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Establishing High Performance Organizations In Government: A Case for the Implementation of High Performance Criteria

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Establishing High Performance Organizations In Government:
A Case for the Implementation of High Performance Criteria

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Introduction

In recent years there has been an increased emphasis on government organizations to do more with less. The demand from the public is to provide value, customer service, quality innovative services while balancing the pressures of fiscal responsibility and higher performance.

In today's ever-changing and fast paced world government organizations are facing challenges everyday. The pressures of voter demands and fiscal restraint are factors motivating change to produce a government that adheres to high performance organization standards. Other factors that are necessitating change are technological advances, changing workforce, sophisticated and demanding consumers and the perception that government agencies are wasteful and inefficient (Popovich 1998).

In order for government organizations and agencies to meet the demands placed on them it will become even more important for these organizations to adjust, adapt and reshape the attitudes and structure within the organization to better serve the consumers in a timely and efficient manner.

It has become critical that government organizations compete with the private sector in retaining highly qualified employees who are looking for more satisfaction in

their jobs and more freedom to control their work environment. With the explosion of the technology age government organizations need to use the technology available in order to provide better customer service to the consumers. Without the use of new technology consumers will find other resources to meet their demands and needs. Public organizations need to perform at higher standards and be more efficient. Due to the lack of revenue, compared to the demands of services most agencies face. The public tends to want high quality service without having to pay a high price for those services. Having highly skilled workers who are satisfied with their jobs will create a more productive agency (Popovich 1998).

The ability of government organizations and agencies to adapt and find more efficient ways of providing an environment that is more efficient, constructive and employee oriented will help the organization to provide the best possible service, while retaining highly skilled workers and creating an environment of job satisfaction. The public organization that can retain these highly skilled individuals and take advantage of their skills will have the ability to better serve the public. In order to create the proper environment an organization needs to be flexible and have the ability to implement changes that include associate involvement, a team oriented atmosphere, a sense of ownership, incentives for high performers, the opportunity to gain educational advancement, the freedom to have effective communication between administrators and employees, and a clear understanding of the purpose, mission, goals, and expectations of the organization.

Does the implementation of high performance characteristics motivate and

enhance employee's ownership and responsibility and will that increase employee performance and efficiency? The analysis of the implementation of high performance qualities within the public sector has not been intensely analyzed; the information available suggests that implementing high performance characteristics creates a more highly productive efficient and employee friendly organization. While every situation can be differing there should be no doubt that by involving your employees and creating a sense of involvement and ownership with in the organization an atmosphere of high performance and efficiency will be created.

The data for the research was obtained from Utah County and three separate cities within the county: Springville City, Mapleton City, and Spanish Fork City. The purpose of the research is to 1) evaluate common characteristics of high performing organizations; 2) see if there is a correlation between public employee's responses and characteristics of high performance organizations; 3) asses and propose how specific characteristics could evaluate employees performance.

A review of different literature was gathered to determine the following: 1) what is considered a high performance organization and is there a need. 2) what are the characteristics of high performing organizations and are there common characteristics. 3) can the attitudes and culture of public employees be change to reflect improved performance? 4) using current research results is it possible to change and enhance employee performance in the workplace.

Research Methodology is to be comprised of data collected from Utah County, Springville City, Mapleton City, and Spanish Fork City. A random sampling was used

of 84 total county and city workers. There were 44 county employees sampled and 40 city workers sampled. Of those sampled, 60 were female employees and 24 male employees. Ages ranged from 18 to 65. The data set was gathered and analyzed to determine workers attitudes and if their attitudes and performance would be affected by the implementation of high performance criteria in their workplace. The survey questions were based on the characteristics of high performance organizations.

Literature Review

The analyzation of high performing organizations characteristics in relation to the public sector employee has not been studied very intensely. Many government organizations tend to be controlling and un-accepting to change and growth. In order to better understand high performance organizations we need to first define organization. Merriam-Webster's dictionary defines organization in a few different ways: 1) the act or process of being organized; 2) the condition or manner of being organized; 3) an administrative and functional structure (as a business, agency, or political party); 4) characterized by complete conformity to the standards and regulations of an organization(p.819)". Public organizations tend to grow in size and services offered, eventually being unable to meet the demands placed on them.

Creating and maintaining a high performance organization is a challenge facing many government organizations in today's fast paced world. Mark G. Popovich in his book titled "*Creating High Performance Government Organizations*" gives a working definition of a high performance organization; "High performance government organizations are groups of employees who produce desired goods or services at higher quality with the same or fewer resources. Their productivity and quality improve

continuously, from day to day, week to week, and year to year leading to the achievement of their mission (p.11)".

