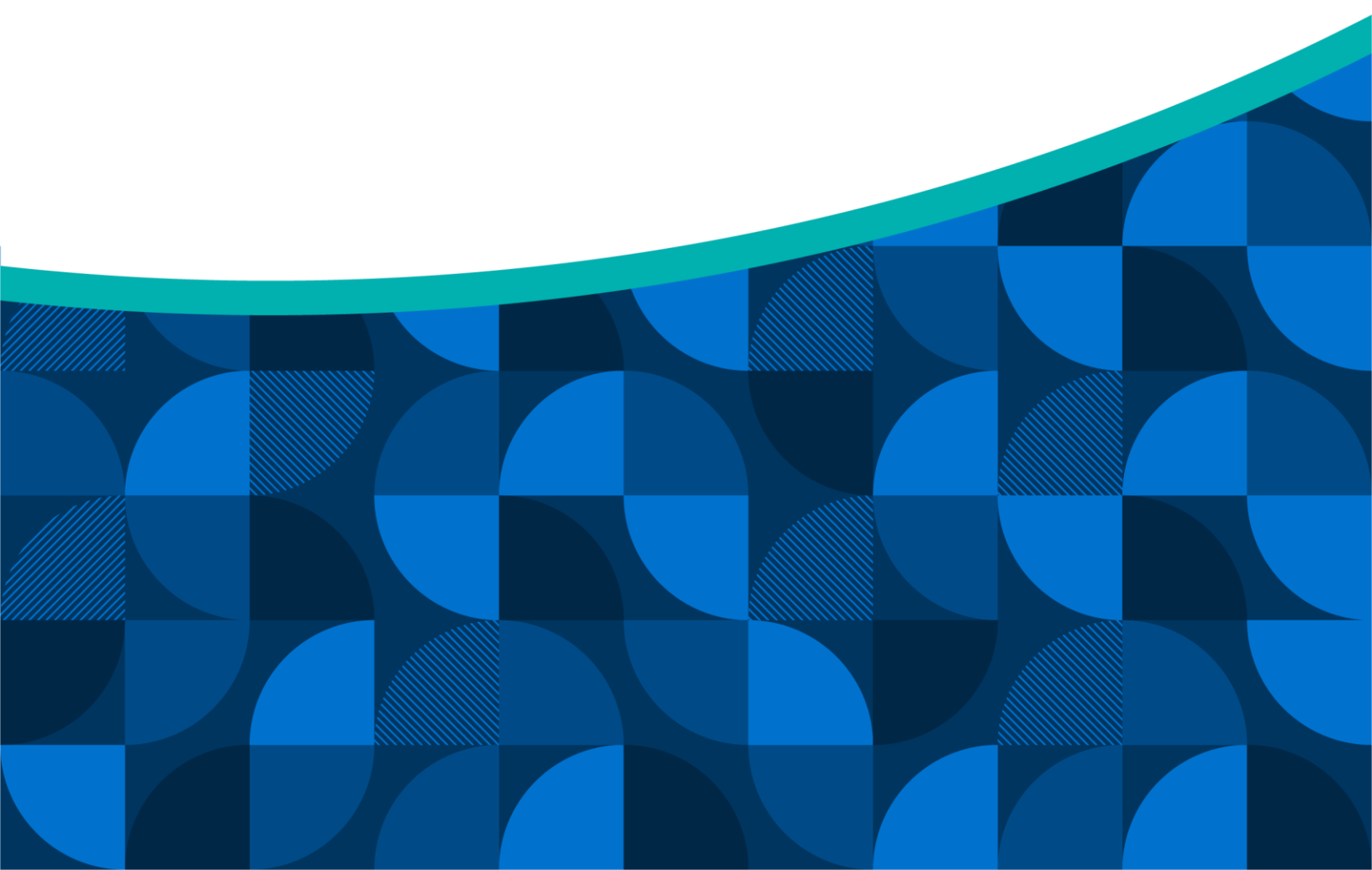




FACULTY MORALE TOOLKIT

EAB's Quarterly Morale Diagnostic Questions

These questions are to be used as a quarterly survey for faculty and/or staff to diagnose the root causes of low morale and measure improvement



Independent School Executive Forum

Project Director

Olivia Rios

Contributing Consultants

Maria Wahlstrom

Mela Still

Daniel Himmelfarb

Executive Director

Meredith McNeill

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EAB's Quarterly Morale Diagnostic Questions

Diagnostic Questions Organized By Threat

TOOL

1

Introduction to EAB's Diagnostic Questions

The diagnostic questions on the following pages have been organized by the six threat areas with an additional two questions to provide benchmarking and progress checks. EAB has also provided a randomized list of these questions that you can copy and paste into a survey (pgs. 10-11) as well as a parallel list of questions altered slightly to be used for all staff (pgs. 12-13).



Measurement and Progress

The first two questions can be used to establish a summary benchmark and check progress of the school's morale work



Personal Safety and Belonging

Baseline needs related to feeling safe at work and having relationships and a community



Time and Resources

Access to the right resources and training for success and a manageable workload



Leadership Trust and Values Alignment

Assurance that the school's values mirror faculty's own, and that leadership behaviors reflect those values



Ownership and Input

Feelings of ownership of faculty's classroom practice and an ability to contribute to school decisions



Recognition and Value

Feeling appreciated and recognized for their contributions to the school, their students, and the community



Professional Growth

Sufficient opportunities for professional growth and leadership and managerial support of career aspirations

EAB's Quarterly Diagnostic Questions

Note: Inclusion of demographic questions is at the school's discretion, but leaders should refrain from questions that would threaten anonymity. Limit demographic questions to those school leaders plan to use to inform their actions.



