

District- and School-Level Employee Engagement 2020-21 Benchmark Report

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Dear Thought Partners,

Early in the summer of 2021, we heard one out of every six teachers were considering leaving the profession. It was a scary prediction, especially as media outlets continued to beat a drum about the impending “Great Resignation.”

The past two school years have been unlike any other — making it more critical than ever to understand employee perceptions and experiences at the district and school levels.

Understanding employee engagement is critical to district, school, and student success. At *K12 Insight*, we’ve worked with many districts this past year to redesign their stakeholder surveys to provide a more holistic view of the perceptions and experiences of teachers, staff, and administrators.

All district and school stakeholders want schools with strong leaders; high-quality teachers and staff; healthy and safe learning and working environments; engaged families; high academic expectations; and supportive programs and services for all stakeholders.

School districts use a variety of rankings and ratings based on outputs — such as attrition rates, test scores, and graduation rates — to help communities understand the quality and achievements of districts and schools. Our 2020-21 Benchmark Report on District- and School-Level Employee Engagement complements that data by providing results on inputs — the day-to-day environment of administrators, teachers, and staff — to help you better understand employee quality, retention, and attrition.

Without trending and comparison data, it can be difficult to see how you compare to other districts. The findings in *K12 Insight’s* benchmarking reports are a starting point for district and school leaders to see how their district performs compared to other districts across the nation, within their state, and of similar size.

I encourage you to read this report and identify action items you can work toward to improve employee engagement in your district.

Finally, I want to thank the school districts that partnered with us this past school year on managed research projects. With your support, we are providing direction to build better schools in communities across the country — one voice at a time.

Sincerely,



Dr. Jennifer Coisson
Head of Research

Executive Summary

Between retirements and those leaving the profession due to burnout and frustration, districts and schools across the nation are losing teachers and staff faster than they can be replaced.

Taking the time to listen to your teachers and staff can help boost retention and morale while improving employee satisfaction and engagement. Findings drawn from this benchmarking study offer valuable insights about the perceptions of district- and school-level employees.

Most importantly, this report offers useful information to education leaders so they can understand how their district is performing compared to other districts nationwide.

EMPLOYEE ENGAGEMENT

Across all 14 districts included in this benchmark report, **77% of participating employees were classified as highly engaged** or engaged based on their responses to the overall engagement items in the survey.

Employee Engagement by Work Experience in the 2020-2021 School Year

| | | |
|--|---|---|
| 81% in-person employees are engaged | 70% remote employees are engaged | 72% hybrid employees are engaged |
|--|---|---|

Research shows employees will be more engaged if they feel they have job security, opportunity for career growth, and confidence in the stability of their organization's future.

Those on the frontline — such as teachers, counselors, and other staff who work closely with students — have valuable perspectives to share to ensure a strong future for your district. Their engagement is fueled by the opportunity to lead and influence decisions from within.

Only 61% of participating employees strongly agreed or agreed there are leadership opportunities for them in their school or department. This perceived lack of opportunity could affect engagement and retention.

66%
See professional growth and
long-term career opportunities

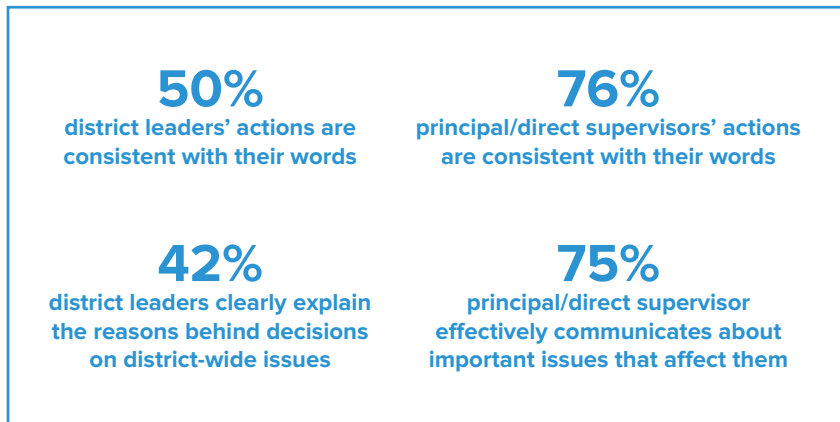
68%
Optimistic about the
future of their district

To help address this perception, districts should map out career growth and leadership opportunities for all roles in the district, as well as share strategic planning and management strategies with district stakeholders.

Overall, **94% of participating employees strongly agreed or agreed they are engaged in their work.** When their self-reported engagement was explored by work experience:



Engagement is highly driven by district- and site-level leadership. Results show **participating employees felt more favorable toward their school/department leadership compared to district leadership.**



This highlights the need for consistent, clear communication about issues, strategies, and actions. District administrators should strengthen their district-wide communication plans this year to more consistently share updates and news with all district employees, as well as host listening sessions across the district



Let's Talk! enhances engagement and drives efficiencies to help improve the school customer experience — giving frontline staff more time to focus on what matters most: student success. Learn how this platform offered by K12 Insight can help you:

- Streamline inbound communications into a single cloud-based platform
- Provide a safe, reliable way for stakeholders to reach out anytime, from any device (including texting and chatbot)
- Collect real-time data and insights that help drive meaningful change

Learn more and request a demo: k12insight.com/lets-talk

FEEDBACK AND RECOGNITION

Feedback is critical to employee growth and district success, and recognition is key to building positive relationships with employees. The dimension of Feedback and Recognition received the lowest percentages of favorable responses (strongly agree or agree) in this year's report.



When perceptions of feedback and recognition for high-quality work and accomplishments were explored by work experience:



A little acknowledgement can go a long way to supporting employee satisfaction. To increase employee engagement and satisfaction, districts and schools/departments should explore how their employees want to be rewarded and evaluate their recognition and appreciation programs for all staff members and implement programs at both the district and school/department levels.

PROFESSIONAL DEVELOPMENT

Strong training goes beyond classroom tools and empowers employees to understand students' social and emotional needs and the importance of a positive stakeholder experience for families and community members.

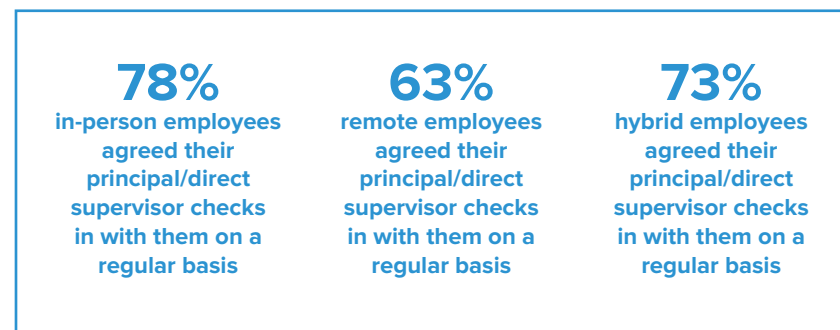
Overall, **79% of participating employees strongly agreed or agreed they were provided online or other remote professional development opportunities and/or training to meet the current requirements and expectations of their jobs.**



Districts should continuously explore the professional development needs and interests of all staff members, to effectively design professional development opportunities that are beneficial to all employees.

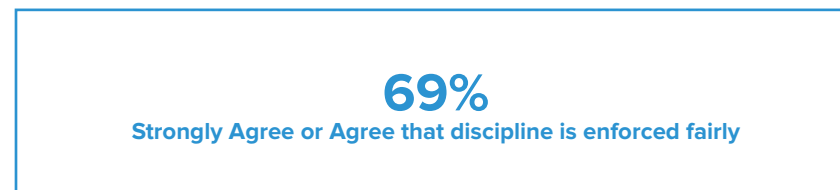
STAFF SUPPORT

For teachers to truly be empowered, they need to know their voices are being heard. When asked about Staff Support, **73% of participants strongly agreed or agreed that their principal/direct supervisor checks in on them on a regular basis.**



SAFETY AND BEHAVIOR

When asked about Safety and Behavior, **90% of participants strongly agreed or agreed that students in their school are treated fairly regardless of their background** (e.g., race, culture, religion, sexual orientation, gender, or disability).



However, of the participants who strongly disagreed or disagreed that all students are treated fairly regardless of their background, **85% said students are treated unfairly based on race/ethnicity.**

It's beneficial for districts to evaluate their policies and procedures through an equity lens to ensure all students are treated fairly.

A proven partner in district- and school-level research

K12 *Insight's* Managed Research team helps districts collect actionable data through surveys, focus groups, and program evaluations to help district leaders:

- Prioritize resources, guide interventions and monitor progress
- Support, engage and retain students, teachers and staff
- Communicate priorities to communities

Make feedback matter with school research that gets results. Request a free, no-obligation consultation.

pages.k12insight.com/engaged_managed_school_survey_demo



Study Overview

SURVEY DESIGN

This report includes questions from K12 *Insight's* Employee Engagement Survey and School Quality Survey. Each district included in this study administered their own variation of one or both surveys.

Survey questions focused on employee engagement were asked to all district and school employees, regardless of position classification. These survey questions used a five-point Likert scale — Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, and Strongly Agree. Dimensions included:

- Overall Engagement
- Mission, Vision, and/or Strategic Plan
- District Leadership
- Worksite Leadership
- Workplace Environment
- Feedback and Recognition
- Career Growth and Training Opportunities
- Staff Support

Survey questions focused on school quality were only asked to employees who work at a campus/school. These survey questions used a four-point Likert scale — Strongly Disagree, Disagree, Agree, Strongly Agree, and Don't Know. Dimensions included:

- Overall School Quality
- Academic Support
- Student Support
- School Leadership
- Safety and Behavior

SURVEY DISTRIBUTION AND PARTICIPATION

Fourteen school districts that administered the Employee Engagement Survey, School Quality Survey, or a combination of both are included in this report.

District size was based on the number of students estimated to be enrolled for the 2020-2021 school year. Classifications are:

- Small: Less than 10,000 students
- Medium: 10,001 – 30,000 students
- Large: 30,001 – 80,000 students
- Very Large: More than 80,000 students

The data included in this study were collected from surveys administered between September 2020 to June 2021. The length of the survey window varied by district and most surveys were open two to three weeks.

Survey data was collected using census sampling, which enables the school district to gather feedback from all employees rather than a limited number of employees in a probability sample.

Methods of survey distribution varied by district. Possible methods of distribution included:

- Email invitations with unique survey links
- Public URLs posted on district and school web pages and social media channels
- Paper surveys

Electronic versions of the survey could be taken via computer, tablet, and smartphone. Employees could take the survey once for each site at which they work.

For some districts, the survey was translated into Spanish.

UNDERSTANDING SURVEY RESULTS

This report provides an overview of all responses from all districts who administered an Employee Engagement and/or School Quality Survey during the 2020-2021 school year. Results are also broken down by district size classification and work experience for the 2020-2021 school year.

Results do not reflect random sampling; therefore, they should not be generalized to all K-12 school district employees. Rather,

results reflect only the perceptions and opinions of survey participants, and can help guide district leadership in better understanding employee engagement in their own districts.

Findings for each item in the report exclude participants who did not answer. The values displayed in figures/charts represent the average of the overall responses for all of the districts. Percentages may not add up to 100 because of rounding. Data labels less than 5 percent are not shown in all charts and graphs.

It is our hope the number of districts using the Employee Engagement Survey and/or the School Quality Survey will continue to increase. *K12 Insight* uses census surveys rather than random sample surveys because the census surveying technique is more inclusive of all voices in the community. However, census surveys limit the types of statistical tests that may be conducted to descriptive statistics.



Employee Engagement

K12 *Insight* developed the Employee Engagement Survey so school district leaders can cultivate their most valuable resource — their people. In return, employees can voice their opinions about the issues that most impact their overall work environment and responsibilities.

Understanding the mental and emotional connection employees feel to their workplace and their career is important for a high-functioning and successful school district. Research shows the more engaged an employee is, the more committed they are to their job. This increases the likeliness they are to be a long-term employee and be advocates of their work, their profession, and their workplace.

Many factors can influence employee engagement, such as:

- Having a shared sense of purpose
- Relationships with supervisors, administrators, colleagues, students, and parents/guardians
- Having support and understanding from leadership and supervisors
- Receiving support for professional development and growth
- Perceptions of recognition and personal relevance
- Perceptions of the work environment and safety
- Overall satisfaction

By measuring levels of engagement and the factors that influence it, district and school administrators are taking a critical step toward increasing employee engagement, which can ultimately promote positive employee behaviors, increase employee morale, and improve student achievement.



School Quality

A positive, supportive, and welcoming environment is an essential component of successful and effective schools.

School quality, also often referred to as school climate, is based on several components, including:

- The school environment
- Interactions between district and school staff, students, and parents/guardians
- Academic achievements
- Support for students

It is important to gauge your stakeholders' perceptions of school quality, climate, and culture to best understand and respond to the interests and needs of your community and, in turn, increase the likelihood of success and achievement.

The quality and environment of a school can:

- Foster or undermine the development and success of students
- Affect the satisfaction and engagement of employees and families
- Influence the attitudes, behaviors, and norms of students and employees.

K12 *Insight* developed the School Quality Survey to help school district leaders collect feedback from stakeholders — including parents, guardians, campus-based teachers and staff, and students — to easily identify gaps and alignments in the perceptions of academic support, student support, school leadership, and safety and behavior. This data is essential for district and school leaders as they seek to best serve their community and make informed decisions that are in the best interest of all stakeholders.



Validity and Reliability

K12 *Insight* is committed to ensuring research studies are informed by valid and reliable instruments. To that end, statistical tests were used to determine the reliability and validity of the Employee Engagement and School Quality Surveys.

For both the Employee Engagement Survey and the School Quality Survey for Campus-based Staff, a factor analysis was conducted on a random sample of 5,000 responses from each survey set using principal axis factoring with both a varimax and direct oblimin rotation to identify the best fit for factor structure. The reliability was calculated for the entire survey, as well as each dimension using Cronbach's Alpha.

Based on factor analysis, the internal consistency of the Employee Engagement Survey was very strong, with a Cronbach Alpha score of 0.976. This result suggests the survey questions have high internal consistency, based on a reliability coefficient of .70 or higher, which is considered acceptable in most social science research. Each dimension (Mission, Vision, and/or Strategic Planning; District Leadership; Workplace Leadership; Workplace Environment; Feedback and Recognition; and Career Growth and Training Opportunities) had coefficients ranging from 0.859 to 0.960.

Based on factor analysis, the internal consistency of the School Quality Survey for Campus-based Staff was very strong, with a Cronbach Alpha score of 0.987. This result suggests the survey questions have high internal consistency, based on a reliability coefficient of .70 or higher, which is considered acceptable in most social science research. Each dimension (Academic Support; Student Support; School Leadership; and Safety and Behavior) had coefficients ranging from 0.853 to 0.934.



Participation Information

OVERALL PARTICIPATION

| District Size | Number of Districts Included | Count (N) |
|---|------------------------------|-----------|
| <i>Districts were classified by size based on the number of students enrolled for the 2020-2021 school year. Classifications are as follows: Small: Less than 10,000 students; Medium: 10,001 – 30,000 students; Large: 30,001 – 80,000 students; Very Large: More than 80,000 students</i> | | |
| All Districts | 14 | 23,733 |
| Small | 3 | 1,492 |
| Medium | 10 | 15,977 |
| Large | 0 | 0 |
| Very Large | 1 | 6,264 |

PARTICIPATION BY DISTRICT

| | District Size | Number of Participants | Percentage of Participants in Benchmark | Participation Rate in Original Survey |
|-------------|---------------|------------------------|---|---------------------------------------|
| District 1 | Small | 856 | 4% | 52% |
| District 2 | Medium | 1,409 | 6% | 52% |
| District 3 | Very Large | 6,264 | 26% | 42% |
| District 4 | Small | 467 | 2% | 59% |
| District 5 | Medium | 2,673 | 11% | 51% |
| District 6 | Medium | 1,574 | 7% | 65% |
| District 7 | Medium | 1,057 | 4% | 47% |
| District 8 | Medium | 878 | 4% | 37% |
| District 9 | Medium | 2,368 | 10% | 67% |
| District 10 | Medium | 662 | 3% | 27% |
| District 11 | Medium | 1,733 | 7% | 55% |
| District 12 | Small | 169 | 1% | 63% |
| District 13 | Medium | 1,459 | 6% | 48% |
| District 14 | Medium | 2,164 | 9% | 56% |

PARTICIPATION EXPERIENCE AND STATE

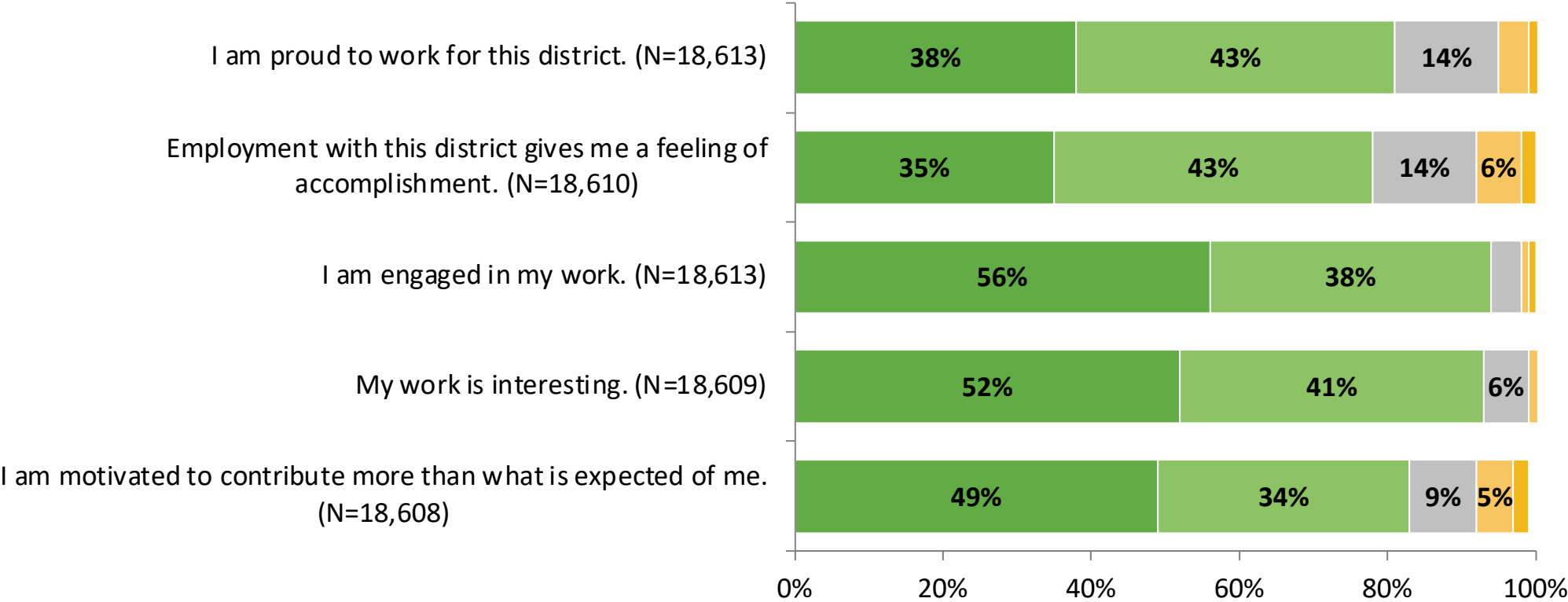
| Work Experience (2020-2021) | Total Responses |
|-----------------------------|-----------------|
| All Experiences | 11,059 |
| In-Person Only | 7,250 |
| Remote Only | 925 |
| Hybrid | 2,884 |

| Number of Districts by State | |
|------------------------------|---------------------|
| State | Number of Districts |
| California | 2 |
| Florida | 1 |
| Illinois | 1 |
| Indiana | 1 |
| Michigan | 1 |
| Missouri | 3 |
| New York | 2 |
| Texas | 3 |

Engagement

OVERALL ENGAGEMENT

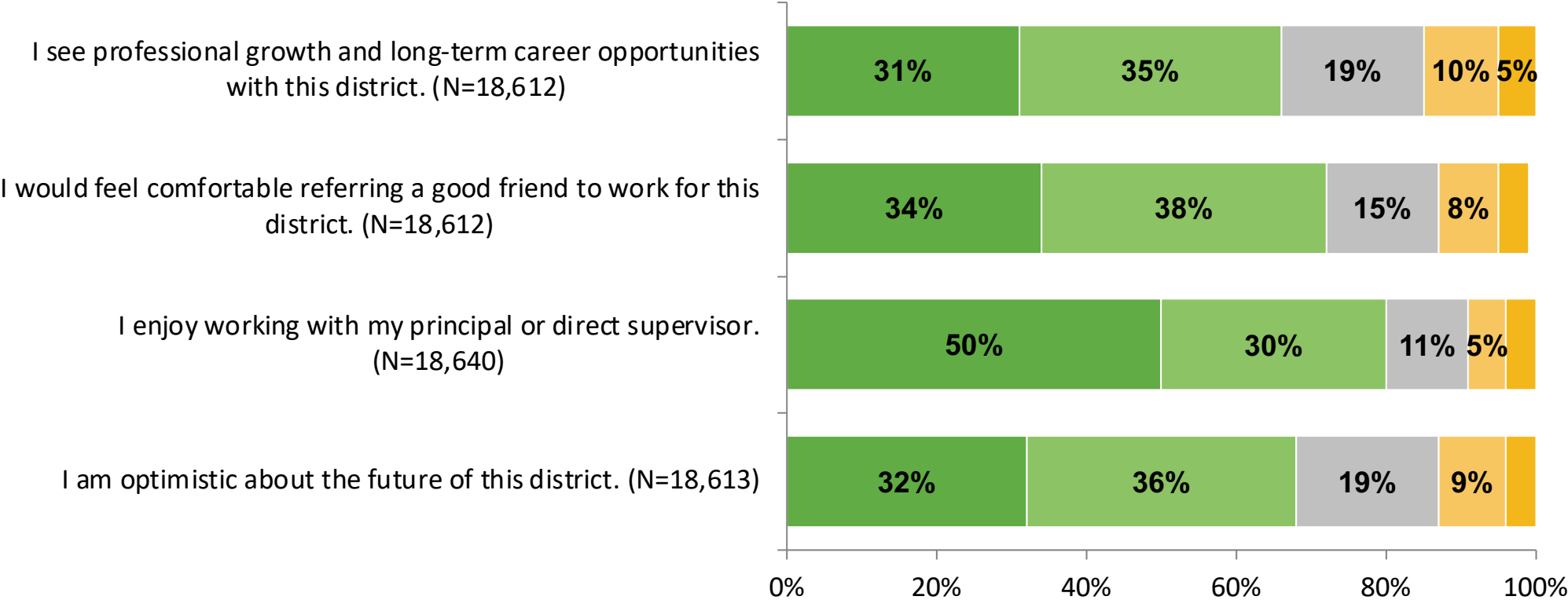
How strongly do you agree or disagree with the following statements?



■ Strongly Agree
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 ■ Neither Agree nor Disagree or Neither Disagree nor Agree
 ■ Disagree
 ■ Strongly Disagree

OVERALL ENGAGEMENT CONT.

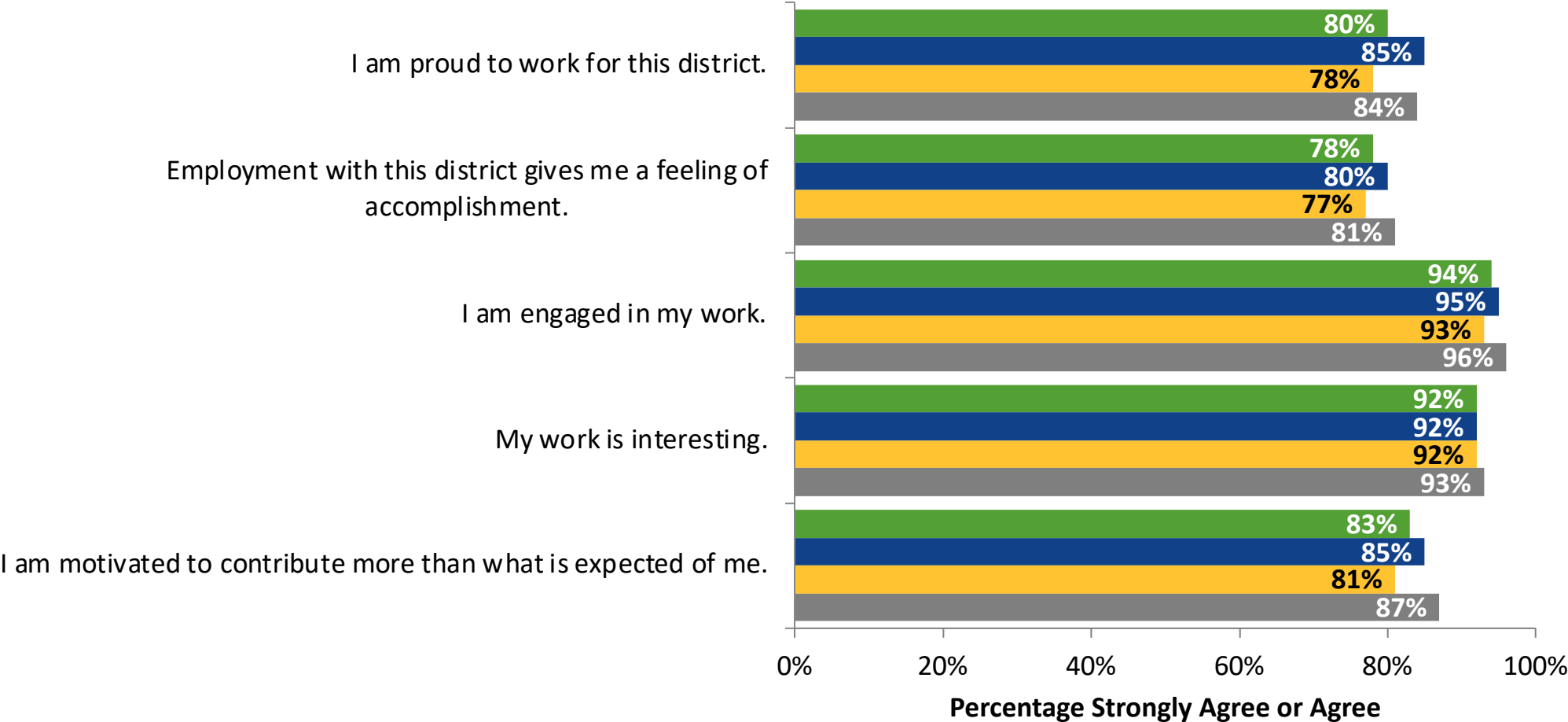
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OVERALL ENGAGEMENT: COMPARISON BY DISTRICT SIZE

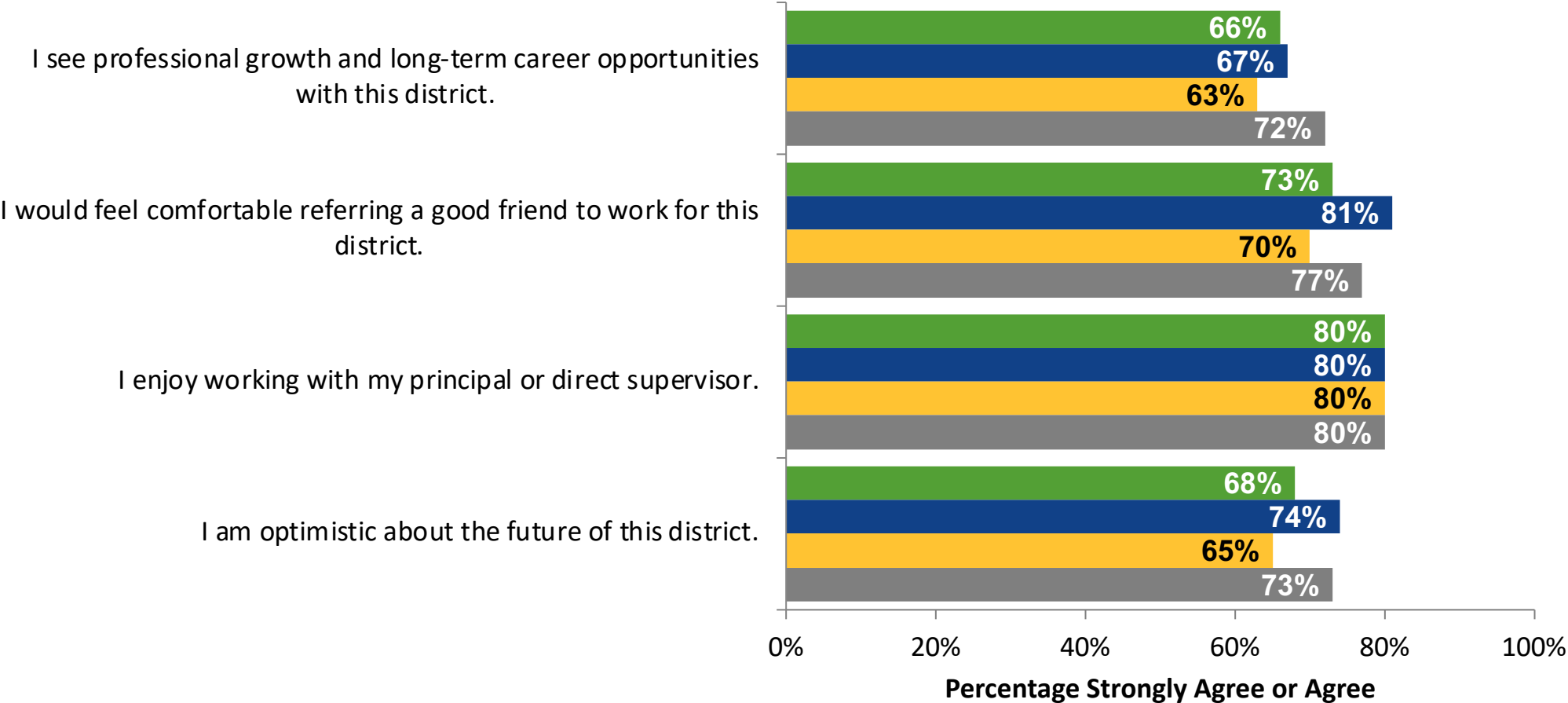
How strongly do you agree or disagree with the following statements?
 Answer options: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree



■ All Districts (N=18,614)
 ■ Small Districts (N=854)
 ■ Medium Districts (N=11,498)
 ■ Very Large Districts (N=6,263)

OVERALL ENGAGEMENT: COMPARISON BY DISTRICT SIZE CONT.