Popovich gives a more in depth definition of high performance with several key points:

1. **Transforming and maintaining change is people centered-** the essential focus is on the people of the organization and on the outside with a vested interest in the performance.
2. **High performance organizations may or may not encompass the entire organization-** change can begin with small groups or pockets of employees within the organization. Top leaders do not need to initiate the change, but eventually need to endorse or become involved to permeate the organization.
3. **High performance organizations are not restricted to traditional boundaries-** different agencies, bureaus can create links across the different levels of government. Rigid lines that block collaboration and change are lost and produce better results
4. **Things that make the greatest contribution to achieving the mission-** High performance organizations focus on their mission. High performance organizations continue to hone their mission , it adapts and changes to get the results that really matter.
5. **High performance organizations produce their results using the same or fewer resources-** Declining resources offer an opportunity to work smarter and produce better.
6. **High performance organizations are dynamic, continuing to evolve and grow-** The organization is alive and grows and changes in response to there own needs and those in the environment.

High performance organizations distinguish themselves from traditional organizations in that they are more people oriented, people being those inside the organization and those who have an interest in the organizations performance. High

performance organizations can adapt and change to meet the needs at any given time, and to so with the ability to cut costs and maintain or improve quality. These organizations are continually in the process of evolving.

The need for high performing organizations is increasingly essential in government. Due to waste and inefficiency in traditional practices, organizations can become or are already inefficient, by duplicating tasks and having bloated staffs using many different employees to perform tasks that one could do.

The changing workforce with an emphasis on technological advances has created an atmosphere where public and private organizations are competing for the same highly skilled workers. In order for government organizations to compete for those workers an environment conducive to job growth and job satisfaction must be obtainable. The public is becoming more demanding in the delivery of goods and services due to advancements in technology and new products and services offered. The public expects more efficiency and quality in the services offered from government organizations. If the government organization cannot meet these expectations the public will turn to the private sector. The fiscal restraints placed on government agencies demands that the offices, departments, and agencies find ways to do more with a continued high standard of quality at a lower cost. This will require innovative ideas to meet these demands.

In Howard M. Messiners article "*Improving Productivity of Federal Workforce*", he lists 5 events internal and external that will require federal agencies to assure that the

business of government can be provided at a high quality service to citizens.

1. About 15 percent of the federal workforce will retire from 2001 to 2006.
2. The world of work is changing at an increasingly rapid pace. The competent workforce of today is not necessarily the competent workforce of tomorrow.
3. Assuming the expanding economy, the competition for well qualified staff will take place within a shrinking labor force.
4. The realities of terrorism are redefining the nations immigration policies, which have enhanced the available labor pool.
5. The competence needed in our leaders and general workforce is not inherently advanced nor fully developed within the workforce.

Assuming these 5 events take place this provides another example of the need for high performance organizations. High performance organizations are not only needed but will soon be in high demand to meet the needs of the consumers.

Throughout the research process it was determined that there are many essential factors for creating a high performance organization. Of the many different criteria, the organization must be willing to change and the involvement of administrators and associates must be connected. High performance organizations are those which create a culture that provides for the employee to be held accountable and responsible for meeting the customer's demands in an efficient way and with quality services.

What are the common characteristics of high performance organizations? Haidee E. Allerton in her article "*High Performance*" gives a list of characteristics of high performance organizations:

1. Employees control resources, systems, methods, working conditions, and work schedule.
2. Leaders build an environment of trust by listening to and communicating with employees.
3. Well understood vision and values help guide decision Making.
4. Decision making occurs at the lowest level.
5. Individuals have the ability and data to measure their own performance and progress.
6. Leaders and associates work together to establish clear goals, expectations and accountabilities.
7. Leaders champion continuous improvement, facilitate learning, and reinforce effective performance.
8. Risk taking is encouraged; mistakes are treated as learning opportunities.
9. Performance feedback comes from peers, customers, and direct reports.
10. Systems-selection and promoting, rewards, and recognition compensation, information management and so forth-are aligned to reinforce and drive desired behaviors.
11. Effective training is provided to build skills at the teachable moment(just in time).
12. Jobs are designed to provide employee ownership and responsibility.

This list provides an excellent example of the characteristics of high performance organizations, although it is not all encompassing, there are important themes that can be used and implemented into an organization, specifically in the public sector. The ability of the organization to allow employees to have more control over their decision making is essential. Empower the employee to make decisions and have input. Leaders and associates work together to create the goals, expectations, and accountability standards of the associates.

Good communication throughout the organization creates an understanding of the purpose of each individual's function and encourages an environment where there is trust between employees in the organization. The ability of an organization's leaders to provide positive feedback to their employees on their performance, in relation to those affected within and outside the organization, creates an environment to improve and advance. A powerful yet simple quote from Kevin McManus simply states "*No Feedback No Motivation*" (April 2001). This is a statement that is simple but logical; if the employees are not receiving feedback the ability for them to perform at a high level becomes stagnant. An organization that facilitates an environment of learning and improvement allows and encourages success, which stimulates an environment in which employees can perform at a higher level. The ability of an organization to reward, recognize, promote and compensate, reinforces the desire of the individual to perform at a high level.

