



**February 14, 2023**

**To: Dr. Mary Whitrock, Superintendent, Ripon Area School District**  
**From: Joe Donovan**  
**Re: Staff Satisfaction Survey**

The purpose of this document is to report on the recent staff satisfaction survey conducted by the Donovan Group for the Ripon Area School District. This report provides an overview of the methodology used before outlining a summary of the results and a detailed review of the data.

### **OVERVIEW OF METHODOLOGY**

The 2022 Ripon Area School District's Staff Satisfaction Survey was first conducted in 2017. The purpose of the survey is to elicit responses from staff regarding the work environment, relationships with colleagues and supervisors, opportunities for growth/movement, and overall satisfaction.

The survey comprises 21 questions, each scored on a 5-point Likert scale. The survey allows respondents to participate anonymously.

The survey asked respondents to answer a total of 48 questions in four sets of questions, (1) Personal Factors, (2) Work Environment, (3) Leadership Team and (4) Compensation. In addition, all respondents are provided an opportunity to offer comments at the end of the survey for purposes of clarification and to offer more specific insight and direction.

Data analysis was conducted by the Donovan Group, an independent third party, using accepted practices for quantitative analysis, as used in previous surveys.

### **GENERAL SUMMARY**

The Staff Satisfaction Survey was initiated on December 5, 2022, and was available to staff through December 16, 2022. At the close of the data collection period, 128 respondents participated in the survey. This is six fewer than last year but 42 more than in 2017 and 43 more than in 2019.

#### **Overall Satisfaction Scores (Historical)**

<b>Year</b>	<b>Total respondents</b>	<b>Overall Satisfaction Score</b>
2016-17	86	3.10

2018-19	85	3.56
2020-21	130	3.91
2021-22	134	3.80
2022-23	128	3.89

It should be noted that overall staff satisfaction for the 2022-23 school year (3.89) was up from last year and just .02 from the highest recorded mark of 3.91 in 2020-21.

It is important to note that each respondent identified with a school (i.e., working in a specific school) within the district.

*Before proceeding, some limitations of the data should be noted. These are outstanding results. As stated repeatedly below, differences in the makeup of the survey pool may cause variations in survey results. We should also consider the possible ceiling effects of this data.*

*A ceiling effect occurs when survey results are high. The term refers to measurement limitation when the highest possible score or close to the highest score on a survey is reached. This is an excellent problem to have.*

The first three questions of the survey asked the respondent to share their role in the district, in which building they worked, and for how long the Ripon Area School District has employed them. These questions and response summaries are detailed below.

**What is your primary role in the district?**

Administration	6.25%
Teaching Staff	62.50%
Support Staff	17.19%
Office Staff (including technology staff)	11.72%
Custodial/Maintenance	2.34%

*The number of staff survey respondents this year, 128, was very similar to the total number of survey respondents last year, 134.*

*Last year, the breakdown was: Administration 4.62%, Teaching Staff 73.85%, Support Staff 10.77%, Office Staff (including technology staff) 8.46%, and Custodial/Maintenance 2.31%.*

*It is important to see this data as a single snapshot in time. While we can expect year-to-year variations in any case, variations in the makeup of the respondent pool can also result in slight variations.*

**In which building(s) do you work? Please check all that apply.**

Ripon High School	25.00%
Ripon Middle School	28.13%
Murray Park Elementary School	21.09%
Quest Elementary School	16.41%
Barlow Park Charter School	24.22%
Journey Project Elementary	17.97%
ASC	7.81%
Odyssey Academy	11.72%

*Last year, the breakdown was: Ripon High School 36.92%, Ripon Middle School 16.92%, Murray Park Elementary School 13.85%, Murray Park Quest School 10.00%, Barlow Park Elementary School 22.31%, Barlow Park Charter School 13.85%, Journey Charter School 13.08%, ASC 4.62% and Odyssey Academy 10.77%.*

*As noted above, slight survey respondent pool variations will cause year-to-year survey result fluctuations.*

**How long have you been employed within the Ripon Area School District?**

Less than a year to 3 years	30.47%
4-6 years	25.00%
7-10 years	15.63%
More than 10 years	28.91%

*Last year, the breakdown was: Less than a year- 3 years 39.23%, 4-6 years 20.77%, 7-10 years 10.77% and More than 10 years 29.23%.*

*Once again, it is important to note that variations in the survey respondent pool may cause year-to-year fluctuations in survey results.*

For all of the questions noted in the following sections, respondents were asked the level to which they agreed with statements and chose Likert scale responses that included Strongly Agree, Agree, Neither Agree Nor Disagree, Disagree and Strongly Disagree.

