

# Employee Engagement Survey: Kirkwood School District

## Results

School Year: 2020-2021



# Project Overview

---

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

This study had three goals:

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

The Employee Engagement Survey was open January 13 – February 2, 2021. Employees were invited to participate in the survey via email invitations. Reminder emails were sent to those who had not yet participated on January 21, 26, and February 2.

This report provides a site-level overview of the survey results. Results are compared with those from 2018-2019 and 2019-2020.

# Understanding the Results

---

Responses to the first nine items were averaged to find an engagement score for each respondent. The five response options were: Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, and Strongly Agree. To calculate the engagement score, each response option was given a weight, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Results do not reflect random sampling; therefore, they should not be generalized to all Special School District 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 add up to 100 because of rounding.

# Study 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

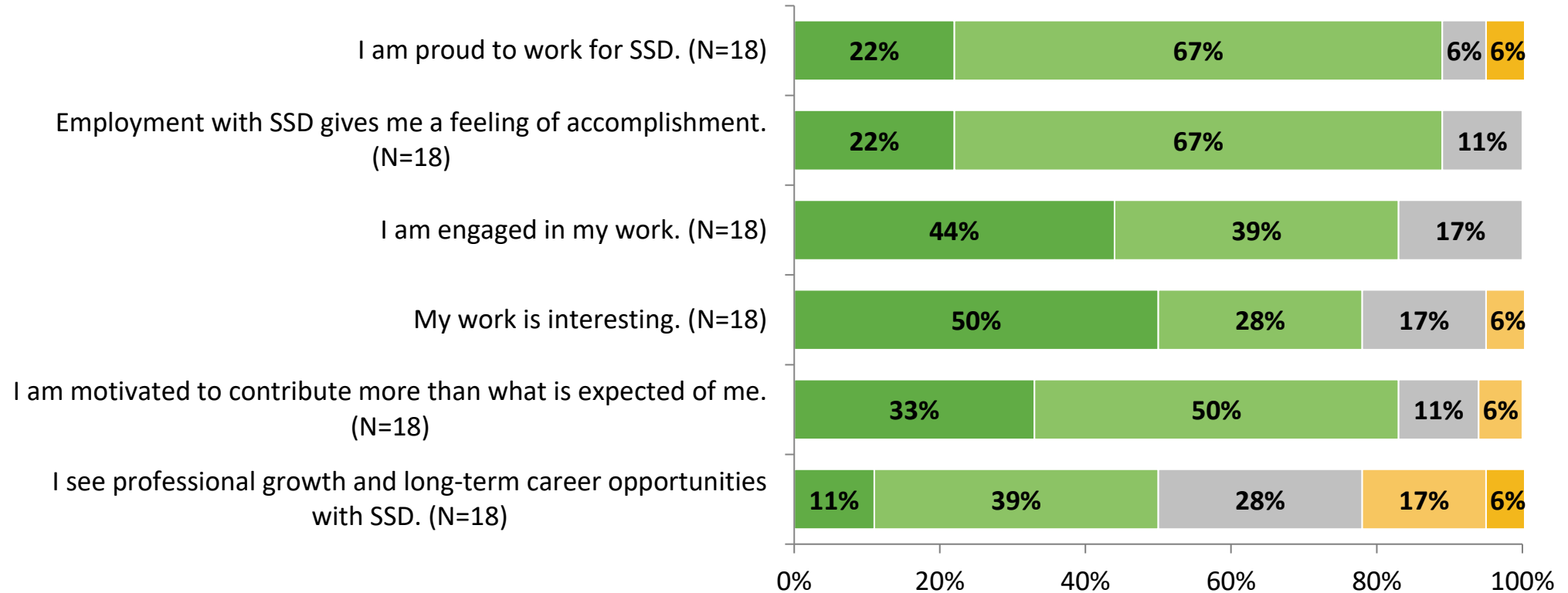
**Demographic Questions** provide information about participants, such as school, department, and job classification.

# Overall Engagement

---

# Overall Engagement

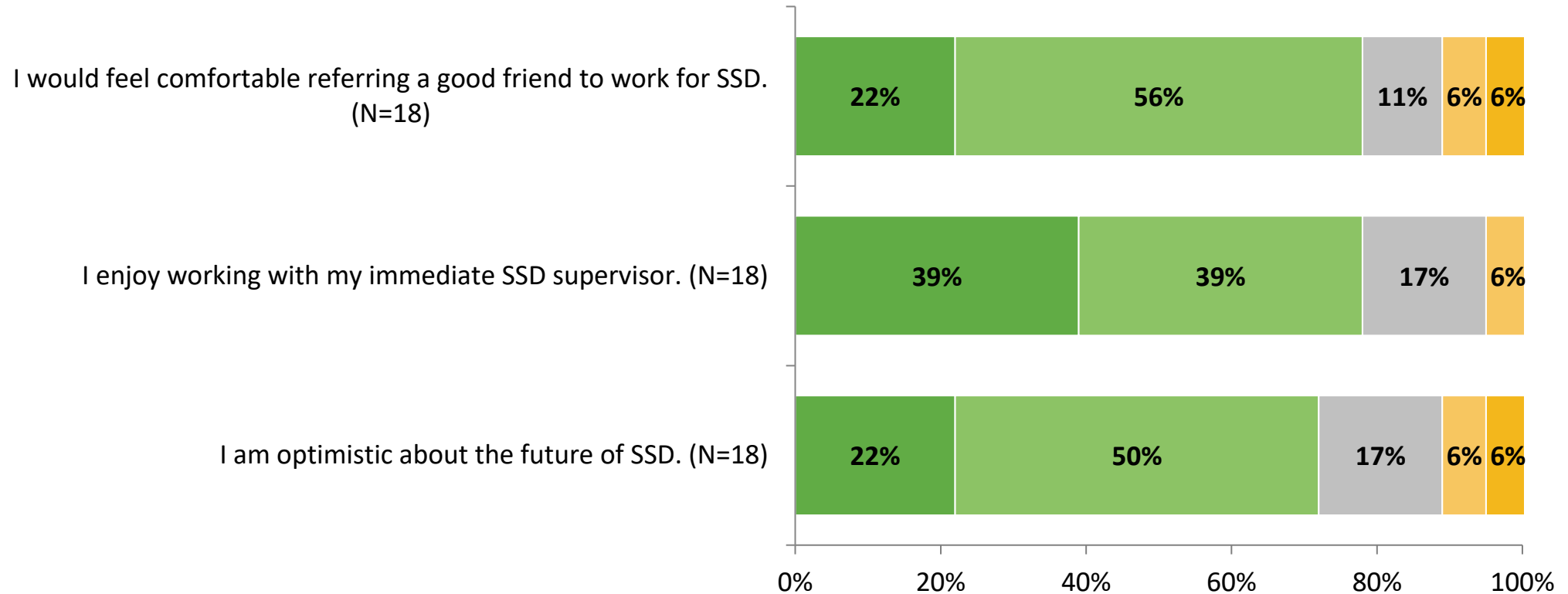
How strongly do you agree or disagree with the following statements?



■ Strongly Agree  
 ■ Agree  
 ■ Neither Disagree nor Agree  
 ■ Disagree  
 ■ Strongly Disagree

# Overall Engagement (Continued)

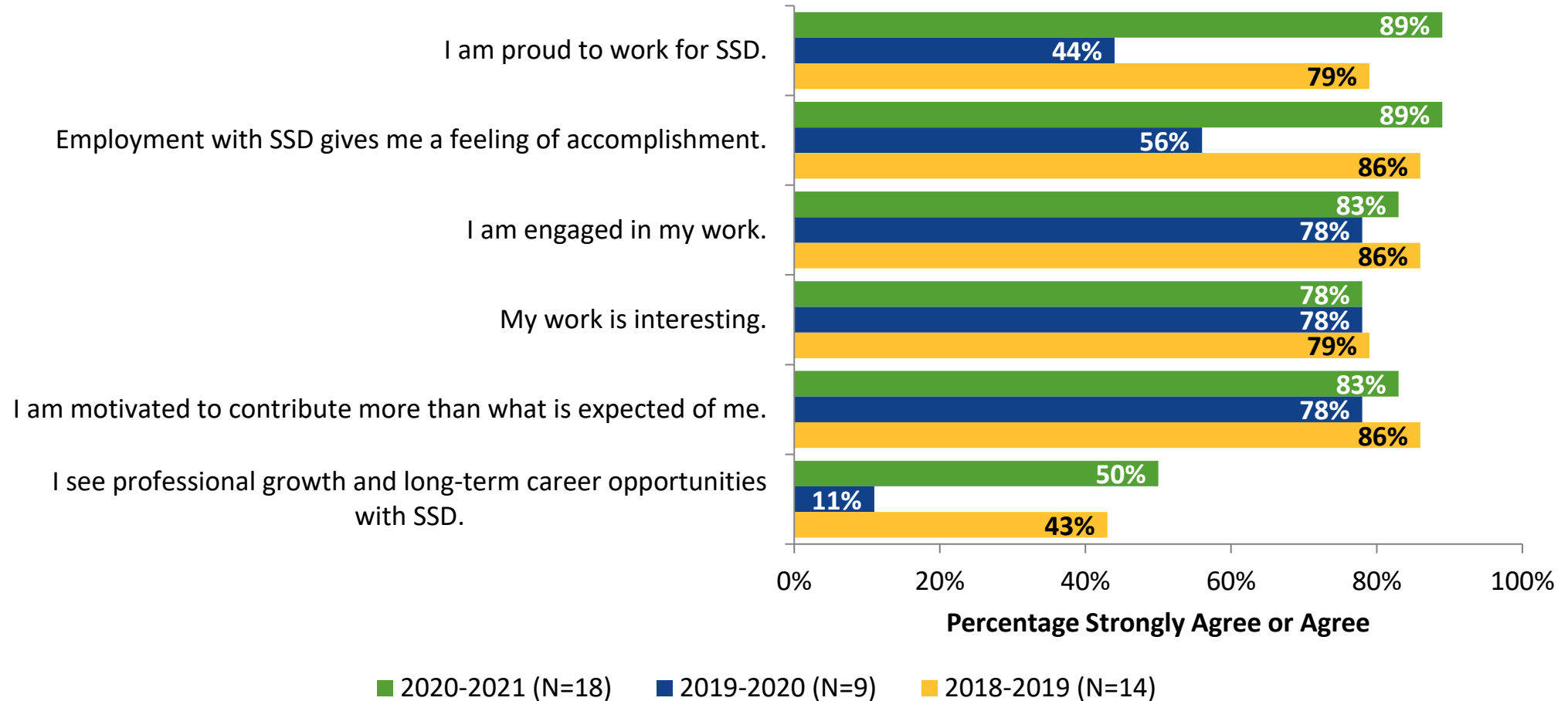
How strongly do you agree or disagree with the following statements?