Although High performance characteristics have been implemented into the public sector, they have not been intensely researched and analyzed, however, there is ample information on defined common characteristics of high performance organizations. Popovich (p.16) reinforces common characteristics of high performance organizations when he lists 8 characteristics:

1. Are clear on their mission.
2. Define outcomes and focus on results.
3. Empower employees.
4. Motivate and inspire people to succeed.

5. Are flexible and adjust nimbly to new conditions.
6. Are competitive in term of performance.
7. Restructure work processes to meet customer needs.
8. Maintain communication with stakeholders.

The ability of the organization to adjust to new conditions and new demands allows for the organization to remain competitive in terms of its performance. It also allows the organization to improve work processes as the needs of the consumer change.

High performance organizations all have a common characteristic, a clear understanding of there mission and vision. It is imperative that the organization has a clear understanding in order to set goals and objectives. Fred Nichols article which appeared in *Performance and Instruction* in 1992 and titled "*Objectives, Systems, Patterns, Politics, and Conflict*", cited four questions to help set effective goals and objectives:

1. What do you want that you don't have?
2. What do you want that you already have?
3. What don't you have that you don't want?
4. What don't you have now that you don't want?

Breaking down each question individually gives an easy reference to set high performance goals and objectives. Question 1 simply states what is it that your organization wants to achieve. Question 2 asks us what are the things that the organization wants to keep that are already affective. Question 3 warns the organization to be aware of the things that need to be avoided. Question 4 states what are the things

that need to be eliminated that are not working or create a negative impact within and outside the organization. These questions provide focus and structure so that everyone within the organization has a clear understanding of the vision and mission which are key components to high performance organizations.

There are many common characteristics that high performance organizations have. To better illustrate the differences between traditional organizations in comparison to high performance organizations. West S. Resnick states in his study titled "*Benchmarking Worksheet*".

<u>Design Components</u>	<u>Traditional Org.</u>	<u>High Per. Org.</u>
People	narrow expertise rugged individuals	multi-skilled team players
Decision Systems	centralized closed	dispersed open
Human Resource Systems	standard selections routine training job based pay repetitive jobs	realistic interviews continuous training performance pay self regulated teams
Structure	rigid hierarchies' functional department	flexible hierarchies self contained businesses
Values & Culture	promote compliance routine behaviors	promote involvement innovation & cooperation

The differences between the two types of organizations are easy to see.

The high performance organization provides an environment for employees to grow and expand and have job satisfaction.

It has been determined that there are many different criteria that define a high performance organization. Many of these criteria have common themes. High performance organizations characteristics need to be the standard in public organizations in order to retain highly skilled workers and provide an atmosphere where the employees and the organization can perform at a high level to provide the quality of services needed to be successful. Based on the research, there are enough common characteristics and themes of high performance organizations to say there is a definite standard in terms of high performance criteria.

The task of changing the culture of the organization from one that is traditionally run to one that encompasses and implements high performance characteristics is critical. These changes are composed of significant shifts in the way the organization operates and works together. High performance organizations change the relationships between people and their work, organizations and their customers and organizations and their internal environment (Popovich1998).

In order to change the attitude and culture into a high performing one, it is important to evaluate the various factors that will affect the change. By understanding these factors the best strategy for an organization can be selected. Kurt Lewins concept of force field analysis provides a model that can be used to analyze the impacting forces

on organizations and allows the organization to weigh the pros and cons of those forces. Once you have identified the driving forces and restraining forces you can formulate a plan to achieve success. The following is an example of the force field analysis model:

Goal or Proposed Change: change the attitudes and culture of public employees to reflect improved performance.

<u>Driving Forces (pros)</u>		<u>Restraining Forces (cons)</u>	
job satisfaction	4	past or present practices	5
employee input	4	resist change	4
vested interest in organization	4	lack of knowledge/education	3
performance rewards	5	no employee input	4
job growth/advancement	4	organizational policies	4
Total	21	Total	20

Once the driving forces and restraining forces have been determined the following questions need to be answered. Are they valid? What is their strength? Which can be altered? Which cannot be altered? Which can change quickly? Which ones slowly? Which ones would produce immediate change? What is needed to alter the forces and are they obtainable? Once these have been answered assign a score to each one on a scale from 1(weak) to 5(strong). The score is based on 1) strength of the force and 2) the ability to influence the force. Calculate the two columns for total score. Decide if the

goal or change is feasible and plot a course of action. When deciding on a course of action the decision needs to be based on three criteria; to strengthen positive forces; weakening the negative forces; create new positive forces. By identifying the different forces involved in the change whether it is a broad change/goal or a specific change/goal it is important to identify the specific goals that need to be accomplished. In order to promote the change in attitudes and culture, create a plan of action, and implement the change so that success can be obtained and the proper attitudes and culture is achieved. Force Field Analysis can be used to help the organization create strategies to achieve higher performance (www.extension.iastate.edu). There have been some other strategies implemented in the public sector to increase performance, they are not all encompassing and they each have their strengths and weaknesses. Popovich on pages 108-109 lists 5 alternative strategies to increase performance:

