

**Work Session Meeting  
Thursday, March 25, 2021, 7:40 PM  
Pipestone Area Schools  
MS/HS Auditorium  
1401 7th St SW  
Pipestone, MN 56164**

**AGENDA**

- 1. Call Meeting to Order**
- 2. Approve Agenda**
- 3. Follow-Up on Culture and Climate Survey**
- 4. Adjourn**

**2**

## Staff Survey Discussions with Negotiations Committee

### **Administration – February 15, 2021**

>Three take-aways administrators had from the survey:

1. Concerns about Behaviors
  - Admin view this as issues Classroom Management, Special Education, & typical student behavior.
  - Administrators feel we could provide better training to staff on how to deal with things in a consistent manner. This is part of why we are doing PBIS.
  - Special Education timelines are frustrating and we need to follow the process
2. Change Readiness
  - Administration is wondering what was missed in communications with teachers because they are resistant.
  - Student Achievement results could be better but teachers sense of urgency is lacking.
  - Need for better professionalism from teachers.
3. Communication
  - Administration is confused about what the staff wants. Feel we have leadership teams, staff meetings, and written communications.

### **Teachers – March 3, 2021**

>Take-aways from meeting with teacher representative group

#### Positives:

1. PAS graduated are not limited in post-school plans or opportunities.
2. Teachers feel they are doing a good job.
3. Technology is strong and supported, much better than other schools.

#### Areas of Focus:

1. Communication
  - My input doesn't matter, we aren't heard.
  - When asked what does being heard look like, teachers indicate that when admin doesn't do what they want, they don't feel like admin is listening. But they understand a decision needs to be made.
  - Feel there is backlash for sharing opinions yet won't follow proper procedures to remedy through the union.
2. Discipline
  - Better communication is needed. Teachers need to be followed up with for student issues.
  - Frustrated with inconsistency from colleagues.
  - Not clear on the role of the Resource Officer
3. Change
  - Teachers don't understand or feel the need for change, they are very happy with the work they do.
    - They see better student achievement through sending those who struggle to someone else or low test scores are a result of students not taking advantage of the opportunities we offer or not putting in the effort.
  - Instructional Coaching has not been explained well enough.

> Reason why more teachers don't take survey: probably don't have an opinion or too busy.

## Staff Survey Results

### Pipestone Area School District

Late Fall 2020



## SCHOOL PERCEPTIONS

**Our mission is to help educational leaders gather, organize and use data to make strategic decisions.**

- Founded in 2002 to provide independent and unbiased research
- Conducted over 10,000 staff, parent, and student, and community surveys for school improvement
- Helped more than 700 districts navigate the strategic planning and referendum planning process