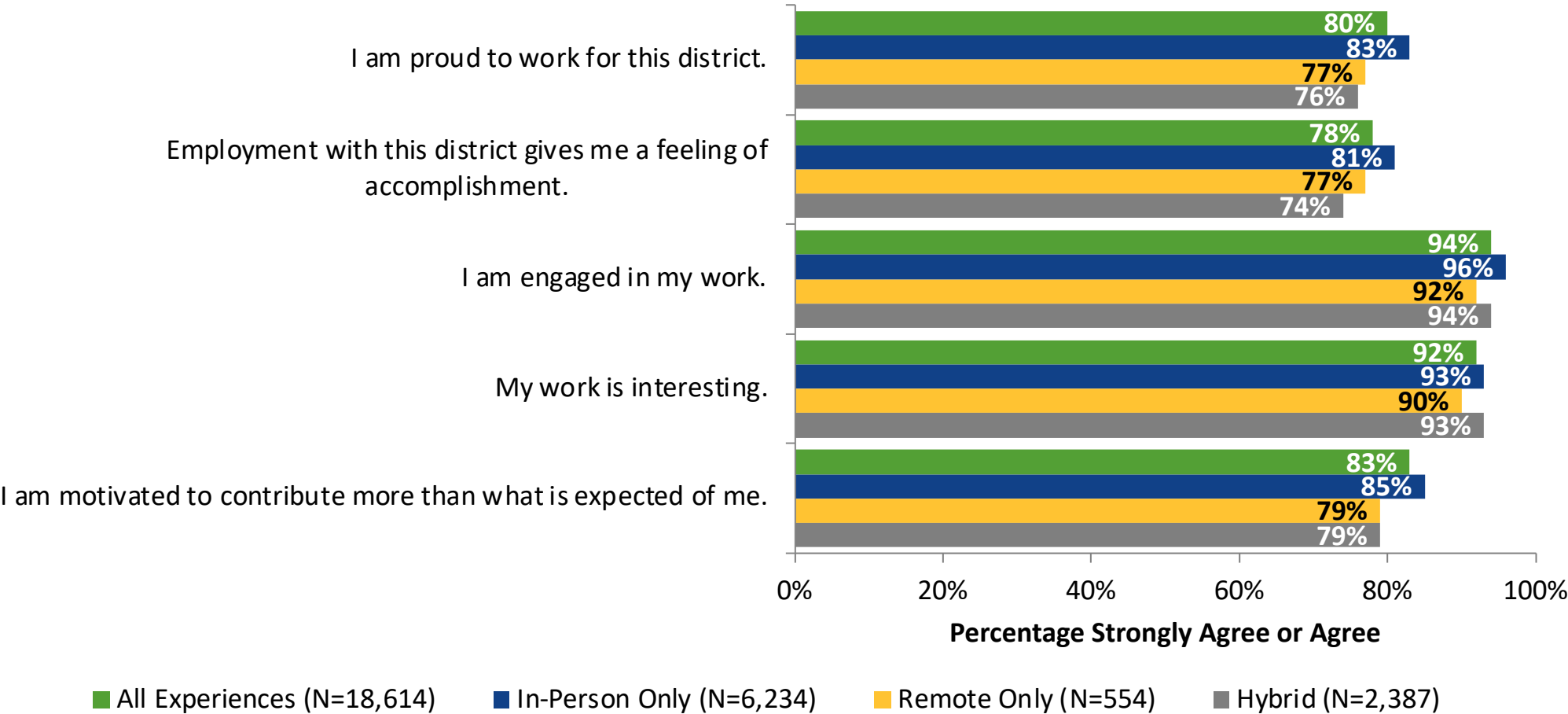
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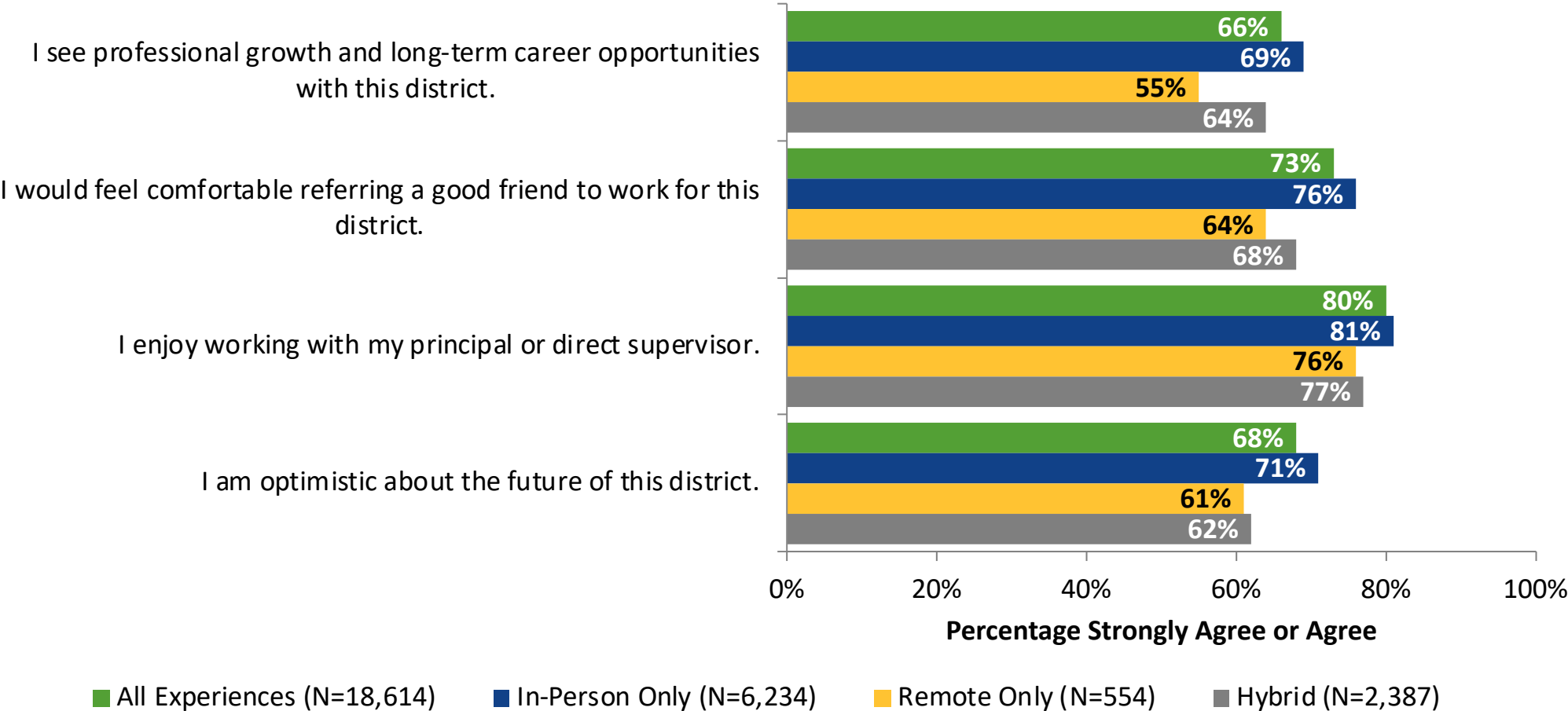
OVERALL ENGAGEMENT: COMPARISON BY WORK EXPERIENCE

How strongly do you agree or disagree with the following statements?
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OVERALL ENGAGEMENT: COMPARISON BY WORK EXPERIENCE CONT.

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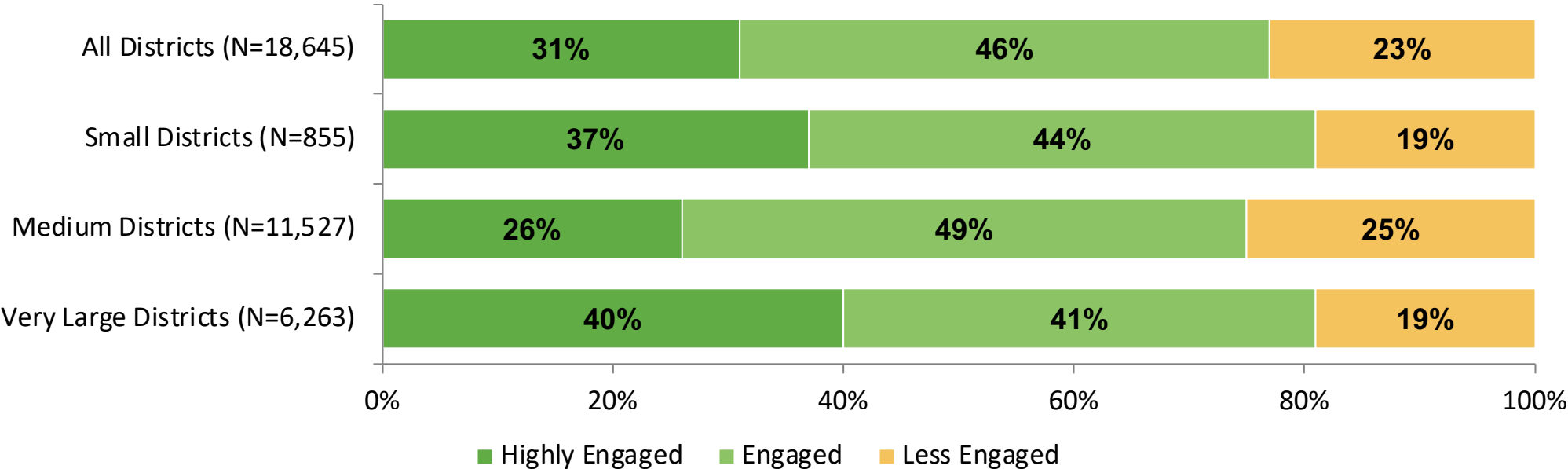


ENGAGEMENT CLASSIFICATION: COMPARISON BY WORK EXPERIENCE

Responses to the nine overall 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 or Agree = 3
- Agree = 4
- Strongly Agree = 5

Each participant’s average score was classified into one of three levels: **Less Engaged** (<3.5), **Engaged** (3.5 to 4.5), and **Highly Engaged** (>4.5).

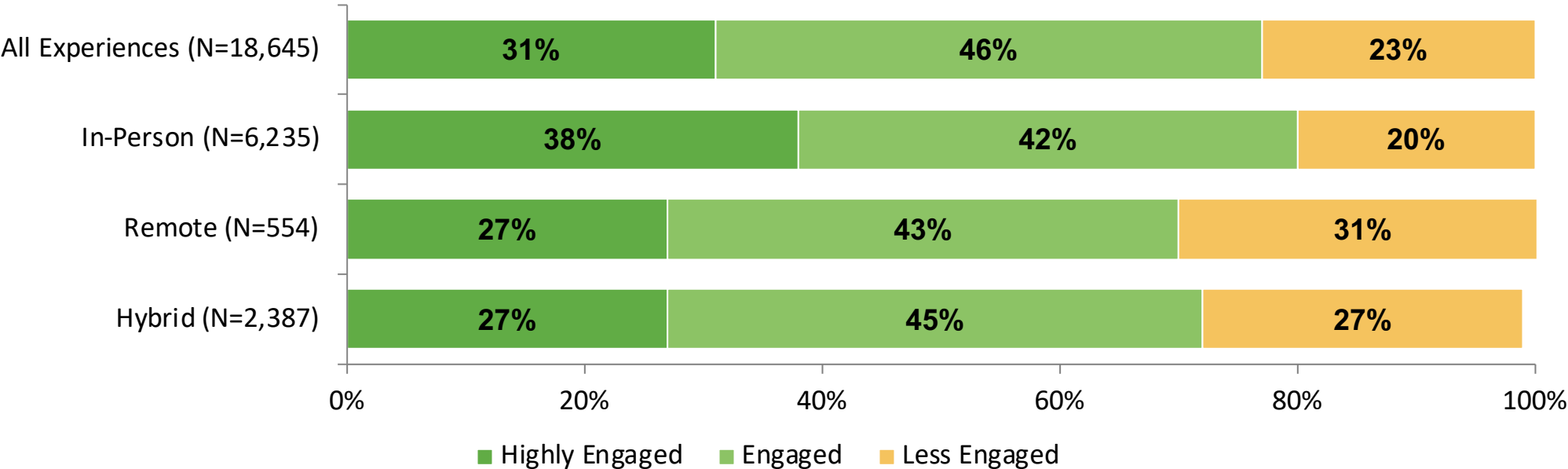


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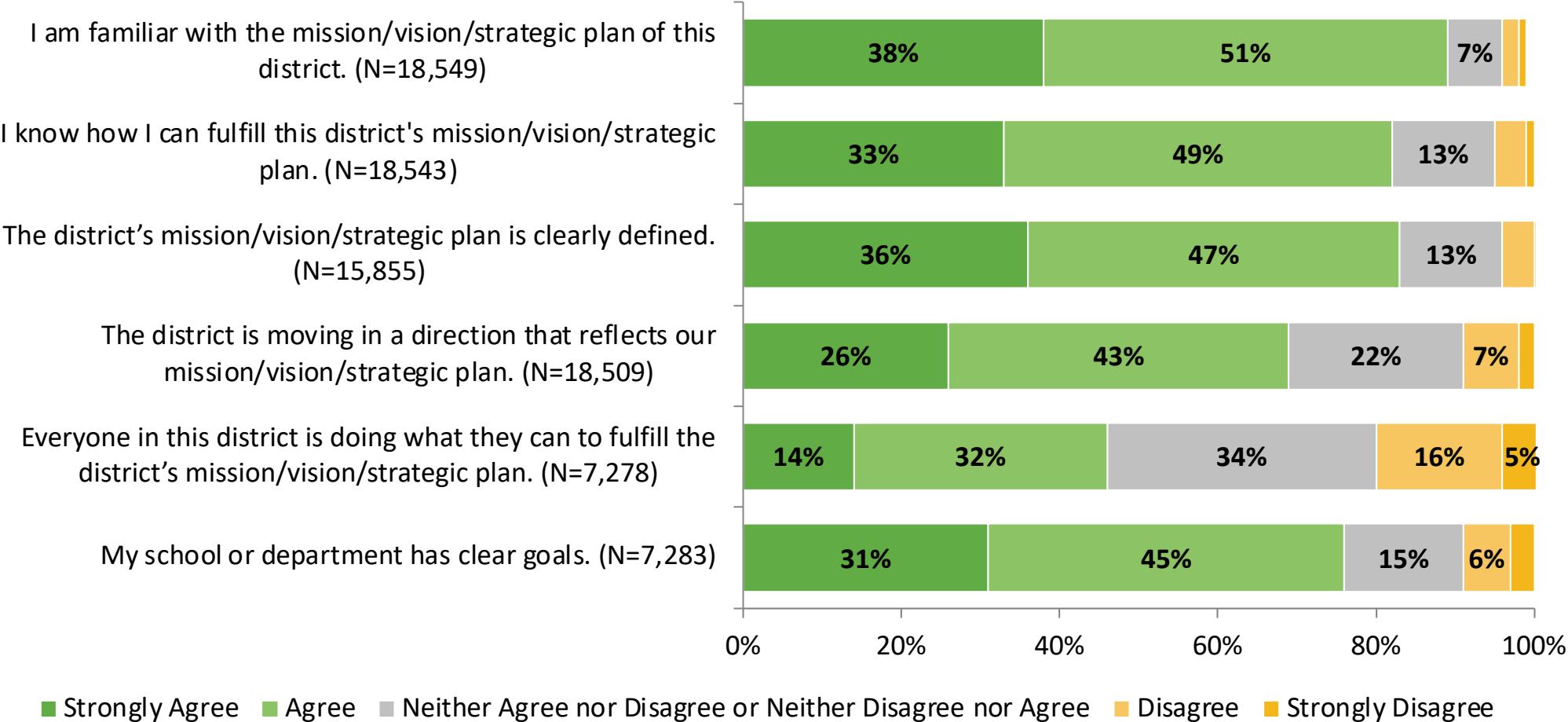
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Engagement Drivers and Dimensions

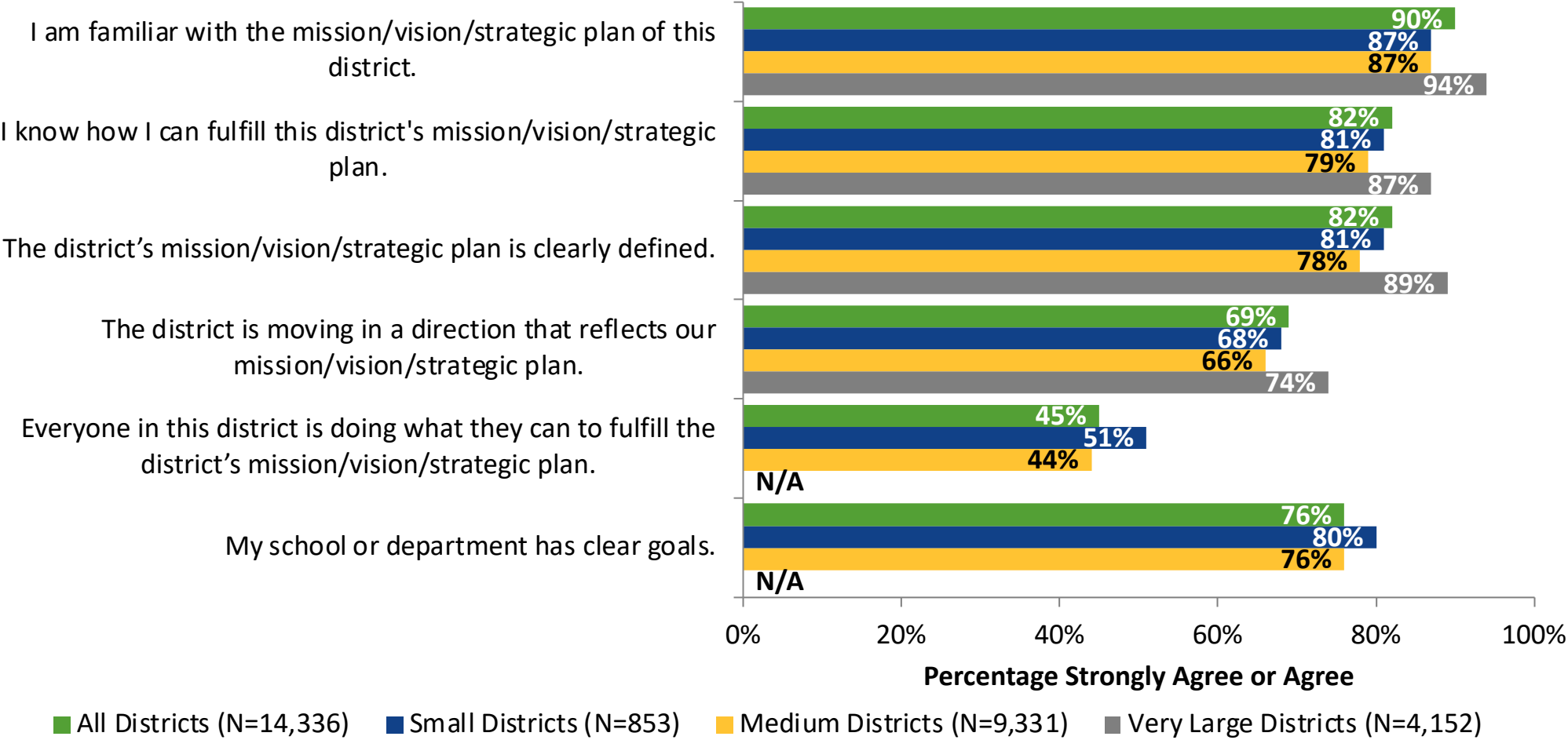
MISSION, VISION, AND/OR STRATEGIC PLAN

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



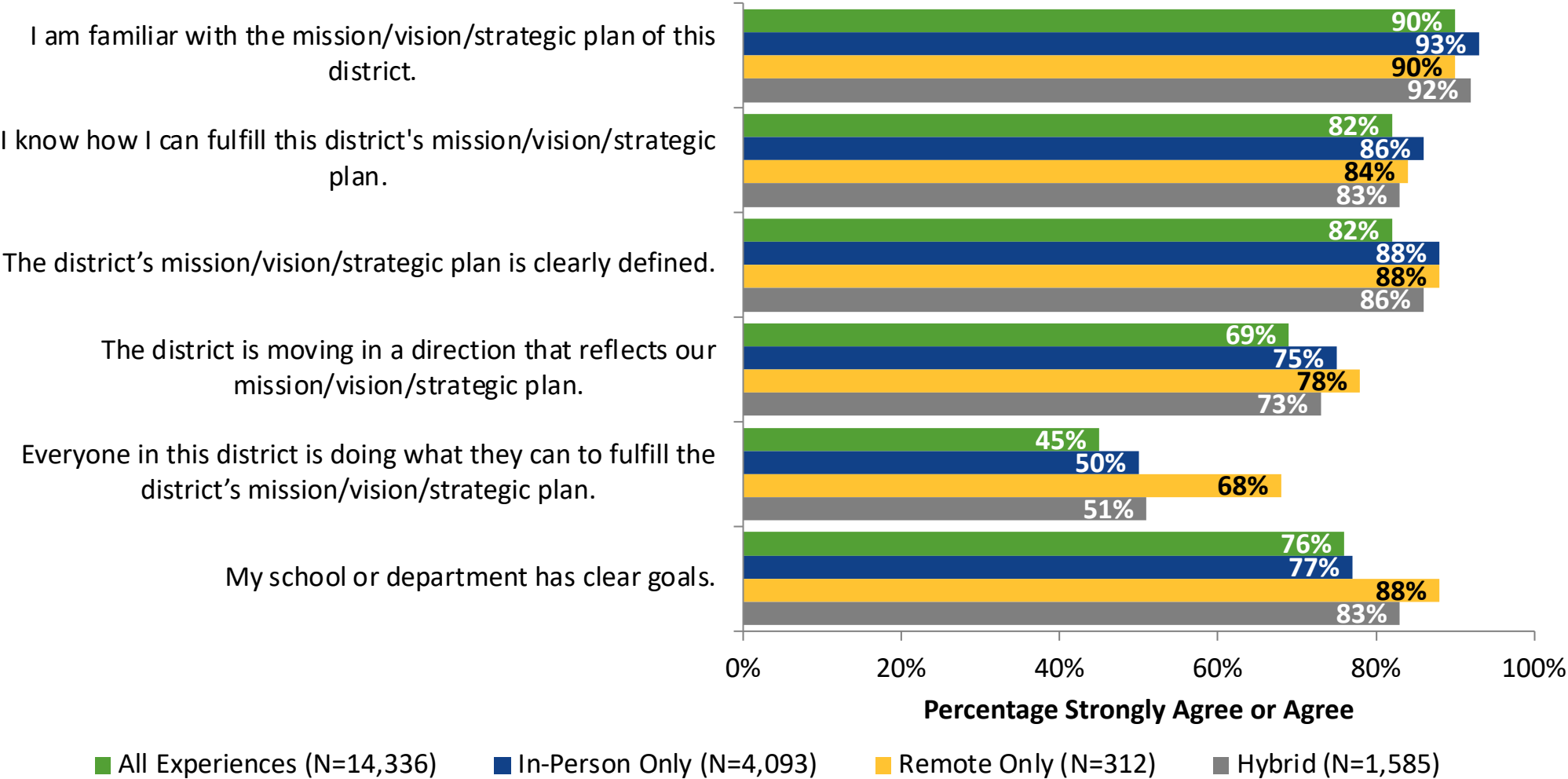
MISSION, VISION, AND/OR STRATEGIC PLAN: COMPARISON BY DISTRICT SIZE

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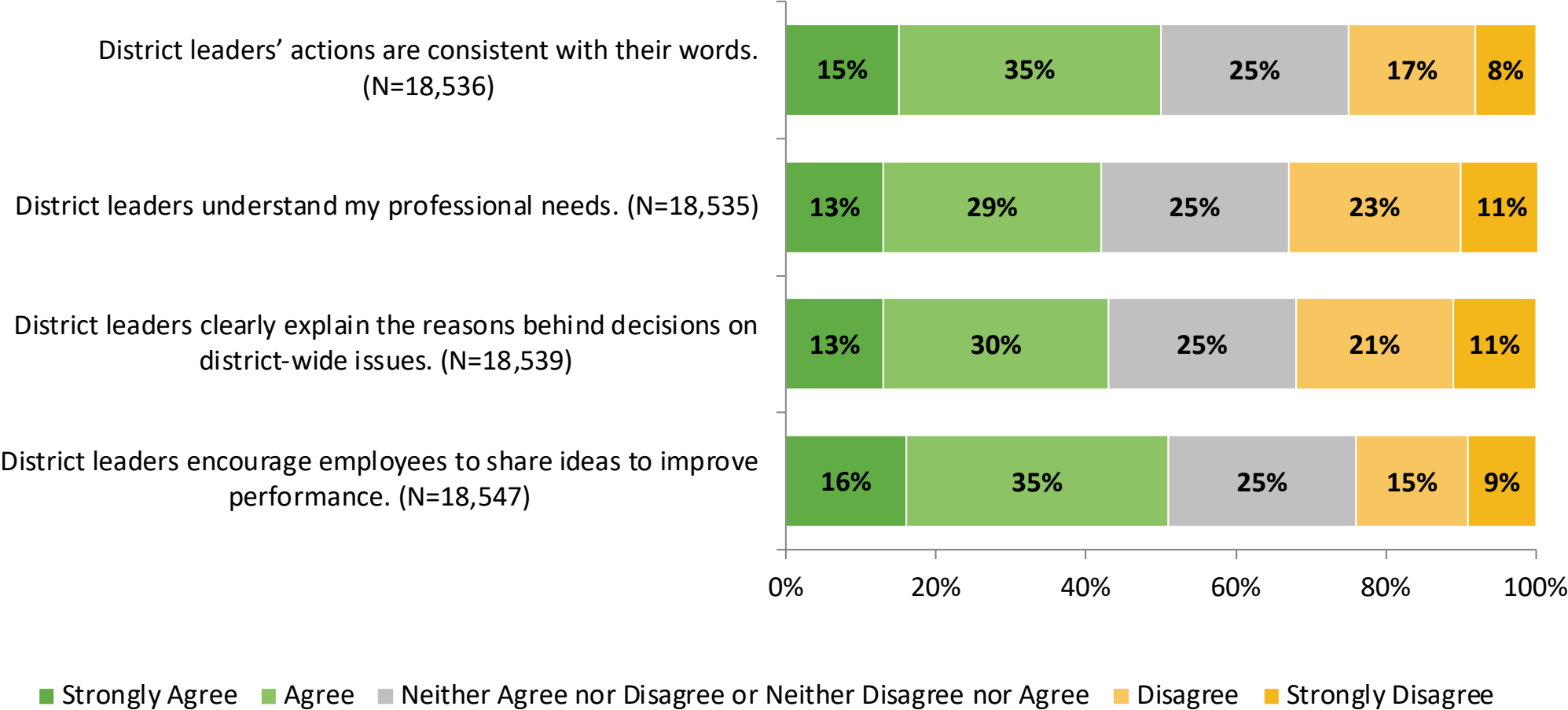
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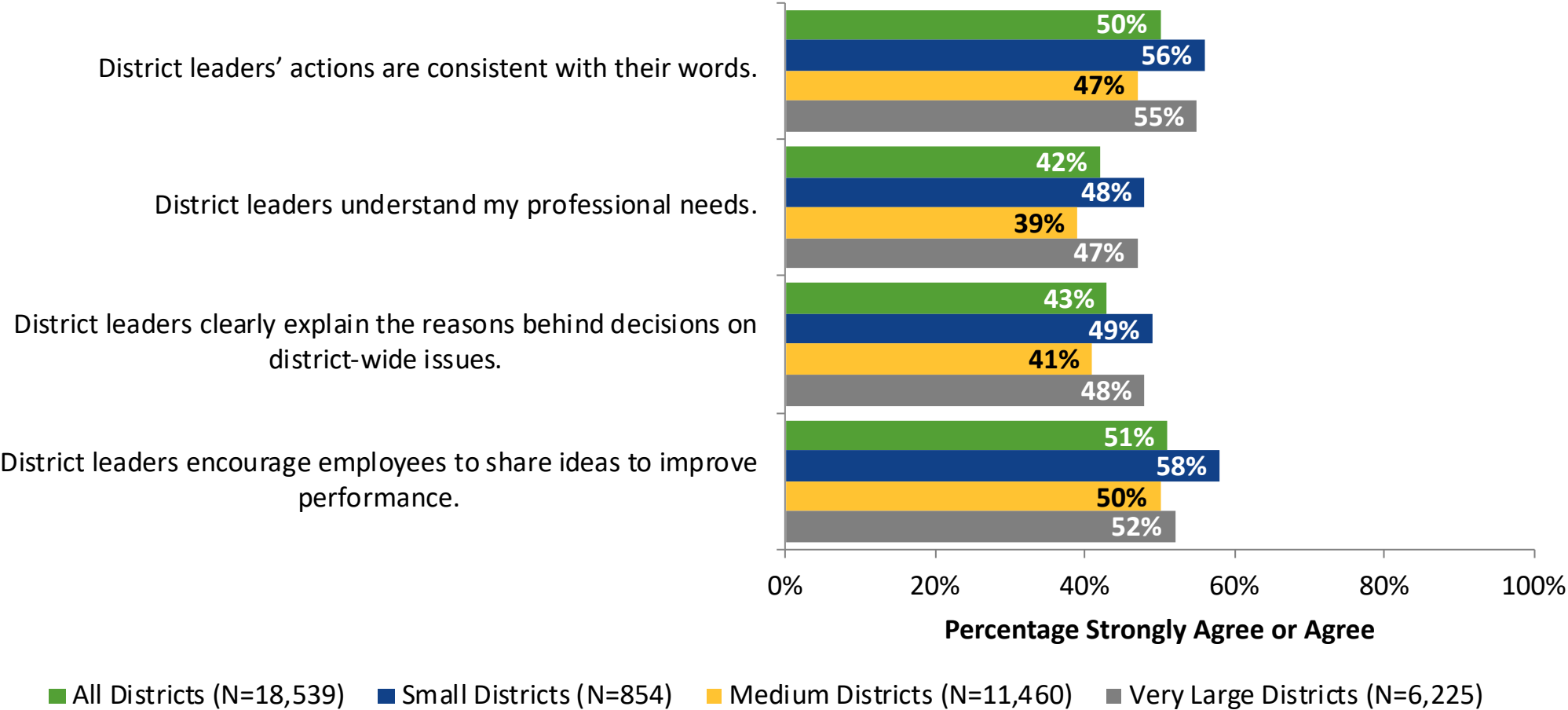
DISTRICT LEADERSHIP

