

Organizational Culture Assessment

1. Background

The City of Gainesville is taking a new approach to assessing organizational culture. At the request of the City Commission, the city auditor is leading a cross-functional organizational culture assessment to help address turnover in key leadership positions throughout the city. The assessment will help us better understand factors that negatively impact the chance for successful outcomes and relationships across the city and to identify processes and behaviors we can change to work toward a more positive culture. Organizational culture is key to how employees interact with one another and achieve their goals and objectives.

The city will use a validated tool, created at the University of Michigan, called the Organizational Culture Assessment Instrument (OCAI). This tool has been used by thousands of global private sector and government organizations and serves as a starting point for workshop discussions where strategy for positive change is developed.

Your assessment responses are confidential. The city auditor is the only person with access to the OCAI tool reports. No identity or response data from participants is available.

2. Accessibility to Assessment

The OCAI Assessment will go live in February 2021. You will need access to a computer, tablet, or mobile phone to take the assessment. We are working with IT to provide assessment access to those employees who may need assistance. We will provide a link to you via email or QR code if you prefer to use your mobile phone. The survey will come from cultureassessment@cityofgainesville.org. You may submit questions to this email address.

3. Begin Assessment

A. Registration

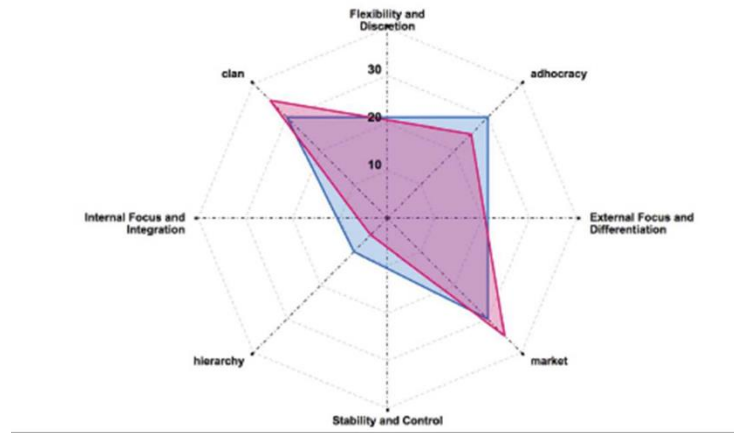
Once you begin the assessment, you will have four registration questions unique to the City of Gainesville, which are called sub-profiles. They are: 1) general labor contract or type you work under (such as CWA, MAPS, etc.); 2) general government or GRU; 3) gender; 4) race/ethnicity.

B. OCAI Assessment

The first round of questions inquire about your thoughts on the current organizational culture. The second round of questions ask about your

preferred organizational culture. The responses are multiple choice. There are no open text boxes in this tool.

Upon completion of the assessment, you will see your personal participant results graphic similar to the image below, which you can copy or discard. Only you can see your personal graphic. The OCAI assessment tool aggregates all participant results for the city's report.



4. Assessment report from OCAI vendor

The city will receive a final report aggregating all participant responses, containing images similar to the one above. We will receive report results that indicate theory and best practice for moving from the current to the preferred culture for the city's sub-profiles and as a whole.

5. City Organizational Culture Workshops

The city's trained workshop facilitators will invite everyone to participate in workshops in March 2021. The workshops will be formed in groups of 10, with the facilitators establishing ground rules at the beginning of each workshop to ensure a positive process for all. The same facilitators will conduct all workshops to ensure consistency and high quality.

You will see more information on workshop participation in the coming weeks. A few additional goals of our facilitators are:

- Preferably no immediate managers or subordinates of the participants will be in the same workshop
- Work in a goal-oriented way and keep the process going forward (by intervening in prolonged discussions)
- See situations from different angles.

6. City Auditor Report

At the conclusion of the workshops, key next steps will be summarized into a few strategies, goals, processes or procedures the city can adopt to achieve desired process and behavioral changes identified in the assessment and subsequent workshops. The information will be presented in the city auditor's report.

7. Ongoing Change Circles

We anticipate creating a mechanism to facilitate ongoing positive change. This may take the form of ongoing change circles or another format.