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# Employee Survey Report 2024

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Includes Employee  
Engagement and  
Culture & Climate  
Surveys

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Prepared by the Department of  
Research, Evaluation, and Testing

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## Introduction

This report contains summary information from Anoka-Hennepin's two annual employee surveys related to engagement and staff experiences/perceptions regarding the culture and climate of their site.

The research-based Employee Engagement Survey has been administered annually since 2012-13. The anonymous, online survey is administered mid-year to all employee groups from all levels and central departments.

This year, the survey was sent to 5,815 staff via email, who were asked to complete it between January 16<sup>th</sup> and February 2<sup>nd</sup>, 2024. There were 3,030 employees who completed the survey, with representation from all departments and roles. The Employee Engagement Survey takes staff approximately 10-15 minutes to complete and consists of 29 main items, 28 of which are aligned with one of five dimensions:

- Basic needs
- Growth
- Supervisor support
- Team
- Equity

Beginning in 2018-19, after staff submitted the Employee Engagement Survey, they had the opportunity to take the Site Culture and Climate Survey through a separate link. In 2023-24, there were 2,057 employees who completed this survey. This survey also takes staff approximately 10-15 minutes to complete and is comprised of 29 items, 28 of which are aligned with one of five dimensions:

- Basic needs (different items than on the Employee Engagement Survey)
- Supportive staff relationships
- Responsiveness and improvement
- Student and family focus
- Equity (different items than on the Employee Engagement Survey)

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

Results from these two employee surveys help inform district priorities and improvements and continue to provide essential input toward strengthening the culture and climate within our district and across our sites. Data from the Employee Engagement Survey is also a key performance indicator on the district scorecard.

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

This report first compares overall engagement and satisfaction by level/department, role, years of service, alignment to special education, part-time/full-time status, and race/ethnicity, followed by item level data. Following this, data over the last twelve years of administration are presented to allow for examination of data trends. The last portion of the report summarizes the culture and climate data by dimension, site, and item, as well as item trends displaying data since the survey was added in 2018-19.

## Key Messages

Illustrated in the graphs that follow.

### Employee Engagement

- Overall, based on 3,030 employees who completed the Employee Engagement Survey, there was 79% employee engagement and 47% overall satisfaction with one's job, both decreasing from 2023.
  - The employee engagement percentage is based on an average of responses to 29 engagement items.
  - The satisfaction percentage is based on one item asking about overall satisfaction when considering all aspects of one's job.
- Out of all employees sent the surveys, 52% completed the Employee Engagement Survey, up from 47% in 2023 and the highest participation rate in survey history.
- Overall employee engagement decreased at most levels/departments, except beyond grade 12 who increased by 1% since 2023. Engagement at the middle school level decreased the most, by 8% from 2023 to 2024.
  - Employees in teachers/TOSA roles reported the lowest engagement rate, 76%, which reflects a 8% decrease since last year.
  - Staff aligned to special education were less engaged than non-special education aligned staff, which has been true historically.
  - Full-time employees were less engaged than their part-time peers, aligning with findings from prior years.
- Agreement with the engagement items was highest among the team dimension (83%) and lowest among the growth dimension (72%), which breaks the historical pattern of items aligned to the basic needs dimension being the highest rated items.
- Job satisfaction decreased overall and for all levels/departments, except beyond grade 12.
  - Employees who have been in their role for more years or employed in A-H for more years were less satisfied with their job than employees who have fewer years of service.
  - The greatest decrease in satisfaction from 2023 to 2024 was for teacher/TOSA roles, who decreased by 23%.
  - Compared to last year, Asian employees decreased in the percentage reporting being extremely satisfied or satisfied with their job by 28%.

### Culture and Climate

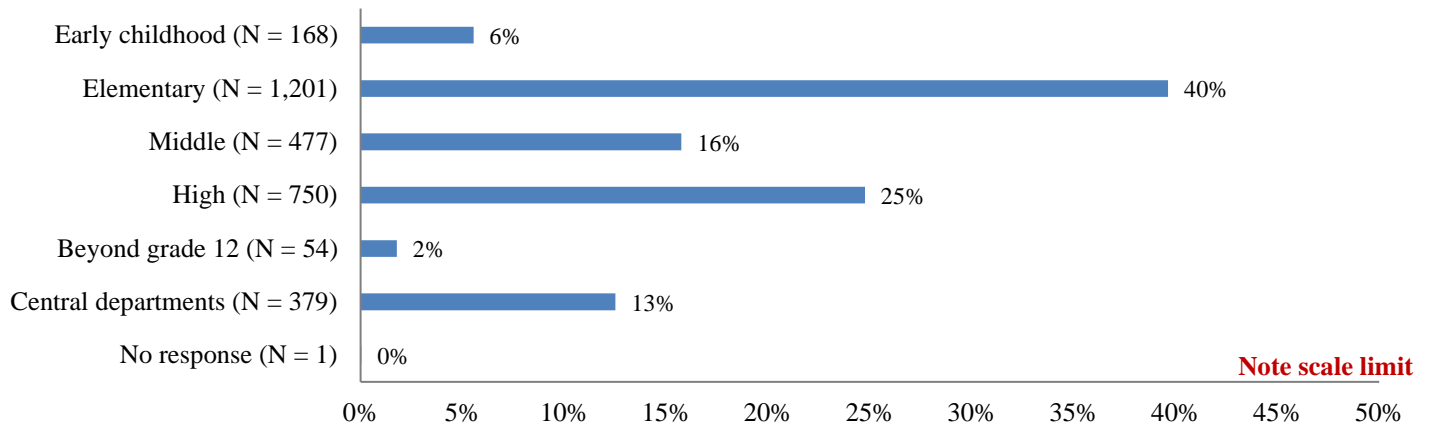
- Overall, based on the perceptions of 2,057 employees who completed the Culture and Climate Survey, there was an average level of positive culture agreement of 81%, a decrease of 2% since 2023. Agreement decreased since last year across all items.
  - The culture and climate percentage is based on an average of responses to 29 engagement items.
  - Of the employees who completed the Employee Engagement Survey, 68% also responded to the Culture and Climate Survey.
- Employees at all levels (elementary, middle, and high) and ESC employees reported a decreased level of agreement of positive culture since 2023, while employees at other school sites categories reported a 1% increase in agreement since 2023.
- Consistent with prior years' results, agreement was highest among the student and family focus dimension items (83%), along with the new equity dimension items (83%). However, unlike prior years, the basic needs dimension saw the lowest agreement (77%).
- Elementary sites had a rather large spread of 31% between the highest and lowest average site ratings related to culture and climate. Middle and high schools had smaller, but still notable differences between the highest and lowest schools at 24% and 17%, respectively. However, it is important to keep in mind that the representation across sites varied, so interpretation of these results should be made with caution, taking participation counts into consideration.

# Employee Engagement Survey

## Employee engagement respondents

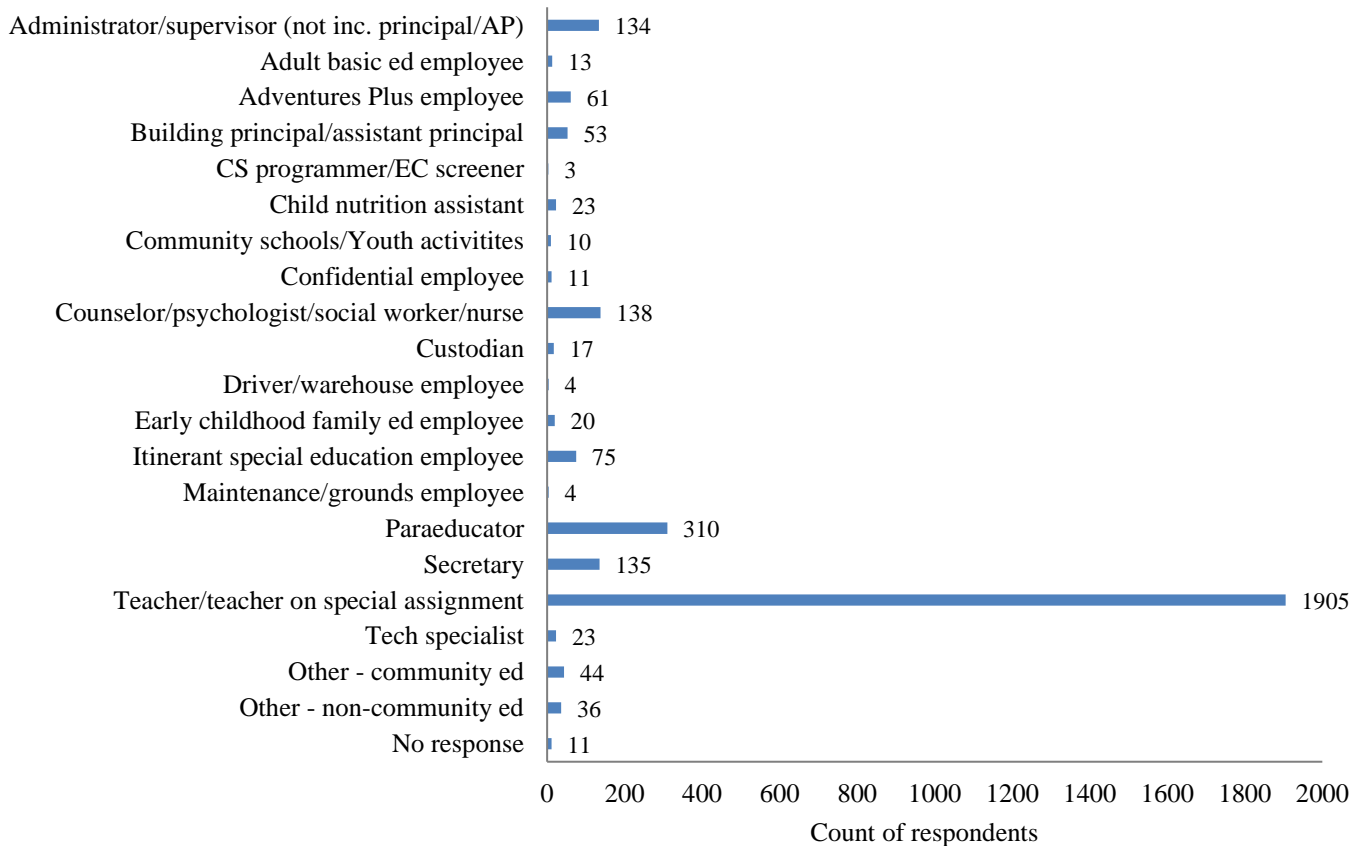
A total of 3,030 staff completed the Employee Engagement Survey, corresponding to a response rate of 52%. There was representation from of all levels and departments. This is the highest response rate in survey history, closely followed by 51% in 2021.

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



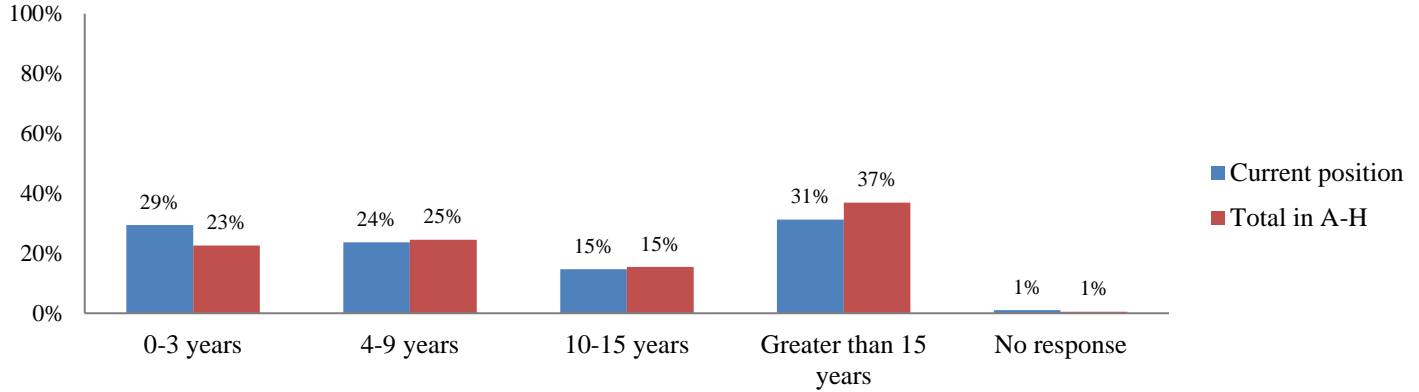
All employee groups had some degree of representation, however representation from CS programmers/EC screeners, driver/warehouse employees, and maintenance/grounds employees was low, with fewer than 5 employees in each group.

### What is your current role in the school district?

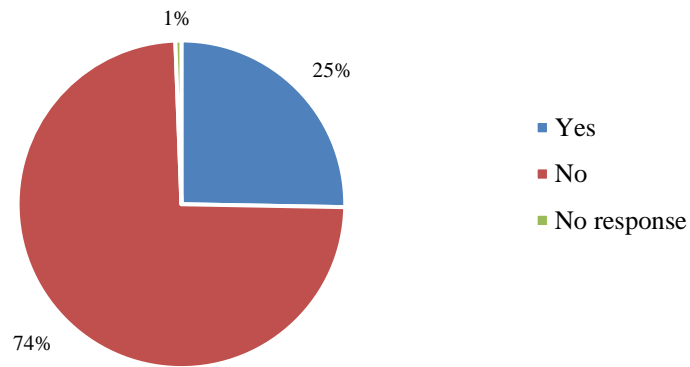


The greatest percentage of staff who responded to the survey have been employed in their current role for more than 15 years, and those employed between 10 and 15 years had the least representation. Representation by total years in Anoka-Hennepin (A-H) showed this same pattern. In addition, one-fourth of respondents were aligned to special education and 91% of respondents reported full-time employment. The racial/ethnic breakdown of staff responding to the survey match the overall staff demographics.

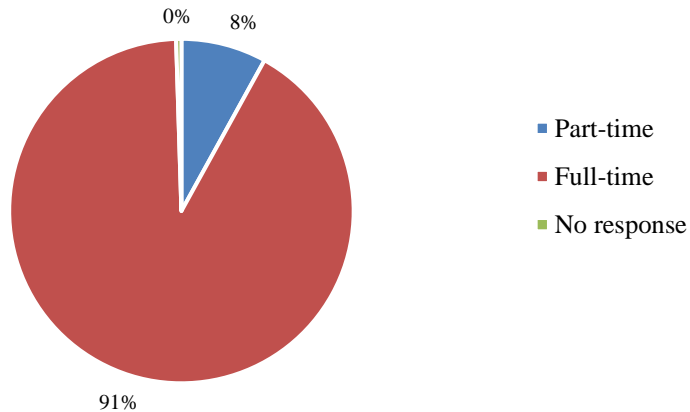
### How many years of service do you have?



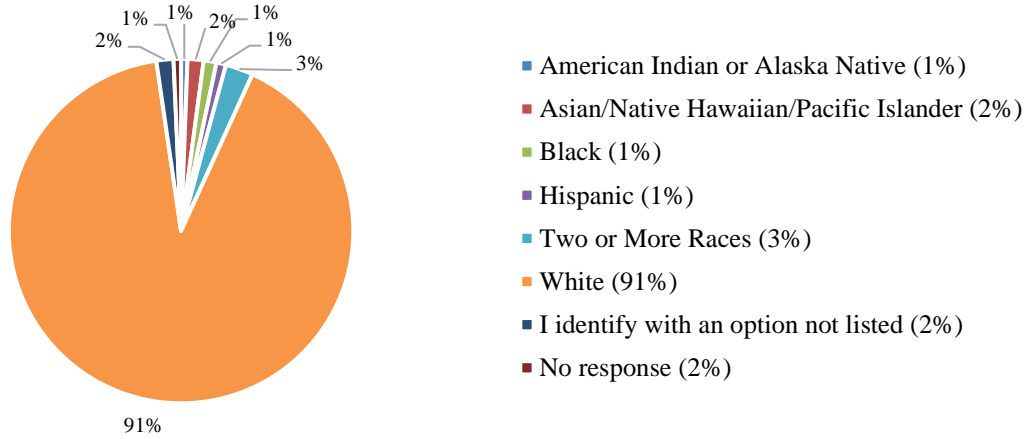
### Is your primary assignment aligned to special education?



