



Culture Process-Final Report Tubac Fire District 5/2/2022

From December 2021 through April 2022, stakeholders from Tubac Fire District worked with Pathfinder Strategies on a Culture Change process for the district. This report outlines the purpose, the method and the results of this process.

Purpose & Objectives (the WHY)

Purpose: As Tubac Fire grows, seeks new talent and works to retain top talent all while serving the community with safety and integrity, it's important to understand the things that have made the district successful and what is needed to grow that success and carry it forward, especially as it relates to organizational culture.

Objectives:

- Understand how organizational culture impacts engagement, retention and performance
- Assess the current state of the Tubac Fire District's organizational culture
- Identify areas of strength and success. Understand what's working and why so those things can be continued and enhanced
- Identify areas of desired change. Why are those changes desired?
- For the cultural areas with the greatest opportunity for change, ascertain what changes need to take place or what initiatives need to be launched to move the district closer to the desired culture. Develop action plans and commitments to accomplish these changes

Stakeholders:

The stakeholders were selected to represent Tubac Fire. The diverse group of stakeholders included several individuals from suppression, administration, shift personnel, and the union president. These individuals were also selected because of their commitment to Tubac Fire and ability to support and influence positive change.

Primary stakeholders:

Cheryl Horvath
Ben Guerrero
Genaro Rivera
Nancy Lindsey
Charlie Alvarez
John Conger

Martin Lujan
Hesly Guerrero
Ricky Rodriguez
Jake Merry
Esai Tapia

Other contributors:

Laura Summerfield, Tera Henson, Reyver Fontes, Freddy Figueroa, Andres Egurrola and 8 people took a survey anonymously



Methodology & Process:

- Identify the objectives, who are the project timelines, etc. Desired outcomes and objectives
- Data collection: In speaking one to one with Chief Horvath and the stakeholders, collect insights and perspectives on what is expected and needed from the culture change process.
- Culture Assessment: All stakeholders completed an online culture assessment to determine Tubac Fire's existing culture and the preferred culture. The tool is rooted in research and validation by Kim Cameron and Robert Quinn of the University of Michigan (as well as other organizational and behavioral experts)
- The assessment was compiled, analyzed and used as a tool and reference throughout the process.
- Series of stakeholder meetings to
 - Build consensus on current and desired culture
 - identifying what's working well and why. What should we keep doing?
 - What changes would we like to make and why? Determine what the changes do and do not mean. Does it make sense to make these changes? How do we go about making and sustaining desired changes?
 - Create an action plan including commitments, implementation recommendations and measurements for success
- Provide tools, coaching and support for leaders to roll out changes, gain buy in, etc.
- Provide tools and support for sustained change.

Key Findings:

What's working well? What do we want to continue and to preserve? These were the guiding questions early in the process. The overall feedback, both from primary stakeholders and for 8 people who completed a short survey, was:

- Training, education and professional development including mentoring and succession planning
- Focus on safety
- The District's relationship with the community
- Leverage and maximize existing resources

There are 4 primary culture types; Clan, Adhocracy, Market and Hierarchy. To determine the current and preferred culture types, the assessment looks at the 6 key aspects of culture: Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphasis, Criteria of Success.

Based on the assessment (completed by the primary stakeholders) the **current culture** is Clan followed closely by Hierarchy.

The **preferred culture** is a greater degree of Clan.



The following aspects of current and preferred culture were well aligned with minor differences (less than 10 points difference in the ratings) between the ratings for current culture and the rating for preferred culture: Dominant Characteristics, Organizational Leadership, Management of Employees, and Strategic Emphasis.

The greatest difference between the current culture and the preferred culture was in the Organizational Glue aspect. In this area, the difference between the current culture and the preferred culture is significant with a strong desire to move away from Hierarchy and Market cultures and move more toward Clan Culture.

To accomplish the shift away from Hierarchy and Market cultures and toward Clan Culture in the Organizational Glue aspect, the stakeholders identified two focus areas:

1. Introduce a recognition program
2. Review, analyze and update the performance evaluation process including documents, frequency, and a professional development plan

The stakeholders developed an action plan for these two areas including research, implementation, gaining support and buy in and measurements for success. At the conclusion of the culture process, stakeholder has committed to an action to move the plan forward.

Results/What's Next:

Results of this process include:

- A deeper understanding of how organizational culture impacts engagement, retention and performance
- Clarity of Tubac's strength and success. Understand what's working and why so those things can be continued and enhanced
- Identify areas of desired change. Why are those changes desired?
- Determine specific areas for growth and development for positive cultural change
- For the cultural areas with the greatest opportunity for change (Organizational Glue), ascertain what changes need to take place or what initiatives need to be launched to move the district closer to the preferred culture.
- Develop action plans, commitments and measurements of success to accomplish these changes.

Deliverables:

- The Organizational Cultural Assessment Report
- Notes and action items following each stakeholder meeting
- Action plan for aligning the current and preferred culture (where such alignment is applicable) including commitments, implementation and support recommendations and next steps
- High level overview of responses to questions about current and preferred culture (from stakeholder discussion and survey sparrow)