

# Employee Engagement Survey Report

## Results and Analysis

Spring Independent School District

March 22 – April 3, 2016



# Project Overview

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Engagement is the sense of connection that individuals have with their professions in general and with their current jobs in particular. Several factors at individual school sites impact an employee's level of engagement, including relationships with school administration, colleagues, students and parents; physical work conditions; feelings of personal safety; policy considerations and implementation; support for personal development and growth; prior preparation; perceptions of personal relevance; and feelings of job satisfaction.

This report describes the results of Spring Independent School District's Employee Engagement Survey and identifies areas where engagement can be improved. This information will be used to focus efforts to improve working conditions so that all employees in Spring ISD are fully, professionally engaged. Fully engaged employees are key to helping all students achieve their full potential.

The survey consisted of two parts:

**The Engagement Scale** is made up of nine items designed to measure each staff member's level of engagement.

**School/Workplace Items** measure a range of workplace factors that may affect engagement. The items are organized into six dimensions:

- Shared Values
- Leadership
- Communication
- Feedback and Recognition
- Work Environment
- Career Growth and Training Opportunities

# Details of the Study

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The survey was open from March 22 to April 3. Participants learned about the survey via an individual email and employee e-newsletter. K12 *Insight* emailed invitations with survey links to all staff members. The survey was available in English, Spanish and Vietnamese. Paper surveys were also made available to staff members.

Department heads and principals encouraged staff to participate by sending targeted emails, as well as sharing the information in department meetings. Reminders were sent on March 28 and April 1 to those who had not participated.

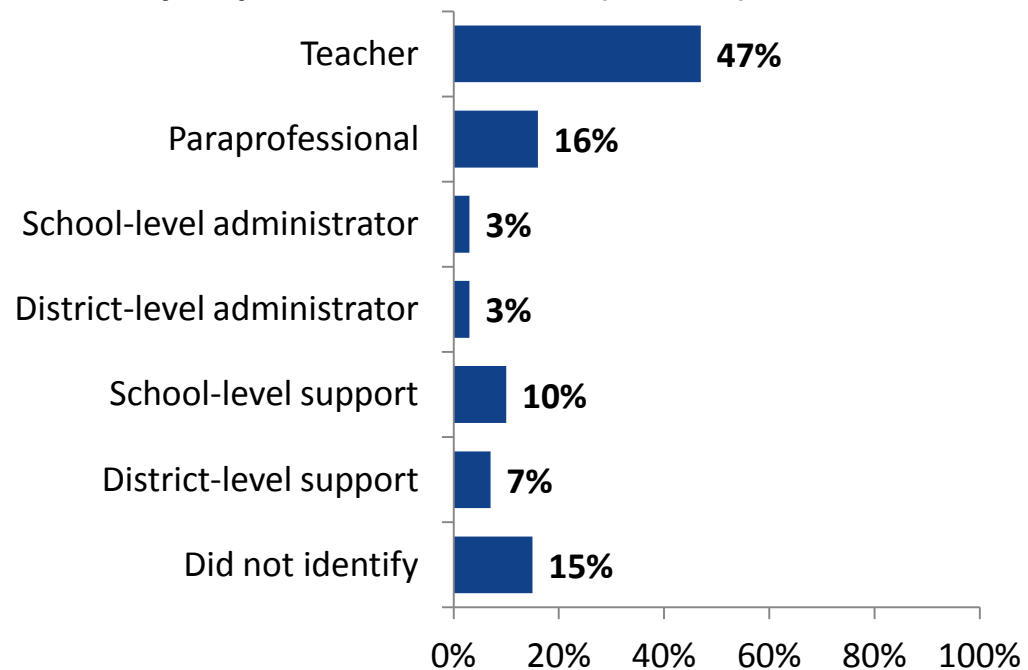
This report summarizes survey results and breaks them down by job role. Results do not reflect random sampling; therefore, they should not be generalized to all Spring ISD staff members. Rather, results reflect only the perceptions and opinions of the 3,685 survey participants.

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

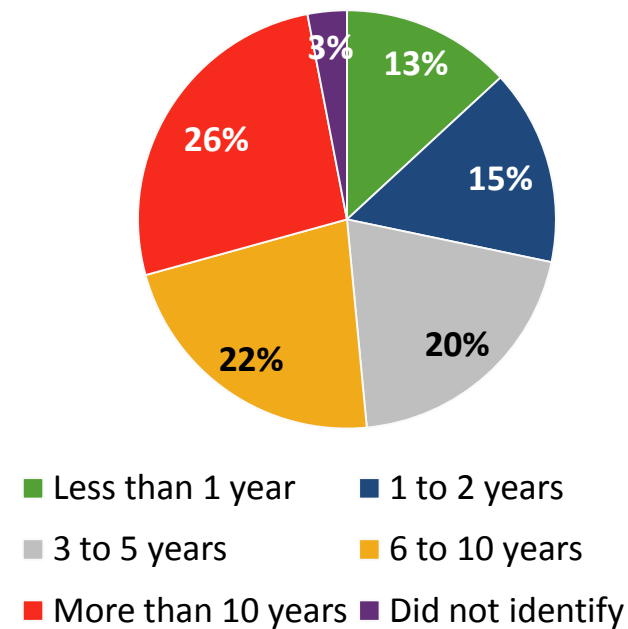
# Participation

Responding Group	Number of Invitations Delivered	Number of Responses via Emailed Invitations	Number of Paper Responses	Total Responses	Response Rate
Staff Members	5,042	3,067	618	3,685	73%

What is your position classification? (N=3,141)



How many years have you worked for Spring ISD? (N=3,565)



# Overall Engagement

What word best describes how you feel about your work? (N=2,855)



