

BRH 2014 Organizational Culture Report

The Questionnaire measures eight critical areas of an organization's culture: **Teamwork, Morale, Information Flow, Employee Involvement, Supervision, Meetings, Customer Service, and Quality of Care.** The overall culture score is the average of these eight dimensions. In addition, two other areas surveyed: **Working with other work units in my department and Working with other work units in my organization.** Survey data is collected in these areas for information purposes only; it is not included in the overall culture score.

Teamwork: The teamwork dimension assesses the extent to which employees perceive their work group operating as a team where trust is high and people are treated in a fair and consistent manner. It also examines the extent to which management and employees are seen to have a productive working relationship. Dimensions include listening to each other, constructively confronting problems together, and communicating in a direct and honest manner. This score is made up of 5 questions.

Morale: The morale dimension taps the extent to which employees feel motivated to be efficient and productive, and to put out their best efforts. It also discovers the extent to which employees feel respected by the people in their work group and the rest of the organization. This score contains 7 questions.

Information Flow: The information flow dimension examines whether employees get enough information to be efficient and productive, if they know why changes are made, and the extent to which they know what's happening in work sections outside of their own. This score is made up of 7 questions.

Employee Involvement: The employee involvement dimension discovers if employees feel they have a say in decisions that affect their work, if they perceive that their ideas are asked for and valued. It also finds out if employees feel that their input counts and is acted upon. This score is made up of 4 questions.

Supervision: The supervision dimension measures several critical aspects of supervision. Are job requirements made clear? How well do supervisors listen? Do supervisors let employees know when they've done a good job and offer criticism in a positive manner? How well does a supervisor delegate responsibility? This score contains 4 questions.

Meetings: This score measures the effectiveness and efficiency of meetings. Do decisions at meetings get put into action? Does everyone take part in discussions at meetings and do those discussions stay on track? Is meeting time viewed as time well spent? This score contains 4 questions.

Customer Service: Customer Service measures the extent to which employees perceive their group working to continuously improve service to external customers. It also discovers if coworkers are treating each other as valued customers. This score contains 5 questions.

Quality of Care: Quality of Care measures the extent to which employees connect and relate to quality as a core value of the organization. It explores the cultural foundation for voicing quality and patient safety concerns and addresses the organizational effectiveness of quality improvement efforts. This score contains 8 questions.

Working with other work units in my department: This score measures several critical aspects regarding the relationships within the various work units in the department. It determines the effectiveness and efficiency of meetings and teamwork between various work units within the same department. This score contains 6 questions.

Working with other work units in my organization: The working with other work units in my organization dimension examines the relationships between different work units throughout the organization and how well people function as a team. It assesses the effectiveness and efficiency of meetings between various work units/departments within the organization, as well as, how employees deal with one another on an organizational level. This score contains 6 questions.

How the scores are computed: First, an employee's score is computed as the average of his/her answers to the relevant questions in a culture area. Then the division/work unit score for each culture area is computed as the average score of all the employees in that work area. A similar process is used for the department score, and finally for the overall BRH score.

What the numbers mean: To interpret your scores, it is important to consider two numbers: the **mean** score and the **standard deviation**. The mean score gives you an indication of how employees, on average, rated an item, the standard deviation gives an idea of how much employees agree or disagree with each other on their ratings. A low standard deviation (generally less than .75) indicates most people agreed with each other on their ratings. A high standard deviation (greater than .75) indicates some amount of disagreement among employees, with some employees who see things either a lot more positively or negatively than most other people in a department. In general, the smaller the standard deviation, the more agreement, and conversely, the larger the standard deviation, the more disagreement.

Interpreting Mean score: These scores can range from a low of 1.0 to a high of 5.0. In general, low scores indicate poor functioning, higher scores better functioning. To interpret a mean score, see below.

4.0 – 5	Excellent, strong performances
3.5 – 3.9	Good performance – general satisfaction
3.0 – 3.49	Adequate performance
2.0 – 2.9	Needs significant improvement
1.0 – 1.99	Serious problems