



DF 305
Taking Care of Employees

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COURSE OBJECTIVES

The objectives of this course are to enable participants to:

- Discuss motivators for employees.
- Discuss methods for taking care of employee basic needs.

TARGET AUDIENCE

The target audience for this training is supervisors and potential supervisors assigned to the Joint Field Offices and other disaster facilities.

CONTENTS

This unit includes the following sections:

- Course Overview
- Motivating Employees
- Activity: Meeting Employee Needs
- Summary

APPROXIMATE TIME

1 hour

PREPARING

Use the following checklist to help you prepare for this course:

Supplies and Equipment

- Visuals 1 through 8
- Overhead projector with screen
- Computer (if available)
- Computer Projector (if available)
- Note cards
- Easel paper, easels, and markers
- Masking tape
- Name cards
- Pens, pencils, and note paper

Handout Materials

- Taking Care of Employees Participant Manual
- Taking Care of Employees End-of-Course Evaluation

NUMBER OF INSTRUCTORS

One or two instructors may be used to teach this course.

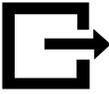
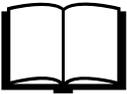
INSTRUCTOR QUALIFICATIONS

Instructors should have training experience as well as previous experience working at a JFO. This course should be taught by instructors with previous disaster field experience. If you are inexperienced, request an experienced instructor to co-instruct the first session with you.

COURSE CONTENT

Instructors delivering these course materials should ensure that the course objectives are delivered in their entirety in order to have the course completion recorded in the Automated Deployment Database (ADD). Additional material may be added, based on the need of the audience to enhance the understanding of the subject matter.

ICONS

Overhead Projector 	Projector 	videotape 	Easel 	Key Point 	Instructor Note 	Check List / Evaluation form 	Graduation / Diplomas 
Thank You! / Good Job! 	Activity 	Discussion Question 	Summary Transition 	Participant Manual 	Time Saving Tip 	Participant Handout 	

WELCOME

Begin by welcoming class

- Introduce yourself



Visual 1

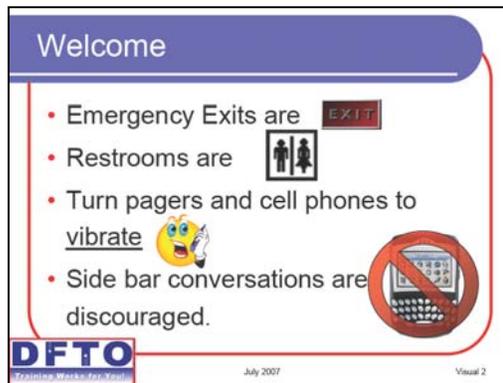


Review class rules and safety items:

- Fire exits
- Restrooms
- Turn pagers and cell phones to vibrate.



Visual 2

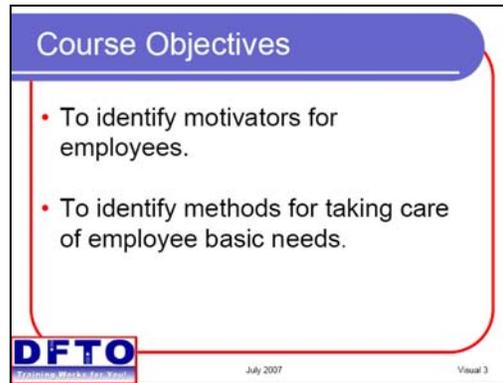


COURSE OBJECTIVES

Begin this training by reviewing the following objectives



Visual 3



- To identify motivators for employees
Objective #1, Page 9
- To identify methods for taking care of employee basic needs
Objective #2, Page 11



Point out that this unit will focus on tips for taking care of and motivating employees.

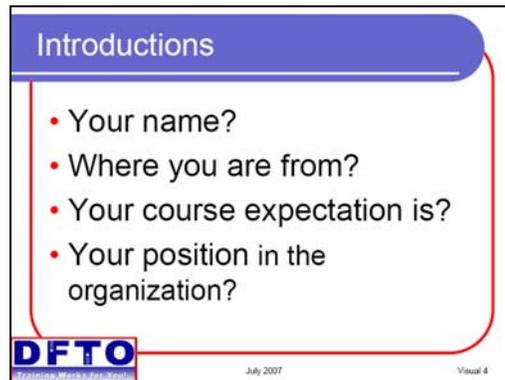
Explain that the overall production and job satisfaction for all is greatly enhanced when a supervisor learns what motivates his or her employees and addresses their needs.