In the following summaries, responses were converted into numerical scores from zero to five, with five corresponding with "Strongly Agree," four corresponding with "Agree," three corresponding with "Neither Agree Nor Disagree," two corresponding with "Disagree" and one corresponding with "Strongly Disagree." In this way, the top possible summary score of five is possible only if all respondents answered "Strongly Agree," and the lowest summary score of one is possible only if all respondents answered, "Strongly Disagree."

## PERSONAL FACTORS

Before providing a table with all responses, a total of 17 questions were included in this section. Responses from ten questions scored higher than a year ago, with one having the same average score. In addition, ten statements scored at least a 4.0.

The lowest scores of 3.25 (professional development), 3.30 (career growth opportunities), and 3.59 (work-life balance) were also the same three statements with the lowest scores a year ago.

There was also a gap between those with three or fewer years of experience and their overall scores (4.03) versus those with more than 10 years of experience (3.84) and your teaching staff (3.88).

All 17 results in 2023 are higher than in 2017, and 14 are higher (and one the same) than in 2019.

The table that follows shows each question on the far left with the average responses for teaching staff followed by employees with fewer than three years of experience in the district. This is followed by employees with ten or more years of experience in the district. Averages for this year's data, 2022-23, are included next and can be compared with averages going back to data collected in the 2016-17 school year. The second to last column on the right shows the difference between average responses per item for the current 2022-23 school year and the 2016-17 school year. The right-most column shows the differences between this year, 2022-23 and last year, 2021-22.

### PERSONAL FACTORS: Comparison data

Question	Teaching Staff 2022-23	Employees with < 3 years 2022-23	Employees with > 10 years 2022-23	Average 2022-23	Average 2021-22	Average 2020-21	Average 2018-19	Average 2016-17	Difference 2017-23	All Responses Difference 21/22-22/23
I feel good about working in public education.	4.00	4.23	3.97	4.07	4.04	4.34	3.81	3.60	0.47	0.04
I look forward to going to work most days.	4.00	4.13	4.00	4.04	4.05	4.23	3.54	3.52	0.52	0.04
I feel my work has purpose.	4.30	4.49	4.32	4.37	4.38	4.52	3.96	4.26	0.11	0.02
I feel empowered to make a difference.	4.11	4.23	4.03	4.12	4.07	4.22	3.63	3.48	0.64	0.05
I have control in the manner in which I perform my work	4.13	4.26	4.03	4.14	4.10	4.22	4.06	3.38	0.76	0.06
I am able to maintain a healthy work-life balance.	3.33	3.90	3.35	3.53	3.56	3.75	3.41	2.81	0.72	0.03
Professional development sessions have helped me to better meet the needs of students.	3.45	3.46	3.16	3.36	3.25	3.43	3.36	2.76	0.60	0.00

