Employee Engagement Survey: Paraprofessionals: University City School District

Results

School Year: 2021-2022

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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.

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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.

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Overall Engagement

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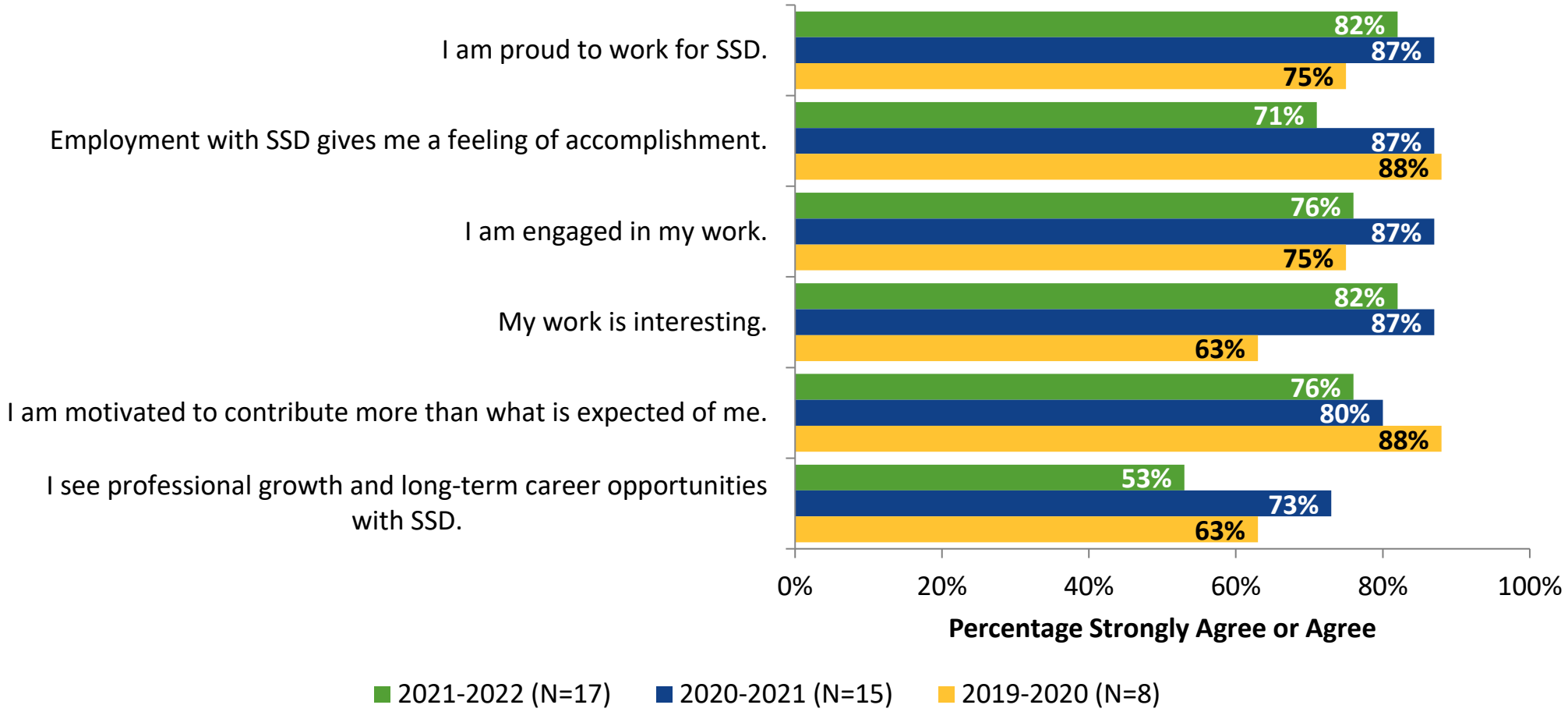
Overall Engagement: Comparison Over Time

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



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

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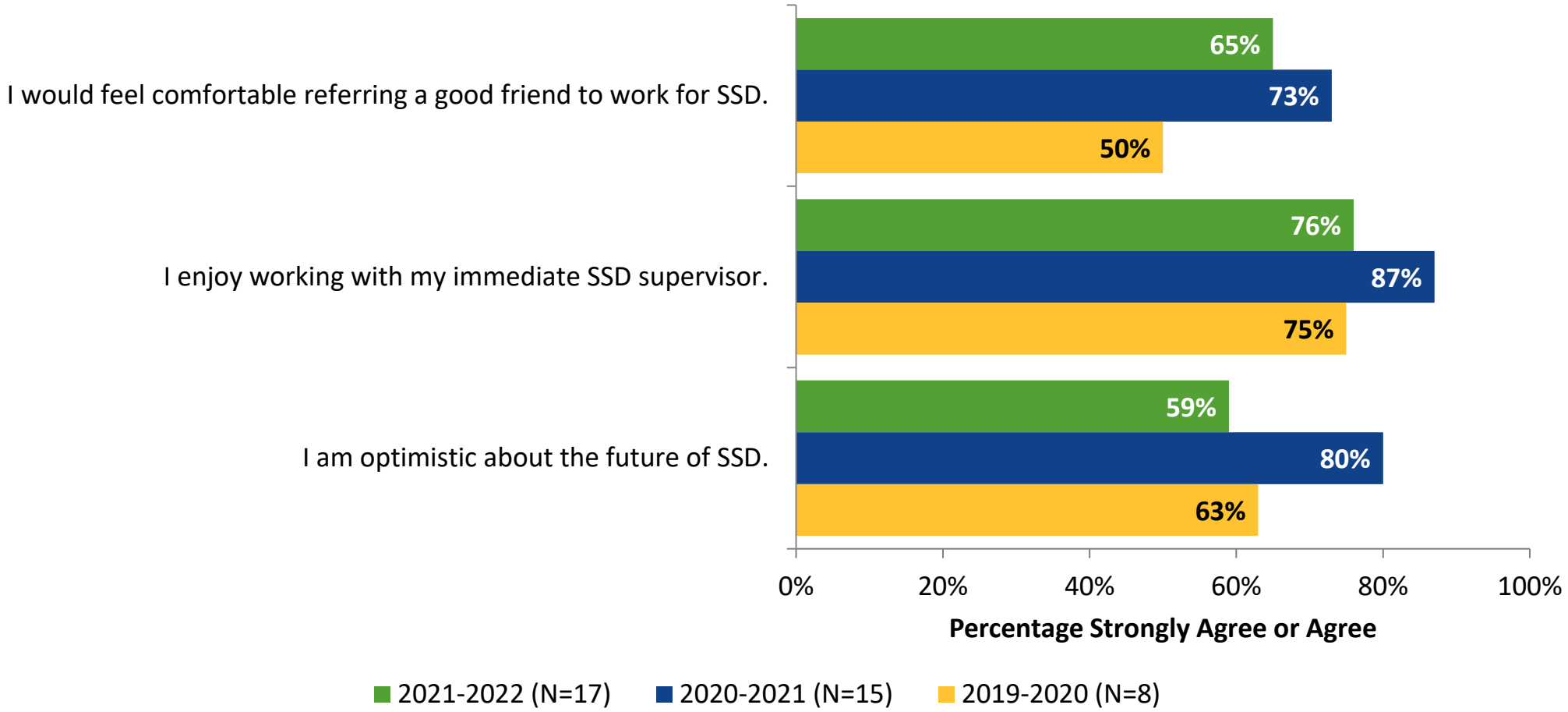
Overall Engagement: Comparison Over Time (Continued)

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



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

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Overall Engagement

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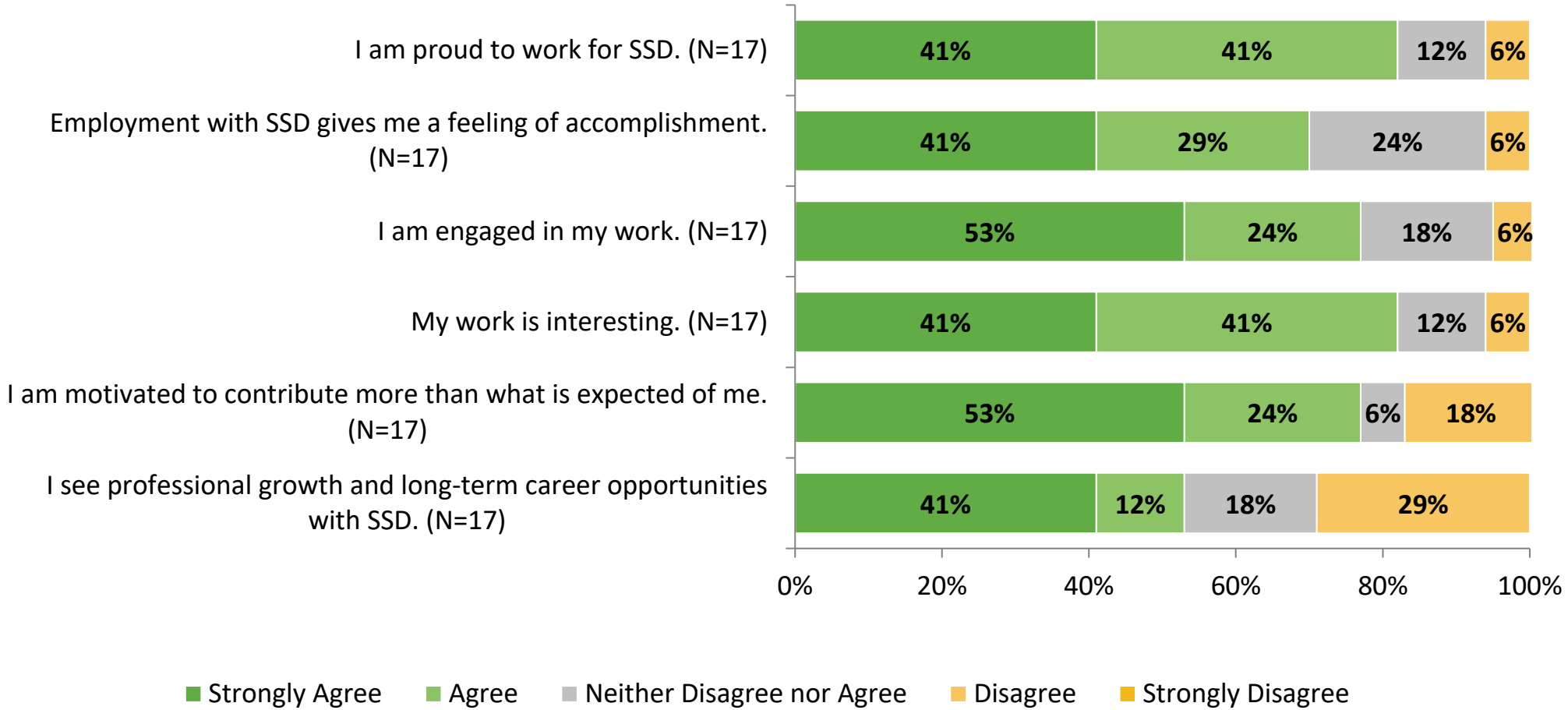

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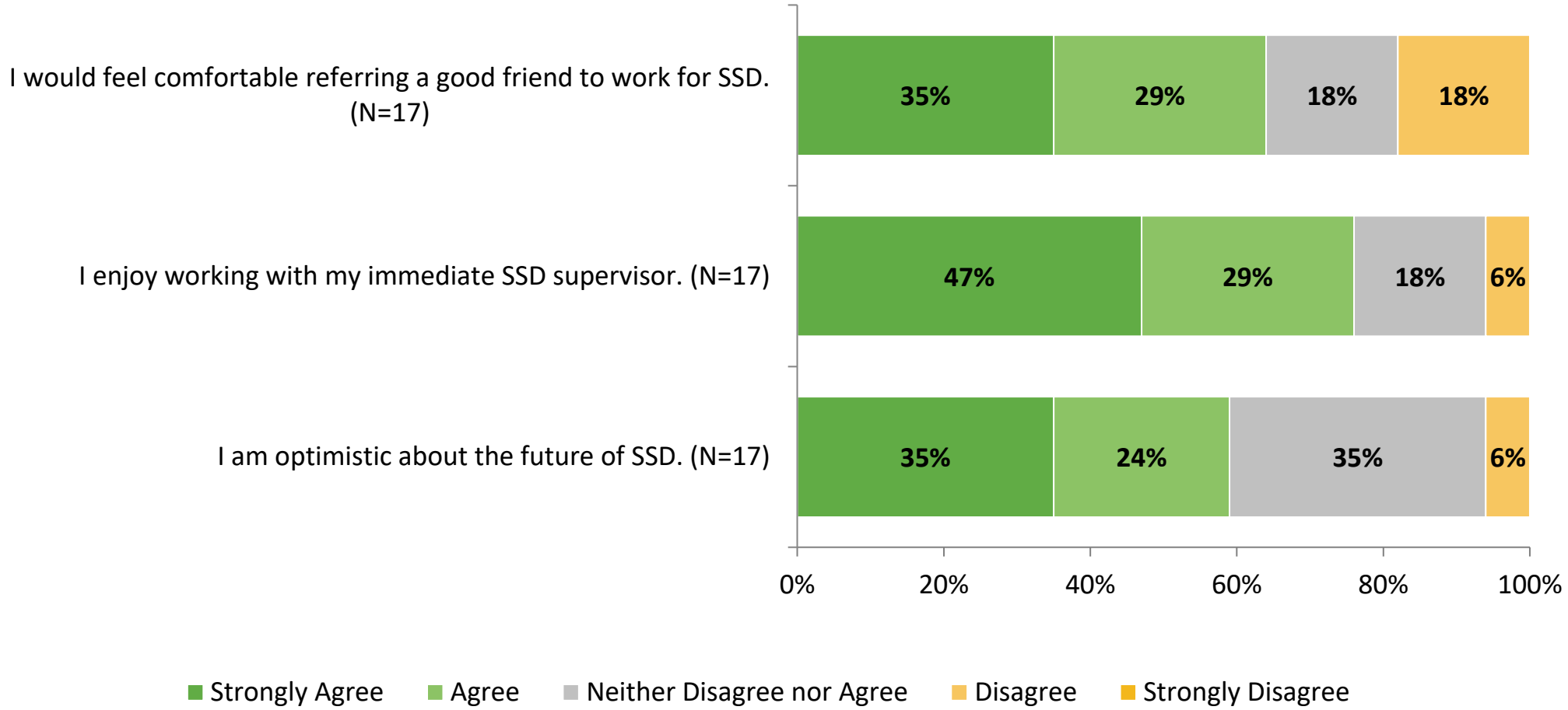
Overall Engagement (Continued)