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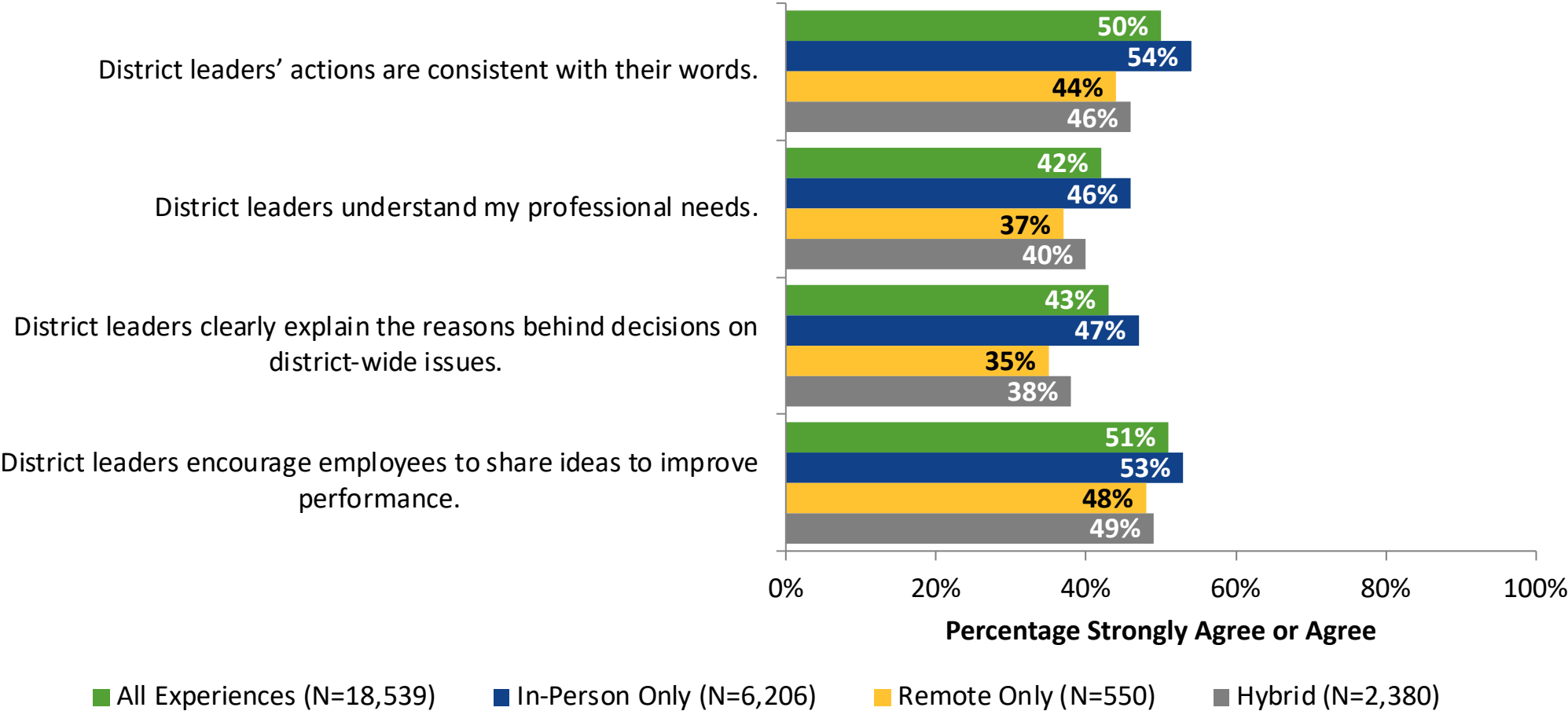
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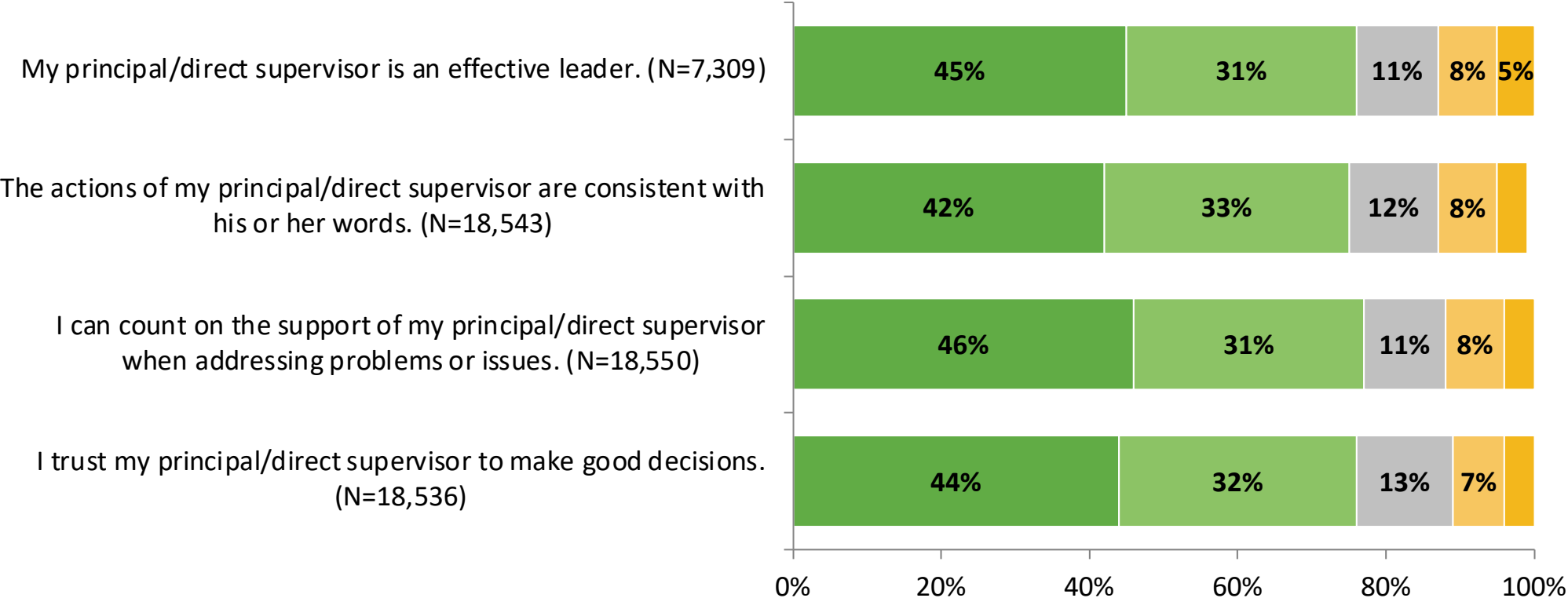
DISTRICT LEADERSHIP: COMPARISON BY EXPERIENCE

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SCHOOL/DEPARTMENT LEADERSHIP

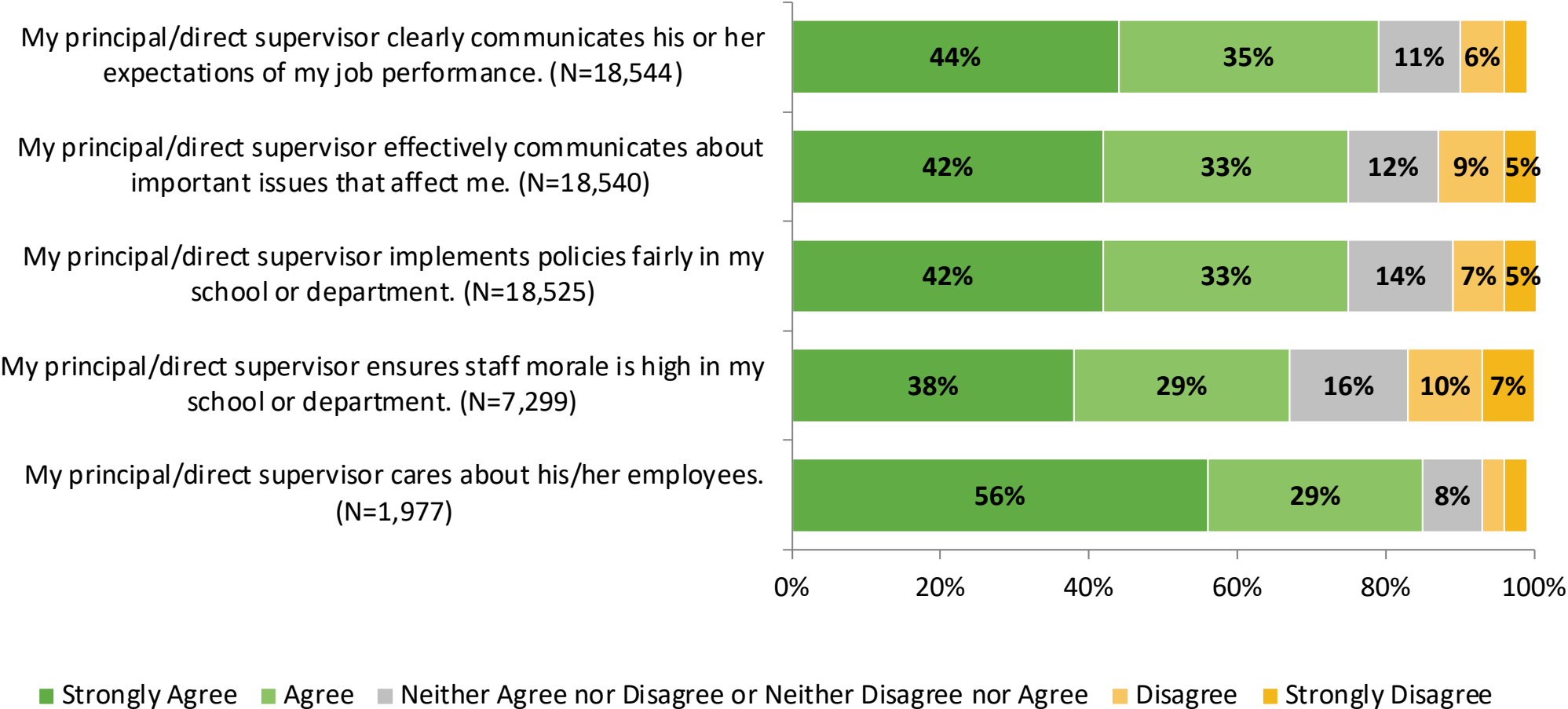
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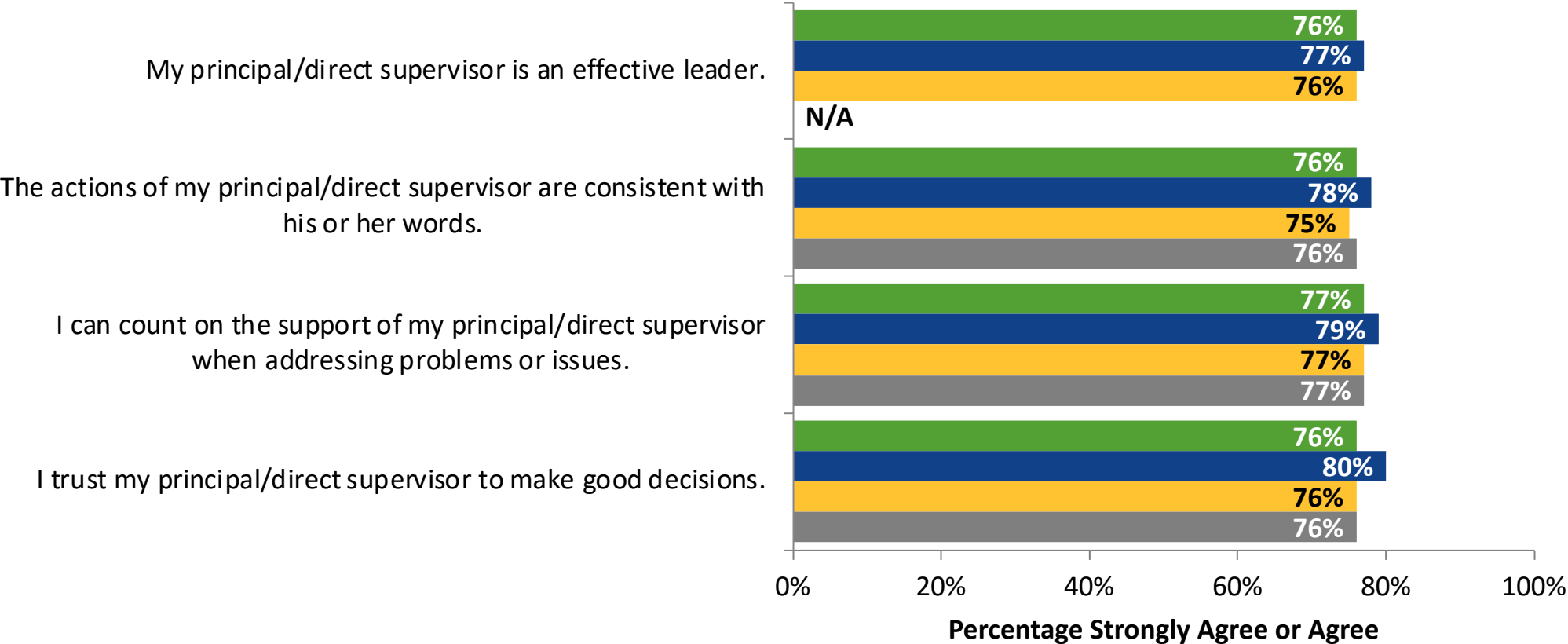
SCHOOL/DEPARTMENT LEADERSHIP CONT.

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SCHOOL/DEPARTMENT LEADERSHIP: COMPARISON BY DISTRICT SIZE

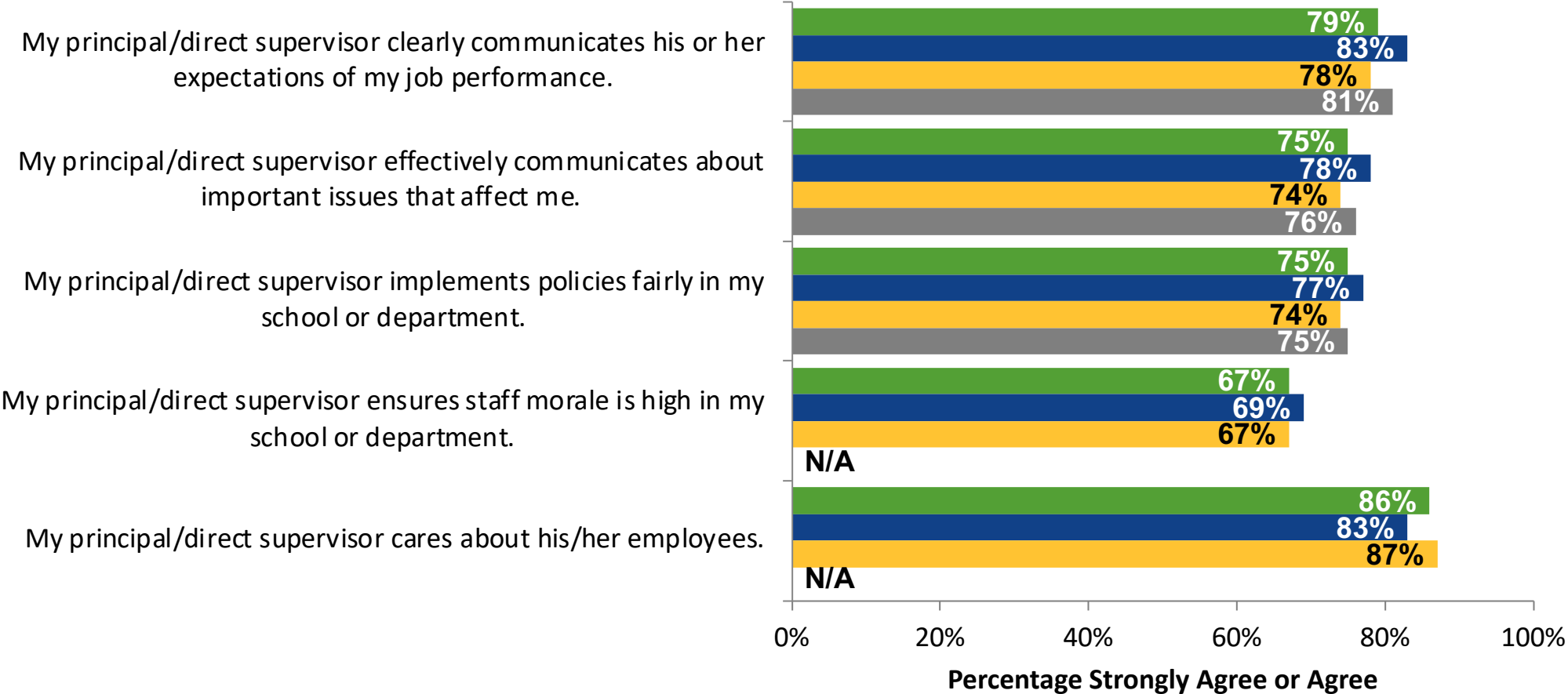
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■ All Districts (N=14,203)
 ■ Small Districts (N=852)
 ■ Medium Districts (N=9,205)
 ■ Very Large Districts (N=4,145)

SCHOOL/DEPARTMENT LEADERSHIP: COMPARISON BY DISTRICT SIZE CONT.

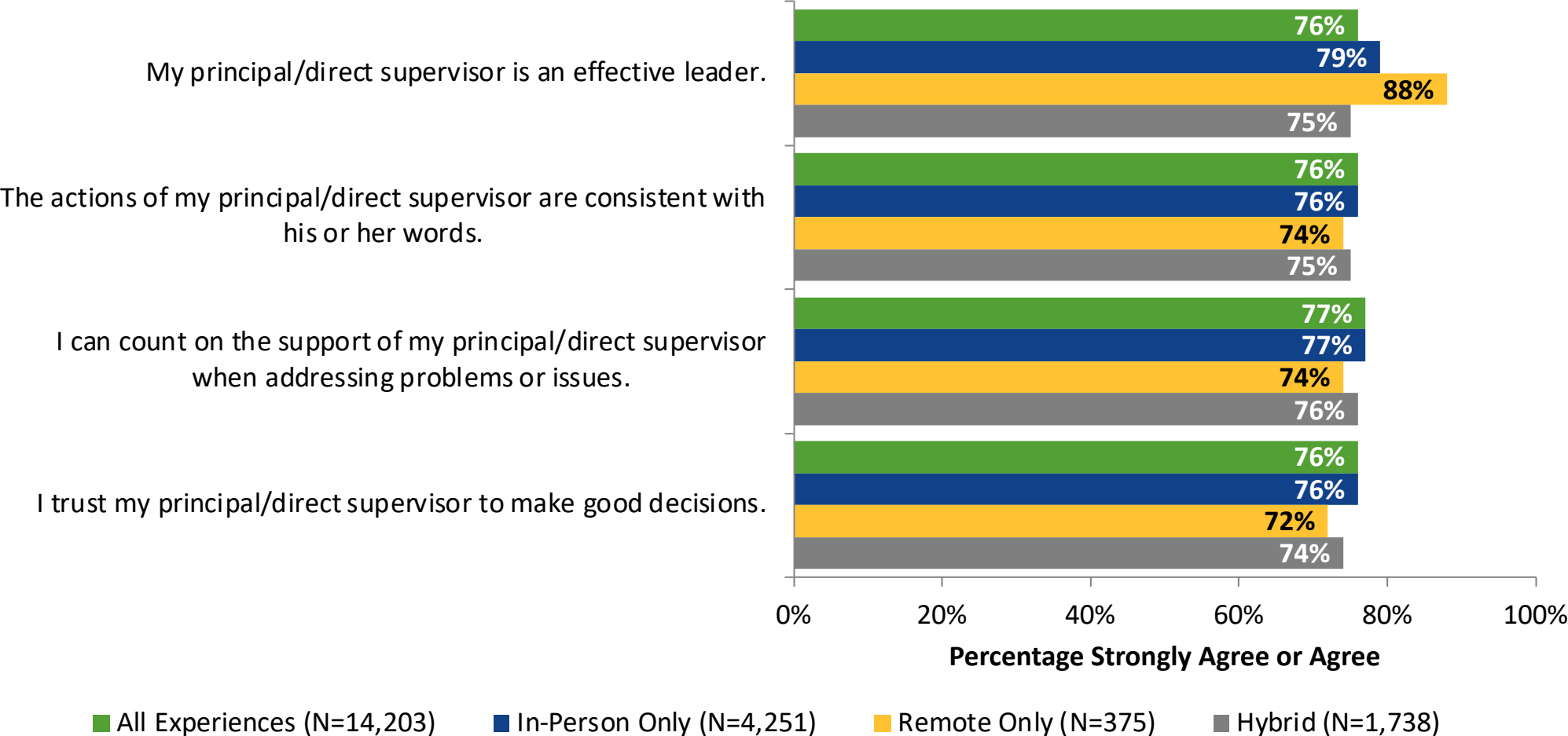
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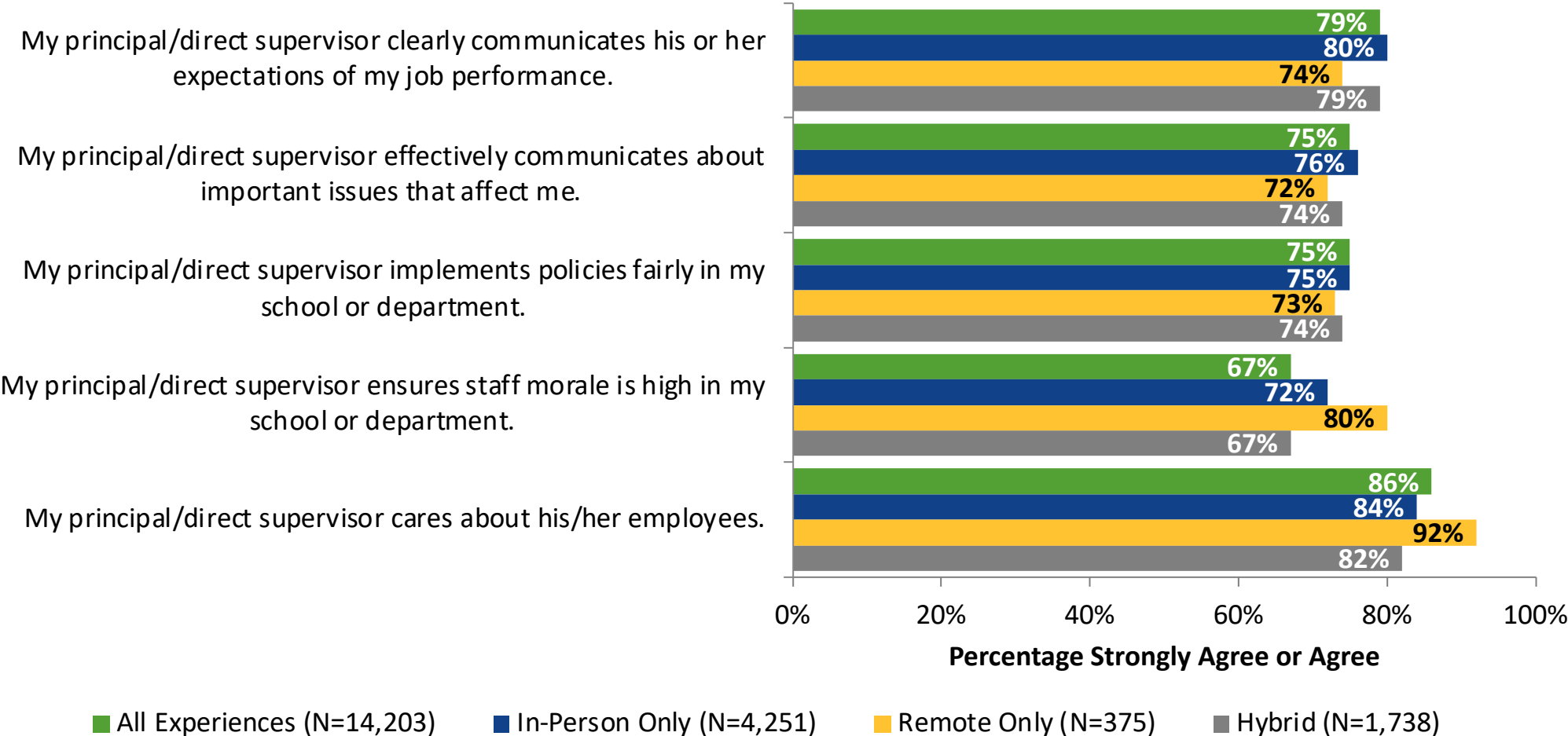
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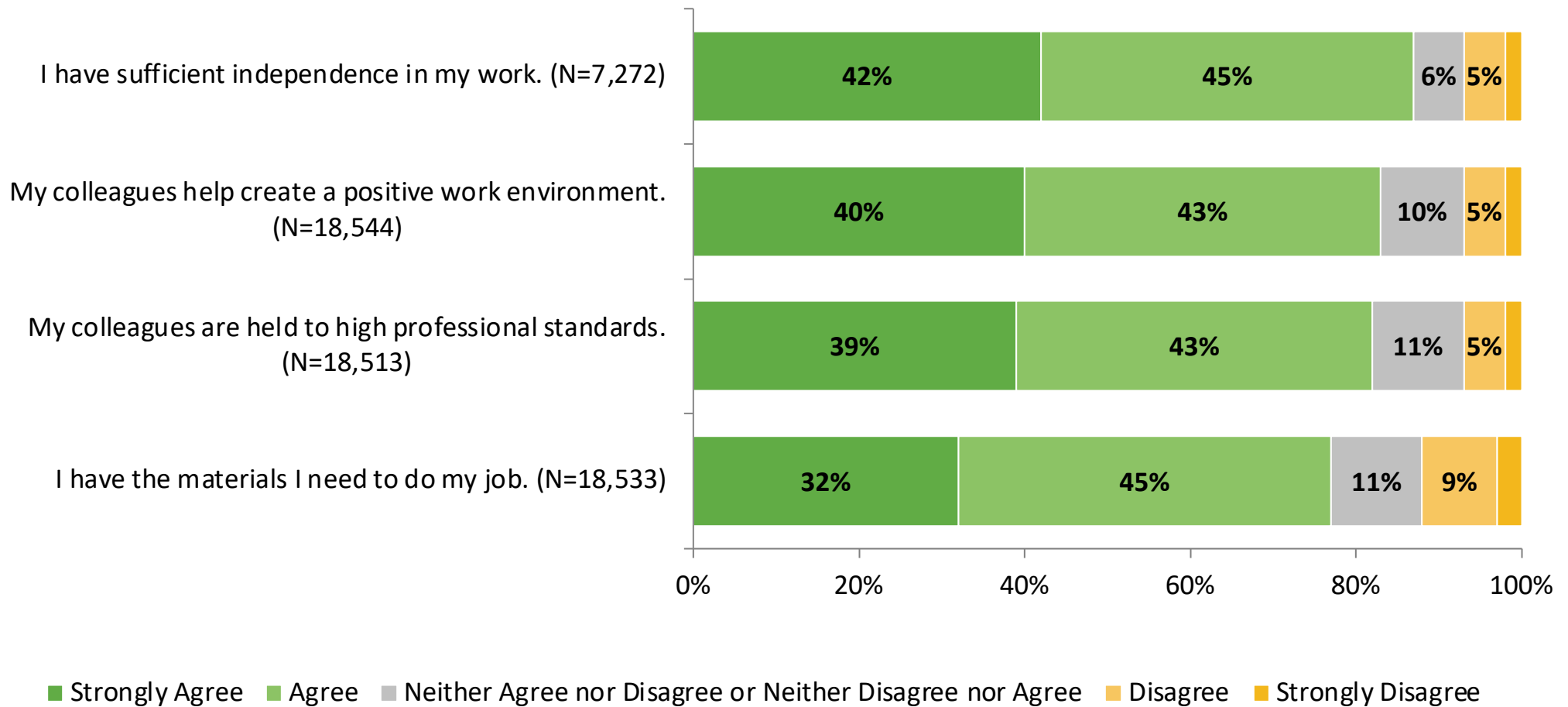
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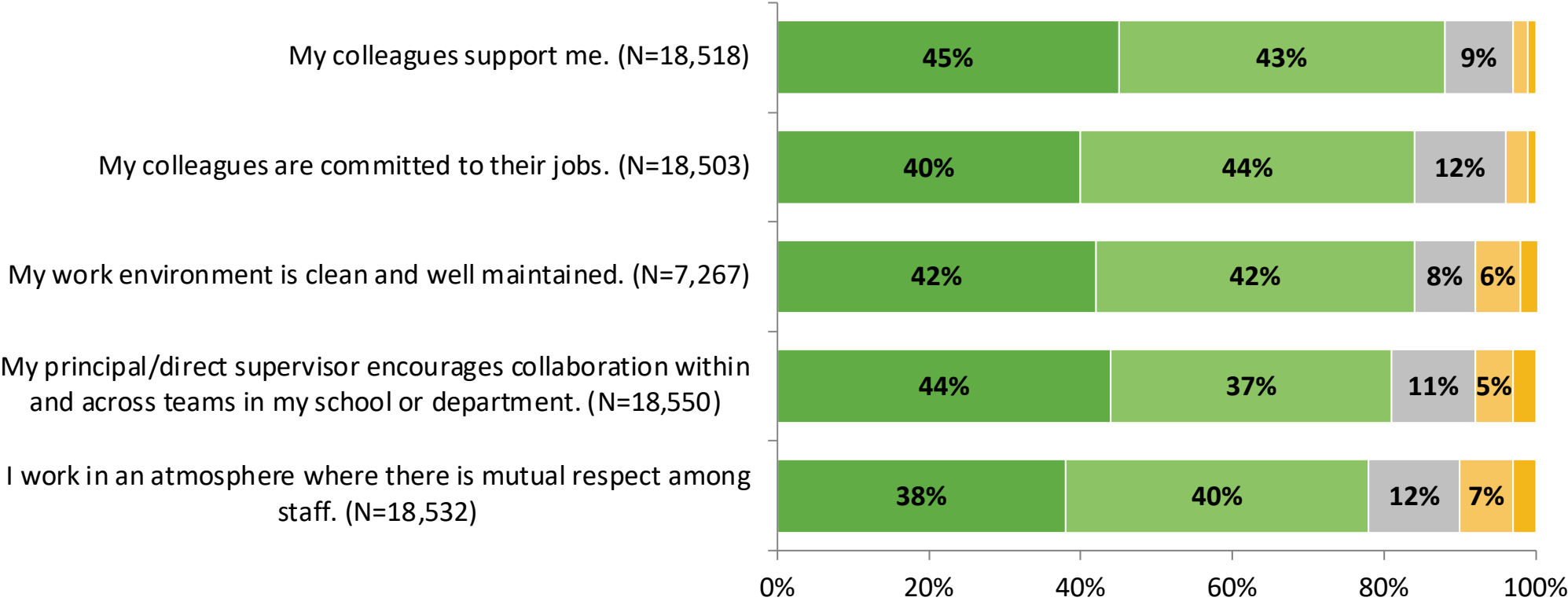
WORKPLACE ENVIRONMENT

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



WORKPLACE ENVIRONMENT CONT.

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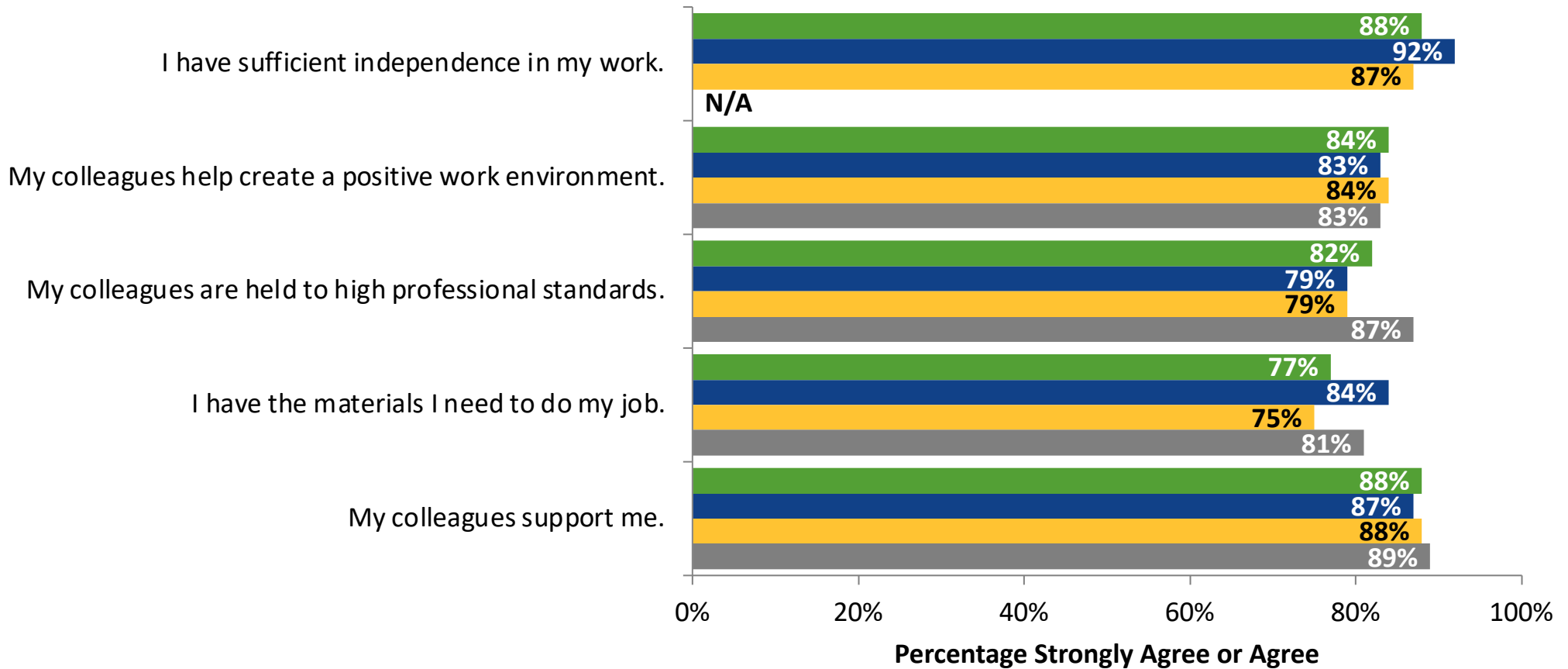
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WORKPLACE ENVIRONMENT: COMPARISON BY DISTRICT SIZE

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Note: N/A indicates that question was not asked to districts in that size classification.

