



2024 EMPLOYEE ENGAGEMENT

Results and Findings for

*DeKalb County School District*

*Board of Education Presentation*

*April 15, 2024*

GALLUP

# The Items That Matter for Engagement — Gallup's Q<sup>12</sup><sup>®</sup>

	ENGAGEMENT ELEMENT	EMPLOYEE NEED
<b>GROWTH</b> <i>How do I grow?</i>	Q12. This last year, I have had opportunities at work to learn and grow.	Challenge me.
	Q11. In the last six months, someone at work has talked to me about my progress.	Help me review my contributions.
	Q10. I have a best friend at work.	Help me build mutual trust.
	Q09. My fellow associates are committed to doing quality work.	Help me feel proud.
	Q08. The mission or purpose of my organization makes me feel my job is important.	Help me see my importance.
<b>TEAMWORK</b> <i>Do I belong?</i>	Q07. At work, my opinions seem to count.	Hear me.
	Q06. There is someone at work who encourages my development.	Help me grow.
	Q05. My supervisor, or someone at work, seems to care about me as a person.	Care about me.
	Q04. In the last seven days, I have received recognition or praise for doing good work.	Help me see my value.
<b>INDIVIDUAL CONTRIBUTION</b> <i>What do I give?</i>	Q03. At work, I have the opportunity to do what I do best every day.	Know me.
	Q02. I have the materials and equipment I need to do my work right.	Free me from unnecessary stress.
	Q01. I know what is expected of me at work.	Focus me.
<b>BASIC NEEDS</b> <i>What do I get?</i>		
<b>OVERALL SATISFACTION</b>	Q00. How satisfied are you with your organization as a place to work?	

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# The Psychological Differences in Responses

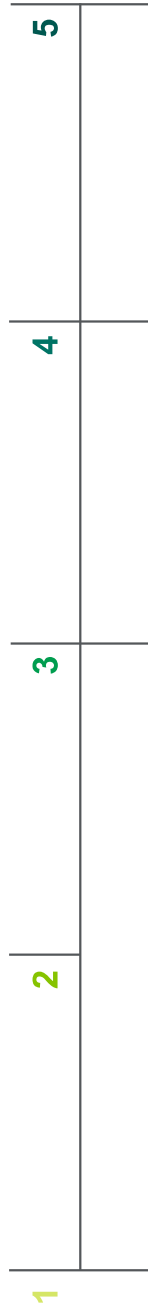
Responses to Gallup's 12-item engagement survey, referred to as the "Q12," are rated on a 1 to 5 scale, where "5" is "strongly agree" and "1" is "strongly disagree." Item-level responses indicate three different kinds of "connections." Employees are not strictly *rational* — healthy, engaged employee relationships have a significant *emotional* dimension, which must be measured and managed.

**Gallup puts significant emphasis on 5s (also known as "top box" scores), as research shows that employees who rate items as a "5" exhibit different behaviors than those who rate items as a "4" or lower.**

- A "5" has been shown to link most strongly to positive outcome measures.
- A "5" has been shown to correlate to a psychological "yes" and indicates consistency in the workgroup.
- A "4" indicates a "yes, but ..."; it is a "yes" response, but with some reservation.
- A "1," "2" or "3" is a form of "no" in varying degrees.

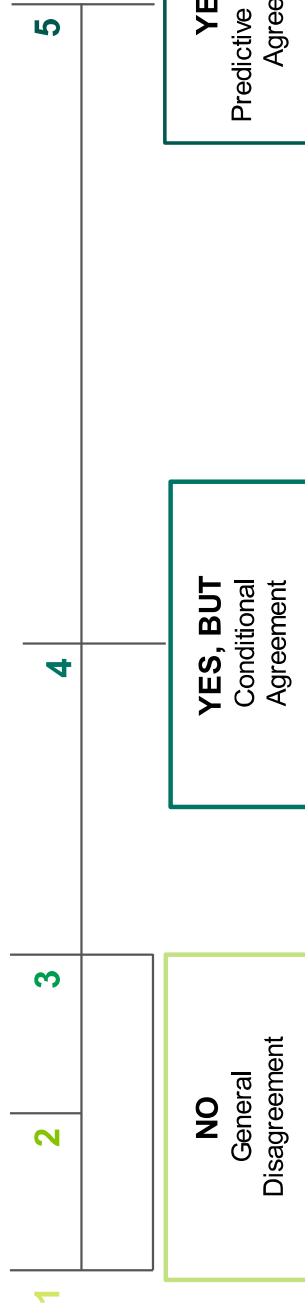
## Rational

We would assume that a "3" is an average score, as it is the midpoint on a 5-point scale.



## Emotional

"3" is actually another way of the respondent showing disagreement, with a "4" closer to the psychological midpoint.



