

Principal Satisfaction Survey

November/December 2008



**Department of
Education**

Joel I. Klein
Chancellor

Executive Summary

Background

- Principal satisfaction is at the core of the Children First reforms – our goal is to create a system of great schools, not a great school system. To do this, we must give principals the resources and support they need to succeed.
- To fulfill this mission and continually improve service to schools, the Department seeks feedback from principals about its performance through online surveys.
- The first of these surveys was conducted in November 2007, and had a 70% response rate.
- The second of these surveys was conducted in March/April of 2008, and had an 80% response rate.
- The most recent survey was conducted in November/December of 2008, and had a 91% response rate.

Respondents

- The survey was voluntary and principals did not have to answer all of the questions. In total, 1,359 principals, or about 91%, responded to the survey.
- Responses are anonymous and individual answers are not available to anyone. Based on pre-loaded information, we have the ability to combine answers of schools that have similar characteristics, e.g., SSO or ISC, to allow us to target areas that require increased attention and improvement.

Survey Topics

Based on principal and other feedback, the November/December 2008 survey covered the following topics:

- DOE overall – general questions about the DOE.
- Academic services – questions about the services provided to schools by the School Support Organizations, and the central offices of Teaching and Learning, Human Resources, and Labor Relations.
- Operational services – questions about the services provided to schools by the Integrated Service Centers, and the central offices of facilities, food, pupil transportation, health, safety, finance, technology, family engagement, legal and compliance.
- Accountability – questions about the DOE's accountability tools and support functions.

Executive Summary (cont'd)

Highlights

DOE Overall

- 77% (76% in March; 71% in Nov. 2007) “feel supported by the **Department** in attaining my overall goals for my school”
- 81% (79% in March; 73% in Nov. 2007) feel “the **Department** has helped me to set clear measures of progress for student achievement”
- 96% (90% in Nov. 2007) feel “the **Department** gets me the important information I need through Principals’ Weekly”

Principals’ “Core Team”

- 95% (95% in March; 92% in Nov. 2007) “satisfied with the overall quality of support provided by my **School Support Organization**”
- 88% (81% in March; 71% in Nov. 2007) “satisfied with the overall quality of support provided by my **Integrated Service Center**”
- 90% (85% in March; 85% in Nov. 2007) “satisfied with the overall quality of support provided by my **Senior Achievement Facilitator**”

Sample Size and Response Rates

Level of Analysis	Organization	Number of Respondents	Total Number Invited	Response Rate
Citywide	NYC DOE	1359	1497	91%
SSO Type (or district)	LSO	683	743	92%
	ESO	451	509	89%
	PSO	170	187	91%
	D75	55	58	95%
Individual SSOs	CLSO	149	164	91%
	ICI	344	363	95%
	KNLSO	94	97	97%
	LLSO	96	119	81%
	ESO	451	509	89%
	AED	6	7	86%
	CEIPEA	68	71	96%
	CUNY	12	13	92%
	Fordham	10	10	100%
	New Visions	63	75	84%
	Replications	11	11	100%
ISC	Bronx	295	343	86%
	Brooklyn	247	267	93%
	Manhattan	241	278	87%
	Queens	332	358	93%
	Staten Island	240	251	96%

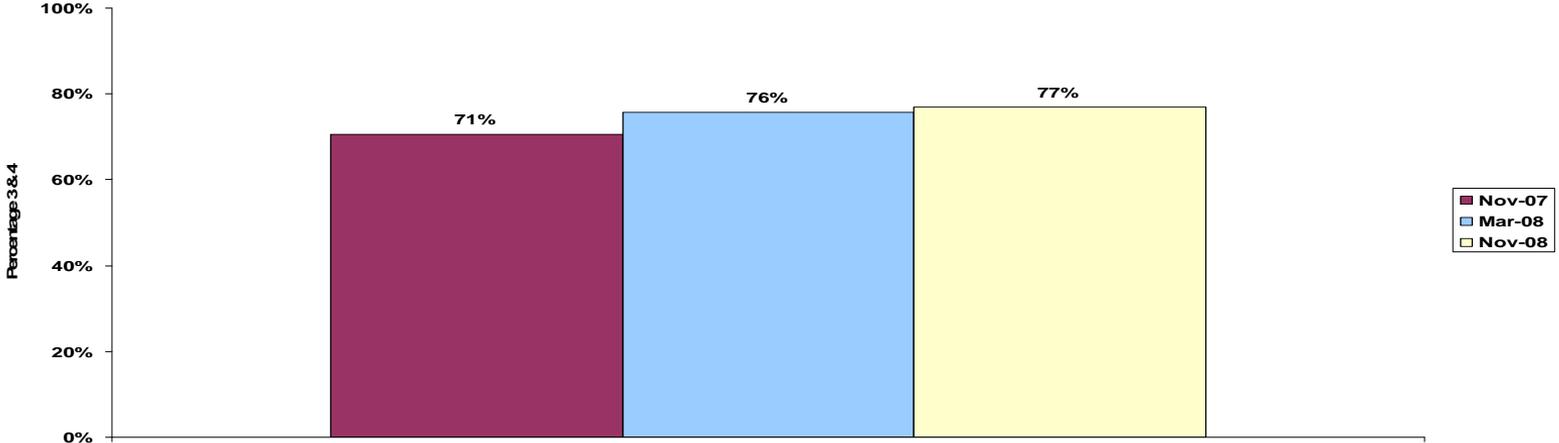
Note: The small sample size of some individual SSOs and D75 may produce greater variation in survey results. To accurately calculate the number of respondents, duplicate responses were cleaned from the survey data.

Source: DOE Internal Data

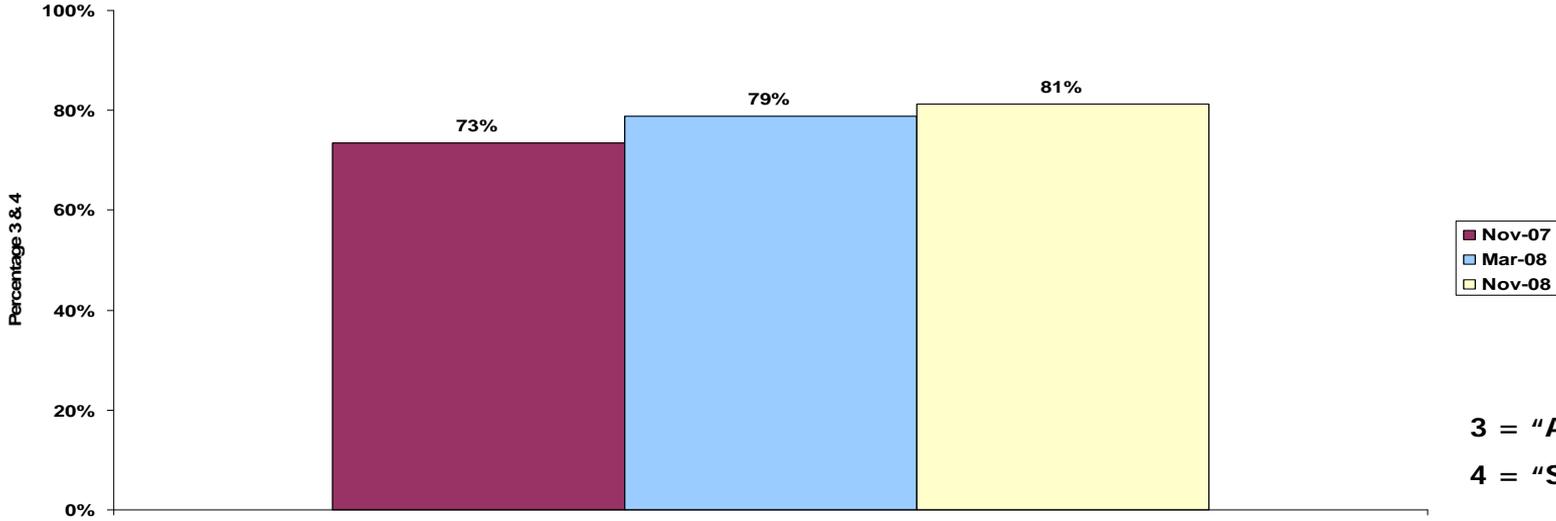
Satisfaction with the Department: Citywide

How much do you agree or disagree with the following statements about the DOE?

a. I feel supported by the Department in attaining my overall goals for my school



b. The Department has helped me to set clear measures of progress for student achievement

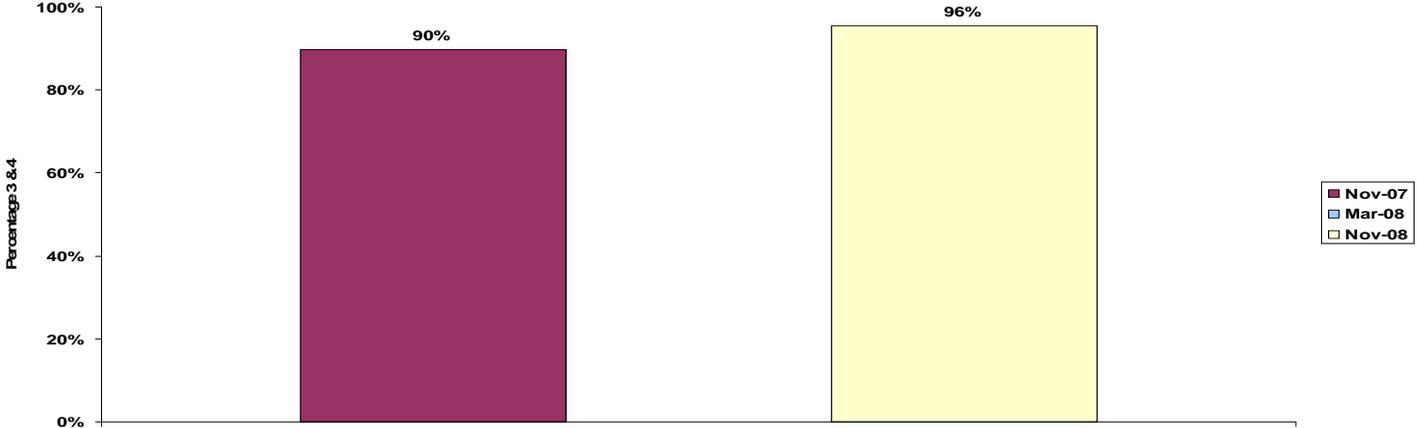


3 = "Agree"
4 = "Strongly Agree"

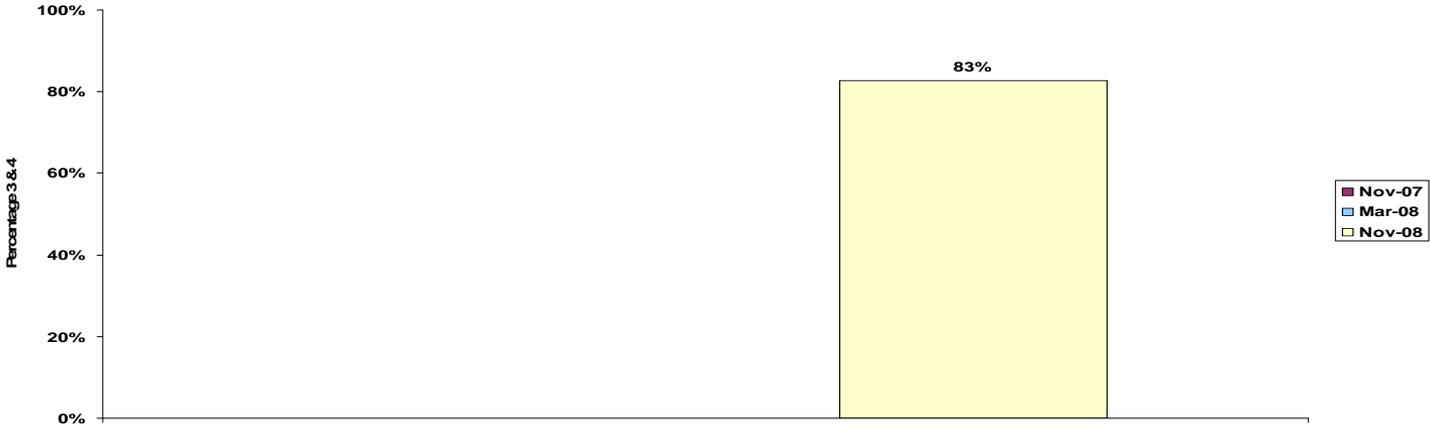
Satisfaction with the Department: Citywide

How much do you agree or disagree with the following statements about the DOE?

c. The Department gets me the important information I need through Principals' Weekly



d. I can easily find the information, resources, and systems I need through the Principals' Portal



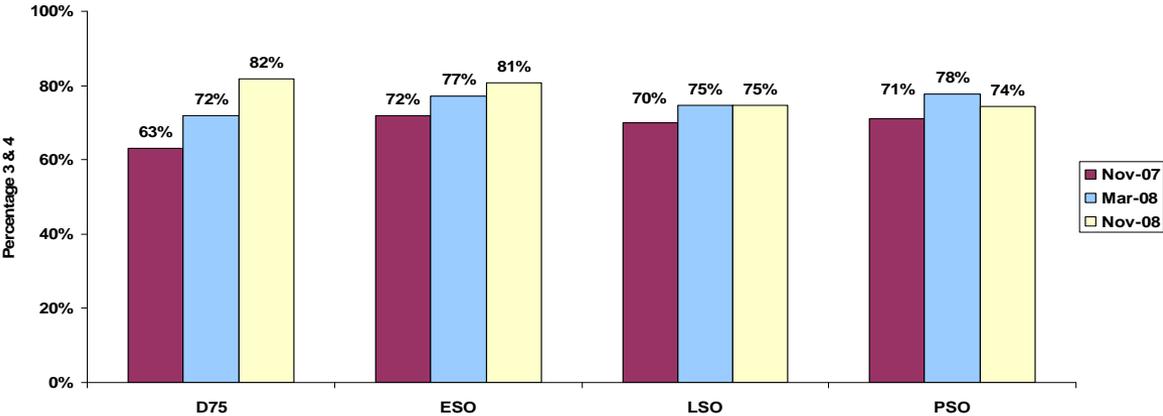
3 = "Agree"
4 = "Strongly Agree"

Note: Question "c" was omitted on the March 2008 survey for streamlining purposes.
Question "d" was introduced for the November 2008 survey; therefore, there are no past comparison points.
Source: DOE Internal Data

Satisfaction with the Department: By ESO/LSO/PSO/D75

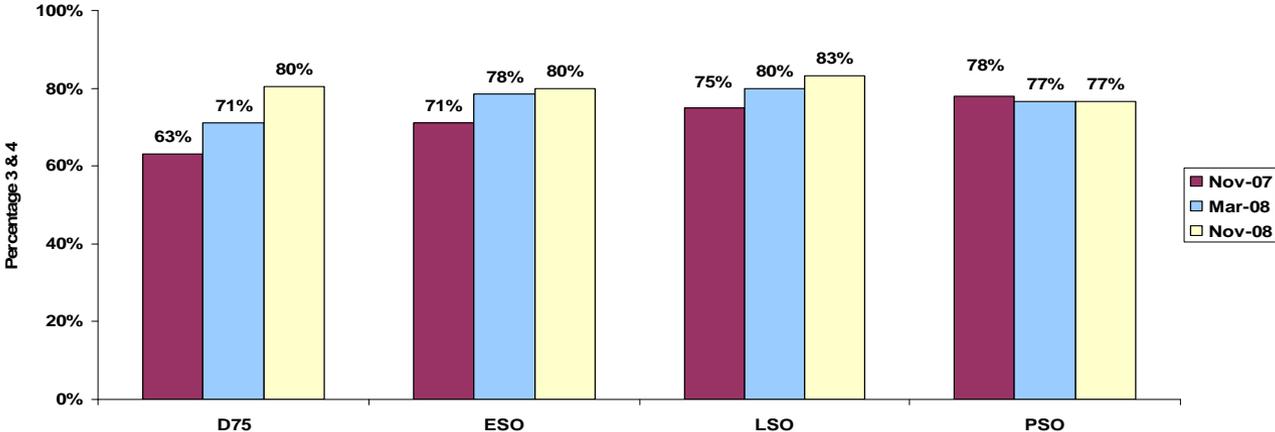
How much do you agree or disagree with the following statements about the DOE?

a. I feel supported by the Department in attaining my overall goals for my school



Citywide:
 • 77% of principals agree or strongly agree

b. The Department has helped me to set clear measures of progress for student achievement



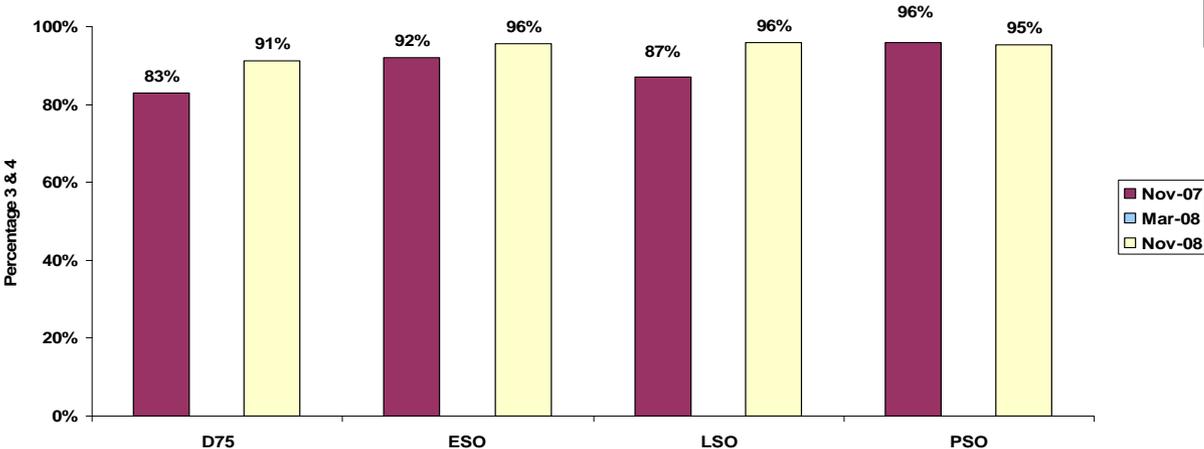
Citywide:
 • 81% of principals agree or strongly agree

3 = "Agree"
 4 = "Strongly Agree"

Satisfaction with the Department: By ESO/LSO/PSO/D75

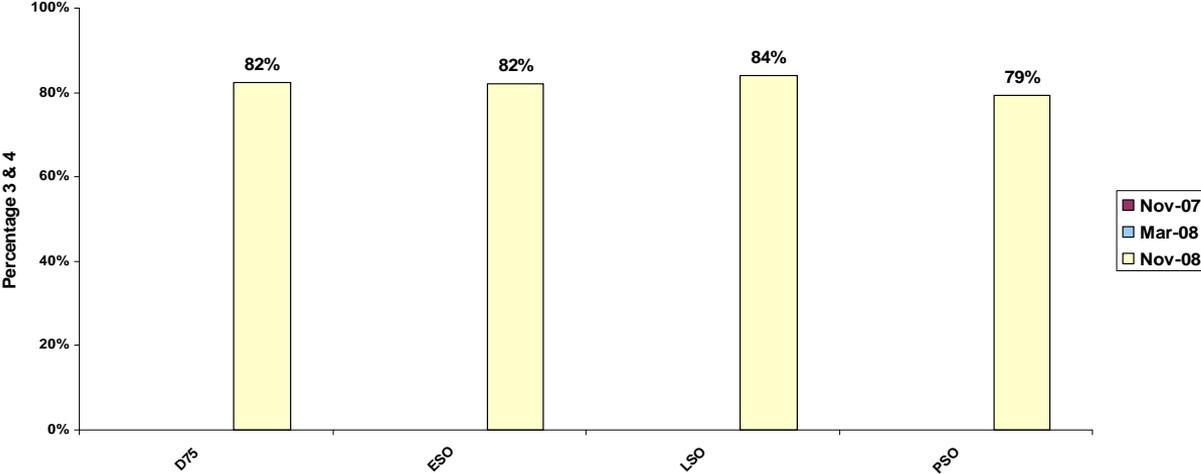
How much do you agree or disagree with the following statements about the DOE?

c. The Department gets me the important information I need through Principals' Weekly



Citywide:
 • 96% of principals agree or strongly agree

d. I can easily find the information, resources, and systems I need through the Principals' Portal



Citywide:
 • 83% of principals agree or strongly agree

3 = "Agree"
 4 = "Strongly Agree"