It is important to have career growth/movement opportunities.	4.39	4.28	4.19	4.29	4.32	4.22	3.99	3.93	0.36	-0.10
The district offers opportunities for career growth/movement.	3.20	3.31	3.24	3.25	3.42	3.44	2.94	2.62	0.63	-0.12
I have opportunities to learn and develop in meaningful ways.	3.73	3.87	3.62	3.74	3.78	3.95	3.50	3.19	0.55	-0.05
I am generally happy at work.	4.00	4.21	4.08	4.10	4.07	4.24	3.87	3.69	0.41	0.04
Most days, I feel I have made progress at work.	3.95	4.03	4.03	4.00	3.94	4.07	3.92	3.52	0.48	0.09
The work I do matters to the District.	3.86	4.03	3.86	3.92	3.87	4.02	3.73	3.50	0.42	0.08
I believe my position within the District is secure.	3.69	3.77	3.73	3.73	3.90	3.89	3.53	3.26	0.47	-0.12
I feel trusted and valued as an employee.	3.83	4.15	3.81	3.93	3.81	4.03	3.56	2.88	1.05	0.10
I feel personally connected to the people in my work area.	4.04	4.08	3.95	4.02	4.20	4.22	3.90	3.83	0.19	-0.11
I would refer someone to work in the district.	4.00	4.09	3.95	4.01	4.05	4.18	3.63	3.12	0.89	-0.01
<b>Total 2022 respondents 128. Average Personal Factor rate:</b>	<b>3.88</b>	<b>4.03</b>	<b>3.84</b>	<b>3.92</b>	<b>3.93</b>	<b>4.06</b>	<b>3.67</b>	<b>3.37</b>	<b>0.55</b>	<b>0.04</b>

The next table shows the average for all respondents who took the survey in 2022-23.

**PERSONAL FACTORS: All respondent answers, 2022-23**

Question	2022-23
I feel good about working in public education.	4.14
I look forward to going to work most days.	4.09
I feel my work has purpose.	4.39
I feel empowered to make a difference.	4.15
I have control in the manner in which I perform my work	4.16
I am able to maintain a healthy work-life balance.	3.59
Professional development sessions have helped me to better meet the needs of students.	3.25
It is important to have career growth/movement opportunities.	4.20
The district offers opportunities for career growth/movement.	3.30

I have opportunities to learn and develop in meaningful ways.	3.73
I am generally happy at work.	4.11
Most days, I feel I have made progress at work.	4.03
The work I do matters to the District.	3.95
I believe my position within the District is secure.	3.78
I feel trusted and valued as an employee.	3.91
I feel personally connected to the people in my work area.	4.09
I would refer someone to work in the district.	4.04

<b>Total respondents 128. Average Personal Factor rate:</b>	<b>3.94</b>
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Respondents were then asked to share comments about the Personal Factors items above. In reviewing the few responses to this question, there were no evident themes in the data.

### SATISFACTION WITH WORK ENVIRONMENT

Data for the next section, Satisfaction With Work Environment, are presented below using the same format as used with the previous set of questions.

A total of 18 statements were included in this section. A total of 12 scored higher than a year ago, with one having the same average score. Ten statements have a score of at least 4.0. The lowest scores of 3.49 (“recognized for the value I provide”), 3.52 (“regularly receive feedback”), and 3.66 (“recognized for efforts”) were also the same three statements with the lowest scores a year ago.

The gap between those with three or fewer years of experience and their overall scores (4.04) versus those with more than ten years of experience (3.97) and your teaching staff (3.95) were not as wide as in the Personal Factors section. All 18 results in 2023 are higher than in 2017 and 2019.

### SATISFACTION WITH WORK ENVIRONMENT: Comparison data

Question	Teaching Staff 2022-23	Employees with < 3 years 2022-23	Employees with > 10 years 2022-23	Average 2022-23	Average 2021-22	Average 2020-21	Average 2018-19	Average 2016-17	Difference 2017-23	All Responses Difference 21/22-22/23
I am recognized for my efforts.	3.55	3.72	3.62	3.63	3.67	3.81	3.51	2.95	0.68	0.04
I regularly receive useful feedback.	3.50	3.56	3.46	3.51	3.51	3.63	3.49	2.86	0.65	0.01
I am recognized for the value I bring to the district.	3.33	3.33	3.57	3.41	3.49	3.67	3.46	2.60	0.81	0.00
I trust my supervisor to be open and fair.	4.09	4.13	4.08	4.10	4.13	4.25	3.82	3.42	0.68	0.03
I feel respected and supported in my work.	3.95	4.00	3.95	3.97	3.99	4.11	3.75	3.14	0.83	0.01

