**Setting the stage for Organizational Health**

**Organizational Culture and Climate (OCC)**

**My Role in Creating Organizational Culture and Climate for Change**

Background: These questions and scenarios utilize the work of Schein (2010) to help you think about applying strategies for shaping a healthy organizational culture and climate that supports the kind of practice promoted by the CPM.

**Scenario 1:** What leaders pay attention to, measure and control -

**Scenario 2:** How leaders react to critical incidents and crises -

**Scenario 3:** How leaders recruit, select, promote and excommunicate -

**SCENARIO 1.**

What do you think child welfare directors typically attend to regarding data reports and other casework information that comes across their desks?

Why do you think they tend to focus on these pieces of information the most?

Given the values, principles and behaviors of the CPM, what do you think (as a child welfare director) you **will *begin to attend to more* regarding data reports and other casework information?**

How is that *different or the same* as what you have done in the past?

**SCENARIO 2.**

*The committee charged with reviewing all cases where there was a child death or near-death writes a report noting the following: "Although supervisors are required to approve the closing of all open investigations, in many of the investigations reviewed by our committee, cases were closed, oftentimes with "unfounded" determinations, when there was no indication in the case file that the caseworkers had actually completed the investigatory steps that their supervisors had identified as necessary. In addition, our review revealed that supervisory directives were routinely ignored during the course of ongoing investigations."*

What do you think are some common behaviors or reactions that have occured from leadership in a situation such as this? And what was the impact to the organization?

Knowing the values, principles and behaviors of the CPM and the material covered in the organizational culture and climate talk, how might you approach such a report?

How is this *similar to or different from* what others would do?

**SCENARIO 3**

*As the Child Welfare Director, you have let staff know you are open to staff's suggestions for improvement. You have one employee that has been critical of the Department and often vocalizes how hard this job is and has been out on stress leave on one occasion. He has told you that what the Agency needs is a way to have staff have a formal Counselor or "Chaplain" on site that staff can go to when they feel stressed. The County's Policy is to refer any staff that express feelings of stress to the Employee Assistance Program (EAP), since the County Counsel's Risk Management Division position is that anything else poses a legal risk to the county. You have been advised by your Agency Director to not pursue this suggestion for an on- site counselor or Chaplain.*

*Your dilemma as the Director is while you do understand the Secondary Trauma that workers in Child Welfare face, and you have developed a "debriefing" meeting after critical incidents, you also know that this intervention has not been enough to meet workers' needs, yet your boss has forbidden you to hire an on-site counselor or chaplain.*

Have you encountered a similar situation, how was it resolved? What was the impact to the organization?

In light of the CPM, the role of organizational culture and climate in affecting workforce retention and the role of secondary trauma in staff turnover, how might you address this situation?

What implications might this situation have for recruitment , selection and promotion of staff in the child welfare agency?