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



### What race/ethnicity do you most closely identify with?

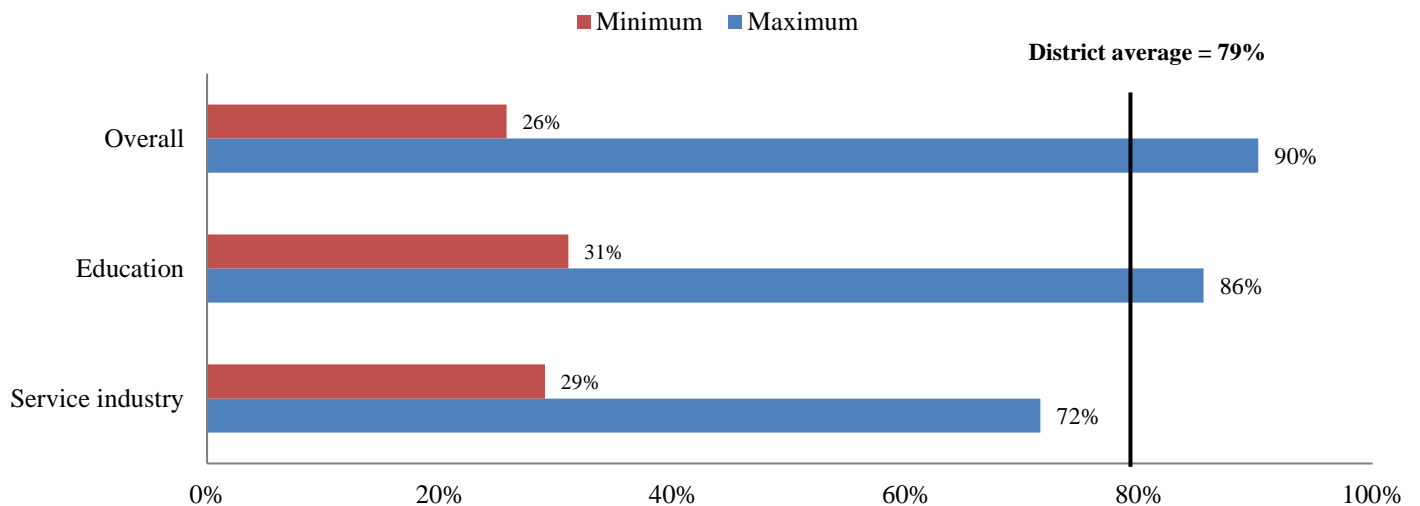


Note: ‘American Indian/Alaska Native’ is abbreviated as ‘American Indian’, ‘Asian/Pacific Islander/Native Hawaiian’ is abbreviated as ‘Asian’, and ‘I identify with an option not listed’ is abbreviated as ‘Option not listed’ throughout this report.

### Industry standards

While there are no statistics on employee engagement available across districts in the state, there are a number of research companies that publish average employee engagement levels across various industries. The graph below displays the minimum and maximum employee engagement values found when reviewing the research overall, in the education field, as well as in the service industry<sup>a</sup>. External sources report varied overall engagement levels in the education industry, ranging from 31% to 86% average overall engagement. The vertical black line represents overall employee engagement in A-H in 2023-24. Across the A-H levels (elementary, middle, high, etc.) and departments, the minimum and maximum average employee engagement ranged from 76% to 84%.

#### Range of industry standards



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

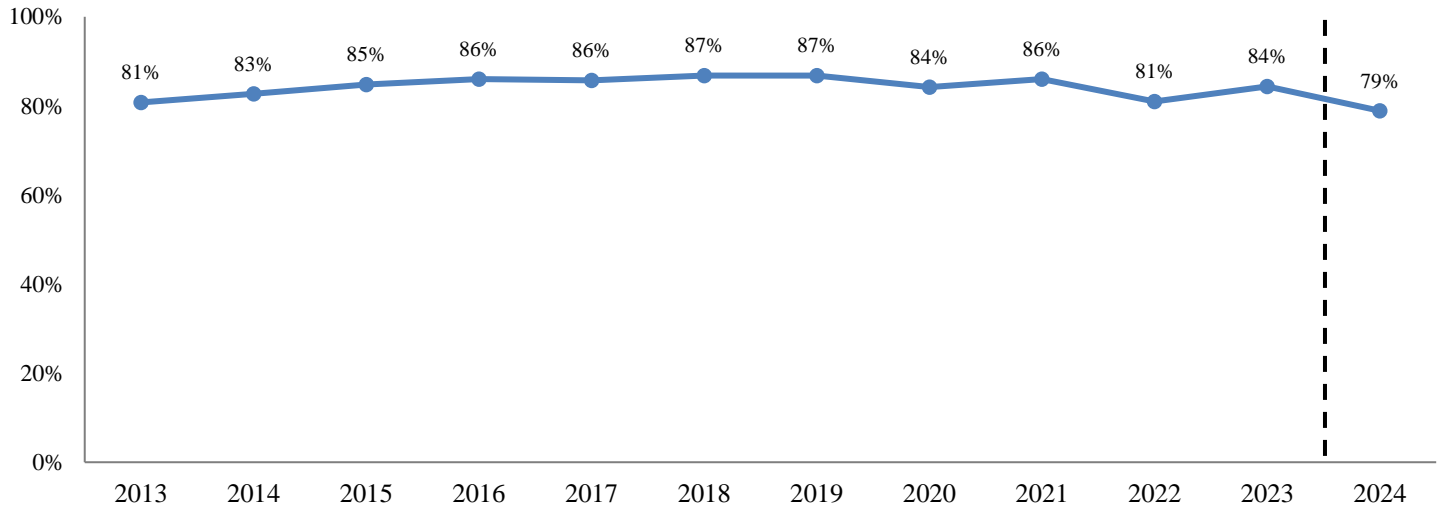
## Percentage of overall employee engagement across all engagement items

(Disaggregated by level/department, role, years of service, special education alignment, part-time/full-time, and race/ethnicity; Additional items related to equity were added in 2024 and were incorporated into overall engagement)

This section is focused on overall average agreement, combining *strongly agree* and *agree*, across all 29 engagement items. Staff reported an overall average engagement level of 79%, down from 84% in 2023.

**Employee engagement trend.** Over the past four years, overall employee engagement rates have been up and down. In 2024, overall employee engagement rating is at the lowest level since the survey’s inception, with the change from 2023 to 2024 showing the greatest decrease (5%) from one year to the next in survey history.

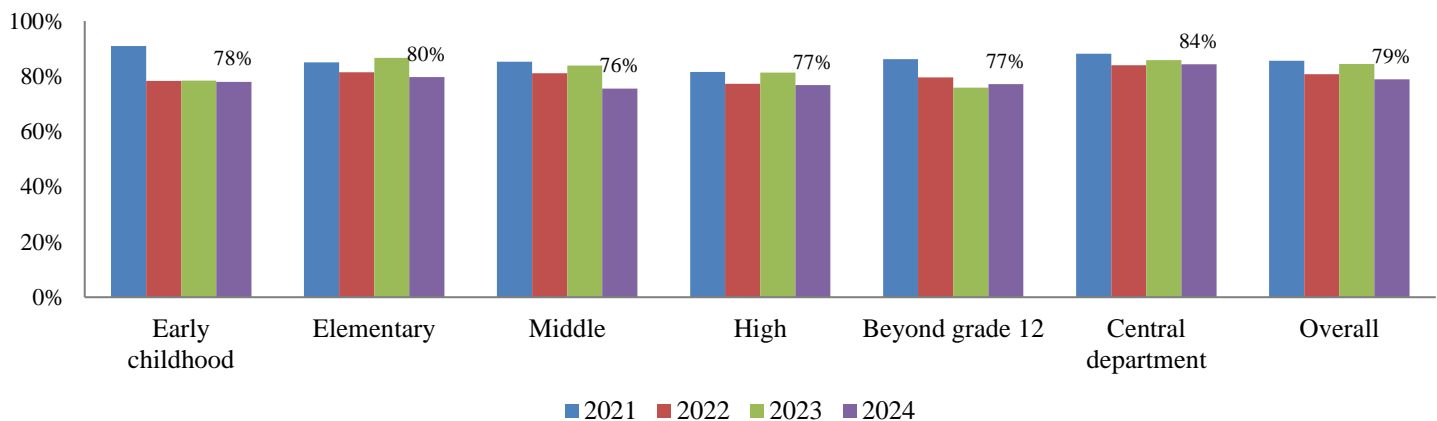
**Percentage of overall employee engagement: Twelve-year trend**



Note: The dotted line indicates that additional items related to equity were added in 2024 and were incorporated into overall engagement

**Level/department.** Overall levels of engagement reported by staff were relatively similar across levels. Most levels decreased in overall engagement compared to 2023. Beyond grade 12 increased engagement by 1% since 2023. The middle school level showed the largest decrease in engagement, from 84% in 2023 to 76% in 2024, followed by the decrease at the elementary level, from 87% in 2023 to 80% in 2024.

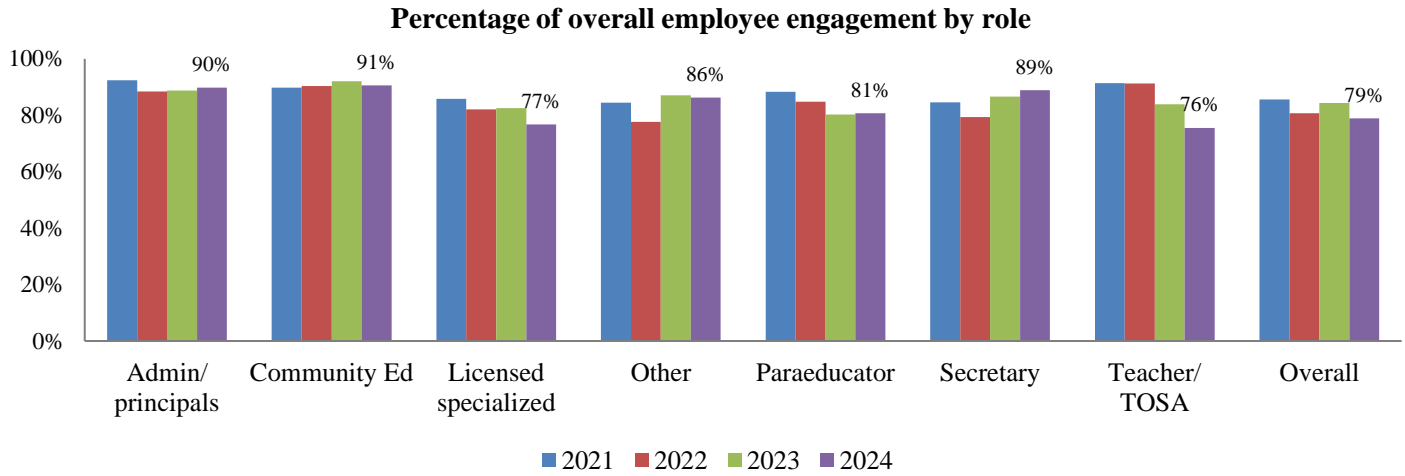
**Percentage of overall employee engagement by level/department**



Note: Data labels represent current year responses.

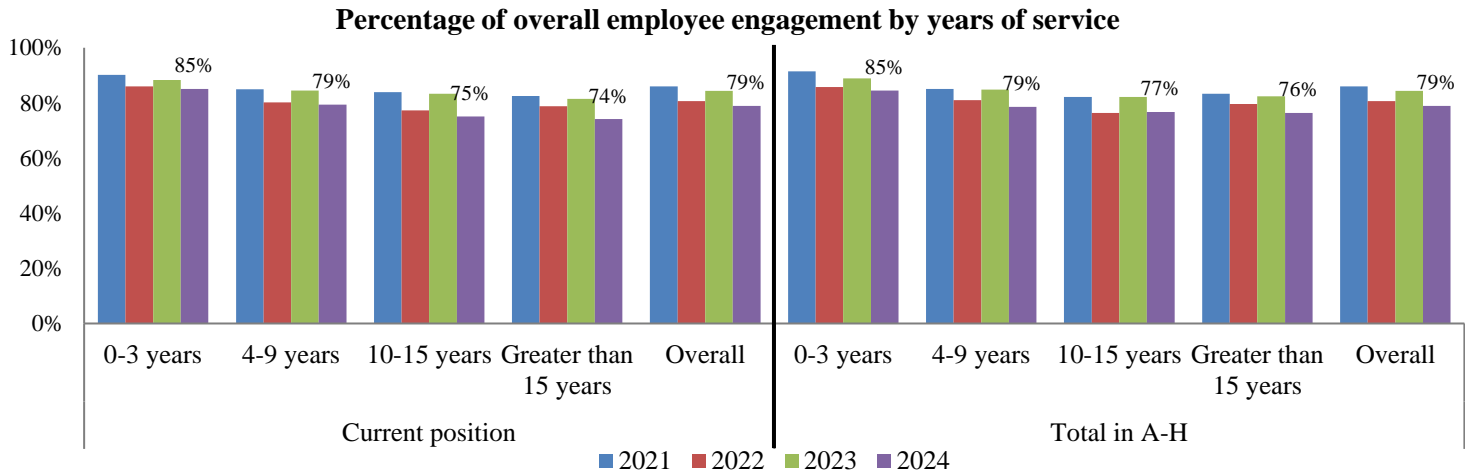


**Role.** Overall levels of engagement reported by staff based on role category<sup>b</sup> ranged from 76% (Teacher/TOSA) to 91% (Community education employees) in 2024. In 2024, four of the seven role categories maintained an engagement rate within 1% of the rate reported in 2023. The secretary group increased by 2% since last year, and the remaining two groups, licensed specialized and teacher/TOSA, decreased in engagement by 6% and 8%, respectively, since 2023.



Note: Data labels represent current year responses.

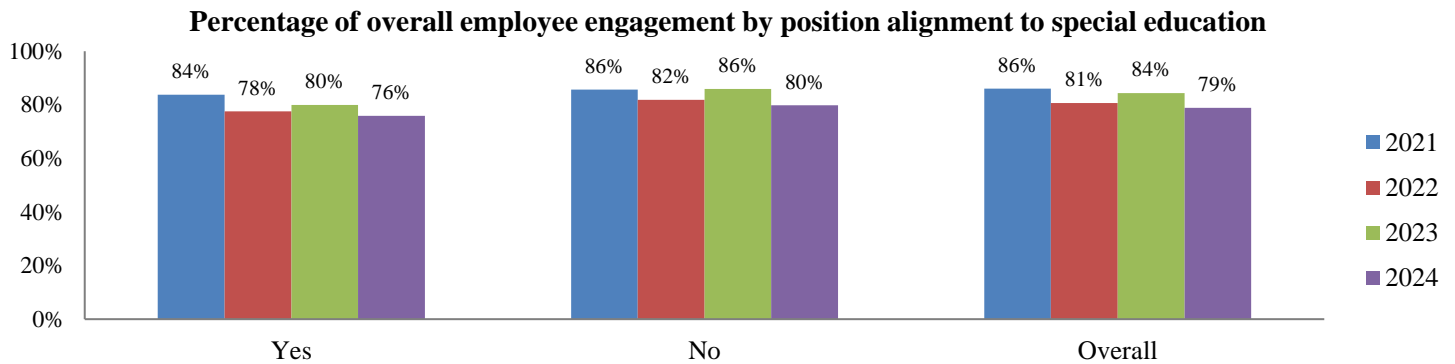
**Years of service.** Engagement decreased for employees across all years of service from last year. Groups that decreased to an extent beyond the decrease at the overall district level (5%) were employees with 10-15 years or greater than 15 years in their current role (8% and 7% decreases, respectively), as well as employees with 4-9 years or greater than 15 years total in A-H (both with 6% decrease). Consistent with prior years, engagement was highest among those who have less than four years of service in their current role or in A-H, and engagement decreased as years of service increased.



