
Employee Survey Report 2022

Includes Employee
Engagement and
Culture & Climate
Surveys

Prepared by the Department of
Research, Evaluation, and Testing



ANOKA-HENNEPIN
SCHOOLS
A future without limit

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Introduction

The research-based Employee Engagement Survey was administered for the first time in 2012-13. The anonymous, online survey is administered annually in January to all employee groups from all levels and central departments.

This year, the survey was sent to 5,697 staff via email, who were asked to complete it between January 18 and January 31, 2022. The survey took staff approximately 10 minutes to complete. In 2021-22, there were 2,344 employees who completed the survey, with representation from all departments and roles except for driver/warehouse employees. The Employee Engagement Survey consisted of 21 main items, 20 of which are related to four dimensions:

- Basic needs
- Growth
- Supervisor support
- Team

Beginning in 2018-19, after staff submitted the Employee Engagement Survey, they had the opportunity to take the Site Culture and Climate Survey through a separate link. In 2021-22, there were 1,595 employees who completed this survey. This survey also took staff approximately 10 minutes to complete and was comprised of 20 main items relating to four dimensions:

- Basic needs (different items than employee engagement)
- Supportive staff relationships
- Responsiveness and improvement
- Student and family focus

All answers to both surveys were anonymous. The only characteristic information asked in the Site Culture and Climate Survey is the staff member's site name. The Employee Engagement Survey asks for level/central department, role and years of service; however, to maintain anonymity in this survey, the data are never broken down and analyzed by more than one respondent characteristic at a time, so responses from individuals or small groups of staff cannot be identified.

Results from these two employee surveys help inform district priorities and improvements and continue to provide essential input toward strengthening the culture and climate within our district and across our sites. Data from the Employee Engagement survey is used to measure an indicator on the district scorecard.

The Site Culture and Climate Survey, specifically, provides important feedback to site leadership teams and informs district efforts to improve the quality of work life in Anoka-Hennepin schools and other sites.

This report first compares overall engagement and satisfaction by level/department, years of service, alignment to special education and part-time/full-time status, followed by item level data. Following this, data over the last ten years of administration are presented to allow for examination of data trends. The last portion of the report summarizes the culture and climate data.

Key messages

Illustrated in the graphs that follow.

Employee Engagement

- Overall, based on 2,344 employees who completed the Employee Engagement Survey, there was 81% employee engagement and 52% satisfaction with one's job, both decreases from 2021. Note, 2021 results were somewhat anomalous in that they were different from the trends established between the 2019 and 2022 survey administrations.
 - The employee engagement percentage is based on an average of responses to 21 engagement items.
 - The satisfaction percentage is based on one item asking about overall satisfaction when considering all aspects of one's job.
- The 2022 Employee Engagement Survey response rate was 39.2%, a rate similar to years prior to 2021. Note that the response rate in 2021 was the highest in the survey's history (51.2%).
- While overall employee engagement decreased at every level including central departments, rates were lowest among employees aligned to the high school level (77%), which has been historically. Employees aligned to early childhood experienced the largest drops in overall employee engagement from 2021 to 2022 (13%).
 - Staff aligned to special education were less engaged than non-special education aligned staff, which has been true historically.
 - Full-time employees were less engaged than their part-time peers, aligning with findings from prior years.
 - Employee engagement is on a four-year decline for employees at the elementary, middle, and high school levels, as well as employees who have been working in the district for four or more years.
- Agreement with the engagement items was highest among the basic needs (85%) and team (84%) items and lowest among the growth items (74%) which is a consistent pattern across levels and time.
- In general, since the first survey administration, the percentage of both overall employee engagement and job satisfaction had steadily increased until 2020 when there was a drop. Engagement then increased in 2021, while satisfaction continued to decline. This year, levels of employee engagement dropped compared to 2021, going from 86% to 81% and satisfaction continued to decline from 66% to 52%, both of which are at the lowest point since the survey's inception in 2012-13.

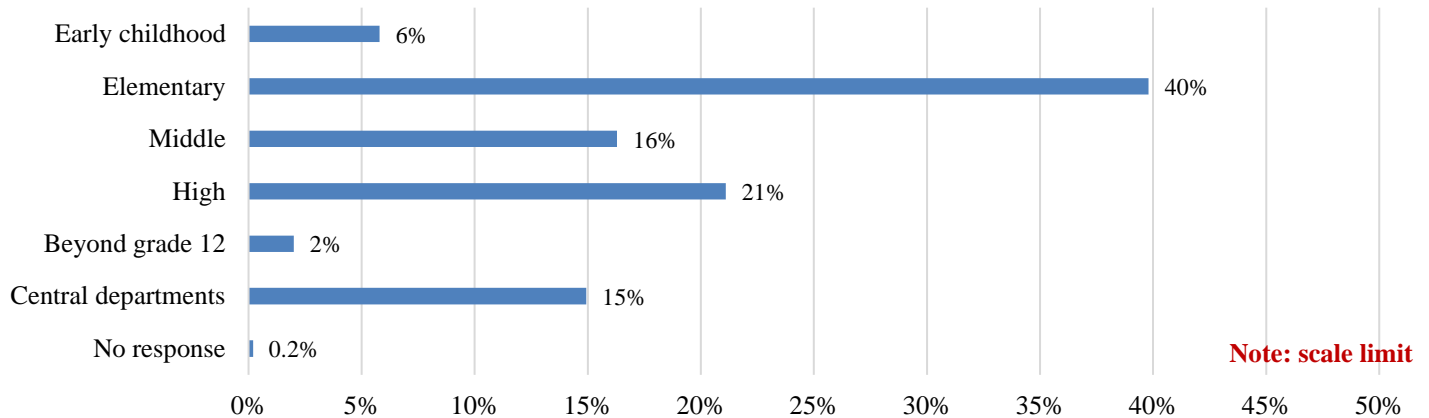
Culture and Climate

- Overall, based on the perceptions of 1,595 employees who completed the fourth annual Culture and Climate Survey, there was an average level of positive culture agreement of 80%, a decrease of 6% since 2021. In addition, every item decreased over the last year.
- All levels (elementary, middle, and high) and other site categories reported a decreased level of agreement of positive culture since 2021.
- Consistent with prior years' results, agreement with the culture and climate items was highest among the student and family focus items (85%) and lowest among the responsiveness and improvement items (77%). There were some levels in which the highest and lowest dimensions differed from the district overall: supportive staff relationships was highest at middle and high school levels, whereas basic needs was lowest at the elementary and middle school levels.
- Elementary sites had a rather large spread of 40% between the highest and lowest site ratings related to culture and climate. Middle and high schools had similar differences between the highest and lowest schools at 18% and 21%, respectively.

Employee engagement respondents

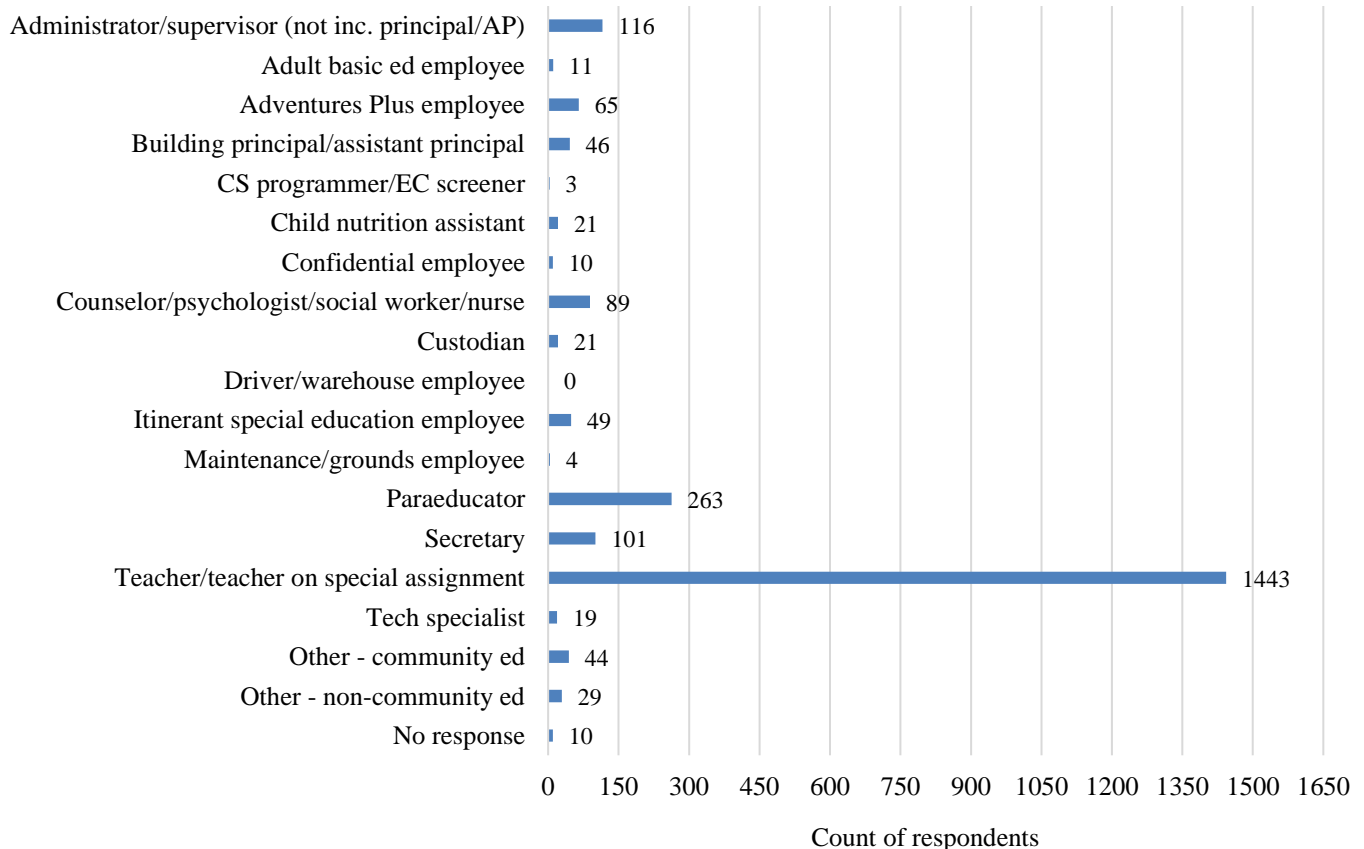
A total of 2,344 staff completed the survey, with representation across all levels and departments, a response rate of 39.2%. This rate is typical of historical trends, after an exceptionally high response rate in 2021. Respondents in 2022 are representative of each level in the district.

With which level or central department does your current position most closely align?