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



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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									
	EQ1	EQ2	EQ3	EQ4	EQ5	EQ6	EQ7	EQ8	EQ9	**Average**
Participant 1	4	5	3	4	2	4	4	3	3	3.55
Participant 2	→	→	→	→	→	→	→	→	→	
. . .	→	→	→	→	→	→	→	→	→	
Participant Y	→	→	→	→	→	→	→	→	→	

> 4.5	3.5 to 4.5	< 3.5
Highly Engaged	Engaged	Less Engaged

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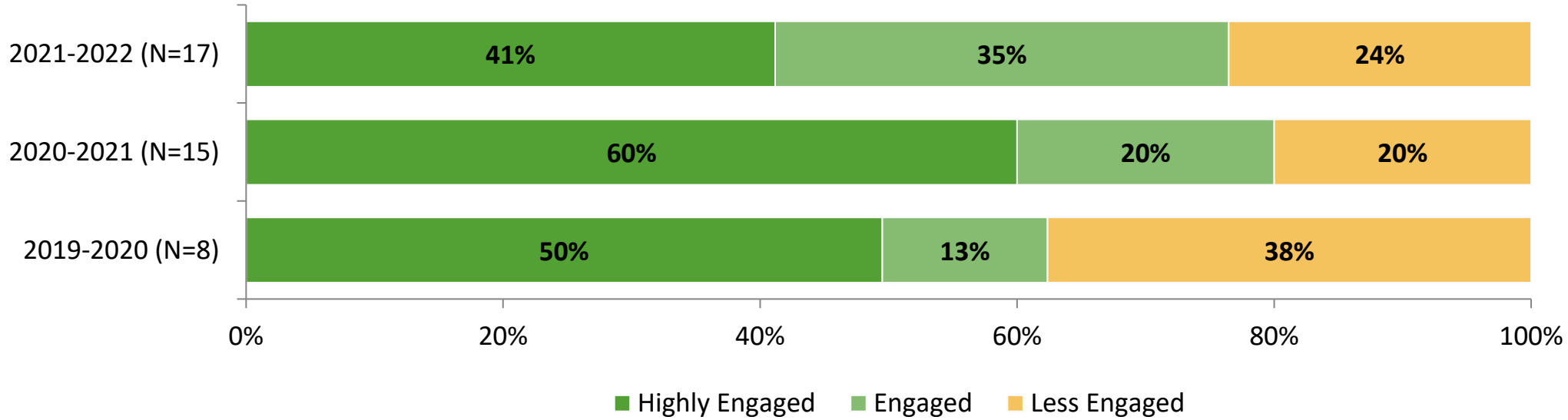
Overall Engagement: Comparison Over Time

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).



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Engagement Driver Dimension

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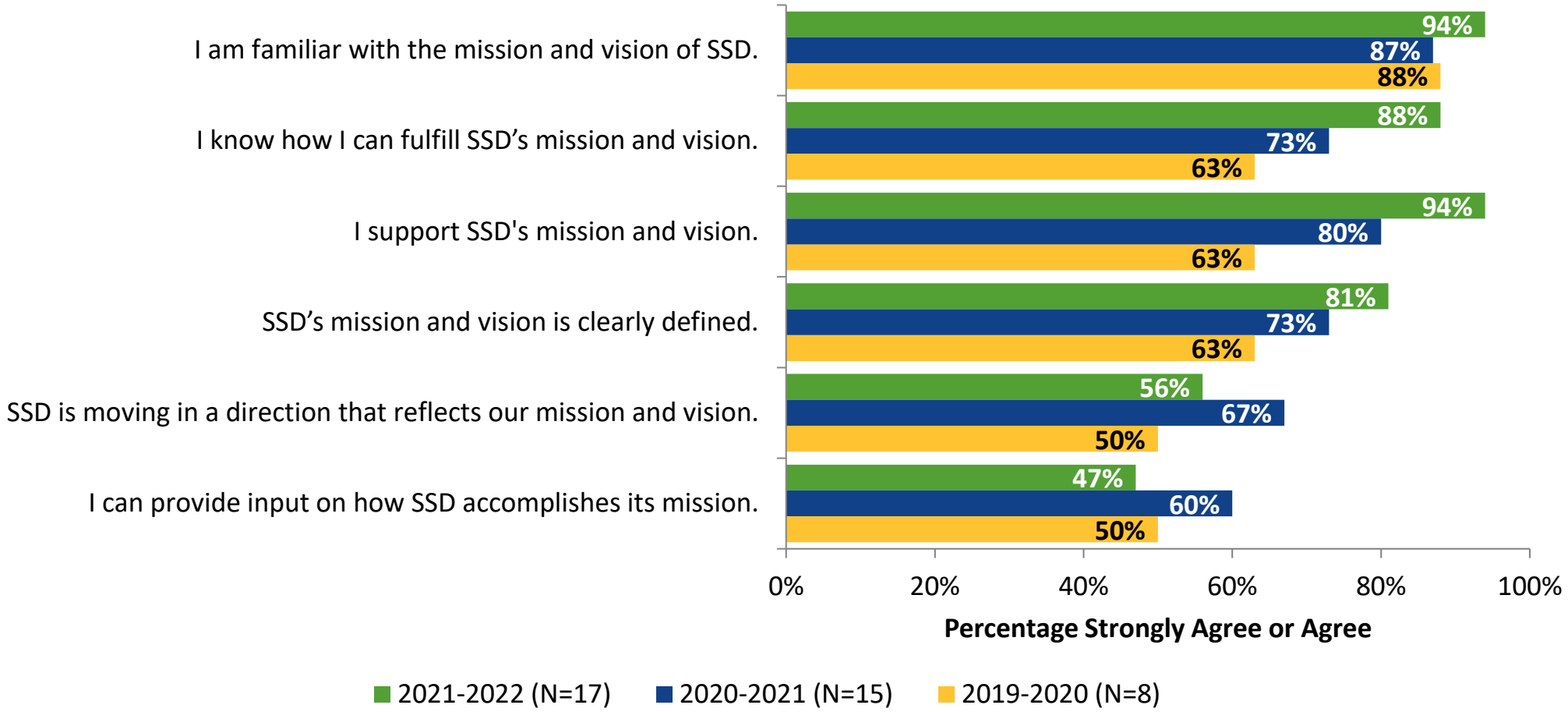
Mission and Vision: Comparison Over Time

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



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

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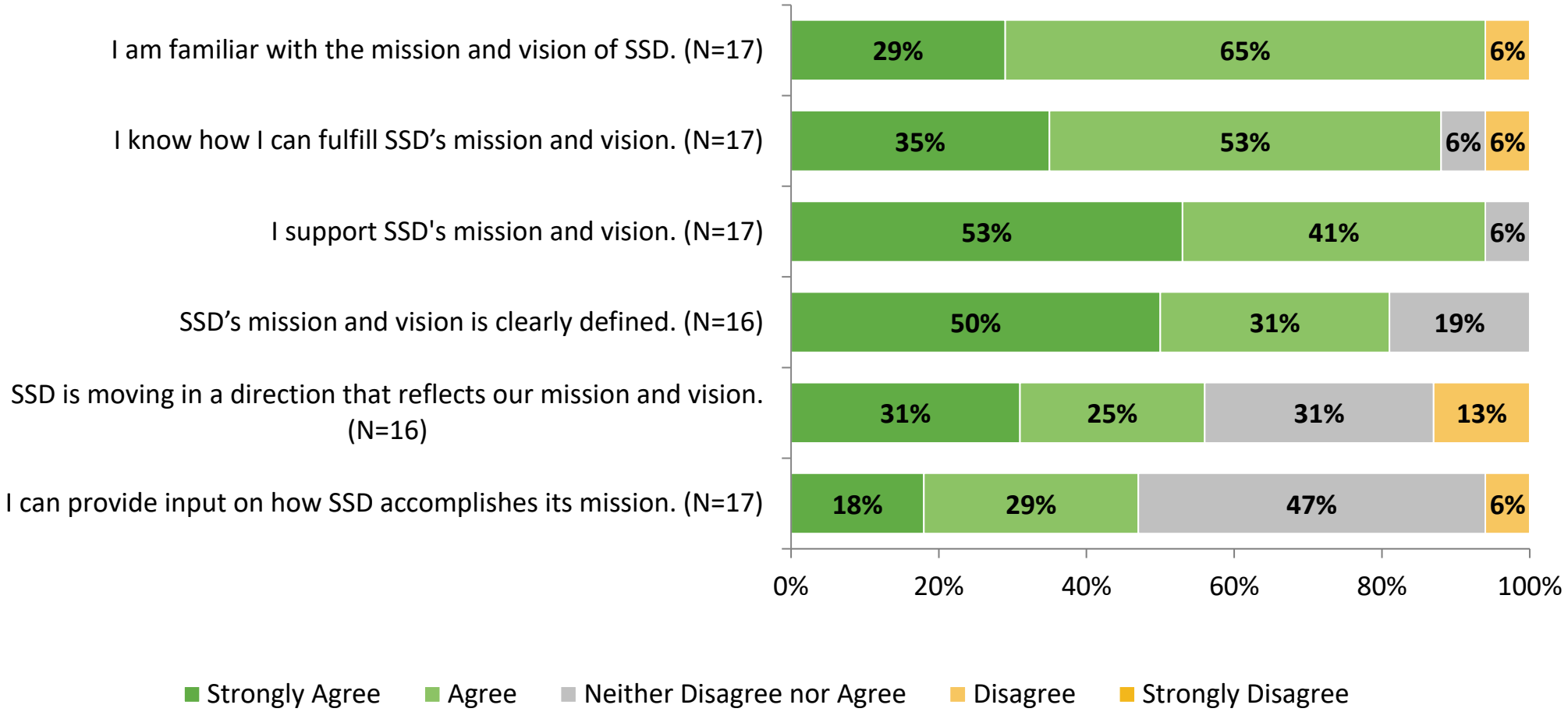
Mission and Vision

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



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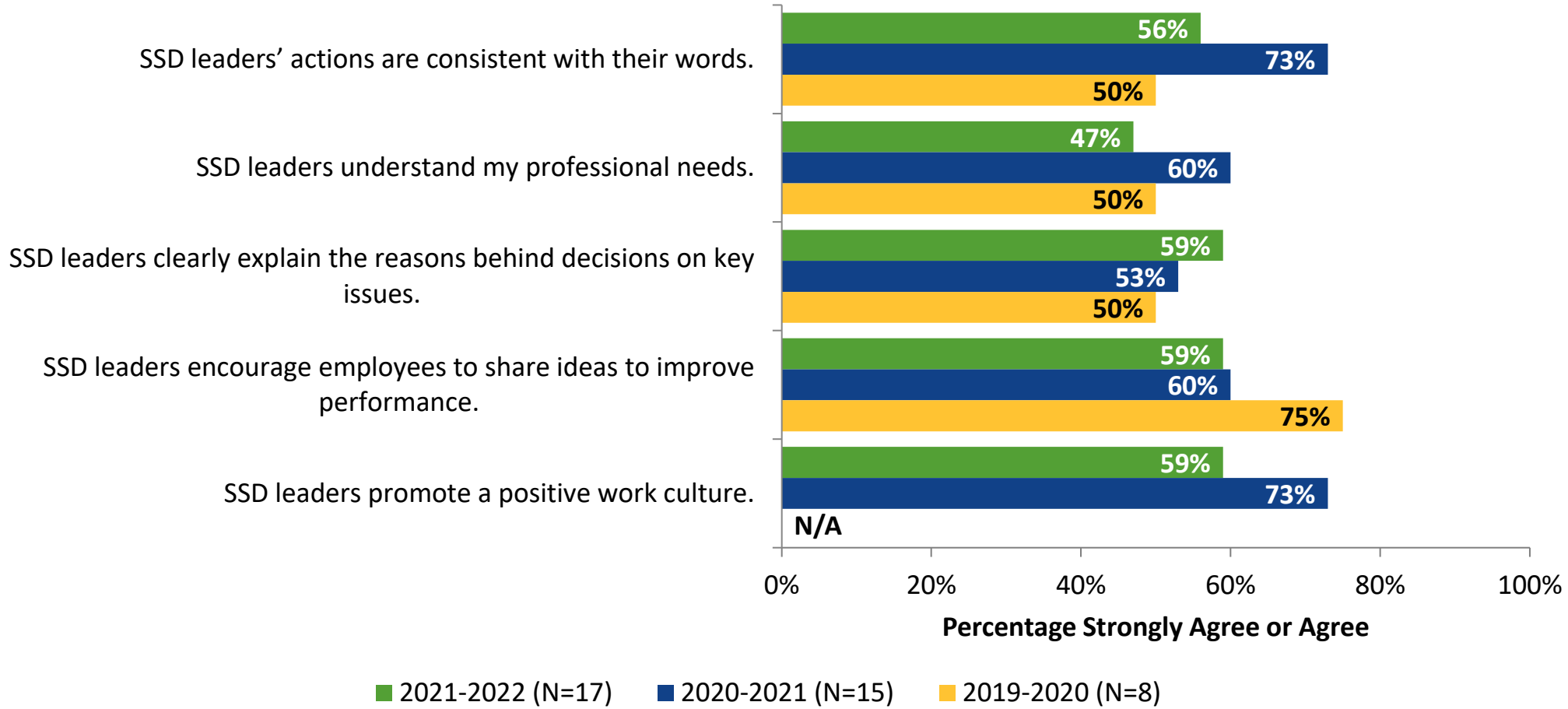
District Leadership: Comparison Over Time

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.

