New Thriving Workplace Index:
A Tool to Promote Well-Being and Retain Staff

Ellen Galinsky, Families and Work Institute
Debbie Bergeron, National Head Start Association
Brianna Cambra, The Children's Cabinet, Nevada

2024

If you had one wish to improve your workplace—to create a more thriving workplace—what would that wish be?"

A Journey of 30 Years, Fueled by of Civic Science

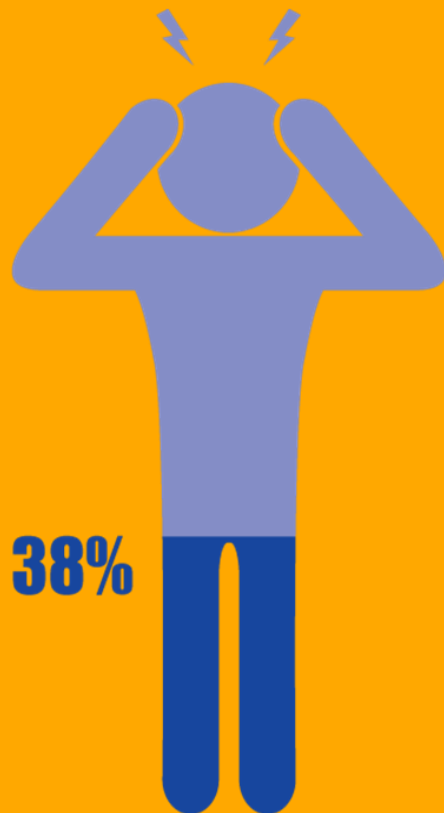# The Journey Began in the 1990s with The NSCW (Studies of Employees)

The 2000s- 2010s: Problems Among Employees Were Increasing.
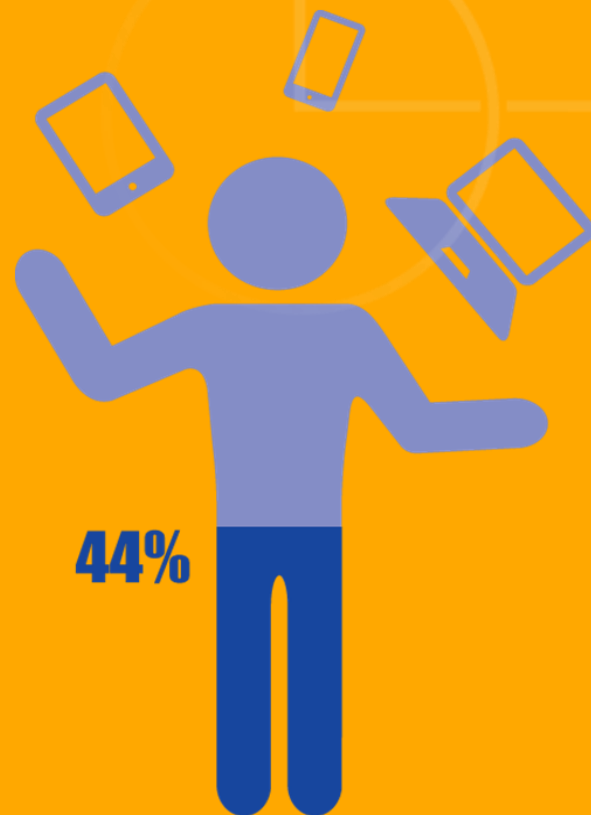
JOBS

WERE DEMANDING

Overwhelmed by Workload

38%

Too Many Tasks to Accomplish

44%

Child Care Responsibilities for Children Under 18

CHILD CARE RESPONSIBILITIES

WERE DEMANDING

All employees

42%

Male

40%

Female

45%

3 in 10 employees expected to provide elder care in the next five years.

Nearly **1 in 10** currently did.

