

Understanding Workplace Culture for Effective Job Matching

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Outline of Training

- Overview of Employee's KSA-V
- Definition of Workplace Culture
- Characteristics of Workplace Culture
- Evaluating Workplace Culture
- Comparing Workplace Culture to KSA-V

The Client's KSA-Vs

- (K)nowledge
- (S)kills
- (A)bilities
- (V)alues

KSA's - The attributes required to perform a job and are generally demonstrated through qualifying service, education, or training.

Department of Labor:

http://www.doleta.gov/jobs/Federal_Application_Process/Knowledge_Skills_Abilities/

KSA's

- **(K)** a body of information applied directly to the performance of a function.
- **(S)** an observable competence to perform a learned psychomotor act.
- **(A)** competence to perform an observable behavior or a behavior that results in an observable product.

Department of Labor:

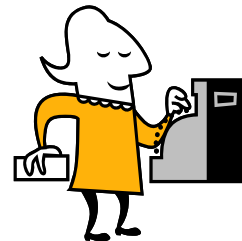
http://www.doleta.gov/jobs/Federal_Application_Process/Knowledge_Skills_Abilities/

(V)alues

Work values are principles that guide your behavior in professional contexts. They define how you work and how you relate to your co-workers, bosses, and clients. They also reveal your potential for advancement.

Seneca Career Resources: <http://ilearn.senecac.on.ca/careers/goals/values.html>

What is your workplace culture like?



What is Workplace Culture?

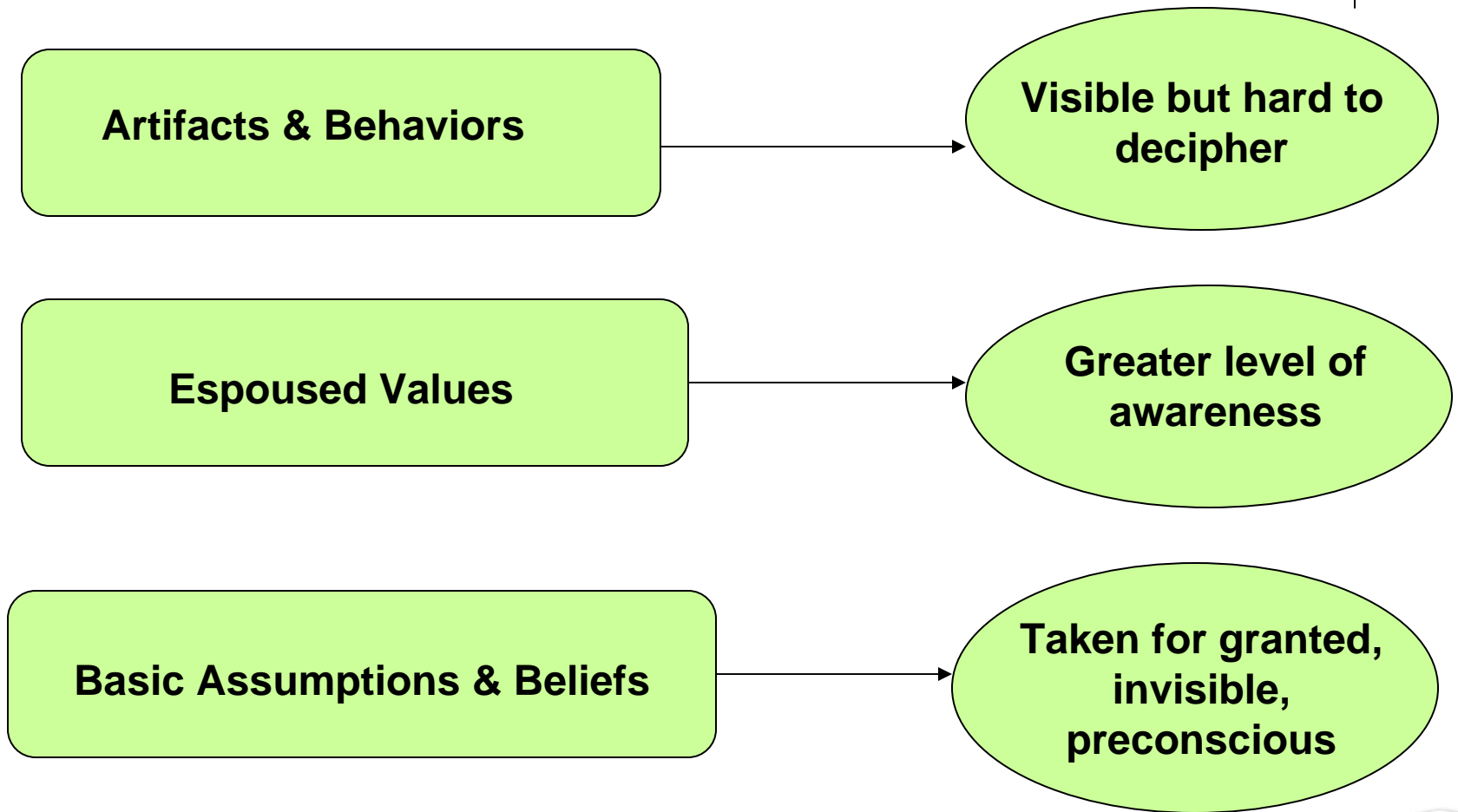
A common set of beliefs, values, meaning, and expectations shared by members in a work setting that dictates the type of activities and behaviors assumed by those members.