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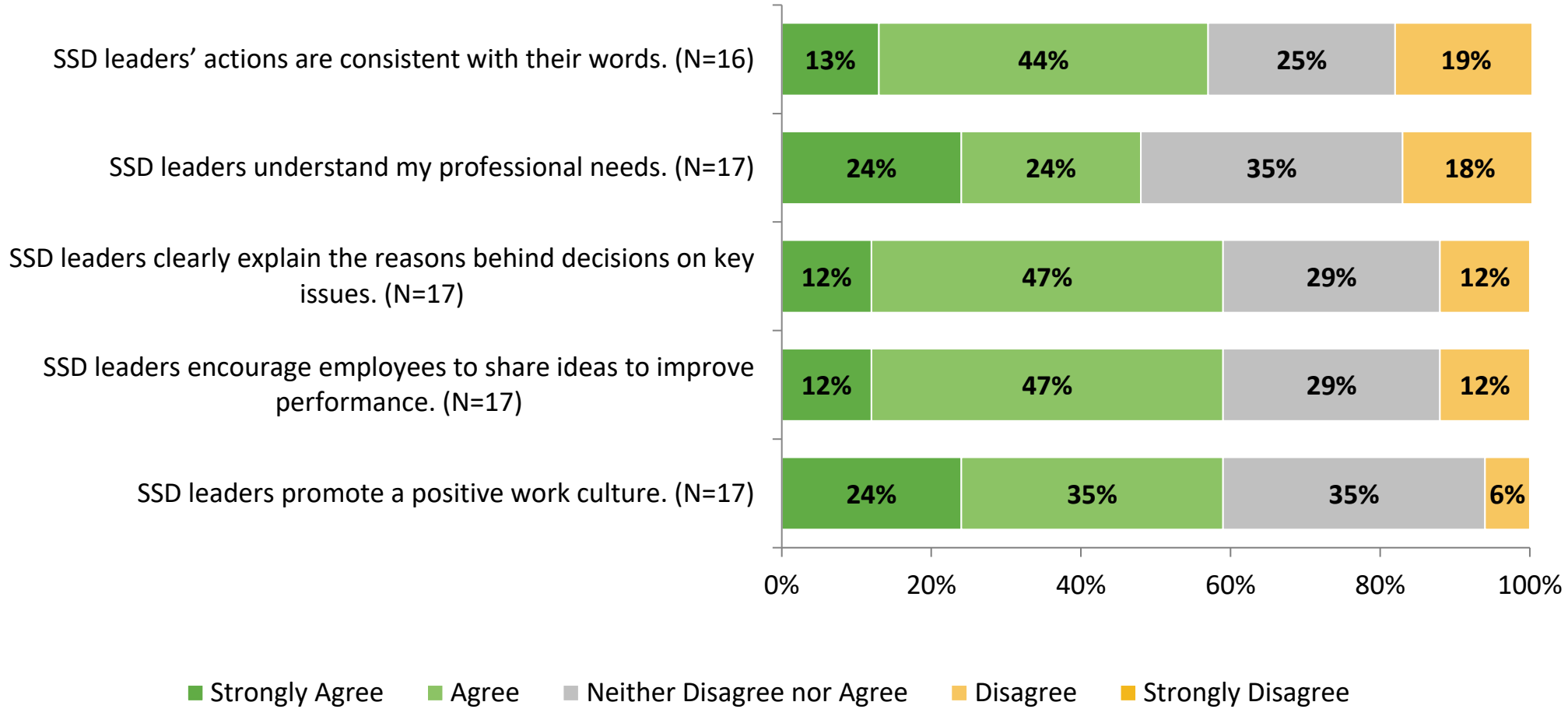
District Leadership

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



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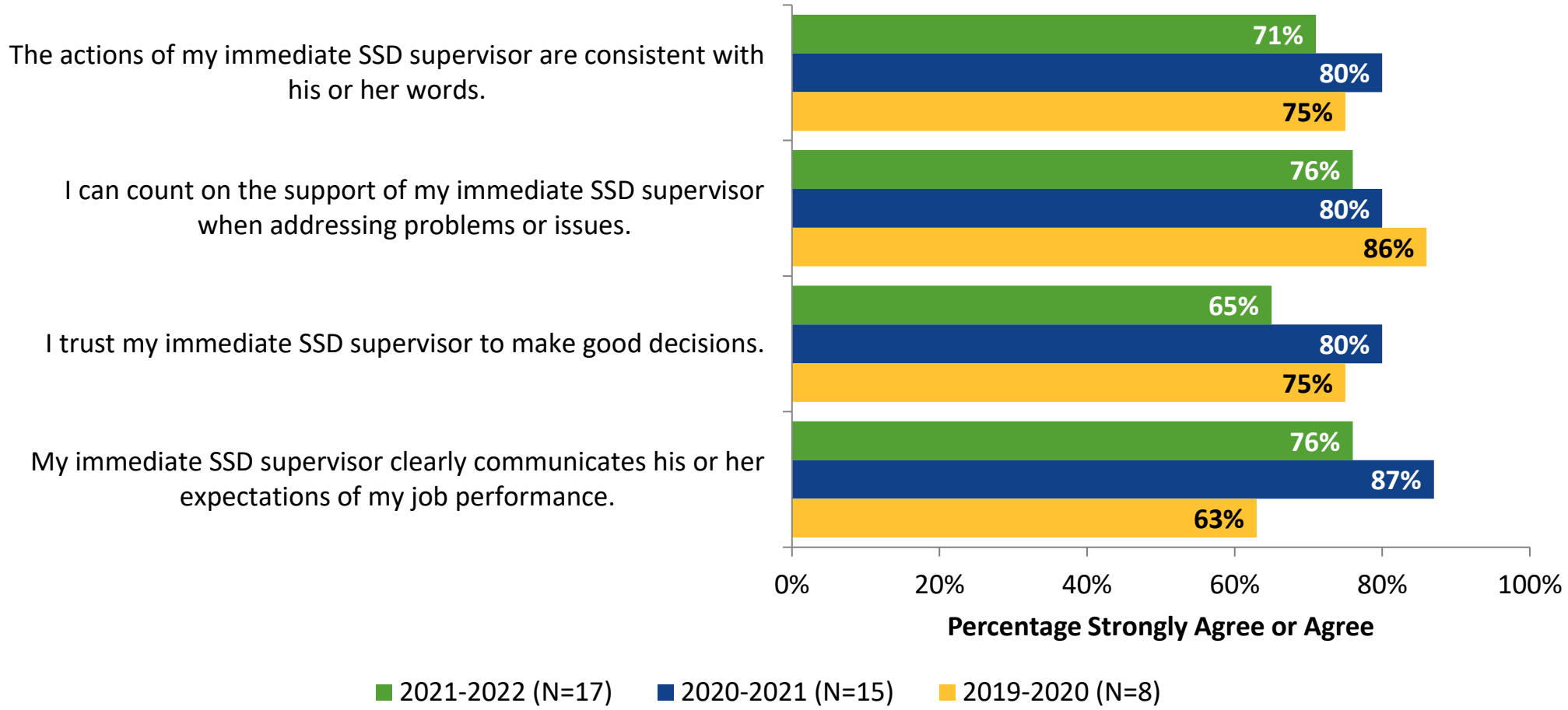
School/Department Leadership: Comparison Over Time

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



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

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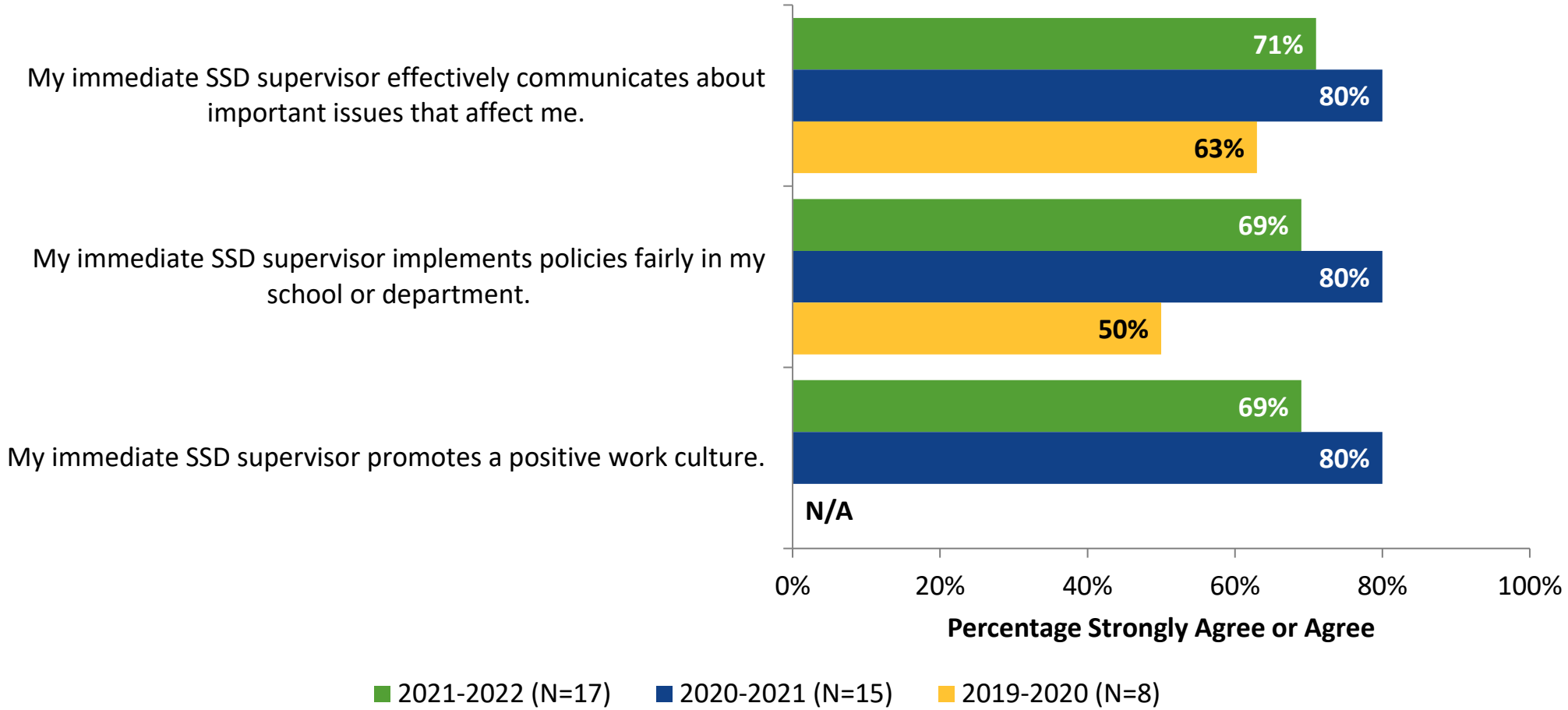
School/Department Leadership: Comparison Over Time (Continued)

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



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School/Department Leadership: Comparison Over Time (Continued)

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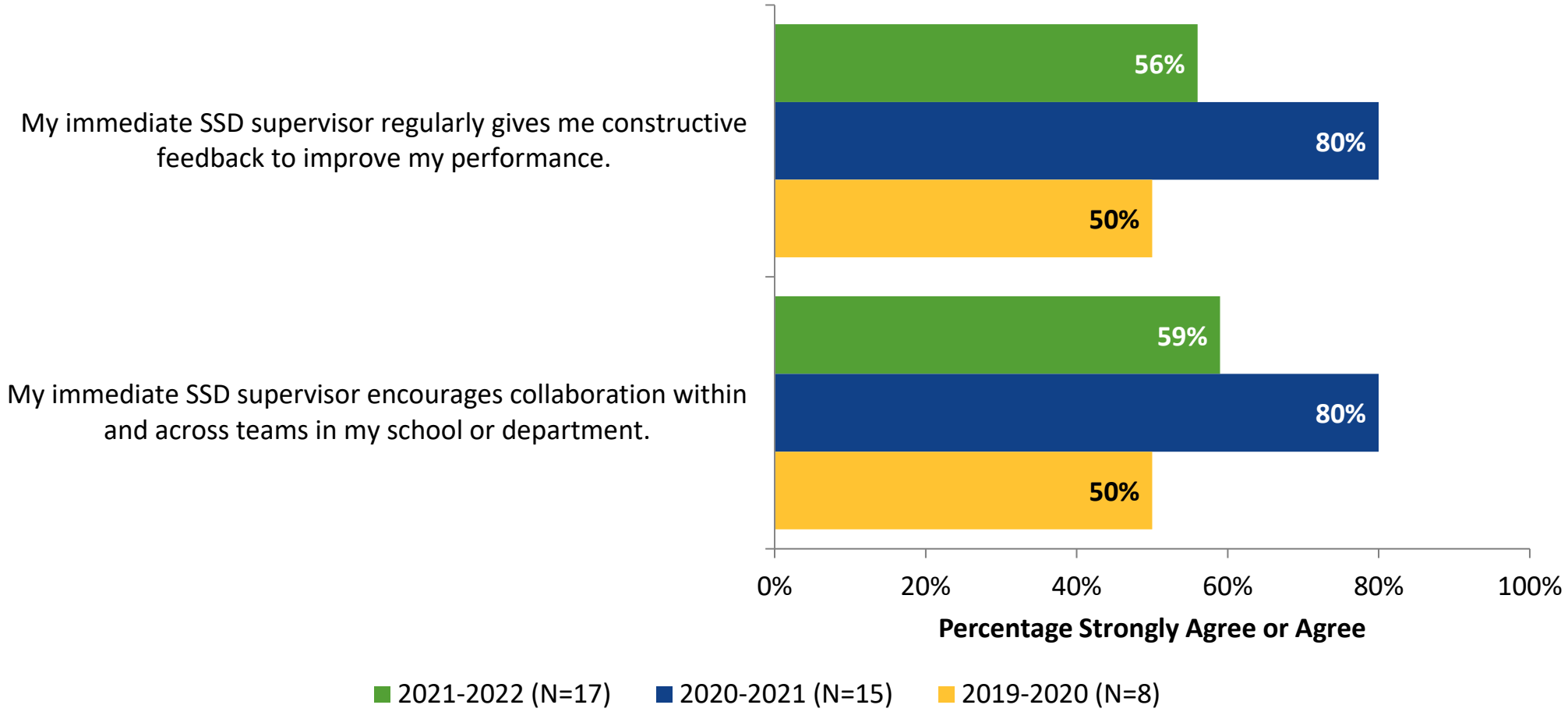