Measurement and Progress

	Strongly Disagree			Strongly Agree		
1. Overall, I am satisfied with my experience at school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
2. School leadership has communicated clear actions they will take in response to previous faculty survey results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A



Personal Safety and Belonging

	Strongly Disagree			Strongly Agree		
3. I feel safe and welcome at school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
4. The benefits provided by my school meet my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
5. Someone seems to care about me at school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A

EAB's Quarterly Diagnostic Questions (Continued)



Time and Resources

	Strongly Disagree			Strongly Agree		
6. I have the materials and resources needed to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
7. Most days, I have a manageable workload.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
8. I have the training and skills I need to do my best at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A



Leadership Trust and Values Alignment

	Strongly Disagree			Strongly Agree		
9. I understand how my daily work contributes to my school's mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
10. My school's mission and values are reflected in the actions of school leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
11. I am treated fairly by...						
• School leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
• My colleagues ¹	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A

1) While 'I am treated fairly by my colleagues' fits into the 'Personal Safety and Belonging' threat, EAB has included the question here to streamline the experience for faculty

EAB's Quarterly Diagnostic Questions (Continued)



Ownership and Input

	Strongly Disagree			Strongly Agree		
12. I have ownership and control over my teaching practice and my classroom.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
13. My opinions are heard and valued by school leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
14. In my current role, I get to do what I do best every day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A



Recognition and Value

	Strongly Disagree			Strongly Agree		
15. Faculty are recognized for excellent work by school leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
16. I feel valued for my work as a faculty member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
17. In the past week, I've received recognition for doing my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A



Professional Growth

	Strongly Disagree			Strongly Agree		
18. In the past year, my school has provided opportunities for me to learn and grow as a faculty member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
19. My division director (or other direct supervisor) supports my career aspirations and goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
20. I see a path for professional advancement at my school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A



EAB's Quarterly Morale Diagnostic Questions

Randomized Diagnostic Questions

The following pages contain a set of faculty-specific questions (pgs. 11-12) and a set of questions that can be used for any school staff (pgs. 13-14)

TOOL

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Faculty Diagnostic Questions

	Strongly Disagree			Strongly Agree		
1. Overall, I am satisfied with my experience at school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
2. School leadership has communicated clear actions they will take in response to previous faculty survey results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
3. I feel safe and welcome at school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
4. I have the materials and resources needed to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
5. I understand how my daily work contributes to my school's mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
6. I have ownership and control over my teaching practice and my classroom.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
7. Faculty are recognized for excellent work by school leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
8. In the past year, my school has provided opportunities for me to learn and grow as a faculty member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
9. The benefits provided by my school meet my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
10. Most days, I have a manageable workload.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
11. My school's mission and values are reflected in the actions of school leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A

Faculty Diagnostic Questions (cont.)

	Strongly Disagree				Strongly Agree	
12. My opinions are heard and valued by school leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
13. I feel valued for my work as a faculty member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
14. My division director (or other direct supervisor) supports my career aspirations and goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
15. Someone seems to care about me at school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
16. I have the training and skills I need to do my best at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
17. I am treated fairly by...						
• School leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
• My colleagues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
18. In my current role, I get to do what I do best every day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
19. In the past week, I've received recognition for doing my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
20. I see a path for professional advancement at my school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A

All Staff Diagnostic Questions

	Strongly Disagree			Strongly Agree		
1. Overall, I am satisfied with my experience at school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
2. School leadership has communicated clear actions they will take in response to previous staff survey results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
3. I feel safe and welcome at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
4. I have the materials and resources needed to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
5. I understand how my daily work contributes to my school's mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
6. I have ownership and control over my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
7. School staff are recognized for excellent work by school leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
8. In the past year, my school has provided opportunities for me to learn and grow as a school employee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
9. The benefits provided by my school meet my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
10. Most days, I have a manageable workload.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
11. My school's mission and values are reflected in the actions of school leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A

All Staff Diagnostic Questions (cont.)

	Strongly Disagree				Strongly Agree	
12. My opinions are heard and valued by school leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
13. I feel valued for my work as a school employee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
14. My direct supervisor supports my career aspirations and goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
15. Someone seems to care about me at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
16. I have the training and skills I need to do my best at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
17. I am treated fairly by...						
• School leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
• My colleagues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
18. In my current role, I get to do what I do best every day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
19. In the past week, I've received recognition for doing my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A
20. I see a path for professional advancement at my school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	N/A



EAB's Quarterly Morale Diagnostic Questions

Interpreting the Survey Results

The following pages contain questions to consider as you analyze the survey results and will help you begin to prioritize threat areas to address first.

TOOL

3

Interpreting the Survey Results

Consider the following questions as you analyze the survey results, which will help you begin to prioritize threat areas to address first.

1 Overall

1. In which threat area did the school score *lowest* (i.e., highest disagreement)?
2. In which threat area did the school score *highest* (i.e., lowest disagreement)?
3. What types of questions will you ask to faculty based on the questions with the highest disagreement scores?

2 Measurement and Progress

1. What percent of respondents are satisfied with their overall experience at the school? What percent are not satisfied?
2. Has the school done a good job in acting on survey results in the past?

3 All Other Threat Areas

1. How does this threat area rank among the others in terms of disagreement?
2. Does a question within this threat area have the highest level of disagreement across all questions?
 - If so, which question is it?
 - If not, which question in this threat area had the highest level of disagreement?
3. For the question with the highest disagreement level in this threat area, what questions would you ask your faculty to better understand this problem?

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