# Employee Engagement Survey: Palm Harbor Middle School

Results and Analysis

2025-2026

# Project Overview

The Employee Engagement Survey asked staff members of Pinellas County Public Schools for feedback about various aspects of the work environment to better understand what is done well and to identify opportunities for improvement. Sogolytics partnered with district team members to develop the survey, which addressed the following topics:

All Staff:
- Overall Engagement
- Mission and Vision
- District and Site Leadership
- Feedback and Recognition
- Work Environment
- Career Growth and Training Opportunities

Campus-based Staff:
- Academic Support
- Student Support
- School Leadership
- Family Involvement
- Safety and Behavior

The survey was open from November 3 – December 19, 2025.

Email invitations with unique survey links were sent to all staff members. Reminder emails were sent to staff members who had not yet participated throughout the survey window.

The survey was translated into Spanish.

This report provides a district overview of site-level results. District-level reports and verbatim/open-ended response reports were also provided.

Findings for each item in the report exclude participants who did not answer. Data labels less than 5 percent are not shown in charts and graphs. Percentages may not add up to 100 because of rounding.

# Details on Survey Design

Engagement is the connection that individuals have with their professions in general and their current jobs in particular. Several factors can affect an employee's engagement, including relationships with administrators, supervisors, colleagues, students, and parents; the physical work environment; perceptions of personal safety; policy considerations and implementation; support for professional development and growth; training; perceptions of personal relevance; and general satisfaction.

The Employee Engagement Survey consists of two parts:

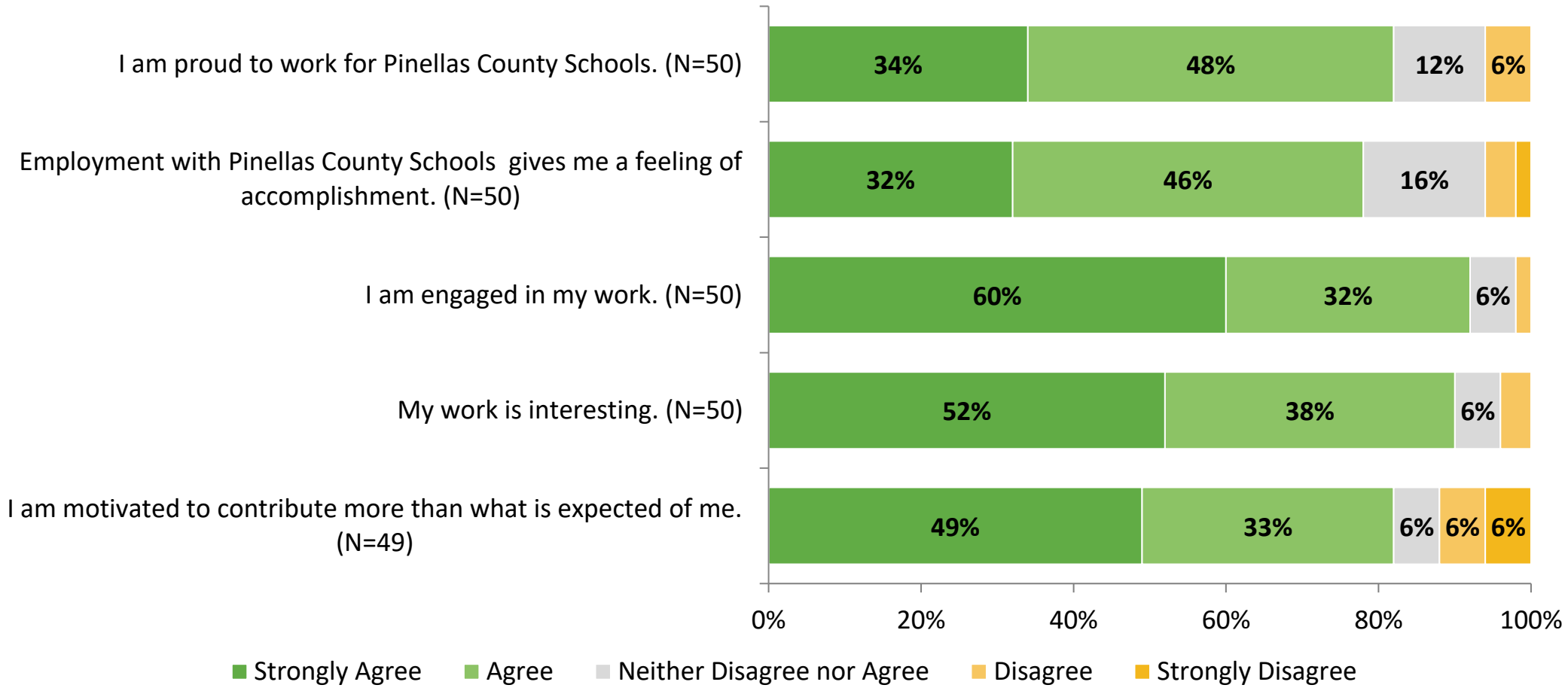
- **Overall Engagement** is composed of nine items designed to measure an employee's level of engagement. To calculate the engagement score, each response option was given a weight, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Based on the average of the responses to these items, an engagement score is calculated for each survey participant. Engagement scores are classified as highly engaged (>4.5), engaged (3.5 to 4.5), and less engaged (<3.5).

- **Engagement Drivers** are items about different aspects of the work environment that may affect engagement. Participants answered each item using the 5-point Likert scale. Mission and Vision, District Leadership, Worksite Leadership, Work Environment, Feedback and Recognition, and Career Growth and Training Opportunities were evaluated as drivers of employee engagement.

# Questions for All Staff Members

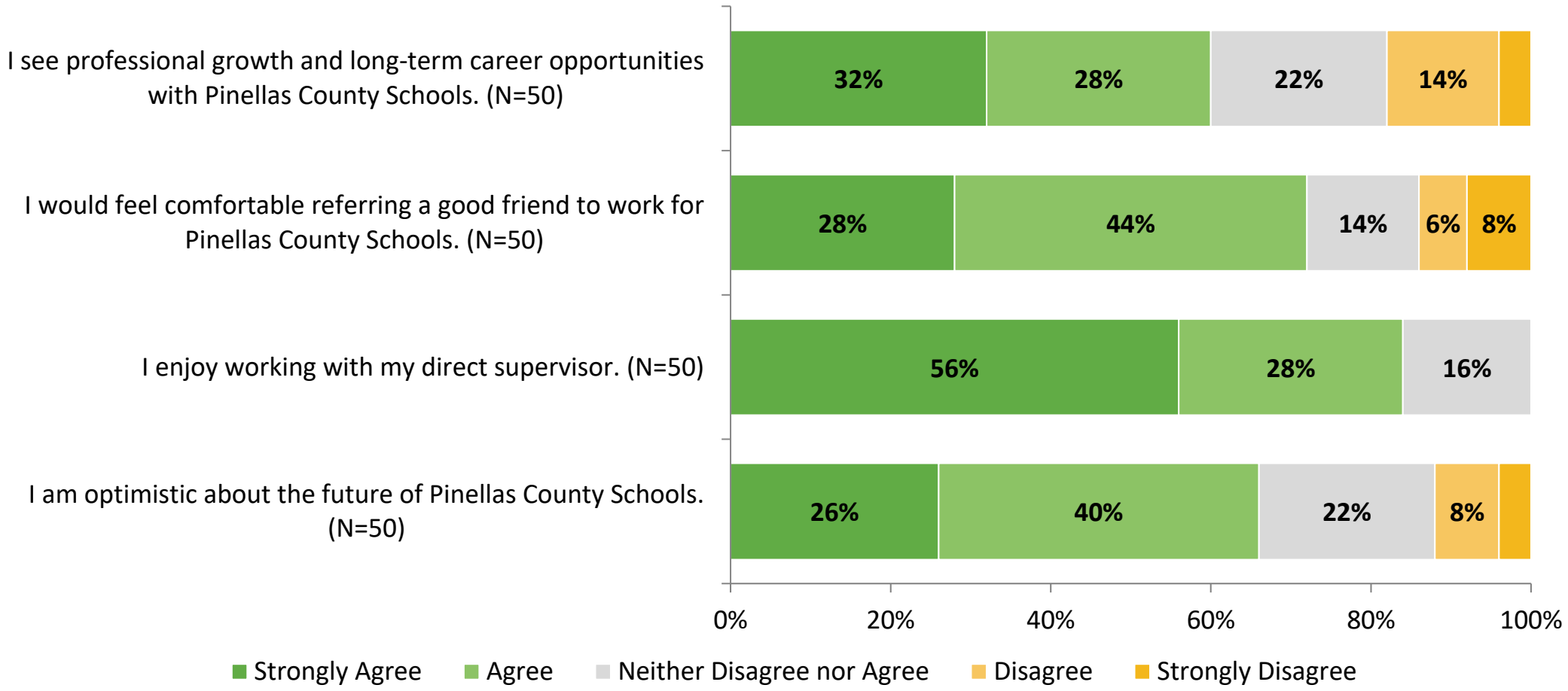
# Overall Engagement

**How strongly do you agree or disagree with the following statements?**



# Overall Engagement (Continued)

**How strongly do you agree or disagree with the following statements?**

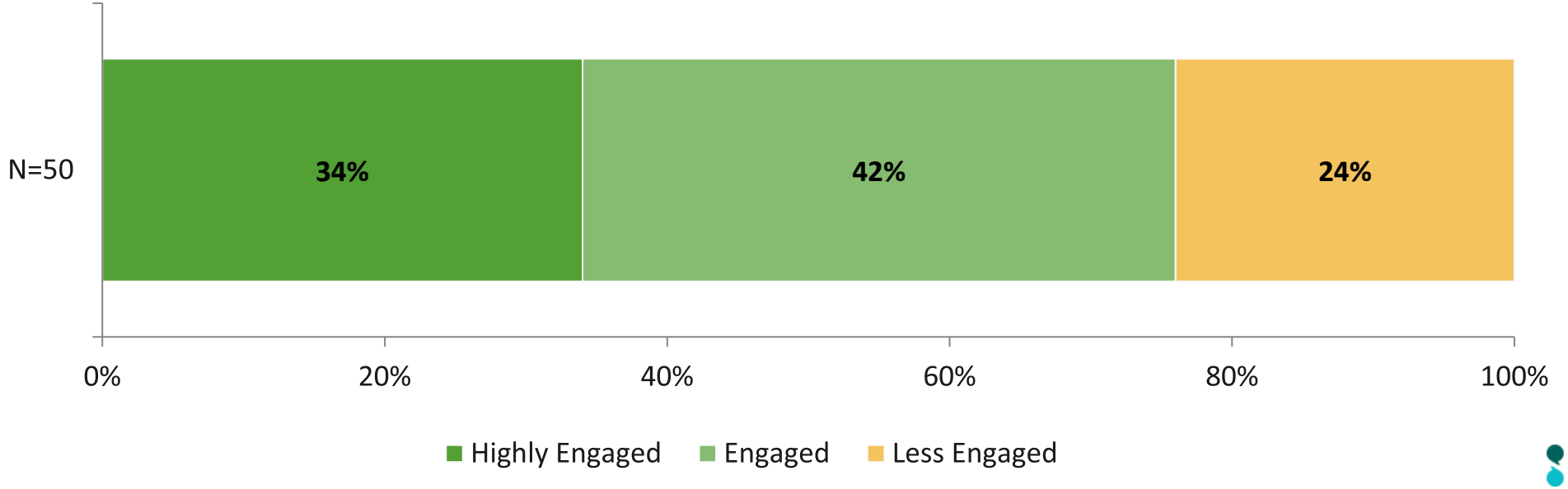


# Overall Engagement Classification

Responses to the nine overall engagement items were averaged to calculate an engagement score for each participant. Based on the average of the responses to these items, an engagement score is calculated for each survey participant. To calculate the engagement score, each response option was assigned a numerical value:

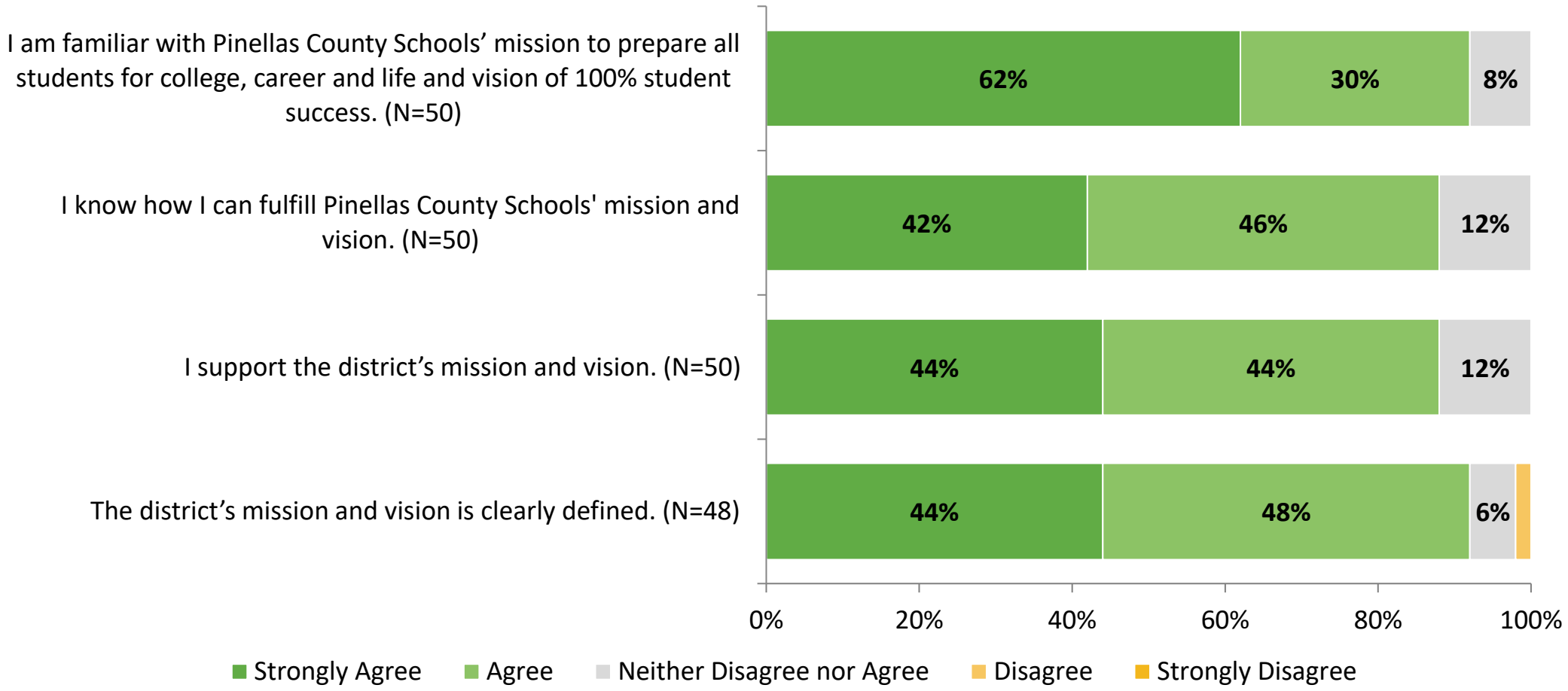
- Strongly Disagree = 1
- Disagree = 2
- Neither Disagree nor Agree = 3
- Agree = 4
- Strongly Agree = 5

Average scores were classified into three levels: **Highly Engaged** (>4.5), **Engaged** (3.5 to 4.5), and **Less Engaged** (<3.5).



