Organizational Processes
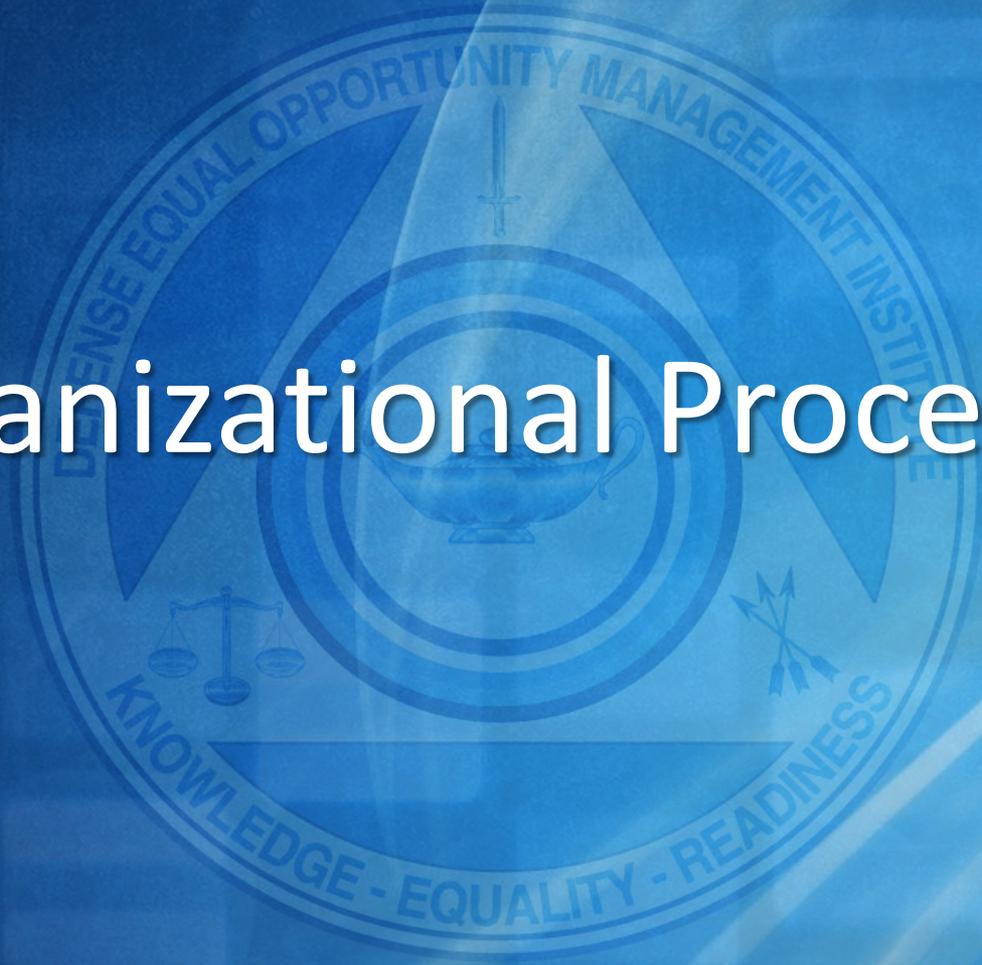
Have you ever been part of an organization where you:

- Had no idea what was going on?
- Where you felt individuals of certain groups were treated differently?
- Received tasks that were made as "knee jerk reaction" and with out all information?

In many organizations, you are not alone.

Proactive leaders establish and validate their organizational processes. Doing so ultimately ensures their members best interest are considered when making decisions affecting their organization.

