

Annual Report for CESA #9 September, 2016

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Introduction

Studer Education is a division of Studer Group, and has had the pleasure of working with the leadership team of CESA #9 since January, 2015.

This report summarizes the services that have been provided throughout the year with the CESA #9 leadership team. The purpose of this document is to provide a comprehensive report on the high level actions that have occurred in this second year of the partnership. We have a strong relationship with CESA #9 leaders, appreciate your work with us, and look forward to continued work together through the constant change of education.

Studer Education began the partnership with CESA #9 in January, 2015 after Dr. Karen Wendorf-Heldt participated in a Studer Education Evidence-Based Leadership Overview session at our home office in Pensacola, FL and then continued to work collaboratively with our team to explore Evidence-Based Leadership for a service agency.

The focus of the partnership between CESA #9 and Studer Education is to support CESA #9 in hardwiring performance excellence practices while meeting the needs of the organization's 22 member districts. To accomplish this outcome, we apply what we call an Evidence-Based Leadership framework that has had tremendous success in healthcare and educational systems. The framework focuses on specifically defined outcomes aligned to what we call Pillars. The Pillars in CESA #9 include Student Achievement, People, Quality Service, Finance, and Growth and Innovation. During 2015-2016, our partnership has focused on the Pillars of People and Quality Service. Across all pillars, there is a commitment to developing a culture of continuous improvement in service of the organization's vision and mission.

In this 2nd year of our partnership, we administered 1 Employee Engagement Survey and 2 District Services Surveys (sent to participating district leaders) and analysis of the results data with the Executive Director. We held 2 onsite retreats and Leadership Development Institutes, where the leadership team and front line staff reviewed the results of data to develop action steps towards aligned goals. In our summer retreat, we also introduced the topic of Difficult Conversations for all staff to encourage positive, effective communication. Monthly calls with the Executive Director focused on coaching, organizing, and communicating about continuous improvement and performance management strategies.

In 2016-2017, the focus of our work will continue to be supporting the Executive Director to drive continuous organizational improvement, through performance management that includes professional development for leaders and front line service providers. We aim to engage with the next level of leaders, the Directors, to increase their skill set and expand the integration of pillar goals into individual actions that contribute powerfully.

Services Delivered:

The chart below provides the number of surveys, onsite visits, virtual coaching sessions, and conference calls completed during the 2015-16 year.

Table 1. Studer Education Services Delivered

Services	2015-2016
Surveys	1 Employee Engagement, 2 District Services
Site visits	2 (including Leadership Retreat)
Conference calls	6
Coaches' Chats	CESA #9 Leaders participated in at least 1 optional Coaches' Chat

Results by Pillar for the 2015-16 School Year

People

Employee Engagement Survey

One measure of a work environment that provides the opportunity for every employee to perform at the highest levels is the employee engagement survey. The research indicates that employees who are engaged in their work and feel a part of the decisions and discussions of the organization will perform at higher levels. The employee engagement survey provides a measure of engagement with a 94% reliability factor. The survey is administered once a year in CESA #9. The survey administration is not the most significant part of the survey process. Instead, the results roll out process facilitated by leaders provides the opportunity for employees to have additional input to the results of the survey and the action plan for improvement, which heightens the engagement of employees.

The chart below contains the mean for the baseline survey administration in December, 2015. The overall mean for CESA #9 was 4.46, with 29 employees completing the survey. This baseline result is in the 99th percentile, compared to all Studer Education partner districts across all survey administrations.

Table 2. Employee Engagement Overall Mean

	Mean 12/2015 N=29
Overall Mean	4.46

Service Excellence

District Services Survey

The CESA #9 focuses on delivery of excellent service to school district customers. District, program, and campus leaders assess the quality of service received from CESA #9 departments using five characteristics of quality—accessibility, accuracy, attitude, operations, and timeliness on the district services survey. This survey is administered twice during the school year to allow departments to address gaps in service quickly. The goal for this survey is for the CESA #9 and all departments to earn a mean of 4.5.

The chart below contains the means for the two survey administrations. The mean remained stable, with an increase from 4.54 in November, 2015 to 4.59 in April, 2016. Achievement of these results is commendable. For 2016-2017, leaders may consider sharing a focus on Timeliness or Accessibility.

Table 3. District Services Overall Mean and Support Characteristic Mean by Survey Administration

Characteristics	Mean	Mean
	11/2015 (n=41)	04/2016 (n=47)
Accessibility	4.46	4.58
Accuracy	4.56	4.61
Attitude	4.62	4.68
Operations	4.53	4.55
Timeliness	4.52	4.56
Overall Mean	4.54	4.59

This report will next offer key recommendations for continuing the great work in the next school year.

Recommendations for 2016-2017 Scope of Work:

- 1) Finalize Organizational Scorecard for 2016-17 outlining goals, progress monitoring measures, and action steps for CESA #9
- 2) Align individuals' annual goals to the Quality Service goals, using an evaluation tool created in CESA #9
- 3) Engage in coaching calls with the Executive Director and Directors, focused on managing employee performance (performance conversations, Monthly Meeting Model), coaching front line staff in difficult conversations, and additional strategies to support the agency in hardwiring excellence
- 4) Continue the focus on great service to districts and measuring the impact of services provided by CESA #9