

Employee Engagement Survey: Normandy Schools Collaborative

Results

School Year: 2021-2022



Overview of Project and Results

Engagement is the connection that individuals have with their profession in general and their current job in particular. Several factors can affect an employee's engagement, including relationships with supervisors and administrators, colleagues, students, and parents; the physical work environment; perceptions of personal safety; policy considerations and implementation; support for professional development and growth; perceptions of personal relevance; and general satisfaction.

The Special School District of St. Louis County (SSD) Employee Engagement Survey's goals were to:

- Measure the level of engagement of SSD employees
- Classify employees as highly engaged, engaged, or less engaged
- Identify areas where employee engagement can be improved

This survey was open from Jan. 19 to Feb. 11. Email invitations with unique survey links were sent to employees. Reminders were sent Jan. 27 and Feb. 1, 4, 8, and 11.

This report provides a site-level overview of the survey results. When possible, results are compared with those from 2019-2020 and 2020-2021.

Results do not reflect random sampling; therefore, they should not be generalized to all SSD employees. Rather, results reflect only the perceptions and opinions of survey participants.

Findings for each item in the report exclude participants who did not answer. Data labels less than 5 percent are not shown in charts and graphs. Percentages may not total 100 due to rounding.

Survey Design

The Employee Engagement Survey consists of three parts:

Overall Engagement is composed of nine items that are designed to measure each employee's level of engagement. Based on the average of the responses to these items, an engagement score is calculated for each survey participant. Engagement scores are classified as less engaged (<3.5), engaged (3.5 to 4.5), or highly engaged (>4.5).

Engagement Drivers are items about different aspects of the work environment that may affect engagement. Participants answered each item using the 5-point Likert scale. Engagement drivers are organized into six dimensions:

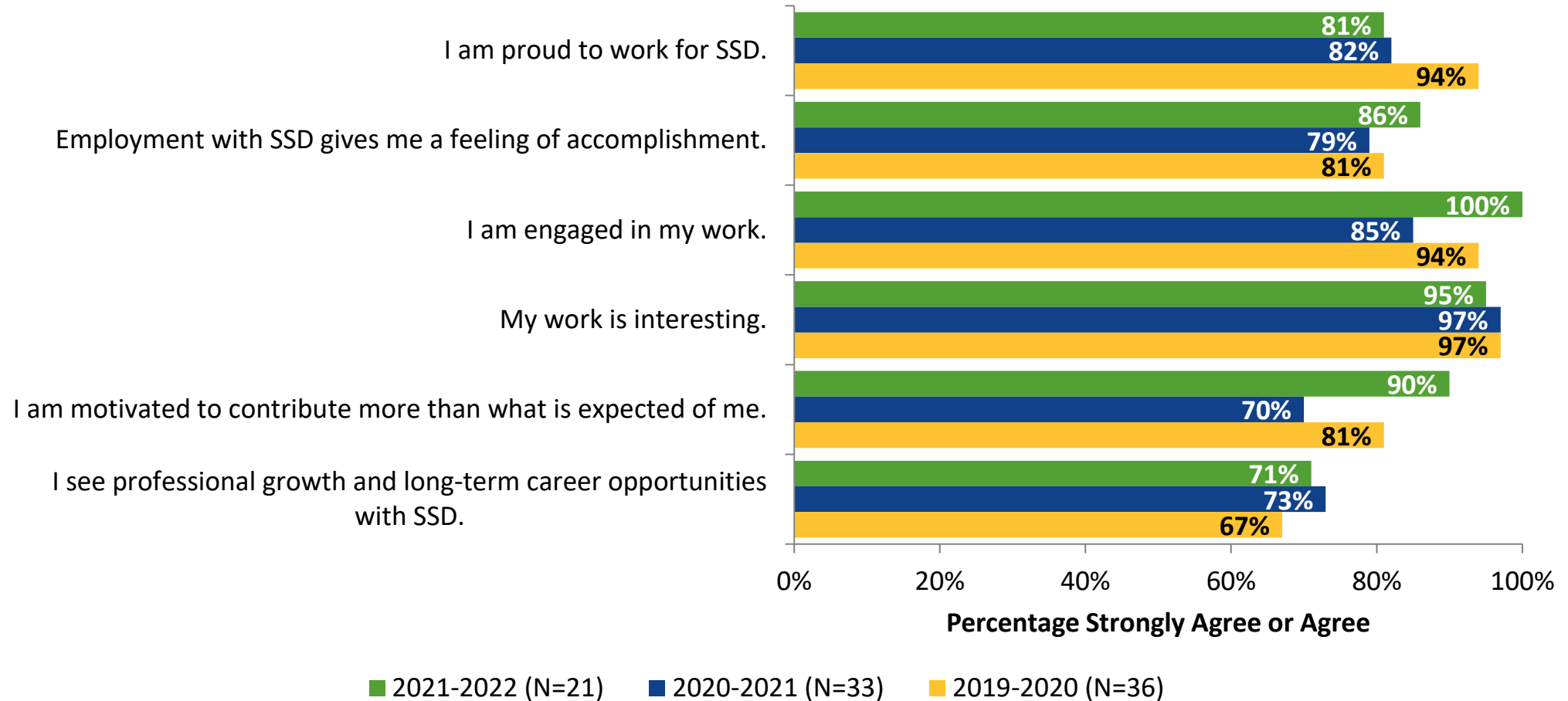
- Mission and Vision
- District Leadership
- School Leadership
- Feedback and Recognition
- Work Environment
- Career Growth and Training Opportunities

Additional Questions provide information about demographics of participants such as school, job classification, years of service, ethnicity, and gender, as well as information on staff support, professional development, and communications.

Overall Engagement

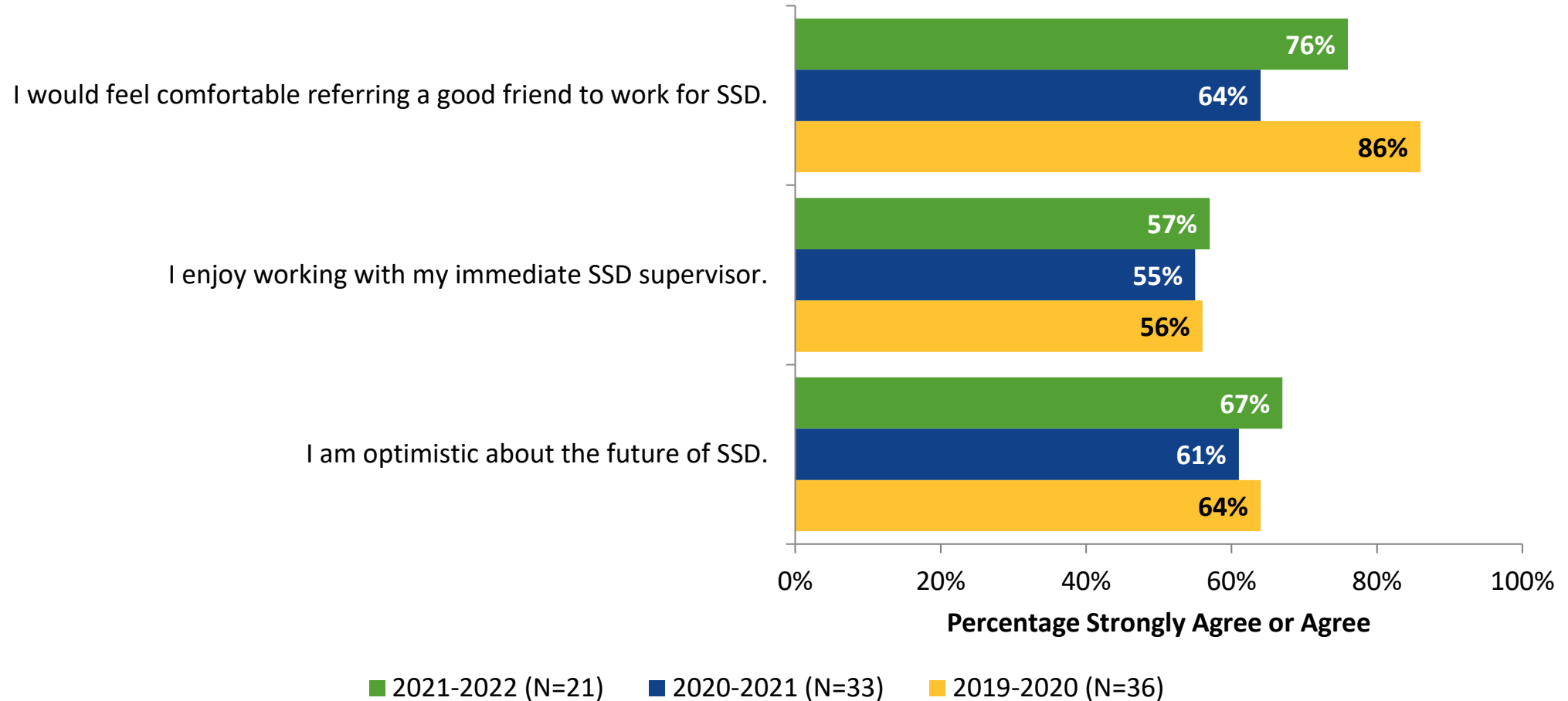
Overall Engagement: Comparison Over Time

How strongly do you agree or disagree with the following statements?



Overall Engagement: Comparison Over Time (Continued)

How strongly do you agree or disagree with the following statements?



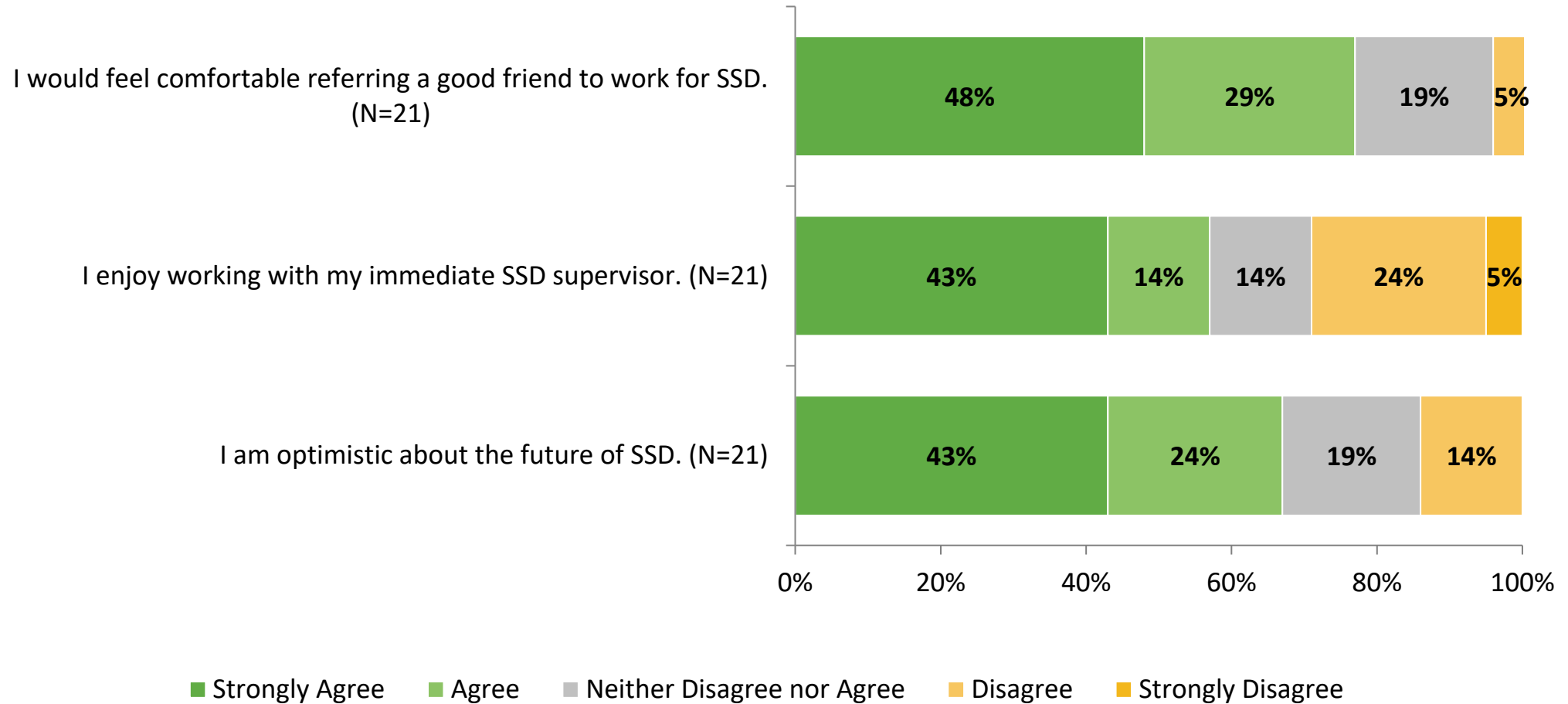
Overall Engagement

How strongly do you agree or disagree with the following statements?



Overall Engagement (Continued)

How strongly do you agree or disagree with the following statements?



Calculating and Classifying Engagement Scores

Each participant's engagement score is the average of their responses to nine engagement questions (EQ). Those average scores are then classified on a scale of highly engaged (>4.5), engaged (3.5 to 4.5), and less engaged (<3.5).

