

WHO MAY ACCESS NCOD SERVICES

NCOD services may be accessed at local, regional, and national levels by VA supervisors, team leaders, executive leadership, front-line employees, unions, and administrative staff.

HOW TO REACH NCOD

Websites

<http://vaww.va.gov/NCOD> (Intranet)

<http://www.va.gov/NCOD> (Internet)

E-mail

vhancod@va.gov

Telephone

(513) 247-4680

Fax

(513) 247-4699

Address

11500 Northlake Drive, Suite 230
Cincinnati, OH 45249

THESE NCOD PROGRAMS ARE AVAILABLE FOR YOUR ORGANIZATION

Organizational Consultation

Employee/Leadership/Team Development, Executive Coaching, and more.

Team Building Tools

Executive Team Assessment, Team Assessment.



CREW (Civility, Respect, and Engagement in the Workplace)

A Joint Commission 'best practice' for public/private sectors.



Organizational Health

Access to resources, AES portal, and newsletter.



VA Professional Development

Tools Executive 360/360/180-degree assessments.



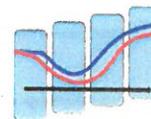
VA All Employee Survey (AES)

Annual, VA-wide, census survey. Data available through ProClarity.



Change Management

Change assessments and consultations.



Survey Team Services

Survey support and consult.



Data-Driven Inquiry

Business case and research analyses.



VHA National Center for Organization Development

*A service of the Department of
Veterans Affairs*

- ◆ Workforce Engagement ◆
- Leadership Development
- ◆ Organizational Health ◆
- Consultation and Intervention

**Integrating Research,
Training, and Practice**

VHA National Center for
NCOD
Organization Development



VA
HEALTH
CARE | Defining
EXCELLENCE
in the 21st Century

WHAT WE DO

NCOD supports and delivers organizational health services for the U.S. Department of Veterans Affairs (VA), including individual and organizational assessments, organizational consultation and intervention, and supportive services such as CREW, survey consultation, and business management support.

Our specific goals are to strengthen VA workforce engagement, satisfaction, and development in order to improve services to Veterans and their families.

To achieve this, we offer contemporary and innovative data-driven assessments and consultation services to VA organizations nationwide. Our services integrate practice, training, and research information. Services are customized to meet individual, workgroup, team, leadership, and facility-level needs.

WHO WE ARE

The NCOD staff includes a comprehensive team of professionals: psychologists, health research scientists, systems specialists, management and program analysts, trainees (pre-/post-doctoral), and administrative personnel.

Collectively, our services encompass the fields of organization development (OD), industrial and organizational psychology (I-O), health services administration, program evaluation, and others.

VHA National Center for Organization Development

NCOD SERVICES

NOTE: This list is not exhaustive.

Please contact NCOD to discuss your organization health or development inquiry.

	Individual	Executive Leadership	Workgroup	Team/ Organization	Facility/ Organization	VA nationwide
Assessments						
Executive 360 / 360 / 180-Degree Assessment	✓	✓				
Servant Leadership 360-Degree Assessment	✓	✓				
Workplace Assessment			✓	✓		✓
Team Assessment / Executive Team Assessment		✓	✓			
Phases of Change Assessment (POCA)			✓	✓		✓
Leading Change Assessment		✓				
All Employee Survey (AES)			✓	✓		✓
Voice of VA (VoVA) Surveys			✓	✓		✓
Consultations						
Organizational Consultations and Interventions		✓	✓	✓		✓
Employee or Leadership Development	✓	✓				
Performance Improvement	✓	✓				
Executive Coaching	✓	✓				
Team Building and Development		✓	✓			
Conflict Resolution		✓	✓			
Managing Transformational Change					✓	✓
Virtual Teams			✓			
Program Evaluation					✓	✓
Supportive Services						
CREW (Civility, Respect, and Engagement in the Workplace)		✓	✓	✓		✓
Survey Support and Consultation		✓	✓	✓		✓
Business Management Support (data, analyses, action planning)		✓	✓	✓		✓
Other Services						
Post-Doctoral Fellowship in Organization Development						✓
Identifying Data-Driven Monitors and Measures		✓	✓	✓		✓



NCOD Customer Services: Scope and Approach

Purpose: This document explains the scope of NCOD services and the approach (i.e. the organizational values, service model, and practice) that underlies these services. Communicating what we offer to VA customers and clearly explaining the approach that drives these services supports the transparency of NCOD mission and helps an informed use of services by VA clients.

Audience: This document can assist NCOD current or potential clients. Explaining the scope clarifies which NCOD services are available. Explaining the approach informs client expectations and helps clients plan when and how to seek specific services offered by NCOD.

