


Office of the Superintendent of Schools
MONTGOMERY COUNTY PUBLIC SCHOOLS
Rockville, Maryland

July 19, 2023

MEMORANDUM

To: Members of the Board of Education

From: Monifa B. McKnight, Superintendent of Schools 

Subject: Fiscal Year 2023 Staff Climate Survey Results

Background

Climate surveys provide an avenue for Montgomery County Public Schools (MCPS) staff to express their opinions and share their experiences, which in turn helps gauge their engagement and overall satisfaction. Gathering feedback enables organizations to identify areas of improvement and take necessary actions to enhance employee morale and motivation.

In alignment with the second pillar of the Strategic Plan, Well-Being and Family Engagement, a staff climate survey was administered to all MCPS staff this spring. Engaged administrators, teachers, and support staff are critical to student success. With the 2023 Staff Climate Survey, we were able to obtain staff voices on their perceptions of their work environment. We last administered a staff climate survey during the 2018–2019 school year. The results from the 2023 Staff Climate Survey allow us to recognize successful practices and also identify areas for improvement. The results provide valuable insights into employee needs, expectations, and concerns. Understanding these factors assists in tailoring policies, benefits, and resources to better meet the workforce's needs. It demonstrates a commitment to supporting employees' growth and well-being, resulting in increased job satisfaction and retention.

Developed with input from school-based leaders and in collaboration with our association partners, the climate survey was administered between Monday, May 15, 2023, and Wednesday, May 31, 2023. Staff received a link to the survey via their MCPS Outlook email address, and paper-based surveys delivered to transportation and facilities management staff. The survey, available in multiple languages, comprised of approximately 20 items, including selected-response choices. Survey items were adjusted base on location, either school-based or central office staff.

The Fiscal Year 2023 Staff Climate Survey Results are embargoed until released to the public on Thursday, July 20, 2023. The results will be available on the [website](#).

Districtwide School-based Results

A total of 8,638 surveys were completed by school-based staff, with 631 (7.3% of respondents) identified as Asian, 1,037 (12.0%) Black or African American, 679 (7.9%) Hispanic/Latino, 5,699 (66.0%) White, and 417 (4.8%) grouped 'Other' which included staff identifying as Two or more races, Native Hawaiian or Pacific Islander, and American Indian or Alaskan Native. One-hundred seventy-five survey respondents (2.0%) did not indicate their race/ethnicity. Most school-based staff who completed the survey indicated Montgomery County Education Association as their association, 73.5%. Twenty-one percent of respondents indicated Service Employees International Union Local 500 as their association, and 3.8% indicated Montgomery County Association of Administrators and Principals/Montgomery County Business and Operations Administrators. Less than two percent of respondents indicated 'not applicable' or did not answer the item related to employee association.

Responses for survey items were on a Likert scale, with some responses ranging from Not at all, Somewhat, Quite, and Extremely to others ranging from Almost Never, Sometimes, Frequently, and Almost Always. Positive responses for survey items are organized by race/ethnicity and response scale in Tables 1 and 2. Surveys without race/ethnicity indicated are not included in the table summary.

Action Steps for Schools

Access to password-protected survey results were shared with school-based leaders via an online website on June 26, 2023. School-based leaders are expected to review the data during summer leadership team meetings as part of the development of their School Improvement Plan (SIP). Schools will incorporate the staff climate survey results into their data story to develop SMARTIE (specific, measurable, achievable, relevant, time-bound, inclusive, equitable) goals for climate and culture and use the results to identify specific actions needed to achieve those goals in their SIP Action Plans. Schools will share the survey results with all staff and the community at the start of the 2023–2024 school year.

