Climate & Culture Analysis

James Robinette, Ed.D, pHCLE, CSBO

AGENDA

Who Am I

Chief Financial Officer/HR Director for a Regional Office of Education

Director of Personnel and Recruitment

Director of Human Resources and Public Relations

Principal of two Dual Language Schools

Bilingual Director

Middle School Social Studies and ELA Teacher

James Robinette

Ed.D, pHCLE, CSBO

Northern Illinois University 2024

Aurora University Administration 2021

Northern Illinois University 2019

Northeastern Illinois University 2012

Concordia University Instruction with

Chief School Business Official

Doctorate Degree in

Superintendent Specialist Certificate

M.A. Educational Leadership

M.A. Curriculum and

Description of the Project Discussion Points

Climate and Culture scores for the district office, leadership team and the overall district have three areas that have consistently been three of the lowest scores each year which represent a frequency of over 50% acknowledgment in these areas.

Through analysis of the HumanEx survey results of the three previous annual surveys, a plan of action (SMART Goals) will be created for each topic with incremental increases for the next three years until the district's designated goal score of 4.0 is reached for each of the three categories

Connection to the Data

I have received meaningful recognition in the past 10 days.

Our Organization selects the right people for the right job

I feel "in on things" that are happening at our organization

According to the State of the Workplace Study 2023-24: The top three priorities for organizations in 2024, according to HR professionals: **1. Maintaining employee morale and engagement (81%). 2. Retaining top talent (78%). 3. Finding and recruiting talent with the necessary skills (70%).**

In The Case for Employee Experience (SHRM 2024), HR professionals and U.S. workers agree on the four most important features of employee experience: **1) being part of a team**, **2) having a sense of purpose in your work**, 3) being treated fairly and **4) being valued for your contributions.**

eHCLE Standards

Performance Management

Maintaining or improving job performance through ongoing supervisor and employee interactions.

Risk Management

Proactively identify, assess, and address risks to a project, plan, process, person, or education organization.

Experience Management

Purposefully design, implement, and improve interactions to create an inclusive environment for students, employees, and the community.

Connections to Organization Goals

Goal 10: District will improve staff satisfaction, professional relationships, and engagement within the school community.

We will achieve this by:

Action Step 1: Enhance building and district recognition programs.
- ➤ *Outcome: Create personal and authentic recognition opportunities for all staff.*
- ➤ *Outcome: Improve categories School Commitment, Collective Responsibility & Collaborative Practices on the 5Essentials survey by 3 points.*
- ➤ *Outcome: Improve Recognition on the Humanex Survey by .05.*

Action Step 2: Increase the level of Teacher Voice through authentic feedback opportunities
- ➤ *Outcome: Develop and execute focus group and "stay" interviews with staff to develop a portfolio of an Empowered Educational Leader.*
- ➤ *Outcome: Improve categories Teacher-Principal Trust & Teacher-Teacher Trust on the 5Essentials survey by 3 points.*
- ➤ *Outcome: Improve categories Communication on the Humanex Survey by .05.*

Statistically Significance: If the probability of being wrong is small, then we say that our observation of the relationship is a statistically significant finding. Statistical significance means that **there is a good chance that we are right in finding that a relationship exists between two variables.**

Personas

(Where we were at the time of the surveys)

I have received meaningful recognition in the past 10 days.

Ted is known for his earnestness and optimism, but he often faces setbacks and disappointments in both his personal and professional life. **Despite his efforts, he sometimes feels overlooked or underappreciated**. Like Ted, you might be experiencing a temporary lull in recognition, but your perseverance and determination will eventually lead to the acknowledgment you deserve.

How I Met Your Mother

Our Organization selects the right people for the right job

Throughout the series, Michael **often makes questionable hiring decisions or misjudges people's abilities, leading to inefficiencies and conflicts within the workplace**. Despite his good intentions, his lack of discernment in hiring sometimes causes problems for the company. If you feel like your organization is struggling with similar issues, you might empathize with Michael's challenges in finding the right fit for various roles.

The Office

I feel "in on things" that are happening at our organization

April often maintains a **detached and apathetic demeanor, distancing herself from the inner workings of the Parks Department where she works. She tends to be unaware of or uninterested in office politics and major decisions**, preferring to focus on her own interests and hobbies. If you feel similarly disconnected from what's happening within your organization, you might relate to April's sense of detachment and disengagement.