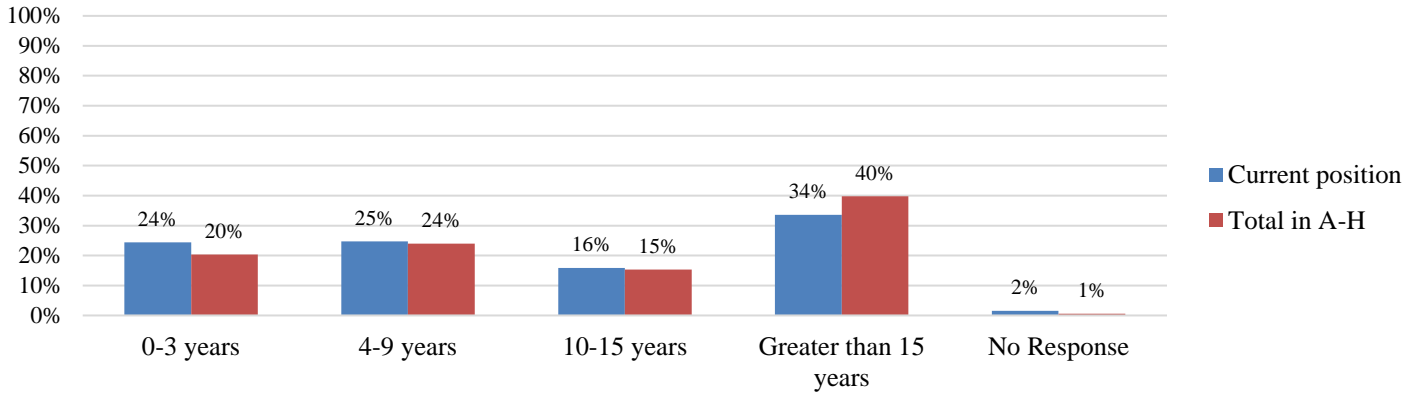
All employee groups had some degree of representation, except for drivers/warehouse employees. Representation of CS programmers/EC screeners was low.

What is your current role in the school district?

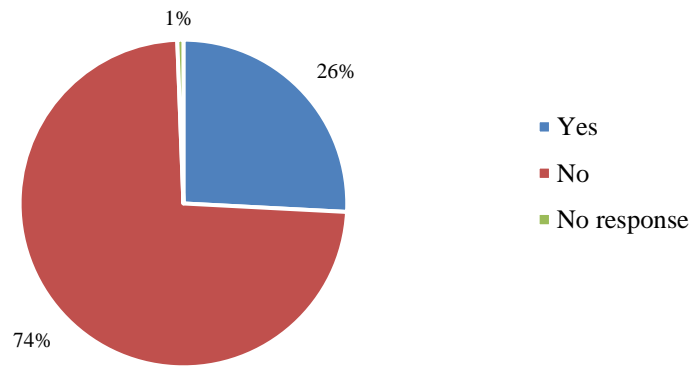


The greatest percentage of staff who responded to the survey have been employed in Anoka-Hennepin (A-H) for more than 15 years, and 10-15 years had the least representation. Representation of respondents across the number of years in their current position showed a similar pattern. Just over one-fourth of respondents were aligned to special education and 90% of respondents reported full-time employment.

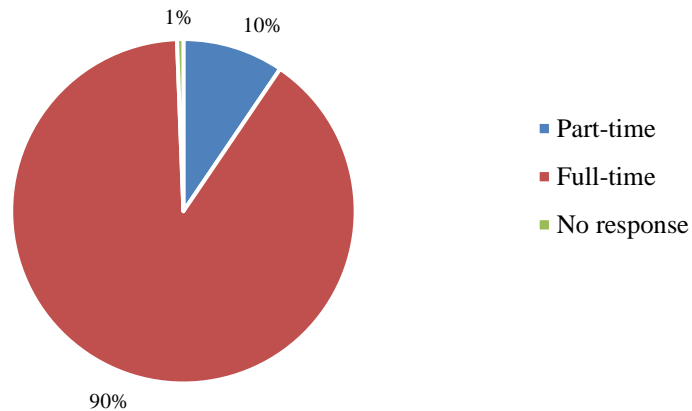
How many years of service do you have?



Is your primary assignment aligned to special education?

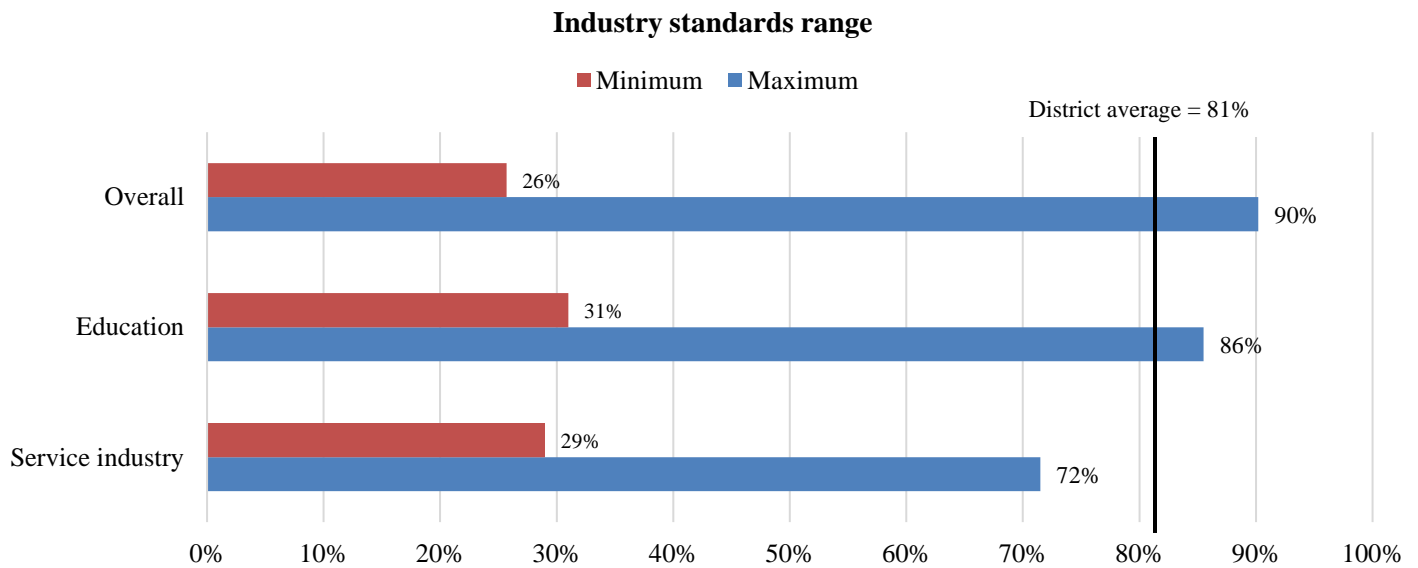


Is your current position part-time or full-time?



Industry standards

While there are no statistics on employee engagement available across districts in the state, there are a number of research companies that publish average employee engagement levels across various industries. The graph below displays the minimum and maximum employee engagement values found when reviewing the research overall, in the education field, as well as in the service industry^a. External sources report varied overall engagement levels in the education industry, ranging from 31% average overall engagement to 86% average overall engagement. The vertical black line represents overall employee engagement in Anoka-Hennepin in 2020-21. Across the Anoka-Hennepin levels (elementary, middle, high, etc.) and departments, the minimum and maximum average employee engagement ranged from 77% to 84%.



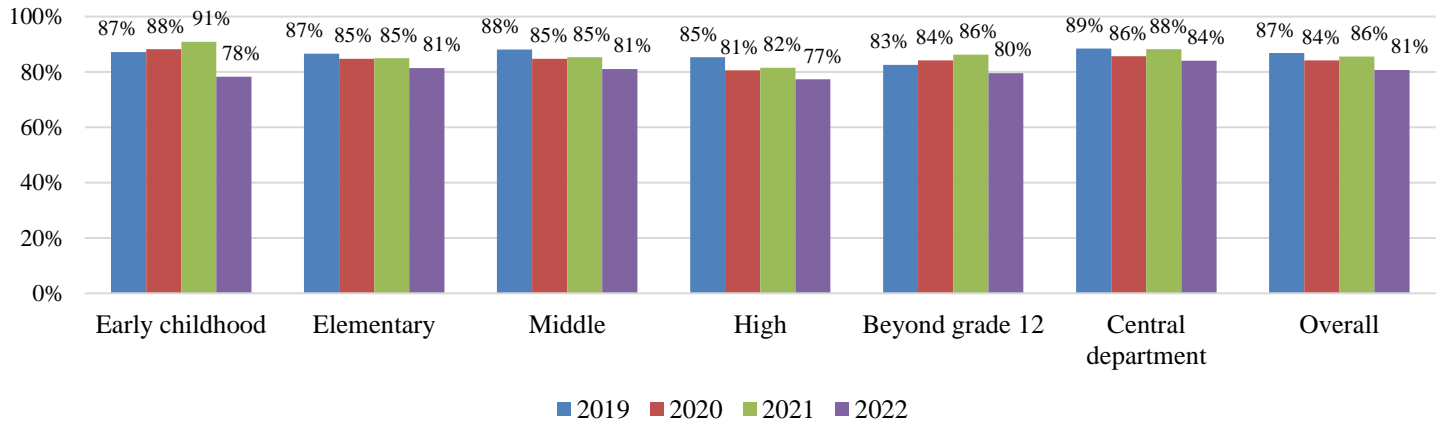
^a These employee engagement statistics are from Quantum Workplace “Engagement in K-12 Education” and the Gallup “State of the American Workplace” report.

Percentage of overall employee engagement across all of the engagement items (Disaggregated by level/department, years of service, special education alignment, and part-time/full-time status)

This section is focused on overall average agreement, combining *strongly agree* and *agree*, across all of the 21 engagement items. Staff reported an overall average engagement level of 81%, down from 86% in 2021.

