# SURVEY RESULTS ROLLOUT TOOLKIT

SUPPORT SERVICES

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Introduction to the Survey Rollout Process

Healthy organizations consistently monitor engagement of staff and satisfaction of internal and external stakeholders. Usually this is accomplished with the use of surveys administered to all stakeholders of the organization. The key to these surveys is not the data itself. The key is how well leaders *share the data* with their staff and stakeholders and how well leaders *communicate the action* that will be taken based on feedback from the survey data. This transparent communication process is the **survey rollout process**.

The process displayed below focuses the leader on seven key steps that lead from the collection and analysis of data **(Diagnosis) or (Assess)** based on the results of a survey to implemented and communicated actions **(Act)** to everyone in the organization as well as **validate** the implementation of the process by leaders after leaders are **coach**ed for success. The details of each of the steps are defined in the following pages of this tool kit and will provide leaders with the tactics to help them accomplish a well-planned, received and implemented survey rollout process. **Section One** of this tool kit will focus on the rollout of data from the Employee Engagement Survey; **Section Two** will focus on the rollout of data from the Parent Satisfaction Survey; and **Section Three** will focus on the rollout of data from the District Services Survey.

Figure 1: Data Rollout Process
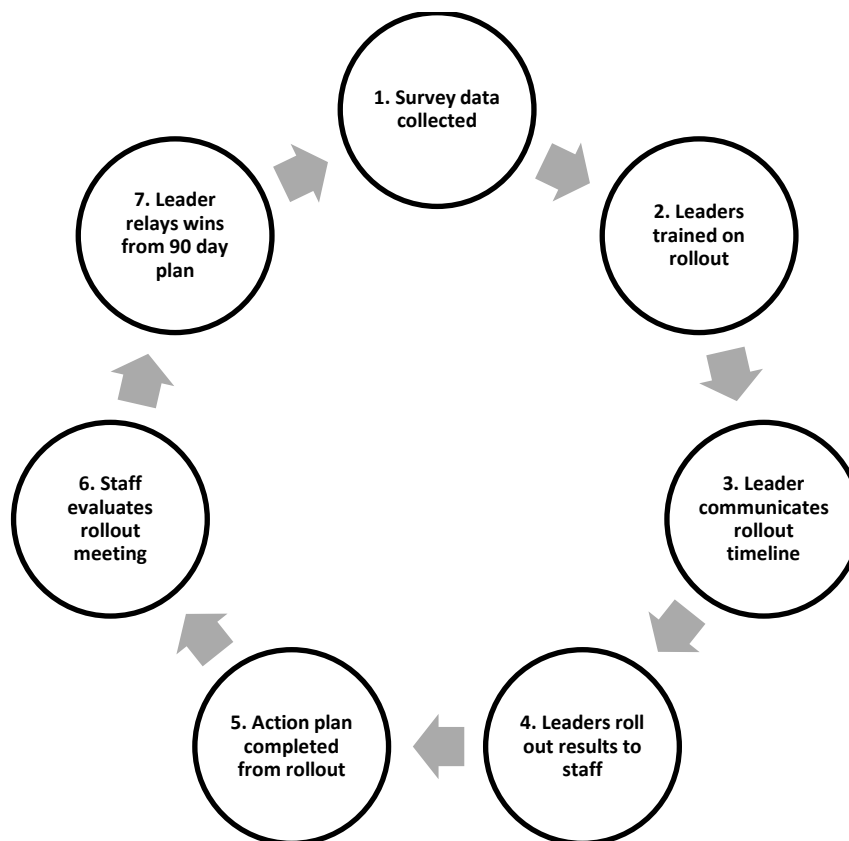
Results Rollout at a Glance

Purpose: A transparent communication process for leaders to share data with stakeholders to identify priority actions and communicate next steps for continuous improvement.

Why Do We Rollout Results?
We share data with staff and stakeholders to gather additional feedback and develop improvement strategies together.

What is the Results Rollout?
A transparent communication process that includes the collective analysis of data to develop specific new actions that should improve results.

How Do We Rollout Results?
Step 1
- Invite staff to a meeting to discuss results.
- Make decisions about the type of meeting, the number of meetings and how you want staff to provide feedback. Large group sessions can be used or small groups that work separately in a large group and facilitated by you. Use 3x5 cards to have individuals who do not want to speak out provide feedback and input.

Step 2
- Introduce the meeting—explaining the why, what, how.
- Be open and real to show your commitment to taking action based on the data and the results of the conversation.
- Share the organizational results.

