

Workplace Culture Survey

**Institute for Community Inclusion
University of Massachusetts Boston**

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Workplace Culture Survey

Every workplace has a culture -- a set of group expectations, behavioral norms, and social customs that governs what goes on and how it is interpreted. Some aspects of a workplace culture reflect the priorities and style of the management of a company, while other aspects develop among the workforce and are not directly associated with the production aspects of the job. Some aspects are written down, others are more informal and may even be done without conscious awareness. Learning the workplace culture is one aspect of socialization for new employees. Following key elements of the culture is one of the ways employees come to feel that they “belong,” and largely what people mean when they speak of someone being “included” at a work setting.

While every workplace has a culture, some cultures are “stronger” -- extend to more aspects of the setting, involve employees more fully, and offer more support -- than others. Stronger cultures offer more possibilities for inclusion.

The **Workplace Culture Survey** is administered by observation and interviews during in-person visits to a worksite. The Survey is used in several ways:

1. The Workplace Culture Survey itself is Part A, on the left-hand pages. These items detail the key elements of the culture. Part A can be completed as a means of assessing a work environment’s potential for inclusion. A lower score indicates a weaker culture. The details of the culture direct attention to those aspects of the job that will be important to inclusion for an employee. Thus, Part A can be used in a job search, to look for work settings with a high overall potential for inclusion or with specific elements that match the social style and preferences of a job seeker. And Part A can be used in negotiating the design of a job, to insure that as many elements of the culture as possible are considered.

2. Part B, the right-hand pages, is for Workplace Inclusion Planning. The inclusion of a particular employee into each element of the culture and an overall level of inclusion score can be obtained by noting the correspondences and discrepancies between answers to the right-hand and left-hand versions of each question. The overall score can be used to help evaluate the quality of services designed to achieve community inclusion. Information about specific discrepancies can be used to plan strategies for consultation, training, or job modification to increase the inclusion of an employee on the job.

Data are collected by means of on-site observations and casual conversations/interviews with coworkers. Some information applies to some sites more than others, and some questions are much harder to answer than others. Every worksite has to be approached on its own terms. Three hour-and-a-half visits is a good rule of thumb for a time commitment. If there is no distinct "work group" or "work area," use your best judgement to bound the scope of the assessment. Questions 2, 12, and 34 ask about "workers" or "most workers." This information can usually be obtained by interviewing three or five coworkers and using the majority view as the answer.

1a.

Workplace Culture Survey

Work Setting _____ Job _____

Analyzed by _____ Date _____

Detail/Comment:

1. Jobs performed by workers in the work area or group.	<	<hr/> <hr/> <hr/>									
2. Length of time most workers have been employed in this work setting.	0-11m <input type="checkbox"/> 12-23m <input type="checkbox"/> 24+m <input type="checkbox"/>										
3. How often do two or more workers work together to complete job tasks?	seldom <input type="checkbox"/> occas. <input type="checkbox"/> often <input type="checkbox"/>										
4. Are there certain tasks at work that almost everyone does?	no <input type="checkbox"/> yes <input type="checkbox"/> <input type="checkbox"/>	If yes, describe: <hr/> <hr/>									
5. About how often during the day do workers: -talk socially? -help one another with work?	<table style="width: 100%; text-align: center;"> <tr> <td>0-1</td> <td>2-5</td> <td>6+</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	0-1	2-5	6+	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
0-1	2-5	6+									
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>									
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>									
6. Is there a set work schedule?	no <input type="checkbox"/> yes <input type="checkbox"/> <	If yes, Start _____ End _____									
7. Is there a time during the day when workers tend to socialize more?	no <input type="checkbox"/> yes <input type="checkbox"/> <input type="checkbox"/>	If yes, describe: <hr/> <hr/>									
8. Are there particular places where workers tend to socialize more?	no <input type="checkbox"/> yes <input type="checkbox"/> <input type="checkbox"/>	If yes, where? <hr/> <hr/>									
9. Do workers eat lunch together?	no <input type="checkbox"/> yes <input type="checkbox"/> <input type="checkbox"/>	If yes, schedule and routines: <hr/> <hr/>									
10. Are there other breaktimes shared by coworkers?	no <input type="checkbox"/> yes <input type="checkbox"/> <	If yes, schedule and routines: <hr/> <hr/>									

