

U46VOICE

Employee Engagement Survey

Fall 2023

What is Engagement & Why Does it Matter?

Gallup's Science and Philosophy on Employee Engagement

Employee Engagement

Employee engagement is the involvement and enthusiasm of employees in their work and workplace. Employees can become engaged when their basic needs are met and when they have a chance to contribute, a sense of belonging, and opportunities to learn and grow.

Engaged employees:

- know the scope of their job
- thrill in the challenge of their work every day
- are in roles that use their talents
- always look for new and different ways of achieving the outcomes of their role

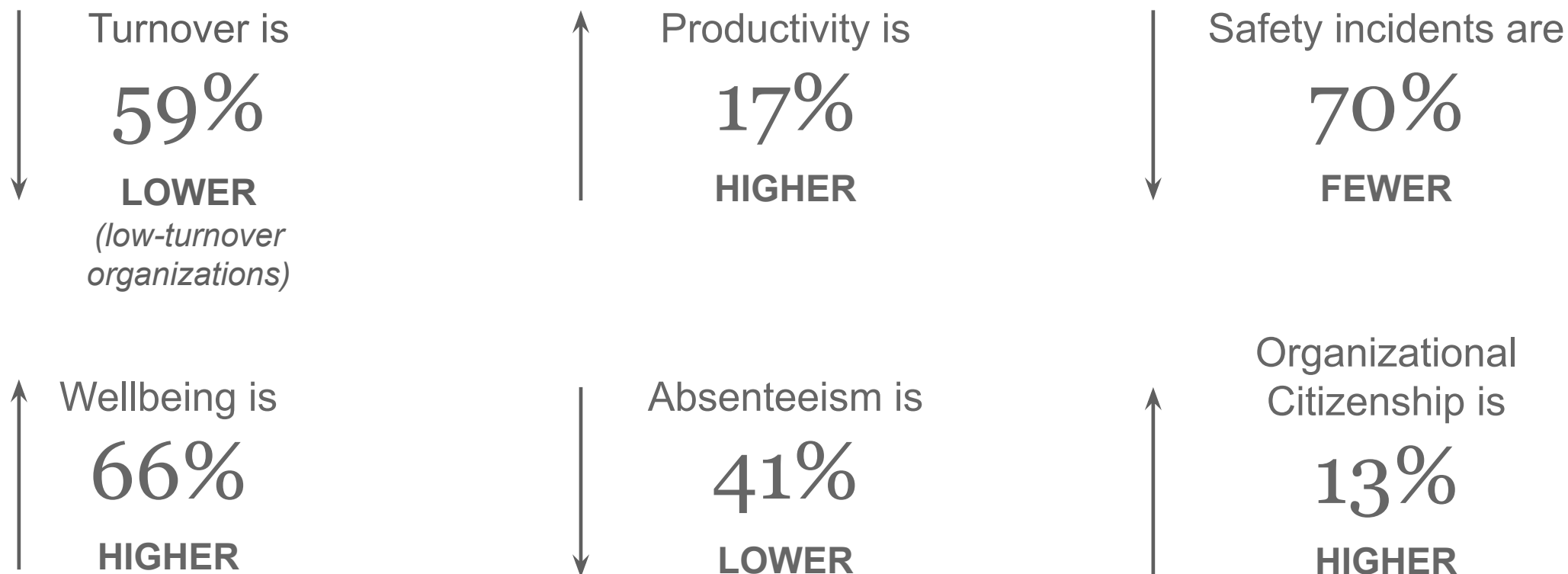
ENGAGEMENT



SATISFACTION

Building a High-Performance Workforce

Compared with business units in the bottom quartile of engagement, those in the top quartile realized improvements in the following areas:



The Items That Matter for Engagement — Gallup's Q¹²®

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

2023 Employee Engagement Survey Results

Key Data Highlights, Overall Employee Engagement Results, and Engagement Deep Dive

#U-46 Voice Employee Engagement Survey 2023 Overall Engagement Dashboard

RESPONSE RATE COMPARISON		
U-46 Current	2,934	48%
U-46 Past	2,897	53%
Gallup K-12 Median		76%

Note: Percentiles based on Workgroup Level Custom Industry - Education - Kindergarten Through 12th Grade Level Databases.