(Schein, 2005)

The Importance of Workplace Culture (WPC)

- Contributes to a better job fit and overall integration for the consumer
- Contributes to consumer's job satisfaction
- Contributes to consumer's job commitment
- May reduce employer's turnover

Schein's Three Layer Culture Model



Artifacts & Behaviors

- Longevity
- Shared Tasks
- Social Times
- Work Schedule & Routines
- Employee Training
- Break & Meal Times
- Initiation Pranks
- Employee Incentives
- Group Customs
- Celebrations



(Hagner, 2000)

Artifacts & Behaviors

- Jargon
- Shared Equipment
- Staff Meetings
- Employer-Sponsored events
- Performance Reviews
- Organizational Chart
- Name Display
- Gathering Places
- Mission Statement



(Hagner, 2000)

Categorizing Artifacts & Behaviors

- **Design & Structure:** degree of formality, division of labor, organizational chart, decision-making process
- **Systems & Procedures:** routine, protocol, written policies, communication flow, orientation process, work roles
- **Physical Artifacts:** furniture arrangement, workspace, technology, the building facade
- **Social Artifacts:** rituals, customs, celebrations, gathering places

Values, Assumptions, & Beliefs

Values

1. Trust
2. Education & Training
3. Profitability

Assumptions & Beliefs

1. People are good vs. evil
2. Free will to learn vs. deterministic
3. Success is define by what you do, not who you are

Values, Assumptions, & Beliefs

Values

1. Team work
2. Diversity

Assumptions & Beliefs

1. People are collective vs. individualistic
2. Heterogeneity is better vs. homogeneity

Identifying the Value with the Artifact: What Might You See?

Value: Team work

Artifacts

1. Employee Incentives
2. Staff Meetings
3. Pace
4. Social Interactions
5. Celebrations
6. Work Space



Identifying the Value with the Artifact: What Might You See?