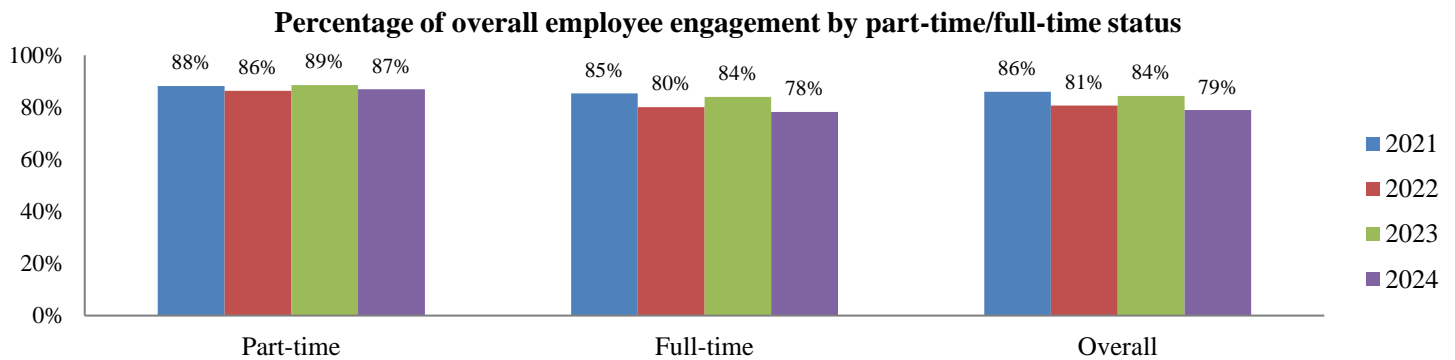
Note: Data labels represent current year responses.

<sup>b</sup> The Admin/principals grouping contains the Administrator/supervisor and Building principal/assistant principal survey options. The Community Ed grouping contains the Adult basic ed employee, Adventures Plus employee, Community schools/youth activities, Early childhood family ed employee, and Other-community ed options. The licensed specialized grouping contains the Counselor/psychologist/social worker/nurse and Itinerant special education employee options. The Other grouping contains the CS programmer/EC screener, Child nutrition assistant, Confidential employee, Custodian, Driver/warehouse employee, Maintenance/grounds employee, Tech specialist, and Other-non-community ed options. All other groups on the graphic are listed as the response option offered on the survey.

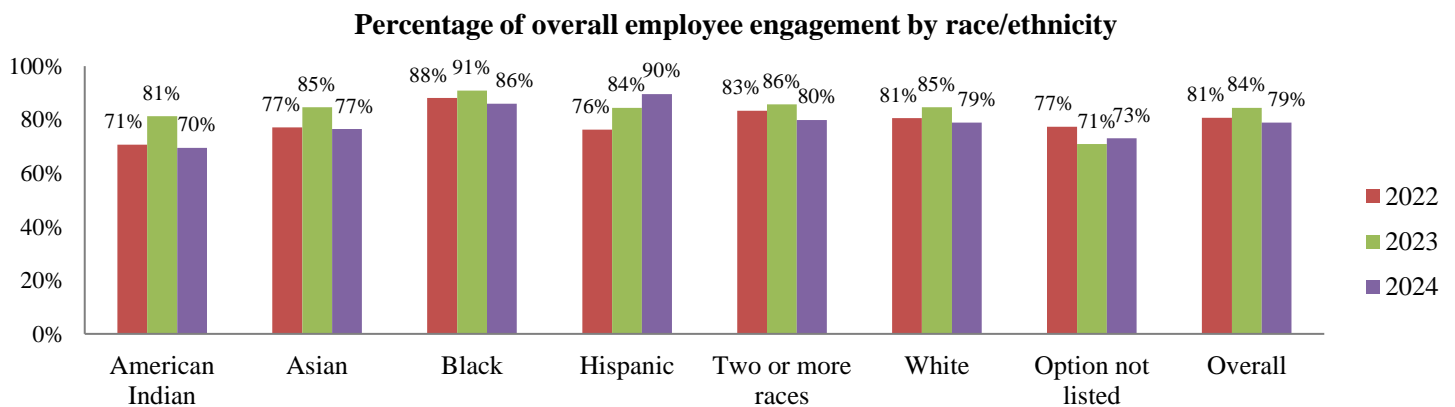
**Alignment to special education.** Employees whose role is aligned to special education (SpEd) reported being less engaged than their non-SpEd aligned counterparts. Though both groups decreased in their engagement, the decrease for SpEd aligned employees was not to the extent of the non-SpEd group, 4% decrease and 6% decrease, respectively.



**Part-time/full-time status.** Overall engagement was higher for employees who reported that their current position is part-time (87%) compared to full-time (78%), which has also been true historically. Engagement for both groups decreased since 2023, though to a greater extent for full-time employees.



**Race/ethnicity.** Overall engagement reported by staff based on race/ethnicity ranged from 70% (American Indian) to 90% (Hispanic) in 2024. Two of the seven racial/ethnic categories increased their engagement rate beyond 1% since 2023, with the largest increase seen for Hispanic employees who increased by 6%. All other groups decreased, with the largest decline seen for American Indian employees who decreased by 11%.



Note: Race/ethnicity options changed in 2022, so only three years of comparable data are available.

## Overall employee engagement by dimension

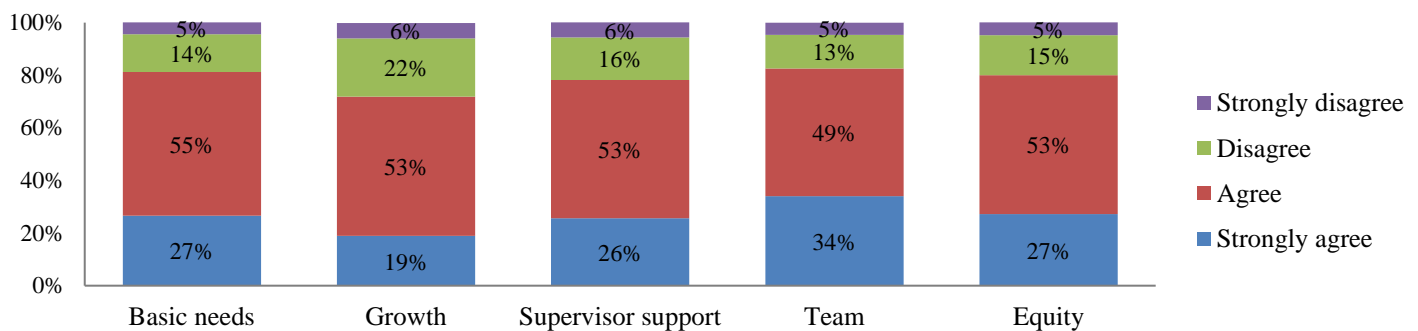
(Additional items related to equity were added in 2024 and were incorporated into overall engagement)

This section disaggregates overall engagement rates by the five dimensions that make up the Employee Engagement Survey. Each of the 28<sup>c</sup> main items addressed one of the five dimensions: basic needs, growth, supervisor support, team, or equity.

The basic needs dimension is made up of items such as *I feel safe in my work place* and *I understand my job requirements and expectations*. The growth dimension includes items such as *I receive ongoing support to improve my skills* and *I regularly receive meaningful feedback on my performance*. The supervisor support dimension contains items such as *I am recognized for the quality of my work* and *I have the opportunity to use my skills and abilities each day*. The team dimension is made up of items such as *My work is important to the mission of the district* and *I feel I am a part of a team*. The equity dimension includes items like *People with diverse backgrounds and identities are valued in Anoka-Hennepin*.

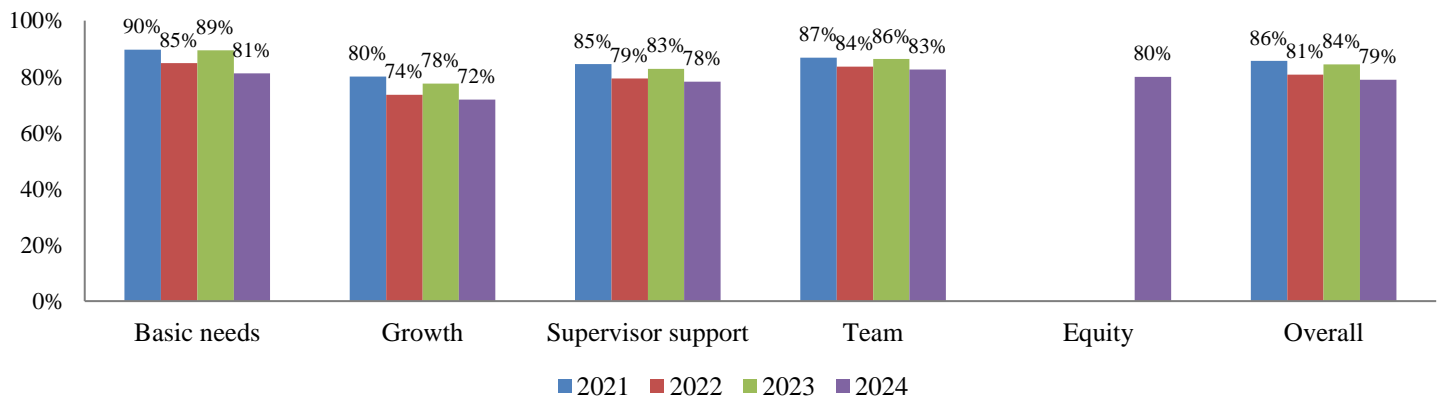
Across all dimensions, the percentage of employees who chose *strongly agree* decreased since last year, by 4 to 6 percentage points, and the percentage of employees who chose the *agree* option remained within 2% of last year. The team dimension has the highest overall agreement, as well as the highest percentage of employees choosing the *strongly agree* response option for items within the dimension.

Percentage of agreement by dimension



The percentage of overall agreement was highest on the team dimension and lowest on the growth dimension. The growth dimension has consistently been the lowest in previous years. All dimensions also assessed in 2023 decreased by 3% or more in 2024.

Overall engagement trend by dimension

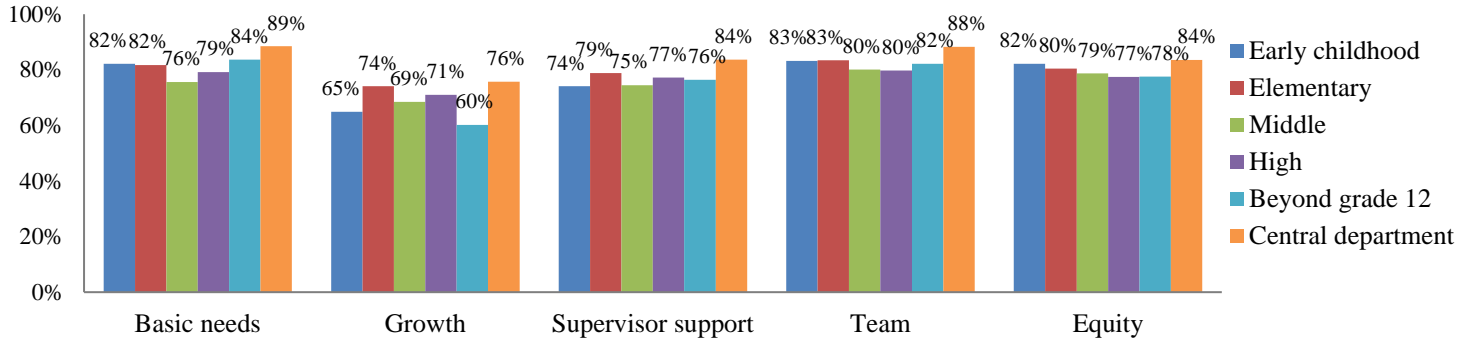


Note: Overall engagement by dimension values, inclusive of agree and strongly agree options, may not exactly match stacked bar breakdowns by dimension due to rounding.

<sup>c</sup> There are 29 engagement items; however, one is a general question, not aligned to any one dimension.

Levels/departments were most similar across the equity dimension. The greatest difference between two levels/departments was within the growth dimension: central department staff reported the highest (76%) and beyond grade 12 staff reported the lowest (60%) level of agreement, a difference of 16 percentage points. Last year, the basic needs dimension was rated the highest across every department/level, but this year, most departments rated the team dimension as the highest, while growth was consistently the lowest rated dimension.

**Overall engagement by dimension and level/department**



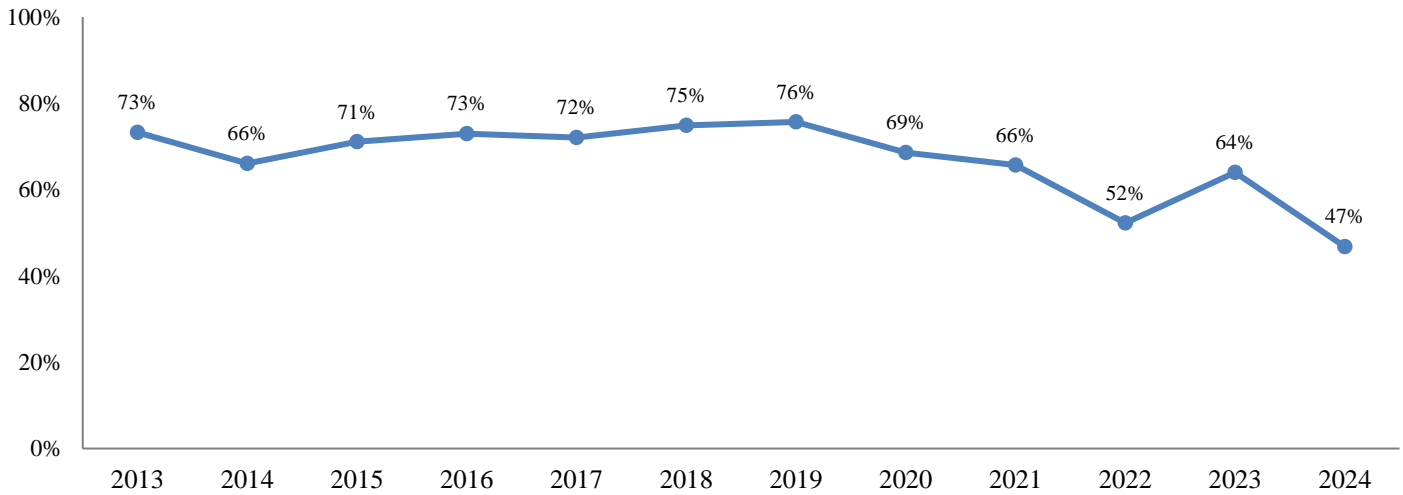
## Percentage of employee satisfaction when considering all aspects of their job

(Disaggregated by level/department, role, years of service, special education alignment, part-time/full-time, and race/ethnicity)

This section is focused on the percentage of employees who reported being either *extremely satisfied* or *satisfied*, when considering all aspects of their job. Overall, 47% of staff reported satisfaction, the lowest reported satisfaction level since the survey’s inception, with a decrease of 17% since 2023.

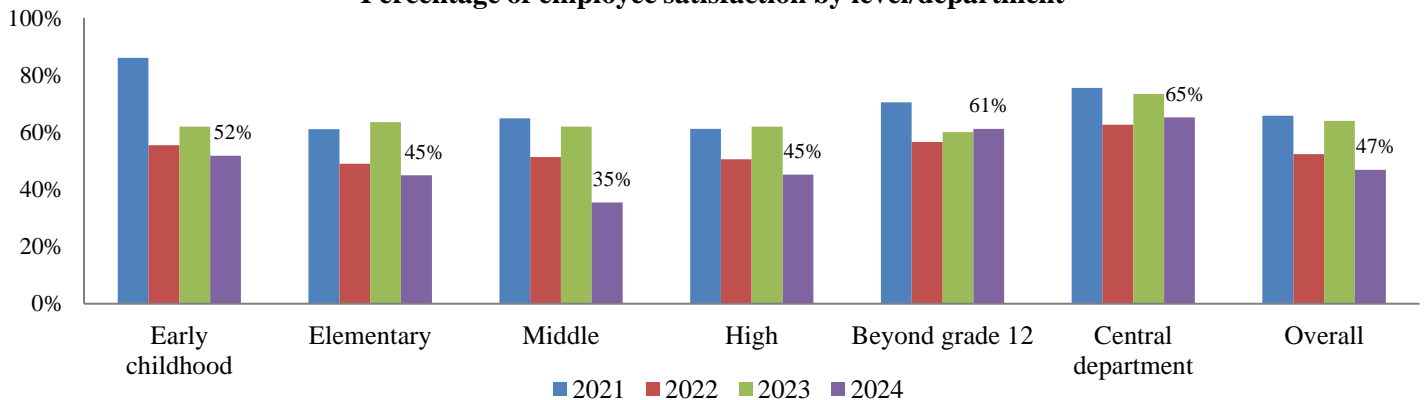
**Employee satisfaction trend.** In general, since the first administration of this survey in 2013, there had been a steady increase in the percentage of employees reporting overall satisfaction through 2019. Starting in 2020, there has been a downward trend in satisfaction, with an upward spike in 2023, followed by another decrease to bring the reported satisfaction to the lowest level in survey history, 47% in 2024.

