



Donovan Group
School Communications

Clinton Community School District

**EMPLOYEE SURVEY REPORT
October 2024**

EXECUTIVE SUMMARY

As part of its continuous improvement efforts, the Clinton Community School District conducted an anonymous survey of employees to measure facets related to the district's climate. The survey was organized and administered by the Donovan Group and was available October 21-25, 2024.

This report provides a summary of survey responses, along with an analysis from the Donovan Group team.

PROCESS & METHODOLOGY

The survey was administered using the Donovan Group's survey engine. Efforts were made to ensure that all eligible respondents had the opportunity to take the survey but that no respondents took it multiple times. In accordance with best practices in online research and to protect the security of the survey, internet protocol (IP) addresses were logged, and each response was time-stamped.

While we do not detail our survey security protocols, if we have reason to believe that anyone has taken the survey more than once or that there is any fraud, those responses are removed.

To encourage employees to take the survey, the school district issued reminders to each employee by email to increase participation.

Finally, it is worth noting that, by design, this data is not based on a scientific sample. Therefore, it should be treated as qualitative data that is similar to data from a large number of focus groups. Because we used a convenience sample, it would be methodologically inappropriate to carry out a regression analysis or attempt to calculate the error. Our response pool to date is a solid one that provides sound data to the board.

SURVEY RESULTS

A total of 111 employees completed the survey. To complete it, respondents must have clicked "submit" at the end and answered all of the required questions.

Below are the questions and their corresponding responses. Questions with an asterisk (*) at the end were required questions. We have also included the results from the 2021 and 2022 surveys for comparison. Under each question and result is a brief analysis from the Donovan Group team.

1) The best description of your position is: *

Answer	2024	2022	2021
4K-6 Teacher	17.12%	15.45%	20.63%
7-12 Teacher	21.62%	23.64%	25.40%
Special Education, Interventionist, Specialist	17.12%	20.00%	16.67%
Support employees	31.53%	30.91%	27.78%
Other	12.61%	10.00%	9.52%

Analysis: It is our understanding that this distribution largely mirrors the district’s employee population and therefore represents a strong respondent pool. Each of the employee groupings was within 1-3 percentage points of participation from a year ago. Responses in “Other” included administration (2), district employees (1), PE (1), and custodian (1).

2) Including the current year, how many years have you worked for our school district? *

Answer	2024	2022	2021
1-5 years	56.76%	51.82%	54.76%
6-10 years	18.02%	20.91%	21.43%
11-20 years	15.32%	18.18%	13.49%
21+ years	9.91%		
21-30 years		9.09%	9.52%
More than 30 years		N/A	0.79%

Analysis: Over half of respondents indicated they have worked for the school district for 1-5 years, with 18.0% working for the district for 6-10 years.

3) I feel good about working in public education. *

Answer	2024	2022	2021
Strongly agree	36.94%	31.82%	40.48%
Agree	60.36%	59.09%	51.59%
Disagree	2.70%	8.18%	5.56%
Strongly disagree	0.00%	0.91%	2.38%

Analysis: Responses to this statement indicate the district has extremely committed employees, with over 97% of employees having a positive outlook on public education. This can be especially challenging in an election year, as public education is often under the microscope. The district should be commended for the environment they have created and maintained.

4) I look forward to going to work most days. *

Answer	2024	2022	2021
Strongly agree	32.43%	27.27%	34.92%
Agree	63.96%	59.09%	56.35%
Disagree	3.60%	10.91%	5.56%
Strongly disagree	0.00%	2.73%	3.17%

Analysis: More than 96% of respondents strongly agreed/agreed that they look forward to going to work most days, an increase of 10.0% over 2022.

5) I feel my work has purpose. *

Answer	2024	2022	2021
Strongly agree	62.16%	50.00%	61.90%
Agree	35.14%	44.55%	32.54%
Disagree	2.70%	5.45%	5.56%
Strongly disagree	0.00%	0.00%	0.00%

Analysis: Approximately 97.3% of respondents strongly agreed/agreed that their work has purpose, an increase of 2.8% from 2022. We typically find that the majority of employees strongly agreed/agreed with this statement in districts that do a good job of engaging their employees. This is true here.

6) I have control in the manner in which I perform my work. *

Answer	2024	2022	2021
Strongly agree	42.34%	32.73%	33.60%
Agree	49.55%	57.27%	56.80%
Disagree	8.11%	8.18%	8.80%
Strongly disagree	0.00%	1.82%	0.80%

Analysis: Nearly 92% of employees strongly agreed/agreed that they have control in the manner in which they perform their work, an increase of 1.9% from 2022. The level of agreement with this statement indicates that employees believe they are not being overmanaged by supervisors or district administrators.

