



Results Rollout Tool Kit: Parent Satisfaction Survey

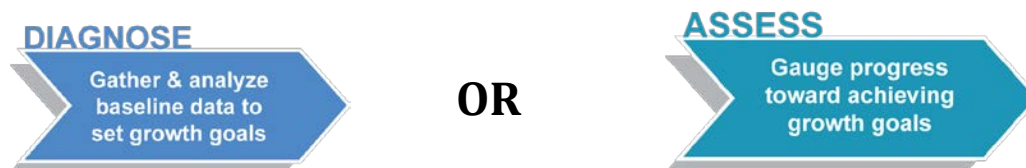
Transparent Communication of Data

Introduction

This set of data is rolled out to internal stakeholders, by the senior executive to school leaders, by school leaders to teachers and staff, and by school leaders to external stakeholders, parents, and community members. The rollout process will be slightly adjusted for internal to external stakeholder audiences.

Step 1	Complete survey, collect and analyze data
Step 2	Train leaders on rollout process
Step 3	Superintendent communicates the rollout process for the district
Step 4	Leaders rollout results to all stakeholders
Step 5	Employees evaluate rollout meeting
Step 6	90 day action plan developed with input from staff/ Action plan communicated out
Step 7	Progress and improvements are communicated back to all stakeholders

The Parent Satisfaction Survey Results Rollout Process



1. Survey Completed, Data Collected and Analyzed

All parents of school children in the school district are invited to complete a parent satisfaction survey. Each parent will complete a survey for each child who attends a different school in the district. A school district may choose any parent satisfaction survey from another vendor or the one offered by Studer Education. Once the results are collected and analyzed, the steps in the rollout process can begin. The importance of the data is the effectiveness of the leader in sharing the data and collaborating to develop a plan for improvement.



2. Leaders Trained on How to Explain the Results

All school leaders and district leaders with a direct connection to school leaders should be trained in the rollout process. This training should include an intense review of the results from the district and school perspective. Then, the school leaders in collaboration with district leaders should develop key words and key tactics to be used in the rollout process. Again, this preparation will ensure a successful rollout process that will be consistent with all school leaders.



Tool A: Sample Leadership Results Rollout Training Meeting Agenda

Goal: The leadership team will create a plan and timeline for the survey rollout for individual schools and develop key words to use during the rollout process to help all school leaders develop an action plan based on the results of the survey.

Agenda

8:00AM to 8:30AM	Superintendent welcome and presentation of survey results
8:30AM to 9:30AM	Rollout Process
9:30AM to 9:45AM	Break
9:45AM to 10:45	Role Play Rollout Process
10:45AM to 11:15AM	Discuss Plan; Develop Key Words
11:15AM to 11:45AM	Discussion; Take-Aways

3. Superintendent Communicates Rollout Process

The Superintendent must be involved up front, before this process begins, to show his/her support of the survey process and its importance to the growth of the organization. An important step that is often missed is the Superintendent's involvement in the communication of the rollout process. Before assistant superintendents, principals, and directors rollout their results, we suggest the Superintendent rollout the overall school district results to the senior team and all senior leaders and school leaders.

The Superintendent must also outline the steps that will be taken by each leader in the rollout process. This not only makes the Superintendent a visible part of the process, but also manages up the leaders and sets

them up for success. **Tool B** provides a sample agenda for an employee forum or meeting in which the Superintendent outlines the rollout process for the school district. Notice that other items are also part of the agenda.

Tool B: Sample Employee Forum Agenda

Employee Forum
Agenda

- **Quality (15 minutes)**
 - Update on student achievement
 - Reward and recognition of specific students and schools
- **Service (40 minutes)**
 - Parent Satisfaction Survey District Results Rollout
 - Next Steps
 - Action Plans and follow up
- **People (10 minutes)**
 - Follow Up on accomplishments from employee engagement action plans
- **Finance (10 minutes)**
 - Current Issues or Adjustments

4. Leader Results Rollout to Internal and External Stakeholders

Once the Superintendent has introduced the parent satisfaction survey rollout process, assistant superintendents, directors and principals should schedule meetings with their staff to rollout the data. All staff is invited to attend the rollout meetings. If one meeting will allow you to include all staff, it is not necessary to have multiple meetings, but you want to provide opportunities for all staff to attend the rollout meeting.

On the following page, a sample letter (email) that a leader (principal) can send to staff that uses key words and key actions to kick off the parent satisfaction survey rollout process is provided.