# Ten Most Frequently Cited Words

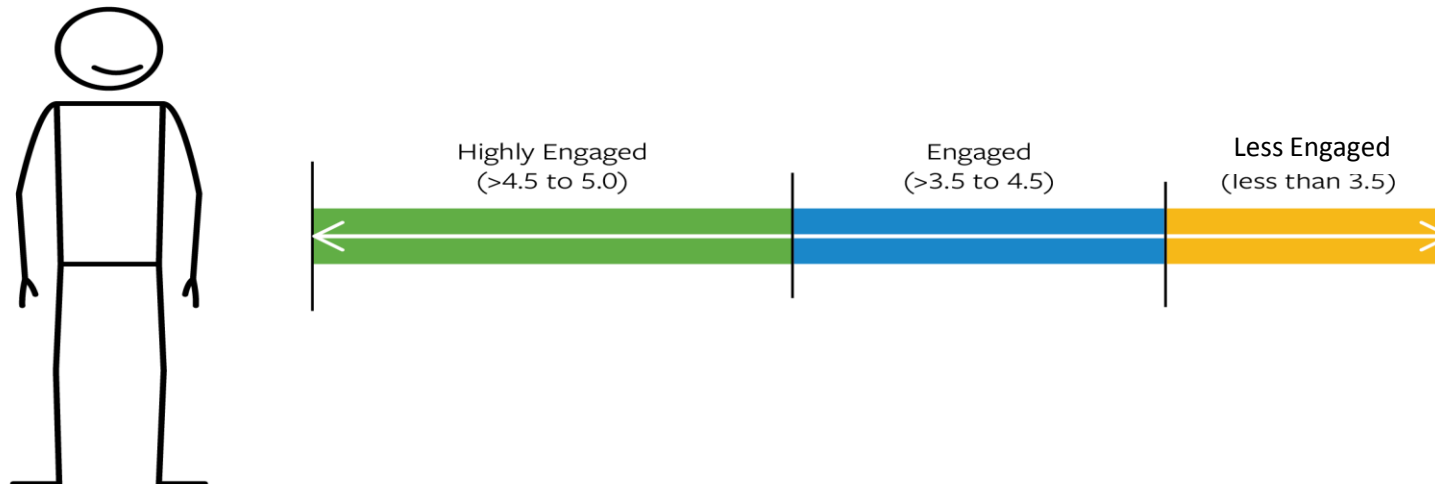
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What word best describes how you feel about your work? (N =2,855)

Word	Frequency
Good	141
Overwhelmed	105
Frustrated	96
Challenging	95
Happy	77
Stressful	64
Stressed	62
Great	57
Excited	52
Rewarding	45

# Calculating and Classifying Engagement Scores

	EQ1	EQ2	EQ3	EQ4	EQ5	EQ6	EQ7	EQ8	Average
Response 1	4	5	3	4	2	4	4	3	3.62
Response 2									→
⋮									→
Response y									→

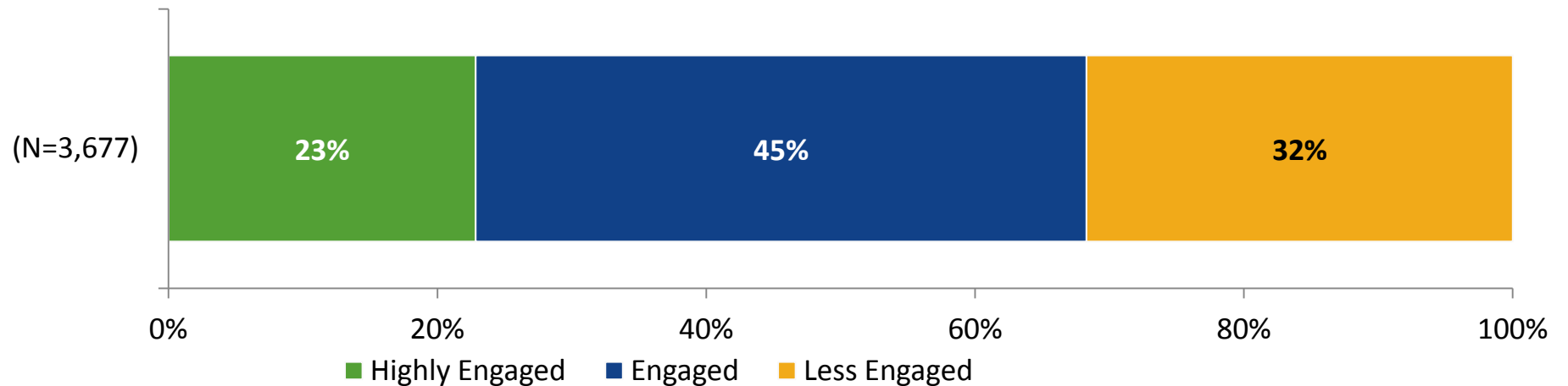


# Overall Levels of Engagement

Ratings for the nine engagement items were averaged to calculate an engagement score for each respondent. To calculate an 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

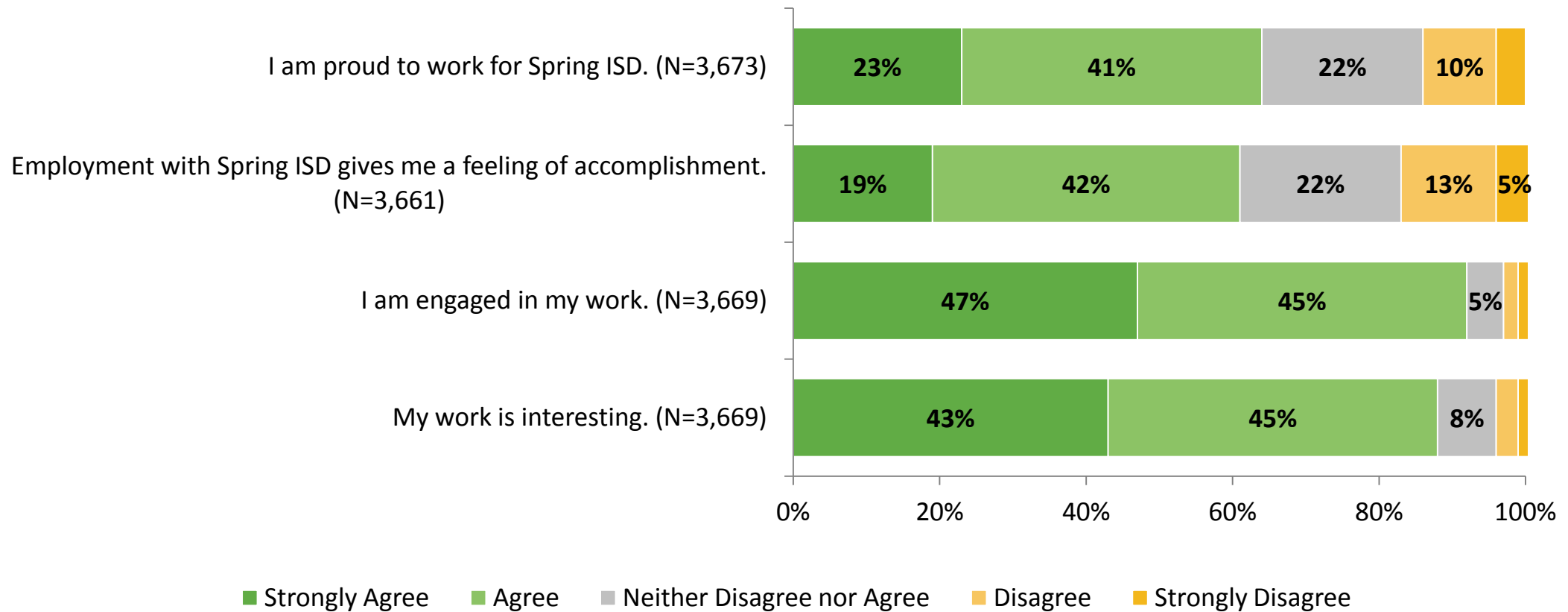
Average scores were classified into three levels: **Less Engaged** (<3.5), **Engaged** (3.5 to 4.5), and **Highly Engaged** (>4.5 to 5.0).