7) I am able to maintain a healthy work-life balance. *

Answer	2024	2022	2021
Strongly agree	25.23%	21.82%	19.84%
Agree	53.15%	50.91%	46.03%
Disagree	19.82%	20.91%	27.78%
Strongly disagree	1.80%	6.36%	6.35%

Analysis: Approximately 78.4% of respondents indicated they strongly agreed/agreed that they are able to maintain a healthy work-life balance, an increase of 5.7% over 2022. When compared to the strong levels of agreement with other statements in this section of the survey, this presents an opportunity to engage employees about ways the district can help them with any work-life balance concerns.

8) Professional development sessions have helped me grow as a professional. *

Answer	2024	2022	2021
Strongly agree	15.32%	9.09%	8.73%
Agree	64.86%	54.55%	50.00%
Disagree	18.92%	30.00%	30.95%
Strongly disagree	0.90%	6.36%	10.32%

Analysis: Approximately 80.2% of respondents strongly agreed/agreed that professional development sessions have helped them grow as professionals, an increase of 16.5% over 2022. The year-over-year improvement suggests that recent enhancements to the professional development program have better aligned with employee needs and expectations.

9) I have opportunities to learn and develop in meaningful ways. *

Answer	2024	2022	2021
Strongly agree	23.42%	11.82%	15.08%
Agree	63.06%	60.91%	57.94%
Disagree	13.51%	23.64%	23.02%
Strongly disagree	0.00%	3.64%	3.97%

Analysis: Approximately 86.5% of respondents strongly agreed/agreed with this statement, an increase of 13.8% over 2022. The district is to be commended for its continued efforts in providing opportunities for employees to learn and develop in meaningful ways.

10) I am generally happy at work. *

Answer	2024	2022	2021
Strongly agree	24.32%	25.45%	30.95%
Agree	68.47%	60.00%	63.49%
Disagree	7.21%	12.73%	4.76%
Strongly disagree	0.00%	1.82%	0.79%

Analysis: Nearly 93% of employees indicated they are generally happy at work, an increase of 7.3% over 2022. Once again, the district should be commended for the environment it has created and maintained, where employees generally feel happy while at work.

11) Most days, I feel I have made progress at work. *

Answer	2024	2022	2021
Strongly agree	20.72%	20.00%	21.60%
Agree	71.17%	66.36%	63.20%
Disagree	8.11%	11.82%	14.40%
Strongly disagree	0.00%	1.82%	0.80%

Analysis: Nearly 92% of respondents strongly agreed/agreed that they make progress at work most days, an increase of 5.5% over 2022. This reflects the effectiveness of ongoing efforts to enhance employee engagement and productivity, demonstrating a positive trend in workplace satisfaction and progress.

12) I feel personally connected to the people in my work area. *

Answer	2024	2022	2021
Strongly agree	45.95%	42.73%	38.89%
Agree	47.75%	50.91%	50.79%
Disagree	5.41%	4.55%	8.73%
Strongly disagree	0.90%	1.82%	1.59%

Analysis: Approximately 93.7% of respondents strongly agreed/agreed that they feel personally connected to the people in their work area, nearly the same result as in 2022. This indicates that the district has continued to do a good job of providing opportunities for connections among colleagues.

13) I feel respected and supported by my colleagues and supervisor. *

Answer	2024	2022	2021
Strongly agree	35.14%	36.36%	38.89%
Agree	54.95%	50.91%	52.38%
Disagree	8.11%	10.91%	7.14%
Strongly disagree	1.80%	1.82%	1.59%

Analysis: Just over 90% of respondents feel respected and supported by their colleagues and supervisor, an increase of 2.8% over 2022. This highlights a respectful and supportive work environment where collaboration and positive relationships are prioritized

14) I believe I can influence decisions in my area of responsibility. *

Answer	2024	2022	2021
Strongly agree	27.03%	29.09%	26.19%
Agree	59.46%	50.91%	57.94%
Disagree	12.61%	17.27%	13.49%
Strongly disagree	0.90%	2.73%	2.38%

Analysis: Approximately 86.5% of respondents strongly agreed/agreed with this statement, an increase of 6.5% over 2022. This positive shift suggests growing consensus among respondents regarding their impact on the organization.