Tool C: Sample Principal Letter—Parent Satisfaction Rollout

Dear staff,

The School District is focusing on four major goals to improve our schools and school district. One primary goal is the satisfaction of our parents and community with the educational services received at our school. We want parents to be satisfied with their child's educational experience in our school district. To determine the satisfaction level of our parents, a baseline survey was administered. All parents were invited to participate.

The initial results of the parent satisfaction survey provide baseline data that we will use to judge our improvement during the year and at the end of the academic year. Our goal is to use these results to talk about our strengths and areas that need improvement. At our next scheduled staff meeting, _____, we will discuss the results for our school and develop an action plan for improvement. Your input in this process is essential.

I consider this survey to be our school's report card on parent satisfaction. I look forward to celebrating our identified strengths and developing a plan to address our developmental needs.

Thank you for helping us continue our journey of excellence.

Sincerely,

Principal

cc: Superintendent

Director

Preparation for the rollout must take place. This is why training leaders (Step 2) is so important. When leaders have the proper training in using key words during the rollout process, employees are more willing to listen, provide input, and take part in improvements.

Tool D outlines the rollout process and provides key words that may be used at different points in the process. This begins after the Superintendent has held the employee meeting to present the district results of the survey, and after the school leaders have scheduled meetings with staff to discuss the school data. Let's review the needed preparation for and the actions of the leader at the rollout meetings.

Before the meeting, take some time to mentally prepare for the rollout meetings with staff. The results of the survey are not personal to you or the staff, rather the information from the survey should help you determine perceived gaps and point you in the direction of continuous improvement. The suggestions below are intended to help you prepare.



Prepare yourself by proactively thinking:

Reactive	Proactive
<ul style="list-style-type: none">❖ Kill the messenger❖ The data must be wrong❖ It's not my fault; it is not your fault❖ I can't believe they think we are this bad❖ Parents do not understand❖ Only the mad parents completed the survey	<ul style="list-style-type: none">❖ Willing to hold up the mirror❖ Help your staff hold up the mirror❖ This is an opportunity to improve the relationship between our parents and us❖ We are not perfect and can always get better❖ Collaborative team effort will meet the needs of our parents and students❖ Fixing perceptions and processes will improve satisfaction

Consider “why” the survey is administered and “why” the data are rolled out.

- *This information is from our parents and we must consider it as our report card.*
- *We need to review the data and use it to help us improve.*
- *If the number of responses from parents is not what we want, we have to decide how to invite more parents to participate in our school.*

Hosting the Meeting

The following steps should be used when hosting your school or staff meeting. Remember the key is not just to present the results, but to allow staff involvement in the discussion of the results. This is your opportunity to facilitate reflection by the staff and allow them to identify priorities and strategies for reaching the priorities. Please keep the following in mind:

- ▼ Avoid debating the data
- ▼ **Listen, probe, listen**
- ▼ Ask open-ended questions
- ▼ Allow silence
- ▼ Encourage everyone to participate
- ▼ Do not agree to anything until you are sure you can do it

Now you are ready for the meeting to rollout the parent satisfaction survey results and work with your staff to use the information to develop a plan of action for improvement. The steps in **Tool D** should be used during the meetings when rolling out the survey results.



Tool D: Rollout Actions with Sample Key Words—Parent Satisfaction Survey

Actions	Sample Key Words
<p>A. Introduce and set up the meeting:</p> <ul style="list-style-type: none"> • Begin each session on a positive note • Communicate the number of parents who completed the survey. Describe the ways parents were invited to complete the survey • Be open and real to show your commitment to taking action based on the results of the survey 	<p><i>“On (supply date) the Parent Satisfaction Survey went to all parents of the _____ School District. Parents answered 17 questions about how satisfied they are with the school and their child’s learning at the school. XX% of our parents completed the survey.</i></p> <p><i>I appreciate you being here today to discuss the results and your continued participation in the process as we develop a plan to help us improve the experiences of our parents at our school.</i></p> <p><i>The goal of the survey was to determine how satisfied our parents are with their treatment and the treatment of their children at our school.</i></p> <p><i>We kept this a confidential process by using an outside firm to facilitate the survey process. They implemented and monitored the survey and gathered the data. We did not see a single response, only the results in statistical form.</i></p> <p><i>I consider the results of this survey the report card for our school. It is our responsibility to provide a great place for students to learn and parents to send their children for an excellent education.</i></p>