Have participants introduce themselves

- Name?
- Where they are from?
- Class expectations?
- Your position?



Visual 4



FEMA's CORE VALUES



Visual 5



FEMA's ten core values guide both the Agency as a whole and every individual within the Agency.



Group Activity

In their table groups, have the participants list on an easel chart what they believe each Core Value means in their own words or provide examples of each Core Value in their own work environment

FEMA's CORE VALUES (continued)

Accountability: Being responsible for decisions and results while acknowledging mistakes and working to correct them.

Compassion: Showing concern to customers and to each other in times of need.

Customer Focus: Making customers and their needs the first priority.

Diversity: Enriching our work environment and our ability to perform through diversity in backgrounds, experiences, skills, and respect for those differences.

Innovation: Seeking creative new ways to better deliver our services and meet whatever challenges may arise.

Integrity: Following the highest ethical standards and always being truthful with customers and colleagues.

Partnership: Working collaboratively with external partners and with each other to achieve our common goals.

Public Stewardship: Managing resources prudently and providing the highest quality service.

Respect: Listening to and treating customers and co-workers with dignity.

Trust: Relying on each other and our external partners to act in the best interest of our customers, and earning that trust through our behavior

NOTE: *Many of these Core Values relate to how we take care of ourselves and each other.*

MOTIVATION / NEEDS



Visual 6



Discuss Maslow's Hierarchy of Needs.



Objective #1

- Stress that the needs are arranged in a pyramid, not a triangle.
- Explain that if the basic physiological needs are not met, needs higher on the pyramid are of lesser importance.

Point out that Maslow's hierarchy shows the order of importance in meeting human needs.

Learning Check Question #3



Abraham Maslow developed the theory of human motivation now known as **Maslow's Hierarchy of Needs**. As a psychologist, Maslow noted that some human needs were more powerful than others. He divided those needs into five general categories, from most urgent to most advanced: physiological, safety, belonging/love, esteem, and self-actualization. Maslow first published his theory in the 1940s, and it became a widely accepted notion in the fields of psychology and anthropology. Maslow was a professor at Brandeis University from 1951 until 1969; his major texts included *Motivation and Personality* (1954) and *Toward a Psychology of Being* (1962).

Learning Check Question #1



Group Activity

Instructor Note: Divide the class into five groups. Assign each group one of the five categories of Maslow's Hierarchy of Needs.

Have the participants list what they feel are the needs of each category.

After 10 minutes have each group write their category on an easel pad and discuss their responses with the class.

Prepare for this activity as follows:

Familiarize yourself with the five categories of Maslow's Hierarchy of Needs.

1. **Basic Physiological Needs:** Food, water, shelter, health issues, etc.
2. **Security Needs:** Safety and security in the working environment.
3. **Social Needs:** Integrating full-time staff, reservists, and local hires; stress management; diversity; etc.
4. **Personal Esteem Needs:** Feedback and recognition.
5. **Self-Actualization Needs:** Cross-training, creativity, and growth opportunities.

MOTIVATING EMPLOYEES

Review the following key points:



Objective 2

- As a supervisor, you cannot motivate people directly. People tend to do things for their own reasons, not yours. Learn what motivates employees and provide opportunities for employees to work in an environment where they are self-motivated.

Learning Check Question #2

- Encourage Team Member participation. Involving team members in decision-making, problem solving and other activities is one of the most powerful motivational tools.
- For employees to perform at their optimal level, their needs must be met. As a supervisor, it is your job to help them meet these needs.
- In a disaster situation, even basic needs may need to be met. There may be sub-standard shelter available and limited food supplies.
- Employees who are not focused on their personal needs will be more dedicated and committed to their work.
- As a supervisor, you may not be able to address all of an employee's needs. It is important to address those over which you have some control. Therefore, the first step in motivating employees is to identify staff needs.
- An effective supervisor also coaches his/her employees. Coaching goes beyond showing someone how to perform a task. Coaching involves observing, analyzing, demonstrating and giving effective feedback.
- Maintain or enhance your team member's self-esteem, self respect and dignity.

