



STRATEGIC INITIATIVE ACTION PLAN

Focus Area	Positive School and District Culture
Initiative 2A	Implement a structure of staff, student and family input to measure and improve culture
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I. Strategic Initiative Objective

Objective
Create a mission-driven culture where staff are supported to thrive and deliver exceptional outcomes.

II. Initiative Description

Brief Description of Initiative
<p><i>Culture is intentionally designed and created through human choice and behavior.</i></p> <p>We will:</p> <ul style="list-style-type: none">● Engage with stakeholders to identify what positive culture means for SPPS● Conduct research to identify opportunities to improve school and district culture● Prioritize and implement improvements identified by the research <p>All building and department leaders will use input from multiple stakeholders, gathered in multiple ways to improve school and district culture. All staff will experience improvements in their workplace culture, all students in their schools' culture, and all families in their engagement with schools and district staff. This initiative will directly seek to interrupt, repair, and be reverent of past practices that have embedded harm. These improvements in district and school culture will translate to improved student outcomes.</p> <p>A system of input is needed to measure the impact and success our strategic initiatives have on creating positive school and district culture. We will first define "positive school and district culture," then measure and work to continuously improve it. Data collection from multiple sources and multiple methods will be complimented by a continuous improvement framework that supports use of data to inform improvement on an ongoing basis. While the action team will consider data from current sources, we may need to select a cultural index survey. Cultural index survey data will allow for unbiased data-based evaluation and decision-making, and other strategies such as employee recognition, community circles, and analyzing existing data will tell a complete story.</p>

III. Rationale

Desired State
<p>All SPPS buildings are positive places to work, learn, thrive and belong for students, staff, and visitors.</p> <ul style="list-style-type: none">● Everyone feels valued and will want to stay at SPPS to learn and work.● There have been dramatic improvements in school and district culture for all, with particular focus on our most historically marginalized groups.● SPPS continues to support the full implementation of our Racial Equity Policy 101.● All efforts at improvement of school and workplace culture are informed by input

regularly obtained from staff, students, and families.

Evidence that Demonstrates the Efficacy and/or Best Practices of this Program/Initiative

This objective is all about support for adults in the system. There is ample evidence that a positive culture helps people do their job better. For example:

- Satisfied employees are more engaged employees. More engaged employees are more productive, and less likely to leave a company and/or be absent. (Gallup)
- Satisfied employees also increase customer/student satisfaction and retention. (Gallup)
- A positive school culture improves school effectiveness and productivity (Peterson)
- Supportive Environment (one cluster of school culture measures) is identified as an organizational condition necessary for school improvement (5Es - U of Chicago)
- Educators' job satisfaction increases with higher levels of family engagement (Met Life Survey) and educators' belief that parents can and want to support their students and have a significant impact on students' educational outcomes improves collaborative relationships. (Flamboyan)
- Students in schools with positive cultures do better (U of Chicago)

Additionally, a comprehensive system to measure culture will help us to improve and foster positive school and district culture. That system may include a cultural index survey, which should:

- Be conducted based on scientific data and research principles, including questions/statements, the measurement/response scale, and timing (i.e. conducted at the same time annually).
- Be crafted to identify the root causes of satisfaction, managerial relationship and culture.
- Include an initial survey in order to establish baseline or benchmark data.
- Have a clear path of action on who, what, when and how action will be taken in response to survey results. "Without this, morale may actually be damaged as a result of conducting the survey instead of improved when (survey takers) see nothing come of it". (National Business Research Institute: "The Importance of the Annual Employee Survey")
- Be used as a tool for continuous improvement
- Be able to be used to look at a specific site or department. For example: a principal (and their supervisor) should be able to look at staff, family and student information side by side to set goals for improvement of culture. A department leader (and their supervisor) should be able to look at their team's input to inform improvement of workplace culture.

IV. Initiative Scope

In Scope

- Senior Leadership Team (SLT) and Board of Education along with all administration must review, analyze, plan, and act on the input received.
- Technology Services, Human Resources, Teaching and Learning/Campus, and Research Evaluation and Assessment will help gather input and do data analysis.
- Communications and Translation Services will be needed to make any tool accessible and understandable to students, families, and staff.

