

## Ten Dimensions of Organizational Climate

### EARLY CHILDHOOD WORK ENVIRONMENT SURVEY

Dimension	Definition
<b>Collegiality</b>	The extent to which staff are friendly, supportive, and trusting of one another. The peer cohesion and esprit de corps of the group.
<b>Professional Growth</b>	The degree of emphasis placed on staff's professional growth. The availability of opportunities to increase professional competence.
<b>Supervisor Support</b>	The degree of facilitative leadership providing encouragement, support, and clear expectations.
<b>Clarity</b>	The extent to which policies, procedures, and responsibilities are clearly defined and communicated.
<b>Reward System</b>	The degree of fairness and equity in the distribution of pay, fringe benefits, and opportunities for advancement.
<b>Decision Making</b>	The degree of autonomy given to staff and the extent to which they are involved in making centerwide decisions.
<b>Goal Consensus</b>	The extent to which staff agree on the philosophy, goals, and educational objectives of the center.
<b>Task Orientation</b>	The emphasis placed on organizational effectiveness and efficiency, including productive meetings, program outcomes, and accountability.
<b>Physical Setting</b>	The extent to which the spatial arrangement of the center helps or hinders staff in carrying out their responsibilities. The availability of supplies and materials.
<b>Innovativeness</b>	The extent to which the center adapts to change and encourages staff to find creative ways to solve problems.

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