■ Strongly Agree ■ Agree ■ Neither Disagree nor Agree ■ Disagree ■ Strongly Disagree

# Overall Engagement: Comparison Over Time

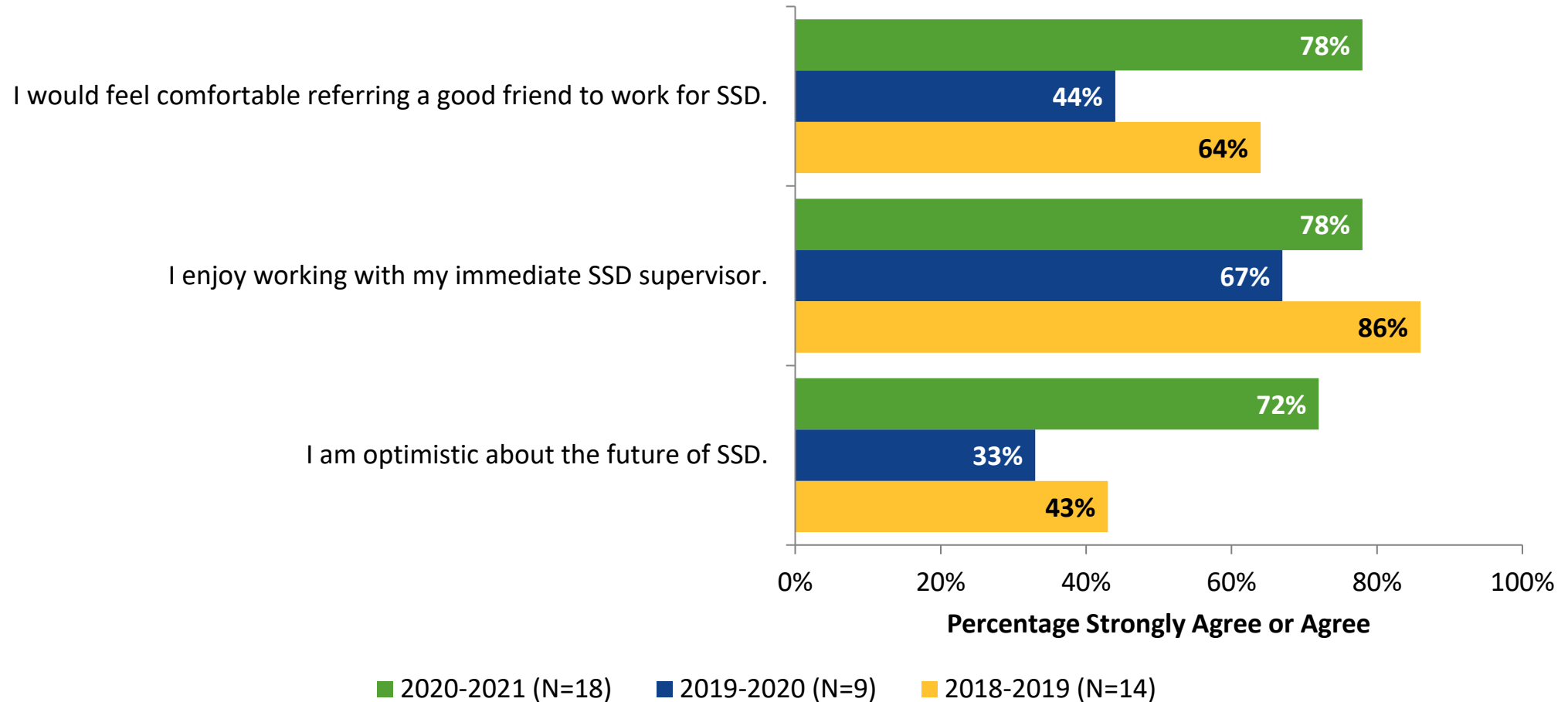
How strongly do you agree or disagree with the following statements?





# Overall Engagement: Comparison Over Time (Continued)

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



# 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).

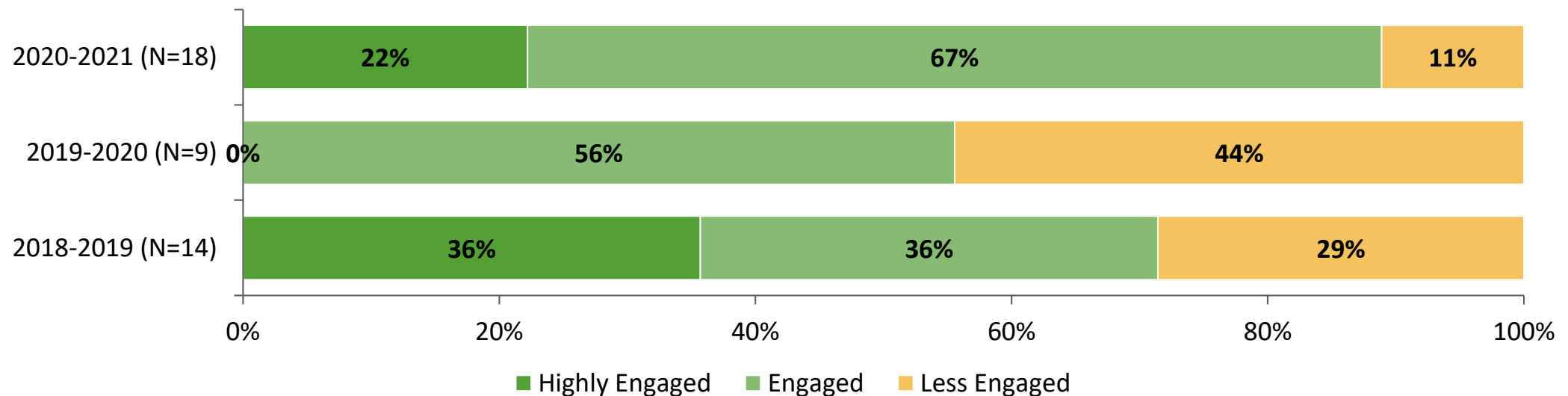
	Engagement Questions									Average
	EQ1	EQ2	EQ3	EQ4	EQ5	EQ6	EQ7	EQ8	EQ9	
Participant 1	4	5	3	4	2	4	4	3	3	3.55
Participant 2	→									
⋮	→									
Participant Y	→									
> 4.5 Highly Engaged			3.5 to 4.5 Engaged			< 3.5 Less Engaged				

# Overall Engagement

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 or Agree = 3
- Agree = 4
- Strongly Agree = 5

