

Scan organizational conditions

Leadership & Organizational Practices Assessment

Asks leaders what the institution actually does, rather than to rate whether the organization is "good".

Purpose. This assessment examines the systems, policies, accountability mechanisms, and measurement practices currently used to manage workforce and organizational improvement.

Organization _____ Completed by (role) _____

Date _____ Period covered _____

For each item select: Yes / Partially / No / Unsure.

Workforce measurement

Does the organization routinely measure:

Measure	Yes	Partially	No	Unsure
Employee wellbeing or burnout	☐	☐	☐	☐
Voluntary turnover	☐	☐	☐	☐
Intent to leave	☐	☐	☐	☐
Vacancy rates	☐	☐	☐	☐
Psychological safety	☐	☐	☐	☐
Employee voice	☐	☐	☐	☐
Leadership representation	☐	☐	☐	☐
Promotion and advancement	☐	☐	☐	☐
Organizational culture	☐	☐	☐	☐
Safety culture	☐	☐	☐	☐

How frequently are workforce results reviewed by senior leadership?

- ☐ Monthly
 ☐ Quarterly
 ☐ Semi-annually
- ☐ Annually
 ☐ Only when a problem occurs
 ☐ Not routinely reviewed

Employee voice

Does the organization have:

- | | |
|---|--|
| ☐ A documented process for employees to raise concerns | ☐ Expected response timelines |
| ☐ A process for escalating unresolved concerns | ☐ A process for communicating actions taken |
| ☐ Confidential reporting options | ☐ Protection against retaliation |
| ☐ Defined responsibility for responding to concerns | ☐ A method for identifying recurring concerns |
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Leadership accountability

For workforce improvement priorities, does the organization typically establish:

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|---|--|
| ☐ An accountable executive or leader | ☐ Progress reviews |
| ☐ A baseline measure | ☐ Outcome measurement |
| ☐ A measurable target | ☐ Reporting to senior leadership |
| ☐ An implementation deadline | ☐ Reporting to the board or governing body, where appropriate |
| ☐ Defined interventions | |
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Advancement

Does the organization:

- | | |
|--|---|
| ☐ Publish or clearly communicate advancement criteria | ☐ Provide formal mentorship opportunities |
| ☐ Track promotion outcomes | ☐ Provide sponsorship opportunities |
| ☐ Examine promotion outcomes by demographic group | ☐ Monitor representation across leadership levels |
| | ☐ Identify barriers contributing to disparities in advancement |
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Organizational improvement

When workforce problems are identified, what usually happens?

- | | |
|---|--|
| ☐ Findings are reviewed | ☐ Deadlines are established |
| ☐ Priorities are established | ☐ Outcomes are measured |
| ☐ Interventions are selected | ☐ Results are communicated to employees |
| ☐ Responsibility is assigned | ☐ Findings inform subsequent improvement cycles |
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