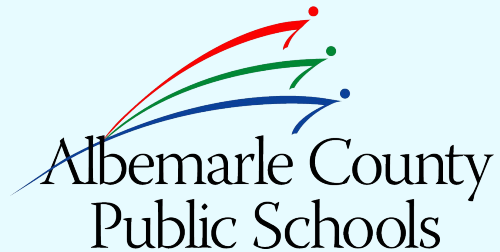




Employee Engagement

Human Resources Presentation to the School Board
June 13, 2024



Agenda

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Alignment to Strategic Plan

4

Stay Interview Trends

2

Employee Engagement Defined

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Exit Interview Trends

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Gallup Q12 Results

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Next Steps



Alignment to Strategic Plan

Strategic Plan: Learning for All

VISION

Our learners are engaged in authentic, challenging, and relevant learning experiences, becoming lifelong contributors and leaders in our dynamic and diverse society.

MISSION

Working together as a team, we will end the predictive value of race, class, gender, and special capacities for our children's success through high-quality teaching and learning for all. We seek to build relationships with families and communities to ensure that every student succeeds.

We will know every student.

VALUES

Equity
Excellence
Family and Community
Wellness

GOALS



Thriving Students



Affirming and Empowering Communities



Equitable, Transformative Resources

Goal 3: Equitable, Transformative Resources