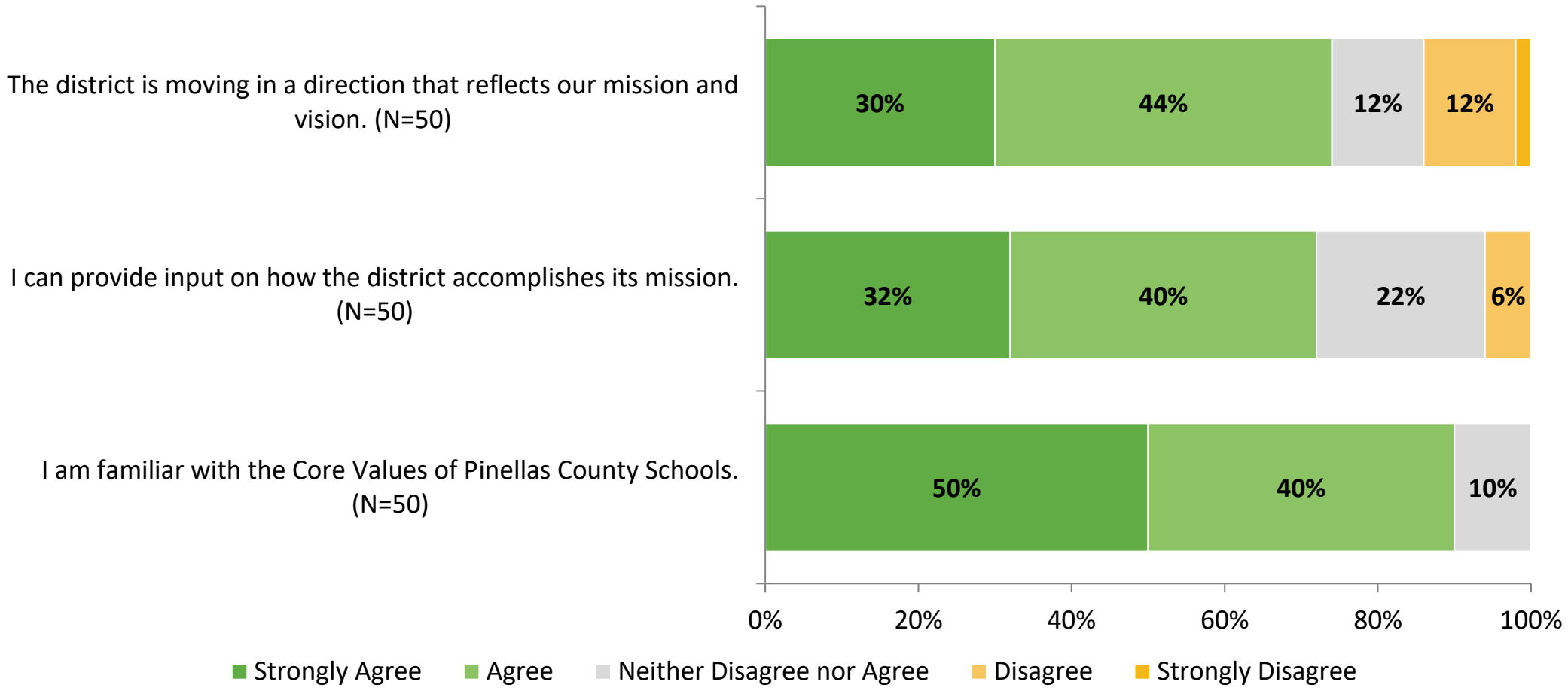
# Mission and Vision

**How strongly do you agree or disagree with the following statements?**



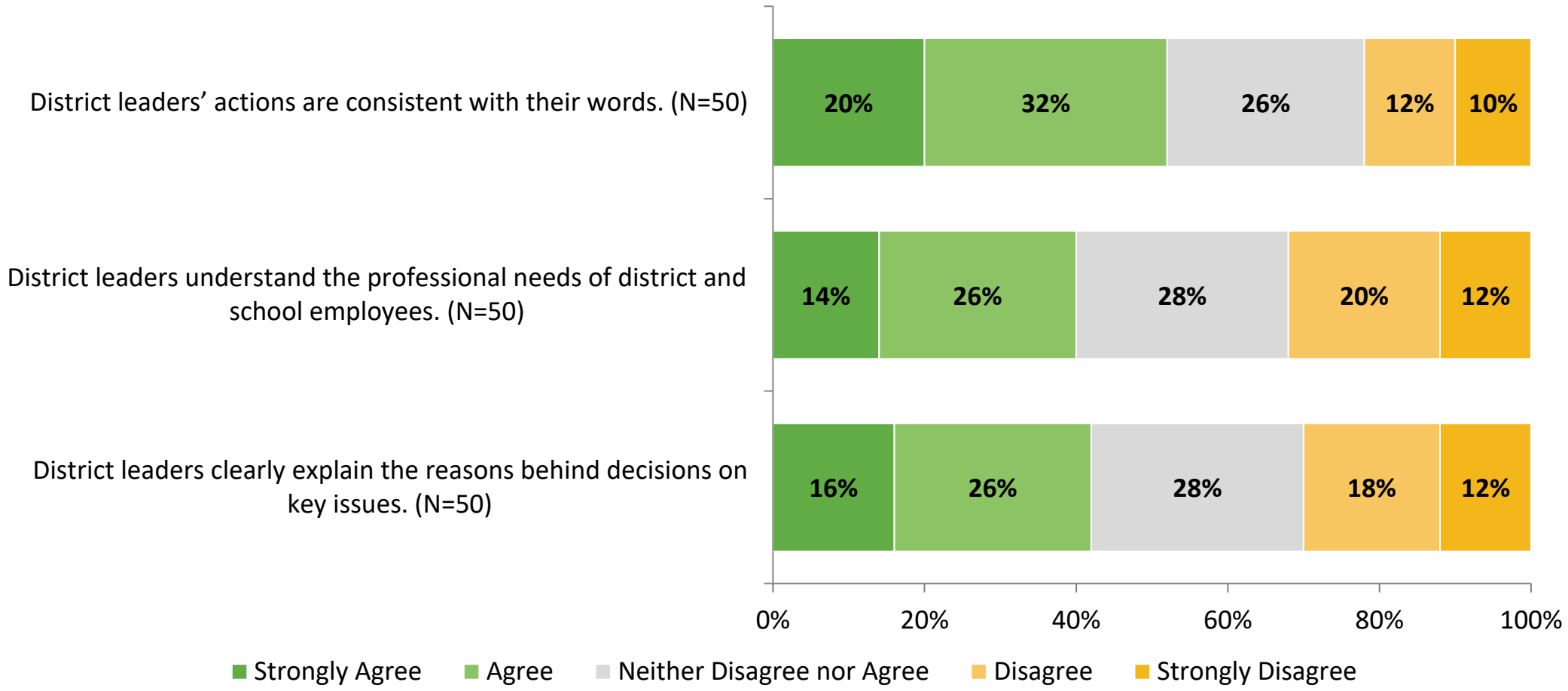
# Mission and Vision (Continued)

**How strongly do you agree or disagree with the following statements?**



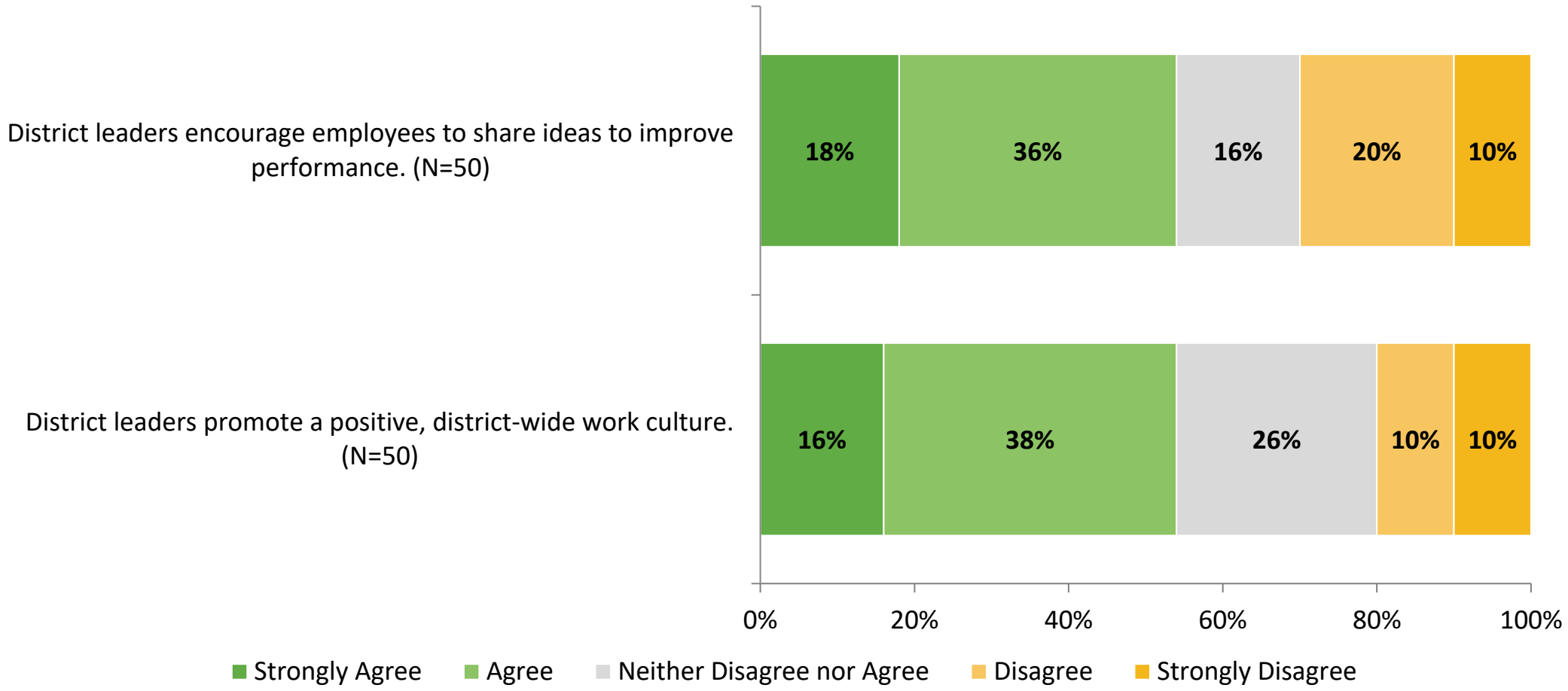
# District Leadership

**How strongly do you agree or disagree with the following statements?**



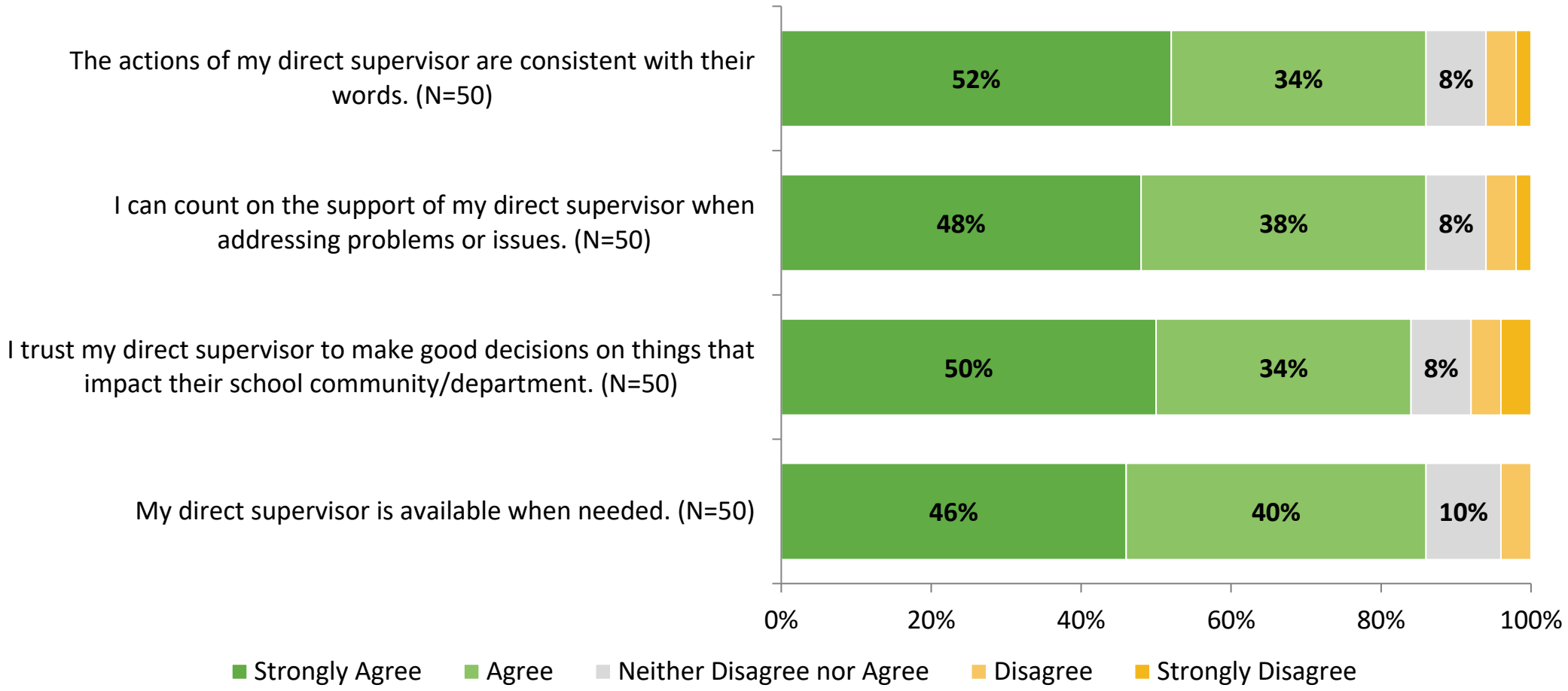
# District Leadership (Continued)