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

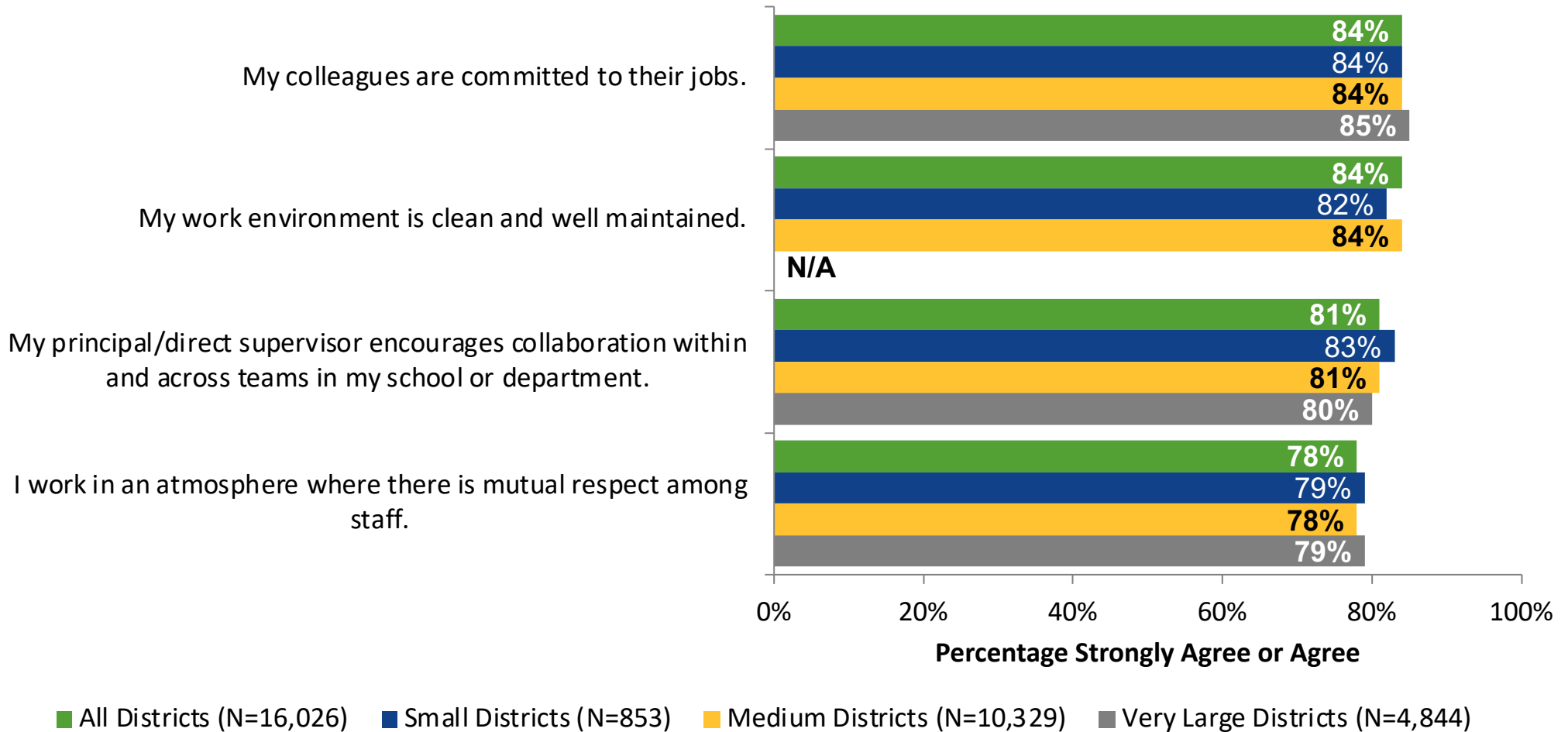


■ All Districts (N=16,026)
 ■ Small Districts (N=853)
 ■ Medium Districts (N=10,329)
 ■ Very Large Districts (N=4,844)

WORKPLACE ENVIRONMENT: COMPARISON BY DISTRICT SIZE CONT.

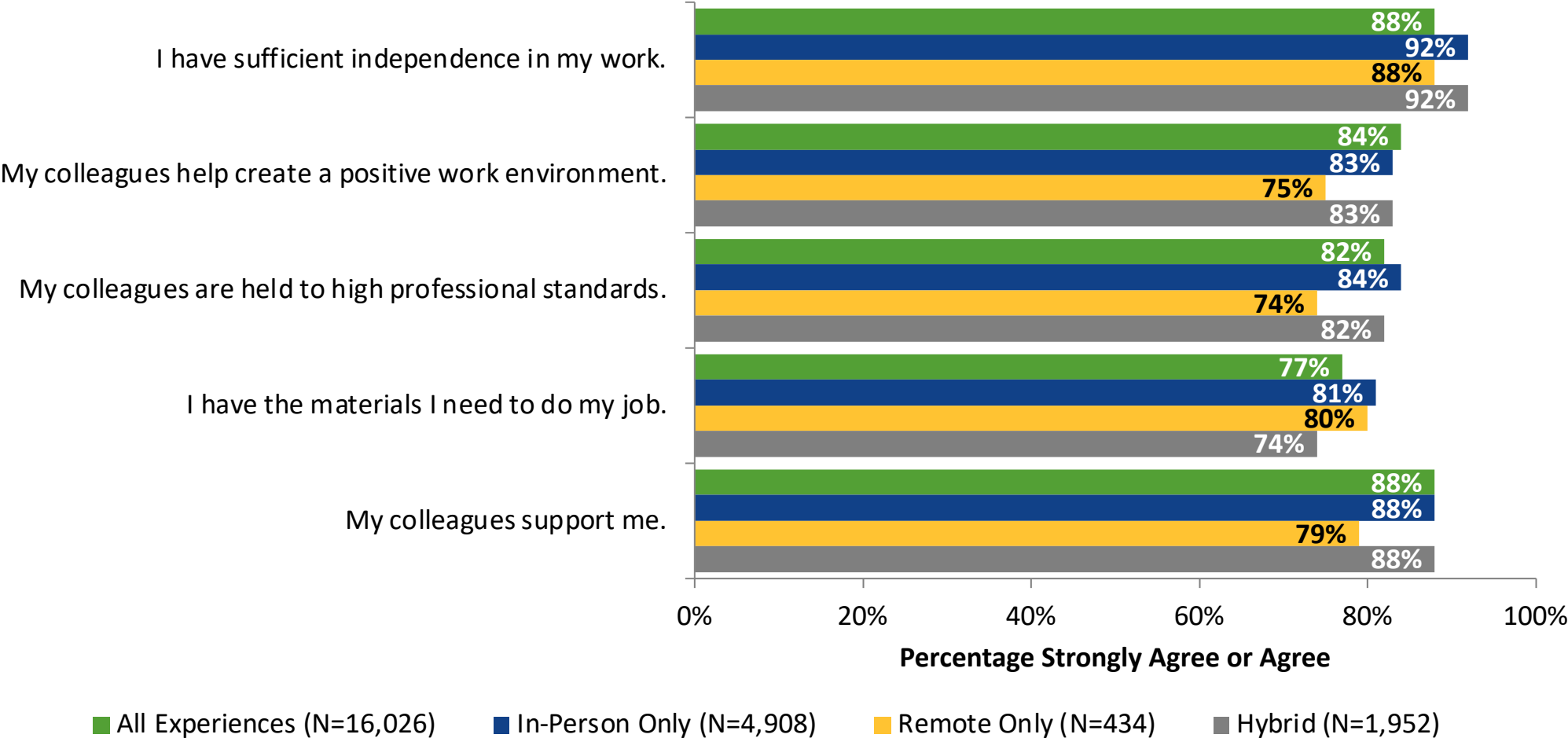
How strongly do you agree or disagree with the following statements?

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



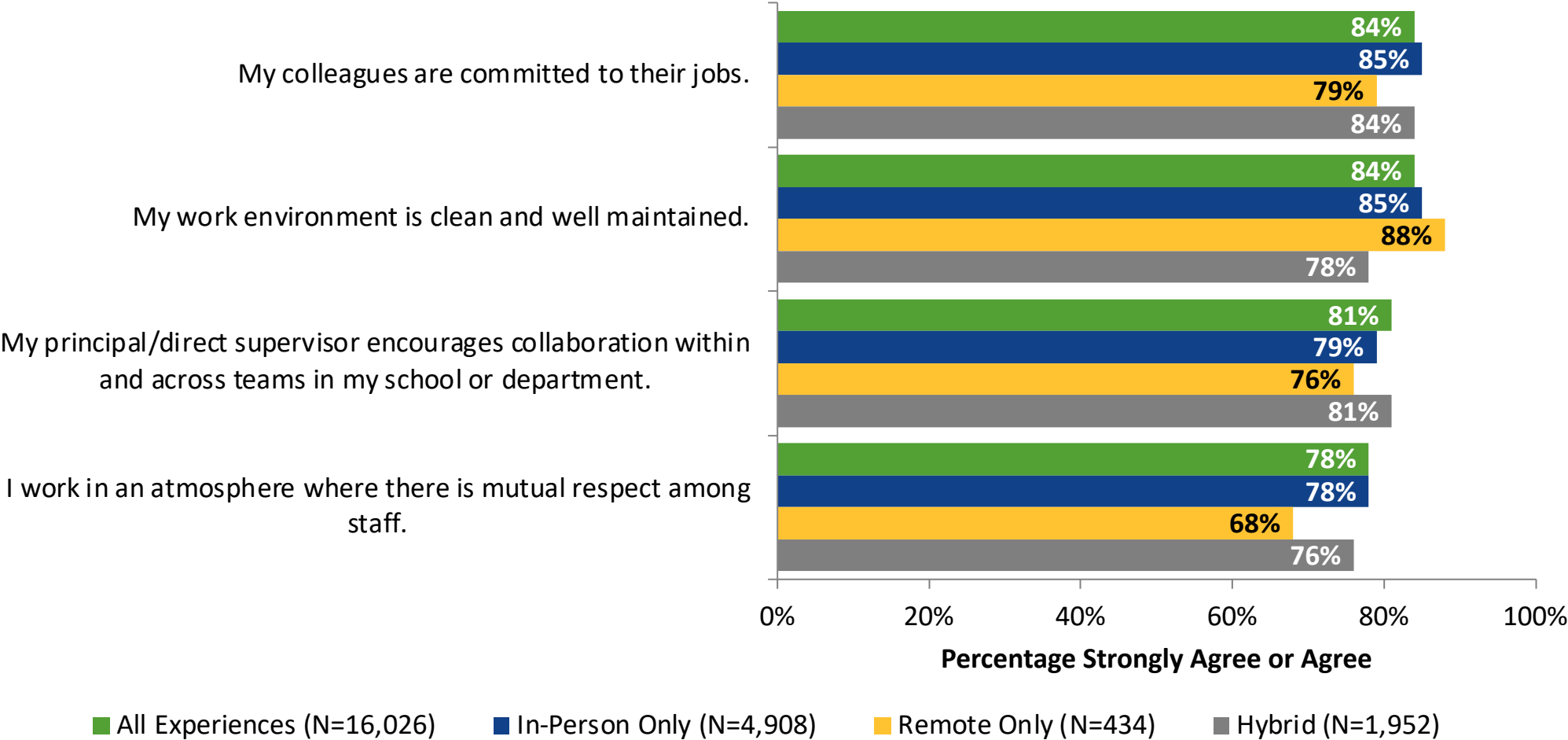
WORKPLACE ENVIRONMENT: COMPARISON BY EXPERIENCE

How strongly do you agree or disagree with the following statements?
 Answer options: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree



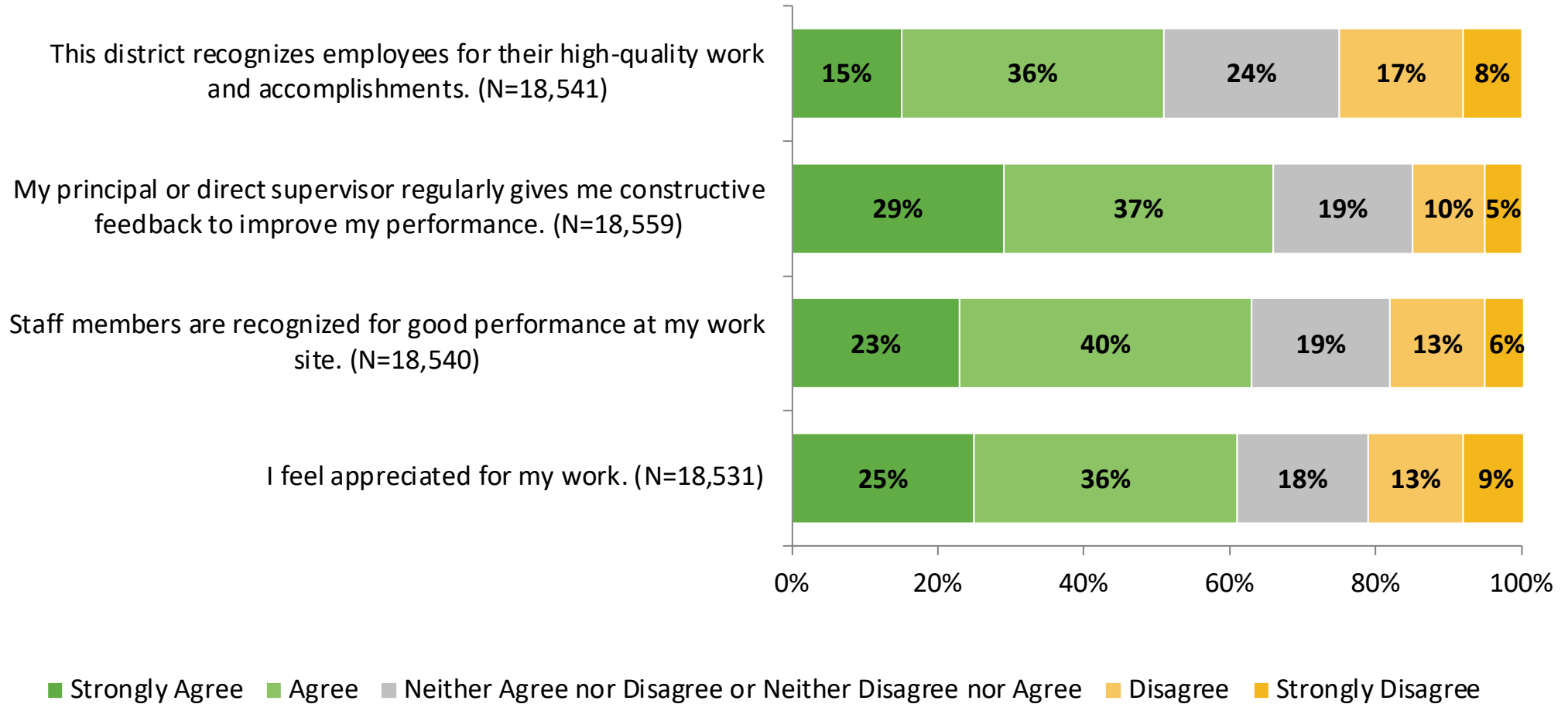
WORKPLACE ENVIRONMENT: COMPARISON BY EXPERIENCE CONT.

How strongly do you agree or disagree with the following statements?
 Answer options: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree



FEEDBACK AND RECOGNITION

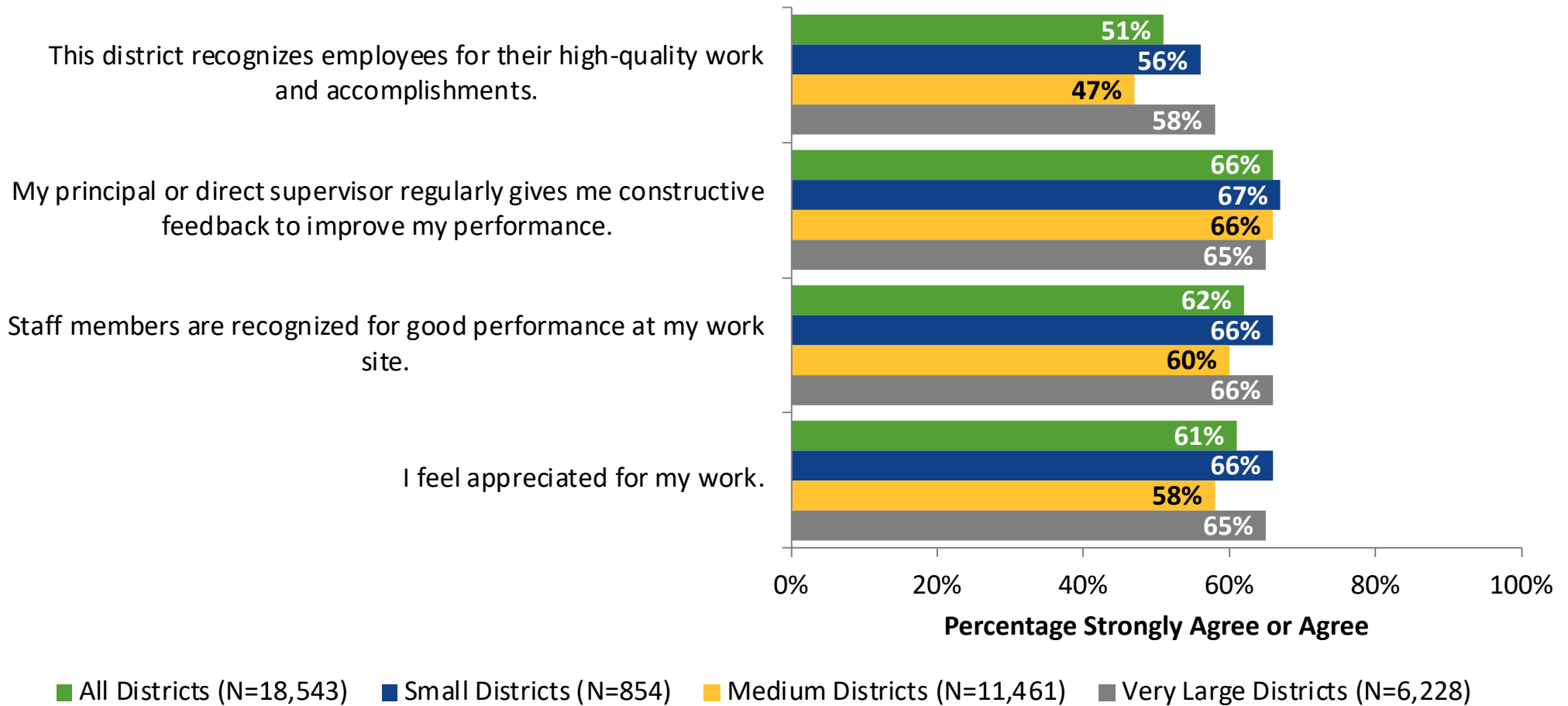
How strongly do you agree or disagree with the following statements?



FEEDBACK AND RECOGNITION: COMPARISON BY DISTRICT SIZE

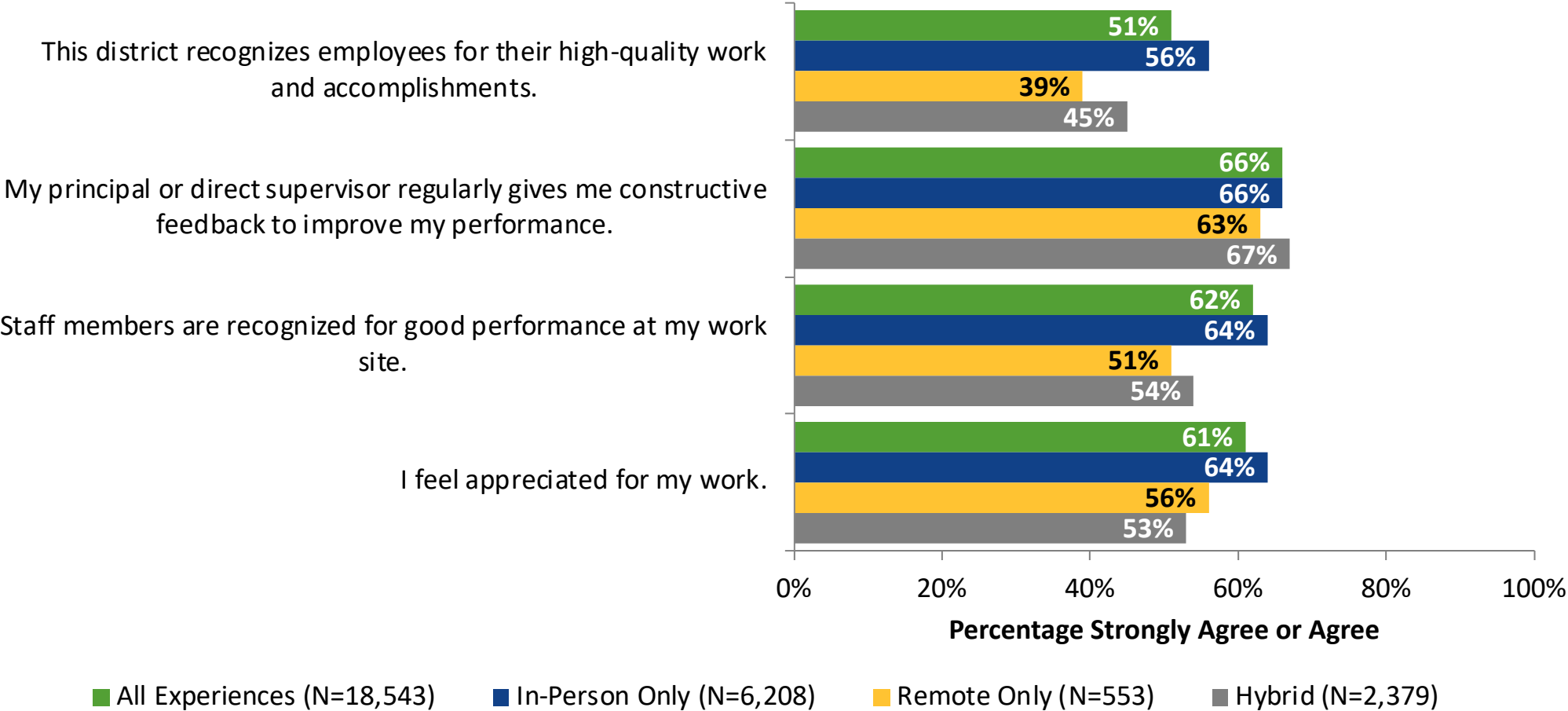
How strongly do you agree or disagree with the following statements?

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



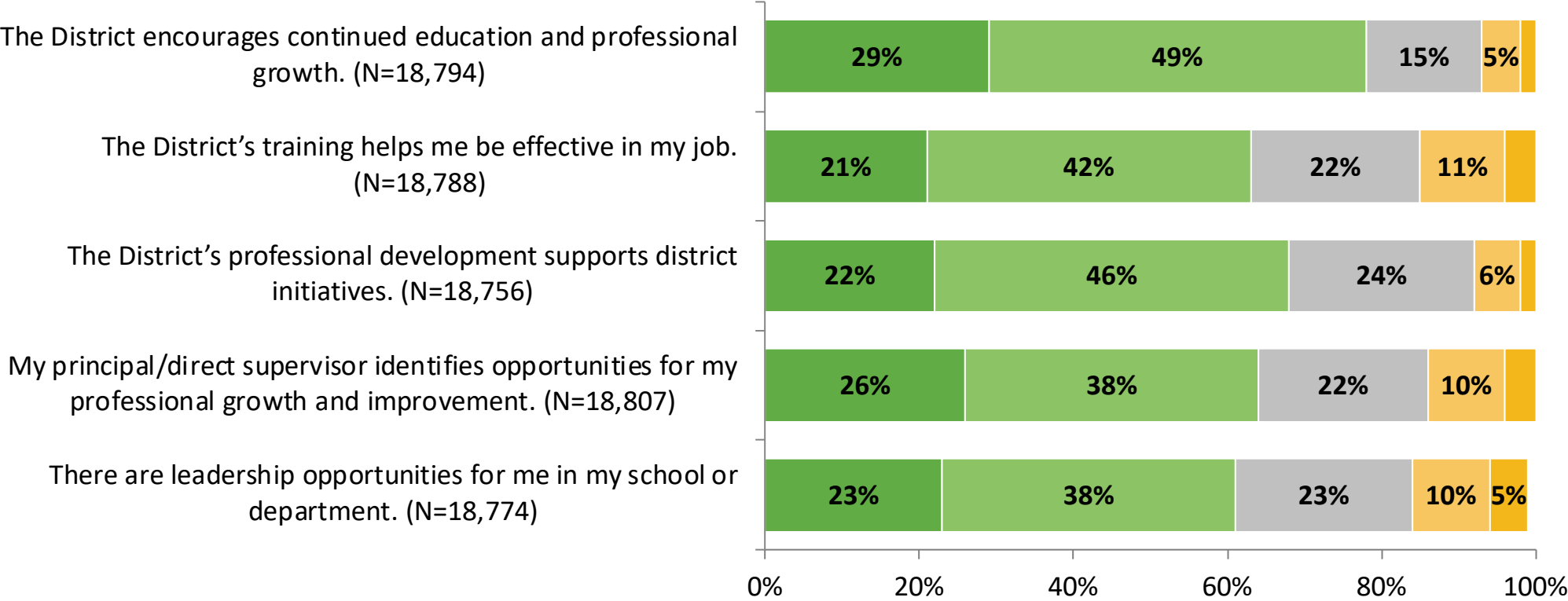
FEEDBACK AND RECOGNITION: COMPARISON BY EXPERIENCE

How strongly do you agree or disagree with the following statements?
 Answer options: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree



CAREER GROWTH AND TRAINING OPPORTUNITIES

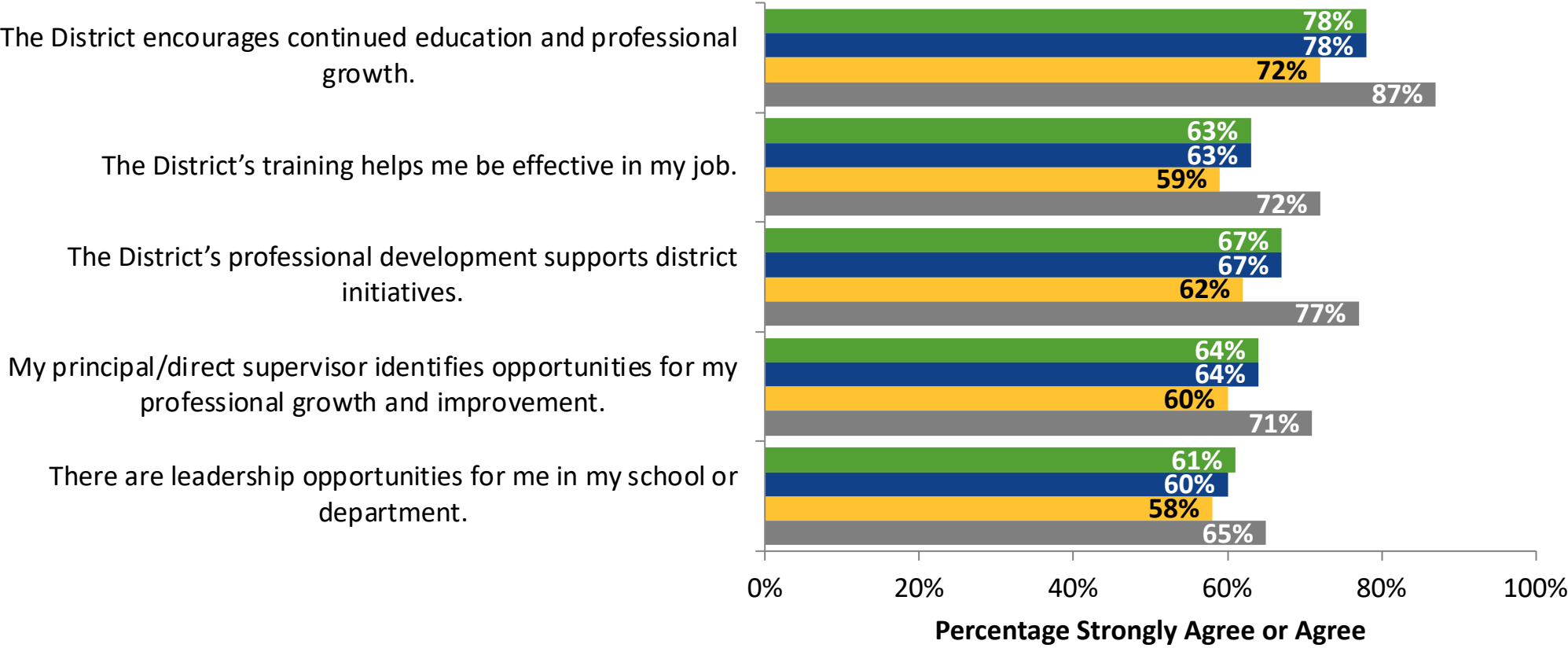
How strongly do you agree or disagree with the following statements?