ACPS will attract, develop and retain the highest quality staff; develop sustainable and modern facilities, infrastructure and equipment; and distribute all resources in an equitable manner to transform learning experiences and opportunities.

Employee Engagement Defined

Gallup Defines Engagement as

The involvement and enthusiasm of employees in their work and workplace.

- Gallup Recommendations
- ACPS Human Resources Recommendations
 - Stay Interviews
 - Exit Interviews
- Bellwether Recommendations



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.

PRINCIPALS AND ASSISTANT PRINCIPALS

- 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.

TEACHERS AND STAFF

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

Gallup Q12 Engagement Trends

Engagement Mean



Trended Mean >



Change From Last Mean: 0.07

Percentile Rank

36th



The mean is greater than 36% of those in the Industry - Education - K-12 database.

Engagement Index ?



- **38%** engaged (past 33%)
- **49%** not engaged (past 53%)
- **13%** actively disengaged (past 14%)

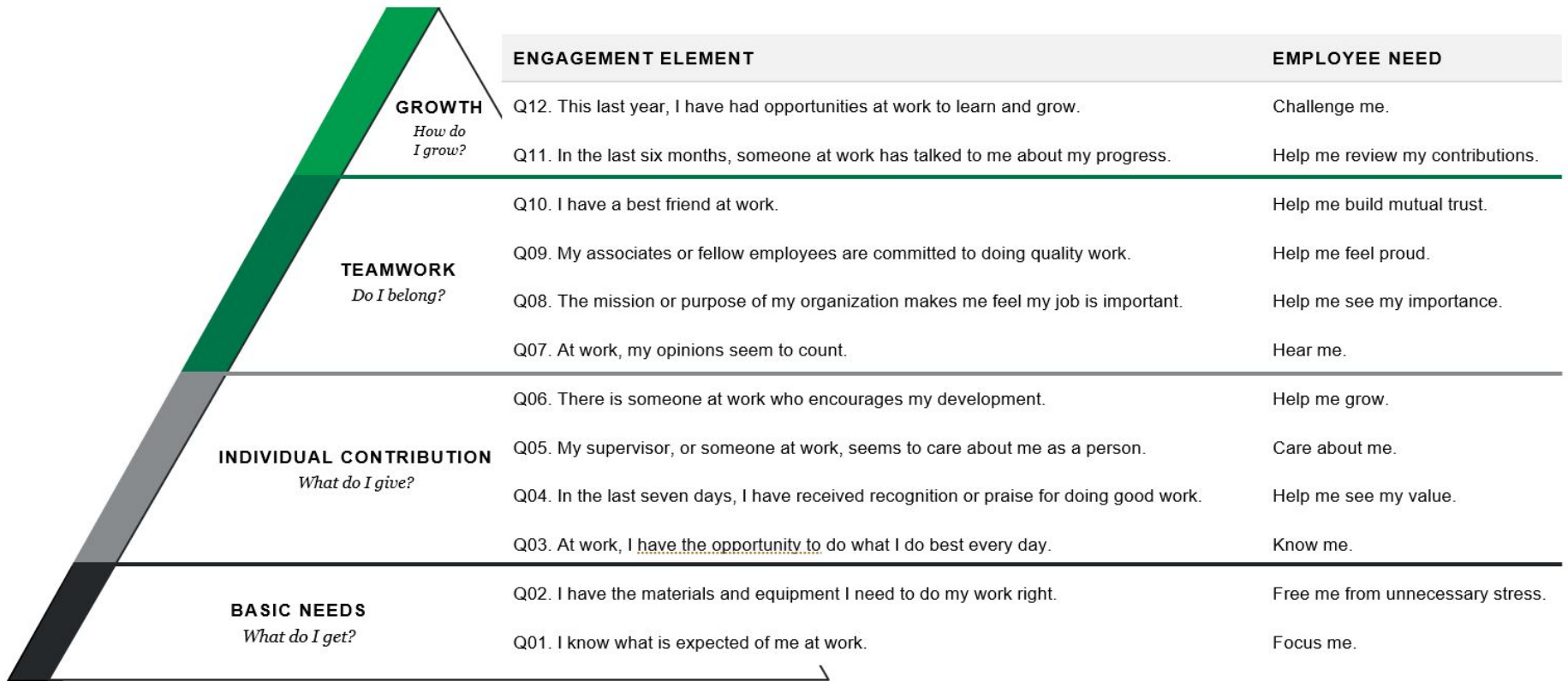
There is a powerful link between employees who are engaged in their jobs and the achievement of crucial business outcomes.