## What We Know:

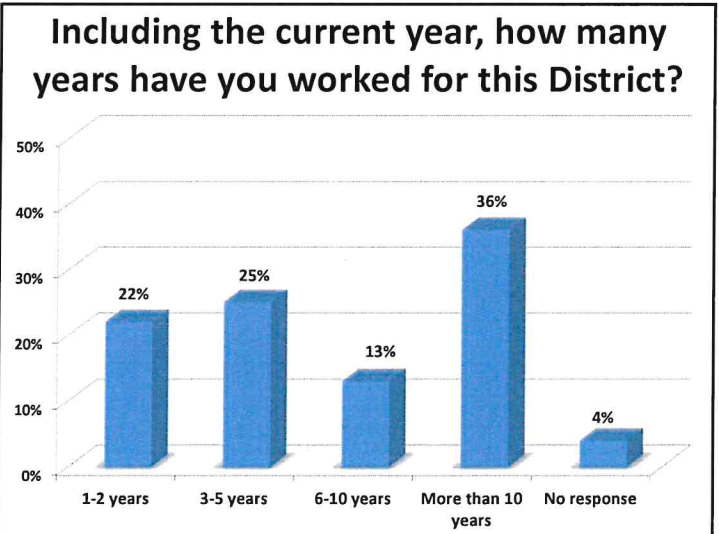
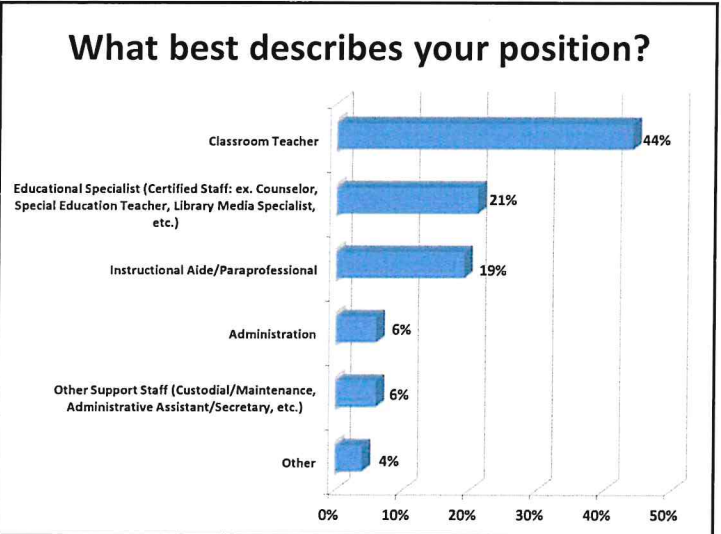
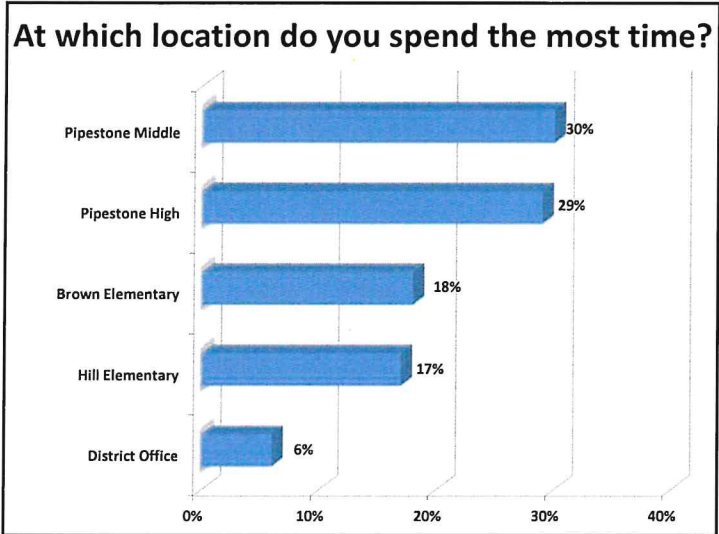


## Survey Summary

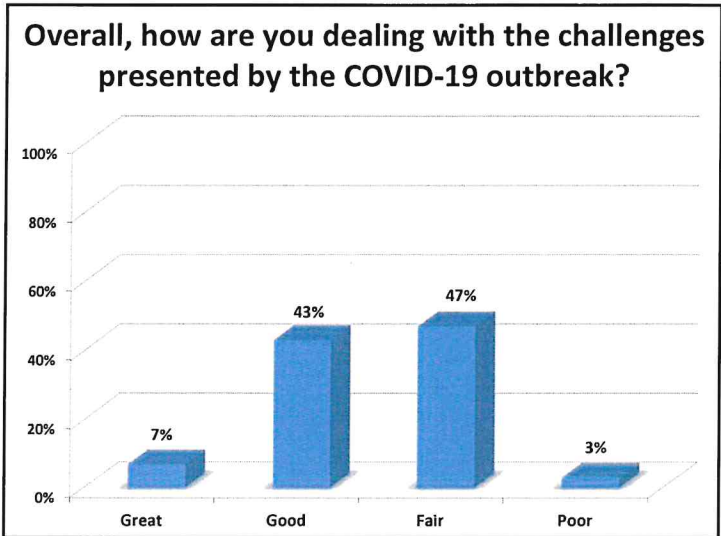
- The Staff Survey was conducted in December of 2020.
- All staff members received a survey invitation via email, which contained a unique access code. Each access code could only be used once to take the survey.
- Number of responses: 121
- Participation rate: 53%



