

# QWL Team Report

November 1, 2000

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# QWL Team Report

- ◆ The Message
- ◆ Background
- ◆ The Team
- ◆ Team Process
- ◆ FY 00 Status
- ◆ Subteam Reports
- ◆ Current State
- ◆ Recommendations
- ◆ Next Steps

# The “Diversity” Message

- ◆ Valuing diversity means creating an inclusive environment for all employees
- ◆ Employees who feel good about their environment are more productive
- ◆ Business Case – Recruitment and Retention
- ◆ Aligned with Center’s values

# Background

- ◆ Summer 1999, Al Diaz requests briefing on current “QWL” program
  - Center Facility Program
  - Code 200 Directorate Program
- ◆ Al directs the establishment of a Centerwide program to address “all” QWL requirements, not just facilities
  - Follow the Code 200 model
- ◆ Al earmarks \$200k per year from the facilities budget for a QWL Centerwide program
  - Given timing, \$100k allocated to FY 00

# The QWL Team

- ◆ Felicia Donnell
- ◆ Alison McNally
- ◆ Dillard Menchan
- ◆ Jerry Simpson
- ◆ Diane Williams
- ◆ Stan Williams
- ◆ Dot Zukor
- ◆ Karen Flynn\*
- ◆ Tom Paprocki\*
- ◆ Sharon Wong\*

\*Advisors

# Team Process

- ◆ Short term action – FY00 program (\$100k)
- ◆ Long term action – Future program structure and process
- ◆ Established three subteams
  - Culture Survey Analysis
  - Inventory of Center Activities
  - Benchmarking
- ◆ Three “retreats”

# FY00 Program

## ◆ FY00 Goals and Criteria

- Use historical definition of QWL this year
- Seek investment opportunities at both Greenbelt and WFF
- Seek investments that could be implemented in FY00
- Focus on projects which effect the broadest populations