Step 3
- Share the division/department results and highlight the highest scored items.
- In sharing the highest scored items, discuss what each item looks like in practice.

Step 4
- Share the division/department results and highlight the lowest scored items.
- In sharing the lowest scored items, ask what could be done to improve the situation described in the item. Focus on actions that would make the organization better.
- Identify the priority focus for improvement. Ask all involved in the meeting to identify the priority. You can list each low scored item on a separate piece of chart paper and have individuals mark a "1" on the number one priority and then "2" or "3".
- Remember the key is not just to present the results, but to allow employee involvement in the discussion of the results. This is your opportunity to facilitate the staff and allow them to identify 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
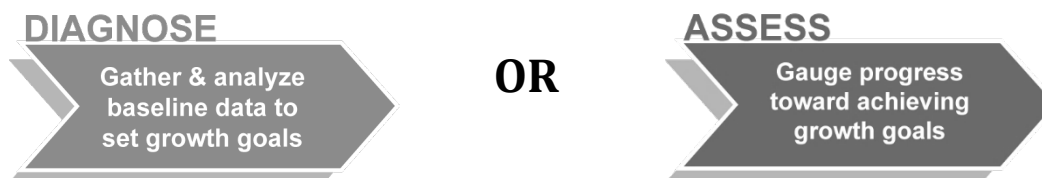   - Do not agree to anything until you are sure you can do it

Step 5
- Have all participants in the rollout meeting complete an evaluation of the meeting.

Step 6
- Review the meeting feedback and develop a plan with 1-2 key actions that you will take to improve the next results rollout meeting.
- Share the action plan with all staff.
- Follow up with staff to assess the impact of the actions.

Support Services Survey Rollout Process

Gather & analyze baseline data to set growth goals

OR

Gauge progress toward achieving growth goals

Introduction

For organizations to be excellent, all service departments must be excellent. To determine the level of service received from departments, leaders (in a school district, these are principals and assistant principals) are asked to complete a survey assessing the level of service based on five categories of service—accessibility, accuracy, attitude, operations, timeliness. This survey occurs every 45 days, or two to three times a year. This consistent flow of data provides information to help departments focus on continuous improvement of services.

Survey Completed and Data Collected

Organizations may choose any survey of support services or may choose to use the one developed and used by Studer Education℠. The executive leader receives a survey results report that is then shared with all department leaders.

Consider the results rollout steps that follow.

ACT

Execute focused, consistent & aligned actions to achieve growth goals

1. Executive Leader Rolls Out Data to Senior Leaders

The executive leader is critical in the rollout process because he/she works with and is responsible for the success of the departments providing the services. Senior leaders are responsible for the quality of service provided by each department. All leaders must be focused on continuous improvement of the quality of service provided to all stakeholders.

The executive leader will schedule a meeting with senior leaders to review the results of the Support Services Survey. Attention will be given to areas that clearly provide quality service and these will be celebrated with the group. Then, specific areas of concern that could be improved will be a focus.

2. Leaders Trained on How to Rollout the Data

Following the rollout to senior leaders, the executive leader will announce the rollout of the Support Services Survey to all departments. At this point, the executive leader will schedule a meeting with department leaders that are direct reports, to review the data and develop a timeline for rolling out the data to all departments. The executive leader will model the rollout process to be used by all department leaders.

Provided on the following page is **Tool A**, a sample agenda for this meeting led by the executive leader.

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Tool A: Sample Agenda

Agenda
Support Services Survey Rollout

- Welcome by executive leader
- Update on progress of the organization's annual goal(s)
- Rollout organization's Support Services Survey
  - Organization
    - Highest ranked item
    - Lowest ranked item
  - Department leaders review data
- Develop key words to use in department rollout process
- Timeline for completion of the rollout process and submission of action plans

3. Department Leaders Rollout Results to Staff

Department leaders then schedule a meeting with all staff who work in the department and review the data from the Support Services Survey with staff, develop strategies for improvement, and develop an action plan for improvement. Ample time should be scheduled for the meeting to allow free discussion of the data and strategies for improvement. Below is a sample email that could be used to invite all department staff to the rollout meeting.

Tool B: Sample Email

Hello everyone,
The results from the Support Services Survey are available for review. Remember this is the survey completed by leaders evaluating the quality of service received from each department. Our department is always focused on improving service excellence, so I look forward to sharing the results of the survey with you. The data will allow us to celebrate our successes and to continue to improve our service. We all play a critical role in providing a great place to work and I know we are all interested in improving the experiences of those we serve. The results will be discussed at our weekly meeting on _____. This will be our chance to be objective reviewers of the data and action plan for improvement.
Sincerely,
Department Leader

Here are some things to think about and reflect on before the meeting. As the department leader, you do not have the answer. Remember the importance of the process is to allow everyone to participate in the review of the data and the development of the action plan for improvement. You are truly the facilitator of the meeting. You guide the discussion but do not offer solutions or "fixes".