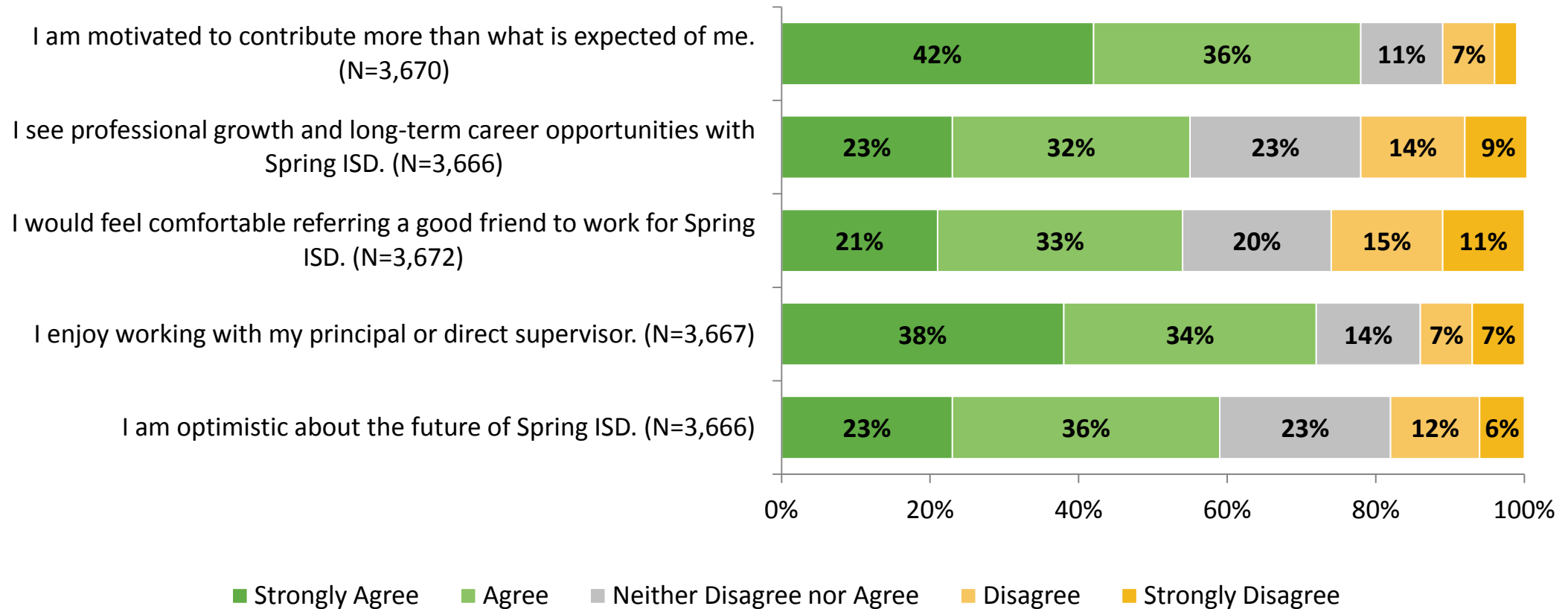
# Engagement Items

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

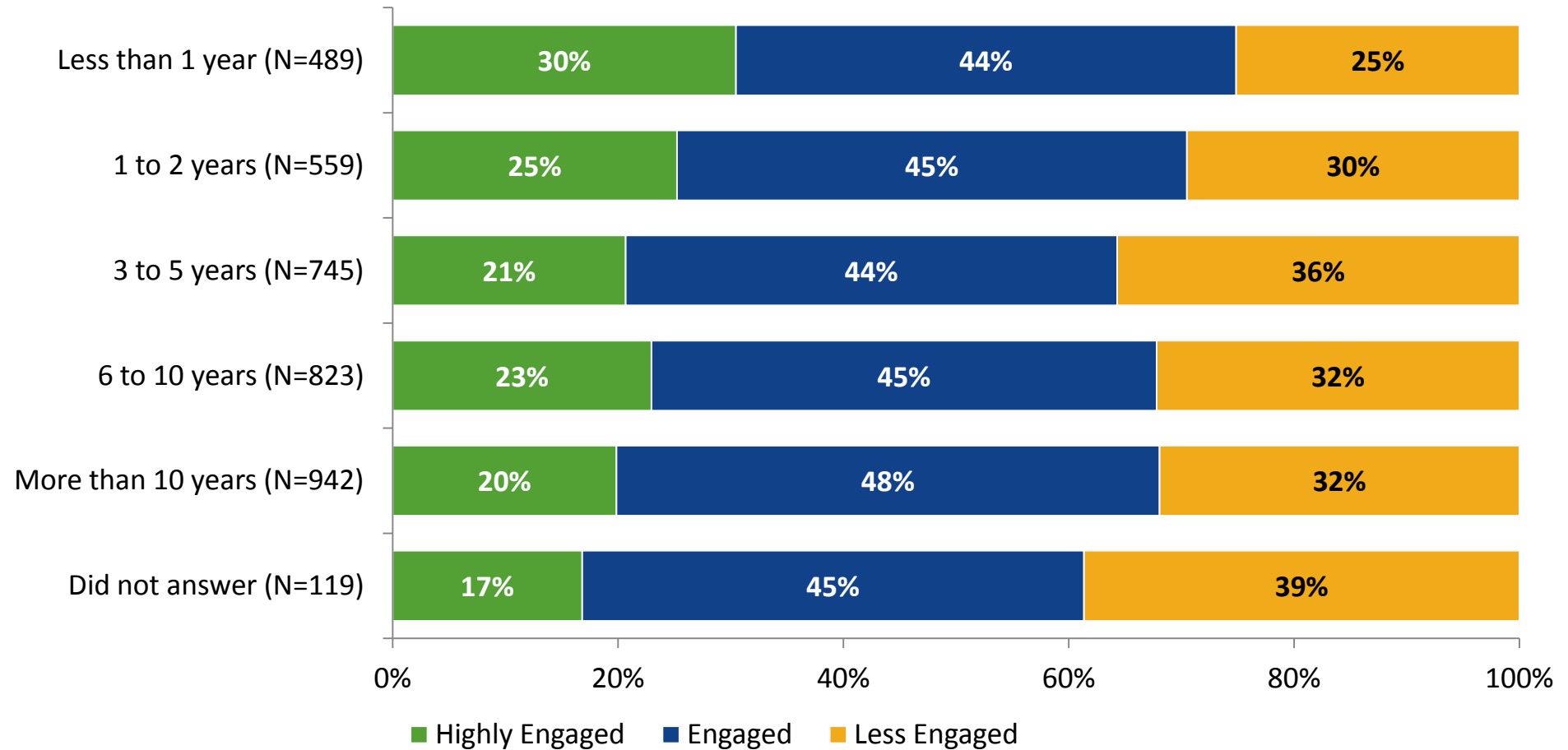