**How strongly do you agree or disagree with the following statements?**



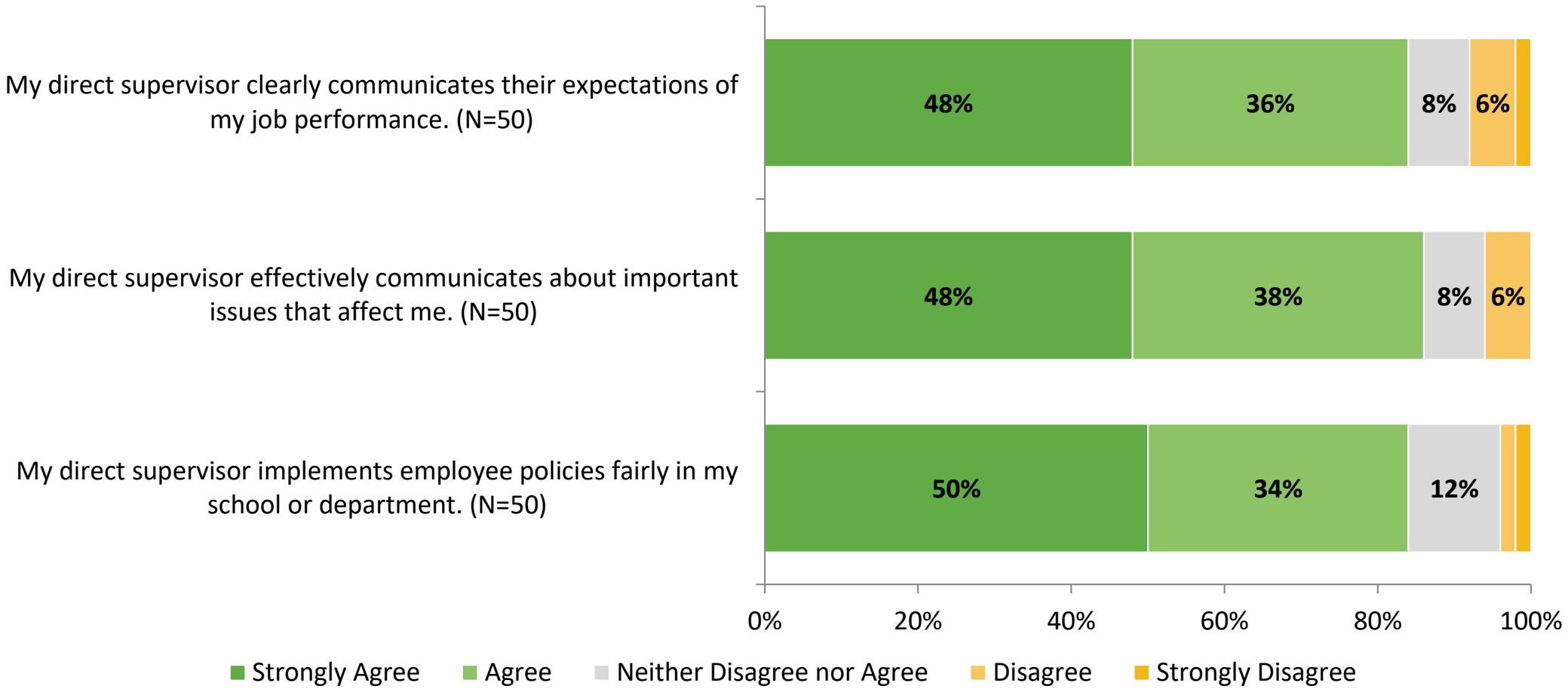
# Worksite Leadership

**How strongly do you agree or disagree with the following statements?**



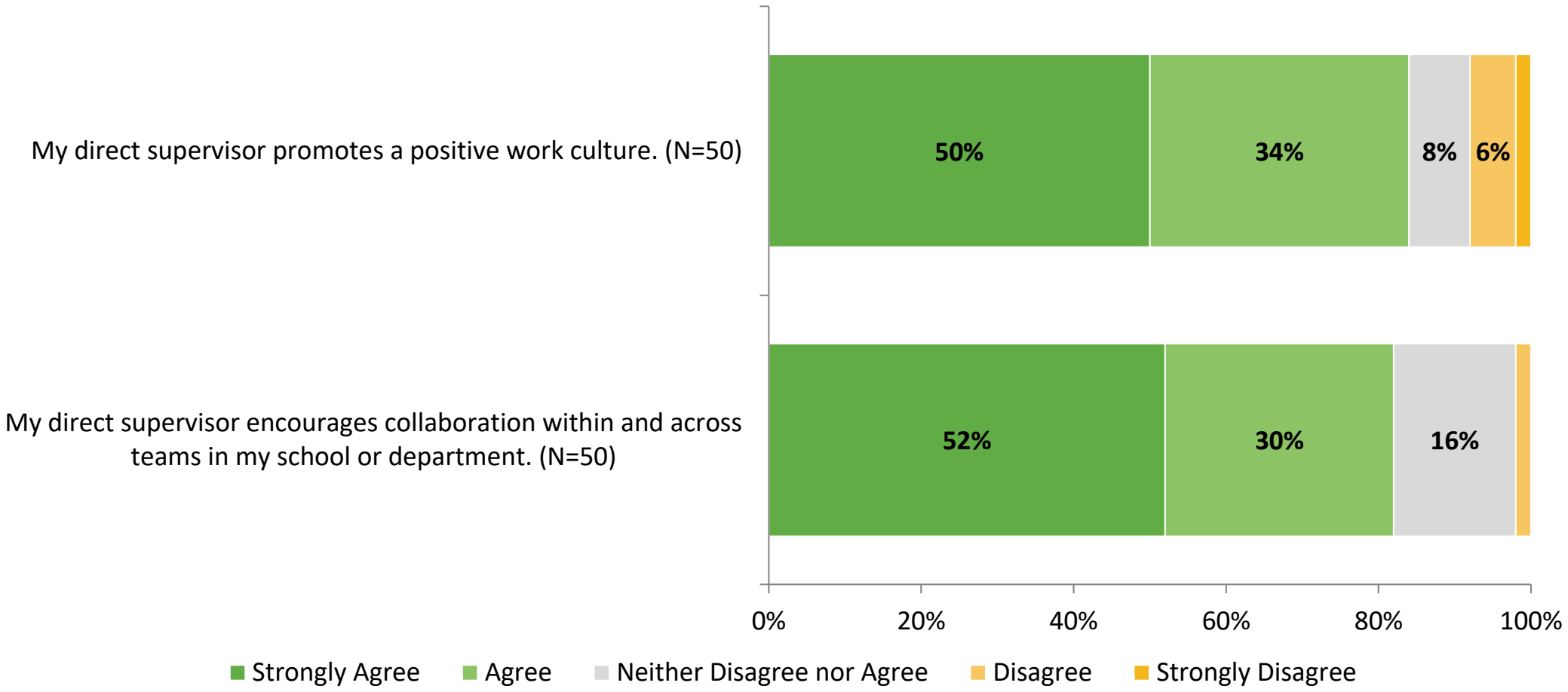
# Worksite Leadership (Continued)

**How strongly do you agree or disagree with the following statements?**



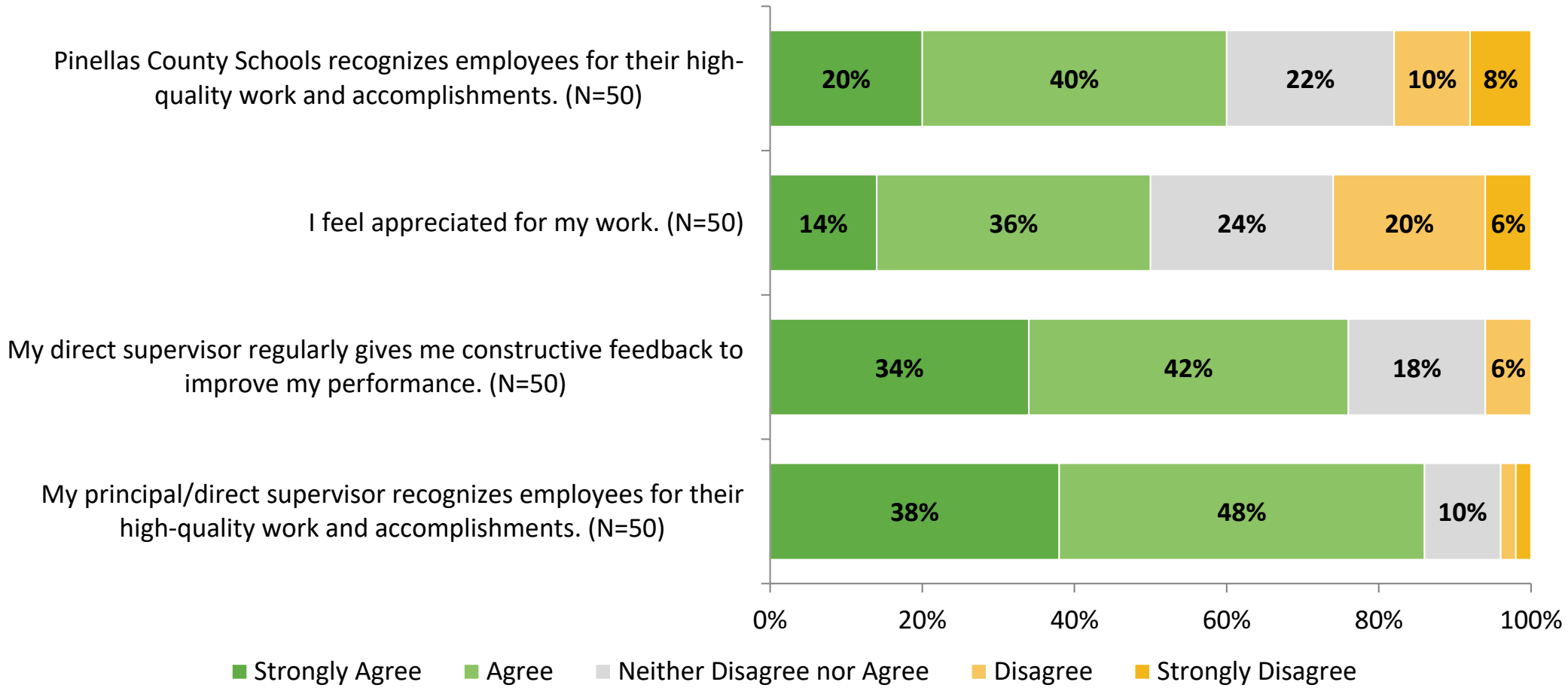
# Worksite Leadership (Continued)

**How strongly do you agree or disagree with the following statements?**



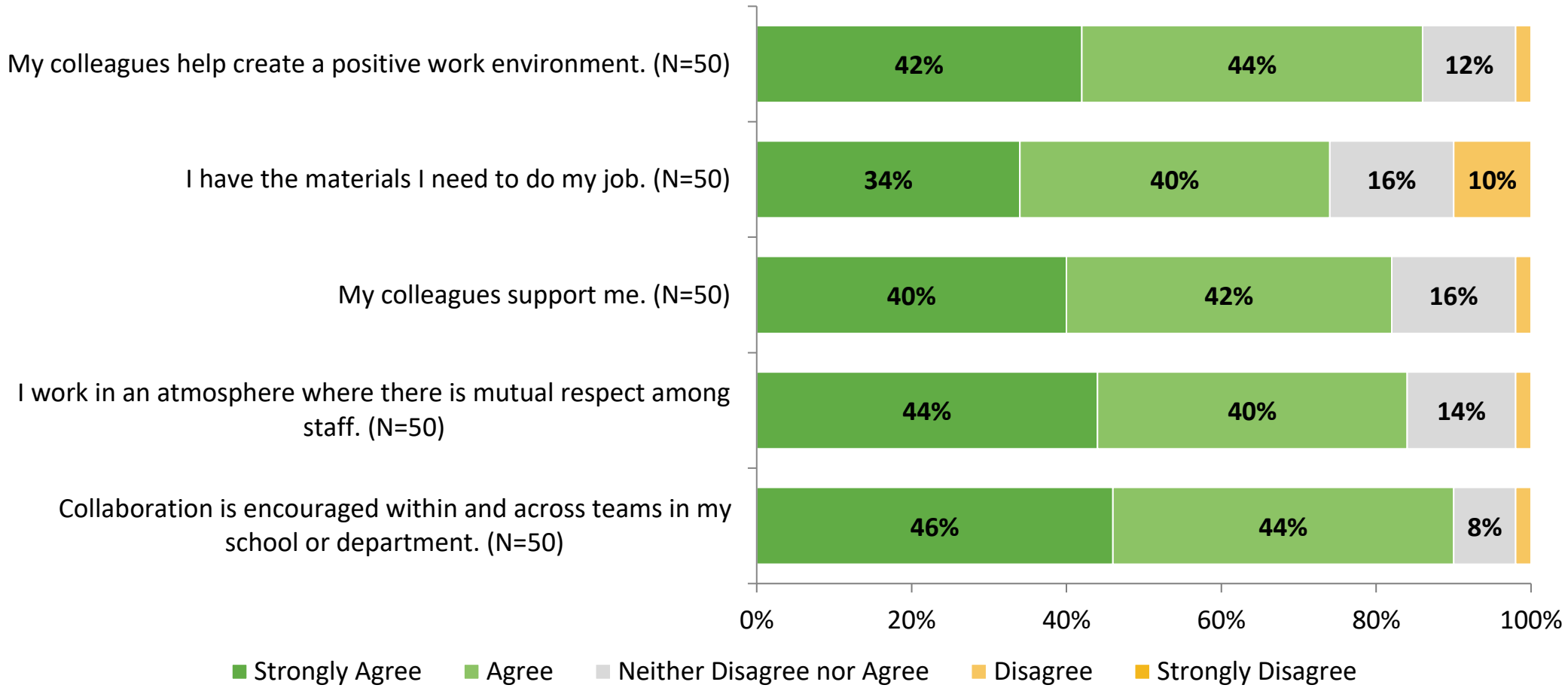
# Feedback and Recognition

**How strongly do you agree or disagree with the following statements?**



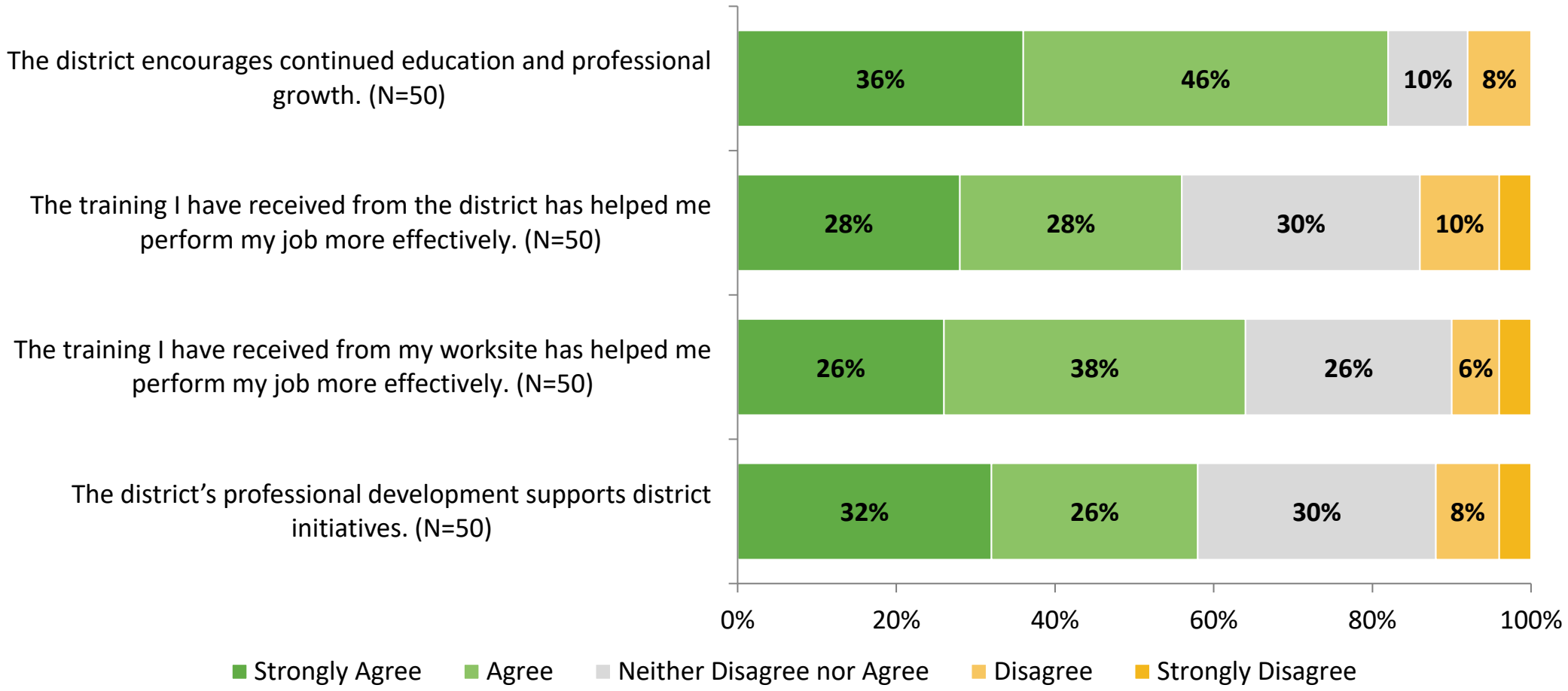
# Work Environment

**How strongly do you agree or disagree with the following statements?**



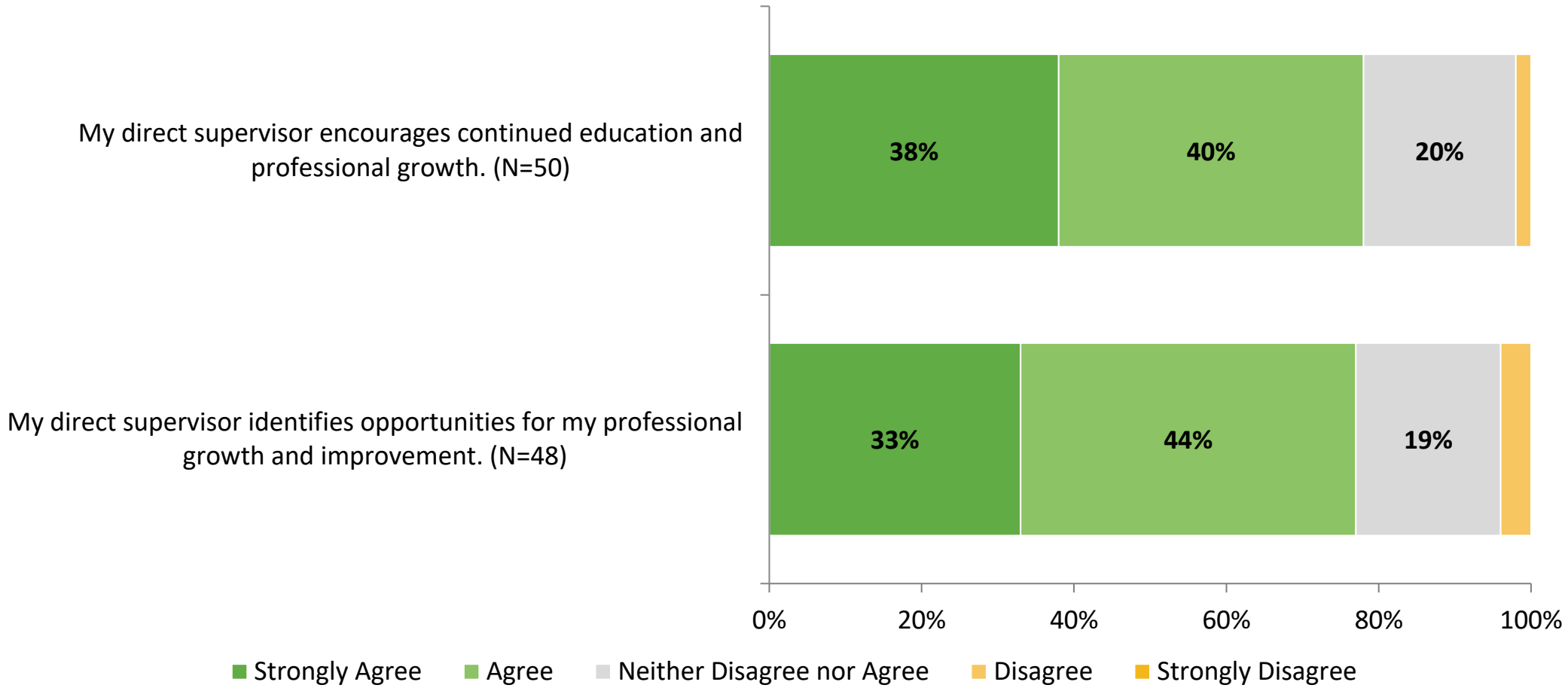
# Career Growth and Training Opportunities