ENGAGEMENT RATIO

There are **2.92** engaged employees for each actively disengaged employee.

2.92:1 ● ● ● ●

Past: 2.36:1



GALLUP®

		OVERALL	
		n-size	2,262
ENGAGEMENT MEAN		3.83	+0.07
	Q00 Overall Satisfaction	3.59	+0.12 ▲
GROWTH How do I grow?	Q12 Learn & Grow	3.95	+0.10 ▲
	Q11 Progress	3.57	+0.12 ▲
TEAMWORK Do I belong?	Q10 Best Friend	3.49	+0.08
	Q09 Quality	4.07	-0.02
	Q08 Mission	3.84	+0.06
	Q07 Opinions	3.53	+0.08
INDIVIDUAL What do I give?	Q06 Development	3.88	+0.08
	Q05 Cares	4.17	+0.06
	Q04 Recognition	3.28	+0.13 ▲
	Q03 Do Best	3.94	+0.09
BASICS What do I get?	Q02 Materials	3.94	±0.00
	Q01 Expectations	4.28	+0.02

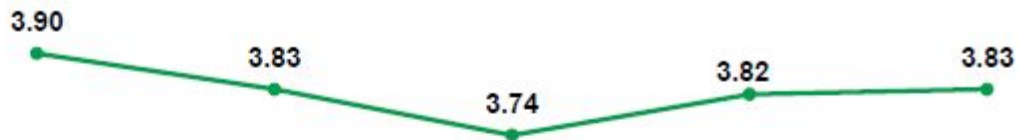
All responses fall into the 2nd Quartile (25th-49th percentile) of the Gallup k-12 Database

Danger Zone

3 to 5 years of service

GALLUP®

Tenure Engagement Mean



	< 1 Year	1 Year < 3 Years	3 Years < 5 Years	5 Years < 10 Years	10+ Years
ENGAGEMENT MEAN	3.90	3.83	3.74	3.82	3.83
n-size	354	513	267	442	686
Q00 Overall Satisfaction	3.84	3.66	3.40	3.53	3.53
Q12 Learn & Grow	4.10	4.00	3.82	3.87	3.94
Q11 Progress	3.86	3.63	3.44	3.49	3.48
Q10 Best Friend	3.03	3.47	3.53	3.59	3.64
Q09 Quality	4.14	4.17	3.90	4.04	4.03
Q08 Mission	4.06	3.86	3.74	3.80	3.77
Q07 Opinions	3.71	3.48	3.34	3.52	3.56
Q06 Development	4.01	3.93	3.86	3.82	3.81
Q05 Cares	4.26	4.10	4.21	4.16	4.16
Q04 Recognition	3.49	3.20	3.24	3.38	3.17
Q03 Do Best	4.00	3.95	3.81	3.93	3.97
Q02 Materials	3.93	3.85	3.86	3.97	4.04
Q01 Expectations	4.21	4.28	4.18	4.25	4.36