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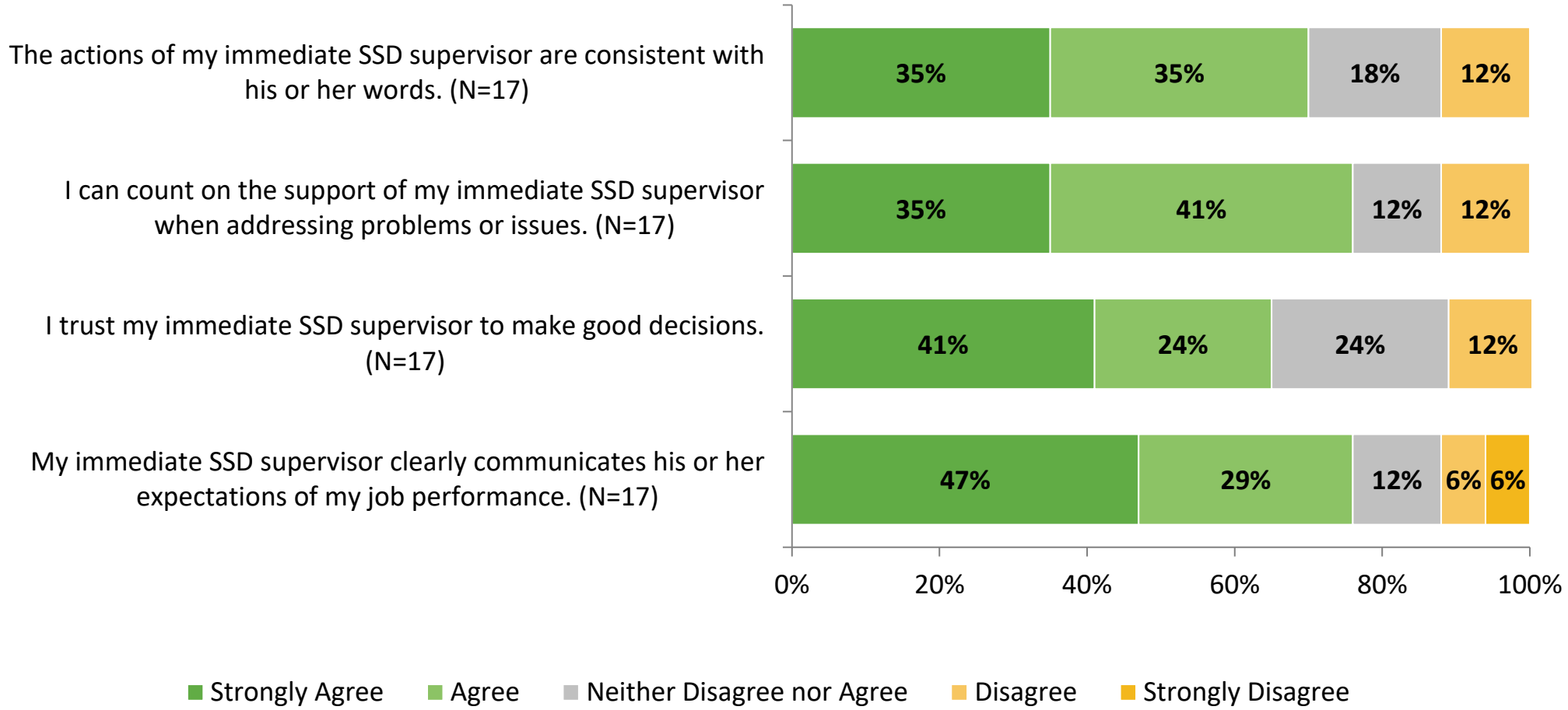
School/Department Leadership

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



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School/Department Leadership (Continued)

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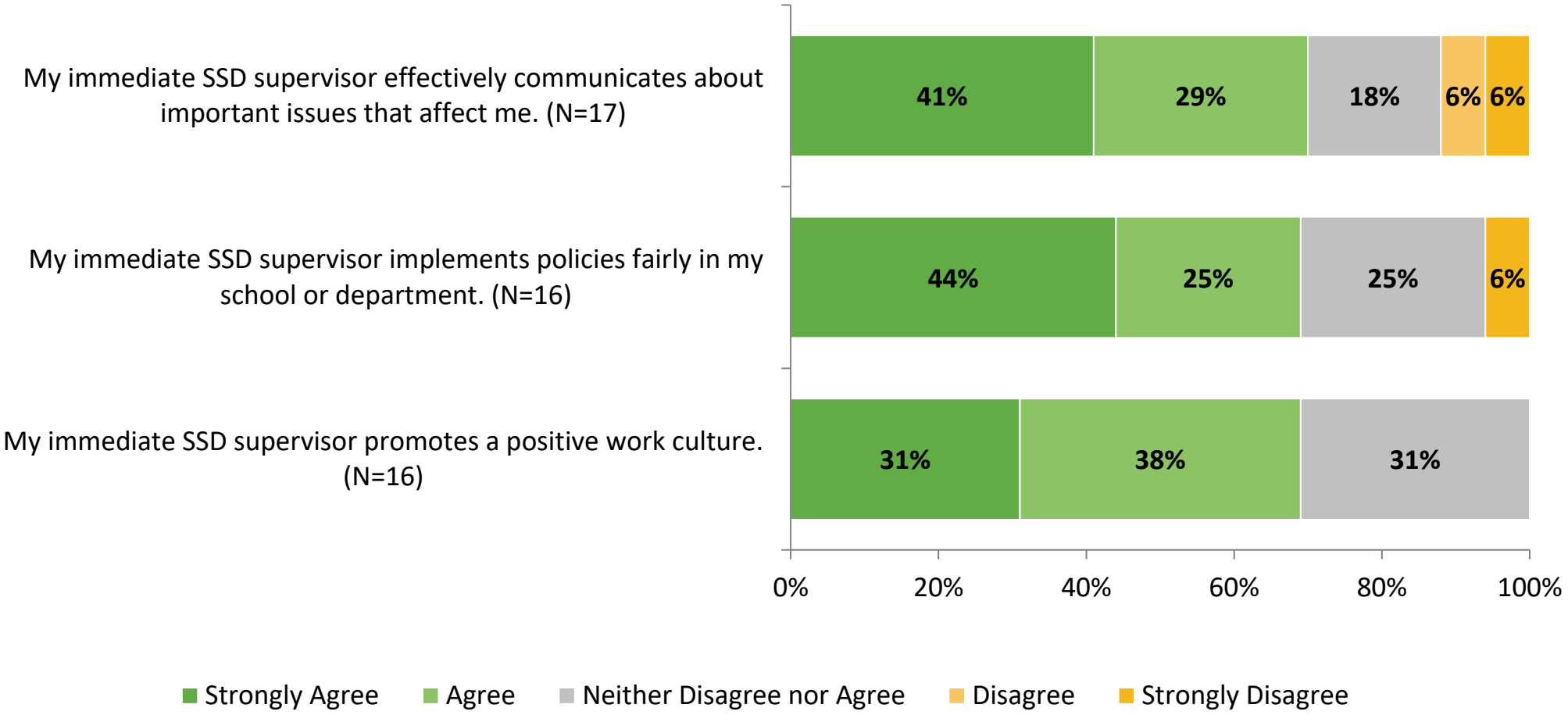

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School/Department Leadership (Continued)

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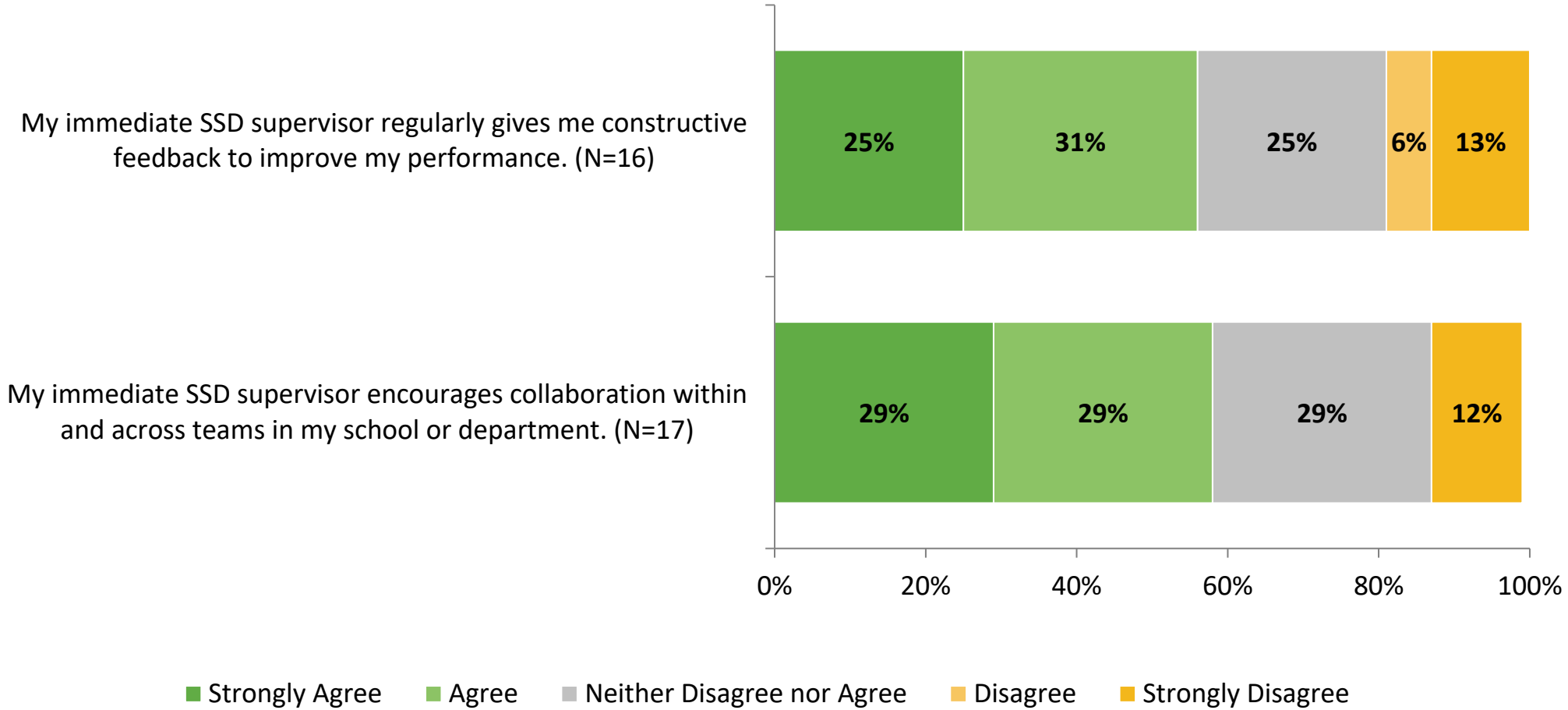

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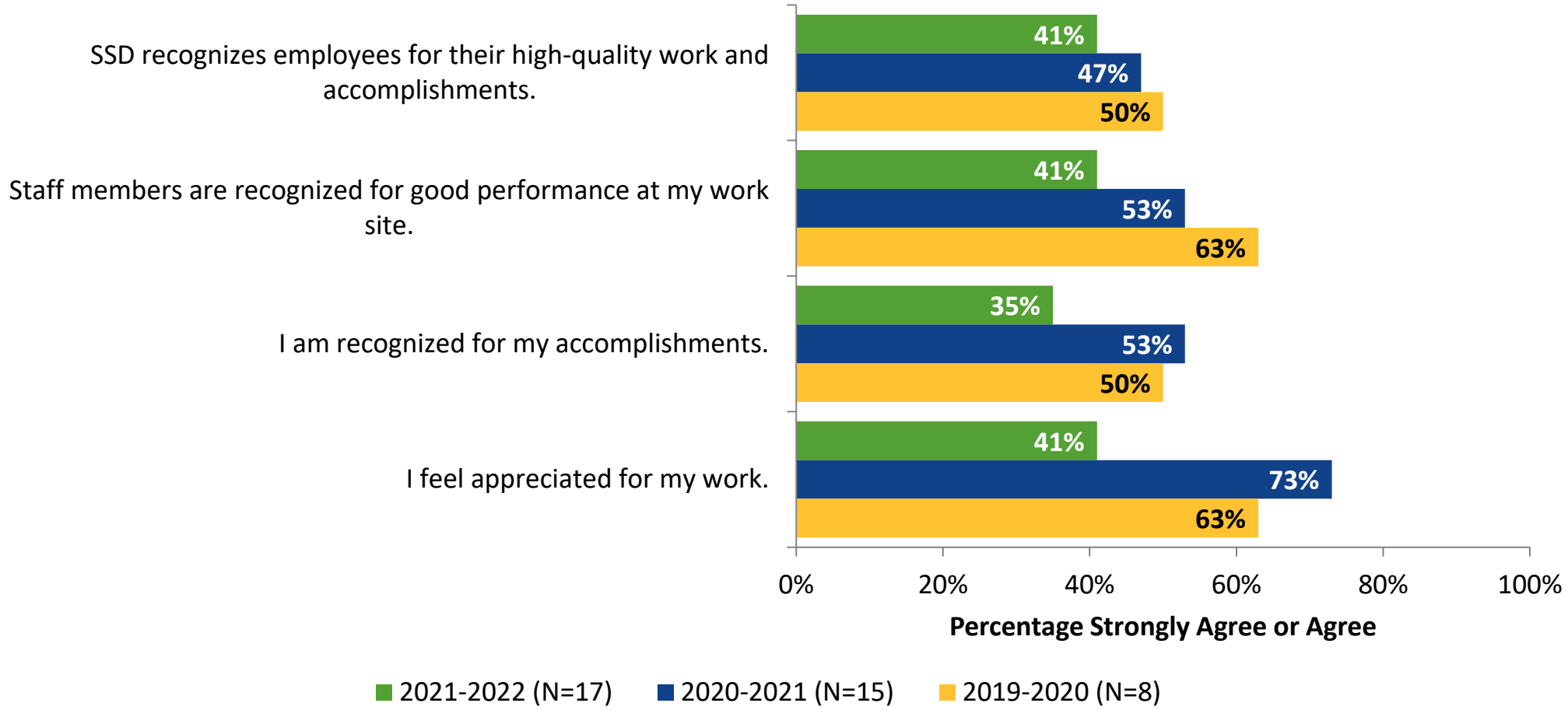
Feedback and Recognition: Comparison Over Time