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Prepare Yourself—Be Proactive

Reactive →→→→	Proactive
• The data are wrong • We cannot identify who completed the survey • I can't believe they think we are this bad • I can't work any harder • Leaders don't understand • They don't see the big picture	• The data are the data we have • This is an opportunity to improve • Collaborative team thinking and action can improve satisfaction with service • Communicate to our internal stakeholders consistently • Be transparent

Think about "why" the survey is being used and "why" there is a need for a meeting.

- The survey helps us look at our processes in an objective way. Let's use the information…
- I am committed to this department and want to provide better service. I cannot do it alone, I need your help.
- The organization is committed to being excellent and we want to be a partner in that journey of excellence.

Hosting the Meeting

Remember the key is not to present the results, but to allow all staff to be a part of the discussion of the data and the strategies that will help the department improve. This is your opportunity to be a facilitator.

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

Once you are prepared mentally and emotionally, use **Tool C** to help you successfully follow the rollout process.

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Tool C: Rollout Actions with Sample Key Words---District Services

Actions	Sample Key Words

A. Introduce and set up the meeting
  • Begin the session on a positive note
  • Thank the staff for attending the meeting and being willing to participate in the process
	All leaders were asked to complete the Support Services Survey from _____ to _____.
	
	Leaders are asked to determine the quality of service received from each department. Service is measured by 5 categories—

• Be open and sincere about taking action based on the survey	*accessibility, accuracy, attitude, operations, timeliness. We have the results from the leaders to review and celebrate our wins and determine strategies to improve service.* *The survey is anonymous but provides information about the perception of the service received from this department. We will use the information to move forward.*

B. Present overall organization results
  • Chart the organization score for each of the categories
  • Provide the definitions for each of the categories
	The overall mean for the organization on the Support Services Survey was __. (Use words that describe the results—positive, growth if compared to previous surveys.) Talk about the trend of the organization in categories and overall—"The organization is committed to improving services and this can be seen from the increase in mean scores in most categories and overall. All departments are focusing on_____ because of the data."

C. Present the data for the department.
  • Rank the mean score for each category from highest to lowest
  • Give staff an opportunity to talk about results
	Now let's look at the specifics of our department, how we compare with the organization, and identify ways to improve.
	
	Let's look first at the highest scored item for our department. What do we do in our department that has leaders recognizing us in this area?
	
	Are there things we could do to maintain or improve this area of service? (Provide time for ideas to be listed on chart paper for all to see.)
	
	Move through all 5 categories in this way until you reach the lowest scored item. Take down ideas for additional actions that can be taken by the department to improve.
	
	We have made great progress reviewing the things that we do well. Now we want to take a look at the lowest scored item. Read the item. If there were comments made by the respondents about this item, summarize them—do not provide the comments to everyone.
	
	What are we doing or not doing to cause leaders to rank us low in this category? Again, chart the information for all to see. Give time for thinking.

D. Determine priority (if necessary)	*What can we do as a department to improve in our priority area?* List all strategies suggested.

• Have each staff member place a dot by the category considered to be a priority for improvement. • The item with the most dots becomes the priority for the department.	
E. End the discussion with one question. (Go around the room.)	*What specific action can you take as you leave this meeting to provide better service to our internal customers?*
F. Close the meeting and have staff evaluate the meeting (Tool D). By asking department leaders and department staff to evaluate the rollout meeting, you will accomplish three things. • Hardwire the rollout process by holding leaders accountable • Provide all employees a chance to share feedback to help the leader improve the process • Monitor the success of the leader in the rollout process so the supervisor can provide additional coaching Evaluation Process • At each rollout session, the leader distributes an evaluation form (Tool D) to each participant to measure the effectiveness of the session • The leader asks a staff member to collect the evaluations, place them in a sealed envelope, and send them to _____ Office Close the meeting • The executive leader or appropriate senior leader will then meet with each department leader and discuss the evaluations and any opportunities to improve the process.	*I want to personally thank each of you for your contribution to the success of our department. Today you provided valuable information about our strengths as well as strategies that we can use to improve. By_____, I will follow up with a summary of the meeting and provide you with a specific plan of action for improving service.* *As you can see we have much to be proud of as an organization. We accept challenges and use them to become better at our work. We are going to implement that action plan together. It takes all of us to make the department run well.* *Remember that one thing you are going to do to improve our services.* *Thank you for all you do for our organization every day.* *It is important that I presented the information to you in an objective and constructive way. I am interested in your opinion about the meeting today. I have provided each of you an evaluation of the rollout meeting. Please complete the evaluation form and choose someone to collect the forms and place them in the envelope and send them to _____Office.*

Tool D, sample evaluation, is below. This evaluation can be used, the organization can develop their own hard copy version, and/or the organization can use an electronic survey for easy access to the data.