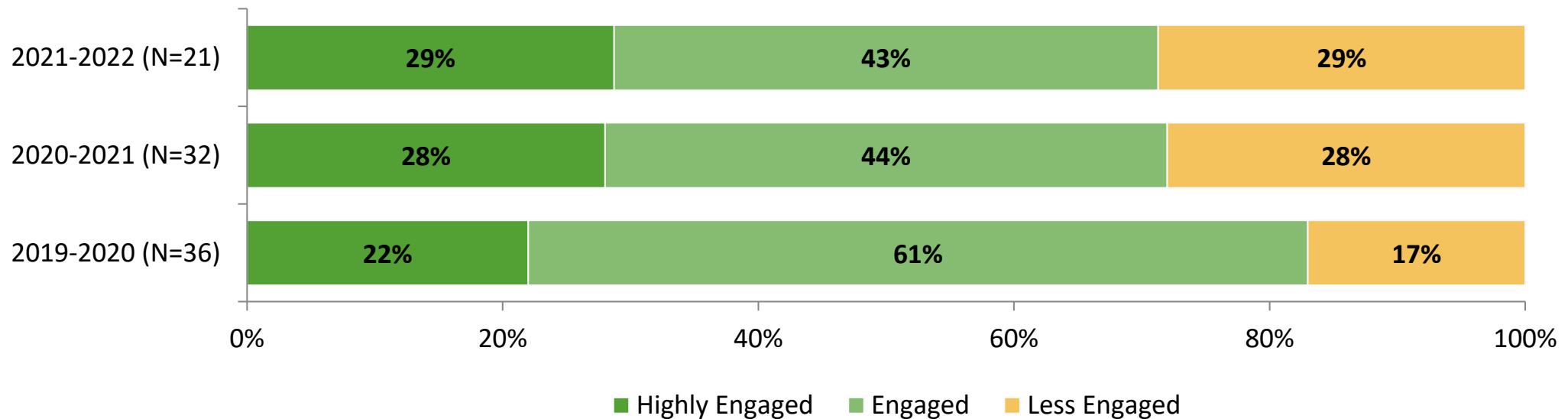
	Engagement Questions									Average
	EQ1	EQ2	EQ3	EQ4	EQ5	EQ6	EQ7	EQ8	EQ9	
Participant 1	4	5	3	4	2	4	4	3	3	3.55
Participant 2	→									
⋮	→									
Participant Y	→									
> 4.5 Highly Engaged			3.5 to 4.5 Engaged			< 3.5 Less Engaged				

Overall Engagement: Comparison Over Time

Responses to the nine engagement items were averaged to calculate an engagement score for each participant. To calculate the engagement score, each response option was assigned a numerical value:

- Strongly Disagree = 1
- Disagree = 2
- Neither Disagree nor Agree = 3
- Agree = 4
- Strongly Agree = 5

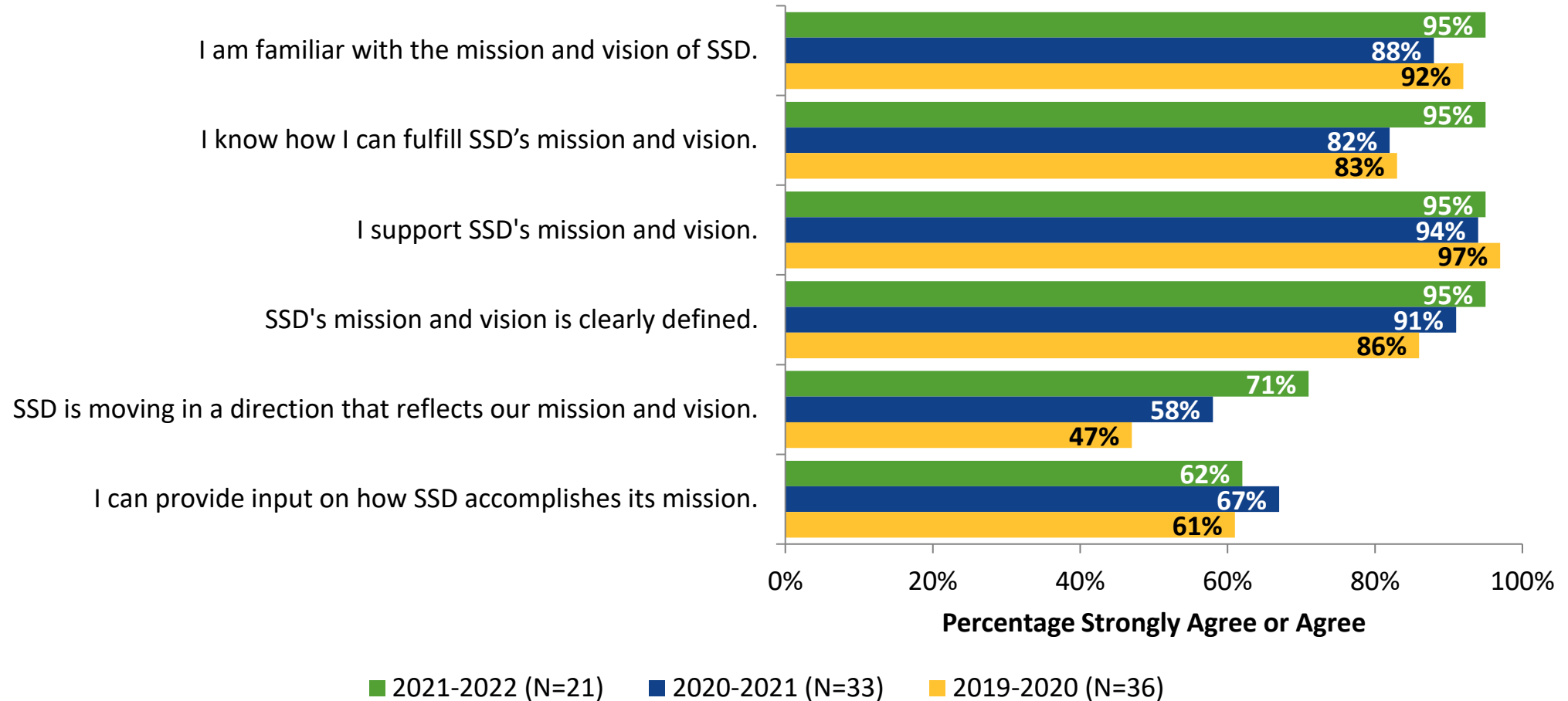
Average scores were classified into three levels: **Highly Engaged** (>4.5), **Engaged** (3.5 to 4.5), or **Less Engaged** (<3.5).



Engagement Driver Dimension

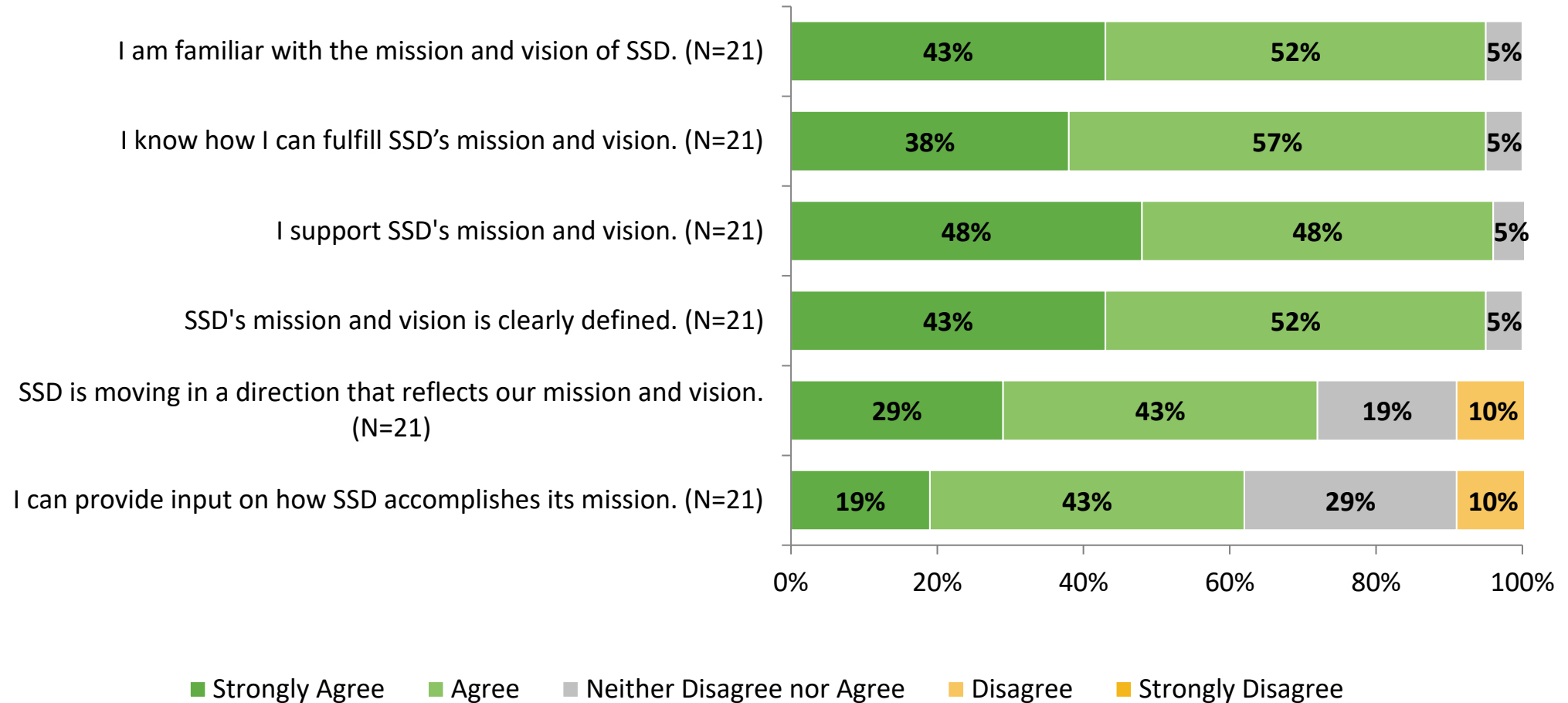
Mission and Vision: Comparison Over Time

How strongly do you agree or disagree with the following statements?



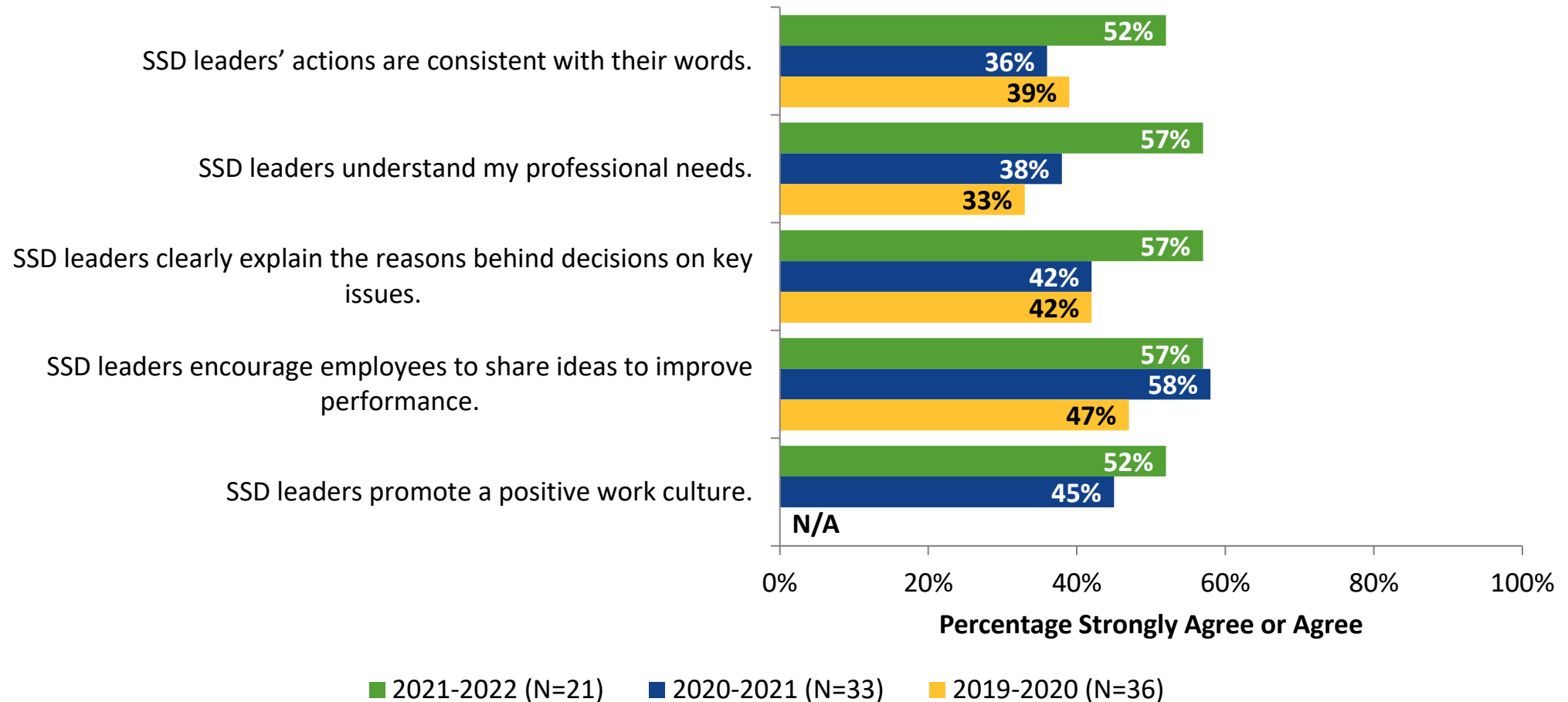
Mission and Vision

How strongly do you agree or disagree with the following statements?



