



Employee Engagement Survey GCHHS 2025 Results

Participation

In September 2025 GCHHS employees were asked to participate in the fourth annual Employee Engagement Survey.

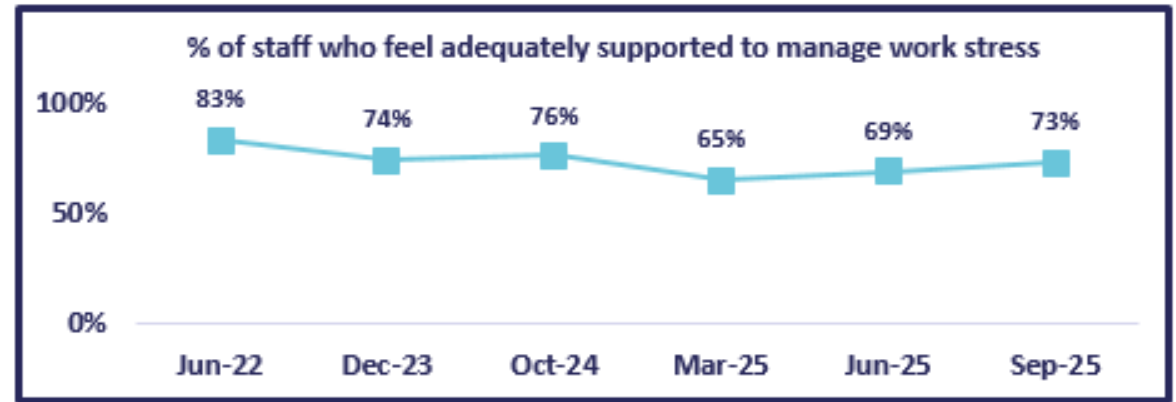
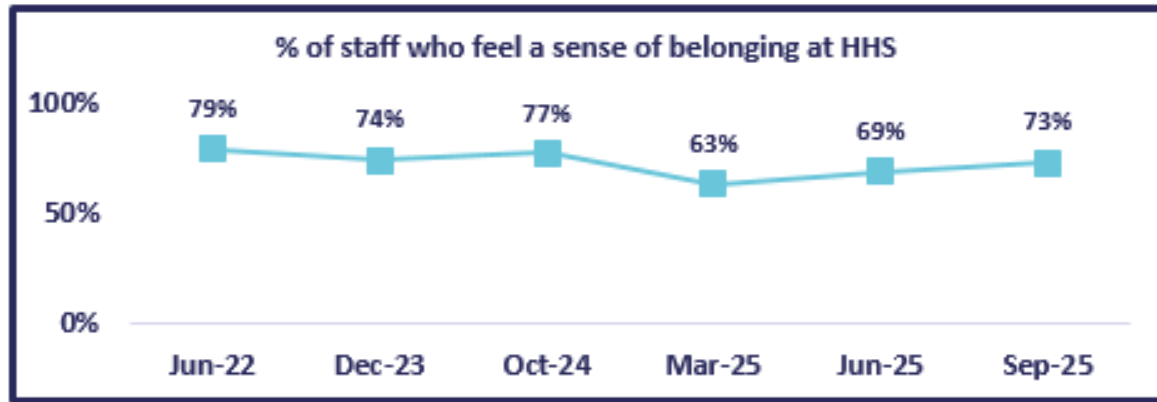
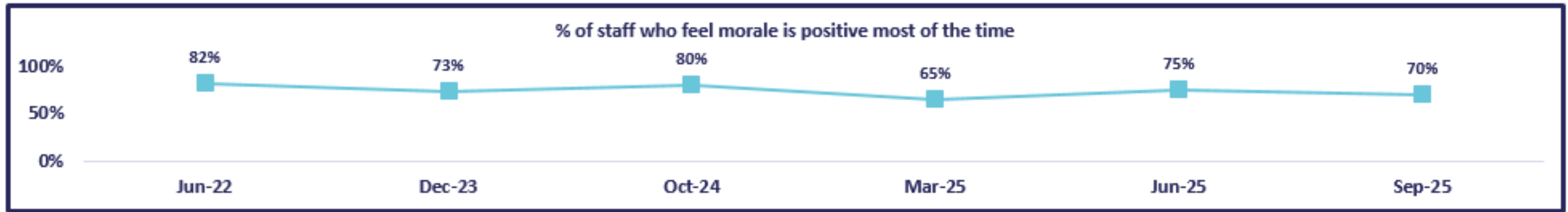
Approximately **87%** of GCHHS employees participated in the survey

2024 80%

2023 70%

2022 88%

Employee Engagement



What does this tell us?

This quarter's employee engagement measures shows that our three key measures have remained relatively stable compared to last quarter. While we see a slight dip in morale, this is balanced by a small rise in both belonging and work stress. However, a look at the longer-term trend over the past three years reveals a slight downward trajectory across all three measures.