Sources: Gallup's Position on 5-Point Versus 10-Point Scales, Gallup, Inc., 2014; Groves, R. M., Fowler, F. J., Jr., Couper, M. P., Lepkowski, J. M., Singer, E., & Tourangeau, R., Survey Methodology, Hoboken, NJ: Wiley, 2004. Gallup's Q12 Meta-Analysis: Ninth Edition, The Relationship Between Engagement at Work and Organizational Outcomes, 2016

Associates who provide a "4" rating should be looked at as an opportunity group — moving them to give more "5" responses would result in a positive behavioral impact.

# State of Engagement for DeKalb County School District

PERCENTILE RANGE IN GALLUP DATABASE: 1<sup>st</sup>-24<sup>th</sup> 25<sup>th</sup>-49<sup>th</sup> 50<sup>th</sup>-74<sup>th</sup> 75<sup>th</sup>-89<sup>th</sup> ≥90<sup>th</sup>

SURVEY FIELD DATES		GRANDMEAN	
Jan. 17-Feb. 9, 2024		2023	2024
RESPONSE RATE			
RESPONSE RATE COMPARISON			
Total Respondents			
K-12 Average			
Gallup Overall			
ELEMENT PERCENTILES			
		2023	2024
Q00.		7 <sup>th</sup>	35 <sup>th</sup>
Q12.		8 <sup>th</sup>	25 <sup>th</sup>
Q11.		18 <sup>th</sup>	35 <sup>th</sup>
Q10.		11 <sup>th</sup>	14 <sup>th</sup>
Q09.		8 <sup>th</sup>	14 <sup>th</sup>
Q08.		7 <sup>th</sup>	30 <sup>th</sup>
Q07.		18 <sup>th</sup>	34 <sup>th</sup>
Q06.		17 <sup>th</sup>	39 <sup>th</sup>
Q05.		8 <sup>th</sup>	29 <sup>th</sup>
Q04.		16 <sup>th</sup>	28 <sup>th</sup>
Q03.		17 <sup>th</sup>	40 <sup>th</sup>
Q02.		8 <sup>th</sup>	30 <sup>th</sup>
Q01.		55 <sup>th</sup>	70 <sup>th</sup>

Note: Percentiles are based on Gallup's Q12 Education - Kindergarten Through 12th Grade Organization Level Database per survey year; due to rounding, percentages may sum to 100% +/-1%

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# Engagement Segments Within DeKalb County School District

Employees can be segmented into three fundamental psychological conditions of engagement that are behaviorally predictive.



**2023**      **2024**  
**32%**      **38%**  
**ENGAGED**      **ENGAGED**

Engaged employees are **highly involved in and enthusiastic** about their work and workplace. They are psychological “owners,” drive performance and innovation, and move the organization forward.

**2023**      **2024**  
**47%**      **46%**  
**NOT ENGAGED**      **NOT ENGAGED**

Not engaged employees are **psychologically unattached** to their work and company. Because their engagement needs are not being fully met, they’re putting time — but not energy or passion — into their work.

**2023**      **2024**  
**21%**      **16%**  
**ACTIVELY DISENGAGED**      **ACTIVELY DISENGAGED**

Actively disengaged employees aren’t just unhappy at work — they are **resentful** that their needs aren’t being met and are **acting out their unhappiness**. Every day, these workers potentially undermine what their engaged coworkers accomplish.

**43%**  
**ENGAGED**

**44%**  
**NOT ENGAGED**

**13%**  
**ACTIVELY DISENGAGED**

GALLUP’S K-12 DATABASE

Note: Percentages based on Gallup’s 2023 Q12 Education - Kindergarten Through 12th Grade Engagement Index Database

# Gallup's Q<sup>12</sup>® Item Analysis

From 2022-2023

		%1	%2	%3	%4	%5	MEAN	PERCENTILE	CHANGE
	Q00 Overall Satisfaction	6	14	31	33	17	3.41	7 <sup>th</sup>	-0.16 ↓
<b>GROWTH</b>									
	Q12 Learn and Grow	9	9	18	28	35	3.72	8 <sup>th</sup>	-0.09
	Q11 Progress	14	10	17	27	31	3.52	18 <sup>th</sup>	-0.09
	Q10 Best Friend	22	11	20	21	26	3.18	11 <sup>th</sup>	-0.03
<b>TEAMWORK</b>									
	Q09 Quality	8	22	33	32	32	3.81	8 <sup>th</sup>	-0.17 ↓
	Q08 Mission	9	10	20	29	32	3.66	7 <sup>th</sup>	-0.14 ↓
	Q07 Opinions	14	13	22	27	25	3.36	18 <sup>th</sup>	-0.13 ↓
	Q06 Development	9	10	17	27	38	3.75	17 <sup>th</sup>	-0.13 ↓
<b>INDIVIDUAL CONTRIBUTION</b>									
	Q05 Cares	7	8	14	25	47	3.96	8 <sup>th</sup>	-0.09
	Q04 Recognition	25	12	16	21	26	3.10	16 <sup>th</sup>	-0.16 ↓
	Q03 Do Best	5	10	19	31	35	3.80	17 <sup>th</sup>	-0.06
<b>BASIC NEEDS</b>									
	Q02 Materials	6	12	22	32	28	3.64	8 <sup>th</sup>	0.00
	Q01 Expectations	10	27	59			4.38	55 <sup>th</sup>	-0.03