District Leadership: Comparison Over Time

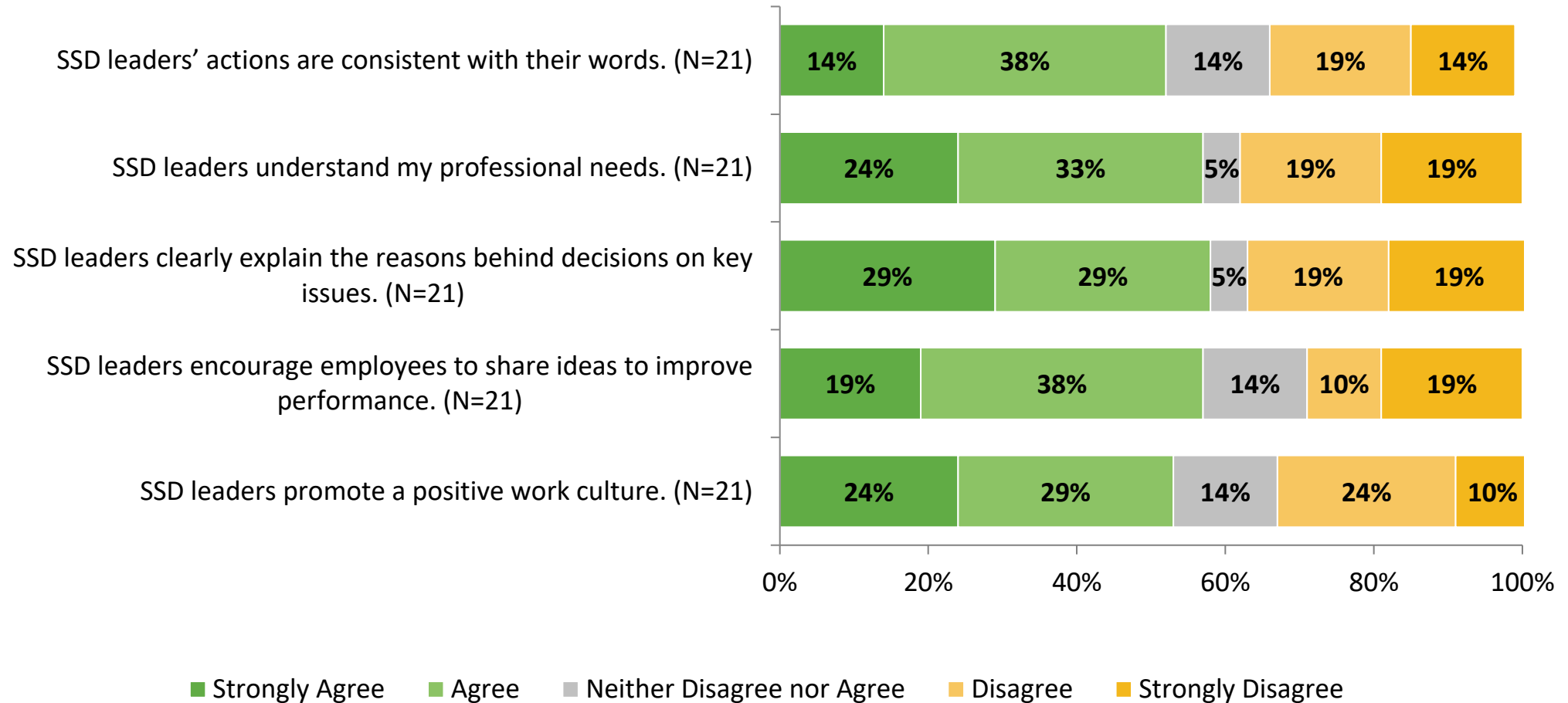
How strongly do you agree or disagree with the following statements?



Answer options: Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree
 Note: N/A indicates a question was not asked during a survey administration.

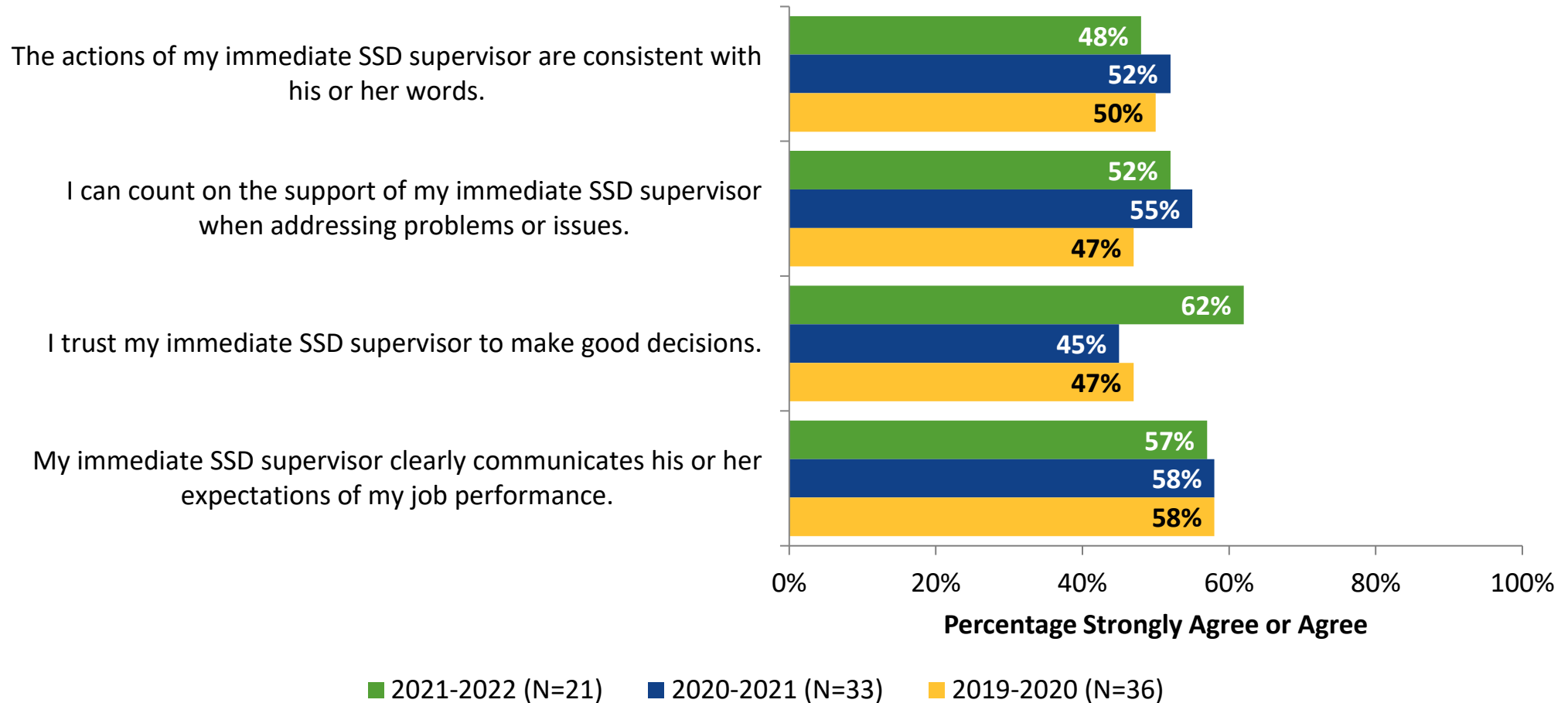
District Leadership

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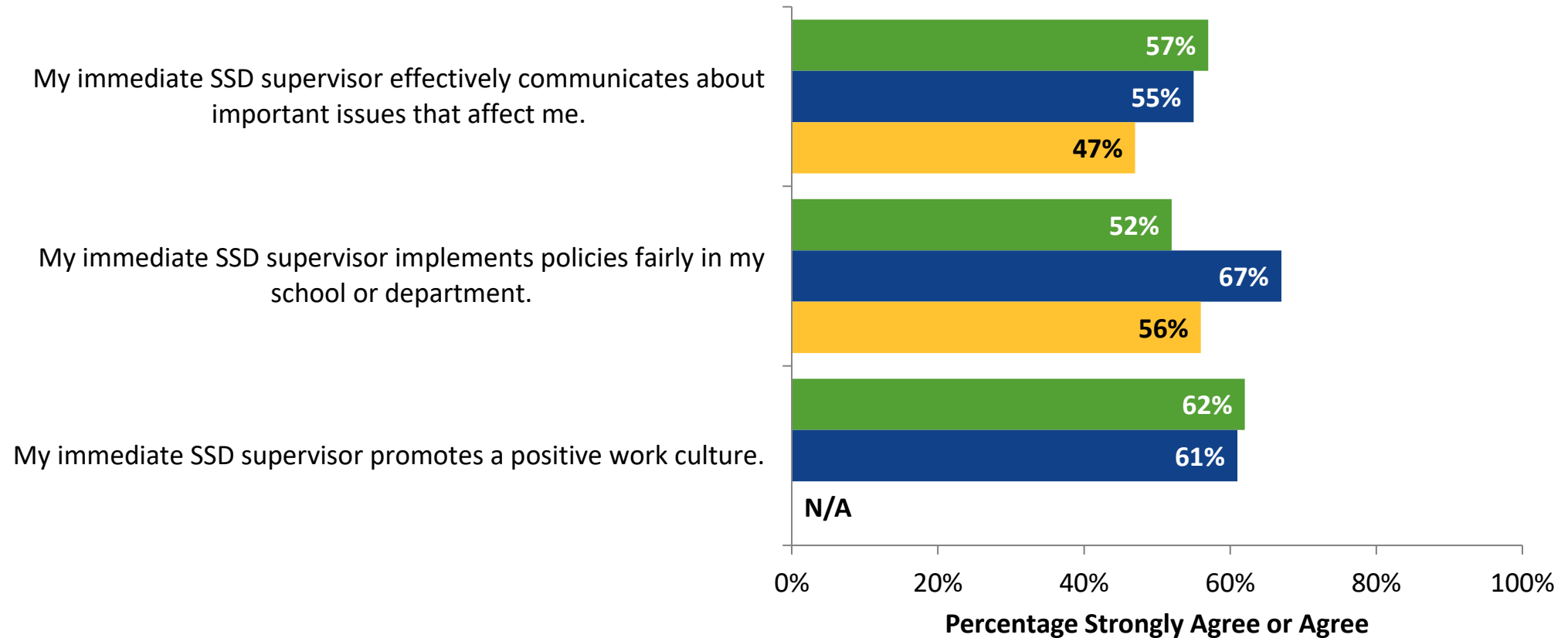
School/Department Leadership: Comparison Over Time

How strongly do you agree or disagree with the following statements?



School/Department Leadership: Comparison Over Time (Continued)

How strongly do you agree or disagree with the following statements?

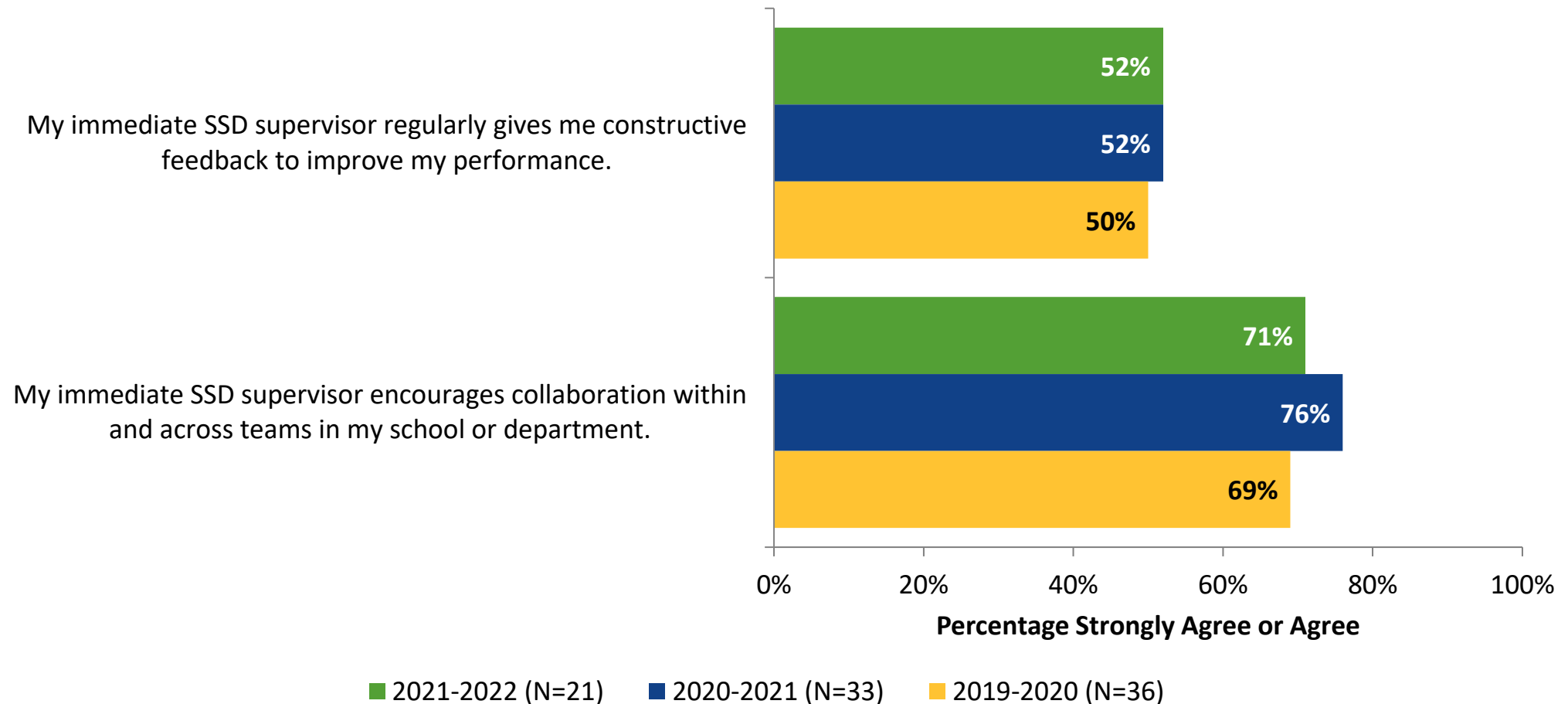


■ 2021-2022 (N=21) ■ 2020-2021 (N=33) ■ 2019-2020 (N=36)

Answer options: Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree
Note: N/A indicates a question was not asked during a survey administration.

