K12 Insight

Employee Engagement Survey: Palm Harbor Middle School

Results and Analysis

2024-2025

pcs PINELLAS COUNTY SCHOOLS

Details of the Study

The Employee Engagement Survey asked staff members of Pinellas County Public Schools for feedback about various aspects of the school environment to better understand what schools do well and to identify opportunities for improvement. K12 Insight/Sogolytics partnered with district team members to develop the survey, which addressed the following topics:

Campus-based Staff:
- Academic Support
- Student Support
- School Leadership
- Family Involvement
- Safety and Behavior

All Staff:
- Mission and Vision
- District Leadership
- Worksite Leadership
- Feedback and Recognition
- Career Growth and Training Opportunities

Engagement is the connection that individuals have with their professions in general and their current jobs in particular. Several factors can affect an employee's engagement, including relationships with administrators, supervisors, colleagues, students, and parents; the physical work environment; perceptions of personal safety; policy considerations and implementation; support for professional development and growth; training; perceptions of personal relevance; and general satisfaction.

The Employee Engagement Survey consists of two parts:

Overall Engagement is composed of nine items designed to measure an employee's level of engagement. To calculate the engagement score, each response option was given a weight, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Based on the average of the responses to these items, an engagement score is calculated for each survey participant. Engagement scores are classified as highly engaged (>4.5), engaged (3.5 to 4.5), and less engaged (<3.5).

Engagement Drivers are items about different aspects of the work environment that may affect engagement. Participants answered each item using the 5-point Likert scale. Mission and Vision, District Leadership, Worksite Leadership, Feedback and Recognition, and Career Growth and Training Opportunities were evaluated as drivers of employee engagement.

Project Overview

The survey was open from January 31– February 21, 2025.

Email invitations with unique survey links were sent to all staff members. Reminder emails were sent to staff members who had not yet participated throughout the survey window.

The survey was translated into Spanish.

This report provides a site-level overview of the survey results. District-level reports and verbatim/open-ended response reports were also provided.

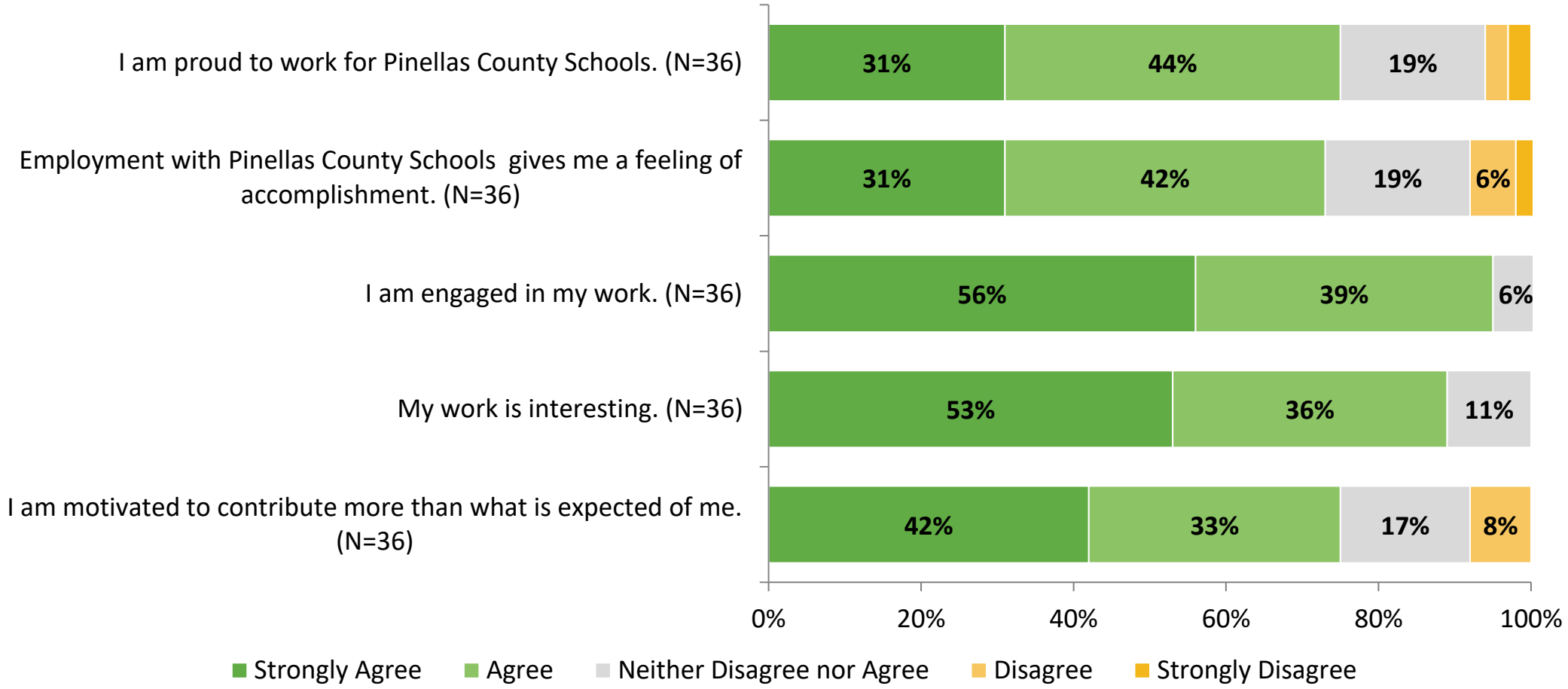
K12 Insight/Sogolytics uses census sampling, which provides data reflective of all voices in the community. While all staff were invited to take the survey, not all participated. Statistical tests designed to infer the perceptions of a larger population from a smaller sample size are not appropriate; rather, descriptive statistics provide the most accurate representation of the data. Therefore, the findings herein cannot be generalized beyond the participants. Nevertheless, this study offers valuable insights about the perceptions of staff.

Findings for each item in the report exclude participants who did not answer. Data labels less than 5 percent are not shown in charts and graphs. Percentages may not add up to 100 because of rounding.

Questions for All Staff Members

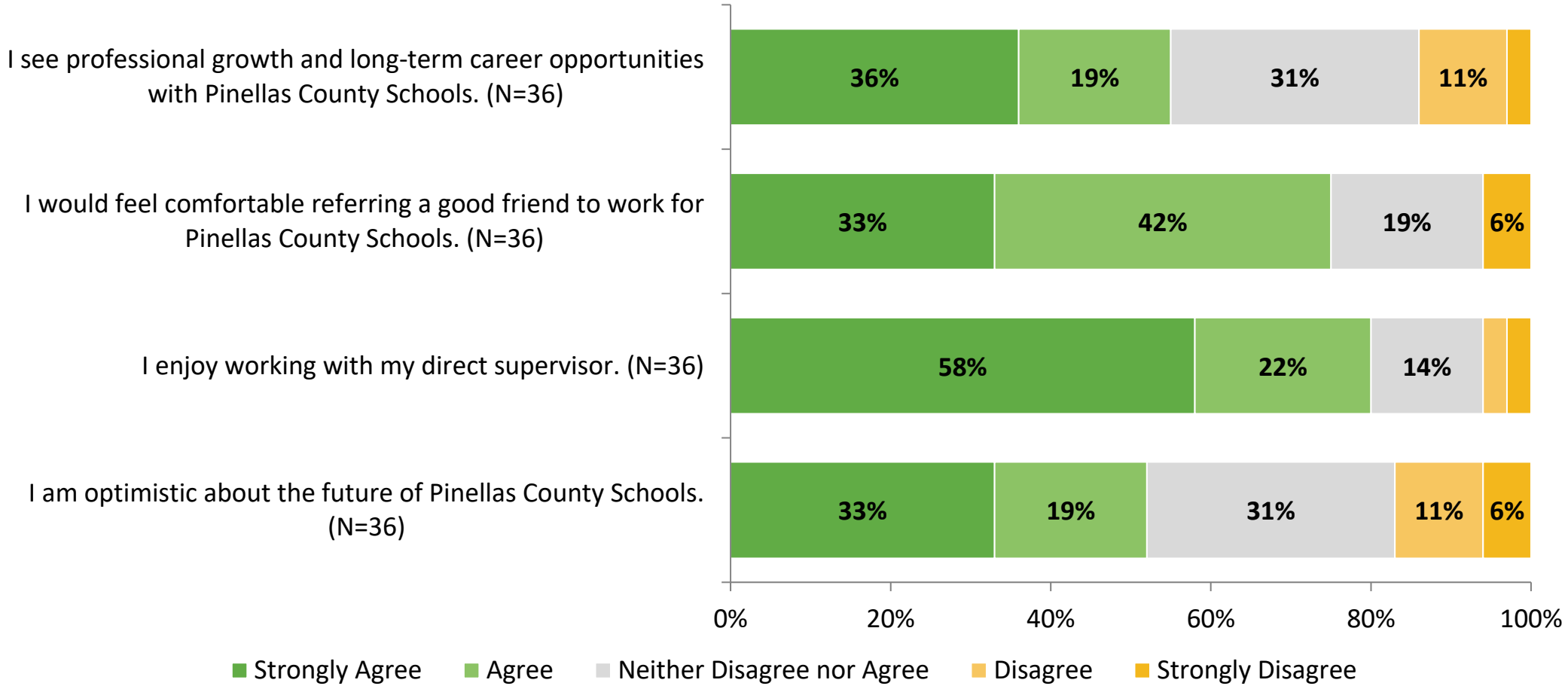
Overall Engagement

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



Overall Engagement (Continued)

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



Calculating and Classifying Engagement Scores

Each participant's engagement score is the average of their responses to eight engagement questions (EQ). Those average scores are then classified on a scale of highly engaged (>4.5), engaged (3.5 to 4.5), and less engaged (<3.5)

	Engagement Questions								
	EQ1	EQ2	EQ3	EQ4	EQ5	EQ6	EQ7	EQ8	Average
Participant A	4	5	3	4	2	4	3	3	3.50
Participant B	5	4	3	3	4	4	5	5	4.13
⋮									
Participant Z	3	3	4	4	4	3	4	4	3.63
								Average for all participants:	**3.75**

> 4.5	3.5 to 4.5	< 3.5
Highly Engaged	Engaged	Less Engaged

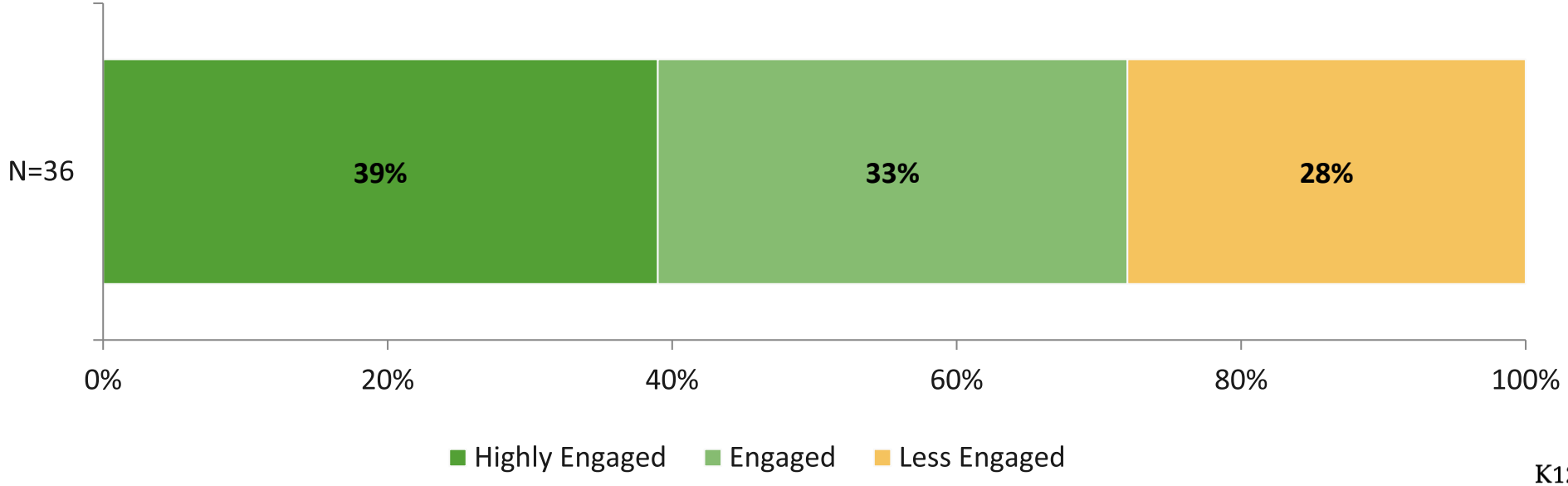
Note: This graphic contains sample data for example purposes only.

Overall Engagement Classification

Responses to the eight overall engagement items were averaged to calculate an engagement score for each participant. Based on the average of the responses to these items, an engagement score is calculated for each survey participant. To calculate the engagement score, each response option was assigned a numerical value:

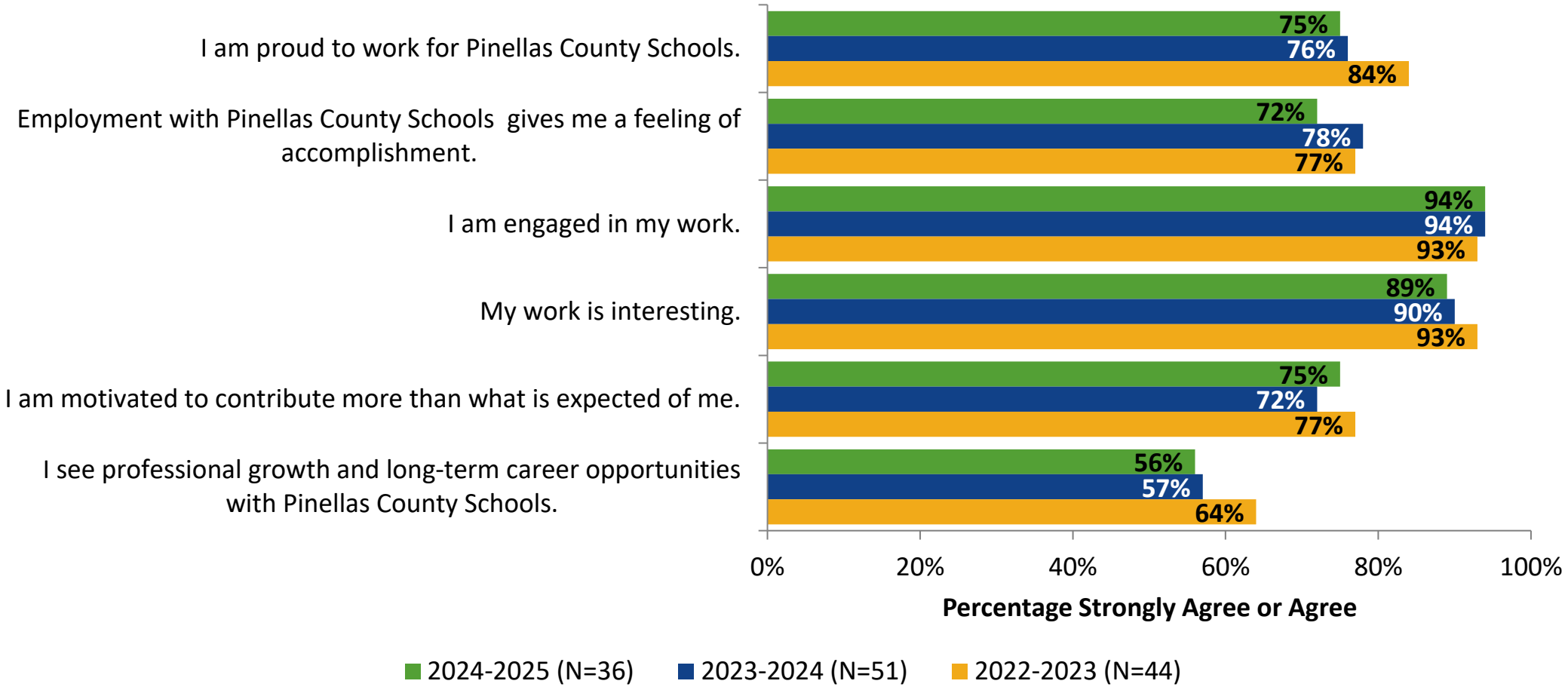
- Strongly Disagree = 1
- Disagree = 2
- Neither Disagree nor Agree = 3
- Agree = 4
- Strongly Agree = 5

Average scores were classified into three levels: **Highly Engaged** (>4.5), **Engaged** (3.5 to 4.5), and **Less Engaged** (<3.5).



Overall Engagement: Comparison Over Time

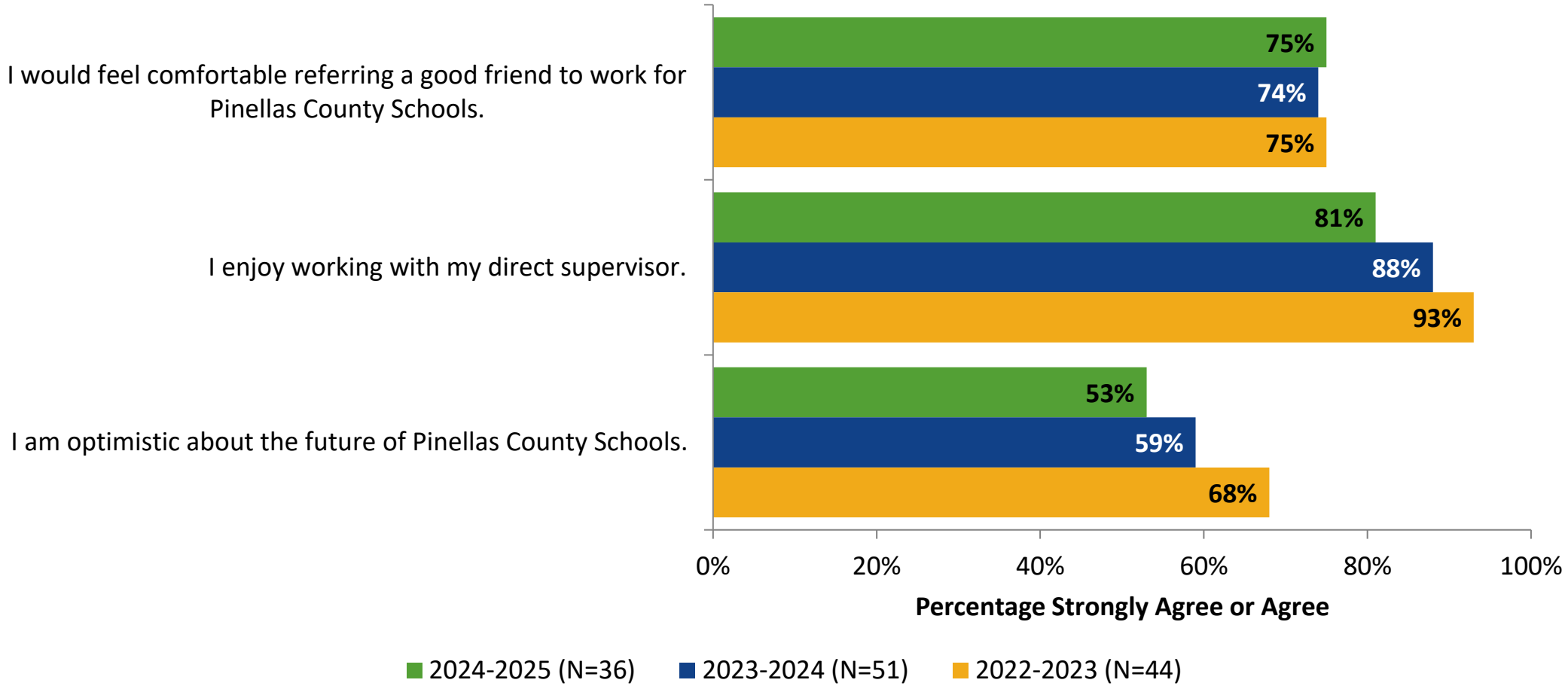
How strongly do you agree or disagree with the following statements?



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

Overall Engagement: Comparison Over Time (Continued)

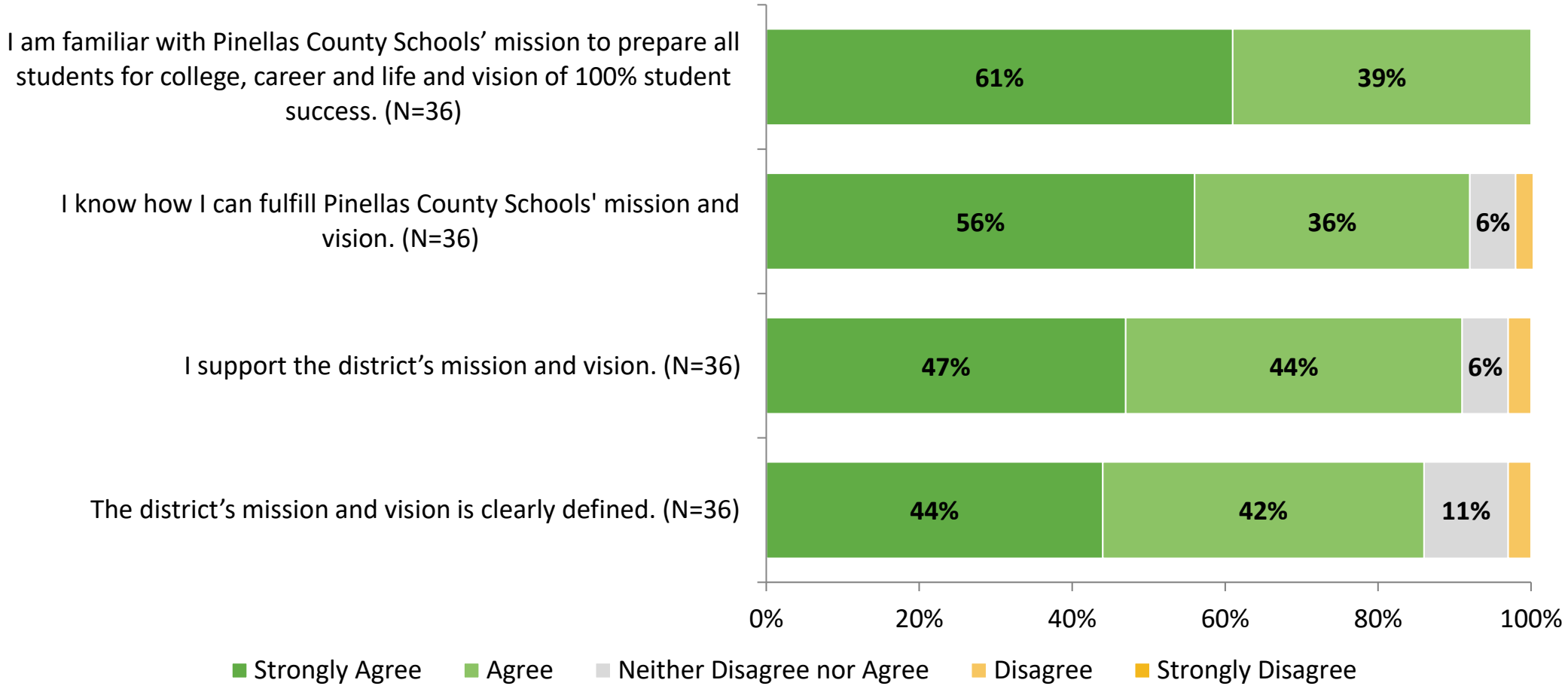
How strongly do you agree or disagree with the following statements?



