



ACCOUNTABILITY = JOB SATISFACTION

Part I

Ontario Natural Food Co-op
November 4, 2014

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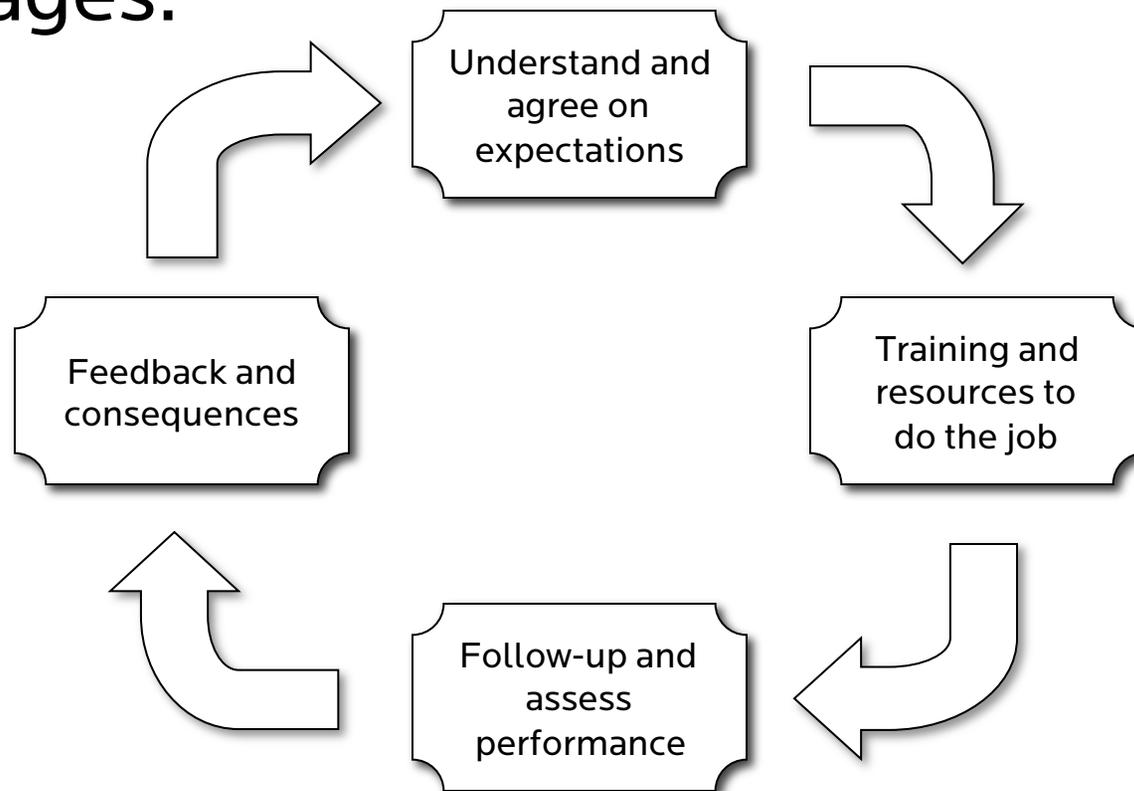
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Accountability Loop

Four stages:



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Conditions for accountability – stage 1

Understand and agree on expectations

Training and resources to do the job

Follow-up and assess performance

Feedback and consequences

Expectations:

-  Clarity: employees understand the established standards for acceptable work.
-  Agreement: they understand the reasons for the established standards and are willing to abide by them.
-  Consequences: they understand what happens if the standards are not met - the consequences of inadequate performance.

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Conditions for accountability – stage 2

Understand and agree on expectations

Training and resources to do the job

Follow-up and assess performance

Feedback and consequences

Training:

- Thorough training that fully equips the employee to perform up to the established standards.
- Functional equipment, technology, and supplies that enable the employee to perform up to the established standards.

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Conditions for accountability – stage 3

Understand and agree on expectations

Training and resources to do the job

Follow-up and assess performance

Feedback and consequences

Follow-up.

- Supervisor checks to see if the employee's performance meets the established standards.
 - Formally through performance evaluations
 - Informally through check-ins

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Conditions for Accountability – Stage 4

Understand and agree on expectations

Training and resources to do the job

Follow-up and assess performance

Feedback and consequences

- ❑ Feedback from the supervisor on performance
- ❑ Meaningful consequences for performance
 - **Positive:** praise, more autonomy, more responsibility, promotion, pay raise, bonus
 - **Negative:** constructive criticism, closer supervision, less responsibility, warning, withholding of pay increase, termination.