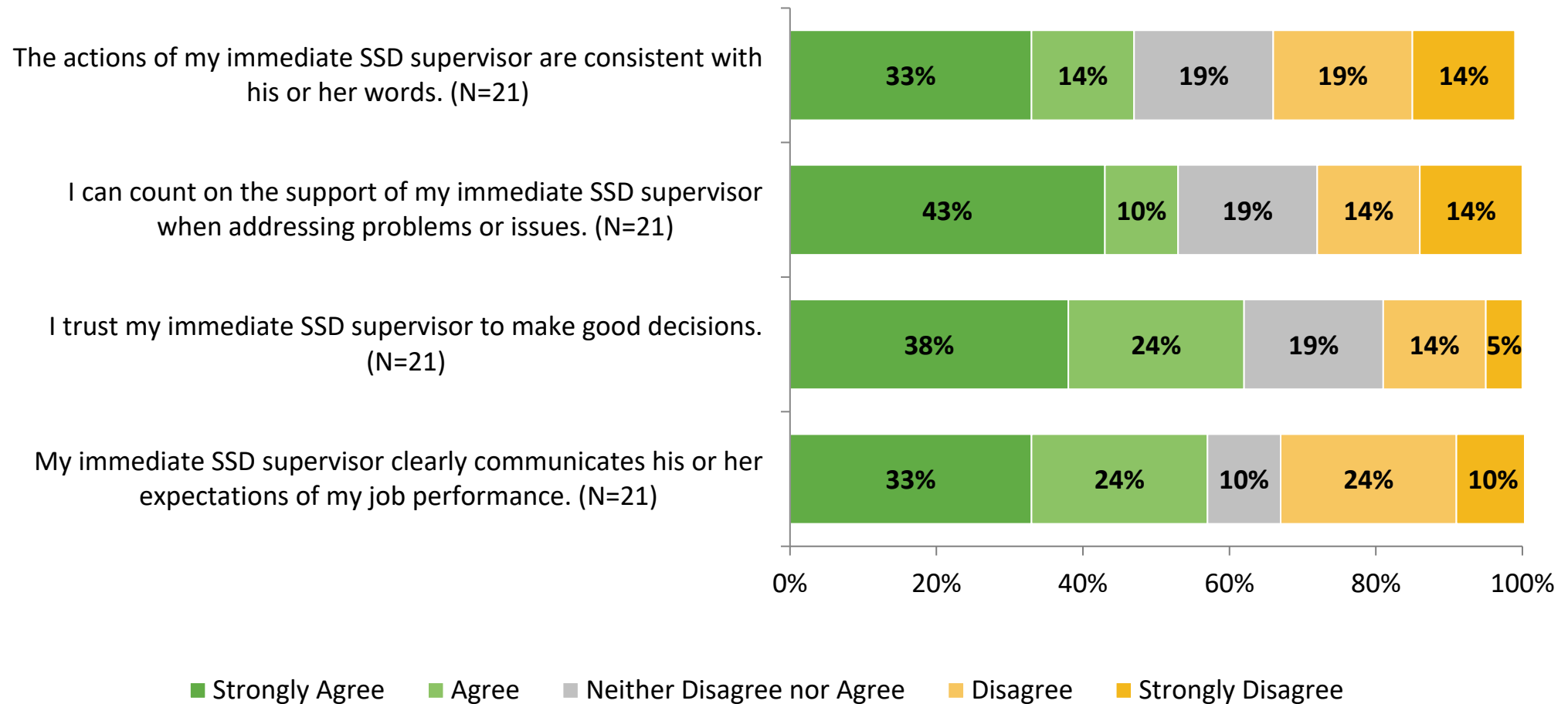
School/Department Leadership: Comparison Over Time (Continued)

How strongly do you agree or disagree with the following statements?



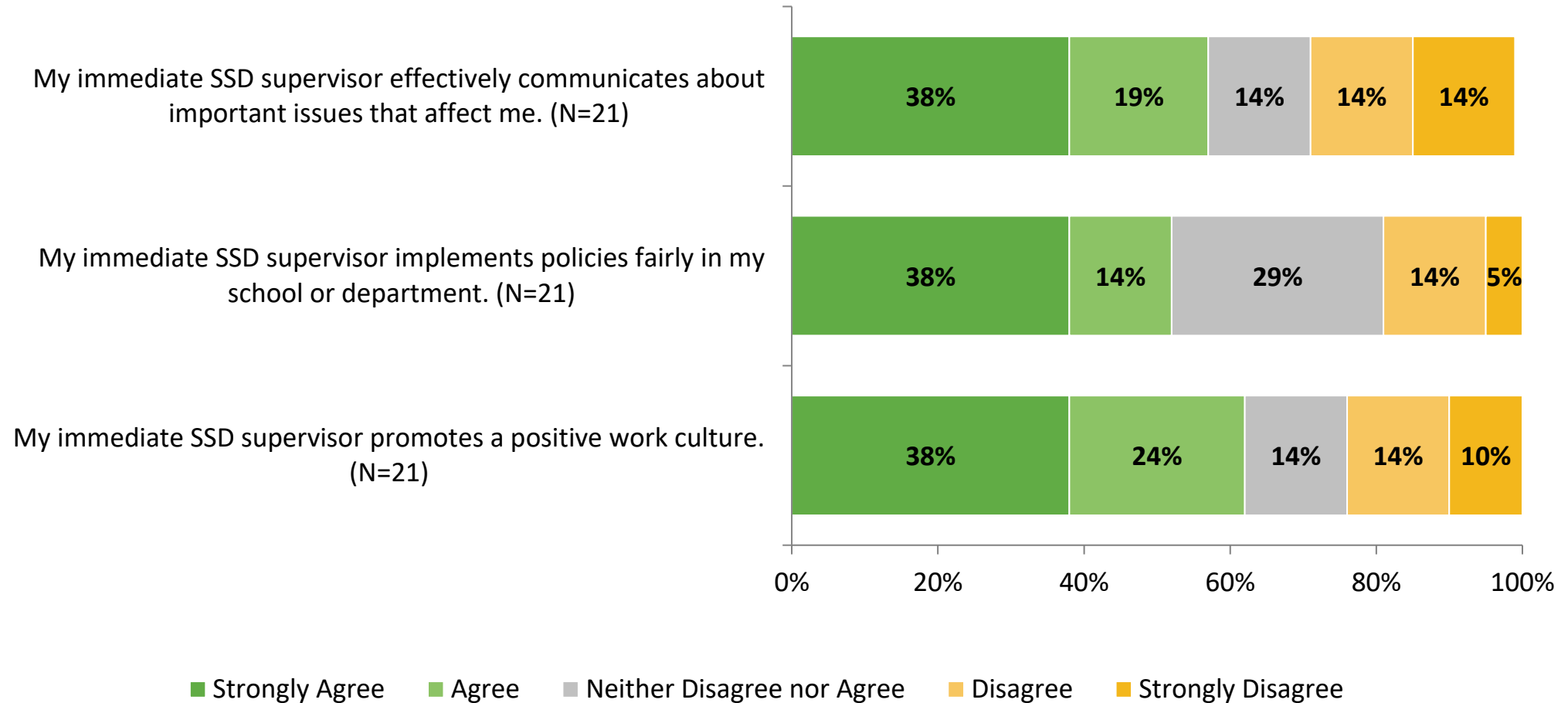
School/Department Leadership

How strongly do you agree or disagree with the following statements?



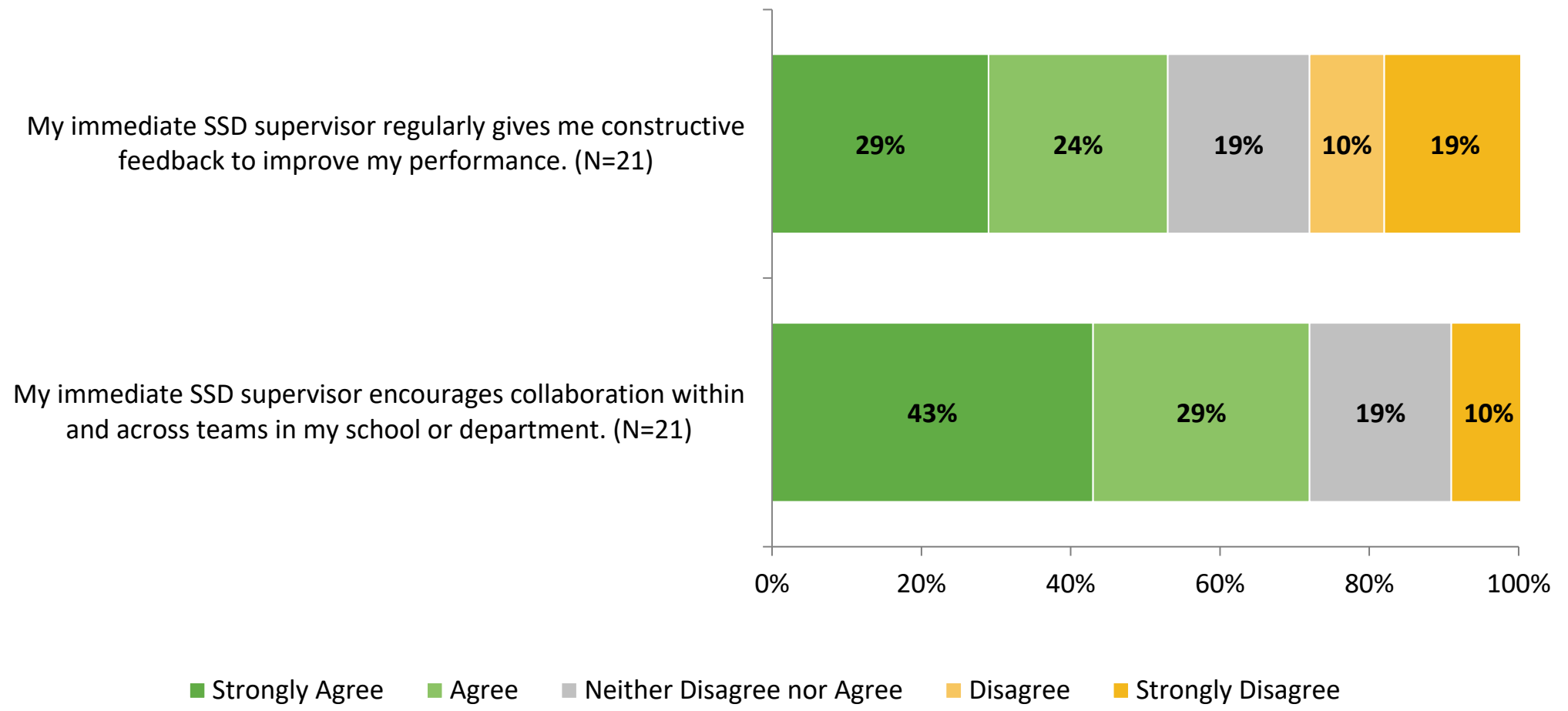
School/Department Leadership (Continued)

How strongly do you agree or disagree with the following statements?



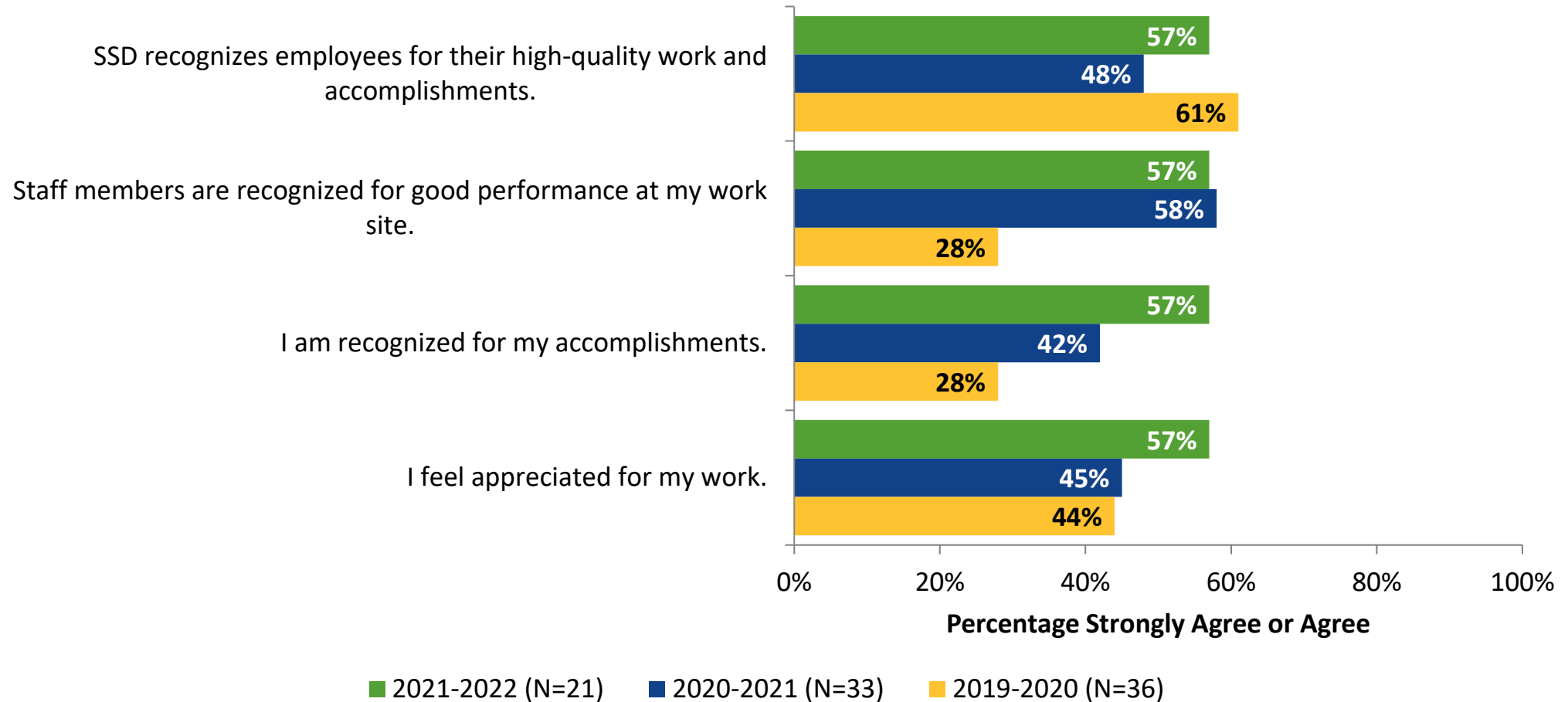
School/Department Leadership (Continued)

How strongly do you agree or disagree with the following statements?