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

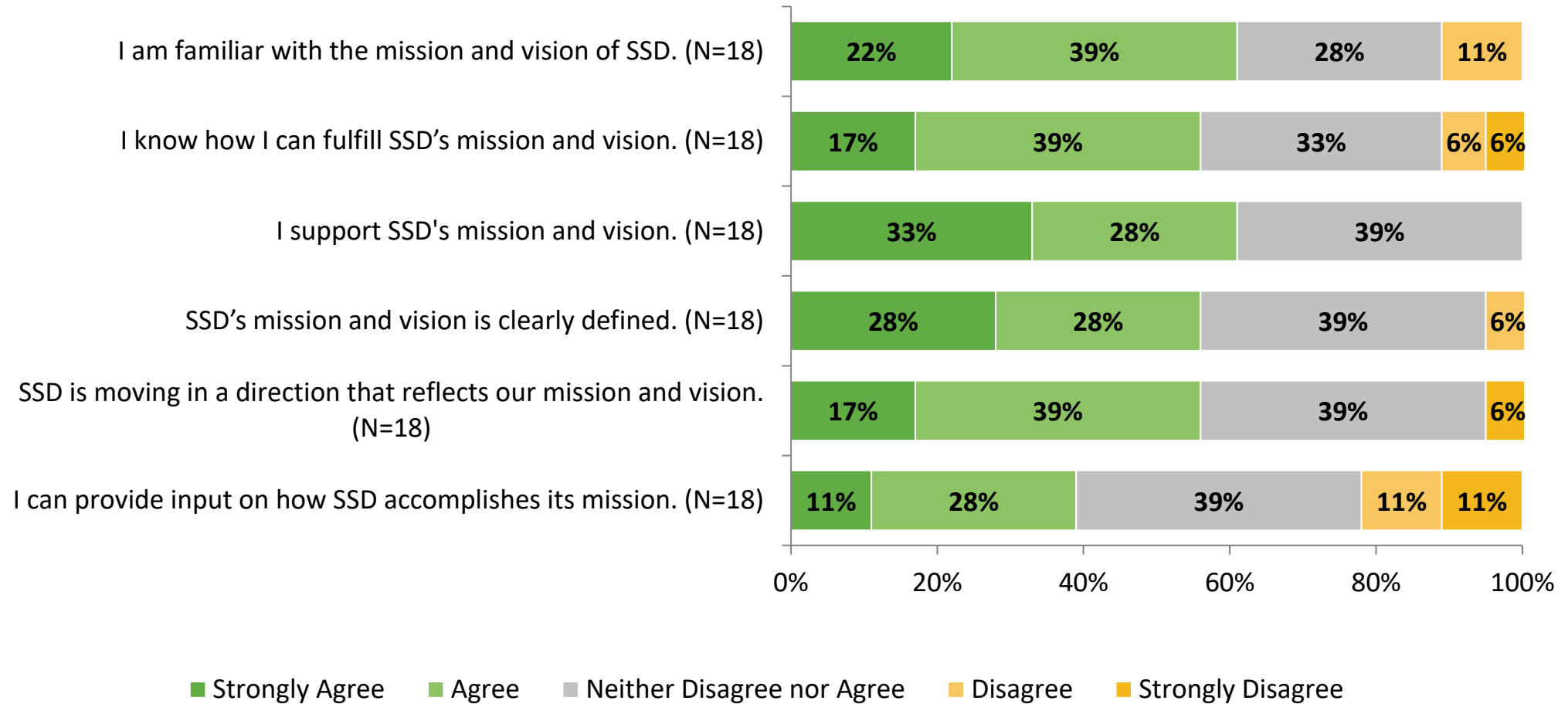


# Engagement Driver Dimensions

---

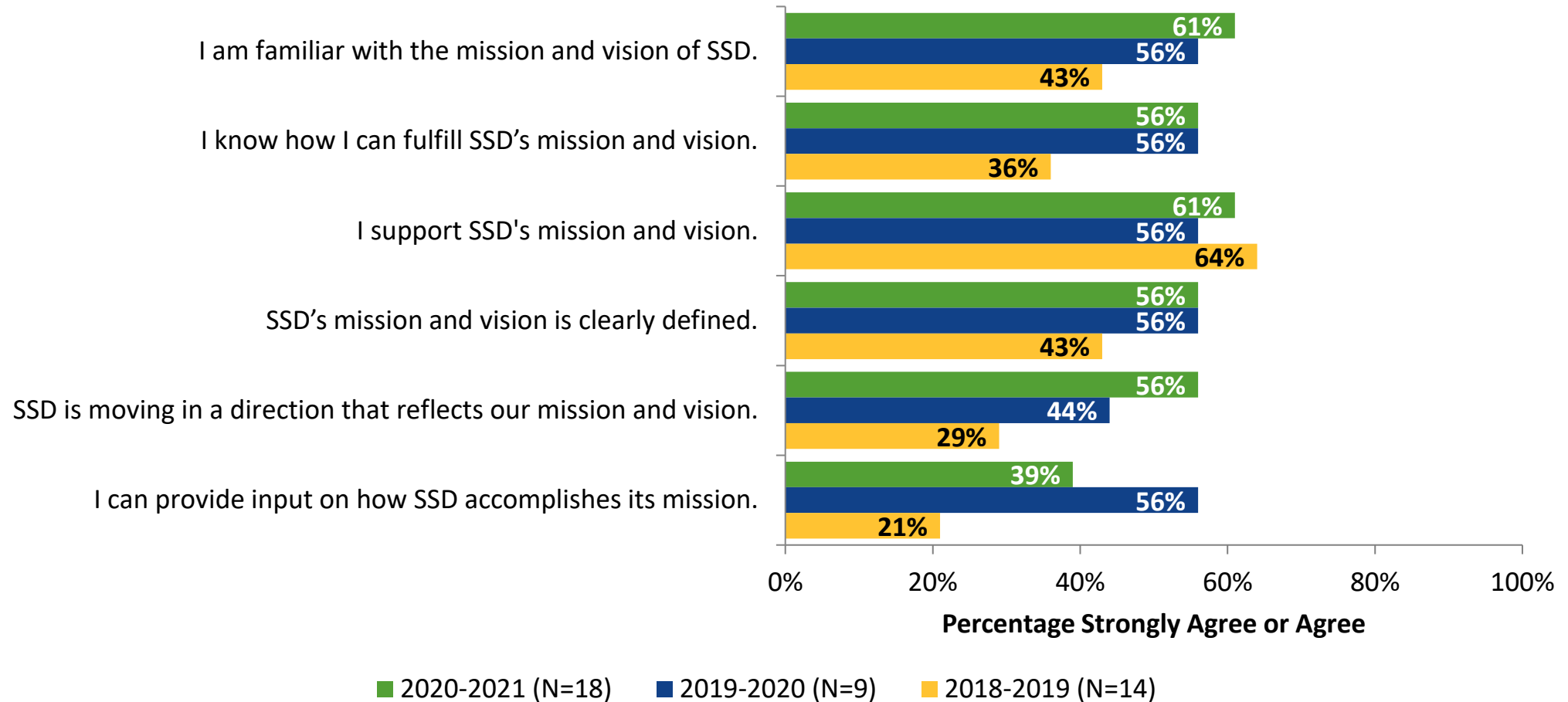
# Mission and Vision

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



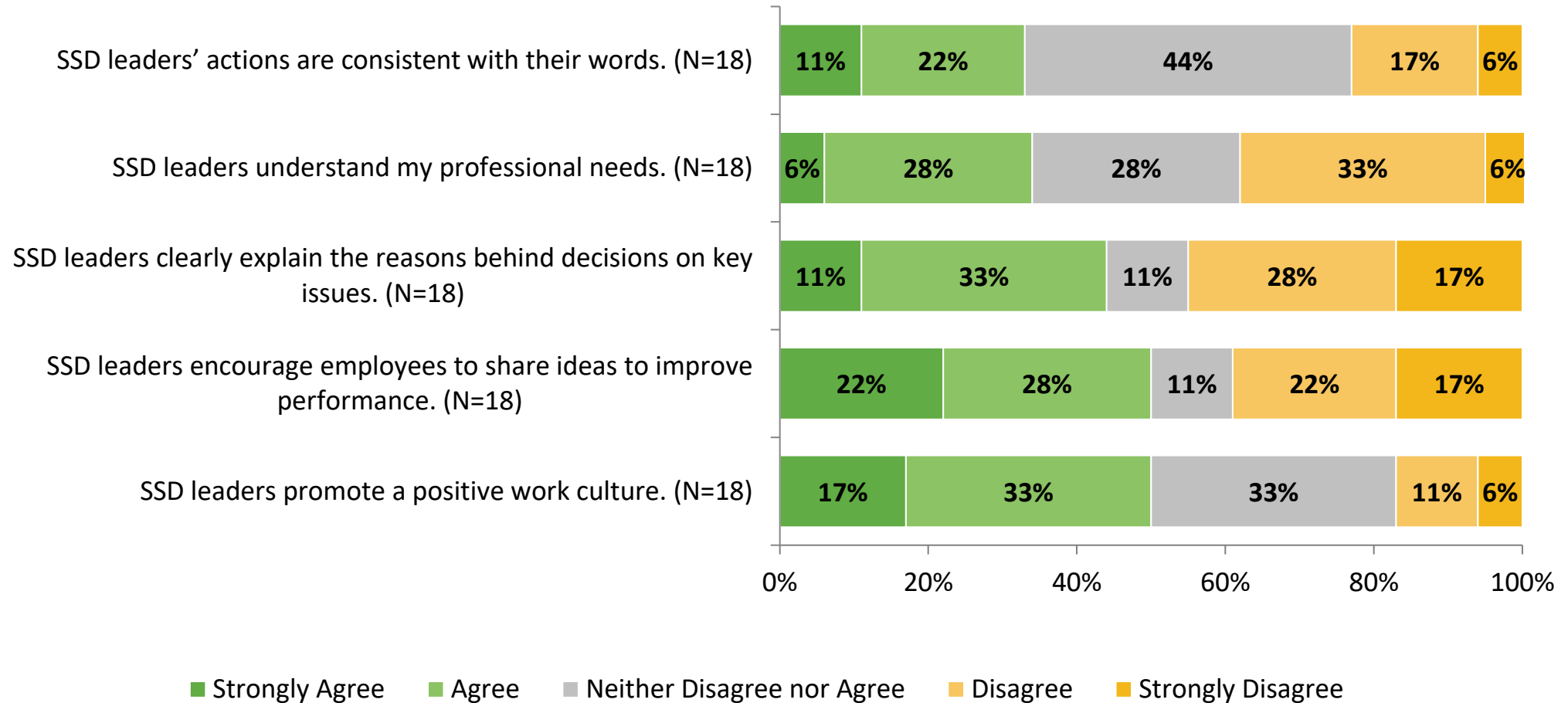
# Mission and Vision: Comparison Over Time

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



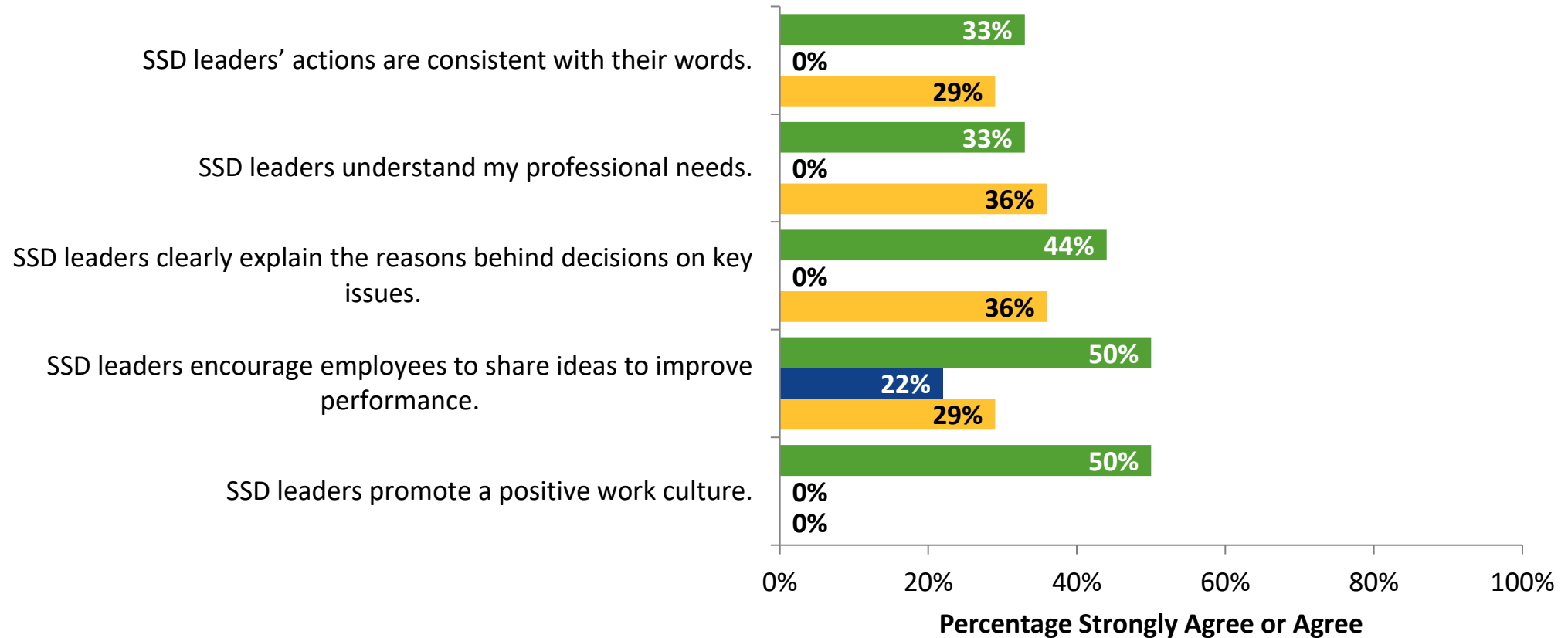
# District Leadership

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?



■ 2020-2021 (N=18) ■ 2019-2020 (N=9) ■ 2018-2019 (N=14)

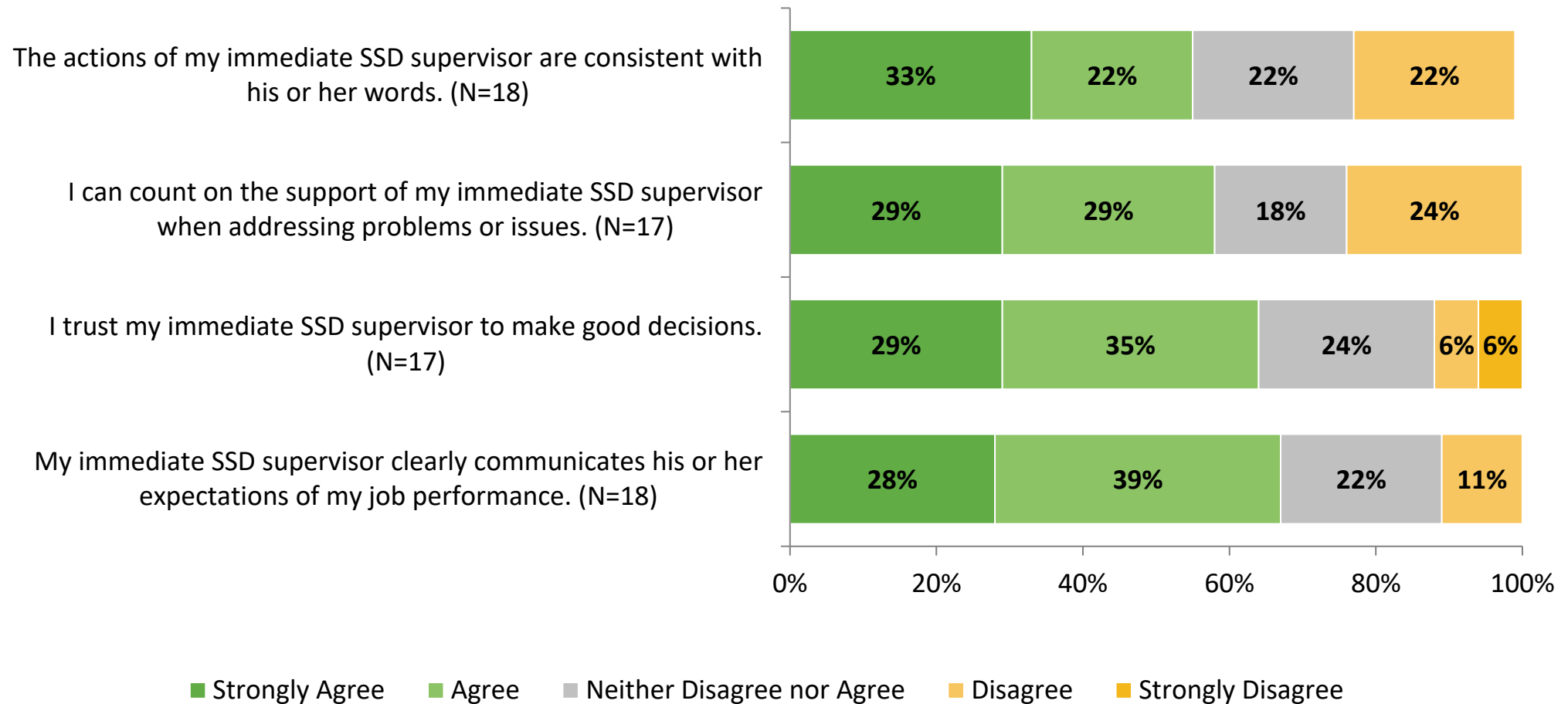
Note: Items with 0% agreement for 2018-2019 and 2019-2020 were new for the 2020-2021 survey.