MOTIVATING EMPLOYEES (continued)

- Communication is a two way process. Keep you employees informed of activities at the JFO. A supervisor's role is to support the free exchange of open, honest communication. Organize your messages, avoid complex or pompous language. Practice active listening

Learning Check Question #5

- You may be familiar with Maslow's Hierarchy of Needs. This hierarchy can provide a framework for thinking about needs of staff in the Joint Field Office.



Visual 7

Care about your employees

- Listen to and understand their concerns
- Provide them with constructive feedback
- When you disagree, don't make them wrong
- Acknowledge the greatness in your employees
- Look for positive intentions

DFTO
July 2007 Visual 7



- **Listen to and understand their concerns.** Every time you do a good job listening and understanding your employees, you indirectly tell them that you care about them and value their opinions
- **Provide them with constructive feedback.** If you care about someone, you give them constructive feedback-- both positive and negative comments.

Learning Check Question #4

- **When you disagree, do not make them "wrong."** If you care about people, you want them to have their own opinions. That is what makes people unique.

- **Acknowledge the greatness within your employees.** Everyone is capable of accomplishing extraordinary tasks. Part of the role of the leader is believing that their people are capable of doing great things.
- **Look for positive intentions.** Most people do not go out of their way to make mistakes, propose ideas that will not work, or maliciously do things wrong. People usually have positive intentions behind their actions. Leaders who care about their people look for their positive intentions rather than what went wrong or what is wrong. Everyone makes mistakes.

**Instructors Note:**

Treat others as YOU want to be treated.

**ACTIVITY: MEETING EMPLOYEE NEEDS**

Handout 1

MEETING EMPLOYEES NEEDS

Conduct this activity as follows:

- **Explain** to the participants that the purpose of this activity is to identify specific actions a Joint Field Office supervisor can take to ensure that employees' needs are met.
Divide the participants into five groups.
- **Assign** each group a needs category.
- **Give** the participants 10 minutes to create their lists.
- **After** 10 minutes have passed, **ask** for volunteers to present their group's responses to the rest of the class.
- **Have** all the table groups present their responses
- **Add** additional suggestions from the following list that participants did not mention.

Possible responses:

- **Basic Needs**
 - *Provide information about hotel or other living accommodations.*
 - *Provide information about Joint Field Office procedures (e.g., ID badges, check-in, check-out).*
 - *Provide a work area and tour of the Joint Field Office.*
 - *Provide background information about the disaster.*
 - *Provide good deployment information.*
 - *Make sure everyone has filled out an employee data sheet to get paid.*
 - *Make sure everyone has checked in with ADD.*
 - *Bring fruit to the office for snacks.*

- **Security Needs:**
 - *Make sure everyone has the required/appropriate equipment for their job.*
 - *Provide directions, maps and local information.*
 - *Provide a telephone/contact list.*
 - *Make sure everyone has transportation to and from the office.*
 - *Provide the location of the nearest ATM .*

- **Social Needs**
 - *Introduce everyone to other team members when they join the team.*
 - *Introduce staff to other managers and staff.*
 - *Make sure everyone has some time off.*
 - *Provide opportunities for the staff to share social and recreational activities.*
 - *Encourage staff to make the supervisor aware of any problems.*
 - *Set up meeting with involved members to discuss interpersonal conflicts and assist with conflict resolution.*

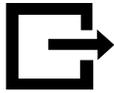
- **Personal Esteem (Self-Esteem) Needs**
 - *Make each individual feel part of a team (introduce them, provide work space, place his/her name on the organizational easel, assign tasks).*
 - *Personally introduce new people to the specific office/Joint Field Office Staff.*
 - *Thank individuals for contributions and give immediate reinforcement.*
 - *Demonstrate personal interest in employees.*
 - *Identify small deeds and compliment the person responsible.*
 - *Recognize people by their names.*
 - *Use appropriate humor.*
 - *Send letters of commendation to staff members and copies to their supervisors.*
 - *Respect all staff and individual differences.*
 - *Include all staff members in social invitations.*
 - *Encourage teamwork and teambuilding.*
 - *Demonstrate confidence in staff's ability to accomplish assignments and tasks.*

- **Self-Actualization Needs**
 - *Place people in positions that match their qualifications.*
 - *Provide cross training opportunities.*
 - *Provide for and allow creativity.*
 - *Provide opportunities in current technology.*
 - *Recommend learning opportunities that may be available after the disaster.*



Ask if there are any other comments on the actions supervisors can take to meet their employees' needs.