Table 1. Percentage of School-Based Respondents Indicating Positive Responses (Quite or Extremely) to Survey Items by Racial/Ethnic Group

	Total Percentages-Quite and Extremely					
	All School-based	Asian	Black or African American	Hispanic/Latino	Other	White
1. Overall, how much do you feel like you belong at your school?	73.6	77.6	71.7	74.1	57.8	74.8
2. How connected do you feel to other adults at your school?	61.7	63.4	58.9	63.9	51.6	62.8
3. How well do your colleagues at your school understand you as a person?	61.3	65.9	54.0	63.9	51.4	62.8

	Total Percentages-Quite and Extremely					
	All School-based	Asian	Black or African American	Hispanic/Latino	Other	White
4. How respectful are the relationships between staff and students?	70.7	77.2	67.6	72.1	66.6	71.0
5. Overall, how positive is the working environment at your school?	56.2	68.9	59.2	61.2	47.4	54.8
6. How supportive are staff in their interactions with each other?	73.1	79.5	69.5	70.7	63.4	74.1
7. How positive is the tone that school leaders set for the culture of the school?	60.3	69.8	64.0	66.0	49.0	59.2
9. How comfortable are you discussing race/ethnicity-related topics with your colleagues?	68.9	67.0	66.5	69.5	66.9	70.0
15. At your school, how valuable are the antiracist and equity-focused professional development opportunities?	50.6	62.0	50.2	60.2	46.5	49.0
16. When a sensitive issue of diversity arises in class/at work, how easily can you think of strategies to address the situation?	64.3	62.1	67.8	69.1	64.9	63.3
18. Overall, how positive is the working environment at your school?	54.3	67.0	57.9	60.7	43.9	52.8
21. How safe do you feel in your school?	72.0	76.5	69.5	71.2	64.2	72.9

Table 2. Percentage of School-Based Respondents Indicating Positive Responses (Frequently or Almost Always) to Survey Items by Racial/Ethnic Group

	Total Percentages-Frequently and Almost Always					
	All School-based	Asian	Black or African American	Hispanic/Latino	Other	White
8. How often are students given opportunities to learn about people from different races, ethnicities, or cultures?	75.9	68.5	64.7	71.3	71.9	79.7

	Total Percentages-Frequently and Almost Always					
	All School-based	Asian	Black or African American	Hispanic/Latino	Other	White
10. At your school, how often are you encouraged to think more deeply about race-related topics?	66.7	54.5	51.5	59.8	60.2	72.1
11. During the past week, how often did you feel excited about work?	41.5	51.0	45.8	51.6	34.7	39.3
12. During the past week, how often did you feel hopeful about work?	44.6	53.7	49.2	53.2	36.3	42.6
13. During the past week, how often did you feel safe at work?	77.0	79.1	74.4	72.8	68.0	78.6
14. When there are major news events related to race/ethnicity, how often do adults at your school talk about them with students?	35.9	37.9	28.7	42.8	31.0	36.7
17. How often do you receive feedback on your teaching/work?	41.6	49.9	49.3	49.3	36.6	38.9
19. At my school, we use structured conversations as a way to bring instructional challenges to the forefront to collaboratively problem solve.	48.3	59.3	50.4	52.1	39.2	47.0
20. At my school, we work in teams to examine data, and conduct data inquiry cycles that lead to improving learning, teaching, and assessment.	63.4	65.9	60.1	64.3	58.8	63.8

Districtwide Central Office Results

A total of 1,326 surveys (28%) were completed by central office staff. Of surveys completed, 146 (11.0% of respondents) identified as Asian, 302 (22.8%) Black or African American, 230 (17.3%) Hispanic/Latino, 530 (40.0%) White, 84 (6.3%) grouped 'Other' and 34 surveys that did not have a response for race/ethnicity. Positive responses for survey items are organized by race/ethnicity and response scale in Tables 3 and 4. Surveys without a race/ethnicity indicated are not included in the table summary.

Action Steps for Central Offices

Central office results were shared with executive leaders (i.e., superintendent, deputy superintendent, chief operating officer, and chiefs) on Tuesday, June 27, 2023. Results were provided for the overall district and the following offices. To protect the confidentiality of staff, summary reports needed to be prepared when there were less than ten survey respondents in the office.

- Office of the Chief of Staff
- Office of the Deputy Superintendent
 - Office of the Chief Academic Officer
 - Office of School Support and Well-Being
 - Office of Strategic Initiatives
- Office of the Chief Operating Officer
 - Office of Districtwide Operations
 - Office of Human Resources and Development

Central Office leaders are expected to analyze the data this summer with their leadership teams and use the data as one of the data points for their *Office Action Plans*. The Administrative Leadership Team (ALT) will analyze the district-level data at an ALT retreat this summer.