Answer options: Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree



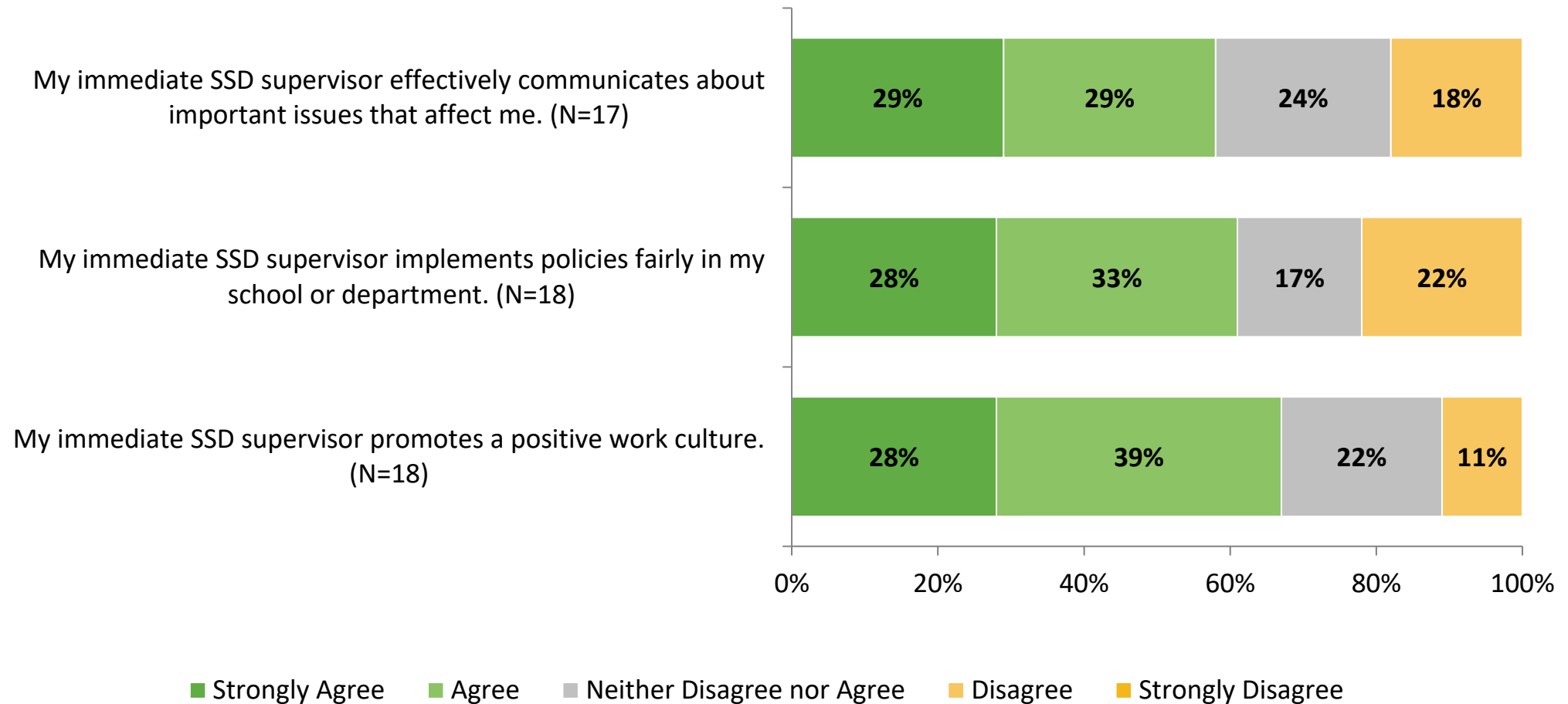
# School Leadership

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



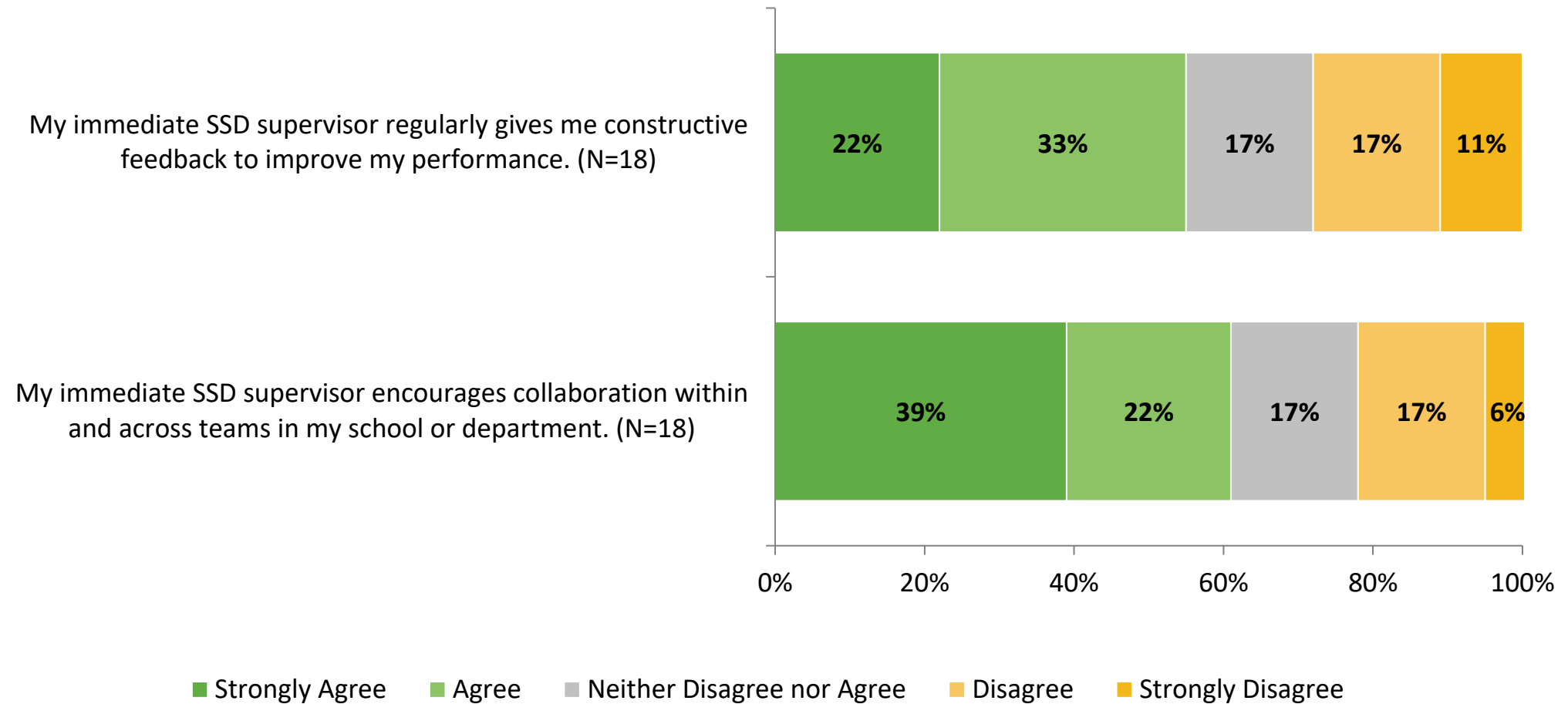
# School Leadership (Continued)

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



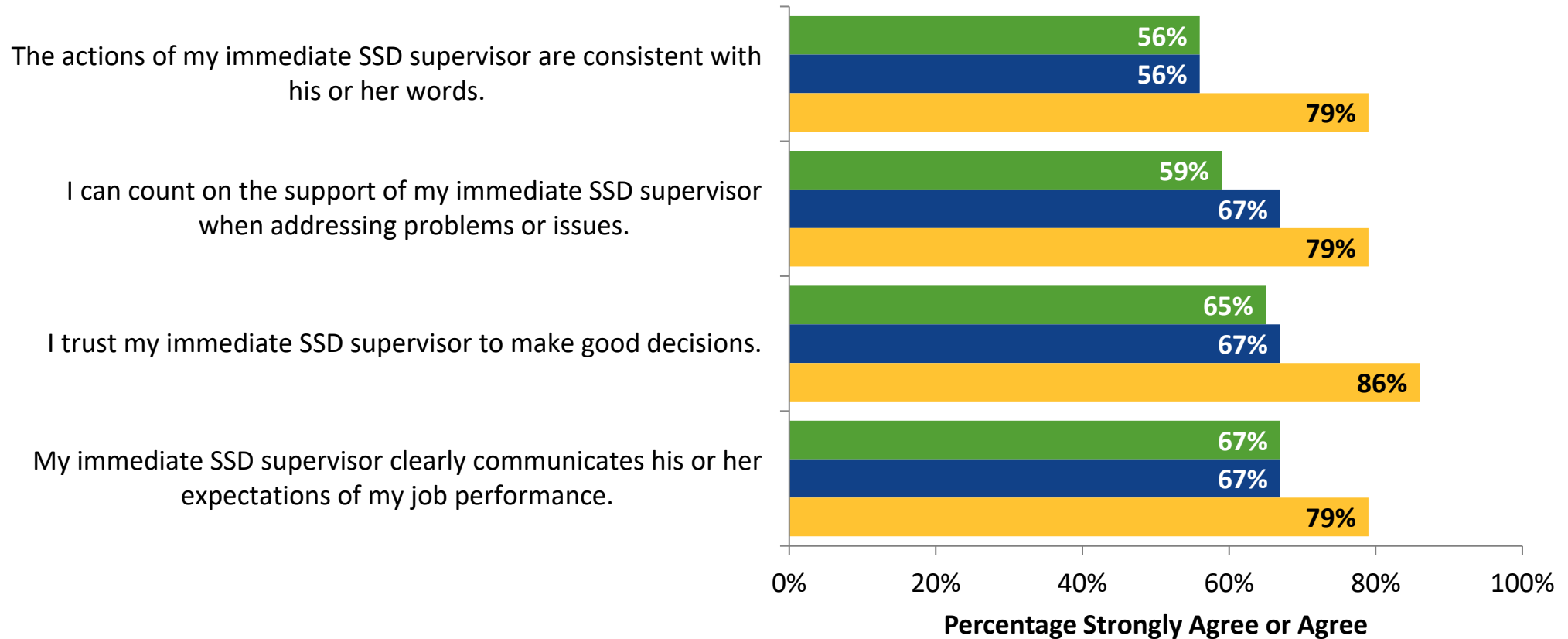
# School Leadership (Continued)

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



# School Leadership: Comparison Over Time

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

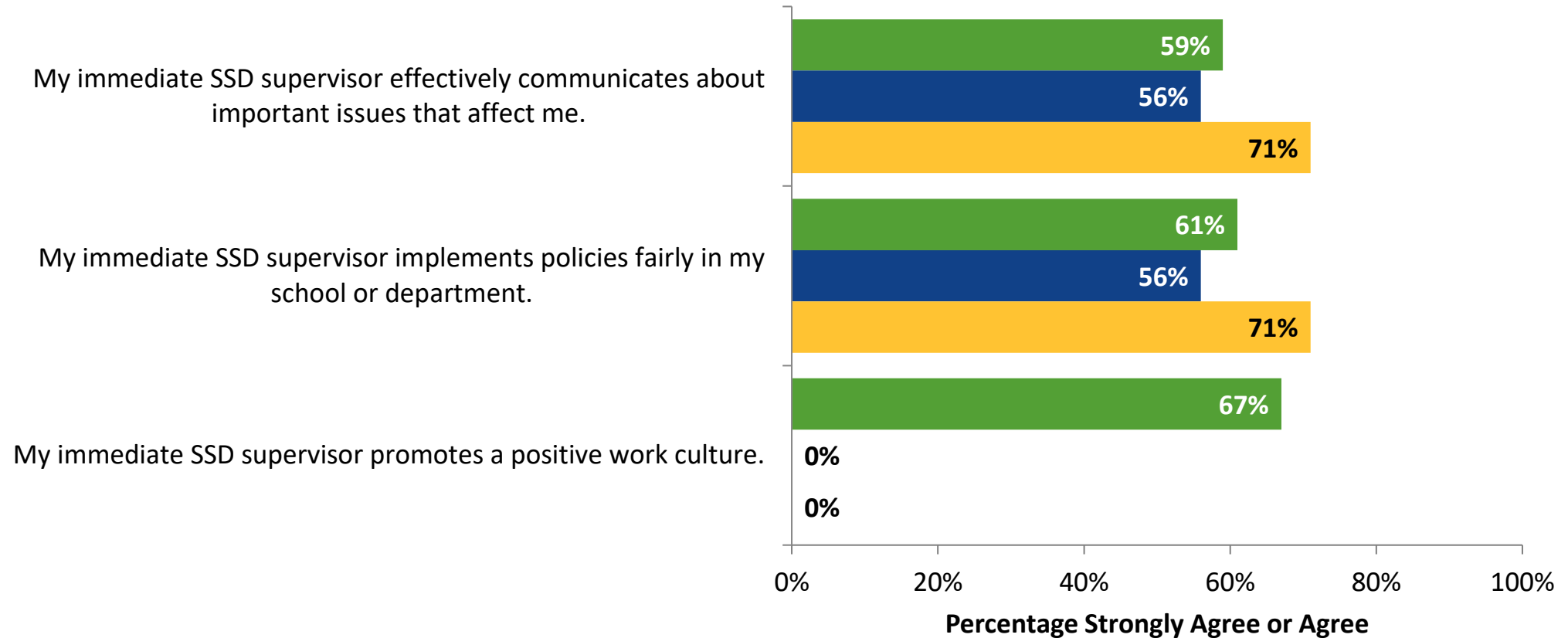


■ 2020-2021 (N=18) ■ 2019-2020 (N=9) ■ 2018-2019 (N=14)