## Respondent Information

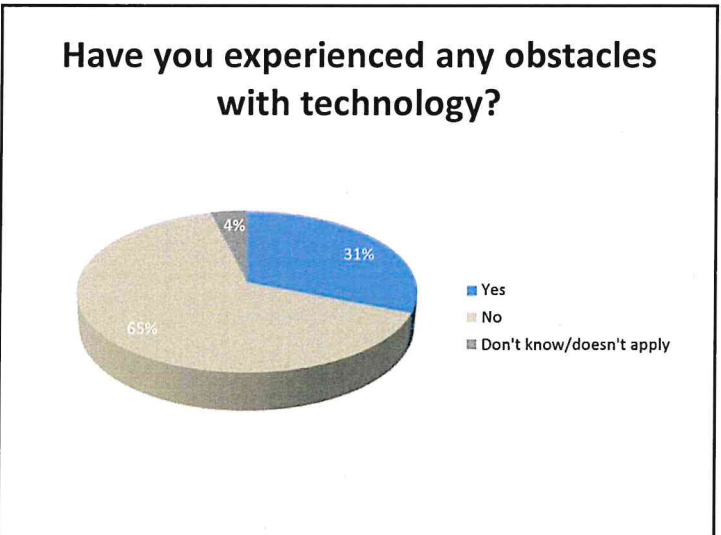


**COVID-19 Check In**



**Please indicate your level of agreement.**  
*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Item   | % Strongly agree/Agree | Average (n) |
|--|------------------------|-------------|
| have the tools and resources needed to do my job for the current learning plan.      | 74%                    | 3.45 (101)  |
| feel I have been able to support my students needs with our current learning plan.   | 64%                    | 3.25 (97)   |
| have been able to maintain a healthy work-life balance during the COVID-19 outbreak. | 63%                    | 3.21 (112)  |
| have been able to manage my stress during the COVID-19 outbreak.                     | 59%                    | 3.11 (112)  |



**Survey Responses**

**Planning**  
To provide a quality education for all students, please check a maximum of five of your highest priorities:

| Item   | % Yes |
|--|-------|
| Provide additional intervention/support services for struggling students                 | 67%   |
| Better prepare students for life after high school—whether this be college or career     | 66%   |
| Increase parents and community communications  | 39%   |
| Increase the number of hands-on/project-based learning opportunities                     | 38%   |
| Provide additional counseling, psychologist and social work services                     | 37%   |
| Develop innovative programs to improve student learning                                  | 32%   |
| Expand services to students with special needs   | 31%   |
| Receive training/development opportunities to enhance skills                             | 29%   |
| Improve school safety and security   | 24%   |
| Increase co-curricular and extra-curricular programs (e.g. music, arts, athletics, etc.) | 23%   |
| Increase STEM opportunities  | 15%   |
| Develop additional community/business partnerships                                       | 14%   |
| Expand students and staff technology access  | 13%   |
| Increase the number of AP/honors courses   | 6%    |

**Change Readiness**  
*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Item  | % Strongly agree/ Agree | Average (n) | Percentile |
|---|-------------------------|-------------|------------|
| There is a process for evaluating the effectiveness of new initiatives.         | 32%                     | 2.48 (79)   | 5          |
| Our District strives to achieve consensus on areas that need improvement.       | 35%                     | 2.61 (94)   | 2          |
| Our District is committed to making needed improvements as they are identified. | 48%                     | 2.91 (97)   | 1          |
| Our District has a culture of open dialogue.                                    | 27%                     | 2.31 (102)  | 1          |

**Student Achievement**  
*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Item  | % Strongly agree/ Agree | Average (n) | Percentile |
|---|-------------------------|-------------|------------|
| The social and emotional needs of students are being met.   | 55%                     | 3.04 (71)   | 33         |
| Students have been provided the resources to achieve District learning targets and curriculum objectives. | 72%                     | 3.46 (65)   | 18         |
| Overall, the school offers a high quality academic program.   | 77%                     | 3.62 (68)   | 12         |
| Students have access to additional support when needed.   | 62%                     | 3.25 (69)   | 9          |
| Learning targets and curriculum objectives for my job assignment are clear.                               | 81%                     | 3.62 (66)   | 5          |
| The academic needs of students are being met.   | 63%                     | 3.24 (70)   | 5          |
| The school's curriculum represents the diverse backgrounds of my students.                                | 65%                     | 3.27 (62)   | N/A        |