**How strongly do you agree or disagree with the following statements?**



# Career Growth and Training Opportunities (Continued)

**How strongly do you agree or disagree with the following statements?**



# Career Growth and Training Opportunities (Continued)

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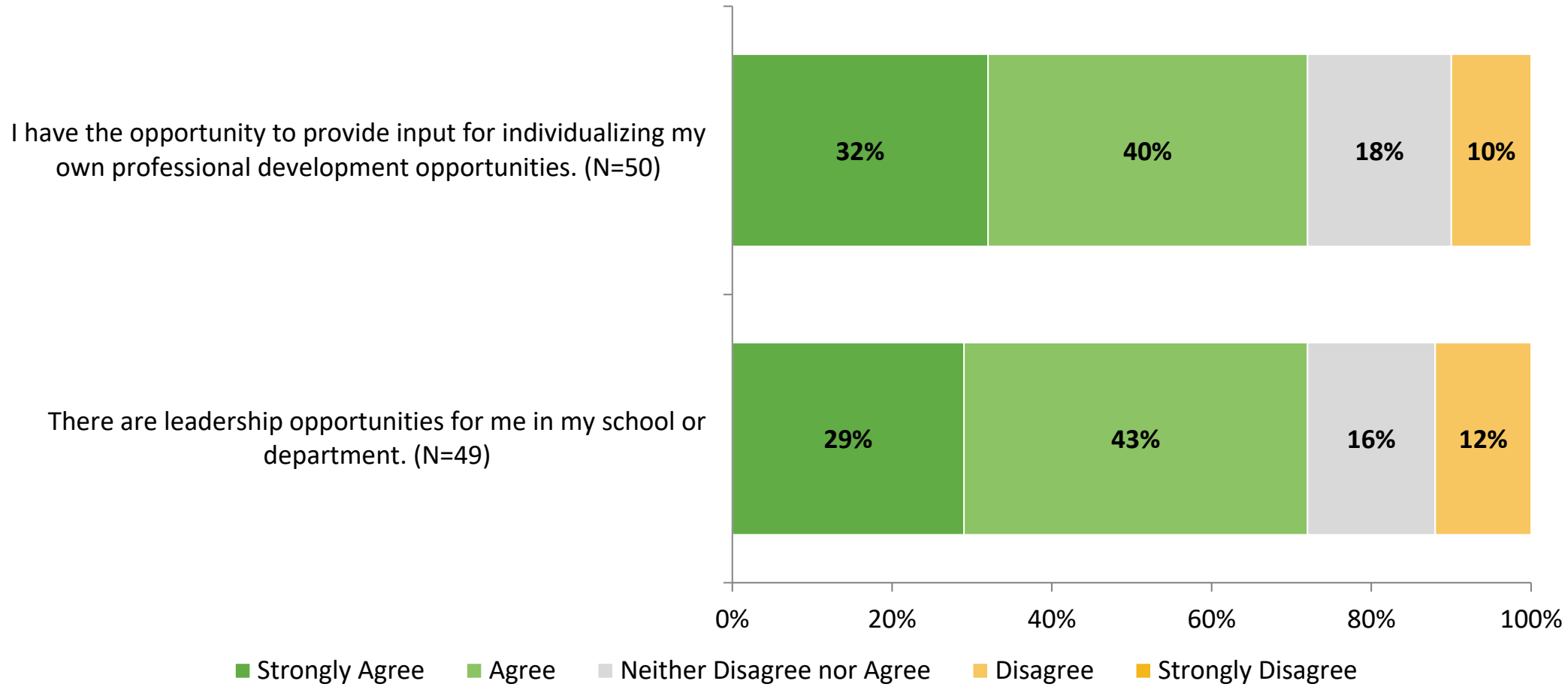


# Focus Areas

# Focus Areas to Increase Employee Engagement

Thirty-eight (drivers) were used to assess the school environment and identify opportunities to increase engagement. Each item was rated on a five-point scale, with higher values indicating stronger agreement.

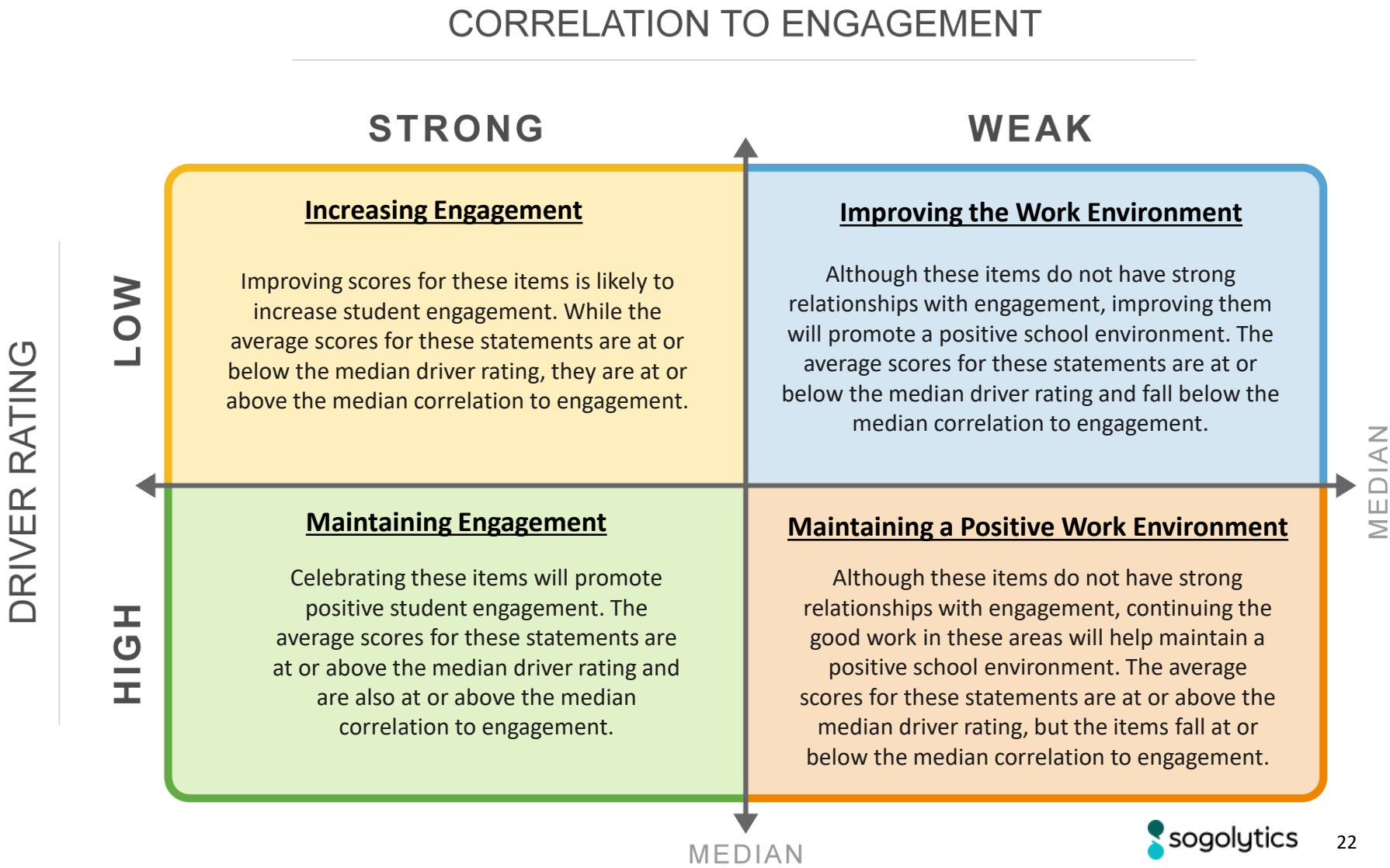
The relationship between each participant's responses (driver ratings) and their overall engagement score was analyzed. To do this, the strength of the relationship (the correlation coefficient) between the engagement score and each driver was calculated. Values can range from -1.0 to +1.0. The closer to +/-1.0, the stronger the relationship.

Driver ratings were classified as high or low based on the median driver rating. Correlations to engagement were classified as strong or weak based on the median correlation coefficient.

Focus areas are valuable for guiding the development of action plans by highlighting both successes and areas needing improvement, enabling districts and schools to prioritize efforts, allocate resources effectively, and implement targeted strategies. However, when sample sizes are below 30, the reliability of correlation estimates decreases due to greater variability. In such cases, focus areas with low or negative correlations should be interpreted cautiously and used alongside other tools to ensure well-rounded, data-informed planning. This cautious approach helps prevent misinterpretation of data that may not accurately reflect true relationships, especially in contexts with limited sample data.

# Focus Areas to Increase Employee Engagement (Continued)

| Median | |
|---|---|
| Driver Rating | 4.16 |
| Correlation to Engagement | 0.59 |



# Opportunities to Increase Employee Engagement

| Dimension | Survey Item | Driver Rating | Correlation to Engagement |
|---|---|---|---|
| District Leadership | District leaders understand the professional needs of district and school employees. | 3.10 | 0.61 |
| District Leadership | District leaders clearly explain the reasons behind decisions on key issues. | 3.16 | 0.66 |
| District Leadership | District leaders encourage employees to share ideas to improve performance. | 3.32 | 0.67 |
| Feedback and Recognition | I feel appreciated for my work. | 3.32 | 0.59 |
| District Leadership | District leaders' actions are consistent with their words. | 3.40 | 0.65 |
| District Leadership | District leaders promote a positive, district-wide work culture. | 3.40 | 0.66 |
| Feedback and Recognition | Pinellas County Schools recognizes employees for their high-quality work and accomplishments. | 3.54 | 0.60 |

# Opportunities to Increase Employee Engagement (Continued)

| Dimension | Survey Item | Driver Rating | Correlation to Engagement |
|---|---|---|---|
| Career Growth and Training Opportunities | The training I have received from the district has helped me perform my job more effectively. | 3.66 | 0.61 |
| Career Growth and Training Opportunities | The district's professional development supports district initiatives. | 3.74 | 0.71 |
| Career Growth and Training Opportunities | There are leadership opportunities for me in my school or department. | 3.88 | 0.65 |
| Mission and Vision | The district is moving in a direction that reflects our mission and vision. | 3.88 | 0.63 |
| Career Growth and Training Opportunities | I have the opportunity to provide input for individualizing my own professional development opportunities. | 3.94 | 0.62 |
| Mission and Vision | I can provide input on how the district accomplishes its mission. | 3.98 | 0.63 |
| Career Growth and Training Opportunities | The district encourages continued education and professional growth. | 4.10 | 0.67 |

# Opportunities to Maintain Employee Engagement

| Dimension | Survey Item | Driver Rating | Correlation to Engagement |
|---|---|---|---|
| Work Environment | My colleagues support me. | 4.20 | 0.44 |
| Worksite Leadership | My direct supervisor promotes a positive work culture. | 4.24 | 0.59 |
| Worksite Leadership | I can count on the support of my direct supervisor when addressing problems or issues. | 4.26 | 0.57 |
| Work Environment | My colleagues help create a positive work environment. | 4.26 | 0.34 |
| Work Environment | I work in an atmosphere where there is mutual respect among staff. | 4.26 | 0.49 |
| Worksite Leadership | My direct supervisor is available when needed. | 4.28 | 0.50 |
| Worksite Leadership | My direct supervisor effectively communicates about important issues that affect me. | 4.28 | 0.57 |

# Opportunities to Maintain Employee Engagement (Continued)

| Dimension | Survey Item | Driver Rating | Correlation to Engagement |
|---|---|---|---|
| Worksite Leadership | My direct supervisor implements employee policies fairly in my school or department. | 4.28 | 0.49 |
| Mission and Vision | I know how I can fulfill Pinellas County Schools' mission and vision. | 4.30 | 0.52 |
| Worksite Leadership | The actions of my direct supervisor are consistent with their words. | 4.30 | 0.59 |
| Mission and Vision | The district's mission and vision is clearly defined. | 4.33 | 0.56 |
| Work Environment | Collaboration is encouraged within and across teams in my school or department. | 4.34 | 0.55 |
| Mission and Vision | I am familiar with the Core Values of Pinellas County Schools. | 4.40 | 0.42 |
| Mission and Vision | I am familiar with Pinellas County Schools' mission to prepare all students for college, career and life and vision of 100% student success. | 4.54 | 0.51 |

# Opportunities to Maintain a Positive Work Environment

| Dimension | Survey Item | Driver Rating | Correlation to Engagement |
|---|---|---|---|
| Feedback and Recognition | My principal/direct supervisor recognizes employees for their high-quality work and accomplishments. | 4.18 | 0.66 |
| Worksite Leadership | I trust my direct supervisor to make good decisions on things that impact their school community/department. | 4.22 | 0.64 |
| Worksite Leadership | My direct supervisor clearly communicates their expectations of my job performance. | 4.22 | 0.62 |
| Mission and Vision | I support the district's mission and vision. | 4.32 | 0.64 |
| Worksite Leadership | My direct supervisor encourages collaboration within and across teams in my school or department. | 4.32 | 0.62 |

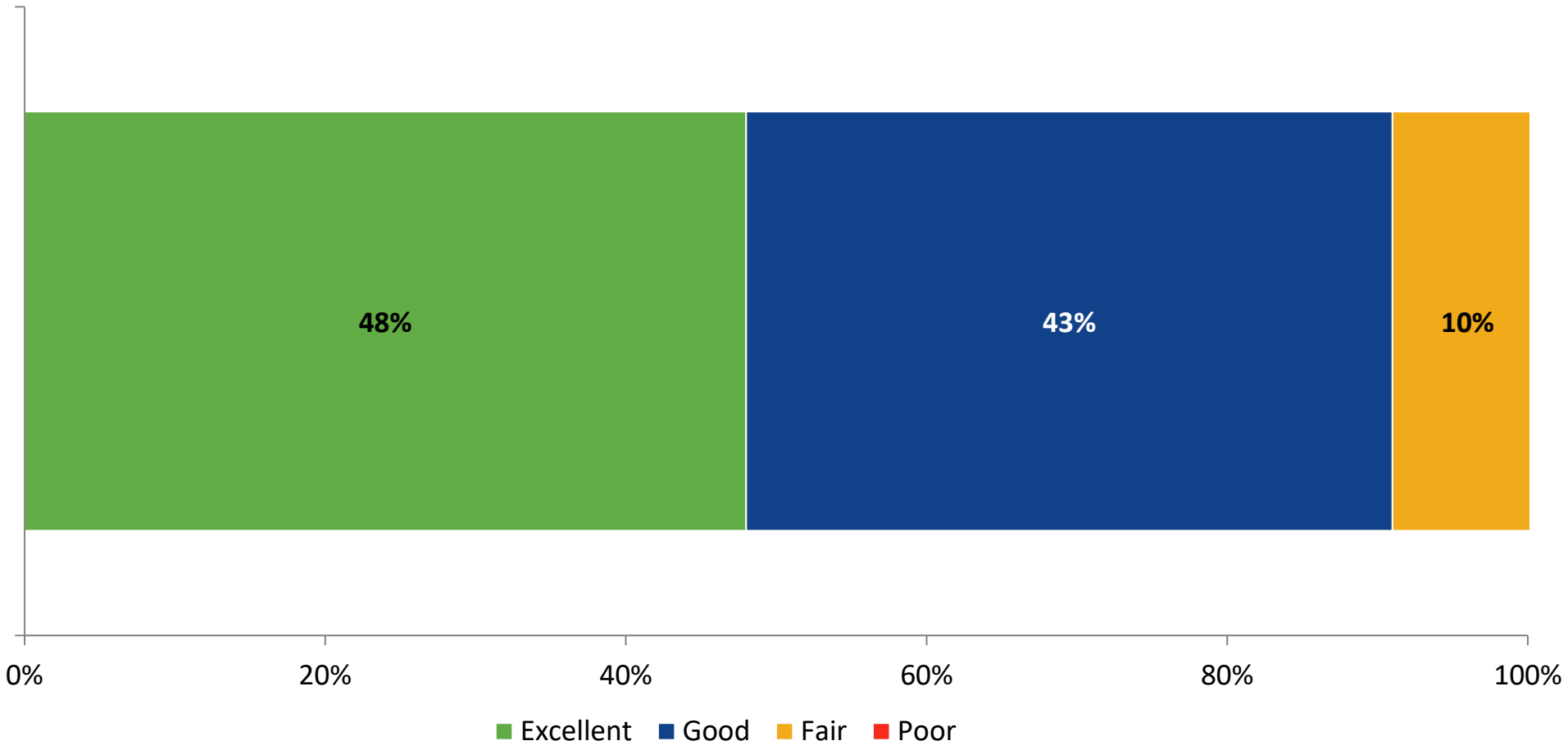
# Opportunities to Improve the Work Environment

| Dimension | Survey Item | Driver Rating | Correlation to Engagement |
|---|---|---|---|
| Career Growth and Training Opportunities | The training I have received from my worksite has helped me perform my job more effectively. | 3.76 | 0.55 |
| Work Environment | I have the materials I need to do my job. | 3.98 | 0.59 |
| Feedback and Recognition | My direct supervisor regularly gives me constructive feedback to improve my performance. | 4.04 | 0.54 |
| Career Growth and Training Opportunities | My direct supervisor identifies opportunities for my professional growth and improvement. | 4.06 | 0.57 |
| Career Growth and Training Opportunities | My direct supervisor encourages continued education and professional growth. | 4.14 | 0.56 |