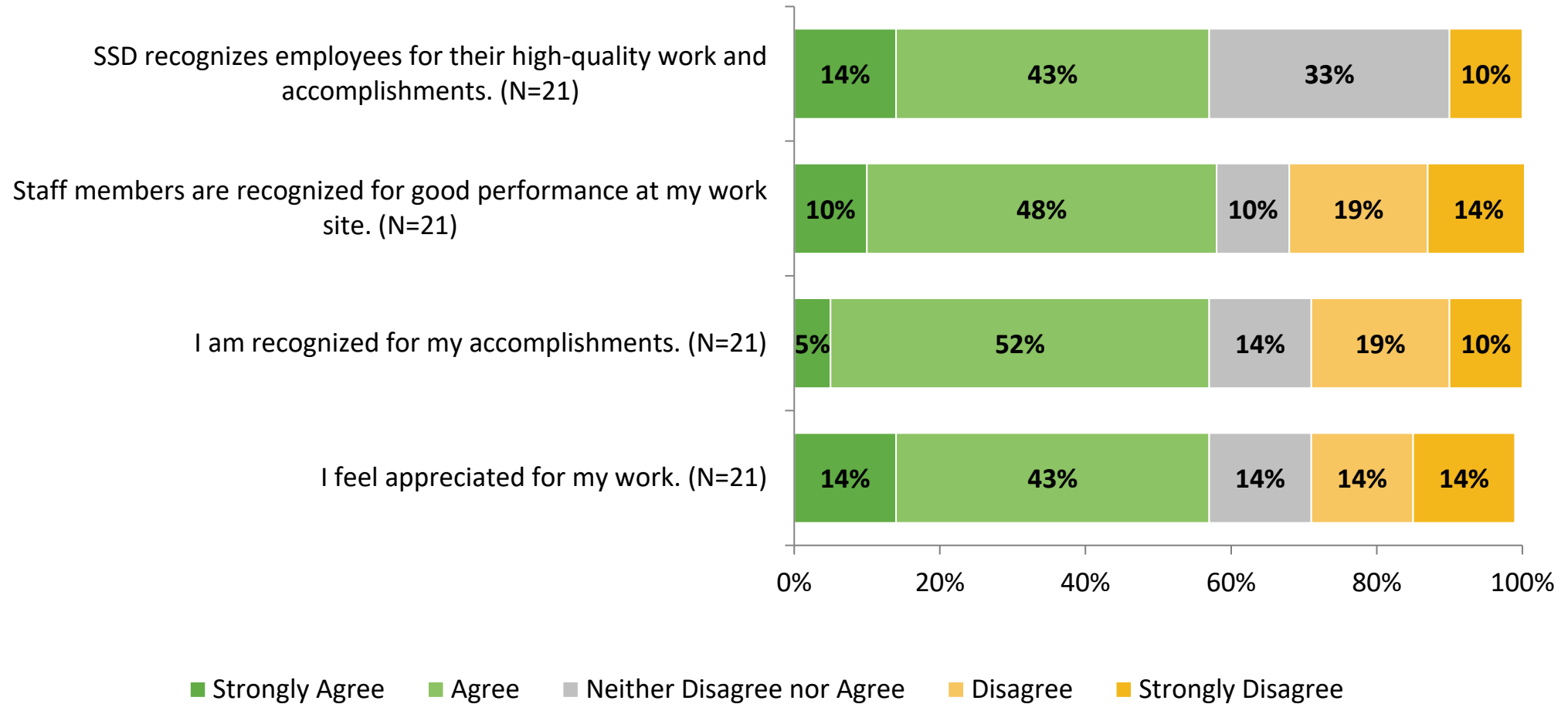
Feedback and Recognition: Comparison Over Time

How strongly do you agree or disagree with the following statements?



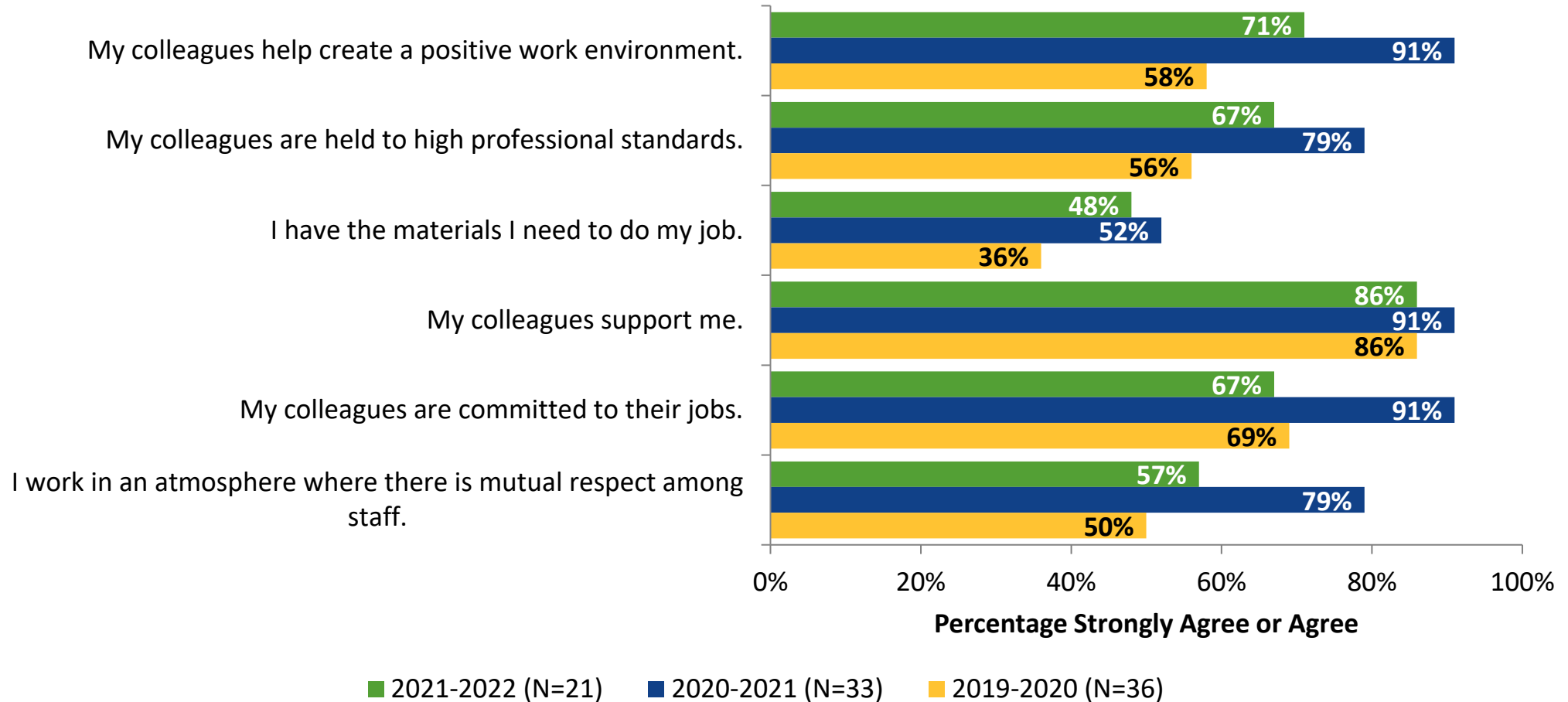
Feedback and Recognition

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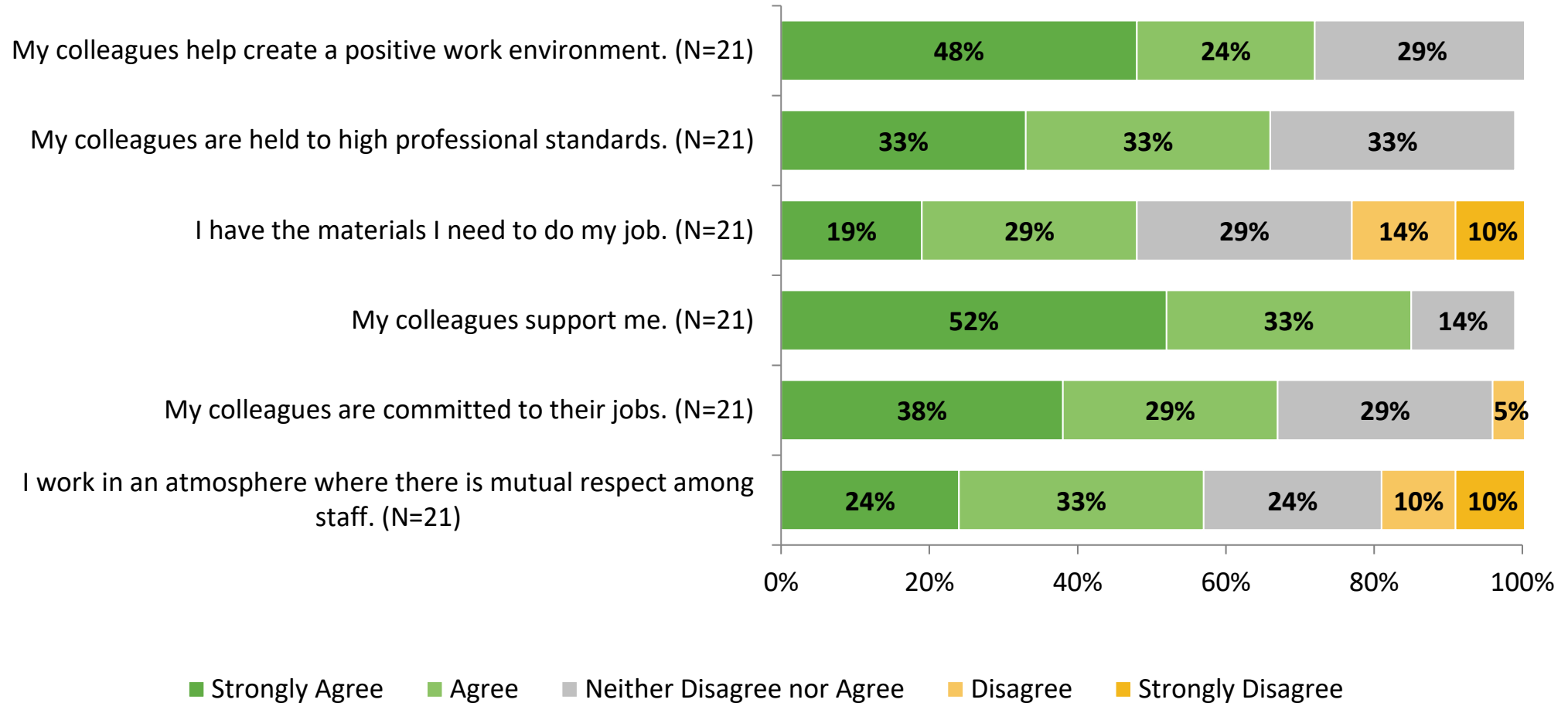
Work Environment: Comparison Over Time

How strongly do you agree or disagree with the following statements?



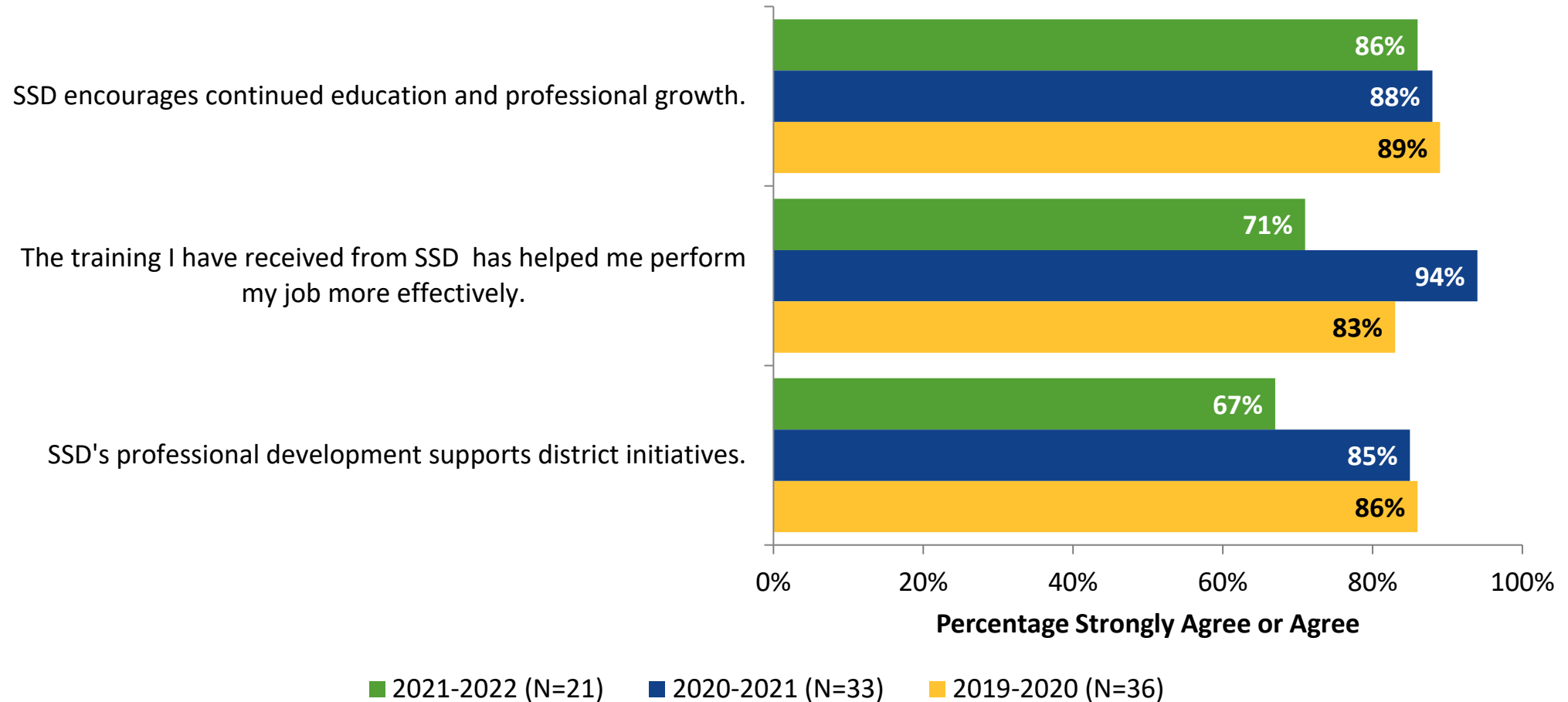
Work Environment

How strongly do you agree or disagree with the following statements?