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



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

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Feedback and Recognition

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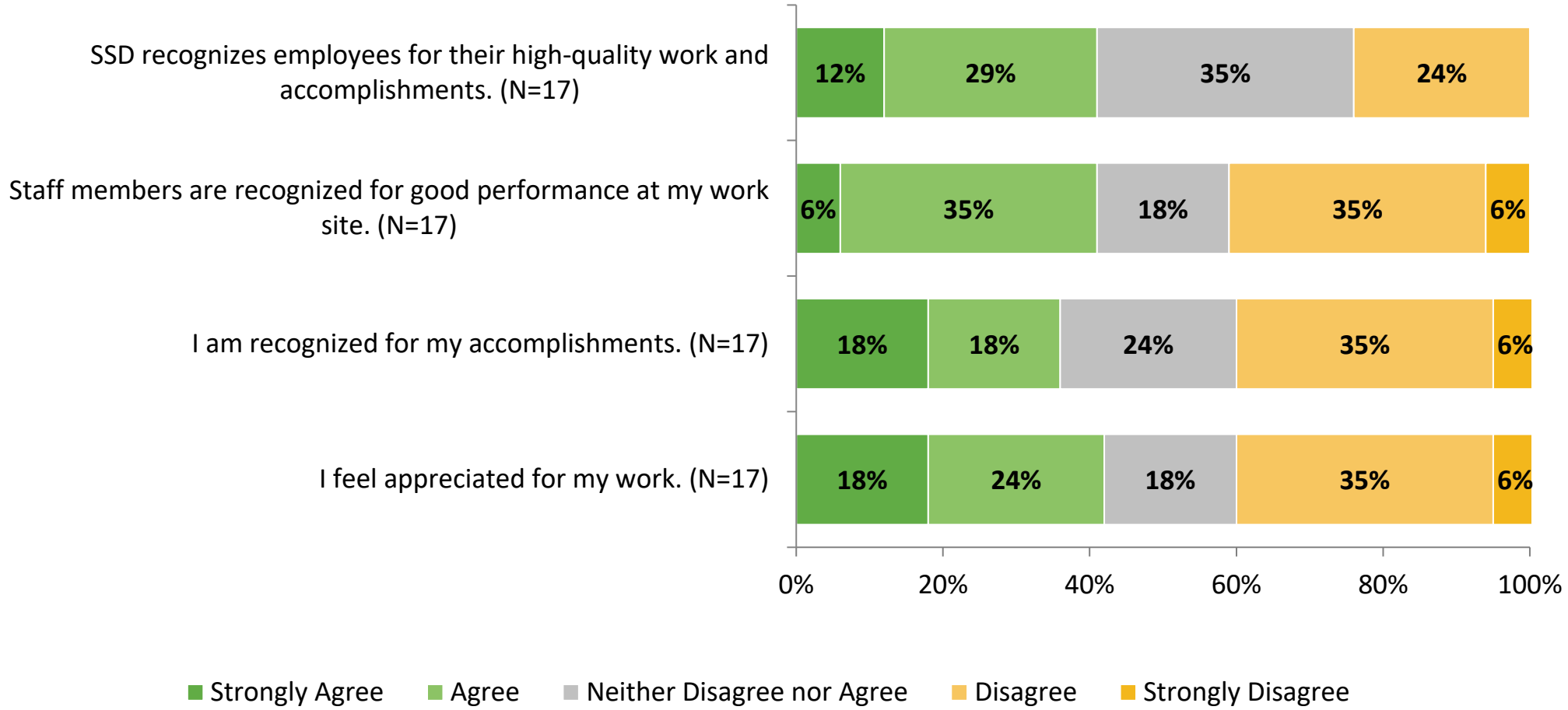

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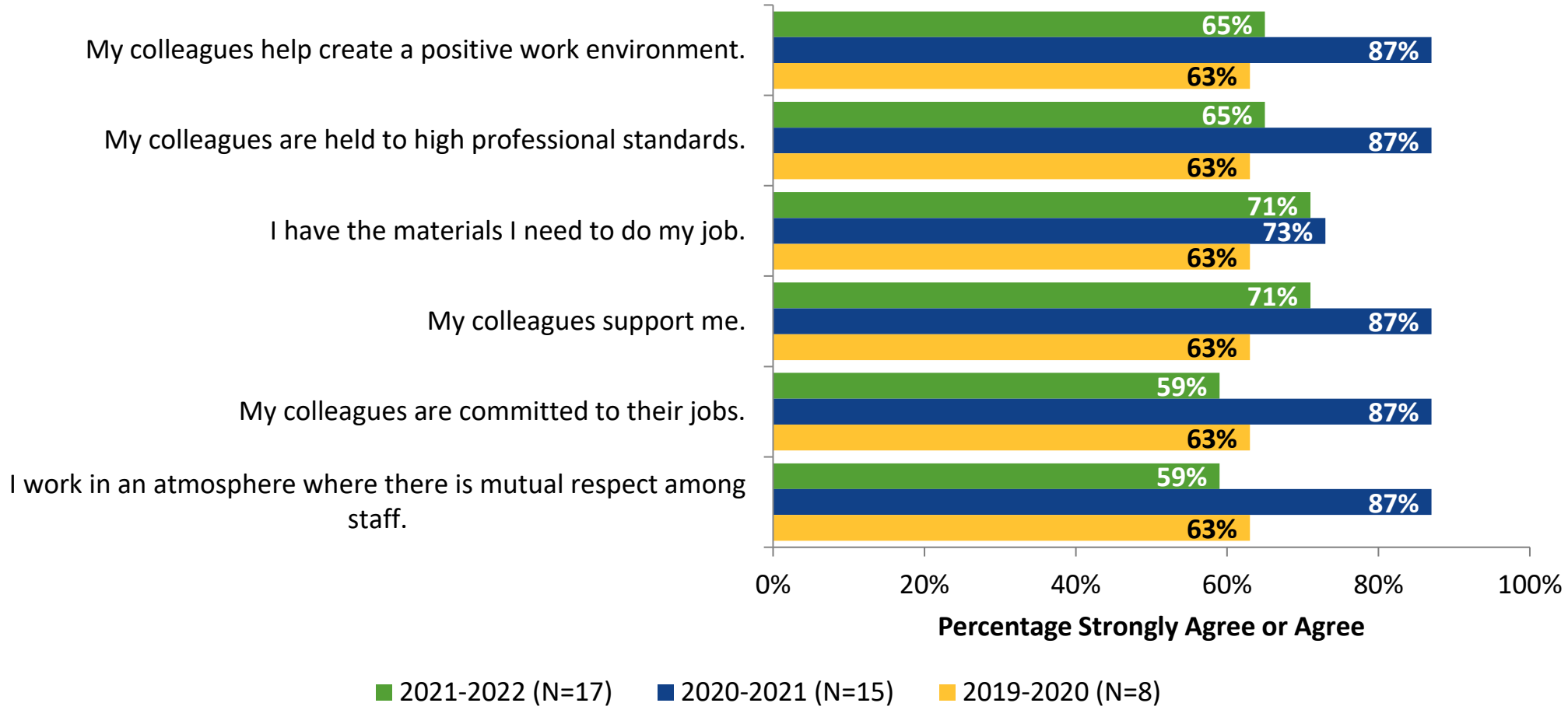
Work Environment: Comparison Over Time

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



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

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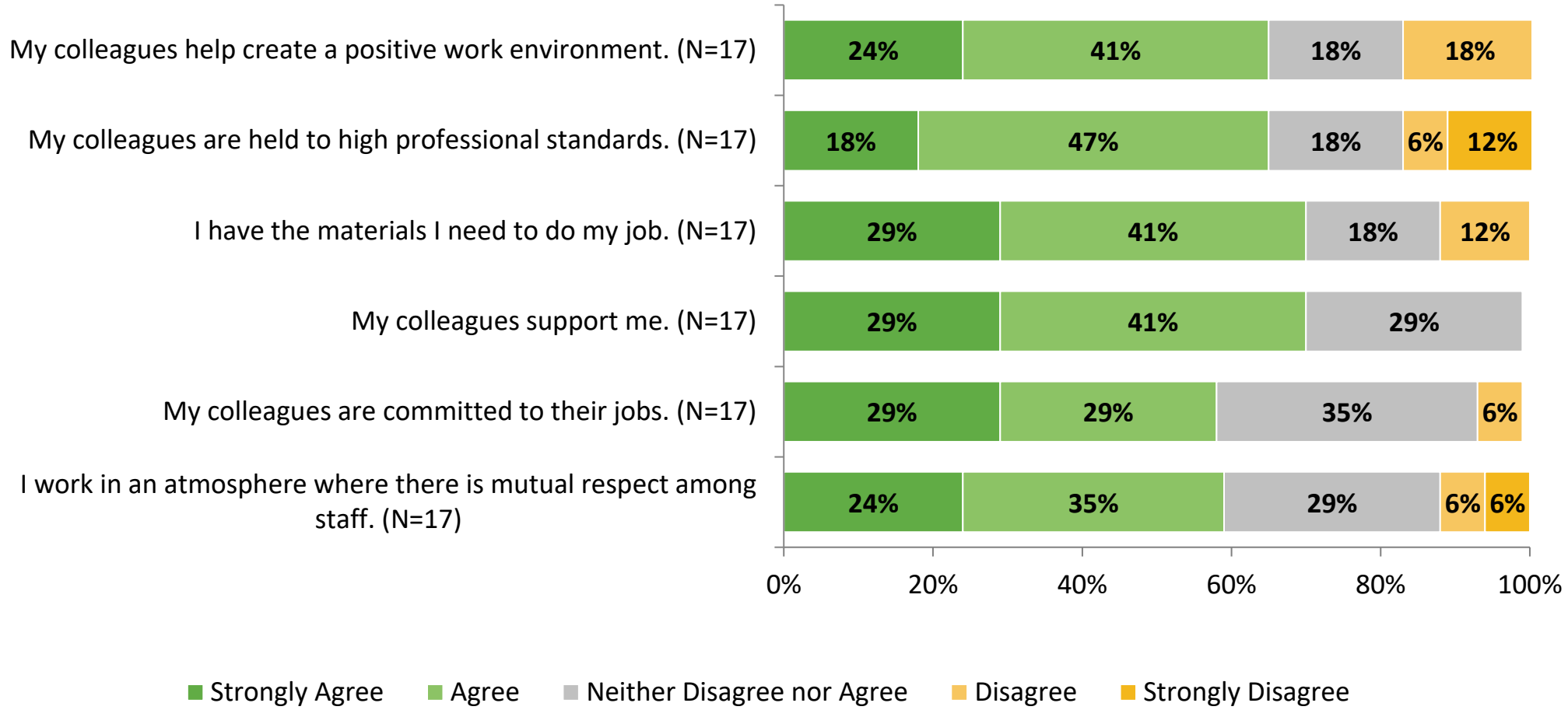
Work Environment

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



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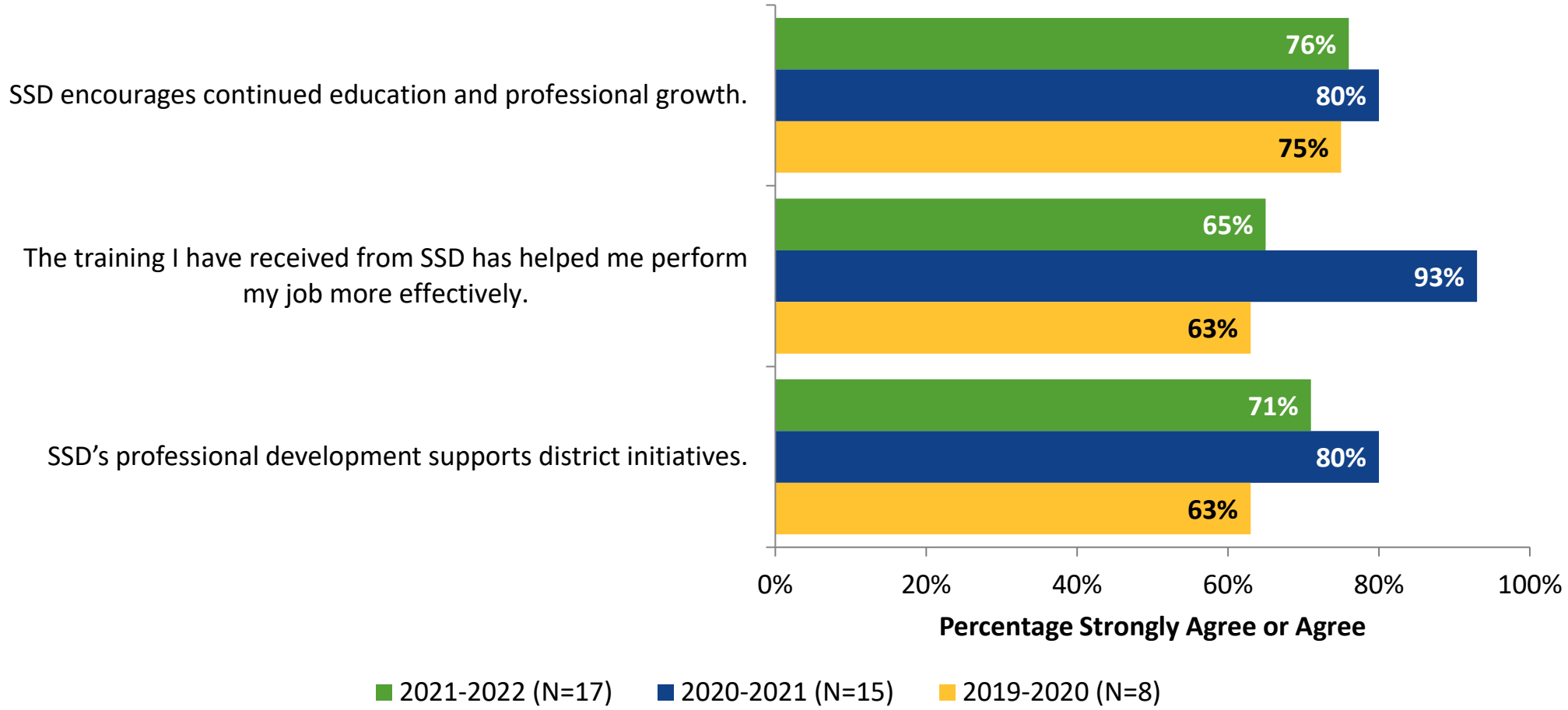
Career Growth and Training Opportunities: Comparison Over Time