■ Strongly Agree
 ■ Agree
 ■ Neither Agree nor Disagree or Neither Disagree nor Agree
 ■ Disagree
 ■ Strongly Disagree

CAREER GROWTH AND TRAINING OPPORTUNITIES: COMPARISON BY DISTRICT SIZE

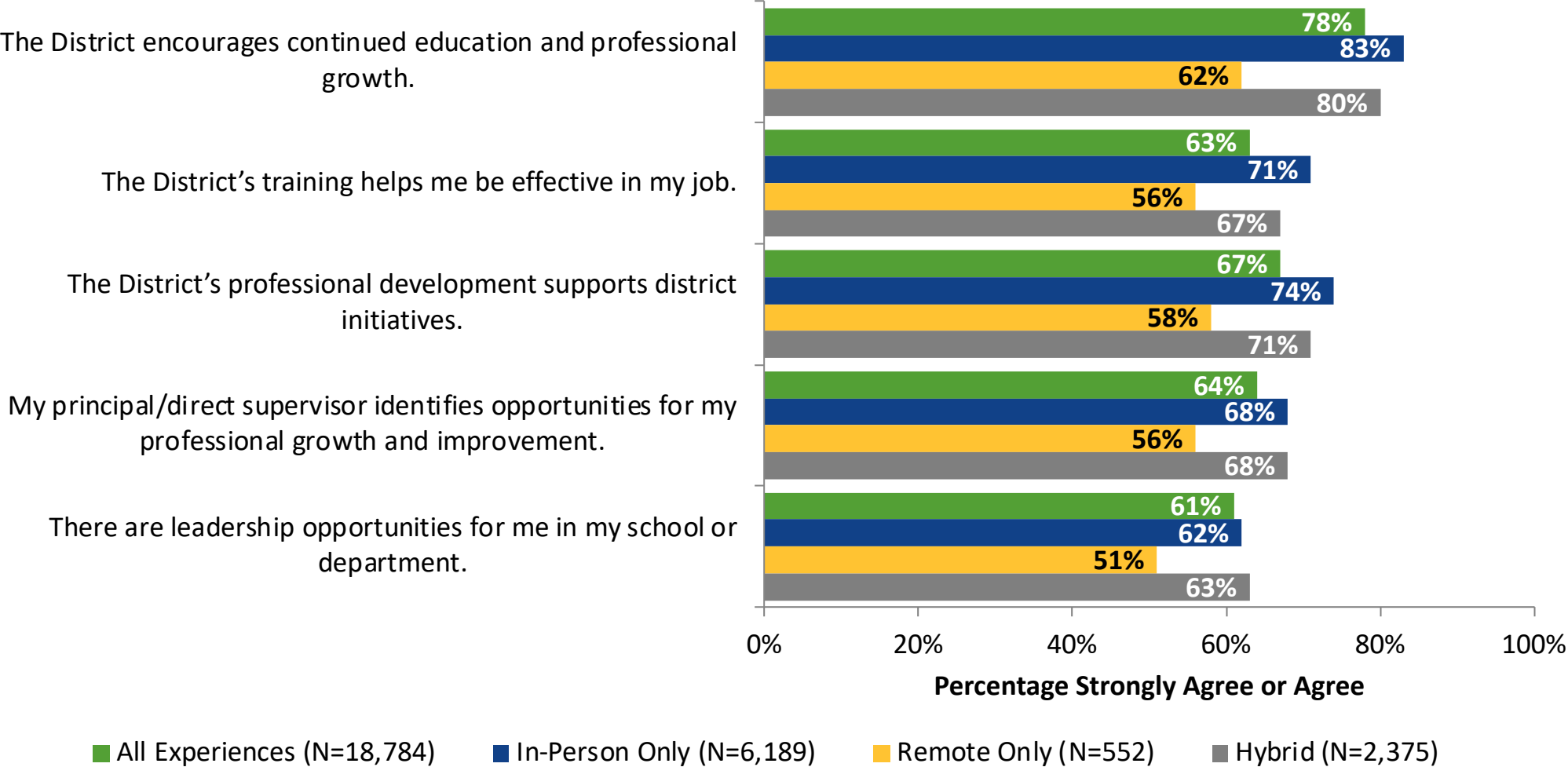
How strongly do you agree or disagree with the following statements?
 Answer options: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree



■ All Districts (N=18,784)
 ■ Small Districts (N=851)
 ■ Medium Districts (N=11,723)
 ■ Very Large Districts (N=6,210)

CAREER GROWTH AND TRAINING OPPORTUNITIES: COMPARISON BY EXPERIENCE

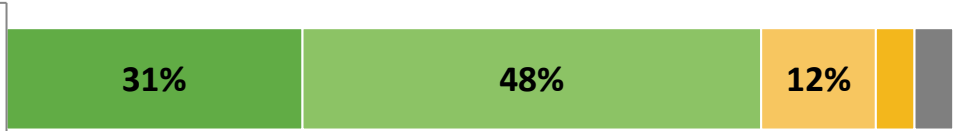
How strongly do you agree or disagree with the following statements?
 Answer options: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree



STAFF SUPPORT

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

I have been provided online or other remote professional development opportunities and/or training to meet the current requirements and expectations of my job. (N=4,833)



There is someone I can go to in my department/school to help me with a work problem. (N=4,277)



There is someone I can go to in my school/district to help me with a personal problem. (N=4,262)



My principal or direct supervisor is available when needed. (N=4,830)



My principal or direct supervisor checks to see how I am doing on a regular basis. (N=4,833)



0% 20% 40% 60% 80% 100%

Strongly Agree Agree Disagree Strongly Disagree Don't Know

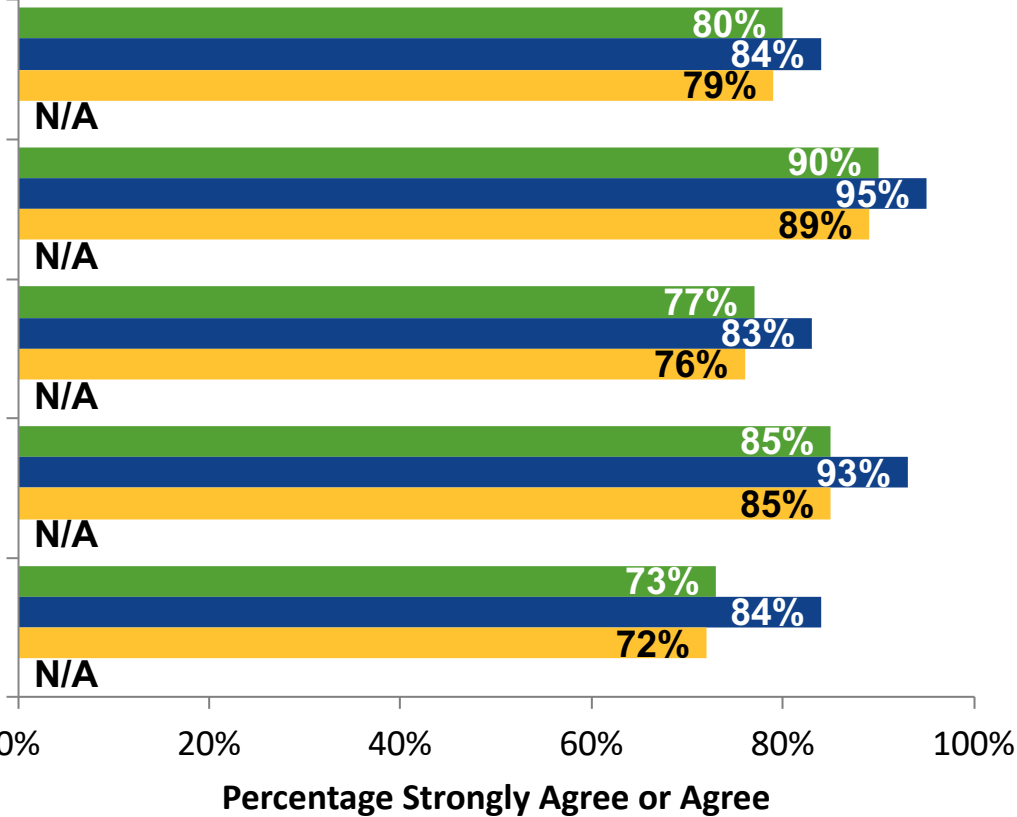
STAFF SUPPORT: COMPARISON BY DISTRICT SIZE

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

Note: N/A indicates that question was not asked to districts in that size classification.

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

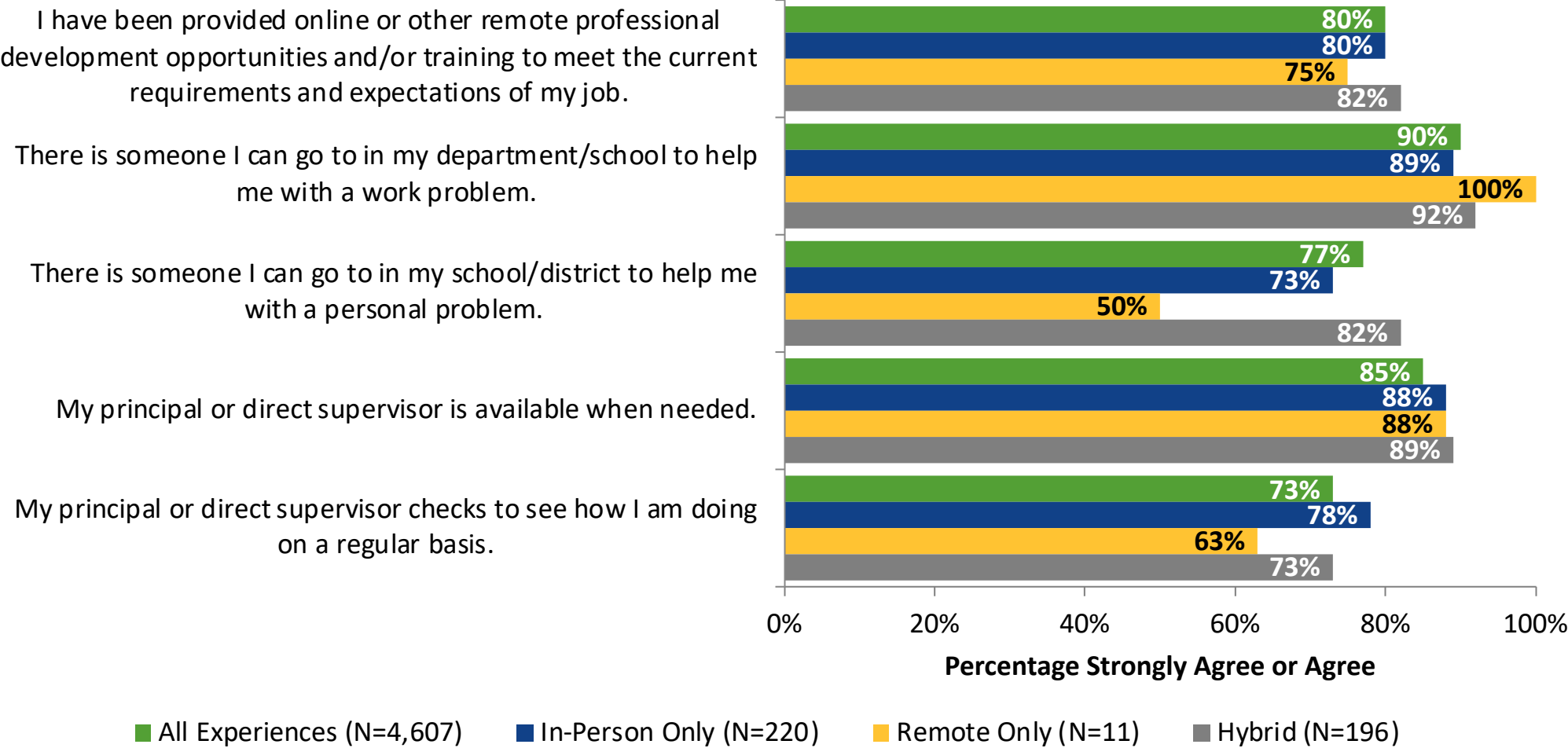
- I have been provided online or other remote professional development opportunities and/or training to meet the current requirements and expectations of my job.
- There is someone I can go to in my department/school to help me with a work problem.
- There is someone I can go to in my school/district to help me with a personal problem.
- My principal or direct supervisor is available when needed.
- My principal or direct supervisor checks to see how I am doing on a regular basis.



■ All Districts (N=4,607)
 ■ Small Districts (N=462)
 ■ Medium Districts (N=4,145)
 ■ Very Large Districts (N=0)

STAFF SUPPORT: COMPARISON BY WORK EXPERIENCE

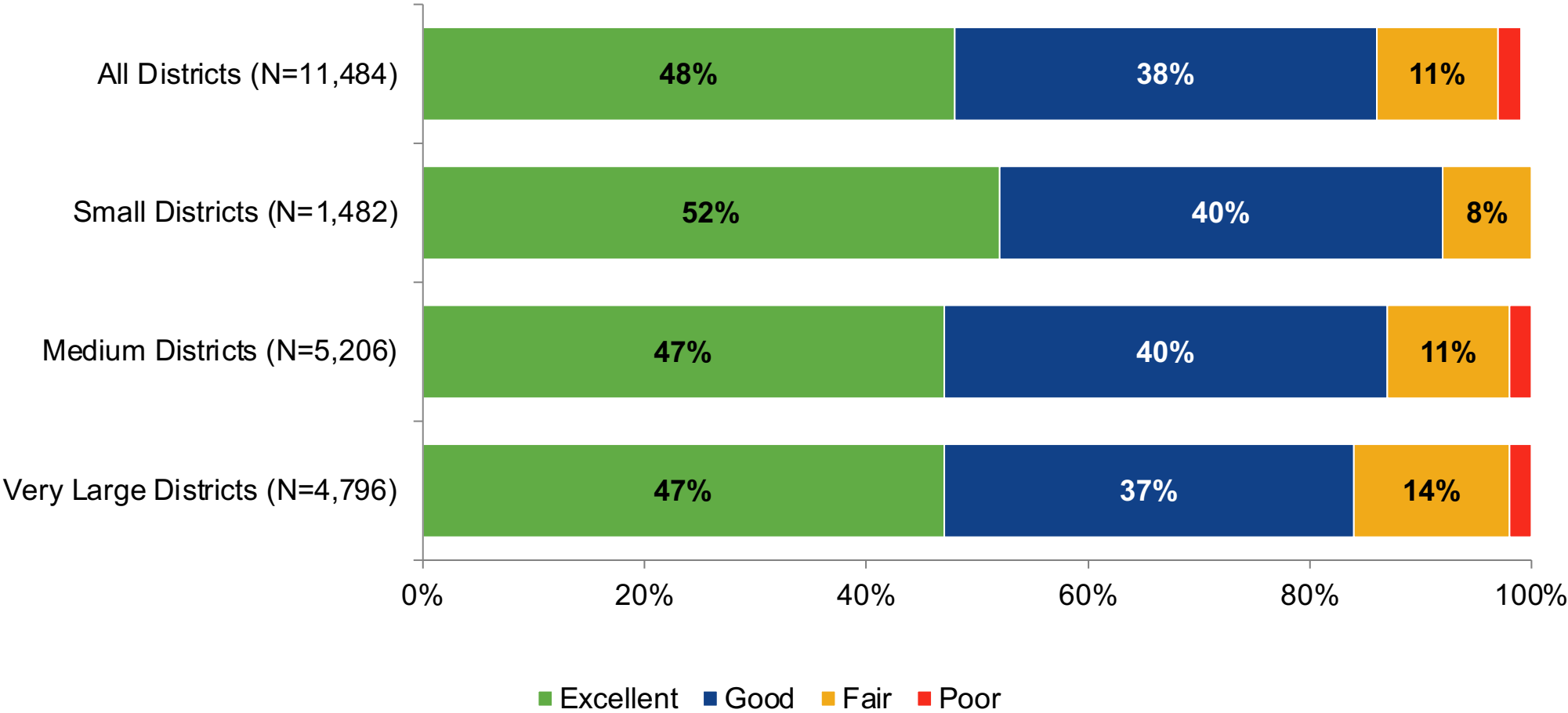
How strongly do you agree or disagree with the following statements?
 Answer options: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree



School Quality

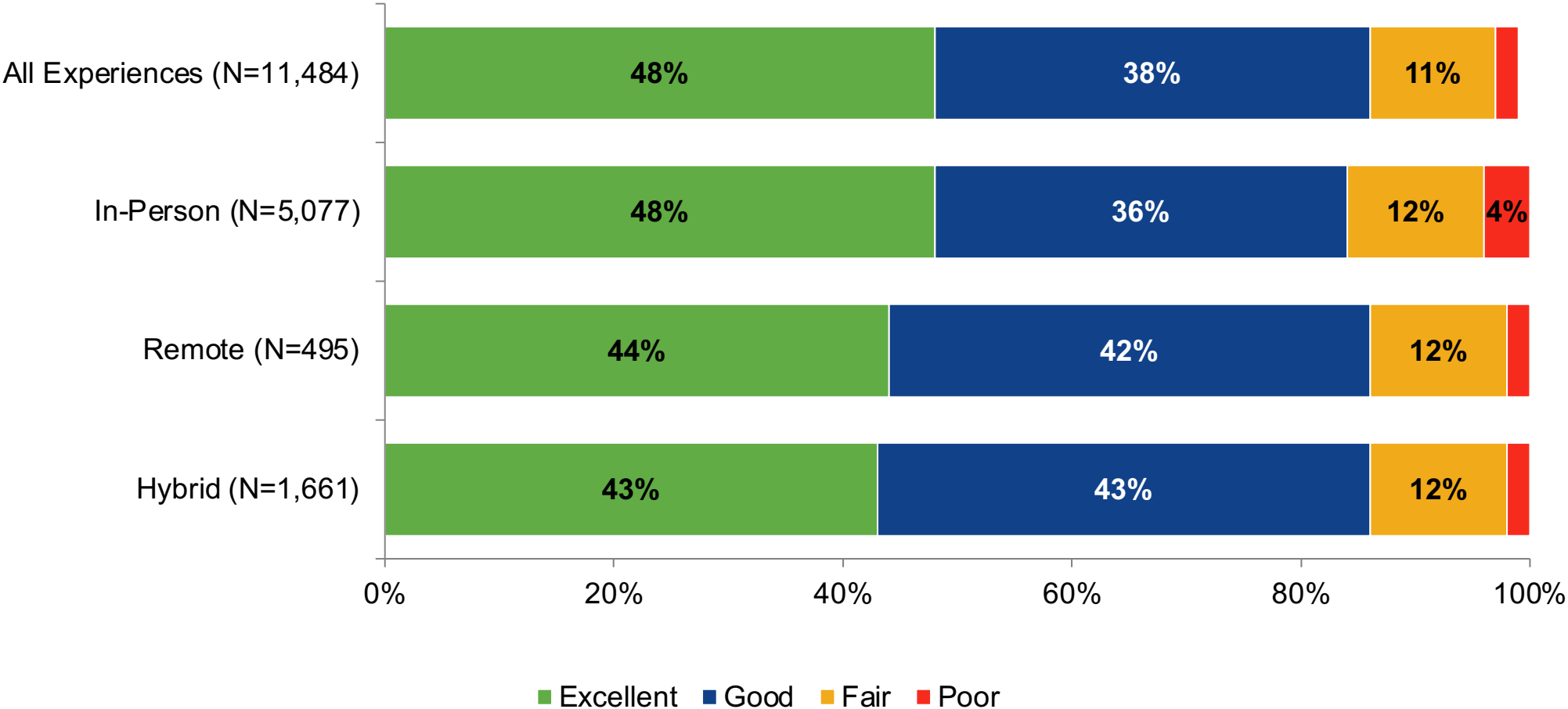
OVERALL SCHOOL QUALITY: COMPARISON BY DISTRICT SIZE

How would you rate the overall quality of your school?
Note: Only campus-based staff answered this question.



OVERALL SCHOOL QUALITY: COMPARISON BY EXPERIENCE

How would you rate the overall quality of your school?
Note: Only campus-based staff answered this question.

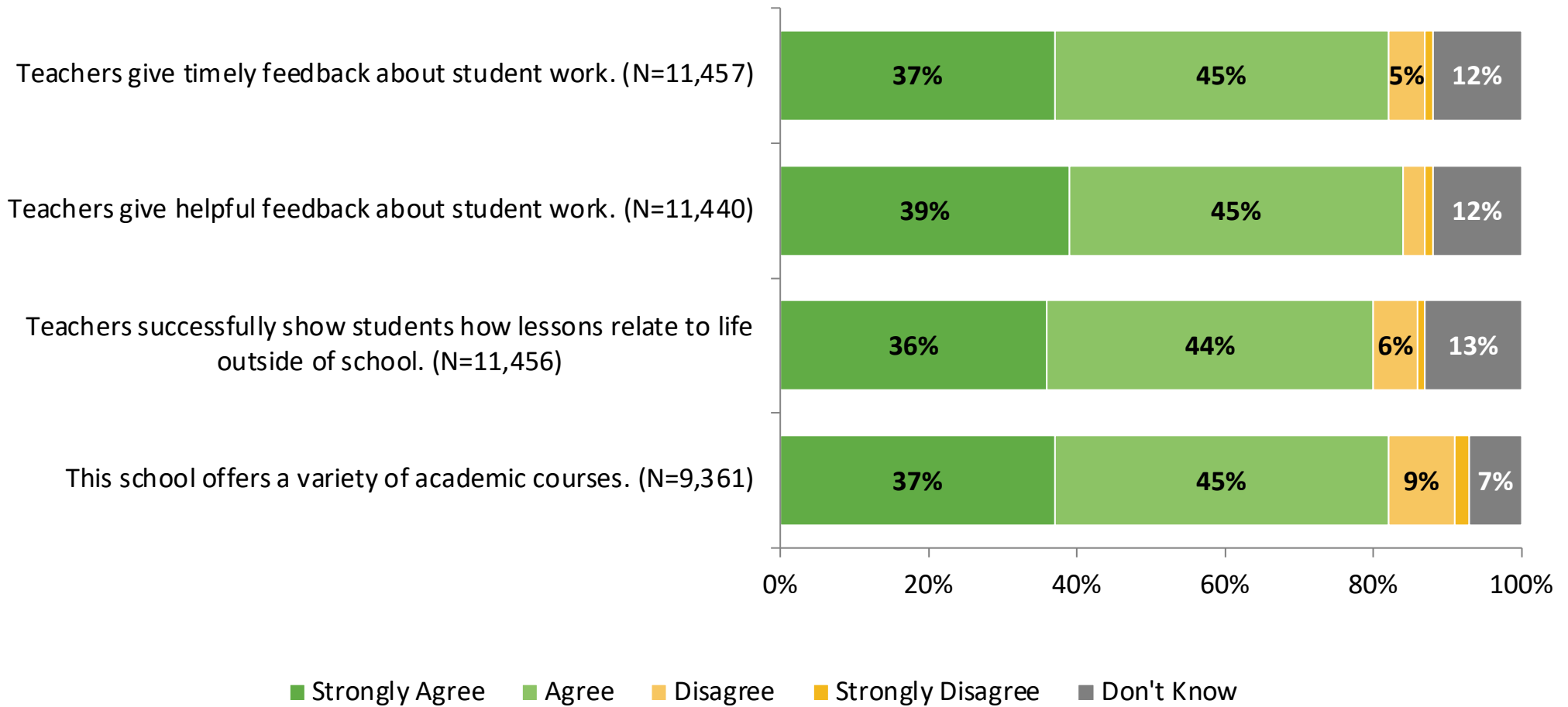


School Quality Dimensions

ACADEMIC SUPPORT

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

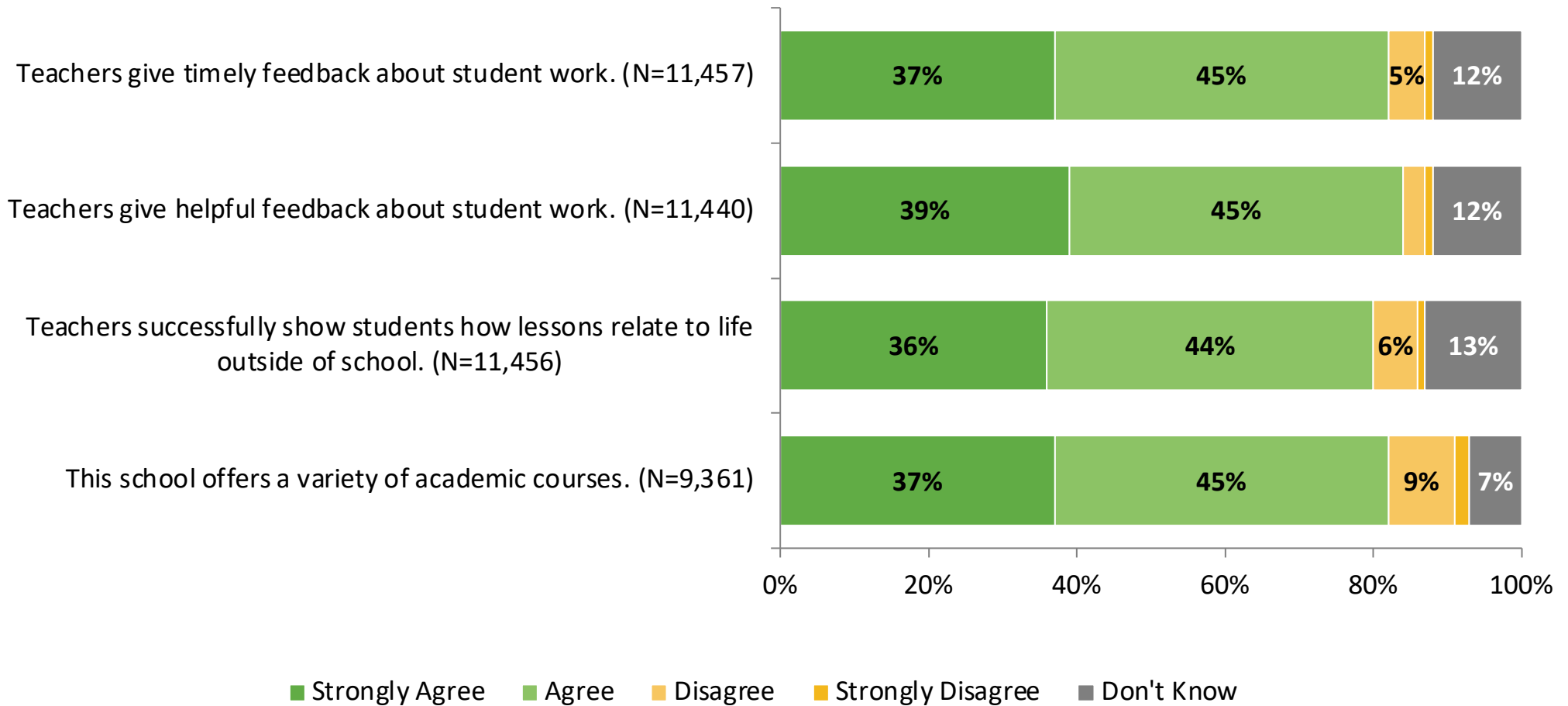
Note: Only campus-based staff answered these questions.



ACADEMIC SUPPORT CONT.

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

Note: Only campus-based staff answered these questions.

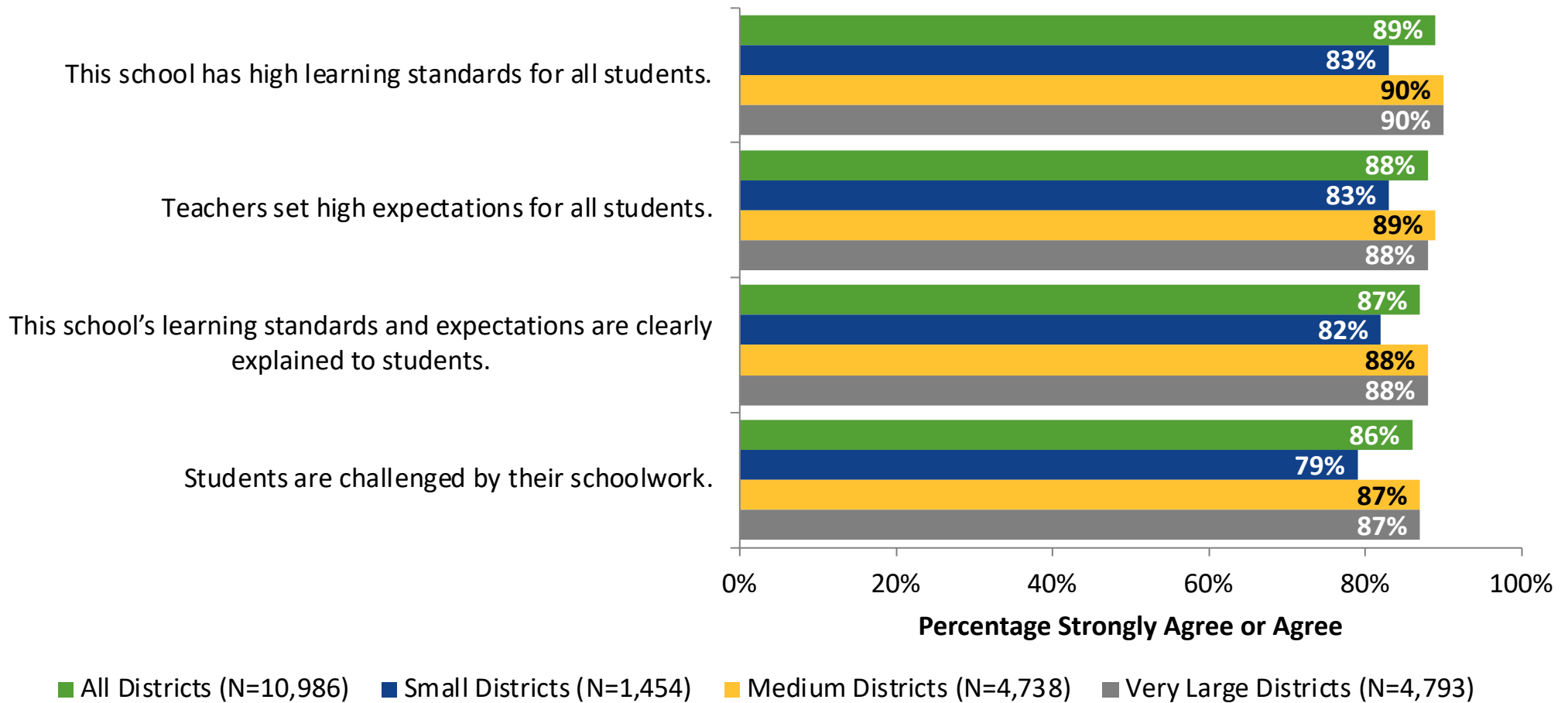


ACADEMIC SUPPORT: COMPARISON BY DISTRICT SIZE

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

Note: Only campus-based staff answered these questions.