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How is accountability linked to job satisfaction?

- ❑ My team and I have conducted 208 employee surveys
- ❑ All natural foods retailers, most of them co-ops in the US, but some independents and Canadian stores, too.
- ❑ 1992-2014, (50% conducted since 2010)
- ❑ All surveys had at least 80% participation. All but a few had at least 90% of eligible employees.
- ❑ No self-selection

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Accountability measured by questions on:

-  Clear performance expectations.
-  Managers are paying attention.
-  Good performers are noticed and rewarded.
-  Poor performers are noticed, corrected, and if necessary terminated.

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What the survey scores mean

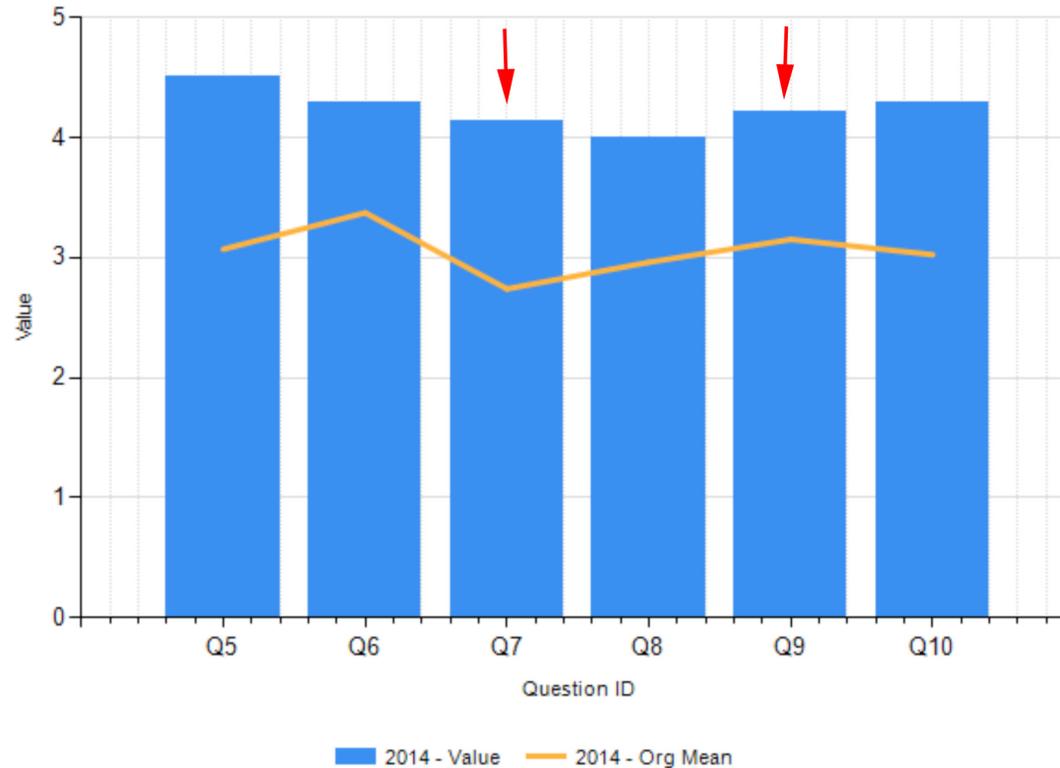
- ❶ 4.00 or more: very high score, high satisfaction
- ❷ 3.50 or more: relatively high score, relative satisfaction
- ❸ Below 3.00: low score, dissatisfaction

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How those who strongly agreed with “I would recommend the company as a good place to work,” answered questions on Overall Management Practices.



