

School Climate Audit: Measuring Positivity and Stability

This audit tool is designed to help schools evaluate the positivity and stability of their organizational climate based on the six climate categories and their components. The tool combines a quantitative assessment and qualitative open-ended questions to provide a comprehensive understanding of the current climate. Leaders can use the results to identify strengths and areas for improvement.

Quantitative Assessment

Use the following scale to rate each statement:

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

Category	Component	Statement	Rating (1-5)
Leadership Support and Trust	Leadership Support	Leaders provide clear directions and ensure resources are available to achieve school goals.	
		Leaders demonstrate empathy and adaptability in addressing staff concerns.	
		I have meaningful discussions with leaders about my career development.	
		Leaders reward risk taking to drive innovation.	
		Leaders' behavior is consistent with the school's values.	
		Leaders manage my perspective even if it is different from their own.	
		Leaders keep their commitments.	
		Leaders help remove barriers to getting my work done.	
		Leaders model effective collaboration with other teams.	
	Trust	I trust my leaders.	
		Leaders and colleagues consistently exhibit fairness, reliability, and transparency.	
		Staff feel comfortable sharing concerns with leaders, knowing they will be taken seriously.	
		Peer-to-peer relationships are built on trust and mutual respect.	
		Total Category Score	

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Category	Component	Statement	Rating (1-5)
Communication and Feedback	Communication	Information is shared openly and transparently across all levels of the school.	
		Staff are kept informed about decisions and initiatives impacting their roles.	
	Feedback	Employees have meaningful opportunities to provide feedback on policies and practices.	
		Leaders actively seek and implement staff input when appropriate.	
		Staff feel their ideas and contributions are valued and impactful.	
		Total Category Score	
Recognition and Professional Development	Recognition	Staff contributions are acknowledged regularly and equitably.	
		Reward systems align with school values and priorities.	
	Professional Development	Opportunities for skill building and growth are readily accessible to all staff.	
		The school supports staff in pursuing innovative practices and strategies.	
		Professional development sessions are relevant to current challenges and aligned with school goals.	
		Total Category Score	
Work Environment and Educator Wellness	Work Environment	The physical workspace is clean, safe, and equipped to meet staff needs.	
		The school prioritizes maintaining a supportive and inclusive environment.	
	Educator Wellness	Staff wellness programs effectively address emotional, physical, and psychological needs.	
		Workloads are manageable, allowing for work-life balance and recovery time.	
		Emotional support systems, such as counseling or peer networks, are available and utilized.	
		Total Category Score	

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Category	Component	Statement	Rating (1-5)
Collaboration and Relationships	Collaboration	Structures, such as team meetings or shared planning sessions, encourage meaningful teamwork.	
		Staff regularly engage in collaborative problem solving and shared accountability.	
	Relationships	Trust, respect, and open communication characterize most staff interactions.	
		Team-building activities are regularly used to strengthen relationships and cohesion.	
		Total Category Score	
Role Clarity and Autonomy	Role Clarity	Job responsibilities and expectations are clearly defined and communicated.	
		Staff understand how their roles align with the school's broader goals.	
	Autonomy	Staff have the freedom to innovate and take ownership of their work.	
		Teachers and staff feel supported when making decisions within their area of expertise.	
		Total Category Score	

Using Quantitative Results

5. **Calculate scores:** Compute the average score for each component and category to identify areas of strength and improvement.

Climate Category	Total Respondent Score	Average Category Score	Interpretation Score
Leadership Support and Trust			
Communication and Feedback			
Recognition and Professional Development			
Work Environment and Educator Wellness			
Collaboration and Relationships			
Role Clarity and Autonomy			

Score Interpretation: 4.0-5.0: Strength, 2.5-3.9: Moderate, <2.4: Area of focus

6. **Track longitudinal climate data:** Periodically administer the climate assessment using recent data to interpret the stability or volatility of the climate.