Note: Numerical values show n when 5% or higher. Due to rounding, some totals may sum to 100% +/- 1%. An arrow indicates a meaningful change of 0.10 or more between survey periods. Percentiles based on Gallup's 2022 Q<sup>12</sup> Education - Kindergarten Through 12<sup>th</sup> Grade Organization Level Database.

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# Gallup's Q<sup>12</sup>® Item Analysis

From 2023-2024

		%1	%2	%3	%4	%5	MEAN	PERCENTILE	CHANGE
	Q00 Overall Satisfaction	9	29	37	21	21	3.62	35 <sup>th</sup>	+0.21↑
<b>GROWTH</b>									
How do I grow?	Q12 Learn and Grow	7	17	29	40	40	3.89	25 <sup>th</sup>	+0.17↑
	Q11 Progress	12	9	17	27	35	3.64	35 <sup>th</sup>	+0.12↑
	Q10 Best Friend	19	11	19	21	30	3.32	14 <sup>th</sup>	+0.14↑
<b>TEAMWORK</b>									
Do I belong?	Q09 Quality	7	19	34	36	36	3.94	14 <sup>th</sup>	+0.13↑
	Q08 Mission	6	8	18	29	38	3.86	30 <sup>th</sup>	+0.20↑
	Q07 Opinions	11	11	21	28	28	3.51	34 <sup>th</sup>	+0.15↑
	Q06 Development	7	8	15	28	42	3.91	39 <sup>th</sup>	+0.16↑
<b>INDIVIDUAL CONTRIBUTION</b>									
What do I give?	Q05 Cares	6	6	13	24	51	4.08	29 <sup>th</sup>	+0.12↑
	Q04 Recognition	22	12	17	22	27	3.21	28 <sup>th</sup>	+0.11↑
	Q03 Do Best	8	18	31	39	39	3.93	40 <sup>th</sup>	+0.13↑
<b>BASIC NEEDS</b>									
What do I get?	Q02 Materials	5	10	20	32	32	3.77	30 <sup>th</sup>	+0.13↑
	Q01 Expectations	9	26	61	61	61	4.43	70 <sup>th</sup>	+0.05

Note: Percentiles based on Gallup's 2023 Q1<sup>2</sup> Education - Kindergarten Through 12<sup>th</sup> Grade Organization Level Database; Numerical values show when 5% or higher; Due to rounding, some totals may sum to 100% +/- 1%; An arrow indicates a meaningful change of 0.10 or more between survey periods