ELDER CARE RESPONSIBILITIES

WERE DEMANDING TOO

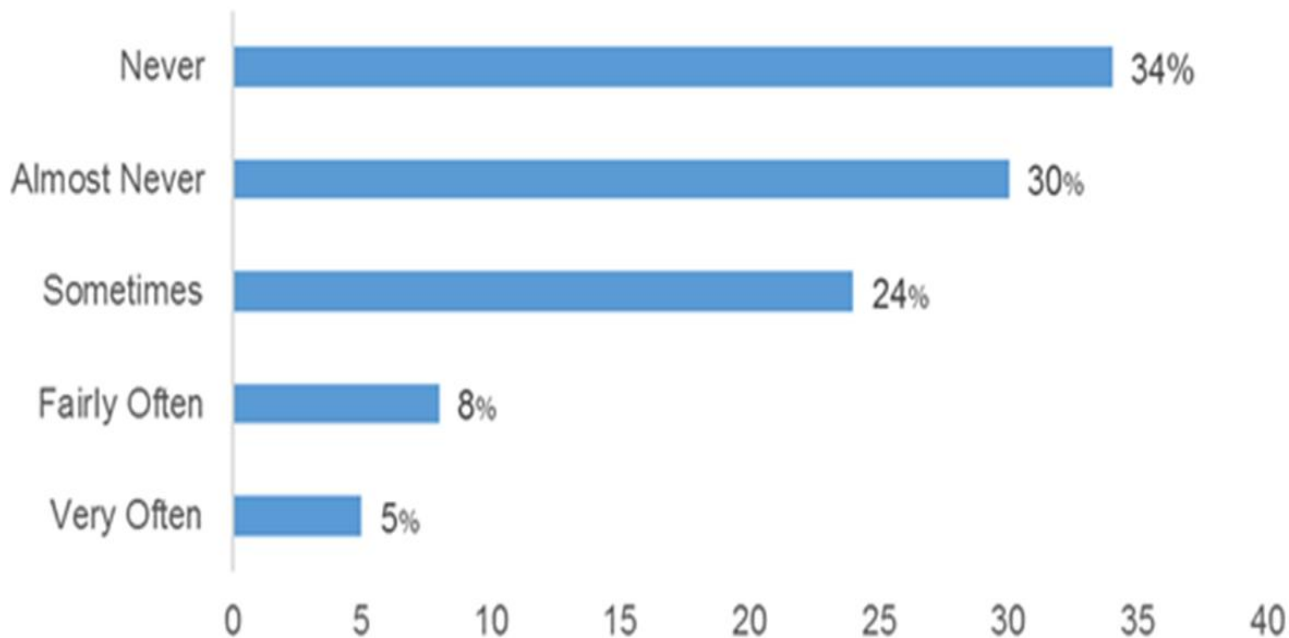A high proportion of U.S. employees—more than a third (37%)—experienced sleep problems that they reported affected their performance on and off the job sometimes or more often
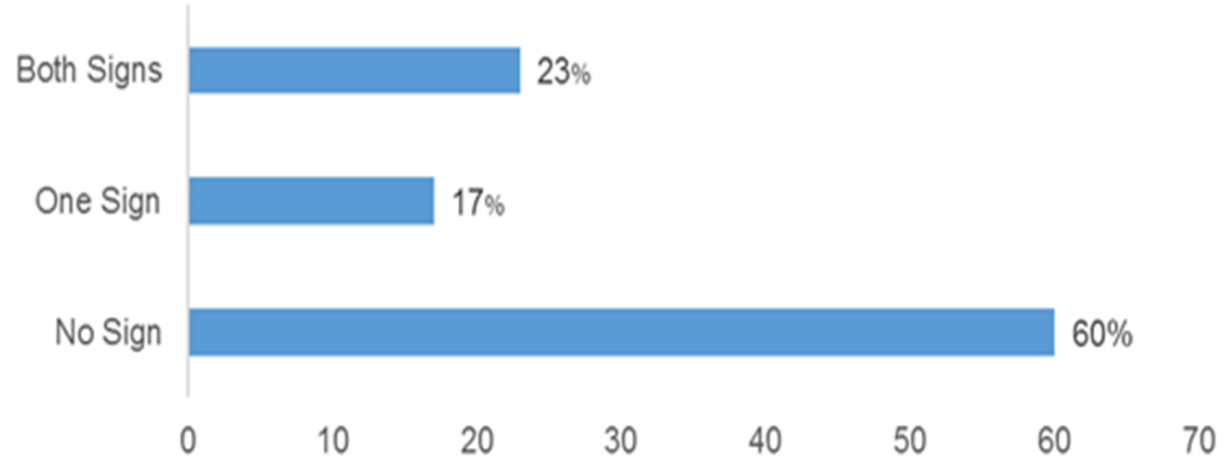
EMPLOYEE SLEEP

WAS AFFECTED

Category	Percentage
Never	34%
Almost Never	30%
Sometimes	24%
Fairly Often	8%
Very Often	5%

Almost a quarter of employees in the US (23%) showed two signs of clinical depression: "been bothered by feeling down, depressed, or hopeless" and "been bothered by little interest or pleasure in doing things."

SIGNS OF DEPRESSION

WAS CONCERNING

Both Signs	23%
One Sign	17%
No Sign	60%

The Journey Continued in the 2000s and 2010s: The NSE (Studies of Employers)

2005

NATIONAL STUDY OF EMPLOYERS

Funded by
the Alfred P. Sloan Foundation

James T. Bond
Ellen Galinsky
Stacy S. Kim
Erin Brownfield

2008

NATIONAL STUDY OF EMPLOYERS

Funded by
the Alfred P. Sloan Foundation

Ellen Galinsky
James T. Bond
Kelly Sakai

with

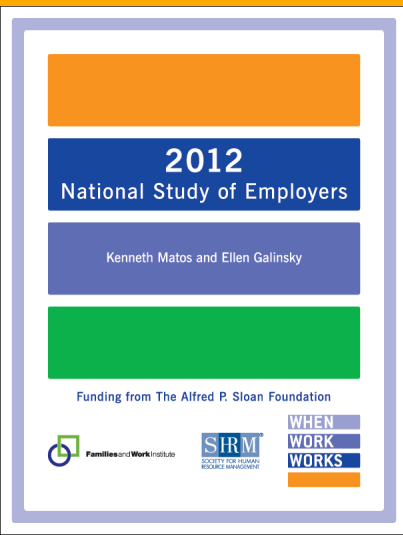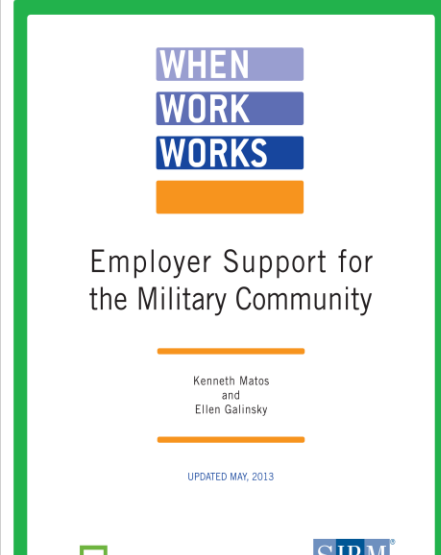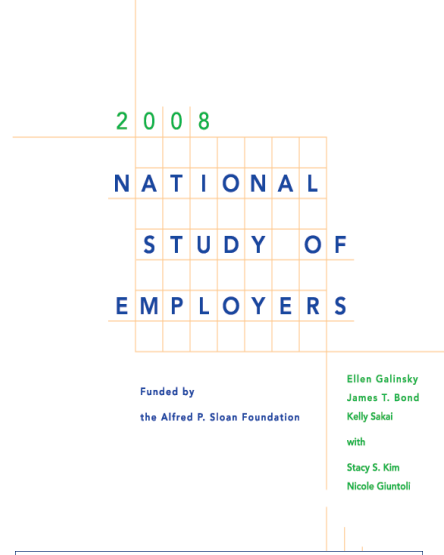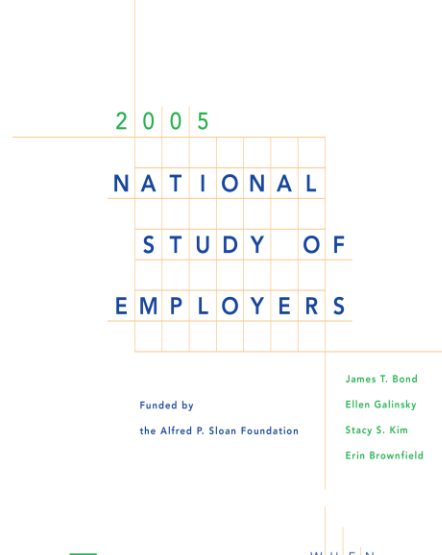Stacy S. Kim
Nicole Giuntoli