# Engagement Items (Continued)

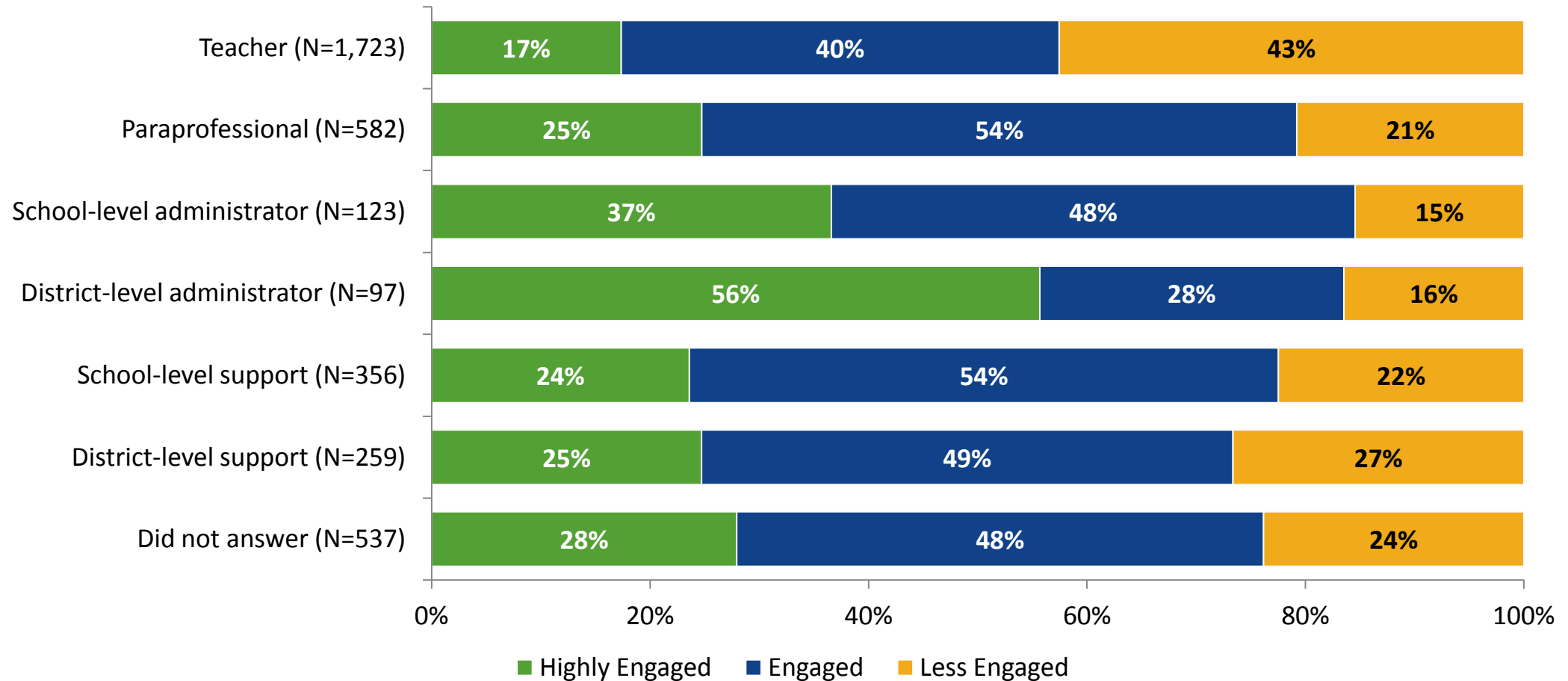
How strongly do you agree or disagree with the following statements?