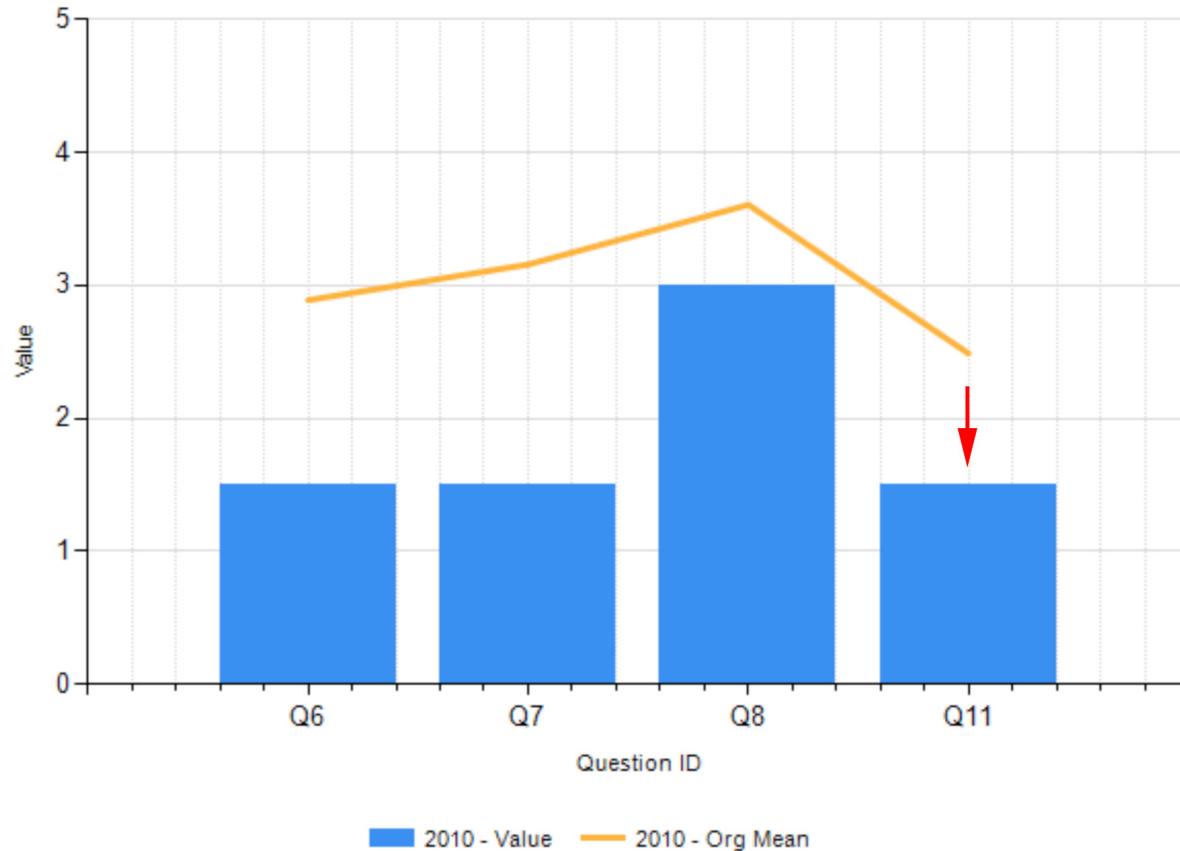
Q5	Co-op management is sincerely interested in the needs and welfare of the employees.
Q6	I know what to do if I disagree with, or have a dispute with or grievance about, a management decision.
Q7	To the best of my knowledge, corrective action is handled fairly and consistently throughout the co-op.
Q8	The dispute resolution procedure provides a safe method for airing and resolving staff grievances.
Q9	To the best of my knowledge, management follows established policy when taking corrective action.
Q10	I feel safe bringing my ideas, problems or criticisms to management with no fear of retaliation.

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How those who disagreed with “I would recommend the company as a good place to work,” answered questions on Storewide Management Practices.