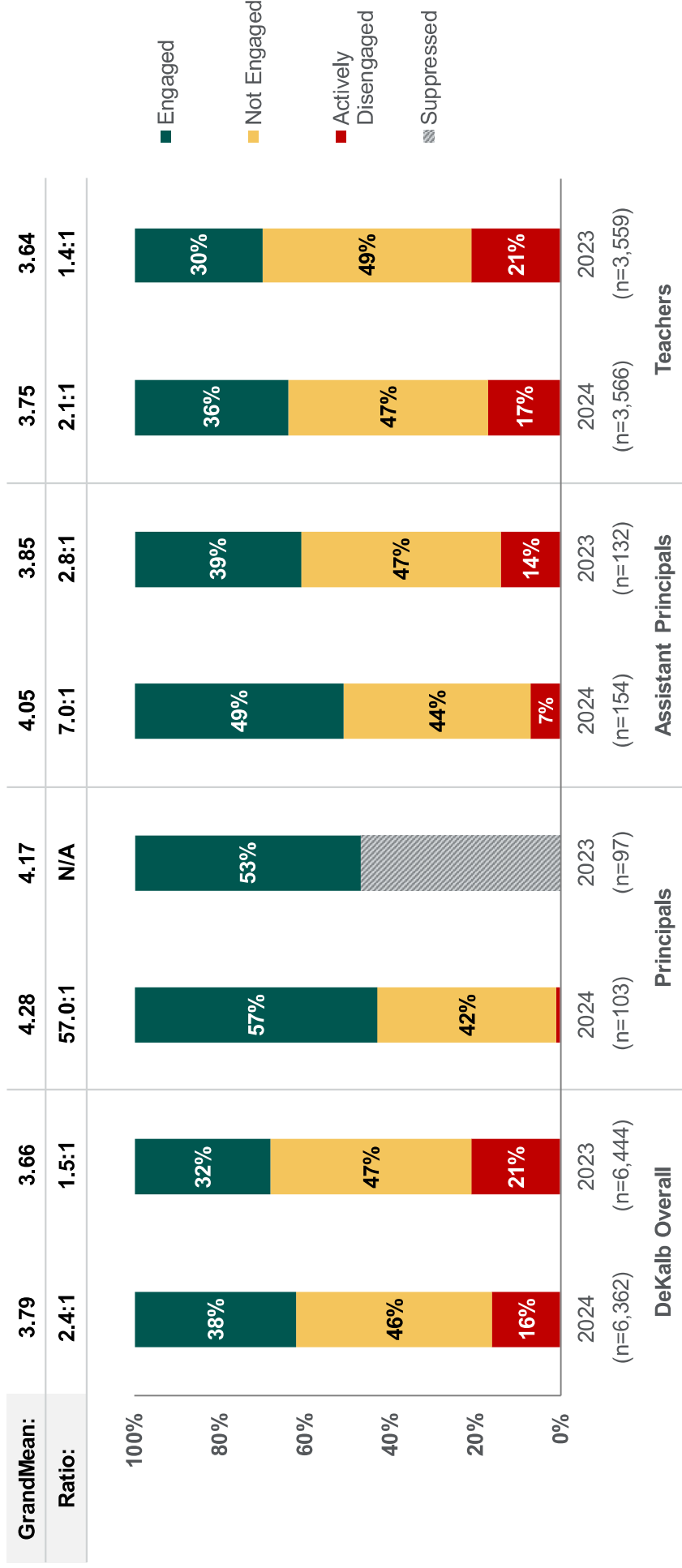
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SECTION 02