Answer options: Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree

# School Leadership: Comparison Over Time (Continued)

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



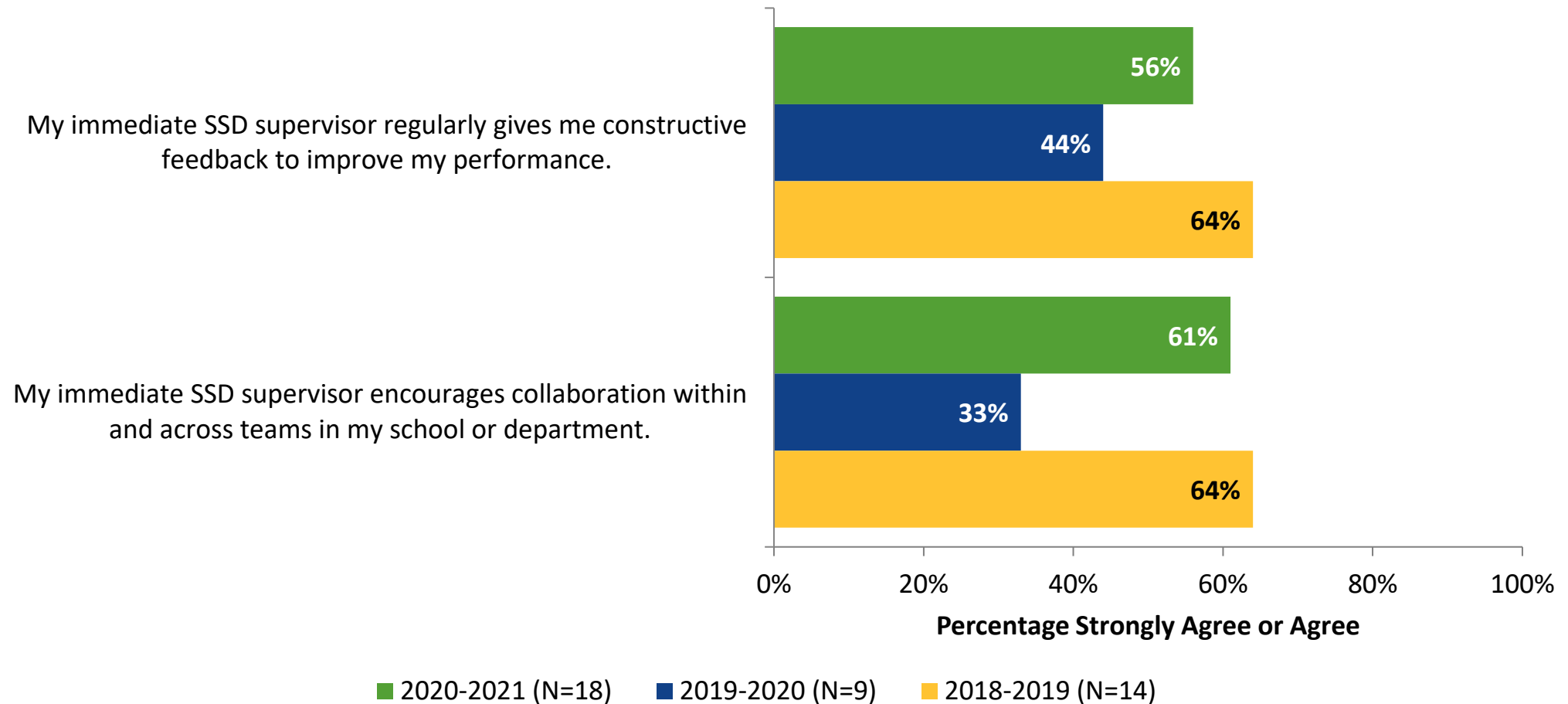
■ 2020-2021 (N=18) ■ 2019-2020 (N=9) ■ 2018-2019 (N=14)

Note: Items with 0% agreement for 2018-2019 and 2019-2020 were new for the 2020-2021 survey.

Answer options: Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree

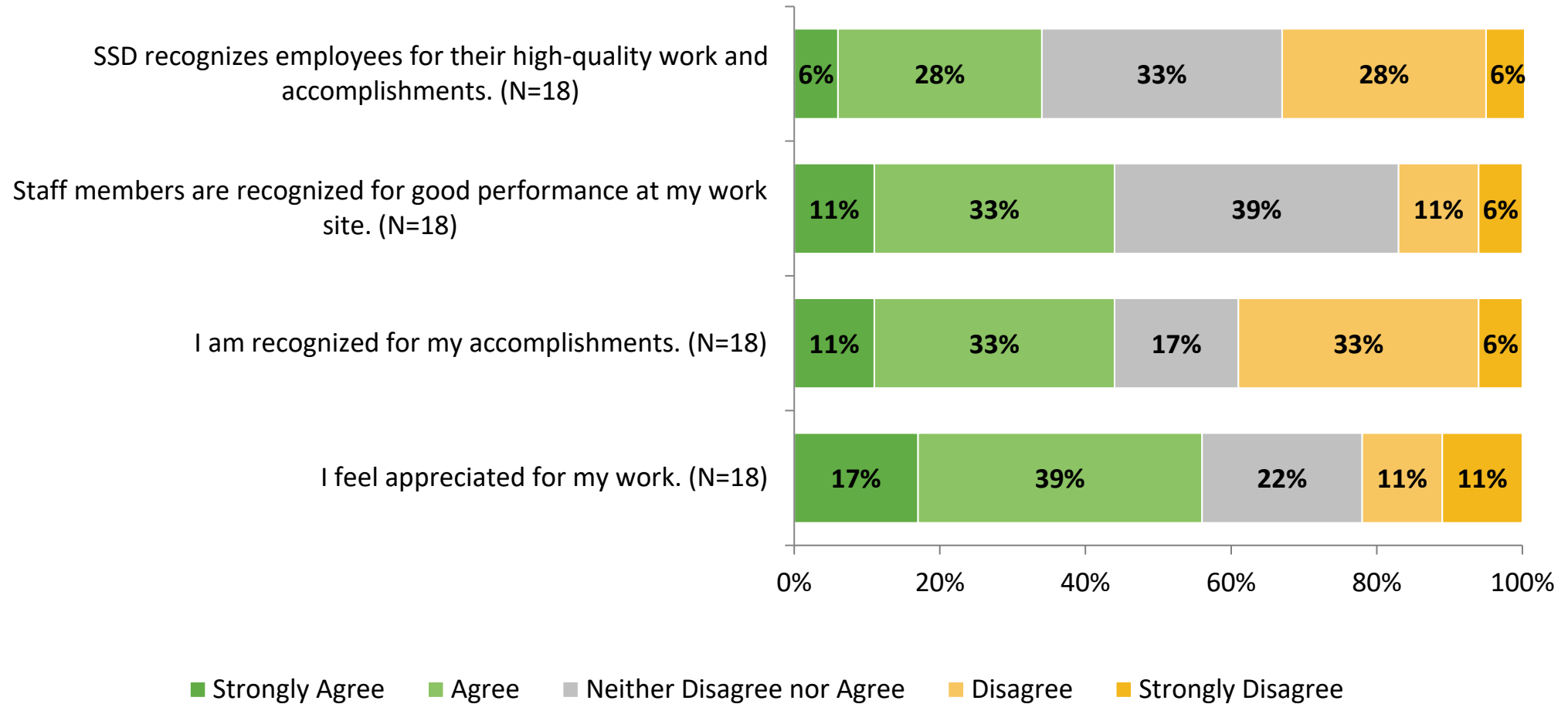
# School Leadership: Comparison Over Time (Continued)

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



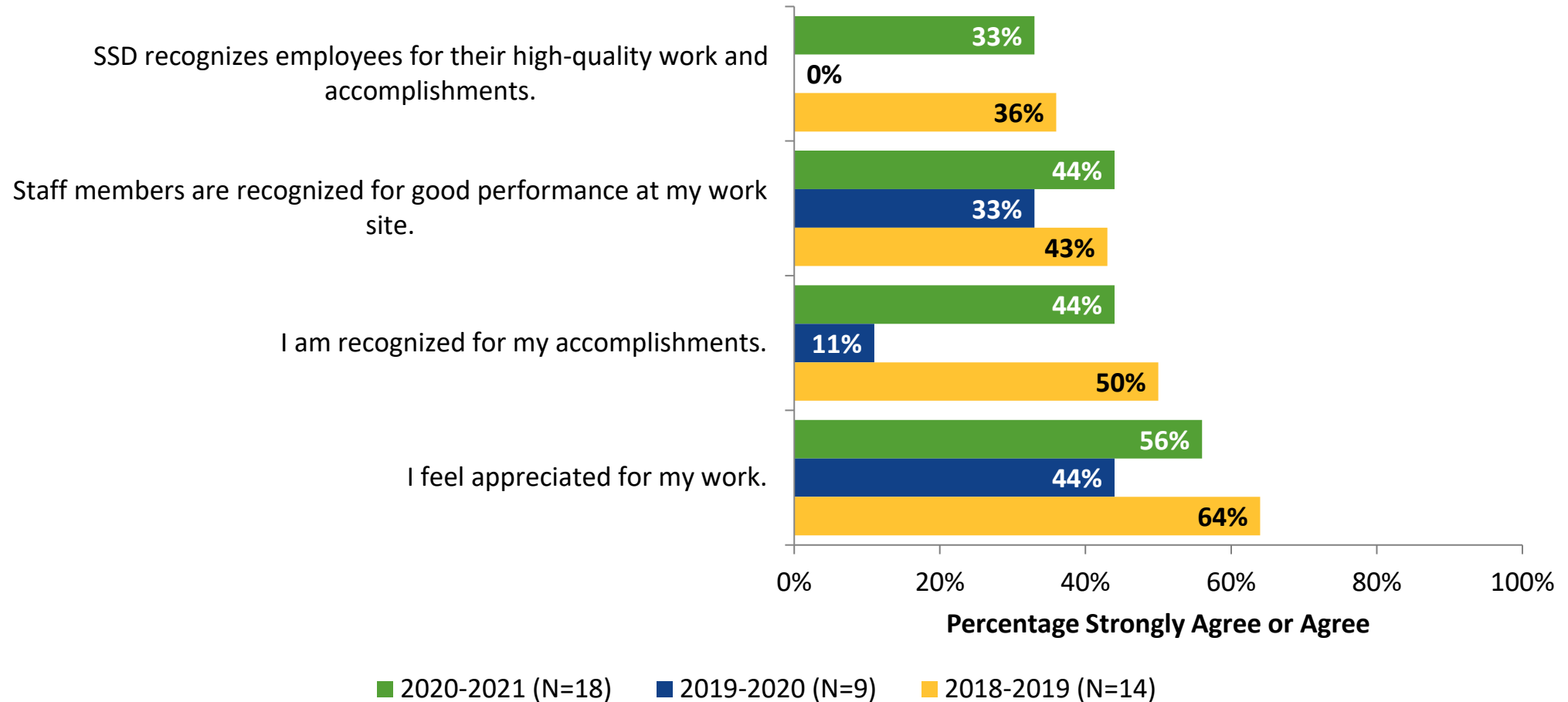
# Feedback and Recognition

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



# Feedback and Recognition: Comparison Over Time

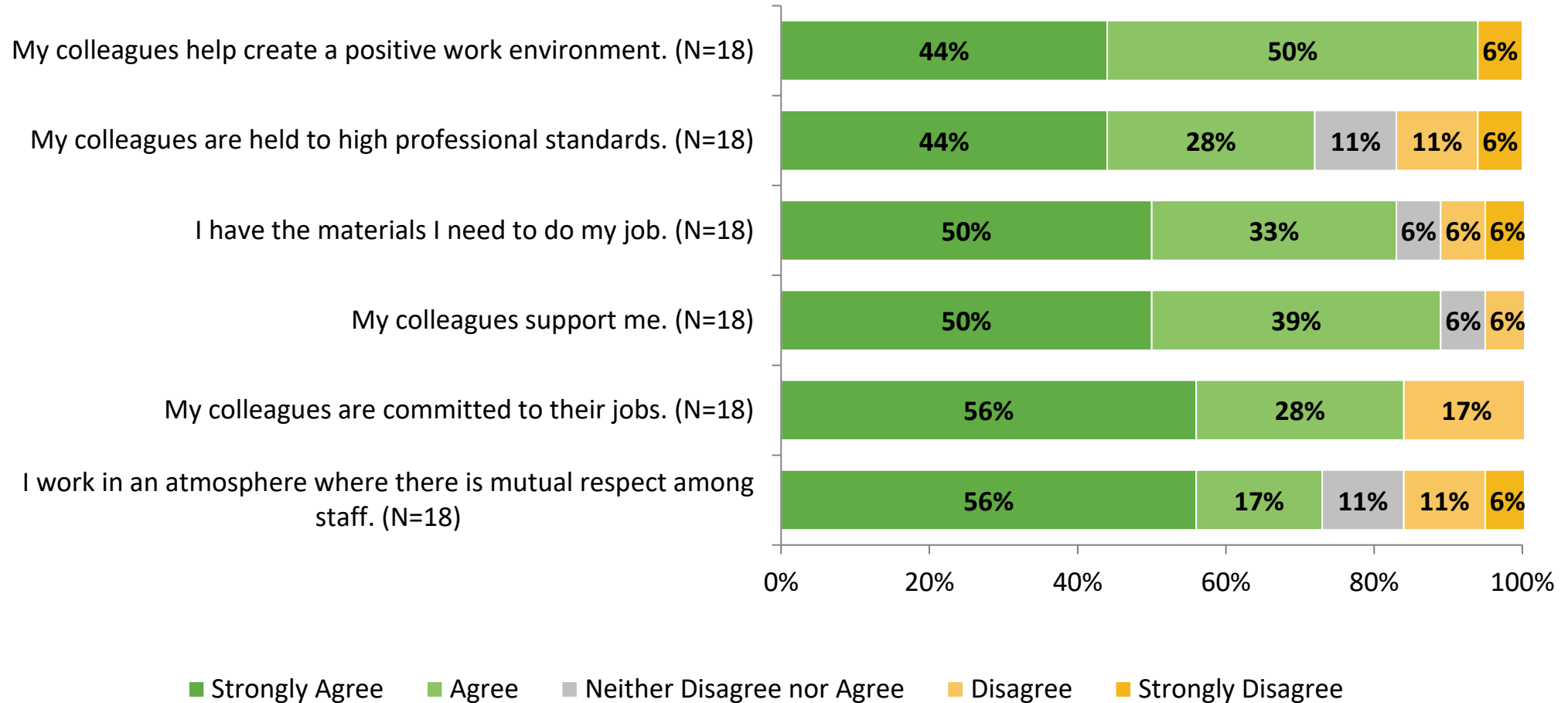
How strongly do you agree or disagree with the following statements?