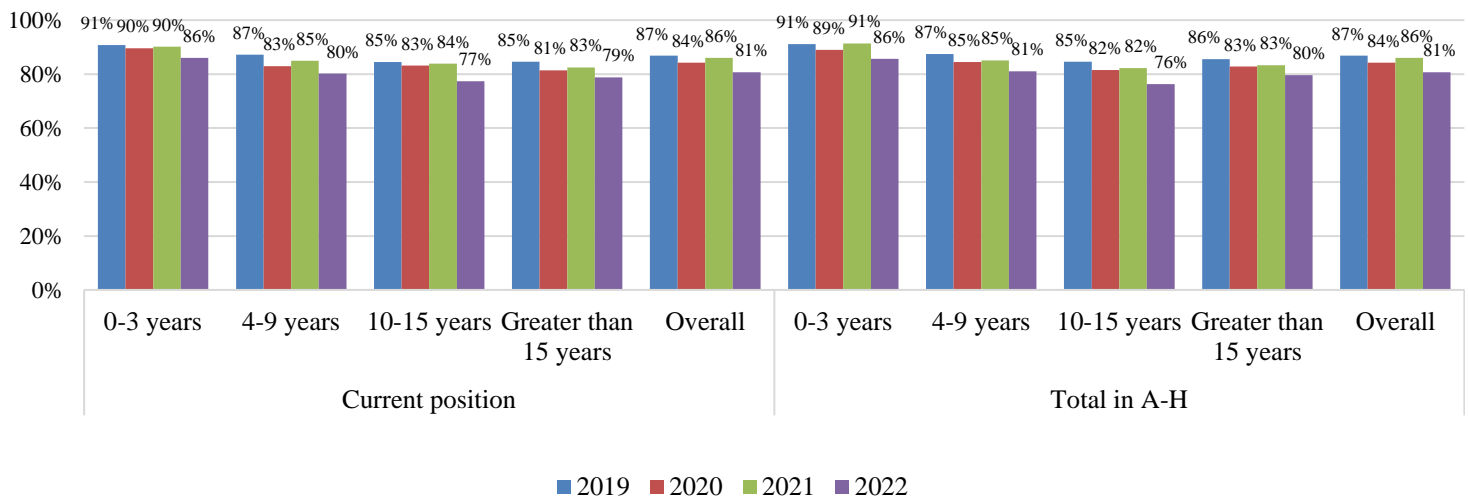
Level/department. Overall levels of engagement reported by staff were relatively similar across levels. All levels decreased in overall engagement compared to 2021. After being the level reporting the highest engagement in 2021, early childhood employees experienced the largest drop in 2022.

Percentage of overall employee engagement by level/department



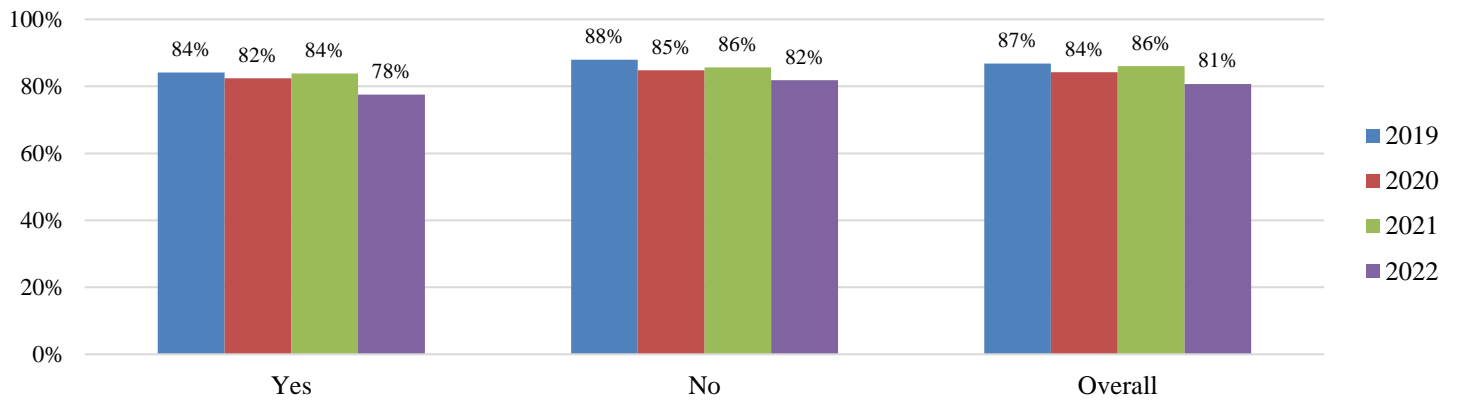
Years of service. Engagement decreased for employees across all years of service. Groups that decreased in their engagement to an extent greater than the overall rate were employees with 10-15 years in their current role (7% decrease) and employees with 0-3 years and 10-15 years of service in Anoka-Hennepin (A-H) (both experienced a 6% decrease). Despite drops from 2021, engagement was highest among those who have less than four years of service in their current role or at A-H.

Percentage of overall employee engagement by years of service



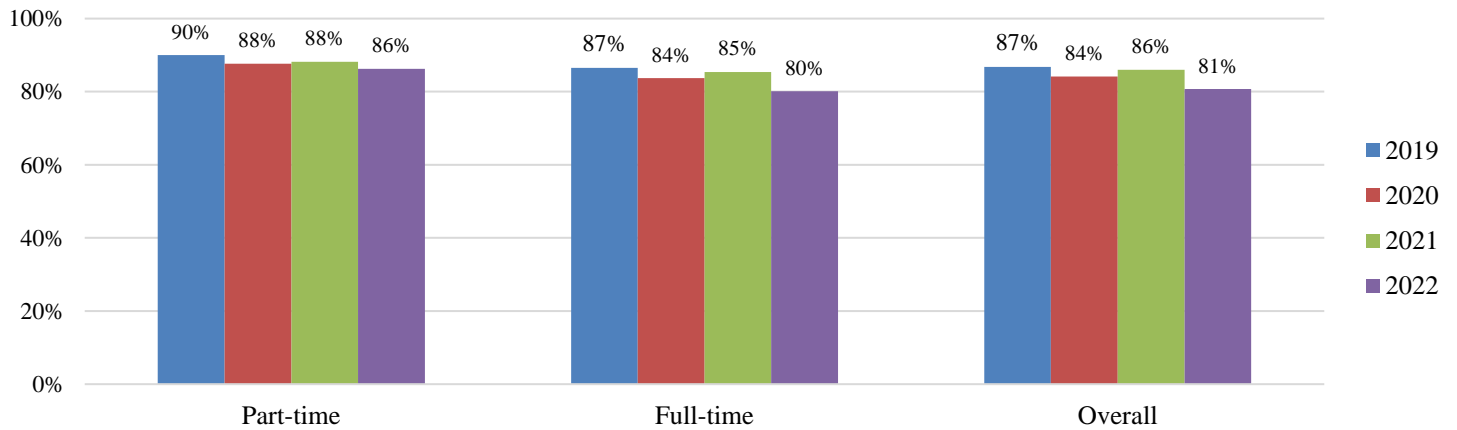
Alignment to special education. Employees aligned to special education reported being less engaged than their non-special education aligned counterparts. The gap between the two groups widened from 2% in 2021 to 4% in 2022.

Percentage of overall employee engagement by position alignment to special education



Part-time/full-time status. Overall engagement was higher for employees who reported that their current position is part-time (86%) compared to full-time (80%), which has also been true historically. Engagement for part-time employees decreased slightly from 2021, but to a lesser degree than declines for full-time staff.

Percentage of overall employee engagement by part-time/full-time status

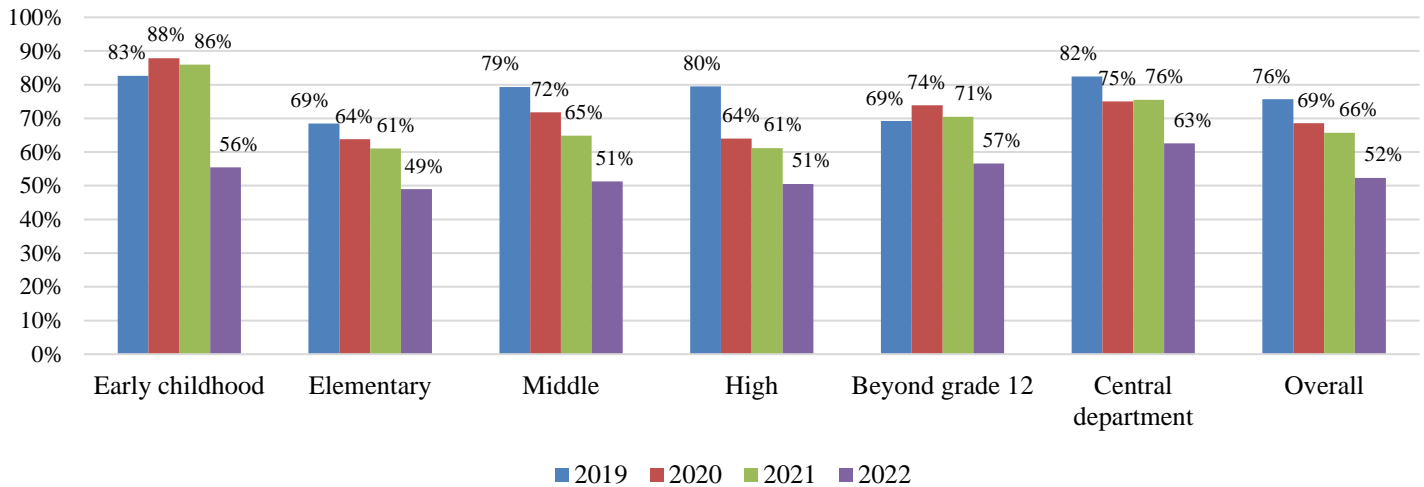


Percentage of employee satisfaction when considering all aspects of their job (Disaggregated by level/department, years of service, special education alignment, and part-time/full-time status)

This section is focused on the percentage of employees who reported being either *extremely satisfied* or *satisfied*, when considering all aspects of their job. Overall, 52% of staff reported overall satisfaction, down from 66% in 2021.

