

Increasing Student Learning Through Building Employee Engagement



USBA, 2024



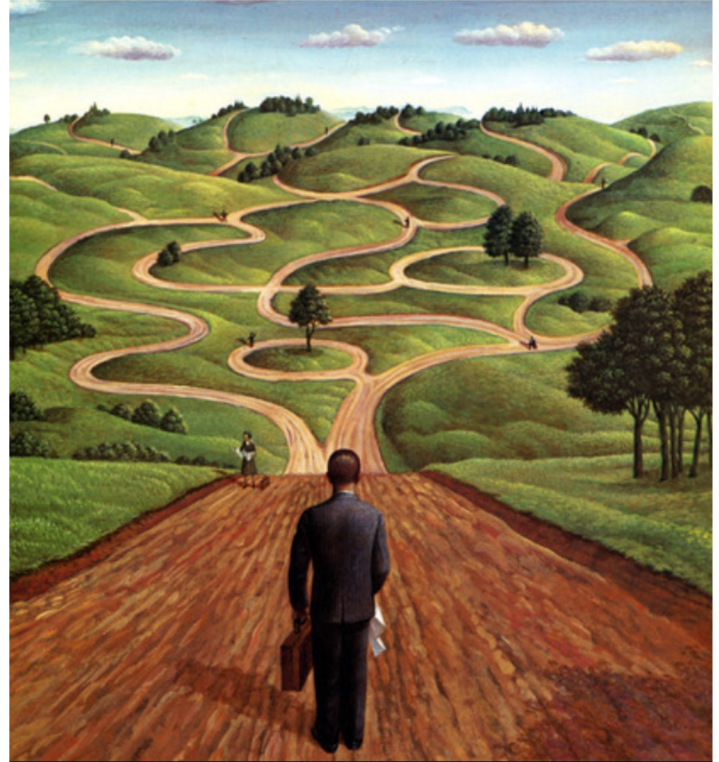
**Think of a person who fits your definition of
“all in.”**



Why did this conversation start in Logan?

2018 - we wanted to refine our efforts to address employee morale

- Questions about what we should have as our **targets** for employee satisfaction
- Questions about how we would **measure** our progress
- Questions about the **tools** we could use to generate improvement
- Questions about how to create a common **language** and **understanding** surrounding employee morale



Engaged vs. Satisfied Employees

Engaged Employees

- Work with passion
- Perform at consistently high levels
- Drive innovation and move their organization forward

Satisfied Employees

- May or may not be productive
- Put their time but not necessarily their energy into their work
- Take a wait-and-see attitude toward their job





We Act Differently When We Are Engaged

- We are 100% psychologically committed to the job
- We know the scope of our jobs and look for new and better ways to achieve outcomes
- We are more productive
- We work more efficiently
- We are safer
- We are healthier



So if we have a shared understanding of what *engagement* means...

How do we *measure* and *monitor* engagement?

How do we *respond* to what we measure to build engagement?

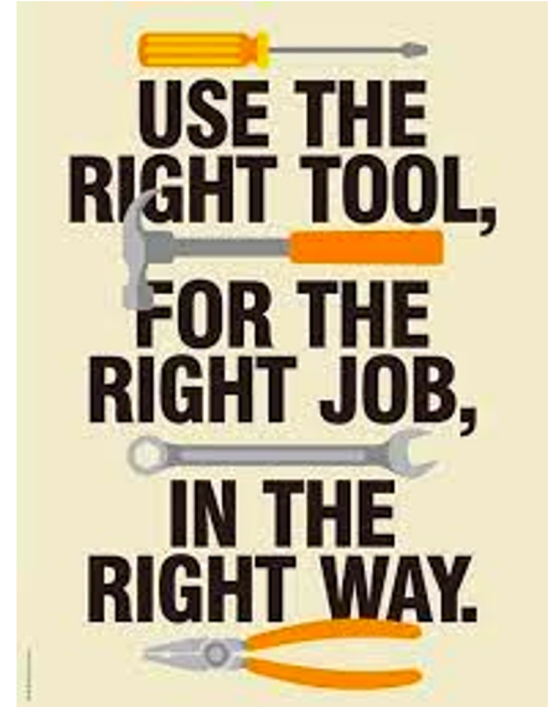




Measuring and Monitoring Engagement

Pick a tool that addresses our organization's interests:

- Gallup Q12
- Qualtrics Employee XM
- TrustEdge
- In-house surveys
 - Address key priorities of the district (basic needs)
 - Include questions that can be used consistently over time



Engagement Hierarchy



Q12. This last year, I have had opportunities at work to learn and grow.

