

5 บุคลากร

กิตติพงศ์ เตมียะประดิษฐ์

**5.1ข(1) สภาพแวดล้อมของการทำงานที่มีสุขภาวะ ความมั่นคง และ
สะดวกในการเข้าทำงาน**

เอกสารสำหรับกิจกรรม Tools Training E-EX มศว เท่านั้น

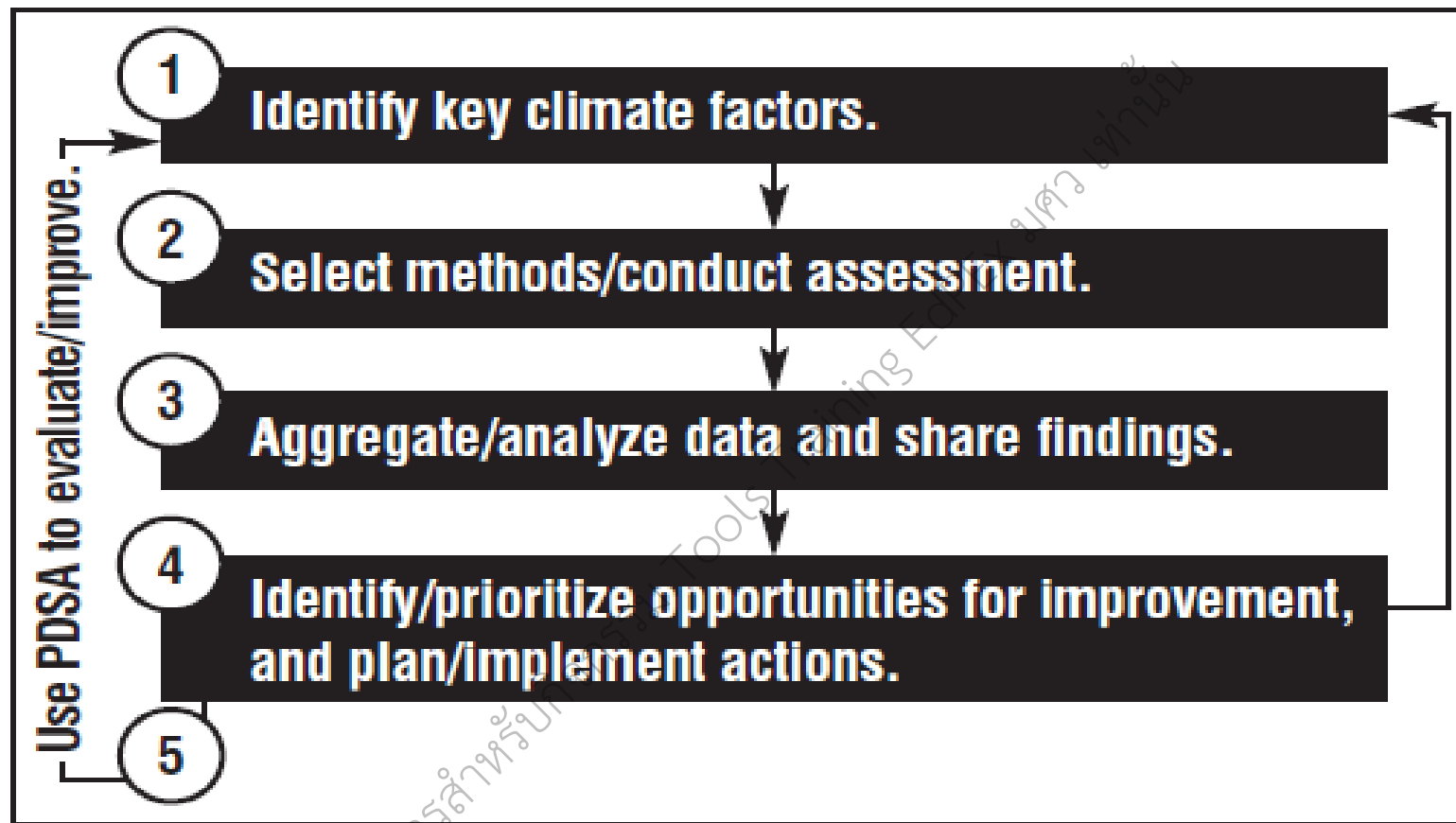
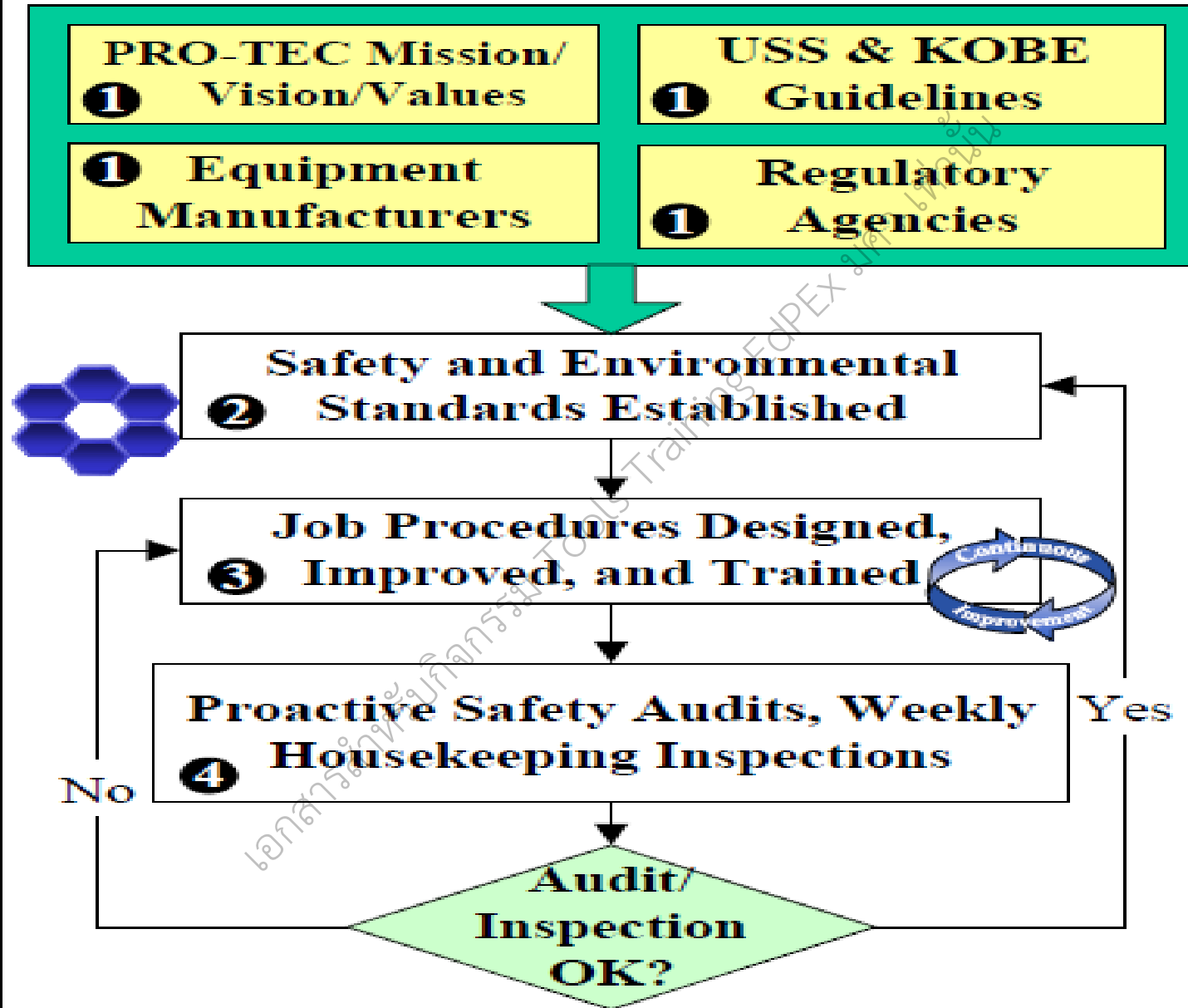