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

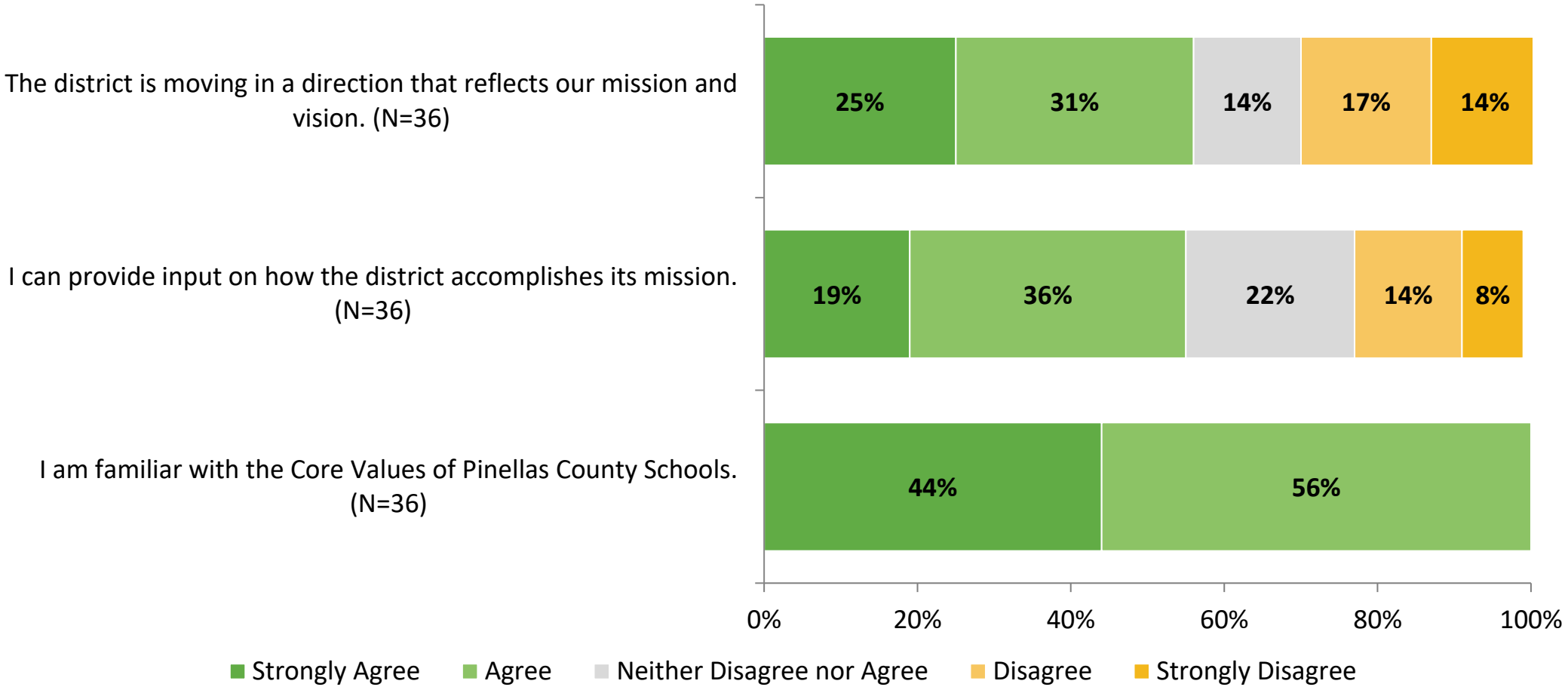
Mission and Vision

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



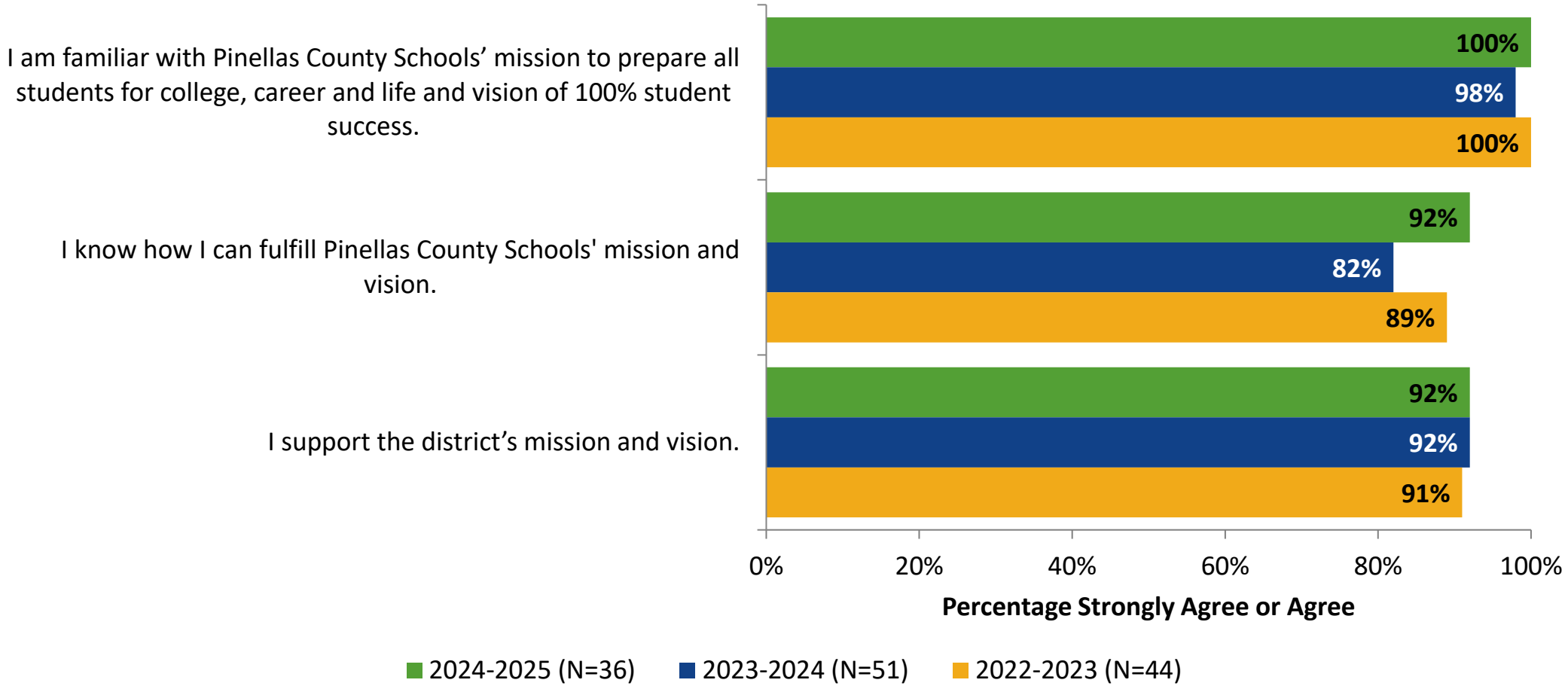
Mission and Vision (Continued)

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



Mission and Vision: Comparison Over Time

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



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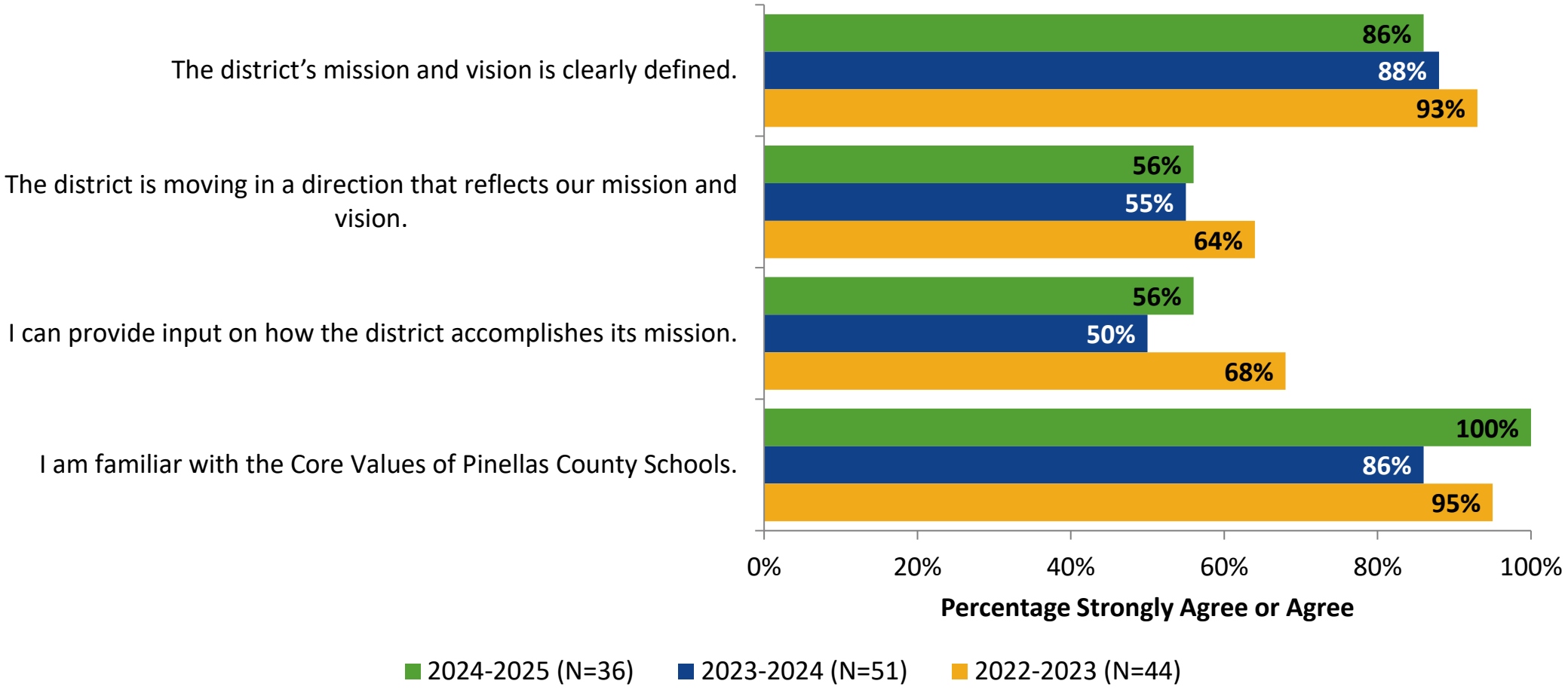
Mission and Vision: Comparison Over Time (Continued)

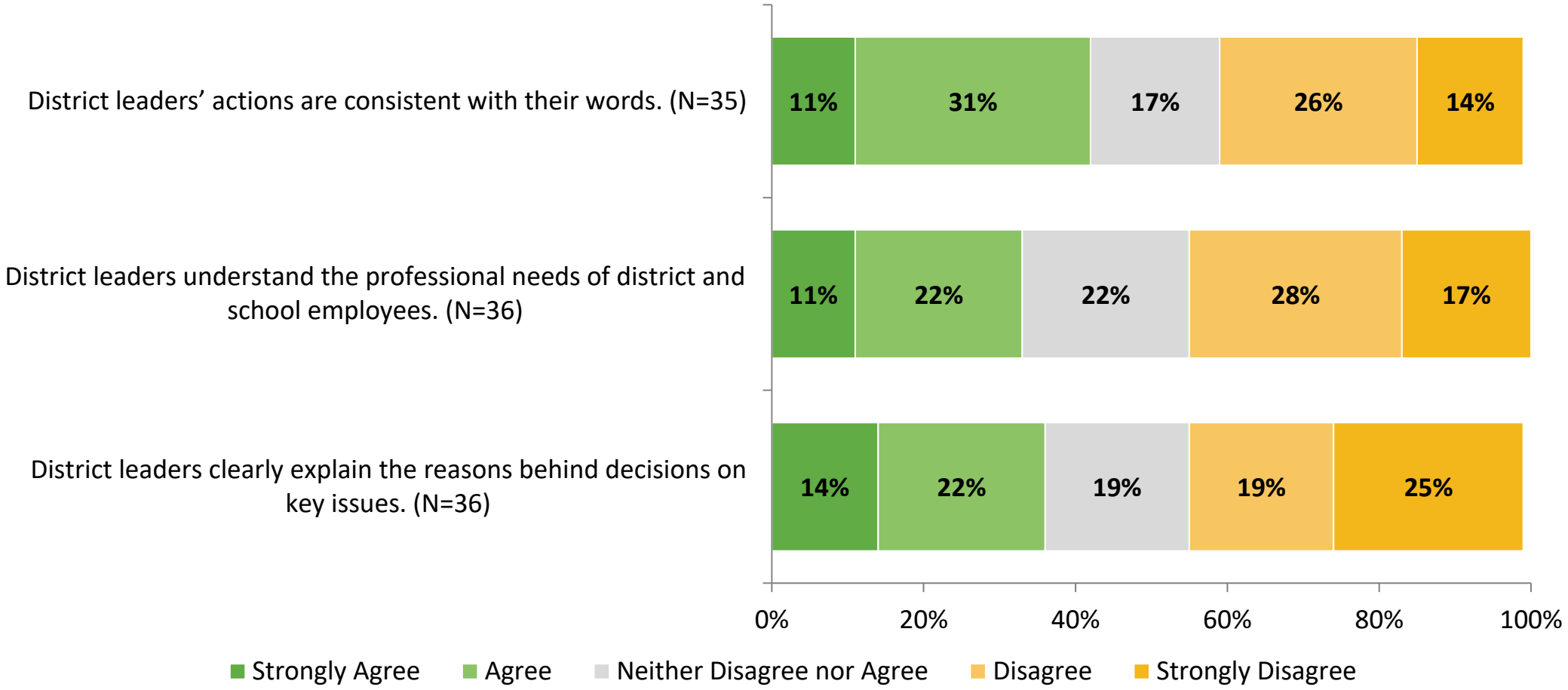
How strongly do you agree or disagree with the following statements?



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

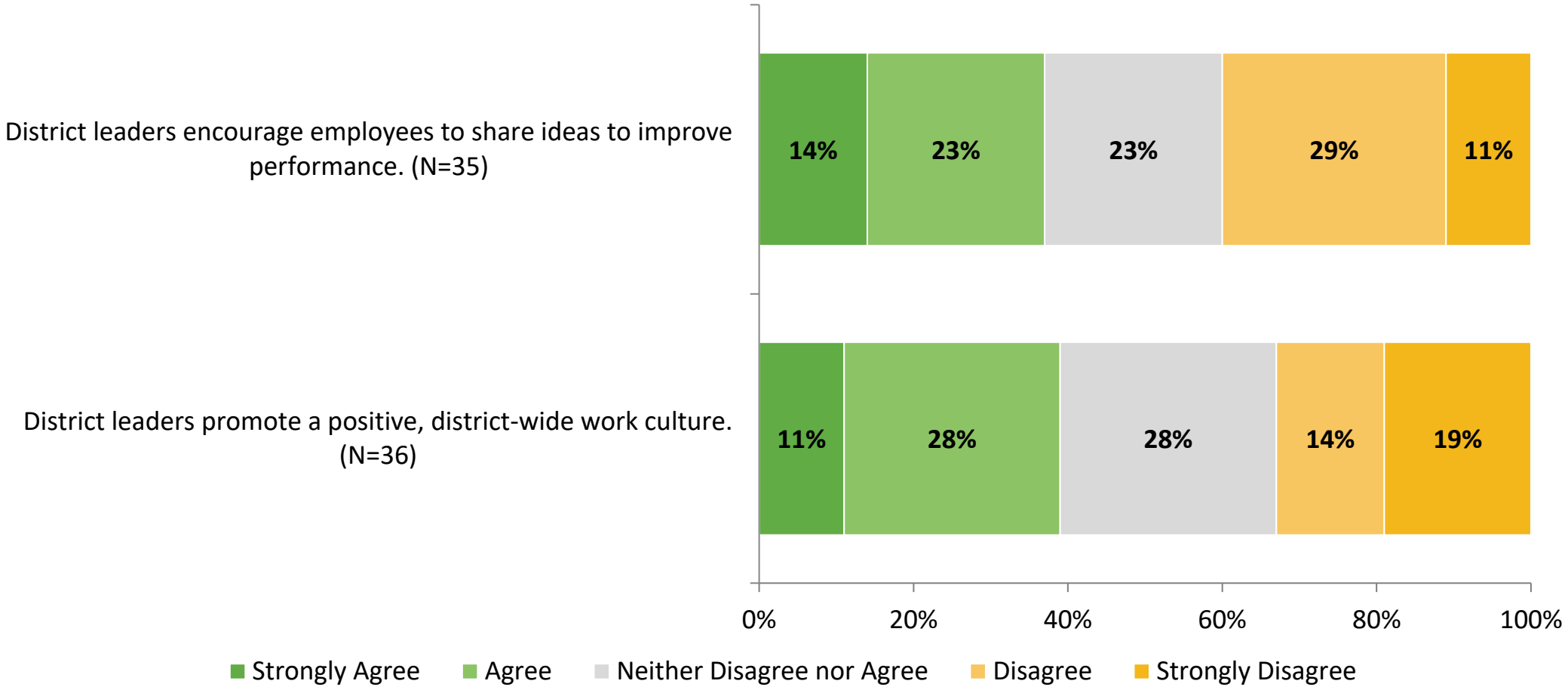
District Leadership

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



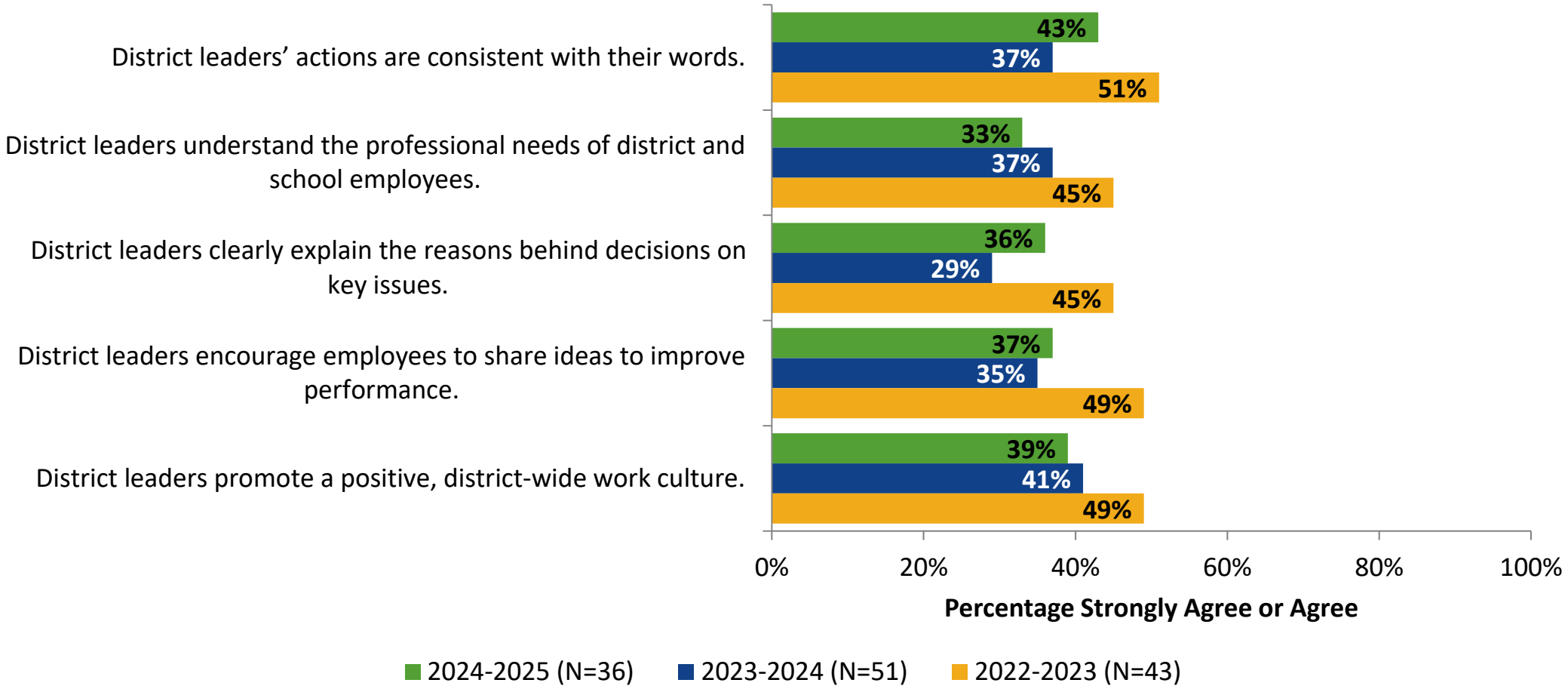
District Leadership (Continued)

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



District Leadership: Comparison Over Time

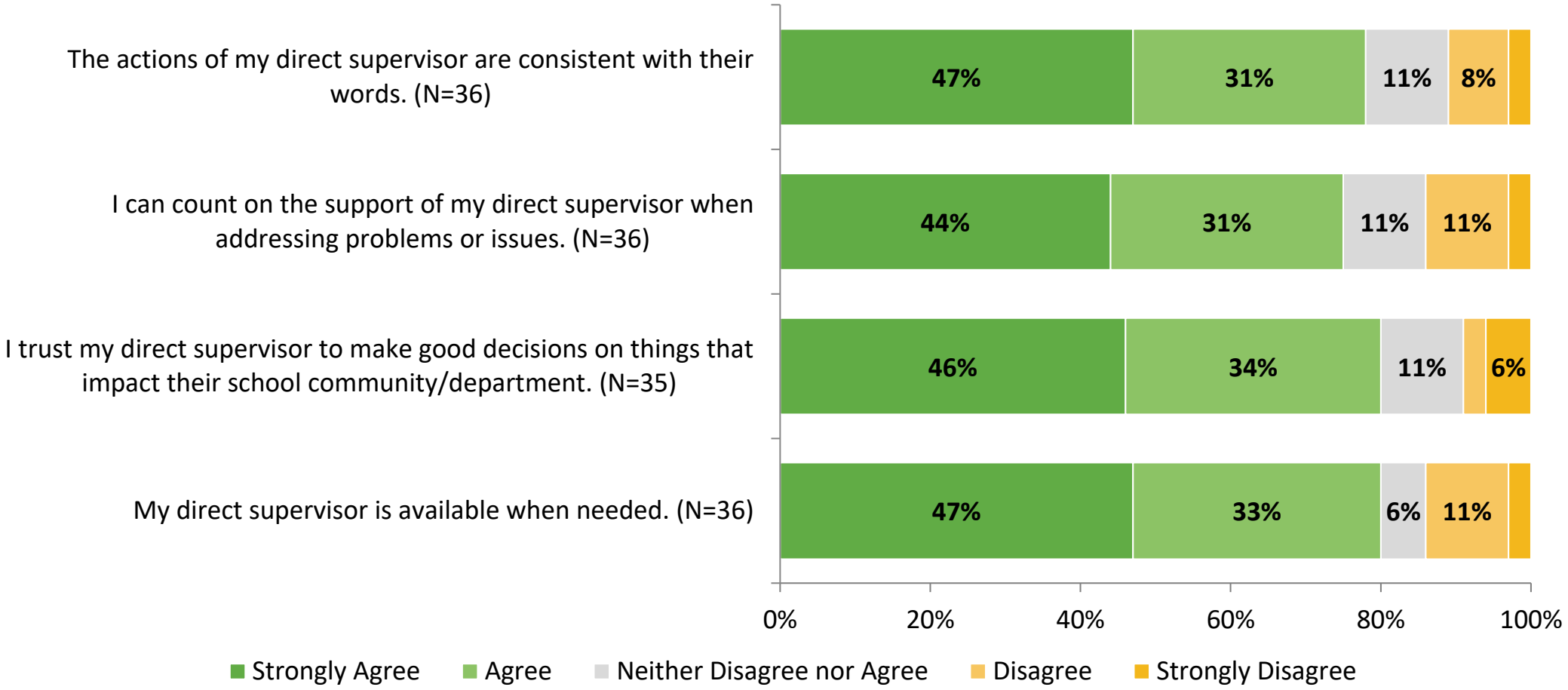
How strongly do you agree or disagree with the following statements?