Parks & Rec

Survey Data from 2021
District Office
Leadership Team
Full Organization

District Office Staff 2021	
Question	**Mean**
Our team has open and trusting relationships.	3.1
Our organization selects the right people for the right job	3.13
Our team effectively communicates with each other.	3.2
I feel "in on things" that are happening at our organization	3.2
I have received meaningful recognition in the past 10 days.	3.23

Full Organization 2021	
Question	**Mean**
I have received meaningful recognition in the past 10 days.	3.17
I feel "in on things" that are happening at our organization	3.41
Our Organization selects the right people for the right job	3.55
In the past three months, my supervisor has discussed my successes and progress with me.	3.56
I am provided personal coaching from my supervisor.	3.57

Leadership Team 2021	
Question	**Mean**
Our team has open and trusting relationships.	2.37
Our team recognizes each other's efforts and impact.	2.79
Our team effectively communicates with each other.	2.84
I have received meaningful recognition in the past 10 days.	3
In the past three months, my supervisor has discussed my successes and progress with me.	3.11
Our team effectively sets goals to further our performance.	3.11
I feel "in on things" that are happening at our organization	3.11
I am on a team that encourages each member to surpass expectations.	3.11

Survey Data from 2022
District Office
Leadership Team
Full Organization

District Office Staff 2022	
Question	Mean
Our Organization selects the right people for the right job	3.31
Our organization selects highly talented individuals when hiring	3.51
I feel "in on things" that are happening at our organization	3.51
Our team has open and trusting relationships.	3.53
I have received meaningful recognition in the past 10 days.	3.69

Full Organization 2022	
Question	Mean
I have received meaningful recognition in the past 10 days.	3.56
I feel "in on things" that are happening at our organization	3.7
Our Organization selects the right people for the right job	3.79
Business decisions made are consistent with our mission and core values.	3.81
I am provided personal coaching from my supervisor.	3.85

Leadership Team 2022	
Question	Mean
Our team has open and trusting relationships.	3
Our team effectively communicates with each other.	3
Our team recognizes each other's efforts and impact.	3.4
I am on a team that encourages each member to surpass expectations.	3.4
I have received meaningful recognition in the past 10 days.	3.47

Survey Data from 2023
District Office
Leadership Team
Full Organization

District Office Staff 2023

Question	Mean
Our Organization selects the right people for the right job	3.61
Our organization provides the "right" training for me to excel in my role	3.71
Our organization selects highly talented individuals when hiring	3.74
Business decisions made are consistent with our mission and core values.	3.74
Our organization practices gratitude by recognizing excellence in our work.	3.84

Full Organization 2023

Question	Mean
I have received meaningful recognition in the past 10 days.	3.46
Our Organization selects the right people for the right job	3.74
Business decisions made are consistent with our mission and core values.	3.79
Our organization provides the "right" training for me to excel in my role	3.82
In the past three months, my supervisor has discussed my successes and progress with me.	3.85

Leadership Team 2023

Question	Mean
I have received meaningful recognition in the past 10 days.	3.39
Business decisions made are consistent with our mission and core values.	3.53
Our Organization selects the right people for the right job	3.53
Our organization provides the "right" training for me to excel in my role	3.66
I am provided the opportunity to spend quality time with my supervisor	3.7

The Top (or Bottom) Data

Question	Frequency Stated	Avg over 3 years	% stated out of 9 surveys
I have received meaningful recognition in the past 10 days.	8	3.371	88.89%
Our organization selects the right people for the right job	7	3.522	77.78%
I feel "in on things" that are happening at our organization	5	3.386	55.56%

I have received meaningful recognition in the past 10 days.

Average for three years & three groups:

3.371

District Office Staff 2021	District Office Staff 2022	Distirct Office Staff 2023
3.23	3.69	N/A

Full Organization 2021	Full Organization 2022	Full Organization 2023
3.17	3.56	3.46

Leadership Team 2021	Leadership Team 2022	Leadership Team 2023
3	3.47	3.39

Our organization selects the right people for the right job

Average for three years & three groups:

3.522

District Office Staff 2021	District Office Staff 2022	District Office Staff 2023
3.13	3.31	3.61

Full Organization 2021	Full Organization 2022	Full Organization 2023
3.55	3.79	3.74

Leadership Team 2021	Leadership Team 2022	Leadership Team 2023
N/A	N/A	3.53

I feel "in on things" that are happening at our organization

Average for three years & three groups:

3.386

District Office Staff 2021	District Office Staff 2022	District Office Staff 2023
3.2	3.51	N/A

Full Organization 2021	Full Organization 2022	Full Organization 2023
3.41	3.7	N/A

Leadership Team 2021	Leadership Team 2022	Leadership Team 2023
3.11	N/A	N/A

WHAT HAVE WE DONE SO FAR ????