Value: Diversity

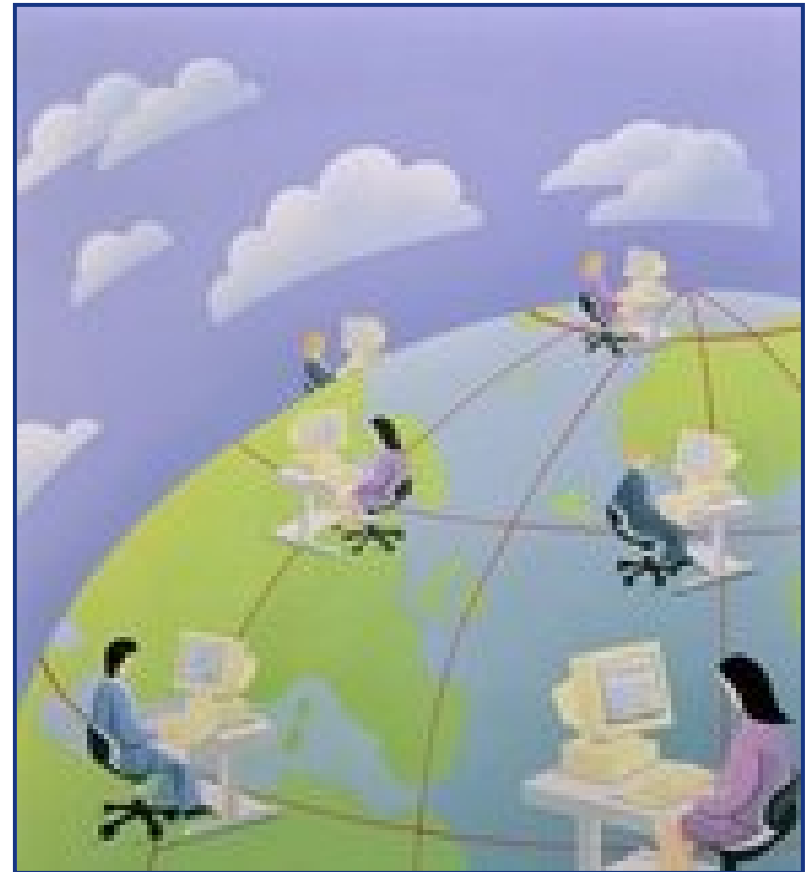
Artifacts

1. Share Tasks
2. Work Schedule
3. Employee Training
4. Performance Reviews
5. Gathering Places