Audit Date	Month-Day-Year			
Leadership Support and Trust	Example: Moderate			
Communication and Feedback	Example: Moderate			
Recognition and Professional Development	Example: Strength			
Work Environment and Educator Wellness	Example: Moderate			
Collaboration and Relationships	Example: Strength			
Role Clarity and Autonomy	Example: Area of focus			

7. **Analyze patterns:** Look for trends indicating whether positivity and stability are present across all categories or whether specific areas require attention.
8. **Plan improvements:** Use lower-scoring components as focal points for climate improvement initiatives, guided by qualitative feedback from staff.

Qualitative Assessment: Open-Ended Questions

The following qualitative assessment provides open-ended questions aligned with each category and its components. These reflective prompts encourage deeper insights into the perceptions, experiences, and nuances behind the quantitative scores.

Table Key

- **Team reflections:** Record individual and collective responses during your discussion.
- **Recurring themes and key insights:** Summarize any common points or patterns that emerge. Use this section to capture the essence of your team's current dynamics.
- **Action steps:** Document specific actions your team plans to take to address areas for improvement or capitalize on strengths.

Category	Questions	Team Reflections	Recurring Themes and Key Insights	Action Steps
Leadership Support and Trust	Leadership Support: Describe a time when leadership provided you with the support you needed to succeed. What specific actions were most helpful?			
	Trust: How would you characterize the level of trust between staff and leadership? What factors contribute most to building or eroding that trust?			
Communication and Feedback	Communication: How effective do you find communication of important decisions and initiatives? What improvements would help you feel more informed?			
Communication and Feedback	Feedback: Share an example of when your input was sought or valued. How did this impact your sense of involvement in the school?			

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Category	Questions	Team Reflections	Recurring Themes and Key Insights	Action Steps
Recognition and Professional Development	Recognition: What forms of recognition (formal or informal) do you find most meaningful? How could recognition be improved to make you feel more valued?			
	Professional development: How effective are the professional development opportunities provided? What additional topics or skills would benefit you in your role?			
Work Environment and Educator Wellness	Work environment: How does the physical environment of your workspace impact your productivity and satisfaction? What changes could better support your needs?			
	Educator wellness: What wellness programs or resources have been most impactful for you? What additional supports do you believe would enhance your well-being?			

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Category	Questions	Team Reflections	Recurring Themes and Key Insights	Action Steps
Collaboration and Relationships	Collaboration: Provide an example of a successful collaborative effort you participated in. What made it effective, and what challenges, if any, did you encounter?			
	Relationships: How would you describe the overall relationships among staff? What specific practices or behaviors help strengthen these relationships?			
Role Clarity and Autonomy	Role clarity: Do you feel your responsibilities are clearly defined? If not, what areas need greater clarity to help you excel in your role?			
	Autonomy: How much freedom do you feel you have in making decisions within your role? In what areas could more autonomy enhance your performance or satisfaction?			

Using Qualitative Results

This qualitative section aligns with the quantitative assessment, providing a comprehensive tool for understanding and improving the school's climate.

- **Analyze themes:** Look for recurring themes in responses to identify common strengths or areas of concern.
- **Pair with quantitative data:** Use these insights to contextualize quantitative scores and understand underlying reasons for high or low ratings.
- **Actionable feedback:** Translate qualitative themes into specific actions or initiatives to improve the school's climate.
- **Communicate findings:** Share the results with staff, emphasizing the importance of their feedback and outlining steps for improvement.

Using Audit Results

This audit is a tool for fostering reflection, dialogue, and actionable insights to cultivate a thriving school climate that supports an effective school culture.

- **Analyze quantitative scores:** Identify components with lower average ratings to prioritize improvement.
- **Review qualitative responses:** Look for common themes in open-ended answers to understand nuanced perceptions.
- **Map climate positivity and stability:**
 - + **Positivity:** High scores in a majority of climate components indicate a positive climate.
 - + **Stability:** Consistent ratings across different teams and time periods reflect a stable climate.
- **Identify culture implications:** Connect the audit findings to the broader cultural vision, values, and goals, addressing areas where the climate might inhibit performance or well-being.