District Leadership
Recognition Program

2022-2024

Nominator recognizes a staff member for an interaction from the previous two weeks.

Staff member being recognized can not be on the Leadership team but can be a building leader. Avoid repeat recognition within current year and previous year if possible.

Reporter calls or emails the staff member to share the recognition and to say thanks and gives feedback as to why they are receiving the recognition.

District Climate & Culture Committee

2022-2024

- ❖ Assume the best in people and lead interactions with <u>empathy</u> towards others
- ❖ Value <u>relationships with colleagues</u> and take ownership in <u>resolving conflict</u> for the benefit of the team
- ❖ <u>Communication</u> is an intersection where intentional messaging (me) meets attentive listening (you) meets mutual understanding (we)

- ❖ Talk to/about colleagues as if they are in the room all the time (<u>integrity</u>)
- ❖ Be <u>inclusive</u> and invitational to others
- ❖ <u>Actively participate</u> in the betterment of our district office environment- every day, all day
- ❖ Adopt the bCAPS philosophy when working with all stakeholders- <u>Be Collaborative, Actively listen, Positive, Solution-Focused</u>

District Climate & Culture Committee

2022-2024

2022-2023 SY
Key Notes

- **Resetting or Grounding culture/climate change**
- **ESP v PSS v Admin- roles and power structures**
  - **Admin treatment of other support staff than direct reports**

- **Resolutions to communications gaps**
  - **Validation of collaboration**

- **Suggestion box concept**
  - **Standing agenda item**
  - **Reps will bring items to committee as needed**

- **Create social events**
- **District to building engagement**
- **Communication including the why, who and then what/how**

**2023-2024
SY Key Notes**

District Climate & Culture Committee

2022-2024

- **District to building engagement**
  - **Monthly district office meetings with school, student and district foundation involvement**
  - Music, clubs, etc…

- **Develop a framework for a District Office employee**
  - **Address talent/fit**
  - **Departmental Alignment**

- **Develop more "fun" activities for district office**

- **Thought Exchange survey conducted solely for district office**
  - **Mandatory identifier for number of years in district**
- **Potential personality tests**

Leadership is about owning our impact on others, even if that impact was unintended

The SMART GOAL

S- Specific	M- Measurable	A- Achievable	R- Relevant	T- Time Based

Strategic & Specific, measureable, attainable, Results oriented & time bound learning goal

Standards and objectives

Multiple and varied ways used to determine where data is and whether or not it is improving.

The attainable growth expected to achieve by the end of the time period. Considers the starting levels and a determination of an ending goal for the level to be reached.