Q11. In the last six months, someone at work has talked to me about my progress.

Q10. I have a best friend at work.

Q09. My associates or fellow employees are committed to doing quality work.

Q08. The mission or purpose of my company makes me feel my job is important.

Q07. At work, my opinions seem to count.

Q06. There is someone at work who encourages my development.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q04. In the last seven days, I have received recognition or praise for doing good work.

Q03. At work, I have the opportunity to do what I do best every day.

Q02. I have the materials and equipment I need to do my work right.

Q01. I know what is expected of me at work.





How do we respond to what we measure to build engagement?

Do an initial review of the data you collect:

- Focus on the high scores first
- Remember the scores are a snapshot in time
- Consider where you think your team might experience the biggest gains in engagement
- Remember that because survey questions will be interpreted differently by employees, plan a **Team Debriefing**.



Engagement Mean	Trended Mean		Mean Percentile Rank - Gallup Overall		Respondents	Engagement Index
 4.70	 Change From Last Mean: * * * * * 4.70		91		18	Engagement Index is unavailable for the currently selected scorecard.
	Respondents	Current Mean	Last Mean	Change	Mean Percentile Rank - Gallup Overall	Company Overall Current Mean
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your company as a place to work?	18	4.72	*	*	88	4.17
Q01: I know what is expected of me at work.	18	4.83	*	*	83	4.56
Q02: I have the materials and equipment I need to do my work right.	18	4.39	*	*	61	4.30
Q03: At work, I have the opportunity to do what I do best every day.	18	4.67	*	*	83	4.28
Q04: In the last seven days, I have received recognition or praise for doing good work.	17	4.47	*	*	82	3.62
Q05: My manager, or someone at work, seems to care about me as a person.	18	4.83	*	*	85	4.28
Q06: There is someone at work who encourages my development.	18	4.83	*	*	93	4.16
Q07: At work, my opinions seem to count.	18	4.61	*	*	86	3.82
Q08: The mission or purpose of my company makes me feel my job is important.	18	4.94	*	*	94	4.28
Q09: My coworkers are committed to doing quality work.	18	4.89	*	*	94	4.50
Q10: I have a best friend at work.	18	4.33	*	*	80	3.72
Q11: In the last six months, someone at work has talked to me about my progress.	18	4.67	*	*	81	3.91
Q12: This last year, I have had opportunities at work to learn and grow.	18	4.94	*	*	93	4.37

Team Debriefing

1. Create context for the conversation.
 - a. *How will addressing these items help us accomplish our work as a school/district?*

1. Analyze survey results.
1. Select the engagement item to focus on and actions to take.
1. Set a plan for follow up.

State of the Team: “Start, Stop, Continue”

Date:

What things are going well? (2 minute partner discussion, 3 minutes group share)

What Q12 engagement item do we want to focus on for growth, and what it would look like when perfectly executed? (3 minute partner discussion, 5 minute group share)

Builders (3 min) <i>What positively affects our level of engagement on this item?</i>	Breakers (3 min) <i>What negatively affects our level of engagement on this item?</i>

3 minutes to think about the next step (reflect, freewrite, notes, etc) then 3 minutes to partner discuss, then 8 minutes to share with the group

 Start 3 min	 Stop 3 min	 Continue 3 min

Follow Up (January, March, May)

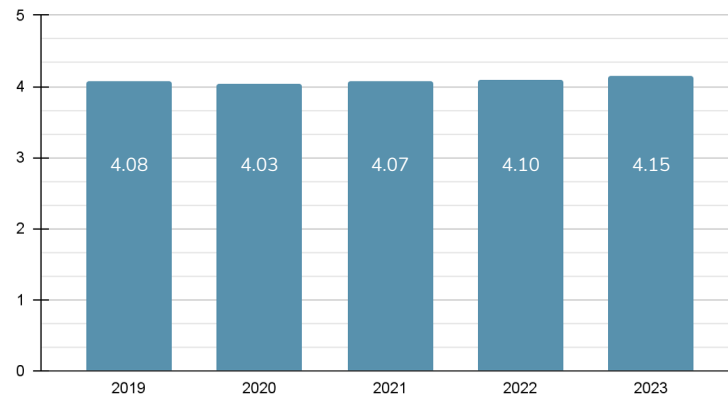
Progress we have made:	What we still need to accomplish:	What we can celebrate:



Engagement Outcomes

	Actively Engaged	Not Engaged	Actively Disengaged
Teachers Nationally	13%	63%	24%
Teachers in the LCSD	31%	56%	13%

Q12 Growth Over Time

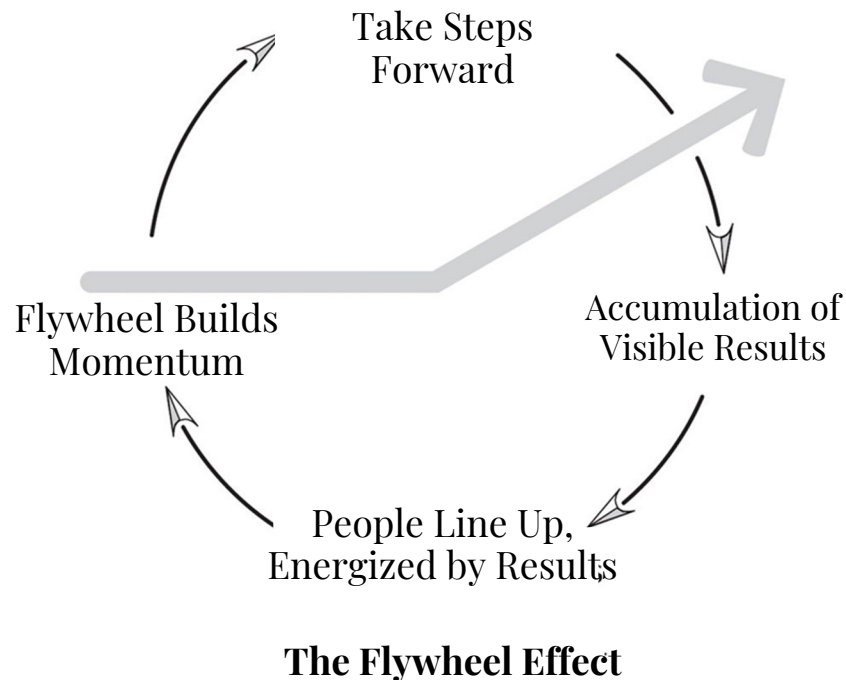




Engagement Outcomes

Improvements in...

- Collaboration between teachers and administrators
- The performance of our Professional Learning Communities
- Willingness to innovate as individuals, teams, and as a school-wide staff
- Celebrations of the accomplishments of individual employees
- Understanding what our staff needs for teacher retention