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

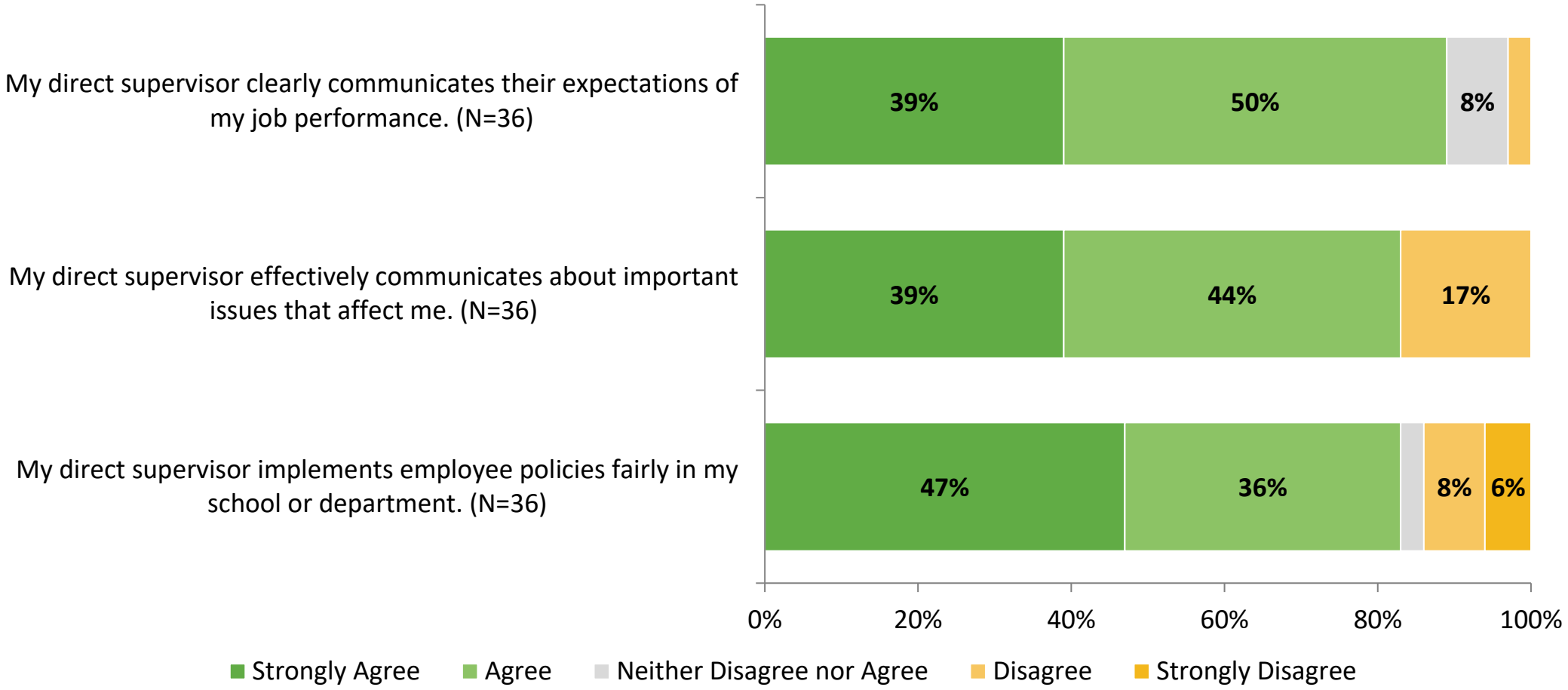
Worksite Leadership

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



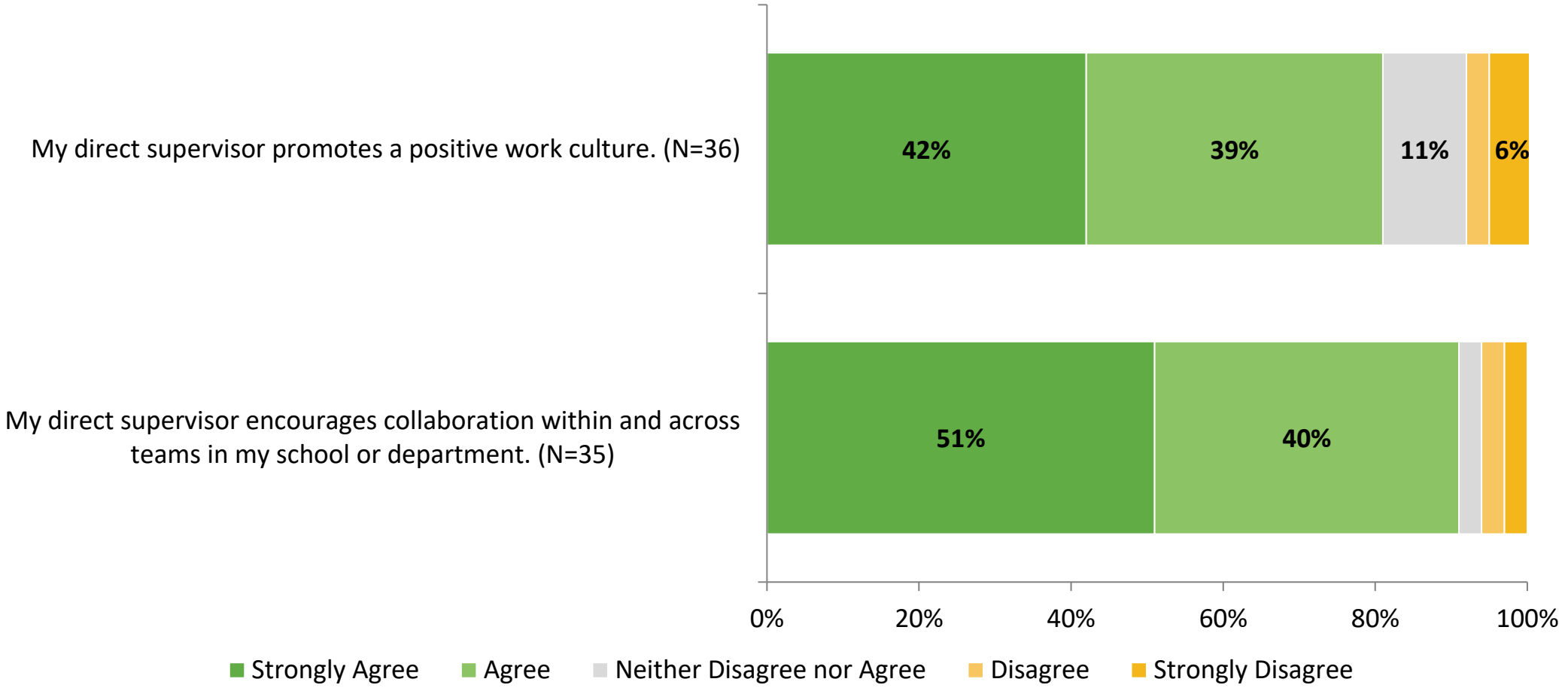
Worksite Leadership (Continued)

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



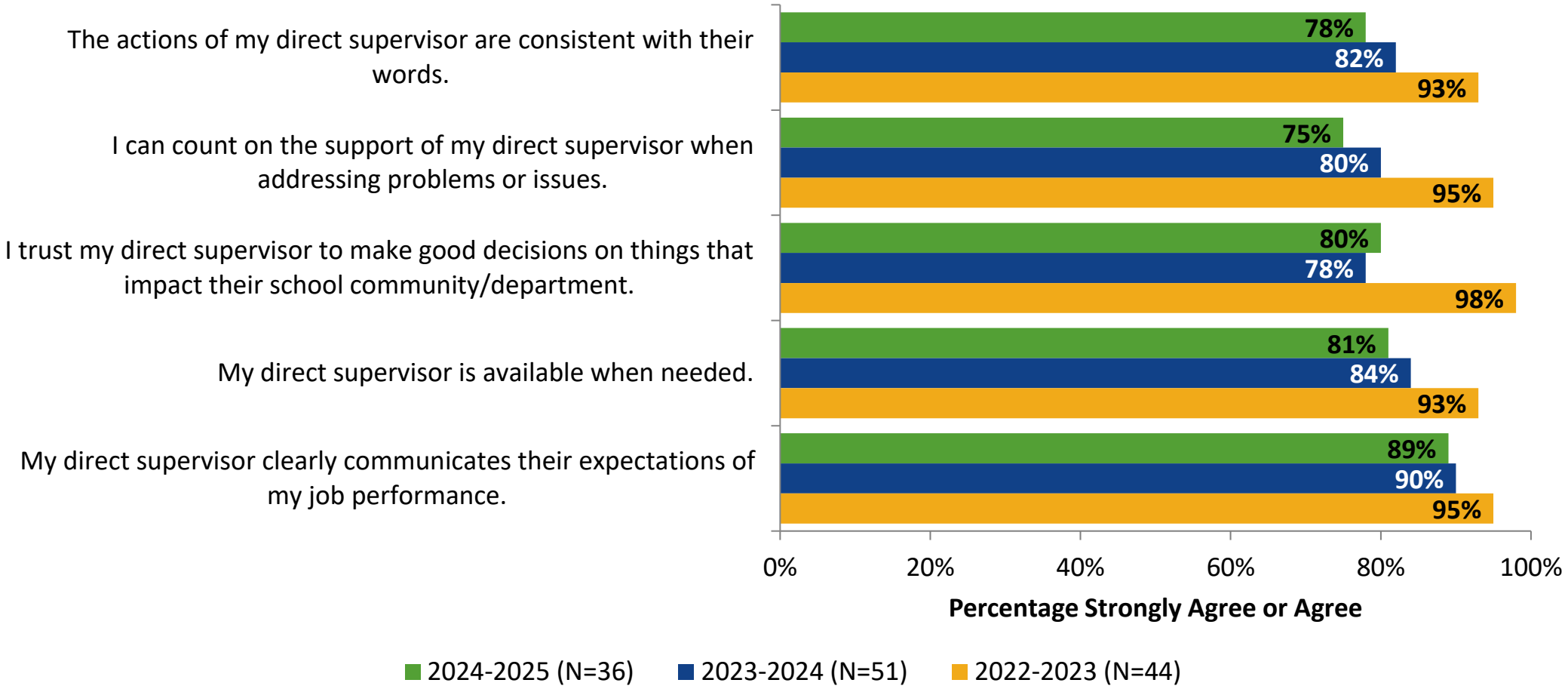
Worksite Leadership (Continued)

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



Worksite Leadership: Comparison Over Time

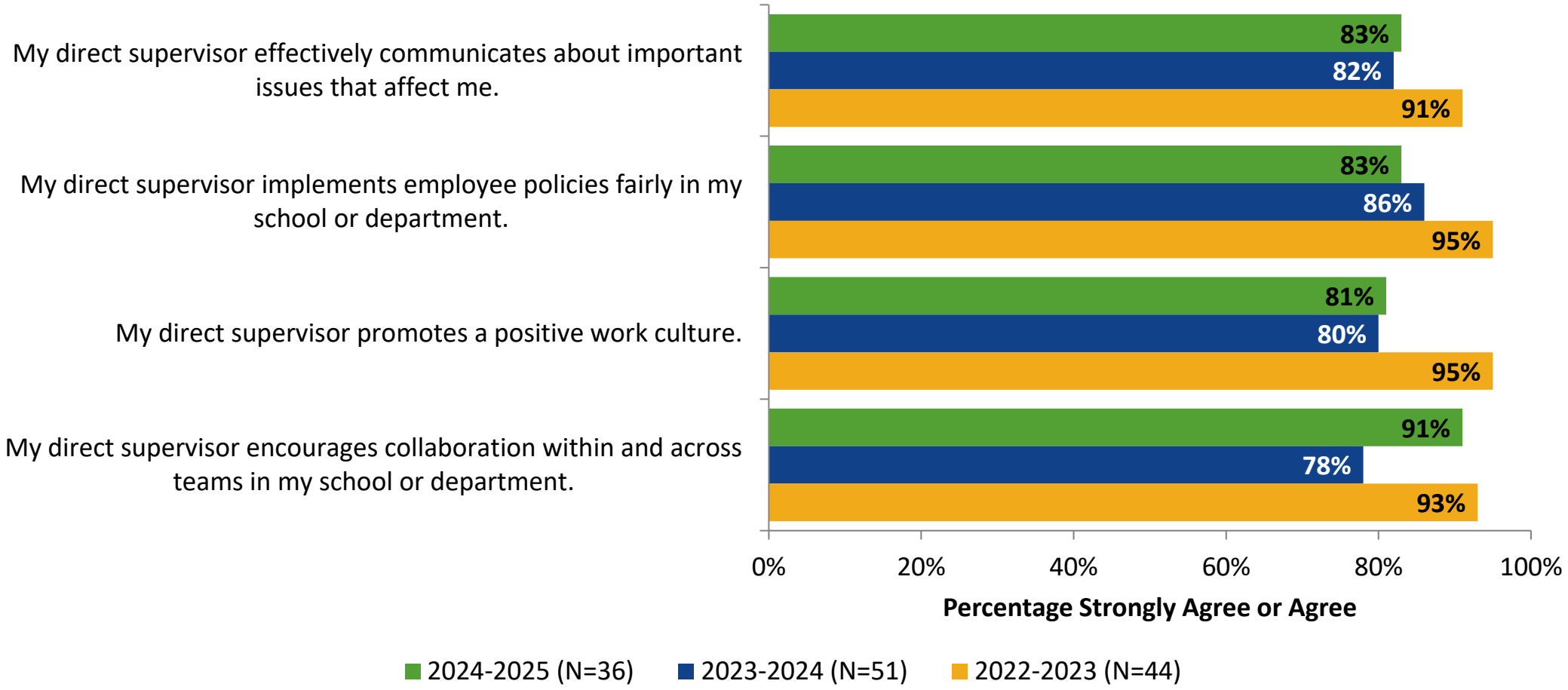
How strongly do you agree or disagree with the following statements?



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

Worksite Leadership: Comparison Over Time (Continued)

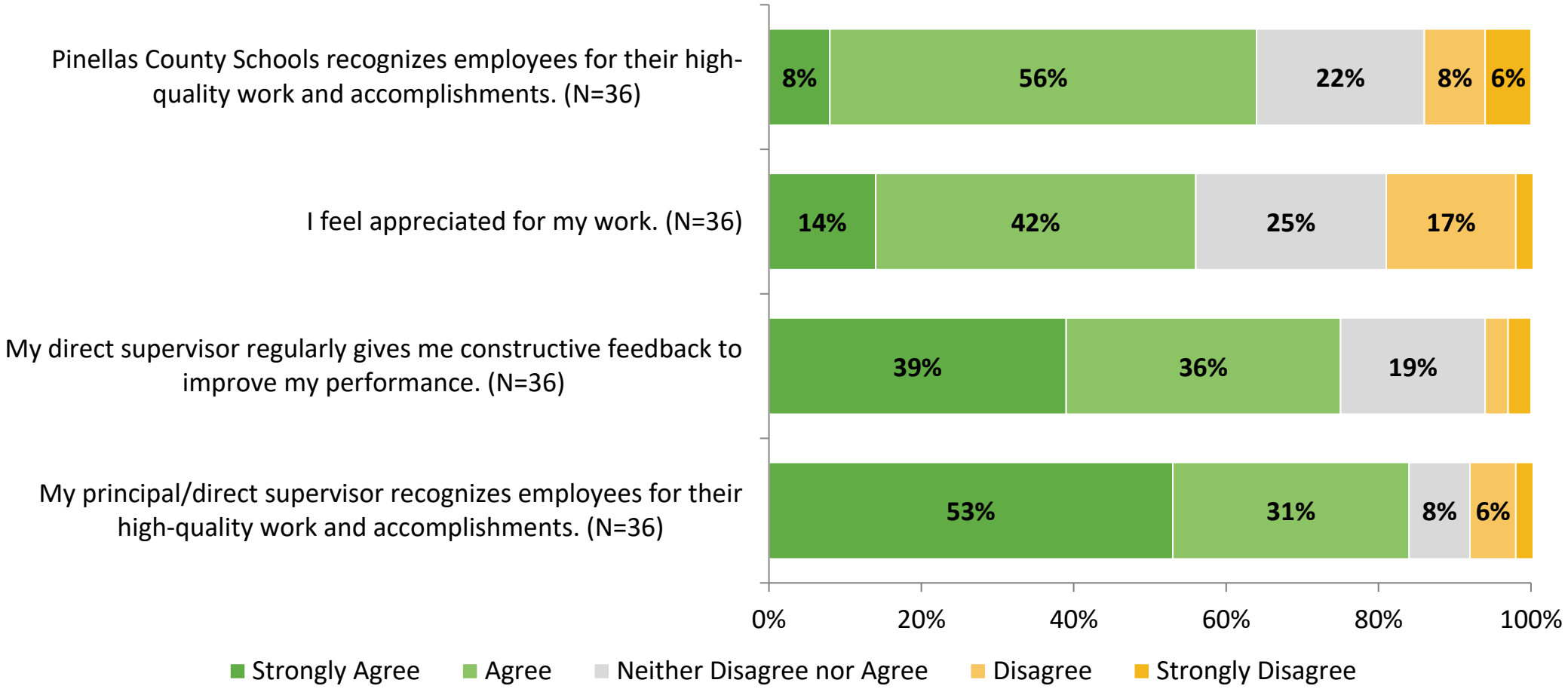
How strongly do you agree or disagree with the following statements?



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

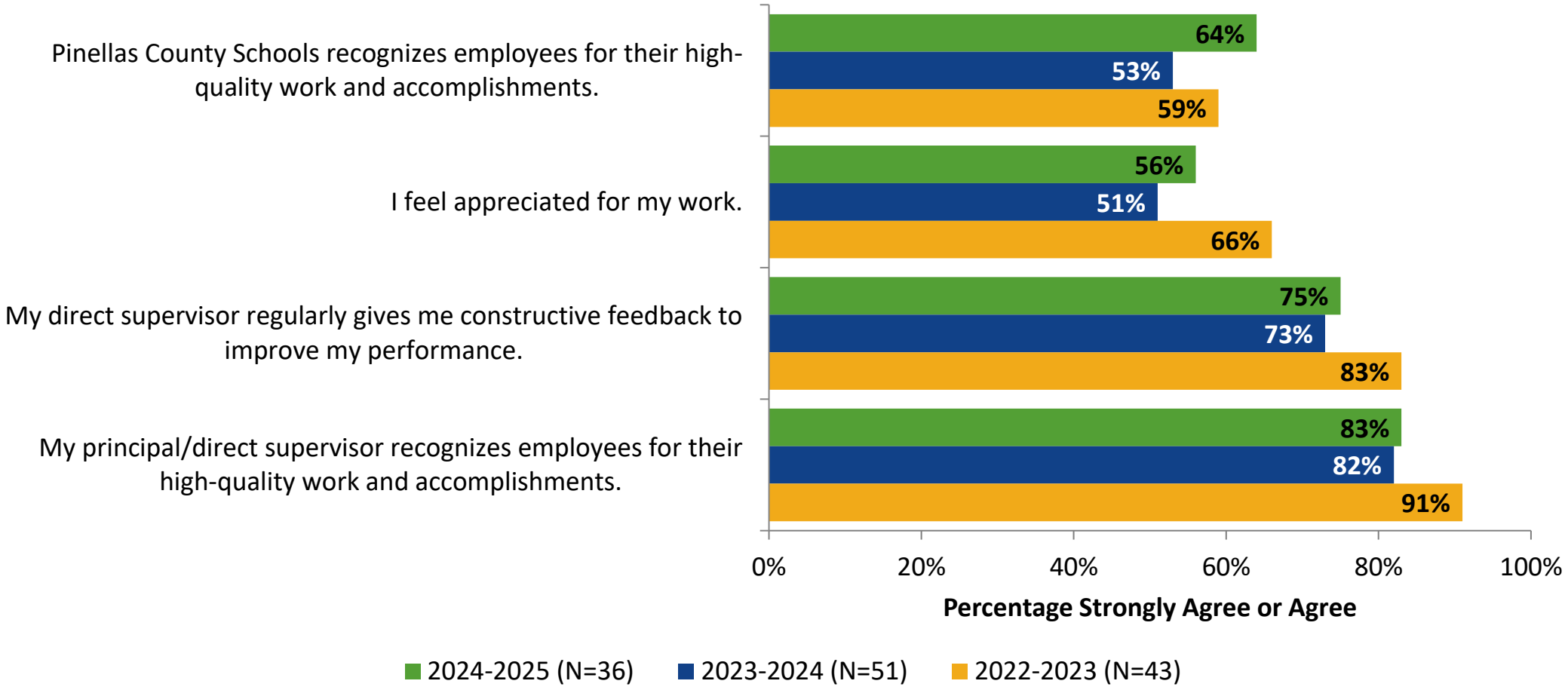
Feedback and Recognition

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



Feedback and Recognition: Comparison Over Time

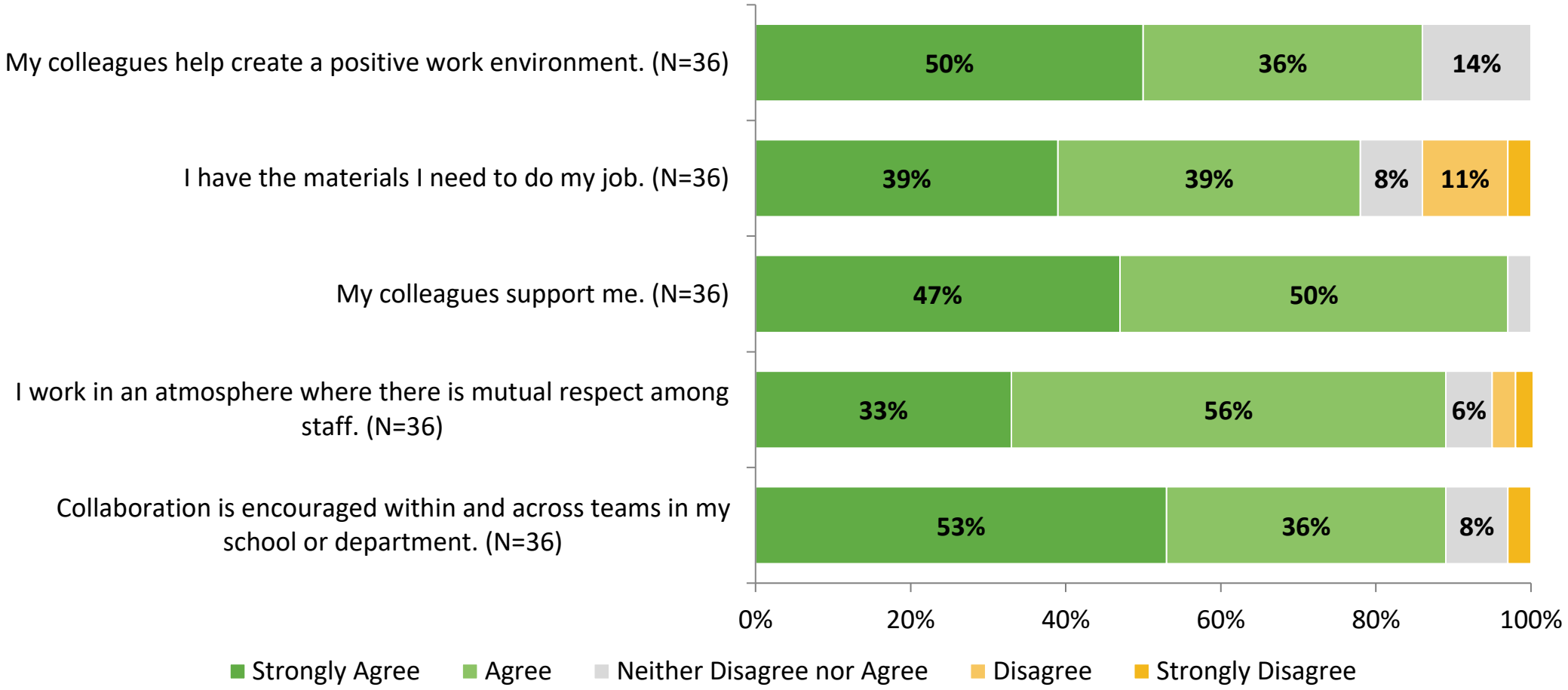
How strongly do you agree or disagree with the following statements?