VALIDATE

Verify leaders
execute with
consistency
& fidelity

Tool D: Sample Results Rollout Meeting Evaluation Form

<table>
<tr><td colspan="6">Support Services Survey Results Rollout Meeting
Evaluation Form</td></tr>
<tr><td colspan="6">Please complete the following evaluation form 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. Directions: Please answer the following questions by circling the number that best represents your opinion.

DEPARTMENT_____</td></tr>
<tr><td></td><td>Strongly Agree</td><td>Agree</td><td>Somewhat Agree</td><td>Disagree</td><td>Strongly Disagree</td></tr>
<tr><td>I received the data from the survey in an open manner.</td><td>5</td><td>4</td><td>3</td><td>2</td><td>1</td></tr>
<tr><td>I was given an opportunity to provide input and feedback during the meeting.</td><td>5</td><td>4</td><td>3</td><td>2</td><td>1</td></tr>
<tr><td>We discussed and prioritized the next steps to be taken based on the survey results and our meeting.</td><td>5</td><td>4</td><td>3</td><td>2</td><td>1</td></tr>
<tr><td>I feel action will be taken by my leader.</td><td>5</td><td>4</td><td>3</td><td>2</td><td>1</td></tr>
<tr><td>I feel action will be taken by the executive leader and leadership team.</td><td>5</td><td>4</td><td>3</td><td>2</td><td>1</td></tr>
<tr><td colspan="6">Comments:</td></tr>
</table>

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

ACT

Execute focused,
consistent & aligned
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growth goals

4. Action Plan:

The priority identified by the team and the strategies aligned to the priority for improvement should be part of the department's action plan for improvement.

Points to remember in developing an action plan:

- Focus on one priority—the goal is this priority.
- The "action steps" in the action plan are the strategies identified by staff in the rollout meeting
- The "results" are documentation of progress for each of the action steps

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Tool E: Action Plan—District Services Survey

Strategic Area	Goal	Action Steps	Results	Responsible Party
S E R V I C E	Increase perception of timeliness by .5 on the survey	Communicate with leaders that all calls to the department should go to _____(phone number) or _____ (email) and these will receive a response within 2 hours	Responsibility for email and phone after hours rotated—schedule Log of phone calls and emails after hours and response—submitted weekly	Department Leader will create communication and send All department members will take a week Log Created by department leader—submitted by person on duty for the week
		Work Orders will be logged into a central data base (there but not being used effectively)	Report will be generated weekly and discussed at weekly department meetings	Work Desk person assigned to print reports and disseminate Department leader will create a permanent agenda item
		After 20 days, calls will be made to random leaders to ask specific questions about timeliness	Work Desk—log calls to 10 leaders from all levels	Department leader
			Report out findings	Work Desk
		Revise plan if needed		

VALIDATE

Verify leaders execute with consistency & fidelity

- The completed action plan should be posted in the department in a place for everyone to see.
- A copy of the plan should be sent to the executive leader or appropriate senior leader.
- The department leader reports to the executive leader at regular intervals the successes or plan revisions

Summary and Final Tips

Again, the key is not the data but how well *you share the data* with the team and how well you communicate action based on the data and the feedback from the team in developing an action plan.

The following are some additional tips gathered from implementation in many organizations that may be helpful.

- Seize the opportunity to report all future positive change that aligns to data from the survey
- Share success stories with staff, supervisors, external stakeholders
- Recognize and reward outcomes aligned to the value and standard of service
- Be transparent in efforts to provide the best service to all customers

Tool F is a checklist that can be used throughout the rollout process.

Tool F: Support Services Survey Rollout Checklist

Item	Date	How
Invitation to rollout meeting for all staff		
Develop handouts or charts of data - **Organization scores in all categories** - **Department scores from highest to lowest**		
Top priority identified		
Strategies for reaching the goal		
Action plan developed		
Action plan posted and communicated to staff		
Pulse check of action plan		
Success stories		