# Questions for Campus-based Staff Members

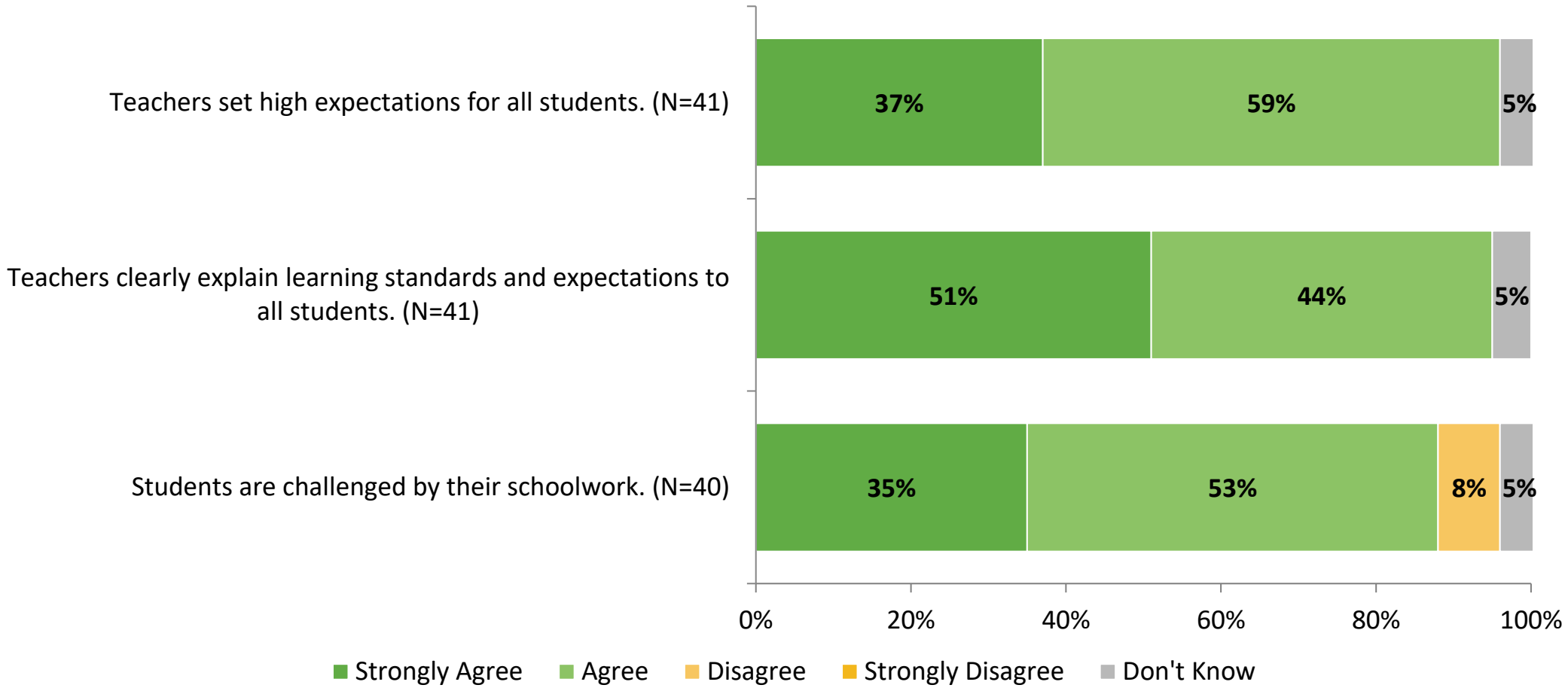
# Overall Quality

**How would you rate the overall quality of the education at your school? (N=40)**



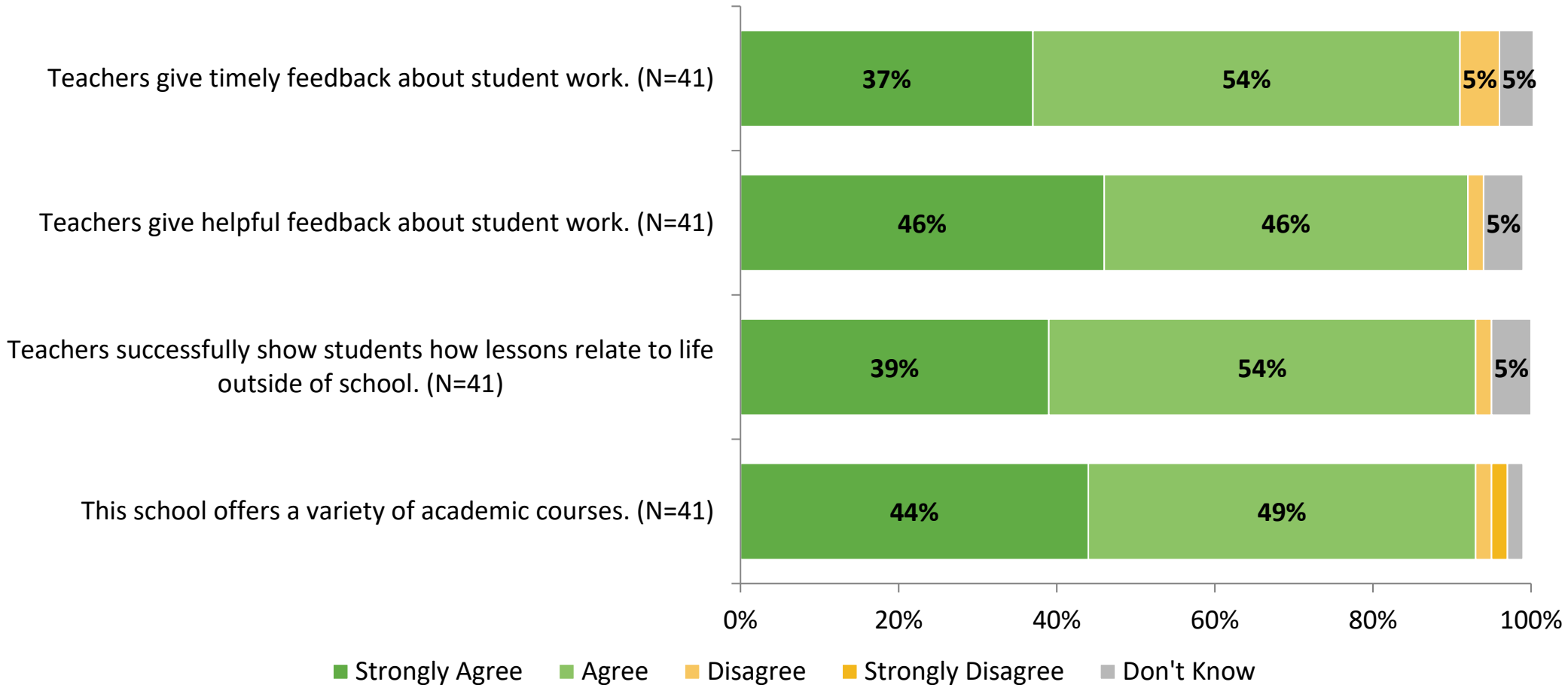
# Academic Support

**How strongly do you agree or disagree with the following statements?**



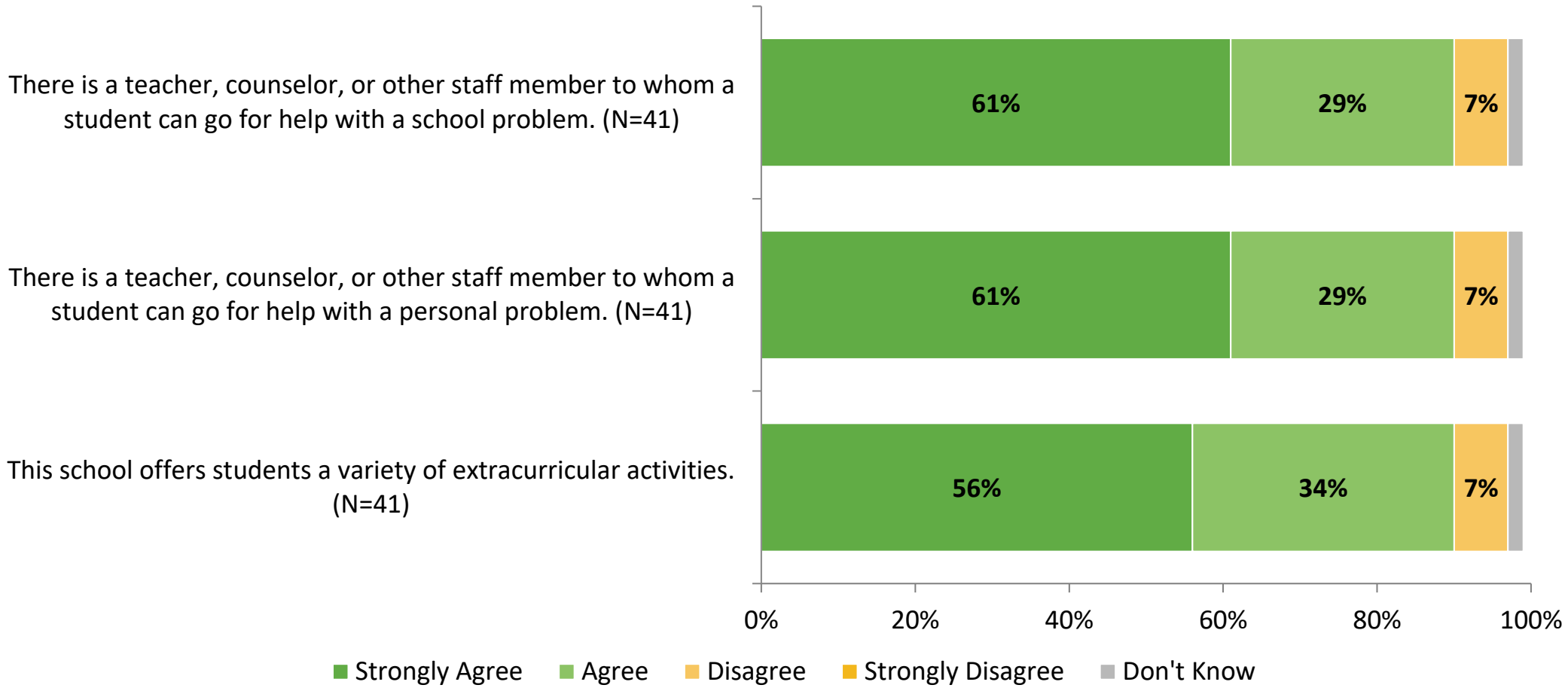
# Academic Support (Continued)

**How strongly do you agree or disagree with the following statements?**



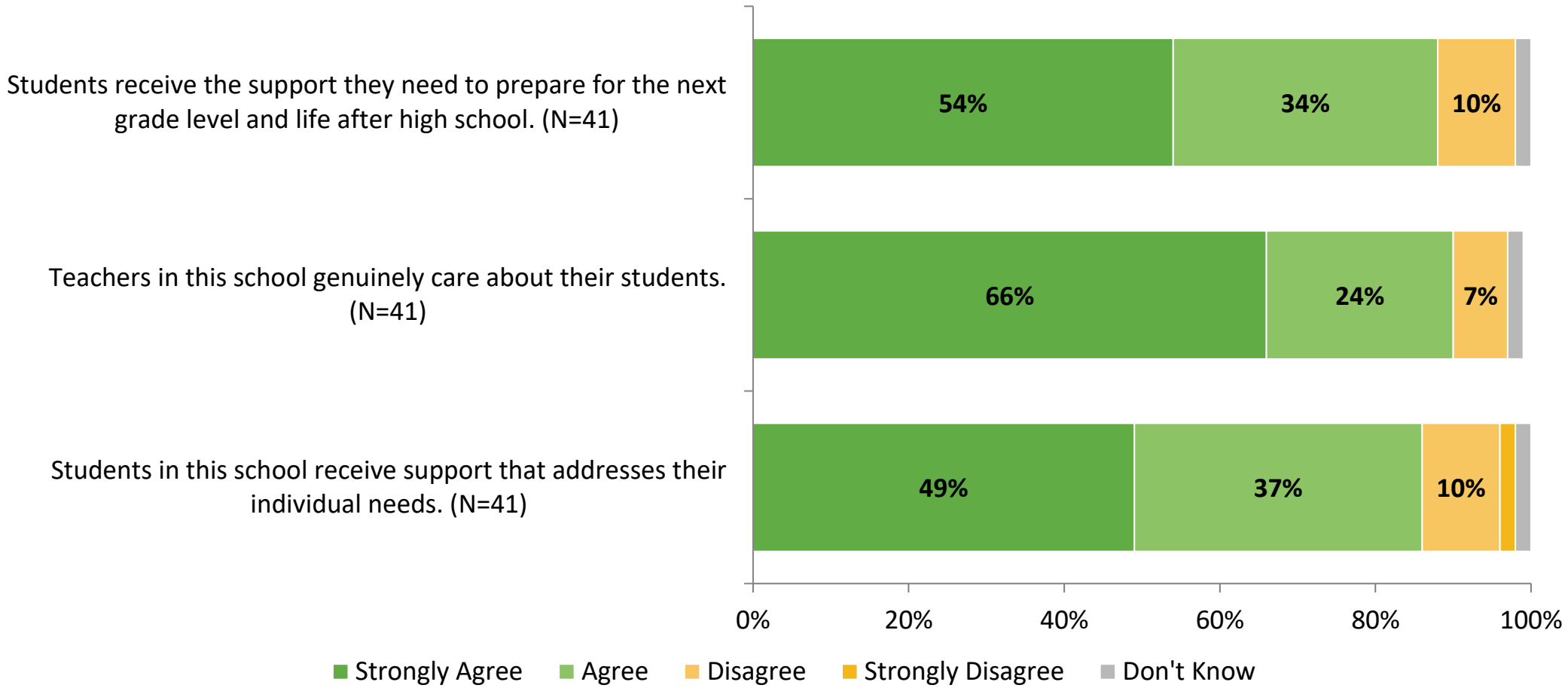
# Student Support

**How strongly do you agree or disagree with the following statements?**



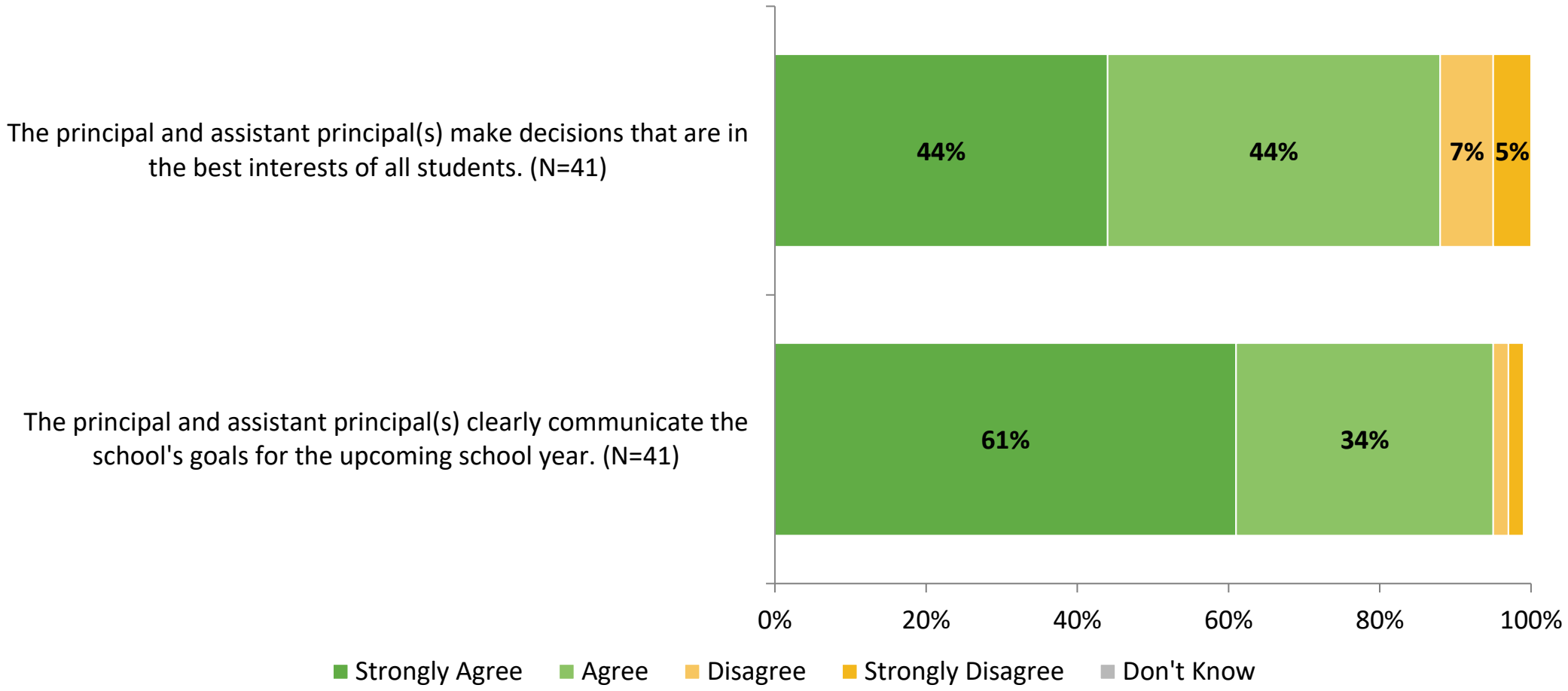
# Student Support (Continued)

