - Rockefeller National Historical Park  
Midwest Archeological Center  
Mojave National Preserve  
New Bedford Whaling National Historical Park  
NPS Stewardship Institute  
Pacific West Regional Office  
Park Planning, Facilities, & Lands  
Prince William Forest Park  
Roger Williams National Memorial  
Saint-Gaudens National Historic Site  
Saratoga National Historical Park  
Springfield Armory National Historic Site  
Yukon-Charley Rivers National Preserve

We would also like to extend a special thank you to Debbie Douglas (Organization Development Consultant and EVS Manager for NPS) for the guidance, support, and assistance she provided us throughout this project.

Last, but not least, we would also like to extend a special thank you to Kristi Rugg (Visual Information Specialist) for designing the layout and components of this document and for taking the time to help us to refine our content.

# Appendix A: CLEAR Framework

## Communications

- Ensure that employees understand the mission/ vision and values of their workplace and how their job connects to them
- Share information on goals, priorities, progress, and outcomes
- Implement processes that ensure continual, two-way information sharing
- Engage in face-to-face communication where possible
- Tell people what you are doing and why you are doing it
- Listen and ask questions
- Foster camaraderie on an ongoing basis and offer hope in challenging times

## Leadership Orientation

- Demonstrate care and respect for employees
- Be visible and approachable
- Get to know your employees
- Prioritize the development of your staff
- Demonstrate honesty and integrity—do what you say you will do
- Hire and promote people with this leadership orientation—be smart about succession planning

## Empowerment

- Create processes that involve employees in collaborative decision-making and problem solving
- Provide the resources and skill/knowledge development to do necessary tasks
- Support employees and allow them to do their job without dictating how
- Remove real/perceived organizational barriers as much as possible
- Think before following established procedure

## Accountability

- Ensure that employees understand what is expected of them and why
- Establish concrete, challenging, and current goals
- Apply policies, rules, and opportunities fairly and equitably
- Let employees know that you will evaluate their performance and hold them accountable
- Hold yourself and others accountable

## Recognition

- Ensure employees feel valued by leaders and peers
- Create a culture of appreciation and encouragement
- Provide formal and informal recognition and rewards on a regular basis
- Offer feedback based on ability and effort
- Explain why behavior is being recognized
- Provide opportunities for development and advancement

These five overarching findings were identified based on research from *Call to Action #39 Lead the Way*, seven USC doctoral dissertations, and an ongoing evaluation of high scoring parks. This work was conducted by Workplace Enrichment, Learning & Development's Organizational Development Branch, the Stewardship Institute, University of Southern California, and the University of Vermont.

# Appendix B: Employee Viewpoint Survey Indices

## Best Place to Work Index

The extent to which employees are satisfied with their job, the National Park Service as an organization, and would recommend it as a good place to work.

## New Inclusion Quotient Index

The extent to which inclusion practices are incorporated into the workplace. And, the level to which employees feel that differences are supported in a friendly, flexible and fair way that makes them feel like uniquely valued team members.

## Employee Skills/Mission Match Index

The extent to which employees feel that their skills and talents are used effectively. And, the level to which employees get satisfaction from their work and understand how their jobs are relevant to the organizational mission.

## Teamwork Index

The extent to which employees believe they communicate effectively both inside and outside of their team organizations, creating a friendly work atmosphere and producing high quality work products.

## Pay and Benefits Index

How satisfied employees are with their compensation package (pay, retirement, health insurance, and life insurance).

## Work / Life Balance Index

The extent to which employees consider their workloads reasonable and feasible, and managers support a balance between work and life.

## Training / Development Index

The extent to which employees believe their development needs are assessed and appropriate training is offered, allowing them to do their jobs effectively and improve their skills.

## Support for Diversity Index

The extent to which employees believe that actions and policies of leadership and management promote and respect diversity.

## Strategic Management Index

The extent to which employees believe that management ensures they have the necessary skills and abilities to do their jobs, is successful at hiring new employees with the necessary skills to help the organization, and works to achieve the organizational goals with targeted personnel strategies and performance management.

## Effective Leadership Index

The extent to which employees believe leaders at all levels of the organization generate motivation and commitment, encourage integrity, and manage people fairly, while also promoting the professional development, creativity, and empowerment of employees.

## Performance-Based Rewards and Advancement Index

The extent to which employees feel they are rewarded and promoted in a fair and timely manner for their performance and innovative contributions to their workplace.

## Family-Friendly Culture and Benefits Index

The extent to which employees believe family-friendly flexibilities are offered to them, including telecommuting, and alternative work scheduling, along with personal support benefits like child care subsidies and wellness programs.

## Organizational Safety Index

The extent to which employees believe their work environment is safe, conditions allow them to perform their jobs well, and that they are prepared for potential security threats.

# Appendix C: Connecting the EVS Indices and Insights

EVS Index	Insight to Excite										
	Communication			Leadership		Empowerment		Accountability		Recognition	
Best Places to Work	X	X	X	X	X	X	X	X	X	X	X
New Inclusion Quotient	X	X			X		X		X		
Employee Skills/ Mission Match	X				X			X	X	X	X
Teamwork	X	X		X	X		X	X	X		
Pay											X
Work/Life Balance										X	
Training/Development					X			X			
Support for Diversity	X	X		X				X	X	X	X
Strategic Management					X			X			
Effective Leadership - Leader	X	X	X	X	X			X	X	X	X
Effective Leadership - Supervisor	X	X	X	X	X			X	X	X	X
Effective Leadership - Empowerment	X			X	X	X		X	X	X	X
Effective Leadership - Fairness	X	X		X		X		X			X
Performance-Based Rewards & Advancement		X			X			X	X		X
Family Friendly Culture	X	X					X			X	
Organizational Safety			X	X				X			X



