



2018-19 Employee Engagement Survey Results Summary

Overview

Each fall, SSD administers an engagement survey to all of the District's full-time employees. The purpose of the survey is to solicit feedback from staff in order to identify areas of satisfaction, as well as opportunities for improvement related to employee engagement. Engagement is defined as the connection that individuals have with their professions in general, and their current jobs in particular. The survey is coordinated by the SSD Communications Department and conducted and analyzed by K12 Insight, an independent research group contracted by the District.

Participation

Survey respondents are divided into three groups. Response rates for each are listed below.

Group	Percent Responses	Number of Responses
Teacher-level Staff	60%	1,646
Paraprofessionals	35%	618
Other Staff *	49%	367

* Other Staff group includes administrators, interpreters, nurses, clerical staff and operational staff such as technology services, transportation, maintenance and distribution center employees.

SSD Overall Engagement Item Survey Results Over 3 Years

Data represents percent of "Agree" or "Strongly Agree" responses

Agreement above 80% is shaded **BLUE**

Agreement below 80% is shaded **GREEN**

Shading **darkens** as agreement diverges from 80%

Survey Statement	School Year	Teacher-Level	Paraprofessionals	Other Staff
I am proud to work for SSD.	18-19	81%	86%	87%
	17-18	86%	89%	87%
	16-17	84%	87%	88%
Employment with SSD gives me a feeling of accomplishment.	18-19	80%	81%	82%
	17-18	83%	85%	81%
	16-17	81%	82%	84%
I am engaged in my work.	18-19	95%	95%	92%
	17-18	95%	95%	92%
	16-17	94%	93%	93%
My work is interesting.	18-19	94%	91%	87%
	17-18	94%	92%	89%
	16-17	93%	89%	89%
I am motivated to contribute more than what is expected of me.	18-19	78%	85%	82%
	17-18	81%	86%	87%
	16-17	79%	85%	84%
I see professional growth and long-term career opportunities in SSD.	18-19	63%	57%	57%
	17-18	69%	63%	62%
	16-17	70%	57%	63%
I would feel comfortable referring a good friend to work for SSD.	18-19	67%	74%	76%
	17-18	71%	78%	78%
	16-17	71%	75%	80%
I enjoy working with my SSD supervisor.	18-19	71%	86%	72%
	17-18	76%	85%	75%
	16-17	71%	81%	75%
I am optimistic about the future of SSD.	18-19	64%	66%	66%
	17-18	70%	75%	72%
	16-17	68%	72%	71%

Key Findings

- ◆ 84% of participating paraprofessionals, 77% of participating teacher-level staff and 78% of participating other staff were deemed to be either engaged or highly engaged. Teacher-level staff working in SSD schools had a higher percentage of engagement (85%) compared with teacher-level staff working in partner district schools (75%).
- ◆ The majority of employees report being engaged in their work, finding their work interesting and being proud to work for SSD. Fewer staff reported being optimistic about the future of SSD and seeing professional growth and long-term career opportunities in SSD.
- ◆ Recognition of employees for high-quality work and accomplishments was raised as an area in need of improvement.
- ◆ Staff in all three groups reported concerns about staff morale and leadership support of morale.
- ◆ Ratings were lower in all three staff groups for statements “SSD leaders clearly explain the reasons behind decisions on key issues” and “SSD administrators’ actions are consistent with their words.”
- ◆ Teacher-level staff in particular reported concerns about their workload being reasonable.
- ◆ A statistical analysis conducted by K12 Insight found that certain qualities staff rate highly seem to support engagement, while other characteristics rated lower are associated with lower engagement and might represent opportunities for improvement.
 - Teacher-level staff gave high ratings to interactions with SSD principals or SSD area coordinators, particularly in the areas of feeling supported, willingness to listen to new ideas, and trusting them to make good decisions. Ratings were lower for perceptions of leadership regarding consistency, understanding professional needs and effectiveness.
 - Paraprofessionals reported high ratings regarding their work environment, particularly in perceptions of their colleagues. Lack of leadership opportunities and relevant professional development were identified as areas for improvement.
 - Respondents in the “other staff” group highly rated interactions with supervisors, especially with communication, support, willingness to listen to new ideas and trust. Ratings were lower for perceptions of employee’s efforts to fulfill the district’s mission and vision, morale, and transparency about decisions.

Overview of Action Items Identified by SSD Executive Leadership Team

After analyzing staff responses on the employee engagement survey, and reviewing the observations and recommendations from administrators, the SSD Executive Leadership Team (ELT) identified the following areas as opportunities for improvement. These areas were selected as priorities because they support staff morale.

- ◆ Recognition
- ◆ Decision-making
- ◆ Leadership
- ◆ Workload

Action Items to be Completed by June 30, 2019

- ◆ Develop and implement systematic informal methods to recognize and thank staff.
 - Thank you cards for administrators (to provide positive, timely, specific feedback)
 - Guidelines for recognition (tie to student learning, student success)
- ◆ Increase opportunities for ELT members to gather feedback from staff, including individual interviews to assess the root cause of issues.
 - ELT individual interviews with teachers (randomly selected)
 - ELT classroom visits

Action Items to be completed by June 30, 2020

- ◆ Conduct improvement cycle on Cause for Applause.
- ◆ Ensure that District decisions are transparent, clear and communicated in a timely manner.
 - Document decision-making process
- ◆ Implement leadership training to address opportunities for improvement detailed in employee engagement survey feedback.
 - Develop expectations and opportunities for leadership at all levels of the District.



District-level and disaggregated results for the employee engagement survey can be found on the [Voice of Customer page on SSD’s website. Click here to access the survey results.](#)