

Purpose

Purpose: Measure the connection employees have toward their work, team, and district, and examine the factors that influence it. Establish a baseline for engagement and measure changes over time.

Achieved a 43% response rate for inaugural pulse survey in January.

Asked **5 questions about leadership** and leadership accountability, **6 questions about workplace experience** based on a few indicators for retention, and **1 net promoter question plus 2 follow up open ended:**

- We wanted to learn if staff noticed any changes since the listening sessions in September, and leadership's efforts to listen and apply feedback in general.
- We wanted to gauge confidence in leadership.
- We wanted to get a pulse on workplace happiness, job satisfaction, and contributing factors. Are staff being recognized for a job well done? Do they get feedback that motivates them and indicates what success looks like? Do they feel that they are learning and growing?
- Are staff connected to the mission of the work and feel a sense of accomplishment?
- We wanted to learn if staff would recommend FRCS to people in their network (eNPS score)- a key indicator of confidence and engagement.



"Although I have seen change since the listening session- I do believe there is a lot of work that still needs to be done. Communication is still lacking and there are still so many questions."

Leadership & Accountability

I noticed one or more positive changes as a result of Zoom listening sessions w/ HRK in September 2022.



Our senior leaders are visible and reasonably accessible to employees.



I trust our current executive leadership team to lead the organization to future success.



I feel that the executive leadership team strives to keep me informed about what is happening in the district.



I had a positive experience participating in one of the Shared Values workshops held in the district.



0% 25% 50% 75% 100%

Strongly Disagree Disagree Agree Strongly Agree

"I see a lot of people working hard and great teachers and members of admin and leadership but it is almost like it's not enough..."

Workplace Satisfaction

I feel like there are multiple opportunities at FRCS for me to offer my voice and inform the direction of the district.

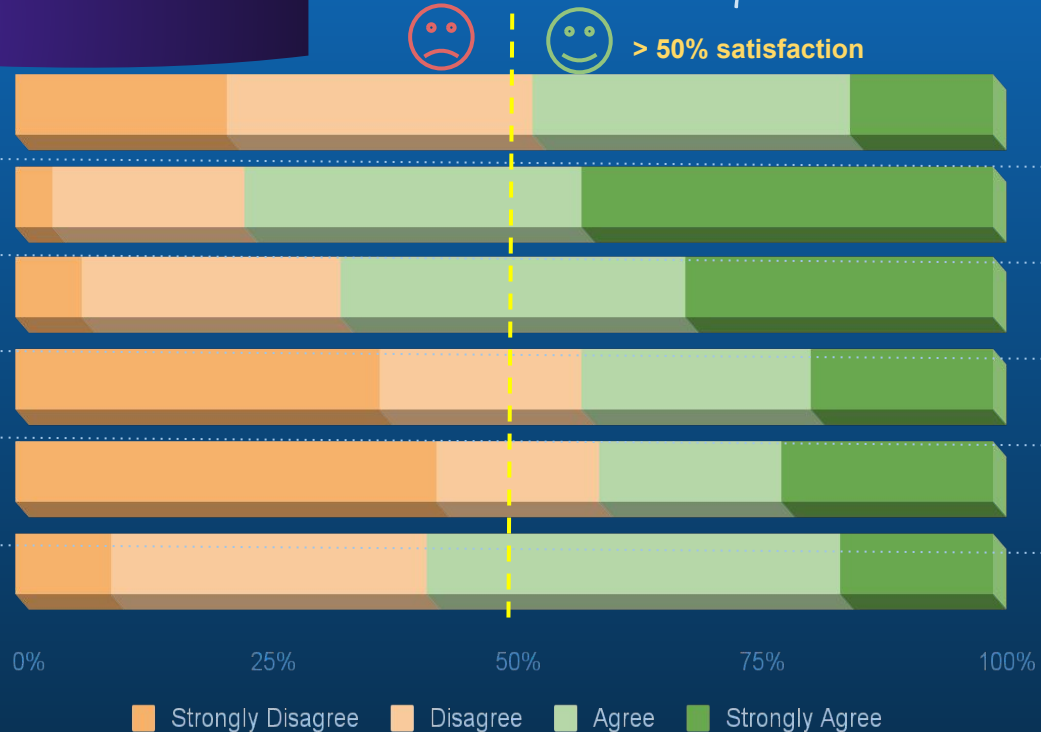
My work gives me a sense of accomplishment.

My job gives me a chance to learn and grow.

In the last seven days, I have received meaningful recognition or praise for doing good work.

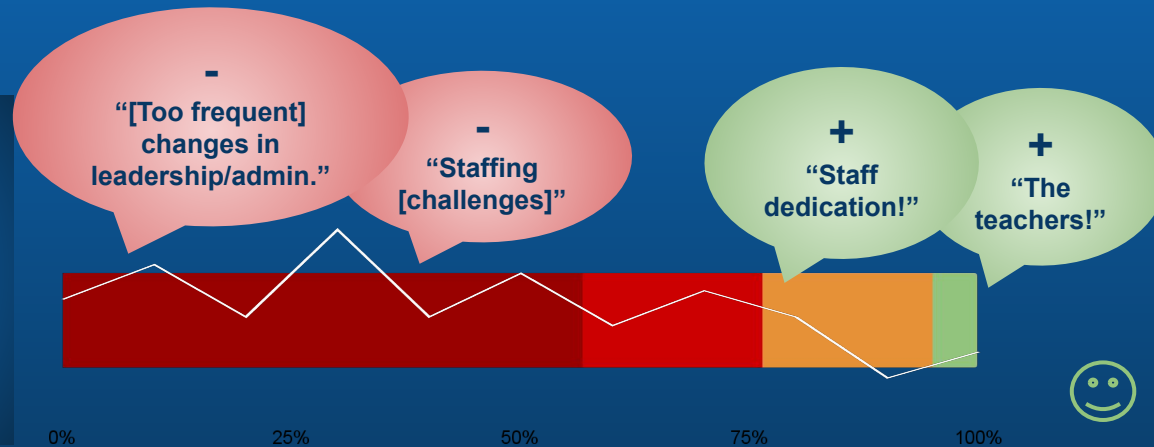
I have received constructive feedback from my supervisor in the last two weeks.