Figure 5.3-2 Climate Assessment Process

Figure 5.2-1 - Safety and Environmental



WORKFORCE HEALTH, SAFETY AND SECURITY MEASURES

Figure 5.2-2

Workforce Factor	Performance Measure	Goal
Health	Pre-employment physical and annual TB Screening	100%
	Voluntary Flu Vaccination Program	45%
	Injury Prevention – Safe Patient Lifting	↓10%*
	Respiratory Protection Screens	100%
	Training on obesity as health risk factor	95%
Safety	Injury Rates per Employee Population	↓20%**
	Lost Time – Work Injury/Illness	↓20%**
	Annual Education	100%
	Fire system testing & drills vs. plan	100%
	Blood-borne pathogens exposure cases	↓10%*
Physical Security	Monthly Vehicle Safety Checks	90%
	Min. necessary access to employee PHI	100%
	Reduce workplace violence severity	↓10%
	Monthly testing of panic alarms, elevator phones	100%

*Year over year comparison

**As compared to Regional Industry Data

Figure 5.3-1 EHS Practices - (W) denotes approaches that are deployed worldwide

	Practices	Measures	Targets
Health	1) Wellness Programs (W)	Utilization	___ % of HAP Participants
	2) Fitness Center Activities	Utilization	Exceed National Average
	3) Health Fair (W)	Participation	___ % of population
	4) Health and Safety Depot	Utilization	___ usages per day
	5) Customer Sat. Survey	Results	___ % in customer satisfaction
Safety	6) AED	Globally Implement	End of first half 2002
	1) 6-2222 Medical Emergency Phone Line (W)	Response time	___ minutes for EMS
	2) 6-safe Safety & Environmental Concerns	Utilization & turn around time	___ % follow through and closure
	3) Compliance	Audit Scores	Pass
	*ADA Accessible	Out Side Consultant/Facility Changes	Compliant
	*Corporate Global EHS Audits 1993-1997 & 1999 (W)	Pass / Fail	Pass
	*Medical OSHA Surveillance Programs (W)	No Citations	___ % Compliant
	4) OSHA VPP Star Award	Qualified in 1995 Recert. in 1998	All US. CGISS Manufacturing sites
	5) MERT-Motorola Emergency Response Team (W)	Emergency Response	___ % training compliant
	6) Air and Noise level checks (W)	OSHA Recordable Incidents	No Incidents
Ergonomics	7) Automatic External Defibrillator (W)	Global implementation	All Qualified Sites (MERT)
	Safety and Ergonomics Fairs	Participation	___ % of population
	Hazard Communication Training (W)	Participation	___ % Manufacturing Pop
	2) Injury and Illness Investigation (W)	OSHA Rate	Rate less than ___
	3) Job Analysis (W)	Identify Workplace Hazards	Eliminate All Workplace Hazards
	4) ESIH Champions	Employee Participation	___ % of building zones covered
	5) ISO14001 Certification (W)	Audit	Entire Corporation Certified

Figure 5.2-1: Workplace Health, Safety, & Security

PROGRAM	DESCRIPTION	MEASURES
Employee Health Services	This program provides a resource for staff on work-related health issues. New staff and volunteers are screened for and provided current vaccinations. Annually, free flu vaccines are offered to all staff, volunteers, and physicians.	Mandatory annual learning test (Figure 7.5-5)
Environmental Health & Safety	This program promotes environmental compliance/responsibility, occupational health, emergency preparedness, and overall safety.	Safety audits (Figure 7.4-15)
Occupational Health Services	To increase staff productivity and reduce cost of work-related injuries, this program: 1) tests employees to make sure they can safely fulfill physical job requirements; 2) trains staff to identify risk factors, avoid injuries, and prevent minor injuries from becoming major; 3) participates in design of remodels and new facilities.	Worker's Compensation claims (Figure 7.4-15)
Infection Control	An Exposure Control Plan identifies jobs with risk of exposure to communicable diseases and develops control precautions and procedures.	Influenza vaccination (Figure 7.5-10)
Security	Security patrols PVHS properties and offers a safe-walk program. Certain departments and non-public exterior doors require individual codes. Parking lots, entrances, and ED have video surveillance. Parking lots have emergency call stations.	Safety audits (Figure 7.4-15)