## ◆ Two Projects Selected

- WFF Picnic Pavilion
- Continuous sidewalk between Buildings 1 and 30

## ◆ Project Status

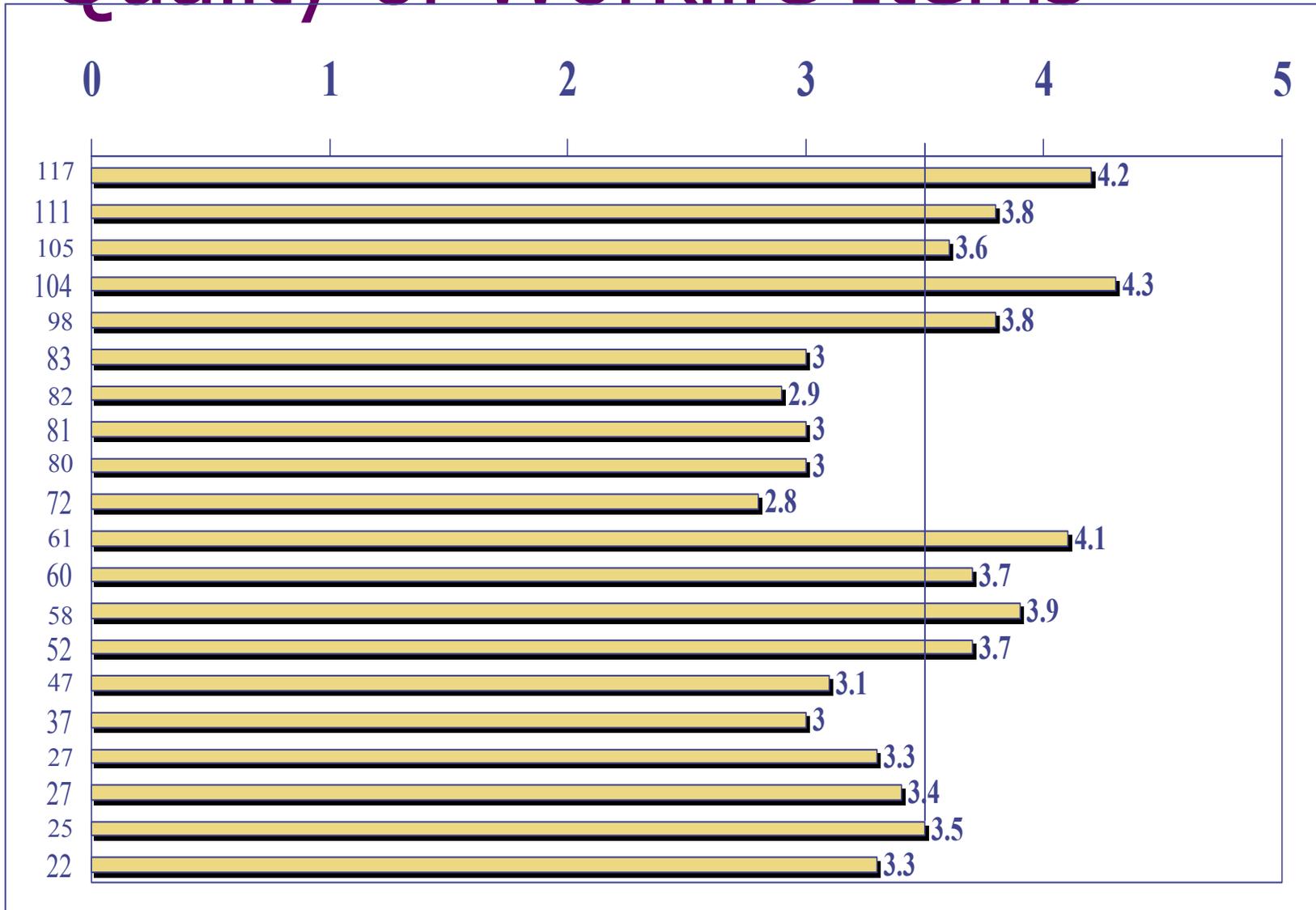
# Culture Survey Analysis

## Quality of Worklife Items

<u>Lows</u>			<u>Highs</u>		
# 37	3.0	Risk-Taking	#61	4.1	Empowerment
#47	3.1	Risk-Taking	#104	4.3	Pride/GSFC
#72	2.8	Salary/Benefits	#117	4.2	Good
#80	3.0	Mentoring			Workplace
#81	3.0	Rewards			
#82	2.9	Awards			
		Program			
#83	3.0	HR Process			

# Culture Survey Analysis

## Quality of Worklife Items



# Culture Survey Analysis Observations

- ◆ Some Human Resource Systems Issues are beyond the scope of GSFC to solve
- ◆ Center Awards Program still has issues
- ◆ Risk-taking perception linked to NASA edicts
- ◆ High marks related to QWL and personnel at GSFC

# QWL Inventory of Center Activities

- ◆ First cut looked at three areas:
  - Personnel and Related
  - Facilities and Related
  - Employee Welfare
- ◆ Polled Directorates for input

# Benchmarking

## ◆ QWL Subcommittee benchmarked QWL efforts of:

- other NASA Centers
- other Government agencies (OGA)
- local GSFC contractors

# Benchmarking

## ◆ Other NASA Centers

- DFRC, LaRC, ARC, SSC, HQ
- Most Centers identified QWL activities in connection with NASA Exchange activities and otherwise with HR/Fitness/EAP activities
- Few formal QWL programs
  - ◆ Where established, QWL is linked to HR office

## ◆ Results from OGA's

- NSA, NIH, Labor, OPM, EPA, FNMA
- [FNMA covered separately]
- QWL programs at these agencies managed out of HR office

## ◆ Results from Contractors

- Boeing, Swales, QSS
- QWL is treated as part of benefits package
- QWL programs managed out of HR office

# Fannie Mae Foundation

- ◆ Health and Worklife Center
- ◆ Tools to reach the Employees
- ◆ Highlights

# Fannie Mae Foundation

- ◆ Twenty Year Old Organization
- ◆ Employs Approximately 6200 Employees (Washington, DC and VA)
- ◆ Creates Affordable Homeownership & Housing Opportunities

# Fannie Mae Foundation Health and Worklife Center

- ◆ Reasons Why The Center Was Developed
  - To Bring Umbrella Over Non-Benefits Programs
  - To Bring Better Recognition of Programs (Serves As Single Point-of-Contact)
  - Major Driver- Internal Support Of Senior Management
- ◆ Consists of 10 Employees (Includes 2 Nurses and 3 Childcare Employees)
- ◆ Consists of Traditional/Non-Traditional Benefits Programs

# Fannie Mae Foundation Tools To Reach Employees

- ◆ 1997 Extensive Work/Life Survey
- ◆ Internal Forums
- ◆ Small Surveys-Throughout The Year