# Additional Variable Analysis

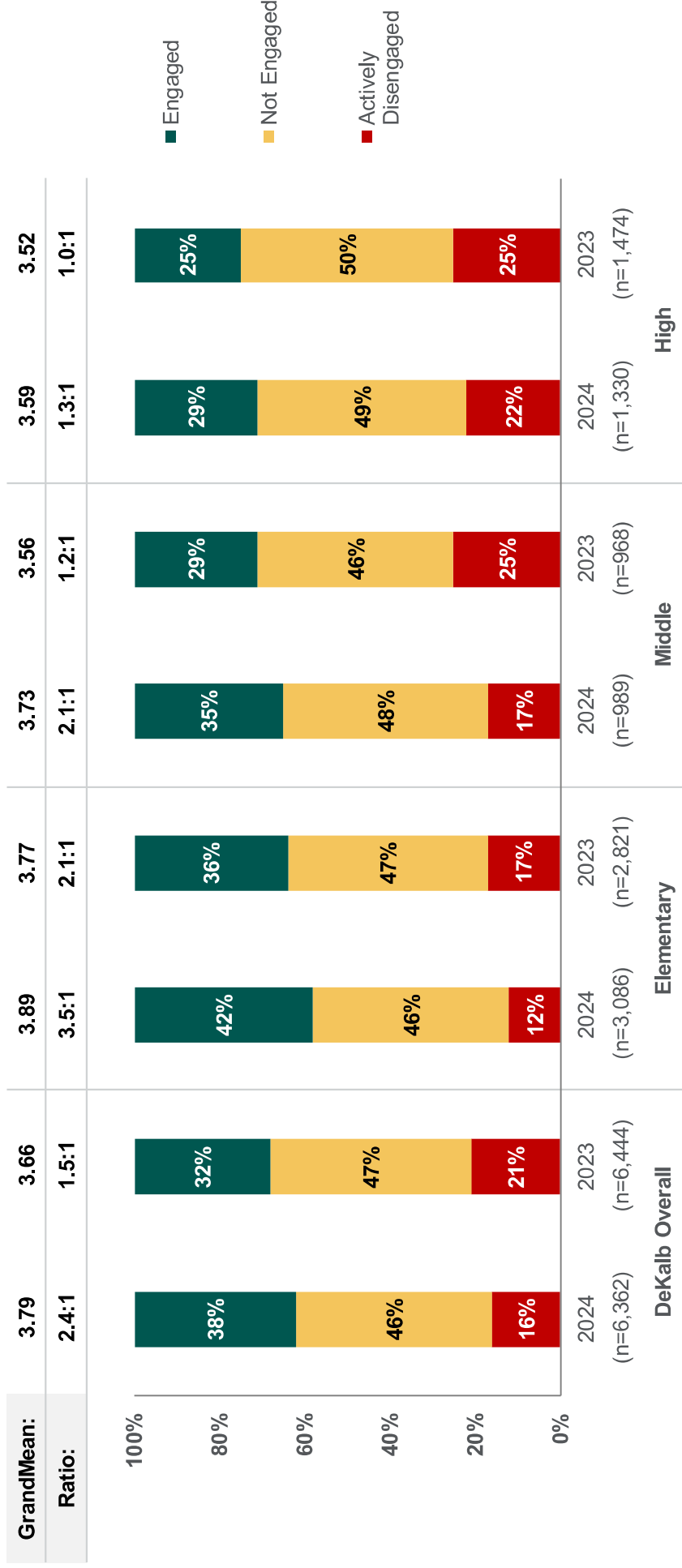


# Q12® Engagement Index by Role



Note: Due to rounding, percentages may sum to 100% +/-1%. A minimum n size of 100 is required for full index results and an n size of 30 for percentage engaged only results. Numerical values show n when 5% or higher

