



Massachusetts Department of  
ELEMENTARY & SECONDARY  
EDUCATION

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## **Staff Survey about School**

## **Administrative Leadership Practice**

ESE Model Survey Administration Protocol

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**Massachusetts Department  
of Elementary and Secondary Education  
75 Pleasant St.  
Malden, MA**

# Staff Survey about School Administrative Leadership Practice

## ESE Model Survey Administration Protocol (for Survey Coordinators)

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### Overview

The ESE Model Staff Survey applies to school principals, assistant principals, school headmasters, and/or any administrator with school leadership responsibilities. The survey addresses observable administrative leadership practices for school leaders related to the following Standards:

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Standard I: Instructional Leadership

Standard II: Management and Operations

Standard IV: Professional Culture

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### *Who completes the ESE Model Staff Survey?*

It is recommended that all staff with an ESE license or working in a position that requires an ESE license be afforded the opportunity to take the staff survey. District and school leaders may decide to have staff members take one or multiple staff surveys depending on the administrative leadership structure at a school. For example, if a school has one principal and two assistant principals, the staff may be invited to respond to three separate surveys (one for each administrator), one survey about the principal, or one survey about a pre-assigned administrator. (Short forms are available to facilitate the administration of surveys for more than one administrator.)

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### Instructions for Administering

#### *Prior to the Survey Administration*

The survey coordinator should provide the staff with information about when (time/date) the surveys will be administered. He or she will have specific information on when and how staff will access the survey(s) and how many surveys a staff member will have the opportunity to complete.

#### *Administering Surveys*

Staff may self-administer the survey, meaning that they may complete it where they feel most comfortable answering honestly. However, districts that participated in the ESE pilot study found that giving staff a designated time to complete the survey (i.e., before or during a faculty meeting) resulted in higher response rates. If choosing this approach, districts should allow staff about 30 minutes to complete the long forms, and 15 minutes to complete a single short form. Confidentiality may still be maintained by allowing the staff to take the survey where they feel comfortable and separated from the administrator that is the subject of the survey.

#### *After the Surveys are Completed*

The survey coordinator will inform staff of the necessary procedures to submit completed survey(s) (if taking paper-based surveys).

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