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



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

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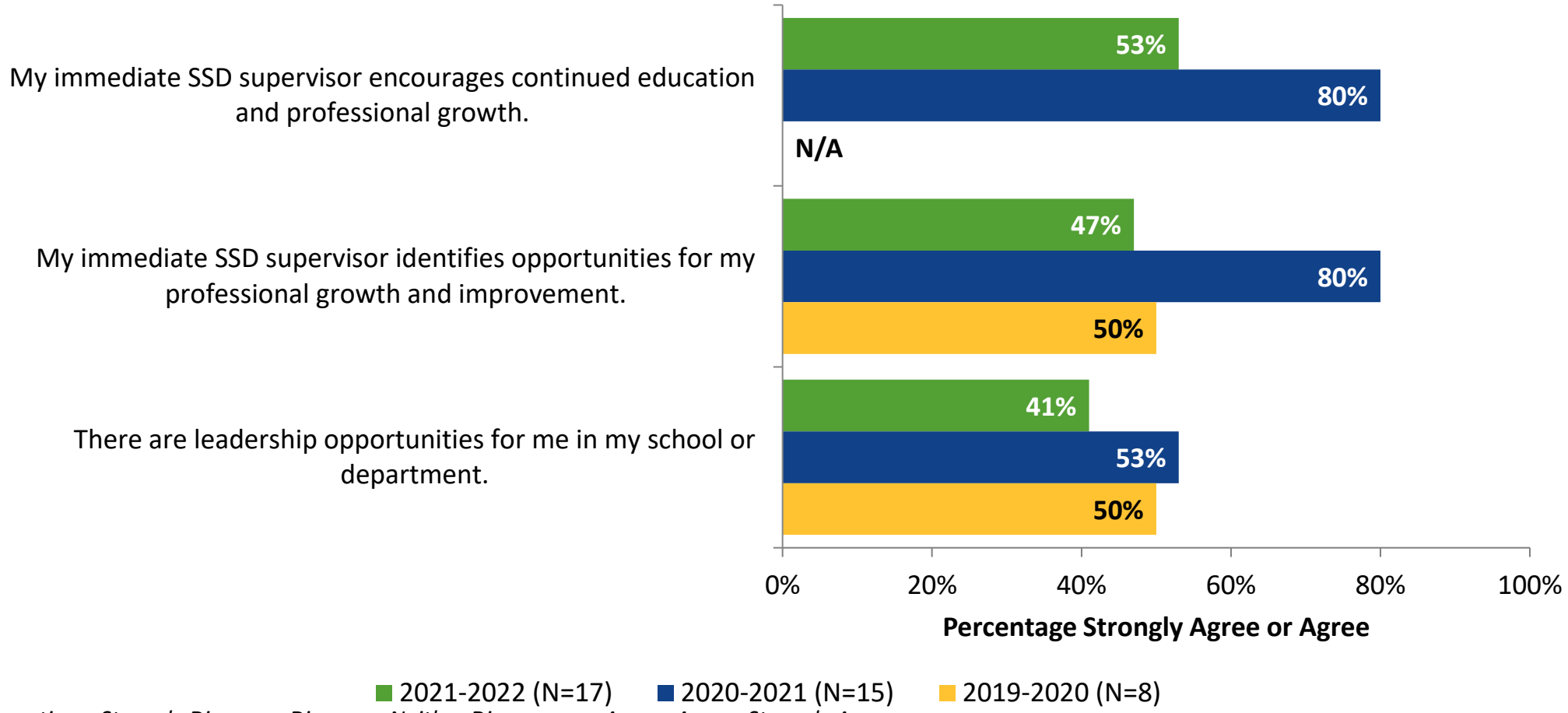
Career Growth and Training Opportunities: Comparison Over Time (Continued)

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.

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Career Growth and Training Opportunities

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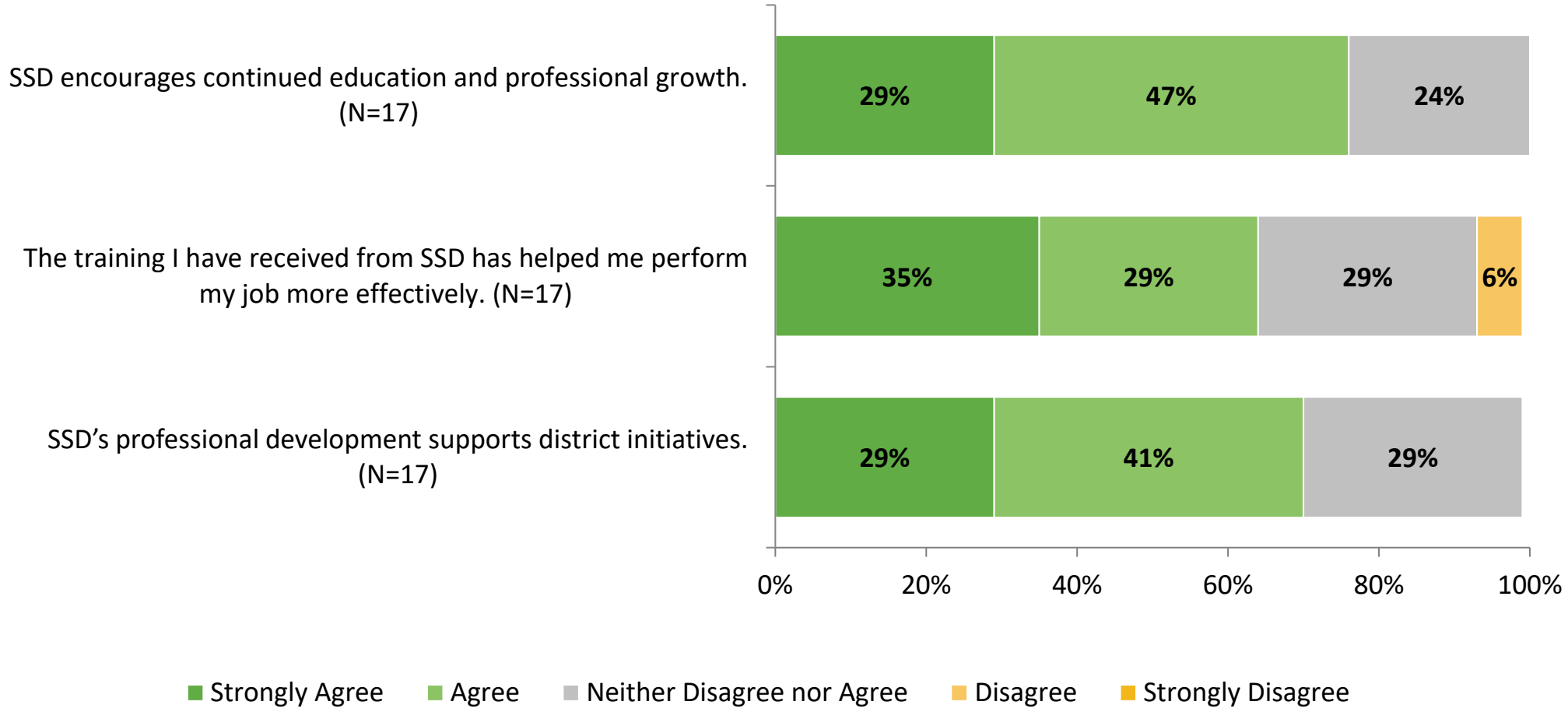

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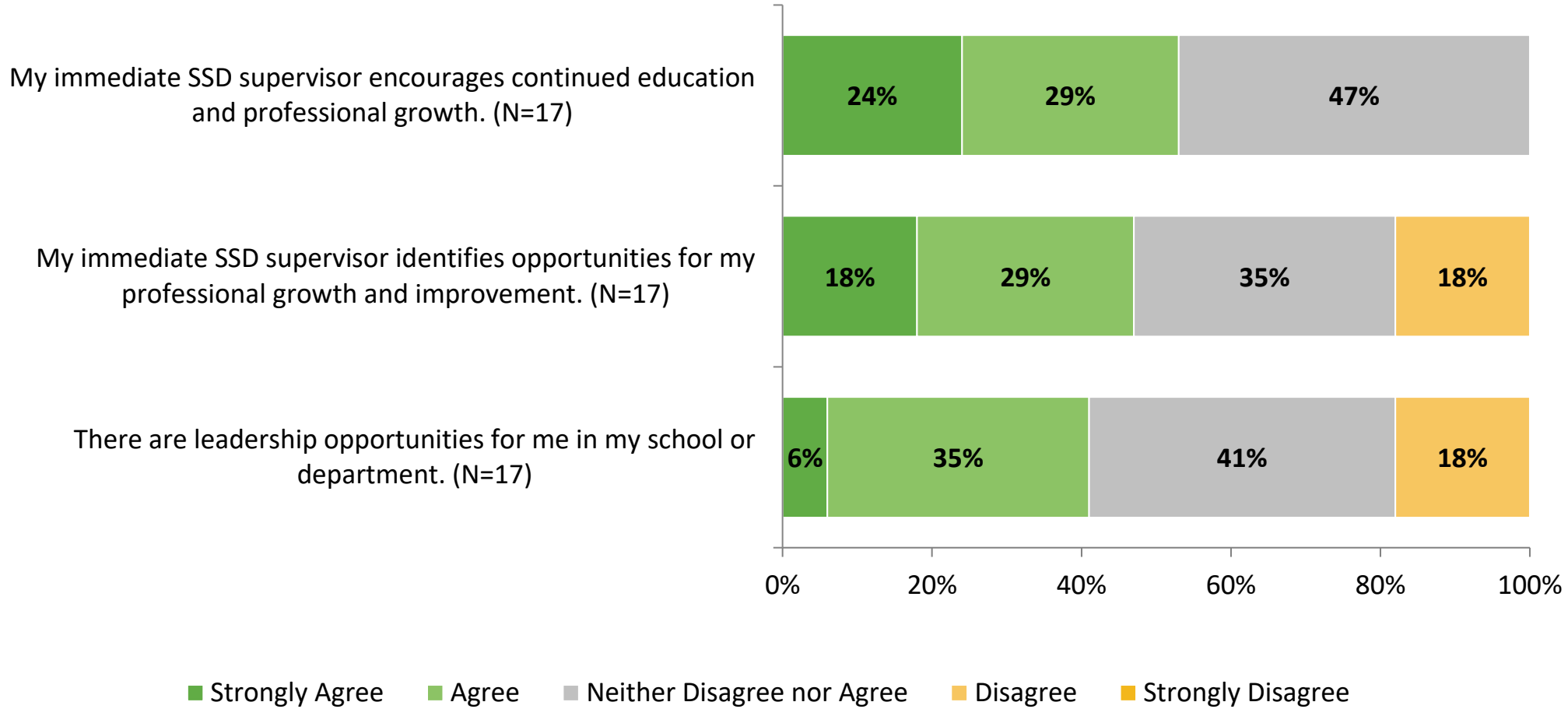
Career Growth and Training Opportunities (Continued)

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



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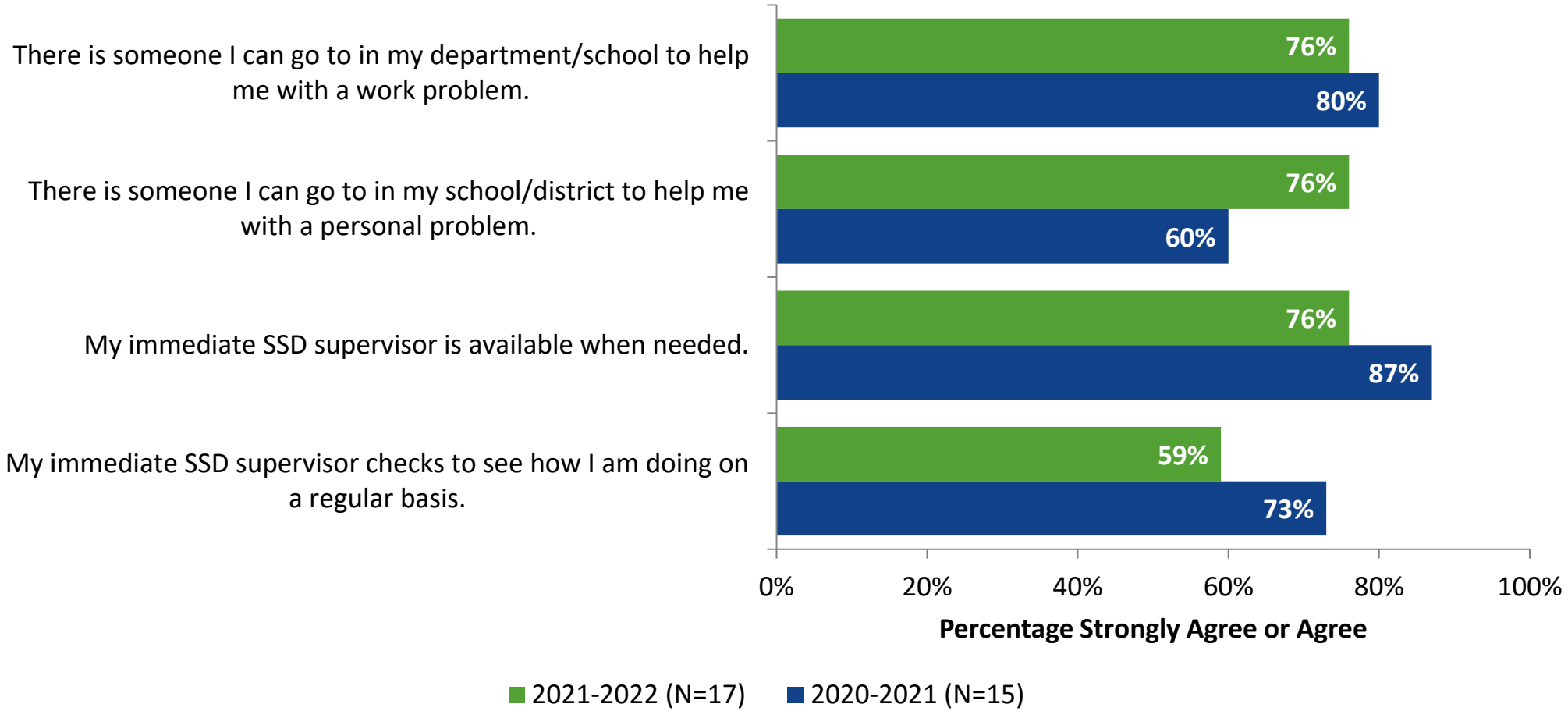
Staff Support: Comparison Over Time

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.