WHEN WORK WORKS

Employer Support for the Military Community

Kenneth Matos
and
Ellen Galinsky

UPDATED MAY, 2013

2012
National Study of Employers

Kenneth Matos and Ellen Galinsky

Funding from The Alfred P. Sloan Foundation

2014
National Study of Employers

Kenneth Matos and Ellen Galinsky

PAID TIME OFF, VACATIONS,
SICK DAYS AND SHORT-TERM CAREGIVING
IN THE UNITED STATES:

2014 National Study of Employers

Kenneth Matos

National Study of Employers

Kenneth Matos, Ellen Galinsky and James T. Bond

What Can We Do to Make Work "Work"?
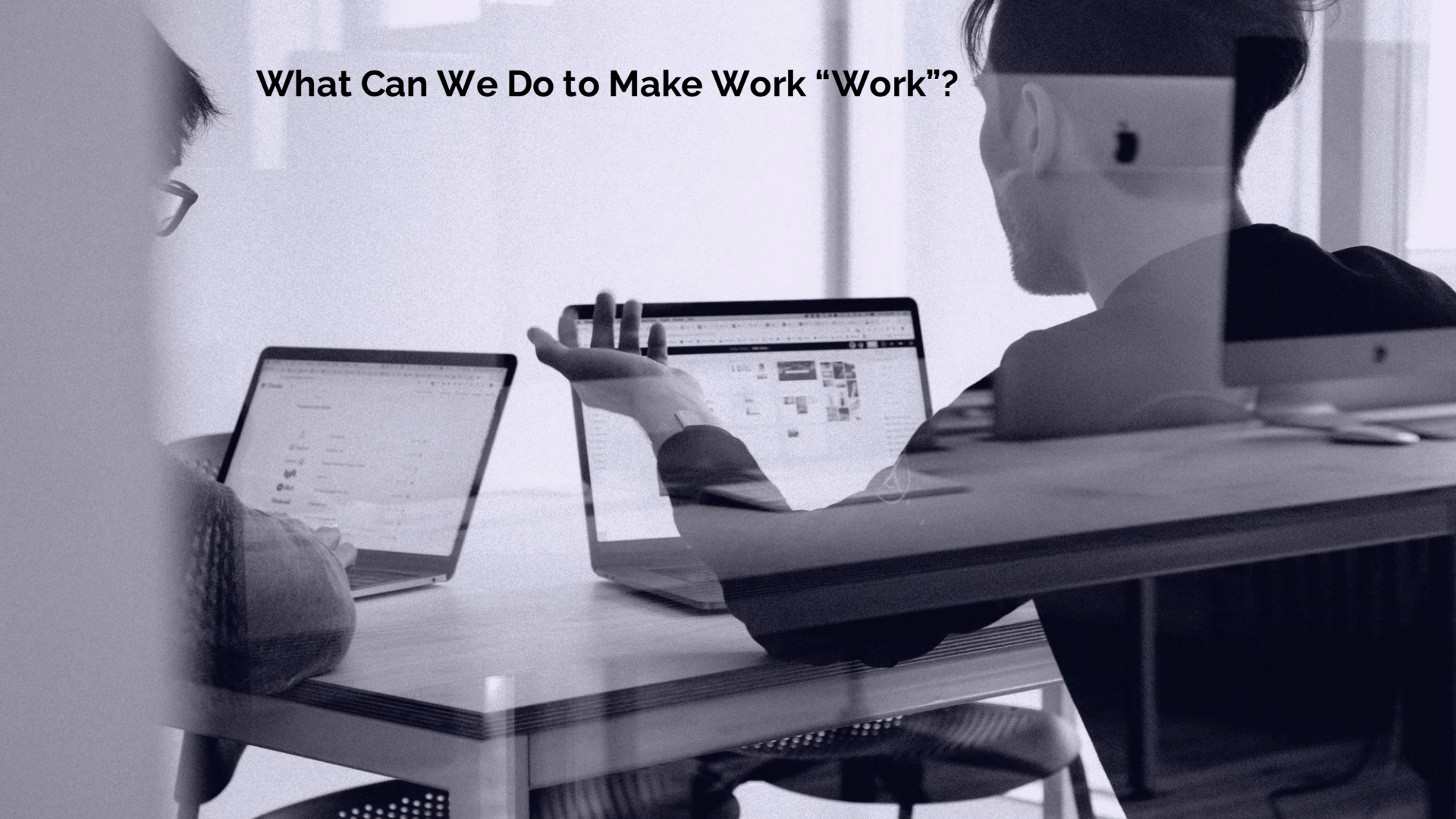
The Effective Workplace Index

Work-Life Fit
- My supervisor or manager really cares about the effects that work demands have on my personal and family life.
- My supervisor or manager is responsive to my needs when I have family or personal business to take care of.
- I have support from coworkers that helps me to manage my work and personal or family life.
- I have the schedule flexibility I need at work to manage my personal and family responsibilities.
- My work schedule or shift meets my needs.
- My job lets me do the things in my personal life that I find meaningful.
- I consider my immediate supervisor a role model for how to manage work and personal life.