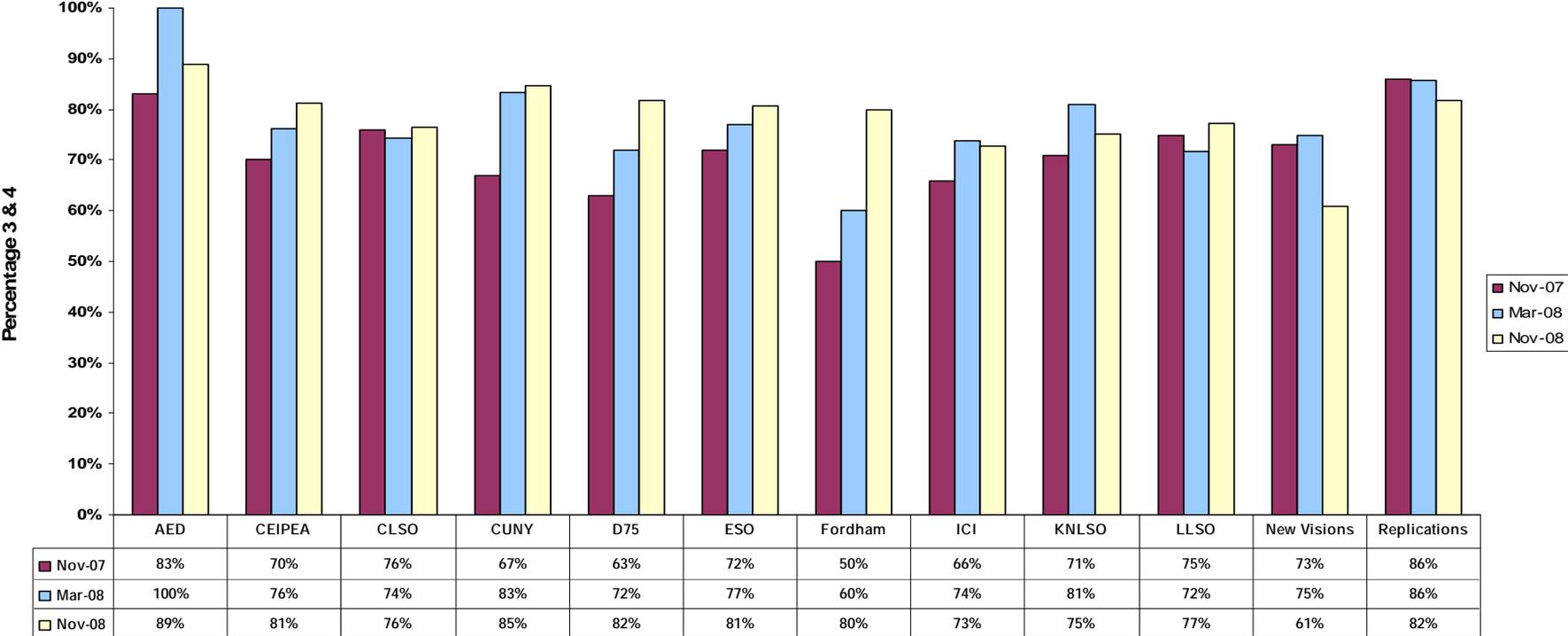
Note: Question "c" was omitted on the March 2008 survey for streamlining purposes. Question "d" was introduced for the November 2008 survey; therefore, there are no past comparison points. Source: DOE Internal Data

Satisfaction with the Department: By Individual SSO

How much do you agree or disagree with the following statements about the DOE?

a. I feel supported by the Department in attaining my overall goals for my school

Citywide:
 • 77% of principals agree or strongly agree



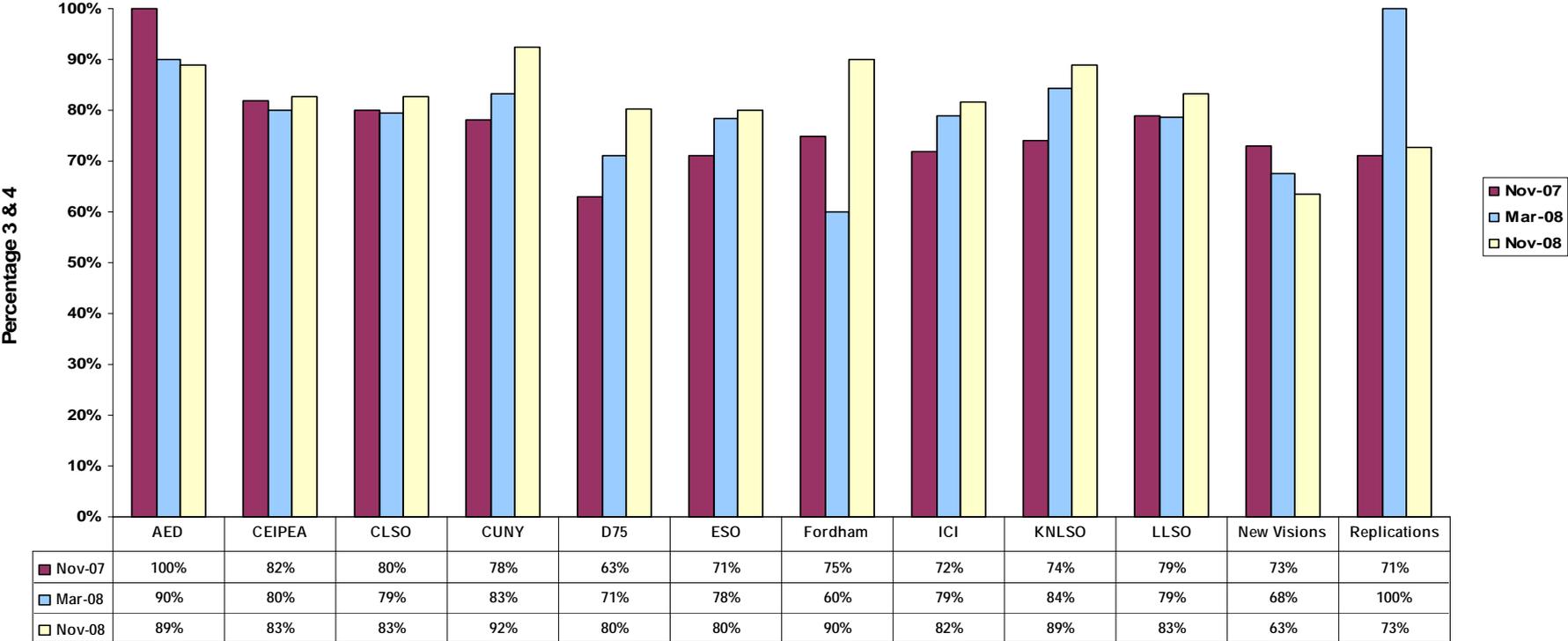
3 = "Agree"
4 = "Strongly Agree"

Satisfaction with the Department: By Individual SSO

How much do you agree or disagree with the following statements about the DOE?

b. The Department has helped me to set clear measures of progress for student achievement

Citywide:
 • 81% of principals agree or strongly agree



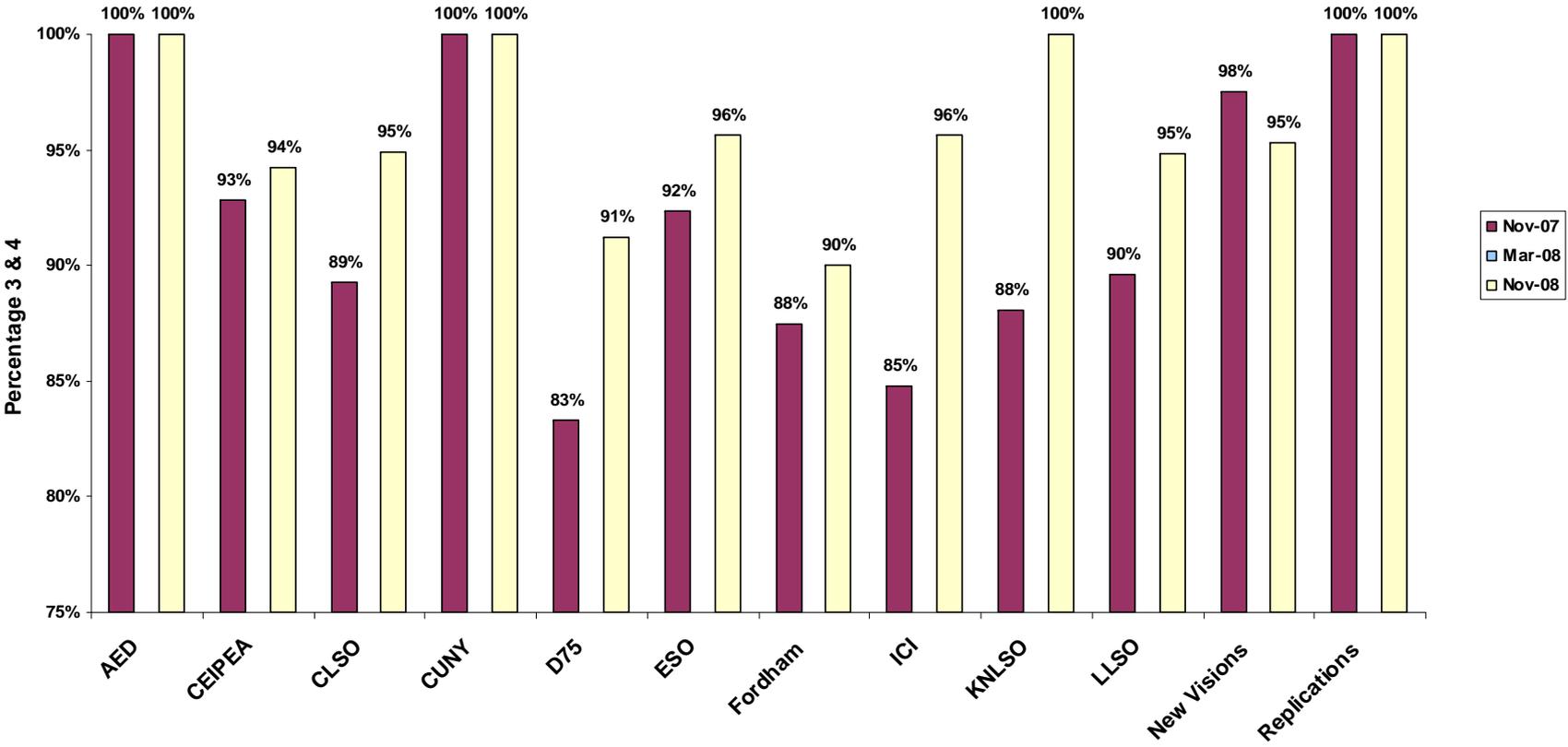
3 = "Agree"
4 = "Strongly Agree"

Satisfaction with the Department: By Individual SSO

How much do you agree or disagree with the following statements about the DOE?

c. The Department gets me the important information I need through Principals' Weekly

Citywide:
 • 96% of principals agree or strongly agree



3 = "Agree"
 4 = "Strongly Agree"

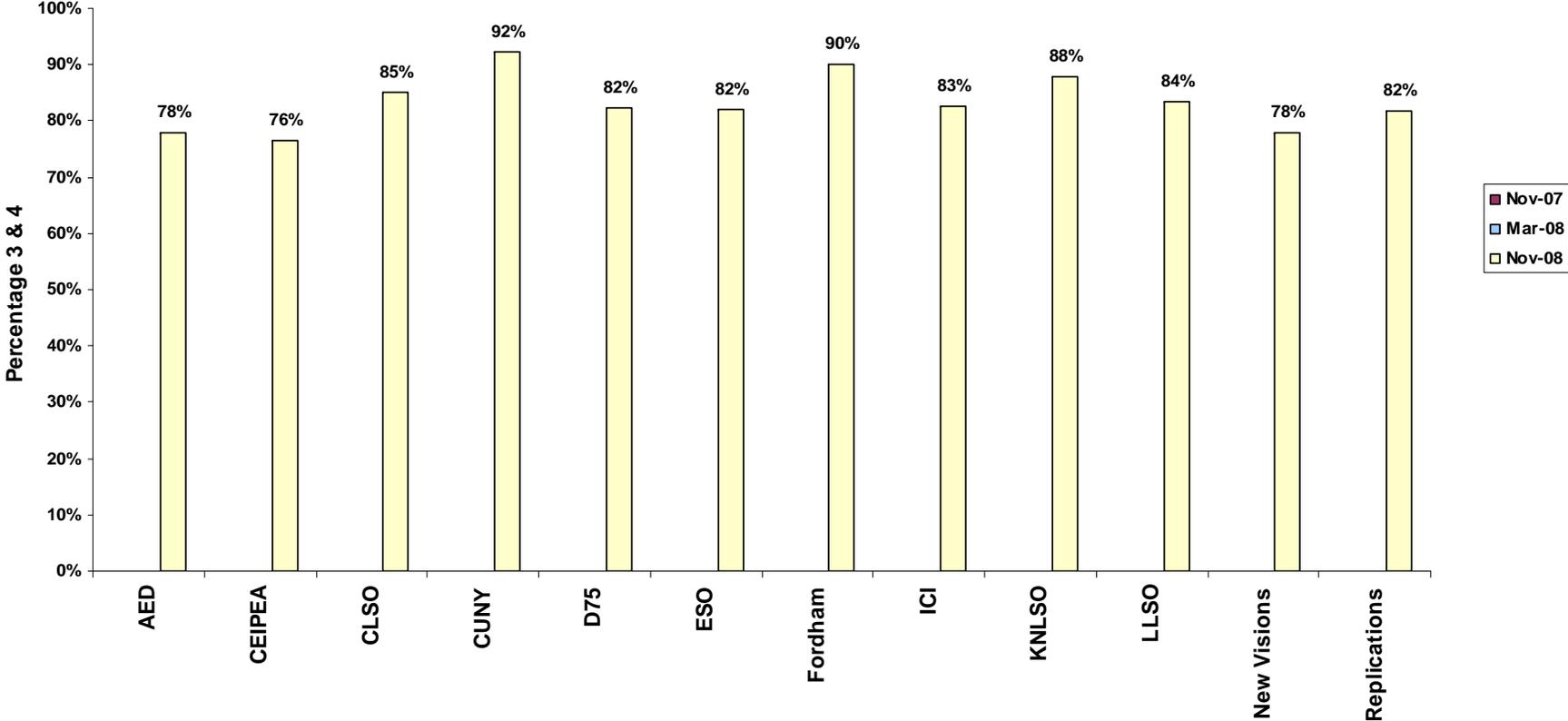
Note: Question "c" was omitted on the March 2008 survey for streamlining purposes.
 Source: DOE Internal Data

Satisfaction with the Department: By Individual SSO

How much do you agree or disagree with the following statements about the DOE?

d. I can easily find the information, resources, and systems I need through the Principals' Portal

Citywide:
 • 83% of principals agree or strongly agree



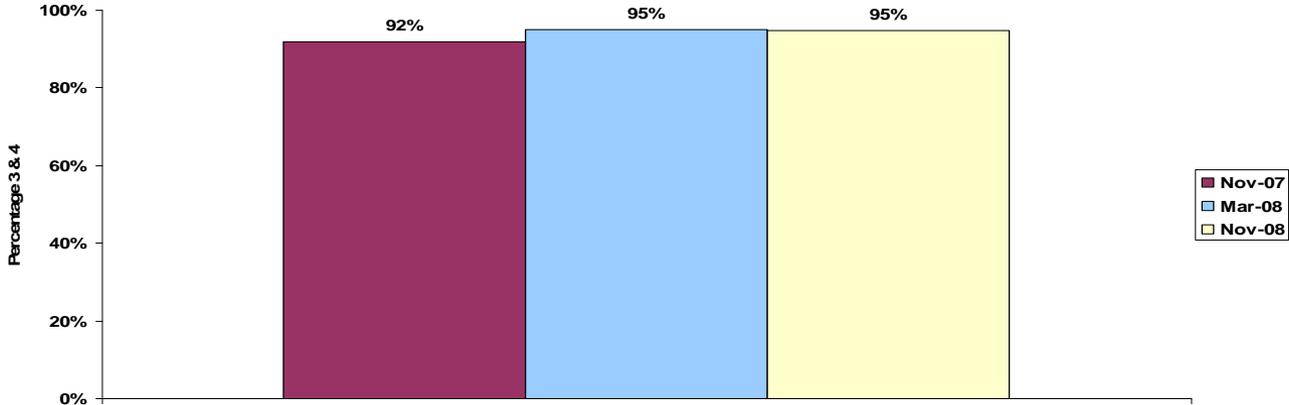
3 = "Agree"
 4 = "Strongly Agree"

Note: Question "d" was introduced for the November 2008 survey; therefore, there are no past comparison points.
 Source: DOE Internal Data

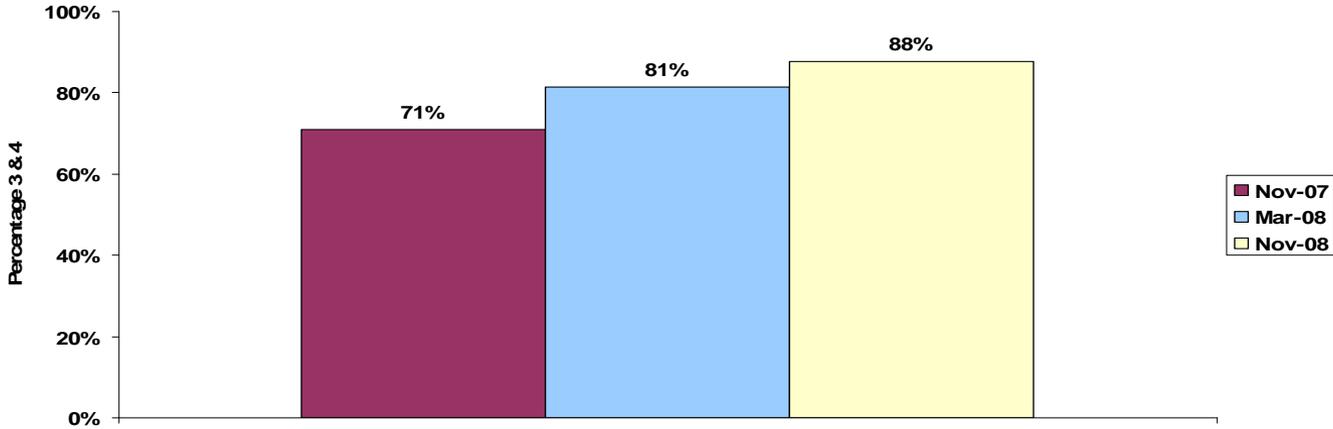
Satisfaction with Core Team Members: Citywide

How satisfied are you with the overall QUALITY of support provided by the following members of your core team?

a. School Support Organization (SSO)



b. Integrated Service Center (ISC)



3 = "Satisfied"

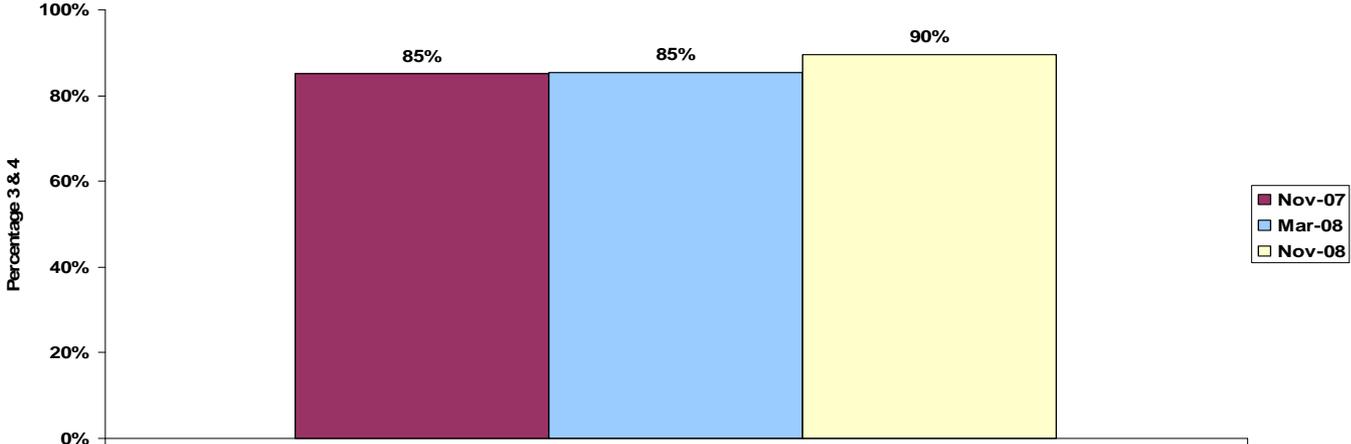
4 = "Very Satisfied"