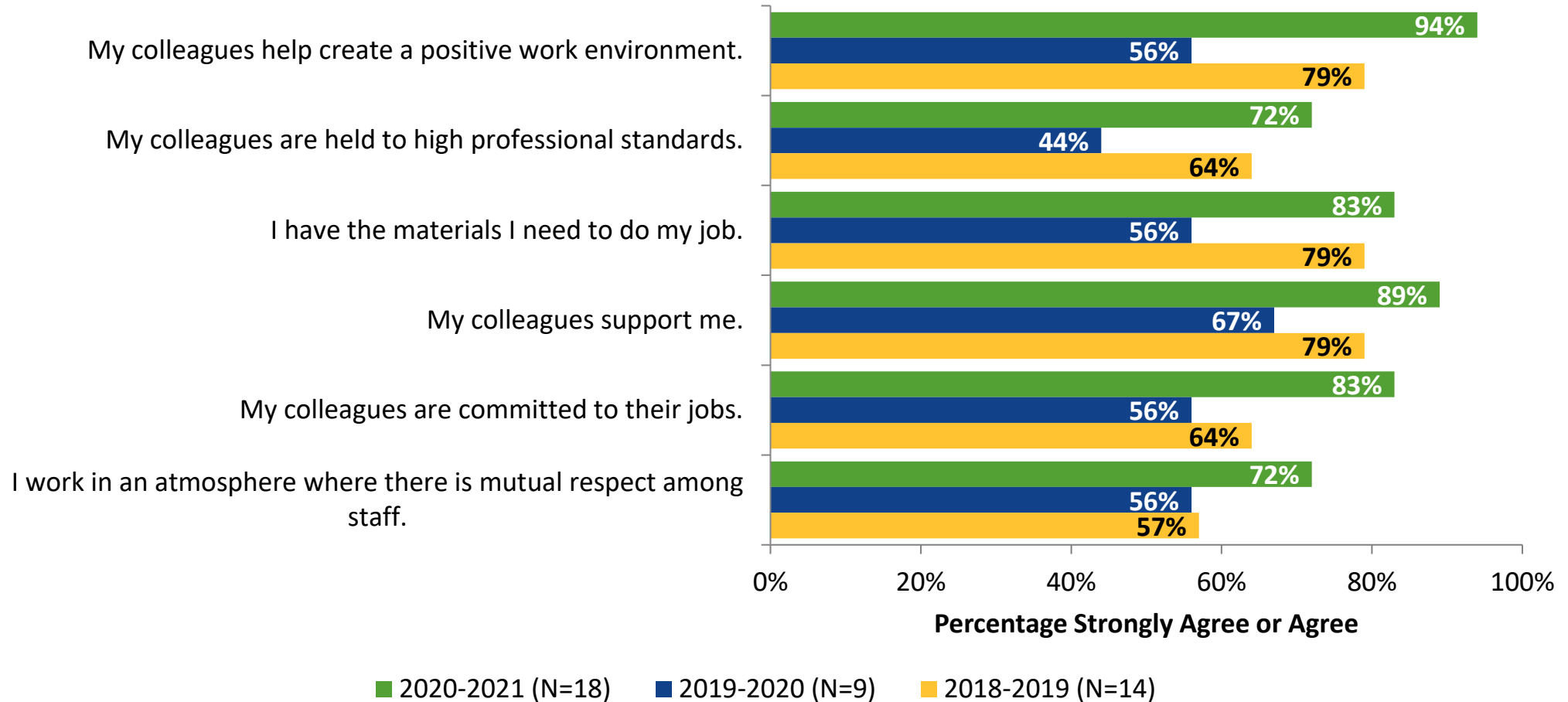
# Work Environment

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



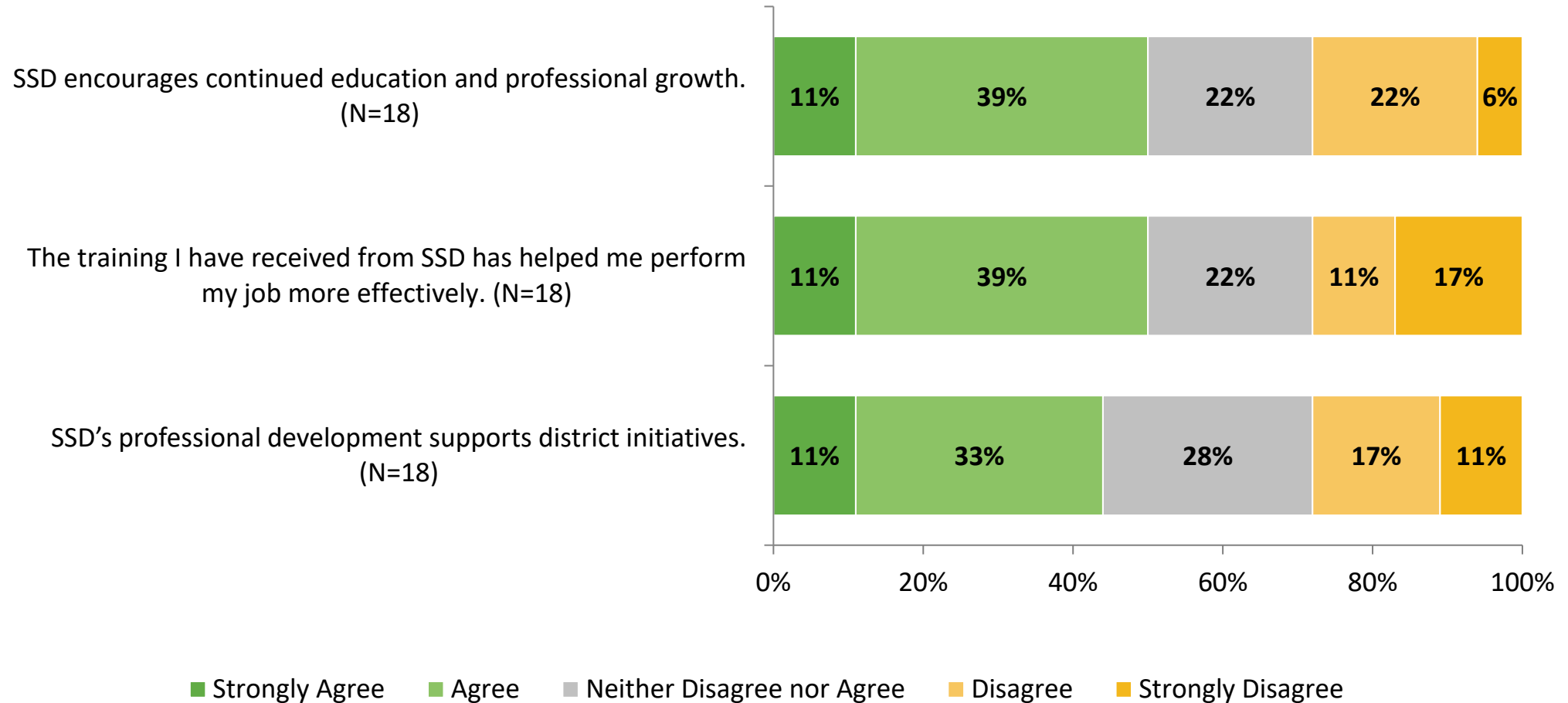
# Work Environment: Comparison Over Time

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



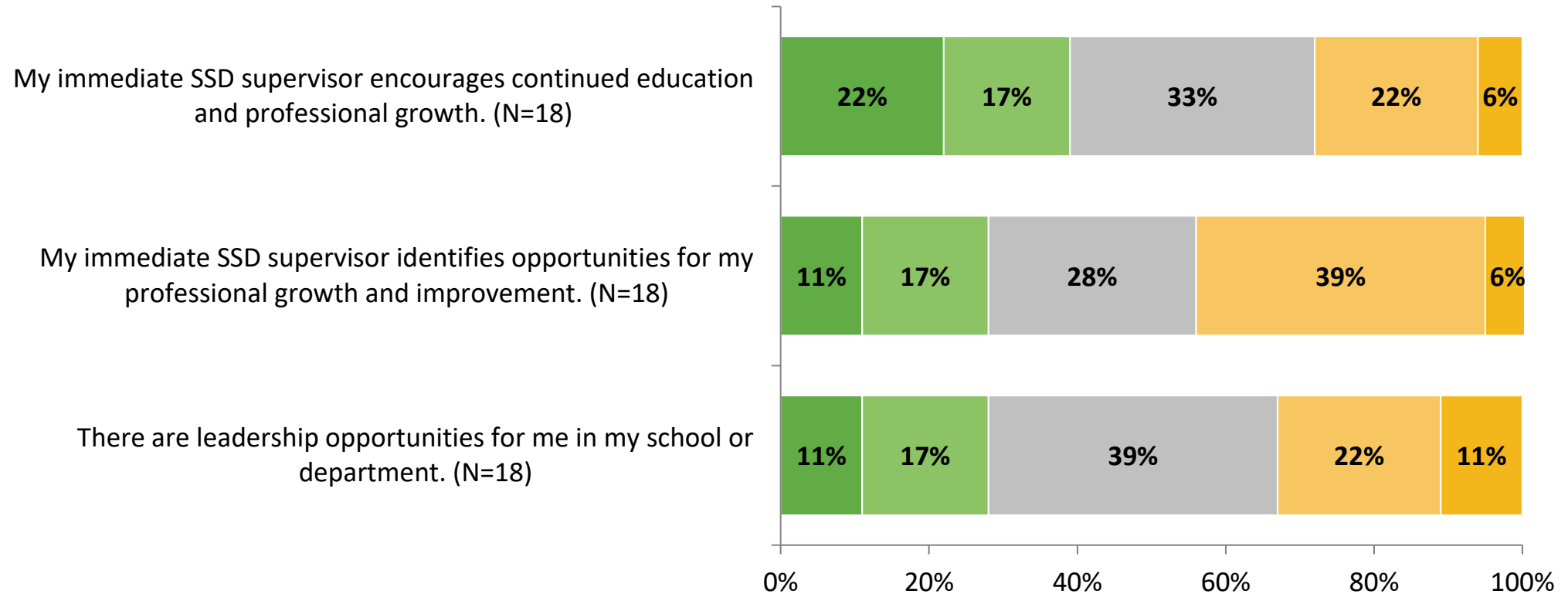
# Career Growth and Training Opportunities