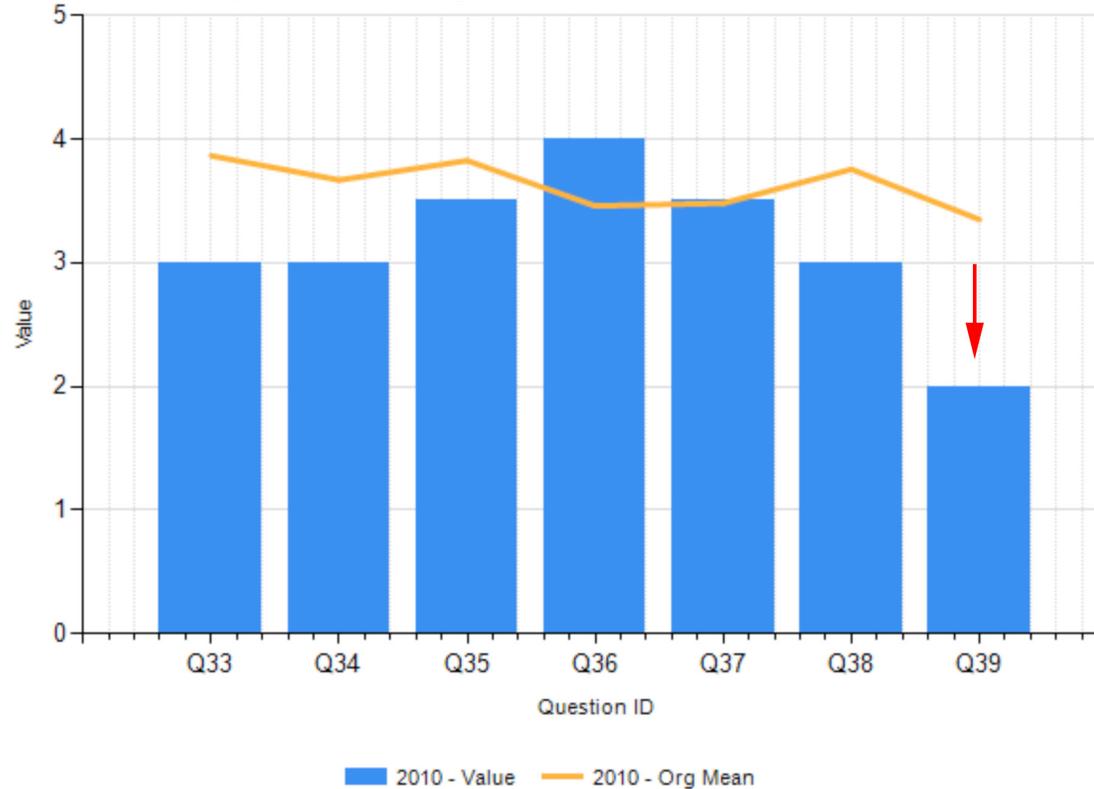
Q6	The managers work together well as a team.
Q7	I feel safe bringing my ideas, problems or criticisms to management with no fear of retaliation.
Q8	I know what to do if I have a grievance or complaint about a management decision.
Q11	To the best of my knowledge corrective action is handled fairly and consistently throughout the co-op.

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How those who disagreed with “I would recommend the company as a good place to work,” answered questions on Department Operations.



Q33	There is cooperation among people in my department.
Q34	My department looks for ways to improve productivity.
Q35	My department looks for ways to improve customer service.
Q36	Department meetings are useful to me.
Q37	The work within my department is well coordinated and organized.
Q38	My department’s goals have been clearly explained to me.
Q39	Department expectations are upheld in a fair and consistent way for all department employees.

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How are Your Expectations Communicated?

- Job description
- Training
- Evaluation criteria
- Personnel policies
- Code of Conduct
- Leaders' behaviour

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Clarifying Expectations

- ✓ Punctuality
- Customer Service
- Productivity
- Following Procedures
- Interpersonal Interactions

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What does it mean to be on time?

- Clock in and be ready to work at start of your shift
- Arrive early to socialize, get coffee, go to the bathroom, hang up your coat, etc.
- Come back on time from breaks
- Buyers/managers have an expected time to arrive. If for any reason they will be late, call or text the people on shift.
- Bakers must be on time on delivery days and must always bake enough to maintain full shelves with fresh product by 8 AM.

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Evaluation Criteria: Customer Service

- ❶ Anticipates customer needs, asks if they need help. Listens and responds helpfully to requests. Goes out of her/his way to accommodate requests if at all possible.
- ❷ Can accurately answer most customer questions about products and store policies, or refers customers to those who can. Keeps on top of changes, constantly learning about products and policies.
- ❸ Tactfully upholds and explains reasons for, store policies and procedures. Calls for MOD for help when appropriate.
- ❹ Always wears apron or name tag on duty.

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Manager Code of Conduct: Customer Service

I will model excellent customer service toward both customers and staff. Beyond being respectful toward others, I will also maintain a friendly and helpful attitude when serving customers, and I will go out of my way to assist others when possible. I will set the example of service, and I will actively pursue our customer service goals.

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Evaluation Criteria: Productivity/Efficiency

- ❶ Keeps focused on task at hand, keeps busy during slow periods. Consistently productive.
- ❶ Balances friendliness with efficiency. Doesn't let personal conversations keep customers or coworkers waiting.
- ❶ Conscientious to needs of co-workers and flow of work.
- ❶ Plans ahead and prioritizes the day's work.