### Engagement

*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Item   | % Strongly agree/ Agree | Average (n) | Percentile |
|--|-------------------------|-------------|------------|
| The amount of work I am asked to do is reasonable.   | 70%                     | 3.31 (106)  | 16         |
| I enjoy being involved in District affiliated activities outside of the normal school day. | 80%                     | 3.75 (89)   | 12         |
| My work contributes to the success of our District   | 98%                     | 4.27 (101)  | 10         |
| It would take a lot to get me to leave this District.                                      | 64%                     | 3.31 (95)   | 7          |
| My job is personally satisfying.   | 89%                     | 4.04 (105)  | 5          |
| I am proud of our District.  | 71%                     | 3.46 (99)   | 1          |
| I would recommend this District to others seeking employment.                              | 64%                     | 3.31 (97)   | 1          |

### Communication

*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Item  | % Strongly agree/ Agree | Average (n) | Percentile |
|---|-------------------------|-------------|------------|
| I have a good understanding of the goals of the District.                                 | 74%                     | 3.57 (101)  | 17         |
| School board policies and procedures affecting me are available and clearly communicated. | 64%                     | 3.29 (99)   | 7          |
| I feel comfortable sharing my ideas and opinions.   | 50%                     | 2.92 (102)  | 1          |
| I am kept informed about matters important to my work.                                    | 49%                     | 2.88 (104)  | 1          |
| School/department information is communicated effectively to me.                          | 46%                     | 2.82 (103)  | 1          |
| The District clearly communicates with me about important issues.                         | 42%                     | 2.75 (102)  | 1          |

### How would you rate the communication from:

*Great (4), Good (3), Fair (2), Poor (1)*

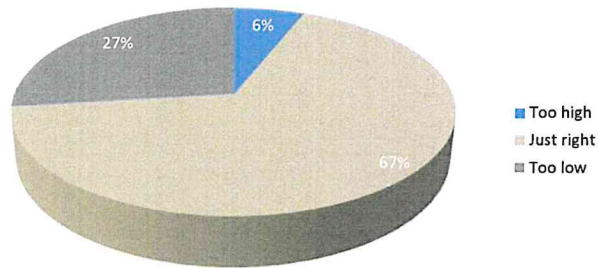
| Item                              | % Great/ Good | Average (n) | Percentile |
|-----------------------------------|---------------|-------------|------------|
| Transportation                    | 74%           | 2.85 (65)   | 66         |
| Technology Services               | 78%           | 2.91 (100)  | 36         |
| Custodians/Maintenance            | 57%           | 2.58 (93)   | 9          |
| Principal/Building Administration | 47%           | 2.38 (101)  | 5          |
| School Board                      | 29%           | 2.09 (92)   | 4          |
| Food Service                      | 59%           | 2.59 (90)   | 2          |
| District Administration           | 27%           | 2.01 (97)   | 1          |

### Culture

*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Item  | % Strongly agree/ Agree | Average (n) | Percentile |
|---|-------------------------|-------------|------------|
| My co-workers are willing to help me when I have a heavy workload.        | 92%                     | 4.31 (102)  | 85         |
| Our school/department is effective at assimilating new employees.         | 56%                     | 3.13 (101)  | 6          |
| I can bring about change in my school/department.                         | 75%                     | 3.57 (102)  | 4          |
| Our school/department works hard to find ways to improve.                 | 78%                     | 3.63 (103)  | 2          |
| Our school/department operates as a team.                                 | 60%                     | 3.25 (102)  | 2          |
| I have adequate opportunities to participate in decisions that affect me. | 47%                     | 2.89 (99)   | 1          |

### The academic expectations of our students are:



### Collaboration

Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)

| Item   | % Strongly agree/ Agree | Average (n) | Percentile |
|--|-------------------------|-------------|------------|
| My yearly evaluation/observation process provides me with valuable feedback.                           | 80%                     | 3.66 (50)   | 63         |
| Time is provided to facilitate collaborative work.   | 60%                     | 3.13 (54)   | 37         |
| The staff informally share ideas and suggestions for improving student learning.                       | 88%                     | 3.87 (55)   | 19         |
| Individuals and teams have the opportunity to apply learning and share the results of their practices. | 67%                     | 3.33 (52)   | 16         |
| Opportunities are provided for staff to initiate change.   | 45%                     | 2.82 (49)   | 7          |