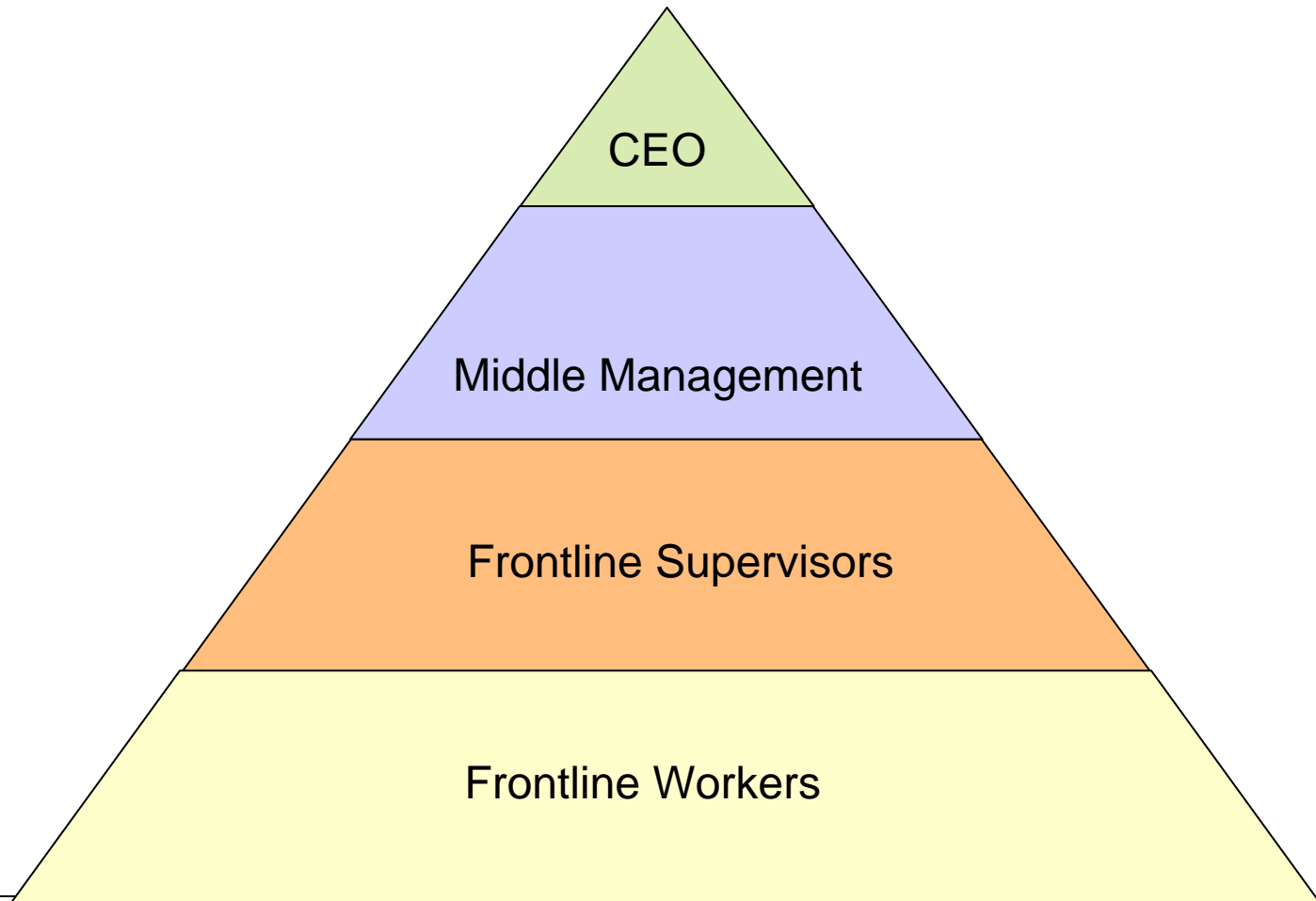


Types of Workplace Culture

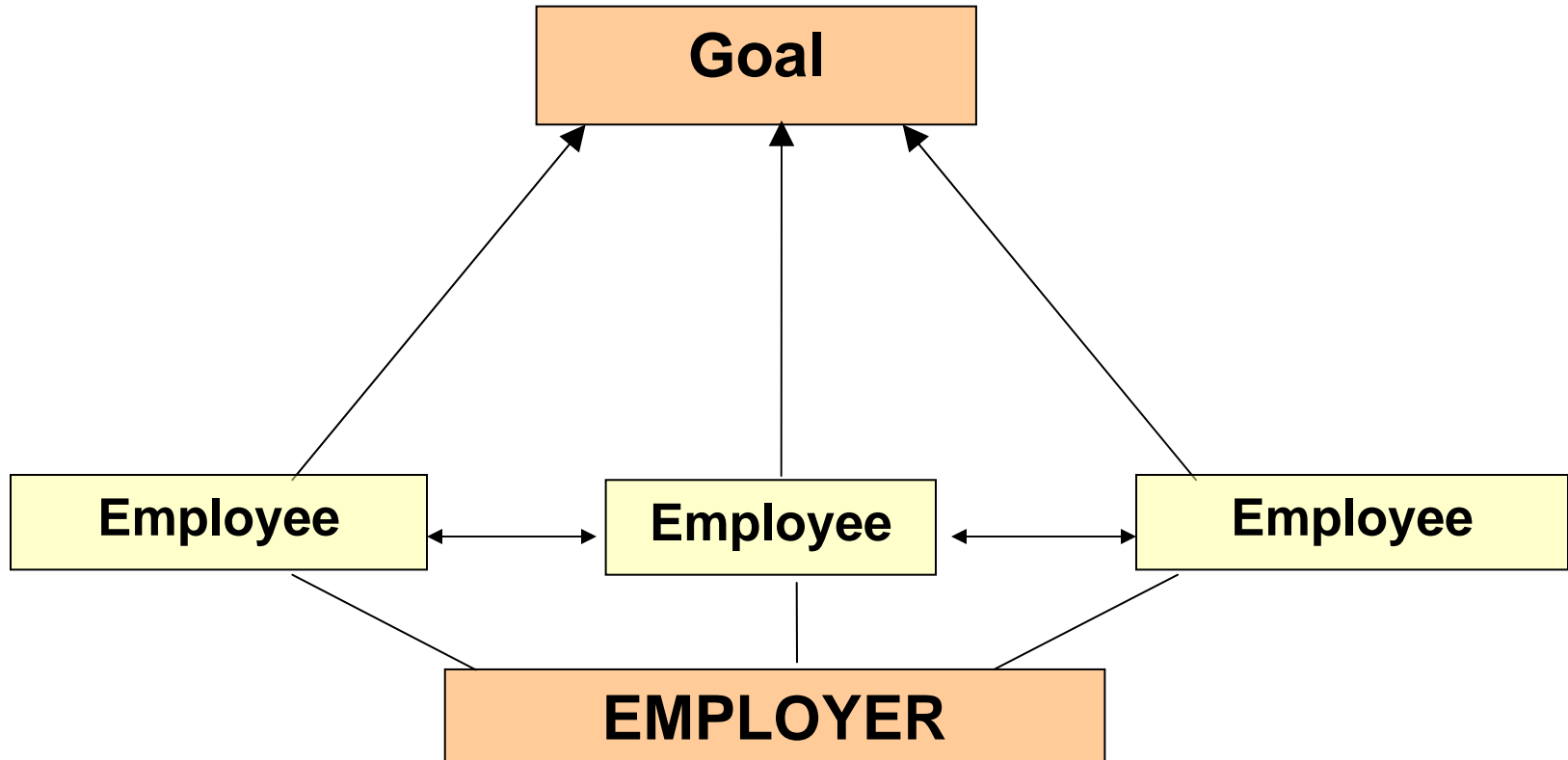
- Hierarchy Culture
- Market Culture
- Adhocracy Culture
- Clan Culture



