



Human Resource Guide

People Equity--and Your Bottom Line!

By: Valeria Schiemann

Everyone today is aware of the importance of engagement--we all want to be engaged with our jobs, our hobbies, our friends. We enjoy, and commit to, the things with which we can make a visceral connection. Much has been made of the connection between employee engagement and employee retention--although recent economic conditions suggest to some employers that their folks are unlikely to stray, no matter what! While that may be true, regarding retention as the only, or even primary link to business performance, can be risky.

In good times and bad, the organization must always pay attention to its People Equity-- the three key work-force factors that are highly predictive of business success:

- Engagement--are employees committed to the organization, willing to recommend its products or services to friends and family, and even willing to be advocates for the company as a place to work?
- Alignment--do employees understand the strategic goals of the organization, and their role in achieving those goals?
- Capabilities--do employees have the skills, tools and information needed to get the job done--especially where serving the customer is concerned?

Ask yourself these three questions as related to your own job? Chances are, if you can answer all three with a resounding "YES!" you are playing an important role for your employer, and are getting what you need from the organization as well. If you answer one or more "NO", then there is a gap in what you are providing to the company-- and what the company is providing to you.

What difference does this make? Even though the work appears to be proceeding smoothly, if we take a closer look we may find significant gaps in business operations or customer service.

Metrus Group has had the opportunity to work with organizations with many similar outlets. This gives us the opportunity to compare different groups with the same overall product and service, based on their People Equity. It is often the case that within an organization there is quite a wide range of results, as shown in the excerpt below (From "Reinventing Talent Management", William Schiemann, John Wiley & Sons, Inc. and SHRM; www.reinventingtalentmanagement.com).

"In a recent study of over 70 hospitals, we found some hospitals with Engagement scores below 25 (on a scale of 100) and while others were above 90. At which hospital would you prefer to have your next operation? When we examined the People Equity scores across the 70 hospitals, we found that scores were highly correlated to a hospital's financial performance. Hospitals with low Engagement and Alignment, for example, had union troubles, lower patient and physician satisfaction, and poorer financial performance than their high People Equity counterparts.

Within a large restaurant group, we discovered some restaurants with People Equity scores below 20 and others that scored above 90. (This also included widely varying A, C, and E scores.) As a customer, if you were to walk into two of the restaurants in the organization—one with high People Equity and one with low—you might think you were in two different companies. We found high People Equity restaurants with a sense of excitement—a vibe. Employees were highly attentive to customers and seemed to self-manage their behaviors in a positive way. Their speed, focus, and quality were much higher than their lower People Equity counterparts, where there appeared to be low morale, lack of focus, and inattentiveness to the customer. Restaurants with higher People Equity scores had higher customer satisfaction scores, lower turnover, and they were financially more successful."

SHRM Hawaii is once again making available the opportunity for companies throughout Hawaii to measure their own People Equity. For the first time, companies with as few as 10 employees are eligible! Following the survey, training will also be available to help with interpretation of results, and taking action. Learn more at <http://www.metrus.com/institute/workplace-excellence-survey.html>.



SHRM Hawaii and the Metrus Group's "People Equity" survey uses a 3 step dimensional process called ACE

(Alignment, Capabilities, and Engagement).

Registration to participate in this survey process is open between now and September 20, 2009.

Call Casey Ching at SHRM Hawaii at (808) 447-1840

if you have questions or email shrmhawaii@hawaii.biz

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SHRM Hawaii Chapter



St. Francis

HEALTHCARE SYSTEM OF HAWAII
A Legacy of Caring for Hawaii's People

Mother Marianne Cope and six Sisters of St. Francis made an arduous journey from New York to Hawaii by ship to minister to those afflicted with Hansen's disease. No one else had responded to the earnest plea from King David Kalakaua. Without fully knowing what to expect, Mother Marianne and the sisters came to the islands determined to make a positive difference in the lives of Hawaii's people.

That was in 1883, and now more than 125 years later, the Franciscan Sisters are carrying on the tradition of reaching out to those in need. St. Francis Healthcare System has been a pioneer in health care in Hawaii. St. Francis was the first in the Islands to introduce kidney dialysis, the first to introduce organ transplants, and the first to offer hospice care among many other services.

In 2007, St. Francis sold its two medical centers in Liliha and Ewa to focus on community-based care – services that reach beyond hospital walls. The majority of St. Francis Healthcare System programs are designed to prevent the need for hospitalization or to help people recover more quickly after surgeries, two important niches in Hawaii's health care continuum.

For example, a newly rebranded program called Healthy Lifestyles Program (HeLP) allows nurses to provide valuable diabetes, nutrition and hygiene education for children in elementary schools, an important preventive care initiative.

St. Francis Hospice, established in Hawaii in 1978 to care for terminally ill patients, goes to people's homes throughout Oahu to provide hospice care. When patients' conditions become unmanageable at home or caregiver respite is needed, inpatient services are available at its two newly renovated hospice facilities in Nuuanu and Ewa.

St. Francis Home Care Services reaches out to those who need ongoing care after being discharged from the hospital, providing vital follow-up care and state-of-the-art telehealth monitoring services so that there can be immediate medical intervention, if needed.

A newly launched program, Stay Healthy at Home, provides an alternative to costly long-term care by offering caregivers a concierge of services from pre-screened agencies in the community, a benefit for both the elderly and their caregivers.

Another new program, St. Francis Palliative Care, reaches out to patients experiencing physical pain and emotional or spiritual suffering caused by serious illnesses, whether they are in nursing homes, assisted living centers, hospitals or through St. Francis' newly established outpatient palliative care clinic in Liliha.

All of these services require a team of more than 275 dedicated employees who have adapted to Hawaii's changing health needs, while remaining committed to the St. Francis mission of creating healthy communities. As the needs of Hawaii's people change, St. Francis Healthcare System will continue to reinvent itself and shape the delivery of health care in the future.

For more information about St. Francis Healthcare System of Hawaii, call 808-547-6500.



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