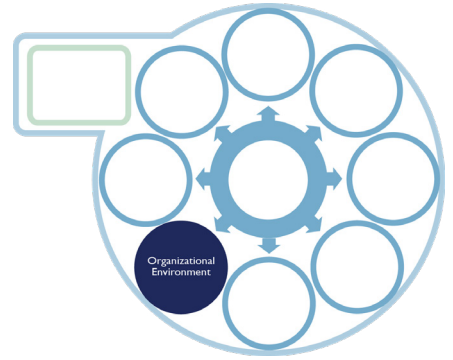


WORKSHEET H: Explore Organizational Environment



STOP ⚡ Download, save, and work in your saved worksheet!

What is the Desired Outcome or Condition?

Staff at all levels experience an inclusive **organizational climate** that focuses on building and promoting a positive, solution-focused, and outcome-oriented agency culture. **Diversity of the workforce**, diverse points of view, new ideas, and teamwork are encouraged and valued.

How well is your agency doing in this area?

The following are sample indicators of an agency’s level of performance in this area. For each indicator below, consider and discuss the extent to which you think your agency’s policies and structures promote your agency’s overall performance, based on a scale of 1 = Poor, 2 = Fair, 3 = Good .






<u>Indicators of Agency Level of Performance</u>	<u>Rating</u> 1 = Poor 2 = Fair 3 = Good
Agency climate and culture positively impact staff morale, individual performance, and agency functioning.	
Within the organizational climate, all individuals feel valued and know that a diversity of perspectives is respected and necessary.	
There is a climate of inclusion and diversity in terms of staff and viewpoints is championed.	
Staff feel safe to express diverse points of view and all staff, beginning with leadership, have the skills to respectfully disagree with one another, regardless of position within the agency.	
Notes/Comments:	

What strategies should your agency consider to strengthen this component?

The following examples include promising or effective strategies designed to address workforce gaps impacting an agency.

For each strategy:*

- First, consider and note in the table below: A = Agency Already Engaged, B = Interested in the Strategy, C = Not Applicable (NA) or Not Interested At This Time (NI).
- Next, consider how difficult it would be for you and your team to work within the agency or with partners to implement or strengthen its performance based on 1 = Readily Doable, 2 = Feasible But Will Take Some Effort, and 3 = Difficult.

<u>Examples of Promising or Effective Strategies</u>	<u>Implementation</u> A = already engaged B = interested C = NA or NI	<u>Level of Difficulty</u> 1 = readily doable 2 = feasible with effort 3 = difficult
As part of an ongoing plan for improving organizational climate, conduct a rigorous, structured agency self-assessment exploring staff perceptions (examine by race, ethnicity, age, gender, and position level) and identifying  organizational health factors that contribute to, or impede, a positive and constructive organizational culture and climate.		
Use and monitor assessment results to maintain or improve and sustain qualities of organizational health.		
Practice  inclusive and distributive leadership by engaging diverse staff and points of view at all levels in decision making and problem solving.		
Examine and provide supports that may be unique to the needs of students, newly hired personnel, and tenured staff to model how the agency values staff as its primary resource in providing services.		
Develop metrics and analyze the data to consider the  cost to the agency and the impact of staff turnover on client outcomes.		
Lead, encourage, and support employee racial equity work within and outside the agency by addressing microaggressions, harassment, and social exclusion (micro or macro) when they occur and implementing a proactive plan that informs agency staff regarding workplace culture and inclusivity expectations. Include an investment in resources and funding for  Racial Equity Training .		
Other Strategies? Click  MyNCWWI for additional strategies, resources, and tools.		
Notes/Comments:		

*This particular rating (considering whether the agency is already engaged or interested and then the “doability”) was adapted from the excellent resource *Self-Assessment Workbook for Building a Stable and Quality Child Welfare Workforce* by the Center for the Study of Social Policy (2006).