### Work Environment (Slide 1/2)

Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)

| Item  | % Strongly agree/ Agree | Average (n) | Percentile |
|---|-------------------------|-------------|------------|
| I am satisfied with the technology available to me.                         | 96%                     | 4.21 (99)   | 76         |
| I receive the training I need to do my job effectively.                     | 89%                     | 3.89 (99)   | 70         |
| I have the flexibility to do my job the way that I think is most effective. | 90%                     | 4.10 (102)  | 69         |
| I have enough time to do my job effectively.                                | 63%                     | 3.29 (101)  | 63         |
| I have the materials and supplies I need to do my job effectively.          | 87%                     | 3.97 (102)  | 54         |
| Based on my interactions with students, I feel safe at work.                | 93%                     | 4.17 (100)  | 50         |

### Work Environment (Slide 2/2)

Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)

| Item   | % Strongly agree/ Agree | Average (n) | Percentile |
|--|-------------------------|-------------|------------|
| I am satisfied with the technology support available to me.        | 85%                     | 3.93 (100)  | 33         |
| Based on my interactions with other adults, I feel safe at work.   | 95%                     | 4.27 (102)  | 20         |
| I feel valued by our community.                                    | 72%                     | 3.56 (93)   | 15         |
| Student discipline is handled in a consistent manner by all staff. | 23%                     | 2.17 (95)   | 14         |
| Our classrooms, building and grounds are well maintained.          | 58%                     | 3.17 (101)  | 10         |
| I feel supported by leadership when I make a decision.             | 74%                     | 3.57 (94)   | 6          |

### Health and Wellness

*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Item  | % Strongly agree/ Agree | Average (n) | Percentile |
|---|-------------------------|-------------|------------|
| I am able to sustain a healthy work-life balance.                             | 78%                     | 3.55 (98)   | 66         |
| I engage in 30 or more minutes of physical activity 3 or more times per week. | 68%                     | 3.46 (97)   | 46         |
| The pace of implementing new initiatives is appropriate.                      | 67%                     | 3.30 (82)   | 44         |
| I engage in healthy nutritional practices.                                    | 86%                     | 3.79 (99)   | 38         |
| Our District's wellness committee is effective.                               | 30%                     | 2.34 (70)   | 20         |
| I get enough sleep.   | 63%                     | 3.24 (100)  | 18         |
| I manage my stress well.  | 75%                     | 3.51 (97)   | 11         |

### Development and Recognition

*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Item   | % Strongly agree/ Agree | Average (n) | Percentile |
|--|-------------------------|-------------|------------|
| I receive meaningful and timely feedback that helps me improve my performance. | 69%                     | 3.40 (91)   | 25         |
| I have adequate opportunities for training/professional development.           | 67%                     | 3.35 (96)   | 24         |
| The District's professional learning days are organized and well-planned.      | 60%                     | 3.13 (90)   | 12         |
| I receive credit and recognition when I do a good job.                         | 44%                     | 2.82 (95)   | 1          |

### Compensation and Benefits

*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Item  | % Strongly agree/ Agree | Average (n) | Percentile |
|---|-------------------------|-------------|------------|
| Pay practices are administered consistently for all employees.        | 72%                     | 3.37 (83)   | 57         |
| My pay is fair in relation to my job responsibilities.                | 49%                     | 2.84 (97)   | 50         |
| I am satisfied with my pay.   | 53%                     | 2.95 (100)  | 39         |
| I am satisfied with my benefits.                                      | 52%                     | 2.84 (96)   | 13         |
| My benefits are competitive with similar jobs I might find elsewhere. | 43%                     | 2.67 (90)   | 9          |

### Building Leadership

*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Item  | % Strongly agree/ Agree | Average (n) | Percentile |
|---|-------------------------|-------------|------------|
| My principal is an effective leader.  | 65%                     | 3.39 (88)   | 18         |
| I trust the leadership in my building.  | 64%                     | 3.38 (86)   | 14         |
| Building leadership is consistent when administering policies concerning employees. | 50%                     | 2.99 (78)   | 9          |