Satisfaction with Wages, Benefits and Opportunities to Advance
- I am satisfied with how much I earn in my job
- I am satisfied with the benefits my job provides
- I am satisfied with my opportunities for advancement

Coworker Support for Job Success
- I have the support from coworkers that I need to do a good job
- My coworkers and I work well together
- My coworkers and I appropriately share credit for success and responsibility for shortcomings
- My coworkers and I generally resolve conflicts with respect and attention to everyone's needs

We Created a Research-Based, Measurable Index in 2008

Effective Workplace Components

Job Challenge and Learning Opportunities
• My job lets me use my skills and abilities.
• The work I do on my job is meaningful to me.
• My job requires that I be creative.
• I get to do a number of different things on my job.
• My job requires that I keep learning new things.
• My job lets me develop new skills and abilities.

Supervisor Support For Job Success
• My supervisor or manager is supportive when I have a work problem.
• My supervisor or manager recognizes when I do a good job.
• My supervisor or manager keeps me informed of the things I need to know to do my job well.
• My supervisor provides me with feedback that helps me to improve my performance.

Culture of Respect, Trust and Belonging
• Managers at my workplace actively seek out information and new ideas from employees at all levels of the organization to guide their decision making.
• I can trust what managers say in my organization
• I can openly share my ideas and opinions with any level of management.
• My supervisor treats me with respect.
• I can trust what the highest level of management in my organization says.
• I can trust what my immediate supervisor says.
• I can trust what my coworkers say.
• I feel I am really a part of the group of people I work with.
.

Autonomy
• I have a lot of say about what happens on my job.
• I have the freedom to decide what I do on my job.
• I feel I can really be myself on my job.

THE Effective Workplace

COMPARING OUTCOMES IN HIGH AND LOW EFFECTIVE WORKPLACES

Keep your best people

Low — 36% want to stay

High — 80% want to stay

More employees report excellent overall health

41% High

20% Low

They're more engaged at work

60% High

4% Low

Get more sleep

34%

More people with low stress

10%

33%

When Work Works

When Work Works, a project of Families and Work Institute and the Society for Human Resource Management, is a nationwide initiative to bring research on workplace effectiveness and flexibility into community and business practice. Since its inception in 2005, *When Work Works* has partnered with an ever-expanding cohort of communities from around the country to:

- share rigorous research, such as the National Study of Employers, and employer best practices on workplace effectiveness and flexibility;

- recognize exemplary employers through the *When Work Works* Awards, formerly the Alfred P. Sloan Awards for Excellence in Workplace Effectiveness and Flexibility; and

- inspire positive change so that increasing numbers of employers understand how effective and flexible workplaces can benefit both business and employees.

Visit us at **www.whenworkworks.org** or follow us on Twitter **@WhenWorkWorks**.

Families and Work Institute

FWI Families and Work Institute (FWI) is a nonprofit, nonpartisan research organization that studies the changing workforce, family and community. As a preeminent think tank, FWI is known for being ahead of the curve, identifying emerging issues, and then conducting rigorous research that often challenges common wisdom and provides insight and knowledge. As an action tank, FWI conducts numerous studies that put its research into action and then evaluates the results. Its purpose is to create research to live by. For more information, visit **http://www.familiesandwork.org**, like us on **Facebook.com/FWINews** and follow us on Twitter **@FWINews**.

SHRM
SOCIETY FOR HUMAN RESOURCE MANAGEMENT

SH Manaj organization devoted to human resource management. Representing more than 275,000 members in over 160 countries, the Society is the

When Work Works Was Implemented Nation-Wide

We created Bold New Ideas and Reports Reports to Participating Companies

Average Monthly Quit Data

Data on total employment from 2009 through 2019 reveals that the Great Resignation is not a pandemic-driven anomaly.

Share of workers voluntarily leaving jobs

LINEAR FORECAST

3.0%
2.5
2.0
1.5
1.0
0.5
0.0

2009 '10 '11 '12 '13 '14 '15 '16 '17 '18 '19 '20
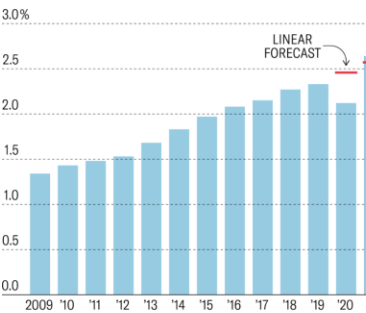
Source: Bureau of Labor Statistics, author's calculations

PANDEMIC BURNOUT IS RAMPANT IN ACADEMIA

Remote working, research delays and childcare are taking their toll on staff, causing stress and anxiety. **By Virginia Gewin**

RESEARCH BRIEF

"On the Verge of Burnout"

Covid-19's Impact on faculty well-being and career plans

THE CHRONICLE OF HIGHER EDUCATION

The Journey Continued During the Pandemic 2020-2022

Workgroup support and belonging (n= 1473)

Workgroup task-based and instrumental support

1 My supervisor or manager is supportive when I have a work problem.   47%

2 My supervisor or manager recognizes when I do a good job.   46%

3 My supervisor or manager keeps me informed of the things I need to know to do my job well.   47%

4 My supervisor provides me with feedback that helps me to improve my performance.   40%

5 I have the support from coworkers that I need to do a good job   46%

Workgroup non-task-based support and collective responsibility

6 My coworkers and I work well together   49%

7 My coworkers and I appropriately share credit for success and responsibility for shortcomings   40%

8 My coworkers and I generally resolve conflicts with respect and attention to everyone's needs   42%

Workgroup belongingness

9 I feel I am really a part of the group of people I work with   48%

Participatory decision-making (n=1478)

1 Managers at my workplace actively seek out information and new ideas from employees at all levels of the organization to guide their decision making.   21%

