

Sample Communication Introducing Rounding to Employees

Rounding in the Workplace

If you or a loved one has experienced a hospital stay, you have likely seen nurses and doctors doing their rounds. Rounding in the medical field involves the care provider checking in with patients: asking how they are doing, checking their vitals for changes, and making sure needs are being met. The purpose of rounding with patients is to give the medical professionals the information they need to ensure the comfort and care of their patients.

In our district, the administrative team has begun implementing similar rounding procedures. During the year, you will likely be contacted by your supervisor for a check-in. The purpose of administrators rounding with employees is similar to the purpose of medical professionals rounding with patients. The goal is to get feedback so that leaders can make sure employees have a great place to work where they feel empowered and appreciated.

Rounding is not evaluative. It is a practice used for employees to give their administrator formative feedback. The feedback is meant to inform the administrator's growth and service in the school or department. It is a means to collect information and take action to improve the work environment and the administrator's service to his or her people.

If you receive an invitation for rounding, your supervisor will ask you specific questions.

- What is working well for you?
- Do you have what you need to do your job?
- Is there anything I can do to help you continue to perform well?
- Is there anyone who has been especially helpful to you?

When you are rounding with your administrator, he or she may take notes. These notes are for the eyes of the administrator alone and are used to cue the administrator to take follow-up action to meet any indicated needs or recognize mentioned colleagues.

When you have the opportunity to round, please use courage and compassion to give your administrator feedback about your workplace, their service to you, and your needs as an employee.

Thank you for taking your time to participate in rounding activities. Your feedback is valuable and helps the district continue to strive to be a great employer!

Heidi Taylor-Eliopoulos
Superintendent
Chippewa Falls Area Unified School District

Rounding Log

Completed by

Name of Staff:

Date Rounding Completed:

Questions

Comments

Working well?

Any needed tools, equipment, or resources?

Any help needed to do job better?

People to recognize

Rounding Summary

To:

From:

Rounding Summary from _____ to _____.

Things that are Working Well:

Areas to be Improved:

People to Recognize:

Any Results of Goals Reported:

ROUNDING AT A GLANCE

PURPOSE: Create a “great place to work” where empowered employees achieve results.

WHY ROUNDING?

- The goal of rounding on employees is to capture important data on which to act, including information for reward and recognition and for process improvement.
- By regularly conversing with employees about their work and transparently taking action, leaders show employees they are valued, which increases resiliency and engagement.
- There is a high correlation between staff engagement results and quality outcomes.

WHAT DO I ASK WHEN ROUNDING?

- What is working well for you?
- Do you have what you need to do your job?
- Is there anything I can do to help you continue to perform well?
- Is there anyone who has been especially helpful to you?

HOW DO I USE THE ROUNDING PROTOCOL?

- Introduce the process to staff.
- Set a rounding schedule that is manageable and reaches all direct reports.
- Record process improvement on a Rounding Summary or Stoplight Report.
- Validate the process with a rounding log or other tool.
- Manage up and reward and recognize individuals.
- Continue rounding!

“As powerful as rounding is, it cannot succeed in a vacuum. Rounding skills must be standardized, and the process must be hardwired with all leaders at the organization.”

ROUNDING TO MEET 5 CRITICAL EMPLOYEE NEEDS DEMONSTRATING CONCERN

Employees want a leader who cares about and values them. The number one reason people leave their jobs is because they feel they are not valued. Even more, people do not leave their “team”—they leave their direct supervisor. Taking the time to make a human connection with employees—and to really listen and respond to their needs—counteracts that perception. “When you round properly, you automatically build strong relationships with all of your employees,” says Quint Studer. “It just happens naturally.”

FOUNDATIONAL CONDITIONS FOR SUCCESS

Employees want systems that work and the necessary resources to be successful in their work. Their job satisfaction is heavily reliant on each condition. Organizations often experience equipment and process breakdowns that stifle productivity. In some cases, employees have complained amongst themselves for years about inefficient systems and processes. Rounding solves these problems and gives productivity a boost. “When you ask people, ‘Do you have the tools and equipment you need to do your job today?’ and they say, ‘yes,’ it’s a win for everyone,” Studer explains. “If they say no, you can fix the problem and turn it into a win.”

CONTINUOUS IMPROVEMENT AND DEVELOPMENT

Employees want opportunities for professional development. Rounding is a natural avenue for discovering whose skill sets need improvement and for initiating professional development discussions. When making rounds, it is easy to suggest training to someone who is in need of a development opportunity, or to ask one employee to mentor another. Professional development can occur in a variety of settings. Rounding also provides opportunities to help high performers move to an even higher level. Consider using the phrase, “We want to keep you in our organization and are committed to helping you excel personally and professionally. Is there any training that you feel might be helpful for you?”

REWARDING AND RECOGNIZING OUTSTANDING PERFORMANCE

Employees want to be recognized and rewarded for doing a good job. A big part of the rounding process involves asking others to identify colleagues who have been helpful or who have demonstrated exceptional performance—and then passing the compliments on to others. It is a powerful way to build morale and collegiality. Praise from one’s peers is one the most meaningful kinds. It makes an employee feel great when a leader says, “Carla told me you did an outstanding job getting the data report together last week.” It makes the employee feel great about Carla for recognizing her hard work and it makes the employee feel good about her leader for sharing the information.

ADDRESSING LOW PERFORMANCE TO CREATE A CULTURE OF EXCELLENCE

Employees do not want to work with low performers. Nothing makes employees feel as discouraged and resentful as having to work with people who do not pull their own weight. In fact, low performers often drive high performers right out the door – while attracting like-minded colleagues to the organization. Rounding solves this problem naturally. When a leader is in touch with all employees on a routine basis, leaders quickly learn which employees are consistently underperforming. Once low performers are identified, a leader has a choice to develop them or move them out. It is not an easy task, but it is absolutely necessary.

30 Day New Employee Meeting Questions

Employee Name:

Role:

Leader Conducting Session:

Start Date:

Date of 30-Day Meeting:

Question	What Was Heard	Action Taken	Date Completed or Next Follow-Up
How do we compare with what we said?			
What's working well?			
Have there been any individuals who have been helpful to you?			
Based on your prior work, what ideas for improvement do you have?			
Is there any reason that you feel this is not the right place for you?			

Indicate overall Employee Satisfaction level on scale of 1-10: _____

10=Very Satisfied

5=Somewhat satisfied, unsure whether right place for them

1=Very Dissatisfied, likely to leave

Now that this person has been in your department for 30 days, do you feel based on what you have seen so far, that they were a good hire?

Please rate on a scale of 1-10: _____

90 Day New Employee Meeting Questions

Employee Name:

Role:

Leader Conducting Session:

Start Date:

Date of 90-Day Meeting:

Question	What Was Heard	Action Taken	Date Completed or Next Follow-Up
How do we compare with what we said?			
What's working well?			
Have there been any individuals who have been helpful to you?			
Based on your prior work, what ideas for improvement do you have?			
Is there any reason that you feel this is not the right place for you?			
Do you know of anyone who would be a good fit for our organization?			
As your supervisor, how can I help you?			

Indicate overall Employee Satisfaction level on scale of 1-10: _____

10=Very Satisfied

5=Somewhat satisfied, unsure whether right place for them

1=Very Dissatisfied, likely to leave

Now that this person has been in your department for 90 days, do you feel based on what you have seen so far, that this is a good hire?

Please rate on a scale of 1-10: _____



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NOTES:

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