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

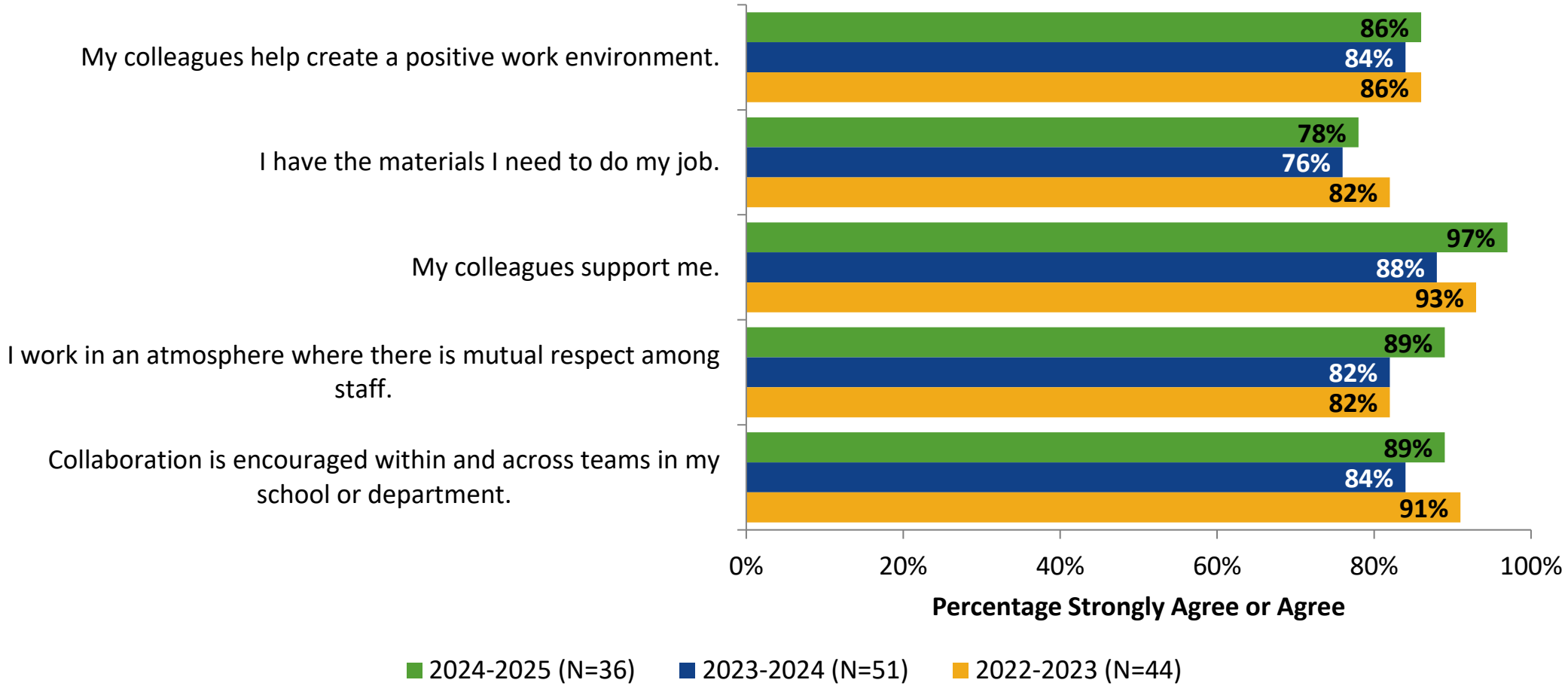
Work Environment

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



Work Environment: Comparison Over Time

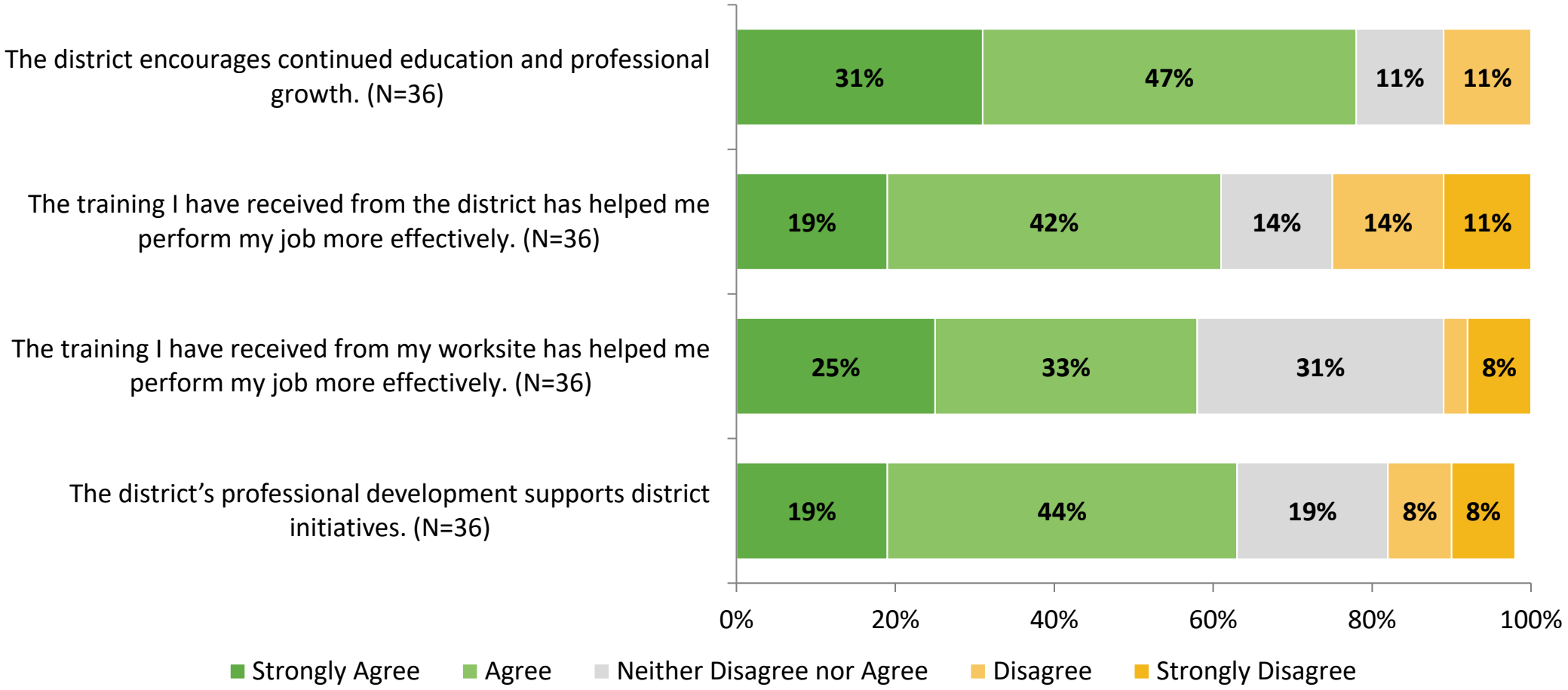
How strongly do you agree or disagree with the following statements?



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

Career Growth and Training Opportunities

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



Career Growth and Training Opportunities (Continued)

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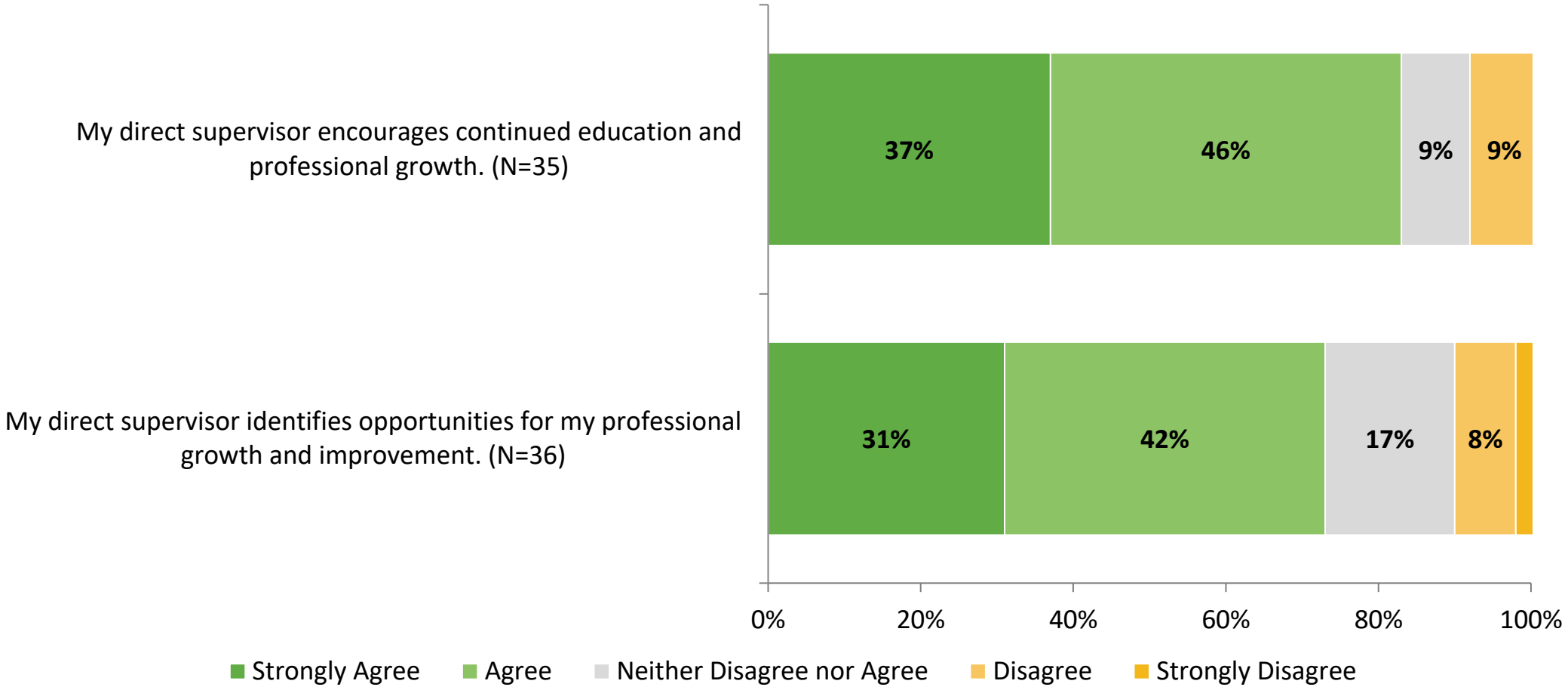

Career Growth and Training Opportunities (Continued)

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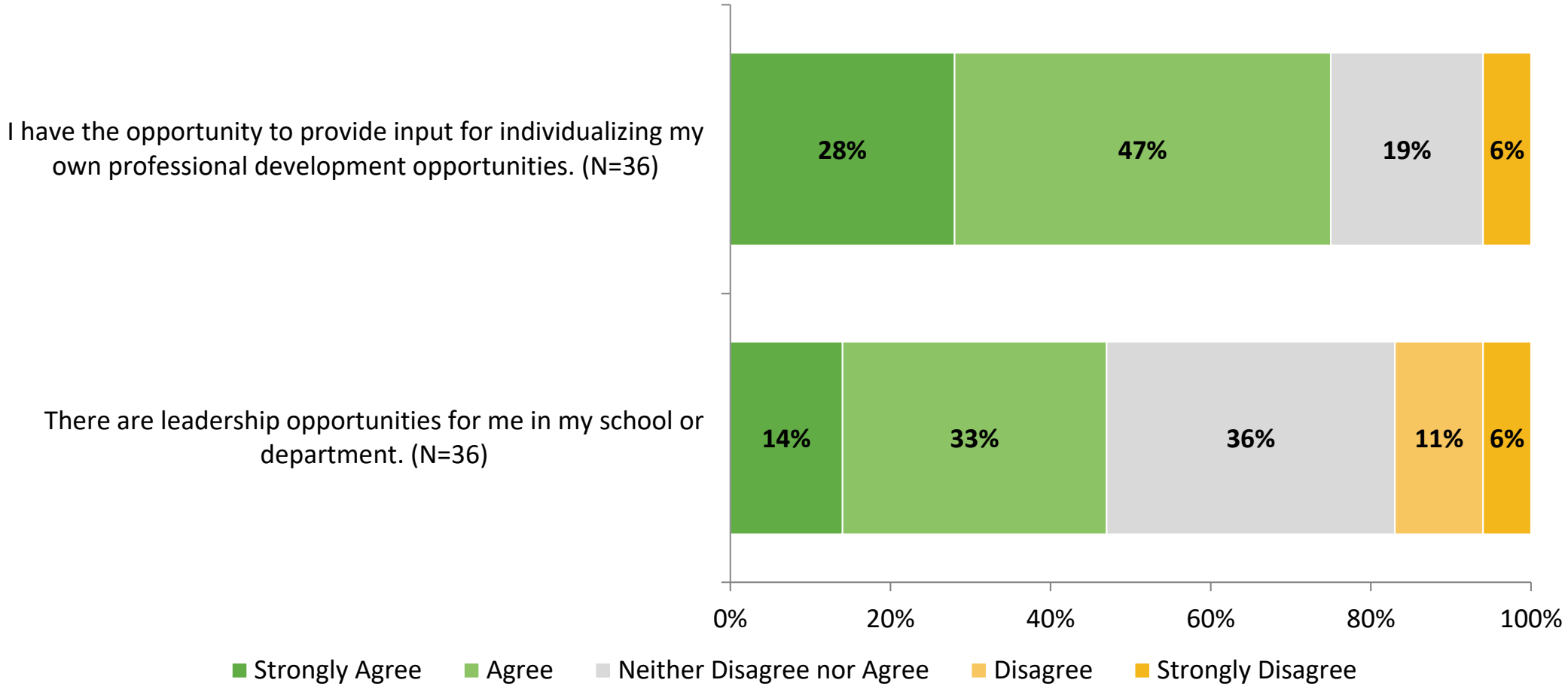
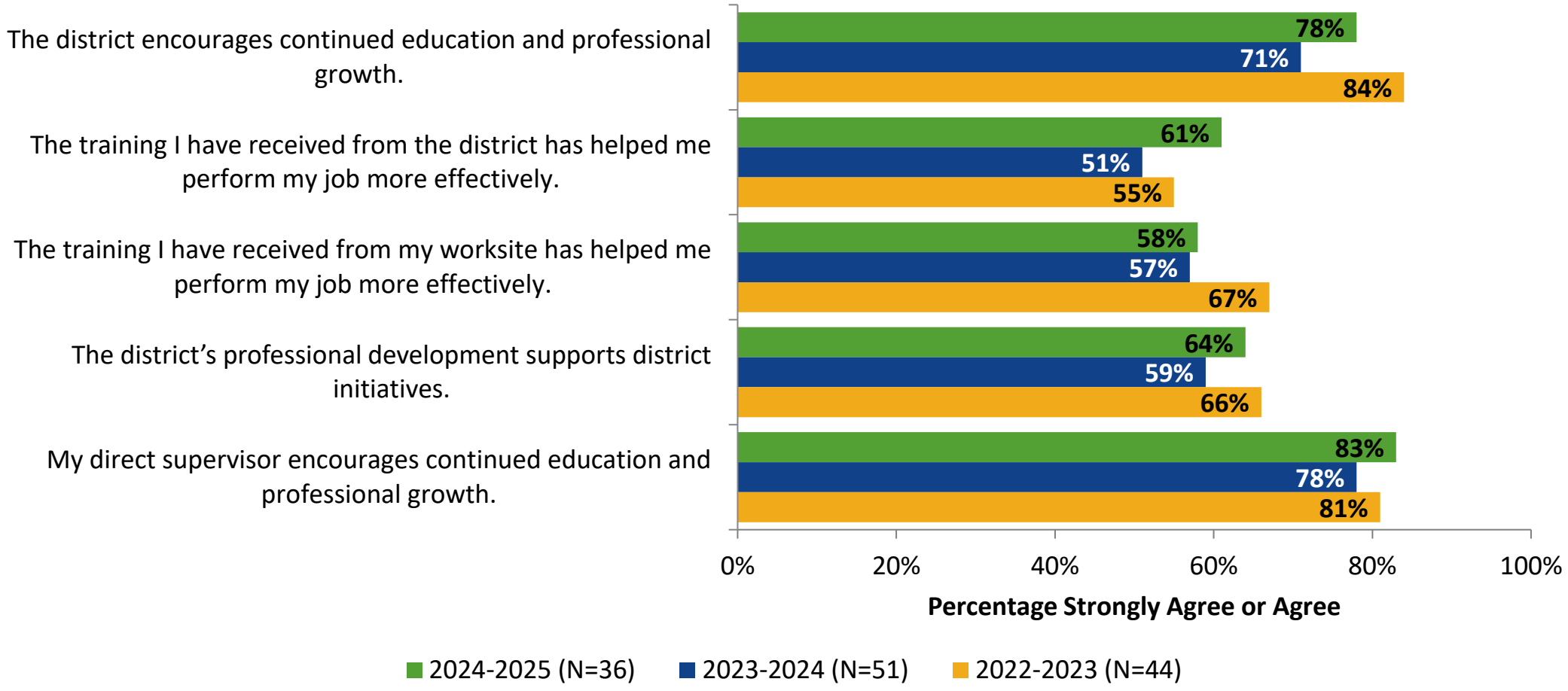


Career Growth and Training Opportunities: Comparison Over Time

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



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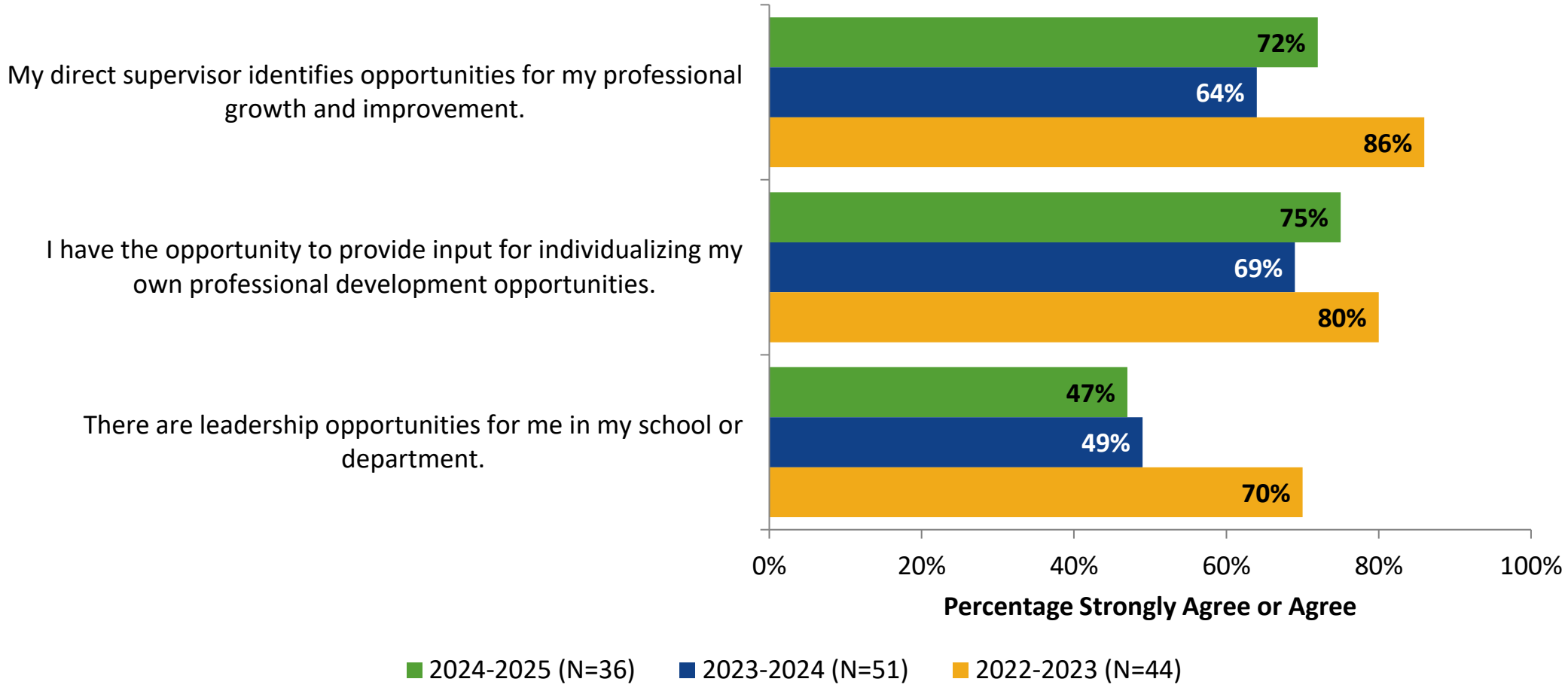
Career Growth and Training Opportunities: Comparison Over Time (Continued)

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



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

Focus Areas

Focus Areas to Increase Employee Engagement

Thirty-eight questions (drivers) were used to assess the workplace environment and identify opportunities to increase engagement and satisfaction. The relationship between each employee's responses (driver ratings) and their overall engagement score was analyzed by calculating the strength of the relationship (the correlation coefficient) between the engagement score and each driver. The engagement driver dimensions included in this analysis included:

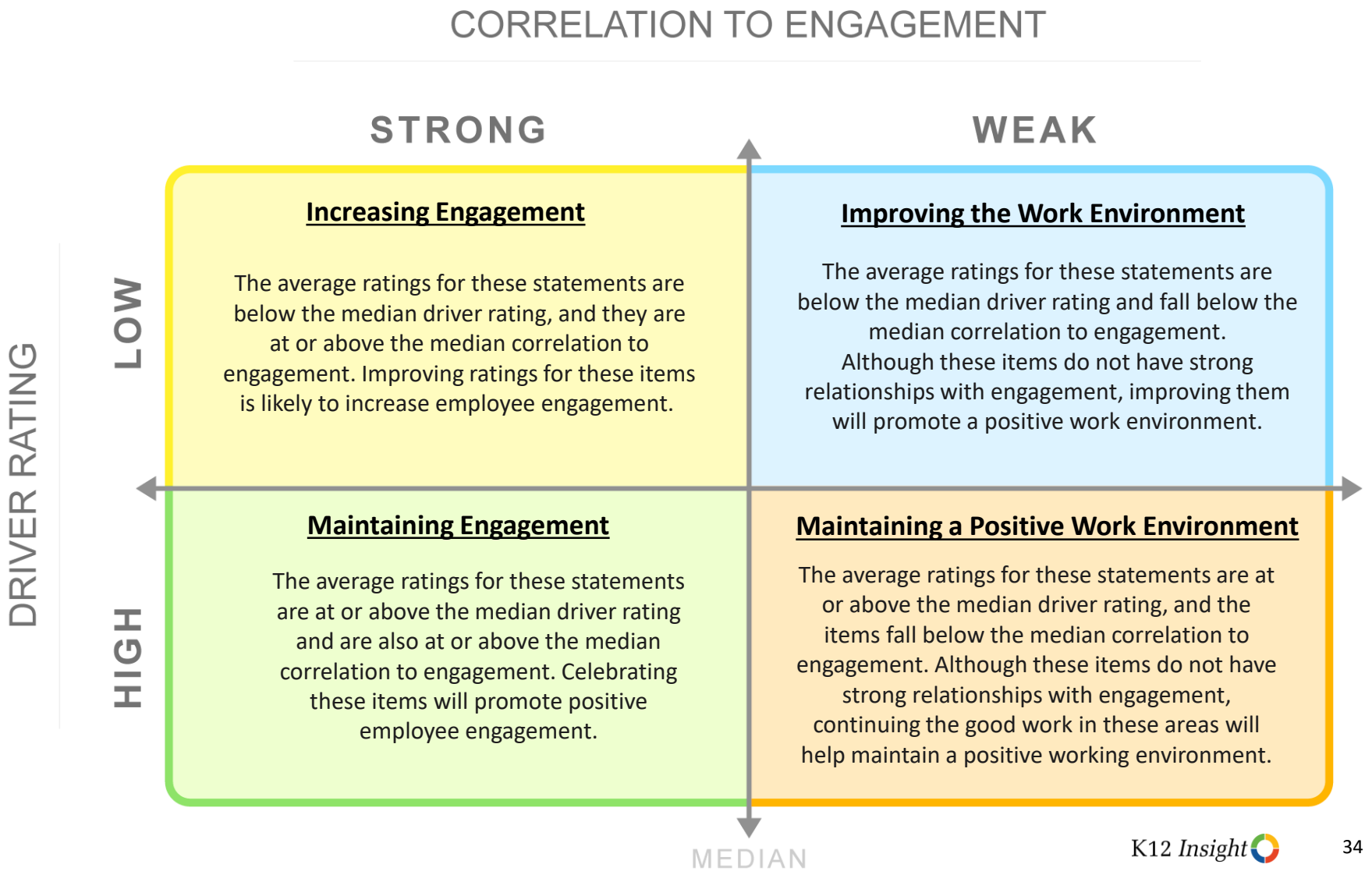
- Mission and Vision
- District Leadership
- Worksite Leadership
- Feedback and Recognition
- Career Growth and Training Opportunities

Driver ratings were classified as high or low based on the median driver rating. Correlations to engagement were classified as strong or weak based on the median correlation coefficient.

Note: When sample sizes are below 30, the reliability of correlation estimates decreases due to greater variability. In such cases, focus areas with low or negative correlations should be interpreted cautiously and used alongside other tools to ensure well-rounded, data-informed planning.

Classifying Focus Areas

Median	
Driver Rating	4.06
Correlation to Engagement	0.54



Opportunities to Increase Employee Engagement

The average driver ratings for these statements are low (below 4.06), and the items have strong relationships/correlations (at or above 0.54) to engagement.

Survey Item	Driver Rating	Correlation to Engagement
District leaders clearly explain the reasons behind decisions on key issues.	2.81	0.71
District leaders understand the professional needs of district and school employees.	2.83	0.73
District leaders promote a positive, district-wide work culture.	2.97	0.63
District leaders' actions are consistent with their words.	3.00	0.73
District leaders encourage employees to share ideas to improve performance.	3.00	0.59
The district is moving in a direction that reflects our mission and vision.	3.36	0.67
The training I have received from the district has helped me perform my job more effectively.	3.44	0.71
I feel appreciated for my work.	3.47	0.65
Pinellas County Schools recognizes employees for their high-quality work and accomplishments.	3.53	0.64
The district's professional development supports district initiatives.	3.58	0.67
I have the opportunity to provide input for individualizing my own professional development opportunities.	3.92	0.67
The district encourages continued education and professional growth.	3.97	0.61

Opportunities to Maintain Engagement

The average driver ratings for these statements are high (above 4.06) and the items have strong relationships to engagement (at or above 0.54).

