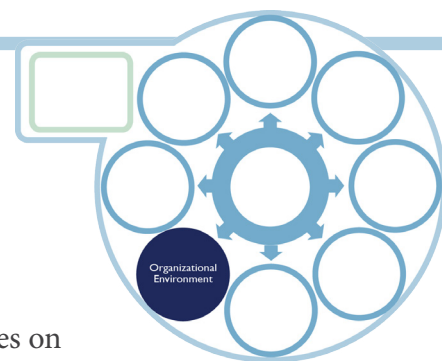


WORKSHEET H:

Explore Organizational Environment



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 example 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 .





Indicators of Agency Level of Performance	Rating 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 a diversity of perspectives is respected and necessary.	
There is a climate of inclusion and the diversity of staff and viewpoints are championed.	
Staff feel safe to express diverse points of view and 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
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, 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.		
Other Strategies? Click  MyNCWWI for additional strategies, resources, and tools.		
Notes/Comments:		