# Overall Engagement – By Years of Experience



## Overall Engagement – By Position

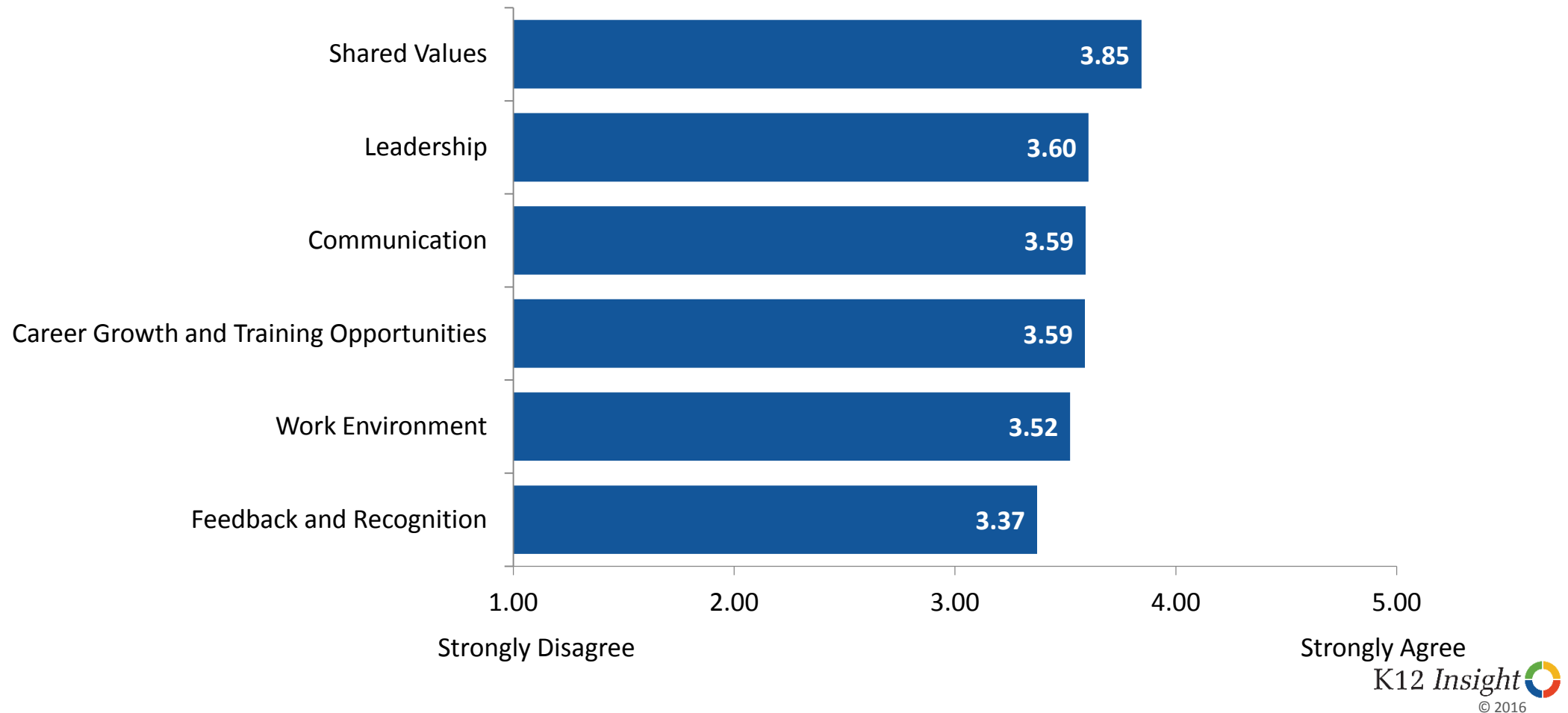


# Engagement Drivers

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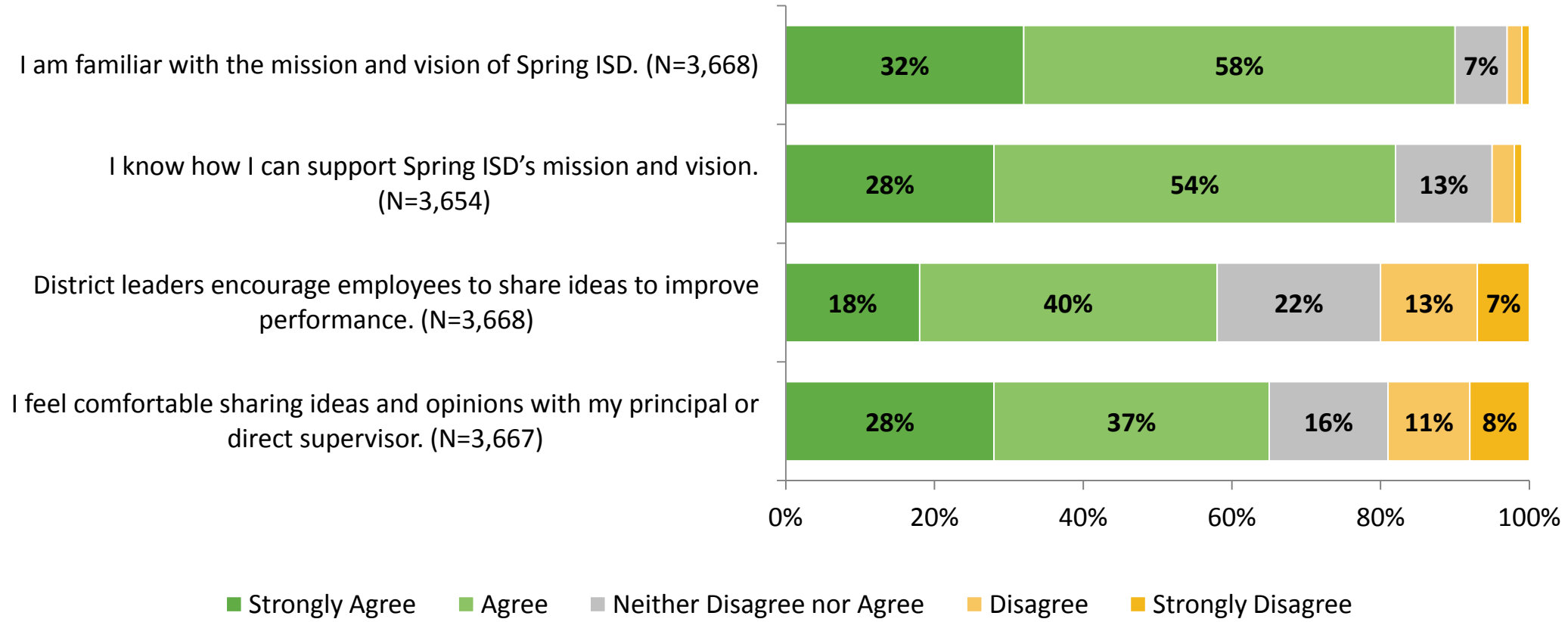
# Engagement Driver Dimensions

The items within each dimension were rated on a five-point scale from Strongly Disagree (1) to Strongly Agree (5). Average scores are displayed.