15) I believe performance expectations are reasonable. *

Answer	2024	2022	2021
Strongly agree	25.23%	20.00%	21.43%
Agree	59.46%	59.09%	61.90%
Disagree	14.41%	19.09%	12.70%
Strongly disagree	0.90%	1.82%	3.97%

Analysis: Approximately 84.7% of respondents strongly agreed/agreed that the performance expectations are reasonable, an increase of 5.6% over 2022. This increase reflects the work that leaders have done to set clear and attainable standards with room for continued growth.

16) I am encouraged to collaborate as a member of the team. *

Answer	2024	2022	2021
Strongly agree	38.74%	37.27%	38.10%
Agree	57.66%	51.82%	53.17%
Disagree	3.60%	10.00%	8.73%
Strongly disagree	0.00%	0.91%	0.00%

Analysis: Approximately 96.4% of respondents strongly agreed/agreed that they are encouraged to collaborate as team members, an increase of 7.3% over 2022. This indicates that the district not only encourages collaboration but also ensures it happens.

17) There is an expectation within the district to share ideas to improve overall performance. *

Answer	2024	2022	2021
Strongly agree	27.03%	29.09%	28.80%
Agree	65.77%	56.36%	53.60%
Disagree	5.41%	10.91%	12.80%
Strongly disagree	1.80%	3.64%	4.80%

Analysis: Approximately 92.8% of respondents strongly agreed/agreed that there is an expectation within the district to share ideas to improve overall performance, an increase of 7.3% over 2022. This increase highlights a culture of collaboration where employees feel encouraged to contribute ideas that enhance overall performance.

18) My contributions to the district are appropriately rewarded. *

Answer	2024	2022	2021
Strongly agree	13.51%	7.27%	11.20%
Agree	61.26%	58.18%	56.00%
Disagree	21.62%	30.91%	26.40%
Strongly disagree	3.60%	3.64%	6.40%

Analysis: Nearly three-quarters of respondents (74.8%) strongly agreed/agreed that their contributions to the district are appropriately rewarded, an increase of 9.3% over 2022. This improvement suggests that more employees feel their efforts are being recognized, reflecting progress in recognition practices. While there is still room for growth, the results align with trends observed in similar districts, indicating the district is moving in the right direction. Further discussion will help district leaders identify areas where additional improvements could further enhance employee satisfaction and engagement.

19) Everyone seems to be working toward the same goal of making a difference in the lives of students. *

Answer	2024	2022	2021
Strongly agree	25.23%	22.73%	24.80%
Agree	63.06%	61.82%	58.40%
Disagree	10.81%	14.55%	14.40%
Strongly disagree	0.90%	0.91%	2.40%

Analysis: Approximately 88.3% of respondents strongly agreed/agreed that everyone seems to be working toward the same goal of making a difference in the lives of students, an increase of 3.7% over 2022. This increase underscores a strong sense of shared purpose, demonstrating a collective commitment to positively impacting students.

20) I work in an atmosphere in which there is mutual respect amongst employees. *

Answer	2024	2022	2021
Strongly agree	33.33%	20.91%	21.43%
Agree	56.76%	56.36%	59.52%
Disagree	8.11%	20.00%	17.46%
Strongly disagree	1.80%	2.73%	1.59%

Analysis: Just over 90% of respondents indicated they work in an atmosphere of mutual respect amongst employees, an increase of 12.8% over 2022. This double-digit increase reflects the impact of efforts to cultivate a culture of mutual respect among all employees and should be commended.

21) My school is kept clean. *

Answer	2024	2022	2021
Strongly agree	56.76%	32.73%	26.19%
Agree	40.54%	54.55%	60.32%
Disagree	2.70%	12.73%	13.49%
Strongly disagree	0.00%	0.00%	0.00%

Analysis: Over 97% of employees strongly agreed/agreed that their school is kept clean, a 10% increase over 2022. A job well done to the team who undertakes this important work. It is clearly noticed and appreciated by their colleagues.

22) My school is safe. *

Answer	2024	2022	2021
Strongly agree	56.76%	31.82%	29.37%
Agree	42.34%	60.00%	63.49%
Disagree	0.90%	7.27%	6.35%
Strongly disagree	0.00%	0.91%	0.79%

Analysis: Over 99% of respondents indicated agreement that their school is safe, an increase of 7.3% over 2022. This exceptionally high level of agreement highlights the district's strong commitment to maintaining a safe and secure environment and should be commended.