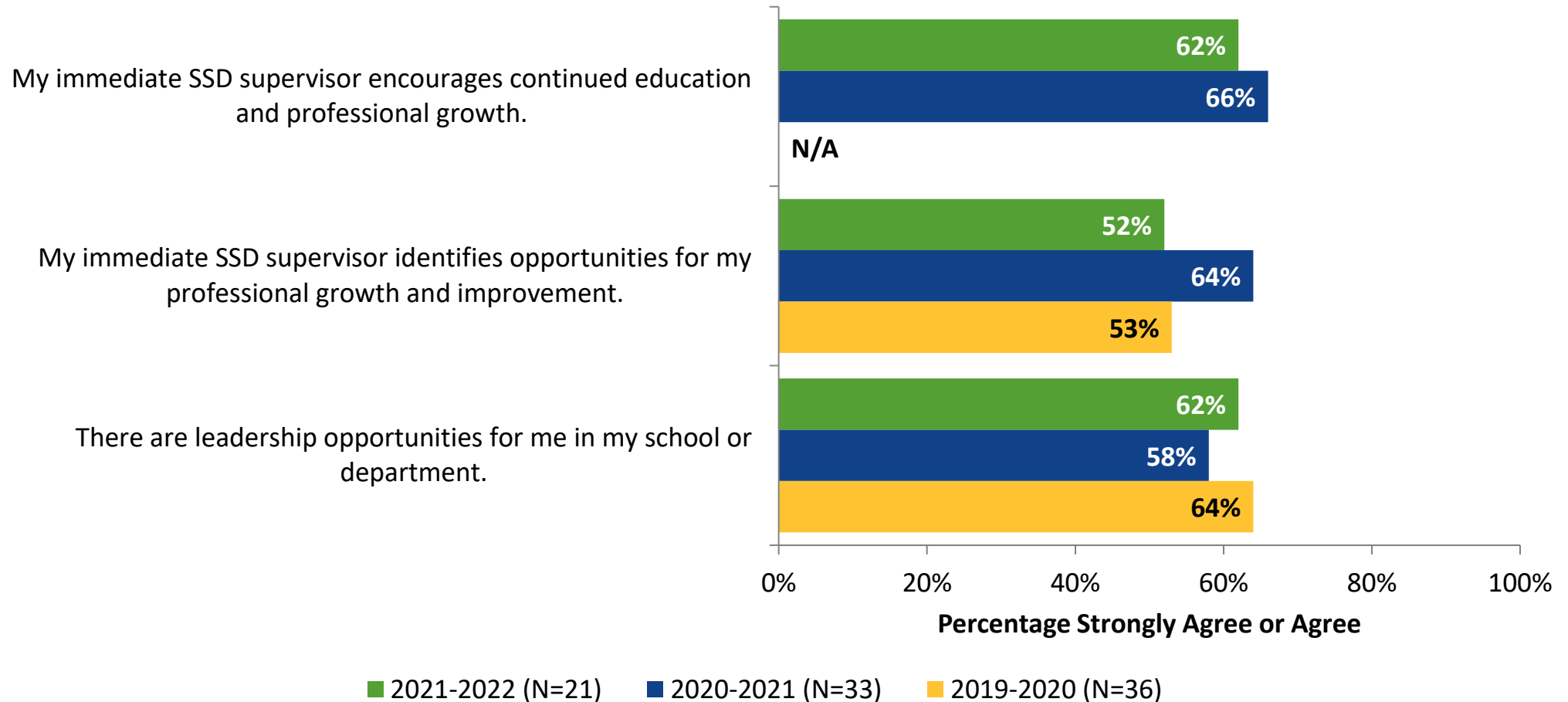
Career Growth and Training Opportunities: Comparison Over Time

How strongly do you agree or disagree with the following statements?



Career Growth and Training Opportunities: Comparison Over Time (Continued)

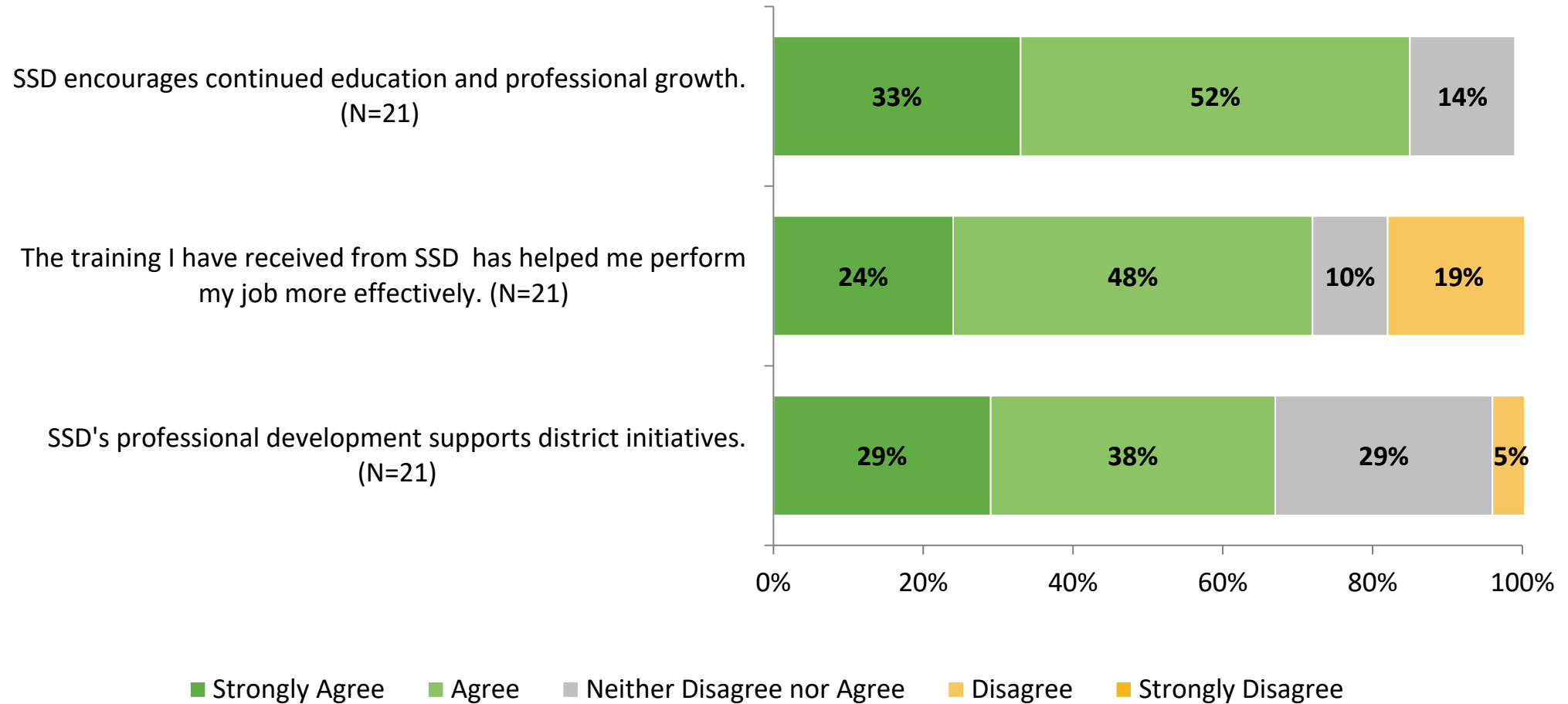
How strongly do you agree or disagree with the following statements?



Answer options: Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree
Note: N/A indicates a question was not asked during a survey administration.

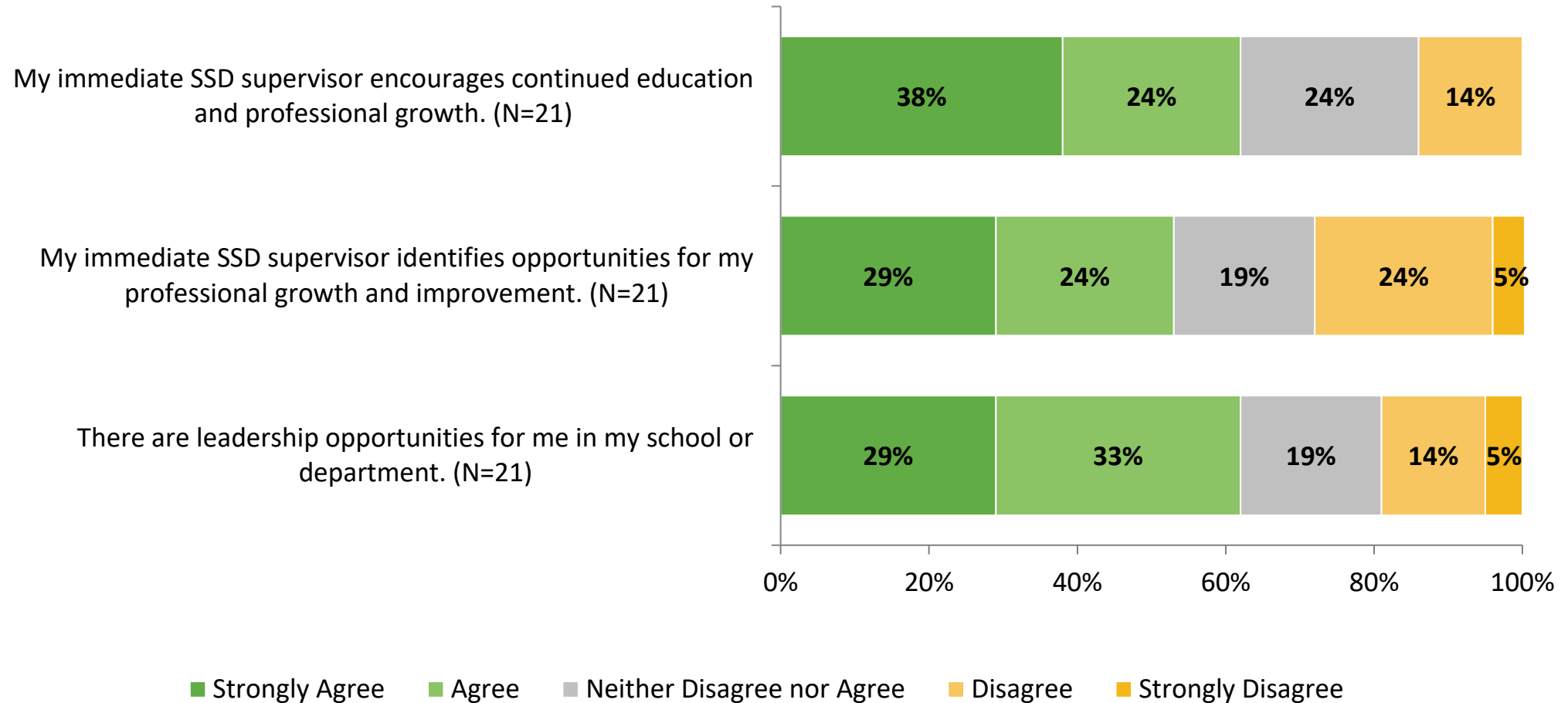
Career Growth and Training Opportunities

How strongly do you agree or disagree with the following statements?



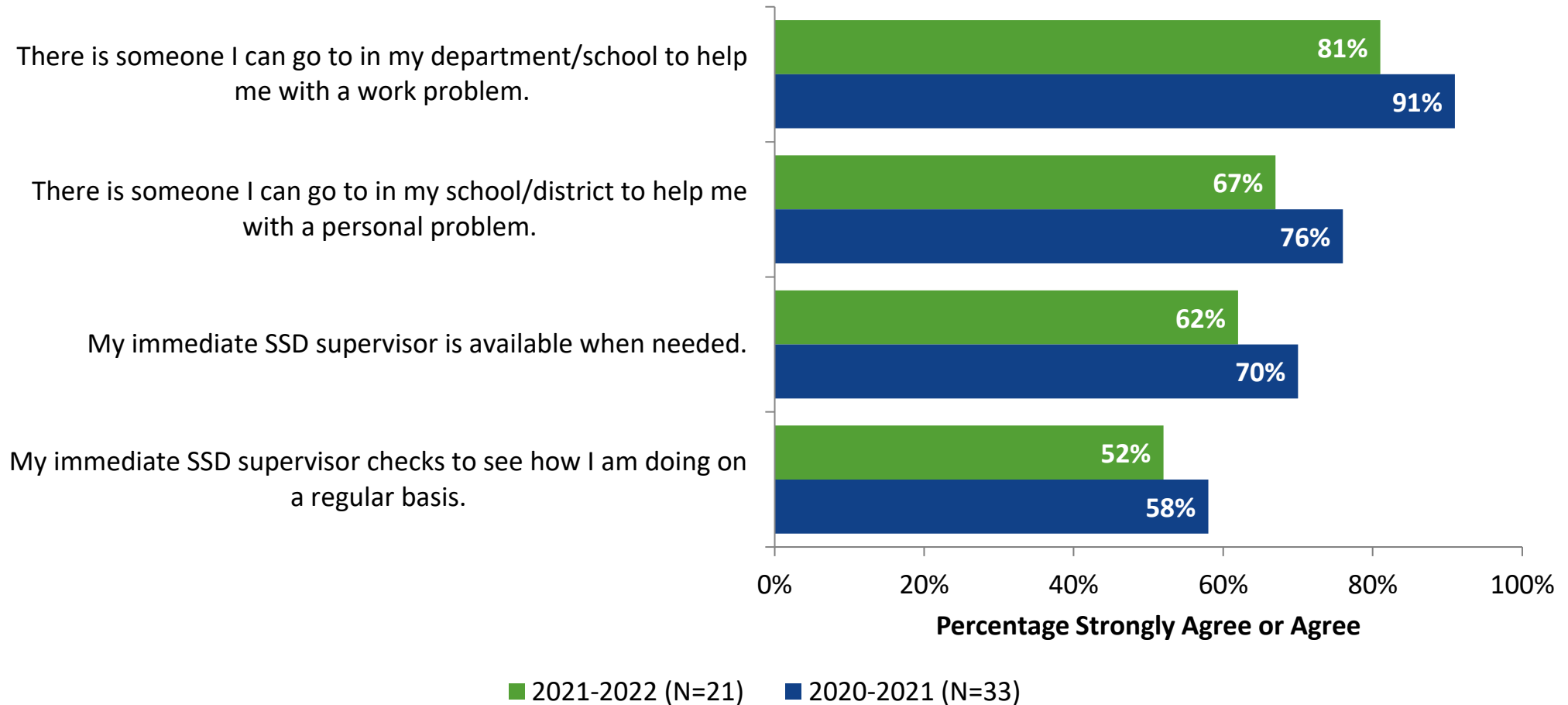
Career Growth and Training Opportunities (Continued)

How strongly do you agree or disagree with the following statements?