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



# Career Growth and Training Opportunities (Continued)

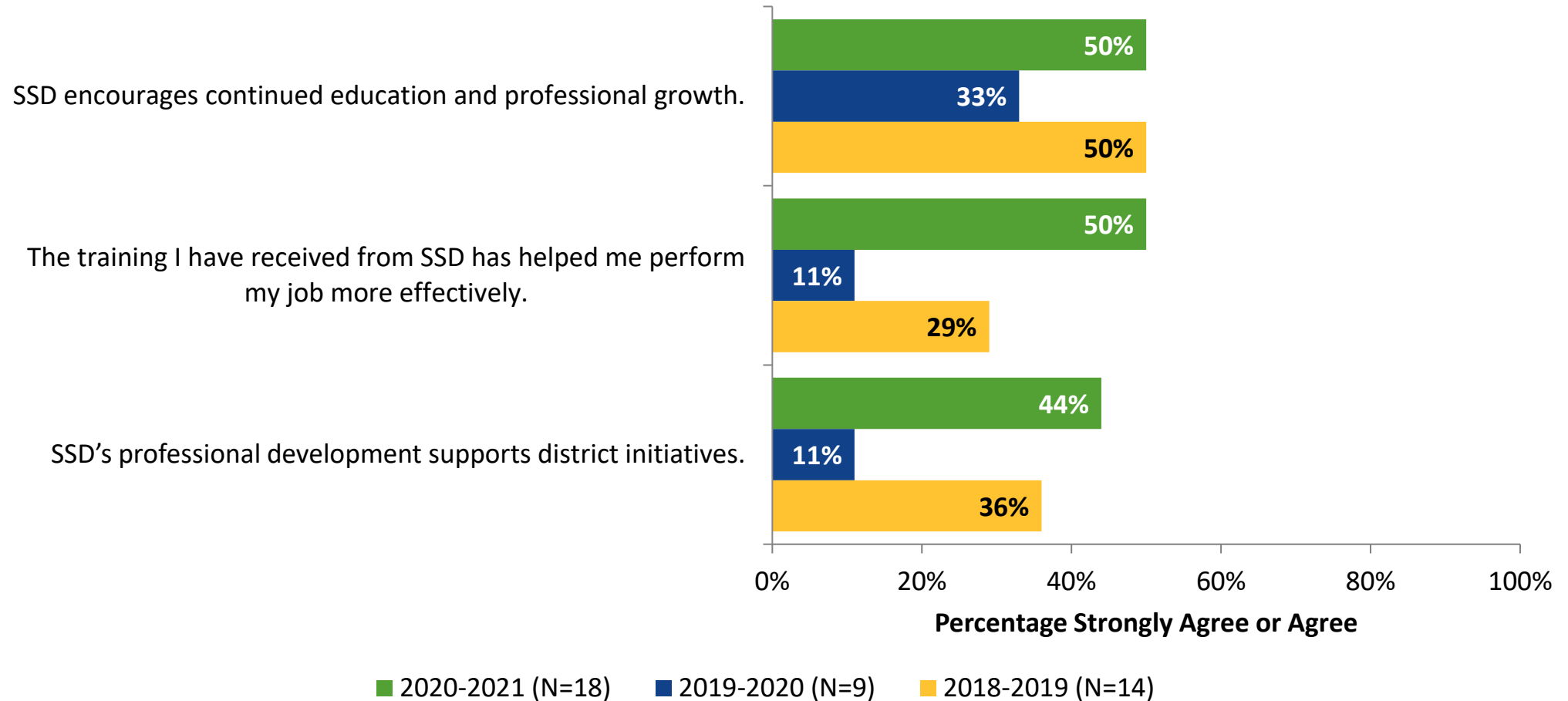
How strongly do you agree or disagree with the following statements?



■ Strongly Agree   ■ Agree   ■ Neither Disagree nor Agree   ■ Disagree   ■ Strongly Disagree

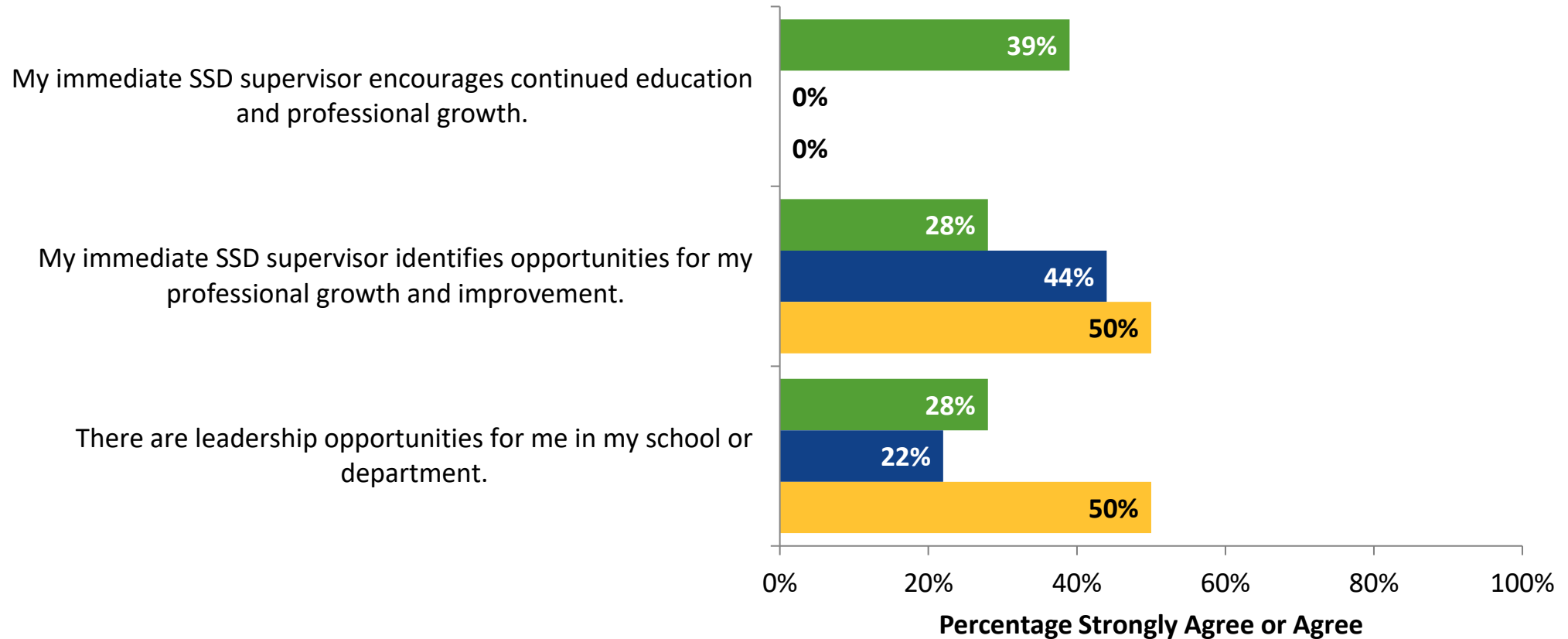
## Career Growth and Training Opportunities: Comparison Over Time

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?



■ 2020-2021 (N=18) ■ 2019-2020 (N=9) ■ 2018-2019 (N=14)

Note: Items with 0% agreement for 2018-2019 and 2019-2020 were new for the 2020-2021 survey.

Answer options: Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree

# 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 -1.0 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

Survey Item	Driver Rating	Correlation to Engagement
SSD leaders understand my professional needs.	2.94	0.75
SSD leaders clearly explain the reasons behind decisions on key issues.	2.94	0.74
SSD recognizes employees for their high-quality work and accomplishments.	3.00	0.70
SSD leaders' actions are consistent with their words.	3.17	0.82
SSD leaders encourage employees to share ideas to improve performance.	3.17	0.72
The training I have received from SSD has helped me perform my job more effectively.	3.17	0.68
Staff members are recognized for good performance at my work site.	3.33	0.69
My immediate SSD supervisor regularly gives me constructive feedback to improve my performance.	3.39	0.76
SSD leaders promote a positive work culture.	3.44	0.90

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

Median	
Driver Rating	3.58
Correlation to Engagement	0.66

# Continuing Positive Actions

Survey Item	Driver Rating	Correlation to Engagement
SSD is moving in a direction that reflects our mission and vision.	3.61	0.79
I can count on the support of my immediate SSD supervisor when addressing problems or issues.	3.65	0.73
The actions of my immediate SSD supervisor are consistent with his or her words.	3.67	0.71
My immediate SSD supervisor implements policies fairly in my school or department.	3.67	0.67
My immediate SSD supervisor encourages collaboration within and across teams in my school or department.	3.72	0.67
I trust my immediate SSD supervisor to make good decisions.	3.77	0.82
My immediate SSD supervisor clearly communicates his or her expectations of my job performance.	3.83	0.80
My immediate SSD supervisor promotes a positive work culture.	3.83	0.76
I have the materials I need to do my job.	4.17	0.73

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

Median	
Driver Rating	3.58
Correlation to Engagement	0.66

# Continuing Positive Actions (Continued)

Survey Item	Driver Rating	Correlation to Engagement
My immediate SSD supervisor effectively communicates about important issues that affect me.	3.71	0.58
I am familiar with the mission and vision of SSD.	3.72	0.56
SSD's mission and vision is clearly defined.	3.78	0.66
I support SSD's mission and vision.	3.94	0.49
My colleagues are held to high professional standards.	3.94	0.58
I work in an atmosphere where there is mutual respect among staff.	4.06	0.42
My colleagues are committed to their jobs.	4.22	0.39
My colleagues help create a positive work environment.	4.28	0.47
My colleagues support me.	4.33	0.44

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

Median	
Driver Rating	3.58
Correlation to Engagement	0.66

# Improving the Work Environment

Survey Item	Driver Rating	Correlation to Engagement
My immediate SSD supervisor identifies opportunities for my professional growth and improvement.	2.89	0.59
There are leadership opportunities for me in my school or department.	2.94	0.58
I am recognized for my accomplishments.	3.11	0.51
I can provide input on how SSD accomplishes its mission.	3.17	0.54
SSD's professional development supports district initiatives.	3.17	0.62
SSD encourages continued education and professional growth.	3.28	0.63
My immediate SSD supervisor encourages continued education and professional growth.	3.28	0.60
I feel appreciated for my work.	3.39	0.48
I know how I can fulfill SSD's mission and vision.	3.56	0.52

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

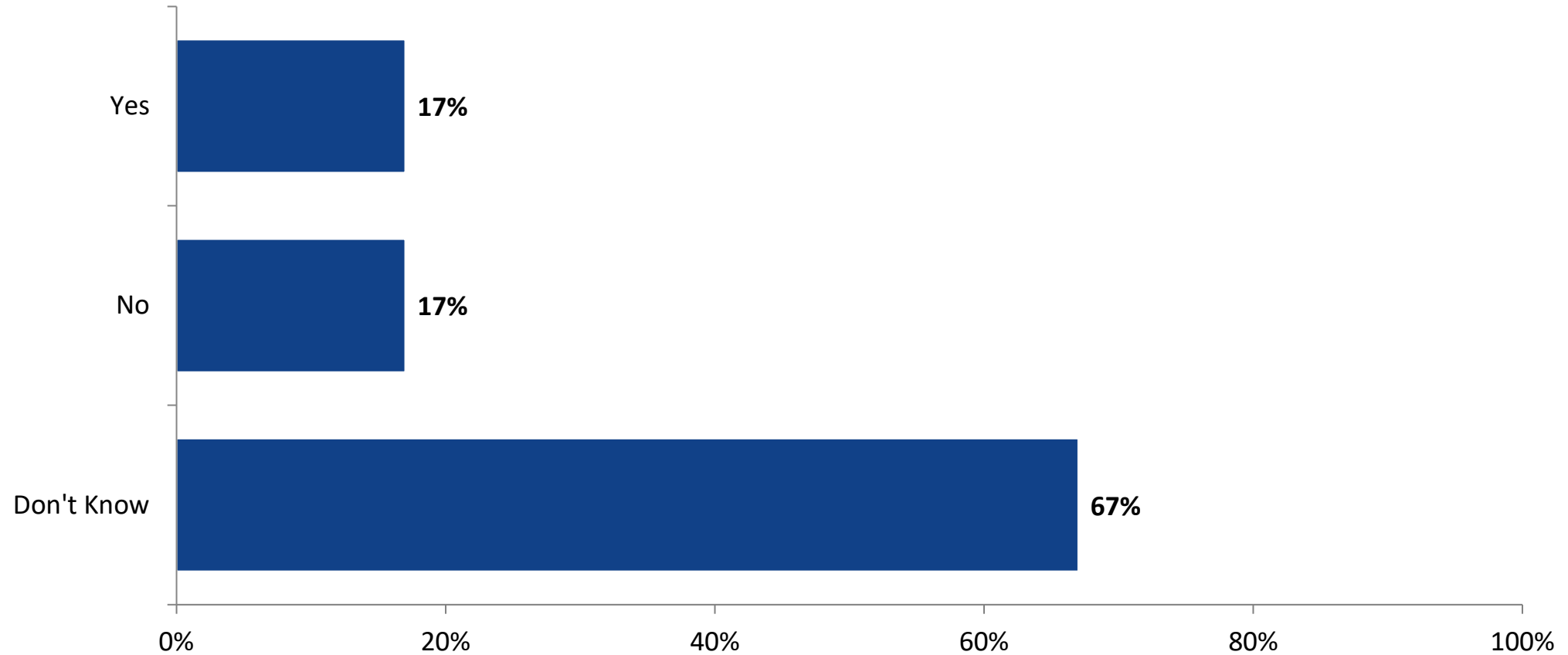
Median	
Driver Rating	3.58
Correlation to Engagement	0.66

