



Strategies to Improve Organizational Processes

Upon completion of your Organizational Assessment, you will identify areas requiring your attention. This paper will assist you with strategies to address indications of poor perceptions of Organizational Processes.

How Organizational Processes are measured on the DEOCS:

1. Programs are in place to address military members' and employees' concerns.
2. Discipline is administered fairly.
3. Decisions are made after reviewing relevant information.

Strategies

Implement policies, programs, and activities to improve perceptions of organizational commitment.

- Be prepared! Do NOT sit and wait for a problem to arise.
- Establish programs to address a wide variety of concerns, such as:
 - Human relations problems: victim advocacy, mental health, EO/EEO related issues, and promoting awareness of social issues through monthly observances
 - Family and personal concerns: financial planning and relocation services
 - Personnel development: mentoring, leadership training, informal recognition and rewards for performance (e.g., quarterly, annual)
- Promote awareness of programs to increase the likelihood personnel will take advantage of them.
- Organize activities (e.g., Pot-lucks, team luncheons, bowling or movie nights, etc.) to improve morale and create positive feelings amongst members.

Establish clarity and transparency in lines of communication to enhance perceptions of fairness in decision-making processes, including decisions related to rewards and punishments.

- Clarify expectations and policies in onboarding new members, including performance standards and consequences of negative behaviors.
- Reiterate the rules, policies, and disciplinary actions that will follow after inappropriate behaviors.
- Recognize outstanding performers who contributed to project, team, or and ensure rewards are distributed fairly.
- Specify how individuals may have hindered organizational goals or acted inconsistently with values by highlighting actions/behaviors.
- Communicate organizational goals and priorities clearly and frequently.
- Communicate a clear vision to stimulate interest in organizational goals and motivate personnel toward achieving them.

Apply policy and procedures consistently and fairly.

- Develop materials to aid with decision-making processes, such as performance review rating scales and SOPs for disciplinary actions.
- Demonstrate that everyone is treated equally in procedures and in disciplinary actions.
- Communicate the steps involved in leaders' decisions (including rewards and punishments).
- Review all available information before making decisions.
- Follow up on each report/complaint of inappropriate behavior.



- Promote a culture of personal accountability by holding members accountable for their actions.
- Distribute awards fairly by examining how individuals contributed to organizational goals.
- Enforce discipline fairly by examining how individuals may have hindered organizational goals or acted inconsistently with values.

Demonstrate commitment to organization's values, mission, goals, and vision.

- Be consistent with organizational values ensuring all members are held to the same standard.
- Repeat core values at regularly scheduled meetings.
- Post the mission/vision statement in a visible or high-traffic area to serve as a daily reminder.

Stay informed of issues at each level of the organization to increase awareness.

- Demonstrate support to increase the likelihood members will communicate concerns to the leadership.
- Maintain close contact with individuals of all ranks so that individuals feel comfortable approaching senior leaders with concerns.
- Build and monitor team processes with those who work above and below you.
- Create mentoring programs to encourage subordinates and senior leaders to learn from each other, improving team processes, and enhancing information sharing.
- Learn about member concerns by:
 - Hosting open forums or town hall meetings
 - Reading from the suggestion box and implementing suggestions when feasible
 - Establishing an open-door policy
- Direct EOAs to discuss the issues and trends they observe within the organization.
- Attend trainings and continuing education opportunities to stay up-to-date with knowledge of personnel management, human relations, and the most current and/or effective practices.
- Provide extra activities that help to develop processes and increase morale (e.g., pot-lucks, team luncheons, bowling or movie nights, etc.) to get people talking to leaders in a more relaxed atmosphere.

