

Employee Engagement Work Group Summary

Current State & Current Metrics	Desired Future State & Metrics	Current State & Current Metrics	Desired Future State & Metrics	What we learned about employee engagement	Key takeaways:	Recommended Action Steps:
<p>Priority #1: Develop and strengthen transparent communication to build relationships between all staff, administration, and the board of education.</p>		<p>Priority #2: Cultivate a culture built on trust where all employees feel valued and believe they make a meaningful contribution to HJT1.</p>		<p>Culture:</p> <ul style="list-style-type: none"> • Culture should start at the top • The entire organization needs to be aligned • Everyday champions activate the culture • Create meaningful moments <ul style="list-style-type: none"> ○ They are the opportunities to build culture or break culture (you can make deposits and withdrawals in the “culture bank.”) ○ Every interaction counts regardless if between two individuals or a large group. • All employees should feel comfortable: <ul style="list-style-type: none"> ○ Posing an idea ○ asking for help ○ pushing back ○ asking for a personal favor <p>How a leader responds is crucial.</p> <ul style="list-style-type: none"> • System thinking (lock metaphor) - we all have a role to play, but if we are not in alignment, the lock will not open. <p>Q5 Articles:</p> <ul style="list-style-type: none"> • Leading the whole person not just a “pair of hands” • Relationships are the glue that holds great workplaces • together • People in the workplace are social capital • Giving each other the benefit of the doubt. <p>Q7: Articles</p> <ul style="list-style-type: none"> • Employees are often closer to the matter - so their opinions should count on day-to-day operations topics. • Employees are more likely to be involved if ideas are counted. • Groups do not function well if voice or input is not considered. • Inclusion produces better ideas from members and you have a better return on investment. • When employees are at their best, organizations are at their best. • Managers should make their people feel safe and comfortable and be open to feedback. They should be good listeners and make their employees feel valued. 	<p>Establish internal improvement planning (action planning) for staff engagement. The group would like to “continue the conversation.”</p> <p>Trust & Transparency: Consider that trust and transparency were the biggest issues that brought us here.</p> <ul style="list-style-type: none"> - Deeper dig into why there is a disconnect between the Board, administration, and staff. <p>Collect More Data:</p> <ul style="list-style-type: none"> - Consider and collect other data, such as retention data, employee turnover, etc. - Ask staff feedback on how to achieve the priorities. - Identify the values of staff groups to improve overall engagement and job satisfaction. <p>System Processes:</p> <ul style="list-style-type: none"> - Identify barriers that prevent some groups from participating in existing processes. Are there ways to be more inclusive - considering part-time staff; support staff, schedules, etc. - Clarifying decision-making processes and the communication processes/ expectations regarding the decisions made. <p>Teamwork - Find ways to effectively bring everyone together with the goal of reminding us we are all one team.</p>	<p>District strategies/actions to support Priority 1:</p> <ul style="list-style-type: none"> • Establish system-wide processes to communicate informally and formally <ul style="list-style-type: none"> ○ ie: newsletters, feedback process, Q&A, BOE forums, regular visits by district staff to buildings, resource survey, BOE meetings online, more detailed BOE notes, planning on how to share BOE decisions with staff, communication between departments/grade levels/positions at different schools • Review and Refine the exit interview process to gather information on positives and things to improve in the district. <ul style="list-style-type: none"> ○ Process should include how information is shared after it is gathered. <p>District strategies/actions to support Priority 2:</p> <ul style="list-style-type: none"> • Create a structure and processes for collaboration time focused on communication across all levels of the District: Board, administration, schools, teams, and individuals. <ul style="list-style-type: none"> ○ Brainstorming: annual Gallup survey, focus groups, listening sessions • Research and develop a District-wide recognition system for all staff <ul style="list-style-type: none"> ○ ie: Recognition given by all staff to all staff - “Dojo for staff.” ○ Identify the areas of recognition (ie: teamwork, above and beyond, etc). ○ Get creative in the rewards based on what various staff groups value (ie: monetary, rewards, perks)
<p>Survey Metrics: Q5: 3.82 CC 7: 3.23 CC10: 2.33 CC13: 2.27 Q7: 2.87</p> <p>Priority 1 Additional metrics: Define employee turnover</p> <p>Overall engagement (21% engaged/ 62% not engaged)</p>	<p>Survey Metrics: 1. Increase to the 50-74th percentile in the following Q12 questions: Overall satisfaction, Q5, Q7</p> <p>2. Increase average scores to at least 3.5 in the following custom questions: Questions 7, 10, 13</p> <p>Additional Metrics: Employee Turnover Rate</p> <p>Seek additional feedback (ie: Exit Surveys)</p> <p>Overall engagement (36% engaged, 50% not engaged)</p>	<p>Survey Metrics Q3 - 3.62 Q7 - 2.87 Q 12 - 3.65 CC 1 - 2.77 CC 6 - 3.16 CC 9 - 2.37 CC 12 - 2.41</p> <p>Alternate metrics: Define employee turnover</p> <p>Overall engagement (21% engaged/ 62% not engaged)</p>	<p>Survey Metrics: 1. Increase to the 50-74th percentile in the following Q12 questions: Overall Satisfaction, Q3, Q7, Q12</p> <p>2. Increase average scores to at least 3.5 in the following custom questions: Questions 1, 6, 9, 12</p> <p>Additional Metrics: Employee Turnover Rate</p> <p>Overall engagement (36% engaged, 50% not engaged)</p>			