Staff Support: Comparison Over Time

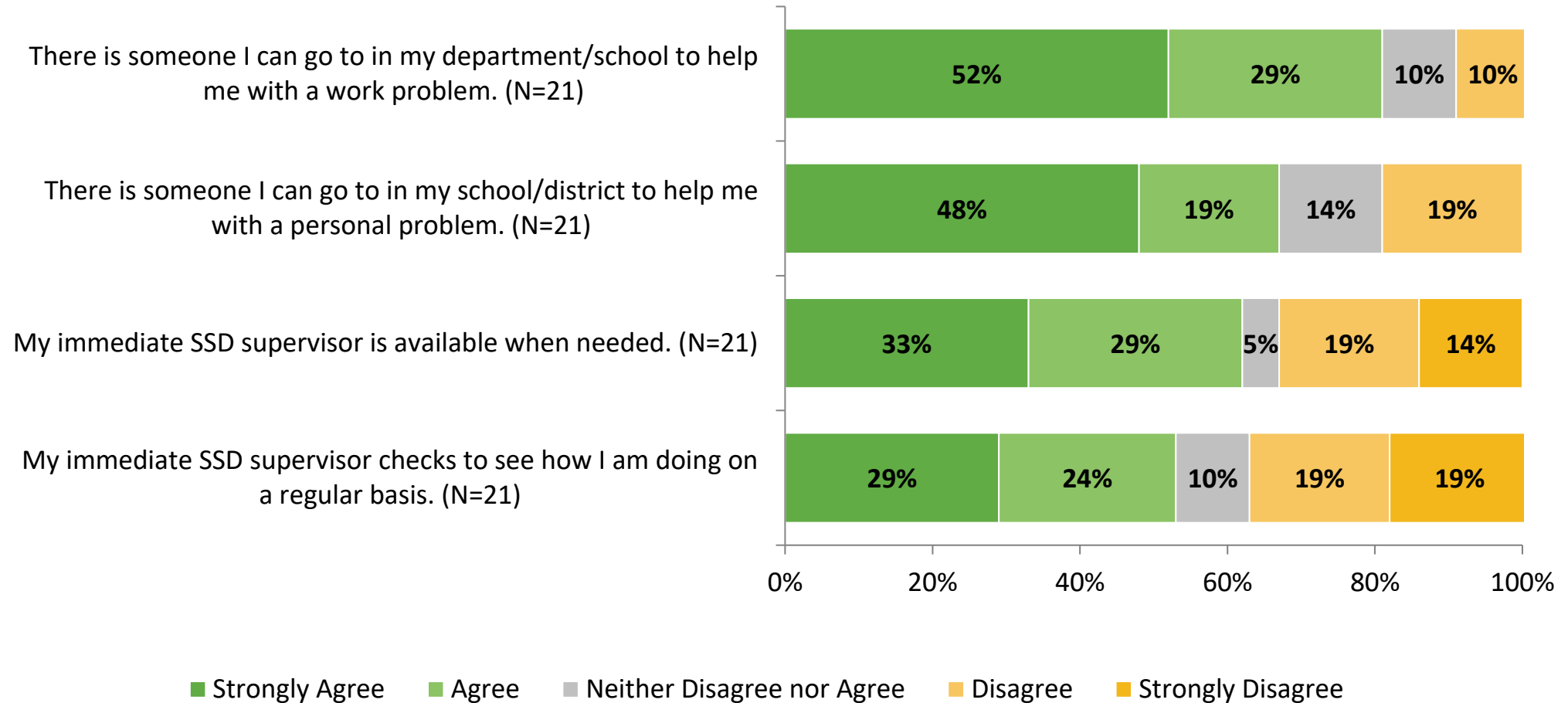
How strongly do you agree or disagree with the following statements?



Answer options: Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree
Note: These questions were added in 2020-2021.

Staff Support

How strongly do you agree or disagree with the following statements?



Highest-ranking Items

Survey Item	Percentage Strongly Agree or Agree (%)	School Climate Topic
I am engaged in my work.	100%	Overall Engagement
My work is interesting.	95%	Overall Engagement
I am familiar with the mission and vision of SSD.	95%	Mission and Vision
I know how I can fulfill SSD's mission and vision.	95%	Mission and Vision
I support SSD's mission and vision.	95%	Mission and Vision

Lowest-ranking Items

Survey Item	Percentage Strongly Disagree or Disagree (%)	School Climate Topic
SSD leaders understand my professional needs.	38%	District Leadership
SSD leaders clearly explain the reasons behind decisions on key issues.	38%	District Leadership
My immediate SSD supervisor checks to see how I am doing on a regular basis.	38%	Staff Support
My immediate SSD supervisor is available when needed.	33%	Staff Support
My immediate SSD supervisor clearly communicates his or her expectations of my job performance.	33%	School/Department Leadership

Focus Areas

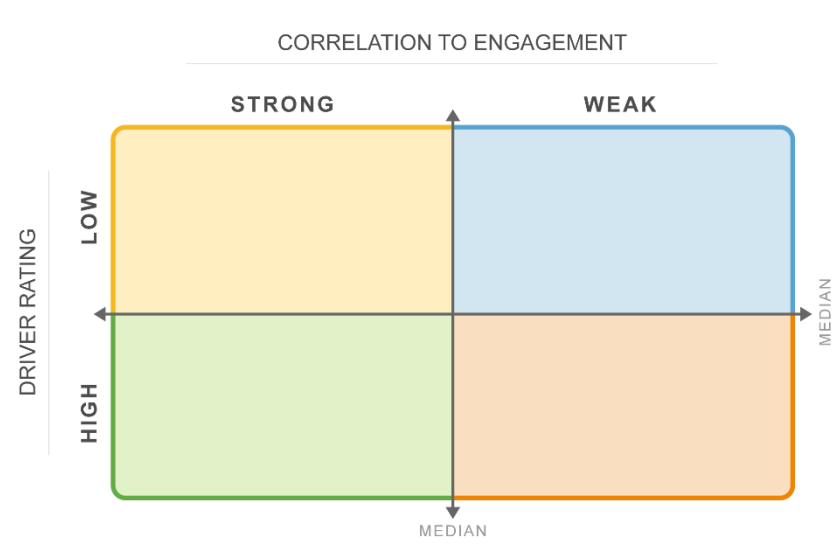
Focus Areas to Increase Employee Engagement

Thirty-six items (drivers) were used to assess the school/workplace environment and identify opportunities to increase engagement. Each item was rated on a five-point scale, with higher values indicating stronger agreement.

The relationship between each employee's responses (driver ratings) and his or her overall engagement score was also analyzed. To do this, the strength of the relationship (the correlation coefficient) between the engagement scores and each driver was calculated. Values can range from zero to +1.0. The closer to +1.0, the stronger the relationship.

Driver ratings were classified as high or low based on the median. Correlations to engagement were classified as strong or weak based on the median.

The primary focus area (yellow) is for items that rated low but have a strong correlation to engagement. The secondary focus area (green) is for items that received high ratings and have a strong correlation to engagement.



Engagement Dimensions Calculations



Increasing Employee Engagement

Improving scores for these items will likely increase employee engagement. The average scores for these statements are low (at or below), but the items have strong relationships to engagement.

Survey Item	Driver Rating	Correlation to Engagement
SSD leaders' actions are consistent with their words.	3.19	0.78
SSD leaders understand my professional needs.	3.24	0.78
I am recognized for my accomplishments.	3.24	0.66
SSD leaders clearly explain the reasons behind decisions on key issues.	3.29	0.77
SSD leaders encourage employees to share ideas to improve performance.	3.29	0.79
I feel appreciated for my work.	3.29	0.74
SSD leaders promote a positive work culture.	3.33	0.77
The actions of my immediate SSD supervisor are consistent with his or her words.	3.33	0.68

Median	
Driver Rating	3.67
Correlation to Engagement	0.64

Correlation to Engagement			
		Strong	Weak
Driver Rating	Low	Primary Focus	
	High	Secondary Focus	

Increasing Employee Engagement (Continued)

Improving scores for these items will likely increase employee engagement. The average scores for these statements are low (at or below), but the items have strong relationships to engagement.

Survey Item	Driver Rating	Correlation to Engagement
My immediate SSD supervisor regularly gives me constructive feedback to improve my performance.	3.33	0.64
I have the materials I need to do my job.	3.33	0.71
My immediate SSD supervisor clearly communicates his or her expectations of my job performance.	3.48	0.72
I can count on the support of my immediate SSD supervisor when addressing problems or issues.	3.52	0.67
My immediate SSD supervisor effectively communicates about important issues that affect me.	3.52	0.73
My immediate SSD supervisor implements policies fairly in my school or department.	3.67	0.70
There are leadership opportunities for me in my school or department.	3.67	0.74

Median	
Driver Rating	3.67
Correlation to Engagement	0.64

Correlation to Engagement			
		Strong	Weak
Driver Rating	Low	Primary Focus	
	High	Secondary Focus	

Maintaining Employee Engagement

Celebrating these items will continue to promote positive employee engagement. The average scores for these statements are high (at or above), and the items have strong relationships to engagement.

Survey Item	Driver Rating	Correlation to Engagement
My immediate SSD supervisor encourages continued education and professional growth.	3.86	0.64
SSD is moving in a direction that reflects our mission and vision.	3.91	0.75
My immediate SSD supervisor encourages collaboration within and across teams in my school or department.	3.95	0.73

Median	
Driver Rating	3.67
Correlation to Engagement	0.64

Correlation to Engagement			
		Strong	Weak
Driver Rating	Low	Primary Focus	
	High	Secondary Focus	

Maintaining a Positive Work Environment

While these items do not have strong relationships to engagement, the average scores for these statements are high (at or above). The district should continue its good work in these areas to maintain a positive working environment.

Survey Item	Driver Rating	Correlation to Engagement
I can provide input on how SSD accomplishes its mission.	3.71	0.55
I trust my immediate SSD supervisor to make good decisions.	3.76	0.50
The training I have received from SSD has helped me perform my job more effectively.	3.76	0.48
SSD's professional development supports district initiatives.	3.91	0.40
My colleagues are held to high professional standards.	4.00	0.44
My colleagues are committed to their jobs.	4.00	-0.09
My colleagues help create a positive work environment.	4.19	0.27
SSD encourages continued education and professional growth.	4.19	0.58
I know how I can fulfill SSD's mission and vision.	4.33	0.08
I am familiar with the mission and vision of SSD.	4.38	0.18
SSD's mission and vision is clearly defined.	4.38	0.18
My colleagues support me.	4.38	0.10
I support SSD's mission and vision.	4.43	0.18

Median	
Driver Rating	3.67
Correlation to Engagement	0.64

Correlation to Engagement			
		Strong	Weak
Driver Rating	Low	Primary Focus	
	High	Secondary Focus	

Improving the Work Environment

While these items do not have strong relationships to engagement, the average scores for these statements are low (at or below). Improving these items will promote a positive work environment.

Survey Item	Driver Rating	Correlation to Engagement
Staff members are recognized for good performance at my work site.	3.19	0.64
My immediate SSD supervisor identifies opportunities for my professional growth and improvement.	3.48	0.63
SSD recognizes employees for their high-quality work and accomplishments.	3.52	0.43
I work in an atmosphere where there is mutual respect among staff.	3.52	0.02
My immediate SSD supervisor promotes a positive work culture.	3.67	0.53

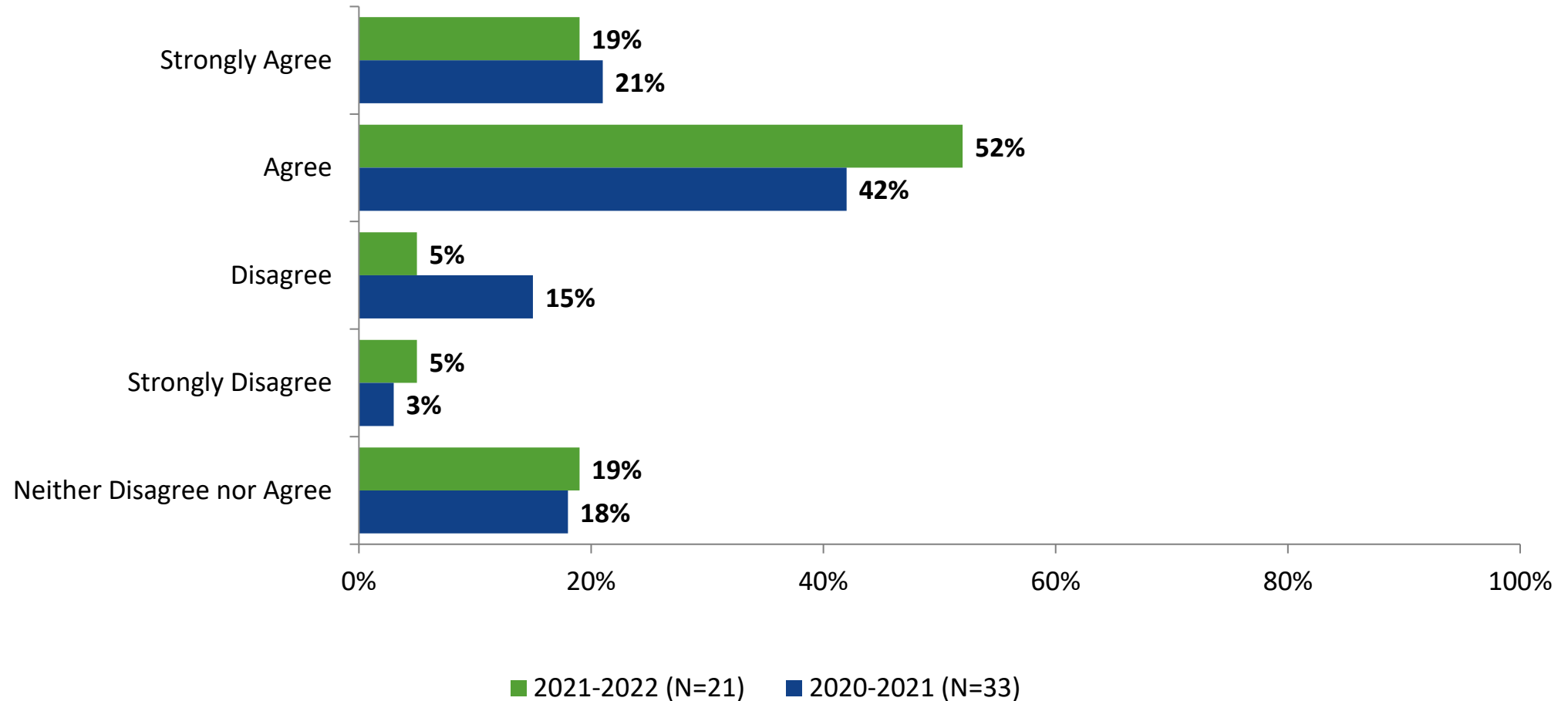
Median	
Driver Rating	3.67
Correlation to Engagement	0.64

Correlation to Engagement			
		Strong	Weak
Driver Rating	Low	Primary Focus	
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Additional Questions