- 1.) **Total Quality Management** – empowers employees at all levels of the organization it involves clearly defined goals and small team-oriented organizing units. Provides a humanistic approach in the way employees are treated. Popular in the private sector.
- 2.) **Buisness Process Reengineering** – the organization abandons all structure, resources, and work processes and redesigns the entire organization based on current knowledge, skills and technologies.
- 3.) **Principle Driven Change** – focuses on an agreed set of principles to guide the change process. It involves changing operations, policies, and procedures to fall in line with the principles that were agreed to.
- 4.) **Privatization** – it assumes that the private sector can provide public services more efficiently and at less cost than government. Private companies deliver certain services under contract with the government.

- 5.) **Competition** – competition among service providers creates a way to keep costs down meeting customer demands, in an efficient way, with quality services.

These alternative strategies for creating a high performance organization offer many different ideas to change the culture and attitudes of the organization. It is extremely important that the organization maintain and stick to the vision, and goals that have been established when deciding on the strategy to be used to implement the change.

An organization can change the attitudes and culture of an organization and employees from a traditional organization to a high performing organization by specifically defining the vision, goals and expectations of the organization and by analyzing each transformation while implementing the characteristics of high performance.

Public employees provide their services with the intent of doing a good job. There is a perception however that the service/services the public are provided is often poor in quality and they become dissatisfied with the service. The private sector which has shareholders to answer to and their sole purpose is to maximize economic returns has a way to measure high performance.

The public sector is not based on shareholders and their return value so it becomes difficult to define a measuring standard for high performance. By implementing the use of high performance criteria with the proper tools it is easier to assess the performance of the organization and measure if it is providing valuable service, to the citizens.

Vivienne Jupp and Mark P. Younger in the February issue of Outlook Journal in their article titled "*A Value Model for the Public Sector*", provide a way to define what value means in the public sector and the high performance capabilities that provide the greatest value for a particular government agency using the Accenture Public Sector Value Model. This model "adapts the principles of commercial shareholder value analysis to a government context, enabling governments at all levels to assess how effectively their resources generate meaningful value for the average citizen (2004)." It aims to help the agencies create the right balance between pressure to raise performance levels and the pressure to reduce costs (2004). The following are seven points of emphasis which reinforce the characteristics of high performance government organizations:

- 1) **high performance organizations are relentlessly outcome and value focused**— high performance organizations are not misled by measures that are means (government programs) rather than ends (value as perceived by citizens).
- 2) **high performance organizations in government are highly efficient**- organizations are continually rethinking the processes of government, finding ways to improve efficiency of how public services are delivered and maintained.
- 3) **high performance organizations in government are aware of changes in environments and able to translate insight into action**- the ability to see trends in government and technology and translate that into higher value outcomes.

- 4) **high performance organizations in government are highly focused on their core capabilities-** they adopt outsourcing to improve efficiencies in non-core activities. Using partnerships, alliances and outsourcing strategies for non core functions.
- 5) **high performance organizations in government are highly agile-** the creation of e-government funds to support interagency projects that improve citizen access to services. Also are key in breaking down silos and securing cross agency cooperation.
- 6) **high performance organizations in government are committed to the growth and development of their employees-** unhappy workers are very unlikely to produce happy customers. Organizations provide learning opportunities.
- 7) **high performance organizations in government are headed by courageous leaders-** leadership with a bold vision and relentless drive are motivating factors.

A review of the Accenture Public Sector Value Model is found in the journal "Canadian Business", January 2005. The project involved the Arizona Department of Revenue. The results highlighted key findings that helped mould future agency decisions. These findings were; resources drive outcomes- the department experienced its highest outcome levels in two years when it had the highest adjusted expenditure per taxpayer and the most employees. Improving cost effectiveness- by capitalizing on limited resources while delivering strong level outcomes with those resources.

Soonhee Kim's study "*Participative Management and job satisfaction; Lessons for Management & Leadership*", published in March/April ed. Of Public Administration Review supports the use of high performance characteristics, specifically leaders and associates working together with good communication. In the March/April edition of

Public Administration Review in his article Soonhee Kim concluded that when managers used participative management style, used participative strategic planning processes and effective supervisory communication it did affect the level of job satisfaction. employees levels of job satisfaction increased.

The implementation of high performance characteristics has had a positive effect on organizations to run more efficiently and provide quality service. The Pennsylvania Department of Transportation (PennDOT) was an inefficient and poorly run department with overstaffed departments and a lack of accountability with the employees. PennDOT reorganized overstaffed departments and top heavy administration. Replaced the previous advancement system with a new one, appointing supervisors based on merit and competitive selection. They instituted a management by objective program and developed a structured plan creating a organizational culture based on productivity and excellence. PennDOT has become a high performance, service oriented department.

