

# Columbia County Organizational Effectiveness

## Desired Future State:

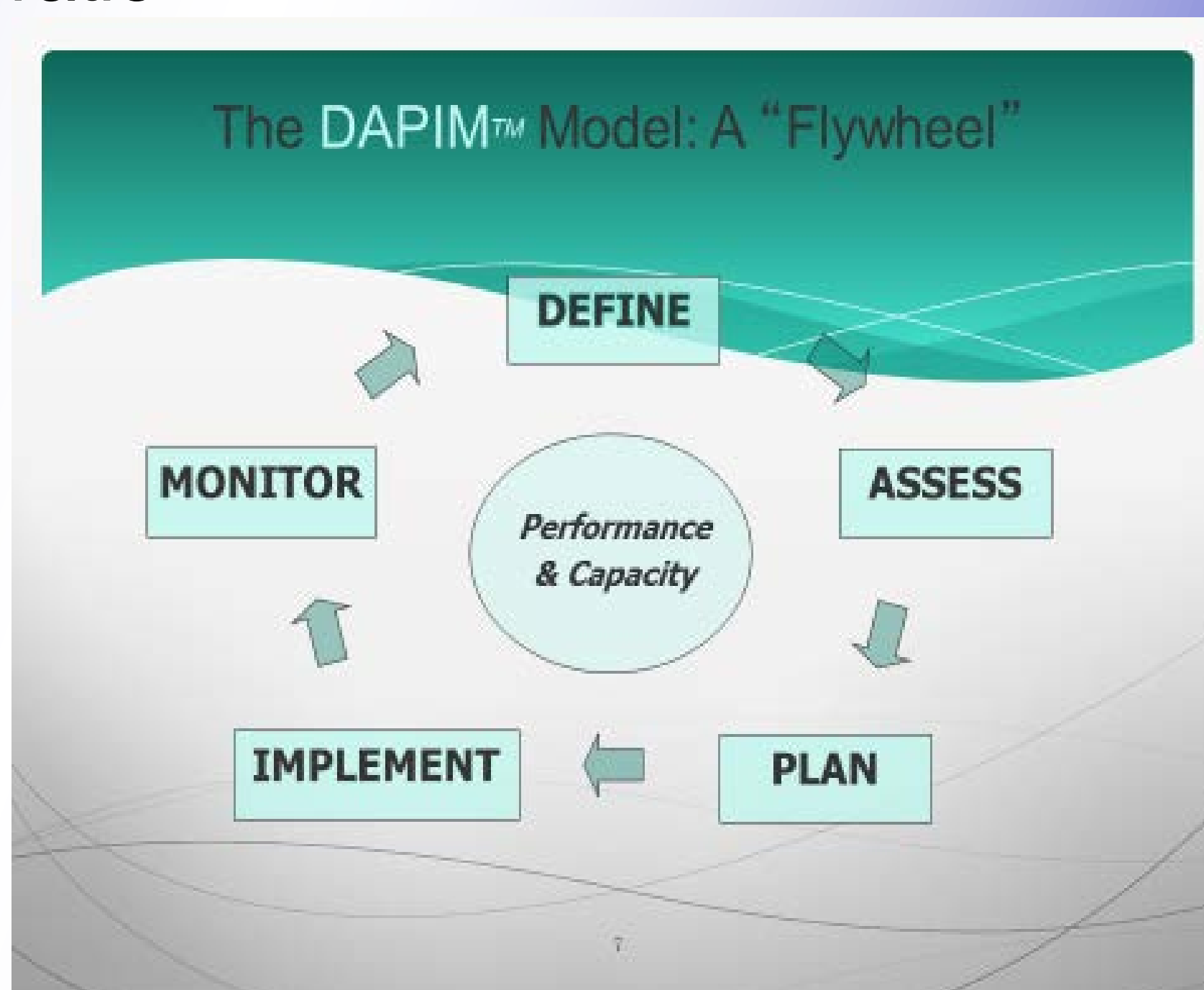
By addressing the issue of morale and building trust-based interpersonal relationships, Columbia County Health and Human Services will create a positive work environment and retention will increase. Policies, processes and tools will reflect and support stronger interpersonal working relationships. Columbia County Health and Human Services will be competent and proactive in the safety, permanency and well-being of children and families in our community.

## Strengths:

- We rally around each other during stressful times.
- We have fun together (pot lucks, etc).
- We recognize our issues and are willing to change.
- We offer validation, encouragement and empathy to each other.
- We receive monthly updates from our Director that are positive, informative and encouraging.
- We are invited to give feedback that is listened to; results in positive change.

## Priority Gaps:

- Communication (Trust/Fear): Room to improve our understanding of own impact on relationships within our Division, Turnover/New people
- Culture: We talk to other people rather than the source
- Supervision: Interrupted, inconsistent, ratio



## Topic: Building Morale and Trust-based Interpersonal Relationships

Dates: March-June 2016



## Measures of Success

- ❖ There will be a positive departmental work culture extending across all Divisions.
- ❖ There will be trust based relationships that contribute to effective collaboration amongst Columbia County HHS.
- ❖ Open and honest communication will exist to foster a safe work environment.
- ❖ Columbia County HHS morale will improve.
- ❖ Employee retention will increase.
- ❖ Columbia County HHS will treat each other with kindness and respect.

## Root Causes:

- Fear of being viewed as incompetent
- Need to learn conflict resolution
- Demands of work/life impact
- Lack of onboarding process/training for new staff
- Applicants need to understand the job
- Culture difference in how we think

## Remedies:

- Identified a social committee
- Acts of kindness are being implemented
- Take your breaks, launch new group activities as desired
- Cheat sheet for specific duties/positions to define roles, responsibilities and expectations
- Communication skills training for all
- Take responsibility for being kind and respectful. Encourage each other
- Post quotes and reminders around the Division/Department

## Recommendations:

- Share the OE plan results with the agency.
- Establish an internal OE team; define roles and responsibilities.
- Continue to monitor ongoing remedies.
- Continue remedy work on all remaining gaps deemed to be significant to the agency.
- Prioritize identified gaps, work through root cause analysis and identify remedies. Engage staff at all levels.
- Continue progress on the gap of "Acts of Kindness", let go of assumptions and refer to "Strengths for Columbia County"
- The Charter Work group formed as the remedy for mentoring new staff should convene in July.
- Continue to identify existing gaps in reaching the Desired Future State.
- Develop mechanism for communicating the results of ongoing remedies to staff.
- Provide regular reports to the Sponsor Team, County Administrator and Board.
- Engage in ongoing OE Support.