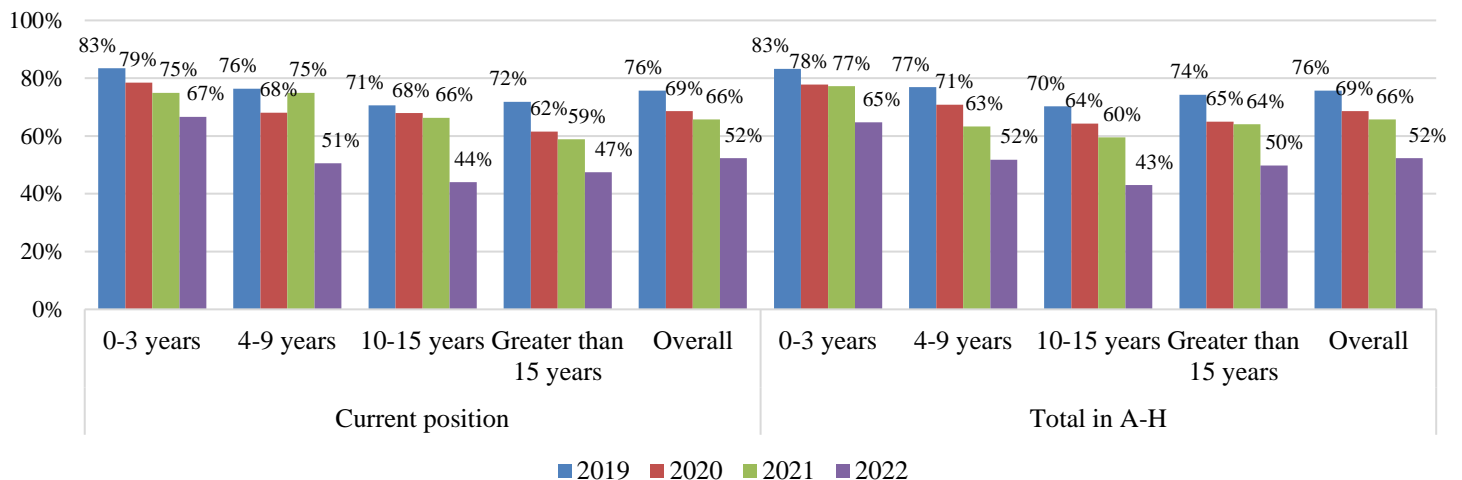
Level/department. Responses from employees at all levels indicated a drop in job satisfaction compared to the rates reported in 2021. Employees who work in early childhood reported the highest level of satisfaction previously, and in 2022 experienced the largest drop. However, they, along with beyond grade 12 and central department employees reported higher job satisfaction than the district overall rate. The amount of decline in job satisfaction from 2019 to 2022 was similar across most levels and departments, but the engagement rate declined by consistent increments across the past four years for elementary, middle, high school, and employees overall.

Percentage of employee satisfaction by level/department



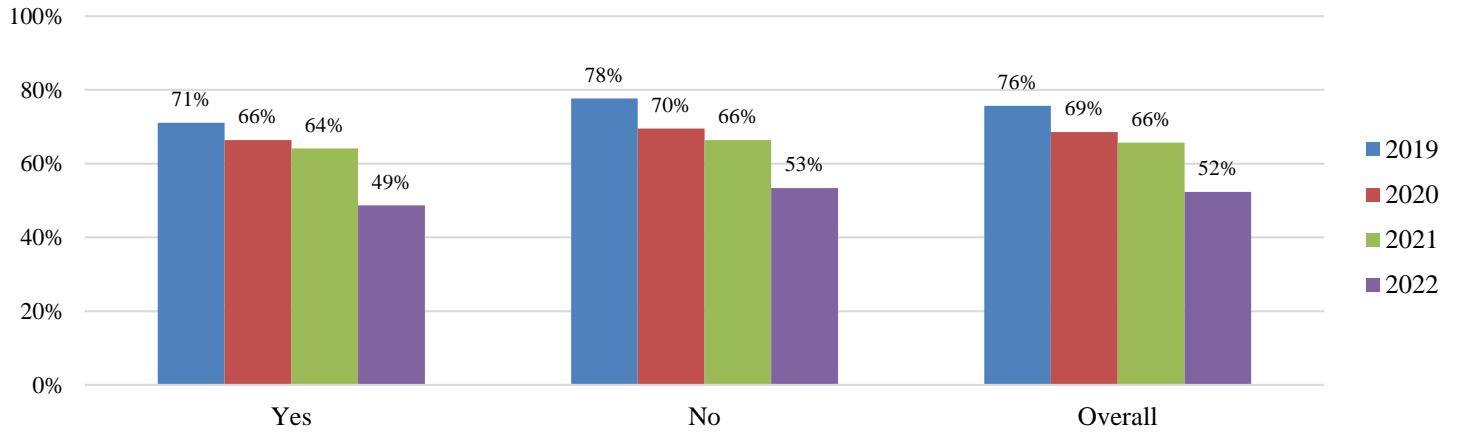
Years of service. In general, as employees' years of service increased for both current positions and years in A-H, their levels of satisfaction decreased, a trend that was seen in prior years. However, employees who have been with A-H for greater than 15 years reported a higher level of satisfaction than those who have been with the district or current position for 10-15 years. Looking at declines from 2019 to 2022, the pattern of decline was steady for those who have served 0-3 and greater than 15 years in their current role, as well as those who have worked in the district four or more years. While the other employee groups decreased to a similar degree across the years, the pattern was not in consistent increments.

Percentage of employee satisfaction by years of service



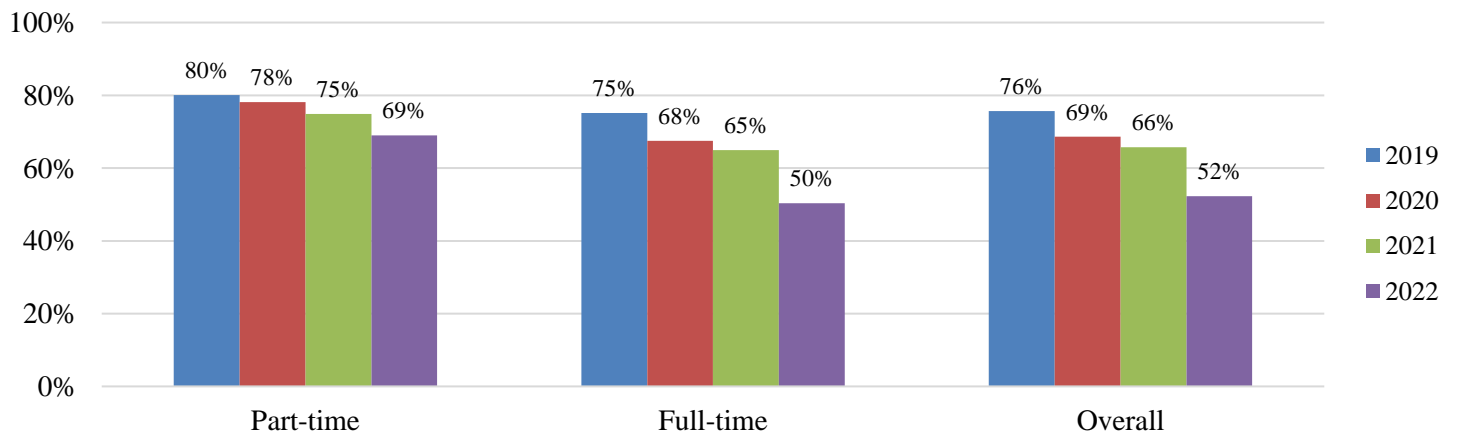
Alignment to special education. Overall job satisfaction was higher for employees who reported that their current position was not aligned to special education compared to those aligned to special education. Special education aligned employees’ job satisfaction experienced a slightly larger drop (15%) from 2021 compared to non-special education aligned groups’ (13%) drop in overall satisfaction ratings.

Percentage of employee satisfaction by position alignment to special education



Part-time/full-time status. Compared to full-time employees in the district, 19% more of part-time employees reported being satisfied or extremely satisfied with their job. This difference grew since 2021 when it was 10%.

Percentage of employee satisfaction by part-time/full-time status



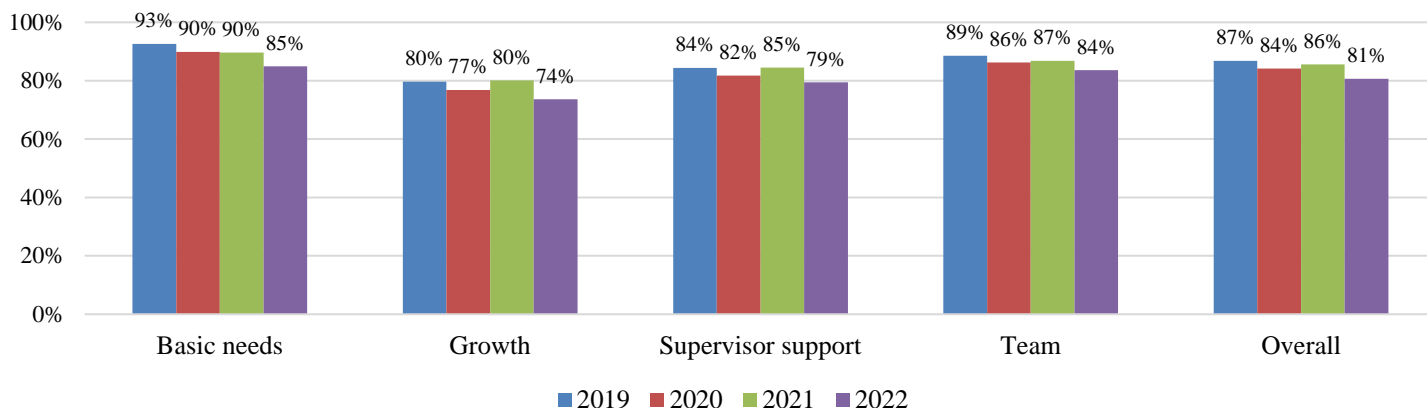
Overall employee engagement by dimension

This section disaggregates the percentage of overall engagement by the four dimensions that make up the Employee Engagement Survey. Each of the 20^b main items addressed one of the four dimensions: basic needs, growth, supervisor support, or team.

Basic needs is made up of items such as *I feel safe in my work place* and *I understand my job requirements and expectations*. Growth includes items such as *I receive ongoing support to improve my skills* and *I regularly receive meaningful feedback on my performance*. Supervisor support contains items such as *I am recognized for the quality of my work* and *I have the opportunity to use my skills and abilities each day*. Team is made up of items such as *My work is important to the mission of the district* and *I feel I am a part of a team*.

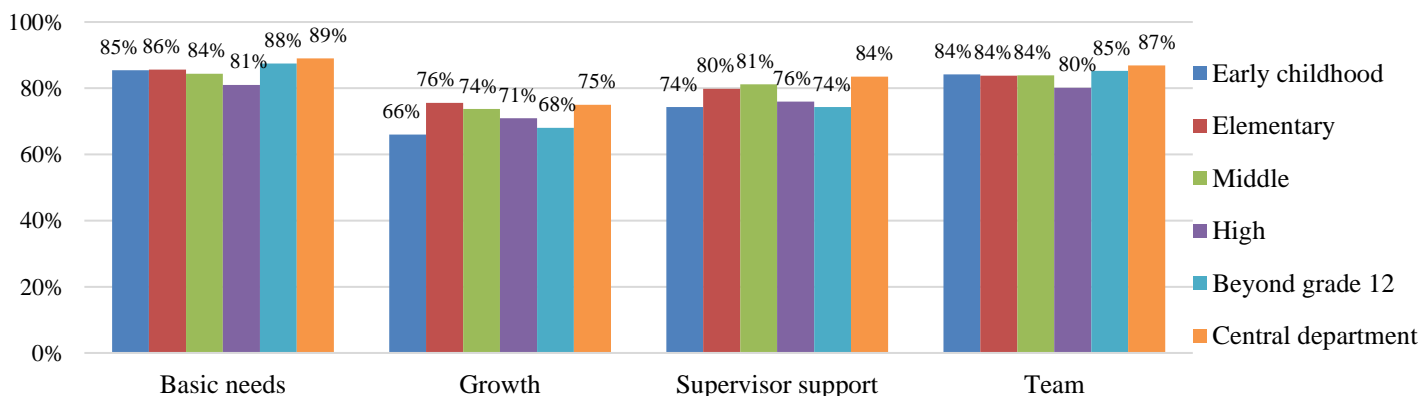
The percentage of overall agreement was highest on the basic needs dimension and lowest on the growth dimension, consistent with patterns from the previous years. All dimensions decreased in ratings compared to 2021.