Note: Charts reflect the fact that D75 schools are associated with ISCs and SAFs, but not with an SSO.
Source: DOE Internal Data

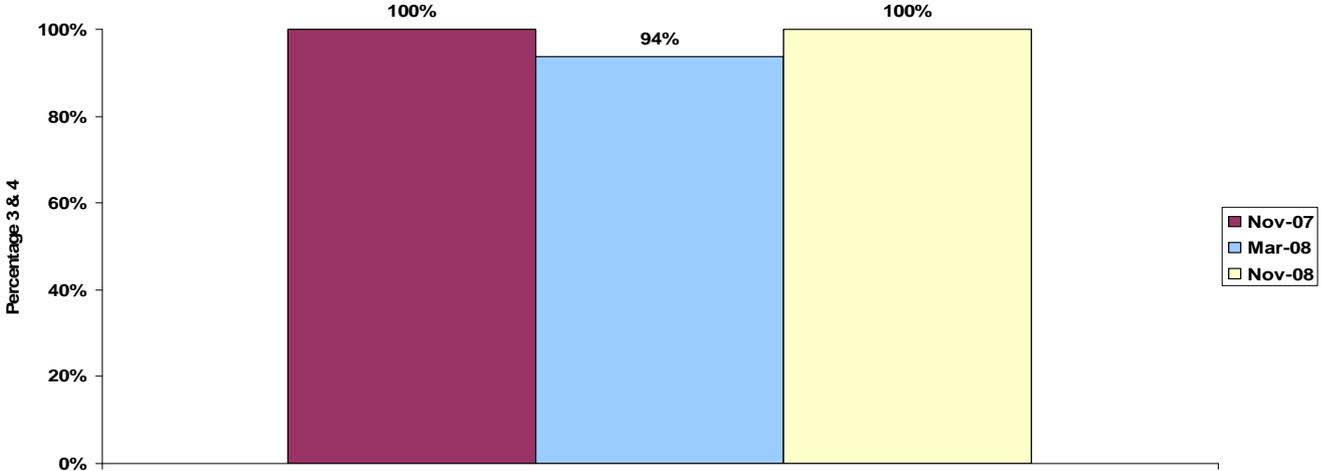
Satisfaction with Core Team Members: Citywide (cont'd)

How satisfied are you with the overall QUALITY of support provided by the following members of your core team?

c. Senior Achievement Facilitator (SAF)



d. District 75



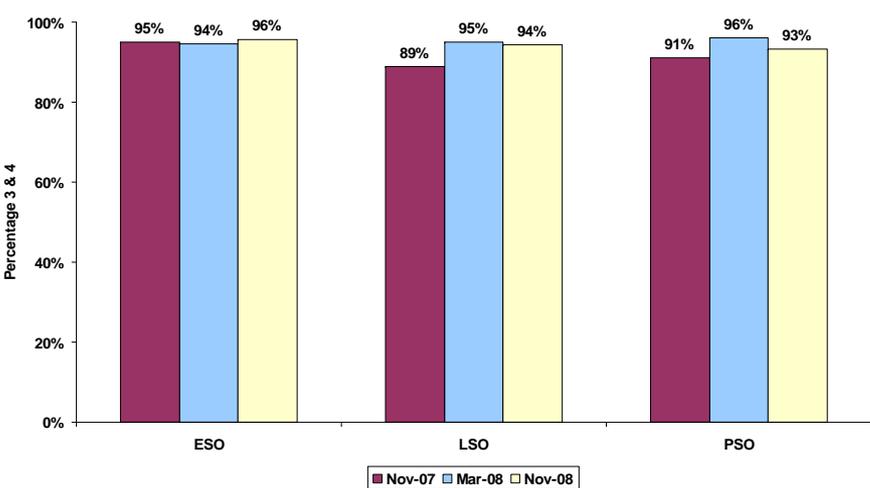
3 = "Satisfied"
4 = "Very Satisfied"

Note: Charts reflect the fact that D75 schools are associated with ISCs and SAFs, but not with an SSO
Source: DOE Internal Data

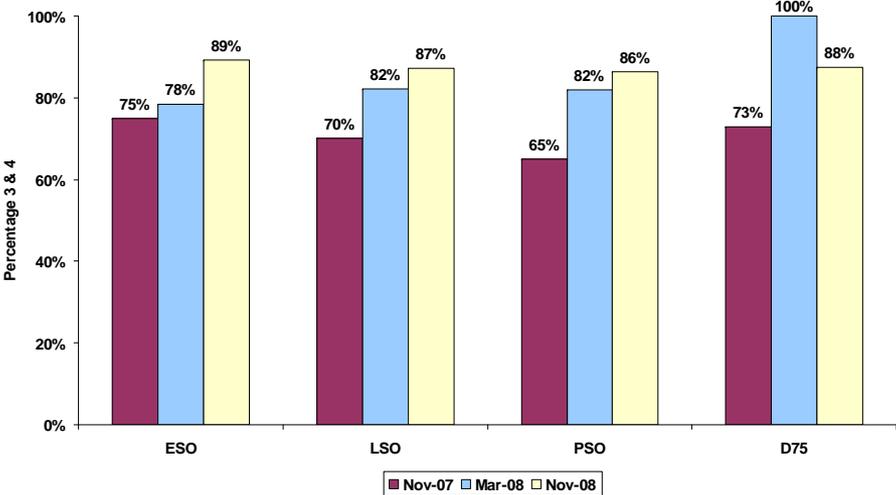
Satisfaction with Core Team Members: By ESO/LSO/PSO/D75

How satisfied are you with the overall QUALITY of support provided by the following members of your core team?

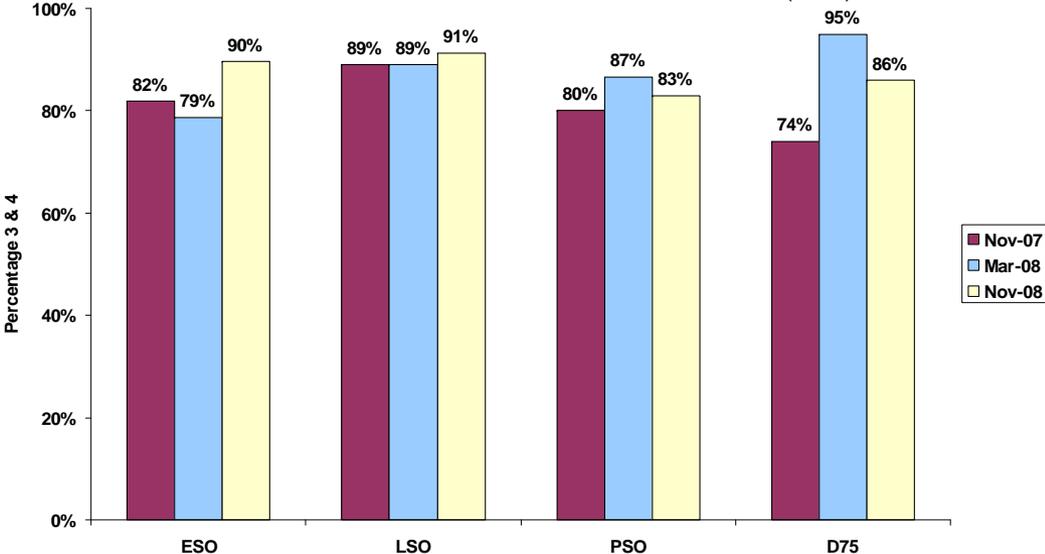
a. School Support Organization (SSO)



b. Integrated Service Center (ISC)



c. Senior Achievement Facilitator (SAF)



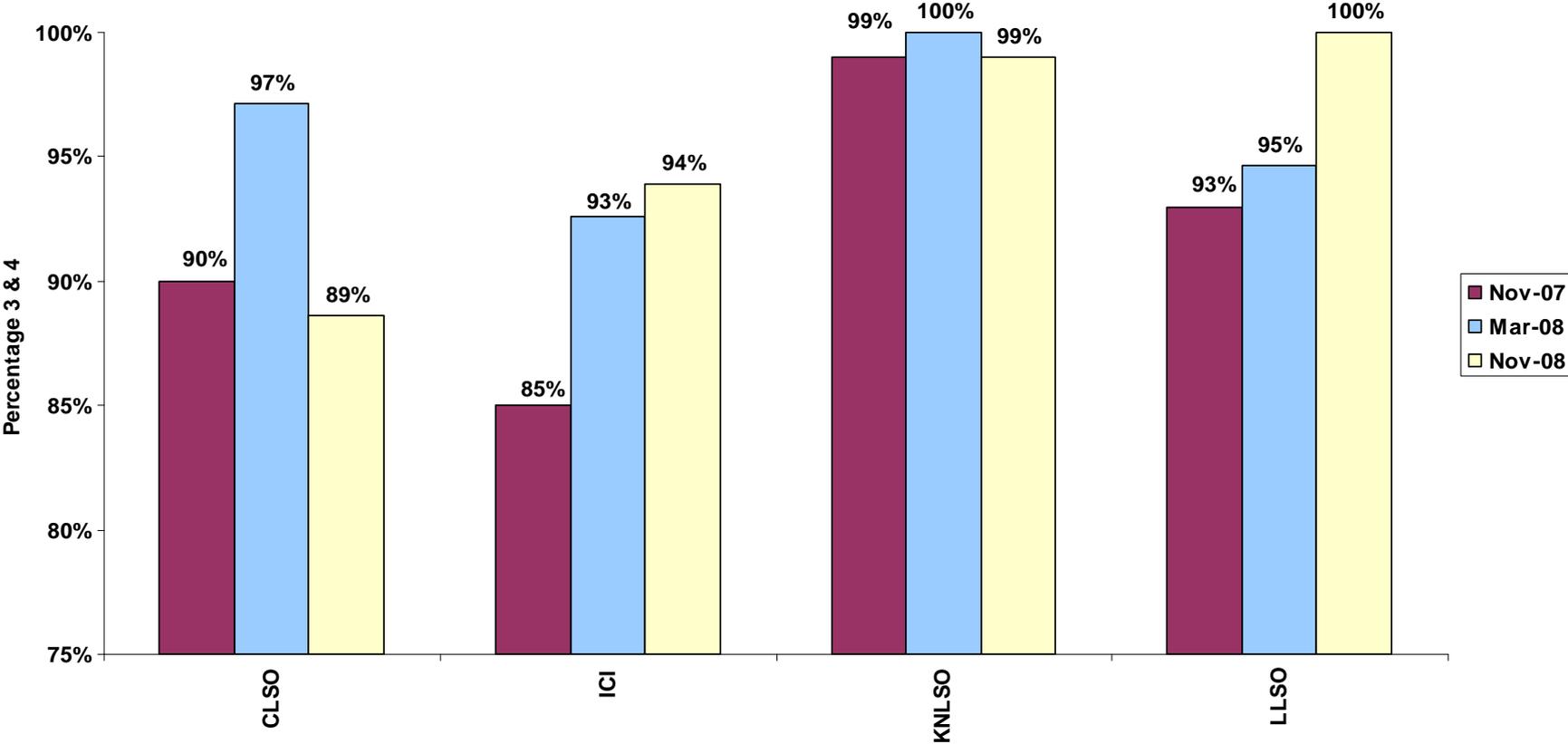
3 = "Satisfied"
4 = "Very Satisfied"

Note: Charts reflect the fact that D75 schools are associated with ISCs and SAFs, but not with an SSO.
Source: DOE Internal Data

Satisfaction with Core Team Members: LSO

How satisfied are you with the overall QUALITY of support provided by the following members of your core team?

a. School Support Organization (SSO)

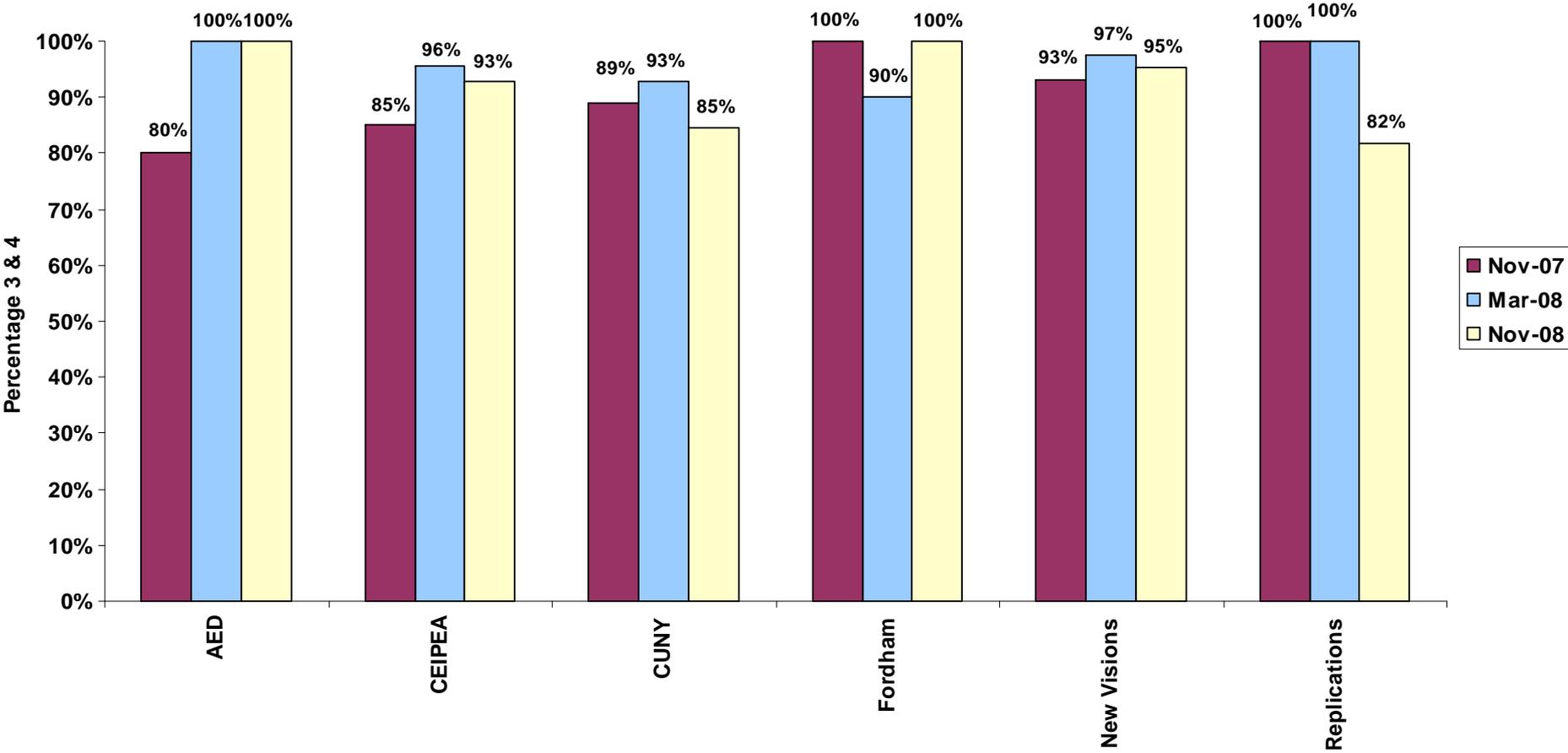


3 = "Satisfied"
4 = "Very Satisfied"

Satisfaction with Core Team Members: PSO

How satisfied are you with the overall QUALITY of support provided by the following members of your core team?

a. School Support Organization (SSO)

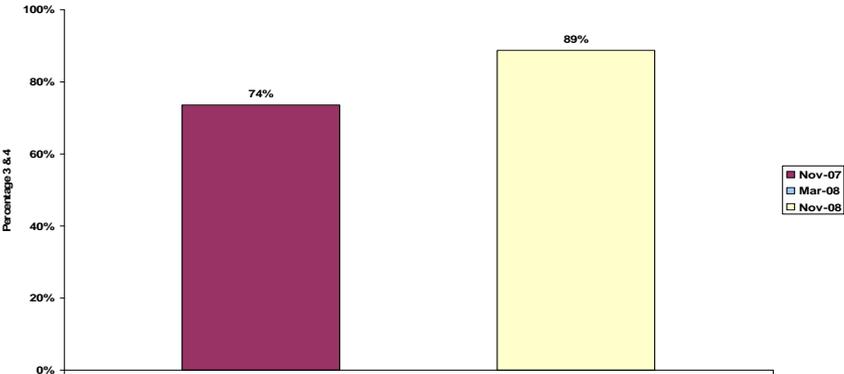


3 = "Satisfied"
4 = "Very Satisfied"

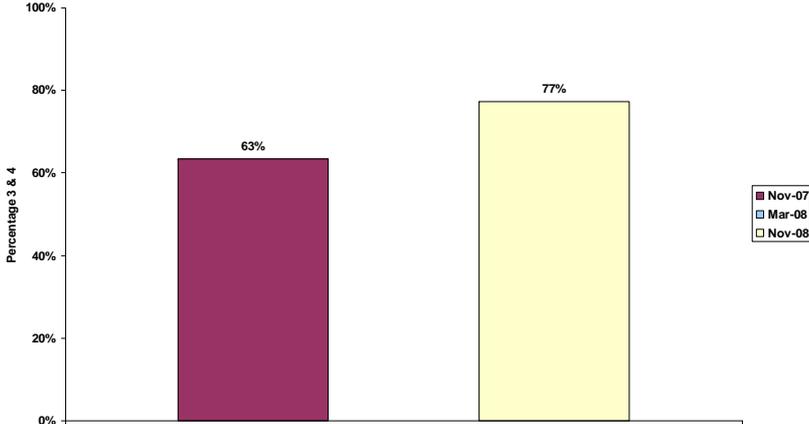
Satisfaction with Integrated Service Center: Citywide

How much do you agree or disagree with the following statements about your ISC?