**Percentage of overall job satisfaction: Twelve-year trend**



**Level/department.** Responses from employees at nearly every level indicated a decrease in job satisfaction, after an increase across all levels in 2023. In comparison to 2022, beyond grade 12 and central department employees reported a greater satisfaction rate in 2024, but remaining levels dipped lower than levels reported in 2022. From 2023 to 2024, the greatest decrease in satisfaction was at the middle school level, 62% down to 35%, equating to a 27% decrease. The second greatest decrease (19%) was at the elementary level, from 64% in 2023 to 45% in 2024.

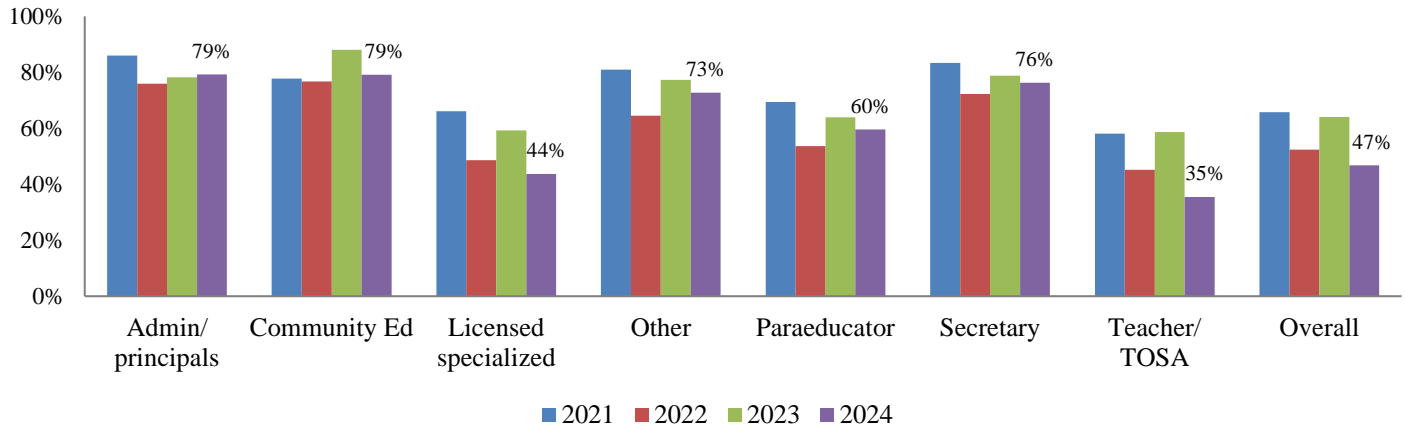
**Percentage of employee satisfaction by level/department**



Note: Data labels represent current year responses.

**Role.** Overall levels of satisfaction reported by staff based on role category<sup>d</sup> ranged from 35% (Teachers/TOSA) to 79% (admin/principals and community education employees) in 2024. Looking across recent years, for all role categories, there was a decrease from 2021 to 2022, followed by an increase from 2022 to 2023, then a decrease in 2024 for nearly all groups. The greatest decrease was for teacher/TOSA, who reported a 23% lower satisfaction rate compared to last year.

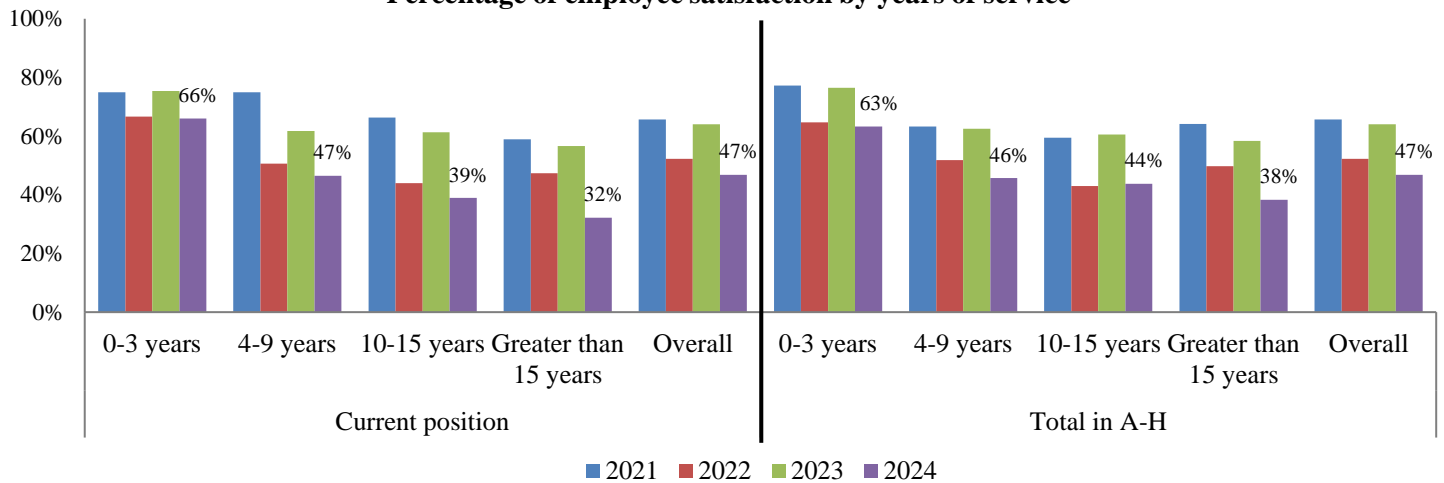
**Percentage of overall employee satisfaction by role**



Note: Data labels represent current year responses.

**Years of service.** As employees’ years of service increased for both current positions and total years in A-H, their levels of satisfaction decreased, a pattern that was seen in prior years. Despite a spike in 2023, there have been steady, in declines for many groups starting in 2019 and continuing in 2024.

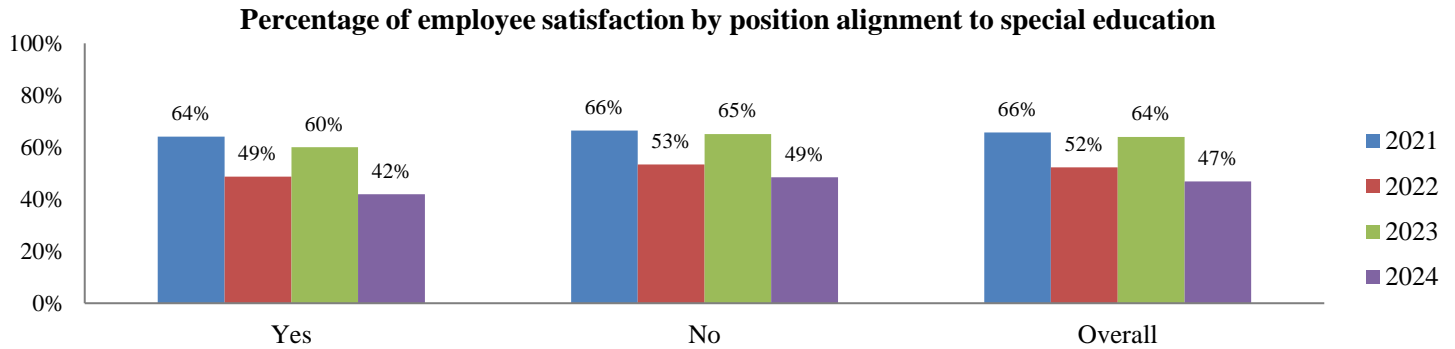
**Percentage of employee satisfaction by years of service**



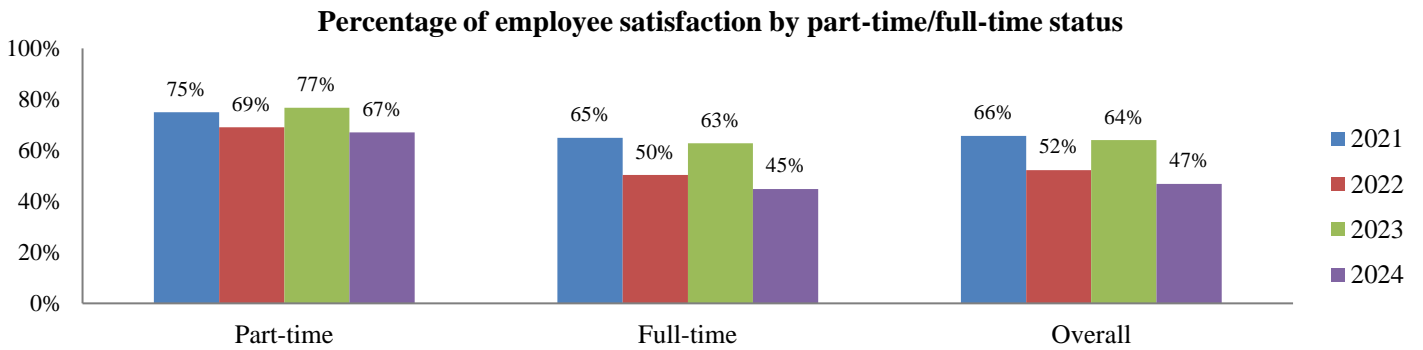
Note: Data labels represent current year responses.

<sup>d</sup> The Admin/principals grouping contains the Administrator/supervisor and Building principal/assistant principal survey options. The Community Ed grouping contains the Adult basic ed employee, Adventures Plus employee, Community schools/youth activities, Early childhood family ed employee, and Other-community ed options. The licensed specialized grouping contains the Counselor/psychologist/social worker/nurse and Itinerant special education employee options. The Other grouping contains the CS programmer/EC screener, Child nutrition assistant, Confidential employee, Custodian, Driver/warehouse employee, Maintenance/grounds employee, Tech specialist, and Other-non-community ed options. All other groups on the graphic are listed as the response option offered on the survey.

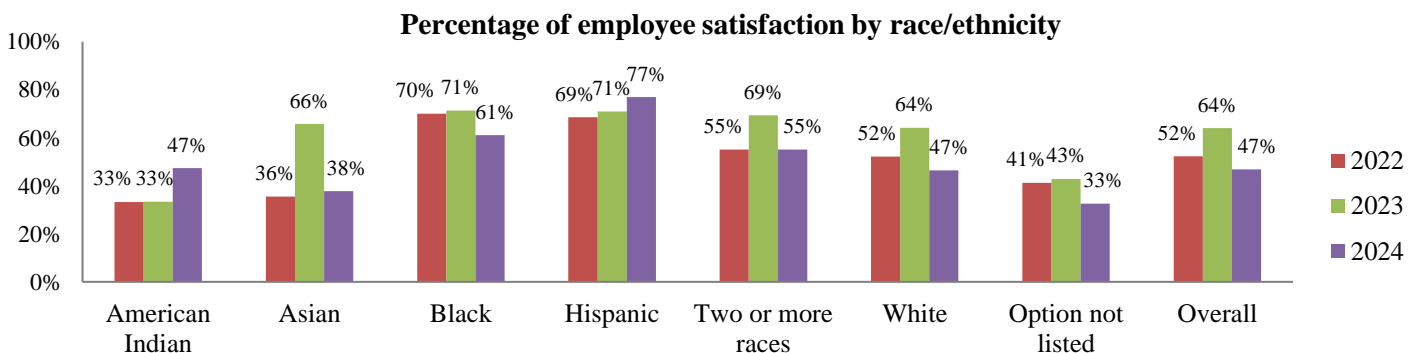
**Alignment to special education.** Overall job satisfaction was higher for employees who reported that their current position was not aligned to special education compared to those aligned to special education. Special education aligned and non-special education aligned employees experienced a similar rate of decrease (18% and 17%, respectively) in job satisfaction from 2023 to 2024.



**Part-time/full-time status.** Compared to full-time employees in the district, 12% more of part-time employees reported being satisfied or extremely satisfied with their job. Since 2023, part-time employees’ satisfaction rate decreased by 10% while full-time employees’ rate decreased by 18%.



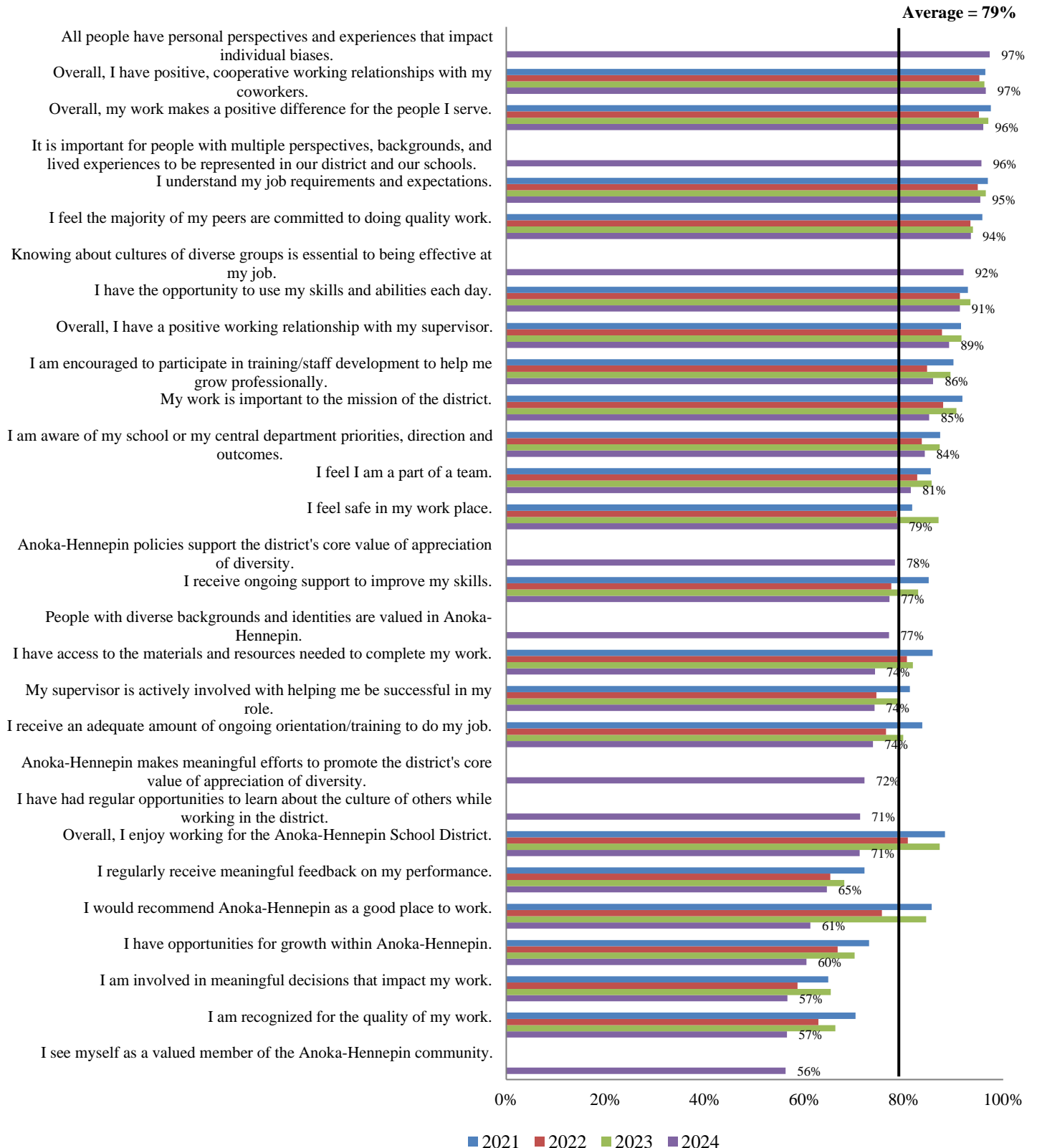
**Race/ethnicity.** Job satisfaction reported based on race/ethnicity ranged from 33% (Option not listed) to 77% (Hispanic) in 2024. In 2024, two of the seven racial/ethnic categories increased their engagement rate beyond 1% since 2023, with the largest increase seen for American Indian employees who increased by 14%. All other groups decreased, with the largest decline seen for Asian employees who decreased by 28%.



