

DRC Staff Engagement Strategies

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DRC Cultural Assessment

- Cameron and Quinn
- August 2012 introduced by Director Gary Mohr
- National Institute of Corrections Model

“Awareness of the culture and how it can actually encourage conflict is the first step toward fixing it. “

Cultural Assessment Purpose

- Diagnose current organizational culture
- Identify strong cultural characteristics Identify cultural characteristics
- Identify subcultures and their alignment with the mission of the facility
- Lay a foundation for a cultural change process

Cultural Assessment Components

- Focus Groups
- Individual Interviews
- Visiting staff at work locations
- Observation
- Organizational Culture Assessment Instrument

Cultural Assessment Outcomes

- Presentation for leadership
- Report to all staff
- Development of diverse workgroups
- Agency leadership follow-up

“Change is possible if senior leadership is absolutely committed to changing the culture...[But], you have to have real conversations about desired cultural norms...”

– Ralph Kilmann

New Employees:

- Communicating Expectations
- Sharing the Mission



**Executive
Leadership**

**Leadership
Training**

**New
Supervisor**

**Correctional
Management**

Preparing Leaders

- Addressing Incivility
- Understanding the impact of organizational culture



“Leaders create and change cultures, while managers and administrators live within them.”

Thank You