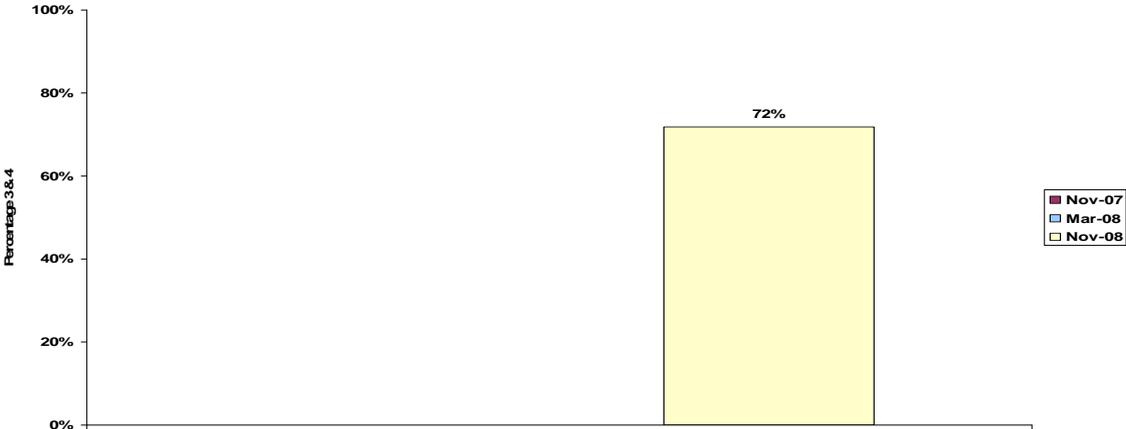
a. My ISC generally responds to requests or concerns in a timely manner



b. My ISC understands the unique needs of my school



c. The support I receive from my ISC leads to an increase in time I can spend on instructional issues within my school



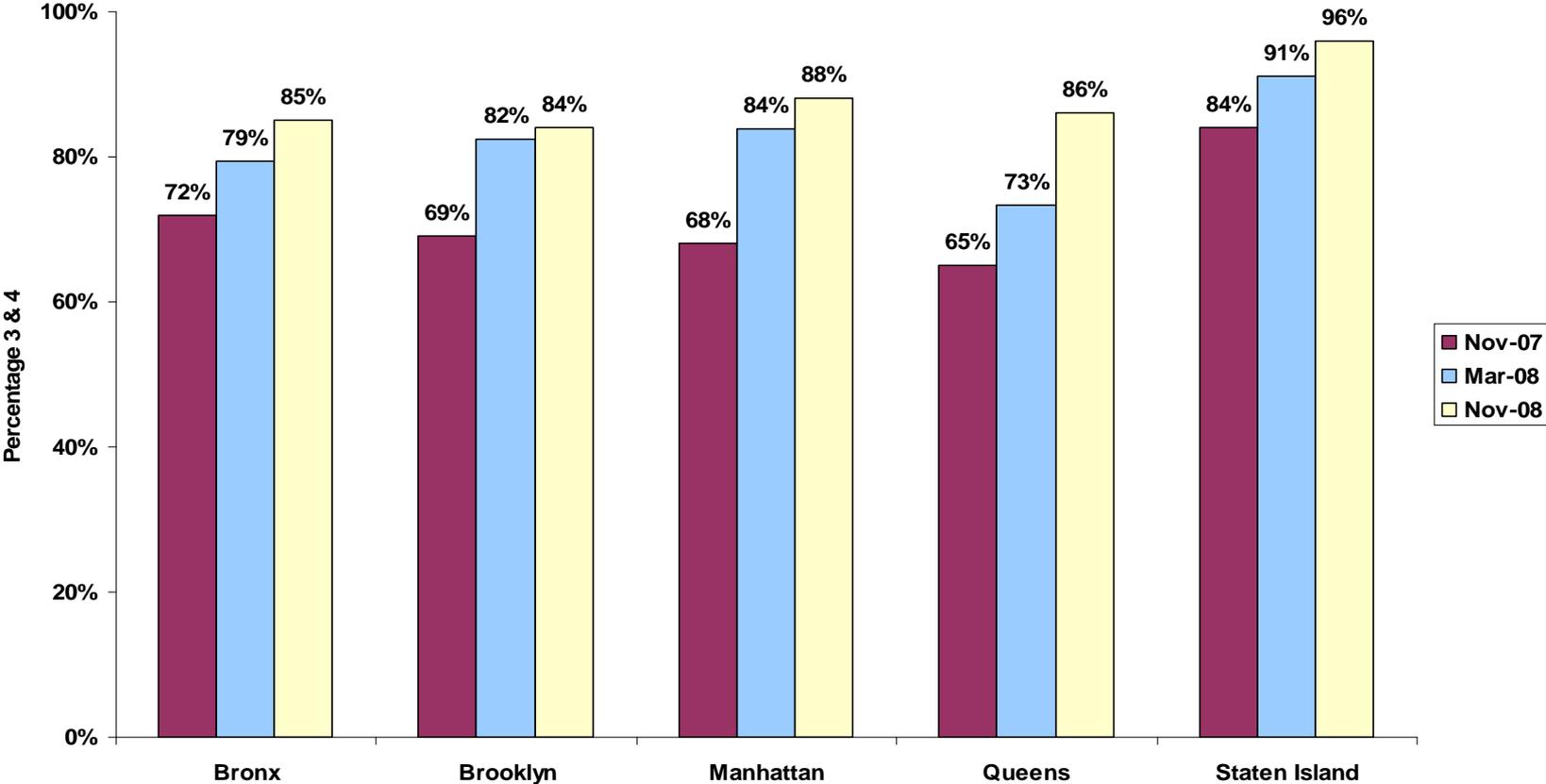
3 = "Agree"
4 = "Strongly Agree"

Satisfaction with Integrated Service Center: By Borough

How satisfied are you with the overall QUALITY of support provided by the following members of your core team?

b. Integrated Service Center (ISC)

Citywide:
• 88% of principals are satisfied or very satisfied

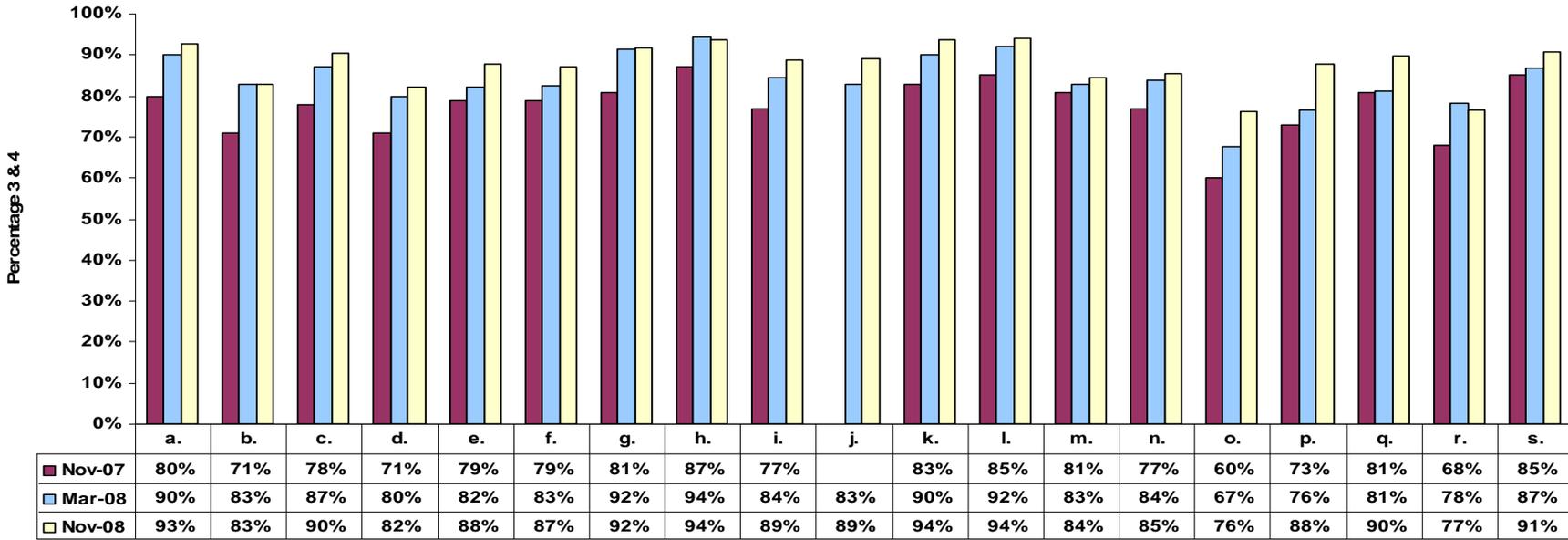


3 = "Satisfied"
4 = "Very Satisfied"

Satisfaction with Integrated Service Center: Citywide

How satisfied are you with the QUALITY of support provided by your ISC in the following areas?

- a. Budget
- b. Compliance
- c. Extended Use
- d. Facilities
- e. Grants
- f. Health
- g. Human Resources
- h. Legal
- i. Information Technology
- j. Data Managers and Application Support Liaisons
- k. Payroll
- l. Procurement
- m. School Food
- n. School Safety
- o. Special Education Services
- p. Student Suspensions
- q. Test Administration
- r. Transportation
- s. Youth Development



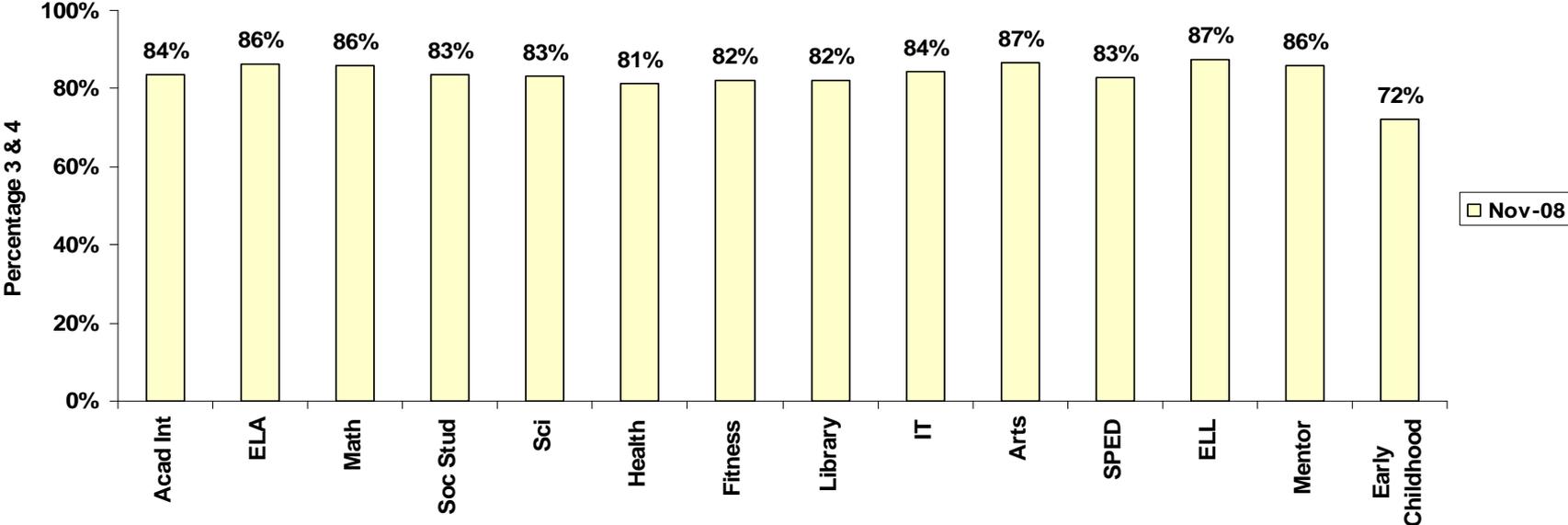
3 = "Satisfied"
4 = "Very Satisfied"

Note: For the November 2007 survey, Data Managers and Application Support Liaisons were included in the category of Information Technology. Thus, there is no comparison point to future surveys.
Source: DOE Internal Data

Teaching and Learning Professional Development Offerings: Citywide

How satisfied are you with the RANGE of professional development opportunities (sponsored by the central Division of Teaching and Learning) available to your school in the following areas?

- a. Academic Interventions
- b. English Language Arts
- c. Math
- d. Social Studies
- e. Science
- f. Health Education
- g. Fitness
- h. Library
- i. Instructional Technology
- j. Arts
- k. SPED
- l. ELL
- m. Mentoring/New Teacher Development (from the Division of Human Resources)
- n. Early Childhood



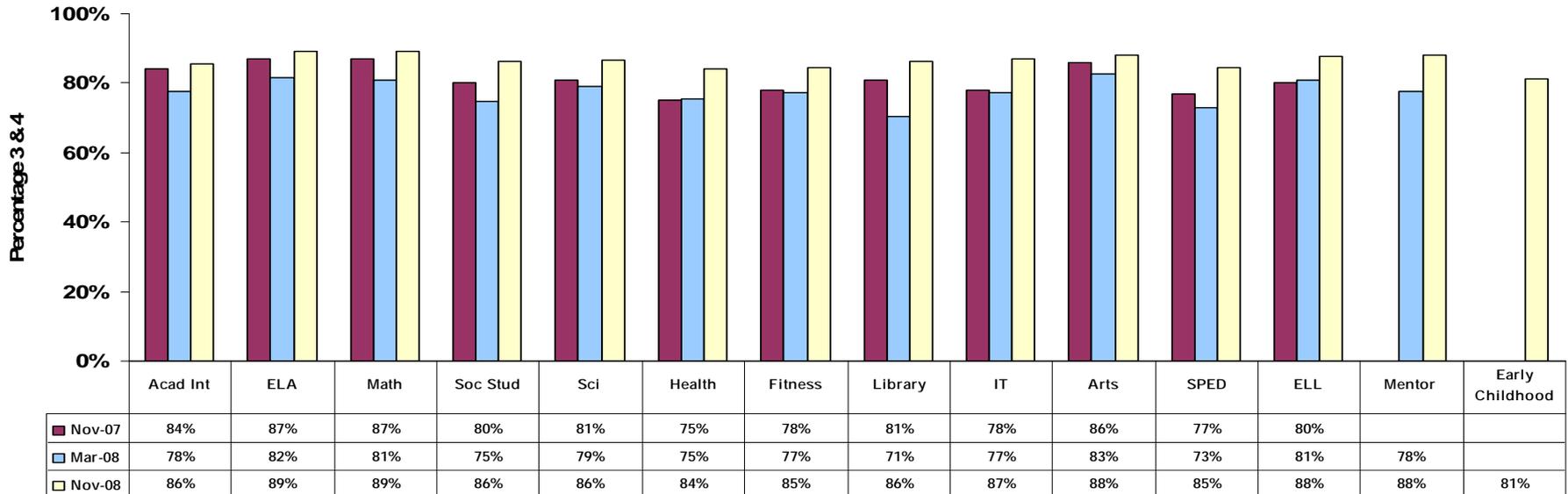
3 = "Satisfied"
 4 = "Very Satisfied"

Note: This question was introduced in November 2008, and therefore has no comparison points to past months. Respondents were instructed to skip question "n" if it did not apply to their school. Source: DOE Internal Data

Teaching and Learning Professional Development Offerings: Citywide

Of the professional development opportunities that you have received in the areas below (from the central Division of Teaching and Learning), how satisfied are you with the QUALITY of service provided?

- a. Academic Interventions
- b. English Language Arts
- c. Math
- d. Social Studies
- e. Science
- f. Health Education
- g. Fitness
- h. Library
- i. Instructional Technology
- j. Arts
- k. SPED
- l. ELL
- m. Mentoring/New Teacher Development (from the Division of Human Resources)
- n. Early Childhood



Note: Based on principal and other feedback, the wording of this question was changed from "How satisfied are you with the QUALITY of professional development services offered to your school by the Division of Teaching and Learning in the following subject areas?" This may have impacted the results and comparability. Mentoring/New Teacher Development was introduced in March, and therefore has no comparison point to November 2007. Early Childhood was introduced in November 2008, and therefore has no comparison points to past months. Respondents were instructed to skip question "n" if it did not apply to their school.

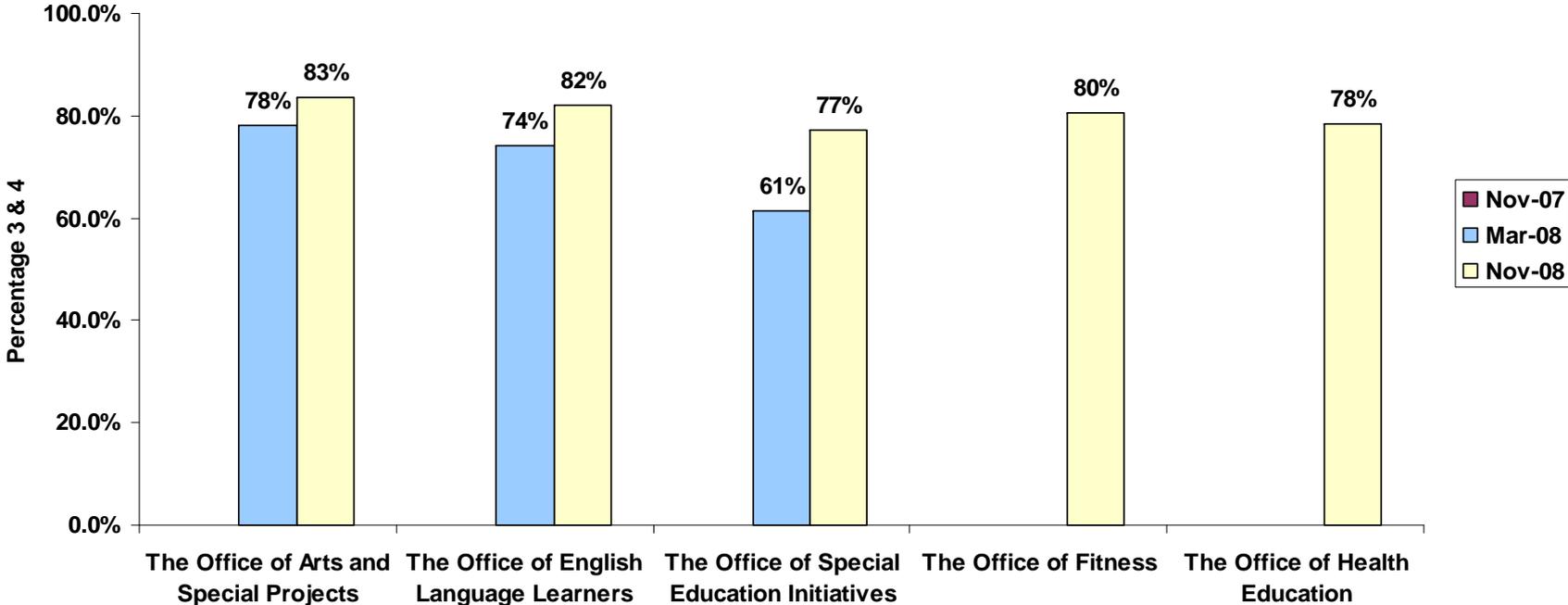
Source: DOE Internal Data

3 = "Satisfied"

4 = "Very Satisfied"

Teaching and Learning Supports: Citywide

How satisfied are you with the QUALITY of the services provided by the following offices in the central Division of Teaching and Learning?



3 = "Satisfied"
 4 = "Very Satisfied"

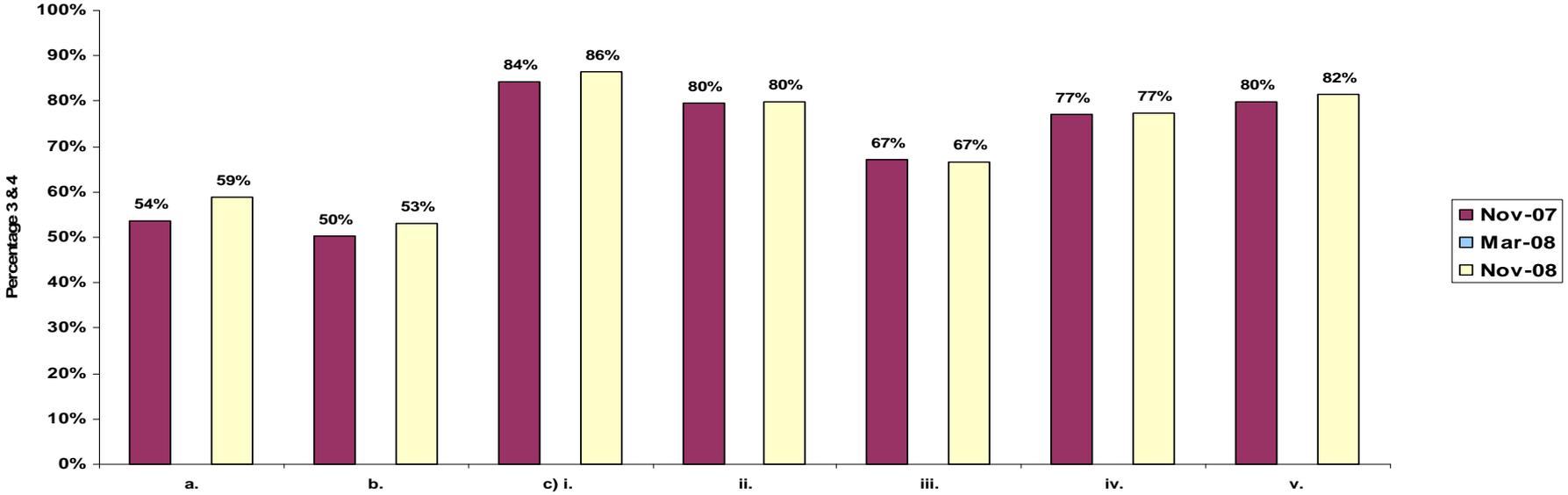
Note: This question was introduced in March 2008, and therefore has no comparison point to November 2007. The Office of Fitness and The Office of Health Education were omitted from the March 2008 survey for streamlining purposes.

Source: DOE Internal Data

Student Enrollment Services: Citywide

How much do you agree or disagree with the following statements regarding student enrollment services?