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

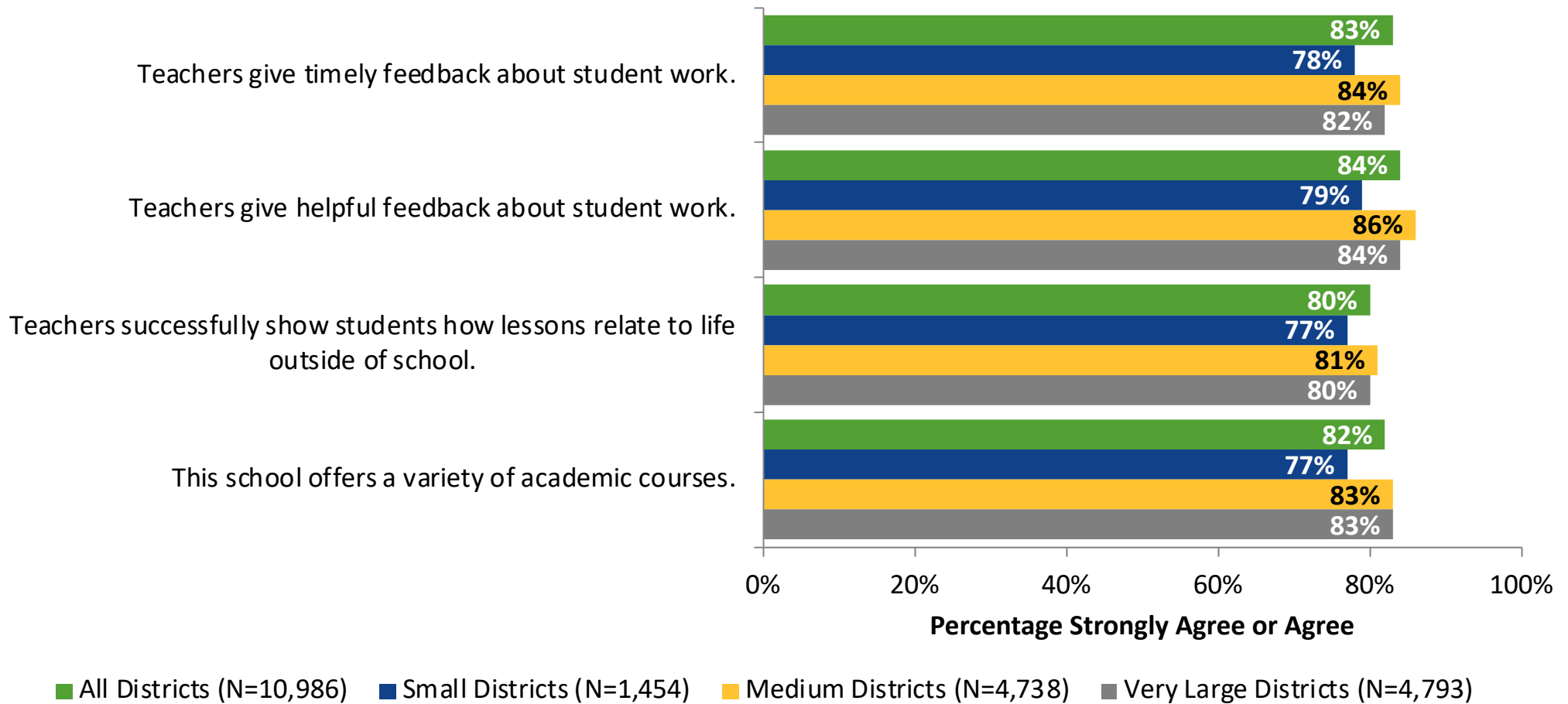


ACADEMIC SUPPORT: COMPARISON BY DISTRICT SIZE CONT.

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

Note: Only campus-based staff answered these questions.

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

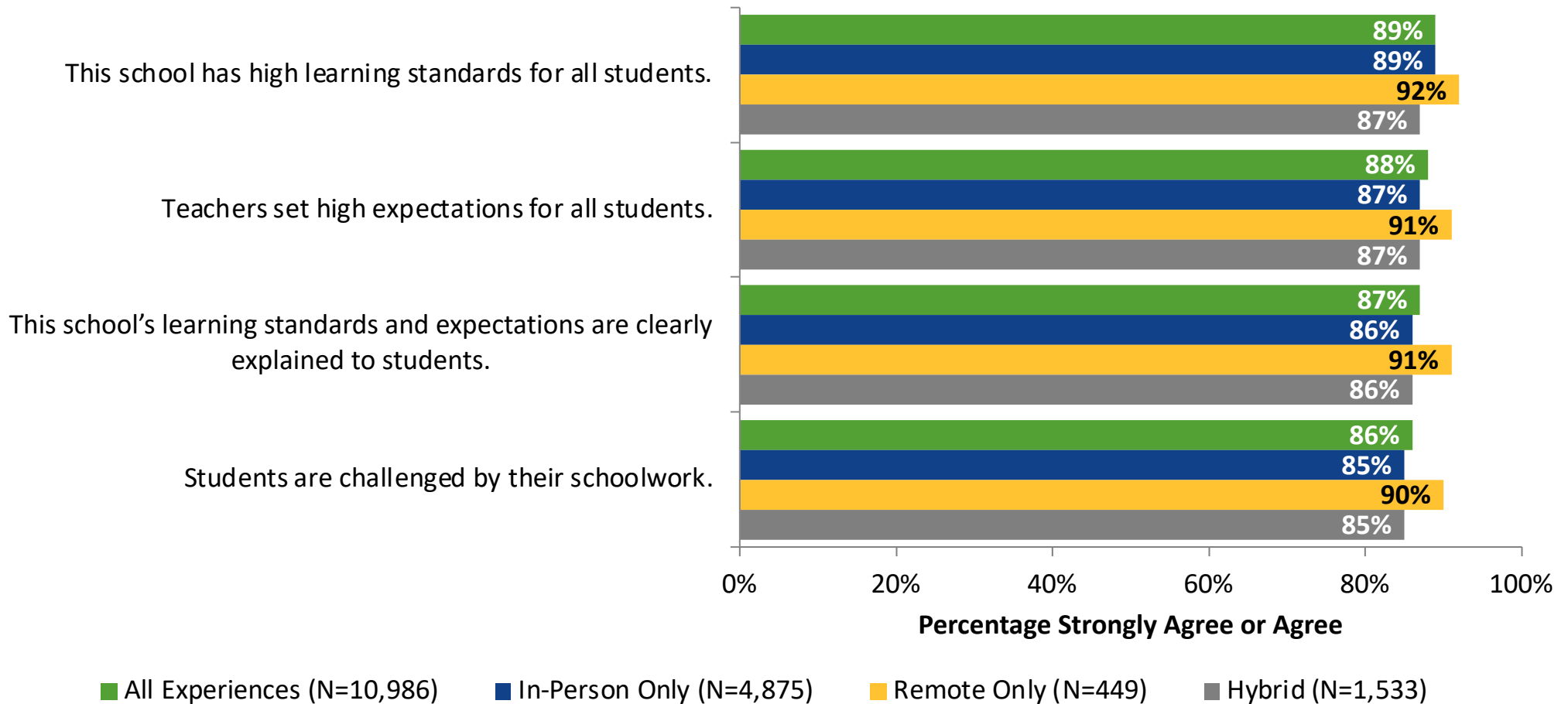


ACADEMIC SUPPORT: COMPARISON BY EXPERIENCE

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

Note: Only campus-based staff answered these questions.

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

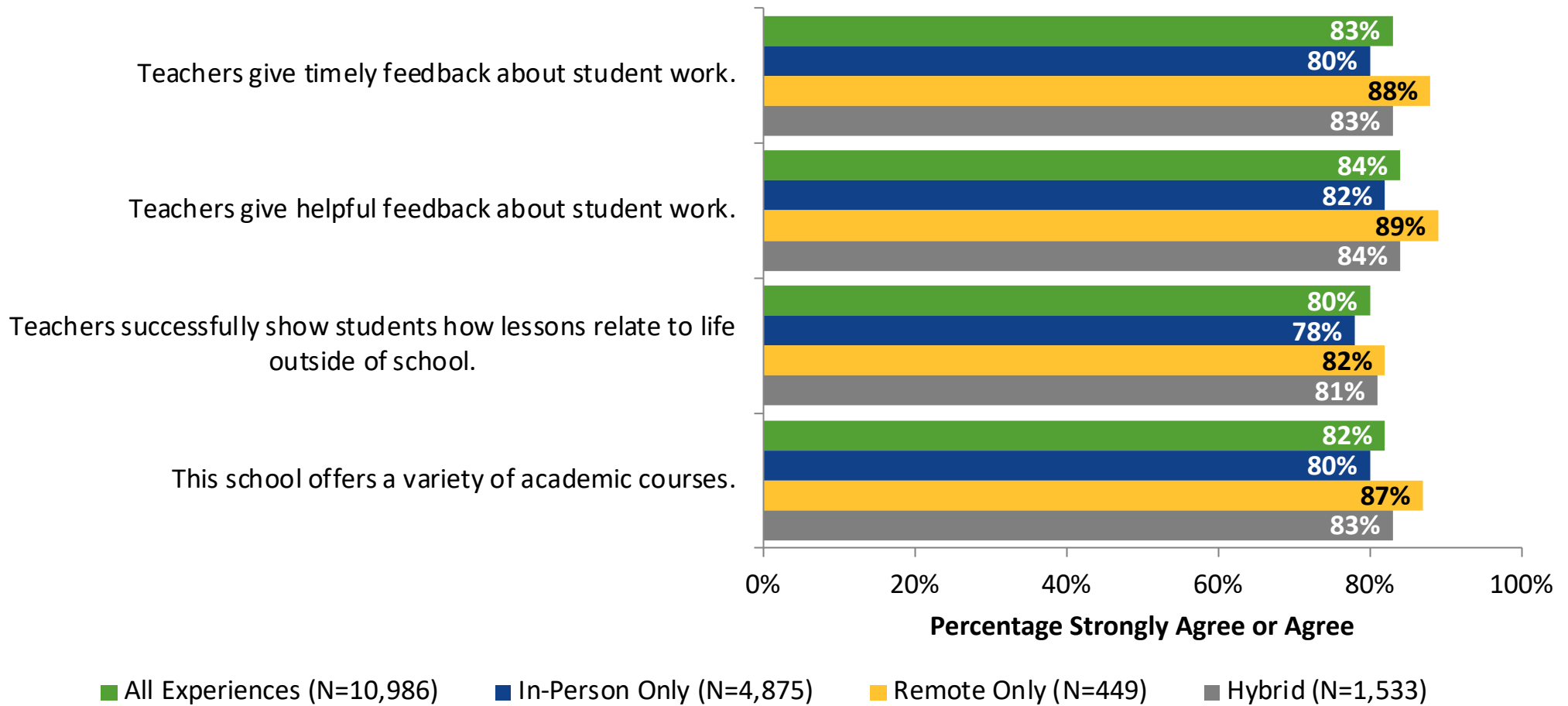


ACADEMIC SUPPORT: COMPARISON BY EXPERIENCE CONT.

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

Note: Only campus-based staff answered these questions.

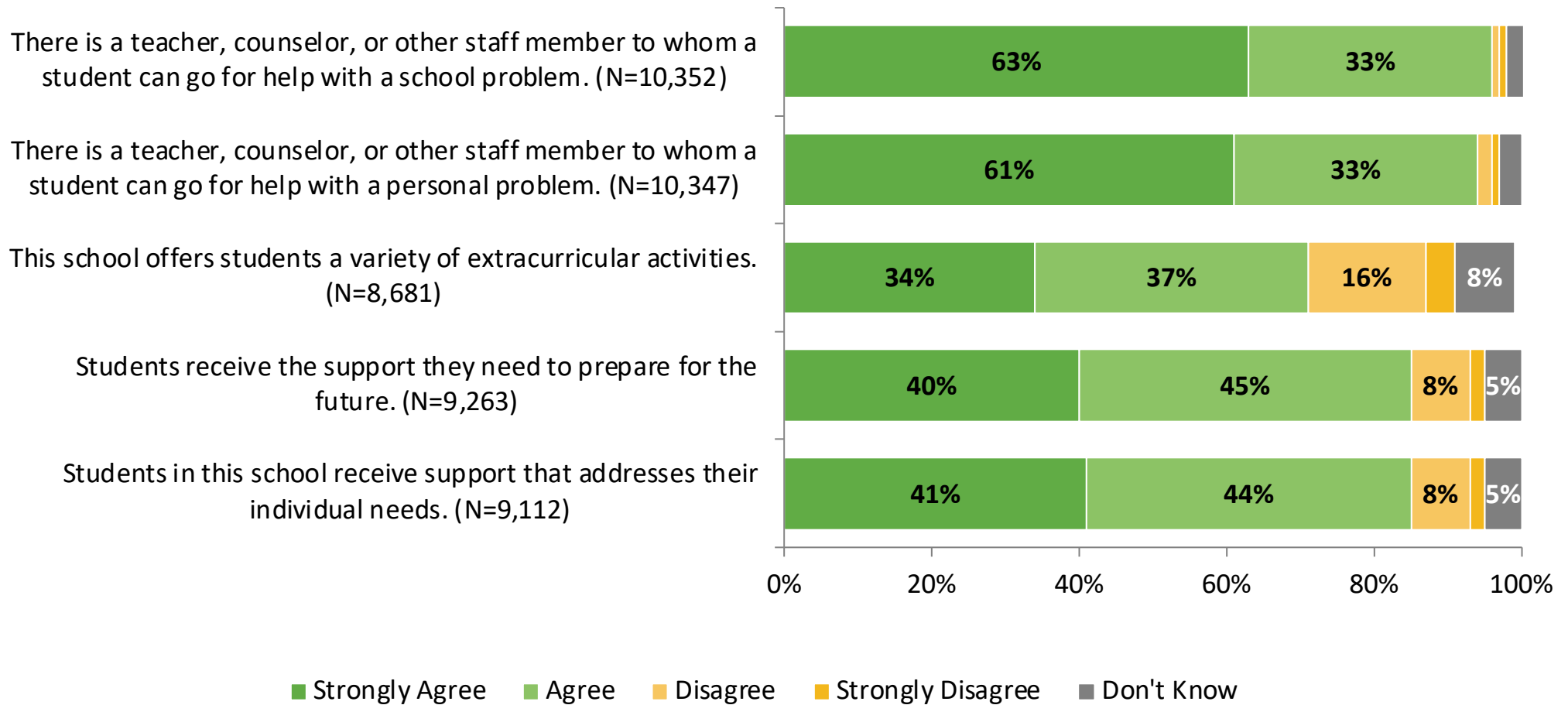
Answer options: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree



STUDENT SUPPORT

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

Note: Only campus-based staff answered these questions.

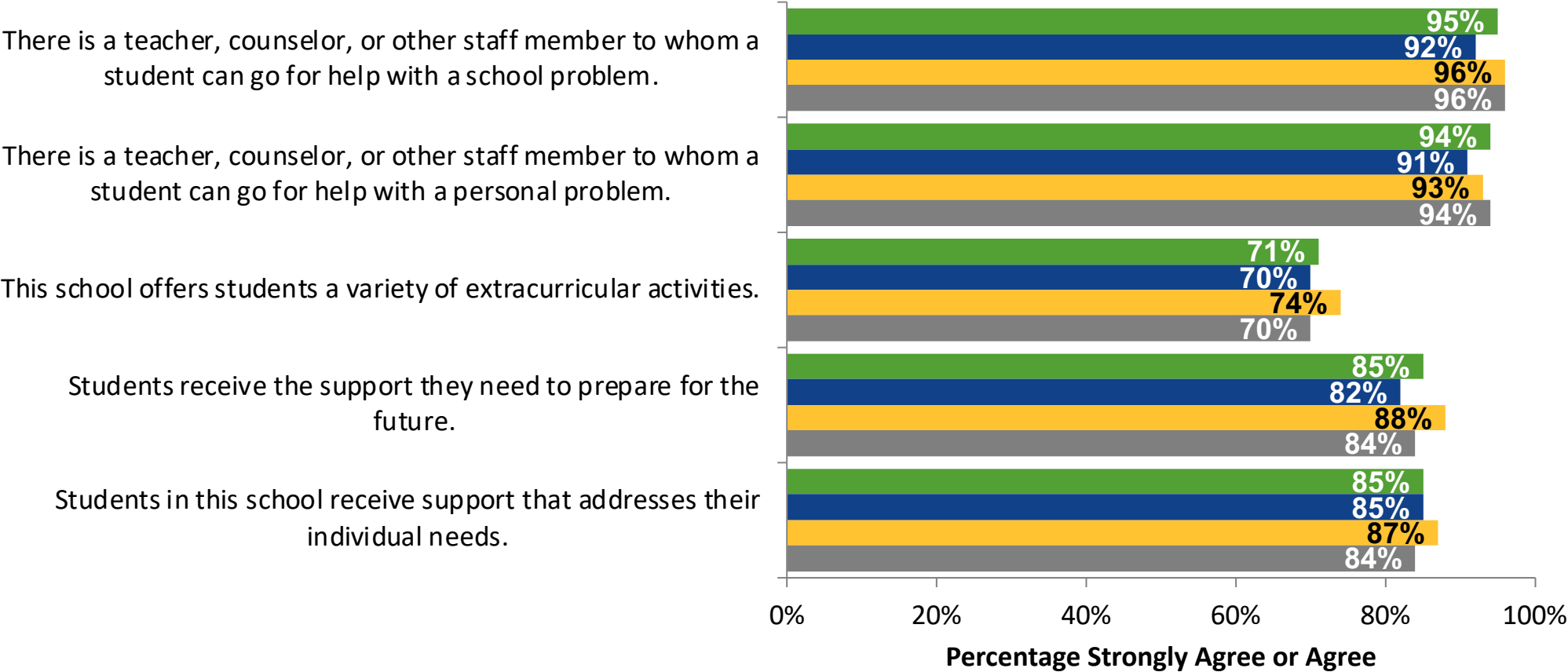


STUDENT SUPPORT: COMPARISON BY DISTRICT SIZE

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

Note: Only campus-based staff answered these questions.

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



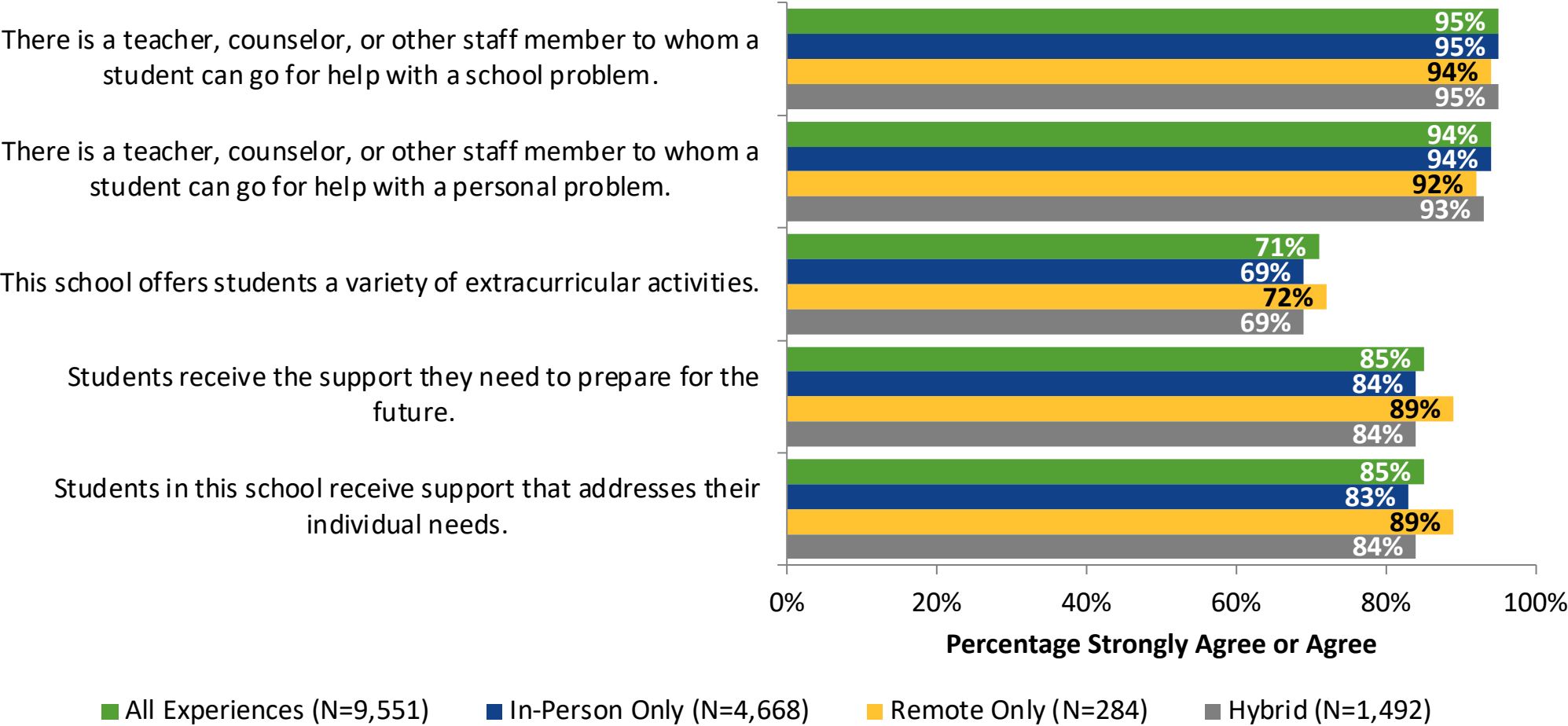
■ All Districts (N=9,551)
 ■ Small Districts (N=1,443)
 ■ Medium Districts (N=3,315)
 ■ Very Large Districts (N=4,793)

STUDENT SUPPORT: COMPARISON BY EXPERIENCE

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

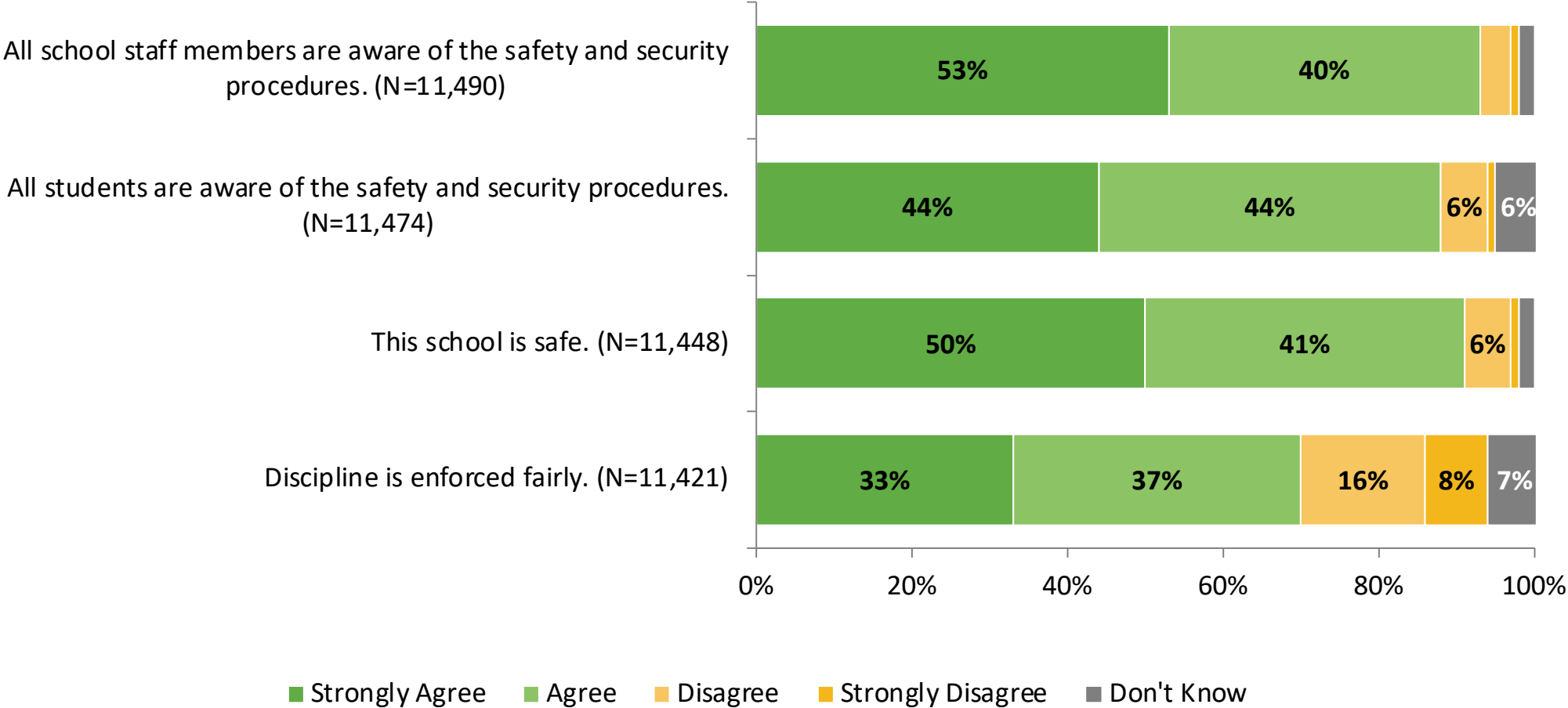
Note: Only campus-based staff answered these questions.

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



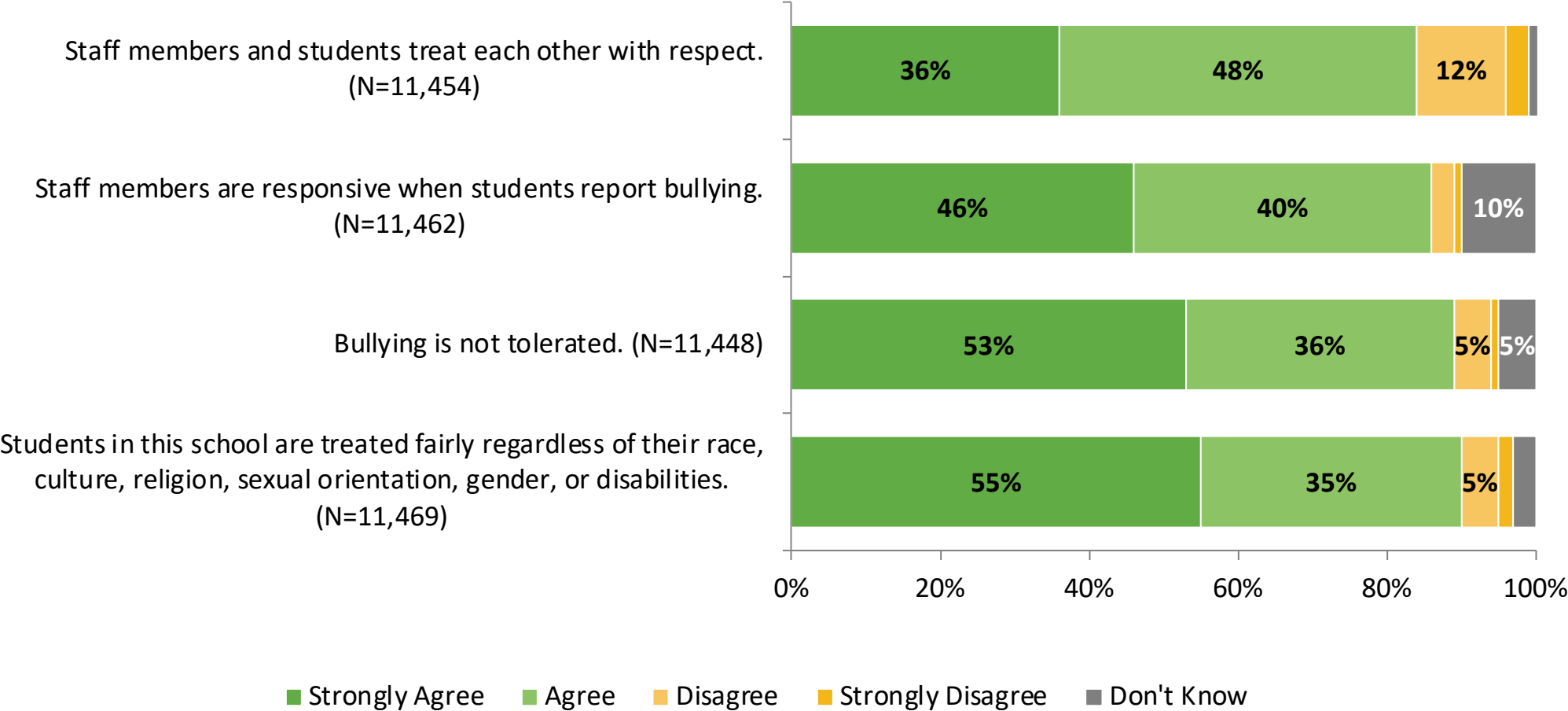
SAFETY AND BEHAVIOR

How strongly do you agree or disagree with the following statements?
 Note: Only campus-based staff answered these questions.



SAFETY AND BEHAVIOR CONT.

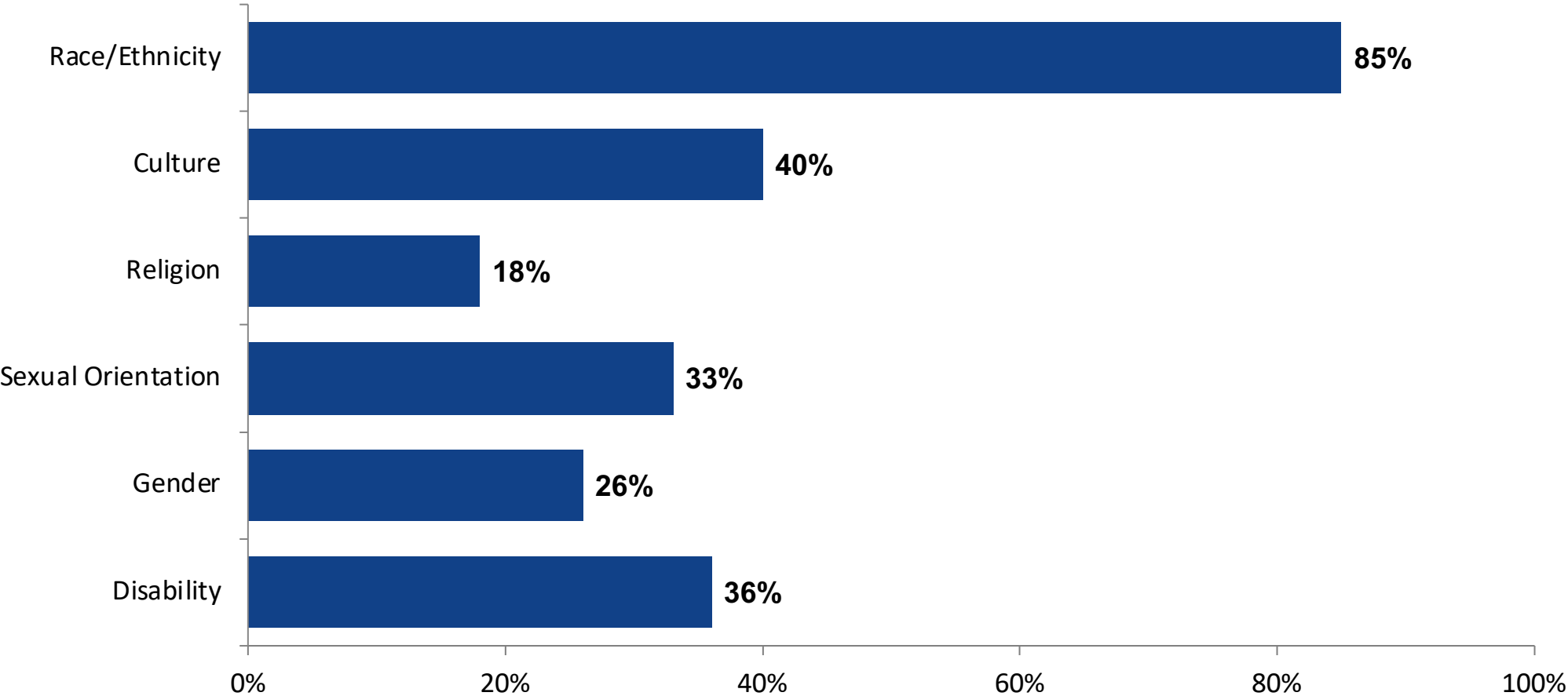
How strongly do you agree or disagree with the following statements?
 Note: Only campus-based staff answered these questions.



