
Organizational Culture Matters:
*It's not just what we do, but how
we do it*

The Importance of Building Staff
Community to Serve the Community

Erica Saum

Jewish Family Service of Metropolitan Detroit

JFS Detroit

- 121 Staff Members
 - Currently employees have worked from a couple of months to 39 years
 - Range of staff age: 70s to 20s
- Two Office Locations
- Staff in Host Settings
- Various Programming
- Involved Federation and Organized Community

The Mission of JFS: *guides what we do*

Jewish Family Service is dedicated to helping individuals and families cope, survive and thrive in an ever-changing world. We are focused on the needs of the Jewish community while providing service to all.

The JFS Experience: *guides how we do it*

The JFS Experience is lived through collaboration in a sharing community, showing daily concern, care and respect in all our actions. We are invested in each others' success to enrich as many lives as we possible can.

Our Evolution of Great Service

- Culture of individual personalities
- Staff Development Committee
- Agency restructuring in 2008 and conscious focus on welcoming practices for clients
- Zingerman's Zingtrain in Ann Arbor, Michigan

The Art of Giving Great Service

- Teach it
- Define it
- Live it
- Measure it
- Reward it

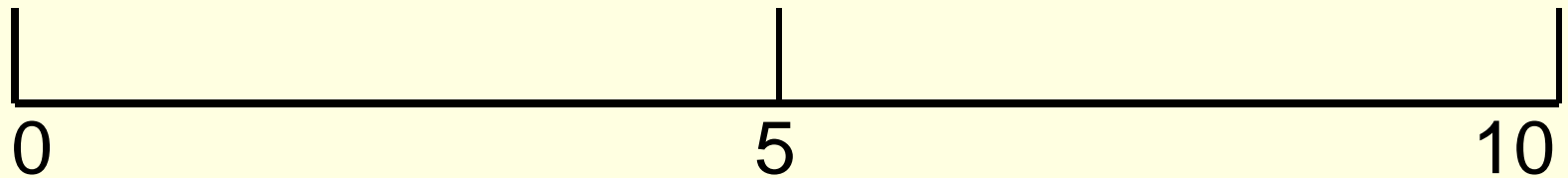
From Zingerman's Zingtrain

Our Evolution of Great Service

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- **The Ultimate Question**

The Ultimate Question

On a scale of 0 to 10, where 0 equals “not a chance” and 10 equals “in a heartbeat”, how likely are you to recommend JFS to a friend or family member?



0-6 detractor

7-8 neutral

9-10 promoter

Who is the Customer...

- Clients
- Volunteers
- Community Partners
- Donors
- Co-workers
- Supervisees
- Other Agency Personnel



“Someone calling themselves a customer says they want something called service.”