Engagement Index at #U-46 Voice Employee Engagement Survey 2023

U-46 survey results show a **meaningful increase** from the 2022 baseline survey. **The percentage of engaged employees increased by 9%, while the percentage of actively disengaged employees decreased by 5%.**

■ % Actively Disengaged ■ % Not Engaged ■ % Engaged



Meaningful Comparisons

■ % Actively Disengaged ■ % Not Engaged ■ % Engaged

				Engagement Ratio
#U-46 Voice Employee Engagement Survey 2022	23	54	23	1.00:1
#U-46 Voice Employee Engagement Survey 2023	18	50	32	1.78:1
Education - Kindergarten Through 12th Grade	13	44	43	3.31:1

Note: Due to rounding, percentages may sum to 100% +/-1%; Numerical values shown when 5% or higher. Percent Engaged available when n ≥ 30. All categories available when n ≥ 100.

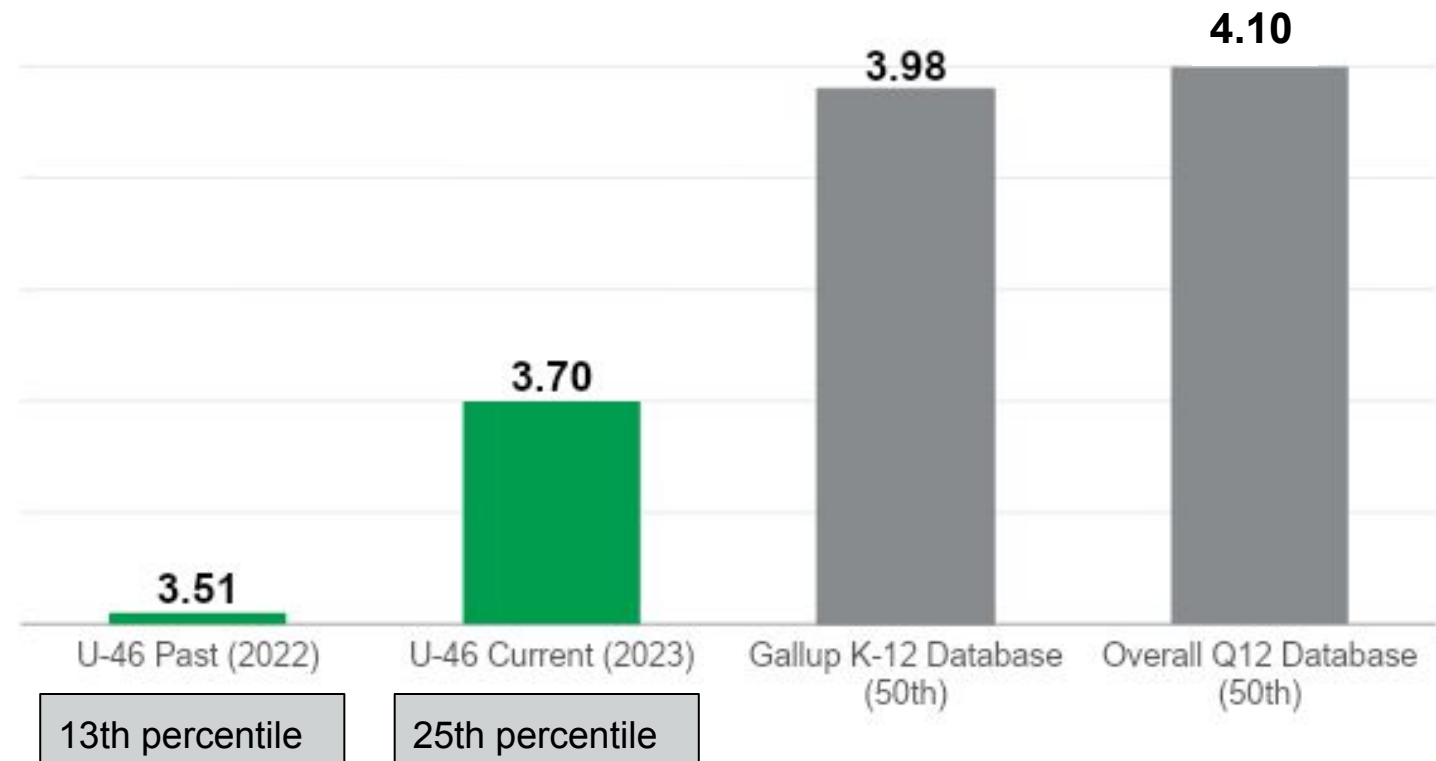
Engagement Benchmarks

Comparing your engagement results with the results in Gallup's Q¹² Client Database will help you understand where you are starting and what your goals should be for the future.

YOY Change: **+0.19**

GRANDMEAN

The average, on a five-point scale, across the 12 engagement items that Gallup has consistently found measure the aspects of employee engagement that link to business outcomes.