PERCEIVED UNFAIR TREATMENT

For which of the following are students treated unfairly? (N=291)

Note: Only campus-based staff who disagreed or strongly disagreed that student are treated fairly regardless of their background answered this question. Percentages added may exceed 100 since a participant may select more than one answer for this question.

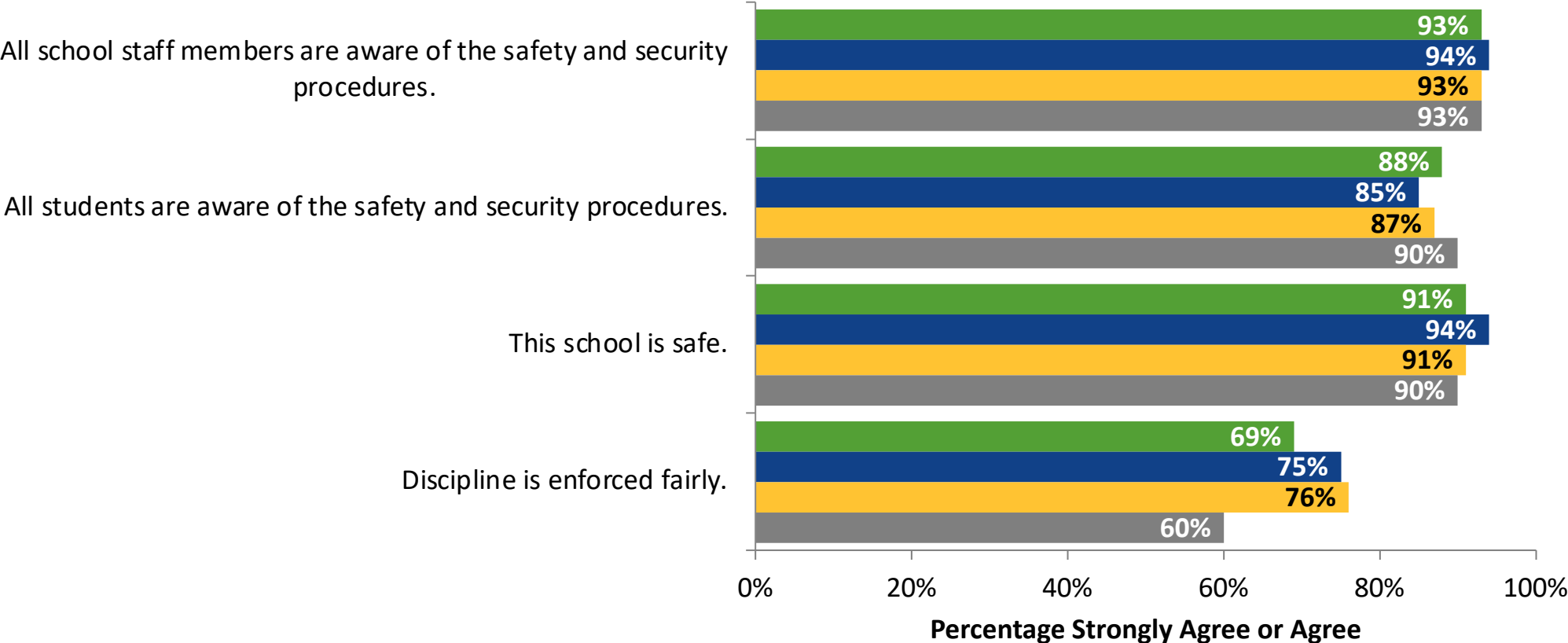


SAFETY AND BEHAVIOR: COMPARISON BY DISTRICT SIZE

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

Note: Only campus-based staff answered these questions.

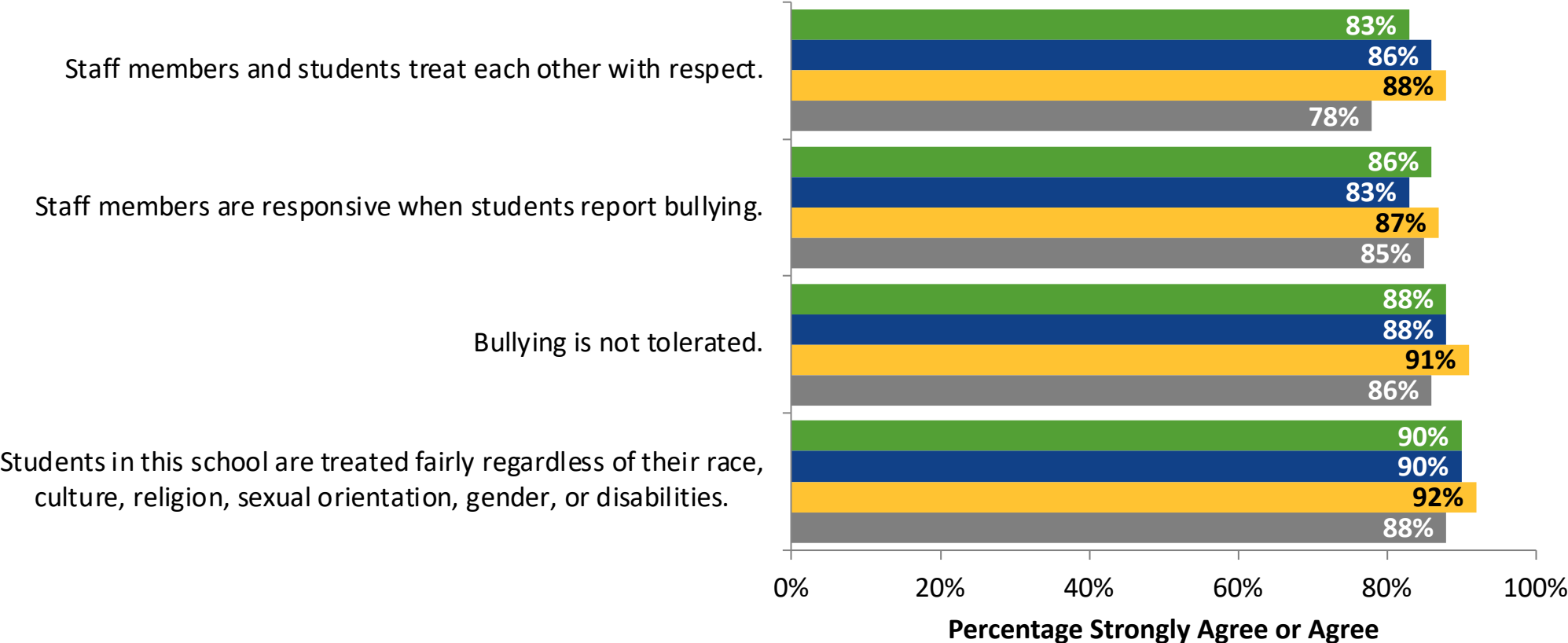
Answer options: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree



■ All Districts (N=11,458) ■ Small Districts (N=1,475) ■ Medium Districts (N=5,186) ■ Very Large Districts (N=4,797)

SAFETY AND BEHAVIOR: COMPARISON BY DISTRICT SIZE CONT.

How strongly do you agree or disagree with the following statements?
 Note: Only campus-based staff answered these questions.
 Answer options: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree

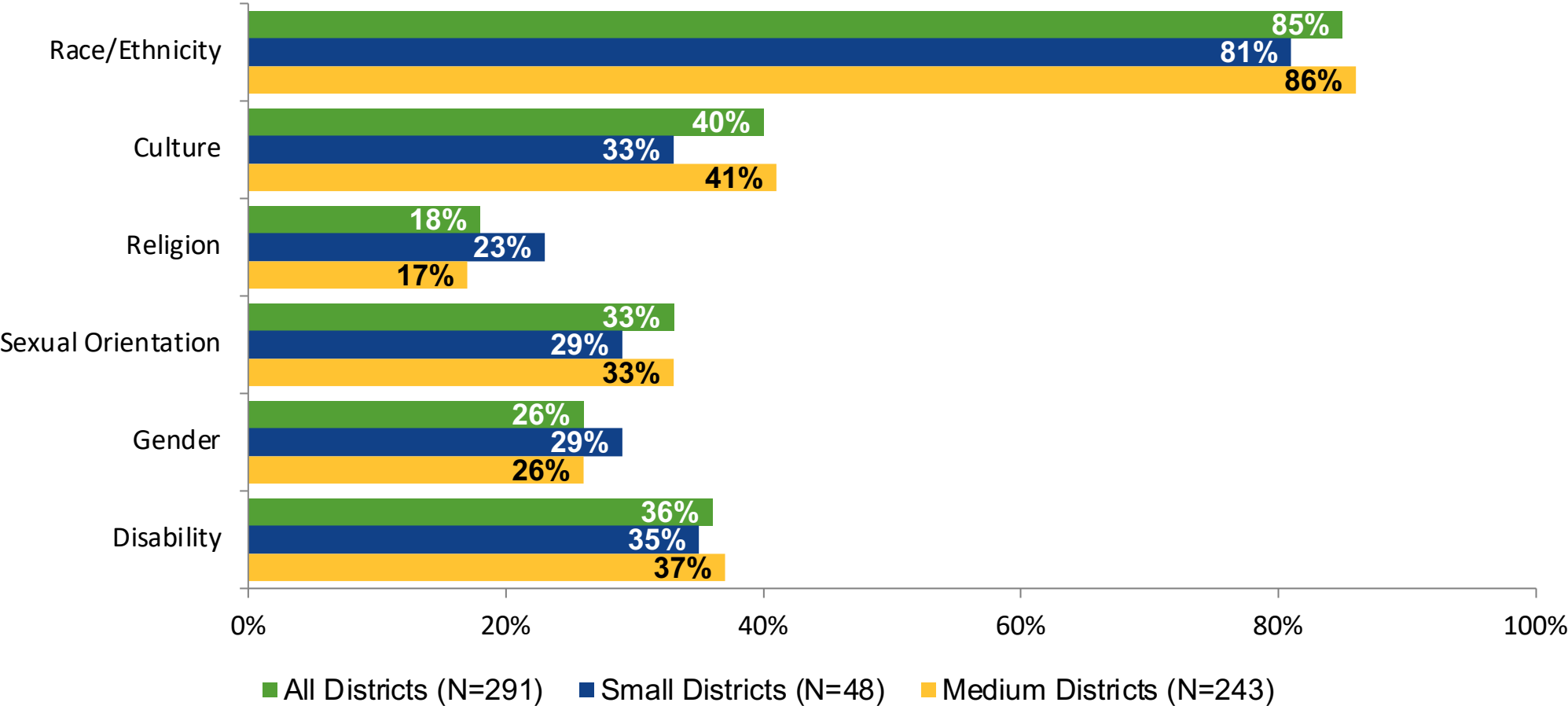


■ All Districts (N=11,458)
 ■ Small Districts (N=1,475)
 ■ Medium Districts (N=5,186)
 ■ Very Large Districts (N=4,797)

PERCEIVED UNFAIR TREATMENT: COMPARISON BY DISTRICT SIZE

For which of the following are students treated unfairly?

Note: Only campus-based staff who disagreed or strongly disagreed that student are treated fairly regardless of their background answered this question. Percentages added may exceed 100 since a participant may select more than one answer for this question.

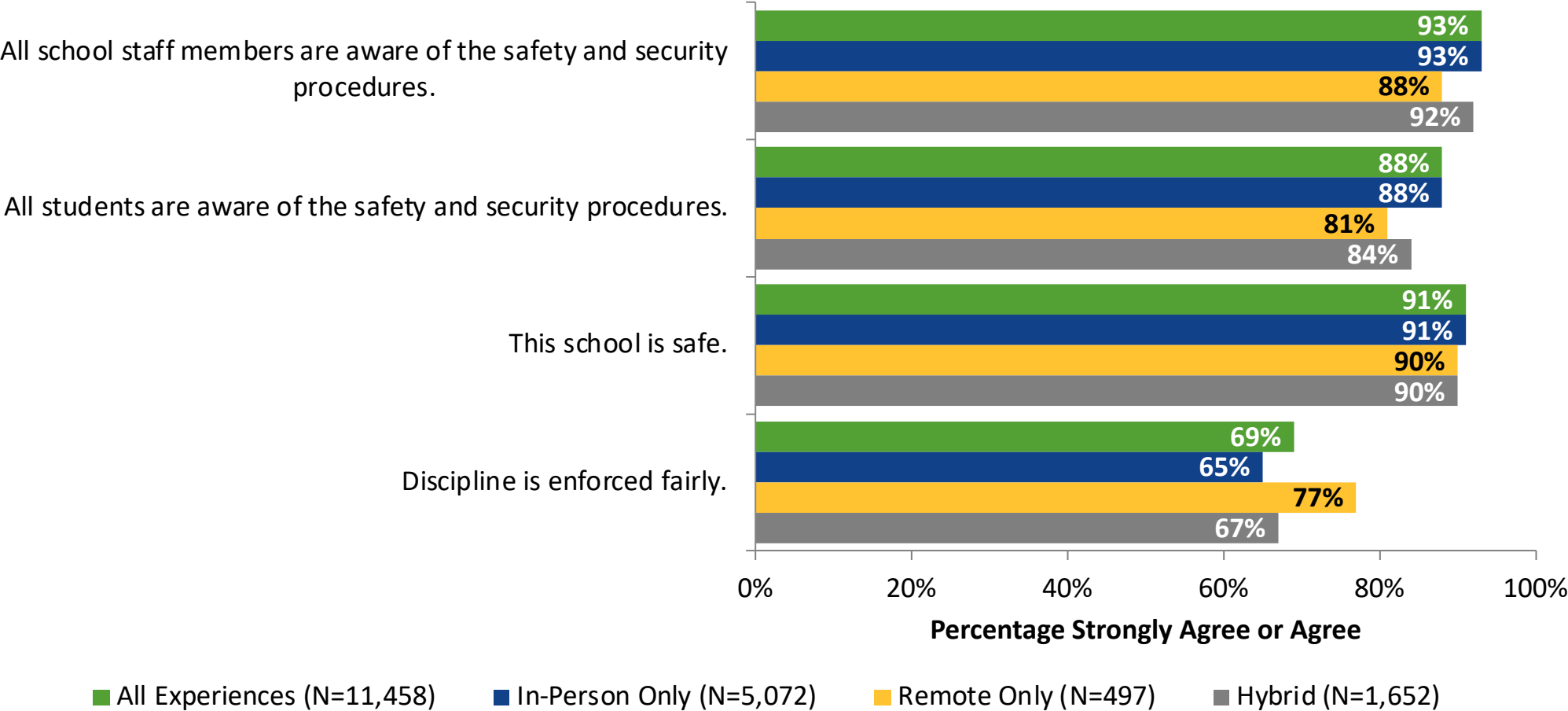


SAFETY AND BEHAVIOR: COMPARISON BY EXPERIENCE

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

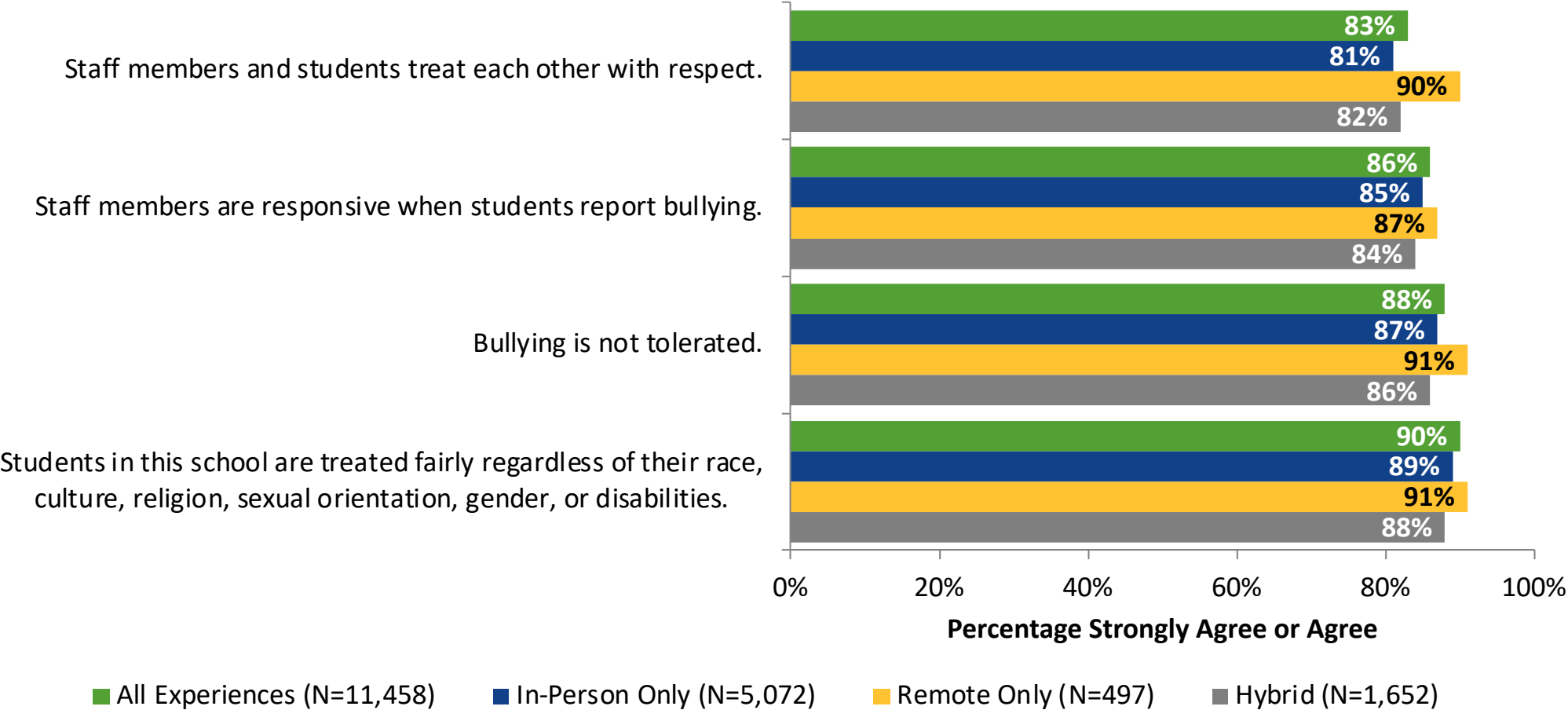
Note: Only campus-based staff answered these questions.

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



SAFETY AND BEHAVIOR: COMPARISON BY EXPERIENCE CONT.

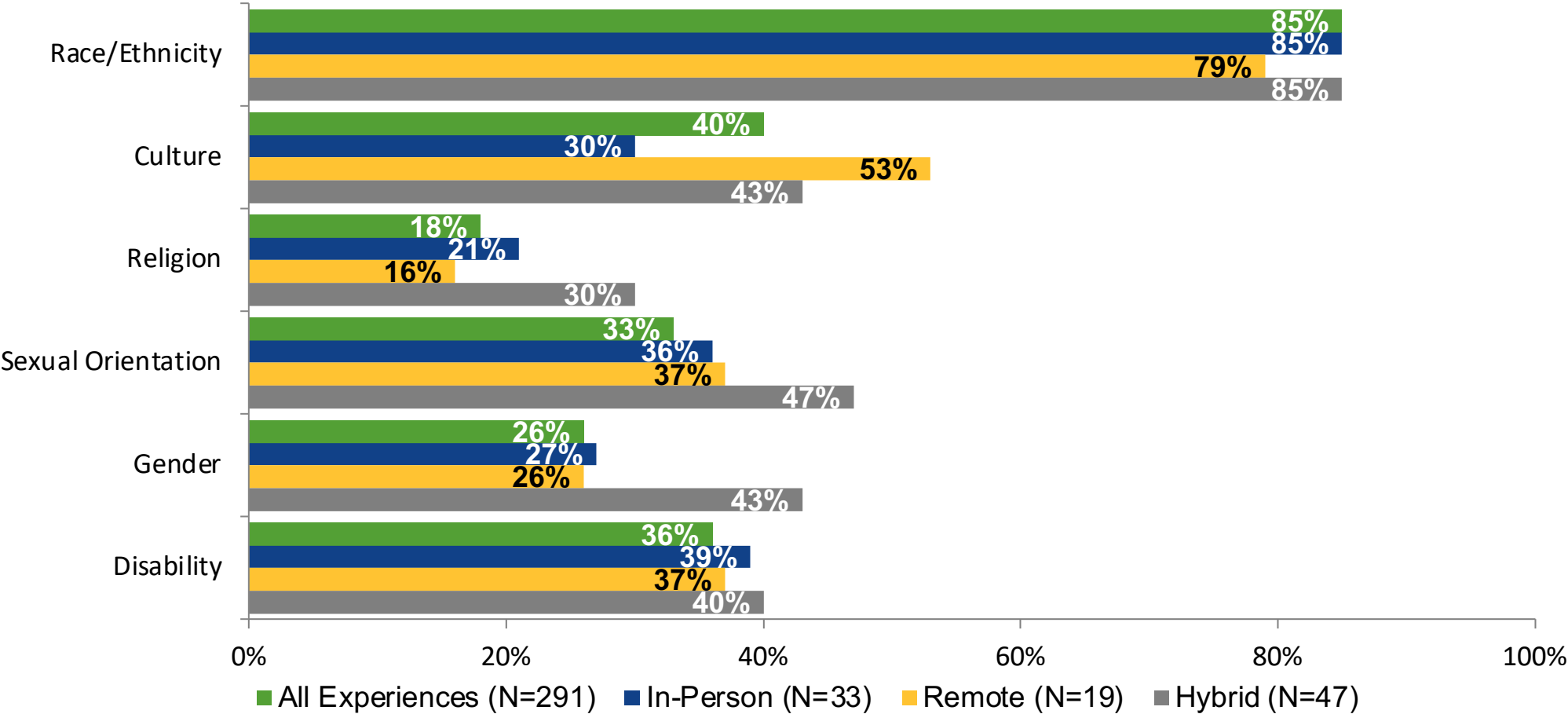
How strongly do you agree or disagree with the following statements?
 Note: Only campus-based staff answered these questions.
 Answer options: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree



PERCEIVED UNFAIR TREATMENT: COMPARISON BY EXPERIENCE

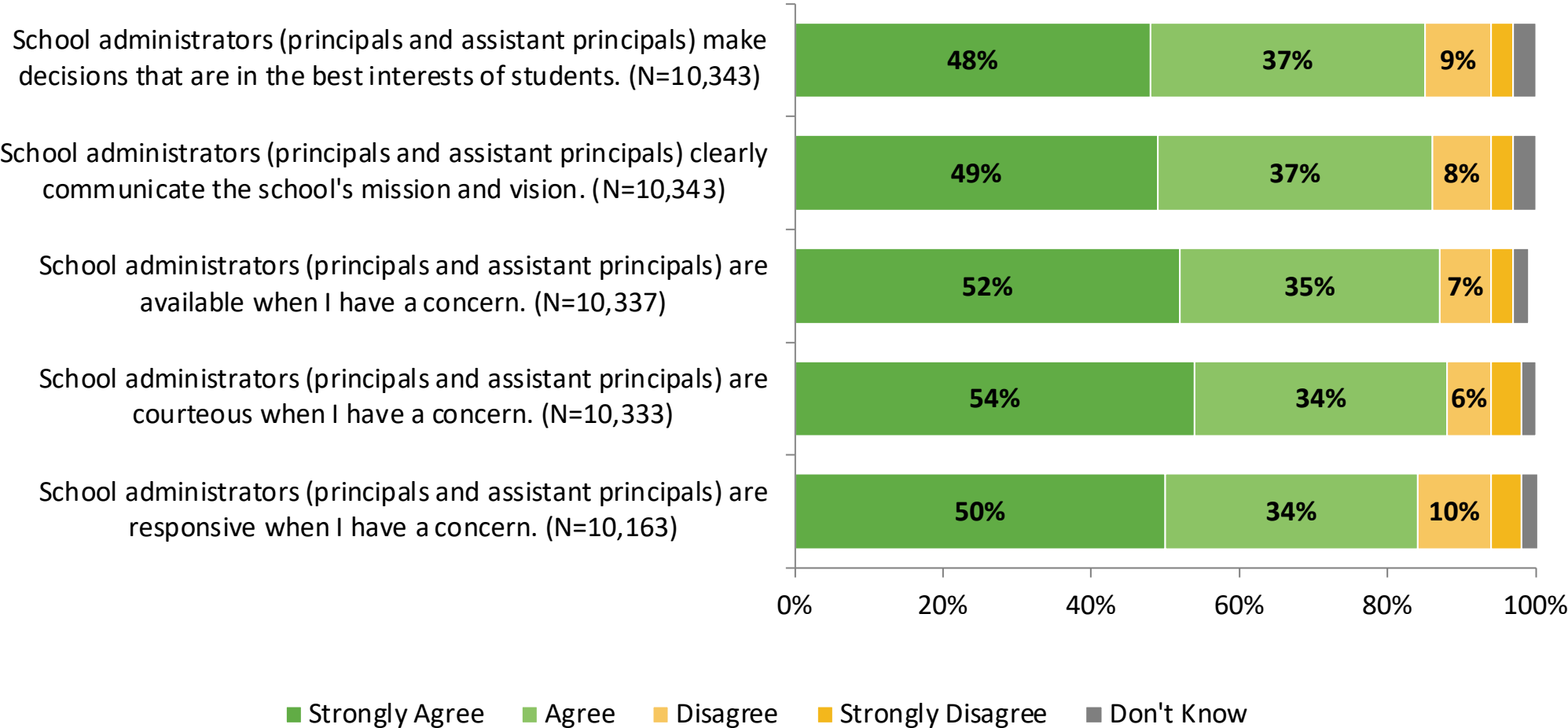
For which of the following are students treated unfairly?

Note: Only campus-based staff who disagreed or strongly disagreed that student are treated fairly regardless of their background answered this question. Percentages added may exceed 100 since a participant may select more than one answer for this question.



SCHOOL LEADERSHIP

How strongly do you agree or disagree with the following statements?
 Note: Only campus-based staff answered these questions.

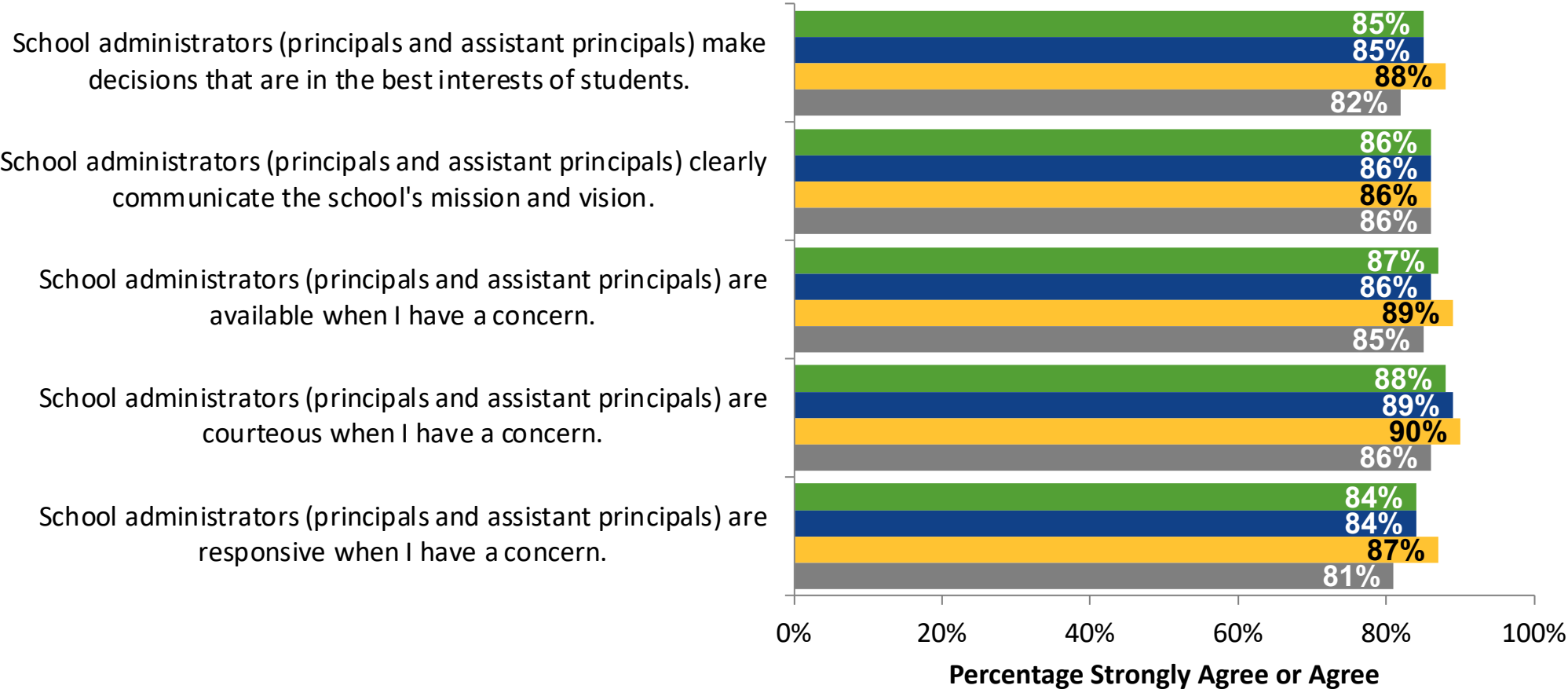


SCHOOL LEADERSHIP: COMPARISON BY DISTRICT SIZE

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

Note: Only campus-based staff answered these questions.