23) I have the materials I need to effectively carry out my duties. *

Answer	2024	2022	2021
Strongly agree	37.84%	27.27%	23.81%
Agree	57.66%	58.18%	57.94%
Disagree	3.60%	12.73%	14.29%
Strongly disagree	0.90%	1.82%	3.97%

Analysis: Approximately 95.5% of respondents strongly agreed/agreed that they have the materials needed to carry out their duties effectively, an increase of 10.1% over 2022. This increase indicates that efforts to ensure employees have the necessary resources are paying off, enabling employees to perform their duties more confidently and effectively.

24) The district is making consistent progress on its goals/initiatives. *

Answer	2024	2022	2021
Strongly agree	22.52%	26.36%	16.26%
Agree	70.27%	56.36%	70.73%
Disagree	6.31%	16.36%	11.38%
Strongly disagree	0.90%	0.91%	1.63%

Analysis: Approximately 92.8% of respondents strongly agreed/agreed that the district is making consistent progress on its goals/objectives, a 10.1% increase over 2022. This increase suggests the district's efforts to demonstrate measurable progress are resonating with employees.

25) Leadership has communicated the district's goals/initiatives. *

Answer	2024	2022	2021
Strongly agree	51.35%	40.00%	36.80%
Agree	48.65%	51.82%	56.00%
Disagree	0.00%	7.27%	5.60%
Strongly disagree	0.00%	0.91%	1.60%

Analysis: All respondents strongly agreed/agreed that leadership has communicated the district's goals/initiatives, an 8.2% increase over 2022. This unanimous endorsement of communication efforts demonstrates the district's commitment to transparent and consistent messaging regarding its strategic priorities.

26) The leadership team seems to exhibit transparency. *

Answer	2024	2022	2021
Strongly agree	24.32%	25.45%	16.13%
Agree	62.16%	52.73%	59.68%
Disagree	12.61%	20.00%	17.74%
Strongly disagree	0.90%	1.82%	6.45%

Analysis: Approximately 86.5% of respondents strongly agreed/agreed that the leadership team exhibits transparency, an increase of 8.3% over 2022. It is encouraging to continue to see an upward trend in response to this statement. This also presents an opportunity to further engage employees about how the leadership team can further improve transparency.

27) Leadership encourages employees to make responsible decisions. *

Answer	2024	2022	2021
Strongly agree	33.33%	32.73%	31.75%
Agree	64.86%	59.09%	57.94%
Disagree	0.90%	5.45%	9.52%
Strongly disagree	0.90%	2.73%	0.79%

Analysis: Over 98% of respondents indicated that leadership encourages employees to make responsible decisions, an increase of 6.4% over 2022. The increase from the previous survey demonstrates that efforts to encourage employees to trust their professional judgment is noticed and appreciated by employees.

28) I have access to leadership. *

Answer	2024	2022	2021
Strongly agree	40.54%	35.45%	34.68%
Agree	55.86%	57.27%	60.48%
Disagree	3.60%	7.27%	4.84%
Strongly disagree	0.00%	0.0%	0.0%

Analysis: Over 96% of respondents strongly agreed/agreed that they have access to leadership, an increase of 3.7% over 2022. The positive response reflects a culture of responsiveness and approachability of leaders across the district.

29) My principal/supervisor is visible in the building/district. *

Answer	2024	2022	2021
Strongly agree	51.35%	57.27%	58.73%
Agree	47.75%	39.09%	36.51%
Disagree	0.90%	2.73%	4.76%
Strongly disagree	0.00%	0.91%	0.0%

Analysis: Over 99% of respondents indicated their principal/supervisor is visible in the building/district, an increase of 2.7% over 2022. The near-perfect rating on leadership visibility demonstrates your administrators' dedication to being actively present and engaged in their buildings/the district.

30) My principal/supervisor is responsive to addressing concerns. *

Answer	2024	2022	2021
Strongly agree	45.05%	40.00%	48.00%
Agree	51.35%	48.18%	40.80%
Disagree	3.60%	10.91%	8.80%
Strongly disagree	0.00%	0.91%	2.40%

Analysis: Over 96% of respondents indicated their principal/supervisor is responsive to addressing concerns, an increase of 8.2% over 2022. The strong positive trend suggests that administrators are not only hearing staff concerns but are following through with meaningful solutions, key elements in maintaining trust and morale across the district.