Note: Race/ethnicity options changed in 2022, so only three years of comparable data are available.

## Employee engagement agreement by item

The graph below represents the percentage of employees who responded *strongly agree* or *agree* to each item. The vertical black line in this graph represents the average overall agreement, 79%. The data labels represent the 2024 ratings for each item. Agreement with 19 of the 21 survey items assessed in 2023 showed decreases in 2024, with the largest decrease being for the item *I would recommend Anoka-Hennepin as a good place to work* (85% in 2023, 61% in 2024).



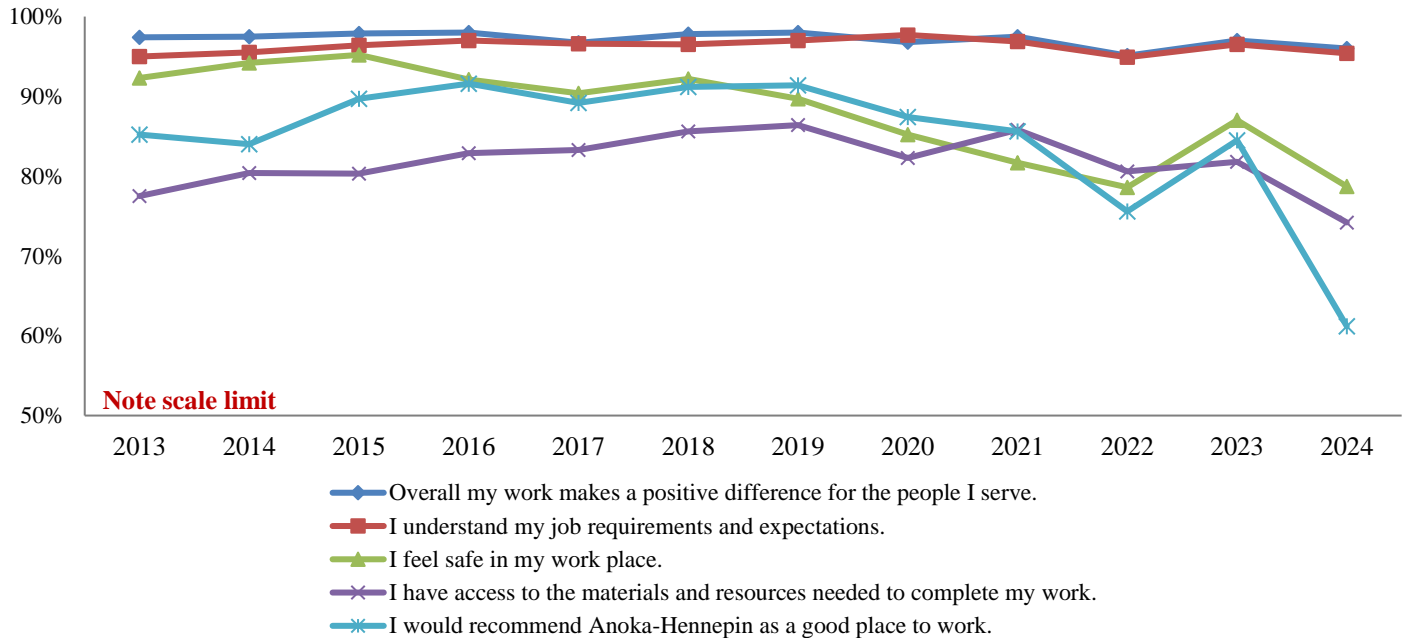
Note: Data labels represent current year responses. Items are sorted highest to lowest based on current year. Equity items added in 2024 do not have historical trends.



## Trend data: Percentage agreement of employee engagement items by dimension

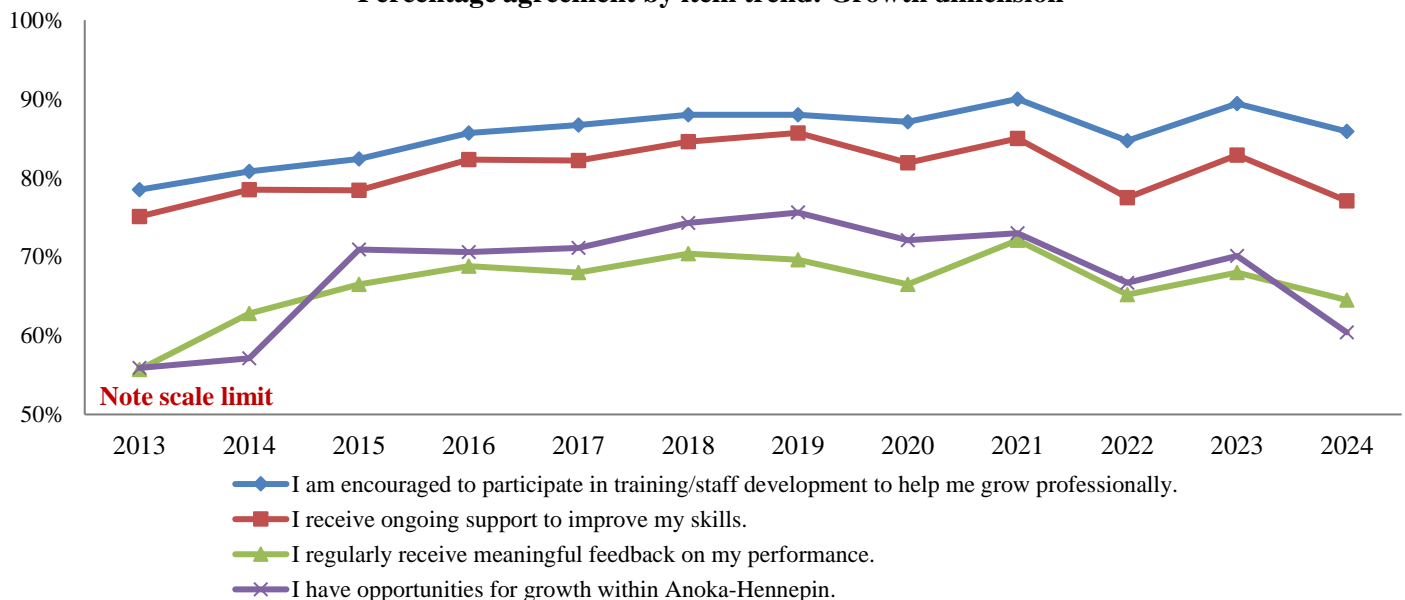
**Basic needs.** Each item in the basic needs dimension decreased from 2023 to 2024, with the items *I have access to the materials and resources needed to complete my work* and *I feel safe in my work place* decreasing by around 8% and the item *I would recommend Anoka-Hennepin as a good place to work* decreasing by 23%, the greatest item decrease seen from 2023 to 2024 across the entire survey. The remaining two items decreased by 1% each.

Percentage agreement by item trend: Basic needs dimension



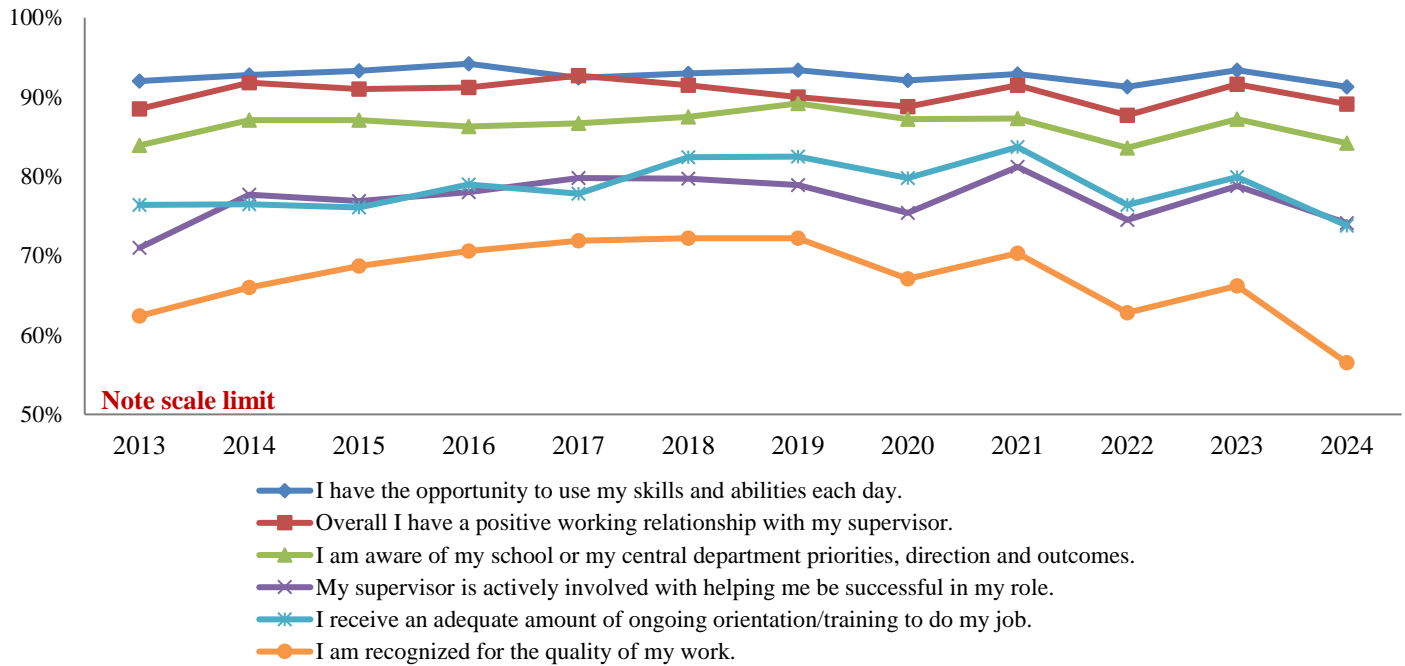
**Growth.** Each item in this dimension has been up and down over the past four years, with alternating decreases and increases across the board on items from 2019 through 2024, which was a year of decreases. The item with the greatest decrease since 2023 was *I have opportunities for growth within Anoka-Hennepin*, which decreased by 10%. All other items decreased by between 3% and 6%.

Percentage agreement by item trend: Growth dimension



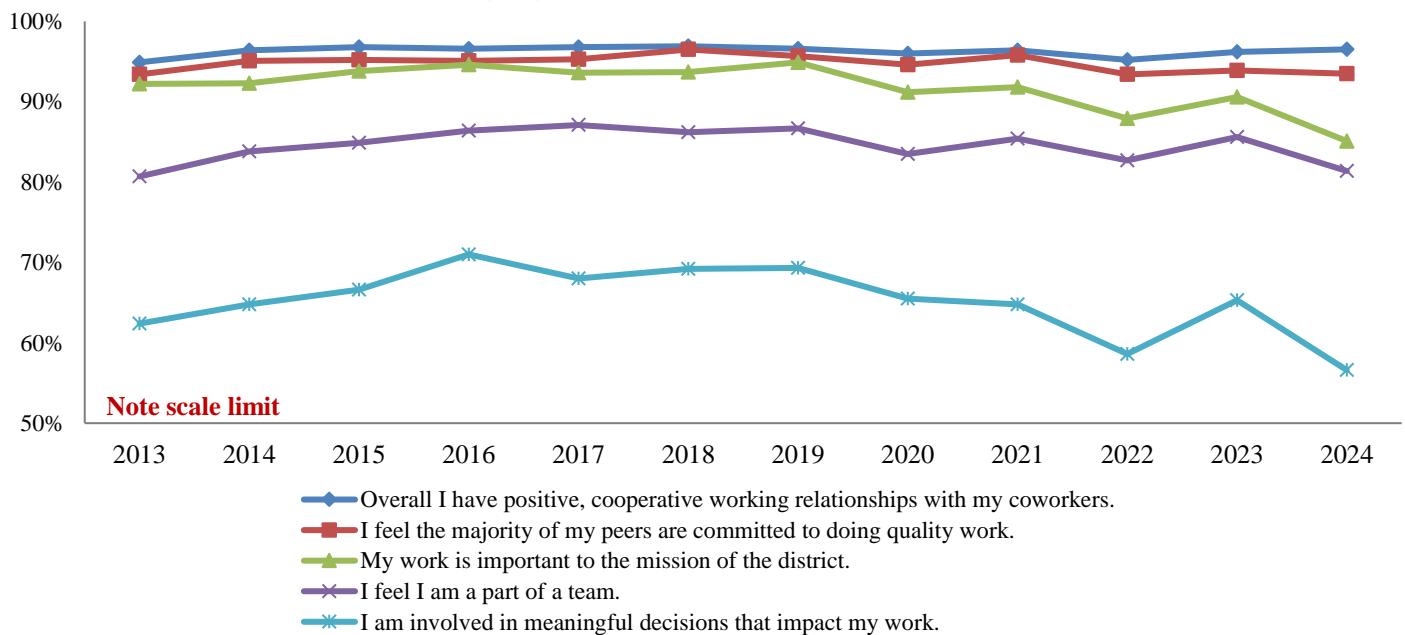
**Supervisor support.** Each item in this dimension has been up and down over the past several years, with alternating years of decreases and increases starting in 2019, ending with a decrease in 2024. The item *I am recognized for the quality of my work* showed the greatest decrease, down 10% since 2023. All other items decreased by between 2% and 6%.

**Percentage agreement by item trend: Supervisor support dimension**



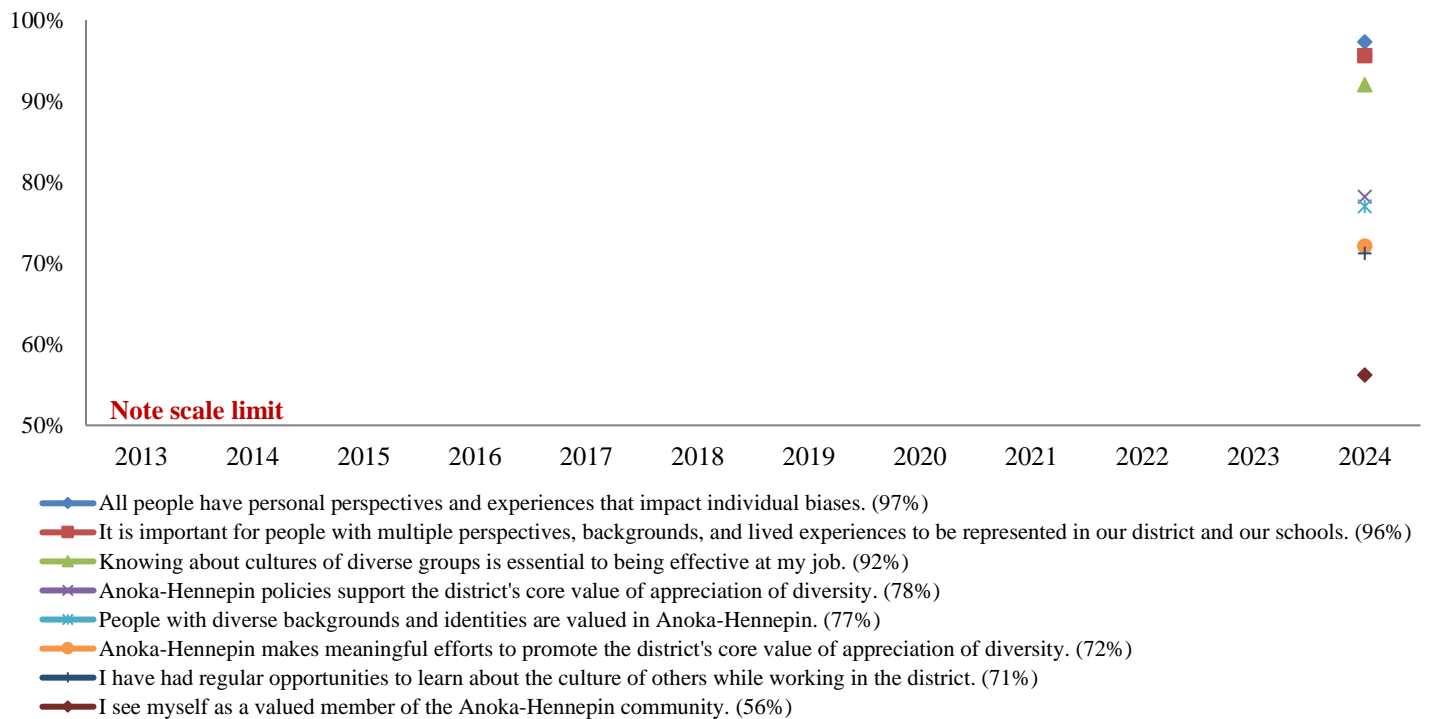
**Team.** Two items maintained the same agreement rate as 2023, while the other three decreased by 4% or more. The item with the greatest decrease was *I am involved in meaningful decisions that impact my work*, which decreased by 9% since last year.