# Fannie Mae Foundation Various Worklife Programs

- ◆ Signature Benefits
- ◆ Healthy Living
- ◆ Dependent Care Services
- ◆ Flexible Work Options
- ◆ Time Away From Work
- ◆ Convenience Services
- ◆ Other Related Services

# Fannie Mae Foundation Highlights-Healthy Living

Informed Health Program (Health Information And Decision Counseling Services Available 24/7. Telephone Support Services Includes Unlimited Access To Specially Trained Nurses)

# **Fannie Mae Foundation Highlights-Dependent Care Services**

- ◆ The Emergency Childcare Center
- ◆ Dependent Care Voucher Program
- ◆ Eldercare Services
- ◆ The Family Resource And Referral Service

# Fannie Mae Foundation

## Highlights-Flexible Work Options

- ◆ Flexible Schedules
- ◆ Compressed Workweeks
- ◆ Teleworking
- ◆ Part-time Schedule and/or Job Sharing

# Current State

## Relook at Current Inventory

- ◆ Grouped as Traditional vs. Nontradition
- ◆ Within each category, grouped as Discretionary vs. Nondiscretionary

## Traditional

### ◆ Discretionary

- Employee/management development

### ◆ Non Discretionary

- Retirement
- Cash awards
- Job-related training
- Salary
- Annual leave
- Sick leave
- Employee/management development
- Accommodation/Accessibility
- Health benefits

## Non-Traditional

### • Discretionary

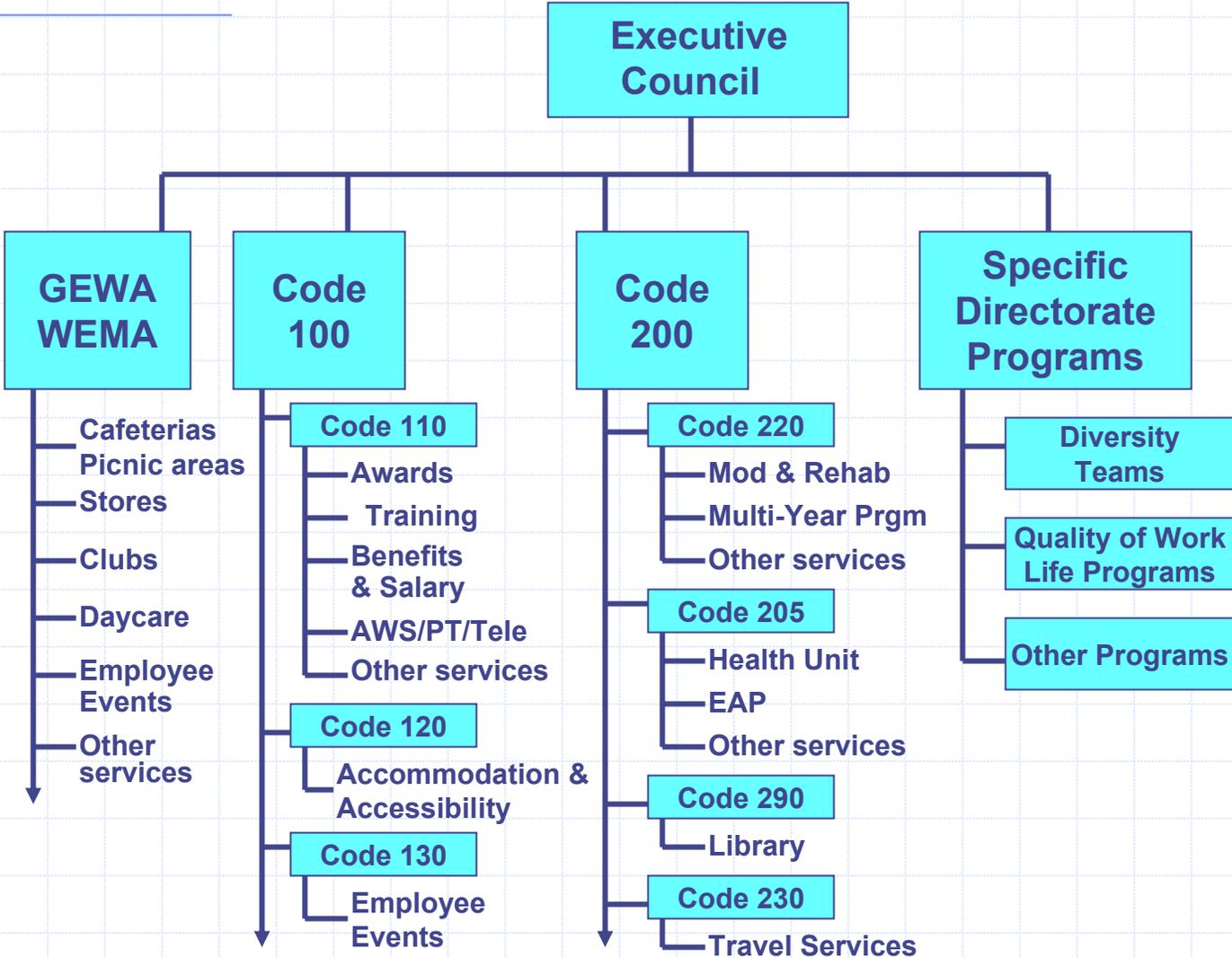
- Time-off awards
- Peer awards
- On-the-spot awards
- Development
  - Mentoring
  - Graduate program
  - Career Counseling
  - Learning Center
- AWS/Flextime/Job Sharing/telecommuting
- Part-time employment
- Recruitment, Retention, Relocation bonuses
- GEWA/WEMA
- Leave Donor program
- Day Care
- Travel Service – leisure travel
- Free Parking
- Post Office
- Fitness Facility
- Lactation Facilities
- Library
- Cafeteria
- Credit Union/ATM's
- Academic/Tuition assistance
- Facility QWL program
- Center Colloquia
- Some occupational health programs
- Directorate QWL programs