2 I can openly share my ideas and opinions with any level of management.   35%

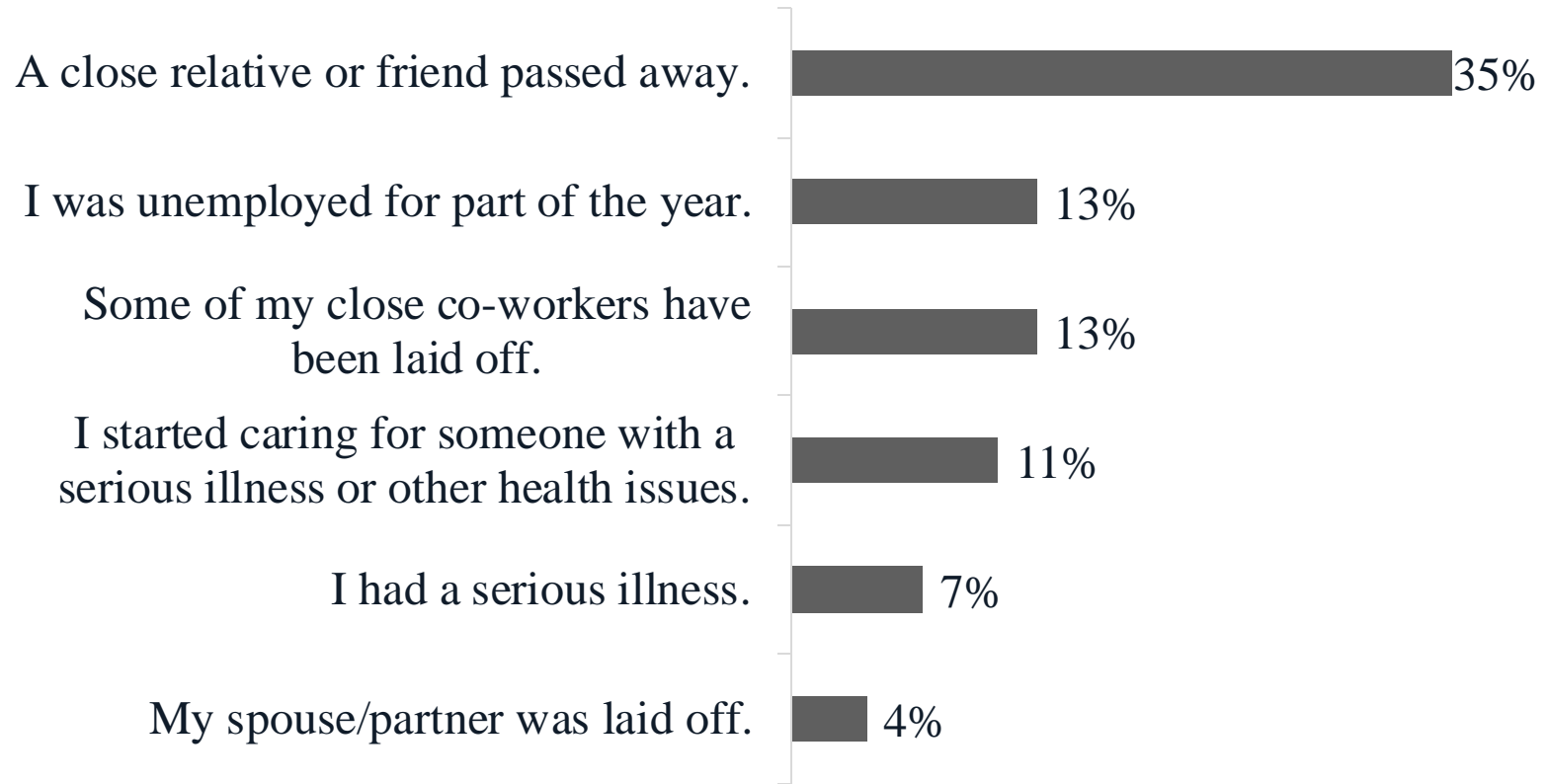3 I have regular opportunities to provide feedback on organizational decisions.   25%

Culture of respect and trust (n=1502)

1 I can trust what managers say in my organization   32%

2 I can trust what the highest level of management in my organization says.   30%

4 I can trust what my immediate supervisor says.   53%

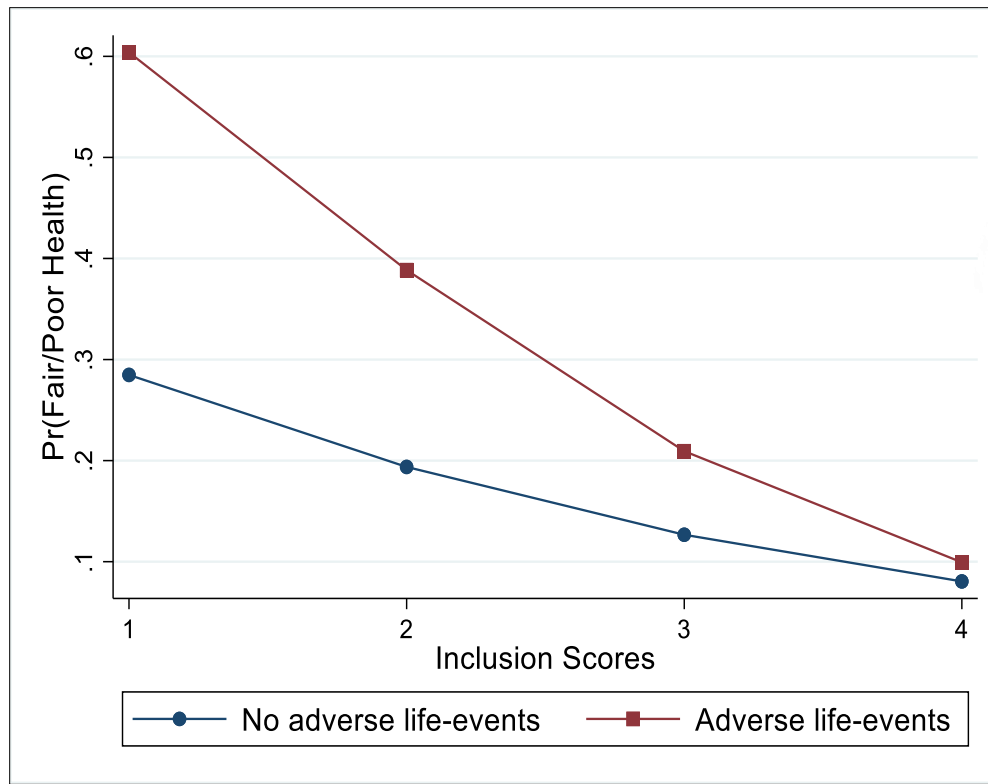5 I can trust what my coworkers say.   34%