<p>B. Present overall district results.</p> <ul style="list-style-type: none"> • Chart the 3 highest scored items for the district • Chart the 3 lowest scored items for the district • Read the 3 highest scored items • Read the 3 lowest scored items 	<p><i>"The overall mean for the ____ School District was _____. (Use words that describe your results—very positive, showed some exciting areas for improvement, etc.) If this is beyond the baseline survey, use comparison language—up by 8%, strong increase in these areas _____."</i></p>
<p>C. Present items for your school</p> <ul style="list-style-type: none"> • Present scores for all items on the survey ranked from highest to lowest (handout or on chart). • Provide the results of the 3 highest ranked items (chart paper) • Use graphs and tables to add interest. (Comparison data) • Give staff an opportunity to discuss the results. Ask probing questions of the staff. • Read each of 3 highest scored items and ask the question. 	<p><i>"Now let's look at the specifics of our own school, how we compare with the district, and identify ways to improve"</i></p> <p><i>"Let's look first at the items that parents scored highest."</i></p> <p><i>"Let's look at each of the highest scored items. What are we doing at our school that would cause parents to score us high?" (Ask this question for each of the high items and list responses on chart paper.)</i></p>
<p>D. Present the 3 lowest ranked items for your school. Allow the staff to discuss this list and come up with possible solutions.</p> <ul style="list-style-type: none"> • Provide the results of the 3 lowest scored items (chart paper) • Use graphs and tables for interest. (Comparison data) • Give staff the opportunity to discuss the results where applicable. (Spend time discussing problems but focus on solutions. The staff should make suggestions for solutions; the leader should listen. Don't try to offer solutions or fix things.) • Ask the group to identify the most important issue. Each staff member marks the one item considered the highest priority with a "1". After all staff in the meeting have marked the item of highest priority, count the number of 1's, for each 	<p><i>"Next let's review the top areas of concern..."</i></p> <p><i>"Here are some areas that parents identified as the most important issues in our school."</i></p> <p><i>Sally, what do you think about the three lowest items?</i></p> <p>If results are low:</p> <p><i>"It is important to use the results as our starting point, so that we can move forward and improve the satisfaction of our parents with the interactions at our school. I want to tell you that I</i></p>

<p>of the items for improvement. The item with highest number of 1's becomes first priority; the second highest number of 1's becomes the second priority; the third highest number of 1's becomes the third priority.</p> <ul style="list-style-type: none"> On a sheet of chart paper, list the items for improvement in priority order based on the step above. 	<p><i>am committed to making this the best school for all parents.</i></p> <p><i>It is important for us to prioritize the items that we want to address for improvement. We will focus on one priority at a time. Consider the 3 lowest ranked items. Which one should be our priority?</i></p>
<p>F. Priorities are listed on chart paper, and then ask, "What can be done to improve these areas?"</p> <ul style="list-style-type: none"> List all suggestions on chart paper. (This becomes the start of the action plan.) 	<p><i>The priorities and suggestions for improvement will be incorporated in an action plan within the next 2 weeks. I will send a copy to all staff via email for comments and additions. Then, we will work together to implement our plan of action</i></p>
<p>G. End the discussion of the results asking one last question about how you can improve as a leader</p>	<p><i>Are there specific actions I could take that would increase the satisfaction of our parents with our school?</i></p>
<p>H. Close and have employees complete an evaluation form (See Tool E) for the rollout meeting.</p> <p>By asking employees to evaluate the rollout meeting, you will accomplish three things.</p> <ul style="list-style-type: none"> Hardwire the rollout process by holding leaders accountable. Provide employees an opportunity to provide feedback for improvement. Monitor the success of the leader in the rollout process so the leader's supervisor can provide additional coaching as needed. <p>Evaluation process</p> <ul style="list-style-type: none"> The leader distributes an evaluation form (Tool E) to each participant to measure the effectiveness of the session. The leader asks an employee to collect the evaluations, place them in a sealed envelope, and send them to the Superintendent's Office (or office designated by the Superintendent). 	

- The envelopes are distributed to the appropriate assistant superintendent who meets with the leader.

Close meeting

"It is important to me that I present these data in a complete and open manner. I am sincerely interested in your opinion..."

"I have provided each of you with an evaluation form. Please complete the evaluation form, choose someone to collect the completed forms and place them in the envelope and send them to the Superintendent's Office..."

Today, you all have provided valuable input on our strengths, areas where we need to improve as a school, and some specific actions that we will take to meet the needs of our parents. By _____, I will follow up with a summary of the meeting with staff and provide you with some specific action items that we will do together to improve the satisfaction of our parents with our school.

As you can see there is a great deal to be proud of and challenging work ahead. I am grateful for the support you have and will continue to show as we move ahead. I look forward to rolling up my sleeves and working shoulder – to – shoulder with you to make our District and school the best it can be.

Thank you for your valuable time and input.