**How strongly do you agree or disagree with the following statements?**



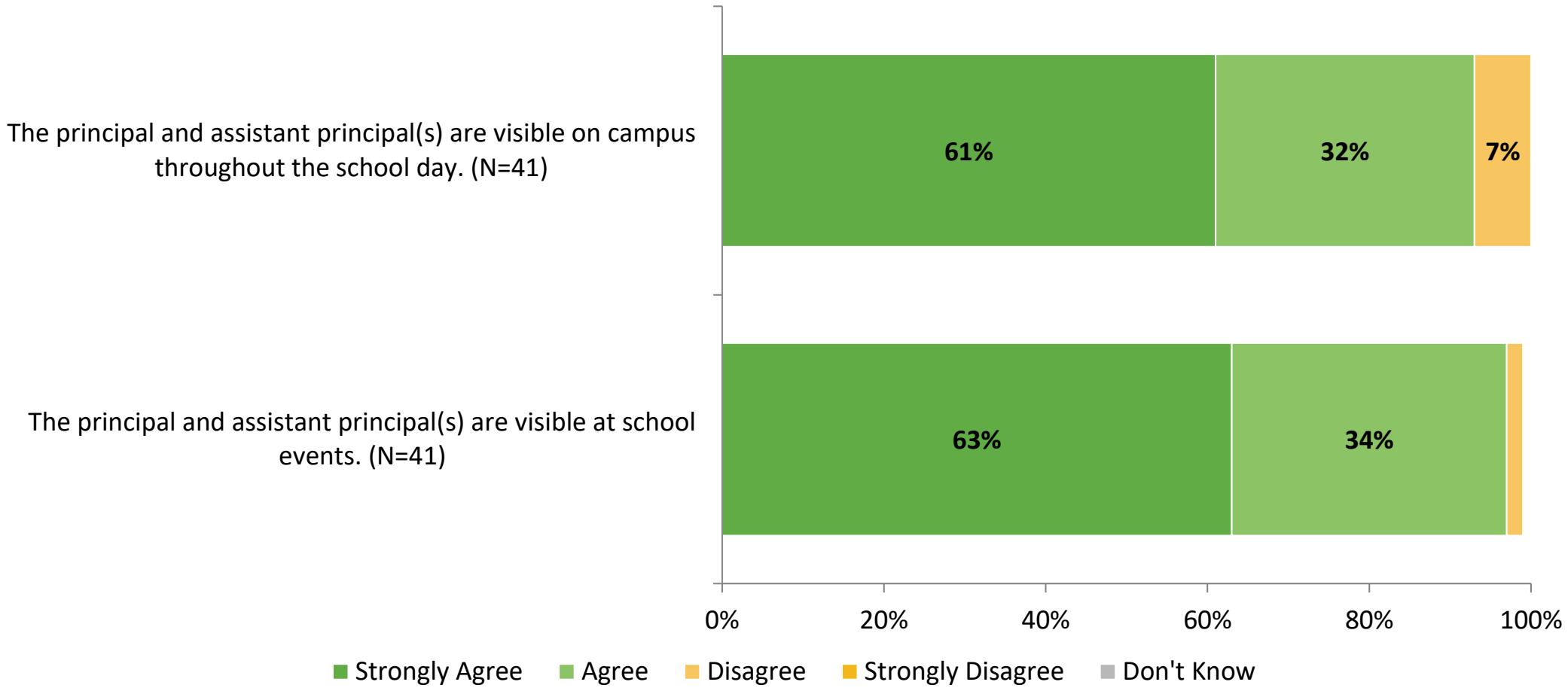
# School Leadership

**How strongly do you agree or disagree with the following statements?**



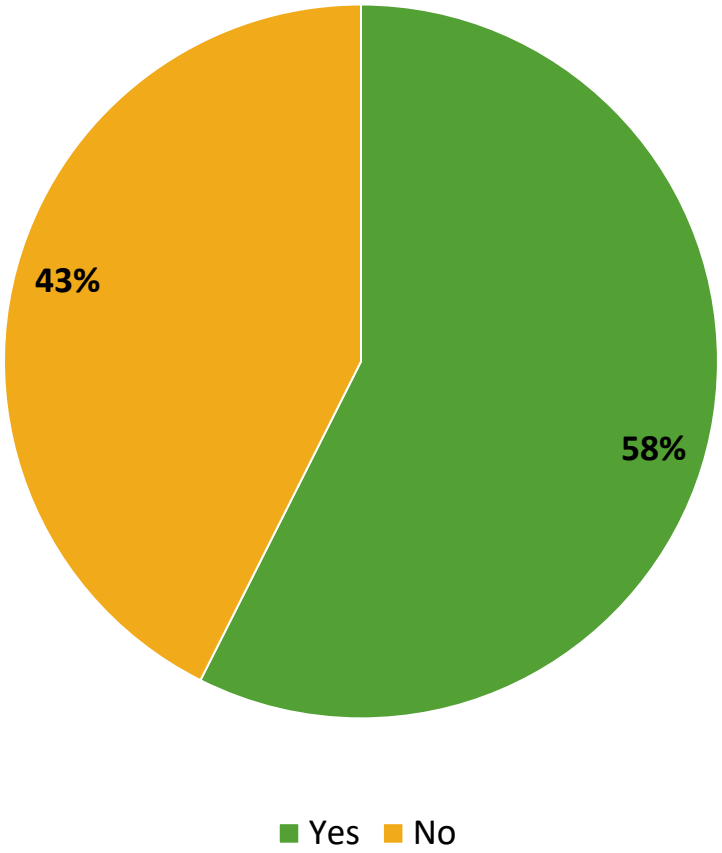
# School Leadership (Continued)

**How strongly do you agree or disagree with the following statements?**



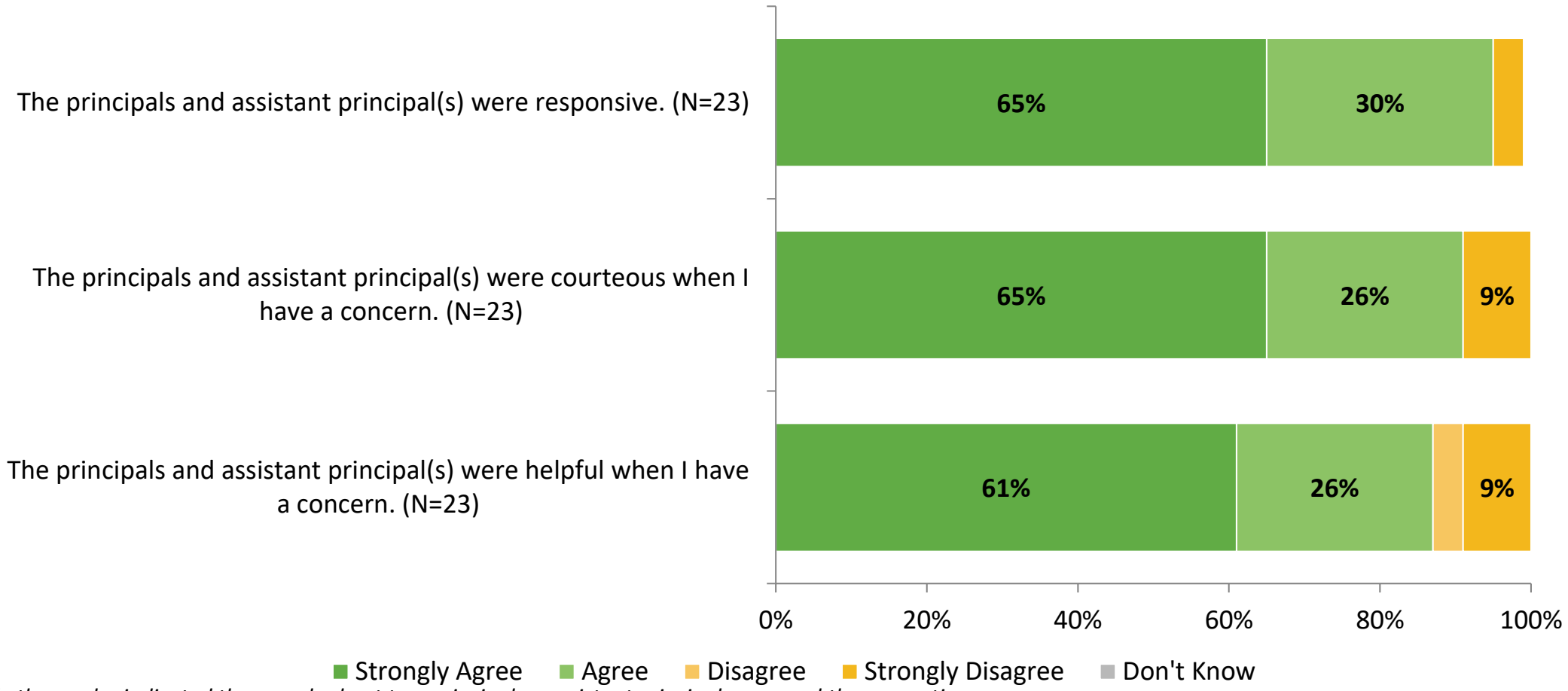
# Communications with School Leadership

**This past school year, have you reached out to the principal and/or assistant principal(s) with a need or concern? (N=40)**



# Perceptions of Communication with School Leadership

**How strongly do you agree or disagree with the following statements?**




*Note: Only those who indicated they reached out to a principal or assistant principal answered these questions.*
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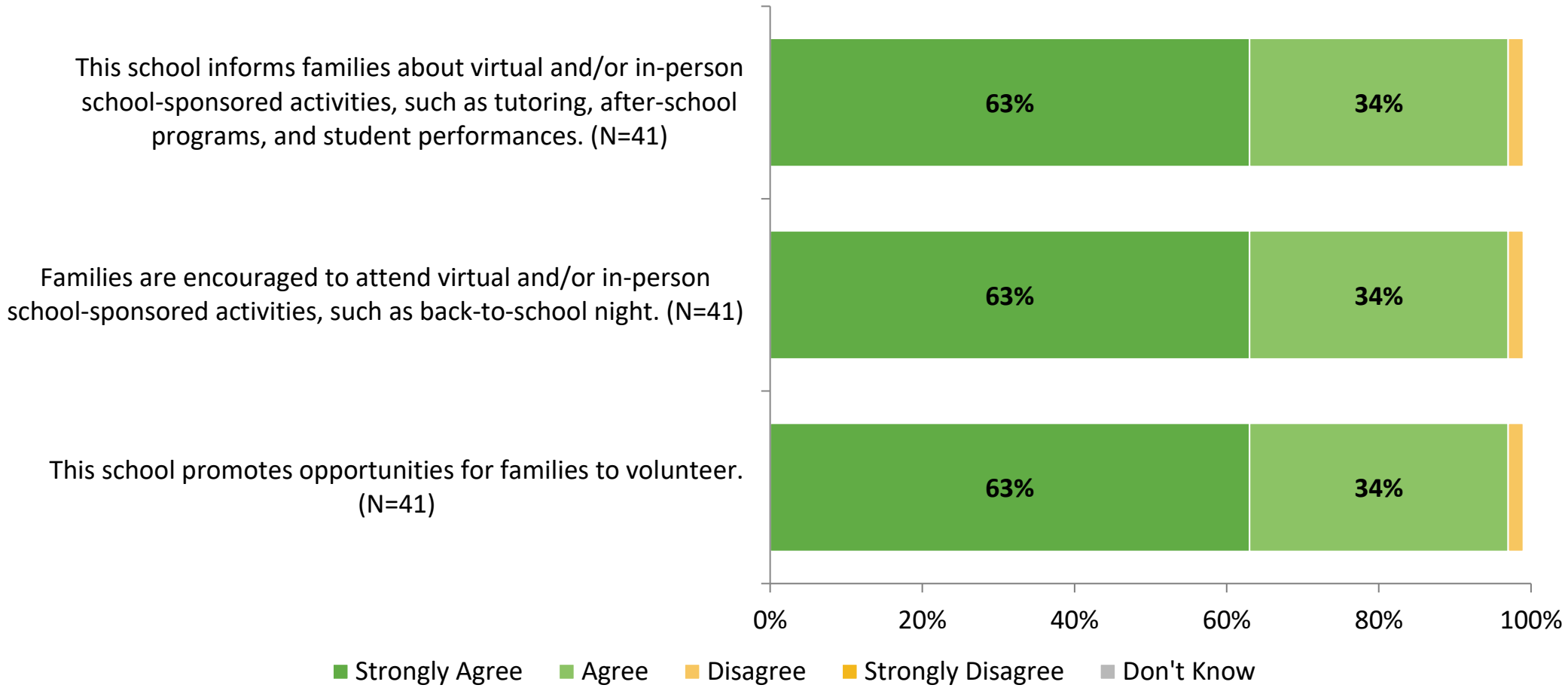
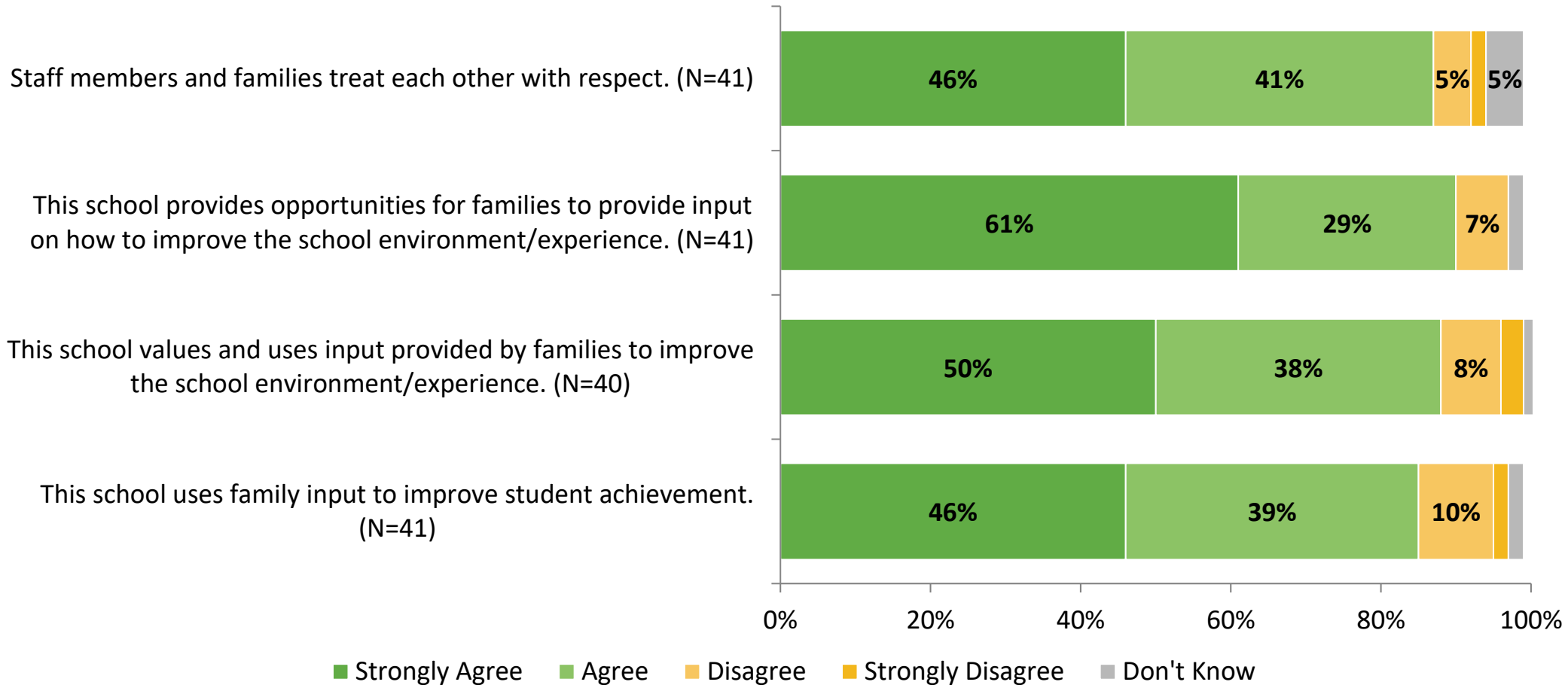
# Family Involvement