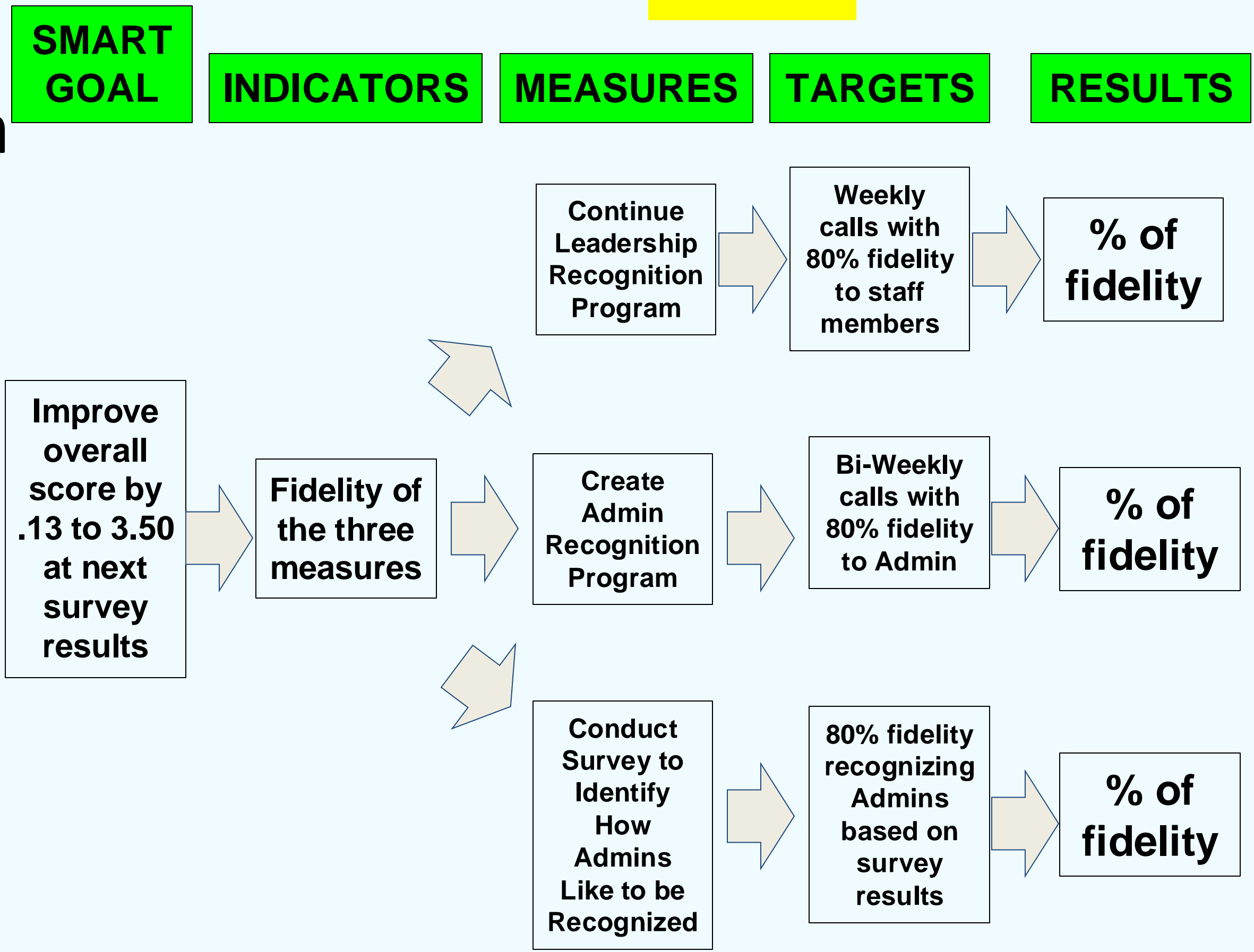**Actual Outcomes**

SMART GOAL	INDICATORS	MEASURES	TARGETS	RESULTS

I have received meaningful recognition in the past 10 days.

Summative Metric: 3.37/5.00, bar is
4.00

	Metric
Year 1	Improve overall score by .13 to 3.50
Year 2	Improve overall score by .25 to 3.75
Year 3	Improve overall score by .25 to 4.00

Year One

SMART GOAL	INDICATORS	MEASURES	TARGETS	RESULTS

Improve overall score by .13 to 3.50 at next survey results

→ **Fidelity of the three measures** →

Continue Leadership Recognition Program → **Weekly calls with 80% fidelity to staff members** → **% of fidelity**

Create Admin Recognition Program → **Bi-Weekly calls with 80% fidelity to Admin** → **% of fidelity**

Conduct Survey to Identify How Admins Like to be Recognized → **80% fidelity recognizing Admins based on survey results** → **% of fidelity**

I have received meaningful recognition in the past 10 days.

> **Improve overall score by .13 to
> 3.50 at next survey results**

Year one is to make minor changes to what is currently being done in regard to the district's recognition program with **80% fidelity** to see if there is an increase in the overall score for all three groups.

Since the leadership team has a low score in this area and the current plan doesn't allow for the leaders to be recognized, a leadership recognition program needs to be created and implemented with **80% fidelity.**

In order to move the scores in a statistically significantly manner, a book study and then survey with the leadership team can be conducted with program conducted with **80% fidelity**. The recommended book study would be The 5 Languages of Appreciation in the Workplace by Paul White and Gary Chapman

I have received meaningful recognition in the past 10 days.

Improve overall score by .25 to 3.75 at next survey results

Year two is where any changes to what is currently being done in regard to the district's recognition program to increase in the overall score for all three groups needs to happen. A deep, truthful analysis needs to take place to make necessary changes. An increase to a **90% fidelity** needs to be expected.

Year two is to make minor changes to what is currently being done in regard to the district's administrative recognition program to see if there is an increase in the overall score for all the group. An analysis can be created based on the book study, survey and fidelity of the recognition program's first year. An increase to a **90% fidelity** needs to be expected.

Conduct a district office staff survey based on the previous year's book study and implement the recognition program based on the results. An **90% fidelity** rate is to be expected.