Survey Item	Driver Rating	Correlation to Engagement
My direct supervisor promotes a positive work culture.	4.08	0.54
I work in an atmosphere where there is mutual respect among staff.	4.14	0.56
My principal/direct supervisor recognizes employees for their high-quality work and accomplishments.	4.25	0.57
Collaboration is encouraged within and across teams in my school or department.	4.36	0.62
I know how I can fulfill Pinellas County Schools' mission and vision.	4.44	0.59
I am familiar with the Core Values of Pinellas County Schools.	4.44	0.56
I am familiar with Pinellas County Schools’ mission to prepare all students for college, career and life and vision of 100% student success.	4.61	0.54

Opportunities to Maintain a Positive Work Environment

The average driver ratings for these statements are high (at or above 4.06), and the items have weak relationships to engagement (at or below 0.54).

Survey Item	Driver Rating	Correlation to Engagement
The actions of my direct supervisor are consistent with their words.	4.11	0.41
My direct supervisor is available when needed.	4.11	0.36
My direct supervisor implements employee policies fairly in my school or department.	4.11	0.41
I trust my direct supervisor to make good decisions on things that impact their school community/department.	4.11	0.40
My direct supervisor encourages continued education and professional growth.	4.11	0.37
My direct supervisor clearly communicates their expectations of my job performance.	4.25	0.26
The district's mission and vision is clearly defined.	4.28	0.32
My direct supervisor encourages collaboration within and across teams in my school or department.	4.34	0.39
I support the district's mission and vision.	4.36	0.33
My colleagues help create a positive work environment.	4.36	0.53
My colleagues support me.	4.44	0.34

Opportunities to Improve the Work Environment

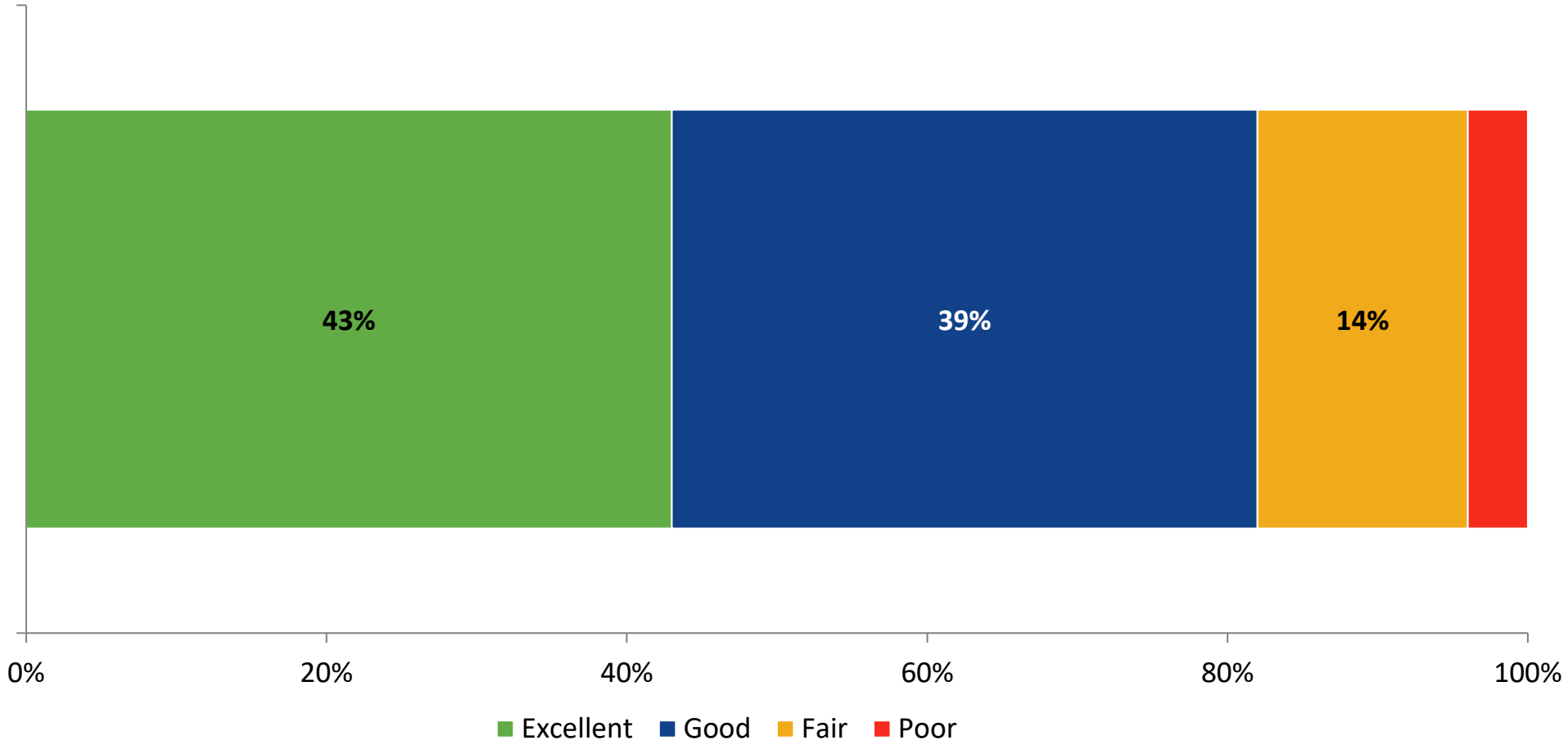
The average driver ratings for these statements are low (below 4.06) and the items have weak relationships to engagement (below 0.54).

Survey Item	Driver Rating	Correlation to Engagement
There are leadership opportunities for me in my school or department.	3.39	0.32
I can provide input on how the district accomplishes its mission.	3.44	0.49
The training I have received from my worksite has helped me perform my job more effectively.	3.64	0.49
My direct supervisor identifies opportunities for my professional growth and improvement.	3.89	0.35
I have the materials I need to do my job.	4.00	0.40
I can count on the support of my direct supervisor when addressing problems or issues.	4.03	0.36
My direct supervisor effectively communicates about important issues that affect me.	4.06	0.41
My direct supervisor regularly gives me constructive feedback to improve my performance.	4.06	0.32

Questions for Campus-based Staff Members

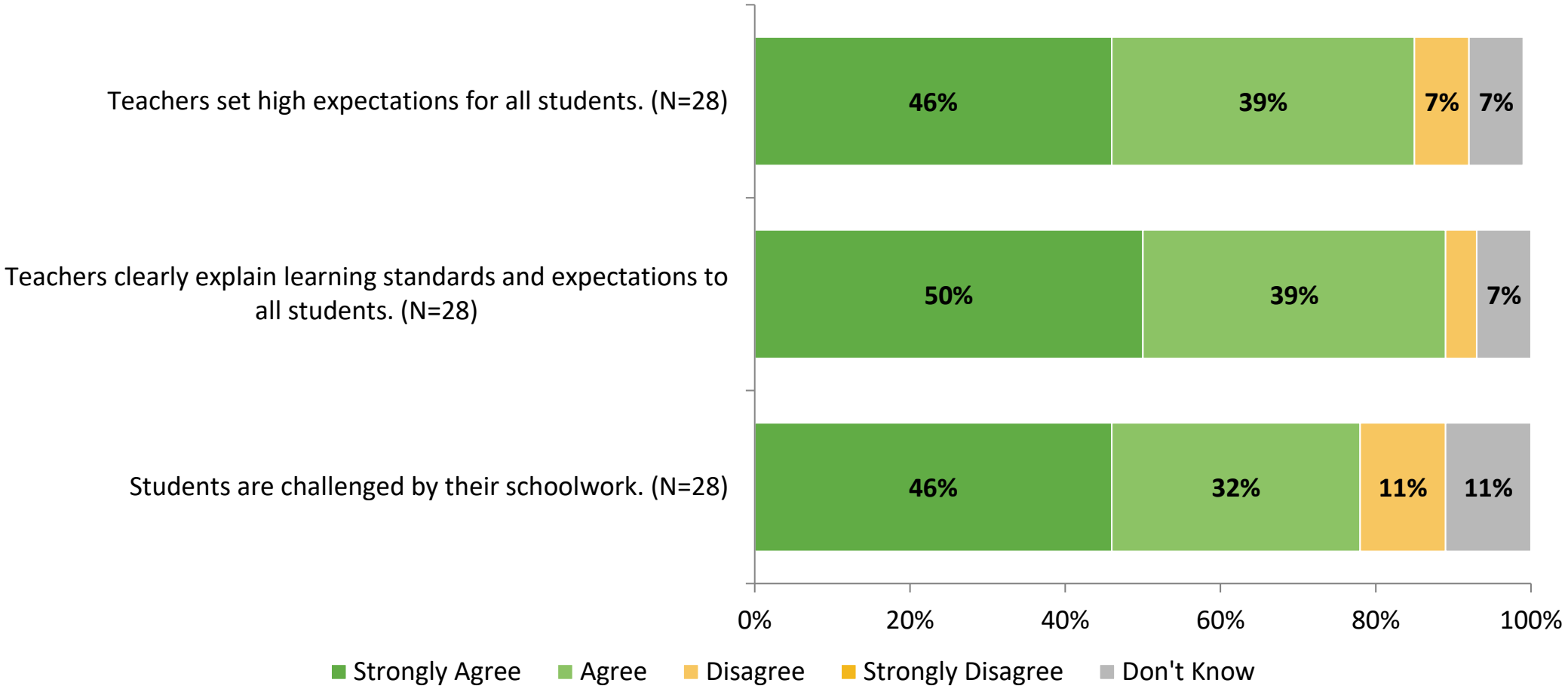
Overall Quality

How would you rate the overall quality of the education at your school? (N=28)



Academic Support

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



Academic Support (Continued)

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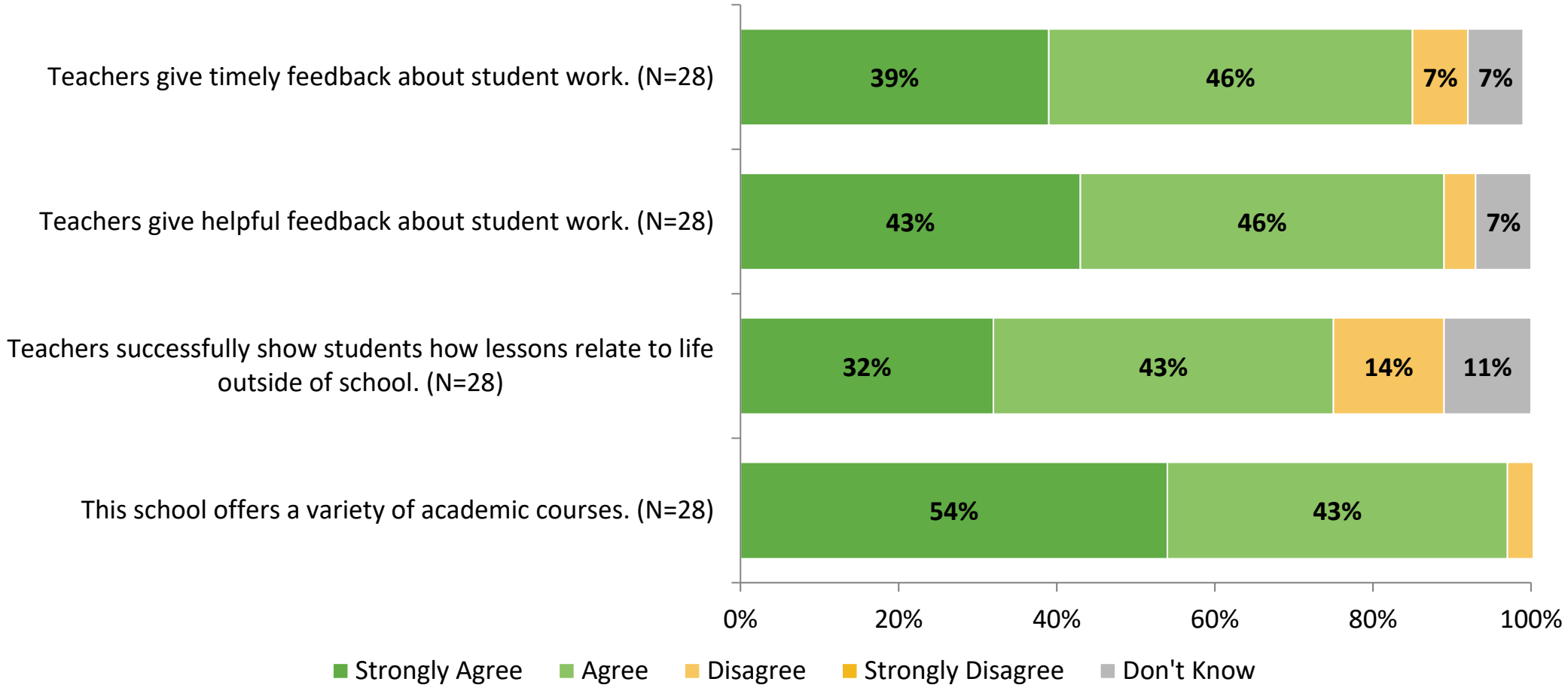
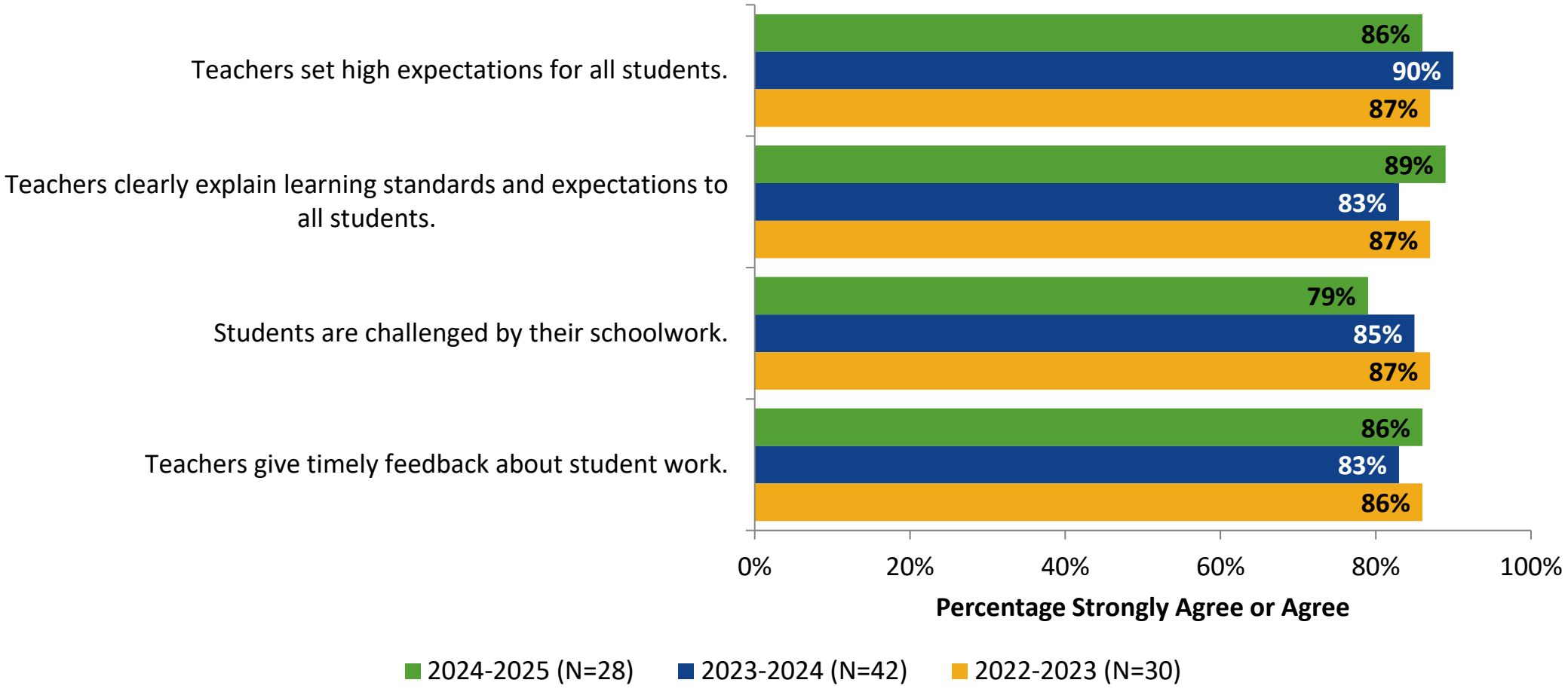


Academic Support: Comparison Over Time

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



Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know

Academic Support: Comparison Over Time (Continued)

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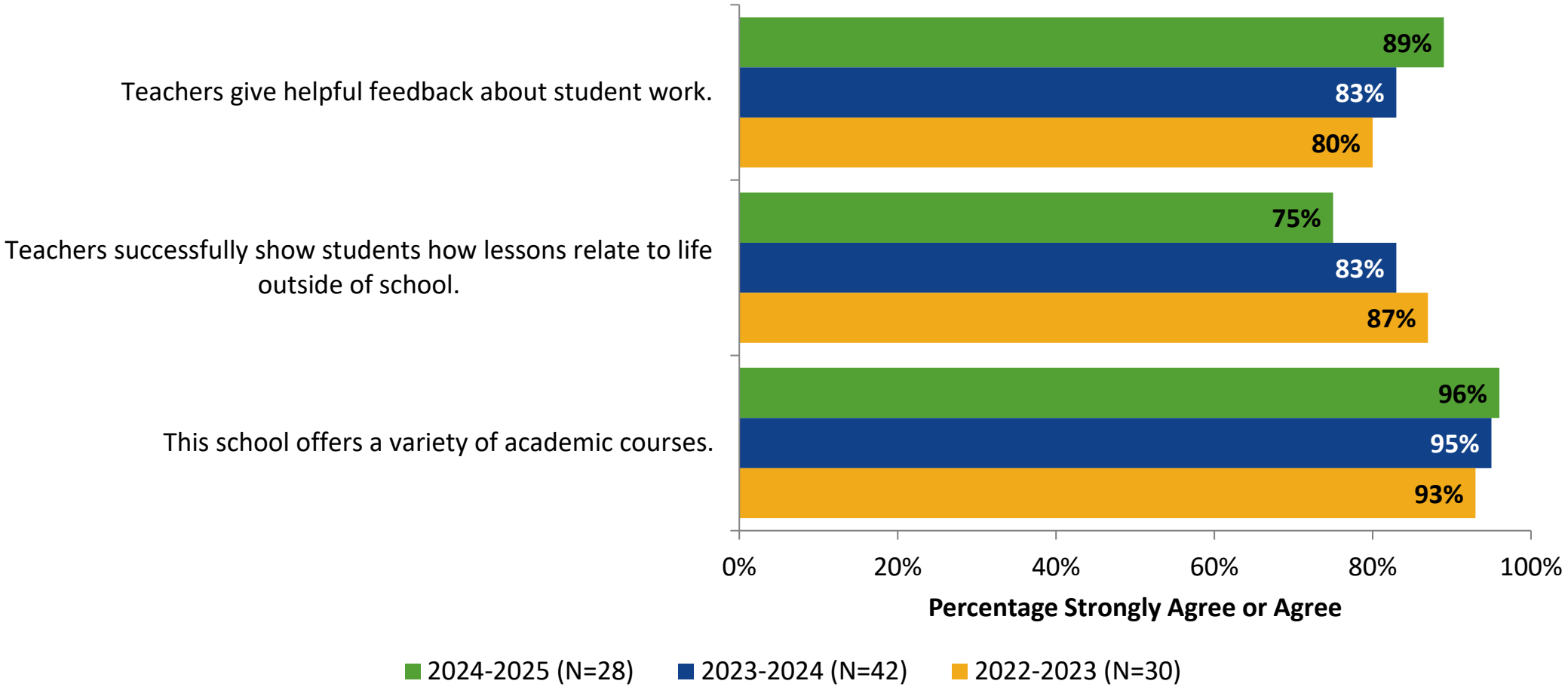
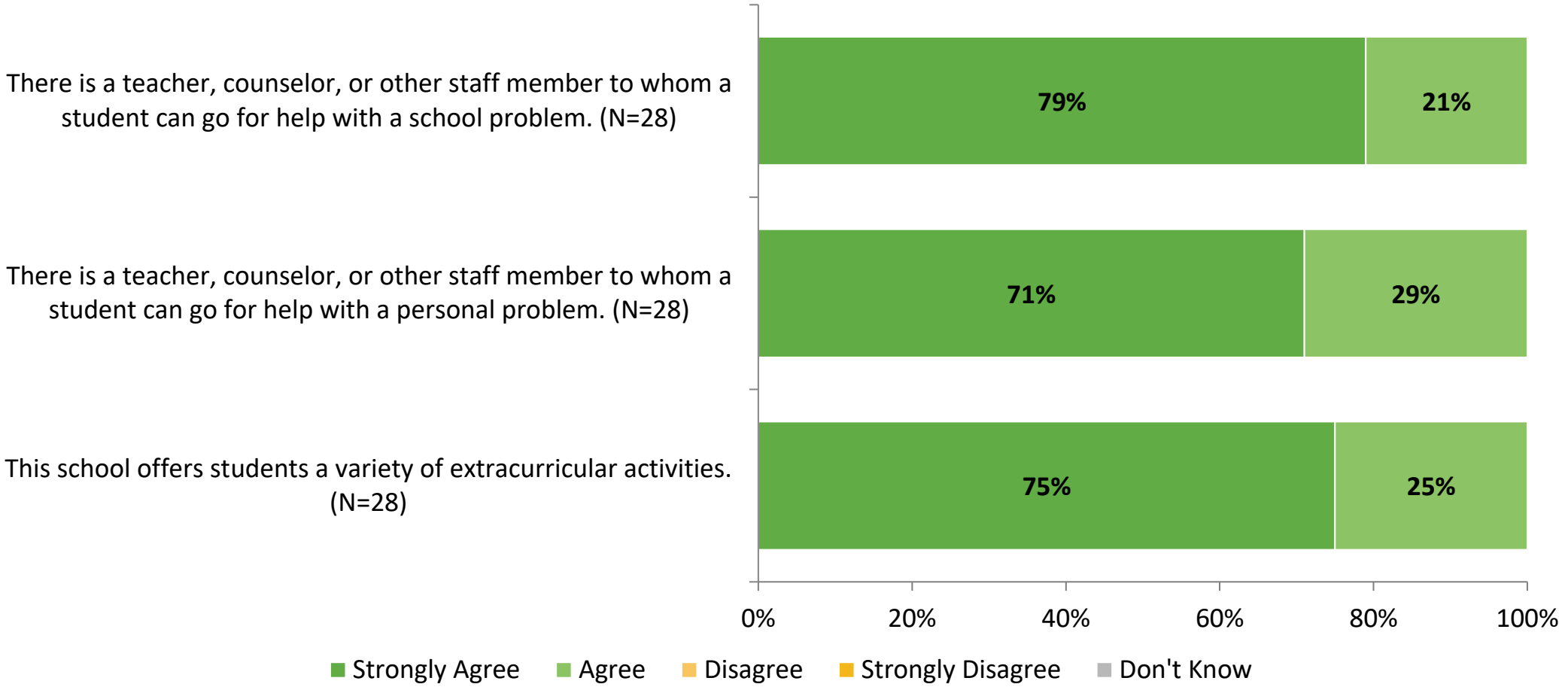


Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know

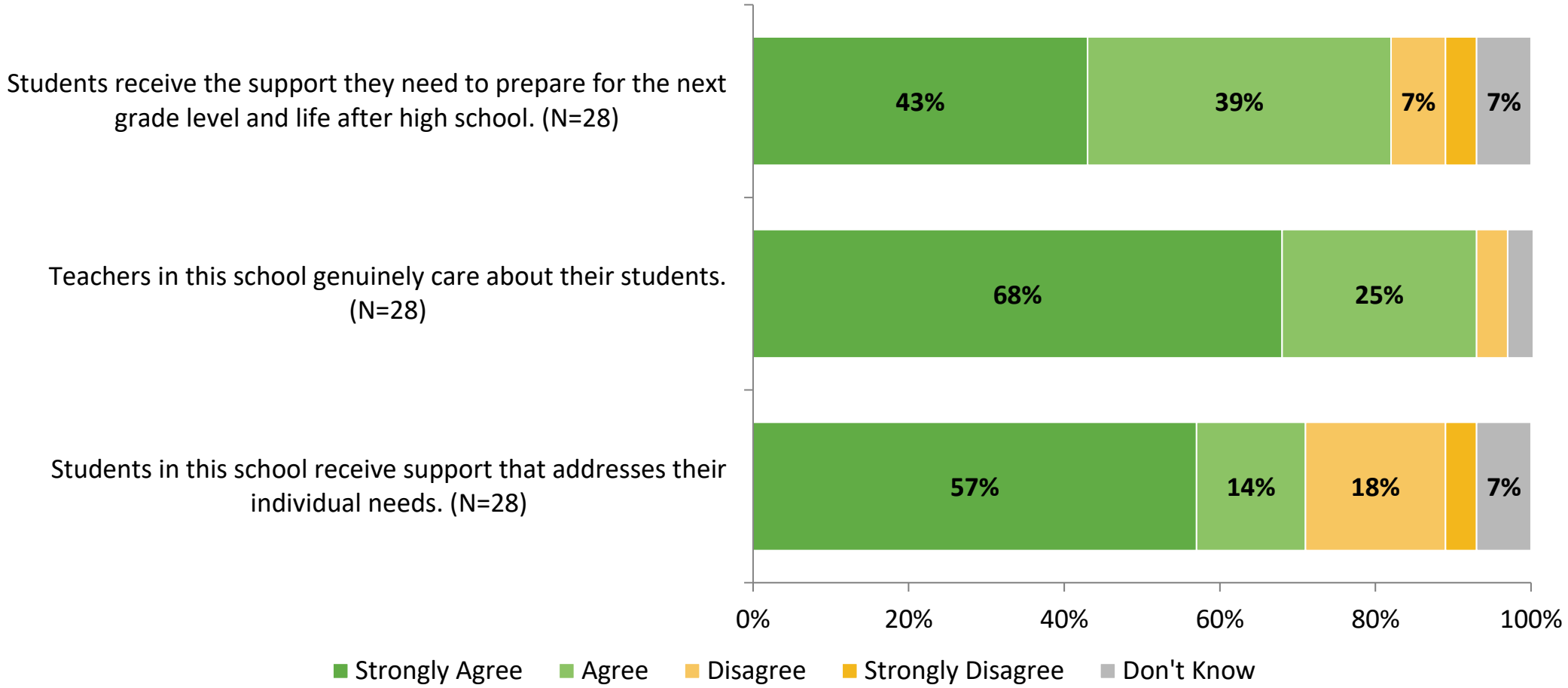
Student Support

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



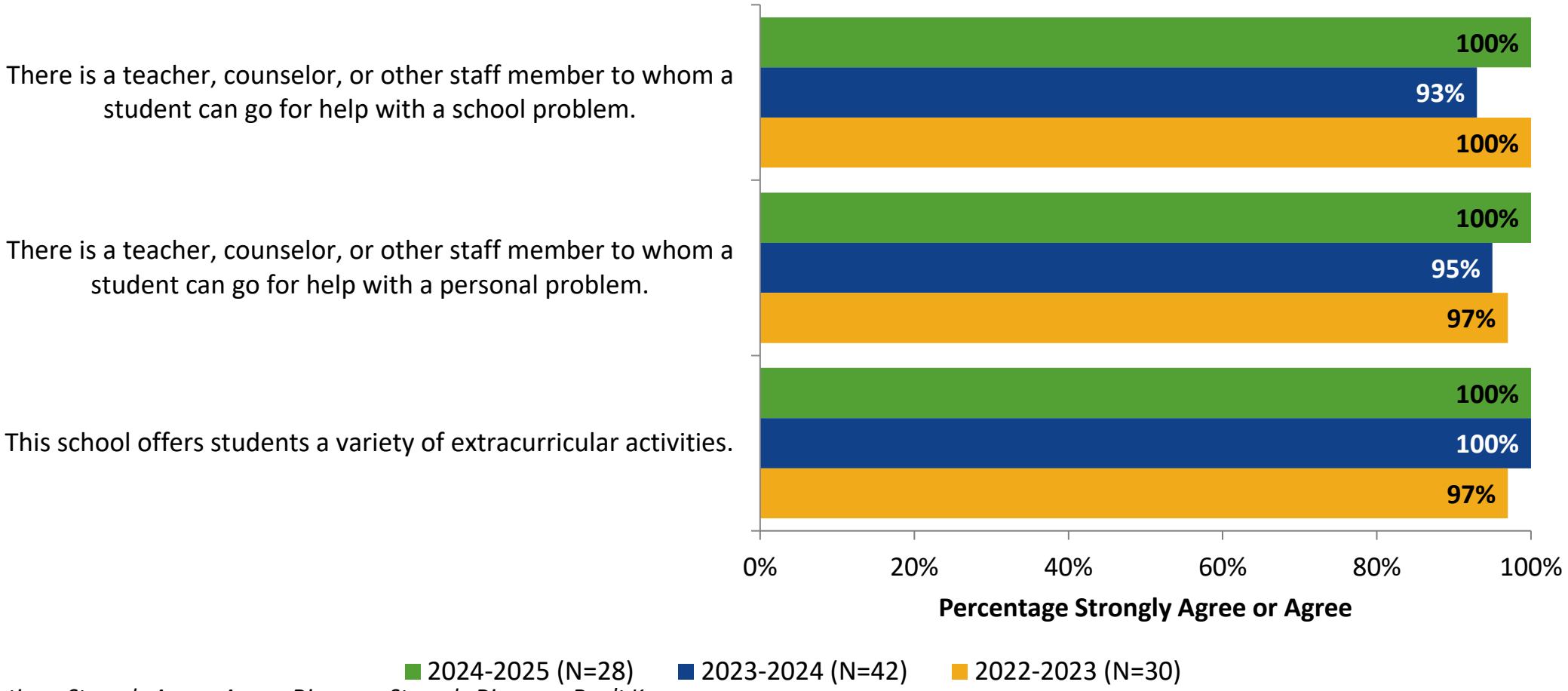
Student Support (Continued)

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



Student Support: Comparison Over Time

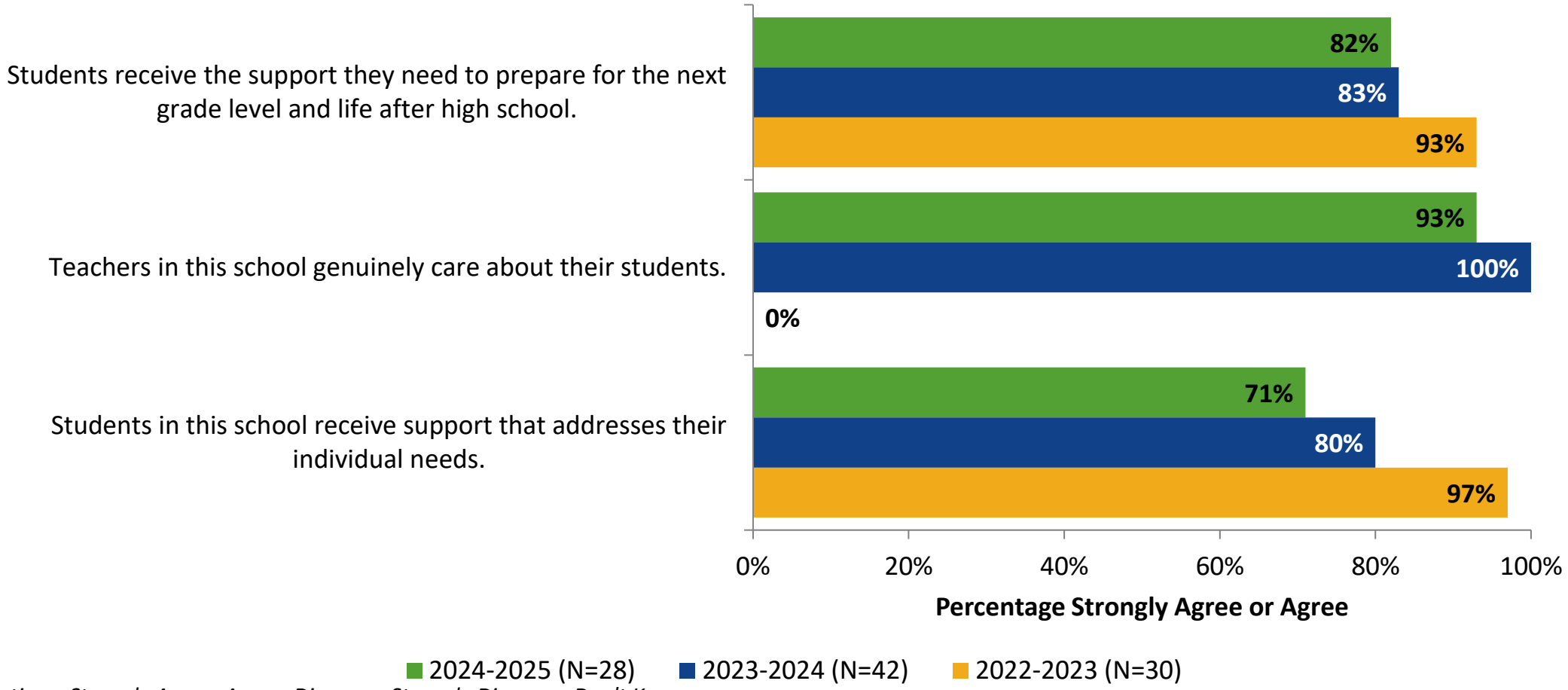
How strongly do you agree or disagree with the following statements?



Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know
Note: 0% indicates question was not asked that year

Student Support: Comparison Over Time (Continued)

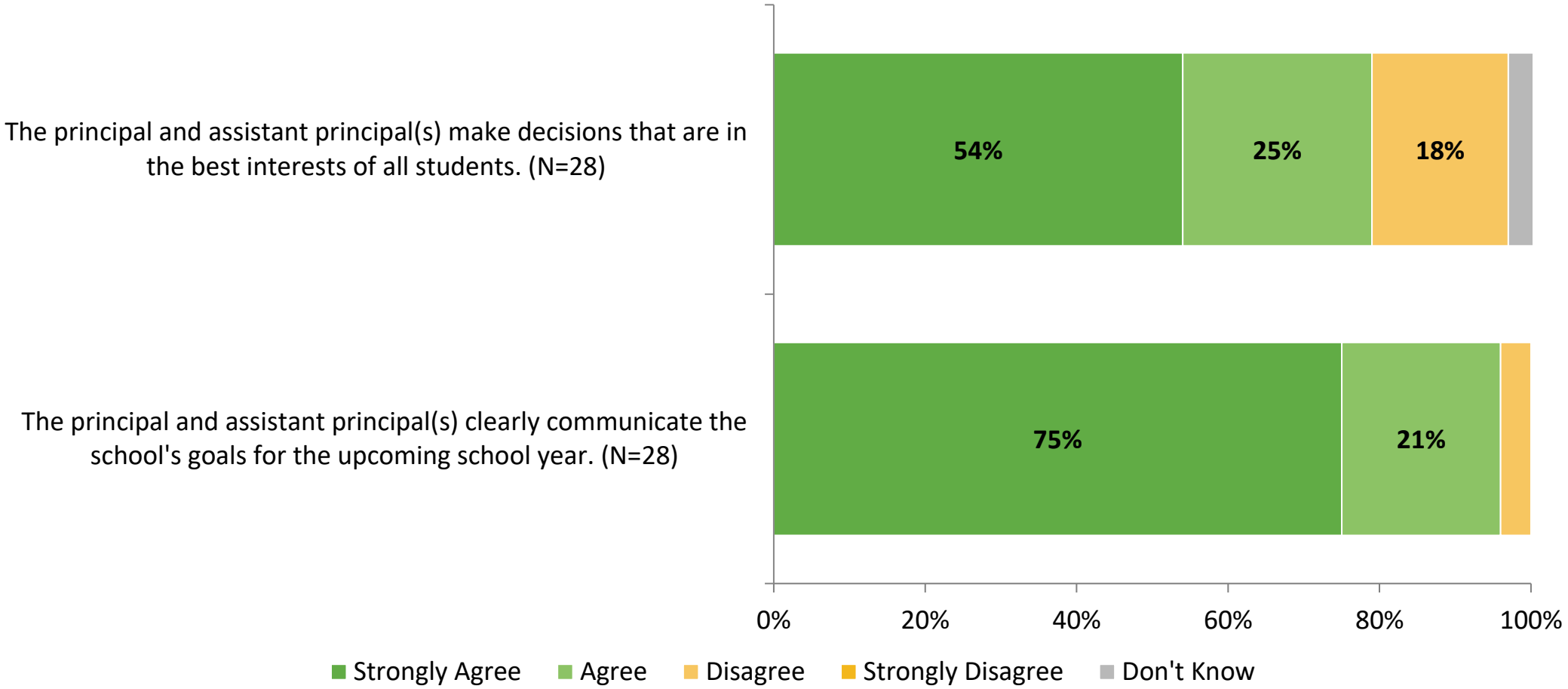
How strongly do you agree or disagree with the following statements?



Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know
Note: 0% indicates question was not asked that year

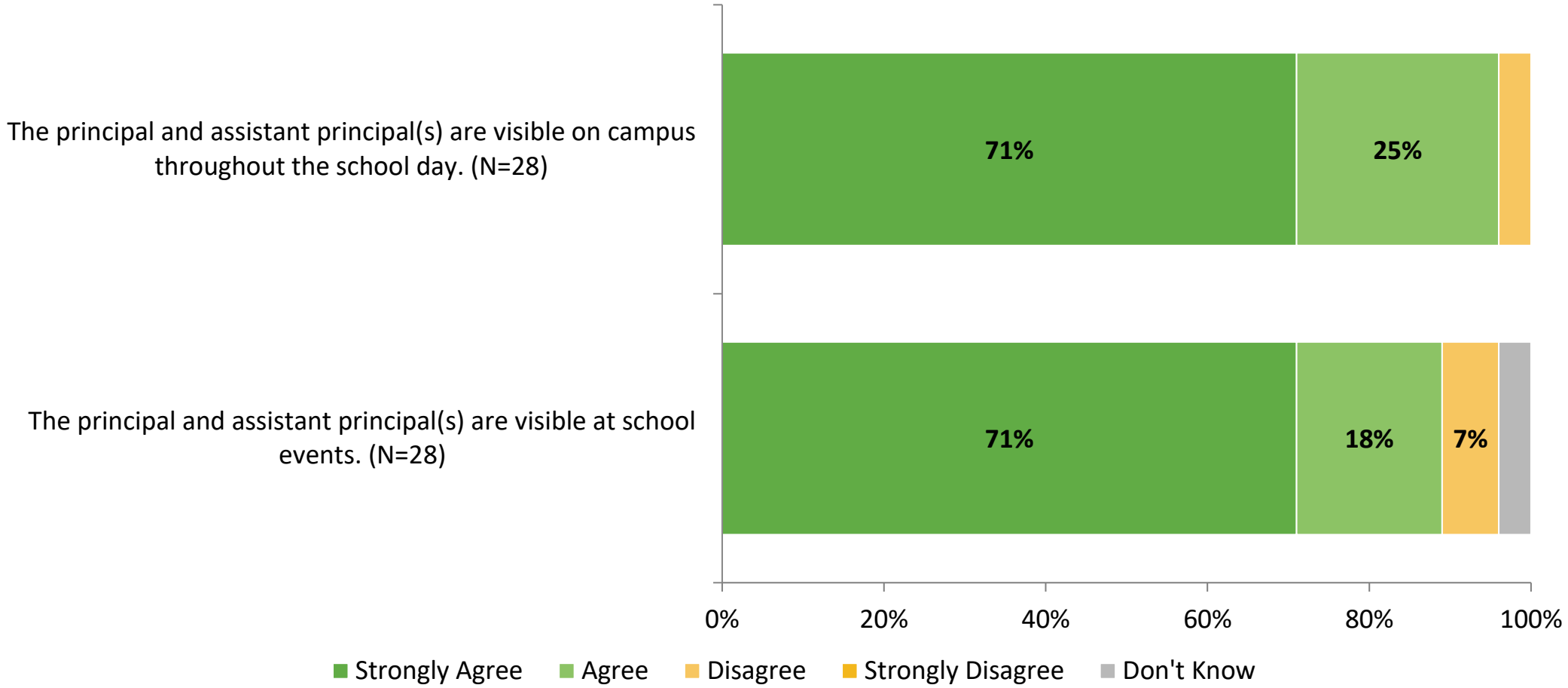
School Leadership

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



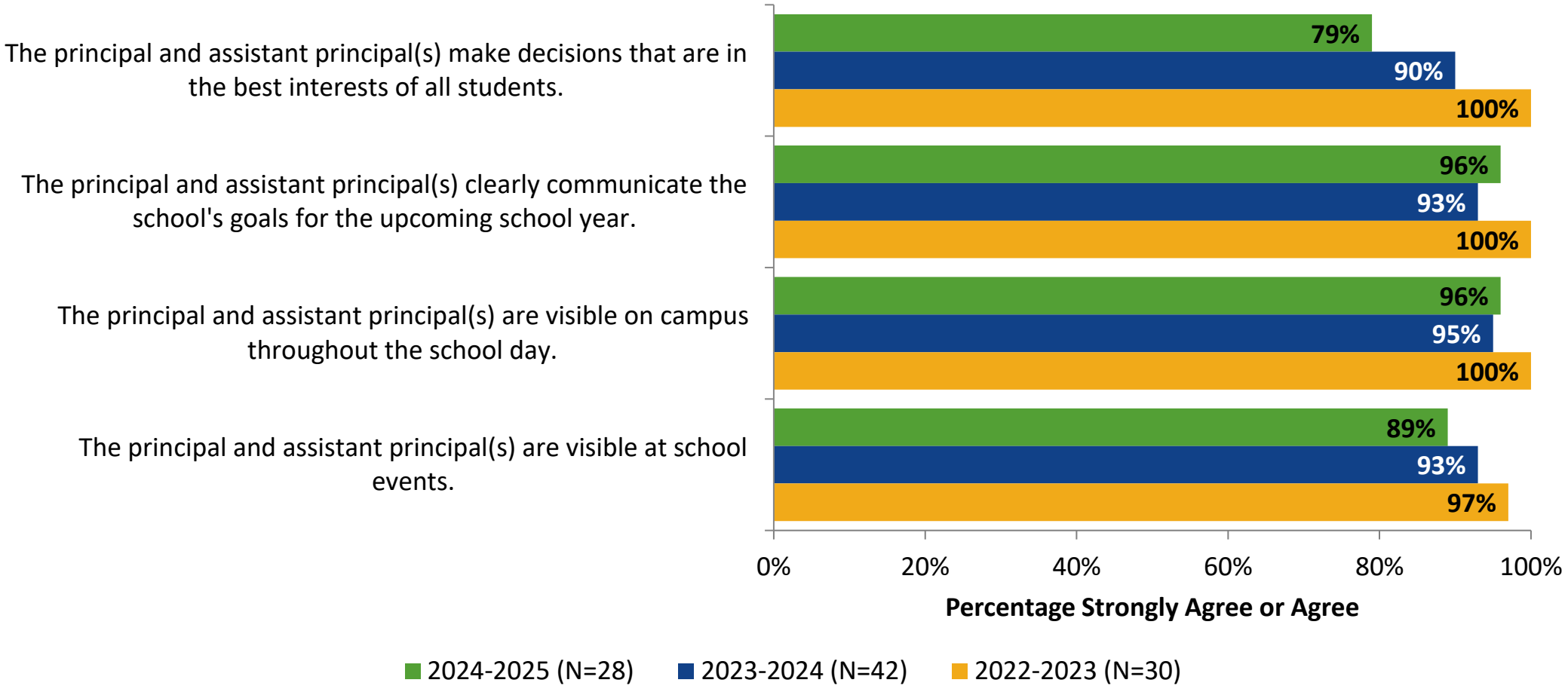
School Leadership (Continued)

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



School Leadership: Comparison Over Time

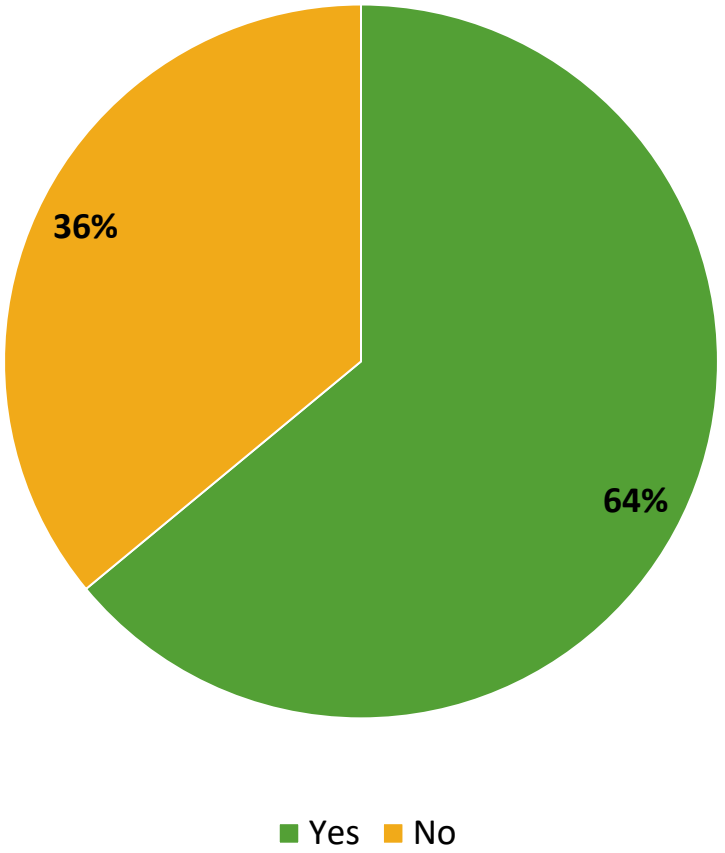
How strongly do you agree or disagree with the following statements?



Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know

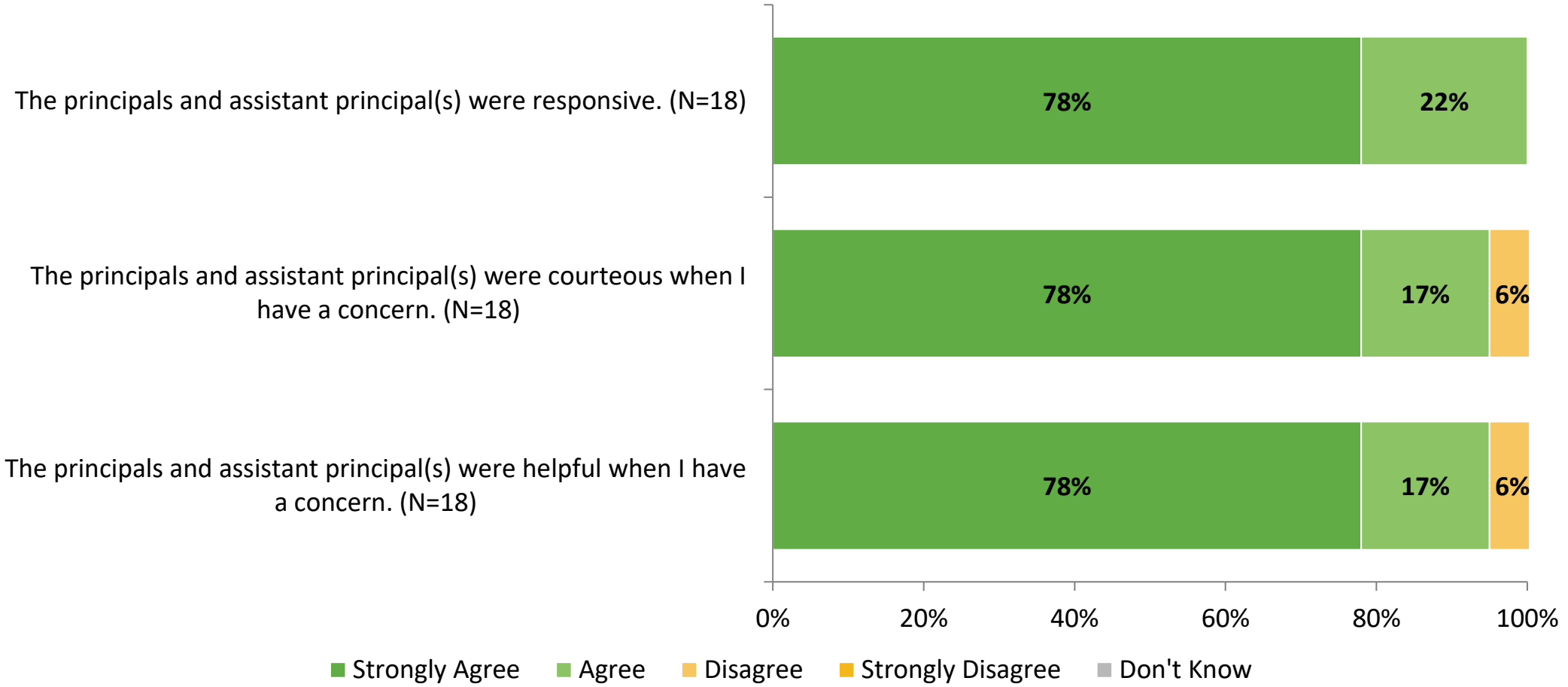
Communications With School Leadership

This past school year, have you reached out to the principal and/or assistant principal(s) with a need or concern? (N=28)



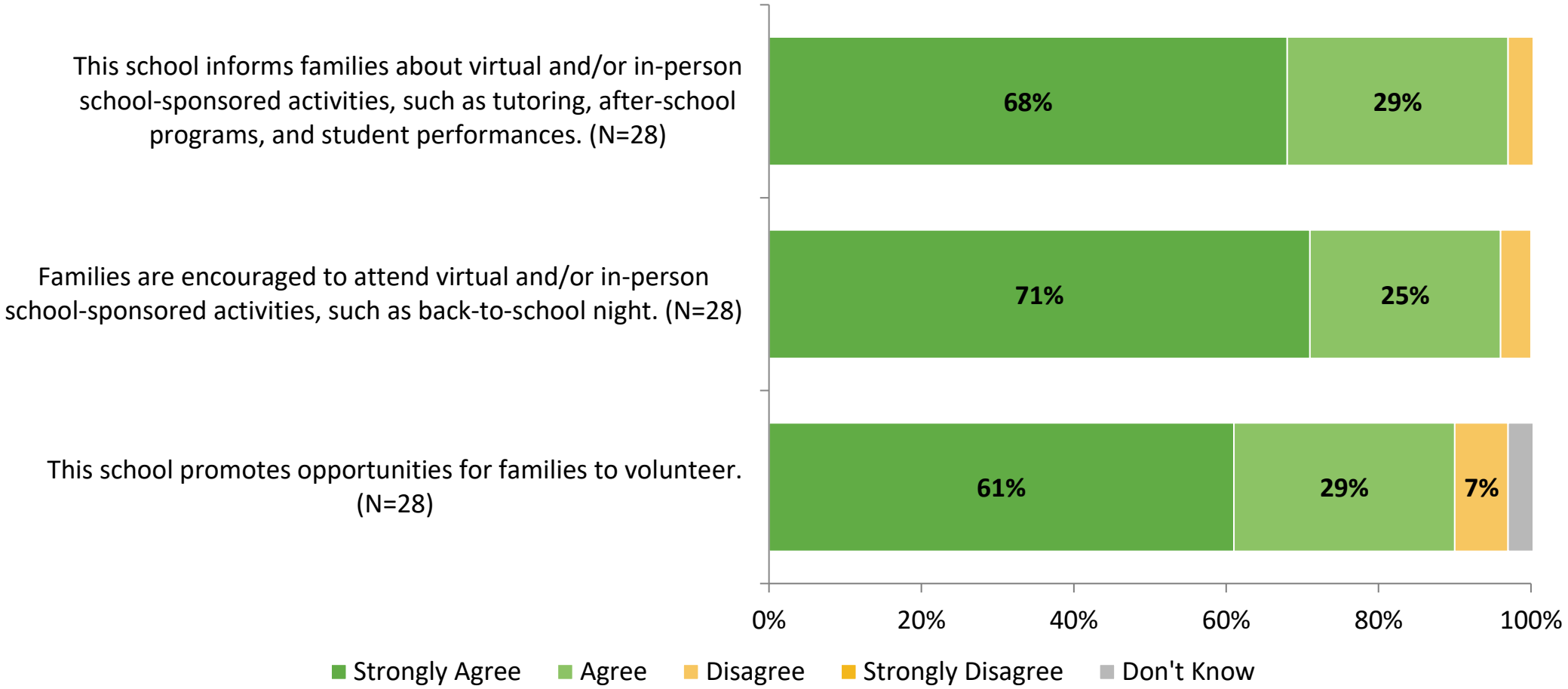
Perceptions of Communication With School Leadership

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



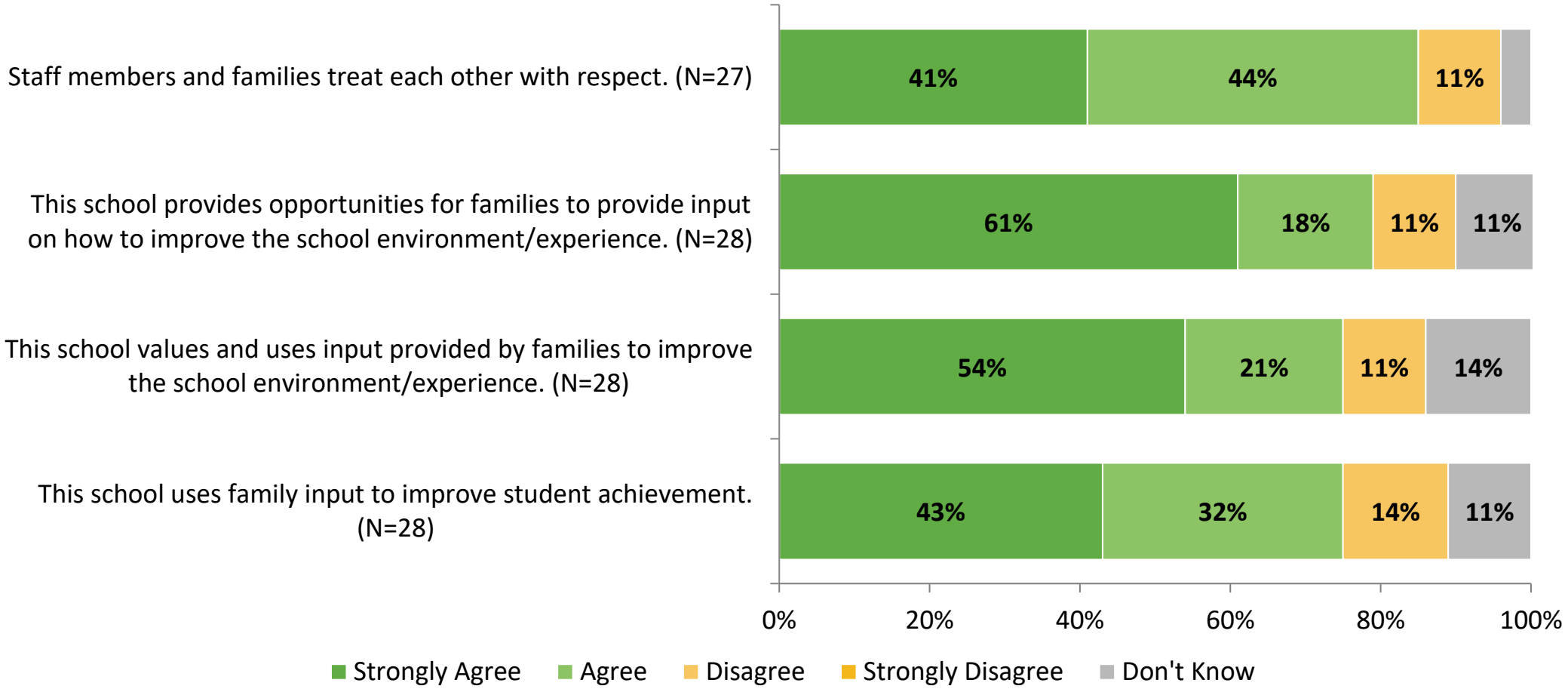
Family Involvement

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



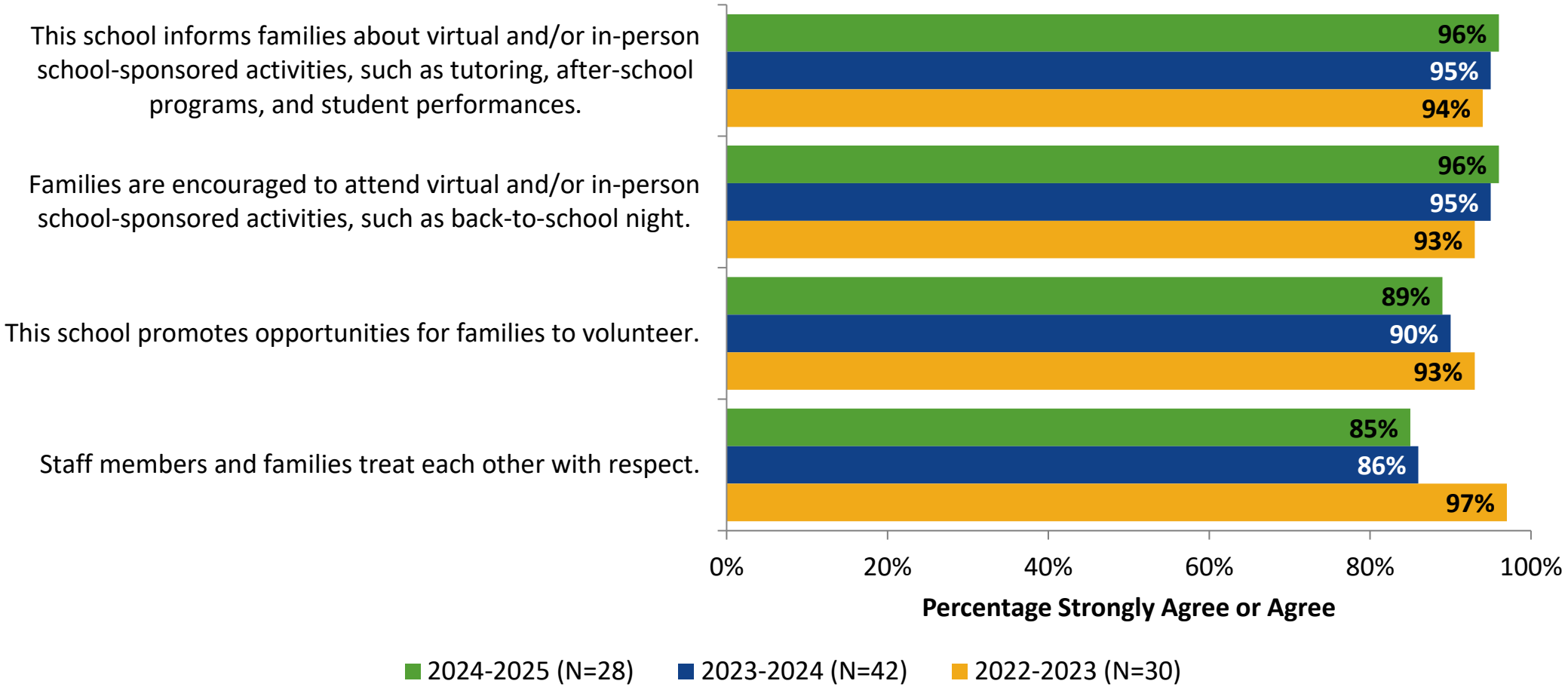
Family Involvement (Continued)

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



Family Involvement: Comparison Over Time

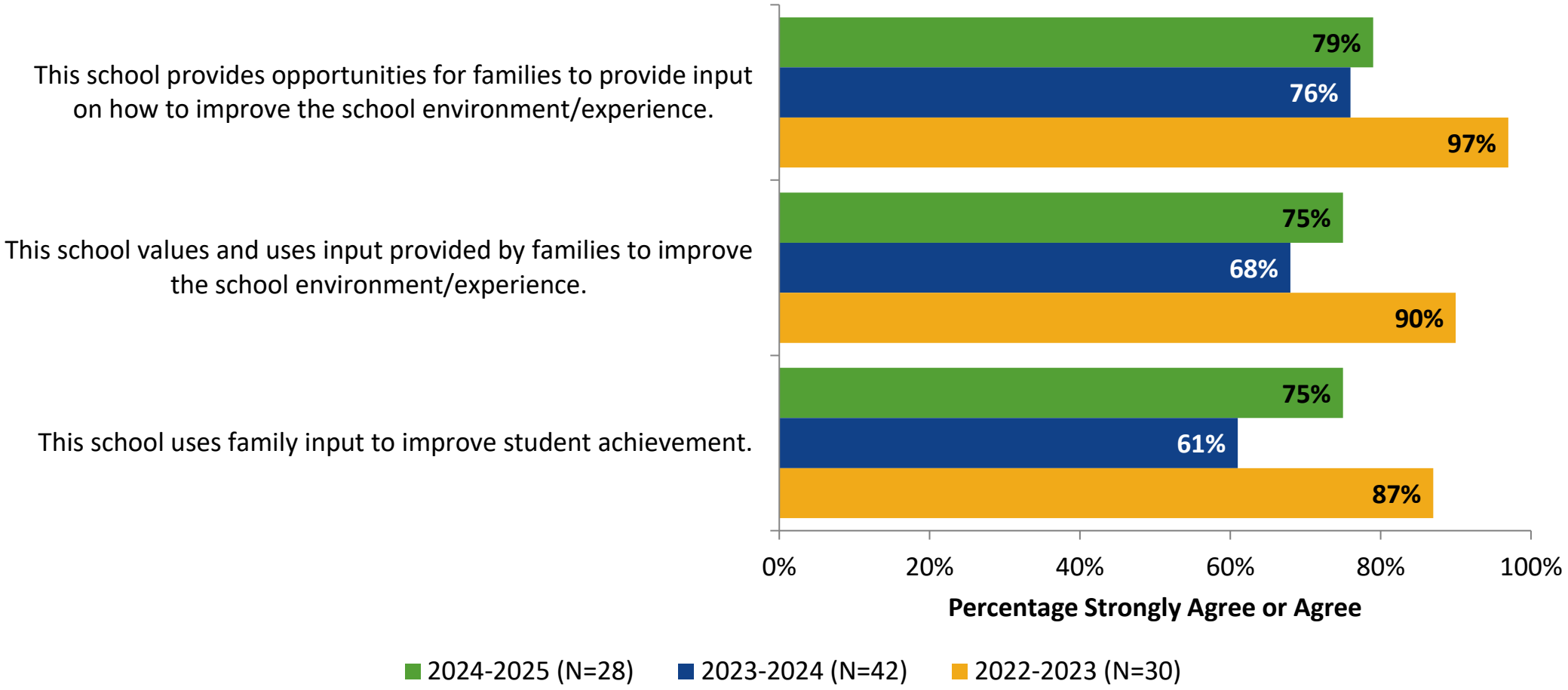
How strongly do you agree or disagree with the following statements?



Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know

Family Involvement: Comparison Over Time (Continued)

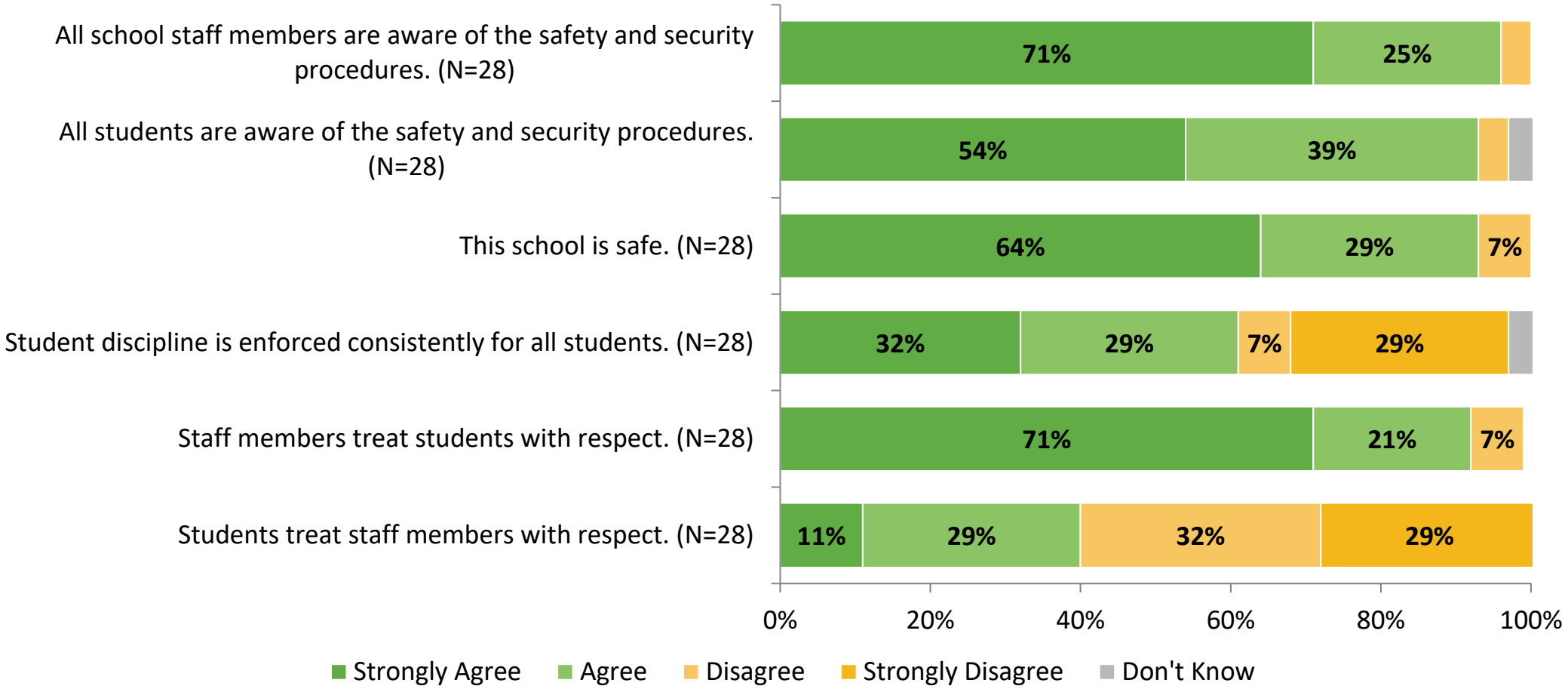
How strongly do you agree or disagree with the following statements?



Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know

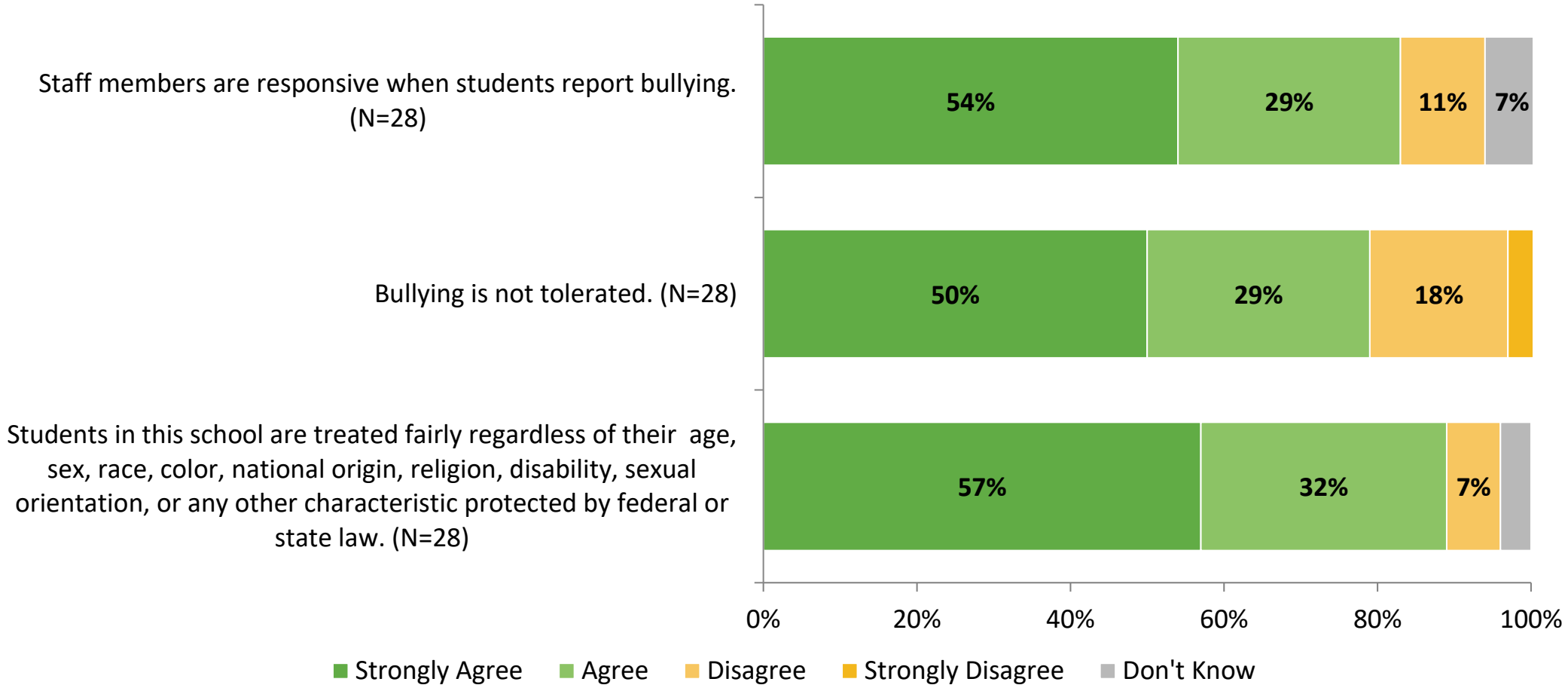
Safety and Behavior

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



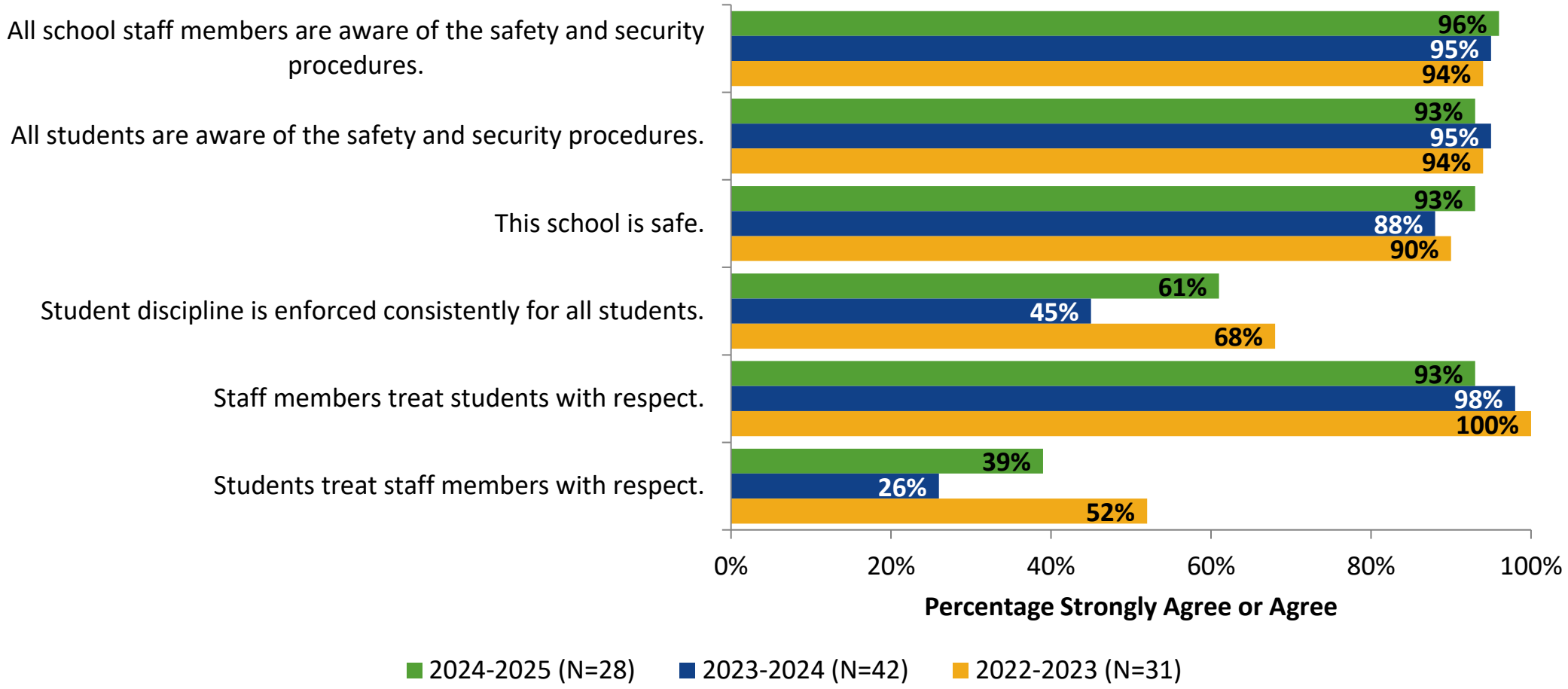
Safety and Behavior (Continued)

