Innovations Exchange

Work Conditions, Benefits, and Organizational Culture and Climate

Hosted by Anthony Mack, MHS and Sharon Kollar, LMSW
Please respond to the poll question by selecting your answer and then clicking “submit”
Welcome!

This Innovations Exchange is sponsored by:

National Child Welfare Workforce Institute
LEARNING, LEADING, CHANGING
Innovations Exchange Series

• Leadership and Supervision
• Inclusivity, Racial Equity, and Community Engagement
• Practice Supports
• **Work Conditions, Benefits, and Organizational Culture/Climate**
• Education and Professional Development Partnerships
Centering and Acknowledgements
Today’s Exchange

• Orientation to Discussion
• Small Group Discussion
• Large Group Reflection
• Next Steps and Closing
Chat Question

What one word describes a positive organizational culture and climate?
Orientation to Discussion
Maslow's Hierarchy of Needs

- **Physiological needs:** food, water, warmth, rest
- **Safety needs:** security, safety
- **Belongingness and love needs:** intimate relationships, friends
- **Esteem needs:** prestige and feeling of accomplishment
- **Self-actualization needs:** achieving one's full potential, including creative activities

https://www.simplypsychology.org/maslow.html
Organizational Culture and Climate

• Conduct an agency self-assessment
• Create a welcoming environment for diverse people and ideas
• Ensure staff voices are heard and staff are physically safe
• Engage in transparent communication
• Hold employee recognition and appreciation events
• Help staff feel safe engaging in courageous conversations
• Conduct staff satisfaction surveys
Work Conditions and Benefits

- Offer culturally responsive self-care programs that address secondary traumatic stress and promote resiliency
- Conduct regular salary surveys
- Offer information on dependent care
- Offer an employee assistance program that ensures confidentiality
- Assess staff perceptions of office and field safety and develop safety and risk-management protocols and procedures
What Child Welfare Workers Need During a Pandemic

1. **clear and safe return-to-office plans, including:**
   - Testing and temperature checks
   - Social distancing setup for workspaces/cubicles
   - Ongoing office cleaning plans that adhere to comprehensive sanitizing procedures
   - PPE and sanitizing materials for staff to use in the office and to provide to families during in-person visits

2. **child welfare programs to support ongoing work-from-home options.**
   - **Increased**
     - Client engagement
     - Schedule flexibility
     - Work-life balance
     - Worker efficiency and effectiveness
   - **Decreased**
     - Office distractions
     - Driving time
     - Travel-related stress and expense

3. **innovation in using virtual platforms for child welfare work.**
   - Using videoconferencing for agency and client-related meetings has increased attendance and engagement. These virtual practice options could also improve:
     - Follow-up contact
     - Case-closing conferences
     - Service plan reviews
     - Virtual visits for parents who live far away
     - Court interactions for families and staff by:
       - Helping families consistently show up
       - Reducing barriers to childcare
       - Making the waiting process less stressful
       - Decreasing the time staff spend waiting for a case to be heard

**NCWWI.org | #WeAreChildWelfare**
Chat Questions

- Considering the workforce's needs, what should your program do next?

- What is your program doing to help staff feel emotionally safe and supported during this time?
Organizational Improvement Steps

1. Identify problems
2. Brainstorm ideal situations
3. Evaluate effects
4. Discuss existing solutions
5. Assess causes and needs
6. Develop new solutions
7. Identify specific action steps
8. Implement plan
Organizational Diversity Practices

• Signals commitment to support employees from all backgrounds
• Associated with a trusting climate that builds employee engagement
• Goes beyond equal opportunity employment practices and traditional recruitment and retention of individuals from traditionally underrepresented groups
• Promotes inclusion at higher levels and increases employee engagement and well-being
Chat Question
What are some of the diversity practices your agency uses to create a trusting and inclusive environment?
Small Group Discussion
Group Agreements

• Make space for all voices to be heard
• Embrace creativity and originality
• Listen actively and be fully present
• Stay curious about the range of viewpoints
Discussion Questions

• In what new ways has your agency built a positive culture and climate during the COVID-19 pandemic?
• What workplace conditions and benefits have promoted the positive culture and climate?
• What unexplored strategies exist to advance racial equity through culture and climate?
Join us for our next Innovations Exchange:
Education and Professional Development Partnerships
November 17
Innovations Exchange Series

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• Practice Supports
• Work Conditions, Benefits, and Organizational Culture/Climate
• Education and Professional Development Partnerships
Resources for Work Conditions, Benefits, and Organizational Culture and Climate

Organizational Climate Intervention

What Are the Resources?

- Addressing the organizational factors offering support to critical for improved service delivery (e.g., training, career advancement, work-life balance, and leadership support)
- Developing interventions that focus on key organizational domains (e.g., leadership, work culture, and support systems)

What Are the Findings?

- Case study of a social service agency
- Increased employee engagement and job satisfaction
- Improved work-life balance
- Reduced turnover and absenteeism

Worker Resilience

[Diagram with text: National Child Welfare Workforce Institute]

1. Clear and safe return-to-office plans, including:
   - Testing and temperature checks
   - Social distancing setup for workplaces/studios
   - PPE and sanitizing materials for staff to use in the office and to provide to families during in-person visits

2. Child welfare programs to support ongoing work-from-home options.
   - Increased: Client engagement, Worker efficiency, Worker wellbeing
   - Decreased: Office distractions, Work-life balance, Travel-related stress and expense

3. Innovation in using virtual platforms for child welfare work.
   - Using videoconferencing for agency and client-related meetings to increase attendance and engagement. These virtual practice options could also improve.

[Diagram with text: NCWIWI asked child welfare workers how they’re doing during the COVID-19 Pandemic. Workers responded that they need:]

[Images of office supplies and PPE materials]
Evaluation

Please fill out the evaluation.

We are always learning and growing and want to improve this Innovations Exchange Series to meet your needs.
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Thank you!