

Organizational Culture and Climate in Ohio's Office of Families and Children

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Outline

- **What do we mean by “organizational culture and climate”?**
- **Why is it important?**
- **How did we assess it?**
- **Using assessment results to inform interventions**
- **What’s next for OFC?**



What Do We Mean?

- **Organizational culture:**
 - The norms & values that drive behavior
 - “How we do things around here”
 - What is expected and rewarded
- **Organizational climate:**
 - Work environment’s psychological impact on employees
 - Employees’ affective response to work
 - Perceptions of how the organization affects them
- **Work attitudes:**
 - Individual-level constructs
 - Morale (e.g. job satisfaction; commitment)





Why Pay Attention?

- **Culture and Climate combine to create Social Context that:**
 - invites or rejects innovation,
 - complements or inhibits your ability to serve your clients/meet their needs,
 - sustains or adapts the core service technologies that are required for effective service.





The Payoff?

- Turnover, work attitudes
- Job performance, service quality, client outcomes
- New program sustainability
- See for example: Glisson & Hemmelgarn (1998); Glisson, Dukes & Green (2006)
- Egs of intervention research:
 - “Wingman culture” (Alarcon et al, 2010)
 - “CREW” intervention (Osatuke, et al, 2009)





Ohio's Assessment?

Glisson et al's **Organizational Social Context (OSC)** measure:

- **3 dimensions of culture:**
 - Rigidity
 - Proficiency
 - Resistance
- **3 dimensions of climate:**
 - Engagement
 - Functionality
 - Stress
- **Work attitudes (an individual construct):**
 - Morale (job satisfaction and org commitment)





Ohio's Assessment?

- **All OFC employees were encouraged to participate (90% response rate) – July 2010**
- **Acceptable reliability (alpha on all scales above .70)**
- **Good intra-group agreement (rwg above .70)**



Product?

- **OFC's overall (agency-wide) and work unit (by bureau) profiles on each of the 7 major dimensions of culture, climate, and morale, compared to national norms**

Benefit?

- **Prior OSC norms based on research primarily in mental health organizations, but new set of norms have been established for child welfare**
- **Results confirmed and gave a name to conditions the agency had long suspected were in existence**
- **Follow up focus groups with staff to discuss reactions to findings and begin the search for solutions**





Implications?

- **Mission-driven vs. rule-driven:** *Focus on mission and eliminate obstacles to achieving it.*
- **Results-oriented vs. process-oriented:** *Assume that staff wish to do well and will do so if given access and tools to do so—focus should be on outcomes.*
- **Improvement-directed vs. status quo- oriented:** *Focus on establishing norms that support innovation and customer service.*
- **Participation-based vs. authority-based:** *Focus on providing meaningful opportunities for staff and external stakeholder involvement.*





“Pulling multiple levers”

- **Three broad categories of Organizational Development interventions at work in this project, focusing on:**
 - 1. Human processes,**
 - 2. Structure and functions, and**
 - 3. Work environment.**

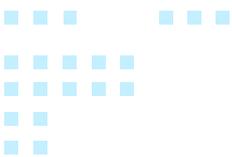




Up Next...

- **Continue multi-level intervention work through Sept 2013**
- **Planning for sustainability of interventions**
- **Follow-up assessment of culture and climate with OSC measure in spring 2013**
- **Expect to see some changes in climate, may not see changes in culture yet—too soon?**



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- **For more information about the OSC measurement system, contact:**
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