Workplace Environment			
Safety <ul style="list-style-type: none"> • Annual Office and safety training • Annual Operations safety training • Fitness Center safety training • Inclement weather call line 	Health <ul style="list-style-type: none"> • Annual Health/ Benefits fair • Smoke-free environment • Flu shots • On-Site Weight Watchers 	Security <ul style="list-style-type: none"> • On-Site security guard • Photo ID, user-specific building access • Panic button in areas of public access 	Mission Engagement <ul style="list-style-type: none"> • Mission trip experiences • Service award celebrations • Employee appreciation days • CPH sponsored quarterly blood drives • Financial planner available

5.1-1

Figure 5.1-1 Workplace Environment Factors

5.1ข(2) บริการ นโยบาย และสิทธิประโยชน์สำหรับบุคลากร

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Figure 5.2-2 Workforce Services, Benefits, and Policies

Focus Area	Services	Benefits	Policies
Sustain a healthy workforce	<ul style="list-style-type: none"> Gym membership Wellness programs Emergency child care Nursing services (flu shots, screening) Employee assistance services Seminars on workforce issues 	<ul style="list-style-type: none"> Comprehensive health insurance options Dental and vision plan Sick leave Prescription plan Flexible spending options Long-term care insurance 	<ul style="list-style-type: none"> Stay-home-when-sick policy Shared time for fitness (½ hour your own time and ½ hour NuGrain time up to three times per week)
Create a safe and healthy environment	<ul style="list-style-type: none"> Centralized safety and health information for each job category Ergonomic check of workstations 	<ul style="list-style-type: none"> Family leave Corporate-sponsored community service: Baldrige training/site visits (hours aligned with USDA policy) 	<ul style="list-style-type: none"> SOPs, safety checklists Safety Committee Sick leave donations Policies exceed standards
Develop the workforce	<ul style="list-style-type: none"> E-learning (access to 10,000 classes) Certification programs Continuing education 	<ul style="list-style-type: none"> Tuition reimbursement Tuition reduction Paid professional memberships 	<ul style="list-style-type: none"> Mandatory training: valuing diversity, annual ethics training
Sustain workforce satisfaction and engagement	<ul style="list-style-type: none"> Retirement seminars Long-/short-term disability insurance Credit union Legal services Corporate-sponsored research grants Funded internships and post-doctoral positions 	<ul style="list-style-type: none"> Military/bereavement/jury leave Adoption leave Paid vacation Ten federal holidays (two floating) Basic and optional life insurance 401K Pretax flexible spending accounts 	<ul style="list-style-type: none"> Home/work life balance Job assurance following maternity, paternity, and military leave

FIGURE 5-5 CFSC offers a comprehensive menu of employee benefits and company services.

Benefit Type	Examples of Programs Offered
Employee Health	<ul style="list-style-type: none"> • Choice of 80/20 or HMO health insurance plans, no pre-existing condition exclusions • Discount prescription drug plan, dental and orthodontic coverage, vision plan, hearing plan • Long-term care insurance, disability insurance • Smoke-free office environment and cessation classes • Paid sick/maternity leave • Weight Watchers subsidized program
Financial Planning	<ul style="list-style-type: none"> • Pension plan; investment plan, portable life insurance options • Flexible Spending Accounts - Child/Elder Care and Medical • Money market savings plan, bank-at-work facilities, credit union • 529 Plan (added in 2003) • Stock ownership plan • 401K
Employee Well-Being Work Environment	<ul style="list-style-type: none"> • Drug & alcohol assistance programs • Employee Assistance Program • On-site fitness center • Telecommuting, flex-time options
Employee Satisfaction, Morale, and Motivation	<ul style="list-style-type: none"> • Company sponsored sports teams in community leagues • Business casual dress code • Handwritten birthday card from CFSC President, • Monthly New Employee/Birthday Breakfasts • Employee recognition programs • Paid holidays and vacation leave, holiday party, success celebrations
Community Involvement	<ul style="list-style-type: none"> • United Way Campaign (Day of Caring, Success Celebration, Leadership Giving Dinner) • CFSC sponsorship in charitable events • Paid time off for participation in volunteer activities
Personal & Career Development	<ul style="list-style-type: none"> • Incentive Compensation, Career Management System • Tuition reimbursement, degree bonus and recognition, reimbursement of professional certifications • Job Posting Process, self-nomination without tenure requirement