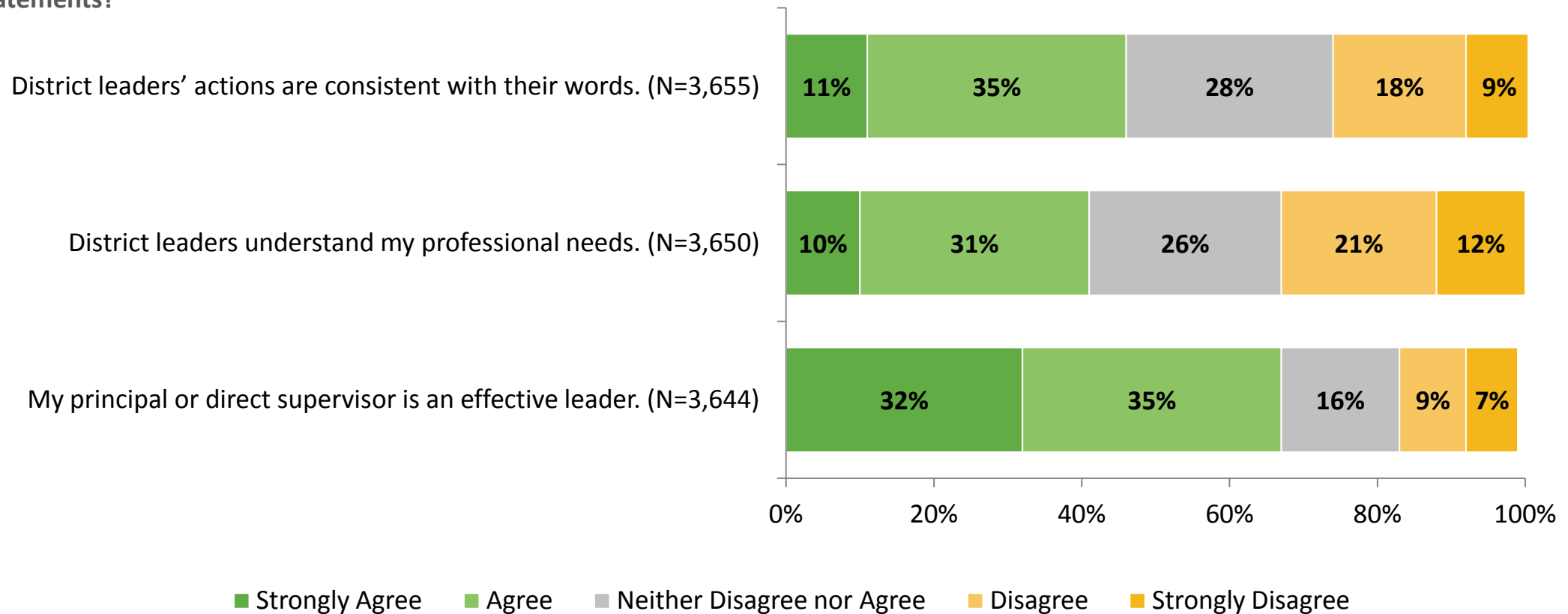
# Shared Values

Shared values are explicit or implicit beliefs that underlie an organization’s culture and guide the decisions and behaviors of its employees. How strongly do you agree or disagree with the following statements?



# Leadership

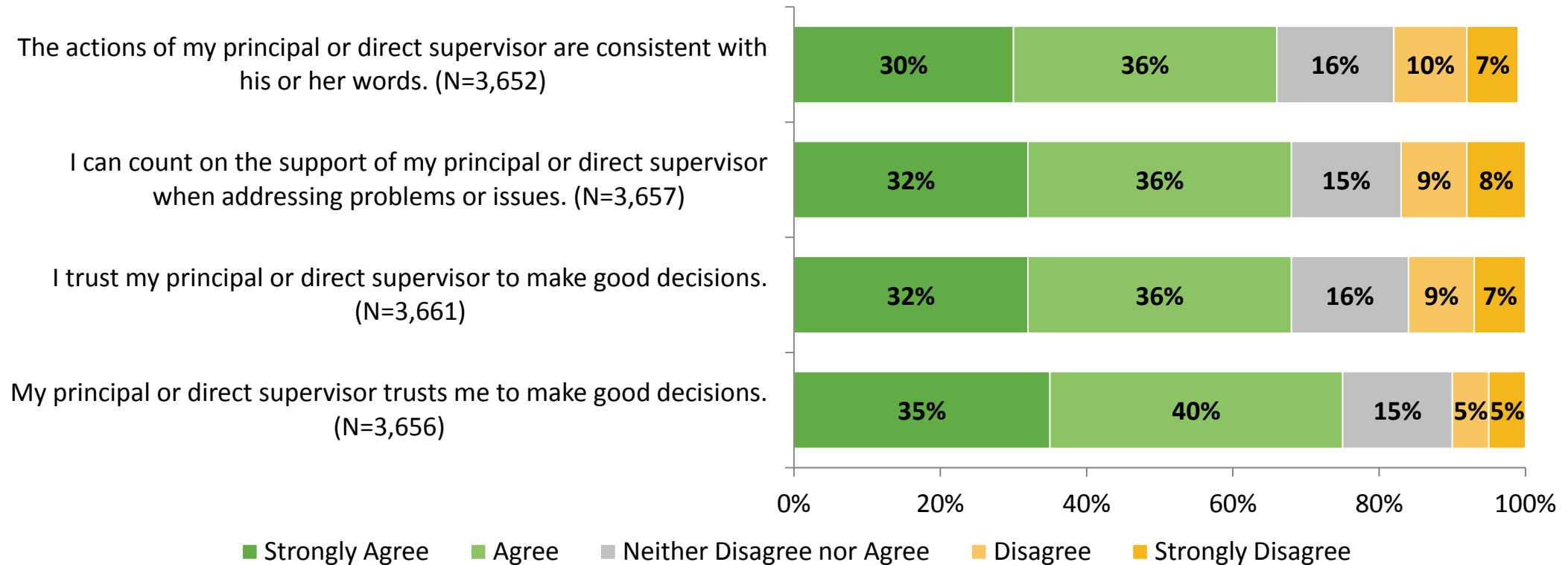
Leaders and managers play a critical role in creating an atmosphere that motivates and encourages employees. Think about your workplace, office, department, or school as you respond to each statement below. How strongly do you agree or disagree with the following statements?