Recommendations

1. **Learn from your best.** Twelve departments are scoring above the 50th percentile, three of which are above the 75th percentile. Find out what these departments are doing and what can be shared and replicated.
2. Invest in **leadership development.** Teach Leaders how to also be coaches.
 - Recognition or appreciation for recent work
 - Collaboration and relationships
 - Focus on diversity of thought through CliftonStrengths
3. Create a **culture of idea sharing**, where Principals and leaders intentionally seek out teachers' ideas and opinions.
 - Emphasize recognition beyond formal, systematic recognition; create and support a culture of affirmation across all teams
 - Q07 (opinions count) is closely linked to respect
 - A central theme of idea-sharing
4. Help employees in years 3-5 feel valued, respected and appreciated. This is the **"Danger Zone,"** as your best people are deciding during this crucial time-period whether to stay at or leave Albemarle County Public Schools.

Stay Interview Trends

Process for Stay Interview

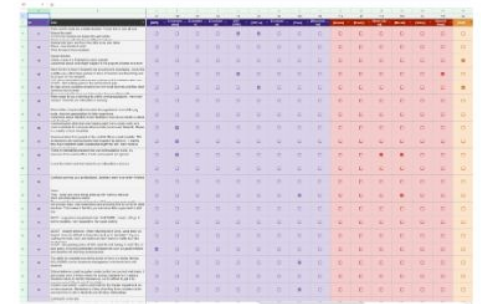
Schedule



30-Minute Individual & Focus Group



Data Analysis



UNDERSTANDING THE DATA

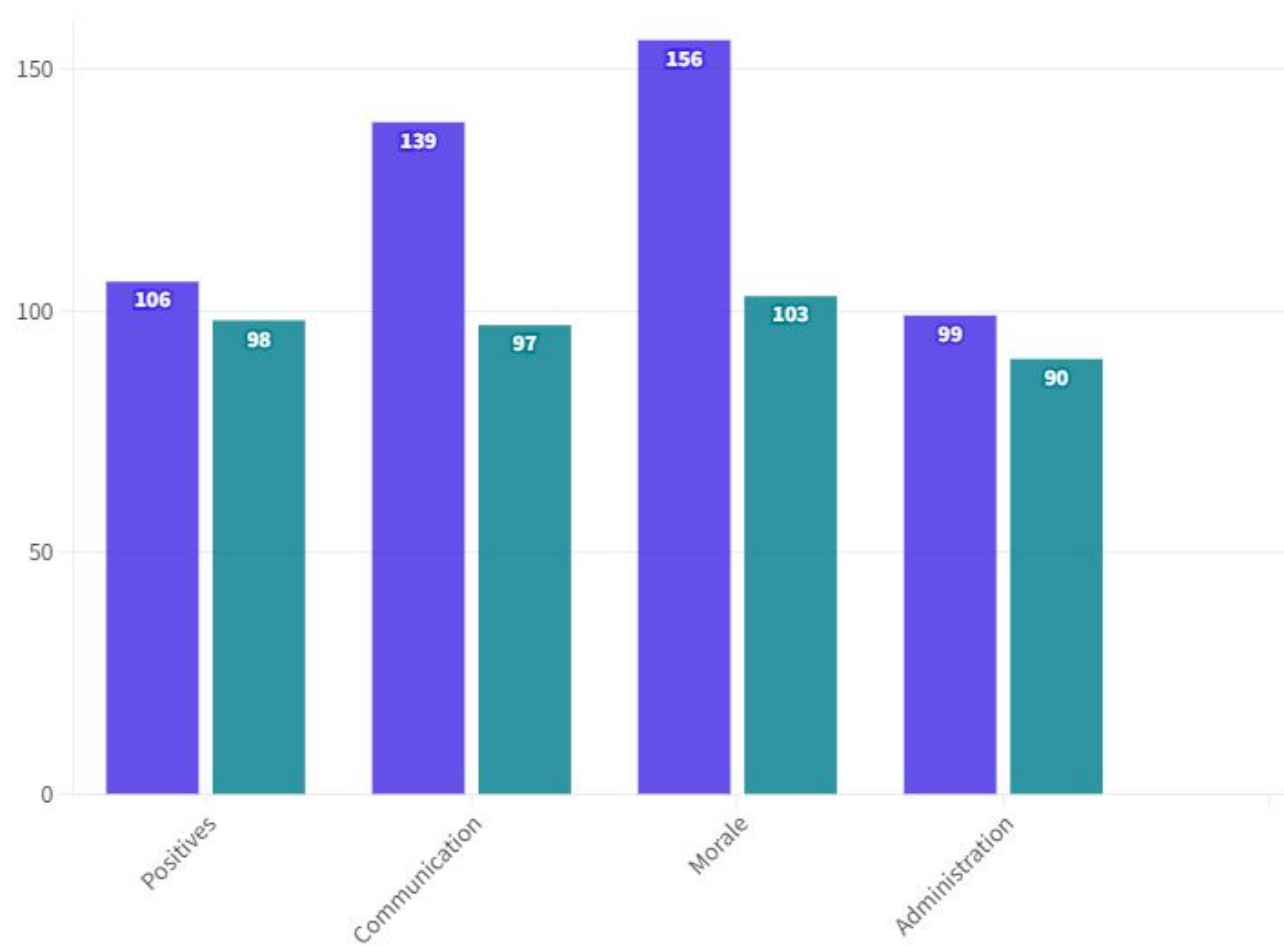
2023	2024	
137	125	Individuals Volunteered (~5%)
9	9	Questions provided early for thoughtful responses
1220	919	Statements collected
42	42	Unique coded categories

