NATIONAL LEADERSHIP CONSORTIUM
ON DEVELOPMENTAL DISABILITIES

OPPI Section Name: Staff Participation, Value, Impact, and Support

Overarching Principle: *In order for employees to provide, oversee and support quality, person-directed services that promote the rights of people with disabilities, they have to know that they are valued, important, and supported in their organizations. Organizations assure that all employees have a voice, are valued and respected, influence organizational decisions, receive praise and recognition, receive regular supervision and support and access the appropriate training, development, and support opportunities needed to succeed in their roles.*

Why should organizations focus on this? In a time when turnover and disengagement are at an all-time high in many of our organizations, organizational approaches that promote participation, psychological safety, and engagement are critical. When employees feel valued, respected, recognized, and important to the success of the organization, they are more likely to stay and more likely to work productively and effectively.

Indicators in the Assessment *Our organization…*	What the research says
Shares information in a transparent, clear, and timely way to assure all staff have the necessary information to participate effectively in strategic planning and the development of the organization's mission, vision, and goals.	Participation in decision-making at every level, or employee empowerment, is increasingly known as best practice (García-Juan, Escrig-Tena & Roca-Puig, 2018). Employee empowerment involves decentralizing power within a company and transferring it to individual decision-makers at the base of the organization's hierarchical structure. (Osborne & Hammoud, 2017). Involving employees in decisions enhances engagement and satisfaction because they feel their opinions are valued. Overall morale is lifted, which positively affects work quality; all projects and areas of the company benefit (Nielsen, K., & Randall, R., 2012)
Ensures that staff at all levels have the training, coaching, regular and effective supervision, resources, and support needed to understand and fulfill the expectations of their jobs, especially when job descriptions/expectations change.	Coaching and mentoring are powerful tools for developing an organization's workforce (Garvey et al., 2010). Coaching is very effective for leadership development and supporting high-potential employees and senior management. Research also confirms that coaching and mentoring are positively correlated with employee performance (Neupane, 2015).
Embraces flexibility for all staff. Employees have input into their schedules, responsibilities, evaluations, and learning/development opportunities.	Management consultation, delegation, and encouragement are frequently considered variables that affect employee performance and retention (Agwu & Olele, 2014). Valuing employees in the workplace has been proven by numerous studies (Rethink 2022 Global Culture Report, O.C. Tanner Institute) to create excellent results in output production. Employees who feel valued have increased

	motivation in the workplace, greater commitment, and show greater levels of innovation.
Values meaningful staff development (beyond required training); this means staff are assisted to pursue interests and learn skills to support their talents.	Employee training and development enables employers to enhance the knowledge and skills they want their employees to have. Training and development programs can educate employees on new skills or update existing skills to improve productivity (Elna & Imran, 2013; Rodriguez & Walters, 2017).
Works to ensure that staff at all levels feel valued, respected, appreciated, and engaged and receive praise and recognition for their achievements.	Numerous studies have shown that when employees feel valued, they are more successful and productive (O.C. Tanner Institute, 2022). Employees who feel valued have increased motivation in the workplace, greater commitment, and show greater levels of innovation.
Ensures that staff at all levels have access to, support to understand, and opportunity to provide input into the organization's budget and spending decisions.	Transparency is a critical factor in involving employees in organizational decisions; transparency about budget information and spending decisions has been shown to increase employee engagement and effectiveness (Dethier, Delcourt, Willems, 2021).
Ensures that all staff have access to current, relevant information about trends in disability services, public policy, community issues, etc.	Supporting staff and volunteers means giving them the proper training, providing them with current information related to their work, rewarding them for their work, supervising them properly and regularly, keeping their morale high, and ensuring they have everything they need to do their jobs successfully (Community Toolbox, 2021).

Where to Start

1. Look at rules and norms related to decision-making in your agency. Consider how employees at all levels are currently involved or uninvolved in decisions that impact them, such as strategic plans, structural decisions, work schedules, and more. Are there opportunities to increase participation in day-to-day and long-term decision-making?
2. Have people in management and supervisory roles been trained in participatory management strategies? Involving employees in decisions and decreasing hierarchical structures requires that people in power roles understand how to support employees to be involved.
3. Examine your organization's training, development, and coaching procedures. Do employees have opportunities for development beyond required training? Do they have time in their schedules to engage in developmental opportunities? Do they have support and coaching to increase and practice applying their skills in their day-to-day roles?
4. Consider how information is shared at the organization. If any information, such as budgets, strategic plans, board meeting minutes, etc. are not shared with all employees, consider why and how the organization could become more transparent.