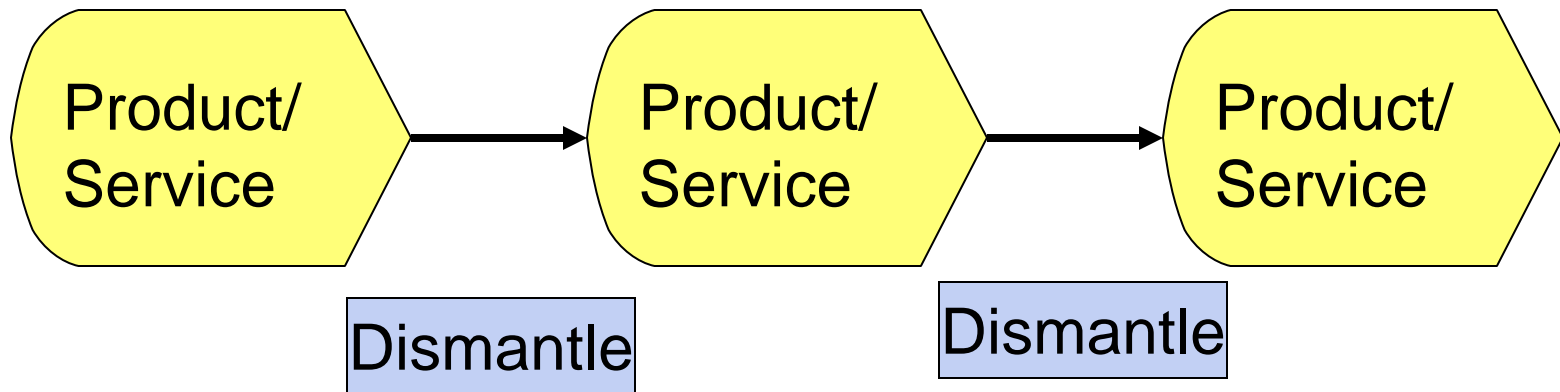
Hierarchy Culture



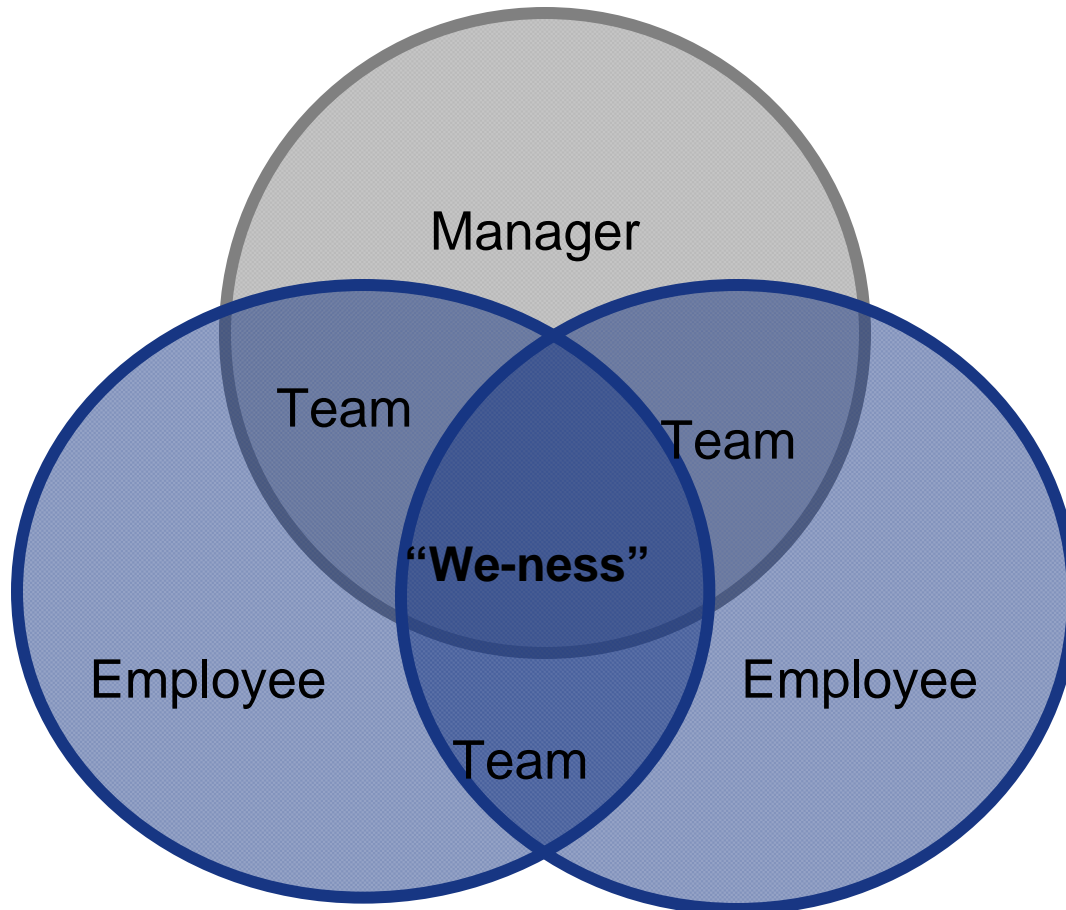
Market Culture



Adhocracy Culture



Clan Culture



Hierarchy Culture

- Key Values: efficiency, reliability, fast , & smooth-flowing production, following rules
- Example: Internal Revenue Service
- Artifacts: _____

Clan Culture

- Key Values: Shared values & goals, cohesion, participativeness, individuality, & sense of we-ness
- Example: DHL International
- Artifacts: _____

Market Culture

- Key Values: competitiveness & productivity
- Examples: General Electric
- Artifacts: _____

Adhocracy Culture

- Key Values: entrepreneurial & creative environment
- Example: Apple & Pixar
- Artifacts: _____

Tools to Assess for Workplace Culture

- The Employer Openness Survey
(Gilbride, Vandergoot, & Golden, 2005)
- The Workplace Culture Survey
(Hagner, 2000)
- The Work Culture Checklist
- Observation & Interviews

When to Assess Workplace Culture

Pre-employment

Job Development

- Initial employer visit
- Job analysis
- Prior to interview
 - “Secret Shopper”
 - Shadow for a day
- During the interviewing process

When to Assess Workplace Culture

Post-employment

Orientation & Training

- During formal training