I am happy at work.





eNPS- Employee Net Promoter Score


On a scale of 0 to 10, how likely are you to recommend FRCS to a friend, family member, or other contacts?



eNPS= -72%

 “Promoters”
9-10 rating

 “Passives”
7-8 rating

 “Detractors”
0-6 rating

eNPS of +50% or more is ideal.

Overall there has been a lot of recent change in leadership administration and staffing. This has created uncertainty, inconsistency, concerns and questions about vision for the future, and feelings of instability.

Reasons for eNPS Rating (Summary)

- Feelings of a need for more accountability from leaders; admit when mistakes occur, challenges, and doing so openly and honestly
- Student behavior and accountability support; need a plan w/ positive reinforcement
- Staff not feeling equipped to support students emotionally or academically
- Leadership changes and need for more stability; too many recent changes
- Staff wanting to be heard more
- Pay equity, retirement benefits
- Low staff morale; also negativity impacting colleagues
- Staff want to feel more supported
- Staff and student safety (psychological and physical)
- Fair and equitable schedules and workload distribution for teaching staff
- Higher expectations
- Policies and procedures and adequate resources to do the job
- More leadership visibility and role/job transparency
- Evaluations that help teachers grow as educators
- Staffing

"I think FRCS is in a time of change, and I am hopeful that the values driven work we're taking on will address these changes that need to happen and help to create a more positive culture."

What's Next?

These are just a handful of additional steps we anticipate in response:

- This report will be shared with the Board of Trustees on 2/14/23
- One or more focus groups to discover, clarify, and record themes regarding employee perception of and reaction to critical areas identified. For example: defining communication (methods, content, preferences, questions), staffing, defining support, shared values and mission/vision work...
 - This provides a one-off opportunity for staff to provide verbal feedback without having to commit to a weekly or monthly committee
 - TBD once building leadership is consulted
 - This will be beneficial data for the incoming executive director as much as current leadership
- Continue shared values work throughout district and in the larger FRCS community. Increase frequency of communications about this work and details about the process and end goals.
- There will be a follow up Staffbeat survey in February (much shorter with 2-5 questions)

APPENDIX: Survey Background

Summary:

- We have a response rate of 43%; Over 100 respondents
- Used a likert scale of 1-4 with no neutral option.
- We can assume that respondents includes senior leadership such as principals and members of executive leadership since all were invited to respond. Responses are 100% anonymous and we do not know who responded and who said what.
- We asked 14 questions:
 - First set of questions were about leadership and leadership accountability
 - The remaining questions were about current workplace experience
 - The final questions were about setting a baseline for the key indicator of employee engagement and satisfaction- the eNPS- Employee Net Promoter Score

Questions asked and why (research-based engagement questions):

Leadership and Accountability

We needed a pulse on how recent changes in leadership has impacted confidence in leadership and staff perceptions. How is leadership's effort making a difference? Is the difference even measurable yet? Should leadership challenge its perceptions and understanding of what is seen as valuable to staff and staff definitions of what it means to listen, be visible, and what good communication looks like?

APPENDIX: Survey Background

Questions asked and why (research-based engagement questions), *continued*:

Sense of accomplishment.

This tests our current mission (the core) and whether it is still attractive to current staff and potential staff. Even with all of the issues we are facing. Most staff can feel a sense of accomplishment by doing the best with what they have each day. But it does not mean we cannot do better by them, with them, and for them.

My job gives me a chance to learn and grow.

When most employees feel like they are learning and growing, they work harder and more efficiently.

*In the last seven days, I have received meaningful recognition or praise for doing good work.
I have received constructive feedback from my supervisor in the last two weeks.*

Workplace recognition motivates, provides a sense of accomplishment and makes employees feel valued for the work they do. Recognition also sends a message to other employees about what success looks like.

But, we need to further understand what “meaningful” recognition means to *all* employees.

APPENDIX: Summary Analysis

- Overall, confidence in current leadership is very weak among respondents. Recent turnover in leadership and feelings of poor communication is a common reason for this. Many that participated in listening sessions in September do not report seeing one or more changes as a result of these sessions.
- The responses also tell us that any and all efforts that have been initiated as a result of the listening sessions are not known by many, and/or the efforts may be lacking. The work of the District Improvement Committee, formed as a result of the learning sessions, can be helpful here.
- Currently leadership provides weekly update emails, monthly HR newsletter, and each building provides their own weekly updates. There is a need to explore what *good communication* from leadership and visibility looks like *for staff*.
- On the plus side, the shared values workshops were highly rated for those that participated. 34% of respondents had not yet participated in a shared values workshop as these were still in progress at the time of the survey. People are hungry for a new vision, or any vision. There is an opportunity to clarify and communicate the plan, purpose, and long-term vision for the shared values work in itself as we moved forward.
- There is valid concern that the shared values work or any current efforts among leadership will lose traction or change again (or end) when a new executive director is hired.
- People are ready for new and stable leadership (executive director and filling other leadership vacancies)
- Respondents are still energized by the mission of serving students but are experiencing major morale issues and day-to-day challenges that require more or different support from their managers, senior/executive leadership, and perhaps peers.