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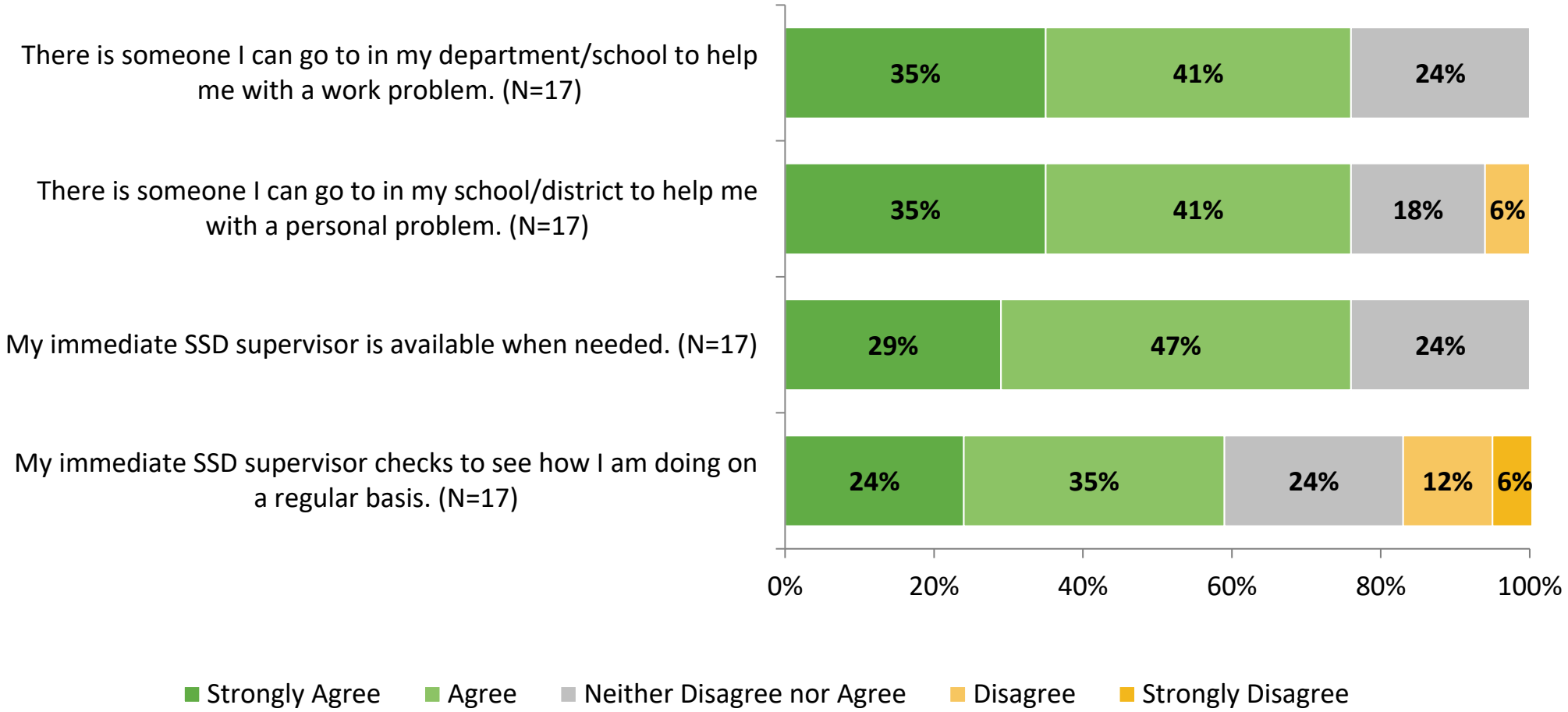
Staff Support

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



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Highest-ranking Items

Survey Item	Percentage Strongly Agree or Agree (%)	School Climate Topic
I am familiar with the mission and vision of SSD.	94%	Mission and Vision
I support SSD's mission and vision.	94%	Mission and Vision
I know how I can fulfill SSD’s mission and vision.	88%	Mission and Vision
I am proud to work for SSD.	82%	Overall Engagement
My work is interesting.	82%	Overall Engagement

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

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Lowest-ranking Items

Survey Item	Percentage Strongly Disagree or Disagree (%)	School Climate Topic
Staff members are recognized for good performance at my work site.	41%	Feedback and Recognition
I feel appreciated for my work.	41%	Feedback and Recognition
I am recognized for my accomplishments.	41%	Feedback and Recognition
I see professional growth and long-term career opportunities with SSD.	29%	Overall Engagement
SSD recognizes employees for their high-quality work and accomplishments.	24%	Feedback and Recognition

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

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Focus Areas

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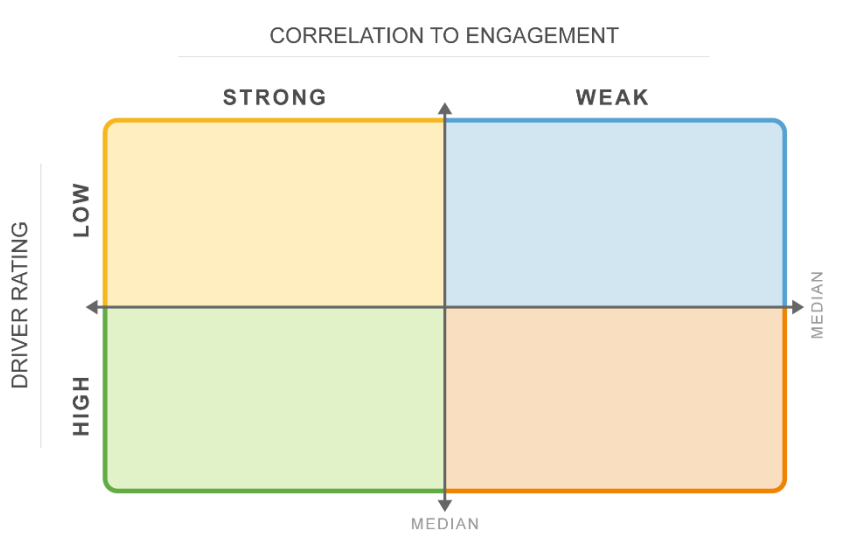
Focus Areas to Increase Employee Engagement

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.



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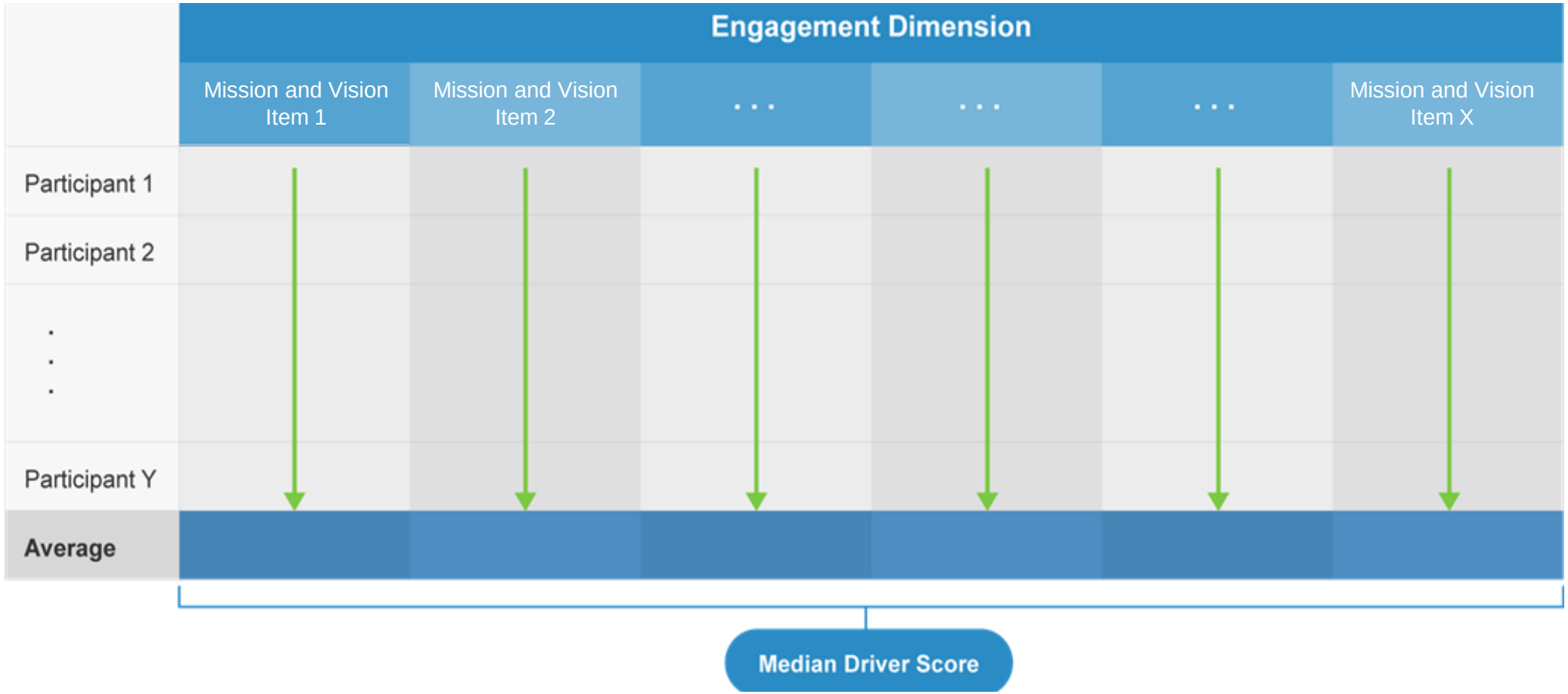
Engagement Dimensions Calculations



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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 recognizes employees for their high-quality work and accomplishments.	3.29	0.69
There are leadership opportunities for me in my school or department.	3.29	0.64
SSD leaders' actions are consistent with their words.	3.50	0.70
SSD leaders understand my professional needs.	3.53	0.61
SSD leaders clearly explain the reasons behind decisions on key issues.	3.59	0.58
SSD leaders encourage employees to share ideas to improve performance.	3.59	0.63
My colleagues help create a positive work environment.	3.71	0.54
SSD is moving in a direction that reflects our mission and vision.	3.75	0.85
SSD leaders promote a positive work culture.	3.77	0.60
My immediate SSD supervisor encourages continued education and professional growth.	3.77	0.52

Median	
Driver Rating	3.77
Correlation to Engagement	0.46

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

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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 colleagues are committed to their jobs.	3.82	0.47
I have the materials I need to do my job.	3.88	0.62
The actions of my immediate SSD supervisor are consistent with his or her words.	3.94	0.53
I trust my immediate SSD supervisor to make good decisions.	3.94	0.47
The training I have received from SSD has helped me perform my job more effectively.	3.94	0.73
My immediate SSD supervisor promotes a positive work culture.	4.00	0.69
SSD's professional development supports district initiatives.	4.00	0.71
SSD encourages continued education and professional growth.	4.06	0.85

Median	
Driver Rating	3.77
Correlation to Engagement	0.46

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

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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
My immediate SSD supervisor effectively communicates about important issues that affect me.	3.94	0.43
I can count on the support of my immediate SSD supervisor when addressing problems or issues.	4.00	0.42
My immediate SSD supervisor implements policies fairly in my school or department.	4.00	0.37
My colleagues support me.	4.00	0.43
My immediate SSD supervisor clearly communicates his or her expectations of my job performance.	4.06	0.29
I am familiar with the mission and vision of SSD.	4.18	0.05
I know how I can fulfill SSD's mission and vision.	4.18	0.42
SSD's mission and vision is clearly defined.	4.31	0.32
I support SSD's mission and vision.	4.47	0.30

Median	
Driver Rating	3.77
Correlation to Engagement	0.46

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

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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.	3.00	0.34
I am recognized for my accomplishments.	3.06	0.32
I feel appreciated for my work.	3.12	0.32
My immediate SSD supervisor identifies opportunities for my professional growth and improvement.	3.47	0.43
My immediate SSD supervisor regularly gives me constructive feedback to improve my performance.	3.50	0.22
My colleagues are held to high professional standards.	3.53	0.45
I can provide input on how SSD accomplishes its mission.	3.59	0.41
My immediate SSD supervisor encourages collaboration within and across teams in my school or department.	3.65	0.34
I work in an atmosphere where there is mutual respect among staff.	3.65	0.39

Median	
Driver Rating	3.77
Correlation to Engagement	0.46

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

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Additional Questions

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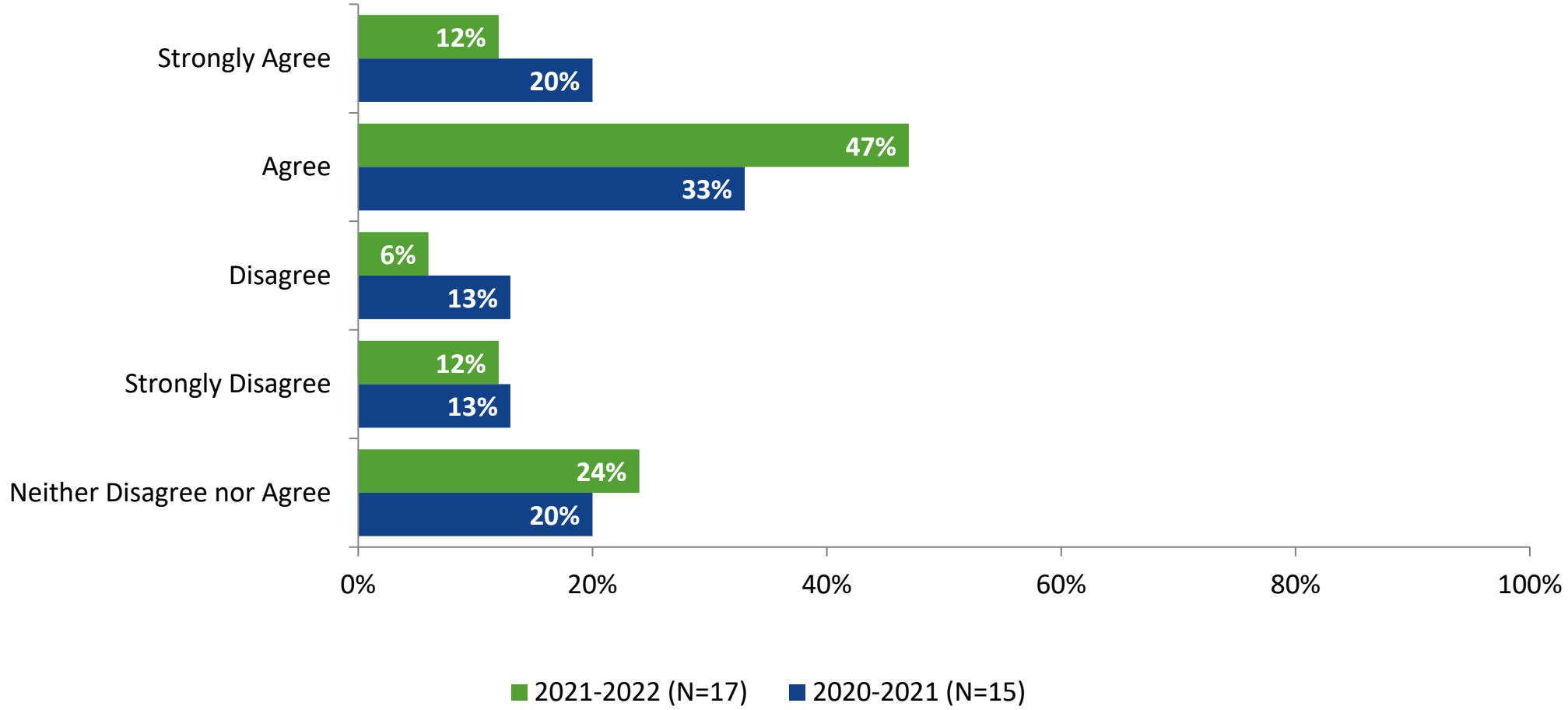
Professional Development: Comparison Over Time

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.