- During informal socialization
 - Time needed to become proficient in the job
 - “Earlier on is better for later on.”
- During post-employment support services

Who the Experts are about the Workplace Culture

- HR representatives, frontline managers, coworkers, if possible a higher level manager, & former employees
- Other rehab professionals
- Client networking contacts
- Client following first day on the job
- Your own site visit observations

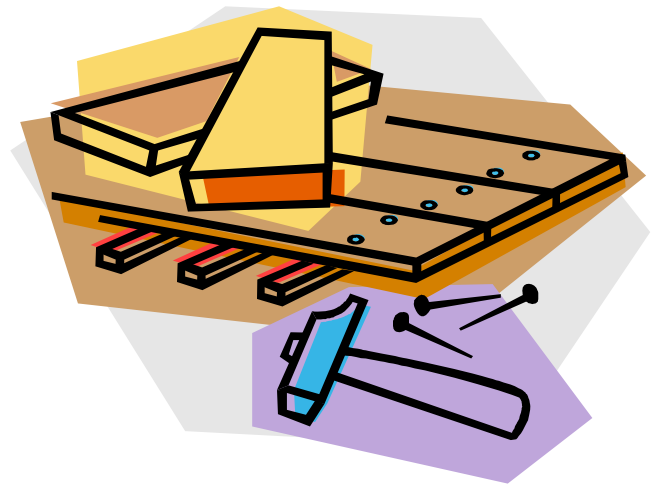
Look for consistencies about the workplace culture across experts

Comparing WPC to the Consumer's Values

- Train consumer on how to assess the workplace culture before and after hire
- Both the consumer and provider should complete a Workplace Culture Assessment Tool
- Review and discuss the assessment to identify most suitable fit
- Look for greatest congruency between consumer and culture
- Anticipate discrepancies and solutions that might occur once the consumer is hired – discuss pre and post-hire

Case Scenario: Workplace Culture

Limeberry Lumber The Case of Fitting In



Questions & Feedback Survey

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THANK YOU!

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