Out of Scope
<p>Several other initiatives address important elements of culture in SPPS, though they are planning “the how” of living out a vision of positive school and district culture. This initiative will not include plans to make improvements in these areas, because they will be covered by other initiatives.</p> <p>Culture 1b: Ensure every school and district office is friendly and welcoming will likely address physical environments and customer service, so this initiative will not cover those areas.</p> <p>Culture 2b: Improve process for employee talent development is expected to include work on employee evaluation, so this initiative will not include using employee evaluations as a source of input or evaluating principals and department leaders on their workplace culture.</p> <p>Engagement 1a: Renew schools as hubs that bring together educators, families, and community will likely include activities about collaborative culture, so this initiative will not fully measure aspect of school culture.</p>

V. Initiative Work Plan

	Milestone Deliverable or Activity	Responsible	Start Date	Status/ Target End Date
School Year 2018-19				
1	Review stakeholder input from multiple sources to identify trends, descriptions, possible metrics, and identified challenges that may be able to be fixed quickly to improve culture	Action Team	03/01/19	Complete
2	Identify and analyze existing metrics of positive culture	Research, Evaluation, and Assessment (REA)	03/01/19	Complete
3	Draft one-page publication describing positive SPPS culture based on input	Communications (CMD)	04/01/19	Complete
4	Engage with stakeholders to finalize the description of “positive culture” for SPPS	Family Engagement (OFECP)	04/01/19	Complete
5	Make a decision about the need for a cultural index tool to bring in data that is missing.	Action Team		Complete
6	If necessary based on decision in #9 above,	Action Team		Complete

	research available cultural index tools/surveys, including those in use in other school districts			
7	Report on near term identified and prioritized challenges (from 1) that would improve culture and recommend those changes in alignment with the FY 20 budget	Senior Leadership Team (SLT)	04/01/19	September 2019
School Year 2019-2020				
8	Publish and translate one-page publication describing positive SPPS culture	CMD	September 2019	November 2019
9	Incorporate positive culture description into coaching and support for principals and department leaders	SLT	08/01/19	December 2019
10	Develop a communications plan for recognizing and sharing stories about positive culture (and changes being made), including adopting a toolkit for employee recognition	CMD	September 2019	November 2019
12	Determine frequency of staff cultural index tool administration, or a rotation of administration, in order to support improvement planning	Action Team	September 2019	December 2019
13	Administer staff cultural index tool at selected pilot sites	Action Team	September 2019	December 2019
14	Analyze data from staff cultural index tool pilot and prepare reports	REA, Action Team	January 2020	April 2020
15	Develop and implement plan to improve culture as identified in the pilot data from staff	All building and department administrators	January 2020	April 2020
16	Select or develop SPPS cultural index tools for students and families	REA	September 2019	December 2019
17	Process for collection of family/student perspectives on district culture determined and developed	Action Team	March 2020	June 2020
18	Inform development and provide support for use of manager's handbook with positive culture findings; manager training		March 2020	June 2020
School Year 2020-21				
19	Implement plan for recognizing and sharing	Action Team	September	December

	stories about positive culture (and changes being made), including adopting a toolkit for employee recognition		2020	2020
20	Administer staff cultural index tool district wide	Action Team	September 2020	December 2020
21	Process for collection of family/student perspectives on district culture implemented	Action Team	Sept 2020	Dec 2020
22	Plan and implement cultural improvements as identified in the district-wide staff, student, and family survey data	All building and department administrators	January 2021	April 2022

VI. Performance Indicators

School Year 2018-19			Achievement Completion	
Performance Indicator	Measurement Method	Targeted Achievement	Completed (y/n)	Level of Completion
One pager describing "positive culture"	artifact	finalized and translated incorporating stakeholder feedback	No	Translations by November
Budget recommendations for short term adjustments to improve culture	using stakeholder feedback, gather budget impacts from administrators	presentation to SLT	No	Deadline adjusted
Internal reports on culture using existing data	requested from REA based on description of positive culture	some metrics for both schools and departments to consider	Yes	At or above target
Decide whether or not we need a tool to measure culture			Yes	At or above target

Performance Indicator	Measurement Method	Targeted Achievement
School Year 2019-20		
Description of Positive Culture	artifact	Document is complete and communicated
Administration of Positive Culture Index Tool at pilot sites	Implementation report	Tool used with up to 6 sites K-12 as a pilot

Pilot site data analyzed and action steps recommended	Report Supervisors Handbook, etc	Report includes actions for HR supervisor training
Family and student input tool and process determined	Tool and guide for use	Provides for responses representative of district demographics
Culture improvement actions	Action plan	Near term actions have been implemented
School Year 2020-21		
Staff, family and student cultural index tool administered	Participation data	Participation reflects demographics of district
Stories of positive culture	Communications plan Recognition toolkit	District recognition of employees occurs on a standardized timeline Recognition toolkit use by supervisors as monitored by website access
Actions to improve district culture	Action plan	Longer term actions have been implemented