Impact on Student Learning

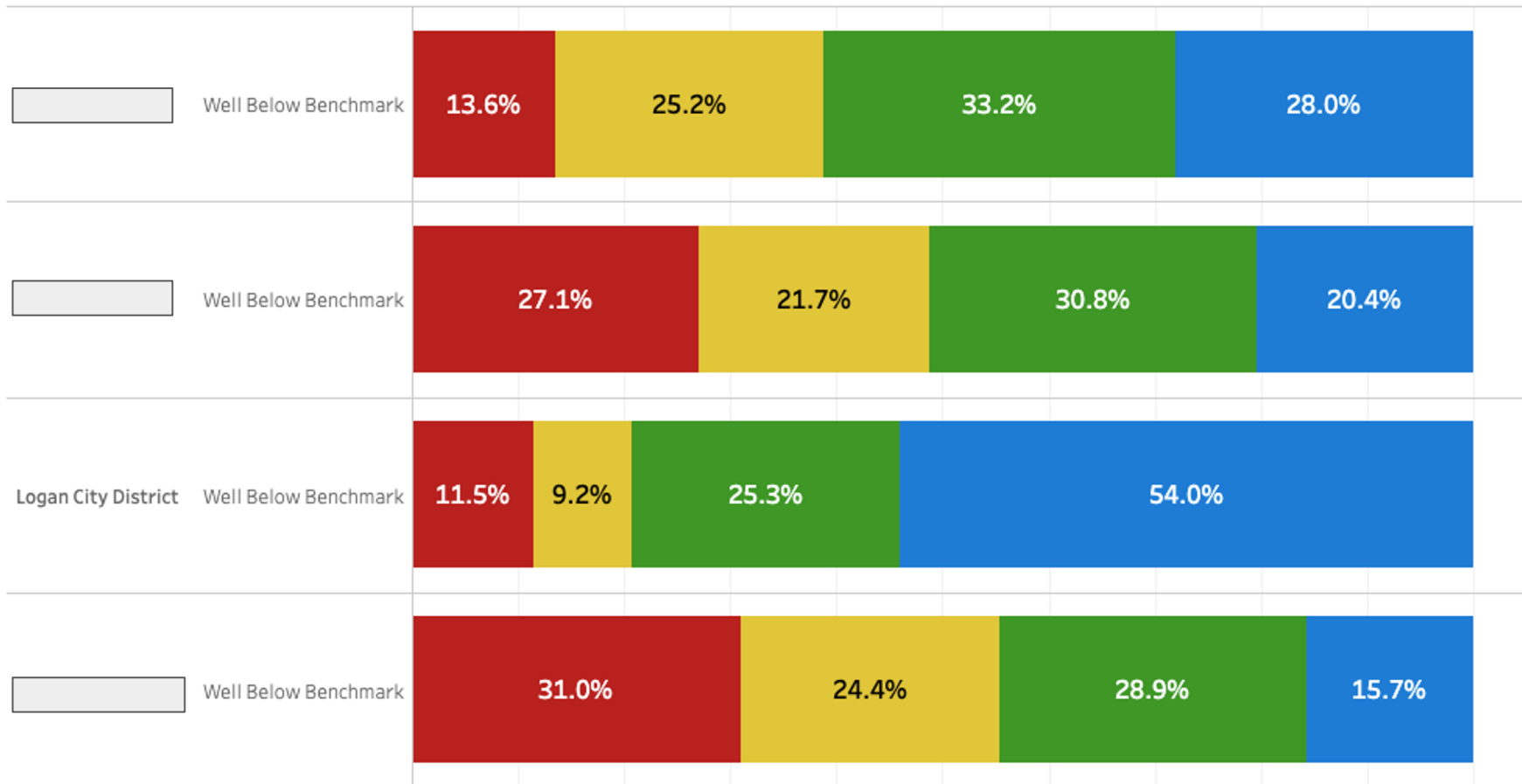
High School

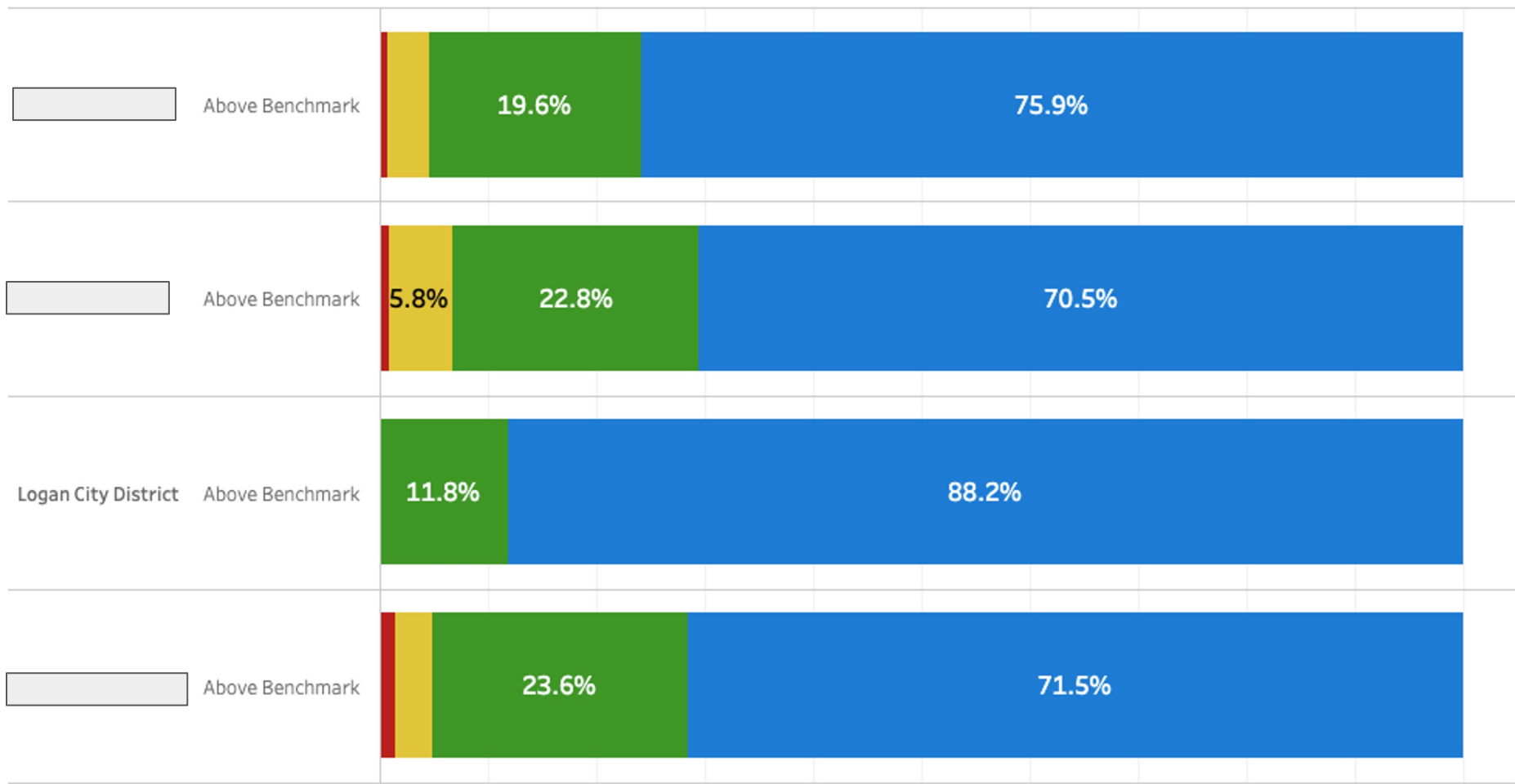
- Increased staff involvement in identifying structures to systematically address student needs
 - Increased graduation rate (92%)
 - Increased participation in rigorous coursework (AP, CE, BTech)

Elementary

- LETRS participation
- Early Literacy Routines

LEA Reading Benchmark Group Comparison