### Equity

*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Item   | % Strongly agree/ Agree | Average (n) | Percentile |
|--|-------------------------|-------------|------------|
| All students in our school are accepted for their values and beliefs.                                    | 82%                     | 3.74 (93)   | N/A        |
| All students in our school are given equitable opportunities to learn and experience success.            | 81%                     | 3.73 (95)   | N/A        |
| All students in our school are treated with respect.   | 80%                     | 3.68 (96)   | N/A        |
| I have the training I need to understand the background and culture of the students with whom I work.    | 76%                     | 3.64 (89)   | N/A        |
| Our school has a process to ensure every student has a connection with at least one adult in the school. | 71%                     | 3.45 (78)   | N/A        |
| All students in our school are treated fairly when disciplined.  | 50%                     | 2.96 (85)   | N/A        |
| Our school works to honor and celebrate the culture and background of our students.                      | 44%                     | 2.86 (83)   | N/A        |

### District Administration

*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Item  | % Strongly agree/ Agree | Average (n) | Percentile |
|---|-------------------------|-------------|------------|
| District administration is consistent when administering policies concerning employees. | 62%                     | 3.25 (81)   | 12         |
| District administration is doing what it takes to make our District successful.         | 64%                     | 3.30 (81)   | 7          |
| The Superintendent/District Administrator presents a positive image to our community.   | 71%                     | 3.45 (94)   | 4          |
| I trust the District's leadership.  | 46%                     | 2.92 (90)   | 1          |
| District administration is responsive to major concerns of employees.                   | 36%                     | 2.60 (92)   | 1          |

### Job Satisfaction

Please check up to four of your most important job satisfaction factors:

| Item                                  | % Yes |
|---------------------------------------|-------|
| Compensation/Salary                   | 54%   |
| Meaningful work                       | 50%   |
| Good leadership                       | 45%   |
| Support from co-workers               | 40%   |
| Healthy culture/working conditions    | 39%   |
| Effective communications              | 31%   |
| Benefits                              | 25%   |
| Feeling safe in the workplace         | 22%   |
| Job security                          | 21%   |
| Support from supervisors              | 21%   |
| Personal growth                       | 17%   |
| Job training/professional development | 8%    |
| Recognition                           | 8%    |

### School Board

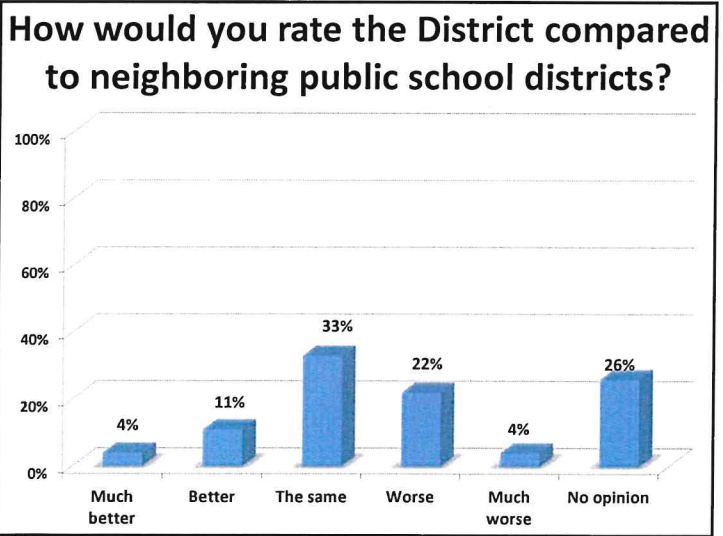
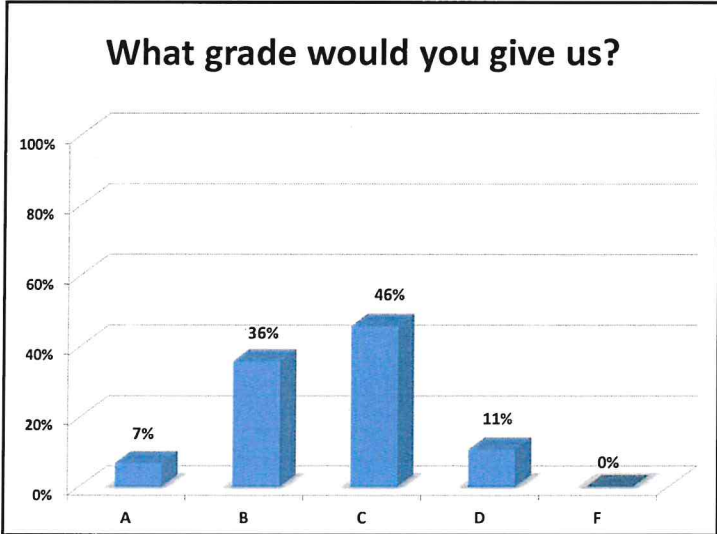
*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Item  | % Strongly agree/ Agree | Average (n) | Percentile |
|---|-------------------------|-------------|------------|
| The School Board presents a positive image to our community.                                    | 81%                     | 3.65 (84)   | 18         |
| The School Board appropriately balances the mission of the District with fiscal responsibility. | 80%                     | 3.64 (81)   | 18         |
| The School Board is doing what it takes to make our District successful.                        | 72%                     | 3.48 (77)   | 16         |