Table 3. Percentage of Central Office Respondents Indicating Positive Responses (Quite or Extremely) to Survey Items by Racial/Ethnic Group

	Total Percentages-Quite and Extremely					
	All Central Office	Asian	Black or African American	Hispanic/Latino	Other	White
1. Overall, how much do you feel like you belong at your office?	75.8	79.6	76.3	77.1	61.9	77.3
2. How connected do you feel to other adults at your office?	66.9	70.8	69.1	71.2	53.6	65.8
3. How well do your colleagues at your office understand you as a person?	67.7	67.6	66.4	76.9	52.4	67.7
4. How respectful are the relationships between staff?	78.9	84.9	78.7	81.7	60.7	79.5
5. Overall, how positive is the working environment at your office?	72.7	80.6	76.2	80.2	60.7	68.8
6. How supportive are staff in their interactions with each other?	77.5	84.1	79.9	77.7	63.1	77.4
7. How positive is the tone that office leaders set for the culture of the office?	70.8	79.9	74.9	78.7	56.6	66.4

	Total Percentages-Quite and Extremely					
	All Central Office	Asian	Black or African American	Hispanic/Latino	Other	White
8. How comfortable are you discussing race/ethnicity-related topics with your colleagues?	63.0	63.2	58.8	71.4	43.8	64.8
14. At your office, how valuable are the antiracist- and equity-focused professional development opportunities?	53.0	52.5	52.4	64.0	42.5	52.1
15. When a sensitive issue of diversity arises at work, how easily can you think of strategies to address the situation?	60.2	54.5	59.1	68.5	49.4	61.7
17. Overall, how positive is the working environment at your office?	70.4	77.2	74.7	76.5	59.8	66.9
20. How safe do you feel in your office?	82.3	84.8	80.1	85.8	75.6	83.6

Table 4. Percentage of Central Office Respondents Indicating Positive Responses (Frequently or Almost Always) to Survey Items by Racial/Ethnic Group

	Total Percentages-Frequently and Almost Always					
	All Central Office	Asian	Black or African America	Hispanic/Latino	Other	White
9. In your office, how often are you encouraged to think more deeply about race- related topics?	45.9	36.4	38.3	52.0	30.8	53.2
10. During the past week, how often did you feel excited about work?	57.9	63.9	58.7	69.4	50.6	53.2
11. During the past week, how often did you feel hopeful about work?	57.5	68.5	59.5	68.1	45.0	52.0
12. During the past week, how often did you feel safe at work?	84.8	84.7	83.2	87.3	72.8	87.5
13. When there are major news events related to race/ethnicity, how often do	36.1	31.3	27.3	46.5	22.2	40.6

	Total Percentages-Frequently and Almost Always					
	All Central Office	Asian	Black or African America	Hispanic/Latino	Other	White
staff in your office talk about them with each other?						
16. How often do you receive feedback on your work?	49.2	52.1	53.0	51.5	42.7	47.5
18. In my office, we use structured conversations as a way to bring work-related challenges to the forefront to collaboratively problem solve.	52.7	52.4	53.4	61.2	45.1	50.5
19. In my office, we work in teams to examine data, and conduct data inquiry cycles that lead to improving learning, teaching, and assessment.	50.8	57.0	50.5	58.7	37.5	48.8

Summary and Next Steps

During the afternoon presentation, the Board will gain information on employee feedback that provides valuable data for informed decision-making and strategic planning. By analyzing survey responses, organizations can identify trends, patterns, and areas of opportunity. This information helps formulate strategies, policies, and initiatives that align with employee preferences and organizational goals, ultimately leading to improved performance and outcomes. Regularly conducting surveys and comparing results helps us gauge the impact of implemented changes and identify areas that require further attention. It ensures the organization stays responsive to evolving employee needs and expectations aligned to antiracist leadership and practices.

Next year, the climate survey will be administered to students, staff, and families in January 2024. Staff and students will receive an email via their MCPS email address to complete the survey. Over the summer, focus groups will be conducted and will help inform the best way to administer the climate survey to families. Results of the survey will be available internally for school and district leaders in late Spring 2024.

If you have any questions, please contact Dr. Kecia L. Addison, director of shared accountability, Office of Strategic Initiatives, via email.

MBM:PKM:SSS:KLA

Copy to:
 Executive Staff
 Dr. Addison
 Ms. Webb