Scope of NCOD Services

Overall Scope. The National Center for Organization Development (NCOD) provides comprehensive *organization development (OD) consultation and support services* for the Department of Veterans Affairs (VA). OD is a planned effort to improve an organization's effectiveness based on knowing what works (i.e. behavioral science) and helping our clients incorporate these best practices. The health of an organization is crucial for supporting quality of its services, especially in times of changes. NCOD's mission is to partner with leaders and teams to foster lasting and substantial improvements in VA's organizational health.

-Workplace Consultation and Assessments. NCOD provides consultation for an array of issues impacting workplace culture, team dynamics and decision making. As client awareness of NCOD has increased in recent years, so too has the demand for services. A small number of NCOD staff provide a wide range of services in response to VHA and VA client requests, including: organizational and departmental assessment, teambuilding, strategic planning consultation, leadership coaching, training, conflict resolution, and stress reduction. In order to increase the effectiveness and efficiency of the services offered, NCOD prioritizes the incoming requests for strategic services (e.g. services aligned with national priorities, strategic initiatives, top leadership requests, and so forth) over short-term services, such as meeting facilitation, offsite retreat consultation, and educational presentations. To date, NCOD has consistently met all strategic service requests and many of the short-term service requests with high levels of client satisfaction.

Organizational Assessment. The purpose of an organizational assessment is to increase leaders' and employees' understanding of current organizational dynamics. NCOD-provided assessments are designed in collaboration with clients. These assessments can be standardized, that is, based on the already available tools validated within VA, with VA baseline comparison data available (e.g. VA All Employee Survey-AES, Executive Team (or Team) Assessment, Servant Leadership Assessment, 360 Feedback, Executive 360 Feedback, Team 360 feedback). The assessments also can be custom-tailored to unique client needs where no previous tools or baselines are available. NCOD typically uses a combination of data sources including employee satisfaction surveys (AES and others), leadership and staff interviews, and observation. NCOD consultants explain results to clients and help them use the findings to craft targeted intervention for continuous improvement.

Executive Leadership Team Consultation. NCOD supports the effectiveness of VA leadership teams through a developmental process designed to accelerate improvements in team relationships and team functions. Typically, teams first participate in an assessment examining key components to successful team performance, to gain insight into their current dynamics. This is followed by a series of facilitated discussions, team activities, and consultation sessions, and at times executive team coaching, to maximize team engagement and positive impact on organizational performance. Several new resources include executive team development with new directors and consultation services geared specifically to virtual teams.

Team Coaching Services. NCOD offers team coaching services to executive and non-executive teams as well, often as a follow-up to a team consultation. Assessment results using the tools described above inform the focus of coaching, typically by addressing the findings from organizational, team, and individual results.

Leadership Development and Coaching Services for Executives. NCOD Coaches collaborate with leaders to design customized coaching arrangements with mutually defined goals that best meet the coached leaders' and their organizations' needs. Various assessment tools (e.g. DISC, Hogan Assessment, 360 feedback, EQI and others) and coaching techniques are used to help leaders improve performance and organizational effectiveness. Typical coaching engagements involve onboarding and transitioning leaders, performance enhancement, development of high-potential employees, as well as support for participants in leadership development programs. To maximize the impact of services and effectively manage NCOD resources, we consider the individuals' role in their organization and their commitment to coaching as a tool for making changes when we prioritize coaching requests. Alternatives to long-term developmental coaching include 180/360° feedback assessments with 1 or 2 follow-up feedback sessions, and short term solution-focused coaching engagements.

Servant Leadership Education and Assessment. Servant Leadership is an approach to leading organizations that optimizes client-centered care delivery by developing engaged, empowered employees. NCOD provides training in Servant Leadership, with tools, materials and action-planning guides available, to both experienced and developing leaders. A 360-degree assessment (SL360) is available as well, to measure specific servant leader competencies and characteristics and provide developmental feedback regarding these skills. A Servant Leader 180 degree assessment (SL180) is in production for staff without direct supervisory roles.

Facilitation Training. NCOD provides facilitation training to VA employees in order to build competencies and grow capacity within VA for on-demand facilitators. The program consists of a 2-day face-to-face training, an online facilitation module, and accompanying manual. This training covers meeting management, basic facilitation, and skills specific to facilitating strategic planning meetings, transition briefings, and focus groups.

Change Management Services. A well-designed change will fail unless individuals affected have the motivation and resources to make and sustain the change. NCOD services focus on the people side of change, helping employees transition to a new way of doing things. Services include the design and implementation of change management plans, assessment of employees' reaction to a change effort (e.g. POCA and Leading Change assessments), and a 360° assessment of leadership behaviors that drive the change. NCOD also offers support with activation of major and minor change projects. In addition to changes in space, equipment and processes, activation projects often create cultural change that is experienced by staff and clients. NCOD helps leaders at activation sites influence that culture by assessing levels of acceptance and support for the change, helping leaders communicate effectively, and supporting leaders in applying best practices to manage the culture change.

