




To use the "Ten Dimensions of Organizational Climate" for a quick assessment tool, create a large graph on chart paper by listing each of the dimensions (collegiality, professional growth, supervisor support, clarity, reward system, decision making, goal consensus, task orientation, physical setting, innovation) along the side of the paper and three possible ratings, for instance, sunny/no sign of clouds, partly cloudy, and dark clouds, across the top of the paper so that it looks something like this:

Ten Dimensions of Organizational Climate			
			
<b>collegiality</b>			
<b>professional growth</b>			
<b>supervisor support</b>			
<b>clarity</b>			
<b>reward system</b>			
<b>decision making</b>			
<b>goal consensus</b>			
<b>task orientation</b>			
<b>physical setting</b>			
<b>innovation</b>			

# Appendix 10

## Ten Dimensions of Organizational Climate Assessment Tool

For a number of years we have adapted the work of Paula Jorde Bloom to create an assessment tool used by programs to get a “weather report” on their program (see description of this strategy in chapter 5).

The Ten Dimensions of Organizational Climate	
Dimension	Definition
<b>Collegiality</b>	Extent to which staff are friendly, supportive, and trust one another. Measures the peer cohesion and <i>esprit de corps</i> of the group.
<b>Professional Growth</b>	The degree of emphasis placed on personal and professional growth.
<b>Supervisor Support</b>	Measures the presence of facilitative leadership that provides encouragement, support, and clear expectations.
<b>Clarity</b>	The extent to which policies, procedures, and responsibilities are clearly defined and communicated.
<b>Reward System</b>	Concerns the degree of fairness and equity in the distribution of pay, fringe benefits, and opportunities for advancement.
<b>Decision Making</b>	Measures the degree of autonomy given to staff and the extent to which they are involved in centerwide decisions.
<b>Goal Consensus</b>	The degree to which the staff agree on the goals and objectives of the center.
<b>Task Orientation</b>	Measures the emphasis placed on good planning, efficiency, and getting the job done.
<b>Physical Setting</b>	The extent to which the equipment, materials, and spatial arrangement of the center help or hinder staff in carrying out their responsibilities.
<b>Innovativeness</b>	Measures the extent to which the center adapts to change and encourages staff to find creative ways to solve problems.

Used with permission from *A Great Place to Work: Improving Conditions for Staff in Young Children's Programs* (revised edition) by Paula Jorde Bloom (Washington, DC: NAEYC, 1977).