SUMMARY



Summarize this course by asking the participants the following discussion questions:



What challenges do you face when motivating employees in a disaster setting?

Possible responses:

- *Making the time to take care of employees.*
- *Constantly changing environment, facility, and staff.*
- *Getting the correct information to pass on to the staff.*



What can supervisors do to maintain their personal motivation?

Possible responses:

- *Take care of their own basic needs.*
- *Ask for information.*
- *Seek learning opportunities to expand and develop their own skills.*



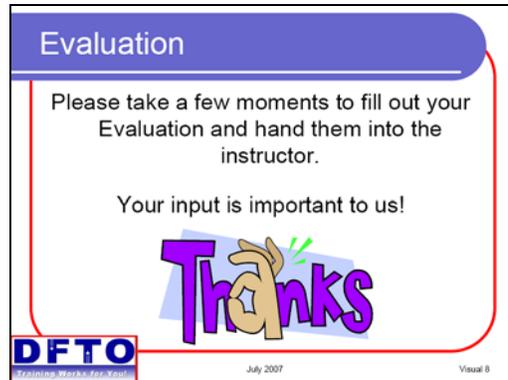
Instructor Note:

Be careful NOT to assume what motivates you – also motivates your staff.

**Student Learning
Check**

Distribute exam to students. Allow 10 to 15 minutes, the students may use their materials. Correct the learning check as a group.

Ask the participants to complete the course evaluation form.

**Visual 8**

Distribute the course completion certificates to the participants. *(Optional)*



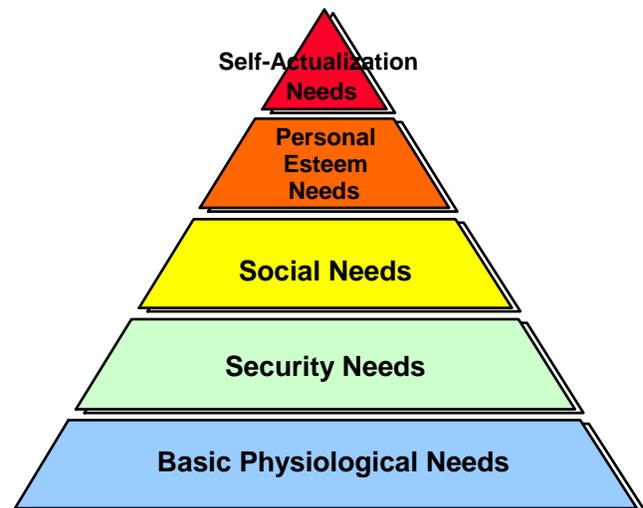
Thank the participants and the instructional staff.

HANDOUT 1
MEETING EMPLOYEE NEEDS
Participant Copy

Purpose: The purpose of this activity is to identify specific actions a Joint Field Office supervisor can take to ensure that employees' needs are met.

Instructions:

1. For your assigned need, identify specific actions that a supervisor at a JFO can take to ensure that employee needs are met. Record these below.
2. As a group, consolidate your individual responses and write your actions on easel paper.
3. Select a spokesperson to present your group's list.



Assigned Area: (Check one)

- | | | |
|---|--|------------------------------------|
| <input type="radio"/> Basic Physiological Needs | <input type="radio"/> Security Needs | <input type="radio"/> Social Needs |
| <input type="radio"/> Personal Esteem Needs | <input type="radio"/> Self-Actualization Needs | |

Record suggested JFO supervisor actions below:

Learning Check



1. Who first developed the theory of Hierarchy of Needs

2. The first step in motivating employees is identify their needs.

TRUE

FALSE

3. Draw a line from the need to it's correct position in the pyramid

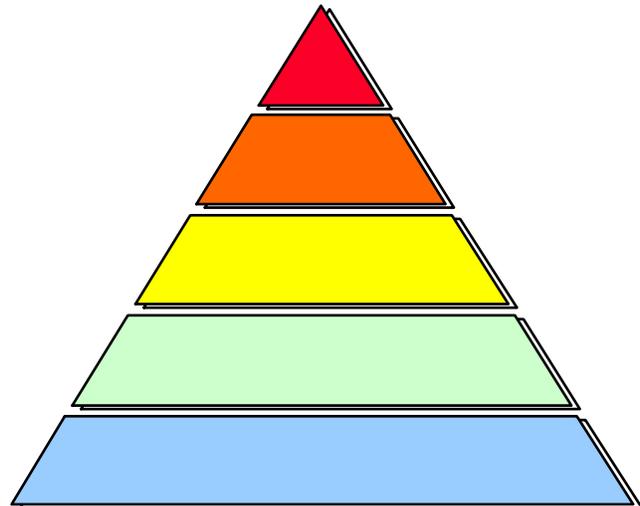
Security Needs

Personal Esteem Needs

Social Needs

Basic Physiological Needs

Self-Actualization Needs



4. Non-constructive feedback is preferred.

TRUE

FALSE

5. An effective supervisor keeps his employees informed of changing conditions or situations.

TRUE

FALSE

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**Learning Check
Answer Key**

1. Who first developed Maslow’s Hierarchy of Needs

Abraham Maslow **Page 12**

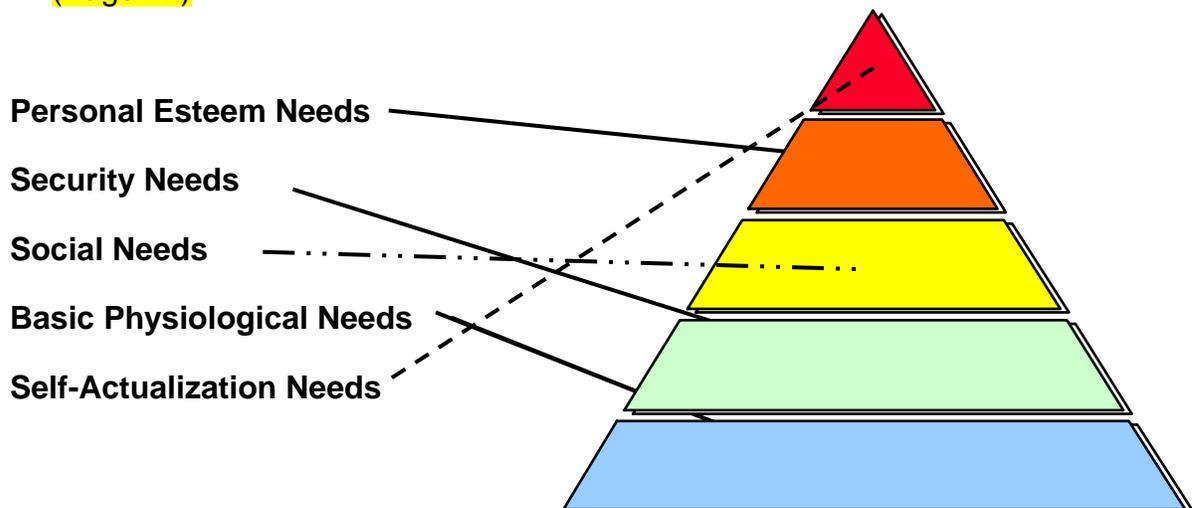
2. The first step in motivating employees is identify their needs.

TRUE **Page 9)**

FALSE

3. Draw a line from the need to it’s correct position in the pyramid

(Page 12)



4. Non-constructive feedback is preferred.

TRUE

FALSE **(page 10)**

5. An effective supervisor keeps his employees informed of changing conditions or situations.

TRUE **(page 10)**

FALSE

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Please take a moment to complete the following items. Your input may help to improve future training sessions. Thank you!



Date of Course _____

Name of Instructor(s) _____ **Disaster Number** _____

1. The instructor was knowledgeable and well-prepared.

___ Strongly Agree ___ Agree ___ Disagree ___ Strongly Disagree

Comments: _____

2. The instructor provided time for questions and review and encouraged group participation.

___ Strongly Agree ___ Agree ___ Disagree ___ Strongly Disagree

Comments: _____

3. The instructor related the material to disaster work and used FEMA-related examples.

___ Strongly Agree ___ Agree ___ Disagree ___ Strongly Disagree

Comments: _____

4. Based on your Requestor/Supervisor/Program Manager's expectations from this course, will you be able to meet or exceed them? Why? Or why not?

5. Overall, how would you rate this course.

___ Excellent ___ Very Good ___ Good ___ Adequate ___ Poor

6. Please list additional training or performance improvement opportunities that would benefit your JFO work or benefit the JFO workforce in general.