Overall engagement by dimension



Levels/departments were most similar across the team dimension. The greatest difference between two levels, considering rounding, was within the growth dimension: elementary staff reported the highest (76%) and early childhood staff reported the lowest (66%) levels of agreement, a difference of 10 percentage points. Consistent with last year’s results, the basic needs dimension was rated highest for every level/department, while growth was consistently the lowest.

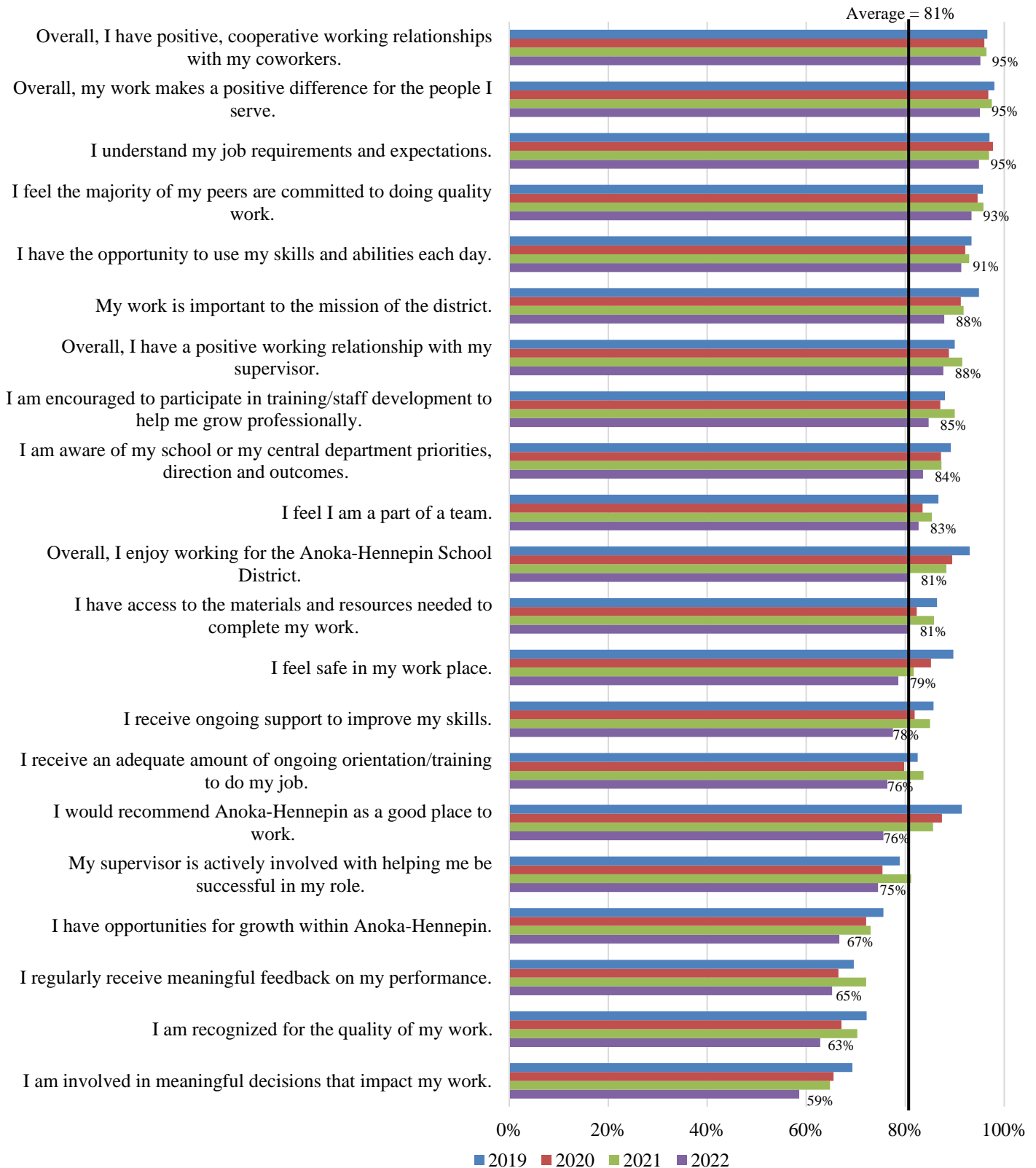
Overall engagement by dimension and level/department



^b There are 21 engagement items; however, one is a general question, not aligned to any one dimension.

Employee engagement agreement by item

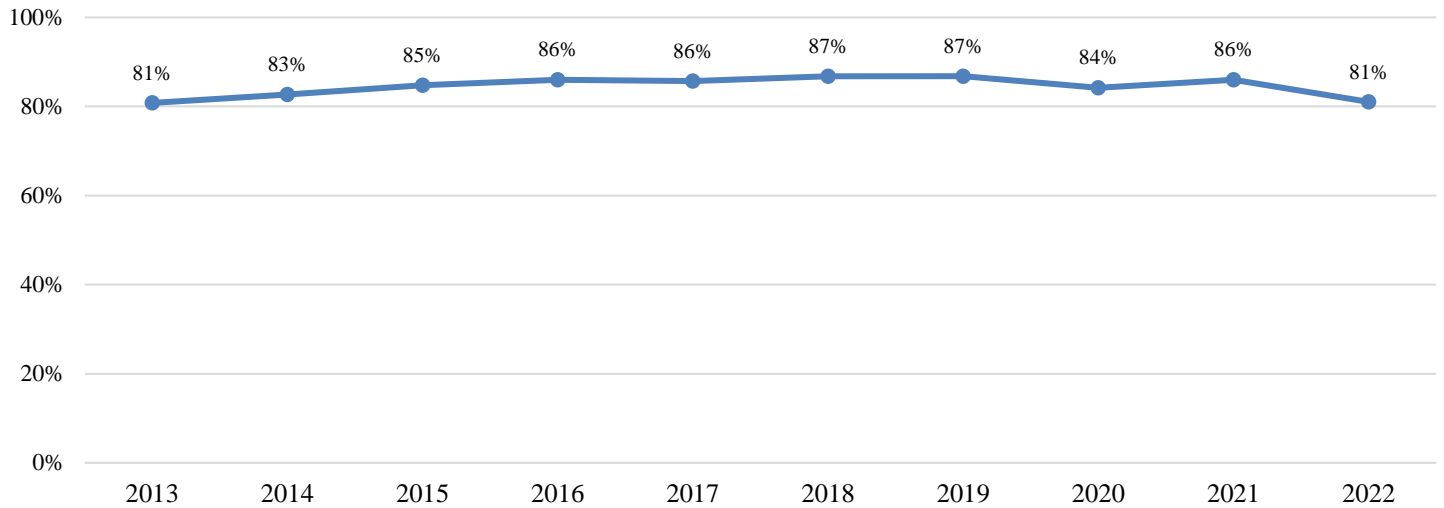
The graph below represents the percentage of employees who responded *strongly agree* or *agree* to each item. The vertical black line in this graph represents the average overall agreement. The data labels represent the 2022 ratings for each item. Agreement on all 21 survey items showed decreases from 2021, with the largest drop being for the item “I would recommend Anoka-Hennepin as a good place to work.”



Trend data: Percentage of overall employee engagement and employee satisfaction

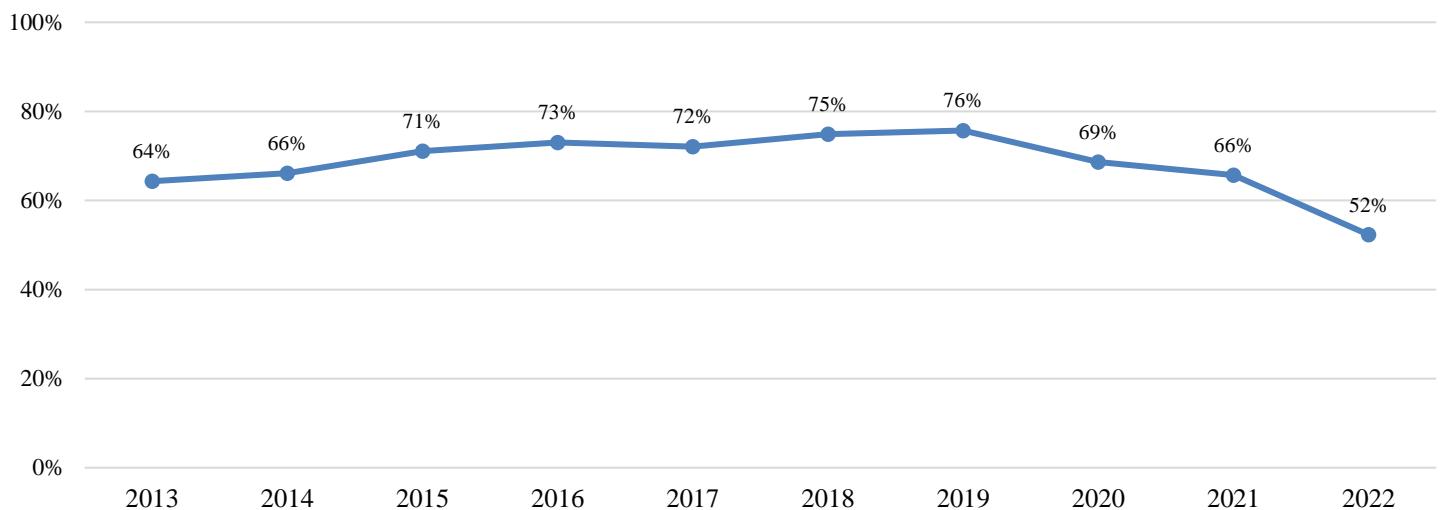
Employee engagement. After several years of upward trends in employee engagement, there was a drop in 2020, an increase in 2021, and another drop in 2022. The overall employee engagement rating in 2022 was at the lowest level since the survey's inception.

Percentage of overall employee engagement: Ten-year trend



Employee satisfaction. In general, since the first administration of this survey in 2013, there had been a steady increase in the percentage of employees reporting overall satisfaction up to 2019. Starting in 2020, there has been a downward trend in satisfaction. In 2022, job satisfaction ratings have reached the lowest point during the administration of the survey.

