



Date: 1/23/20

To: Navigator Schools Board of Directors

From: Kirsten Carr

Subject: Staff Survey Updates

In our efforts to strengthen organizational health and increase both staff and student culture, the Navigator Schools' support office continues to conduct full surveys every winter and spring with smaller more targeted surveys every month. The survey questions touch on areas of overall school culture, communication, coaching, compensation, and sustainability. To ensure we are also focusing on the items outlined in our LCAP, those questions are included in the biannual surveys and assigned action steps if needed. Below you will find a breakdown of the areas of biggest glows and those that provide an opportunity for significant growth. Also included are comments which capture the sentiments associated with the various scores.

As one might expect, the strongest scores were in how staff feels about our students and our mission with the following questions receiving 90% or higher in agree or strongly agree:

- My teammates are focused on high academic achievement for all students
- I feel responsible for the students we serve
- I understand and embrace the vision and mission of our organization
- I understand the goals of the organization beyond my school site
- The mission or purpose of my organization makes me feel my job is important
- I am satisfied with the service I receive from the ITOM team

Areas with the biggest areas of growth did not have one specific focus but instead covered a variety of topics including communication, autonomy, and cross-site collaboration. Areas where staff gave below a 70% agree or strongly agree answer included:

- When new initiatives are presented at my school, my colleagues are supportive
- The attitudes of my colleagues are positive

- I trust my teammates across Navigator
- Organizational policies and decisions are communicated well
- The leadership team provides effective coaching to help me improve my instructional practice/teaching
- The leadership team recognizes and rewards good work
- The leadership team is well-organized
- The leadership team deals with problems and conflicts in a fair and constructive manner
- A strong level of trust exists between the Support Office & the sites
- I am satisfied with the service I receive from the Engagement & Partnership team

What do you most appreciate about your school and/or Navigator?

- All the support and positivity from management and mostly colleagues, feeling of a caring family
- I appreciate the organization's willingness to gather the opinions of all staff members
- Coaching and teamwork
- The passion of the majority of the staff is evident and I love that. It reminds me of my why
- Good quality of education for all students regardless of their circumstances
- Our mission and what it stands for and for the constant support from the leadership team at the Support Office
- I appreciate I was heard when I asked for more support. The leadership teams responds well when they are communicated to. I also appreciate the effort being done to improve our model in middle school
- I love that everyone is motivated to give these students our all! I also appreciate that there are constant opportunities to grow and become a better teacher. I never feel bad if I am not sure about something. I always receive great support. I love my coworkers, my coach, the school culture, and my students. This school is so innovative and I VERY proud to be a part of it. I would love to be a part of taking this school and serving more parts of California. Let's make one in Salinas!

Is there anything else important for us to know?

- Teachers salaries are too low when compared to hours worked
- The culture has shifted on campus and it is obvious teachers are not happy, overworked, and stressed out. I can not pinpoint what it is but morale is down.
- Middle school issues need to be addressed. Staff needs additional training on how to deal with special needs students & students with behavior issues
- Need clarity and consistency across sites

The LCAP for each site includes specific questions on family, student, and staff surveys. The staff survey questions included in the LCAP and the greenlighting dashboard are:

- I am proud to say I work at Navigator where we serve the most underserved students in our community - 89%
- I would recommend employment at Navigator to my friends or family - 80%

Both of these questions received above the 75% goal specified as a LCAP metric.

While the LCAP scores are above the desired metric, there are several other areas of concern recognized by the Support Office and site leadership teams. Action steps already taken and those identified as immediate priorities include, but are not limited to:

- All-staff professional development morning focused on the question “What can be done to improve your work atmosphere at Navigator Schools”.
 - Created 2-3 immediate action steps for the three highest priorities identified by staff
- Monthly Support Office Communication newsletter
 - Each issue includes follow up detailed survey questions on areas of improvement
 - Includes updates on items highlighted by surveys
- Working with sites to revisit staff agreements including weekly huddle focus
- Sharing with staff the compensation study process, including attendance at staff meetings