

Team climate basics: participation, honest conversation, and fair opportunities

Team climate is what people experience in everyday meetings, supervision, and decisions: whether they can speak openly, disagree, receive credit, and have fair access to opportunities. Supervisors can improve it through specific practices and regular follow-up.

Why it matters

This resource supports everyday team-climate work. For a complaint, investigation, accommodation, or discipline matter, use the appropriate Employee Culture, Human Resources, civil rights, or accommodation process.

Content

Participation: who speaks first and most; whether agendas go out in advance; whether written input counts as much as spoken input.

Speaking honestly: can people disagree with a supervisor without being punished or losing opportunities? Are mistakes discussed as problems in the work rather than flaws in a person?

Credit and chances: who gets stretch assignments, visible work, and development time; whether that pattern tracks race, disability, language, or tenure.

Norms: a few written team agreements about meetings, interruptions, and follow-through, revisited on a date.

Access at work: captions on by default, materials in advance, flexible formats for participation, no reliance on informal networks for information.

If the situation involves a complaint, investigation, discipline, or accommodation decision about a named person, follow the established Employee Culture, Human Resources, civil-rights, or accommodation process. A team climate plan cannot replace it.

Next steps

- **Team climate action plan template** — program page </library/ja-climate-action-plan>
- **Workplace culture learning path** — program page </practice/gp-4>

Practice paths this supports

- Workplace culture and team climate