The following is an example of reshaping the structure of an organization to produce higher performance. A case study of the city of Indianapolis's fleet maintenance organization showed the following results (www.privatization.org). The department had performed 10 years of quality management. It was considered to be the most efficiently run garage in the state of Indiana. The mayor, decided to try to contract out to private companies. The department took notice and went to work reshaping the maintenance fleet and the results were great. The department eliminated \$2.5 million dollars out of the overhead, and increased their productivity per mechanic by 22 percent

while reducing the cost to other agencies. The following table reflects the fleet maintenance before restructuring and after:

	<u>Before</u>	<u>After</u>
Annual Costs	5.3 million	2.8 million
Productivity per Mechanic	very low	up 22%
Employee Compensation	automatic cost of living	performance bonuses
Ratio of managers To workers	1.1 to 1	4 to 1
Number of Employees	119	82
Number of Complaints	24	5
Number of Vehicles serviced	2,104	2,202

By the implementation of performance enhanced rewards, more team oriented atmosphere and employee accountability the fleet maintenance department was able to increase productivity and efficiency and lower the cost of operation. The implementation of high performance principles can increase employee satisfaction, increase employee

production and provide for more quality service to the consumer.

High performance organizations have many common and well defined characteristics. By implementing them into public sector organizations, higher performance and increased efficiency can be attained, employee's job satisfaction can be increased, a quality product can be produced, and a satisfied consumer will be met.

Methodology

The data set was gathered and analyzed to determine workers attitudes and if their attitudes and performance would be affected by the implementation of high performance criteria in their workplace. The survey questions were based on the characteristics of high performance organizations. The study was a quantitative research project.

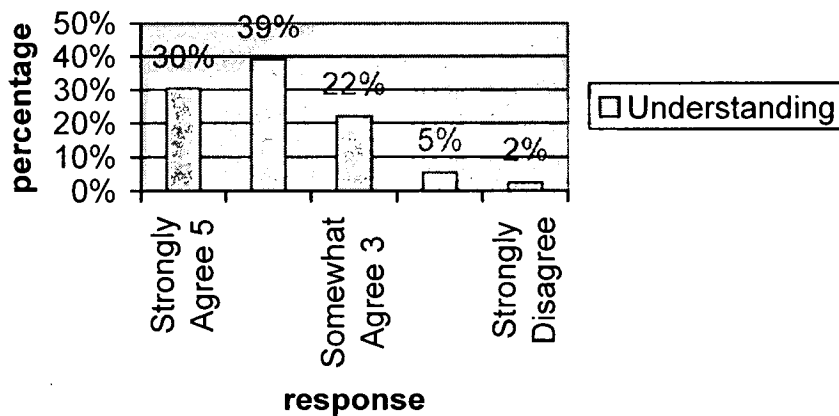
The data for the research came from Utah County, Springville City, Mapleton City, and Spanish Fork City. A random sampling was used of 84 total county and city workers. There were 44 county employees sampled and 40 city workers sampled. Of those sampled, 60 were female employees and 24 male employees. Ages ranged from 18 to 65.

The survey consisted of 18 questions. Thirteen of the questions were specific to high performance characteristics. Five of the questions were the different variables. The variables were gender, age, education, length in position and the agency worked for (See exhibit A). The survey was assessed using a Likert rating system. The scale was from 1 to 5. 1 = strongly disagree, 2 = disagree, 3 = somewhat agree, 4 = agree, 5 = strongly agree.

Using the Likert scale of 1 to 5, a score of 4 or 5 represents positive score and a score of 1 or 2 represents a negative score, a score of 3 was neutral, the following conclusions can be made.

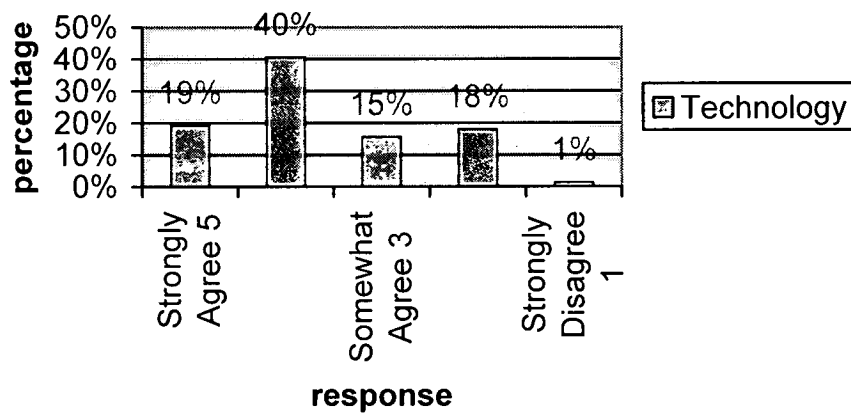
High Performance Study Results

Questions 5 ,17 surveyed the respondent's knowledge to see if they had a good understanding of the vision, mission, goals and expectations of the organization they worked for.