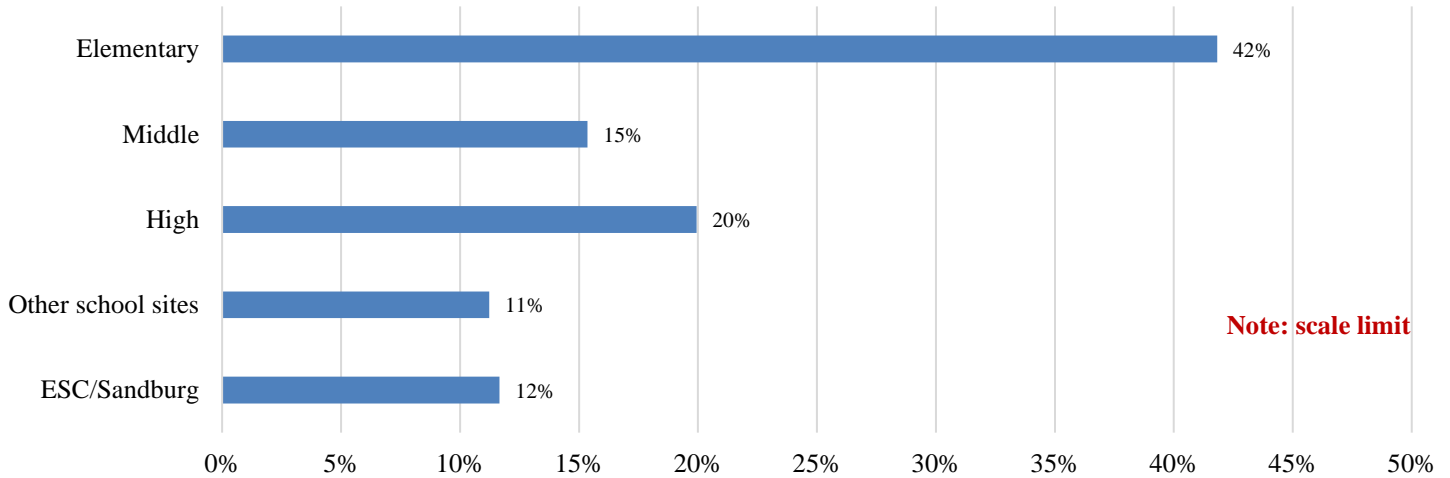
Percentage of overall job satisfaction: Ten-year trend



Culture and climate respondents

A total of 1,595 staff completed the Culture and Climate Survey that followed the Employee Engagement Survey, with representation across all levels and departments, a response rate of 26.7% of total employees. Of the employees who completed the Employee Engagement Survey, 68.0% also responded to the Culture and Climate Survey.

With which site does your current position most closely align?



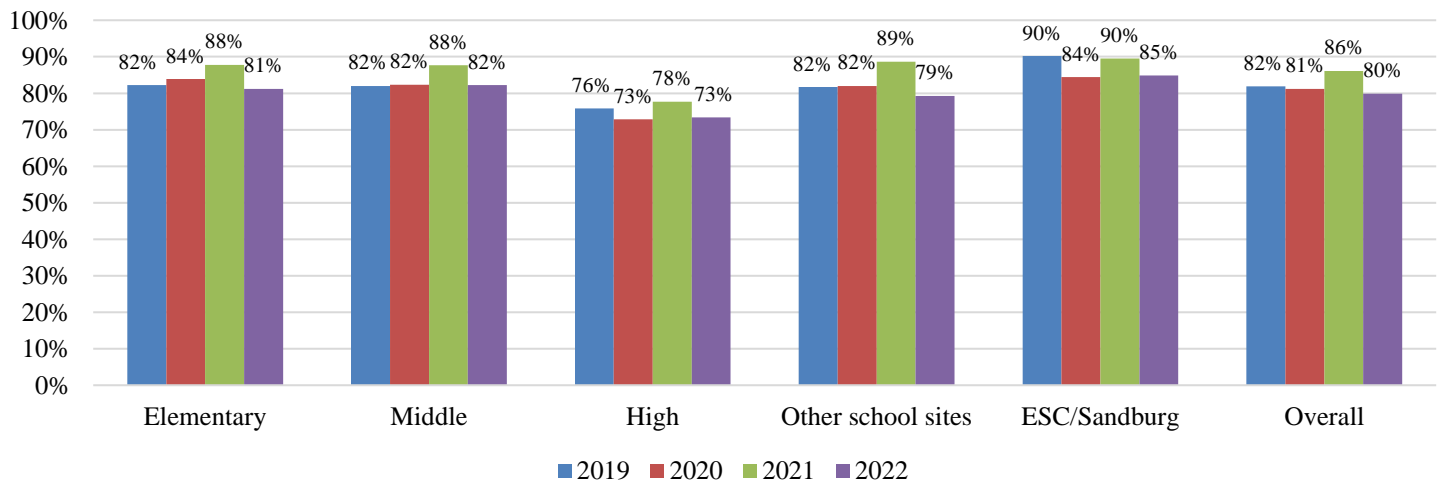
Note: 'Other school sites' include AH Regional HS, AH Technical HS, Bridges, Compass Bell, Pathways, Riverview ECC, River Trail Learning Center (RTLCL), Sorteberg ECC, STEP, and 'Other'.

Percentage of overall positive culture agreement disaggregated by site level

The overall positive culture agreement is calculated by combining responses of *strongly agree* and *agree* across all 21 of the culture and climate items. Across all sites, there was 80% agreement of a positive culture, down from 86% in 2020.

Site level. All levels indicated their sites had an overall positive culture at a rate just below 80%, with the exception of high school who reported 73% agreement. All site categories reported lower agreement in 2022 than in 2021, with the drops ranging from 4% (high school) to 9% (other school sites).

Percentage of agreement by site level

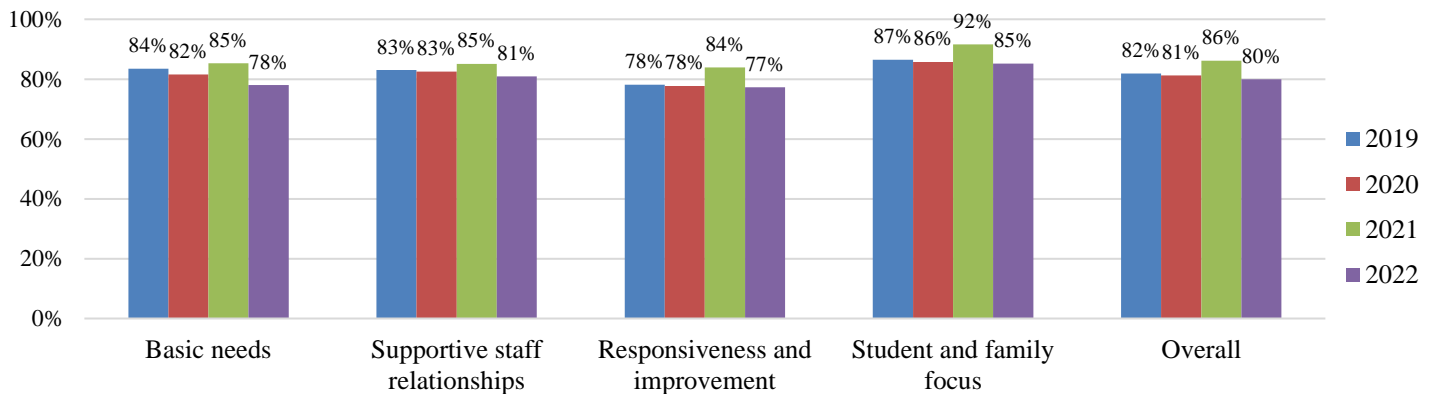


Overall positive culture agreement by dimension

This section disaggregates the ratings of overall culture and climate by the four dimensions that make up the survey. Each of the 20^c main items addressed one of the four dimensions: basic needs, supportive staff relationships, responsiveness and improvement, or student and family focus.

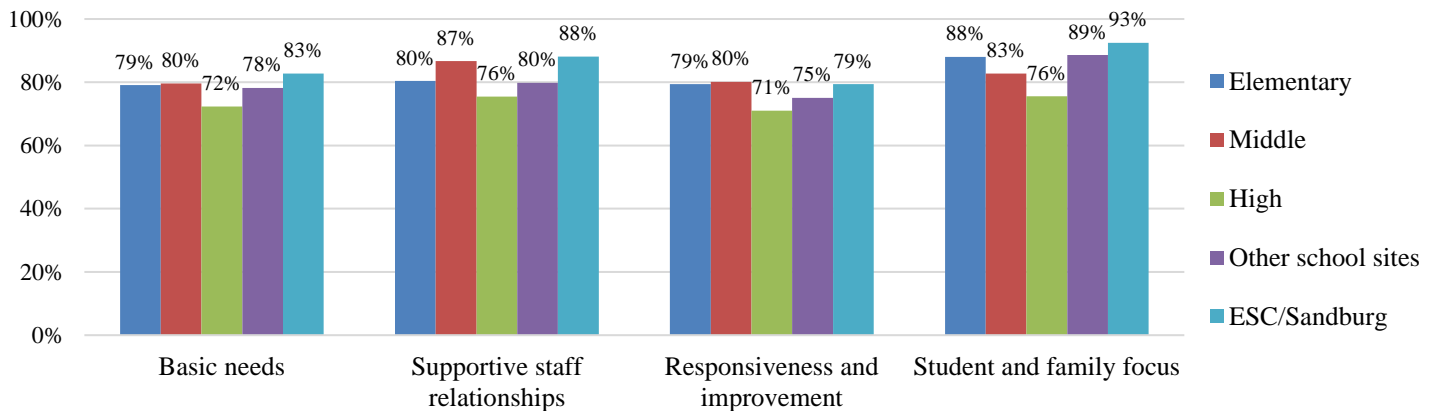
Basic needs contains items such as *The expectations of my job are reasonable* and *Staff wellness is a priority at my building*. Supportive staff relationships contains items like *I feel a sense of belonging at work* and *I feel like I am valued in my workplace*. Responsiveness and improvement includes items such as *At this site, we adapt well to change* and *Staff are held to high expectations*. Student and family focus includes items such as *Students are held to high expectations* and *Staff at this site work to meet the learning needs of all students*. The percentage of overall agreement was highest for student and family focus (85%) and lowest for responsiveness and improvement (77%). All dimensions decreased from 2021 to 2022.

Overall positive culture and climate by dimension



The greatest difference across dimensions within a group of staff was with other school sites staff who rated student and family focus highest (89%) and responsiveness and improvement lowest (75%). The greatest difference across staff groups within a dimension was seen in supportive staff relationships with ESC/Sandburg staff reporting the highest levels of agreement (88%) while high school staff reported the lowest (76%). High school staff reported the lowest levels of agreement across all dimensions.