Whole employee approach (n=1336)

1 My supervisor or manager really cares about the effects that work demands have on my personal and family life.   47%

2 My supervisor or manager is responsive to my needs when I have family or personal business to take care of.   53%

3 I have support from coworkers that helps me to manage my work and personal or family life.   38%

4 I feel comfortable bringing up personal or family issues with my supervisor or manager.   43%

5 Employee health is a top priority for my manager.   34%

We Created a New Index on Inclusion in 2020

A close relative or friend passed away.	35%
I was unemployed for part of the year.	13%
Some of my close co-workers have been laid off.	13%
I started caring for someone with a serious illness or other health issues.	11%
I had a serious illness.	7%
My spouse/partner was laid off.	4%

We Found Adverse Experiences (like Those During the Pandemic) Were Commonplace

Health Was Better for All In Inclusive Workplaces, but Much More for Those Recovering from Adversities

We Wrote Reports on Inclusivity, Retention, Health and Engagement

In the Meantime,
We Conducted Studies
of Adolescents

The
Breakthrough
Years

Outcomes Of Having The Need For Belonging Met

Belonging Context	School Engagement	Grades (A)	Grades (P)	Future	Negative Mood	Positive Mood	Stress	Conflict (A:P)
Family	↑			↑	↓	↑	↓	↓:↓
Friends				↑	↓	↑	↓	↓:
School	↑	↑		↑	↓	↑	↓	↓:
OSA	↑	↑	↑	↑	↓	↑	↓	:
Online				↑		↑		:

Note. A=adolescent report. P=parent report. OSA=Out-of-School Activites. Arrows indicate the direction of an association (i.e., "promoting" for an up arrow, "protecting against" for a down arrow) controlling for demographics. Arrows represent statistically significant relations at p-values less than .0005.

We Found Meeting Basic Psychological Needs Is Important

Outcomes Of Having The Need For Challenge Met

Challenge Context	School Engagement	Grades (A)	Grades (P)	Future	Negative Mood	Positive Mood	Stress	Conflict (A:P)
Family	↑	↑	↑	↑	↓	↑	↓	↓:
Friends	↑	↑	↑	↑	↓	↑	↓	:
School				↑				:
OSA	↑	↑	↑	↑		↑	↓	:
Online								:

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Outcomes Of Having The Need For Competence Met

Competence Context	School Engagement	Grades (A)	Grades (P)	Future	Negative Mood	Positive Mood	Stress	Conflict (A:P)
Family	↑	↑	↑	↑	↓	↑	↓	↓:↓
Friends	↑	↑		↑	↓	↑	↓	:
School	↑	↑	↑	↑	↓	↑	↓	:
OSA	↑	↑	↑	↑	↓	↑	↓	:
Online				↑				:

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Looking Back on Previous Indexes, We Could See It Was **All About Relationships**

We Created A New Thriving Workplace Index Inspired by

Self-Determination Theory

1. **Caring Connections**

2. **Agency**

3. **Mastery**

4. **Identity**

5. **Purpose**

Please type in your 4-digit Program Number:

Please enter your work email address:

(Note that this email address will not be shared with your employer. All of your responses will be strictly confidential, and any information linking you to your responses will not be shared with anyone at Head Start.)

What is your age in years?

| 20 | 30 | 40 | 50 | 60 | 70 | 80 |

Please use the slide bar.

What is your gender?

- ○ Male
- ○ Female
- ○ Non-binary
- ○ Prefer not to say
- ○ Other

And Tested It in Four Head Start Programs

We then Shared Outcome and Predictive Findings With Head Start Leaders, For Example...

Job Satisfaction

All in all, how satisfied are you with your job?

o   Very satisfied
o   Somewhat satisfied
o   Not too satisfied
o   Not satisfied at all

Knowing what you know now, if you had to decide all over again whether to take the job you now have, what would you decide?

o   I would take the same job again without hesitation.
o   I would have second thoughts.
o   I would definitely NOT take the job.

If a good friend of yours told you that he or she was interested in working in a job like yours, what would you tell your friend?

o   I would strongly recommend it.
o   I would have doubts about recommending it.
o   I would advise my friend against it.

Job Satisfaction

The Results

(Average of three questions)

73%

46%

85%

Average
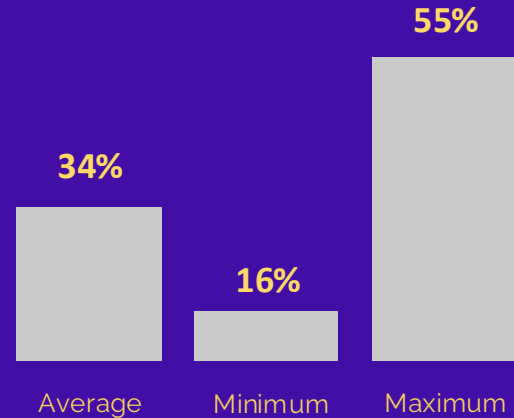
Minimum

Maximum
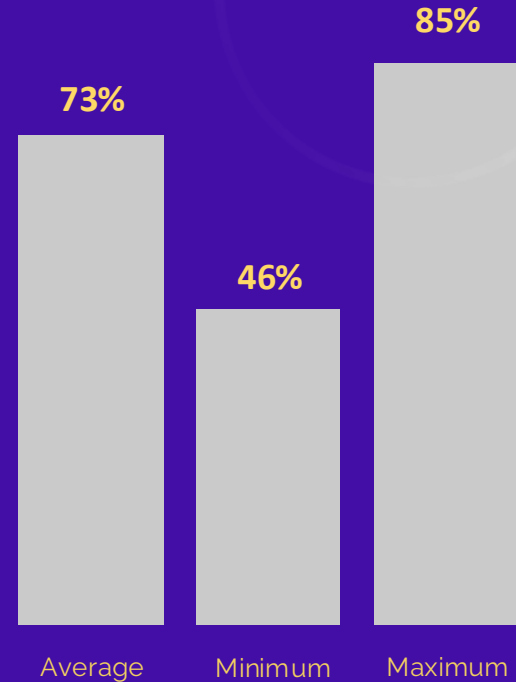
Job Retention

The Question

Taking everything into consideration, how likely is it that you will make a genuine effort to find a new job within the next year?