Civility, Respect, and Engagement in the Workplace (CREW). CREW is a VA-wide culture change initiative. First launched in 2005, it has been used by over 1,200 VA workgroups to establish an environment of respect and civility. Civility is shown to improve employee and client satisfaction, clinical, and business outcomes. CREW uses an experiential approach to help teams build trust and engagement, and facilitate honest conversations about how to upkeep positive organizational culture at their workplace. NCOD provides intensive support with implementation, growth, and sustainment of CREW at sites throughout VA.

Organizational Data Mining. NCOD assists with exploring available data (e.g. employee perceptions, patient perceptions, organizational performance dashboards) to identify and describe patterns and relationships that are informative to VA leaders. For example, we identify and describe associations between specific employee perceptions and organizational performance measures, predictive relationships across data, characteristics associated with both successful and unsuccessful workforce management approaches, etc. We also partner with VA clients to produce customized management studies and reports, to address unique needs or to offer insight into clients' questions based on VA data. Examples include evaluating the impact of PACT initiatives, ODI activities, participation in ICARE programs, and so forth. NCOD also consults VA clients (e.g. VHA Program Offices and VA Staff Offices) in formulating their programmatic plans and outcomes in a way that makes it possible to evaluate the impact through data. We also support measurement design, data analyses, and report building.

NCOD Approach to Services

1. **We are *process experts*; we partner with our clients to shape content.** Regardless of service type (e.g. data analysis, intervention, assessment), we consider the **local** conversation and **local** decision-making to be the top priority. While NCOD consultants bring their expertise in methods and in client processes (or the 'how'), our clients retain full responsibility for the contents of focus and follow-up actions (the 'what').
2. **In our consultations, we directly engage the organization's leaders,** focus on long-term solutions, and build the client capacity to learn and develop as to better adapt to future challenges. As these conditions ensure the effectiveness of OD consultations, requests that best satisfy these conditions are met first.
3. In responding to client requests, **we balance *breadth*** (reaching as many VA customers as possible), ***scarcity*** (meeting needs not met by other VA entities), ***continuity*** (supporting the same clients over time), and ***responsiveness*** (providing services quickly for short-term needs). We prioritize client services that offer the best balance.
4. **We work *only* by invitation.** Our conceptual model (process experts) and our practice of OD services put the interpersonal relationships at the core of all action planning in organizations. For this reason, we do not conduct 'mandated' interventions (interventions that clients do not choose).
5. **We value responsiveness to VA customers.** We offer our knowledge and facilitation of client's action processes throughout the stages of assessment, intervention, and follow up/evaluation.
6. **We use tools** (e.g. surveys, assessments) to generate valid and reliable data, **to help interpret our clients' current needs and challenges and support clients' action planning.** In other words, we offer data-based, *formative* assessments (to understand current needs and plan for the future)—not *summative* assessments (to evaluate organizational performance).
7. **We provide our services with strict confidentiality.** In our data, we report groups' assessment to protect individual respondents' identities (e.g. VA All Employee Survey results aggregated for groups of 10 or more; 360 feedback benchmarks aggregated across all participants with individual results sent *only* to the individual who took the assessment). This confidential approach is a cornerstone of our work. It preserves the trust and integrity within and across organizational groups that is necessary for OD efforts to work.
8. **Our work thrives through involvement of all employees throughout the organization.** Evidence suggests this is the only effective and sustainable way of promoting positive organizational culture.
9. **We work as a team;** we value a multi-disciplinary, multi-professional approach that drives a joint conceptualization and joint design of our services. This allows NCOD clients to get **one-stop input from all our business lines:** organizational consultants, survey consultants, OD researchers, data programmers, program evaluators, and organizational health experts.
10. As change agents, **we embrace organizational change,** and work to support individual and organizational resilience in coping with changes. **We apply a learning approach** with each other and with our VA clients. This means supporting a "just culture" of **psychological safety and accountability.** Psychological safety allows employees to feel interpersonally safe to freely report areas of improvement and is what makes accountability work. Accountability is recognizing and proactively responding to what needs to improve.

HOW TO OBTAIN OUR SERVICES

To request NCOD services, please contact us at 513-247-4680, or VHANCOD@va.gov. NCOD staff will follow-up to learn more about your request and determine how we can best support you.

NCOD evaluates new requests of service consistently with OD best practices for maximizing organizational impact and success. Each request goes through an information-gathering process ('intake'). NCOD will suggest a consultation at the highest level, to engage organizational leaders in identifying potential solutions and leveraging local resources. Requests for services of a likely lesser impact may be met through virtually-based 'consults', aimed at improving client capacity to address their challenges. For requests likely better served through other VA services, NCOD will often facilitate a client connection to the relevant resource.