



Staff Participation, Value, Impact, and Support

Using data from the Organizational Priorities and Practices Inventory (OPPI)

Staff Participation, Value, Impact, and Support are fundamental principles for organizations committed to providing quality, person-directed services for people with disabilities. It's imperative that employees at all levels feel valued, supported, and empowered within their organizations to strengthen engagement, quality, and efficiency. This research brief provides field trends concerning *Staff Participation, Value, Impact, and Support*. It uses data from 820 professionals across disability service organizations nationwide using the OPPI.

Critical dimensions of *Staff Participation, Value, Impact, and Support* on the OPPI encompass: ***Staff Participation in Strategic Planning, Comprehensive Support, Work Content Input, Staff Development, Staff Appreciation, Staff Participation in Financial Decision-Making, and Staff Knowledge Development***. Existing research emphasizes the significance of these indicators in fostering a supportive and empowering work environment, where staff feel valued, respected, and equipped with the necessary tools and resources to excel in their roles. This report identifies areas for organizational improvement to enhance staff engagement, support, and overall service quality for individuals with disabilities.

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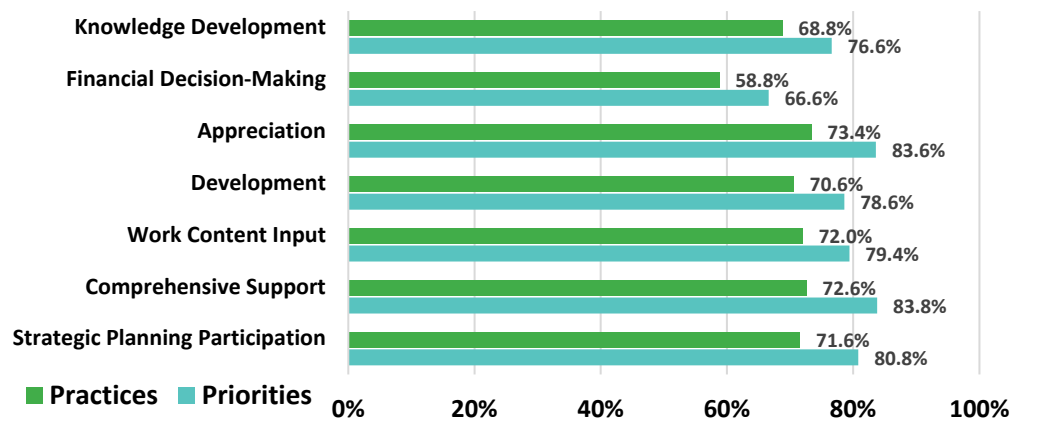
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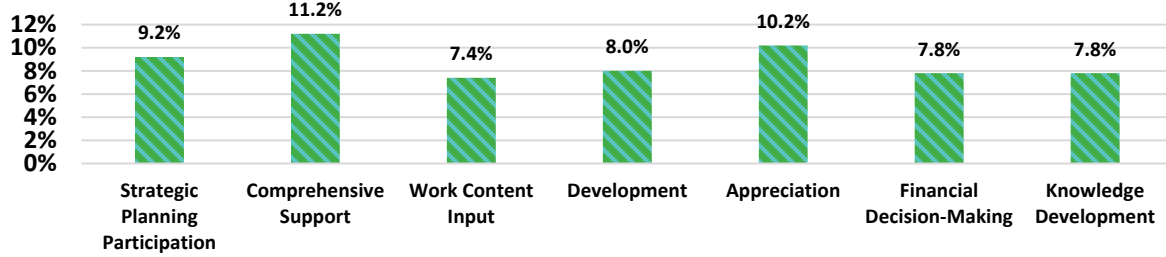
Staff Participation, Value, Impact, and Support (n=820)



- Priorities were rated statistically higher than Practices for all indicators
- Organizations mostly prioritize and implement practices related to valuing employees since the ***Staff Appreciation*** indicator has the highest priorities and practices rates
- Organizations should prioritize and involve employees more in ***Financial Decision-Making*** since it has the lowest priorities and practices rates

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Differences Between Priorities and Practices (n=820)



- The average difference between priorities and practices is approximately 8.8% scale points
- The differences between priorities and practices are statistically significant for all indicators
- On average, organizations closely prioritize and implement practices that ensure and promote staff involvement in their work content planning and development. The area of **Work Content Input** has the smallest difference between priorities and practices rates
- On average, organizations loosely prioritize and implement practices ensuring that staff at all levels have the support needed to understand and fulfill the expectations of their jobs. The area of **Comprehensive Support** has the largest difference between priorities and practices rates

Strategic Planning Participation: Involving employees in decisions enhances engagement and satisfaction; people feel their opinions are valued and overall morale is lifted, which positively affects work quality (Nielsen & Randall, 2012).

Comprehensive Support: Support through coaching and mentoring are powerful tools for developing an organization’s workforce (Garvey et al., 2010). Research also confirms that coaching and mentoring are positively correlated with employee performance (Neupane, 2015).

Work Content Input: Management consultation, delegation, and encouragement are frequently considered variables that affect employee performance and retention (Agwu & Olele, 2014). Valuing employees in the workplace creates excellent results in output production (Rethink 2022 Global Culture Report, O.C. Tanner Institute).

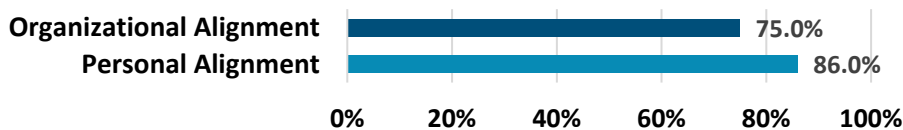
Development: Training and development programs can educate employees on new skills or update existing skills to improve productivity (Elna & Imran, 2013; Rodriguez & Walters, 2017).

Appreciation: Employees who feel appreciated have increased motivation in the workplace, greater commitment, and show greater levels of innovation. Studies have shown that when employees feel valued, they are more successful and productive (O.C. Tanner Institute, 2022).

Financial Decision-Making: Transparency about budget information and spending decisions has been shown to increase employee engagement and effectiveness (Dethier, Delcourt, Willems, 2021).

Knowledge Development: Supporting staff means giving them the proper training, providing them with current information related to their work, and ensuring they have access to all resources they need to do their jobs successfully (Community Toolbox, 2021).

Differences Between Personal and Organizational Alignment (n=820)



- Personal alignment is rated higher than organizational alignment by a statistically significant difference of 11.0% scale points.
- Thus, employees perceive a gap between their personal alignment with best practices related to Staff Management and how their organization’s implement such practices

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