5. Employees evaluate the rollout meeting

Tool E that follows on the next page is a sample of an evaluation form for the session. The district may decide to modify the evaluation or create an evaluation in an online survey instrument. The evaluation is a means of verifying the rollout meetings by all leaders in a timely way.

Tool E: Sample Evaluation Form

Parent Satisfaction Survey Results Rollout Meeting					
Evaluation Form					
Please complete the following survey/evaluation at the end of the meeting. All information will be anonymous and confidential. We are sincerely interested in your opinion. There will be no retribution for candid remarks.					
SCHOOL NAME _____					
Directions: Please answer the following questions by circling the number that best represents your opinion.					
	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
I received the data from the survey in an open manner.	5	4	3	2	1
I was given an opportunity to provide input and feedback during the meeting.	5	4	3	2	1
We discussed and prioritized the next steps to be taken based on the survey results and our meeting.	5	4	3	2	1
I feel action will be taken by my leader.	5	4	3	2	1

I feel action will be taken by the Superintendent and assistant superintendents.	5	4	3	2	1
Comments:					

Thank you for completing this survey. Your responses will be collected, sealed and delivered directly to the_____ Office.



6. 90 Day Improvement Action Plans

Once agreement about the top opportunity for improvement has been reached with school staff and strategies to improve this area identified, the priority item and actions are placed on a written 90 day improvement action plan to be implemented over the next 3 months.

- The “Annual Goal” is the goal for overall survey mean increase.
- The “Priority Area” is the priority item identified in the rollout meeting.
- The “Action steps” in the 90 day improvement action plan are the strategies identified in the rollout meeting, aligned to the area for improvement.
- The “Progress Results” would note documentation of progress on each of the action steps.

Tool F: Leader 90 Day Plan Example—Parent Satisfaction

Pillar (Strategic Area)	Annual Goal	Priority Area	Action Steps	Progress Results	Person Responsible
Service	Increase satisfaction level on Parent Satisfaction Survey from 4.25 to 4.35	Improve parent perceptions of communication with the school concerning student performance	Create a positive referral process	Log of monthly recognition of students by all teachers	Assistant principal and representative teachers
			Make 3 to 5 positive phone calls a week to parents	Phone logs	All instructional and administrative staff
			Monthly Newsletter to parents with student information included	Copies of newsletters posted	All instructional and administrative staff

7. Share the Results and Action Plan for the Parent Satisfaction Survey with All Stakeholders



Once the roll out process for the Parent Satisfaction Survey has been completed with school staff, it will be important to **share with parents** and other stakeholders the results of the survey and the action plan for improvement. This can be accomplished by using a variety of strategies. A few suggestions follow.

- Special Edition Newsletter
 - Thank parents for completing the survey
 - Brief description of the rollout process
 - Explain the “why” of the survey and the “why” of the rollout process
 - Note what is working well based on the results
 - Explain the priority need for improvement based on results
 - Describe the actions that will be occurring to address the priority need
- Create a space on the school website for the survey data
 - Invite all parents to review the results and the action plan
 - Provide information about follow up survey or checks of progress
- Post paper copies in the school for all to see
 - Three highest rated items
 - Focus target for improvement
 - Actions that the entire staff is taking to meet the identified need
- Use parent meetings—booster organizations, School Advisory Committees, PTO
 - Explain the rollout process and wins with the action plan

Summary and Final Tips

Again, the key to a survey is not the data itself. The key is *how well you share the data with the staff and stakeholders*, and *how you communicate the action based on their feedback*. This process can be customized, but these actions create a systematic approach to drive engagement and results across all areas.

The following are some additional tips gathered from implementation of the rollout process in different organizations that you may find helpful.

- Seize the opportunity to report all future positive change as a result of the survey.
- Share survey success stories at employee forums, faculty meetings, PTO, and SAC meetings.
- Provide a survey update in the newsletter-“You Asked For It, We Listened”. Connect the dots as often as possible to show actions that are a direct result of employee or parent input.
- Keep survey return results high to sustain. Post return rate and thank parents who participated.
- Require action plans from all principals.
- Without accountability, there will be no change.

VALIDATE

Verify leaders
execute with
consistency
& fidelity

Tool G is a sample checklist that can be used to ensure all aspects of the rollout process are completed.

Tool G: Parent Satisfaction Data Rollout Checklist

Item	Date	How
District results communicated to all leaders by superintendent		
Results communicated to staff by leader		
Input by staff for improvement		
Results communicated to parents by leader		
Input from parent organization for improvement		
Follow up action plan developed		
Follow up action plan communicated to all stakeholders		