### • Non Discretionary

- Family leave
- Health Unit
- EPA
- Transportation Subsidy

# Current State

## Quality of Worklife Structure



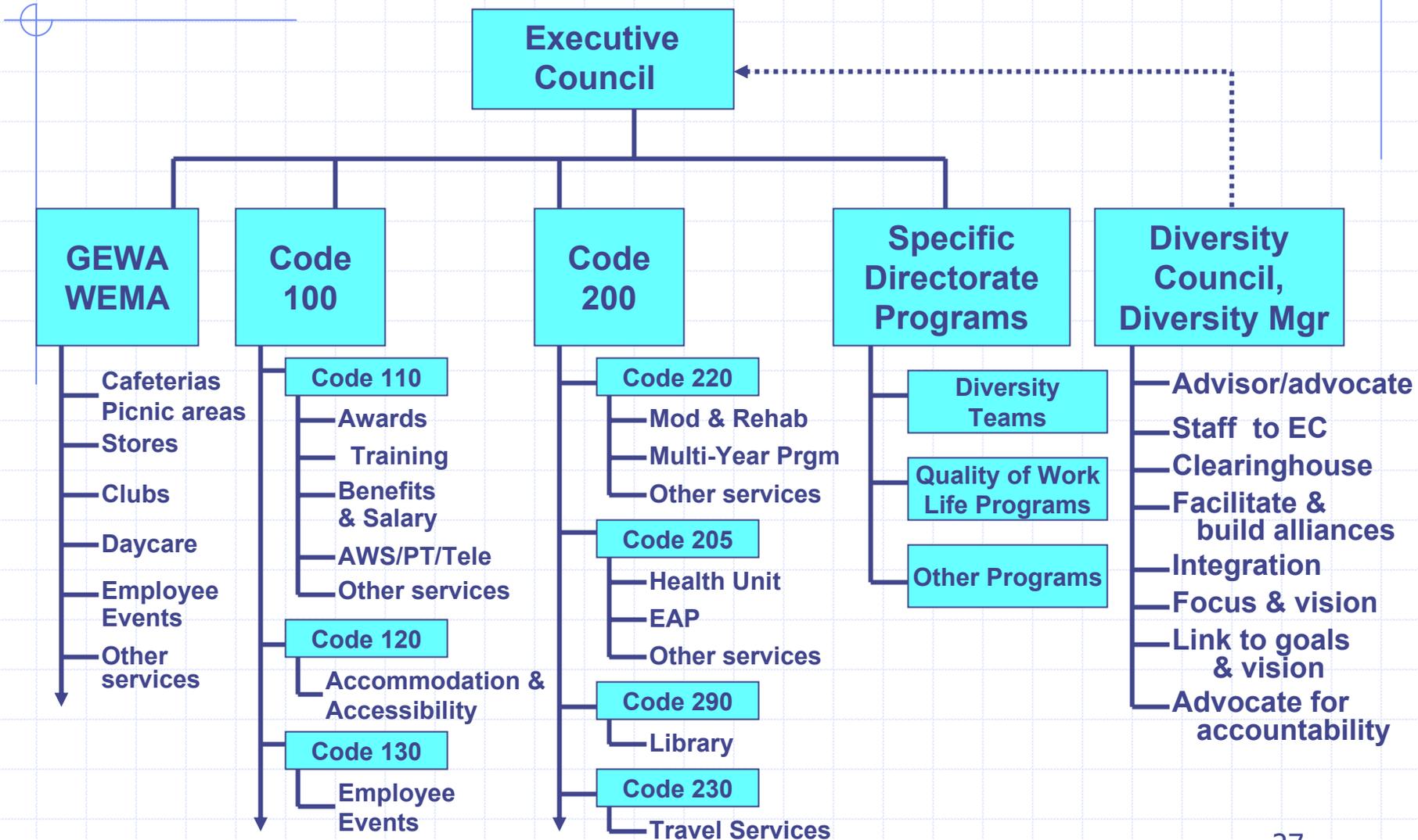
# Recommendations

- ◆ Diversity Council assumes advisory and oversight role
  - Staff to Executive Council
  - Provide focus and vision
    - ◆ Link to Centers goals and values
  - Facilitate communication/build alliances
  - Clearinghouse for QWL program content
  - Integrate QWL activities
  - Advocate for funding within established pool structure
  - Oversee Directorate activities
  - Accountability “check”
- ◆ Communicate QWL activities to employees
- ◆ Perform a QWL study at Greenbelt and WFF to determine needs, expectations and priorities
  - QWL Team will oversee the study activity and provide feedback

# Recommendations

- ◆ Each member of the Diversity Council is responsible for Directorate QWL
  - Each Directorate establish QWL POC to serve as the Directorate advocate and “Clearinghouse” for QWL requirements
- ◆ Diversity Council member will serve as QWL Champion
  - Two year rotations
- ◆ Requirements that can not be solved by the POC’s will “bubble up” to the DC for assignment of action to appropriate line organization and advocacy through the pool process
- ◆ QWL will be a quarterly topic on the DC Agenda
- ◆ Measure change in employee attitudes (Culture Survey?)

# Proposed Quality of Worklife Structure



# Next Steps

- ◆ WEMA/GEWA Partnering (Simpson)
- ◆ Develop Study Plan and Implementation Schedule (Williams)
- ◆ Establish Directorate QWL POC's and Diversity Council Champion (McNally)
- ◆ Develop Communication/Roll-out Strategy



# Back-up

# CODE 200 QWL PROCESS

## ◆ Membership:

- Division Chief/Branch Head serves as advisor