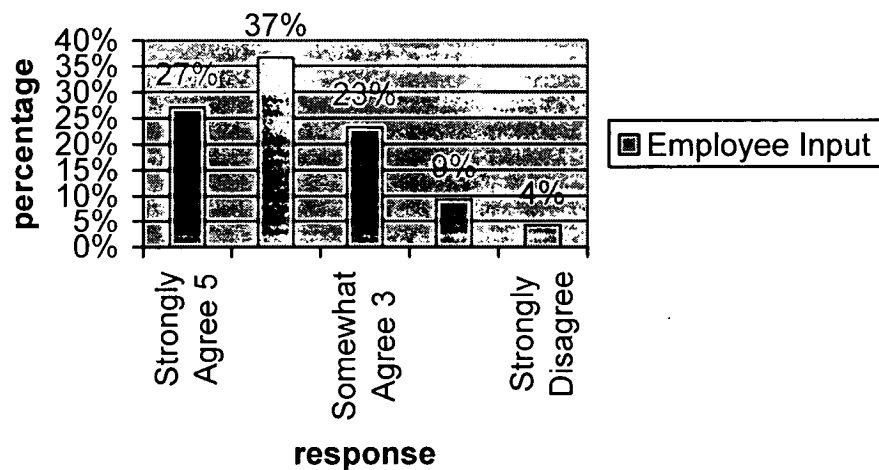
69% of the respondents agreed they had a clear understanding, while 7% disagreed that they had a clear understanding, 22% felt they were neutral. Based on these results it can be concluded that a high percentage of the employees had a clear understanding of the vision, mission, goals, & expectations of their job.

Question 6 Is the organization current with technology?



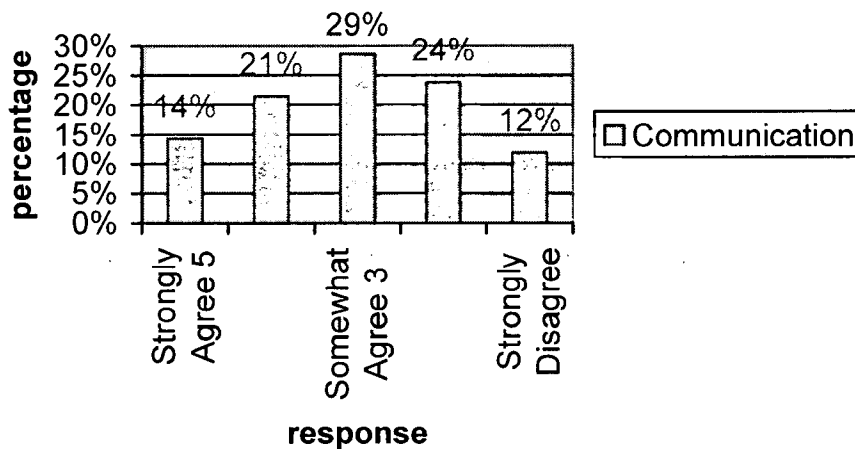
Employee's responses show that 59% agreed that technology was current in their organization, while 19% disagreed feeling like their organization lacked the proper technology and 15% were neutral. Based on the results current technology was above average but there is a need for improvement.

Questions 7, 10, 13, 14 Do employees feel if they had more control and input over their job; were rewarded based on performance, would they feel more ownership and responsibility to perform at a higher level?



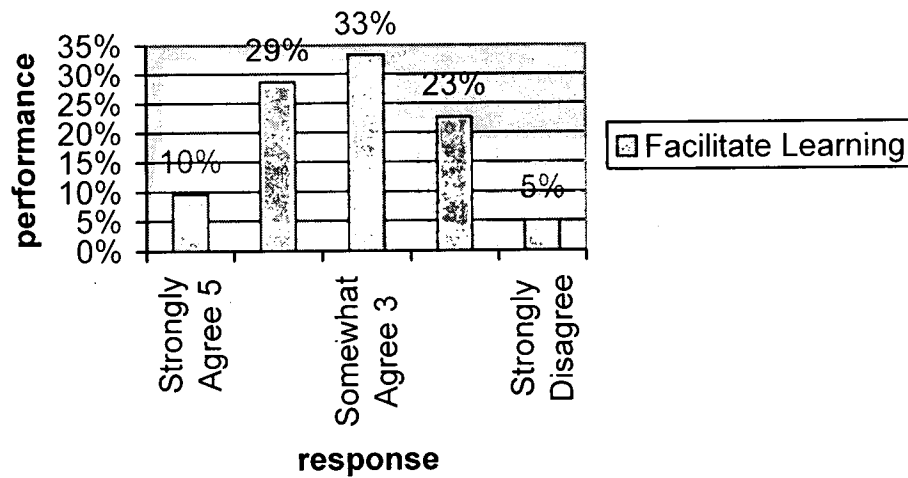
64% of the respondents agreed that they would increase, 13% disagreed that their performance would change from its current status, and 23% partially agreed that the would increase performance if offered more input and control over their job. It can be concluded that most employees would perform at a higher level if they felt they had more input and control over their job and were rewarded on their job performance.