**How strongly do you agree or disagree with the following statements?**



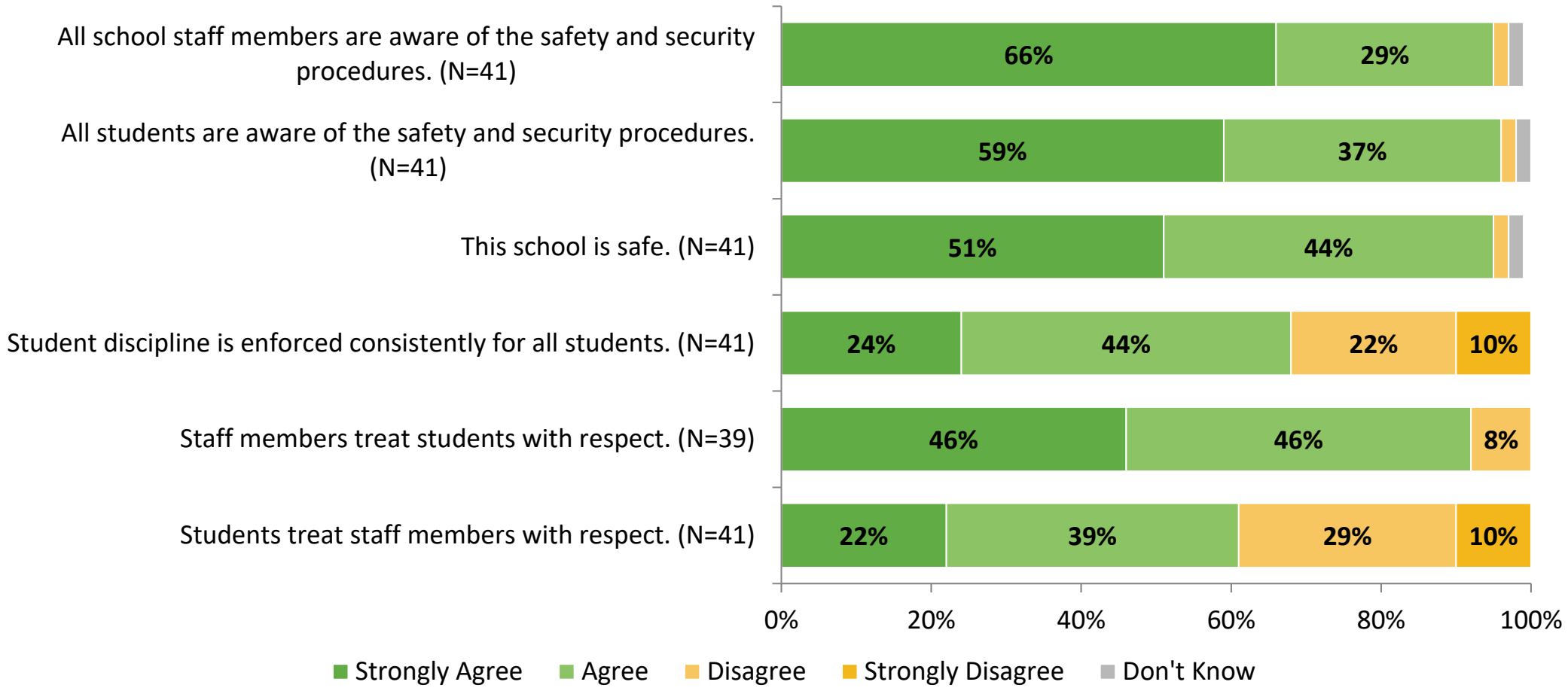
# Family Involvement (Continued)

**How strongly do you agree or disagree with the following statements?**



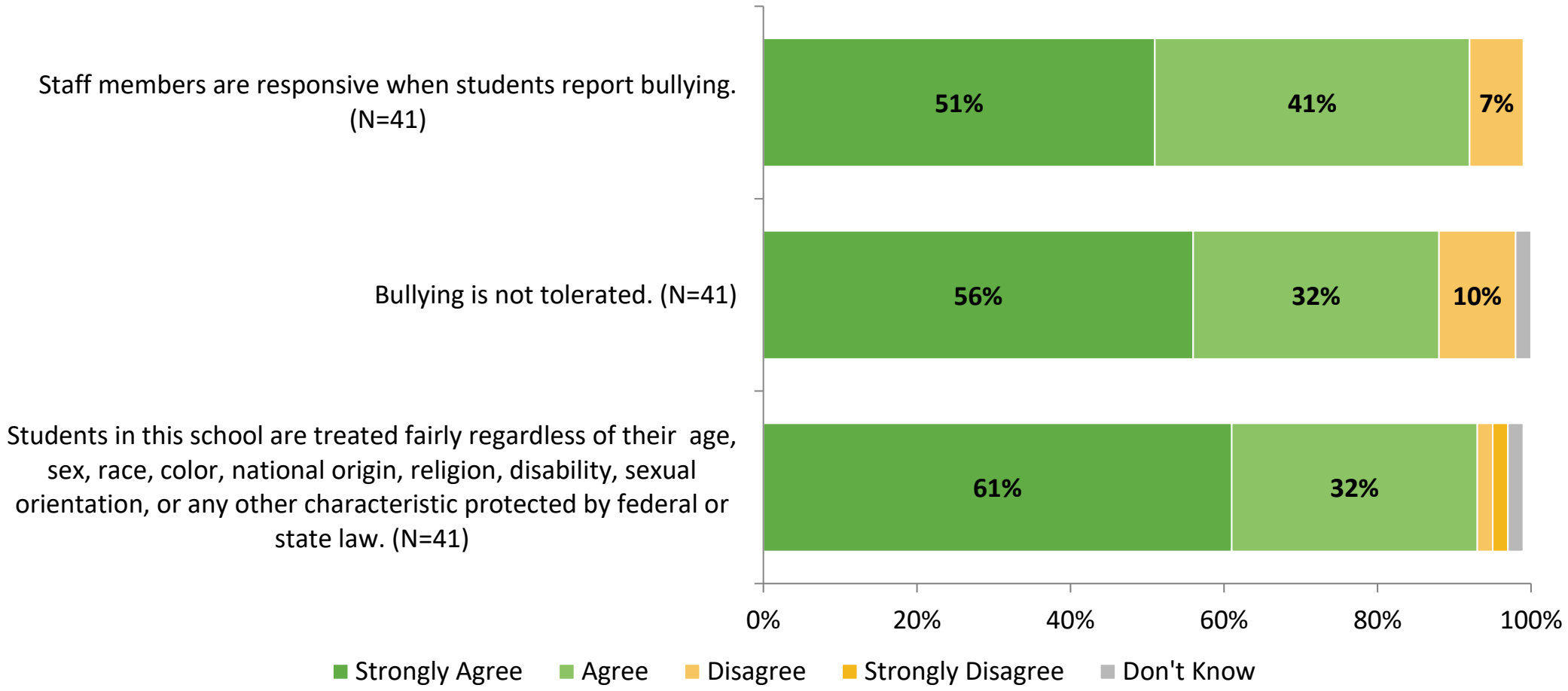
# Safety and Behavior

**How strongly do you agree or disagree with the following statements?**



# Safety and Behavior (Continued)

**How strongly do you agree or disagree with the following statements?**



# Highest Ranking Indicators

| Survey Item | Percentage Strongly Agree or Agree (%) | Dimension |
|---|---|---|
| The principal and assistant principal(s) are visible at school events. | 98% | School Leadership |
| This school informs families about virtual and/or in-person school-sponsored activities, such as tutoring, after-school programs, and student performances. | 98% | Family Involvement |
| Families are encouraged to attend virtual and/or in-person school-sponsored activities, such as back-to-school night. | 98% | Family Involvement |
| This school promotes opportunities for families to volunteer. | 98% | Family Involvement |
| Teachers set high expectations for all students. | 95% | Academic Support |

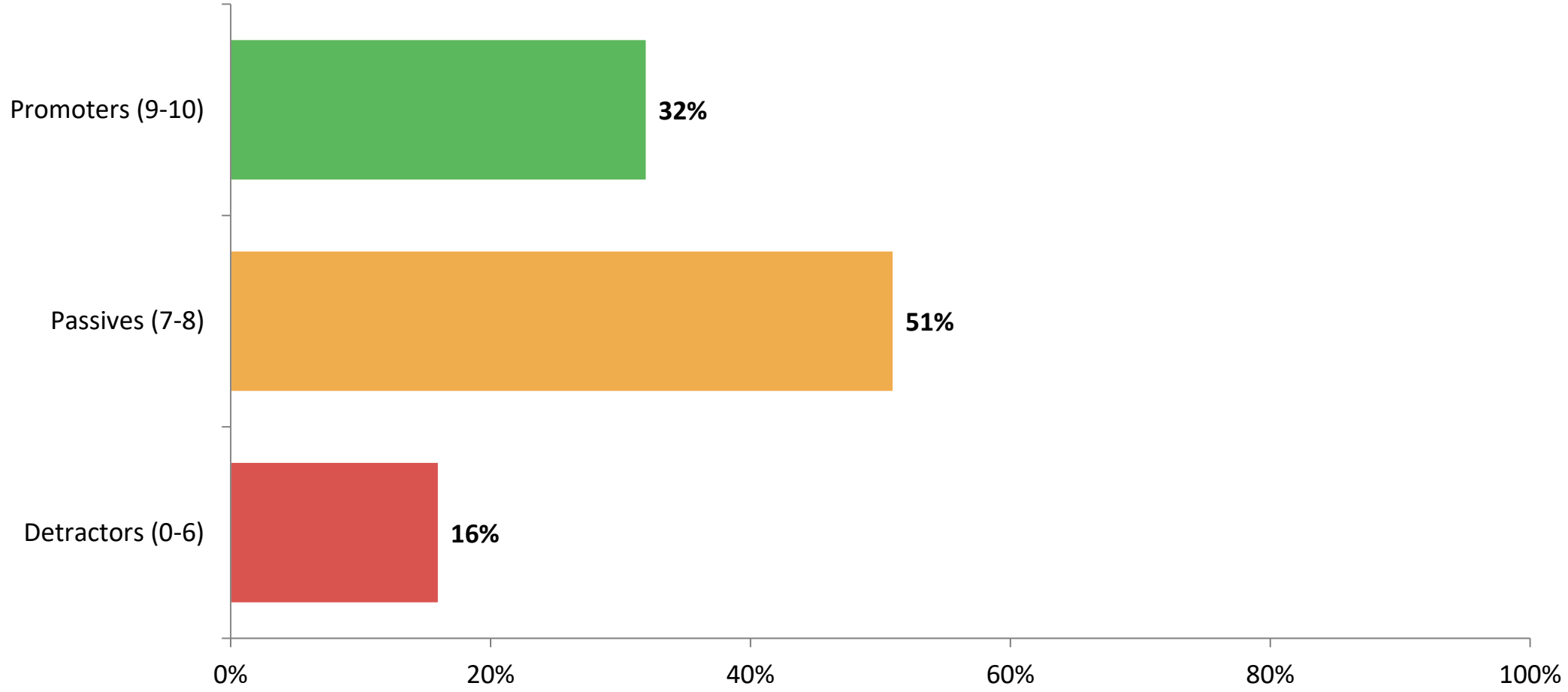
# Lowest Ranking Indicators

| Survey Item | Percentage Strongly Disagree or Disagree (%) | Dimension |
|---|---|---|
| Students treat staff members with respect. | 39% | Safety and Behavior |
| Student discipline is enforced consistently for all students. | 32% | Safety and Behavior |
| District leaders understand the professional needs of district and school employees. | 32% | District Leadership |
| District leaders encourage employees to share ideas to improve performance. | 30% | District Leadership |
| District leaders clearly explain the reasons behind decisions on key issues. | 30% | District Leadership |

# Net Promoter Score

# School Net Promoter Score

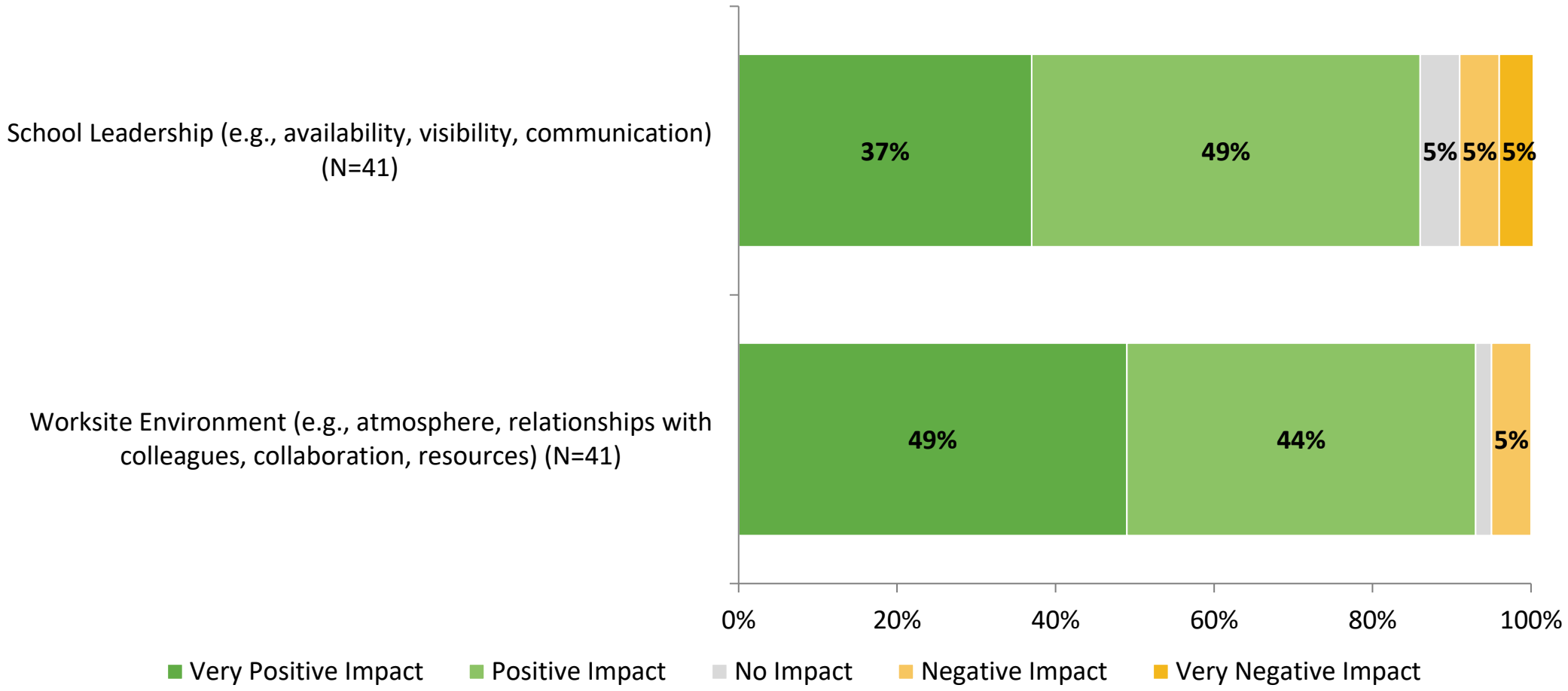
**How likely is it that you would recommend your school to a family member or friend? (N=37)**




*Note: The Net Promoter Score (NPS) serves as a proxy for public confidence in the district and can potentially be connected to district growth. It is calculated by subtracting the percentage of detractors from promoters which gives a value between -100 to 100. A positive score means there are more people promoting the district than detracting from it. Passives represent individuals who do not have an unequivocal opinion about their school or district. The Net Promoter Score has been rounded to a whole number.*

