

ASSESSMENT SURVEY

ORGANIZATIONAL CULTURE SURVEY

INTRODUCTION

This exploratory survey has been designed using select parameters measured in the Organizational Social Culture Measure (OSC Measure).

The OSC Measure is a quantitative 105-question exercise that is used as a standard measurement of social culture across several key parameters. While this measure is a widely accepted form of organizational culture assessment, the scope of this tool prevents it from being an ideal choice for all change leaders in the child and youth mental health sector (i.e., it requires trained administrators, additional resources and presents results in a proprietary format). This is a modified version of the OSC Measure to serve as a cultural assessment survey.

This survey should be used during the assessment phase to provide you with an understanding of how members of your organization currently perceive your organization's culture, which in turn can help guide you in your planning process.

This survey is designed to be administered throughout your organization. If you cannot distribute the survey to all members of your organization, prioritize change recipients by order of impact to gather information regarding those who will be most affected by the change. This survey touches on some themes that appear in the Organizational Readiness for Change survey also linked in this toolkit, but is focused solely on organizational culture. It is recommended you thoroughly read through both tools and administer them based on your needs to avoid repetitive experiences for survey participants.

Note: This tool has not been designed to replace the OSC Measurement, but rather to explore themes and factors as outlined as key metrics related to organizational culture, utilizing exercise as a model¹ for this alternative. For more details on the OSC Measure and its administration, please see "endnotes" for suggested reading.

You can adapt this sample survey to suit your organization's profile and common terminology, but this worksheet has been designed to measure employees' perceptions in key areas of organizational culture using specific areas of interest. When updating this sample survey, only adapt organization-specific terms to avoid confusion for survey participants.

This sample survey has been designed to provide insight into the following:

Culture	Climate	Work attitudes
Formality	Stress	Job satisfaction
Values related to responsiveness and competence	Personal engagement	Organizational commitment
Tendencies towards passion and freedom of expression	Functionality / facilitation of cooperation	

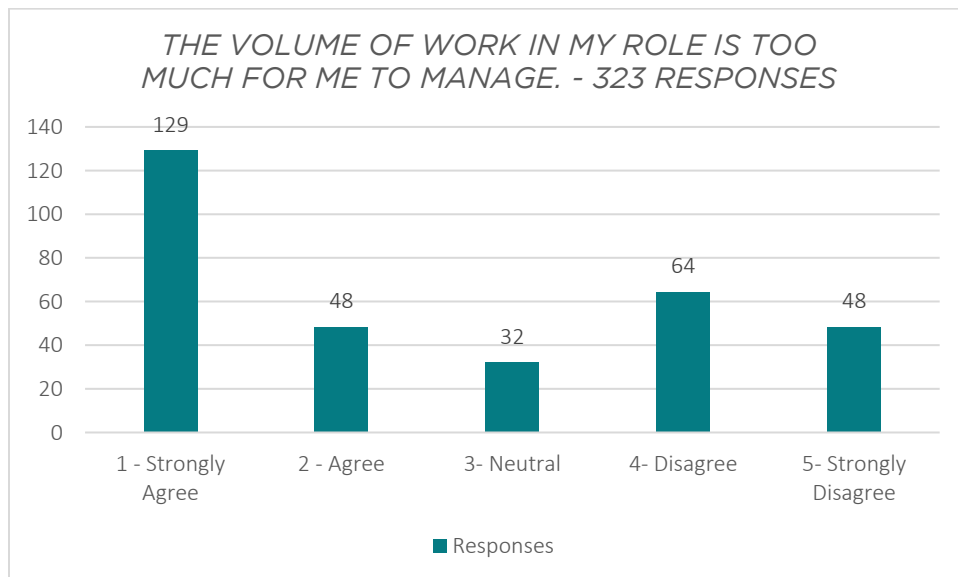
INSTRUCTIONS

The accompanying survey worksheet has been designed to be anonymous and returned physically. As the questions require a frank assessment and statement of the change participants' opinions, it is highly recommended you maintain participant anonymity as much as possible.

Note: It is suggested that, when possible, this survey be replicated in digital format using a free anonymous survey platform (such as [SurveyMonkey](#) or [KwikSurveys](#)) to encourage completion. Note: Using these platforms, you can also add descriptive questions, such as asking participants for their team or department name, or tenure, providing it does not disrupt the anonymous nature of the survey.

Remember, this survey is designed to illustrate the perceptions of change participants and provide you guidance as to what areas of your culture could use attention. When tabulating and interpreting results, be sure to use averages or ranges in your findings. It is suggested that you view this survey as exploratory, and view all answers as a means of analyzing the environment and gaps for use in your plans.

For example, if your response yielded the following data:



You could draft a communications plan understanding that 35 percent of the organization felt they had a manageable amount of work, but the remaining 65 percent could be concerned at the prospect of increased workload. You could then be sure to prioritize the expected impact to capacity in your communications and management moving forward.

SURVEY

We are looking to understand our employees' perceptions of the current organizational culture to better support you in your role. Please complete this survey by placing an "X" in the ranking scale box that describes your feelings next to each question. When completed, please return to [Mailbox location] by [MM-DD-YY]. Note: This survey is anonymous; please do not include any identifying information on this sheet.

STATEMENT	1 STRONGLY AGREE	2 AGREE	3 NEUTRAL	4 DISAGREE	5 STRONGLY DISAGREE
Culture: The word "culture" refers to the general values, attitudes and behaviours you can observe in our organization.					
Our culture is formal.					
Our culture is set in its ways (or "rigid").					
Our culture responds to changes in our environment.					
Skills are an important part of our shared values.					
People are free to express their opinions.					
People are passionate about their work.					
Overall, I am happy with our culture.					
Climate: These questions look to explore your feelings about how you see yourself in your role and the organization.					
Most days I experience a low level of stress.					
Most days I do not experience any conflict in my role.					
I feel I am being utilized to my full capacity in my role.					
The volume of work in my role is too much for me to manage.					
The volume of work in my role is too low.					
I understand my role's contributions to the organization.					
Our organization makes it easy to cooperate across / with other teams.					
Engagement: These questions look to explore your feelings about your satisfaction with your current role.					
I feel there is room to grow and advance in my role.					
I feel our organization supports my professional development.					
I would describe myself as "highly engaged" in my role.					
I would describe myself as "highly engaged" in our organization.					
I can see myself remaining with this organization in the future (for at least one year).					
Generally speaking, I am satisfied in my role.					
Overall, I am satisfied working for our organization.					
Additional Comments: Please use this space to tell us anything you feel is relevant to understanding our organization's culture.					

¹ Description of parameters adapted from pg 100 Glisson, C., Landsverk, J., Schoenwald, S., Kelleher, K., Hoagwood, K. E., Mayberg, S., & Green, P. (2007). Assessing the Organizational Social Context (OSC) of Mental Health Services: Implications for Research and Practice. Administration and Policy in Mental Health and Mental Health Services Research, 35(1-2), 98-113. doi:10.1007/s10488-007-0148-5