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



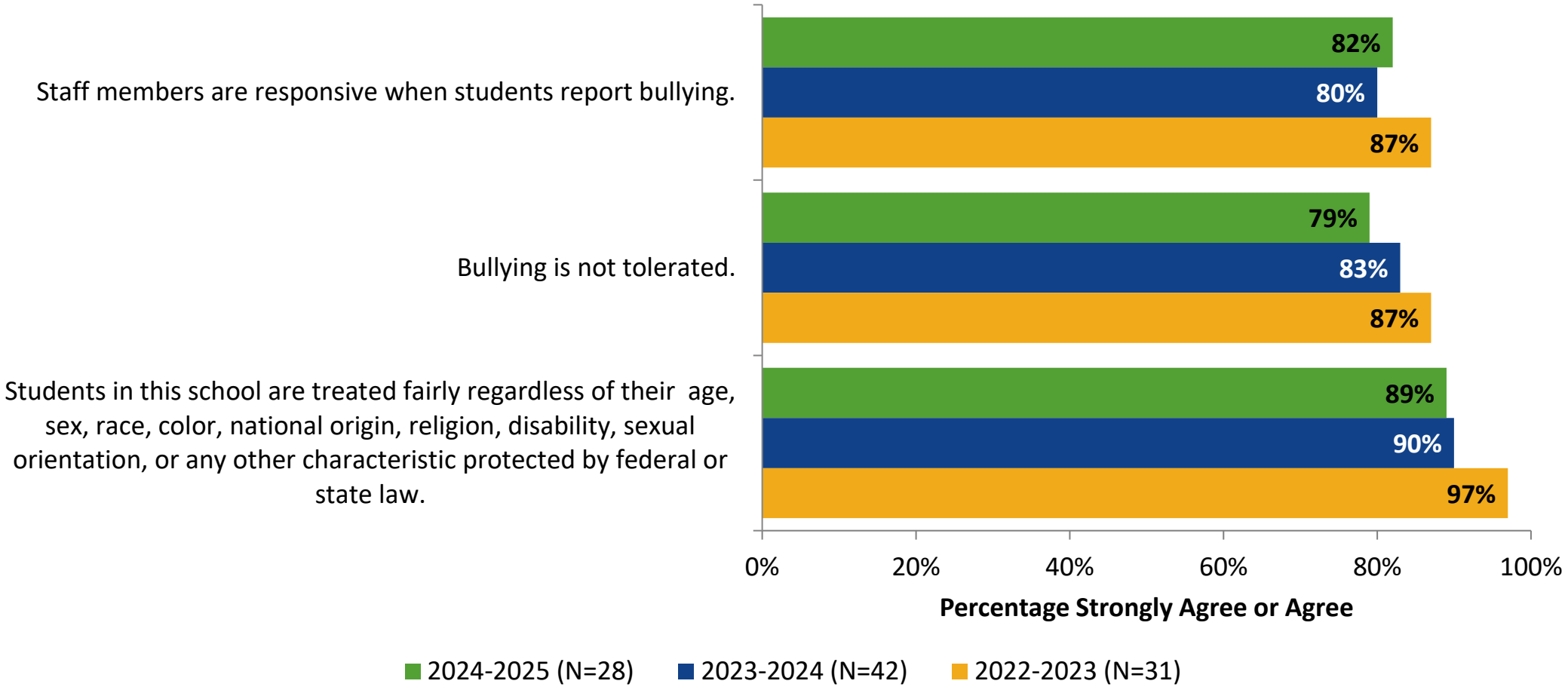
Safety and Behavior: Comparison Over Time

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



Safety and Behavior: Comparison Over Time (Continued)

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



Highest Ranking Indicators

Survey Item	Percentage Strongly Agree or Agree (%)	Dimension
There is a teacher, counselor, or other staff member to whom a student can go for help with a school problem.	100%	Student Support
There is a teacher, counselor, or other staff member to whom a student can go for help with a personal problem.	100%	Student Support
This school offers students a variety of extracurricular activities.	100%	Student Support
I am familiar with Pinellas County Schools' mission to prepare all students for college, career and life and vision of 100% student success.	100%	Mission and Vision
I am familiar with the Core Values of Pinellas County Schools.	100%	Mission and Vision

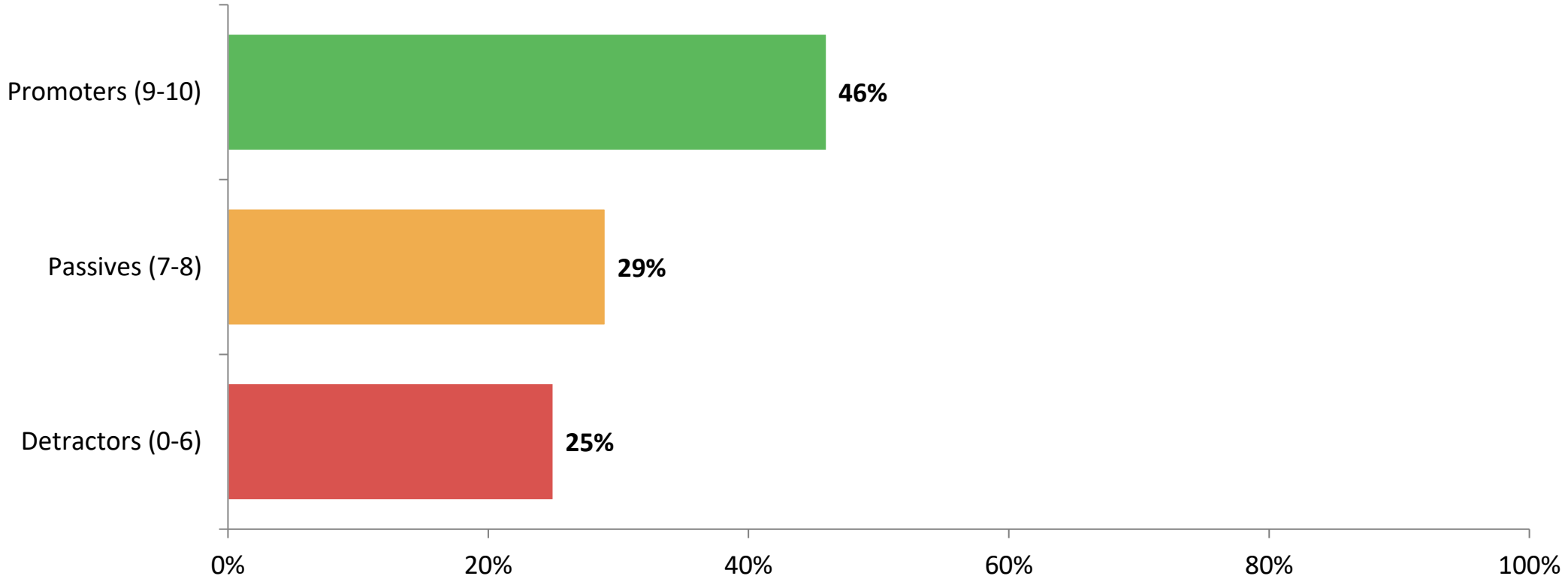
Lowest Ranking Indicators

Survey Item	Percentage Strongly Disagree or Disagree (%)	Dimension
Students treat staff members with respect.	61%	Safety and Behavior
District leaders clearly explain the reasons behind decisions on key issues.	44%	District Leadership
District leaders understand the professional needs of district and school employees.	44%	District Leadership
District leaders' actions are consistent with their words.	40%	District Leadership
District leaders encourage employees to share ideas to improve performance.	40%	District Leadership

Net Promoter Score

School Net Promoter Score

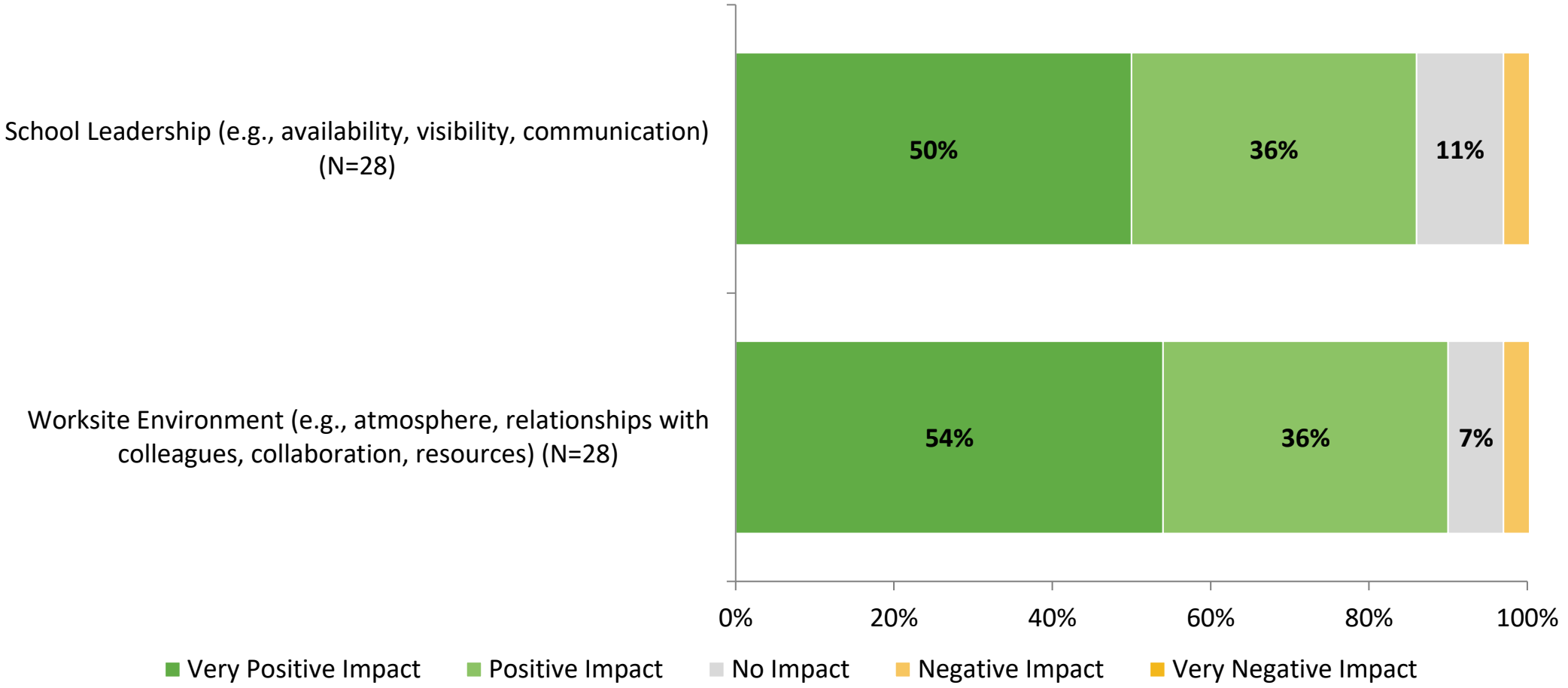
How likely is it that you would recommend your school to a family member or friend? (N=24)



Note: The Net Promoter Score (NPS) serves as a proxy for public confidence in the district and can potentially be connected to district growth. It is calculated by subtracting the percentage of detractors from promoters which gives a value between -100 to 100. A positive score means there are more people promoting the district than detracting from it. Passives represent individuals who do not have an unequivocal opinion about their school or district. The Net Promoter Score has been rounded to a whole number.

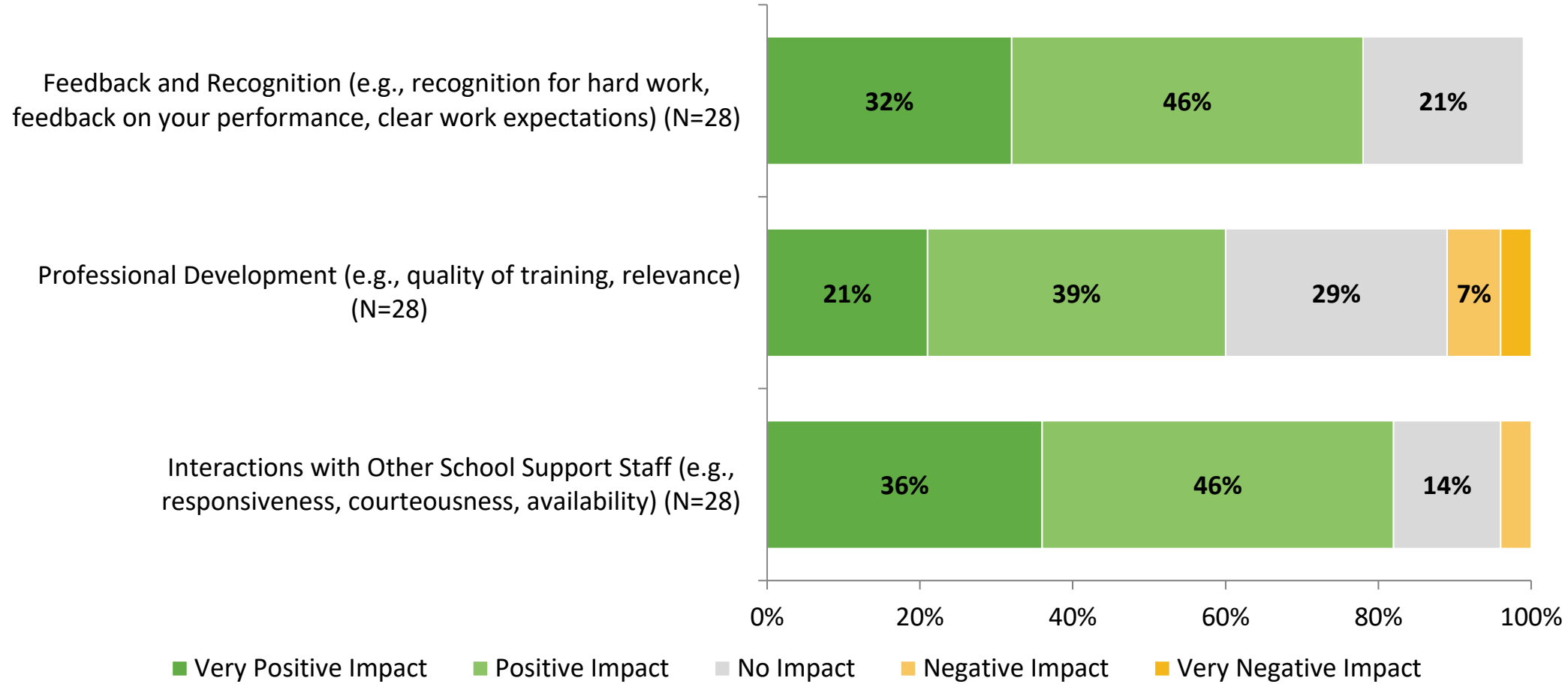
Factors Driving School NPS

How do the following areas impact your rating of your school?



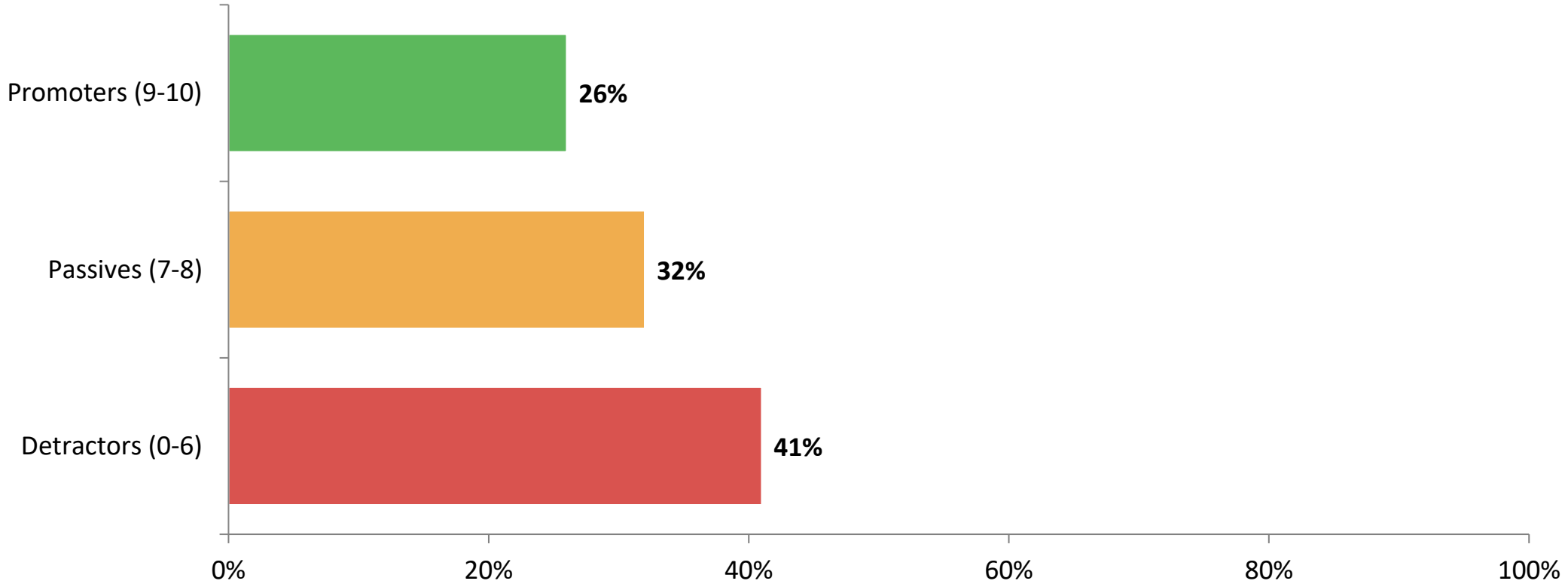
Factors Driving School NPS (Continued)

How do the following areas impact your rating of your school?



District Net Promoter Score

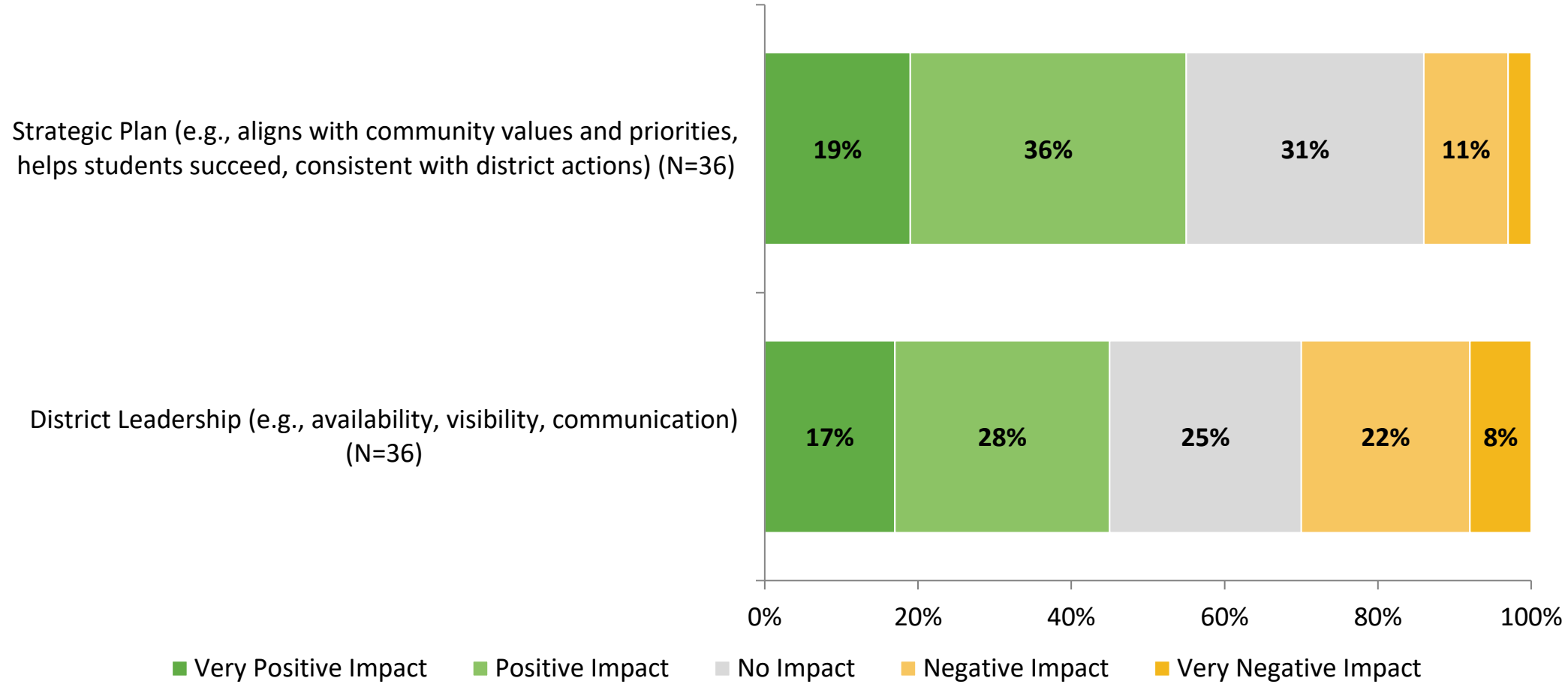
How likely is it that you would recommend Pinellas County Schools to a family member or friend? (N=34)



Note: The Net Promoter Score (NPS) serves as a proxy for public confidence in the district and can potentially be connected to district growth. It is calculated by subtracting the percentage of detractors from promoters which gives a value between -100 to 100. A positive score means there are more people promoting the district than detracting from it. Passives represent individuals who do not have an unequivocal opinion about their school or district. The Net Promoter Score has been rounded to a whole number.

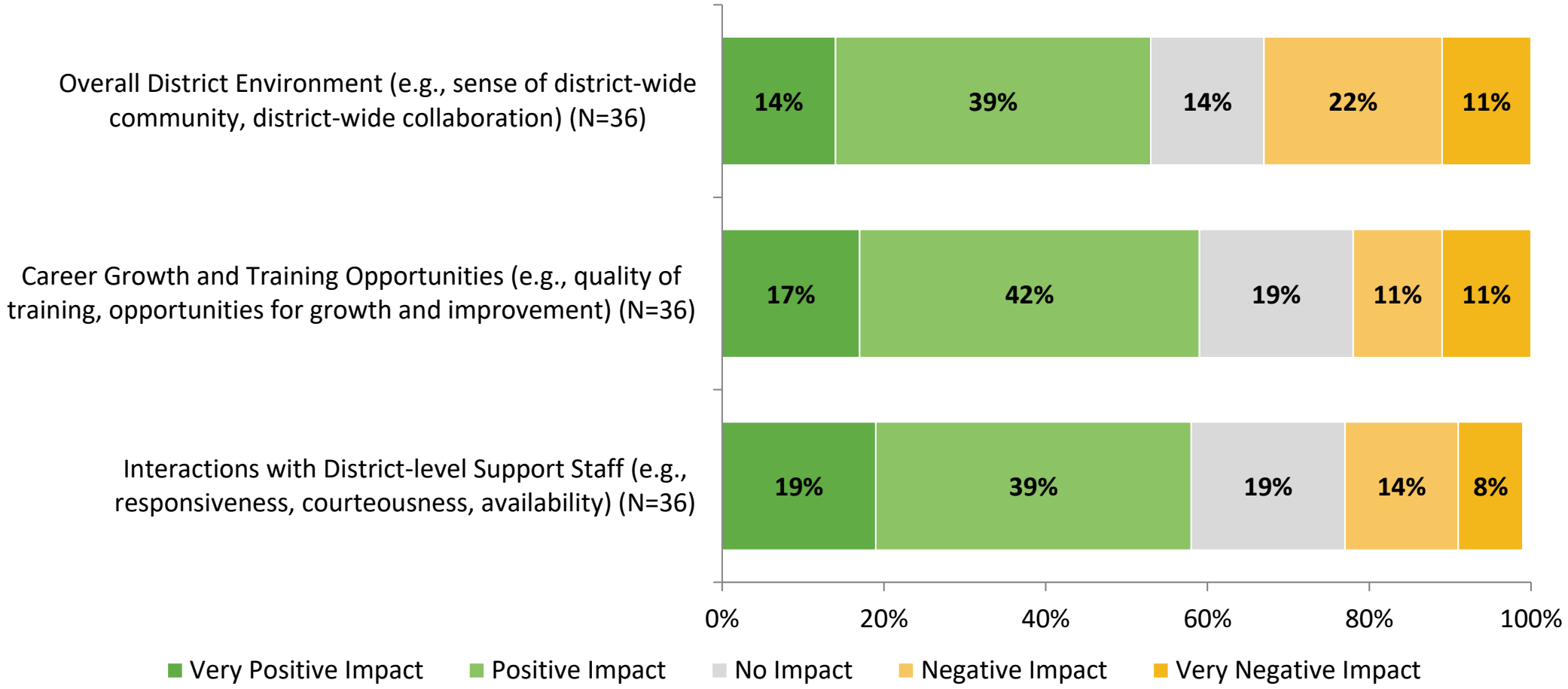
Factors Driving District NPS

How do the following areas impact your rating of Pinellas County Schools?



Factors Driving District NPS (Continued)

How do the following areas impact your rating of Pinellas County Schools?



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