- Member from each division; 2 year commitment with half the members rotating every year
- Critical membership included: Code 201 for resources support; Code 220 for facilities support, and Code 230 for furniture

## ◆ Funding: allocated by the MODBOD based on EOY fallout

- Distribution of the funding is solely the responsibility of the QWL Committee

## ◆ Process:

- Distributes QWL survey to all Code 200 employees (CS & SSC)
  - ◆ Survey to be reviewed by Labor Relations
  - ◆ Survey asks for comments on whether respondents felt their environment improved from last year

# CODE 200 QWL PROCESS

- Survey responses are divided into 2 categories
  - ◆ Worklife (issues of morale, policies, procedures, etc.)
  - ◆ Work environment (physical issues)
- Work environment divided into:
  - ◆ Service related - referred to appropriate organization
  - ◆ Material requirements like furniture, except ADP
- All material requirements are reviewed and prioritized
  - ◆ Committee has option to perform site reviews
  - ◆ Committee also has option to fund requirements not submitted on a survey
- Once funding decisions are made:
  - ◆ Committee processes the PR's (ensures cost control and EOY commitment requirement)
  - ◆ Sends form letter to all requesters letting them know the disposition of their request
- Worklife issues/recommendations referred to MODBOD, committees, etc. (hiring policies, space utilization, etc.)

# FY 00 FUNDED REQUIREMENTS

- ◆ 41 referrals to FMD
- ◆ 96 funded material requests
  - Furniture: \$49K
  - Carpet: \$15K
  - Keyboard/mouse: \$4K
  - Other: \$13K
    - ◆ furniture cleaning
    - ◆ refrigerator
    - ◆ space heaters
    - ◆ arm rests