

## AVON MAITLAND DISTRICT SCHOOL BOARD

- We Will: *Create Positive, Inclusive Learning Environments*
- We Will: *Maximize Student Outcomes*
- By Valuing: *Our students, Our Staff, Our Families, Our Communities*
- Using Principles of: *Character, Equity, Sustainability*

### DIRECTOR'S INFORMATION REPORT

TO: C/W, Open Session                      C/W, Closed Session                      ● Board

TUESDAY, MAY 10, 2016

AGENDA ITEM 7.3 a)

**SUBJECT: Employee Engagement Survey**

#### 1.0 Background

- 1.1 The director contracted Flex Surveys to conduct a survey of employee engagement and to gather feedback on the Board's Strategic Plan.
- 1.2 The survey was open from April 1 to April 14, 2016. It was conducted electronically and all responses were confidential. The last staff survey of this type was completed in 2012.

#### 2.0 The Survey

- 2.1 The survey was designed by Flex using research based questions.
- 2.2 Employees responded to individual emails and submitted responses electronically.
- 2.3 All responses were submitted directly to Flex and remain confidential.
- 2.4 78% of permanent staff completed the survey.

#### 3.0 Overall Results

- 3.1 AMDSB scored in the average range for all organizations when it comes to employee engagement and the above average range when compared to educational organizations.
- 3.2 The overall response average was a score of 3.5 out of 5. Each question received a positive average score above 2.5.
- 3.3 The individual category scores are as follows:
  - Overall Satisfaction – 3.6
  - Work Environment – 3.2
  - Education Quality – 3.6
  - Communication and Teamwork – 3.4
  - Job/Role Clarity – 3.7
  - Performance Appraisals – 2.9
  - Supervisor Skills – 3.7
  - Learning, Development and Promotions – 3.4

- Compensation and Benefits – 3.6
- Job Satisfaction and Commitment – 3.8

#### **4.0 Highlights of the Survey**

- 4.1 Following are areas that generated positive results:
- Staff are willing to give extra effort at work
  - Staff feel that their fellow workers are committed
  - Staff know what is expected of them at work
- 4.2 Following are areas to investigate:
- The system does a good job helping poor performers improve.
  - Employees feel that their efforts are properly recognized
  - The system does a good job of honouring all voices

#### **5.0 Strategic Plan Feedback**

- 5.1 Below are the main themes that came from the section related to the Strategic Plan:
- Continued focus on big ideas
  - Enhanced staff and student voice
  - Emphasize community and global engagement and citizenship
  - Leveraging digital technology
  - Inclusion (pride and frustration)
  - The need for a focus on perseverance and resiliency

#### **6.0 Additional Consultation**

- 6.1 Senior staff met with union leaders on April 18<sup>th</sup>. The union leaders were asked to provide elements of ideal working environments. The highlights of that discussion are below:
- Excellent communication between staff and administration
  - The use of a cooperative problem solving model
  - Recognition of the importance of a work/life balance
- 6.2 This exercise confirmed some of the results from the survey. Comments from staff related to their supervisor often referred to good communication or the need for improvement in this area. Additional staff comments were related expectations of the job in relation to life outside the job.

#### **7.0 Summary**

- 7.1 Overall the results are very positive. However, the focus is not on the raw scores but on finding ways to improve.
- 7.2 Pride in one's work and in the work of colleagues is a strong indication of the strength of an organization.
- 7.3 While the last survey asked different questions and used a different scale there are some areas that can be compared
- Feeling properly recognized for work shows similar results
  - High levels of pride in our system continue
  - Positive comments about co-workers continues

- Increased level of support for principals/supervisors
- Increase in a feeling of teamwork
- Slight decrease in feeling that necessary training is provided

## **8.0 Next Steps**

- 8.1 Honouring the voice of staff is a key element of our Strategic Plan and a major contributor to the work we do to serve students in Avon Maitland. To that end, senior staff will continue to find ways to receive input from all of our employees and use it to improve our work.
- 8.2 There will be follow up meetings with the union leaders, principals and vice-principals and managers to look at specific parts of the survey results and develop next steps.
- 8.3 Based on the results of the survey and the follow up meetings, senior staff will develop an action plan to work on areas of collective interest and increase overall staff engagement.

Ted Doherty  
Director of Education and  
Secretary of the Board