- a. My questions regarding the admissions process were answered in a timely manner
- b. My questions regarding student placement were answered in a timely manner
- c. My school received sufficient communication about the following:
 - i. Admissions Fairs, including Citywide, Borough-wide, High School, Middle School & New Schools
 - ii. Admissions timelines
 - iii. Enrollment policies
 - iv. Parent workshops
 - v. Training on high school admissions process (Middle and High Schools only)



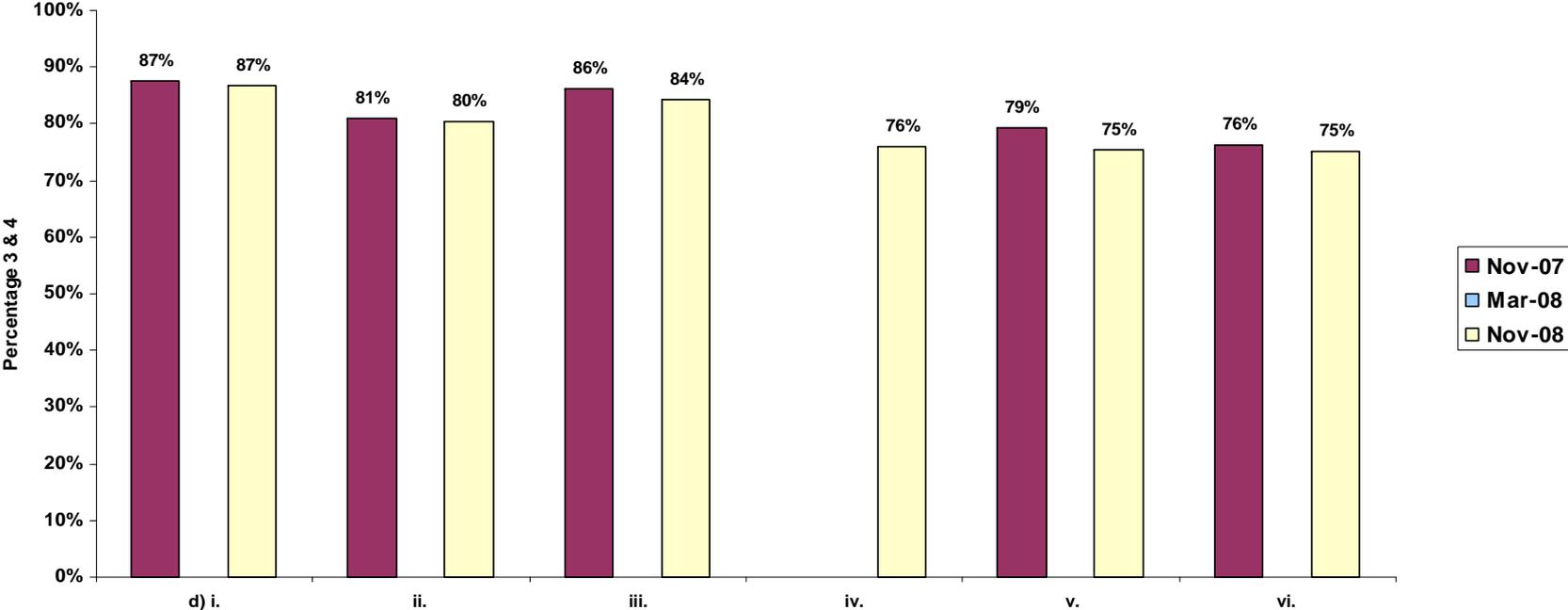
3 = "Agree"
 4 = "Strongly Agree"

Note: This question was omitted on the March 2008 survey for streamlining purposes.
 Source: DOE Internal Data

Student Enrollment Services: Citywide (cont'd)

How much do you agree or disagree with the following statements regarding student enrollment services?

- d. The following publications are helpful to my school community:
 - i. High School Directory (Middle and High Schools only)
 - ii. Choosing a High School - for 6th and 7th graders (Middle Schools only)
 - iii. Specialized High Schools Handbook (Middle and High Schools only)
 - iv. Middle School Directories (Elementary Schools only)
 - v. Making Choices (Middle Schools only)
 - vi. Getting to Know High Schools (High Schools only)



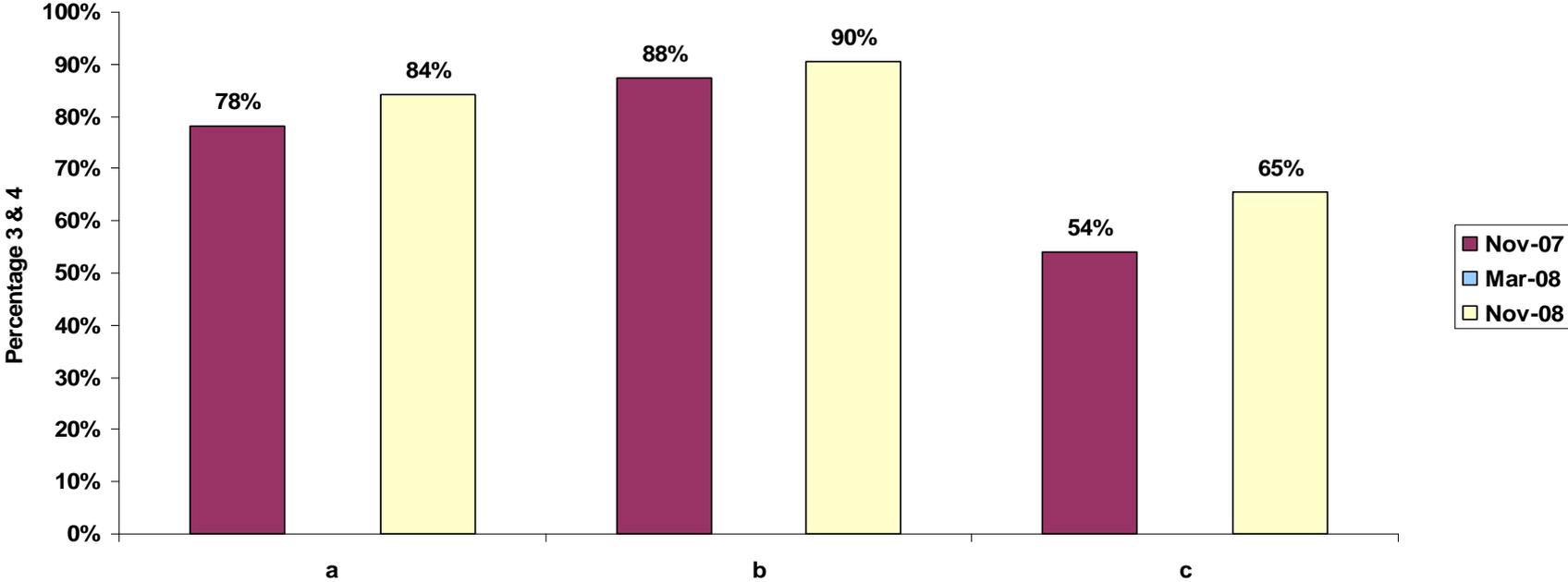
3 = "Agree"
 4 = "Strongly Agree"

Note: This question was omitted on the March 2008 survey for streamlining purposes. Question "iv" was added for the November 2008 survey; therefore, there is no comparison point to last year. Source: DOE Internal Data

Satisfaction with Special Education Services: Citywide

How satisfied are you with the following related to special education related services (from the ISC) in your school?

- a. Quality of services provided by occupational therapists, physical therapists, and speech teachers
- b. Quality of services provided by guidance counselors (if applicable)
- c. Sufficiency of service to meet demand in my school



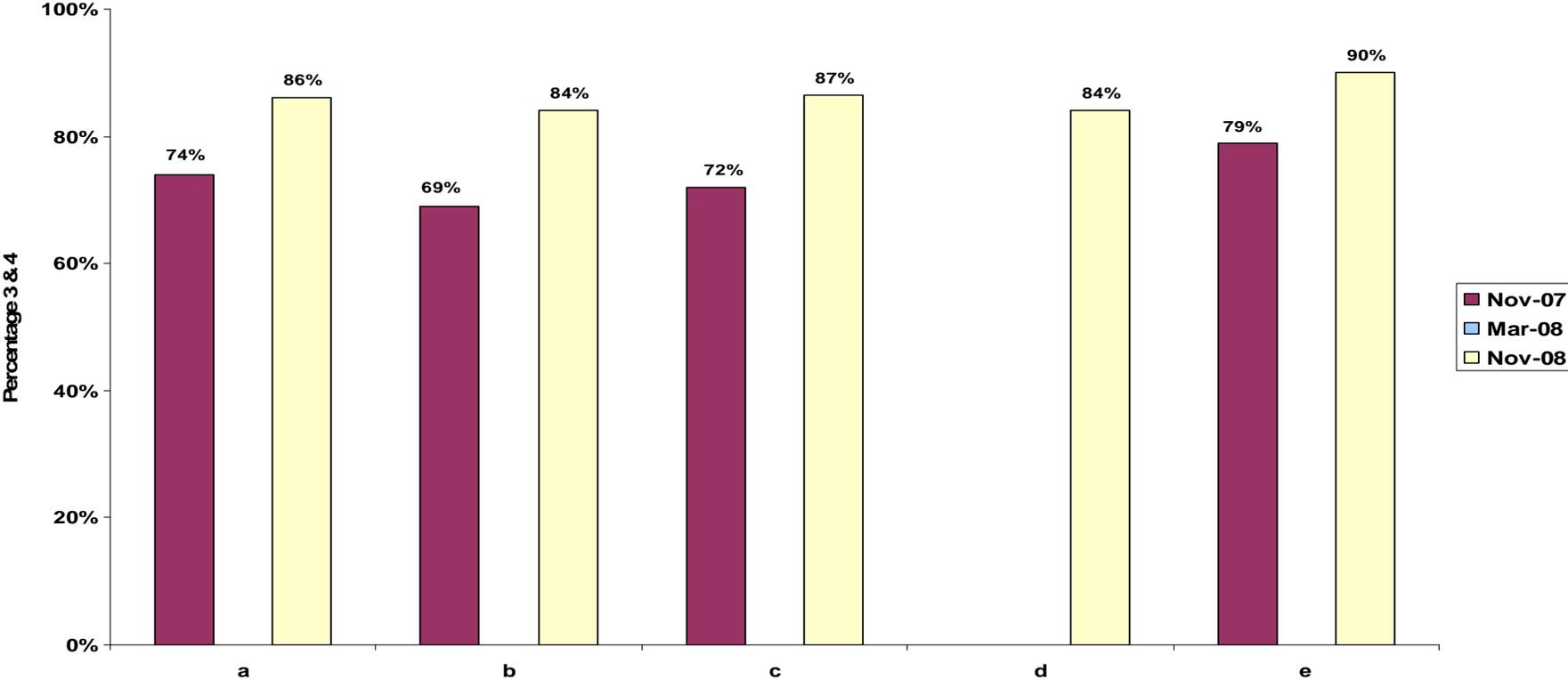
3 = "Satisfied"
4 = "Very Satisfied"

Note: This question was omitted from the March 2008 survey for streamlining purposes.
Source: DOE Internal Data

HR Partner in the ISC: Citywide

How would you rate the effectiveness of your HR Partner (in the ISC) in providing the following services?

- a. Identifying candidates that I may interview to fill teaching vacancies
- b. Providing strategies to support retention of high performing staff
- c. Supporting my efforts to address underperforming school staff (e.g., probationers, tenured teachers, admin employees)
- d. Helping me to understand the key human capital metrics for my school
- e. Processing HR-related transactions (e.g. on-boarding, terminations)



3 = "Effective"

4 = "Very Effective"

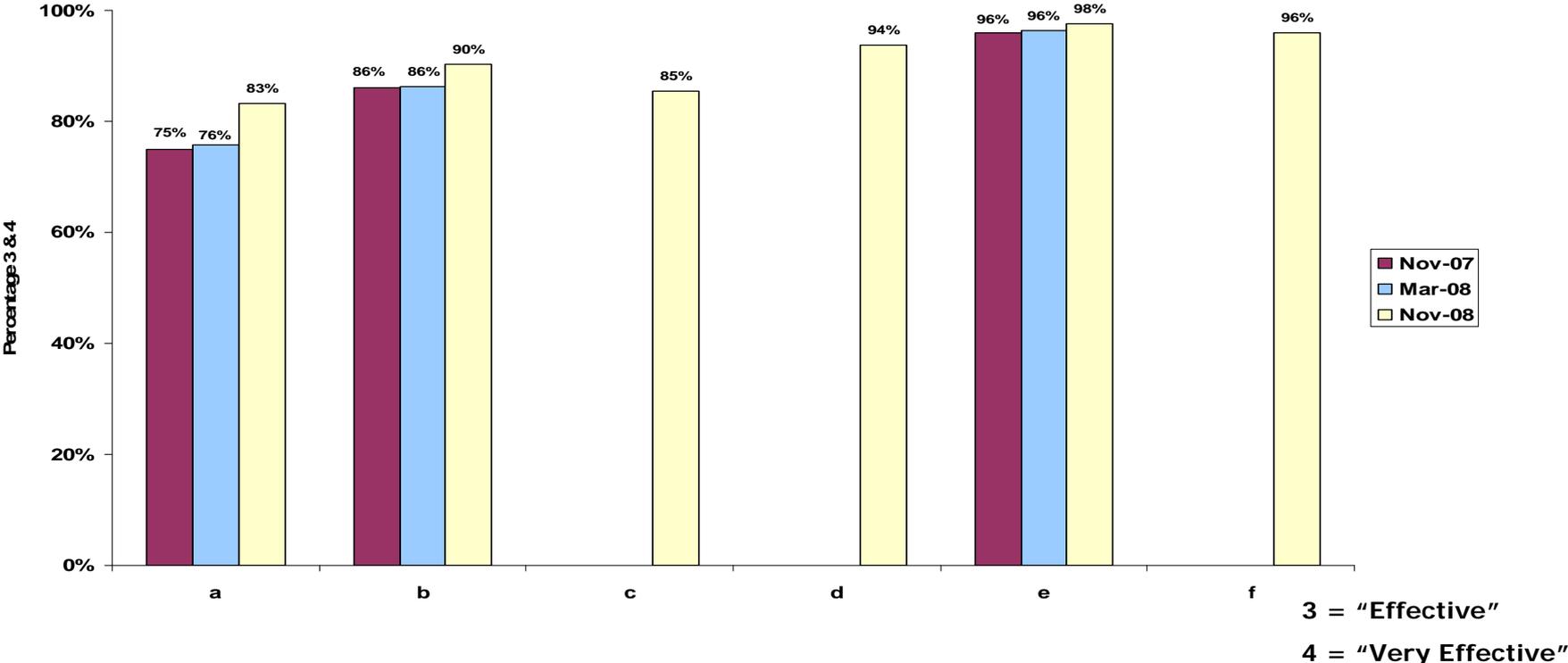
Note: Question "d" was introduced in November 2008; there is no comparison to past surveys. This question was omitted from the March 2008 survey for streamlining purposes.

Source: DOE Internal Data

Satisfaction with HR Systems: Citywide

How would you rate the effectiveness of the following HR systems?

- a. HR Connect [call center for all DOE employees - (718) 935-4000]
- b. Open Market Transfer System [system used for reviewing and selecting teachers looking to transfer from other DOE schools]
- c. The New Teacher Finder Tool (replaces Fellow Finder and RMS) [system that allows principals to post teacher vacancies, review applications, and search for candidates]
- d. Human Capital Profile System (access through the Principals' Portal) [system used to access certification, probation, and rating information of teachers]
- e. Tenure Notification System [system used to track tenure status and to process tenure-related transactions]
- f. On-line Rating System [system to process teacher evaluations]

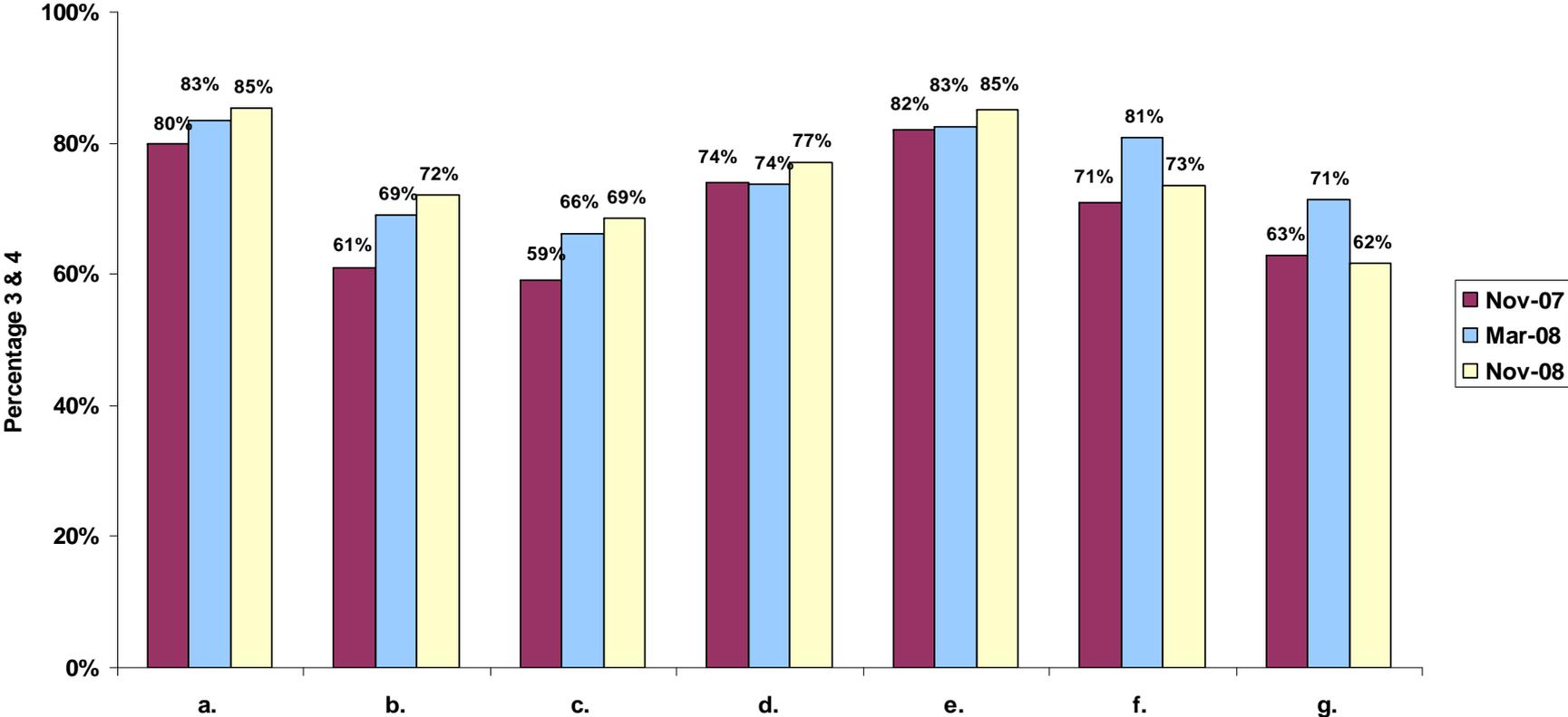


Note: Questions "c", "d", and "f" were introduced in November 2008; there is no comparison to past surveys.
Source: DOE Internal Data

Satisfaction with School Support Services: Citywide

How satisfied are you with the QUALITY of the services from central in the following areas related to facilities, food, and transportation in your school?