### Overall Satisfaction

*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Item  | % Strongly agree/ Agree | Average (n) | Percentile |
|---|-------------------------|-------------|------------|
| I am satisfied with the financial management of the District. | 77%                     | 3.59 (78)   | 42         |
| Our community supports education.                             | 86%                     | 3.85 (94)   | 30         |
| The District has improved in the past year.                   | 50%                     | 3.00 (72)   | 6          |
| All things considered, this District is a good place to work. | 86%                     | 3.79 (90)   | 4          |



### School Perceptions Staff Engagement Indexes

There are 13 indexes of staff engagement. The Staff Engagement Survey has key questions that feed each one, thus, producing an index score. The score is the average of the responses from these key questions.



### People

- **Control over your work environment**  
I can control the variables that determine success
- **Health/Stress Management/Wellness**  
My stress level is sustainable
- **Workload**  
My workload/life balance is sustainable
- **Affirmation**  
I am valued, including compensation, recognition from leadership and supported by our community

### Place

- **Equipped**  
I have the tools and training to be successful
- **Collaboration/Teamwork**  
I have the support of my coworkers and healthy working relationships
- **Culture of educational excellence**  
We have high expectations and pride in our work
- **Trust in building leadership**  
I trust our building leadership

### Process

- **Public/Parent Support/Trust**  
We are supported and trusted by our parents/community
- **Planning/Improvement Process**  
We have an effective planning process with continuous feedback, review and adjustment
- **Trust in District leadership**  
I trust our District Administration and School Board
- **Communications**  
Information is shared with me in a timely and effective manner
- **Equity**  
All students and families are treated with respect, accepted for their values and beliefs, and provided what they need to learn

**How do your index scores compare to similarly sized schools?**  
*Strongly agree (5), Agree (4), Disagree (2), Strongly disagree (1)*

| Index                              | Average (n) | Comparison | Percentile |
|------------------------------------|-------------|------------|------------|
| Equipped                           | 3.59 (102)  | 3.71       | 40         |
| Workload                           | 3.55 (106)  | 3.60       | 38         |
| Public/Parent support/trust        | 3.64 (94)   | 3.93       | 24         |
| Collaboration/Teamwork             | 3.53 (103)  | 3.87       | 23         |
| Health/Stress management/Wellness  | 3.45 (100)  | 3.59       | 21         |
| Control over your work environment | 3.53 (102)  | 3.81       | 20         |
| Affirmation                        | 3.04 (100)  | 3.43       | 17         |
| Culture of educational excellence  | 3.29 (71)   | 3.63       | 15         |
| Trust in District leadership       | 3.42 (81)   | 3.82       | 13         |
| Trust in building leadership       | 3.29 (91)   | 3.77       | 11         |
| Communications                     | 3.12 (104)  | 3.72       | 7          |
| Planning/Improvement process       | 2.58 (102)  | 3.37       | 2          |
| Equity                             | 3.53 (96)   | N/A        | N/A        |