**Percentage agreement by item trend: Team dimension**



**Equity.** The equity dimension was included on the survey for the first time in 2024. The item with the highest reported agreement was *All people have personal perspectives and experiences that impact individual biases* (97%) and the item with the lowest reported agreement was *I see myself as a valued member of the Anoka-Hennepin community* (56%).

**Percentage agreement by item trend: Equity dimension**



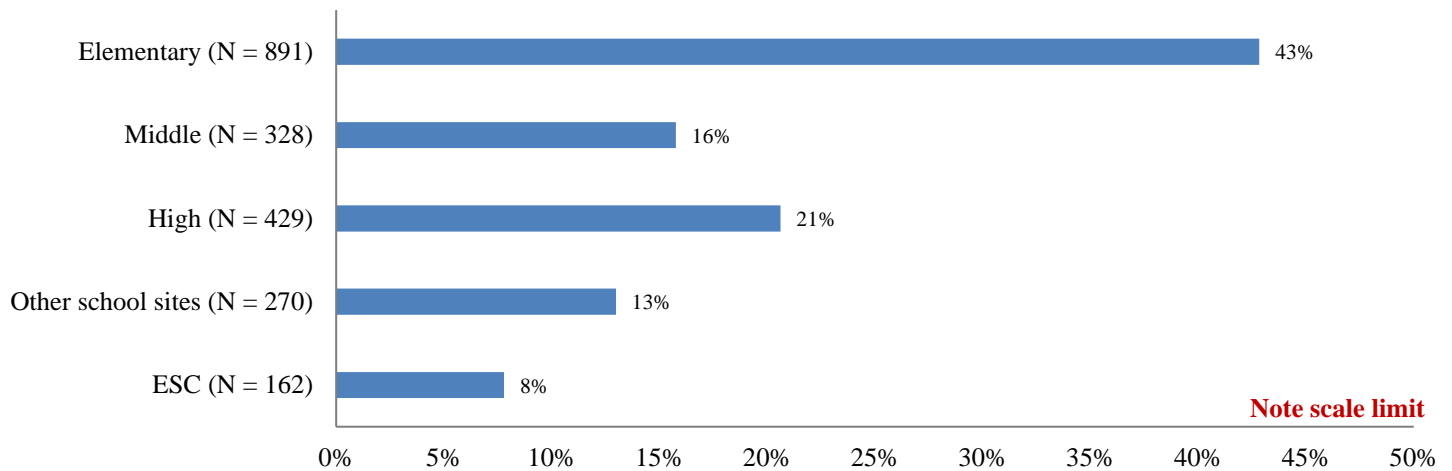
# Culture and Climate Survey

## Culture and climate respondents

(Additional items related to equity were added in 2024 and were incorporated into overall culture and climate)

A total of 2,057 staff completed the Culture and Climate Survey that followed the Employee Engagement Survey, with representation across all levels and sites, corresponding to a response rate of 35% of total employees. Of the employees who completed the Employee Engagement Survey, 68% also responded to the Culture and Climate Survey.

### With which site does your current position most closely align?



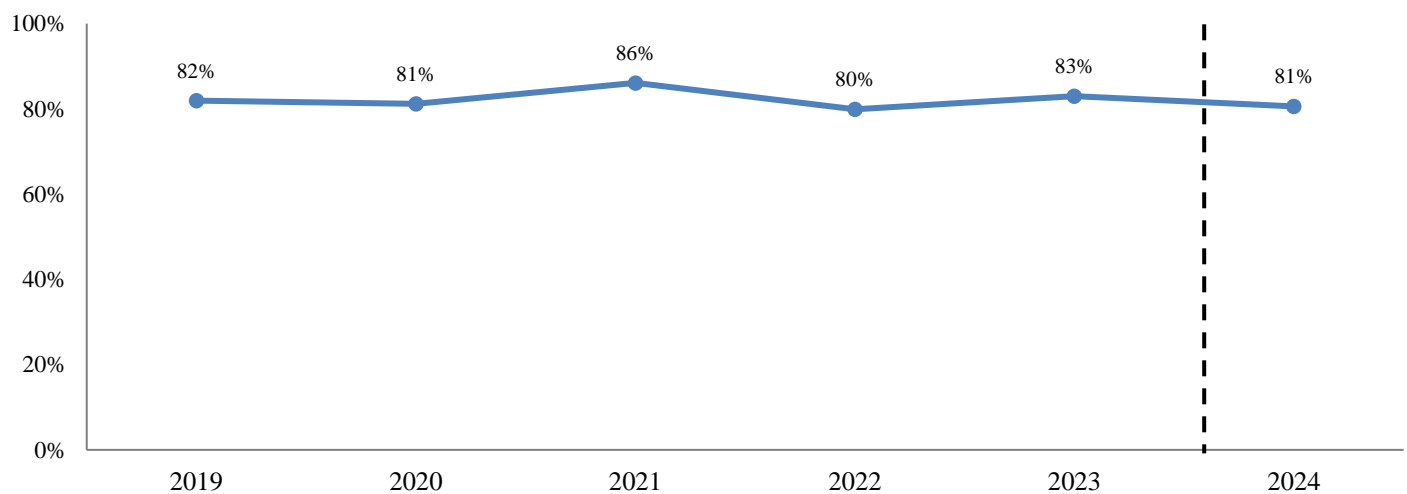
Note: 'Other school sites' include ABE Sites, A-H Technical HS, Blaine ECC, Bridges, Compass Bell, ESC, Pathways, Riverview ECC, RTLC, Sandburg Regional HS, Sorteberg ECC, STEP, and 'Other'. Some respondents chose a site within more than one site, so the sum across levels does not equal the district total respondents.

### Percentage of overall positive culture agreement

The overall positive culture agreement is calculated by combining responses of *strongly agree* and *agree* across all 29 of the culture and climate items. Across all sites, there was 81% agreement of a positive culture, down from 83% in 2023.

Over the past six years since the inception of the Culture and Climate Survey, overall positive culture and climate agreement has maintained a level at or slightly above 80 percent, with the exception of 2021, when agreement was higher.

### Percentage of overall culture and climate agreement: Six-year trend



Note: The dotted line indicates that additional items related to equity were added in 2024 and were incorporated into overall engagement

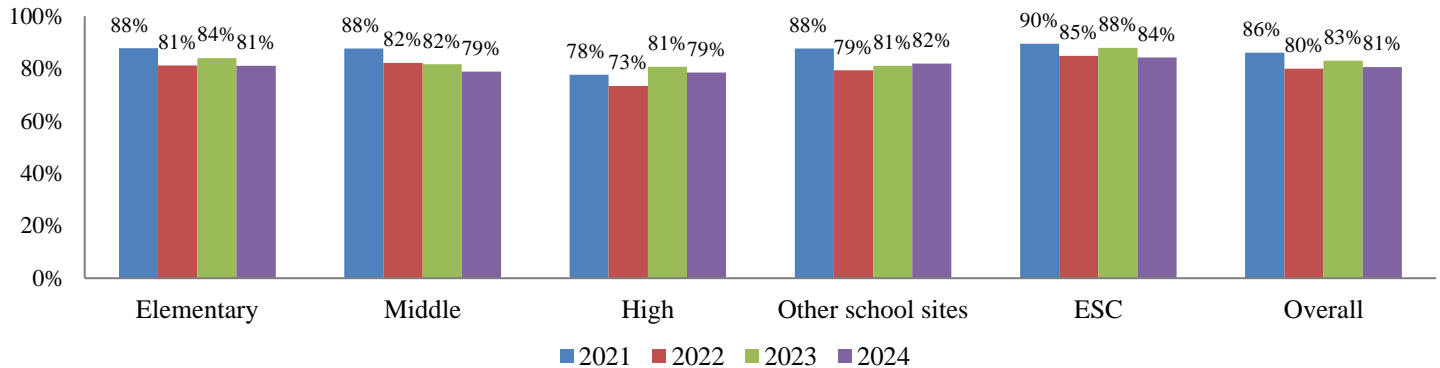
## Percentage of overall positive culture agreement disaggregated by site level

(Disaggregated by level/department;

Additional items related to equity were added in 2024 and were incorporated into overall culture and climate)

**Site level.** All site categories reported lower agreement in 2024 than in 2023, except for other school sites who increased by 1%. The remaining site categories showed decreases ranging from 2% (high school) to 4% (ESC).

Percentage of agreement by site level

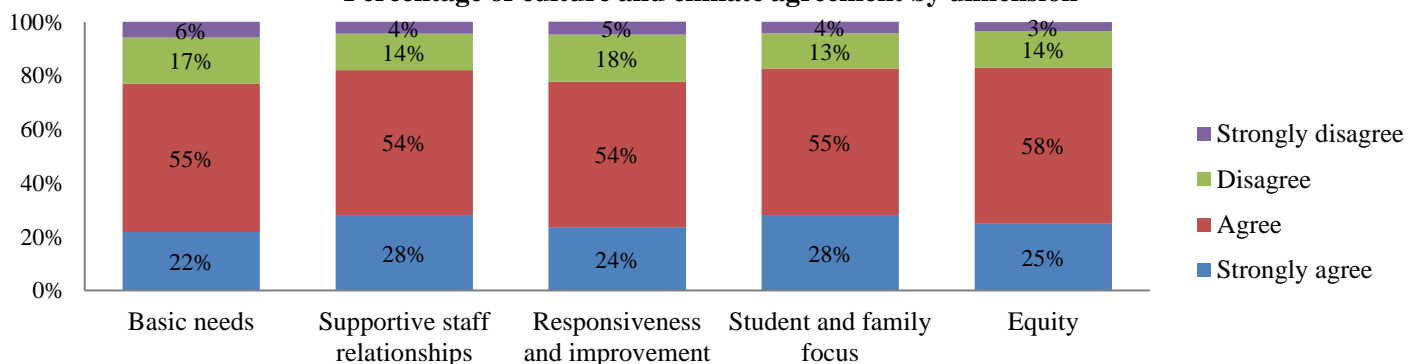


## Overall positive culture agreement by dimension

This section disaggregates the ratings of overall culture and climate by the five dimensions that make up the Culture and Climate Survey. Each of the 28<sup>e</sup> main items addressed one of the five dimensions: basic needs, supportive staff relationships, responsiveness and improvement, student and family focus, or equity. The basic needs dimension contains items like *The expectations of my job are reasonable* and *Staff wellness is a priority at my building*. The supportive staff relationships dimension contains items like *I feel a sense of belonging at work* and *I feel like I am valued in my workplace*. The responsiveness and improvement dimension includes items like *At this site, we adapt well to change* and *Staff are held to high expectations*. The student and family focus dimension includes items like *Students are held to high expectations* and *Staff at this site work to meet the learning needs of all students*. The equity dimension includes items like *All students and staff have equitable access to opportunities for success*.

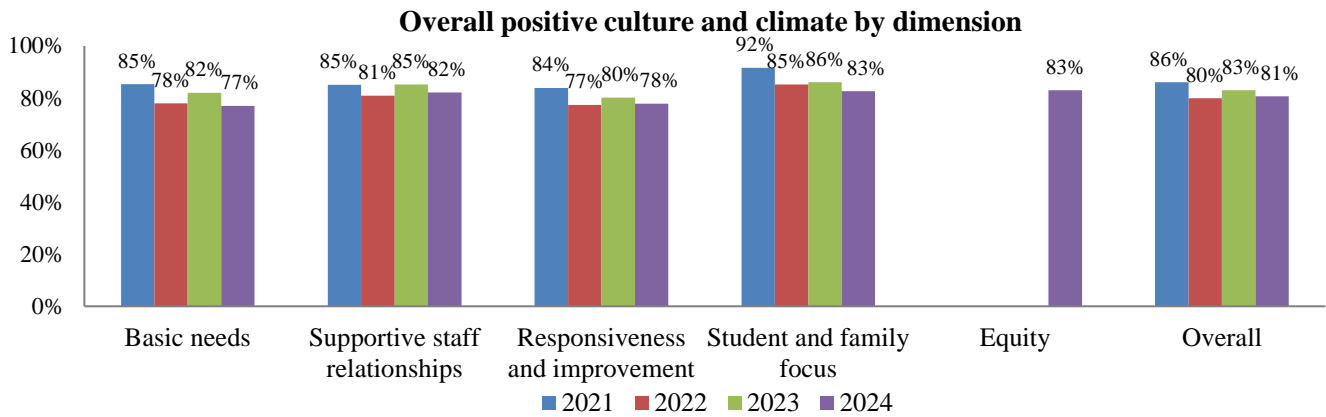
Across all dimensions the percentage of employees who chose *strongly agree* increased since last year, by 2 to 4 percentage points, except responsiveness and improvement, which decreased by 2%, and the percentage of employees who chose the *agree* option remained within 1% of last year. Across dimensions, there was little difference in the percentage of employees who responded *strongly disagree*. The percentage of employees who chose *strongly agree* was highest for the dimensions of supportive staff relationships and student and family focus.

Percentage of culture and climate agreement by dimension

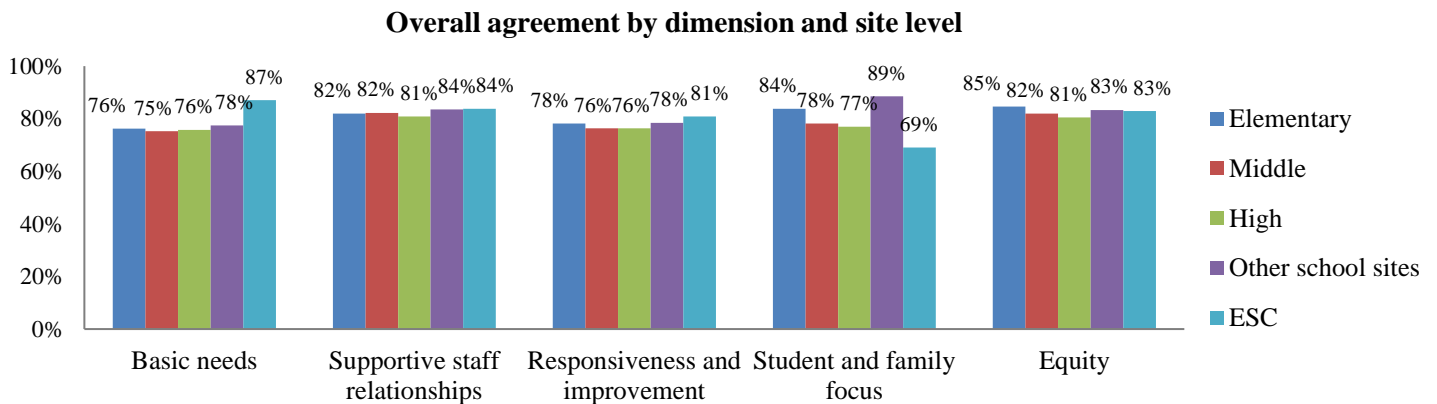


<sup>e</sup> There are 29 culture and climate items; however, one is a general item, not aligned to any one dimension.