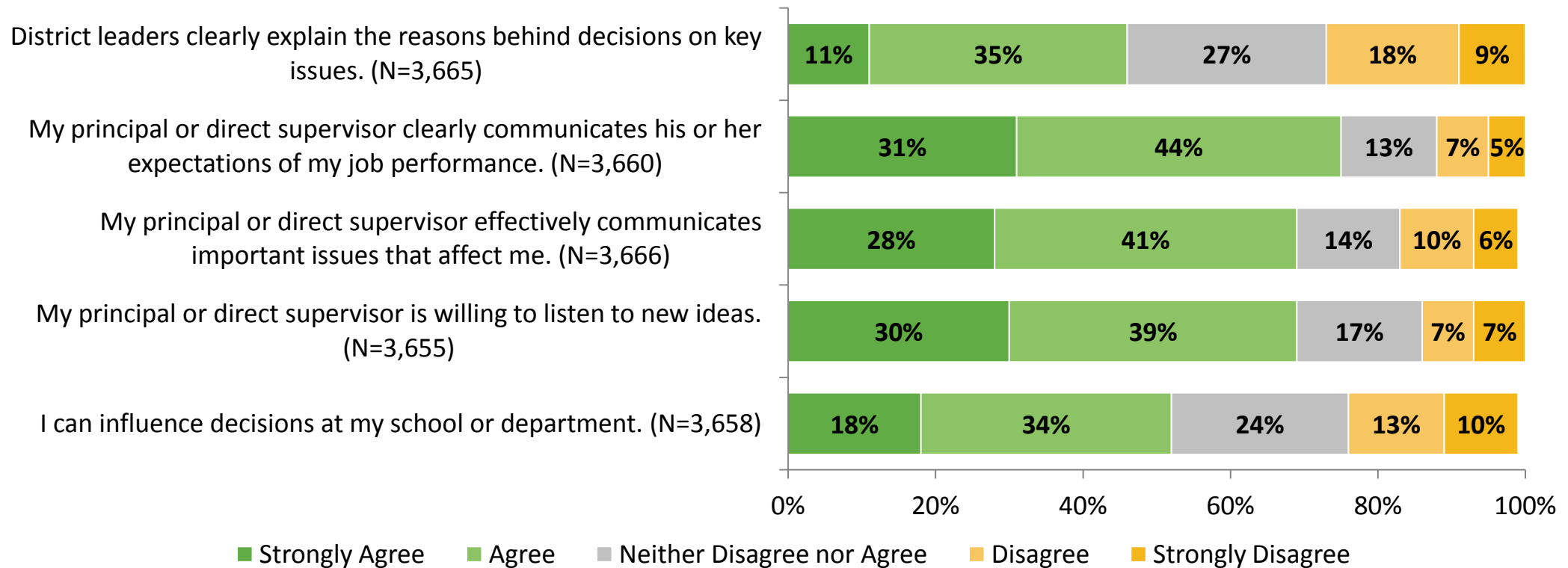
## Leadership (Continued)

Leaders and managers play a critical role in creating an atmosphere that motivates and encourages employees. Think about your workplace, office, department, or school as you respond to each statement below. How strongly do you agree or disagree with the following statements?



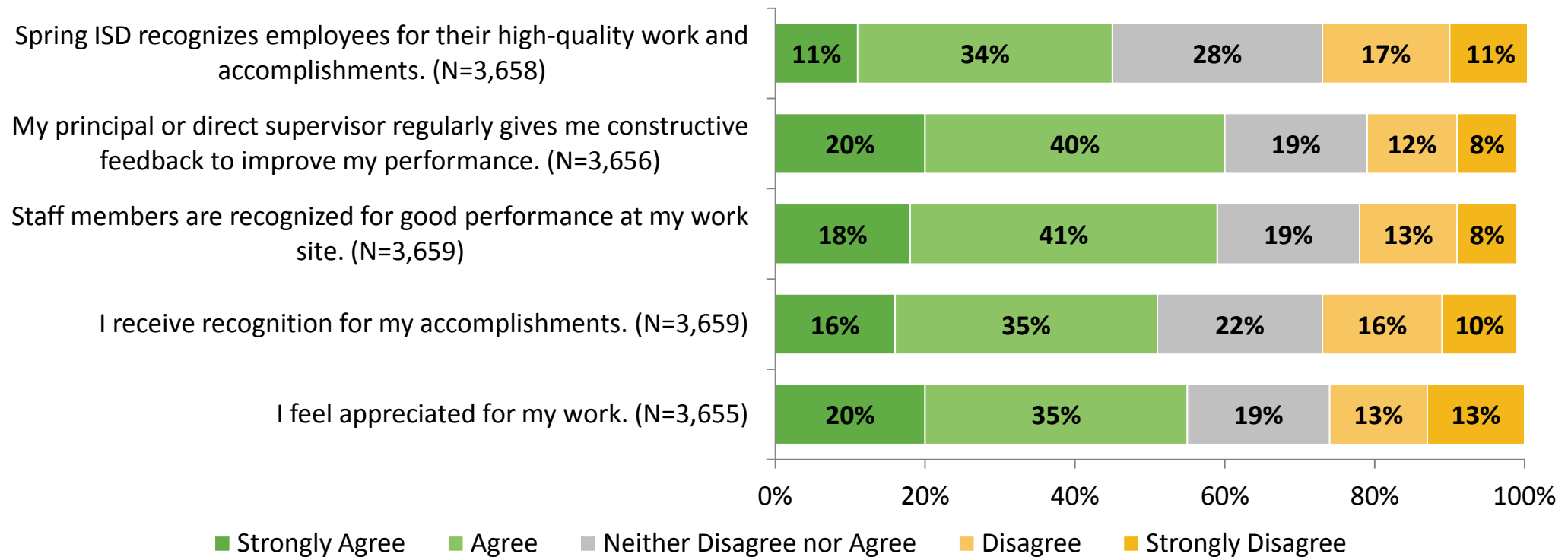
# Communication

Establishing open lines of communication is integral to a high-functioning school district. Think about your workplace, office, department, or school as you respond to each statement below. How strongly do agree or disagree with the following statements?



