

## HOW DOES YOUR PRACTICE RATE?

To evaluate your practice's performance in the area of job satisfaction and to identify where you might focus your efforts, complete the following self-assessment, which is structured around Frederick Herzberg's motivation-"hygiene" theory. As you answer each question, keep in mind the needs and concerns of your employees and colleagues.

	Yes	No
<b>Company and administrative policies</b>		
Does the practice have a policy manual?	<input type="checkbox"/>	<input type="checkbox"/>
Are the policies easy to understand?	<input type="checkbox"/>	<input type="checkbox"/>
Do employees perceive the policies as fair?	<input type="checkbox"/>	<input type="checkbox"/>
Are all persons in the practice required to follow the policies?	<input type="checkbox"/>	<input type="checkbox"/>
Do employees have easy access to the policies?	<input type="checkbox"/>	<input type="checkbox"/>
Do employees have input into the policies?	<input type="checkbox"/>	<input type="checkbox"/>
Has the practice revisited or revised its policies recently?	<input type="checkbox"/>	<input type="checkbox"/>
Are your policies reasonable compared with those of similar practices?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Supervision</b>		
Do the practice's supervisors possess leadership skills?	<input type="checkbox"/>	<input type="checkbox"/>
Do they treat individuals fairly?	<input type="checkbox"/>	<input type="checkbox"/>
Do employees feel that they can trust their supervisors?	<input type="checkbox"/>	<input type="checkbox"/>
Do the practice's supervisors use positive feedback with employees?	<input type="checkbox"/>	<input type="checkbox"/>
Does the practice have a consistent, timely and fair method for evaluating individual performance?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Salary</b>		
Are your practice's salaries comparable to what other offices in your area are paying?	<input type="checkbox"/>	<input type="checkbox"/>
Are your practice's benefits comparable to what other offices in your area are offering?	<input type="checkbox"/>	<input type="checkbox"/>
Do your employees perceive that they are being paid fairly?	<input type="checkbox"/>	<input type="checkbox"/>
Do your employees perceive that their benefits are sufficient?	<input type="checkbox"/>	<input type="checkbox"/>
Does the practice have clear policies related to salaries, raises and bonuses?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Interpersonal relations</b>		
Do individuals have opportunities to socialize with one another during the workday?	<input type="checkbox"/>	<input type="checkbox"/>
Do they have a sense of camaraderie and teamwork?	<input type="checkbox"/>	<input type="checkbox"/>
Does the practice deal with individuals who are disruptive?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Working conditions</b>		
Does your practice's equipment (everything from computers to scales) work properly?	<input type="checkbox"/>	<input type="checkbox"/>
Is the facility clean and up to date?	<input type="checkbox"/>	<input type="checkbox"/>
Are office conditions comfortable?	<input type="checkbox"/>	<input type="checkbox"/>
Do individuals have adequate personal space?	<input type="checkbox"/>	<input type="checkbox"/>

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	Yes	No
<b>Work itself</b>		
Do employees perceive that their work is meaningful?	<input type="checkbox"/>	<input type="checkbox"/>
Do you communicate to individuals that their work is important?	<input type="checkbox"/>	<input type="checkbox"/>
Do you look for ways to streamline processes and make them more efficient?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Achievement</b>		
Do individuals have clear, achievable goals and standards for their positions?	<input type="checkbox"/>	<input type="checkbox"/>
Do individuals receive regular, timely feedback on how they are doing?	<input type="checkbox"/>	<input type="checkbox"/>
Are individuals' talents being utilized?	<input type="checkbox"/>	<input type="checkbox"/>
Are individuals adequately challenged in their jobs?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Recognition</b>		
Do you recognize individuals for their major accomplishments on the job?	<input type="checkbox"/>	<input type="checkbox"/>
Do you recognize individuals' small victories?	<input type="checkbox"/>	<input type="checkbox"/>
Do you give employees recognition in a timely, meaningful way?	<input type="checkbox"/>	<input type="checkbox"/>
Does the practice have a formal program (such as "employee of the month") for recognizing staff members' achievements on the job?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Responsibility</b>		
Do individuals perceive that they have ownership of their work?	<input type="checkbox"/>	<input type="checkbox"/>
Do you give them sufficient freedom and authority?	<input type="checkbox"/>	<input type="checkbox"/>
Do you provide opportunities for added responsibility (not simply adding more tasks)?	<input type="checkbox"/>	<input type="checkbox"/>
<b>Advancement</b>		
Do you reward individuals for their loyalty?	<input type="checkbox"/>	<input type="checkbox"/>
Do you reward individuals for their performance?	<input type="checkbox"/>	<input type="checkbox"/>
Do you promote from within, when appropriate?	<input type="checkbox"/>	<input type="checkbox"/>
Do you support continuing education and personal growth?	<input type="checkbox"/>	<input type="checkbox"/>

If you answered "no" to any of the questions above, consider addressing those areas within your practice and seek input from your employees and colleagues.