I have received meaningful recognition in the past 10 days.

Improve overall score by .25 to 4.00 at next survey results

A deep, truthful analysis will take place to make necessary changes. Continue to implement the district's current recognition program based on results and previously decided needed changes. An increase to a **100% fidelity** needs to be expected.

Year three is to make minor changes to what is currently being done in regard to the district's administrative recognition program and district office recognition program based on the book study, survey and fidelity of the admin's recognition program's second year and the district office's first year. An increase to a **100% fidelity** rate for district admin and 90% rate needs to be expected.

Conduct a district level staff survey based on the previous year's book study and implement the recognition program based on the results. An **100% fidelity** rate is to be expected.

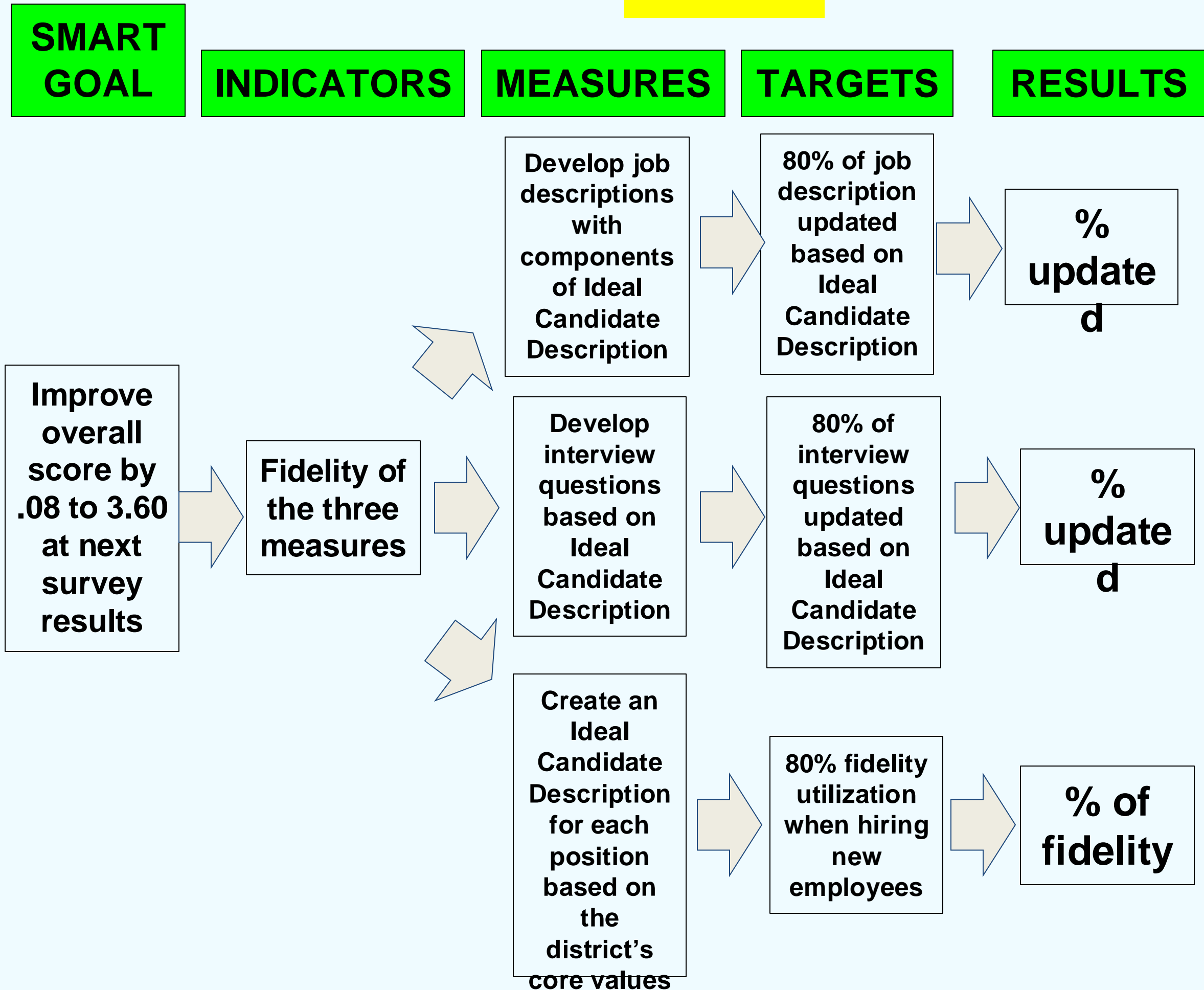In our cultures, we get the behavior we reward and the behavior we tolerate.

