

Focus on Culture

Initiative Owner: Patrick Burke, Chief Operations Officer

An effective culture is critical to the success of an organization – particularly for a team like ours at Fulton County Schools (FCS) with a focus on developing and serving people. High functioning organizations are known for engaging their employees, ensuring that they all feel like they are a part of something essential and see their role in contributing to the organization's success. We know this positive culture exists in some places within FCS, but we want to continue to ensure strong, reliable cultures are consistent across the district in all schools and departments. This initiative will provide a framework and tools that define culture and will support schools and district offices to strengthen their cultures. We believe that improving these cultures will lead to improved employee engagement, which will ultimately lead to improved student support and outcomes.

When we're done...

By 2022, we will ensure:

- More employees agree that they would recommend FCS as a place to work.
- Employee retention increases across the district.
- Employee engagement and positive perception increases, as employees report they feel a part of something and see their roles as more than jobs.
- Ultimately, more families and students agree they would recommend FCS as a place to attend school.

What will we do to get there?

To achieve these 2022 outcomes, we will:

- **Research, seek input, and define effective culture and engagement:** We will review, research, and seek input from school and district leaders on the elements of a strong organizational culture. Based on that, we will draft a framework or set of standards to define the ideal FCS culture and seek feedback on those.
- **Identify the current state of culture in our district offices and schools:** Once the framework has been developed, we will work with district offices and schools to help them understand the current state of their culture and identify areas for improvement.
- **Develop a strategy (including trainings and resources) for ensuring elements of effective culture are implemented throughout the district:** Based on research and identified needs, we will create a strategy for supporting leaders to shift culture in our schools and offices that is aligned to our district's leadership development efforts.
- **Build systems for support and accountability for results:** We know that support and accountability are critical elements of effective culture, so we will review and strengthen our systems for supporting our people while also helping hold one another accountable to our ultimate goal – results for students.
- **Develop and implement a strategy for communication and change management:** We understand that improving culture will require a significant change to the way that many of us work. As such, we will be deliberate throughout this process about our approach to change management and communication.