5.2ก(1) ปัจจัยขับเคลื่อนความผูกพัน

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Gartner's Engagement Capital

- **Engagement Capital Past** – I have consistently been treated well; I take pride in my organization
- **Engagement Capital Present** – I look forward to going to work each day; I know how we are doing and where we are headed
- **Engagement Capital Future** – I am confident about the future of Alamo Colleges District; My contribution to our future success is important

Workforce Engagement Themes

24 Workforce Engagement Statements/Themes		1	2	3	4	5
		Never	Rarely	Sometimes	Often	Always
	Personal Contribution					
1	I try to exceed my manager's expectations.					
2	Nearly all of my co-workers try to exceed their managers' expectations.					
3	My work gives me a feeling of achievement.					
4	My work contributes to the success of the organization.					
	Personal Capabilities					
5	My job allows me to make full use of my knowledge, skills, and abilities.					
6	In the workplace, I have adequate opportunities to improve my skills.					
7	I have good opportunities for career and professional growth.					
8	I understand what is expected of me at work.					
	Reward, Recognition, Compensation					
9	My organization evaluates and promotes employees honestly and fairly.					
10	Recognition and rewards are fair and well understood.					
11	My performance is properly recognized.					

Workforce Engagement Themes

24 Workforce Engagement Statements/Themes		1	2	3	4	5
		Never	Rarely	Sometimes	Often	Always
	Manager Attributes					
12	In the workplace, I get adequate support from my manager to succeed.					
13	My manager provides timely and accurate feedback that helps me to improve my performance (at least two to three times each year).					
14	My manager respects my thoughts, feelings, and ideas.					
15	Delivering customer value is a top priority for my manager.					
	Improvement, Initiative, Innovation					
16	Decisions in my organization are made at the appropriate levels.					
17	I am encouraged to make improvements in how work is done.					
18	As a part of my job, I am required to make improvements in how my work is done.					
19	During the past year, I have made or helped to make improvements in how work is done.					
	Workplace Climate					
20	This is a great place to work.					
21	I look forward to coming to work every day.					
22	I am excited about the future of my organization and I see great potential for growth here.					
23	My work contributes to meeting the needs of our customers.					
24	What questions are we not asking that are important to your workplace success? Which of the statements or themes above are not important?					

5.2ก(2) การประเมินความพึงพอใจ

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Examples of Workforce Satisfaction Themes

1. Effective problem and grievance resolution
2. Preparation for changes in technology
3. Work environment
4. Workplace safety and security
5. Workload
6. Effective communication
7. Cooperation
8. Teamwork
9. Job security
10. Appreciation of the differing needs of diverse employee groups
11. Organization support for serving customers

5.2 ข การเสริมสร้างวัฒนธรรมองค์กร

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Factors Impacting Organizational Culture

Factor	Methods
Open Communication	Deployment of MVV
	Communicate and Engage System
	SL Visibility and Interaction with the Workforce
High Performance Work	Alamo Way Leadership Model
	Unit Planning Processes
	KPI Measure System and WIGs
	Focus on continuous improvement and innovation
	Staff Progress Review and Faculty 180
Engaged and Empowered Workforce	Decision-making at the point of impact
	Collaborative work environment
	Team-based approach
	Participation in planning and budgeting
	4DX
	Principle-Centered Leadership Course
	UFS and USS
	Cross-College Councils
Diverse Ideas, Cultures, Thinking	Focus on diversity
	Recruiting and hiring approach
	Team selection approach
	Diversity workshops and celebrations
	APs for underrepresented minority groups