Questions 8, 12 Is there good communication and feedback in the organization?



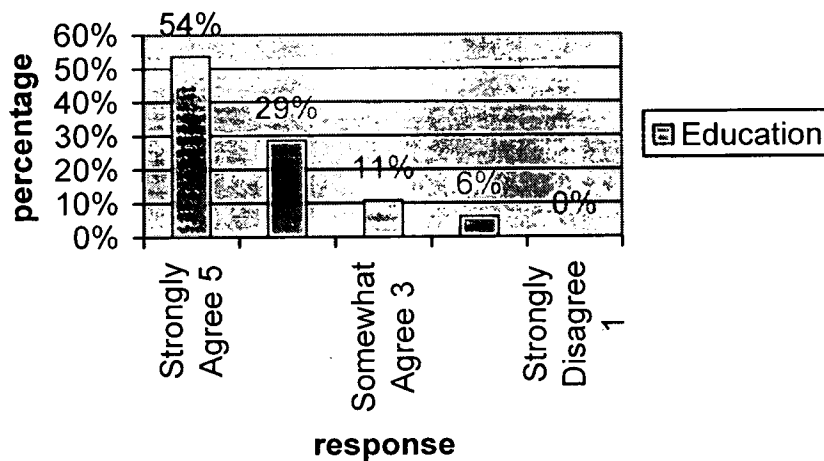
35% of the responses indicates that there is good communication and feedback, while 36% disagreed that the feedback and communication was good, 29% were neutral. Based on the results most employees felt that there was poor communication and feedback, stressing the need for high performance criteria.

Question 11 Does the organization provide for continuous improvement, learning and reinforce effective performance?



39% of the employees agreed the organization provided for continuous improvement, learning and reinforced effective performance, 28% disagreed these opportunities were provided and 33% were neutral. The majority of the people do not agree that the organization provides for continuous improvement, learning, and reinforcing effective performance.

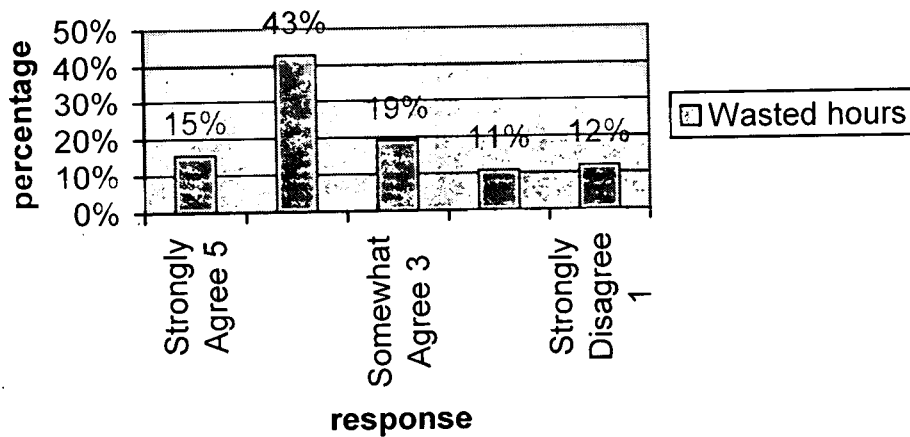
Question 15 Would you take advantage of educational opportunities?



When offered educational opportunities 83% of the respondents agreed they

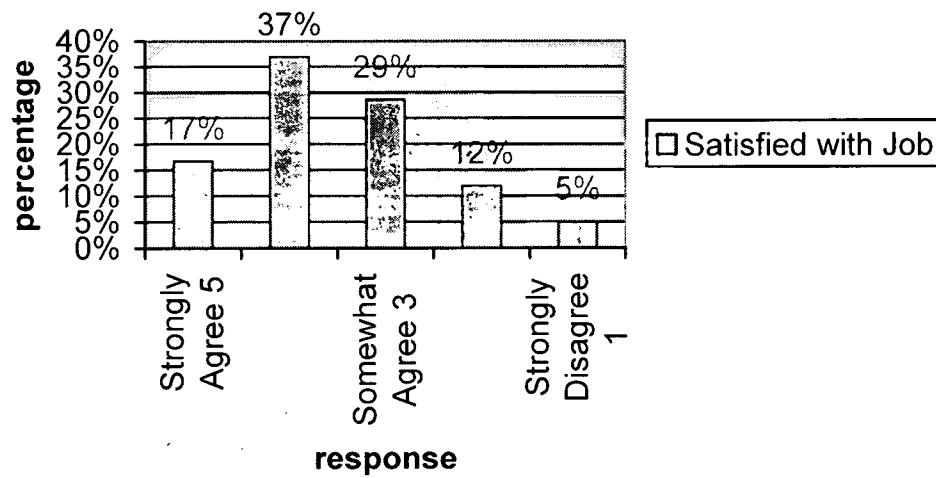
would take advantage, 6% disagreed saying they wouldn't take the opportunity if offered and 11% partially agreed. Based on the results most of the employees would take advantage of educational opportunities.