Workplace Inclusion Planning

Employee _____ Job _____

Prepared by _____ Date _____

Strategies to increase inclusion:

1. Do one or more coworkers have the same or a closely related job as the employee?	no yes <input type="checkbox"/> <input type="checkbox"/>	_____ _____ _____
2. Length of time employee has been employed in this work setting.	0-11m 12-23m 24+m <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____ _____ _____
3. How often does the employee work with one or more coworkers to complete job tasks?	seldom occas. often <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____ _____ _____
4. Does the employee's job include those tasks that almost everyone does?	no yes <input type="checkbox"/> <input type="checkbox"/>	_____ _____ _____
5. About how often during the day does the employee: -talk socially with a coworker? -help a coworker with work?	0-1 2-5 6+ <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____ _____ _____ _____
6. Does employee work schedule match those of coworkers?	no yes <input type="checkbox"/> <input type="checkbox"/>	_____ _____ _____
7. Does the employee socialize with coworkers during common social times?	no yes <input type="checkbox"/> <input type="checkbox"/>	_____ _____ _____
8. Does the employee use gathering places at appropriate times in the work day?	no yes <input type="checkbox"/> <input type="checkbox"/>	_____ _____ _____
9. Does the employee eat lunch with coworkers?	no yes <input type="checkbox"/> <input type="checkbox"/>	_____ _____ _____
10. Does the employee share the same breaktimes as coworkers?	no yes <input type="checkbox"/> <input type="checkbox"/>	_____ _____ _____

2a.

Detail:

<p>11. Do most workers know a co-workers birthday or spouse's name?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/></p>	
<p>12. Did coworkers receive help last week to: -remember something? -finish a task? -talk about a personal problem? -figure out a work problem?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	
<p>13. Do employees recognize or celebrate any special occasions, such as birthdays?</p>	<p>no occas. yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <</p>	<p>If yes, events and routines: _____ _____</p>
<p>14. How often are there staff or employee meetings?</p>	<p>never <1/m 1/m+ <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <</p>	<p>Type and schedule: _____ _____</p>
<p>15. Do workers learn their jobs from: -an orientation session? -a co-worker mentor? -a formal company training program?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> no yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> no yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If yes, type and how arranged: _____ _____ _____ _____</p>
<p>16. Do coworkers typically play any pranks on a new employee as a type of initiation?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If yes, describe: _____ _____</p>
<p>17. Are there special terms or language used by the workers?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/> <</p>	<p>If yes, list: _____ _____</p>
<p>18. Is there equipment many workers share the use of, like a fax machine or a mop?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If yes, list: _____ _____</p>
<p>19. Do workers go to their supervisor to talk over work problems?</p>	<p>no occas. yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	
<p>20. Is worker job performance reviewed by the supervisor?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>If yes, schedule and format: _____ _____</p>

Strategies to increase inclusion:

11. Do any workers know the employee's birthday?	no <input type="checkbox"/>	yes <input type="checkbox"/>	_____
12. Did the employee receive help last week to: -remember something? -finish a task? -talk about a personal problem? -figure out a work problem?	no <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____ _____ _____ _____ _____
13. Do employee participate in workplace celebrations, such as birthdays?	no <input type="checkbox"/>	occas. <input type="checkbox"/>	yes: <input type="checkbox"/>
14. Does the employee attend staff or employee meetings?	never <input type="checkbox"/>	<1/m <input type="checkbox"/>	1/m+ <input type="checkbox"/>
15. Does/did the employee learn job tasks from: -an orientation session? -a co-worker mentor? -a formal company training program?	no <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____ _____ _____ _____ _____
16. Does/did the employee participate in initiation pranks?	no <input type="checkbox"/>	yes <input type="checkbox"/>	_____
17. Does the employee use special worksite terms or language?	no <input type="checkbox"/>	yes <input type="checkbox"/>	_____
18. Does the employee's job include use of the equipment everyone shares?	no <input type="checkbox"/>	yes <input type="checkbox"/>	_____ _____ _____
19. Does the employee bring similar work problems to the supervisor?	no <input type="checkbox"/>	occas. <input type="checkbox"/>	yes <input type="checkbox"/>
20. Is the employee's job performance reviewed by the supervisor?	no <input type="checkbox"/>	yes <input type="checkbox"/>	_____ _____ _____

3a.