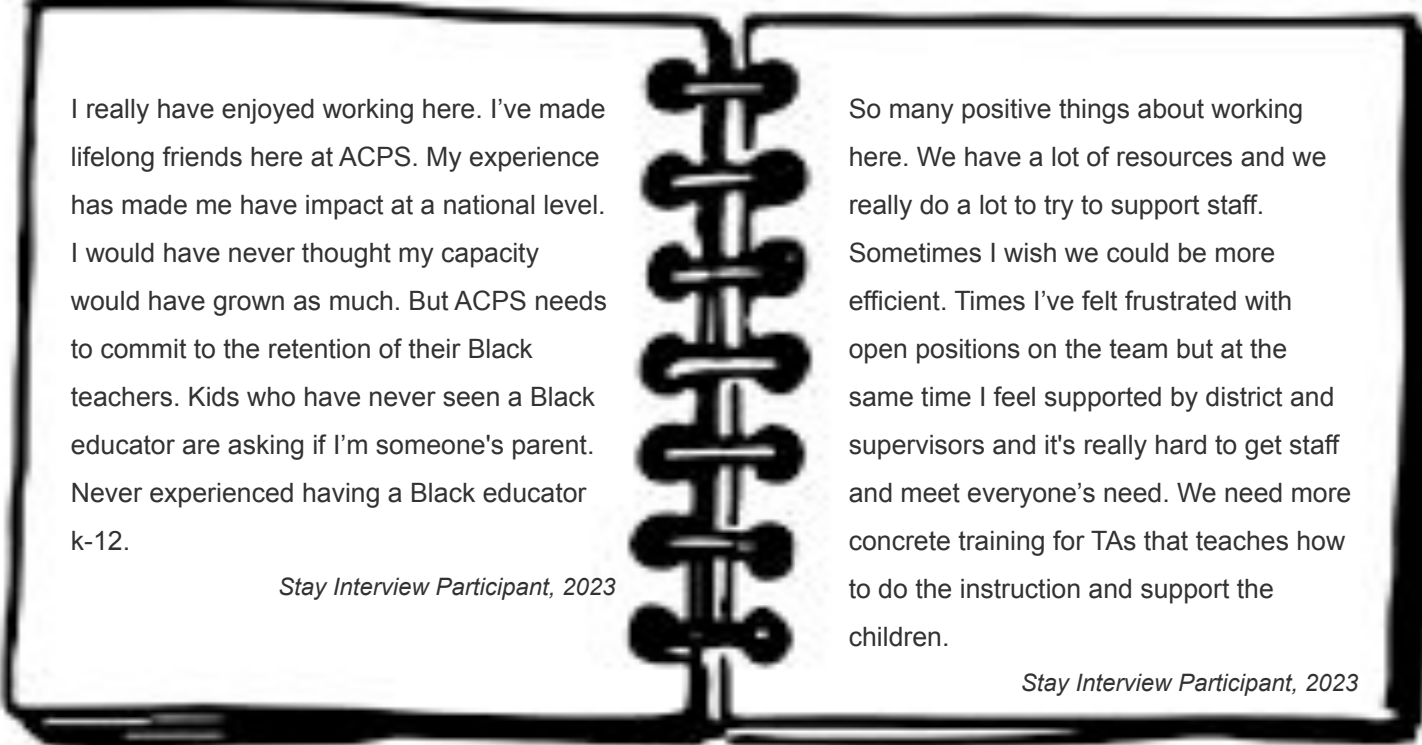


"Perceptions Matter"

- ACPS Bus Driver

Frequency Of Mention ■ 2023 ■ 2024





I really have enjoyed working here. I've made lifelong friends here at ACPS. My experience has made me have impact at a national level. I would have never thought my capacity would have grown as much. But ACPS needs to commit to the retention of their Black teachers. Kids who have never seen a Black educator are asking if I'm someone's parent. Never experienced having a Black educator k-12.

Stay Interview Participant, 2023

So many positive things about working here. We have a lot of resources and we really do a lot to try to support staff. Sometimes I wish we could be more efficient. Times I've felt frustrated with open positions on the team but at the same time I feel supported by district and supervisors and it's really hard to get staff and meet everyone's need. We need more concrete training for TAs that teaches how to do the instruction and support the children.

Stay Interview Participant, 2023

Exit Interview Trends

Prior Exit Process: Position Exit Control (PEC) Data

Only goes to licensed staff

	2021-2022	2022-2023
Number of Licensed Staff Exiting	213	236
Number of Exit Surveys Completed	111	120
Position Type	Administrator: 5 Teacher/ Specialist: 106	Administrator: 9 Teacher/ Specialist: 111
Gender	Male: 20 Female: 90 Nonbinary: 1	Male: 24 Female: 96 Nonbinary: 0
Identify as Hispanic	Hispanic: 2 Non-Hispanic: 109	Hispanic: 6 Non-Hispanic: 114

Reasons Listed for Leaving

- Retirement
- Family/ Personal Considerations
- Relocation
- Demanding Workload
- Dissatisfaction with administrator/ supervisor
- Dissatisfaction with discipline/classroom control
- Dissatisfaction with duties incompatible with educational training
- Dissatisfaction with salary/compensation
- Employment in the education field
- Employment outside of the field of education
- Reduction in force/layoff
- Non Renewal or termination

Current Off-Boarding Process

January 2024 to Present

Total Number of Terms: 272

Offboarding Emails Opened and Read: 78 (29%)

Number of Exit Surveys Completed: 58 (21%)

Number of Exit Interviews Completed: 12 (4%)