The percentage of overall agreement was highest for the student and family focus dimension (83%) and lowest for the basic needs dimension (77%). All dimensions also assessed in 2023 decreased in 2024, with the largest decrease being in the dimension of basic needs (82% in 2023 to 77% in 2024).



The greatest difference across dimensions within a group of staff were with ESC employees who rated basic needs highest (87%) and student and family focus (69%) with an 18% difference between dimensions. The greatest difference across staff groups within a dimension was seen on the student and family focus dimension with other school site staff reporting the highest levels of agreement (89%) and ESC staff reporting the lowest (69%).

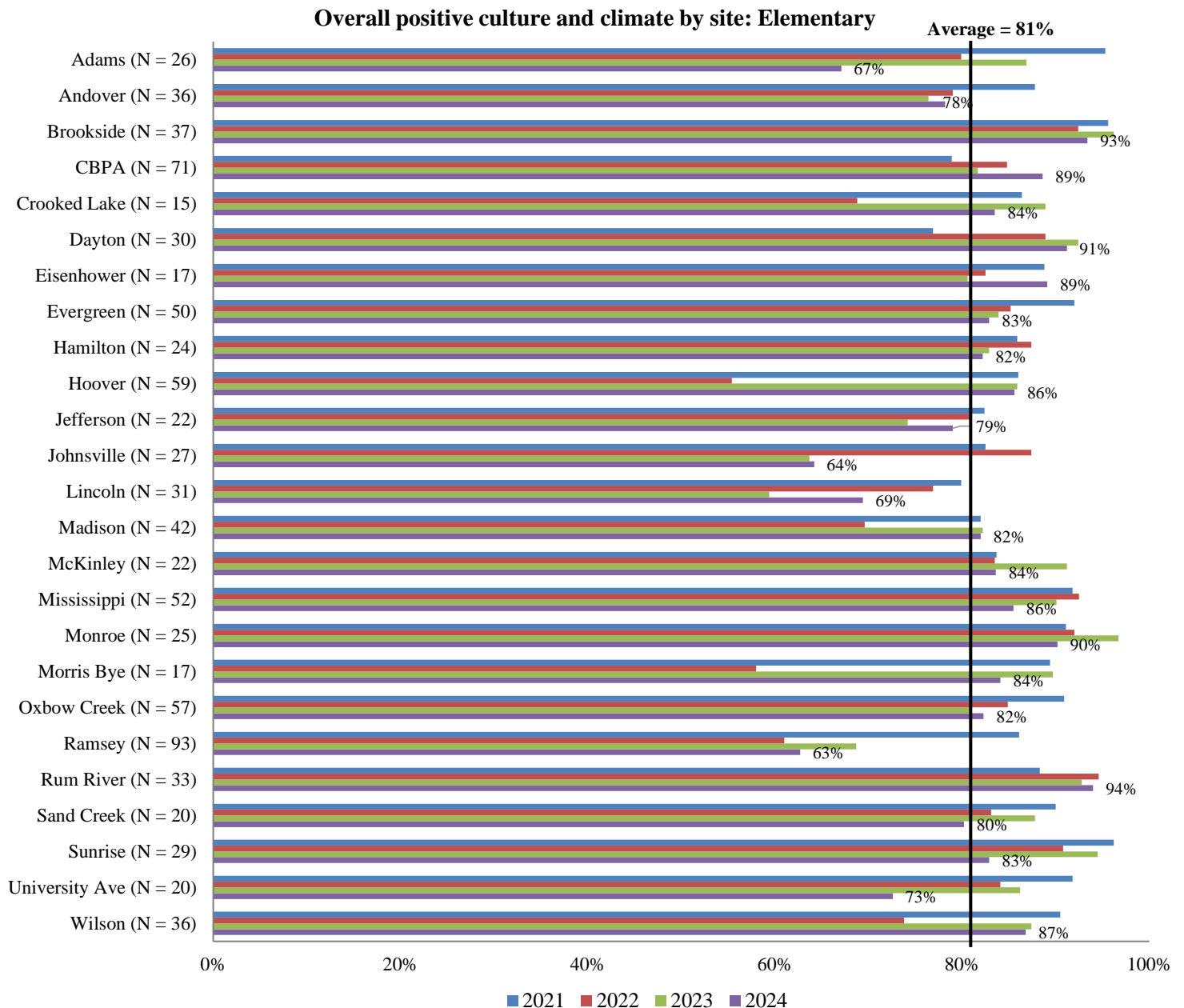


## Overall positive culture agreement by site

(Additional items related to equity were added in 2024 and were incorporated into overall culture and climate)

The graphs on pages 23-25 represent the average percentage of employees who agreed with the 29 culture and climate items. The vertical black line in each graph represents the average overall agreement for that site level. Please note the number of respondents when interpreting results. These averages are not necessarily representative of site-wide views as survey participation was voluntary and not randomly selected. Site size should also be considered when accounting for participant counts.

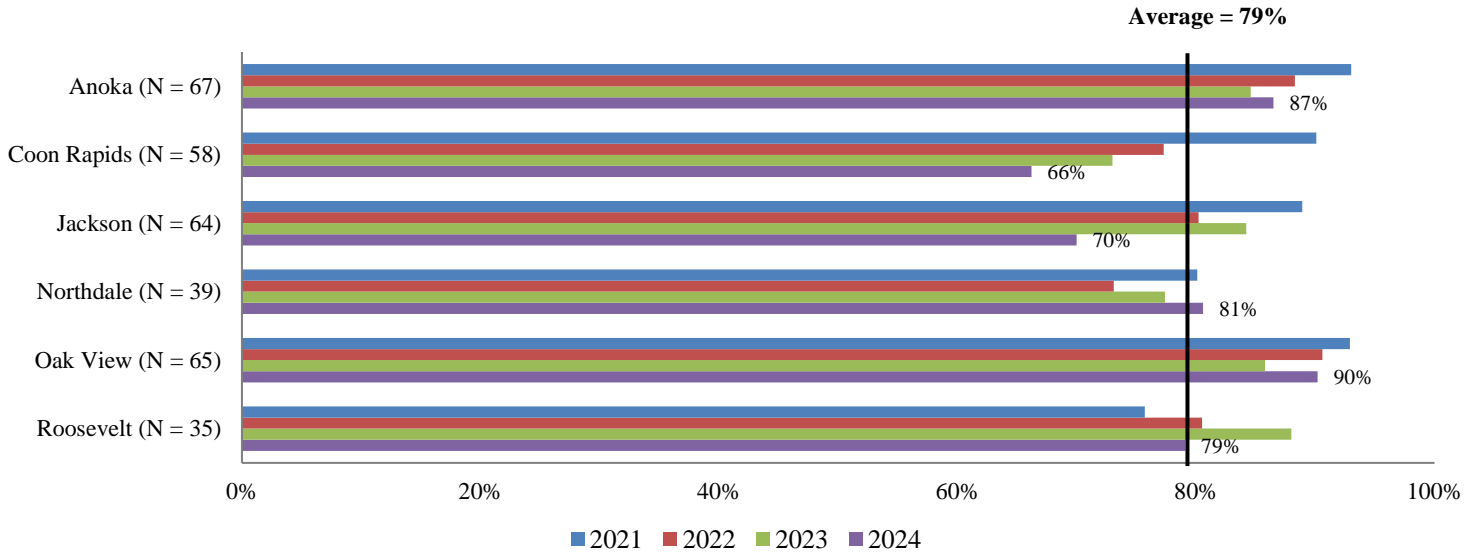
**Elementary.** The elementary average agreement was 81%. There was significant variability around this average with a 31% spread between the lowest (63%) and highest (94%) site ratings. However, representation across sites varied, which should be considered when interpreting these results. Ten of the twenty-five sites maintained or increased their average agreement over last year. The site with the greatest increase was Lincoln (59% in 2023 and 69% in 2024). Of the 15 sites that decreased in their overall agreement since 2023, three sites decreased by 10% or more.



Note: Count of respondents by site represent current year participation. Representation of the site may have been different in earlier years. Data labels represent current year responses.

**Middle.** On average, there was 79% agreement across the middle school sites with considerable variation around that average. There was an 24% spread between the highest (90%) and lowest (66%) rated sites. Three of the six sites increased their average agreement this year. Note, some sites had less representation than others.

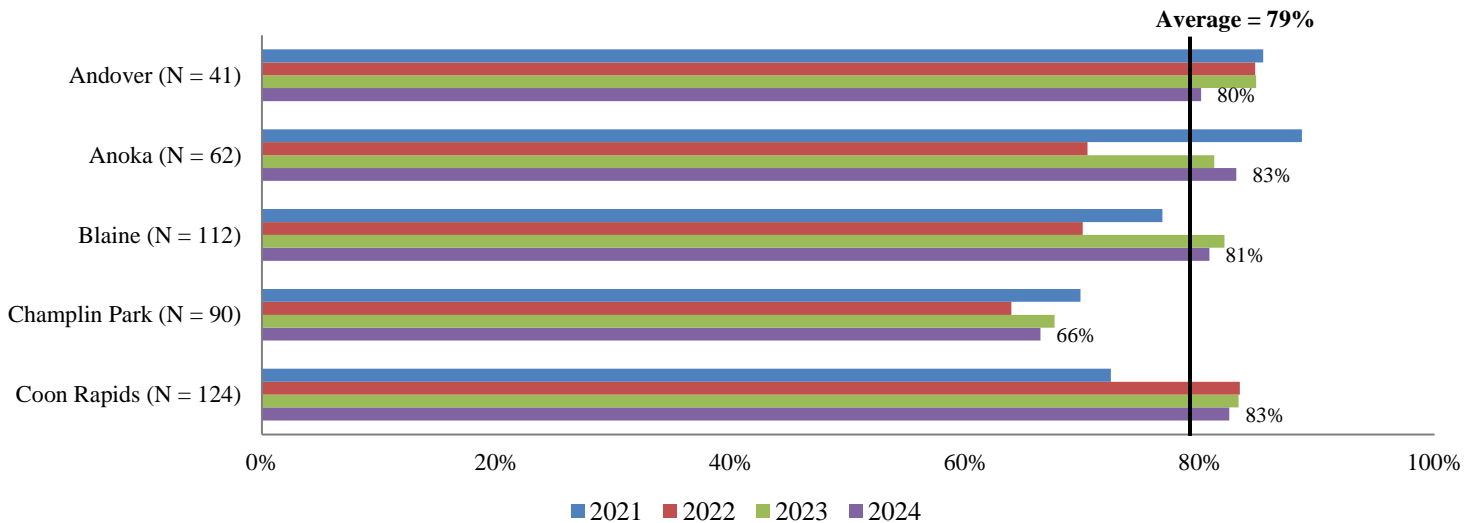
**Overall positive culture and climate by site: Middle**



Note: Count of respondents by site represent current year participation. Representation of the site may have been different in earlier years. Data labels represent current year responses.

**High.** Across the high school sites, there was an overall average agreement rate of 79% with considerable spread around this average. There was a 17% spread between the highest (83%) and lowest (66%) rated sites. Two of the five sites maintained an average agreement rate within 1% of last year. Note, some sites had less representation than others.

**Overall positive culture and climate by site: High**

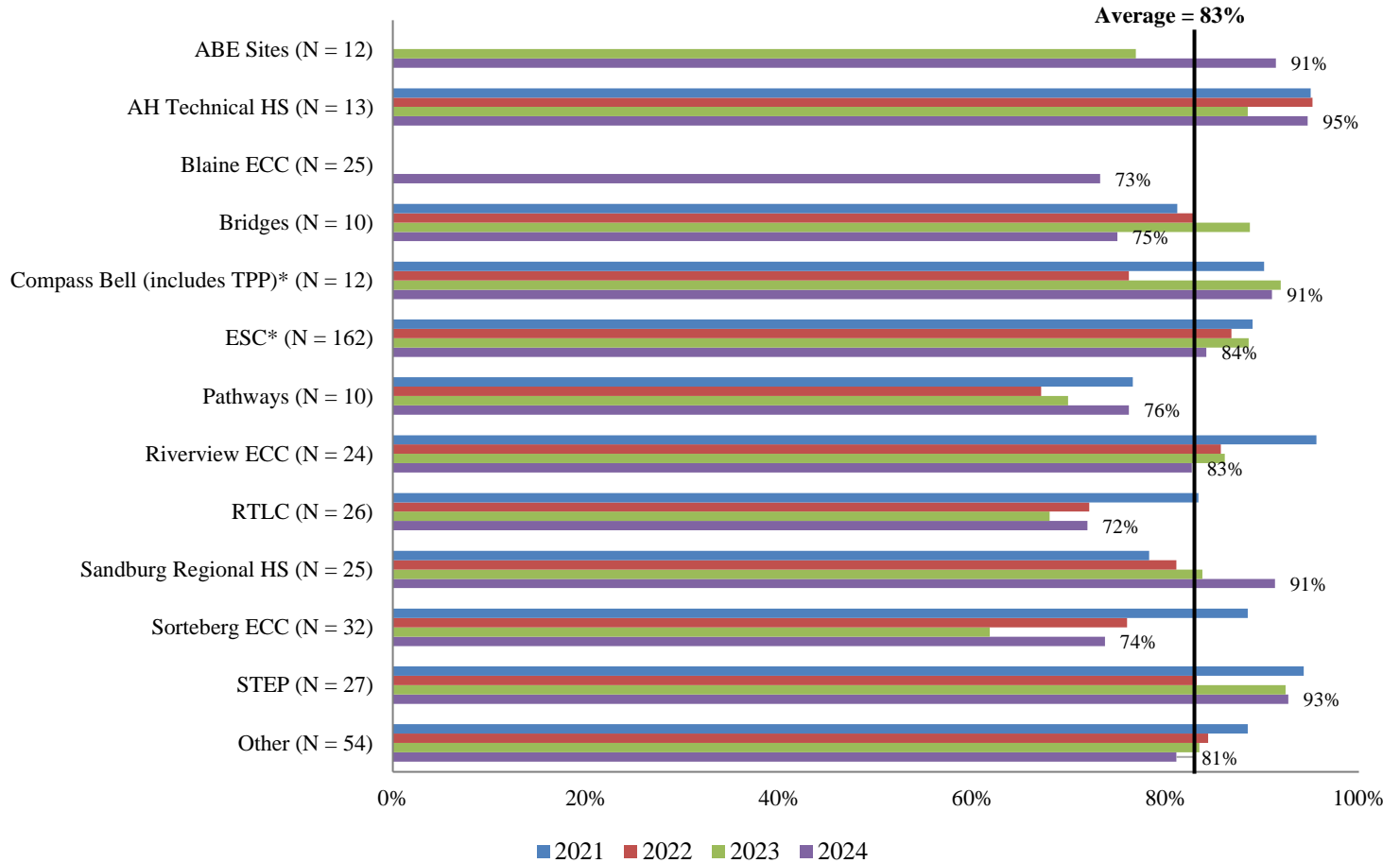


Note: Count of respondents by site represent current year participation. Representation of the site may have been different in earlier years. Data labels represent current year responses.



**Other sites.** Overall, the average agreement across other sites, including ESC, was 83%. Seven of twelve sites increased their average agreement since last year. There was quite a bit of variability across sites, though many of these smaller sites did not have significant representation.

**Overall positive culture and climate by site: Other sites (including ESC)**



Note: Count of respondents by site represent current year participation. Representation of the site may have been different in earlier years. Data labels represent current year data.

\*TPP is the Teen Parenting Program. In years prior to 2023, TPP was included with the ESC data.