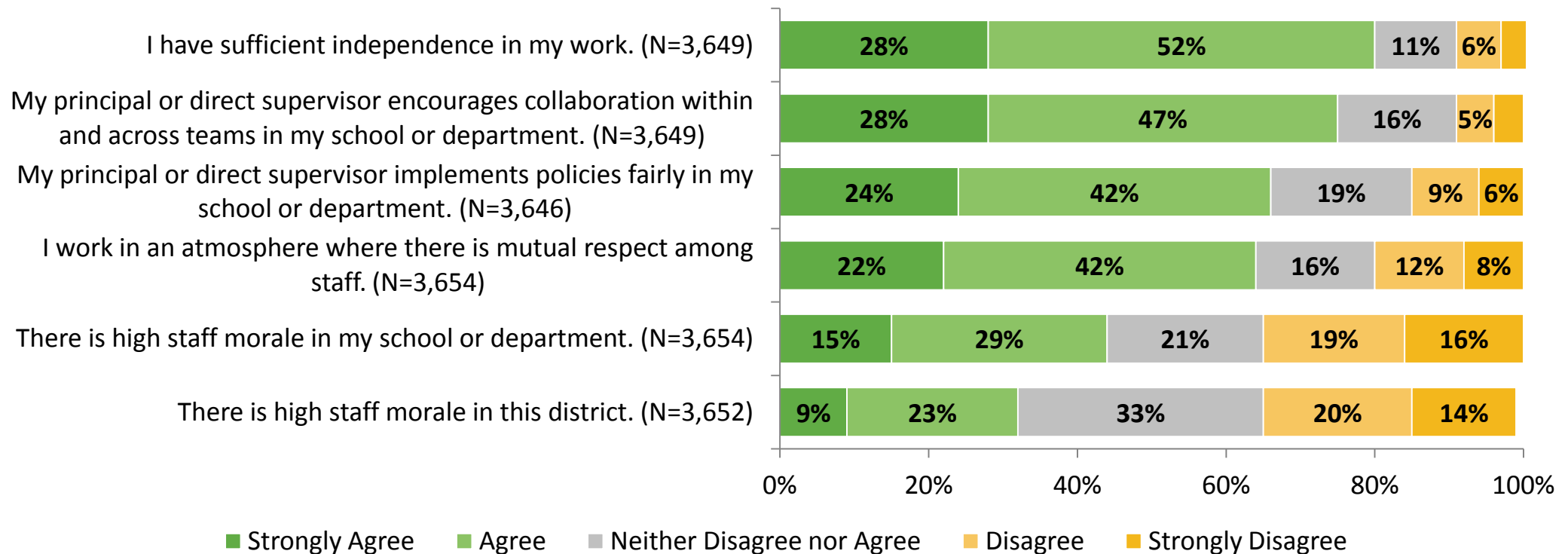
# Feedback and Recognition

Just as students benefit from timely, constructive feedback to improve academic performance, employees benefit from feedback to improve their work performance and morale. Think about your workplace, office, department, or school as you respond to each statement below. How strongly do you agree or disagree with the following statements?



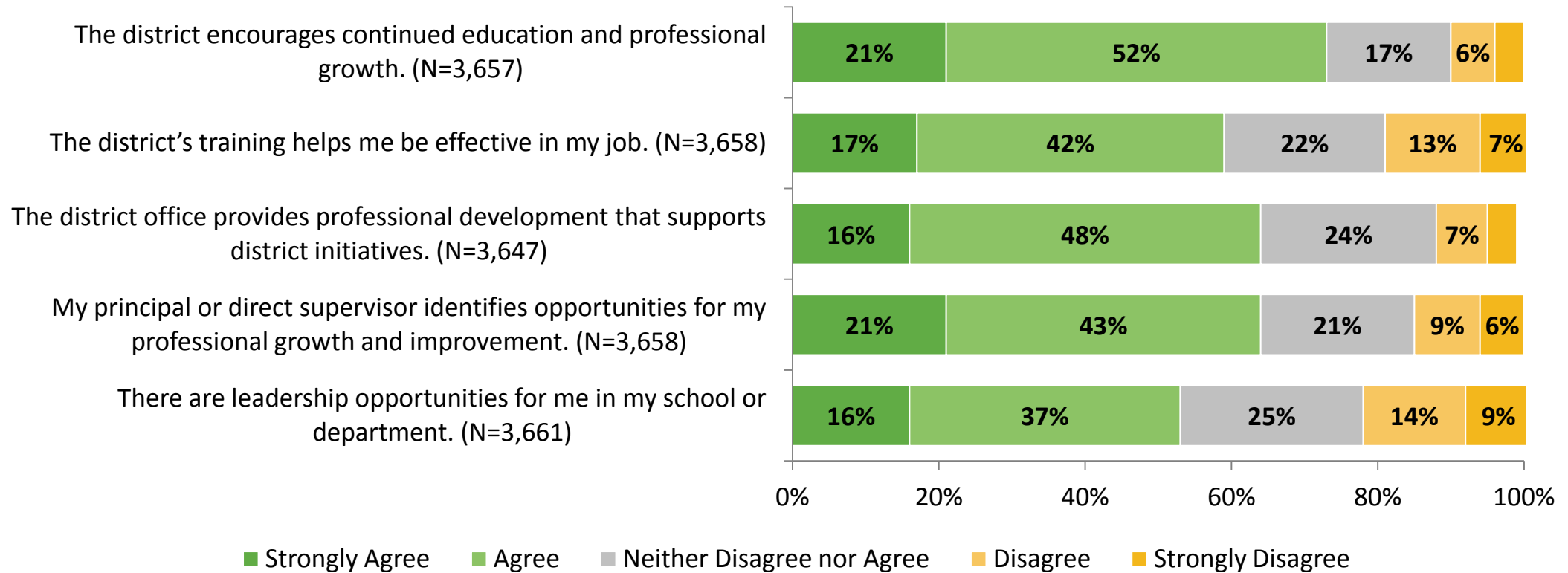
# Work Environment

A positive, productive work environment is critical for any successful school, department, or district. Staff members who work together for a common purpose are more likely to achieve their goals. As you respond to each statement below, think about your office, department, or school. How strongly do you agree or disagree with the following statements?



# Career Growth and Training Opportunities

The district offers training and opportunities for employees to advance their careers. As you respond to the items below, consider your current job and your training or education. How strongly do you agree or disagree with the following statements?



## Focus Areas

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# Best Opportunities to Increase Engagement

Improving scores for these items will likely increase employee engagement. The average scores for these statements are low (at or below 3.63), but the items have strong correlation to engagement.

	Driver Rating	Correlation to Engagement
District leaders encourage employees to share ideas to improve performance.	3.50	0.66
District leaders' actions are consistent with their words.	3.21	0.66
District leaders understand my professional needs.	3.07	0.67
I can influence decisions at my school or department.	3.37	0.60
I receive recognition for my accomplishments.	3.30	0.61
I feel appreciated for my work.	3.37	0.66
There is high staff morale in my school or department.	3.07	0.63
There is high staff morale in this district.	2.94	0.61

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

Median	
Driver Rating	3.63
Correlation to Engagement	0.60

# Key Findings

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- 73% of Spring ISD employees participated in the survey.
- Almost 7 of 10 employees (68%) who participated in the survey are engaged or highly engaged in their work.
- 90% of participants are familiar with the mission and vision of Spring ISD.
- Of the nine overall engagement items, “I am engaged in my work” received the highest average engagement score (4.33) and “I would feel comfortable referring a good friend to work for Spring ISD” received the lowest average score (3.38).
- Questions related to shared values among employees received the highest average score (3.85), while questions related to feedback and recognition received the lowest average score (3.37).



# Suggested Recommendations

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- Greater recognition of employees for their work accomplishments may improve overall engagement and boost employee morale.
- Encouragement from district leaders to employees to share ideas to improve performance could lead to higher levels of engagement.
- Maintaining the strong relationships between employees and school/office leadership will help the district maintain its high levels of staff engagement.
- Consider following up with employee groups with a professional development needs assessment or targeted role-specific focus groups.



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