You're only as good as the people you hire.

-- Ray Kroc

Our organization selects the right people for the right job

Summative Metric: 3.52/5.00, bar is 4.00

	Metric
Year 1	Improve overall score by .08 to 3.60
Year 2	Improve overall score by .15 to 3.75
Year 3	Improve overall score by .25 to 4.00

Year One

SMART GOAL	INDICATORS	MEASURES	TARGETS	RESULTS
Improve overall score by .08 to 3.60 at next survey results	Fidelity of the three measures	Develop job descriptions with components of Ideal Candidate Description	80% of job description updated based on Ideal Candidate Description	% updated
		Develop interview questions based on Ideal Candidate Description	80% of interview questions updated based on Ideal Candidate Description	% updated
		Create an Ideal Candidate Description for each position based on the district's core values	80% fidelity utilization when hiring new employees	% of fidelity

Our organization selects the right people for the right job

**Improve overall score by .08 to
3.60 at next survey results**

Year one is to create an Ideal Candidate Description for each position based on the district's core values. This will take a lot of time so it should begin with the known open positions for the next year. An **80% creation rate** will be expected.

Year one is to create interview questions for each position based on the district's core values. This will take a lot of time so it should begin with the known open positions for the next year. This process should include staff from the buildings and building admins. An **80% creation rate** will be expected.

Year one is to create job descriptions for each position based on the district's core values. This will take a lot of time so it should begin with the known open positions for the next year. An **80% creation rate** will be expected.

Our organization selects the right people for the right job

Improve overall score by .15 to
3.75 at next survey results

Year two is to refine the Ideal Candidate Description for each position based on the district's core values. This may not take much time as the core values should not change, but the **completion of the descriptions should increase to 90% and be utilized at a 90% fidelity rate**.

Year two is to create interview questions for each position based on the district's core values. This will take a lot of time so it should begin with the known open positions for the next year. This process should include staff from the buildings and building admins. T**he completion rate should increase to 90% and be utilized at a 90% fidelity rate.**

Year two is to refine job descriptions for each position based on the district's core values. This will take a lot of time so it should begin with the known open positions for the next

Our organization selects the right people for the right job

Improve overall score by .25 to
4.00 at next survey results

Year three is to have the completion of the job descriptions based on the district's core values **at 100% and be utilized at a 100% fidelity rate**.

Year three is to finalize the creation of the interview questions for each position based on the district's core values. This process should include staff from the buildings and building admins. **The completion rate should increase to 100% and be utilized at a 100% fidelity rate**.

Year three is to finalize the creation of the job descriptions for **ALL** positions based on the district's core values. **The completion rate should increase to 100% and be utilized at a 100% fidelity rate.**