# Additional Questions

---

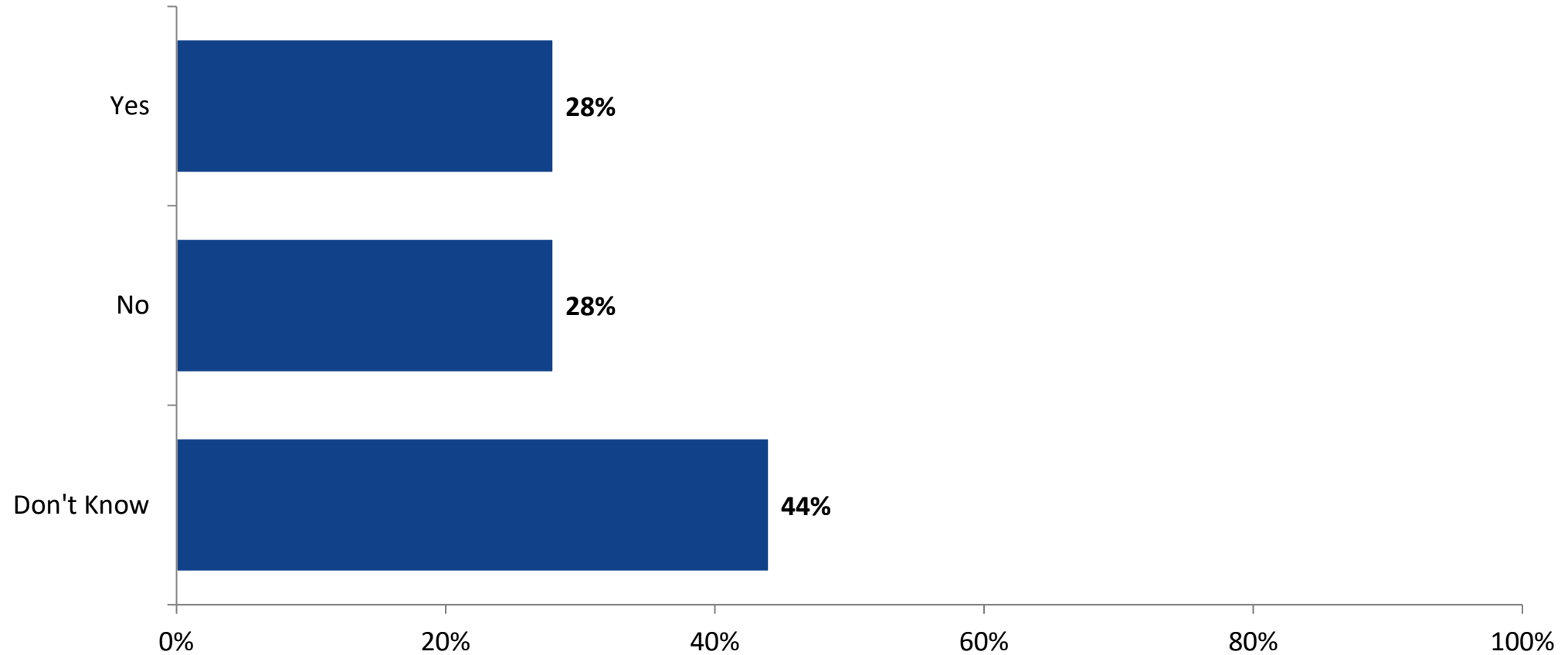
# Sharing Survey Results

The SSD Employee Engagement Survey was last administered in 2019-2020. Were the results shared with you? (N=18)



# Using Data to Improve

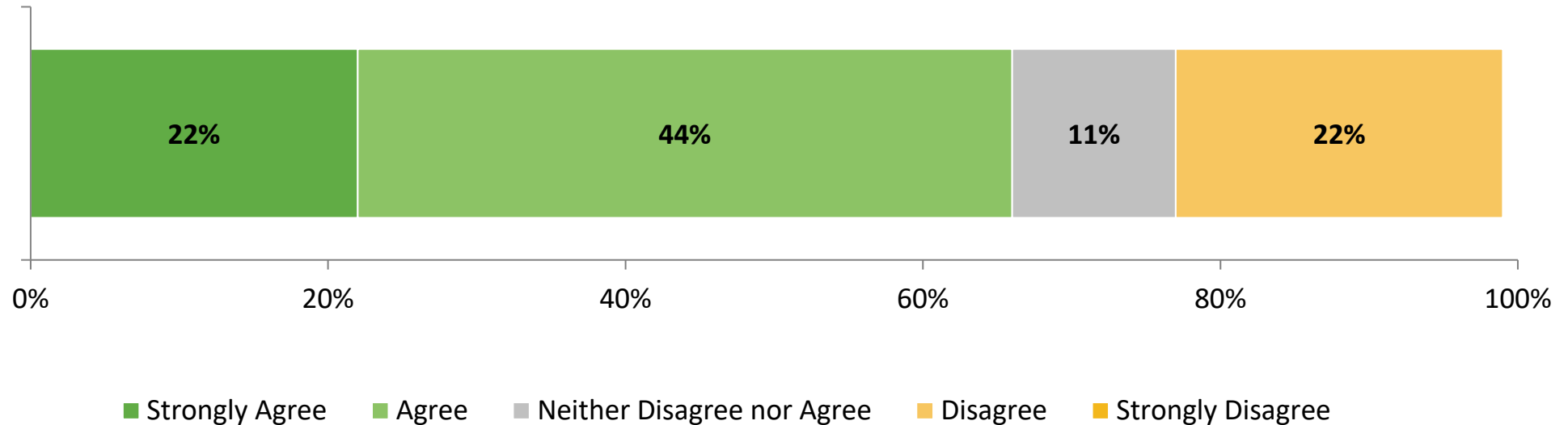
Has your immediate SSD supervisor made changes to improve employee engagement since the 2019-2020 school year? (N=18)





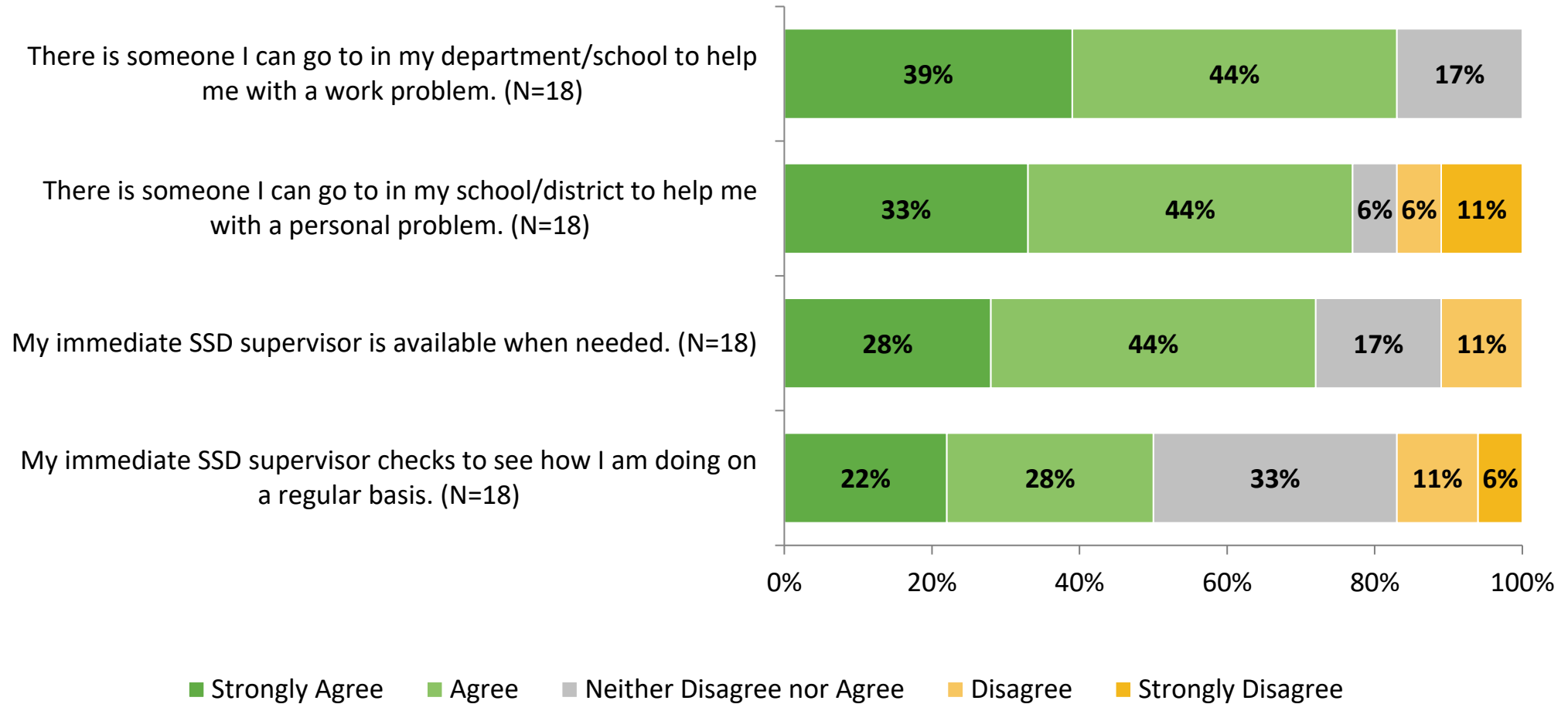
# Online Professional Development Opportunities

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. (N=18)



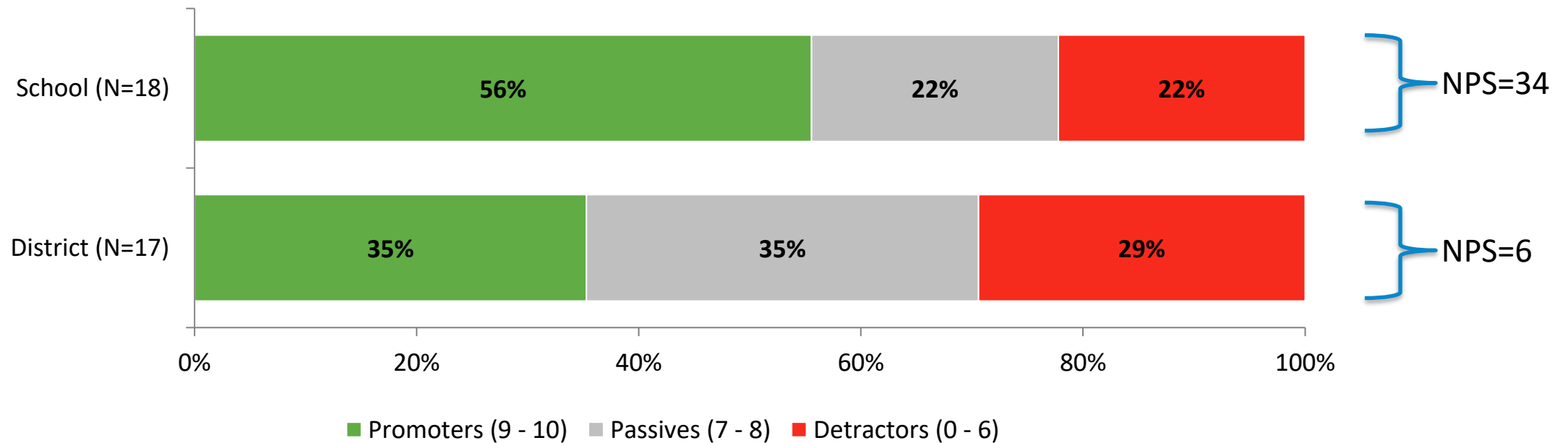
# Staff Support

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



# Net Promoter Score

The Net Promoter Score (NPS) serves as a proxy for public confidence in the district and can potentially be connected to district growth. It is calculated by subtracting the percentage of detractors from promoters which gives a value between -100 to 100. A positive score means there are more people promoting the district than detracting from it. How likely are you to recommend your school & SSD to a friend or colleague?



K12 *Insight* 

Follow us on Twitter: @k12insight  
[www.k12insight.com](http://www.k12insight.com)