Overall agreement by dimension and site level

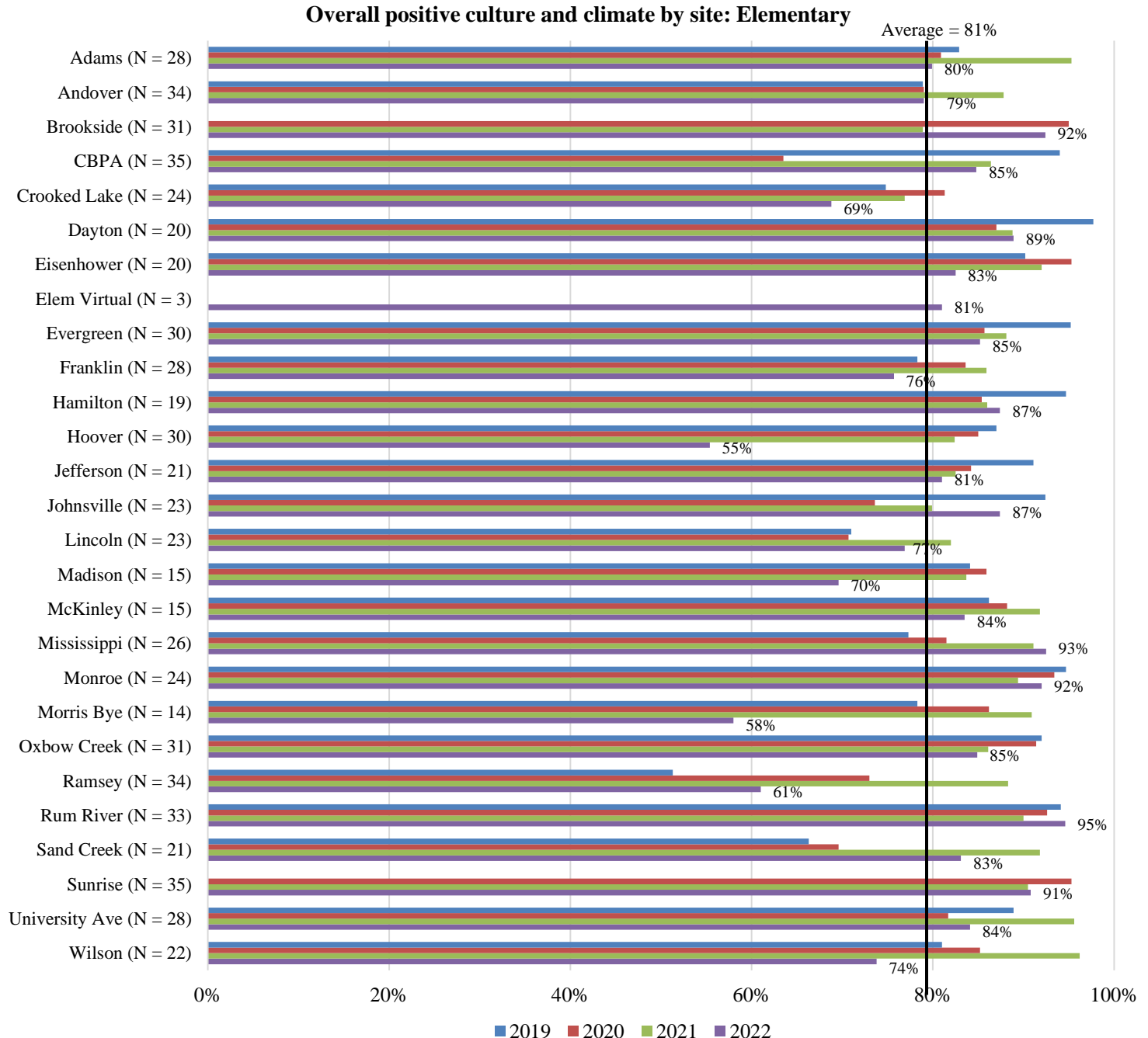


^c There are 21 culture and climate items; however, one is a general item, not aligned to any one dimension.

Overall positive culture agreement by site

The graphs below represent the average percentage of employees who agreed with the 21 culture and climate items. The vertical black line in each graph represents the average overall agreement for that site level. Please note the number of respondents when interpreting results. These averages are not necessarily representative of site-wide views as survey participation was voluntary and not randomly assigned. Site size should also be considered when accounting for participant counts.

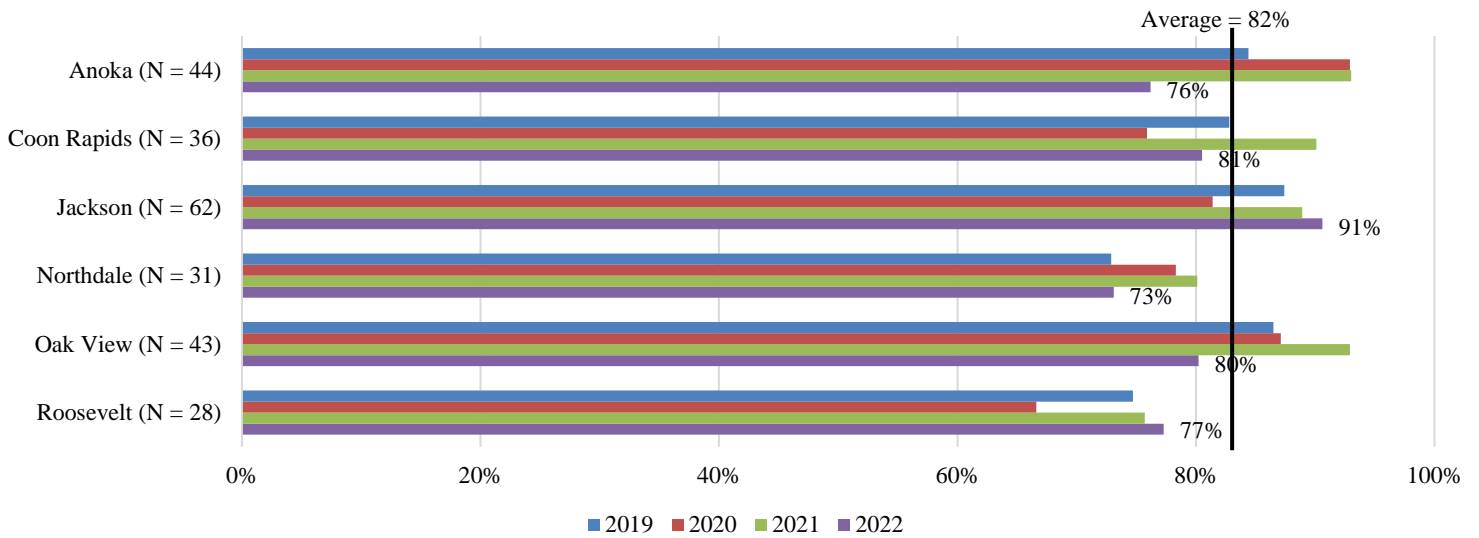
Elementary. The elementary average agreement was 81%. There was significant variability around this average with a 40% spread between the lowest (55%) and highest (95%) site ratings. However, some sites had very little representation so caution should be taken when interpreting these results.



Note: Count of respondents by site represent 2022 participation. Representation of the site may have been different in earlier years.

Middle. On average, there was 82% agreement across the middle school sites with considerable variation around that average. There was an 18% spread between the highest (91%) and lowest (73%) rated sites. Note, some sites had less representation than others.

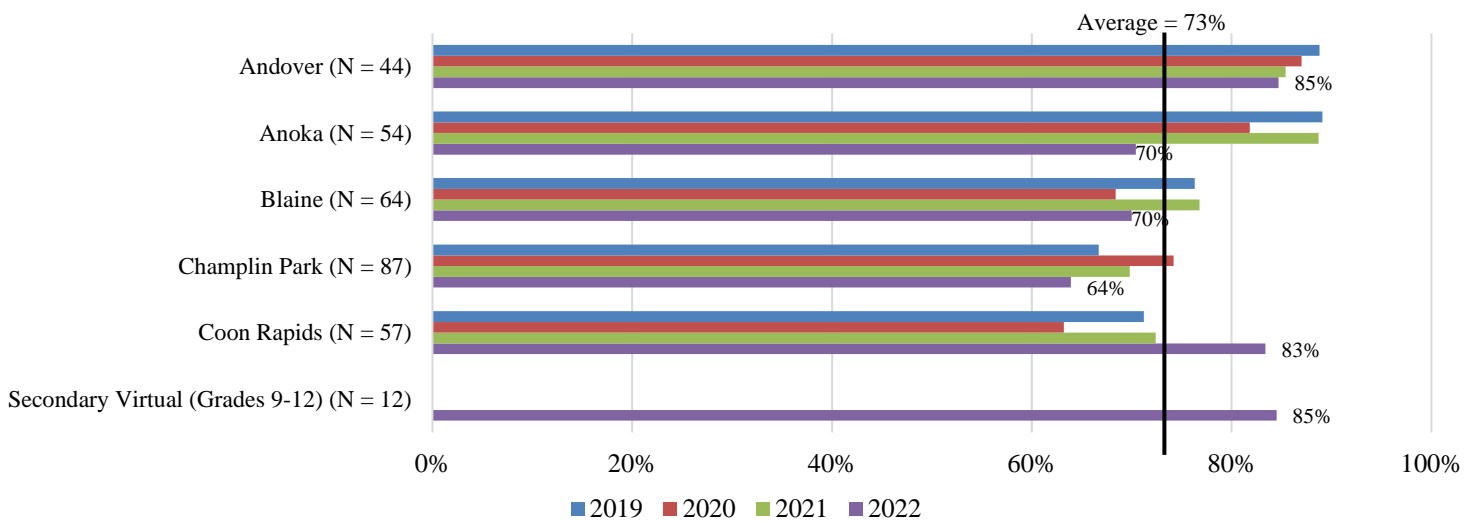
Overall positive culture and climate by site: Middle



Note: Count of respondents by site represent 2022 participation. Representation of the site may have been different in earlier years. Though Secondary Virtual Academy (Grades 6-8) was a new site in 2022, only one employee completed the survey. Therefore, the data for this site was suppressed.

High. Across the high school sites, there was an overall average agreement rate of 73% with considerable spread around this average. There was a 21% spread between the highest (85%) and lowest (64%) rated sites. Note, some sites had less representation than others.

