

Vibrant Groups (0 to 5)		Warning Signs (0-3)		Challenged Units (0 to 5)	
_____	Respectful dealings among colleagues and departments	_____	Complaints/ media reports believe values professed by public media outlets	_____	Serious misconduct: discrimination; sexual; financial; criminal, etc. (arrests, lawsuits...)
_____	Openness, transparency, empowered staff	_____	Email and/or social media wars, harassment, silos, conflict aversion	_____	Culture that suppresses or hides problems; punishes reporting; group schisms, battles, flareups
_____	Culture of excellence and quality	_____	Weak or ineffective hiring. Requests for transfers, departures	_____	Repeated inability to hire, retain quality staff and interns
_____	Strong job candidates; support and mentoring for staff and interns	_____	Declining internal indicators (low productivity, loss of veteran employees with institutional knowledge, slowed promotions for skilled	_____	Toxic atmosphere for junior staff and interns
_____	Open discussion of ideas and goals; high productivity	_____	Declining internal indicators (low productivity, loss of veteran employees with institutional knowledge, slowed promotions for skilled employees from diverse groups	_____	Organizational or departmental reputation is negative with outsiders or in media
_____	Disputed responsibilities, aligned with staff strengths	_____	Fiscal disarray	_____	Culture of suppression; people afraid to speak up or question management
_____	High level of communication—willingness to listen, compromise; problems addressed, not submerged	_____	Ah hoc practices forum-shopping and seeking desired answers from different managers; hiding problems	_____	Lack of transparency, hidden agendas; staff involve interns or public in disputes
_____	Policy and procedure innovations, adaptation to meet changing audience and media needs	_____	High turnover in low and mid-level positions	_____	Programing stagnation, outdated programming
_____	Leadership has high expectations, uses policies, makes decisions, builds community	_____	Evaluations reflect favoritism or biases; generational discord; blaming problems on outside factors	_____	Weak or autocratic leadership; different messages to different audiences; meddling by previous leaders of unit(s)
_____	Shared vision of goals and priorities	_____	Lack of alignment between priorities and management decisions	_____	Many individual priorities without shared purpose
TOTAL _____		TOTAL _____ (subtract)		TOTAL _____ (subtract)	