Building Services: 8

Child Nutrition: 8

Classroom Teacher: 119

EDEP: 16

SPED Related Role: 18

TAs: 29

Temporary Help: 12

Transportation: 24

Additional Roles/ Department: 38

Roles/ Departments

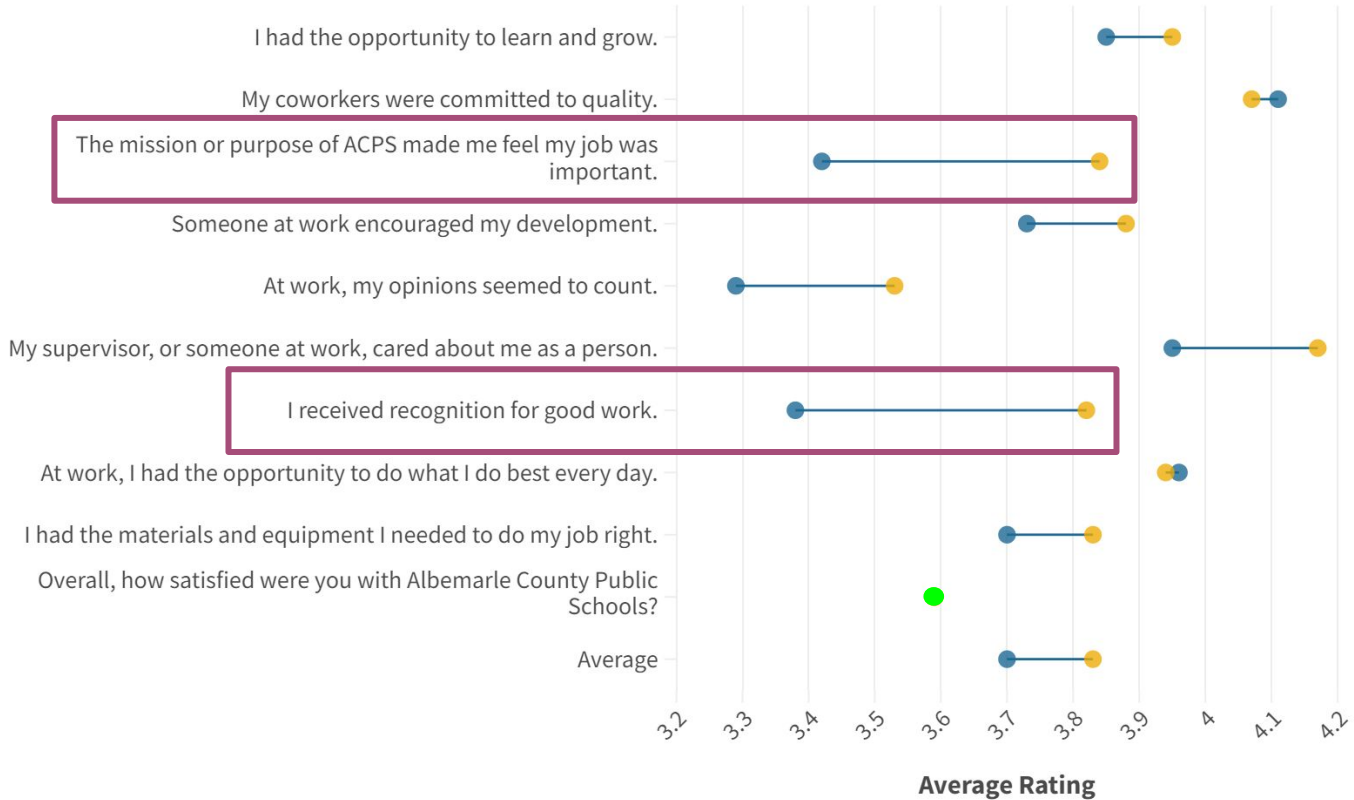
Summary of Exit Survey or Exit Interviews:

- Dissatisfaction with the quality of my supervisor/management
- Dissatisfaction with policies/ practices
- Leaving education for new opportunities
- Relocated
- Family responsibilities
- Dissatisfaction with pay/benefits
- Found work more closely related to my education/background/training
- **Space for additional individual feedback on the survey*