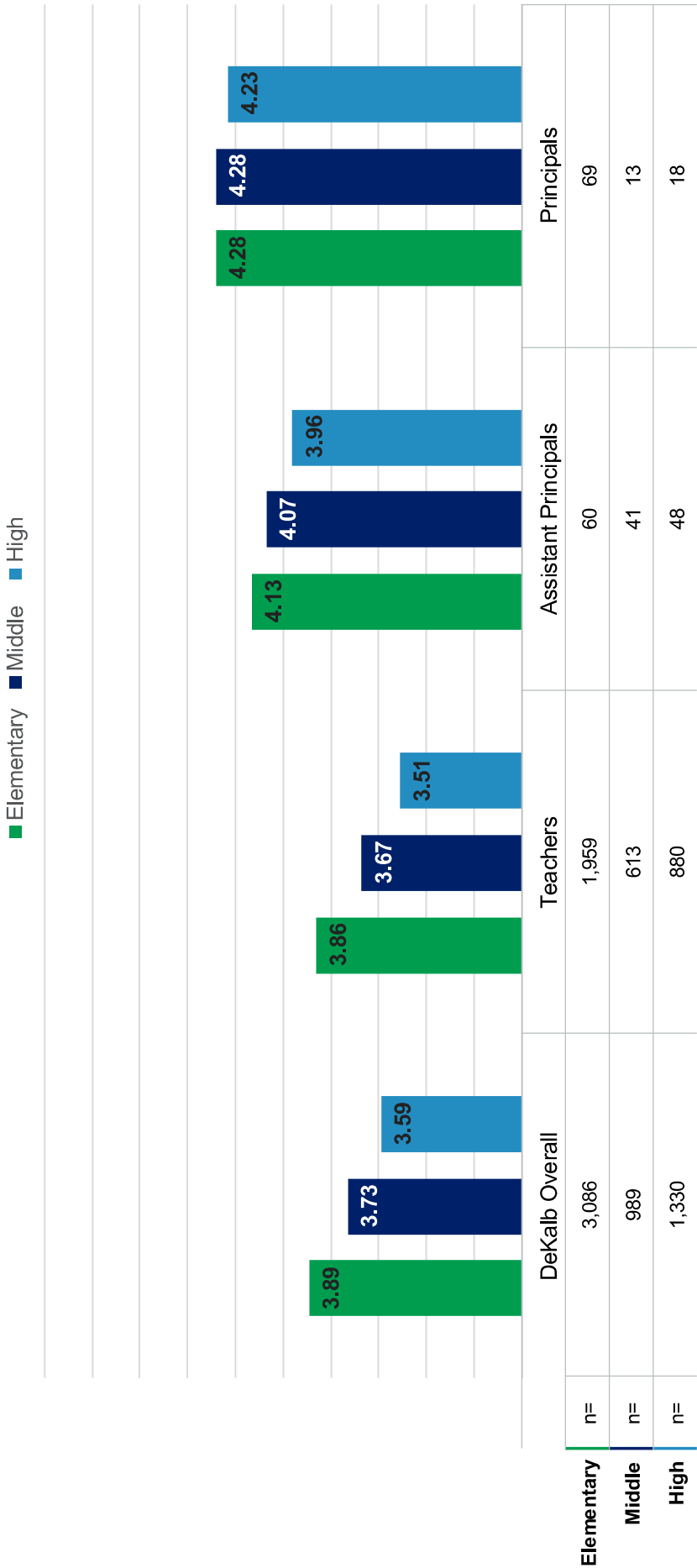
# Q12® Engagement Index by School Level



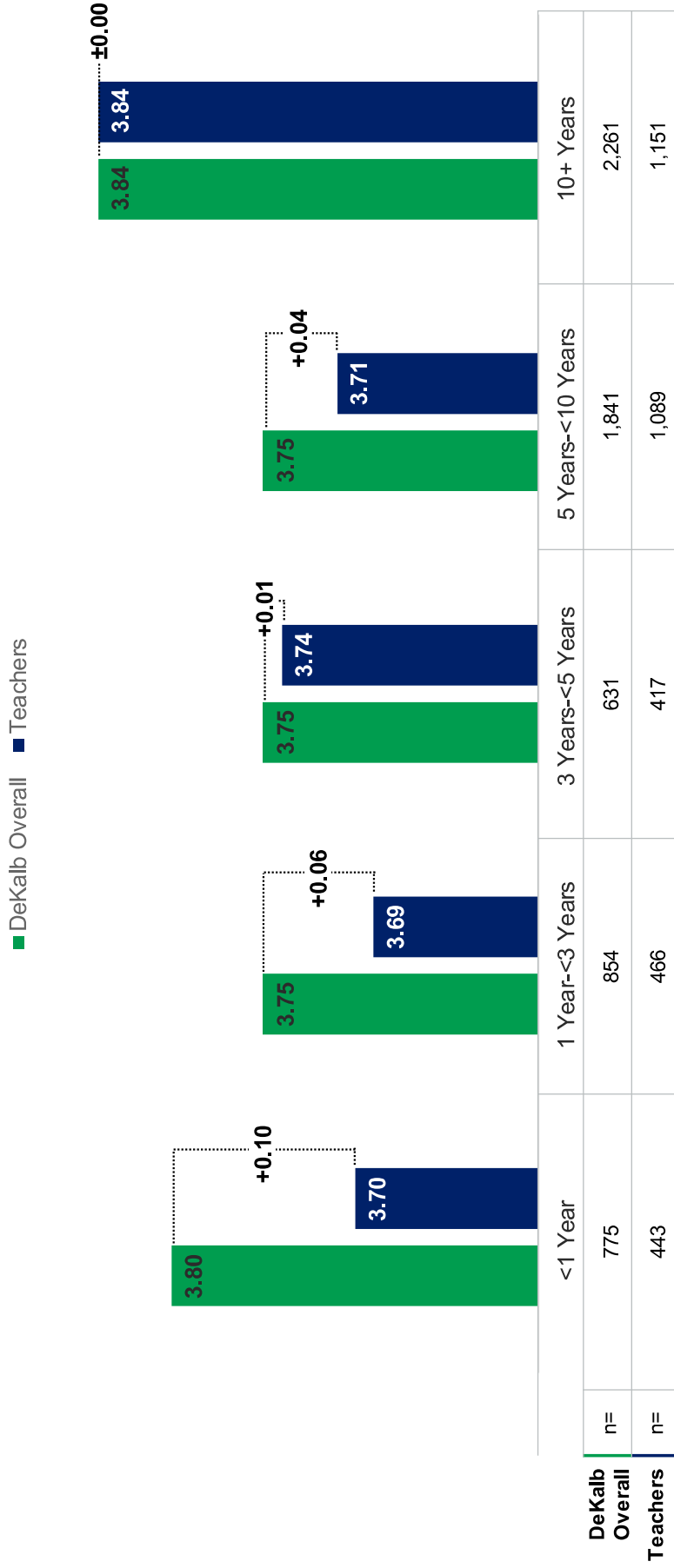
Note: Due to rounding, percentages may sum to 100% +/-1%

# Engagement Varies by Role Within School Level

The variance in engagement by school level is typical — the elementary school level is the most engaged, followed by the middle school and high school levels.



# Q12® Grand Mean Results by Length of Service



# Managers Are Key to High Engagement

Although world and work environments have changed, human nature hasn't. Employees need exceptional leaders who act as coaches to help keep engagement high.

## THE PAST

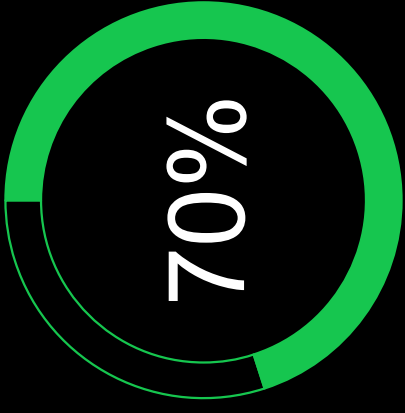
My Paycheck  
My Satisfaction  
My Boss  
My Annual Review  
My Weaknesses  
My Job



MOVING  
FROM  
BOSS TO  
COACH

## OUR FUTURE

My Purpose  
My Development  
My Coach  
My Ongoing Conversations  
My Strengths  
My Life