I feel respected and supported by my colleagues.	4.11	4.08	4.38	4.19	4.13	4.24	3.75	3.81	0.38	-0.03
I believe I can influence decisions in my area of responsibility.	3.89	3.87	3.84	3.87	3.88	4.09	3.65	3.33	0.54	0.03
I believe performance expectations are attainable.	3.88	4.21	3.92	4.00	4.04	4.04	3.95	3.36	0.64	-0.06
I am allowed to make decisions about how to do my work.	4.05	4.21	4.00	4.09	4.10	4.21	4.06	3.38	0.71	0.04
I am encouraged to collaborate as a member of the team.	4.31	4.28	4.14	4.24	4.20	4.41	3.93	3.83	0.41	0.06
District employees are professional and courteous when working with parents, students, and colleagues.	4.09	4.26	4.03	4.13	4.16	4.39	3.98	3.98	0.15	0.02
There is an expectation within the District to share ideas to improve overall performance.	3.94	3.95	3.92	3.94	3.89	4.02	3.68	3.45	0.49	0.06
Everyone seems to be working toward the same goal.	3.65	3.77	3.57	3.66	3.69	3.84	3.24	2.93	0.73	0.02
Meeting the needs of students is one of the District's top priorities.	4.06	4.28	4.16	4.17	4.11	4.33	3.86	3.88	0.29	0.02
My school is kept clean.	4.26	4.33	4.30	4.30	4.23	4.44	3.82	3.76	0.54	0.07
My school is well maintained.	4.14	4.38	4.16	4.23	4.22	4.46	3.82	3.64	0.59	-0.06
My school is safe.	4.21	4.31	4.19	4.24	4.24	4.50	3.99	3.60	0.64	-0.01
I have the materials I need to effectively teach my classes.	4.01	3.97	3.92	3.97	3.98	4.12	3.54	3.52	0.45	-0.05
<b>Total 2022 respondents 128. Average Satisfaction with Work Environment rate:</b>	<b>3.95</b>	<b>4.04</b>	<b>3.97</b>	<b>3.99</b>	<b>4.00</b>	<b>4.14</b>	<b>3.74</b>	<b>3.41</b>	<b>0.57</b>	<b>0.20</b>

**SATISFACTION WITH WORK ENVIRONMENT: All respondent answers, 2022-23**

Question	2022-23
I am recognized for my efforts.	3.66
I regularly receive useful feedback.	3.52
I am recognized for the value I bring to the district.	3.49

I trust my supervisor to be open and fair.	4.16
I feel respected and supported in my work.	4.00
I feel respected and supported by my colleagues.	4.10
I believe I can influence decisions in my area of responsibility.	3.91
I believe performance expectations are attainable.	3.98
I am allowed to make decisions about how to do my work.	4.14
I am encouraged to collaborate as a member of the team.	4.26
District employees are professional and courteous when working with parents, students, and colleagues.	4.18
There is an expectation within the District to share ideas to improve overall performance.	3.95
Everyone seems to be working toward the same goal.	3.71
Meeting the needs of students is one of the District's top priorities.	4.13
My school is kept clean.	4.30
My school is well maintained.	4.16
My school is safe.	4.23
I have the materials I need to effectively teach my classes.	3.93

<b>Total respondents 128. Average Satisfaction with Work Environment rate:</b>	<b>3.99</b>
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Before finishing this section, respondents were asked to share their comments about the Satisfaction of Work Environment items above. In reviewing the few responses to this question, there were not enough responses to show a trend or theme.

**LEADERSHIP TEAM**

A total of eight questions were included in this section. A total of five scored higher than a year ago, with one having the same average score. One question’s response scored at least a 4.0 but six of the eight statements scored a 3.8 or higher. The lowest scores of 3.55 (“clearly explain reasons behind decisions on key issues”) and 3.68 (“demonstrates consistency in the manner in which it demonstrates values”) were also the same two statements with the lowest scores a year ago.

The gap between those with three or fewer years of experience and their overall scores (3.96) versus those with more than ten years of experience (3.76) and teaching staff (3.82) are similar to what we saw in the Personal Factors section. All 8 results in 2023 are higher than in 2017 and in 2019.