Response Source ● Exit Data ● Gallup Data

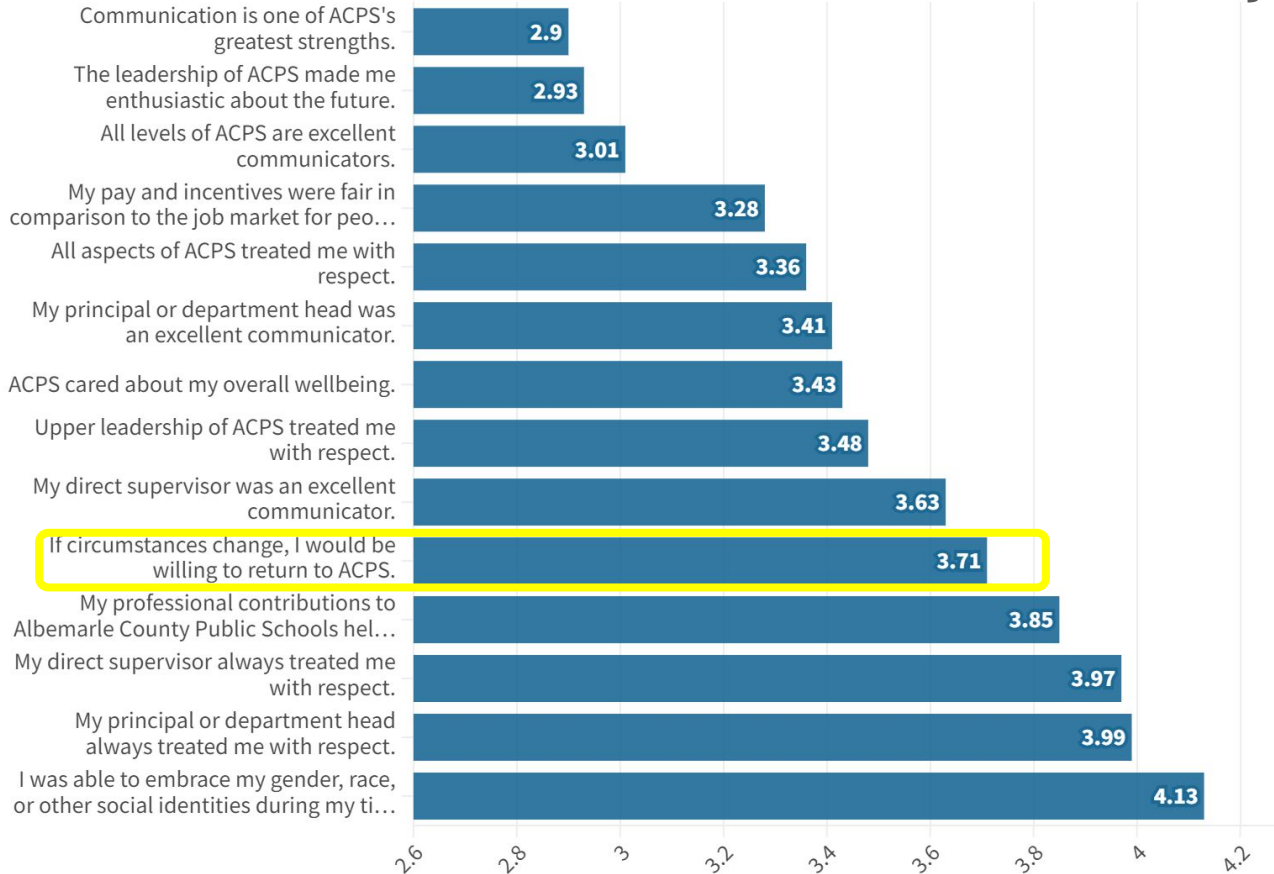
Gallup Aligned Exit Survey Questions

Question



■ Average

Additional Exit Survey Questions



Next Steps

Combined Recommendations

Gallup	Human Resources	Bellwether (non-instructional)
Communicate Create a culture of idea sharing.	Communicate Integrate communication at all levels, departments, and schools.	Communicate Strengthen systems for input and feedback, and process for communicating decisions.
Lead Teach leaders to also be coaches.	Lead Support leaders so they can support employees.	
Learn Learn from your best.	Learn Develop a robust workforce development program.	Learn Develop a systematic approach to adult learning.
Focus Focus on employees in years 3-5 (Danger Zone).	Focus Focus on diverse employees.	

Questions/Discussion



Human Resources Recommendations

1. Integrate communication at all levels, departments, and schools.
2. Support leaders so they can support employees.
3. Develop a robust workforce development program.
4. Focus on diverse employees.

Bellwether Report

Bellwether Recommendations

Organize instruction around rigorous tasks

Develop a systematic approach to adult learning

Invest in High-Quality Instructional Materials to fill gaps in content

Clarify how Division actions lead to student outcomes

Strengthen systems for input and feedback , and processes for communicating decisions

Gallup Next Steps
Stay Interview Next Steps
Exit Interview Next Steps

Ties to other HR work

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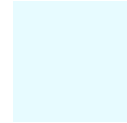
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Add text here

Text can also go here, maybe a photo.



Agenda

- | | | | |
|----------|-----------------------------|----------|-----------------------|
| 1 | Employee Engagement Defined | 4 | Stay Interview Trends |
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- Process/Justification (why Gallup is important)??
- District Level, School/Dept Level
- Cabinet, Prin, AP, Teachers Staff
- Ties with Bellwether
- Take-Away???

- Our Process (multiple years)
- Our reach of responses
- Big picture information: similar year of year, different year over year????
- Ties with Bellwether
- Take-Away

Additional Questions:

Communication

Recommend ACPS as a GREAT place to work

Compensation

- Prior exit process
- Our Process (multiple years)
- General information
- Ties with Bellwether
- Take-Away