Note: 50th percentile means on this page are based on Gallup's 2023 Q¹² Overall and Education - Postsecondary/Higher Education Company Level Databases.

Employee Engagement Item-Level Results

U-46 saw meaningful change on all Q-12 items except Q09 Quality and Q10 Best Friend, although both increased slightly.

While Recognition had the largest increase, there remains an opportunity to continue to improve.

		■ 1 (Strongly Disagree)	■ 2	■ 3	■ 4	■ 5 (Strongly Agree)	P'TILE	CURRENT MEAN	MEAN Δ	PAST MEAN
ENGAGEMENT MEAN							25th	3.70	+0.19 ▲	3.51
GROWTH How do I grow?	Q00 Overall Satisfaction						20 th	3.40	+0.22 ▲	3.18
	Q12 Learn & Grow						29 th	3.82	+0.15 ▲	3.67
	Q11 Progress						34 th	3.63	+0.23 ▲	3.40
TEAMWORK Do I belong?	Q10 Best Friend						45 th	3.54	+0.07	3.47
	Q09 Quality						28 th	3.98	+0.06	3.92
	Q08 Mission						14 th	3.56	+0.22 ▲	3.34
	Q07 Opinions						22 nd	3.31	+0.22 ▲	3.09
INDIVIDUAL What do I give?	Q06 Development						28 th	3.75	+0.22 ▲	3.53
	Q05 Cares						21 st	3.91	+0.17 ▲	3.74
	Q04 Recognition						21 st	3.05	+0.32 ▲	2.73
	Q03 Do Best						34 th	3.85	+0.21 ▲	3.64
BASICS What do I get?	Q02 Materials						25 th	3.67	+0.18 ▲	3.49
	Q01 Expectations						42 nd	4.29	+0.15 ▲	4.14

Note: Percentiles based on Workgroup Level_Custom Industry - Education - Kindergarten Through 12th Grade; Due to rounding, percentages may sum to 100% +/-1%; Numerical values shown when 5% or higher; ▲/▼ indicates meaningful change bolded and defined as +/- 0.10 or greater for n>=1000 and +/-0.20 or greater for n<1000.

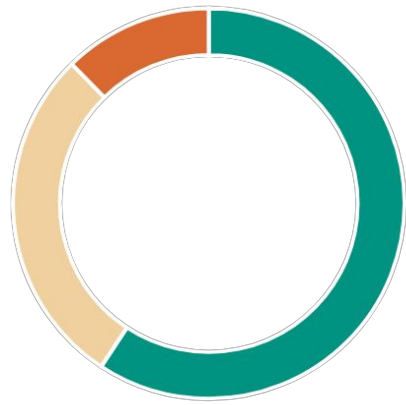
Employee Engagement Additional Item-Level Results

	<div><div></div><div></div><div></div><div></div><div></div></div> <div>1 (Strongly Disagree)2345 (Strongly Agree)</div>	P'TILE	CURRENT MEAN	MEAN Δ	PAST MEAN
Q12 PLUS - WORKPLACE DEMANDS		N/A	3.28	N/A	N/A
At work, I am treated with respect.	<div><div></div><div></div><div></div><div></div><div></div></div>	15 th	3.82	N/A	N/A
My organization cares about my overall wellbeing.	<div><div></div><div></div><div></div><div></div><div></div></div>	13 th	3.25	N/A	N/A
I have received meaningful feedback in the last week.	<div><div></div><div></div><div></div><div></div><div></div></div>	7 th	2.97	N/A	N/A
My organization always delivers on the promise we make to customers.	<div><div></div><div></div><div></div><div></div><div></div></div>	6 th	3.07	N/A	N/A

Note: Percentiles based on Workgroup Level_Overall Q¹² Database - Workgroup Level; Due to rounding, percentages may sum to 100% +/-1%; Numerical values shown when 5% or higher; ▲/▼ indicates meaningful change bolded and defined as +/- 0.10 or greater for n>=1000 and +/-0.20 or greater for n<1000.