Satisfaction with the level of flexibility cited as top benefit

	2022	2023	2024	2025
Agree/VM Agree	84%	82%	89%	85%
Somewhat Agree	14%	16%	8%	9%
Disagree/VM Disagree	2%	2%	3%	6%

Satisfaction with growth opportunities slightly higher, but still identified as concern overall

	2022	2023	2024	2025
Agree/VM Agree	66%	64%	54%	64%
Somewhat Agree	26%	24%	29%	17%
Disagree/VM Disagree	8%	12%	17%	19%

Intent to leave to work at similar job in 2 years;
this appears to be relatively standard in current market



	2022	2023	2024	2025
Agree/VM Agree	5%	5%	9%	7%
Somewhat Agree	13%	18%	18%	12%
Disagree/VM Disagree	80%	77%	73%	81%



Intent to leave my field to work in different field;
several have left child protection jobs for other work

	2022	2023	2024	2025
Agree/VM Agree	7%	7%	5%	7%
Somewhat Agree	10%	5%	12%	8%
Disagree/VM Disagree	83%	88%	83%	85%

HHS Annual Turnover Rate

national average is 13% excluding retirees, volunteers and contractors [Results of the 2025 US Turnover Surveys | Mercer](#)

15 staff left (including 5 retirements)

- Turnover rate: 12% including retirements; 8% excluding retirements

2024

2025

14 staff left (including 7 retirements)

- Turnover rate: 10.6% including retirements; 5.3% excluding retirement

Feel burned out in their job

Research into burnout in the workplace recognizes employee wellbeing through four dimensions (Hyett & Parker, 2015):

- Work satisfaction
- Organizational respect
- Employer care
- Work–life integration

	2022	2023	2024	2025
Agree/VM	18%	21%	21%	17%
Agree				
Somewhat	27%	35%	30%	25%
Agree				
Disagree/VM	55%	44%	48%	53%
Disagree				

Have
experienced
secondary
traumatic
stress at
work

	2022	2023	2024	2025
Agree/VM Agree	21%	30%	29%	24%
Somewhat Agree	25%	25%	25%	27%
Disagree/VM Disagree	45%	45%	46%	48%

[NCTSN Resources | The National Child Traumatic Stress Network](#)

- One of our agency's priorities in the 2020-2025 strategic plan was to be a trauma-informed culturally responsive agency.

Workplace wellness activities somewhat helpful

- 10-minute chair massages (paid by employee) were cited as a top wellness benefit
- It is notable that there is an increase in people who have not participated in any workplace wellness activities.

	2024	2025
Agree/VM Agree	39%	34%
Somewhat Agree	47%	43%
Disagree/VM Disagree	4%	6%
Have not attended any	9%	17%

Employees trust supervisors' leadership

- [Global Indicator: Leadership & Management – Gallup](#)
- 2025 Gallup Survey: 19% of employees strongly trust leadership of organization
- 2025: 38% of GCHHS employees strongly agree that they trust the leadership of their supervisor

I trust the leadership of my supervisor	38.39% 43	41.07% 46	9.82% 11	5.36% 6	5.36% 6
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Satisfied with opportunities to engage

	2022	2023	2024	2025
Agree/VM Agree	94%	80%	85%	86%
Somewhat Agree	4%	19%	13%	11%
Disagree/VM Disagree	2%	1%	2%	3%



Summary and Areas for Improvement

Morale/burnout

- The issue most often cited is workload, along with some concerns about conflict within units.

Opportunities for Growth

- 2025: There continues to be a concern about the lack of growth opportunities, and particularly a desire for positions with a I and II grade—i.e. Case Aide 1 and Case Aide II.

Onboarding

- A new issue arose this year regarding adequate training and onboarding. Some have asked for more unit specific training, and a concern that new employees are not receiving adequate training.
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Summary and Areas for Improvement

Pay/workload/time off: All comments about pay were positive.

- Some concerns continue regarding workload
- Difficulty in taking time off and not having enough vacation time, especially in the first few years of employment.

Flexibility

- Again, flexibility was cited as a top benefit.

Decision Making

- While there was recognition that some decisions will be made by leadership, there was a desire to be more clearly informed.
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Strategic Priorities 2026-2029



**PROMOTE STAFF
WELL-BEING**



**STANDARDIZE &
COMMUNICATE
PROCESSES**



**INCREASE
COMMUNITY
AWARENESS OF HHS**

Next Steps

- HHS is in the process of creating a strategic plan for the next three years.
- Staff well-being was identified as one of the three strategic priorities.
- Stay tuned for more specific goals and tasks in this area.



Resources

- Wright County Board Workshop 8-13-2024; employee engagement survey results
 - [U.S. Employee Engagement Sinks to 10-Year Low](#)
 - [Results of the 2025 US Turnover Surveys | Mercer](#)
 - [Global Indicator: Leadership & Management – Gallup](#)
 - [How to Prevent Burnout in the Workplace: 20 Strategies](#)
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