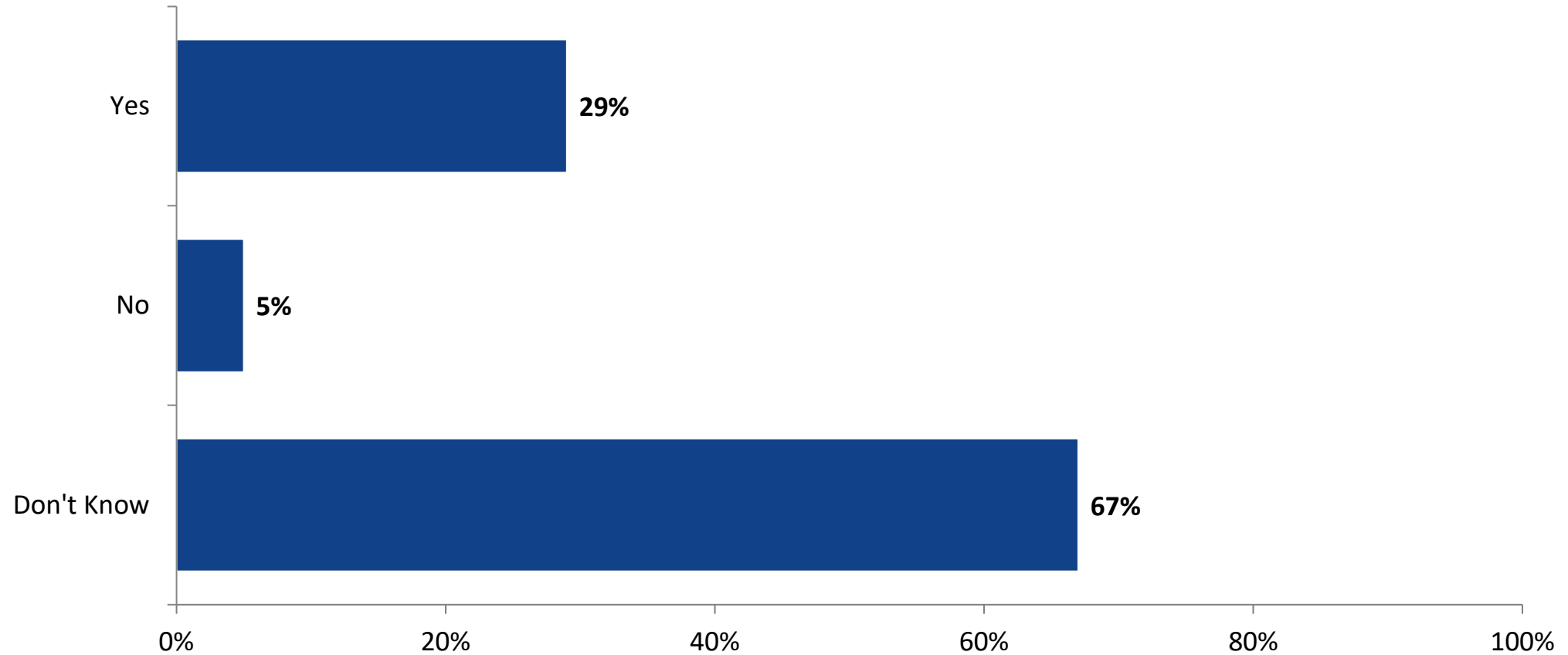
Professional Development: Comparison Over Time

How strongly do you agree or disagree with the following statement? I have been provided online or other remote professional development opportunities and/or training to meet the current requirements and expectations of my job.



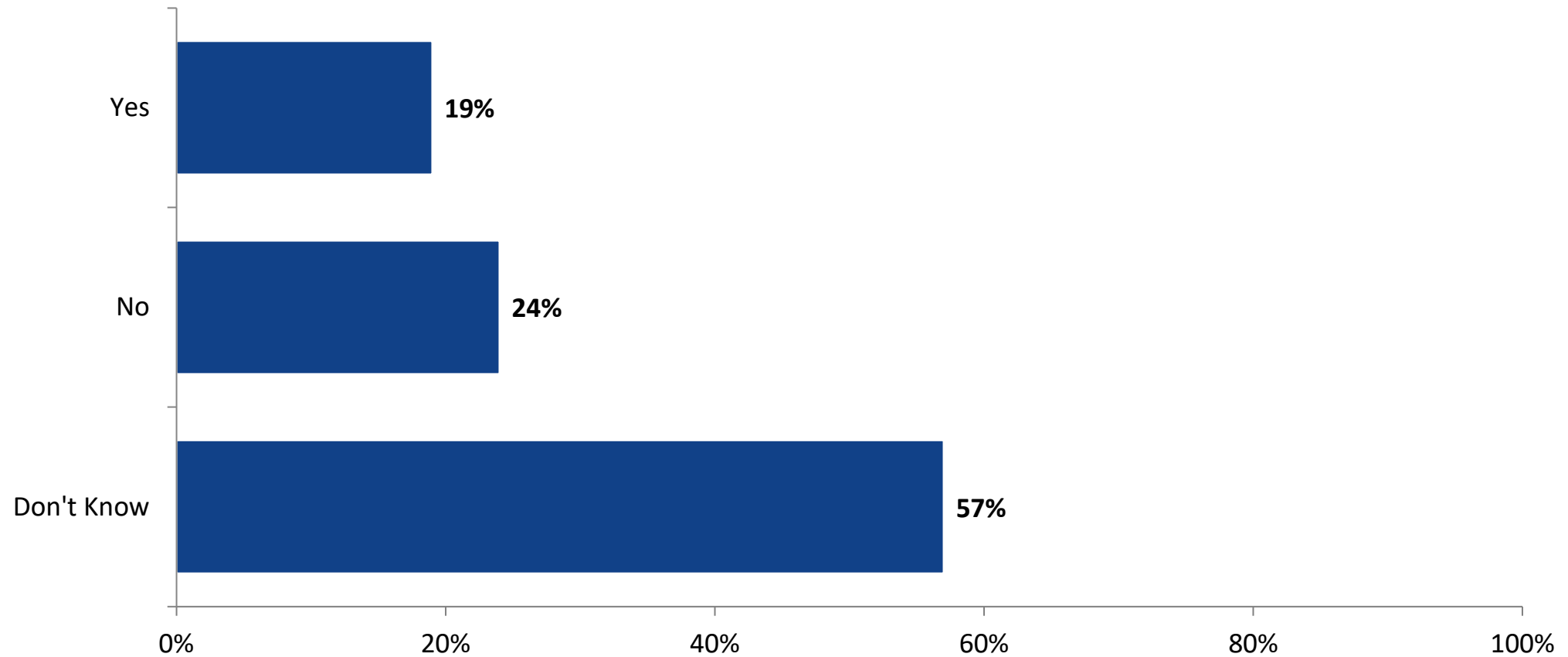
Sharing Survey Results

The SSD Employee Engagement Survey was last administered in 2020-2021. Were the results shared with you? (N=21)



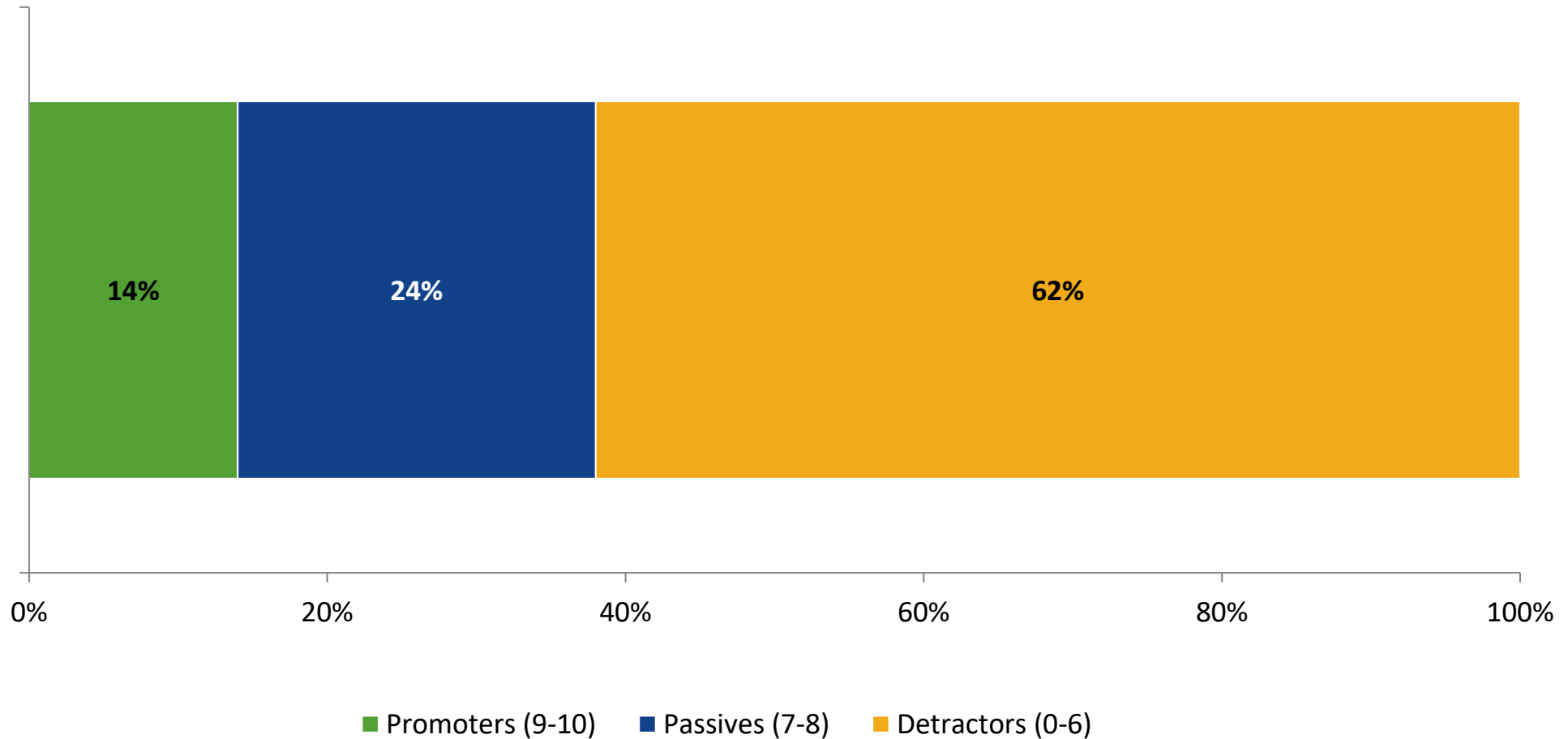
Using Data to Improve

Has your immediate SSD supervisor made changes to improve employee engagement since the 2020-2021 school year? (N=21)



School Recommendation

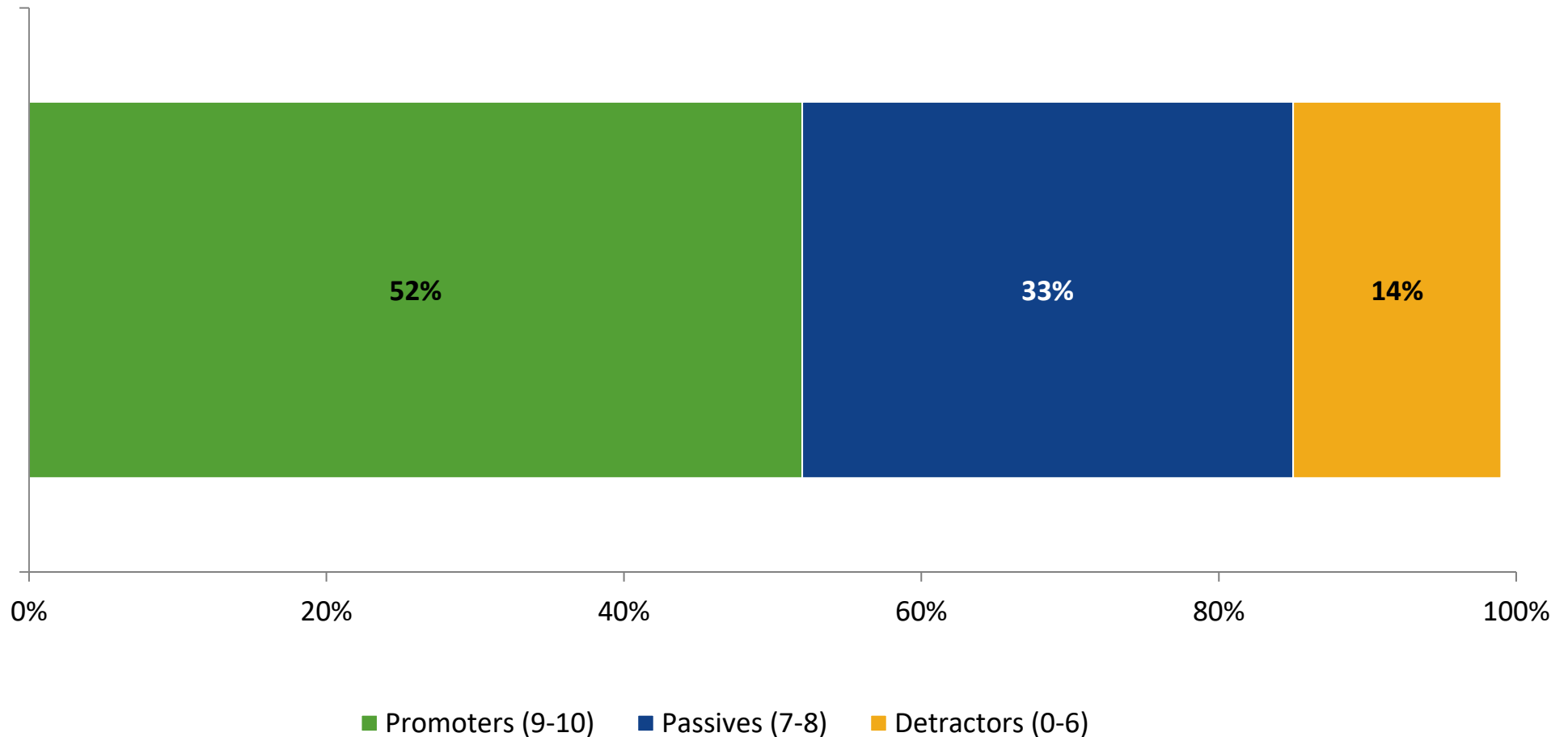
How likely is it that you would recommend your school to a family member or friend? (N=21)



Notes: The scores are clustered into Promoters, Passives, and Detractors, based on the rating. Passives represent individuals who do not have an unequivocal opinion about their school or district.

District Recommendation

How likely is it that you would recommend SSD to a family member or friend? (N=21)



Notes: The scores are clustered into Promoters, Passives, and Detractors, based on the rating. Passives represent individuals who do not have an unequivocal opinion about their school or district.

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