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



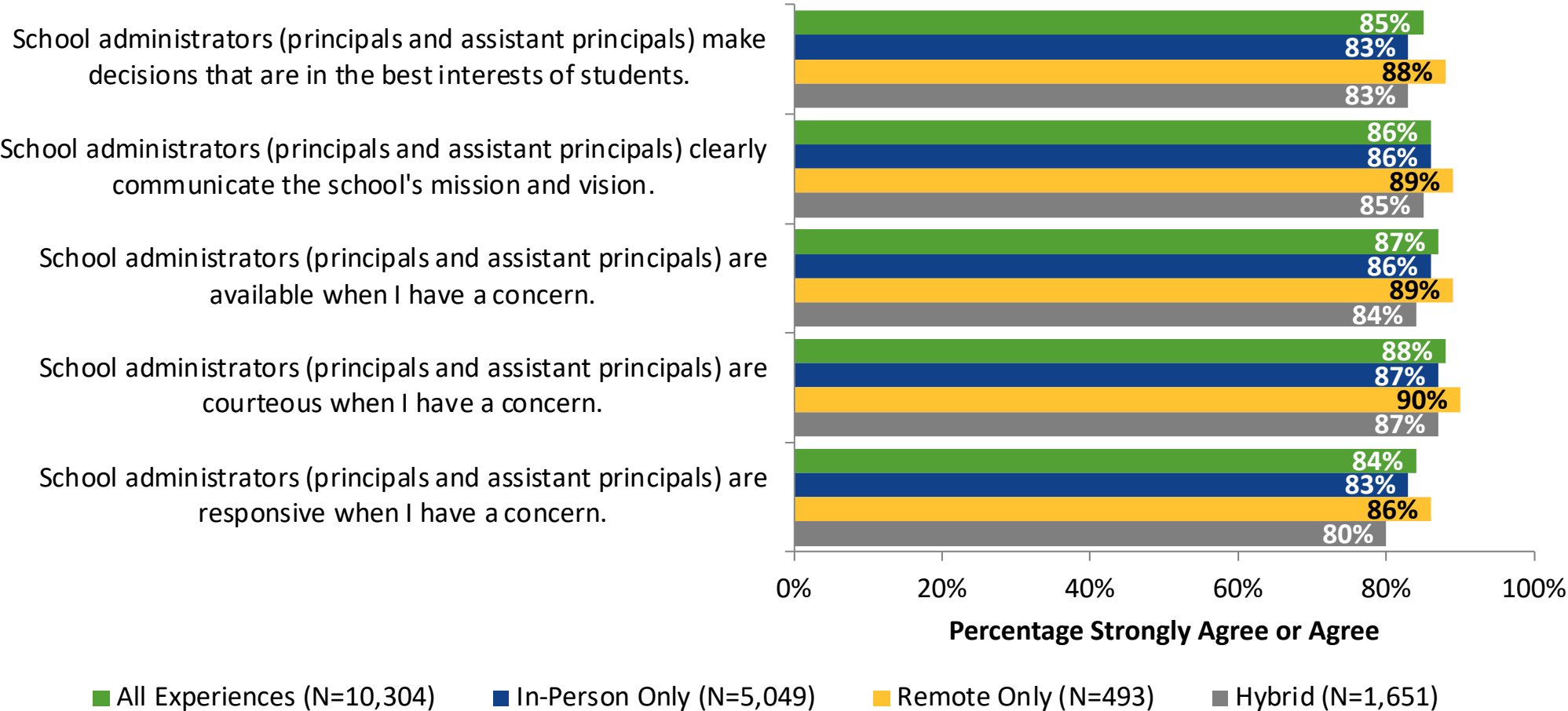
■ All Districts (N=10,304)
 ■ Small Districts (N=1,441)
 ■ Medium Districts (N=4,061)
 ■ Very Large Districts (N=4,802)

SCHOOL LEADERSHIP: COMPARISON BY EXPERIENCE

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

Note: Only campus-based staff answered these questions.

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

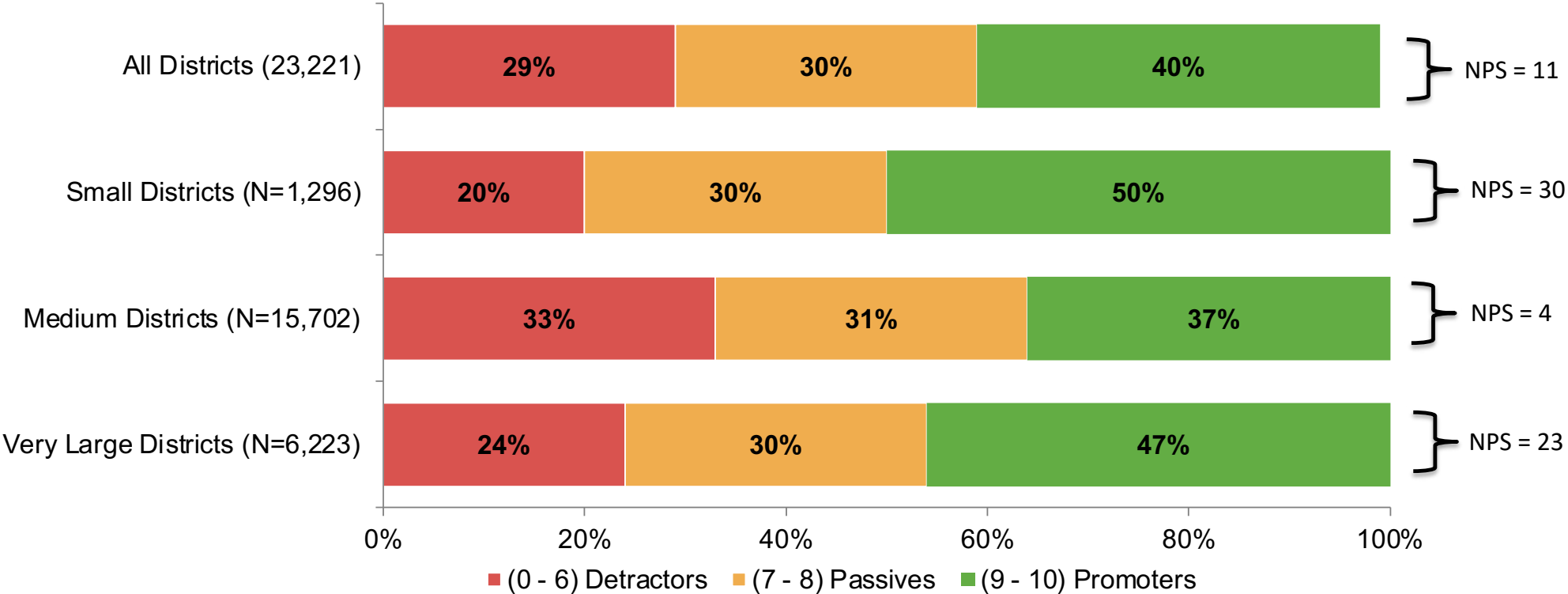


Net Promoter Scores

NET PROMOTER SCORE - DISTRICT-LEVEL: COMPARISON BY DISTRICT SIZE

How likely are you to recommend this district to a family member or friend?

Net Promoter Score® (NPS) gauges stakeholder loyalty. Those who give a score of 0 to 6 are classified as Detractors, those who respond with a 7 or 8 are Passives, and customers who choose 9 or 10 are Promoters. The overall NPS score is calculated by subtracting the percentage of Detractors from the percentage of Promoters.

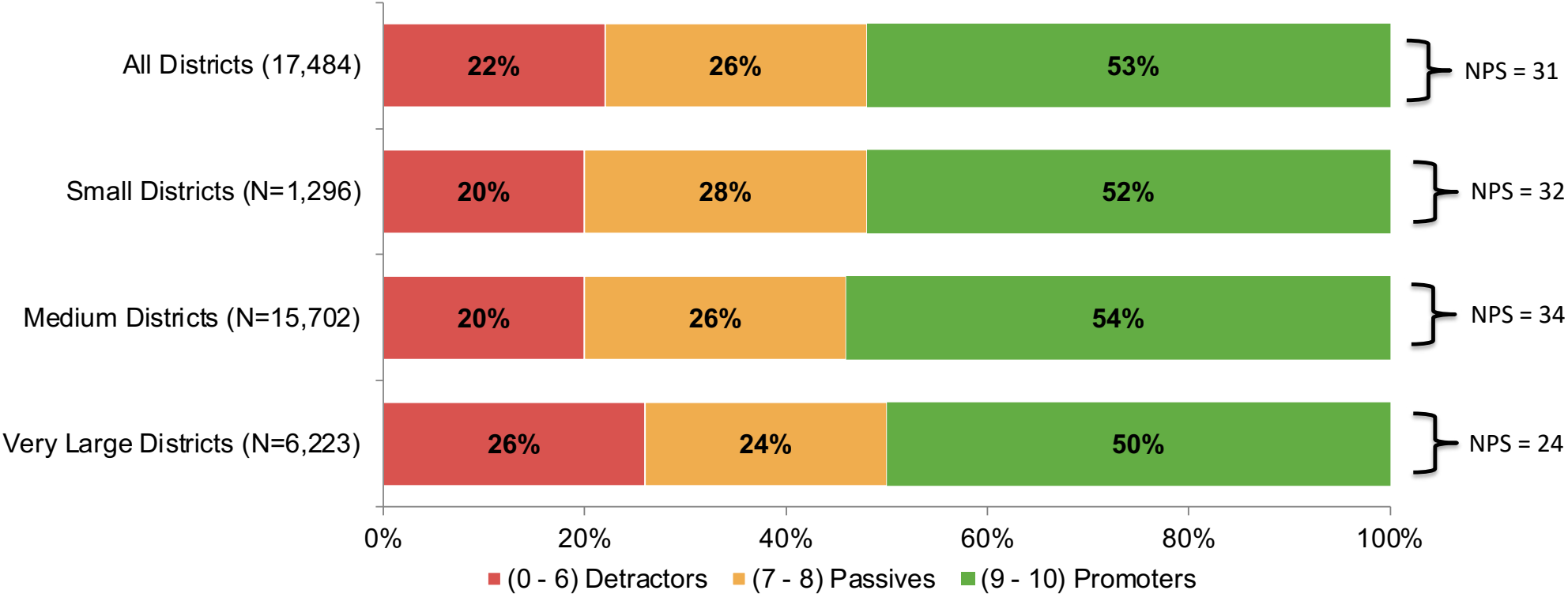


NET PROMOTER SCORE - DISTRICT-LEVEL: COMPARISON BY DISTRICT SIZE

How likely are you to recommend this district to a family member or friend?

Note: Only campus-based staff answered these questions.

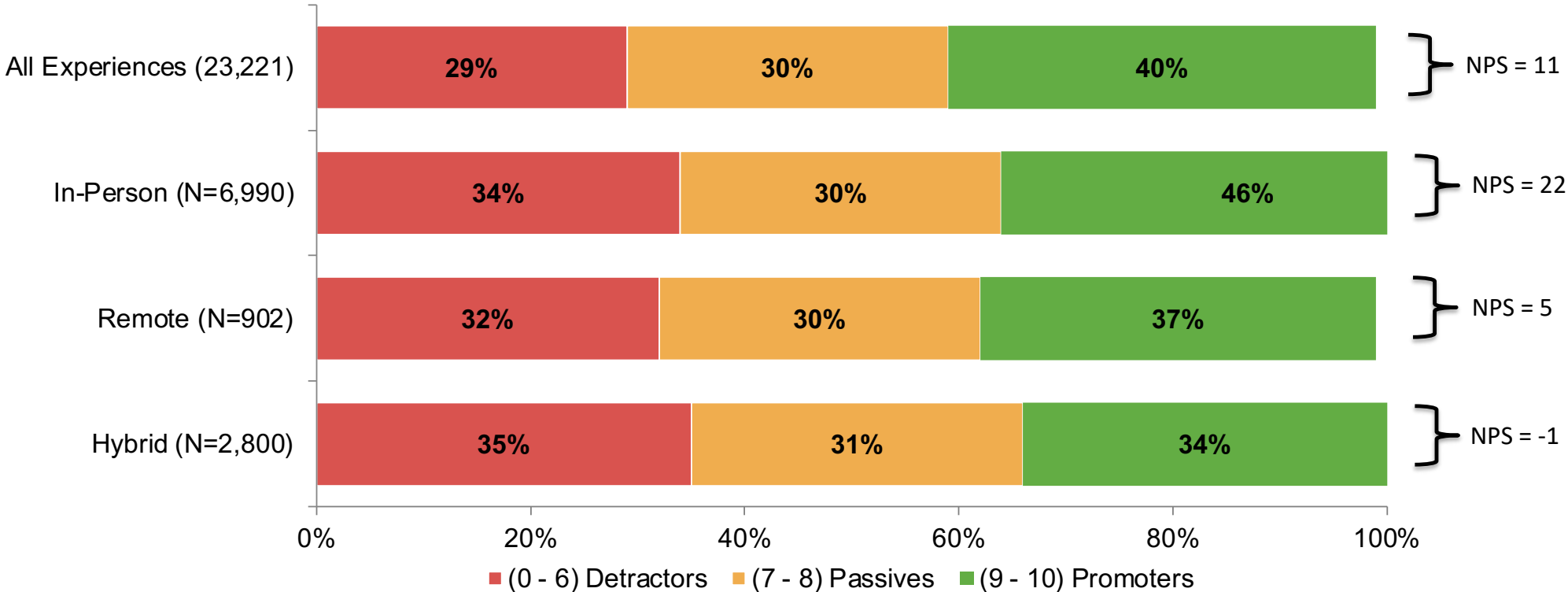
Net Promoter Score® (NPS) gauges stakeholder loyalty. Those who give a score of 0 to 6 are classified as Detractors, those who respond with a 7 or 8 are Passives, and customers who choose 9 or 10 are Promoters. The overall NPS score is calculated by subtracting the percentage of Detractors from the percentage of Promoters.



NET PROMOTER SCORE - DISTRICT-LEVEL: COMPARISON BY EXPERIENCE

How likely are you to recommend this district to a family member or friend?

Net Promoter Score® (NPS) gauges stakeholder loyalty. Those who give a score of 0 to 6 are classified as Detractors, those who respond with a 7 or 8 are Passives, and customers who choose 9 or 10 are Promoters. The overall NPS score is calculated by subtracting the percentage of Detractors from the percentage of Promoters.

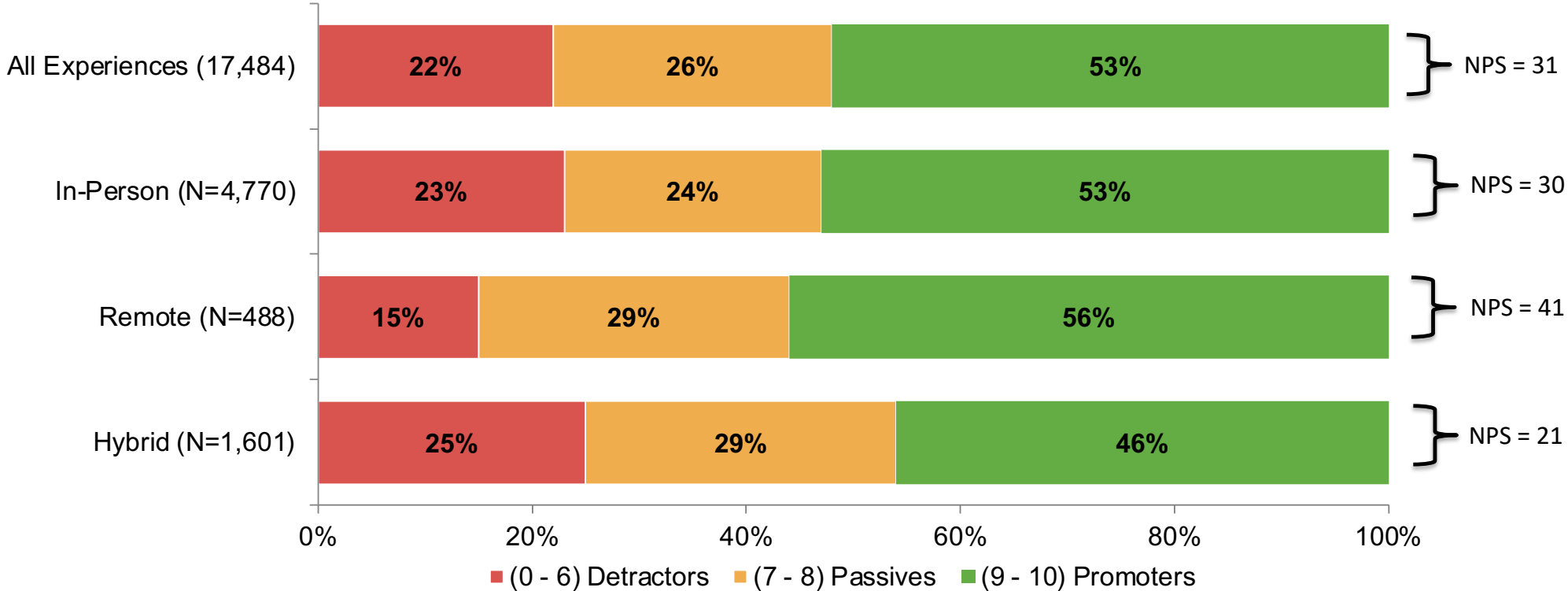


NET PROMOTER SCORE - DISTRICT-LEVEL: COMPARISON BY EXPERIENCE

How likely are you to recommend this district to a family member or friend?

Note: Only campus-based staff answered these questions.

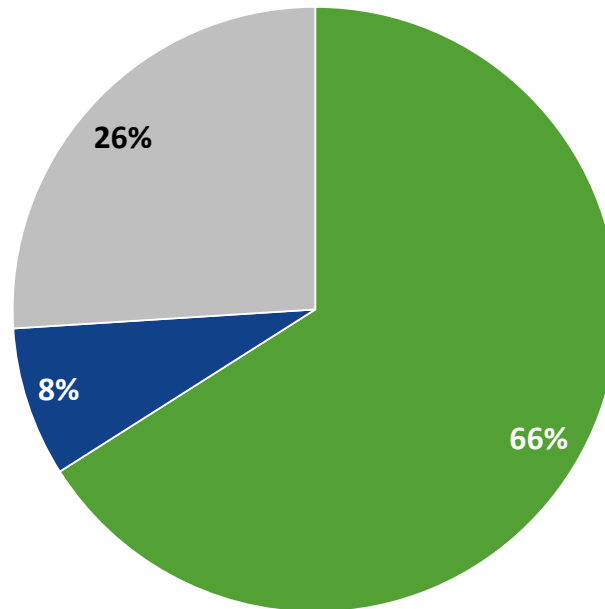
Net Promoter Score® (NPS) gauges stakeholder loyalty. Those who give a score of 0 to 6 are classified as Detractors, those who respond with a 7 or 8 are Passives, and customers who choose 9 or 10 are Promoters. The overall NPS score is calculated by subtracting the percentage of Detractors from the percentage of Promoters.



Additional Participant Demographics

WORK EXPERIENCE FOR 2020-2021

Which of the following best describes your work experience for the 2020-21 school year? (N=11,059)

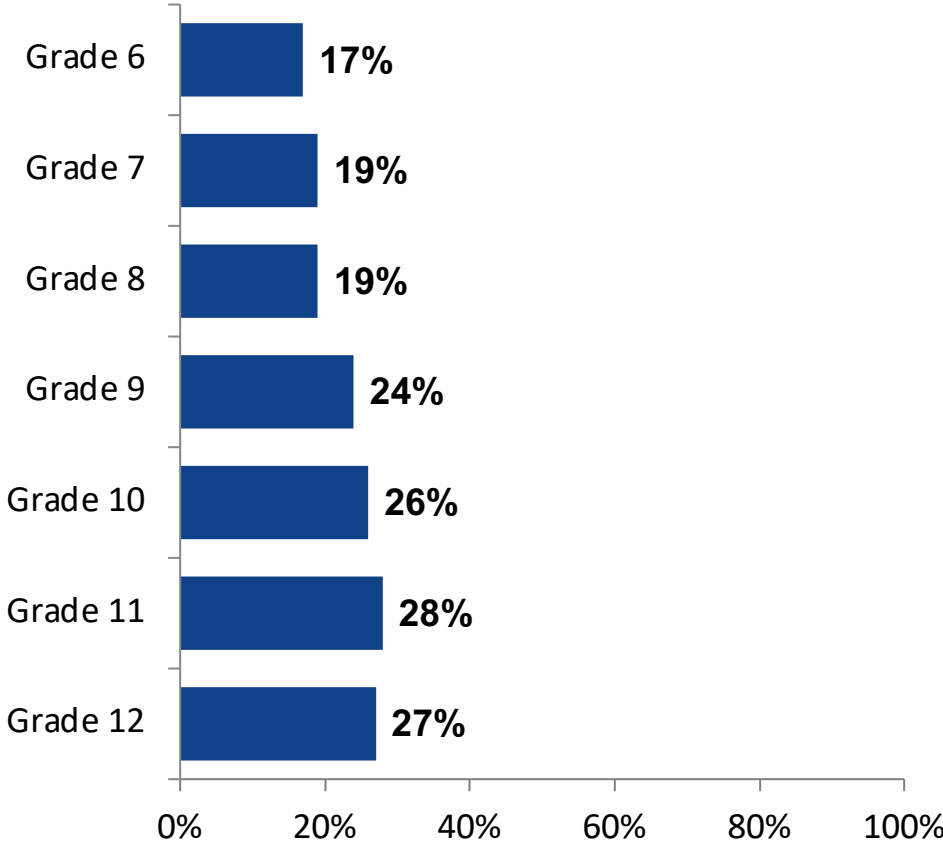
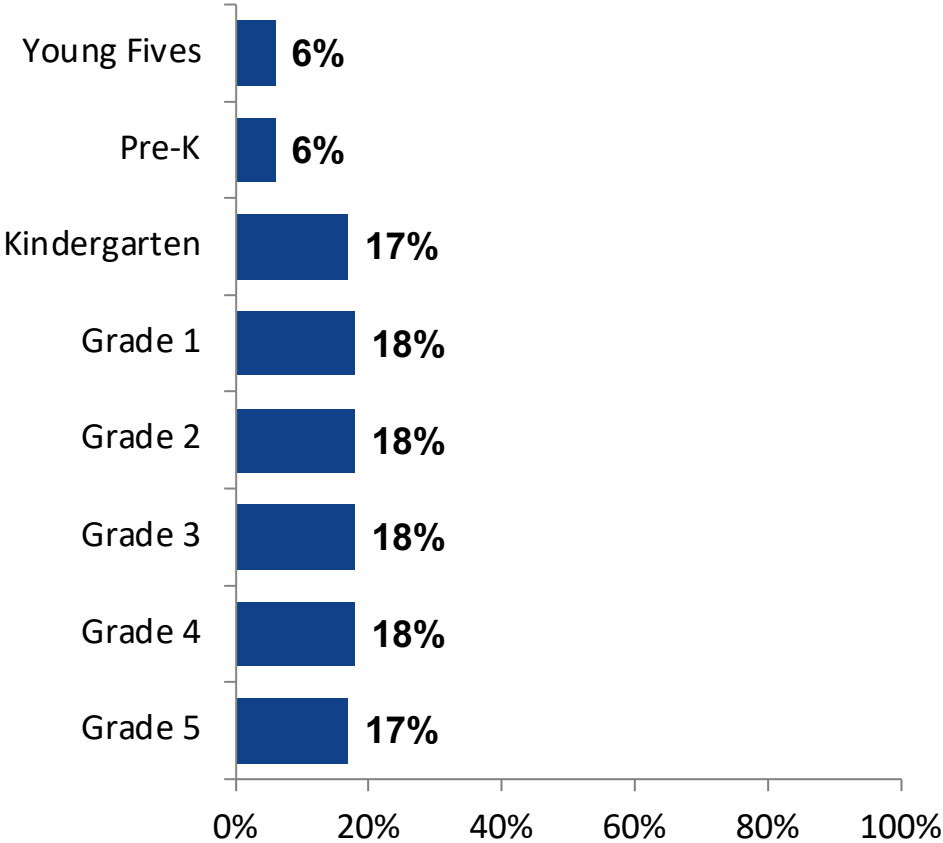


■ I worked on-campus/in person 100% of the time. ■ I worked remotely 100% of the time. ■ I worked a hybrid of in-person/on-campus and remotely.

GRADES TAUGHT

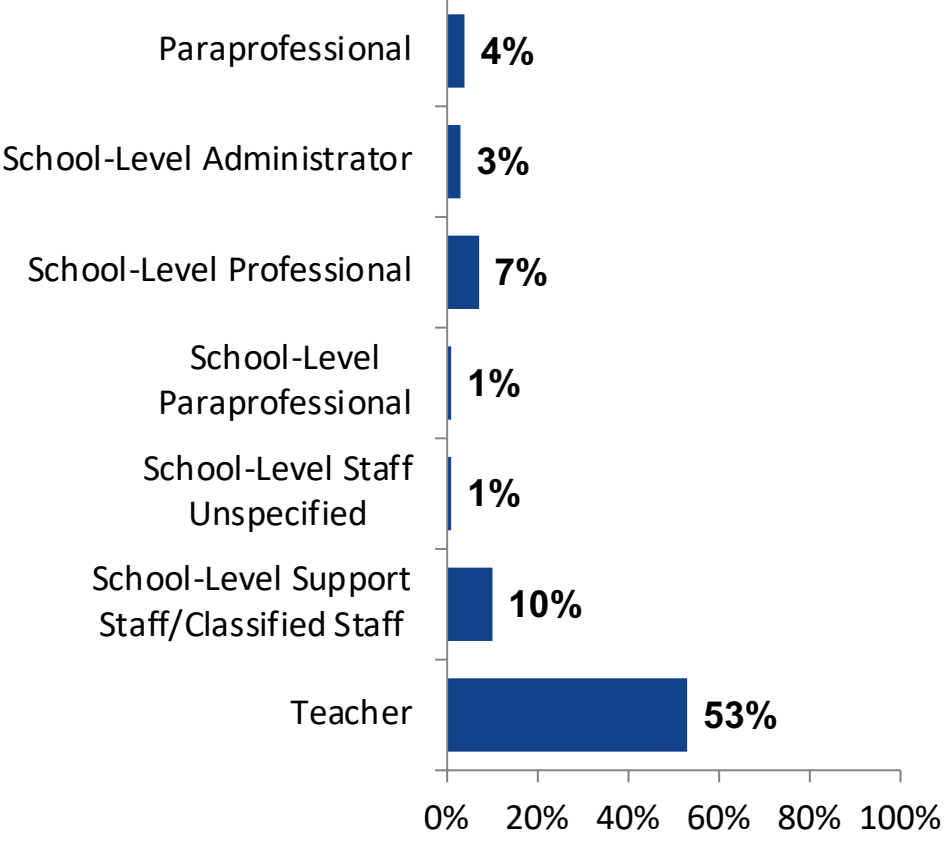
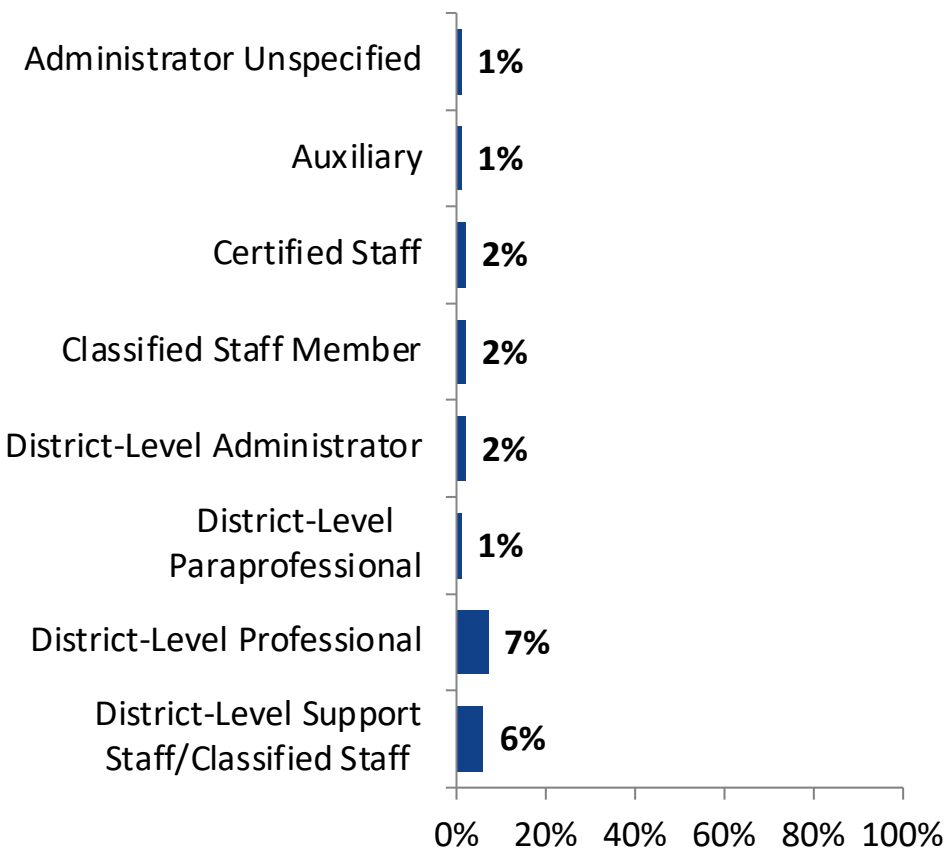
Please select the grade(s) you teach. (N=1,915)

Note: Only teachers answered this question. Percentages added may exceed 100 since a participant may select more than one answer for this question.



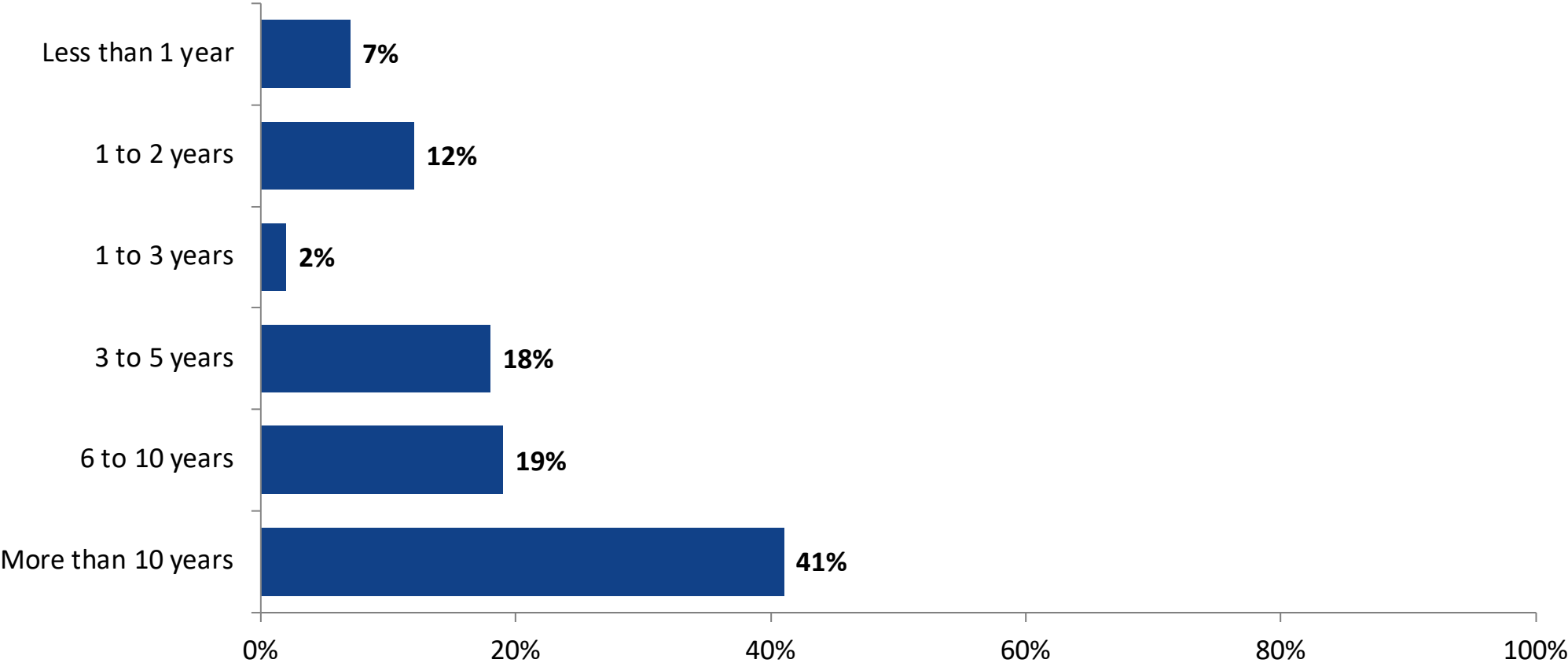
POSITION CLASSIFICATION

What is your position classification? (N=12,706)




TENURE WITH DISTRICT

How long have you worked in this district? (N=21,997)



K12 *Insight*

 k12insight.com

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 703-542-9600

 [linkedin.com/company/k12-insight](https://www.linkedin.com/company/k12-insight)