Data for this section are presented below using the same format as used with the previous sets of questions.

**LEADERSHIP TEAM: Comparison data**

Question	Teaching Staff 2022-23	Employees with < 3 years 2022-23	Employees with > 10 years 2022-23	Average 2022-23	Average 2021-22	Average 2020-21	Average 2018-19	Average 2016-17	Difference 2017-23	All Responses Difference 21/22-22/23
The district demonstrates consistency in the manner in which it demonstrates values.	3.60	3.90	3.57	3.69	3.78	3.78	3.35	2.76	0.93	-0.06
Leadership encourages all employees to make responsible decisions.	4.06	4.13	3.97	4.05	4.07	4.13	3.99	3.45	0.60	0.03
I have access to leadership in times of uncertainty.	3.99	4.03	3.84	3.95	3.93	4.17	3.81	3.50	0.45	0.07
I trust our leadership to make good decisions.	3.90	4.05	3.78	3.91	3.89	4.22	3.49	2.93	0.98	0.08
The District has a clearly defined direction.	3.85	3.92	4.03	3.93	3.91	4.00	3.51	3.05	0.88	0.00
The District has clearly communicated performance expectations to employees.	3.86	3.95	3.89	3.90	3.93	3.89	3.77	3.12	0.78	-0.06
The District clearly explains reasons behind decisions on key issues.	3.51	3.77	3.35	3.54	3.44	3.62	3.13	2.50	1.04	0.12
The District is making consistent progress on initiatives.	3.78	3.95	3.65	3.79	3.71	3.86	3.49	2.88	0.91	0.10
<b>Total 2022 respondents 128. Average Leadership Team rate:</b>	<b>3.82</b>	<b>3.96</b>	<b>3.76</b>	<b>3.85</b>	<b>3.83</b>	<b>3.96</b>	<b>3.57</b>	<b>3.02</b>	<b>0.82</b>	<b>0.28</b>

**LEADERSHIP TEAM: All respondent answers, 2022-23**

Question	2022-23
The district demonstrates consistency in the manner in which it demonstrates values.	3.68
Leadership encourages all employees to make responsible decisions.	4.08
I have access to leadership in times of uncertainty.	3.98
I trust our leadership to make good decisions.	3.93
The District has a clearly defined direction.	3.91
The District has clearly communicated performance expectations to employees.	3.84

The District clearly explains reasons behind decisions on key issues.	3.55
The District is making consistent progress on initiatives.	3.80

<b>Total respondents 128. Average Leadership Team rate:</b>	<b>3.93</b>
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Before leaving this section, respondents were asked to share their comments. There were only 15 responses to this question and no discernible themes.

### COMPENSATION

A total of 5 questions were included in this section. Responses to one question scored higher than a year ago. None of the statements scored at least a 4.0, with the averages for each statement ranging from 3.09 to 3.45. The overall average of 3.33 in the compensation section was 0.60 or more lower than the averages for each of the other three sections.

The results in this section also looked different than the other three. Those with three or less years of experience and their overall scores (3.29) were lower than those with more than ten years of experience (3.39). The average score for teaching staff (3.22) was still lower.

All 5 results in 2023 are higher than in 2017, and 3 are higher than in 2019.

#### COMPENSATION: Comparison data

Question	Teaching Staff 2022-23	Employees with < 3 years 2022-23	Employees with > 10 years 2022-23	Average 2022-23	Average 2021-22	Average 2020-21	Average 2018-19	Average 2016-17	Difference 2017-23	All Responses Difference 21/22-22/23
The district's total salary and benefits package meets my needs.	2.96	2.95	3.27	3.06	3.25	3.58	3.12	2.55	0.51	-0.20
The district's total salary and benefits package is competitive with other districts.	3.18	3.08	3.16	3.14	3.30	3.44	3.24	2.74	0.40	-0.18
My contributions to the District are appropriately rewarded.	3.34	3.56	3.41	3.44	3.46	3.59	3.06	2.45	0.99	0.02
I receive non-monetary recognition for my contributions.	3.39	3.38	3.62	3.46	3.56	3.52	3.45	2.57	0.89	-0.06
There are opportunities to	3.41	3.49	3.49	3.46	3.52	3.29	3.10	2.71	0.75	-0.03

advance within the organization.										
Total 2022 respondents 128. Average Compensation rate:	3.22	3.29	3.39	3.30	3.42	3.48	3.19	2.60	0.71	-0.45