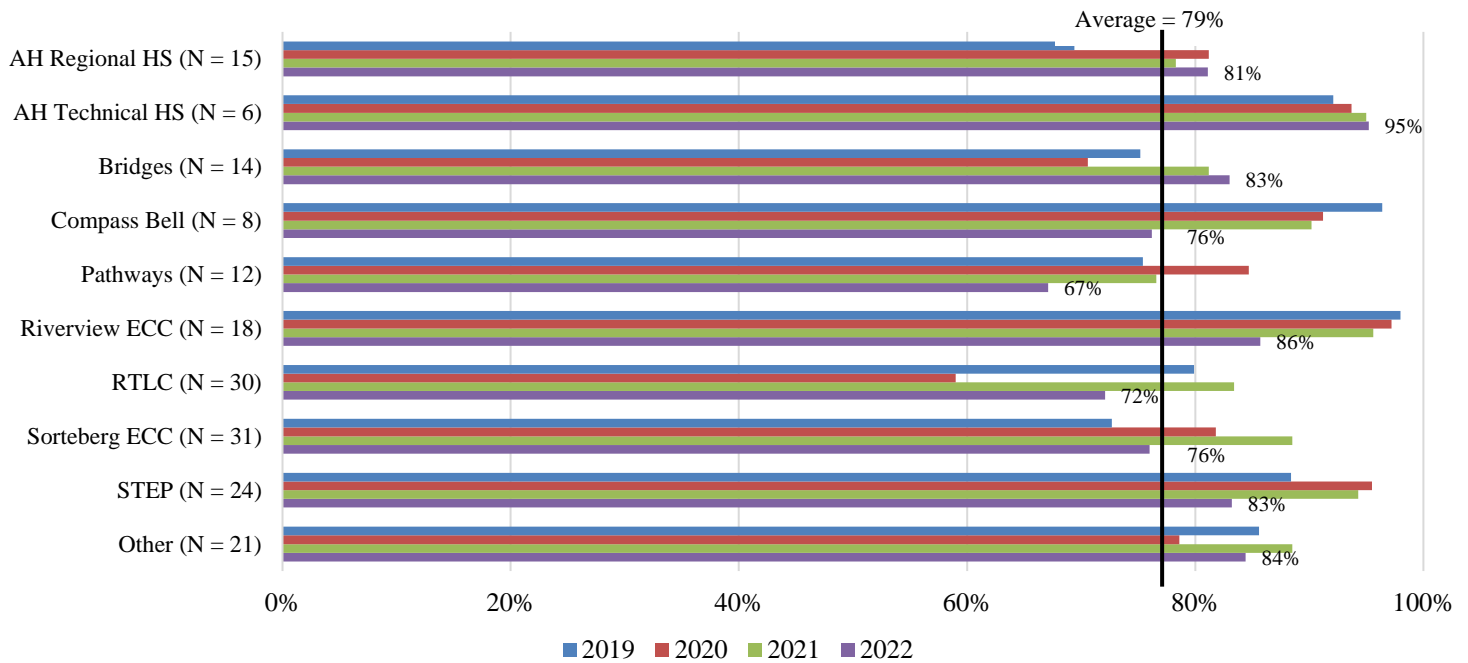
Overall positive culture and climate by site: High



Note: Count of respondents by site represent 2022 participation. Representation of the site may have been different in earlier years.

Other school sites. Overall, the average agreement across other school sites was 79%. There was quite a bit of variability across sites, though many of these smaller sites did not have significant representation.

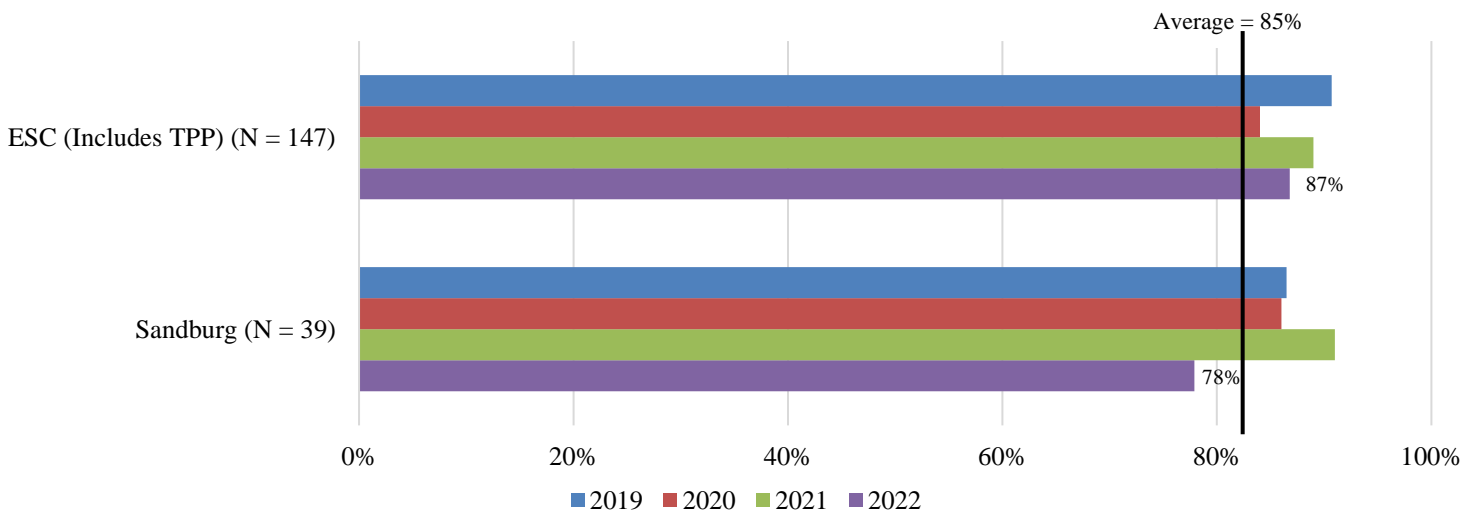
Overall positive culture and climate by site: Other school sites



Note: Count of respondents by site represent 2022 participation. Representation of the site may have been different in earlier years.

Non-instructional sites. The average agreement for non-instructional sites, Educational Service Center (ESC) and Sandburg combined was 85%. The agreement rate of Sandburg employees decreased from 91% agreement in 2021.

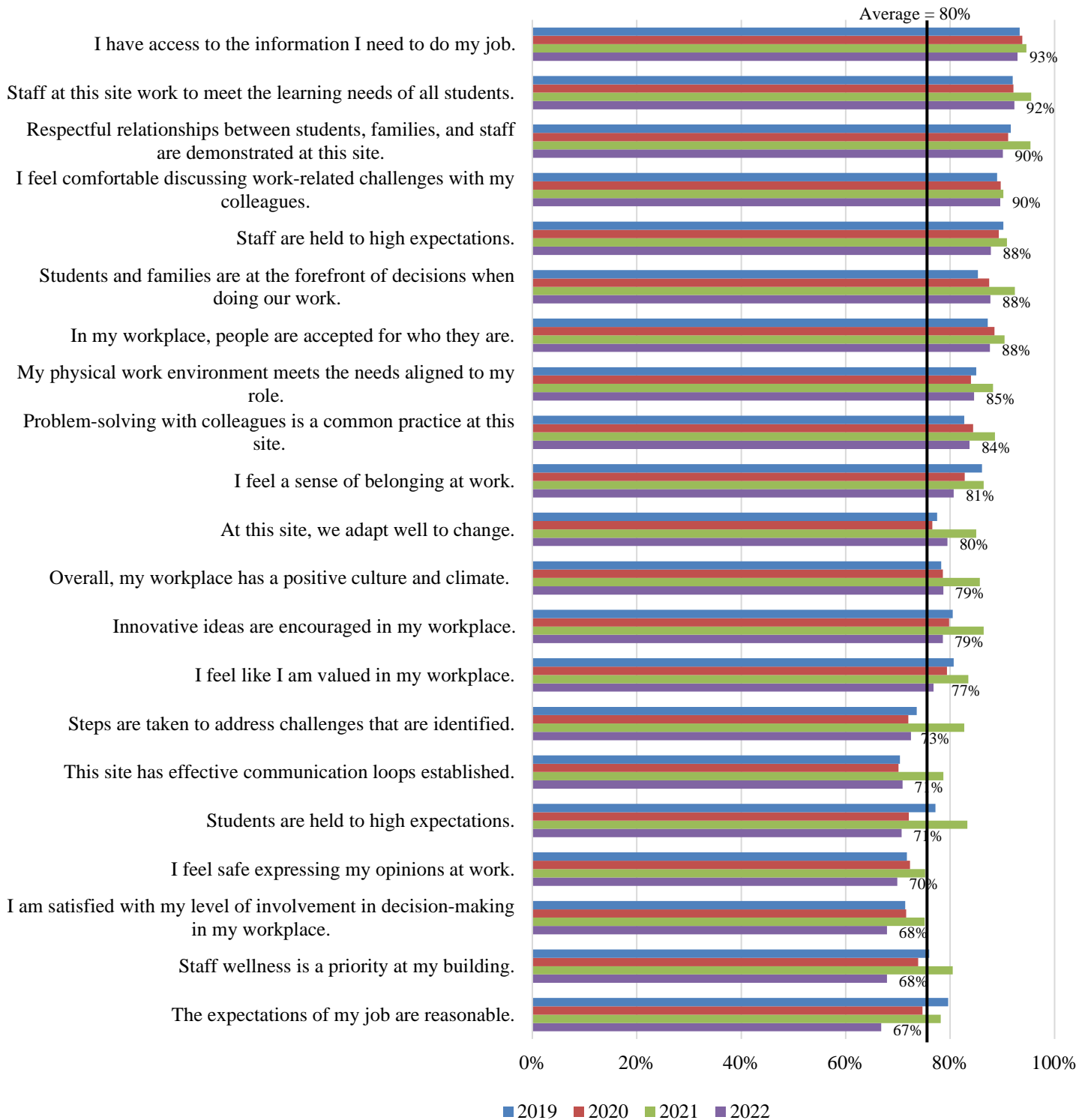
Overall positive culture and climate by site: ESC/Sandburg



Note: Count of respondents by site represent 2022 participation. Representation of the site may have been different in earlier years. TPP is the Teen Parenting Program.

Culture and climate agreement by item

The graph below represents the percentage of employees who responded *strongly agree* or *agree* to each item. The vertical black line in this graph represents the average overall agreement. Responses on all 21 survey items decreased from 2021. The greatest decreases were seen for the items *Staff wellness is a priority at my building* and *Students are held to high expectations*, both which decreased by 13%. Due to spikes in agreement levels in 2021, declines in 2022 brought agreement rates for several items to similar levels as was seen in 2020.



This report was generated by the Research, Evaluation, and Testing department of the Anoka-Hennepin School District. For further information, please visit the RET website, www.ahschools.us/ret, or call (763) 506-1000 and request the RET department.