Focus on encouraging your people to share their truth and on rewarding it, especially if it's bad or hard news to hear.
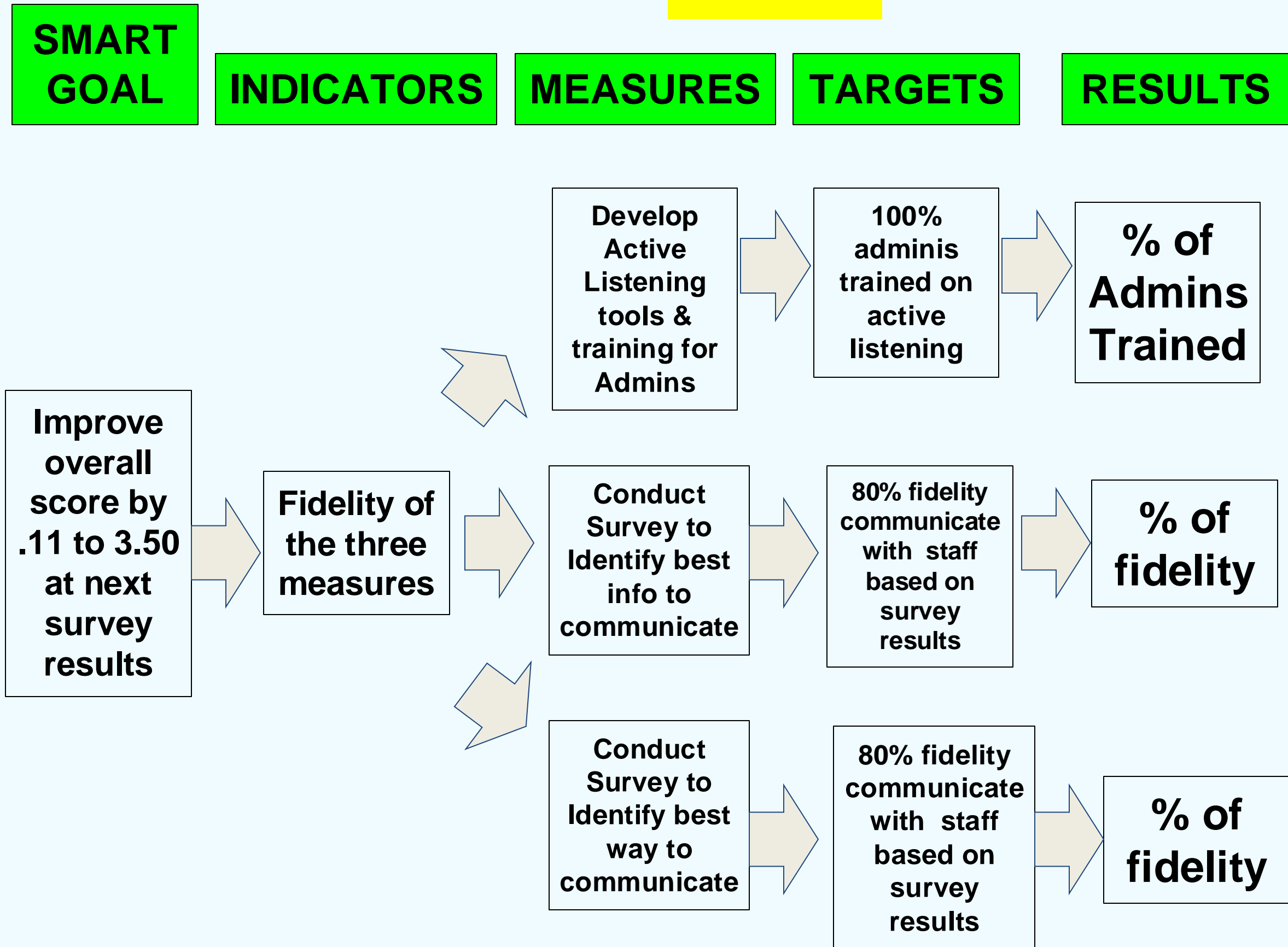
I feel "in on things" that are happening at our organization

Summative Metric: 3.39/5.00, bar is 4.00

	Metric
Year 1	Improve overall score by .11 to 3.50
Year 2	Improve overall score by .25 to 3.75
Year 3	Improve overall score by .25 to 4.00

Year One

SMART GOAL	INDICATORS	MEASURES	TARGETS	RESULTS

Improve overall score by .11 to 3.50 at next survey results → **Fidelity of the three measures**

Develop Active Listening tools & training for Admins → **100% adminis trained on active listening** → **% of Admins Trained**

Conduct Survey to Identify best info to communicate → **80% fidelity communicate with staff based on survey results** → **% of fidelity**

Conduct Survey to Identify best way to communicate → **80% fidelity communicate with staff based on survey results** → **% of fidelity**

I feel "in on things" that are happening at our organization

Improve overall score by .11 to 3.50 at next survey results

Year one the district will develop active listening tools & training for Admins utilizing the recommended EAR (Explore, Acknowledge, Respond) Listening Method. **A 100% training rate for all admins is expected.**

Year one the district will need to conduct a district level survey to identify what information the staff wants to be communicated and why they feel it is necessary. The results of the survey will be utilized for communication throughout the year. **An 80% fidelity rate for communication needs to be expected.**

Year one the district will need to conduct a district level survey to identify the best means of communication are necessary. The results of the survey will be utilized for communication throughout the year. **An 80% fidelity rate needs to be expected.**

I feel "in on things" that are happening at our organization

Improve overall score by .25 to 3.75 at next survey results

Year two the district will analyze if the active listening tools & training implemented for Admins utilizing the recommended EAR Listening Method was successful. If not as successful as intended, review other methods of active listening. **A 100% training rate for all admins is expected with training for new admins required.** Begin to build an internal training program.

The district will analyze the results of the yearly survey to identify if the communication that was delivered to the staff was sufficient in regard to their needs and wants. If not, the district will need to review the previous year's survey and analyze the major messages sent throughout the year to identify where changes can be made. **An increase to a 90% fidelity needs to be expected**.