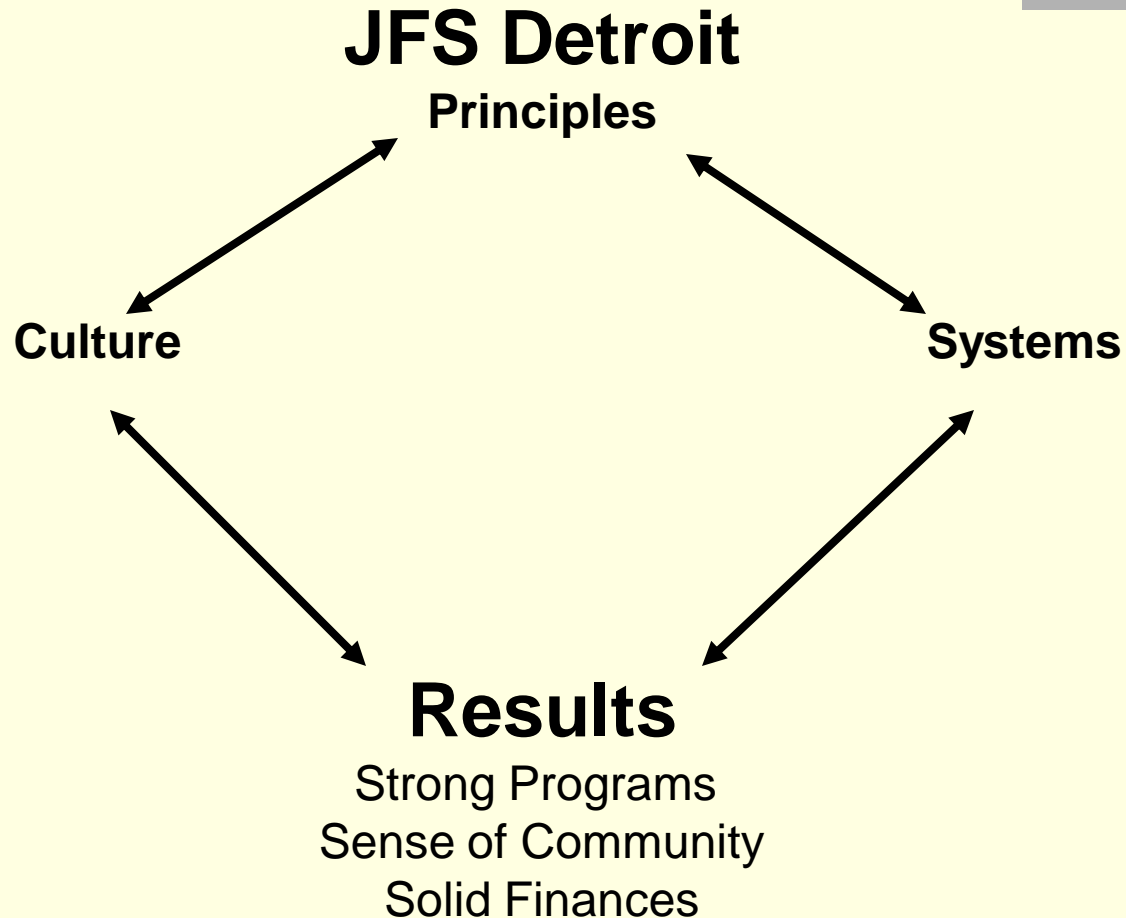
Our Evolution of Great Service

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- The Ultimate Question
- Great Service Committee
- Merged Committee

The JFS Experience

... is lived through collaboration in a sharing community, showing daily concern, care and respect in all our actions. We are invested in each others' success to enrich as many lives as we possibly can.

Building a Community



Our Methods: Guiding Principles

- **Great Programming**
- **Great Staff Members**
- **Involvement in the Community**
- **Strong Relationships**
- **Solid Budget**
- **Teaching Organization**

Our Methods: Agency Systems

Support for Staff

- Staff Development Committee
- Meetings
- Supervision

Supervising with Great Service

Supervising with great service means that the supervisor is always thinking, “what can I do to help make your job easier?”

- Provide Vision
- Give great service to your staff
- Live and teach the JFS guiding principles
- Say thank you!
- Roll up your sleeves

Our Methods: Agency Systems

Communication

- Meetings
- Internal Newsletters
- New Hire Interviews/Orientation

Our Methods: Agency Systems

System Improvement

- Performance Appraisals
- Quality Assurance Surveys
- Spreading/Sharing the Word

Our Methods: Agency Systems

Employee Recognition

- Employee of the Year
- On the Spot
- Cause for Applause
- Big Apple Award

Always treat your employees exactly as you want them to treat your best customers.

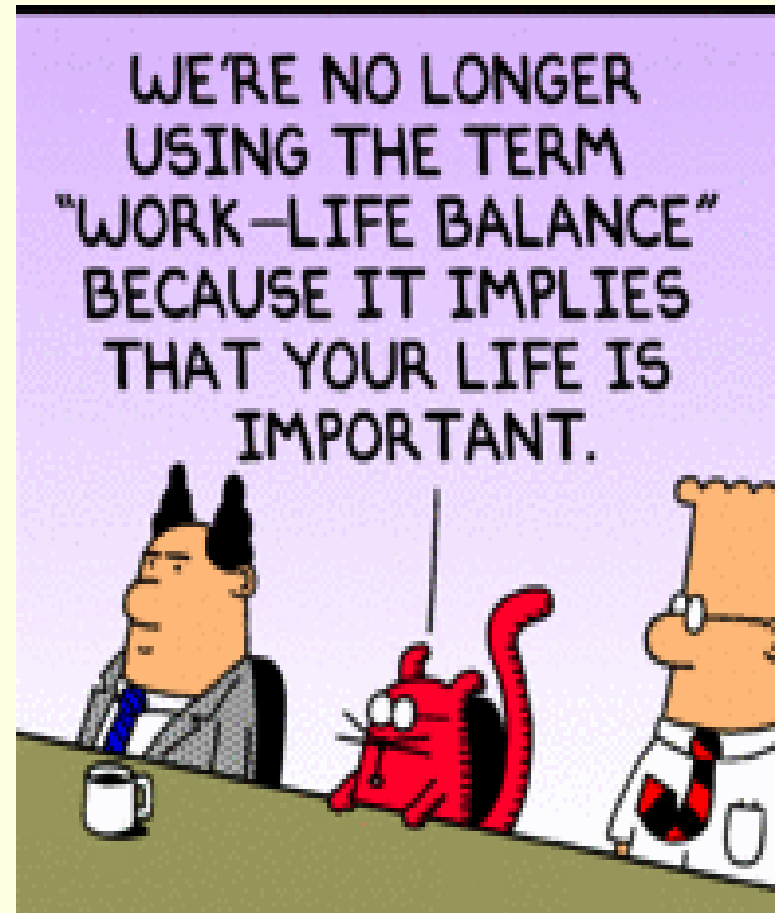
~Stephen R. Covey

Our Methods: Agency Culture

- Bagel Days
- Faces of the Agency
- Role of the CEO
- Open Door Policy
- Above and Beyond: Standard of Excellence
- Celebrations

Our Methods: Agency Culture

- How do staff truly feel about their work?
- Does staff feel safe to discuss concerns and share feedback?
- Who does the staff go to for direction?