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Staff Brainstorm on Efficiency

- Have multiple gears; pick up pace depending on needs of store.
- Prioritize and redirect your efforts. Check in with MOD and your coworkers.
- Transition quickly between tasks, seeing the most urgent need.
- Finish up the task or get someone else to do it if you can't.
- Keep your hands busy, work while you talk.
- Take responsibility for an entire aisle.
- Always be facing.
- Set personal goals for each hour, e.g. "stock this cart before I go to lunch."
- Time off the register is not a break, it's a time to stock
- Keep and follow a to-do list
- Follow the downtime duties list when there's "nothing to do".

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Clarifying Expectations

Punctuality

Customer Service

Productivity

✓ Following Procedures

Interpersonal Interactions

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Evaluation Criteria: Following Procedures

- ❑ Completes prep lists. Checks to make sure everything on the list is actually done and accounted for.
- ❑ Restocks supplies and replaces what s/he uses. Anticipates demand for supplies and forewarns orderer.
- ❑ Maintains appropriate work attire, hair pulled back away from face, head covering, closed toe shoes. Washes hands frequently, good hygiene.
- ❑ Carefully follows all security procedures with shoppers and money-handling.

Job Description: Following Procedures

II. Purchasing

- A. Place Meat Department orders by established deadlines.**
- B. Minimize out-of-stocks while maintaining strong inventory turns.
- C. Ensure adequate supply of sale items.
- D. Pursue discounts through distributors and sales reps; run specials and monthly member-coupon specials.
- E. Under direction and approval of Deli Manager:
 - 1) Add new items and discontinue slow sellers.
 - 2) Evaluate vendors and investigate new sources of supply.
 - 3) Negotiate with suppliers for favorable prices, terms, quality, delivery times.
- F. Calculate prices using approved systems to achieve established margins.**
- G. Give price and product change information to POS Coordinator for timely input into POS system.**
- H. Check deliveries for damage, quality and accuracy, and note discrepancies on invoice as needed.**

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Evaluation Criteria:

Interpersonal Interactions

Department Teamwork

- ❏ Communicates with co-workers. Follows up to ensure communications received.
- ❏ Looks for ways to help out others.
- ❏ Informs co-workers and management if something doesn't get done, and why.
- ❏ Does own share of dishes, cleaning and front checks.
- ❏ Takes initiative to identify and resolve problems. Talks directly to people involved.
- ❏ Gives constructive criticism--timely, specific, tactful.
- ❏ Receives constructive criticism without defensiveness. Makes improvements in her/his work in response to others.

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Code of Conduct on Interpersonal Interactions

I will demonstrate respect for all people working and shopping at the store. This will include greeting others when I see them and thanking them for their help. I will also refrain from talking negatively about others when to do so is not constructive, especially to others who have no ability or authority to resolve the perceived problem.

I will maintain a positive attitude and take pride in my store. I will "choose my attitude" and bring my best self to work each day. I will not allow frustrations or personal issues to negatively affect my attitude or interaction toward my coworkers. I will take pride in my work and remember that anything worth doing is worth doing well.

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Ground Rules/Code of Conduct

- ❏ Regulate group's behaviour and form basis for accountability of team members to each other as well as to their supervisor.
- ❏ Some ground rules are spelled out in your personnel policy manual.
- ❏ Others may be specific to a department.
- ❏ Surface and verbalize unspoken rules.
- ❏ Involve the team. The process is as important as the product. Review and renew periodically.
- ❏ Ask each team member to publicly commit to rules.

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Mutual Accountability

“Peer-to-peer accountability is the strongest force on a team, when the team is committed and trusting. To gain this accountability, the leader must confront difficult issues and hold others accountable for their behaviors. Holding someone accountable and calling them on their acknowledged bad behavior builds trust and respect for the leader.”

Patrick Lencioni, author of The Five Dysfunctions of a Team

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For want of...



- For want of a nail the shoe was lost.
- For want of a shoe the horse was lost.
- For want of a horse the rider was lost.
- For want of a rider the battle was lost.
- For want of a battle the kingdom was lost.

And all for the want of a horseshoe nail.

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Suggested Reading

“Bad Apples in Your Workplace?” by Carolee Colter,
Canadian Natural Health Retailer

<http://www.cnhp.ca/columnists/bad-apples-in-your-workplace.html>

Patrick Lencioni, The Five Dysfunctions of a Team

Peter Drucker, The Effective Executive

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