- a. Custodial services
- b. Repair and maintenance services for my school's physical structure/facilities
- c. School construction team (SCA project manager, construction manager, contractor, community relations manager)
- d. Food in the school cafeteria
- e. Food staff in the school cafeteria
- f. General education busing service
- g. Special education busing service



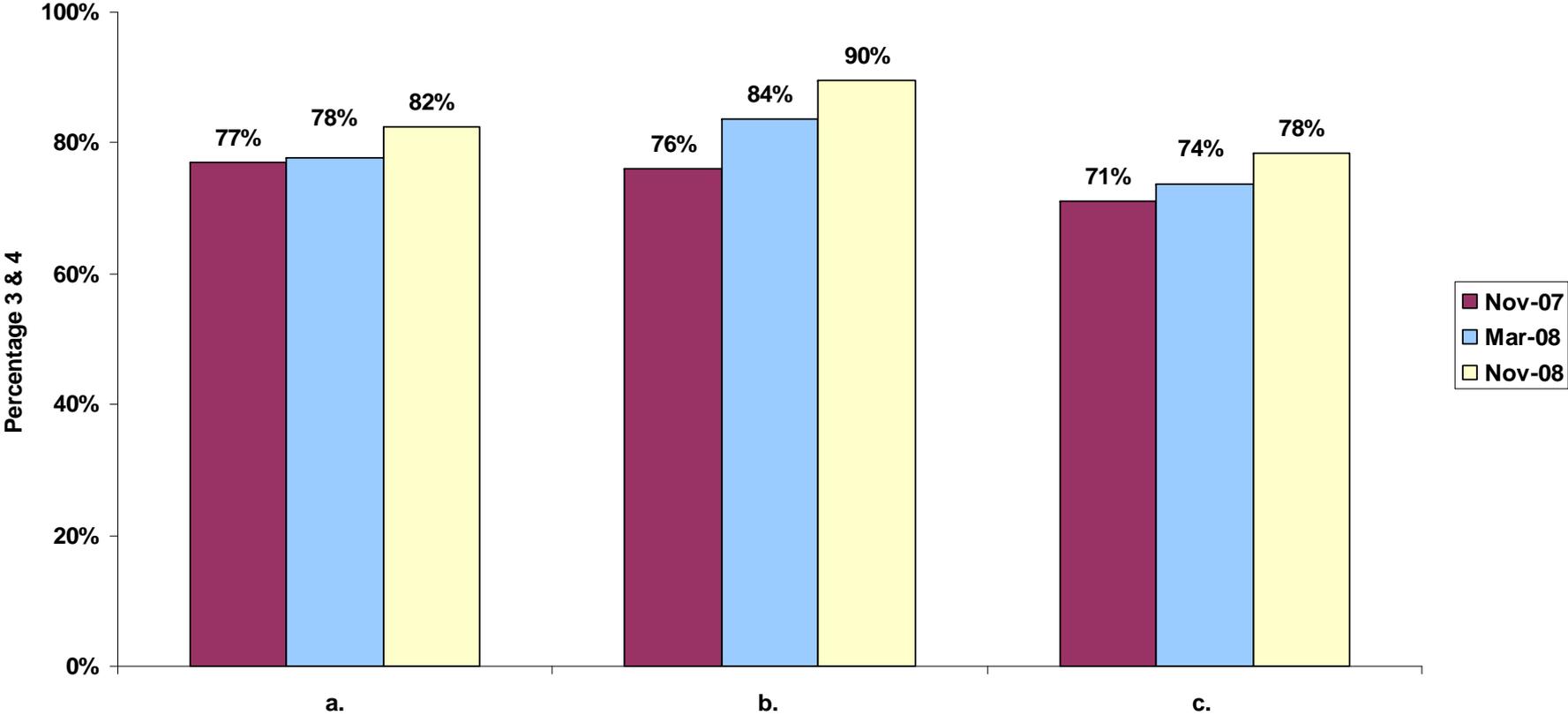
3 = "Satisfied"
 4 = "Very Satisfied"

Note: Respondents were instructed to skip question "c" if their school had not undergone a construction project in the last year.
 Source: DOE Internal Data

Satisfaction with Health and Safety: Citywide

How satisfied are you with the following related to health and safety in your school?

- a. My school nurse
- b. Support services provided by the central office when a significant safety issue arises
- c. Service provided by my School Safety personnel



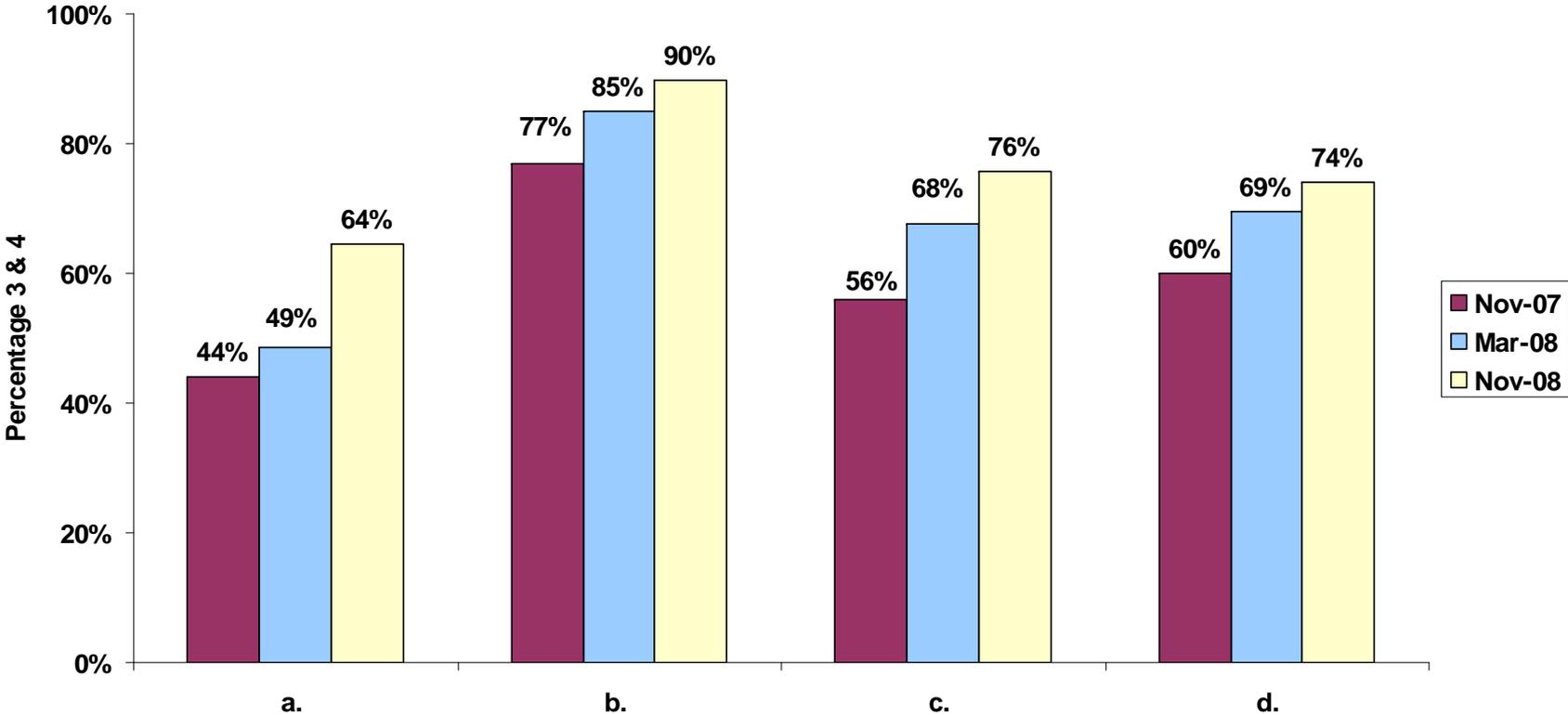
3 = "Satisfied"
4 = "Very Satisfied"

Note: Respondents were instructed to skip question "a" if their school does not have a school nurse.
Source: DOE Internal Data

Satisfaction with Technology: Citywide

How much do you agree or disagree with the following statements about the services or potential services provided by DIIT?

- a. I consult with the Division of Instructional & Information Technology (DIIT) and/or the ISC Technology Teams on the technology planning for my school
- b. The Help Desk self-help facility (to enter problem tickets; find out the status of a previously reported problem) is easy to use (leave blank if you have never used)
- c. The available menu of technology options supports the instructional vision for my school
- d. My school's telephone vendor is responsive in requests made for phone moves and repair issues

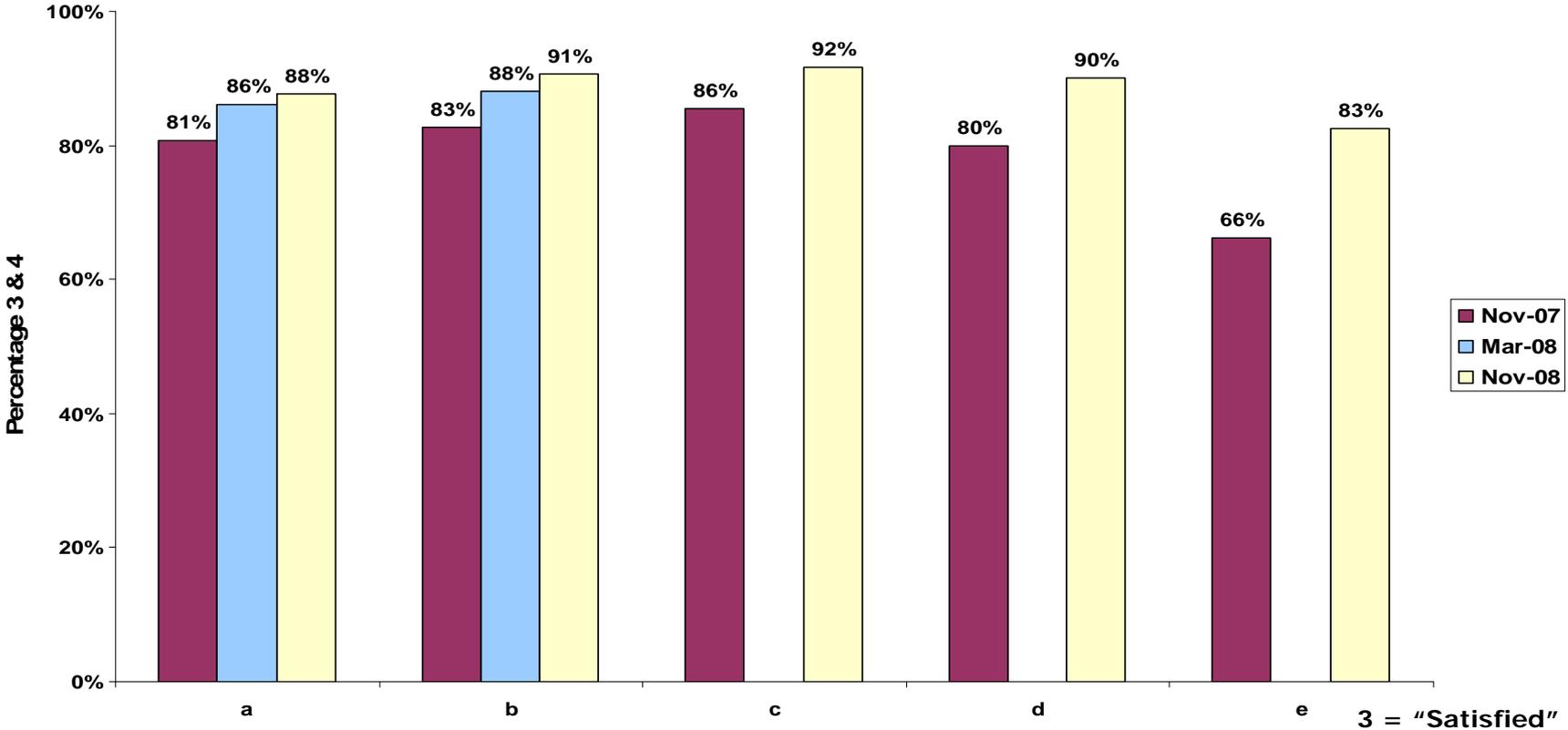


3 = "Agree"
4 = "Strongly Agree"

Satisfaction with Technology: Citywide

How satisfied are you with the following DIIT and vendor services?

- a. Dell on-site support
- b. DIIT Help Desk responses to questions
- c. Proficiency of DOE on site technicians
- d. Availability of the DOE network and associated response times for allowing access to the internet and to DOE applications like ATS and Galaxy
- e. Responsiveness regarding implementing a new system at my school



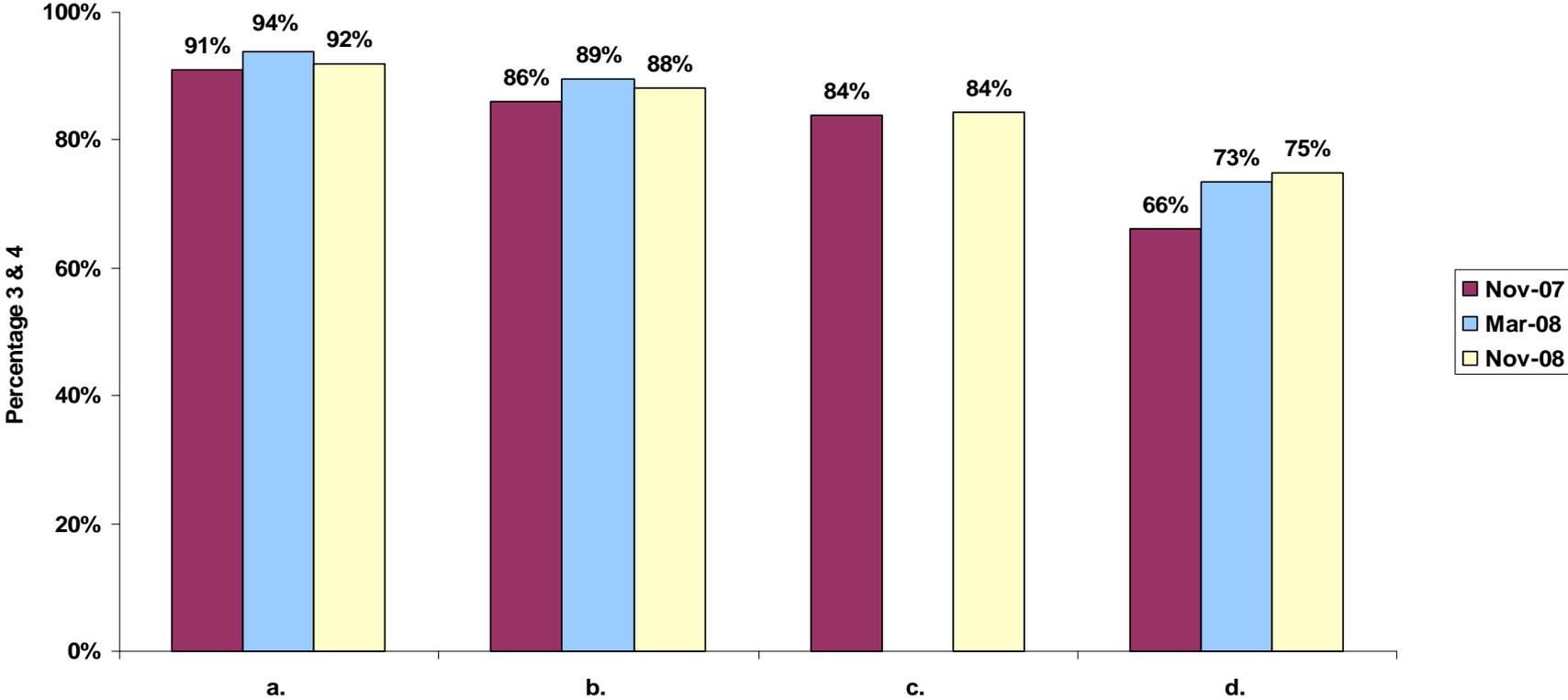
3 = "Satisfied"
 4 = "Very Satisfied"

Note: Questions "c", "d", and "e" were omitted from the March 2008 survey for streamlining purposes. Therefore, there are no comparison points for March for these questions.
 Source: DOE Internal Data

Satisfaction with Technology: Citywide

How satisfied are you with the following applications as they relate to your staff carrying out their day-to-day work?

- a. The Outlook E-mail and Calendaring System
- b. Automate the Schools (ATS)
- c. High School Scheduling and Transcript (HSST)
- d. Telephone system



3 = "Satisfied"

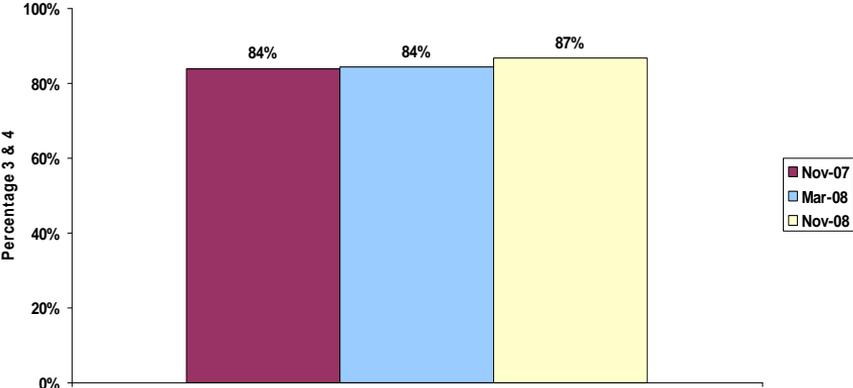
4 = "Very Satisfied"

Note: Question "c" was omitted from the March 2008 survey due to an error on the survey tool. Respondents were instructed to skip question "c" if it did not apply to their school. Source: DOE Internal Data

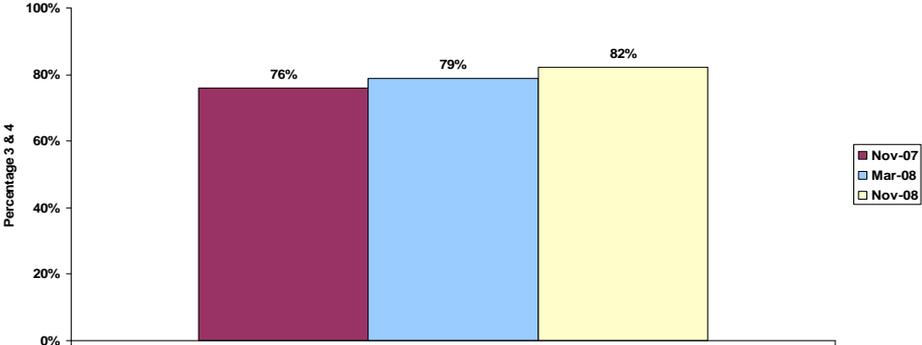
Satisfaction with Family Engagement: Citywide

How much do you agree or disagree with the following statements regarding family engagement?

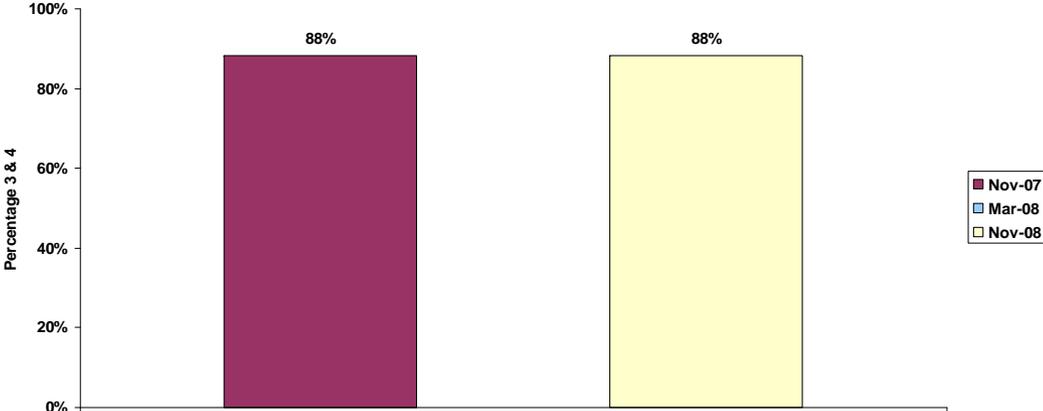
a. The support I receive from my Parent Coordinator significantly helps me to attain my school's overall goals



b. Office of Family Engagement & Advocacy (OFEA) staff are responsive to my questions/issues



c. My school's Parent Coordinator effectively addresses the concerns of parents in my school

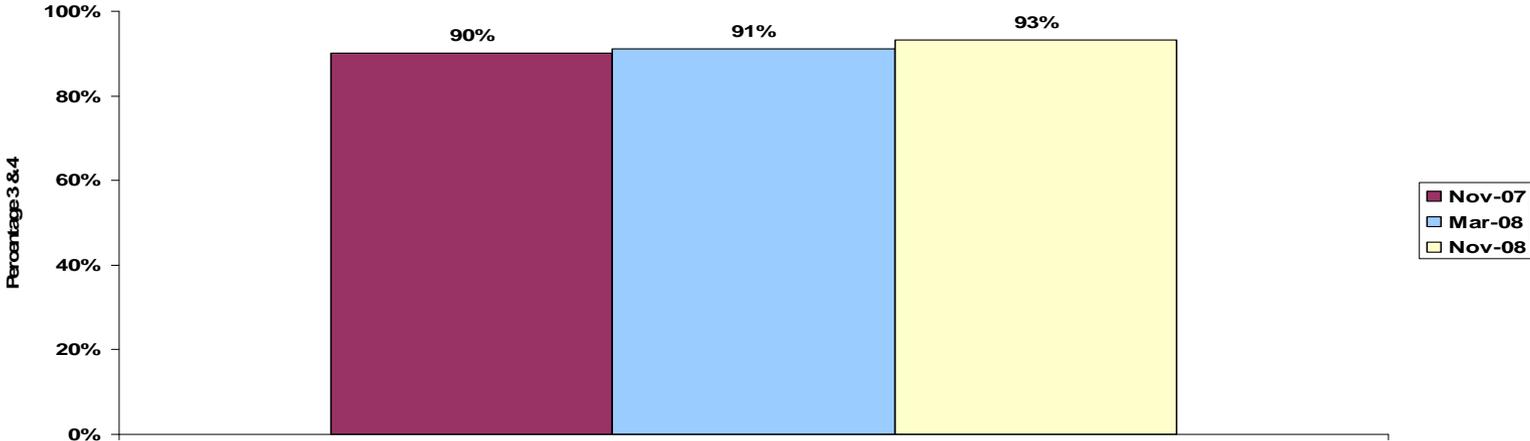


3 = "Agree"
4 = "Strongly Agree"

