

DIAGNOSING AGENCY CULTURE

Assessing Your Agency=s Internal Culture

Use the scale below to rate the following statements. Base your ratings on the current reality of your organization, in YOUR opinion B NOT where you hope your organization might be at some future time. Add up the scores in each category and record them in the space provided.

Ratings

- 0 = Not sure (but I intend to find out)!
- 1 = Definitely needs work B not at all where we should be on this
- 2 = Could use some work B not quite where we should be on this
- 3 = Generally OK B we can live with where we are on this
- 4 = Definitely OK B we=re right where we should be on this

Leadership	Score:
We have a clearly articulated organizational mission.	
Our actions and activities are generally proactive rather than reactive.	
Our organizational values are positive and well-known by stakeholders.	
Our organization’s values are embraced by most employees.	
We have a clearly defined code of conduct.	
Power is shared in the organization.	
There is a long-term perspective that goes beyond day-to-day operations.	
We value our employees and our actions demonstrate this.	
Employees generally trust the leadership team.	
Score for Leadership:	

Professionalism	Score:
Our organization has a positive reputation in the community.	
Employees accept and embrace workplace diversity.	
We are generally proud of the conduct of our employees – on and off duty.	
Employees are respectful of one another.	
Employees appear to be genuinely committed to the mission of this organization.	
Employees are empowered to fulfill their job duties.	
Employees are proud to be associated with this organization.	
Other agencies look to us as leaders in the field.	
Value is placed on enhancing job skills and knowledge.	
Score for Professionalism:	

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Quality of Work Life	Score:
Employees can get time off without a lot of hassle.	
Employees don't abuse sick leave.	
Employees are formally recognized for positive accomplishments.	
Employees know where to turn for help and support for personal problems.	
Any need for organizational change is openly discussed in a positive manner.	
Employees' behavior is consistent with the code of conduct.	
Employees feel that they can safely report any misconduct of their peers.	
This is a good place for single parents and other employees with family responsibilities to work.	
Employees support each other in getting the agency's mission accomplished.	
Score for Work Life:	

Daily Operations	Score:
Daily work is consistent with written procedures.	
Employees are hard working and committed to doing their jobs right.	
Employees demonstrate professionalism every day in their interactions with both the community and their clients.	
Employees show few signs of stress-related burnout.	
Employees have an opportunity to work on diverse and changing assignments.	
Employees have autonomy and aren't second-guessed by supervisors.	
Citizen and client complaints are taken seriously.	
Employees have the tools and resources to do their jobs properly.	
Employees trust the internal investigation process as fair and impartial.	
Score for Daily Operations:	

Personnel Selection, Promotion and Development	Score:
Our organization has little trouble attracting qualified applicants.	
Well-qualified employees are being hired.	
New employees represent the diversity of our clients and the community.	
Current employees are our best recruiters.	
Our salary and benefit package is competitive in our community.	
The promotional process is objective and viewed as fair by most employees.	
Employees receive the training they need to perform their jobs.	
Managers act as formal or informal mentors to subordinate employees.	
The performance appraisal system objectively evaluates employee skills and competencies.	
Score for Personnel Selection, Promotion and Development:	

Communications	Score:
The leader's message is getting across to most all employees.	
Employees feel that their voice is heard and their feedback is valuable.	
Information flows effectively, up and down the chain of command.	
Employees look forward to reading the organization's newsletter.	
Employees believe that their grievances will be heard in a timely manner and settled fairly.	
There is little gossip and few rumors in the workplace.	
Supervisors regularly schedule meetings to share information.	
Employees are generally consulted before major decisions affecting them are made.	
Supervisors and managers listen more and talk less.	
Score for Communications:	

Add your scores here:

Leadership	=	_____
Professionalism	=	_____
Quality of Work Life	=	_____
Daily Operations	=	_____
Personnel Development	=	_____
Communications	=	_____
Total	=	_____

Interpreting results:

Because every organization is unique, there is no "magic score" indicating that your organization's culture is functioning more positively than negatively. You should examine the lowest-scoring and highest-scoring categories and make your own assessment of where improvements can be made. You may also wish to consider how other employees, at different levels of the organization would respond.