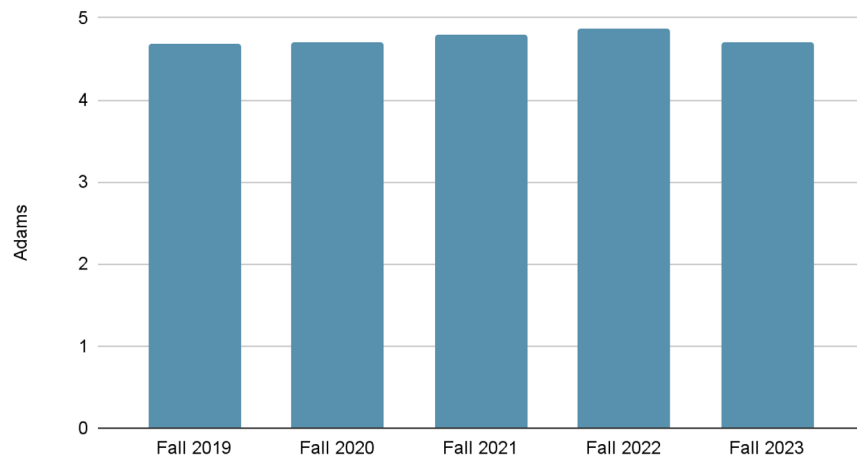






Engagement and Achievement at Adams Elementary

Teacher Engagement



Consistent improvement in Acadience reading data over time

#1 in comparable schools for student achievement and growth in 2021 and 2022 (USB E Data Gateway)

2022 National Blue Ribbon School

“We are given a task and everyone is willing to take it and run. If we fail, at least we tried together.”



Thank You!

frank.schofield@loganschools.org