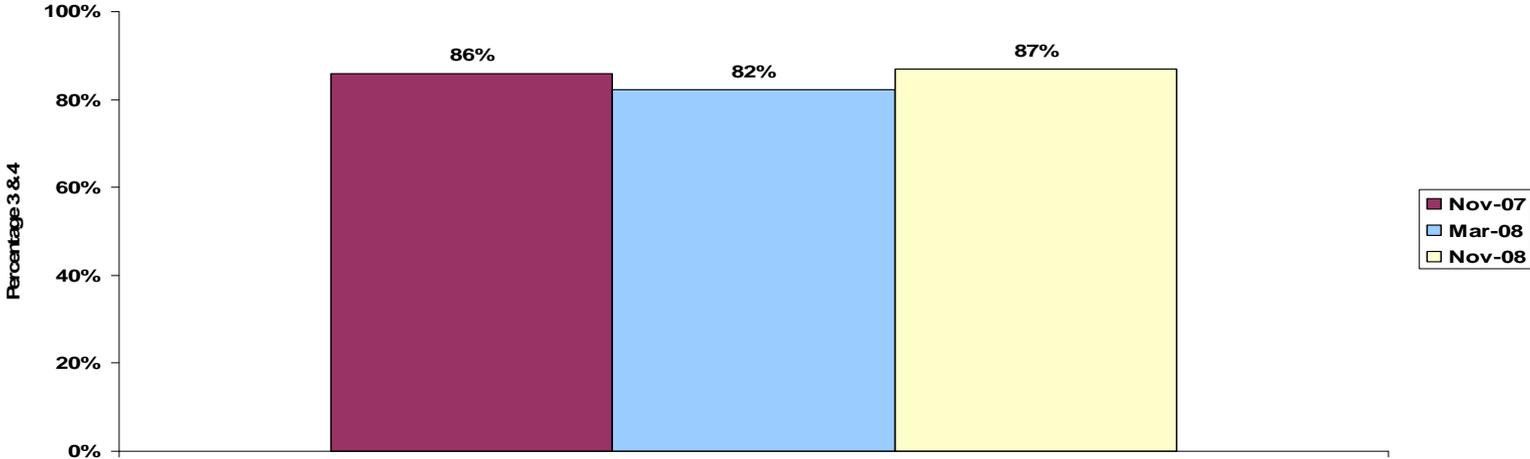
Satisfaction with Translations and Interpretation: Citywide

How much do you agree or disagree with the following statements regarding translations and interpretation services?

a. I know what translations services are available for my school and how to access them



b. The Office of Translations and Interpretations is able to translate everything I need (all languages)



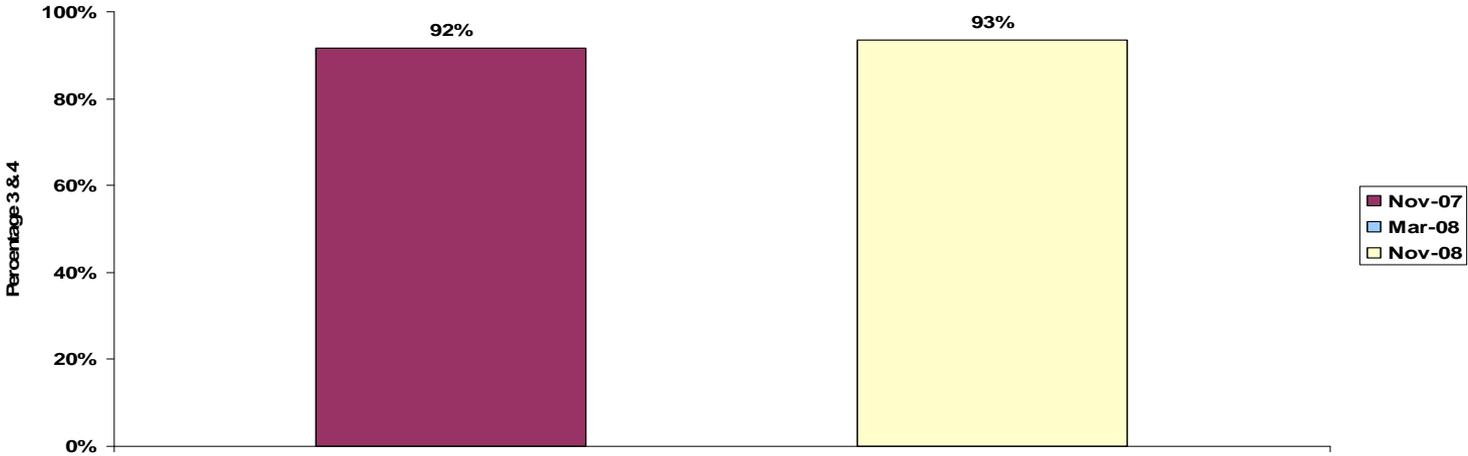
3 = "Agree"

4 = "Strongly Agree"

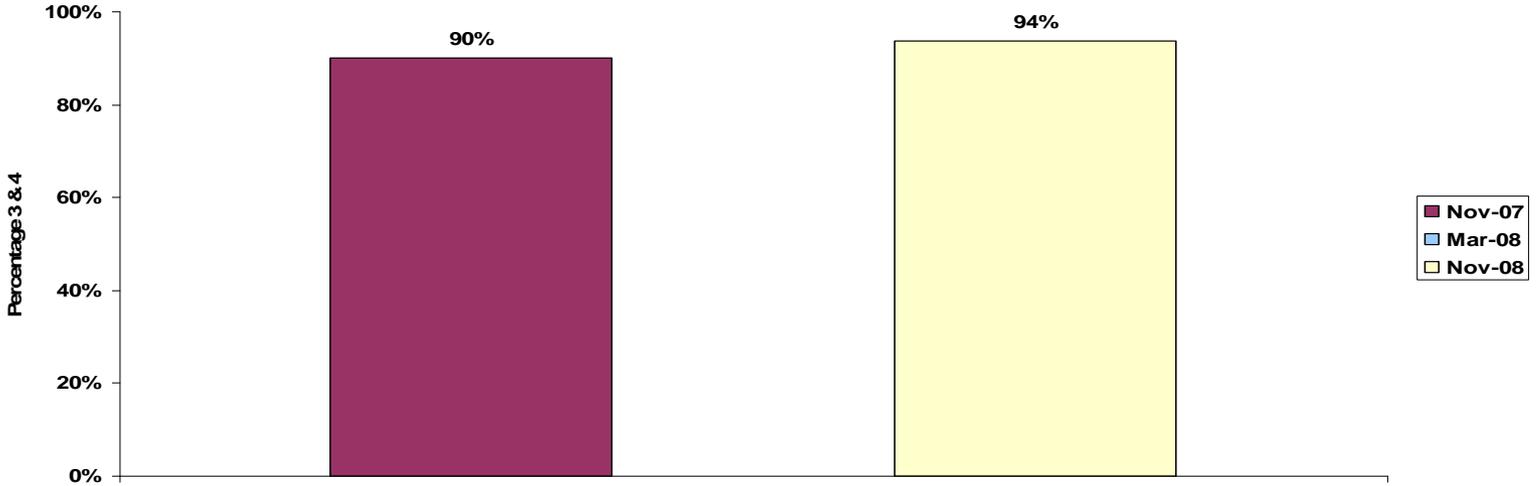
Satisfaction with Translations and Interpretation: Citywide (cont'd)

How much do you agree or disagree with the following statements regarding translations and interpretation services?

c. The translations are accurate



d. The interpreters are highly qualified



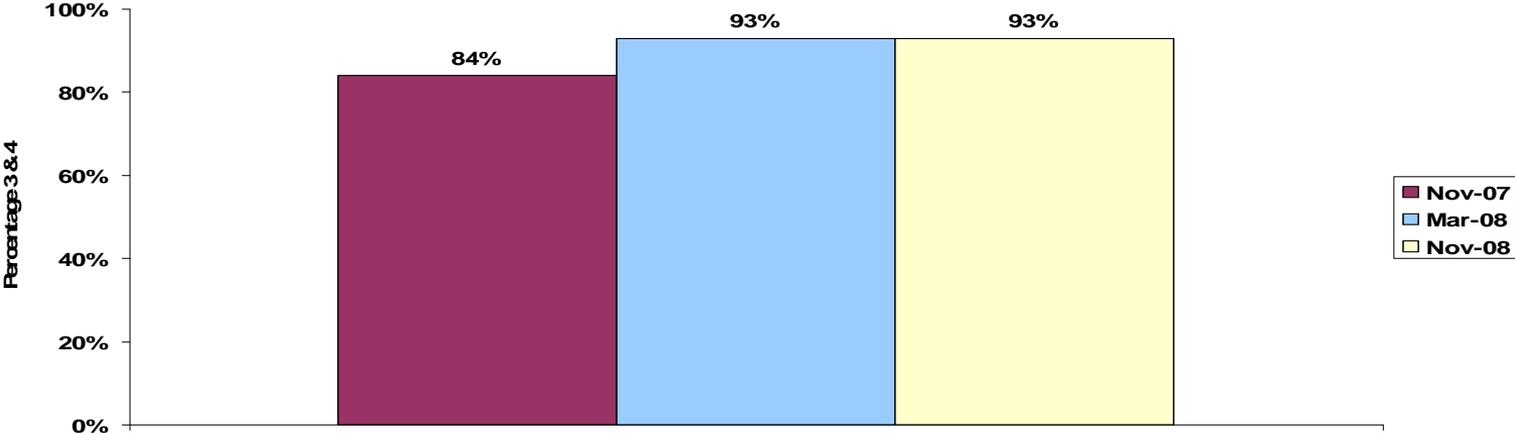
Note: Questions "c" and "d" were omitted from the March 2008 survey for streamlining purposes.
Source: DOE Internal Data

3 = "Agree"
4 = "Strongly Agree"

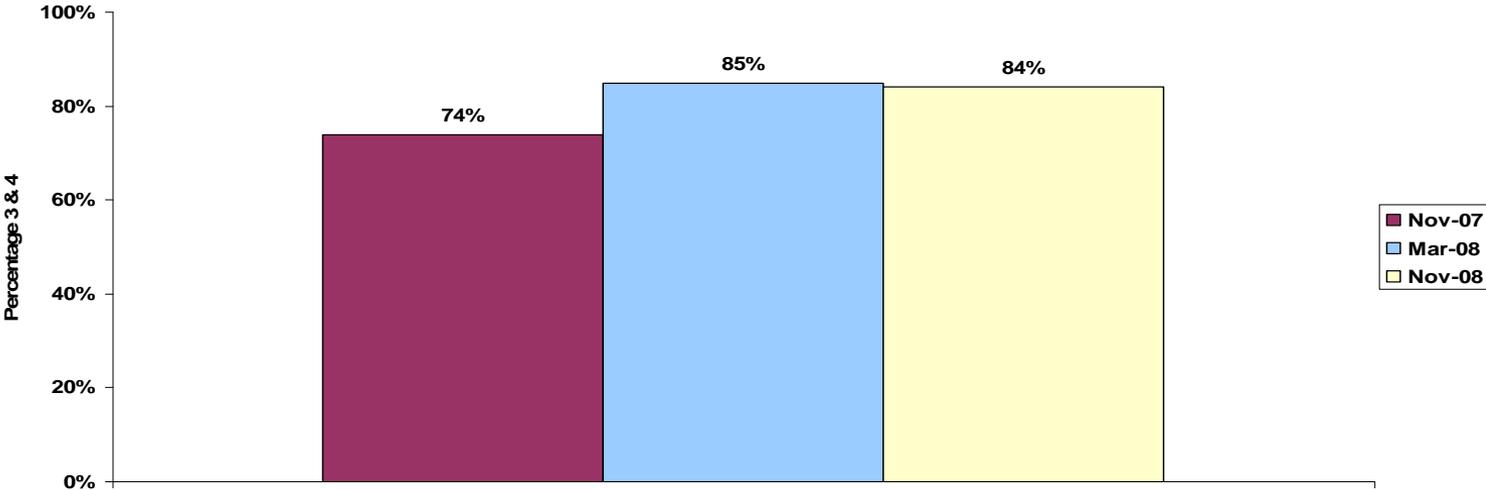
Satisfaction with Labor Relations: Citywide

How much do you agree or disagree with the following statements regarding labor relations?

a. I am given sufficient support and information to guide tenure decisions



b. I am given sufficient support and information to address low-performing employees



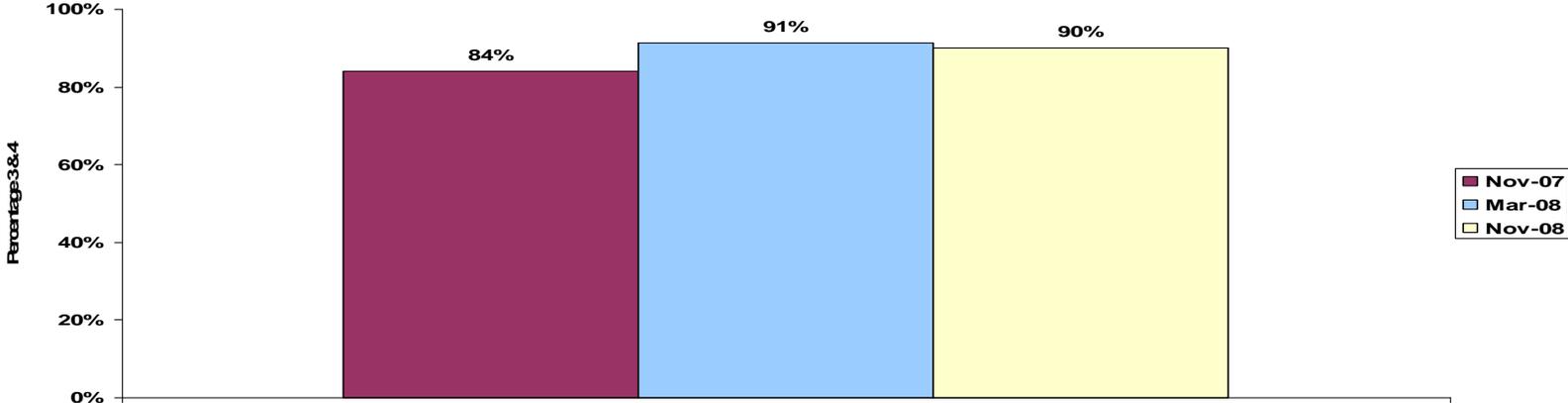
3 = "Agree"

4 = "Strongly Agree"

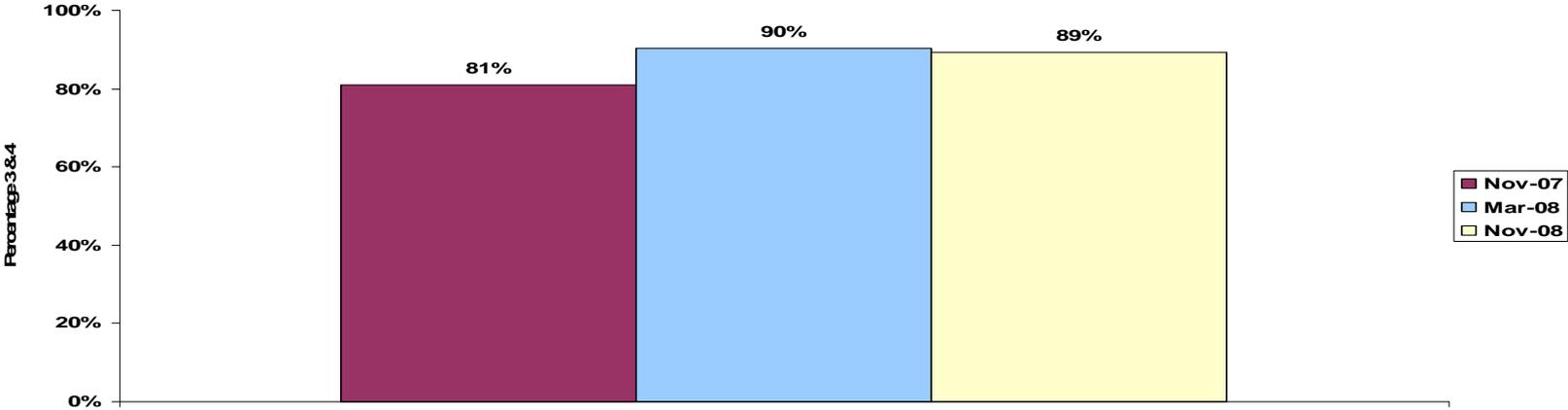
Satisfaction with Labor Relations: Citywide (cont'd)

How much do you agree or disagree with the following statements regarding labor relations?

c. My questions involving labor contracts or grievance issues are answered in a timely and satisfactory manner



d. Overall, I receive sufficient support and information regarding labor issues

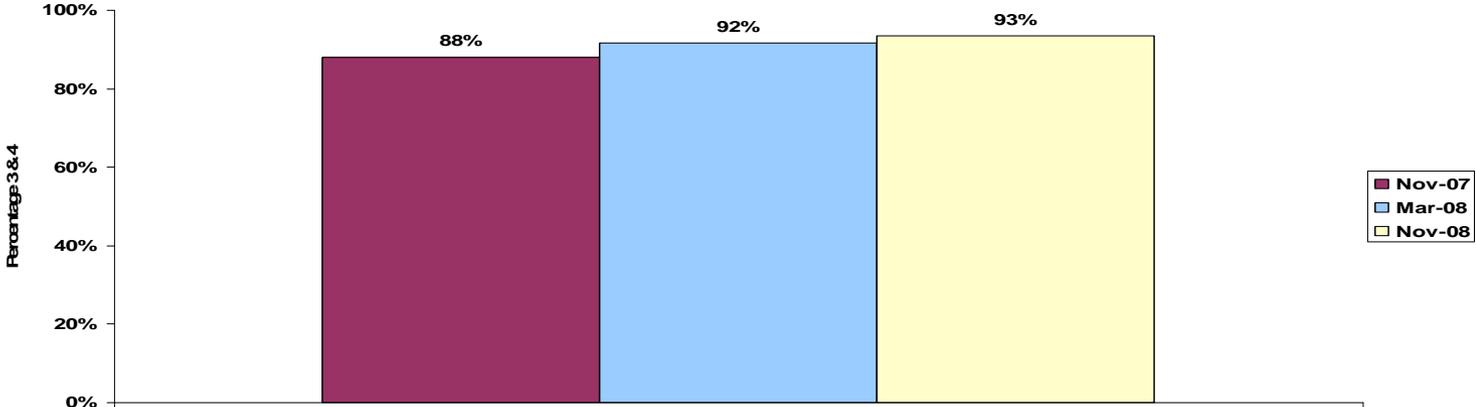


3 = "Agree"
4 = "Strongly Agree"

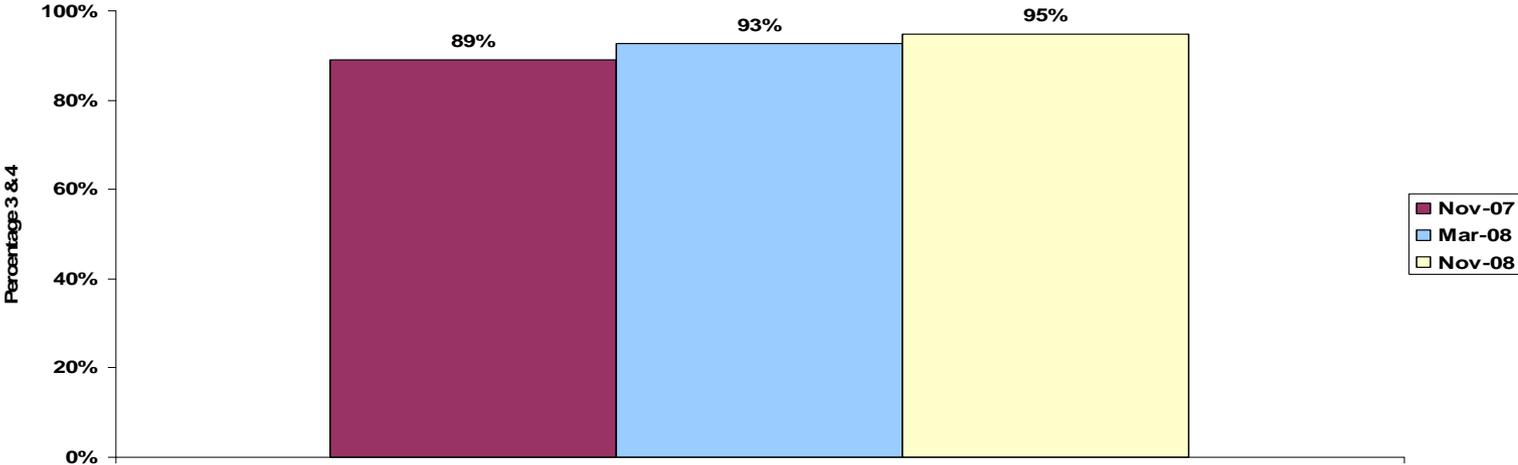
Satisfaction with Legal, Compliance, and Audit: Citywide