## Culture and climate agreement by item

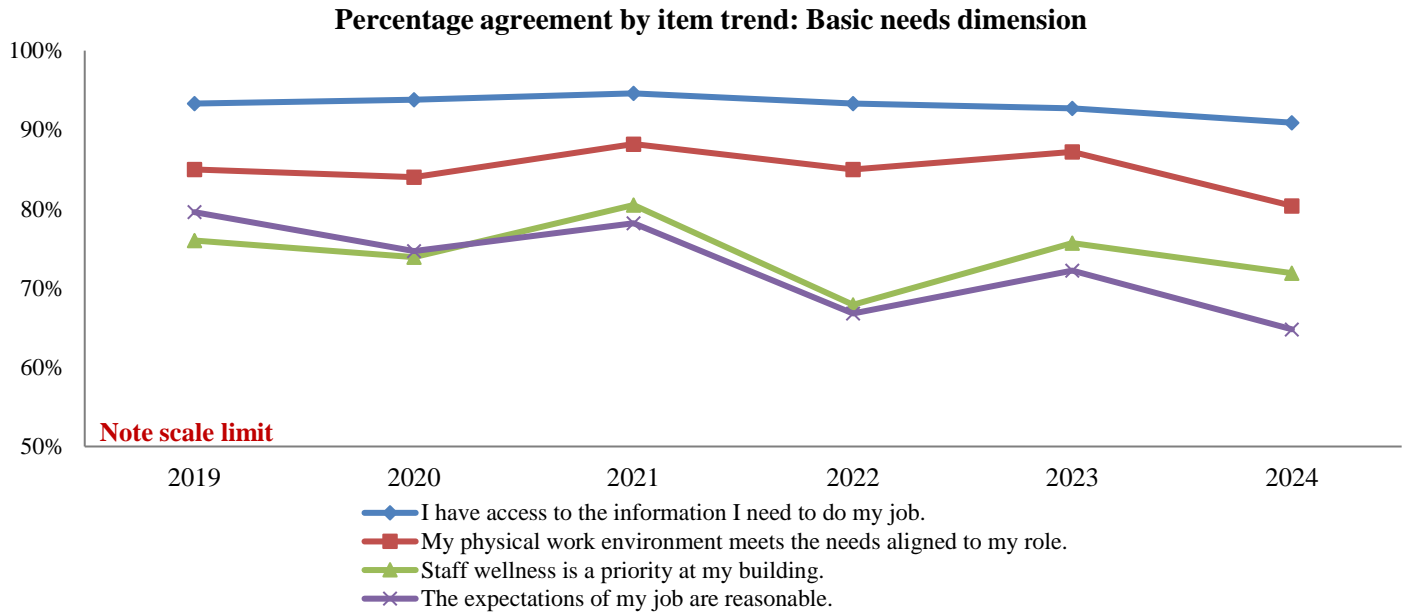
The graph below represents the percentage of employees who responded *strongly agree* or *agree* to each item. The vertical black line in this graph represents the average overall agreement. Agreement across all items that were assessed last year decreased from 2023 to 2024. The item that showed the greatest decrease was *Students are held to high expectations*, 72% in 2023 to 64% in 2024.



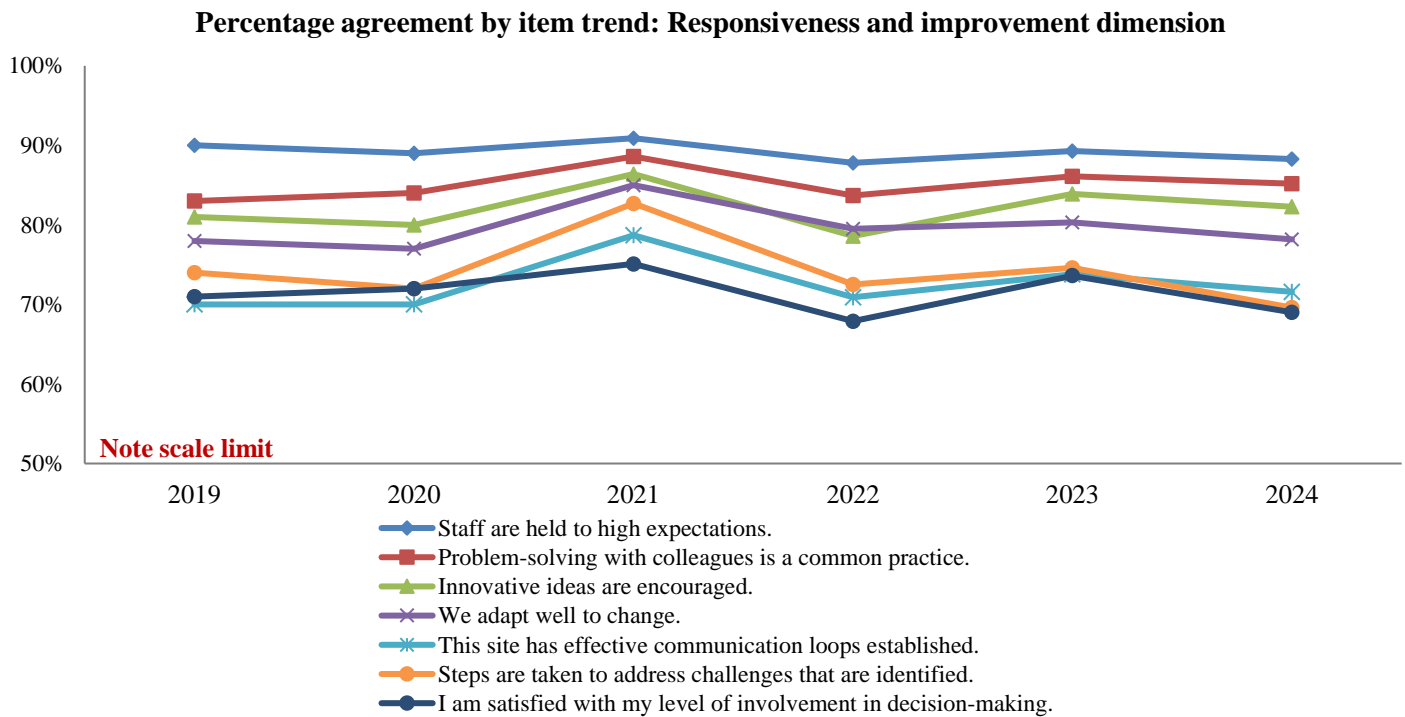
Note: Data labels represent current year responses. Items are sorted highest to lowest based on current year. Equity items added in 2024 do not have historical trends.

## Trend data: Percentage agreement of culture and climate items by dimension

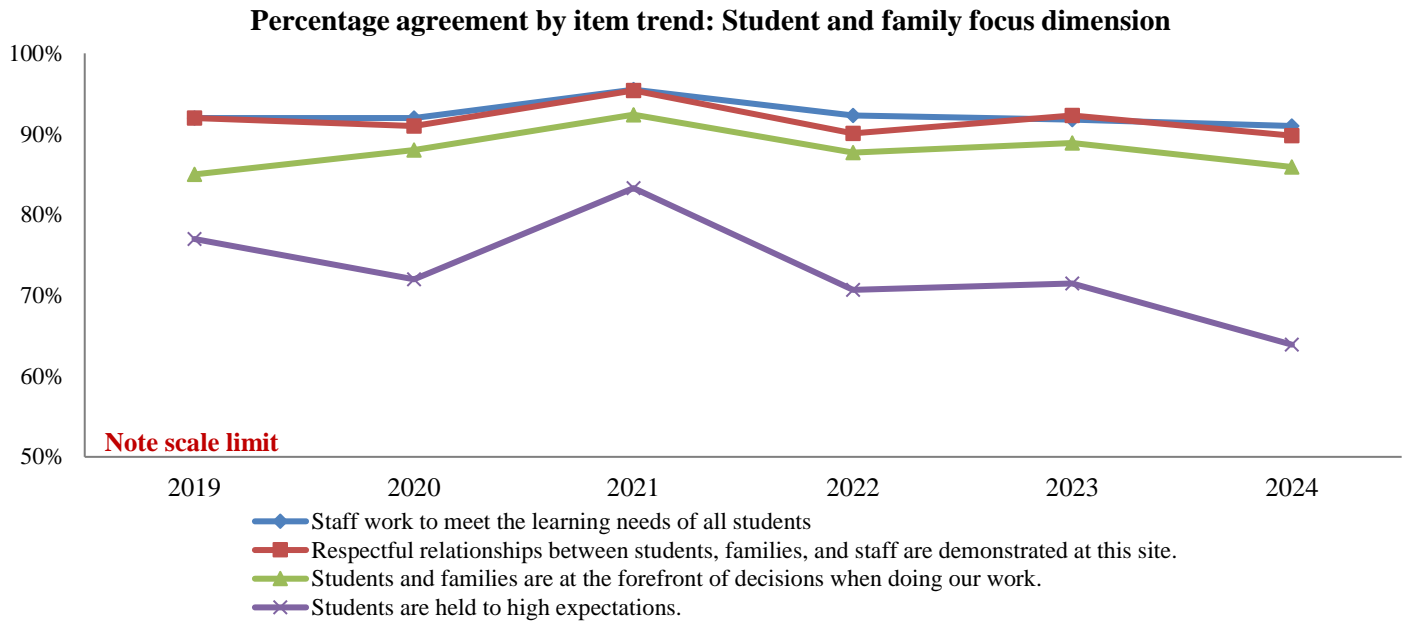
**Basic needs.** Each item in the basic needs dimension decreased the agreement rate from 2023 to 2024. The item that showed the greatest decline was *My physical work environment meets the needs aligned to my role*, which declined by 7% since last year.



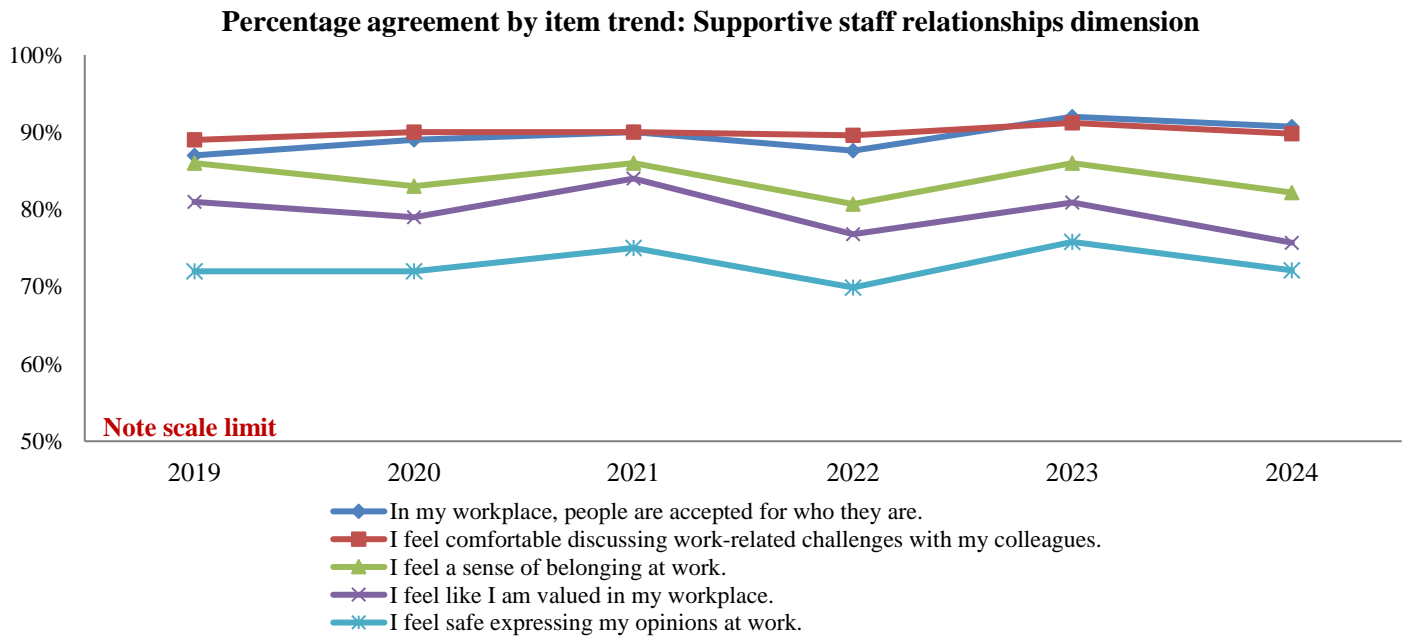
**Responsiveness and improvement.** Over the past four years, the percentage of agreement responses to items in this dimension have had alternating increases and decreases each year. In 2024, agreement went down across all items, with the greatest decreases (5%) seen for the items *Steps are taken to address challenges that are identified* and *I am satisfied with my level of involvement in decision-making*. Items in this dimension have shown similar response patterns over time.



**Student and family focus.** All items in the student family and focus dimension decreased since last year. The item *Students are held to high expectations* has consistently been the lowest item in this dimension since the first administration of this survey and has shown the greatest variability across time in this dimension.

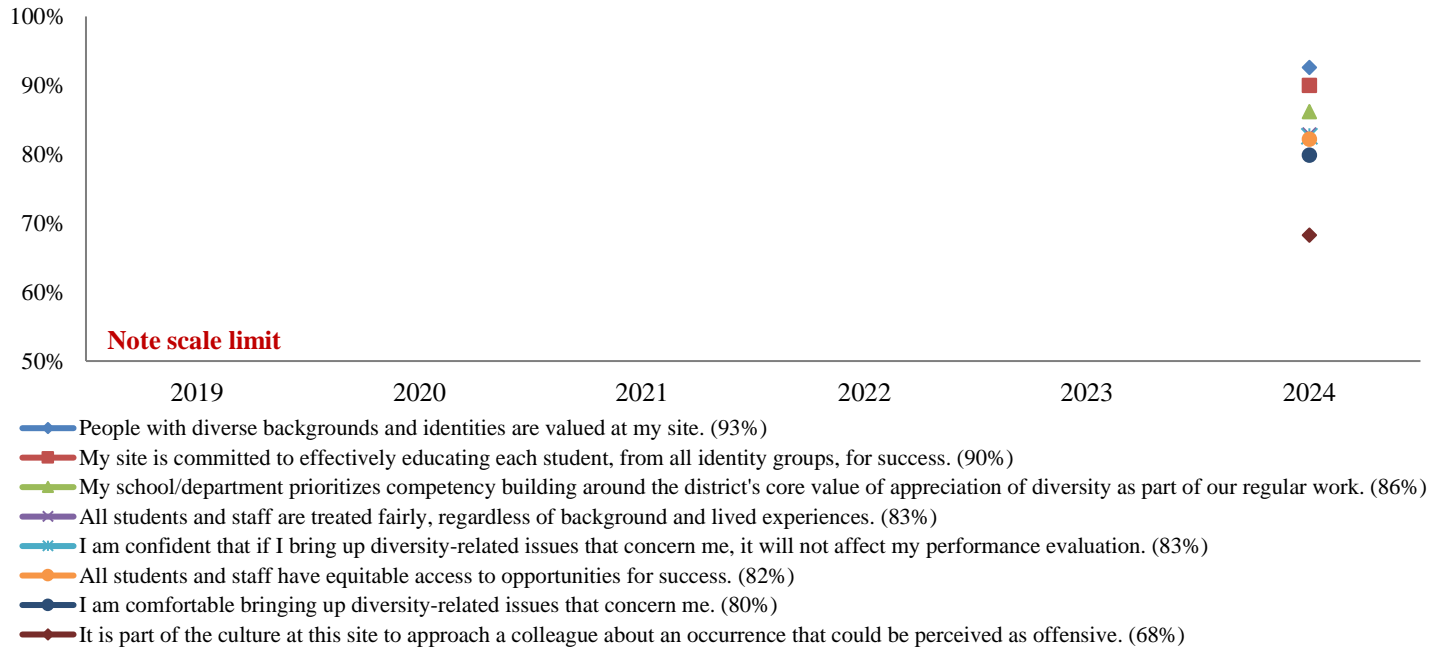


**Supportive staff relationships.** Each item in this dimension has decreased since last year. Generally, across the six years the survey has been distributed, each item within this dimension has maintained the same relative position; the item *I feel safe expressing my opinions at work* has consistently been the item with the lowest agreement, and *I feel comfortable discussing work-related challenges with my colleagues* has been the item with the highest agreement. However, this item has shifted slightly in 2023, and is no longer the highest rated item.



**Equity.** The equity dimension was included on the survey for the first time in 2024. The item with the highest reported agreement was *People with diverse backgrounds and identities are valued at my site* (93%) and the item with the lowest reported agreement was *It is part of the culture at this site to approach a colleague about an occurrence that could be perceived as offensive* (68%).

**Percentage agreement by item trend: Equity dimension**



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