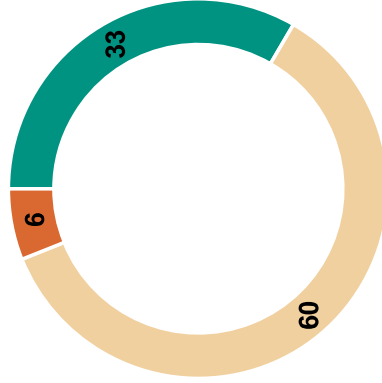


of the variance in team engagement is determined **solely by the manager.**

# Team Distribution Across Quintiles

## Movement of Teams Based on Change in Engagement Score

- % Meaningful Improvement (n=43)
- % Remained the Same (n=78)
- % Meaningful Decrease (n=8)

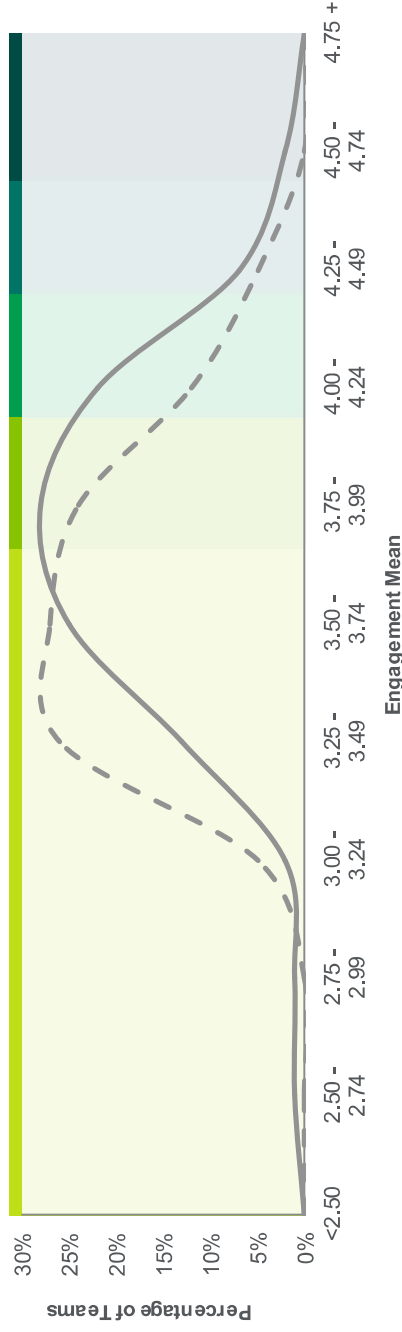


Meaningful improvement and decrease represents a change of + or - 0.20.

Distribution of teams based on every reportable team, therefore suppression rules of n size > 5.

## Engagement Distribution Curve

— Current    - - Past



YEAR OF MEASUREMENT	1 <sup>st</sup> -24 <sup>th</sup>	25 <sup>th</sup> -49 <sup>th</sup>	50 <sup>th</sup> -74 <sup>th</sup>	75 <sup>th</sup> -89 <sup>th</sup>	≥90 <sup>th</sup>	TOTAL TEAMS
<b>CURRENT</b>	36% - 58 Teams	30% - 47 Teams	24% - 38 Teams	8% - 12 Teams	3% - 4 Teams	159
<b>PAST</b>	52% - 67 Teams	26% - 34 Teams	16% - 21 Teams	5% - 7 Teams	0% - 0 Teams	129

Note: Quintiles are based on mean scores and ranked independently against Gallup's 2023 Q12 Education - Kindergarten Through 12th Grade Workgroup Level Database

## School Quintile Distribution

2%

TOP  
QUINTILE

(4.48+)

n=2

6%

TOP MIDDLE  
QUINTILE

(4.24-4.47)

n=8

24%

MIDDLE  
QUINTILE

(3.98-4.23)

n=31

33%

BOTTOM  
MIDDLE  
QUINTILE

(3.70-3.97)