Overview

- Describe organizational processes
- Understand favorable/unfavorable indicators and outcomes of organizational processes
- Recognize strategies to improve your organizations processes
- Summary
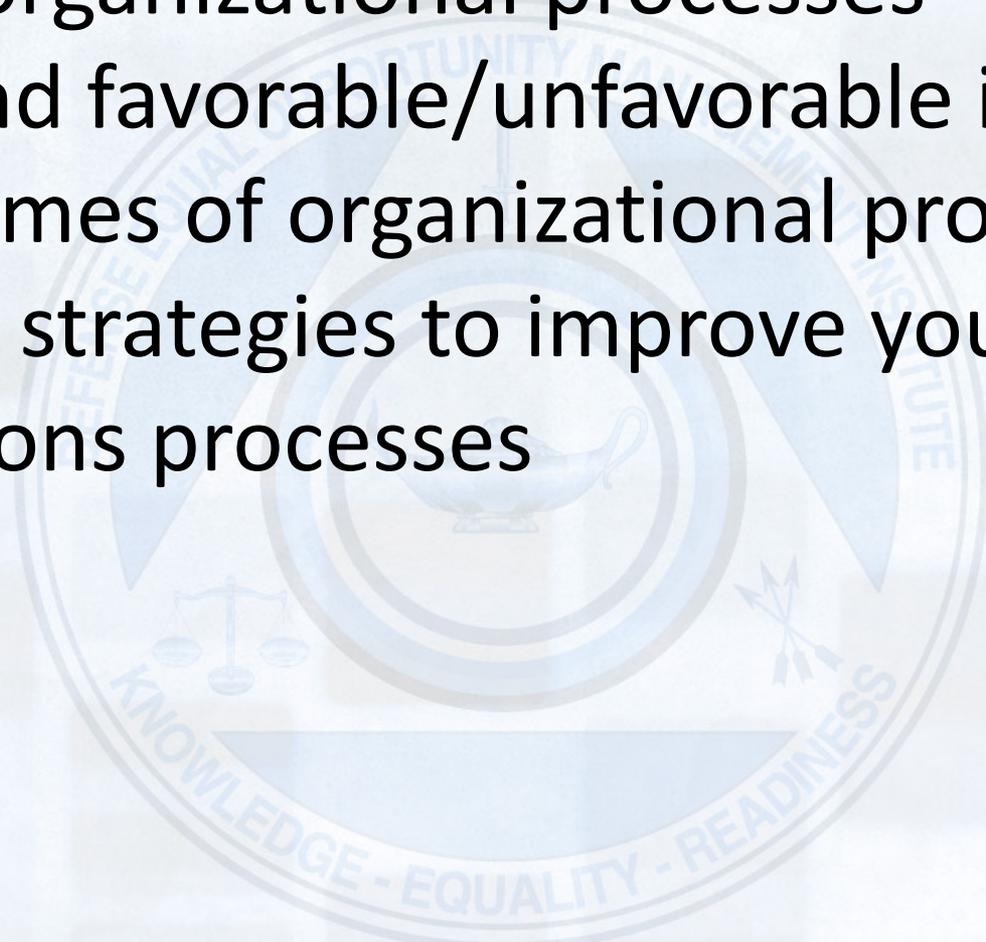
Organizational Processes

On the DEOMI Organizational Climate Survey (DEOCS), Organizational Processes is described as: the perception that policies and procedures are informed, fair, and leaders seek to achieve goals that are in the military members' or employees' best interest. Reflect holistic organizational dynamics conducive to mission accomplishment.

The following examples are indicators and potential outcomes of organizational processes.
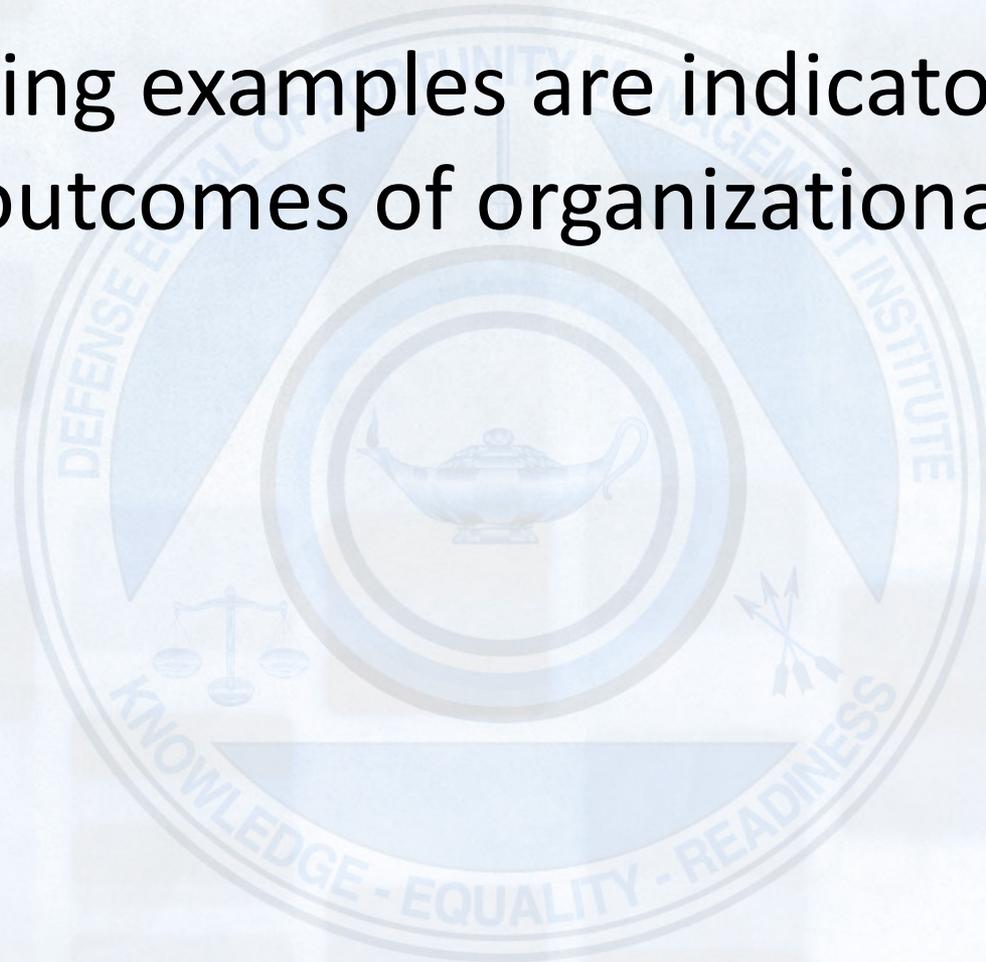
Favorable