**COMPENSATION: All respondent answers, 2022-23**

Question	2022-23
The district's total salary and benefits package meets my needs.	3.09
The district's total salary and benefits package is competitive with other districts.	3.15
My contributions to the District are appropriately rewarded.	3.45
I receive non-monetary recognition for my contributions.	3.45
There are opportunities to advance within the organization.	3.52
<b>Total 2022 respondents 128. Average Compensation rate: 3.33</b>	

The survey concluded with four open-response questions where staff members could leave additional information. Responses to these questions are noted below.

First, respondents were presented with this statement: Please share your comments about the Compensation items above. In reviewing the 20 responses to this question, there were not enough to show a trend or theme.

Next, respondents were asked the following: What is the greatest challenge you face in your role within the District?

Among the biggest challenges mentioned frequently by staff was time. Staff are also very concerned about the mental health of colleagues and students. Approximately 75 comments were received. Below is a sampling of unedited responses to demonstrate those themes.

- *Continual tasks put on my plate, with nothing taken off. A lot of busy work makes people feel like they are not doing their jobs. Just as we don't want to give students busywork, well-educated adults should be trusted to be professionals in their work.*
- *Meeting the varying needs of our student's in today's world - meeting their academic, social-emotional and behavioral needs.*
- *My greatest challenge is finding time during the school day to fit in everything that I am supposed to. I have so many students that are below grade level, but not enough time to help everyone effectively.*
- *Having time to plan for the needs of the students and then also that planning should be more purposeful. I think when we are given the time, we need to be able to do things that we currently need for our students. Access to materials is also a struggle, especially*

*for literacy. The amount of time we spend for our literacy collaboration time on the days we have PD days is a lot of sitting and getting.*

- *Time spent outside of school hours to complete tasks.*

Next, respondents were asked, What can the district do to increase your satisfaction and productivity as an employee? Many responses focused on extra time for collaboration, clearer expectations, better pay or other benefits. Approximately 70 comments were received. Below is a sampling of unedited responses.

- *An additional personal day in exchange for a sick day or allow us to use our sick days in any way we choose. Trust us to do that. That would also eliminate any sort of gray area for administrators in various buildings. We are operating on beliefs that suited education 20 or 30 years ago, and we need to acknowledge that the landscape is changing.*
- *Continue to find ways to help us have work/life balance.*
- *Verbal recognition from the board and families. We work hard. We don't mind doing the extras and going above and beyond when it is appreciated.*
- *Any employee incentives or celebrations.*
- *Consider being more flexible with personal time. It is difficult to "justify" taking a personal day, knowing that I only get the one all year (or two if I allow one to carry over). While I understand that we do have the summers off, life happens outside of the summertime as well. If we could change one or two sick days to an extra personal day to make up for some of that, I know many others who would be appreciative as well.*

The survey concluded with this final open-response question: What should we continue to do that best supports your favorable views of the District?

Better and more meaningful professional development and continued collaboration were consistent themes. Approximately 55 comments were received for this item. Below is a sampling of unedited responses.

- *Continue to provide staff with the tools needed and continue to allow for open communication.*
- *Continue to offer an environment that supports my mental health and show respect.*
- *Giving teachers enough prep time / alone time as possible, possibly making professional development days half days rather than full days?*
- *Team activities. The support staff is now required to help with Camp Brave during In-service days with lunch. Support staff seem to be asked to do more but rarely given acknowledgement.*
- *Make/keep the promotion process not too time intensive. Use \$ savings of insurance change to cover part of the cost of employee premiums the following year. Continue to offer opportunities for professional development. Have leadership acknowledge staff kudos in addition to staff doing this.*