- o Very likely
- o Somewhat likely
- o Not at all likely

Job Retention

The Results

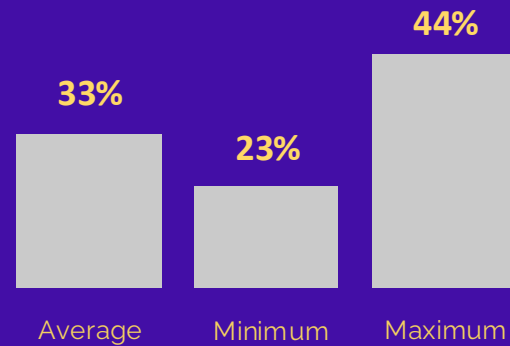(somewhat or very likely to look for a new job in the coming year)

55%

34%

16%

Average

Minimum

Maximum

Health

How would you rate your current state of health?

- o Excellent
- o Good
- o Fair
- o Poor

Health

The Results

(fair to poor)

33%

23%

44%

Average

Minimum

Maximum

Stress

The Questions

In the last month, how often have you

felt that you were unable to control the important things in your life

felt confident about your ability to handle your personal problems

felt that difficulties were piling up so high that you could not overcome them

had trouble sleeping to the point that it affected your performance on or off the job

felt nervous and stressed

felt that things were going your way

been bothered by minor health problems such as headaches, insomnia, or an upset stomach

o   Rarely or never
o   A few times
o   About half the time
o   Often
o   Very often

Stress

The Results

(about half the time, often or very often)

41%

36%

46%

Average   Minimum   Maximum

Overall Support

The Questions | The Index

In the last month, how often did your **leaders at work** make you feel that…

	Rarely or never	A few times	About half the time	Often	Very often
they enc... to learn ...	○	○	○	○	○
they recognize you for doing a good job	○	○	○	○	○
they respect you	○	○	○	○	○
they are honest and ethical in dealing with you	○	○	○	○	○
you have opportunities to learn new skills and competencies	○	○	○	○	○
they don't care about what people contribute to the organization	○	○	○	○	○
they don't support people in improving their performance	○	○	○	○	○
they value your competence	○	○	○	○	○
they are very critical when mistakes are made	○	○	○	○	○

you feel pressured to go along with organizational decisions whether they feel right or wrong to you	Rarely or never	A few times	About half the time	Often	Very often
	○	○	○	○	○
	○	○	○	○	○
	○	○	○	○	○
	○	○	○	○	○
	○	○	○	○	○
	○	○	○	○	○

...ow often did your **supervisor/manager** make you...

	Rarely or never	A few times	About half the time	Often	Very often
	○	○	○	○	○
	○	○	○	○	○
	○	○	○	○	○
	○	○	○	○	○
	○	○	○	○	○
	○	○	○	○	○