Why Staff Community Important?

- Human Resources
- Community Reputation
 - Great Service is a product in itself; market the experience!

Building Your Community

Effective Organizational Change

Dissatisfaction x **V**ision x **F**irst Steps > **R**esistance

- Takes time
- Takes people

Adapted from Zingerman's Zingtrain

Staff Champion:

- Examine current agency welcoming practices and build agency culture to promote best practices of engagement and person-centeredness.
 - Provide training and support to all staff
 - Develop and staff “Zing” committee to work on this issue
 - Revise “Welcoming Packets” given to clients
 - Make recommendations about the use of any resource (e.g., staff, volunteer) that will facilitate this goal
 - Create systems to hold JFS accountable for welcoming practices, gather data and analyze it

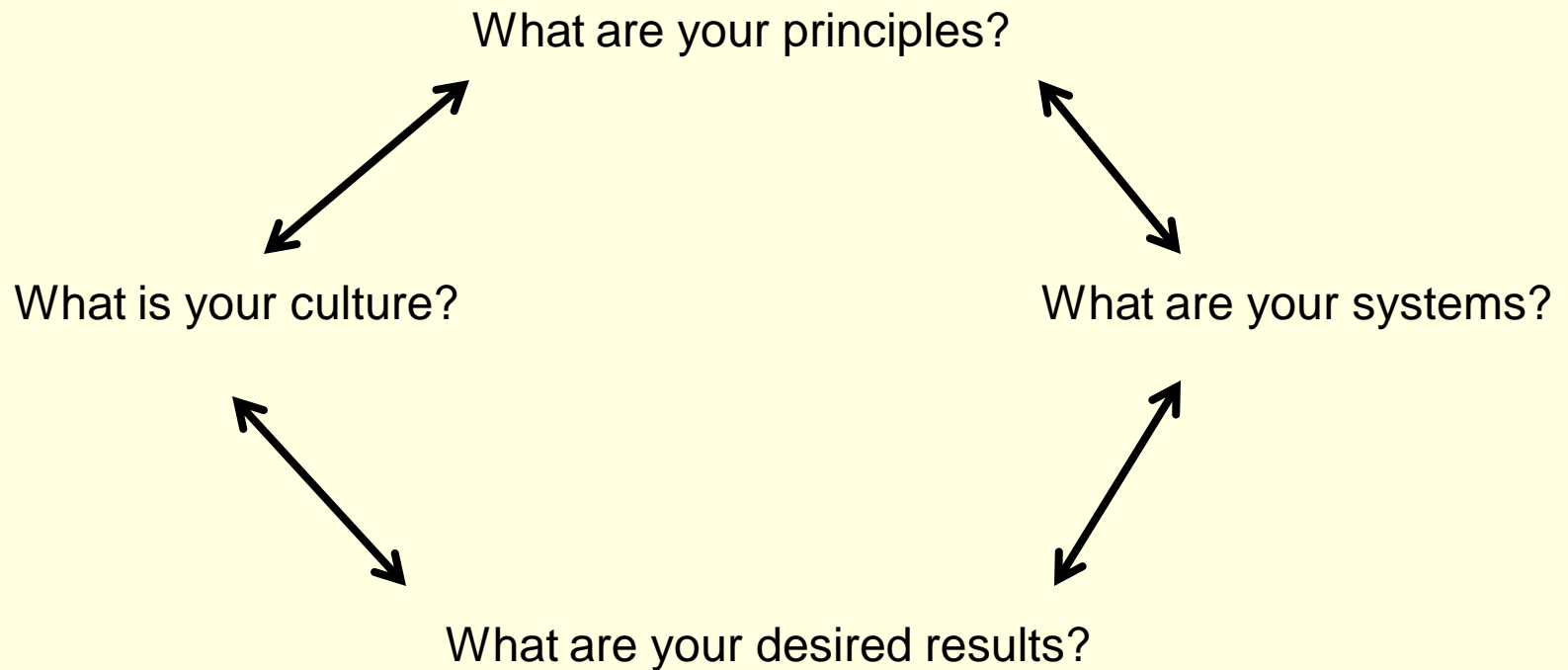
Building Your Community

Effective Organizational Change

$$D \times V \times F > R$$

- Takes time
- Takes people
- Trust
- Willingness to ask questions

Building Your Community



Thank you.....

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