31) The District Administrator is visible across the building/district. *

Answer	2024	2022	2021
Strongly agree	51.35%	41.82%	29.37%
Agree	44.14%	51.82%	57.14%
Disagree	3.60%	6.36%	11.11%
Strongly disagree	0.90%	0.00%	2.38%

Analysis: Over 95% of respondents strongly agreed/agreed that the district administrator is visible across the building/district, an increase of 1.9% over 2022. School employees notice when administrators, starting with the superintendent/district administrator, are not visible. This level of agreement indicates that the district administrator is doing a good job of being in all district buildings on a regular basis.

32) The District Administrator has shown a willingness to listen to the concerns of employees. *

Answer	2024	2022	2021
Strongly agree	46.85%	39.09%	28.57%
Agree	49.55%	50.00%	61.11%
Disagree	3.60%	9.09%	7.94%
Strongly disagree	0.00%	1.82%	2.38%

Analysis: Approximately 96.4% of employees strongly agreed/agreed that the district administrator has shown a willingness to listen to the concerns of employees, an increase of 7.3% over 2022. This is admirable yet not surprising when considering how respondents answered previous survey questions related to being heard.

33) I believe the District Administrator makes decisions aligned to the district's mission. *

Answer	2024
Strongly agree	39.64%
Agree	54.05%
Disagree	5.41%
Strongly disagree	0.90%

Analysis: The Donovan Group separated the district administrator and school board questions into separate sections for the 2024 survey to maintain continuity with other survey questions.

Approximately 93.7% of respondents indicated that the district administrator makes decisions that align with the district's mission. This strong response shows that employees recognize and value how the district administrator's decision-making aligns with the district's core mission.

34) I believe the School Board makes decisions aligned to the district's mission. *

Answer	2024
Strongly agree	15.32%
Agree	59.46%
Disagree	22.52%
Strongly disagree	2.70%

Summary: The Donovan Group separated the district administrator and school board questions into separate sections for the 2024 survey to maintain continuity with other survey questions.

Approximately three-quarters of respondents (74.8%) strongly agreed/agreed that the School Board makes decisions aligned to the district's mission. While the majority of respondents recognize the Board's commitment to mission-aligned governance, this feedback suggests an opportunity to better communicate the rationale behind Board decisions and their connection to the district's mission. This could help build greater understanding among employees.

35) I trust the School Board will make decisions in the best interests of students and employees. *

Answer	2024	2022	2021
Strongly agree	15.32%	21.82%	15.08%
Agree	54.05%	57.27%	61.90%
Disagree	26.13%	17.27%	16.67%
Strongly disagree	4.50%	3.64%	6.35%

Analysis: Approximately 69.4% of respondents strongly agreed/agreed that they trust that the School Board will make decisions in the best interests of students and employees, a decrease of 9.7% from 2022. This presents an opportunity to dig deeper into why just over 30% of respondents disagreed/strongly disagreed with this statement.

36) What are the strengths of the district?

Summary: Seventy-six respondents used this open-ended question to leave a wide variety of comments regarding the strengths of the school district. In examining the responses, we found that they tended to fall into several overall categories:

- Supportive, dedicated, and caring employees who are experienced, passionate, and professional, often going above and beyond to support students.
- Strong collaborative work environment, including a culture of sharing ideas and feedback.
- Student-centered focus, prioritizing student success and well-being.
- Supportive administration, including administrators' openness, responsiveness, and focus on fostering a supportive culture.
- High-quality facilities and resources provide a positive physical environment that supports learning.

37) What suggested areas of improvement would you like to see for our district?

Summary: Sixty-three responses were provided to this open-ended question regarding suggested areas of improvement. In examining the responses, we found that they tended to fall into several overall categories:

- Employee workload and time management, which includes reviewing additional responsibilities beyond teaching and time spent in meetings.
- Teacher compensation and recognition, particularly among experienced staff.
- Strengthen the collaborative relationship between the school board and district employees, fostering a shared understanding of the needs of both teachers and students.
- Student mental health support and behavior management, including consistent protocols and additional interventions and resources.

38) How would you describe the Clinton Community School District to someone who is new to the community?

Summary: Sixty-six respondents used this open-ended question to leave a variety of comments regarding the school district. In examining the responses, we found they tended to fall into several overall categories:

- Small, close-knit, and community-focused school district.
- Supportive and caring employees who genuinely care about students' success and well-being.
- Student-focused culture, with a commitment to student growth and preparation for their future paths.
- Commitment to improvement, with an overall willingness to adapt and change to meet the evolving needs of students.
- Modern facilities and resources that promote a positive learning environment.