Question 9 Are there wasted man hours within the organization?



58% of the employees agreed that there were wasted man hours in their organization, 23% disagreed, and 19% were neutral. Over half of the employees indicated that there were wasted man hours in their organization. It can be concluded that there is inefficiency with in the different organizations and the use of high performance criteria would be useful.

Question 16 Are you satisfied with your job?



54% of the respondents agreed that they were satisfied with their job, 17% disagreed and were dissatisfied with the job and 29% were neutral. The response of the employees shows that half the employees were satisfied, although 46% of the employees would like their jobs to be more satisfying.

Conclusions and Policy recommendations

The recent trend of government organizations to do more with less has created a need for High Performance Government Organizations. Due to voter demands of accountability, fiscal restraints, technological advances, a changing workforce, more sophisticated and demanding consumers, and the ability of government organizations to retain a competent and quality workforce. The ability to become a High Performance Government Organization is in demand (Popovich1998).

The demand placed on government organizations to provide a culture within the organization that promotes employee job satisfaction has created an environment conducive to implementing high performance criteria. The ability to reshape and restructure an organization so that the demands being placed on that organization can be met is needed. By implementing high performance characteristics into government organizations it will allow the organization to meet the demands placed upon it.

As the research has shown employees attitudes reflect that employees would feel more ownership and responsibility to perform at a higher level if given more input and control over their work culture. If they had better communication and more feedback from leaders, they would take advantage of educational opportunities and organization would become more efficient providing better quality of services. If a government organization is going to be able to meet the demands in today's workplace it is recommended that it; First, establish a clear vision and mission for the organization. Second, provide a clear understanding of the goals and expectations of the organization

and of its employees. Third, utilize technology to become more efficient and continue to train employees in order to allow them to maintain a high level of skill. Fourth, create an atmosphere of trust in the organization by listening and communicating with associates. Fifth, reward effective performance and reinforce positive performance. Sixth, provide learning and educational opportunities for the employees. Seventh, empower the employees to have more control over their work culture. Eighth continue to evaluate procedures and processes and be able to adjust, adapt, and restructure based on the changing needs of the employees and the consumers.

Exhibit A

High Performance Survey Questions

Please answer each question on a scale of 1 to 5, with 5 strongly agree, 4 agree, 3 somewhat agree, 2 disagree, 1 strongly disagree. Or mark the box with an "X".

1. What is your gender? ☐ Female ☐ Male
2. What is your age category? ☐ 18-25 ☐ 26-35 ☐ 36-45 ☐
☐ 46-55 ☐ over 55
3. What is the highest level of education completed? ☐ High School
☐ College ☐ Graduate or above ☐ No Education
4. How long have you been in your position? ☐ 1-5yrs ☐ 5-10yrs
☐ 10-15yrs ☐ more than 15yrs
5. I have a clear understanding of the vision and mission of my office/organization?
1 2 3 4 5
6. My office is up to date with technology (i.e. software, hardware, training etc.)?
1 2 3 4 5
7. I have a sense of ownership & responsibility in the organization I
work for?
1 2 3 4 5
8. I believe my office has good communication between the administrators
and associates?
1 2 3 4 5
9. Are there wasted man hours in your office?
1 2 3 4 5
10. If I had input into the decision making process in my office. Would I feel
more ownership & responsibility, and be willing to perform at a higher level?
1 2 3 4 5
11. My work environment provides for continuous improvement, facilitate learning
and reinforce effective performance?
1 2 3 4 5
12. I receive feedback from my superiors?
1 2 3 4 5
13. If I could receive performance incentives and/or bonuses instead of yearly
increases, would I increase my job performance and production?
1 2 3 4 5
14. If I had more control over my job resources, methods, working conditions
and work schedule would I be more efficient and productive in my job?
1 2 3 4 5

15. Would I take advantage of educational opportunities if they were presented to me?
1 2 3 4 5
16. I am satisfied with my job?
1 2 3 4 5
17. I have a clear understanding of the goals and expectations of my office/organization.
1 2 3 4 5
18. What agency do you work for _____ Utah County _____ Mapleton City
_____ Spanish Fork City _____ Springville City

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