Movement of Teams Based on Change in Engagement Score

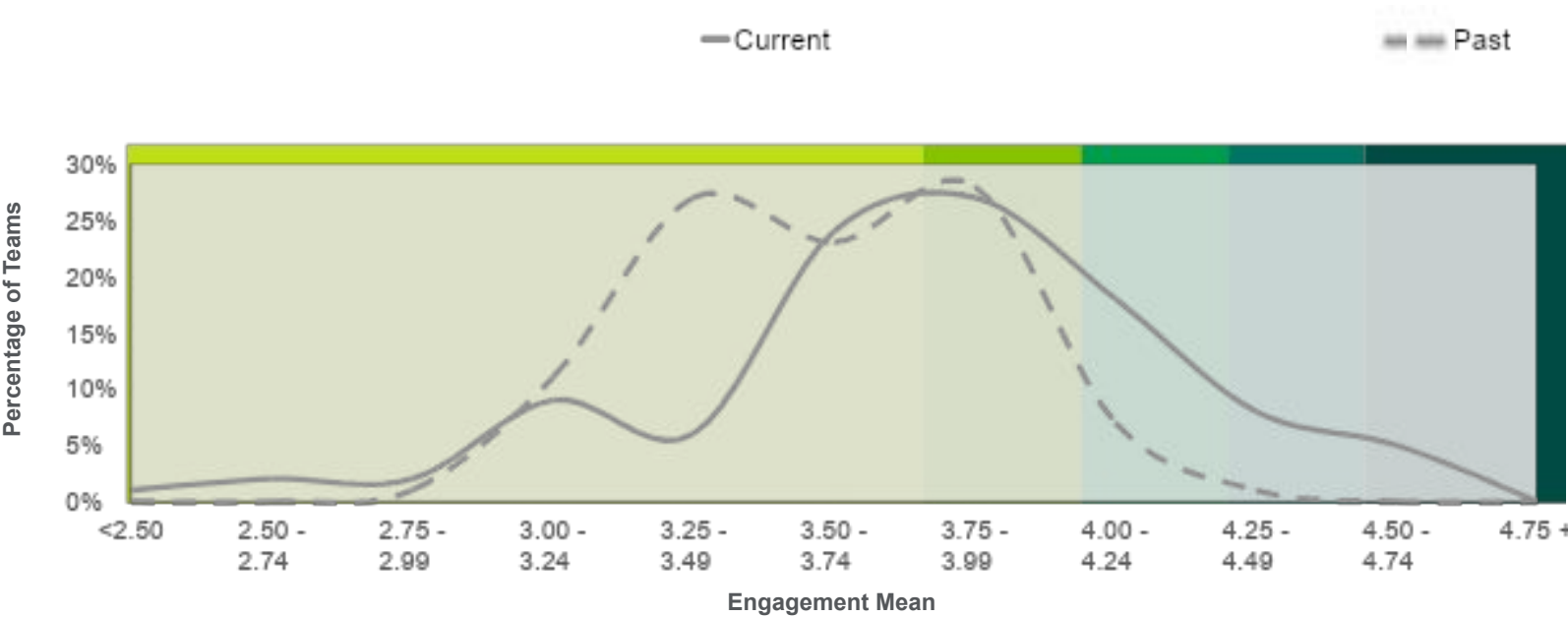
- % Meaningful Improvement (N=48)
- % Remained The Same (N=23)
- % Meaningful Decrease (N=10)



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

Distribution of teams are based on every reportable team therefore, suppression rules of n size > 4.

Engagement Distribution Curve



YEAR OF MEASUREMENT	1st–24th	25th–49th	50th–74th	75th–89th	≥90th	TOTAL TEAMS
CURRENT	40% - 42 Teams	28% - 29 Teams	19% - 20 Teams	9% - 9 Teams	5% - 5 Teams	105
PAST	59% - 48 Teams	32% - 26 Teams	7% - 6 Teams	1% - 1 Teams	0% - 0 Teams	81

Quintiles are based on mean scores and ranked independently against the Workgroup Level_Custom Industry - Education - Kindergarten Through 12th Grade.

Next Steps: Sharing Results and Action Planning

The Engagement Survey results are intended to provide a basis for conversations at the *team* level across the organization. While sharing results is a top-down approach, action plans should be developed from the bottom up.

Audience	Activity	Dates
Cabinet/Senior Leaders	<ul style="list-style-type: none"> Gallup presentation delivered to Executives to review overall results Invitation email from Gallup to access results via Gallup Access (new platform) 	October 25, 2023 October 19, 2023
Managers	<ul style="list-style-type: none"> Manager Demo of Gallup Access Invitation email from Gallup to access results via Gallup Access (new platform) 	October 30, 2023 October 26, 2023
Individual Contributors	<ul style="list-style-type: none"> Managers conduct meetings and share results with local teams <ul style="list-style-type: none"> Action plan is determined in this conversation; focus on one Q¹² item and one to two actions 	November - December
Cabinet/Senior Leaders	<ul style="list-style-type: none"> Determine if we'd like to conduct 1-2 question "pulse survey" in Spring <ul style="list-style-type: none"> "Accountability index" with three short questions 	January - February