The district will analyze the results of the yearly survey to identify if the communication methods were sufficient. If not, the district will need to review the previous year's survey and analyze how the messages were sent and where changes need to be made. **An increase to a 90% fidelity needs to be expected.**

Year Three

I feel "in on things" that are happening at our organization

Improve overall score by .25 to 4.00 at next survey results

Year three the district will analyze if the active listening tools & training implemented for Admins utilizing the recommended EAR Listening Method and if any changes had been made were successful. The district will need to make sure that each year all new admins are trained on the method being utilized. **A 100% training rate for all admins is expected.**

The district will analyze the results of the yearly survey to identify if the communication that was delivered to the staff was sufficient in regard to their needs and wants. If not, the district will need to review the previous two year's surveys and truthfully analyze the major messages sent throughout the year. **An increase to a 100% fidelity needs to be expected**.

The district will analyze the results of the yearly survey to identify if the communication methods were sufficient. If not, the district will need to review the previous two year's communication methods and analyze to make the changes that need to be made. **An increase to a 100% fidelity needs to be expected.**

Risks/Mitigations

Risk	Risk Level (H/M/L)	Mitigation Strategy
Moving to different survey tool	H	Stay with current assessment tool.
Changing the questions on the assessment.	M	Stay with current questions or develop questions that are extremely similar that will solicit the same type of results
Not getting honest feedback	H	Make sure that the surveys are 100% anonymous in order to solicit honest feedback
Data collection- multiple staff take the survey in since they are assigned to multiple groups	L	Make sure that the data is only collected one time from each person. Do not list certain people in multiple groups to eschew the data
Surveys in general	H	There isn't typically a high number of authentic participation in surveys which can affect the overall scores
Changing districts	H	Work with previous district to get updated data and implement SMART goals, do on smaller level with new district.

Discussion: What Can Be Done

Create a Speak Up Culture: surveys are great, but not always answered authentically and with a lot of responses. This *NEEDS* to come from Cabinet level leadership. There can not be any type of retaliation by administrators or fear of retaliation in the staff in order for true transparency and trust. Cabinet level leadership MUST model this type of culture with other district leadership all the way down to students on a consistent basis in all situations.

"The consciousness of an organization will seldom, if ever, surpass the consciousness of its leaders."

-Frederic Laloux

Discussion: What Can Be Done

Identify each employee's language of appreciation at work. All employees like to be appreciated by words of affirmation, quality time, acts of services, tangible gifts or physical touch. Conduct a survey to identify the types of appreciation staff want and actually use the results with fidelity. Make a conscious effort to understand what the employees want and actually give it to them.

"Appreciation emphasizes what is good for the company and good for the person."

- Gary Chapman & Paul White

Personas

(Where we want to be when voices are heard, truly listened to and a commitment to change is embedded within the culture.)

I have received meaningful recognition in the past 10 days.

Leslie is known for her passion, determination, and relentless pursuit of excellence in her work. **When she receives recognition for her efforts, she exudes a mix of humility and pride, but also uses it as fuel to continue making positive change in her community**. Like Leslie, you've likely put in a lot of hard work and dedication, and your recent recognition is a testament to that.

Parks & Rec

Our Organization selects the right people for the right job

Harvey is known for his keen judgment and ability to recognize talent. Throughout the series, he carefully selects individuals with the specific skills and qualities needed for various roles within his law firm. His discernment in hiring contributes to the success and efficiency of the firm. **If your organization prides itself on its ability to make effective hiring decisions and match individuals with suitable positions**.

Suits

I feel "in on things" that are happening at our organization

Tyrion is renowned for his sharp wit, intelligence, and political savvy, which often allow him to navigate **the intricate dynamics of the organizations he finds himself in**. He has a knack for understanding the motivations and actions of those around him, making him feel constantly aware and involved in the unfolding events. **If you're someone who feels well-connected and informed about what's happening within your organization**.

Game of Thrones

Speak up Culture: When Leaders Truly Listen, People Step Up: Stephen Shedletzky

The 5 Languages of Appreciation in the Workplace
Paul White and Gary Chapman

3 Steps to Active Listening: Janath Janove

https://www.shrm.org/topics-tools/news/humanity-hr-compliance/3-steps-to-active-listening

State of the Workplace Study
https://www.shrm.org/topics-tools/research/2023-2024-shrm-state-workplace

Employee Experience
https://www.shrm.org/topics-tools/research#sortCriteria=relevancy%2C%40ytlikecount%20descending

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