Native Hawaiian or Other Pacific Islander
Hispanic or Latino

Co-worker

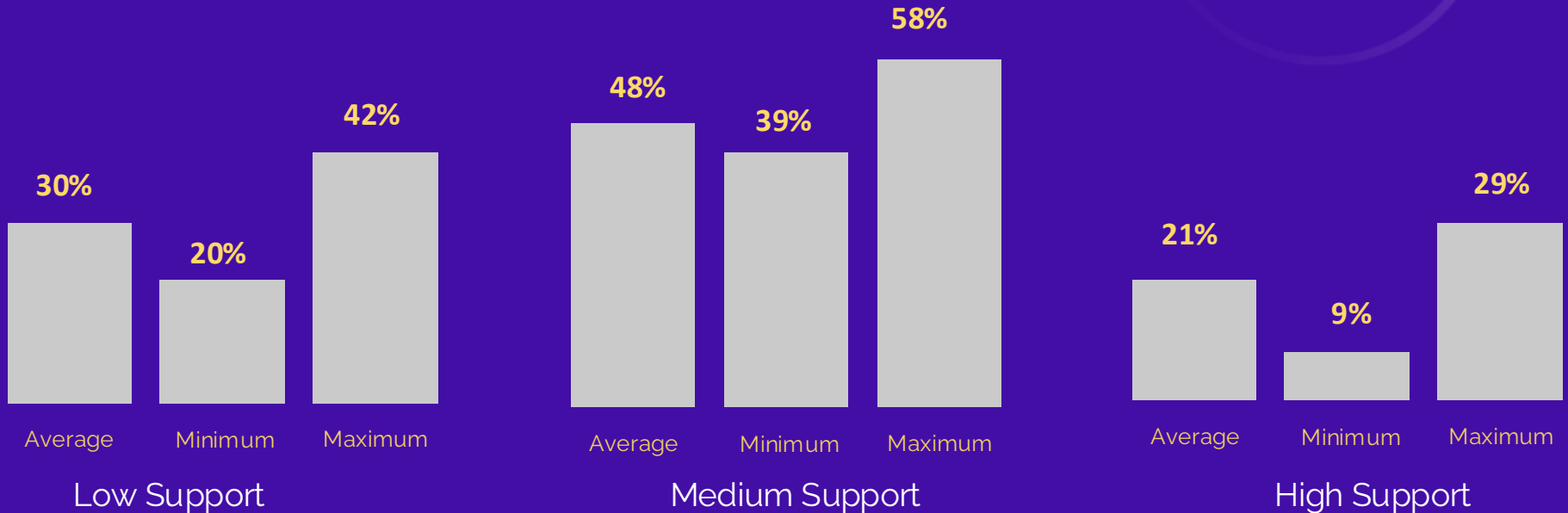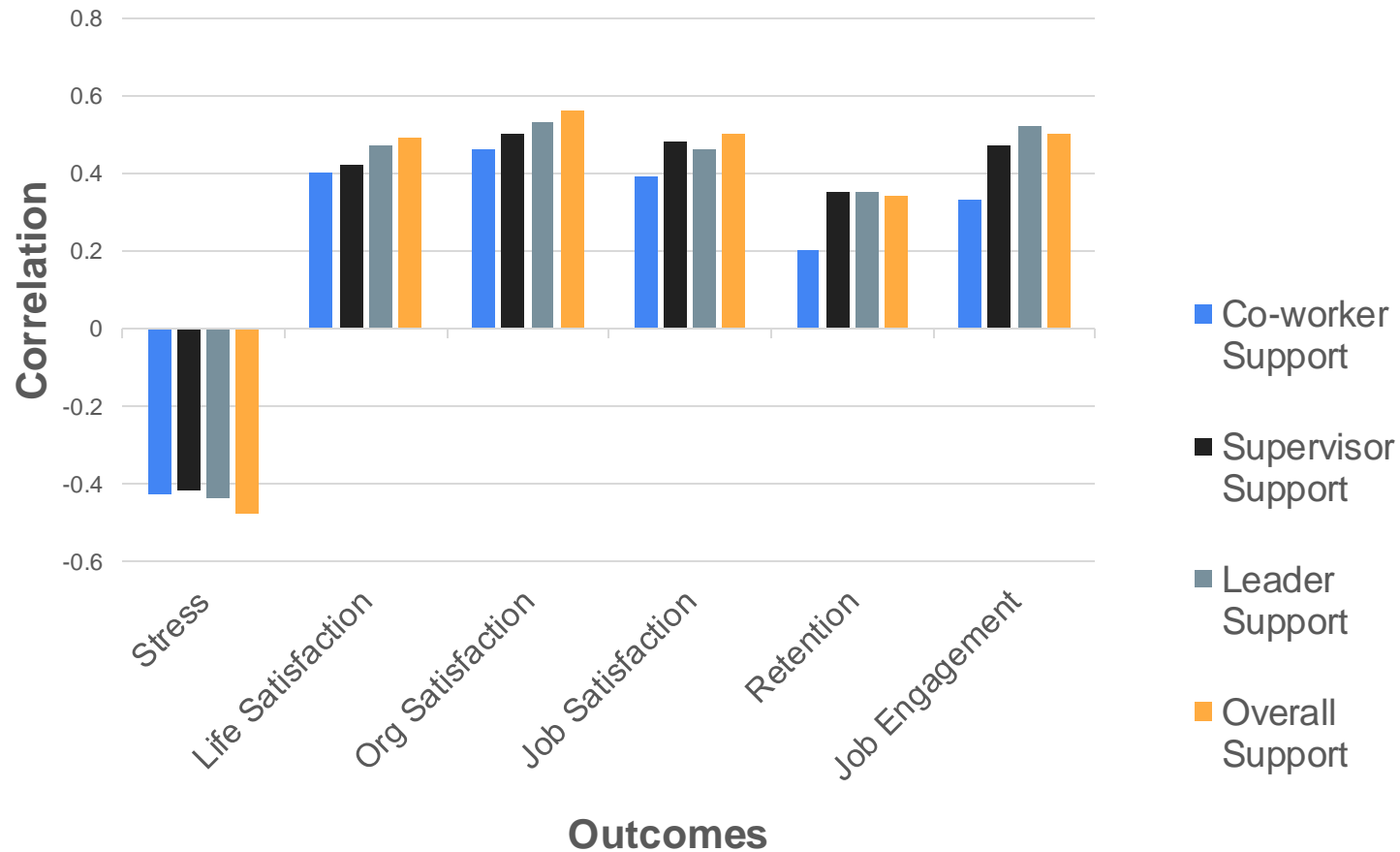In the last month, how often did your **co-workers** make you feel that:

	Rarely or never	A few times	About half the time	Often	Very often
they support you in making decisions for yourself	○	○	○	○	○
they don't share credit for accomplishments	○	○	○	○	○
you belong	○	○	○	○	○
you can rely on them to help when you have a work problem	○	○	○	○	○
they genuinely care about you	○	○	○	○	○
you have choices in decisions that involve your work	○	○	○	○	○
they pressure people to go along with what they decide	○	○	○	○	○
you have the support you need from them to do a good job	○	○	○	○	○
there are in-groups and out-groups	○	○	○	○	○

Overall Support

The Results

Low Support — Average: 30%, Minimum: 20%, Maximum: 42%

Medium Support — Average: 48%, Minimum: 39%, Maximum: 58%

High Support — Average: 21%, Minimum: 9%, Maximum: 29%

Workplace Support x Outcomes

We Also Shared Responses to Two Open-Ended Questions

1. If you have one wish to improve your workplace in the future to create a more thriving workplace—what would that wish be?"

2. If there are any issues you have that you're afraid to share with your supervisor or leaders, please write them below. Remember that this survey is highly confidential and that no one at your organizations will be able to trace these comments to you.

Next, We Launched An Autonomy-Supportive Problems Solving Process

A Path to Shared Solutions

The Children's Cabinet

- **Review** Survey Feedback

- **Identify** feedback benchmarks

  - Concerning

  - Monitor

  - Strength

- **Determine** organizational level concerns that impact full teams or locations and require admin buy-in

- **Create** shared solution opportunity and begin recruiting groups

Shared Solutions NHSA

Step 1: Select the Problem or Issue

Step 2: Generate Possible Solutions

Step 3: Consider the Pluses and Minuses of Each Potential Solution

Step 4: Select a Shared Solution to Try

Step 5: Evaluate the Solution as Necessary, and if It Isn't Working, Repeat the Process and Arrive at a New Shared Solution.

Discussion

Assessment to Earn CEUs

Use this code to access and complete an assessment in *NAEYC Learning Lab*.

You have until **48 hours** after the conclusion of the conference to access and complete the assessment.

Note: CEUs not issued after the assessment is closed.

Access Code:

8702

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