Detail:

21. Do supervisors ask workers for their opinions or suggestions?	no occas. yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
22. What aspect of the job does the supervisor pay the most attention to?	<	<hr/> <hr/>
23. Do workers feel that the company responds to individual worker needs and preferences?	poorly so-so well <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
24. Does the company sponsor any social activities like an annual picnic, or any sports teams?	no yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	If yes, describe: <hr/> <hr/>
25. Are any items issued to employees (locker, key, uniform)?	no yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	If yes, list: <hr/> <hr/>
26. How is pay distributed?	<	<hr/> <hr/>
27. Do workers ever get together outside of work?	no yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	If yes, describe: <hr/> <hr/>
28. Is there a particular code of dress or appearance for employees?	no yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	If yes, describe: <hr/> <hr/>
29. Does the company sponsor or assist with: - an Employee Assistance Program? - car pooling/transp. discounts - special awards or incentives? - "flextime" work schedules - a wellness or fitness program - child care? - another supportive program?	no yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Describe: <hr/> <hr/> <hr/> <hr/>
30. What company or department rules and policies must everyone follow?		<hr/> <hr/>

Strategies to increase inclusion:

<p>21. Has the supervisor asked the employee for his/her opinion or suggestions?</p>	<p>no somewhat yes <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>_____</p> <p>_____</p>
<p>22. Does the employee pay special attention to aspects of the job the supervisor pays most attention to?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/></p>	<p>_____</p> <p>_____</p>
<p>23. Does the company respond to individual needs and preferences of the employee?</p>	<p>poorly so-so well <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>_____</p> <p>_____</p>
<p>24. Does the employee participate in social activities like an annual picnic, or any sports teams?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/></p>	<p>_____</p> <p>_____</p>
<p>25. Does the employee have items issued to all employees (locker, key, uniform)?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/></p>	<p>_____</p> <p>_____</p>
<p>26. Does the employee receive pay in the same way as other workers?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/></p>	<p>_____</p> <p>_____</p>
<p>27. Does the employee join co-workers in get togethers outside of work?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/></p>	<p>_____</p> <p>_____</p>
<p>28. Does the employee follow the code of dress or appearance for employees?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/></p>	<p>_____</p> <p>_____</p>
<p>29. Does the employee make about the same use of employer programs as other workers?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/></p>	<p>_____</p> <p>_____</p>
<p>30. Does the employee follow the same company or department rules and policies as others?</p>	<p>no yes <input type="checkbox"/> <input type="checkbox"/></p>	<p>_____</p> <p>_____</p>

4a.

Detail:

31. Are worker's names publically listed, such as on mail slots, doors, or posted schedules?	no yes <input type="checkbox"/> <input type="checkbox"/>	<hr/> <hr/>
32. Are there any social customs workers follow to fit in socially (e.g. coffee fund)?	no yes <input type="checkbox"/> <input type="checkbox"/>	If yes, describe: <hr/> <hr/>
33. Is there support for advancement and career development within the company?	no yes <input type="checkbox"/> <input type="checkbox"/>	
34. Over all, do workers feel that this is a good place to work?	no yes <input type="checkbox"/> <input type="checkbox"/>	

Scoring:

Items with middle of 3 boxes checked: _____

Items with right-hand box checked: _____ + _____ X2 = _____

**Strength of
Workplace Culture
0 - 84**

0	10	20	30	40	50	60	70	80
---	----	----	----	----	----	----	----	----

Strategies to increase inclusion:

31. Does the employee's name appear on mail slots, schedules, or other public worker lists?		
32. Does the employee follow informal social customs?	no <input type="checkbox"/> yes <input type="checkbox"/>	
33. Does the employee receive support for advancement and career development within the company?	no <input type="checkbox"/> yes <input type="checkbox"/>	
34. Over all, does the employee enjoy working here?	no <input type="checkbox"/> yes <input type="checkbox"/>	

Employee Inclusion Scoring -- Pages 1b, 2b, 3b and 4b:

Items checked with same answer in both a and b: _____

"Yes" answers in 1b, 22b, 30b: + _____

_____ X 2 = _____

3-box items with one-step discrepancy between a and b: + _____

**Level of Inclusion
in the
Workplace Culture
(0 - 70)**

0	10	20	30	40	50	60	70
---	----	----	----	----	----	----	----