n=42

36%

BOTTOM  
QUINTILE

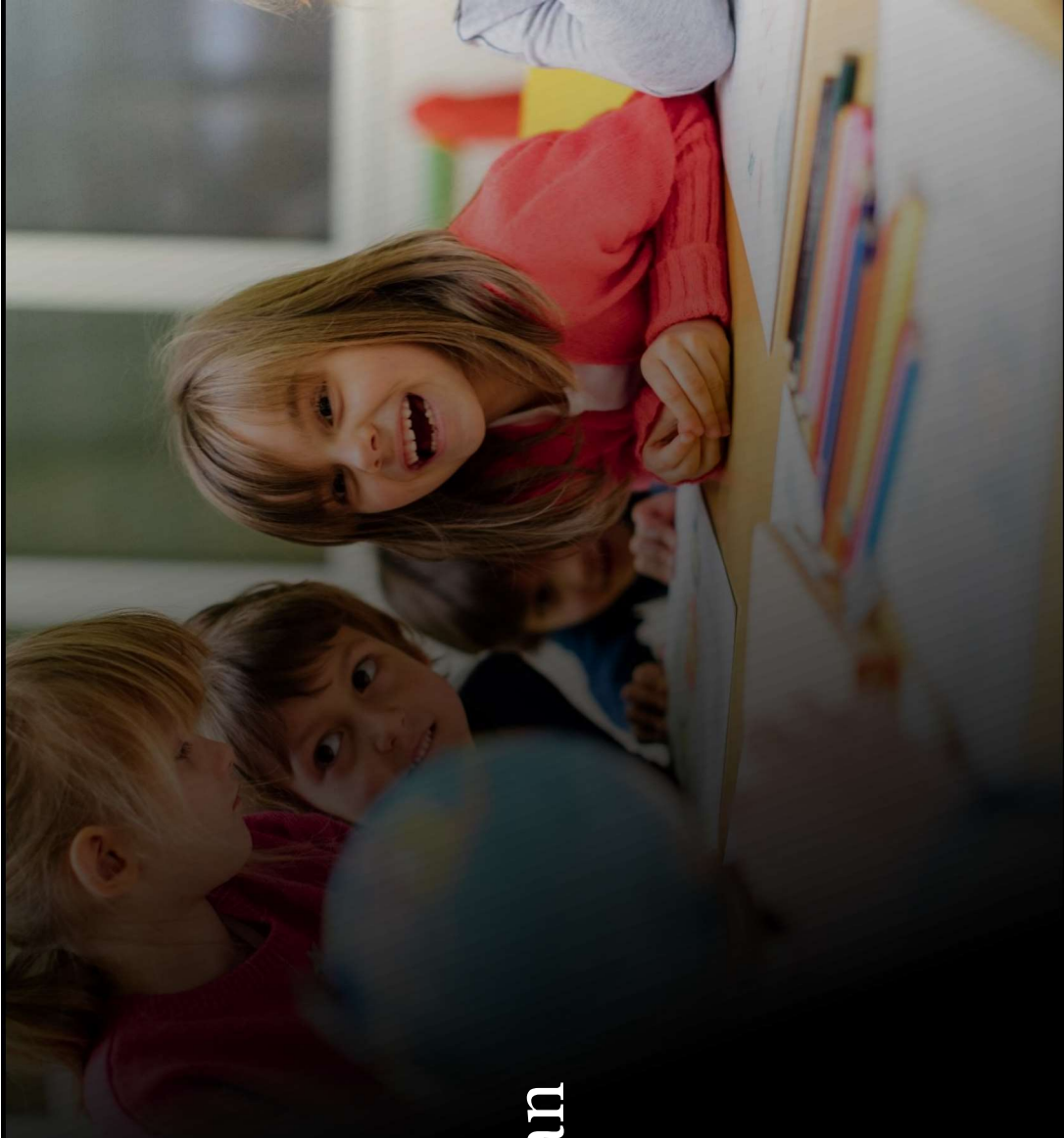
(<3.69)

n=46

Note: Quintiles are based on Gallup's 2023 Q12 Education - Kindergarten Through 12<sup>th</sup> Grade Workgroup Level Database

□ □ ■ SECTION 03

# Leaders' Role in Creating an Engaging Workplace



# Engagement Is Everyone's Responsibility

## ORGANIZATION

- Provide resources — human, technical and financial.
- Establish a culture of engagement.

## LEADERSHIP

- Provide overall direction, vision and removal of barriers.
- Reinforce values and direction.

## MANAGERS AND SUPERVISORS

- Create an environment that facilitates engagement.
- Connect people to the organization and set them up for success.
- Participate in action planning.

## TEAMS

- Create the team's culture.
- Create and implement goals and plans to drive engagement.

## INDIVIDUAL CONTRIBUTORS

- Maintain their own engagement.
- Participate in and help implement the team's engagement goals.
- Support the engagement of others and the team.

# Leader to Team: A Simple Approach to Employee Engagement Action Planning

As a leader, focus on two priorities during action planning:

1

## BE A SOURCE OF ENGAGEMENT

Work on one new behavior — a personal action item — to model proactive engagement for your team.

3

## REVIEW

On a monthly basis, during your regular team meetings, take 10 minutes to:

- Hand out the team's documented action item.
- Ask the team two questions:
  - Did we do what we said we were going to do?
  - Did it make any difference?

2

## HELP YOUR TEAM CREATE AND IMPLEMENT ITS ACTION PLAN

After a thorough discussion with your team about the employee engagement survey results, answer these questions:

- What issue is preventing the team from achieving its goals?
- Which Q<sup>12</sup> item is most relevant to the issue chosen above?
- What is one thing the team can do to address the first two questions?

4

## RECALIBRATE

If needed, while continuing implementation, modify the action item or develop a new action item.

- At any time during the year, you should be able to answer these questions:
  - What one new behavior am I personally working on to engage my team?
  - What one action item is my team currently implementing?

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