How much do you agree or disagree with the following statements regarding legal, compliance, and audit?

a. Legal staff responds to questions and/or requests in a timely manner



b. Legal support is of high quality



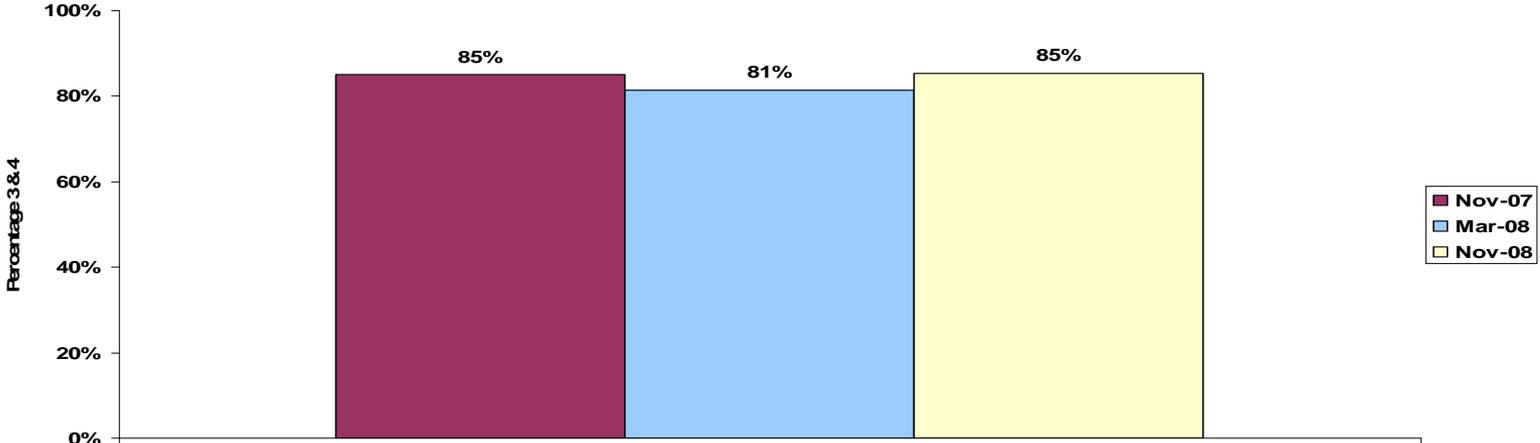
3 = "Agree"

4 = "Strongly Agree"

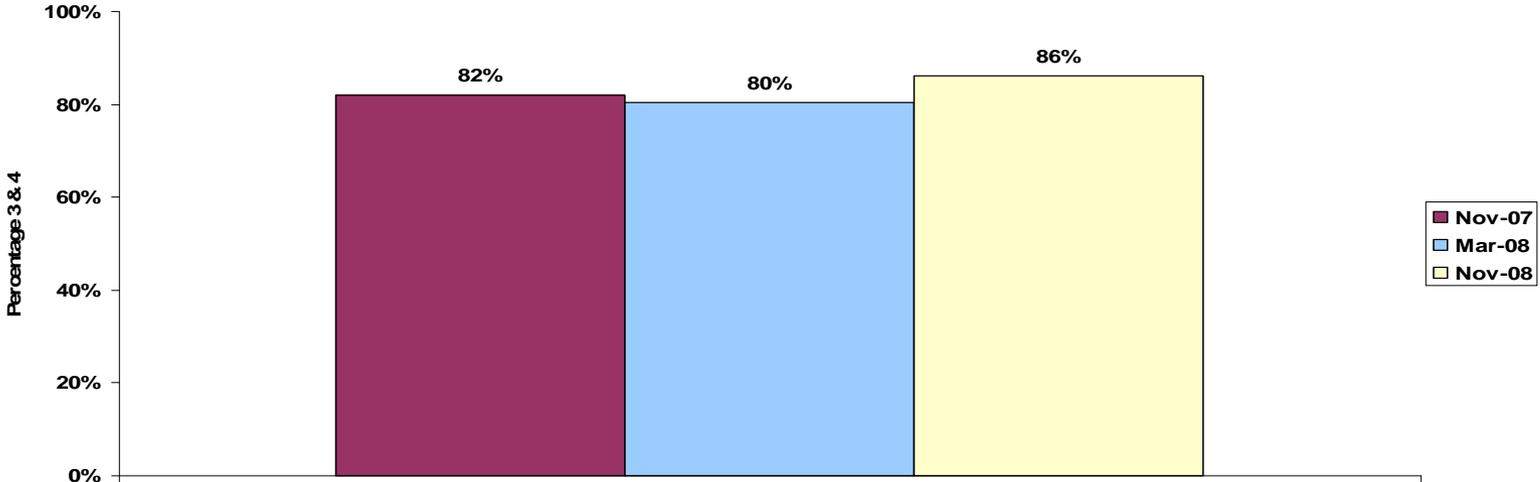
Satisfaction with Legal, Compliance, and Audit: Citywide (cont'd)

How much do you agree or disagree with the following statements regarding legal, compliance, and audit?

c. Compliance support is of high quality



d. Audit support and internal controls training is of high quality



3 = "Agree"

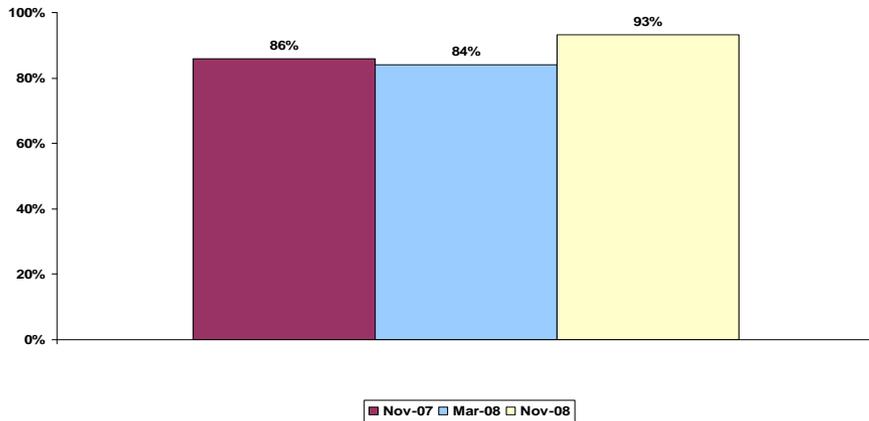
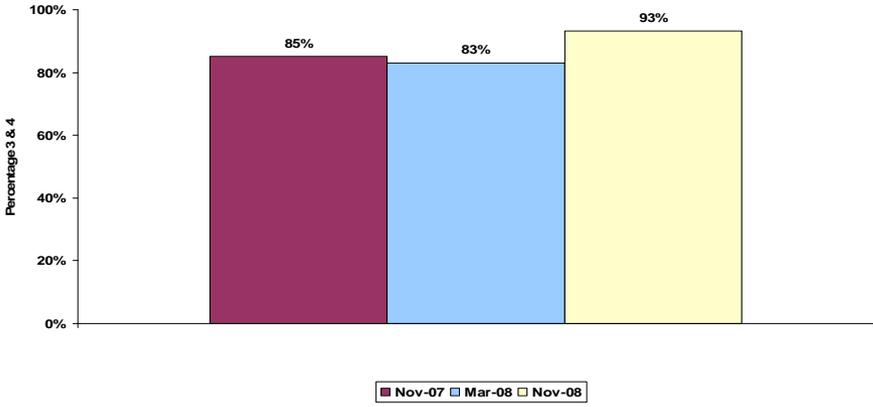
4 = "Strongly Agree"

Satisfaction with Accountability: Citywide

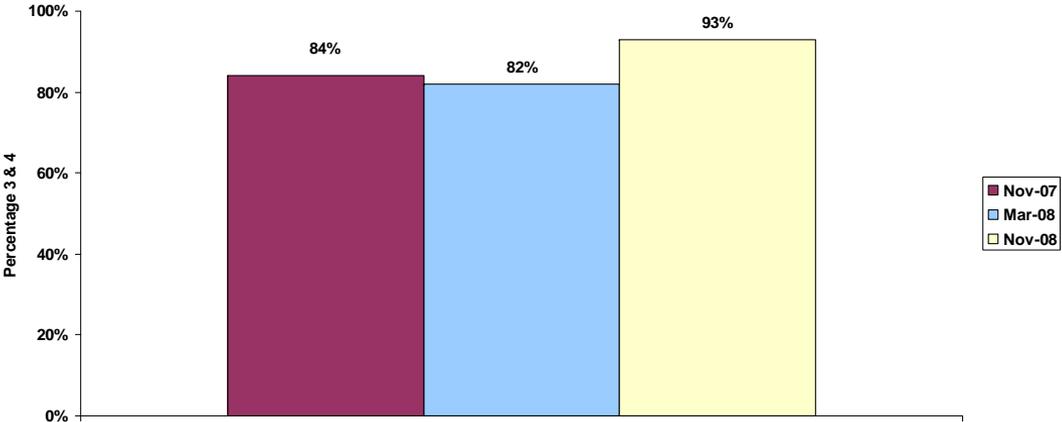
How satisfied are you with the QUALITY of support provided by your SAF in the following areas?

a. Training in the use of accountability tools

b. Guidance in the development of my school's Inquiry Team



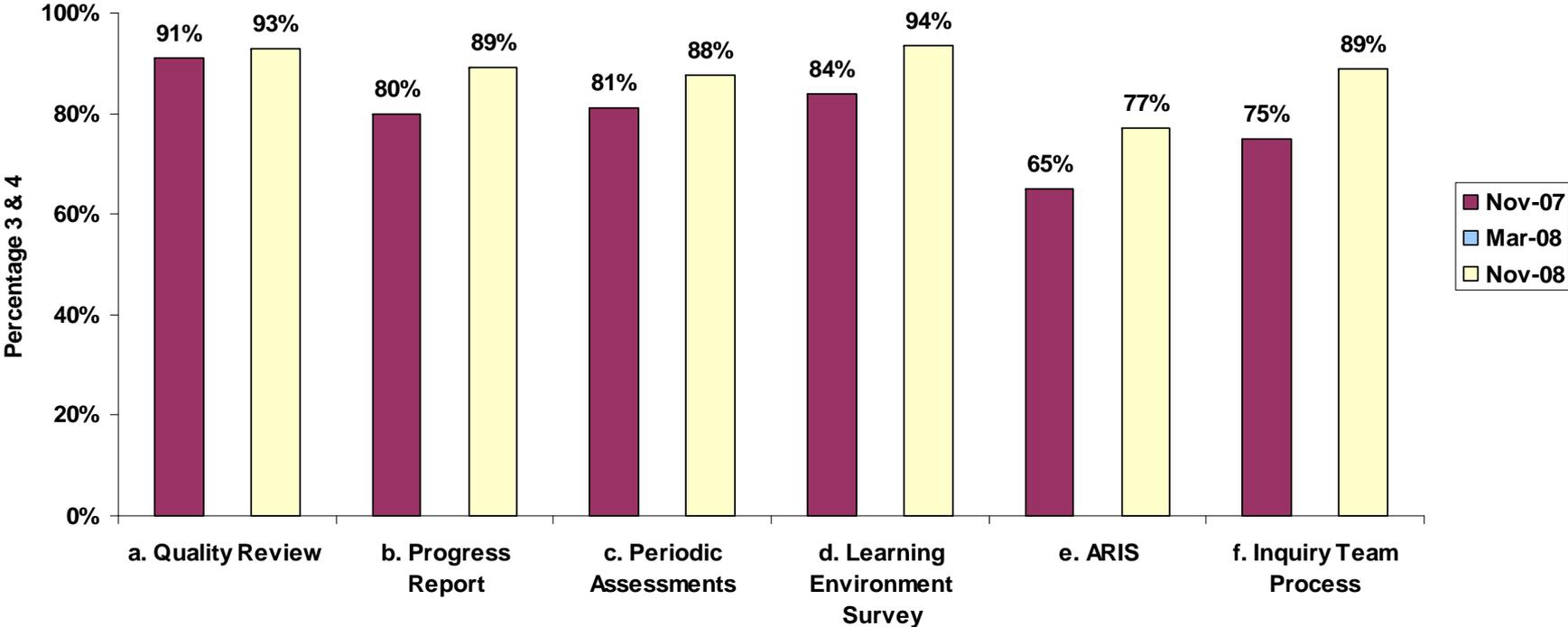
c. Other supports (e.g., problem-solving issues, facilitating feedback to the Office of Accountability)



3 = "Satisfied"
4 = "Very Satisfied"

Satisfaction with Accountability: Citywide

How clear is your understanding of each of the following accountability tools?

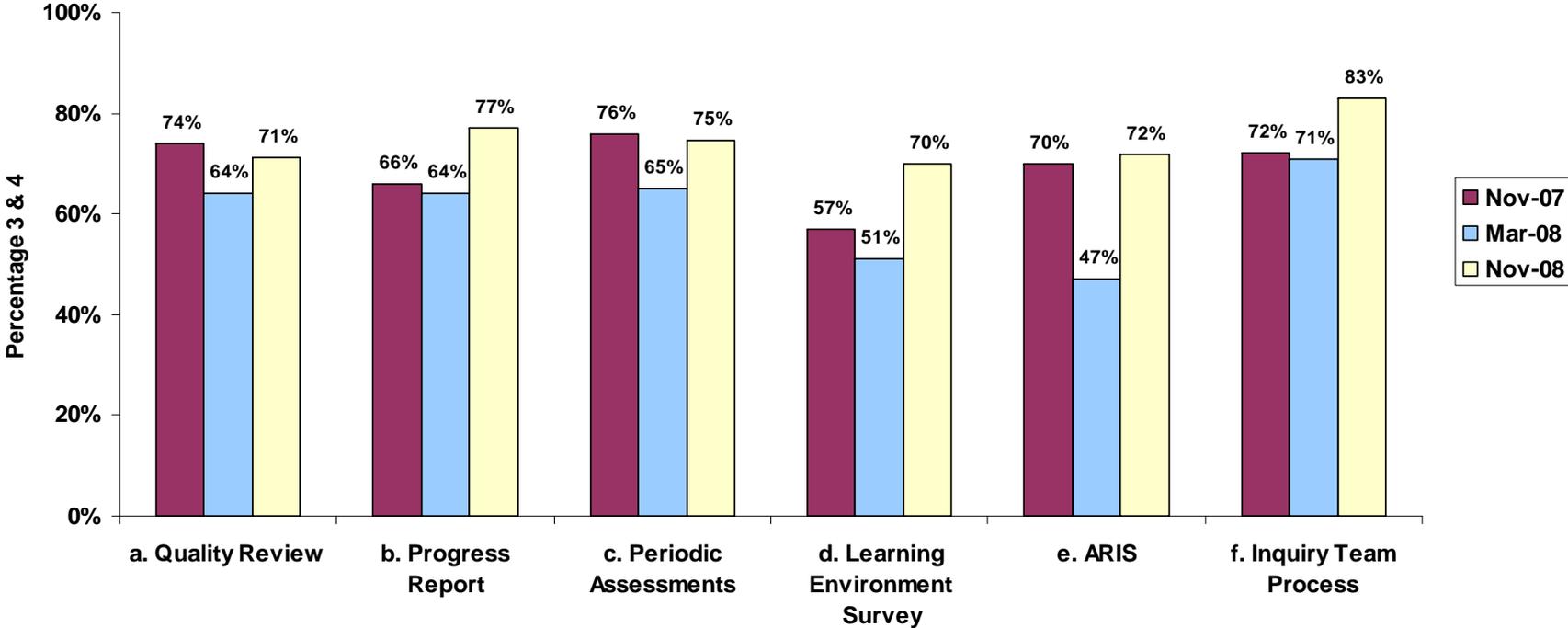


Note: This question was omitted in March 2008 for streamlining purposes. Periodic Assessments previously applied only to elementary and middle schools. As of November 2008, this category includes high schools. This may impact comparability. Progress Report does not apply to D75 schools.
 Source: DOE Internal Data

3 = "Clear"
4 = "Very Clear"

Satisfaction with Accountability: Citywide

How helpful is each of the following accountability tools in providing you with information you can use to improve student outcomes in your school?

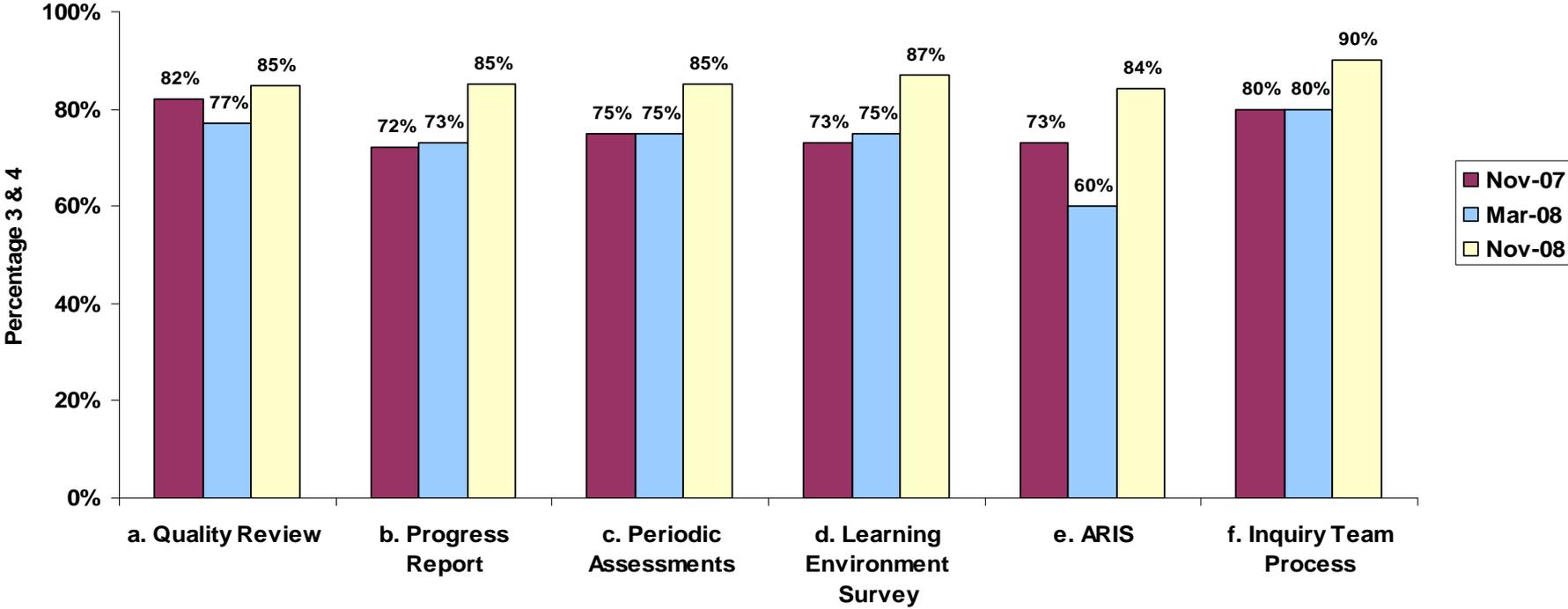


3 = "Helpful"
 4 = "Very Helpful"

Note: Periodic Assessment data previously only applied to elementary and middle schools. This category now includes high schools. This may impact comparability. Progress Report does not apply to D75 schools.
 Source: DOE Internal Data

Satisfaction with Accountability: Citywide

How satisfied are you with the QUALITY and RESPONSIVENESS of support provided by the Office of Accountability in the following areas?



3 = "Satisfied"
 4 = "Very Satisfied"

Note: Periodic assessments previously only applied to elementary and middle schools. This category now includes high schools.
 Progress report question not applicable to D75 schools.
 Source: DOE Internal Data