Note: This question was added in 2020-2021.

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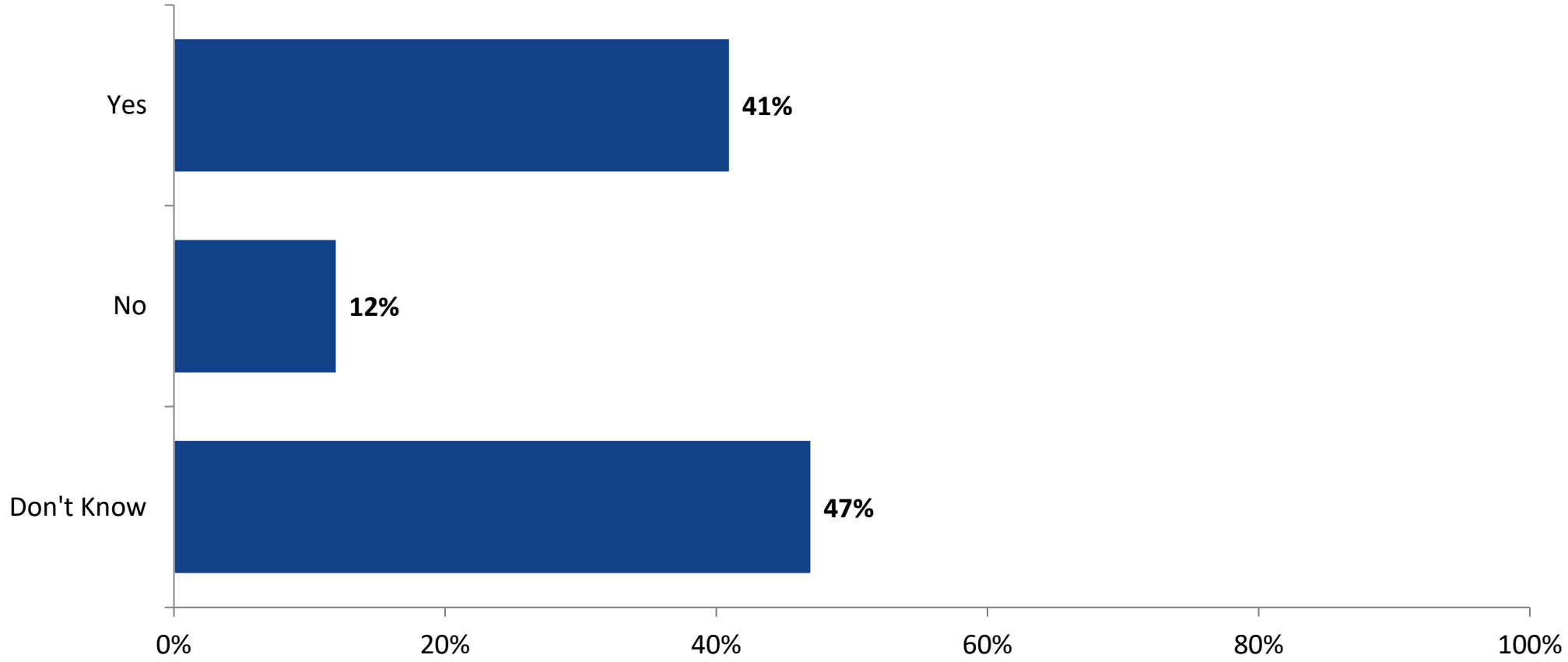
Sharing Survey Results

The SSD Employee Engagement Survey was last administered in 2020-2021. Were the results shared with you? (N=17)



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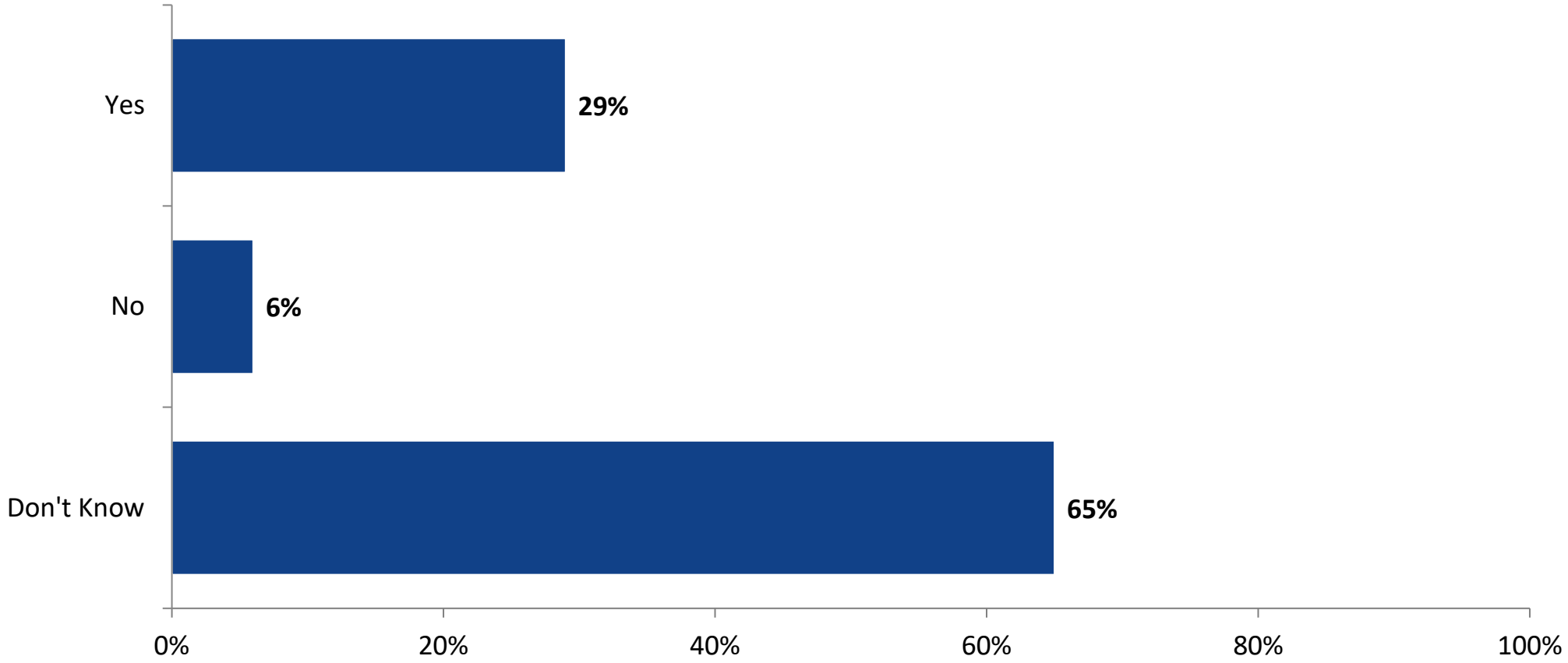
Using Data to Improve

Has your immediate SSD supervisor made changes to improve employee engagement since the 2020-21 school year? (N=17)



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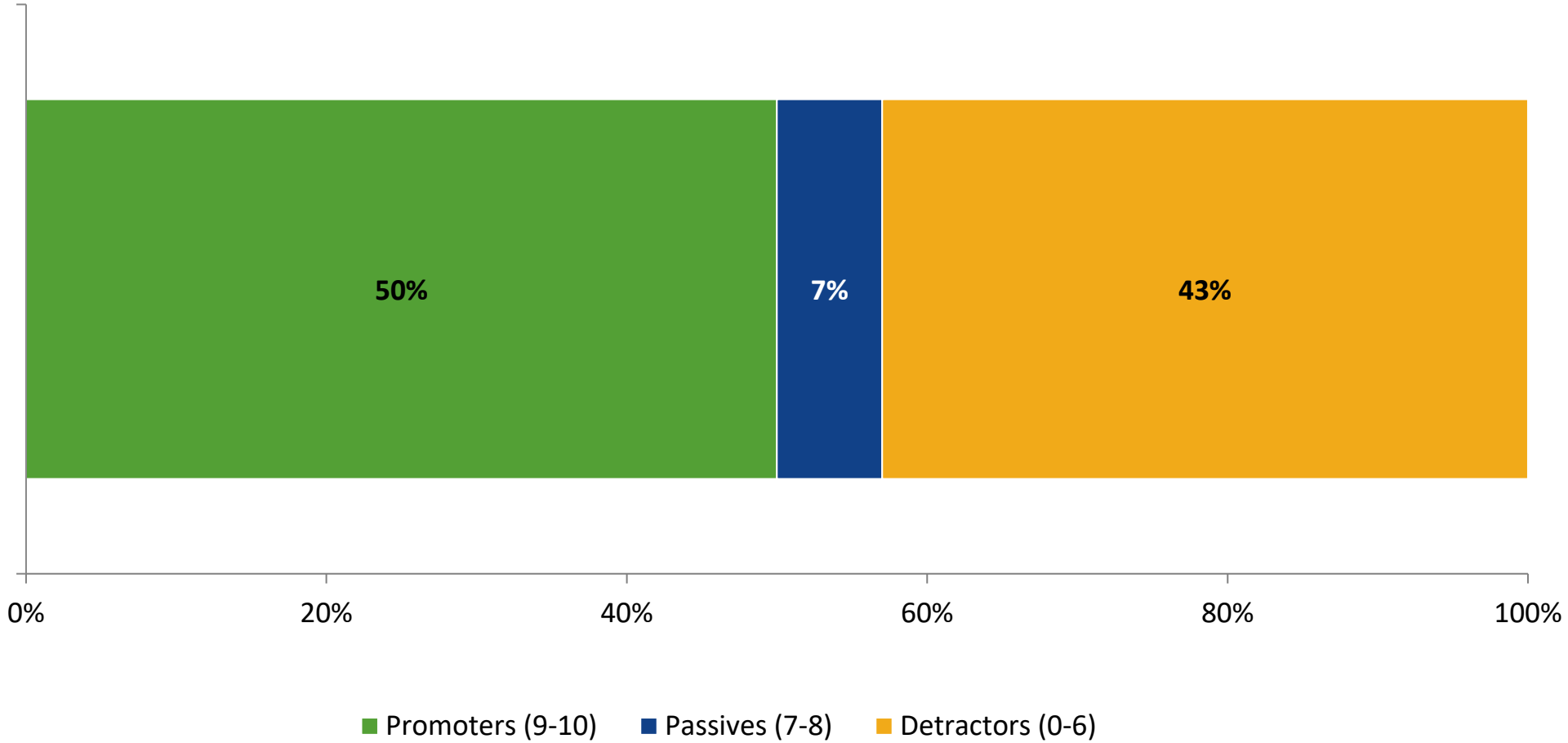
School Recommendation

How likely is it that you would recommend your school to a family member or friend? (N=14)



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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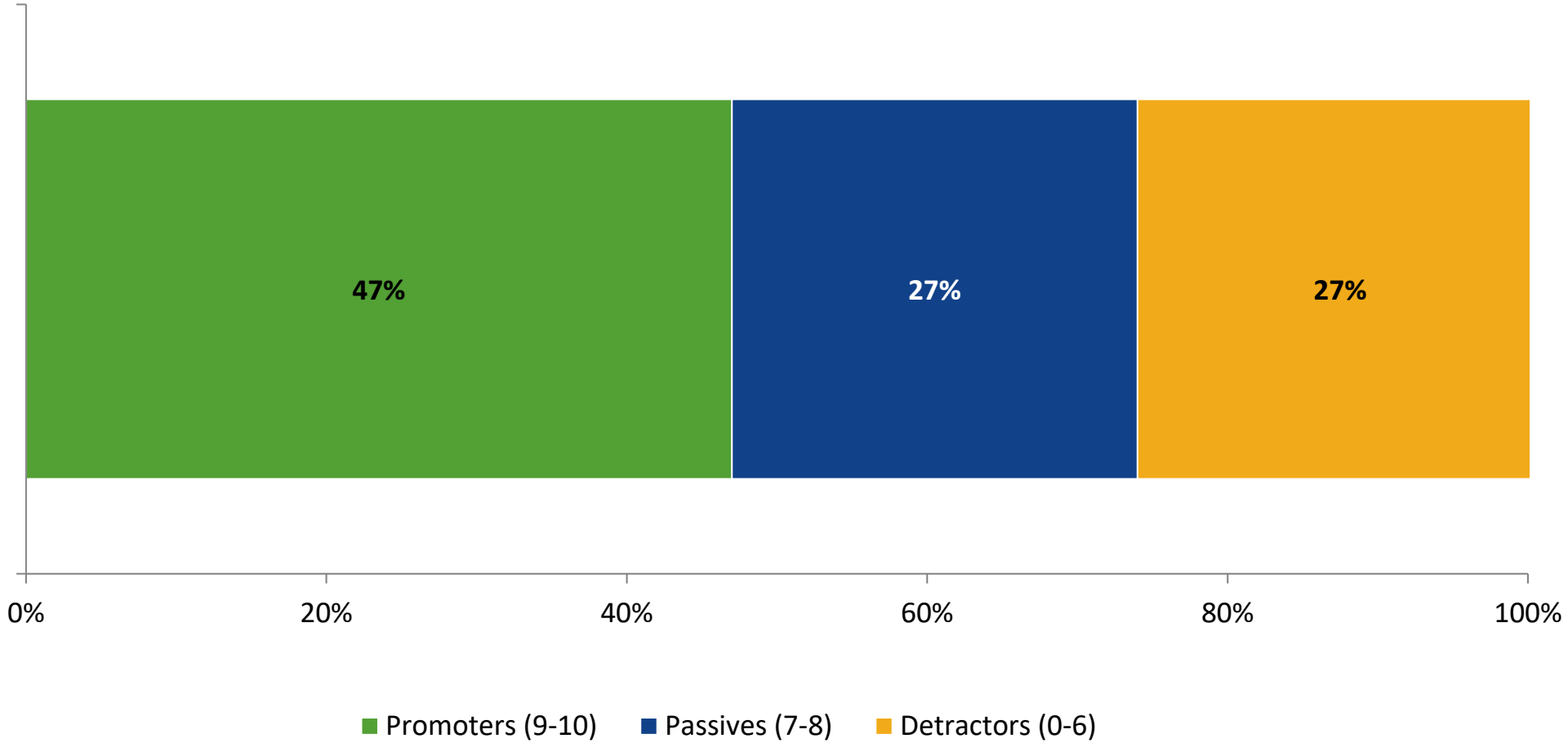
District Recommendation

How likely is it that you would recommend SSD to a family member or friend? (N=15)



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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