INDICATORS
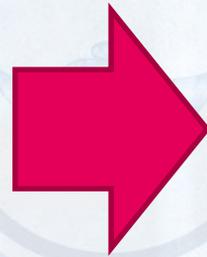
- All members are aware of programs and policies
- Mission, vision, goals, and priorities are clearly defined and understood
- Team members feel the policies are fair and they can reach out for clarification if needed
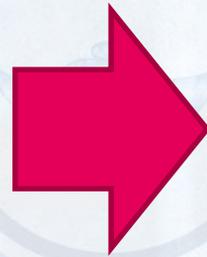
OUTCOMES

- Members working together
- Organizational goals are accomplished
- Unit integrity remains maintained
- Mission success

Unfavorable

INDICATORS	OUTCOMES

INDICATORS

- Perceptions that standards are not fair
- Unclear goals/priorities
- Lack of information sharing
- Leadership poorly informed on issues

OUTCOMES

- Lack of clarity on policies and procedures
- Confusion, mistakes or misunderstandings
- Low perceptions of justice
- Failure to accomplish goals or missions

Additionally, one of the best indicators to measure the perception of your organization's processes is by completing an organizational assessment. Once that's complete, you should determine strategies to address your organizational processes, especially ones that require your immediate attention.

The following are a few strategies that may assist you through the process.

Establish and validate programs addressing a wide variety of concerns such as:

- Human relations concerns
  - Mental health/Victim advocacy: validate by meeting care givers, discussing intake procedures, ongoing care and methods and leaderships role in supporting members
  - Financial/HR actions/Equal opportunity: validate by identifying and tracking members' concerns ensuring needs are met in a timely manner
  - Professional development: validate through monitoring and reviewing historical records

- Family and personal concerns
  - Financial planning and relocation abilities: validate by onboarding checklist/exit interviews
  - Spouse/Family members meetings: validate by social gatherings (formal/informal)
  - Professional/personal development: validate by conducting targeted focus groups (e.g. separated by junior, middle level members) and asking direct non-retaliation/non-retribution questions

- Share (when possible) goals, priorities and decisions affecting members
  - Validate transparency and clarity by reviewing bulletin boards, asking members what they know about specific rules, policies, timelines, and/or requirements, etc.
  - Ensure members have been informed on appropriate/ inappropriate behaviors: validate by asking questions prior to implementing corrective actions

- Ensure policies and procedures are consistent and fair

  - Establish standard operating procedures (SOP) for correcting inappropriate behaviors: validate by frequently tracking and monitoring organization's trends

  - Review all available information before making decisions: validate by ensuring investigations are thorough and complete

Summary

Taking time to develop, discuss and enforce processes for any organization must frequently occur, and at all levels. Leaders must clarify their expectations and policies with every member starting during the onboarding process and ending after a members exit interview has completed.

And finally, validate your messages are received and understood (by all members of the organization) by remaining involved and asking questions pertaining to your policies, programs and decisions.