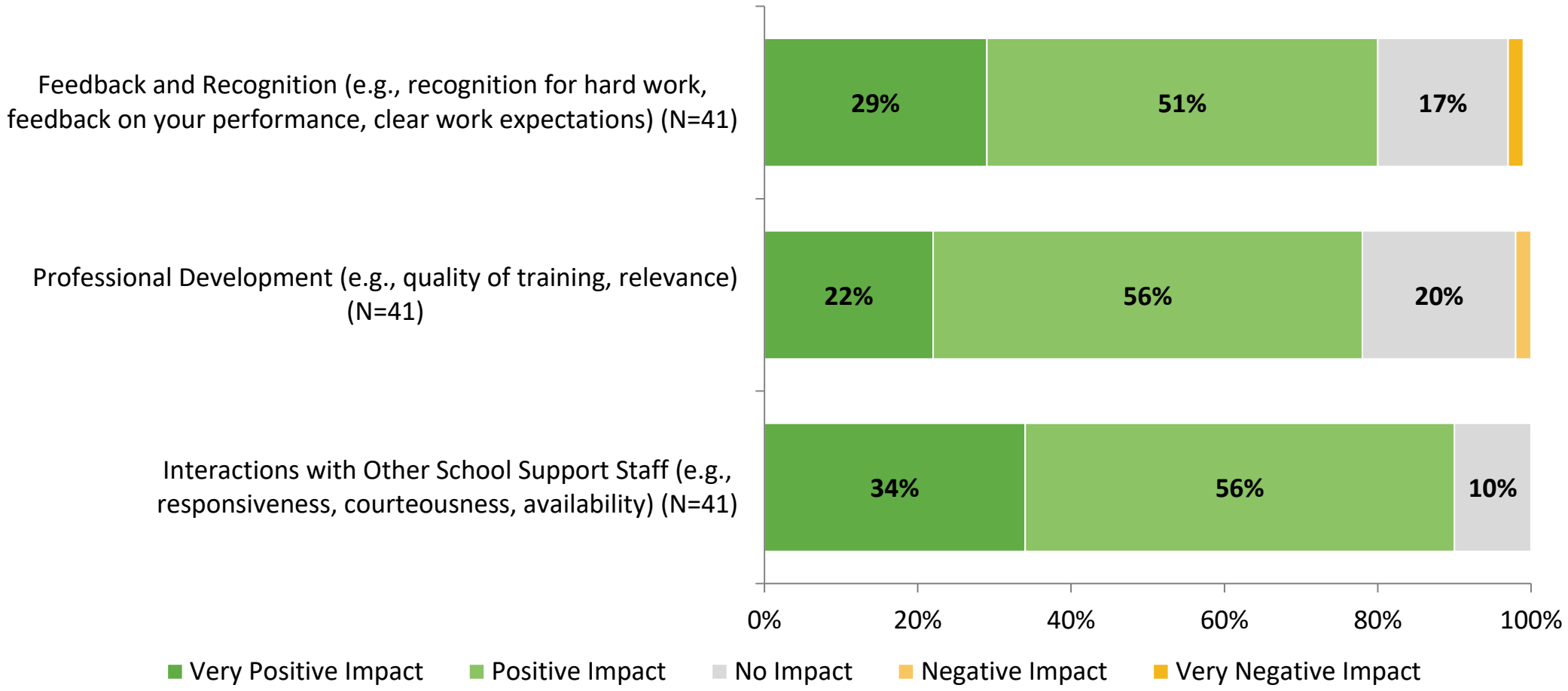
# Factors Driving School Net Promoter Score

**How do the following areas impact your rating of your school?**



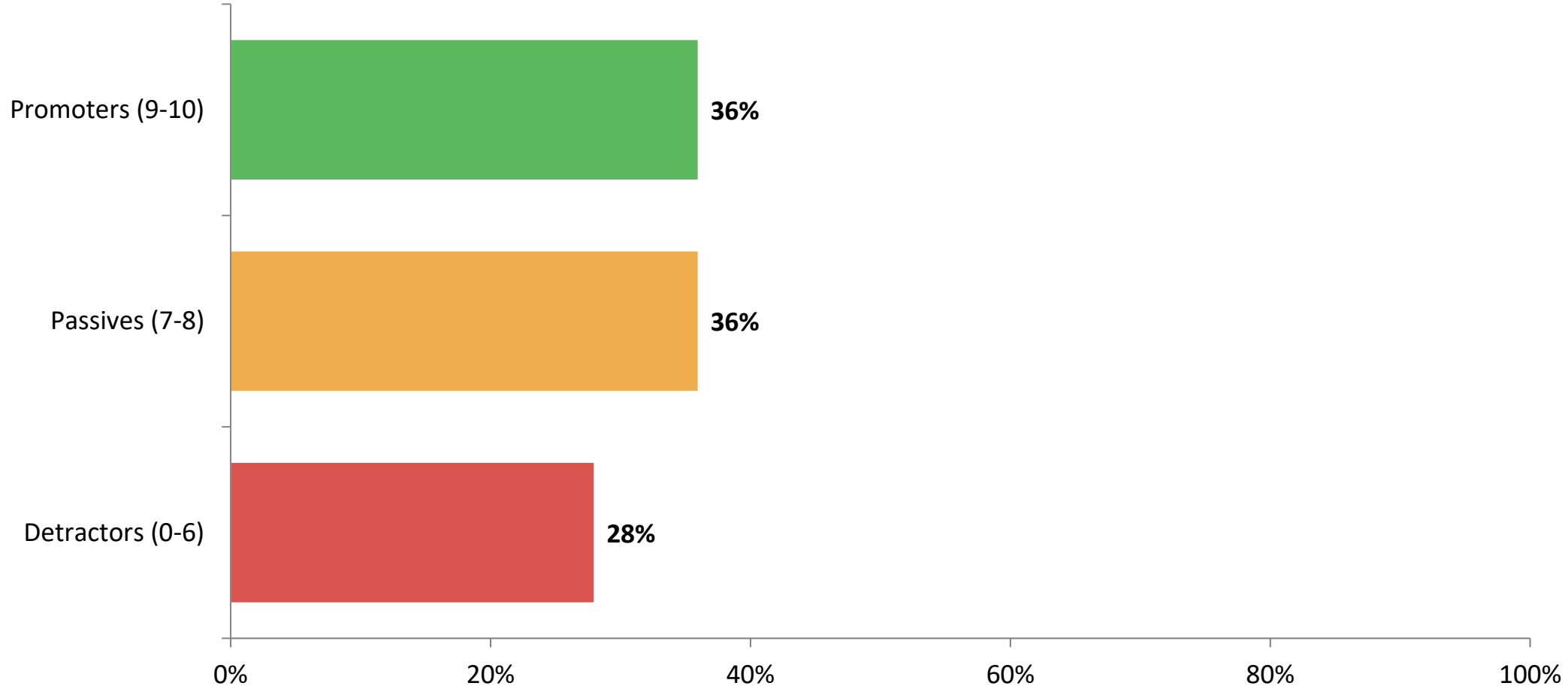
# Factors Driving School Net Promoter Score (Continued)

**How do the following areas impact your rating of your school?**



# District Net Promoter Score

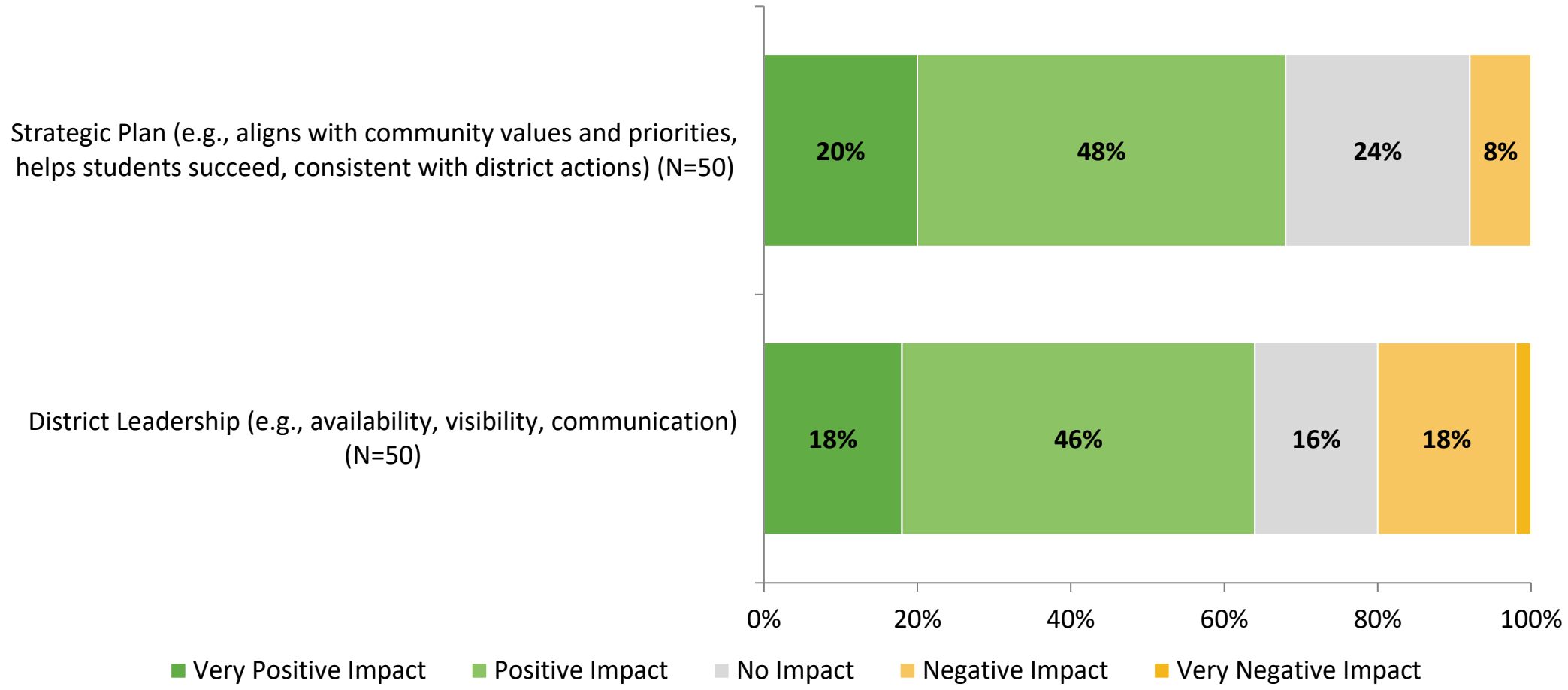
**How likely is it that you would recommend Pinellas County Schools to a family member or friend? (N=47)**




*Note: The Net Promoter Score (NPS) serves as a proxy for public confidence in the district and can potentially be connected to district growth. It is calculated by subtracting the percentage of detractors from promoters which gives a value between -100 to 100. A positive score means there are more people promoting the district than detracting from it. Passives represent individuals who do not have an unequivocal opinion about their school or district. The Net Promoter Score has been rounded to a whole number.*

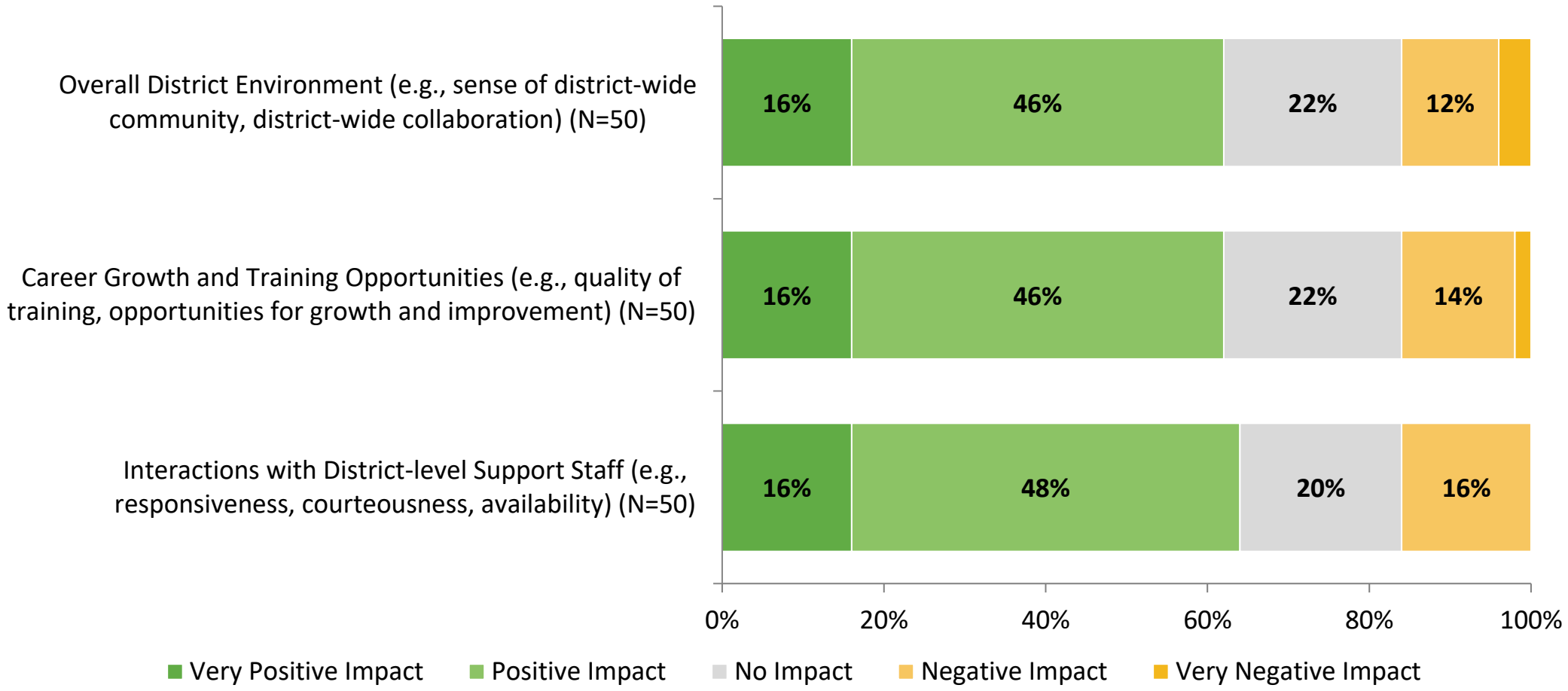
# Factors Driving District Net Promoter Score

**How do the following areas impact your rating of Pinellas County Schools?**



# Factors Driving District Net Promoter Score (Continued)

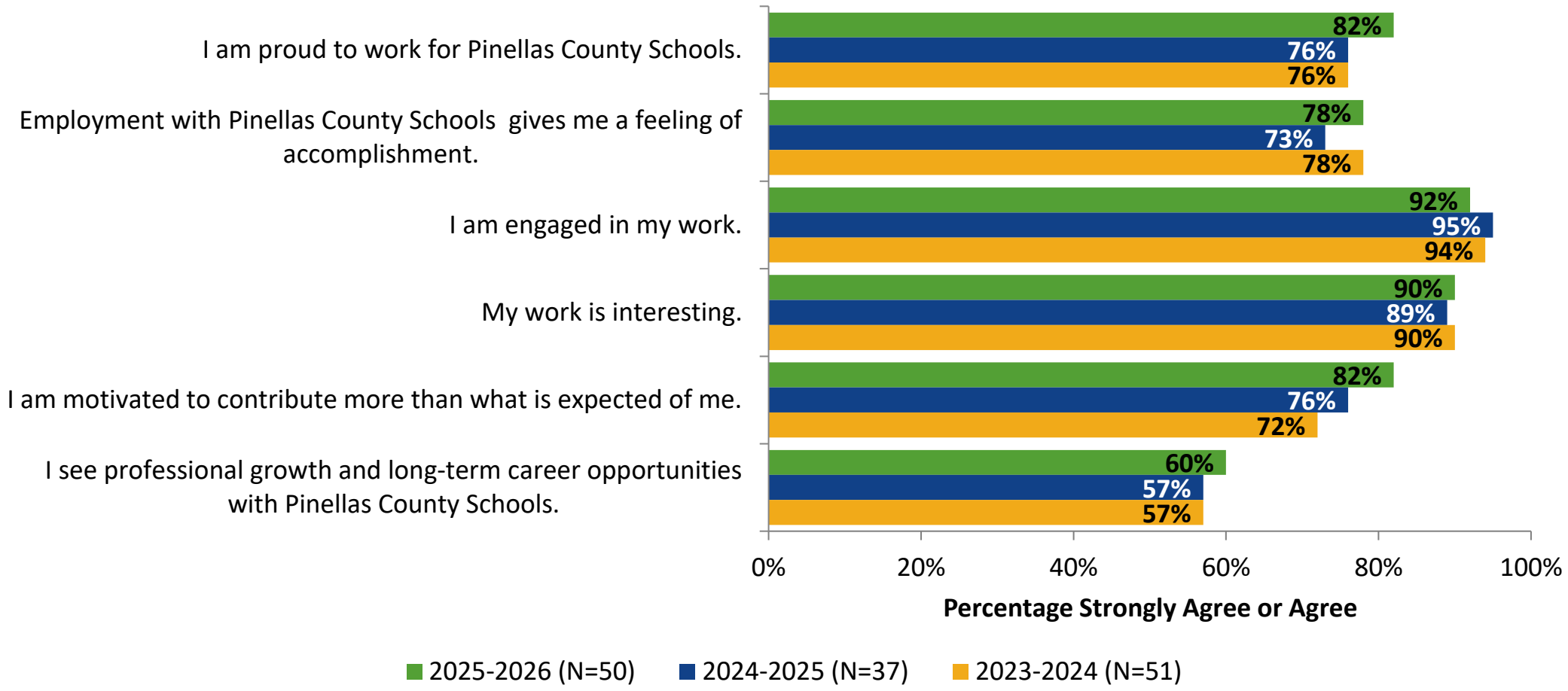
**How do the following areas impact your rating of Pinellas County Schools?**



# Comparison Over Time

# Overall Engagement: Comparison Over Time

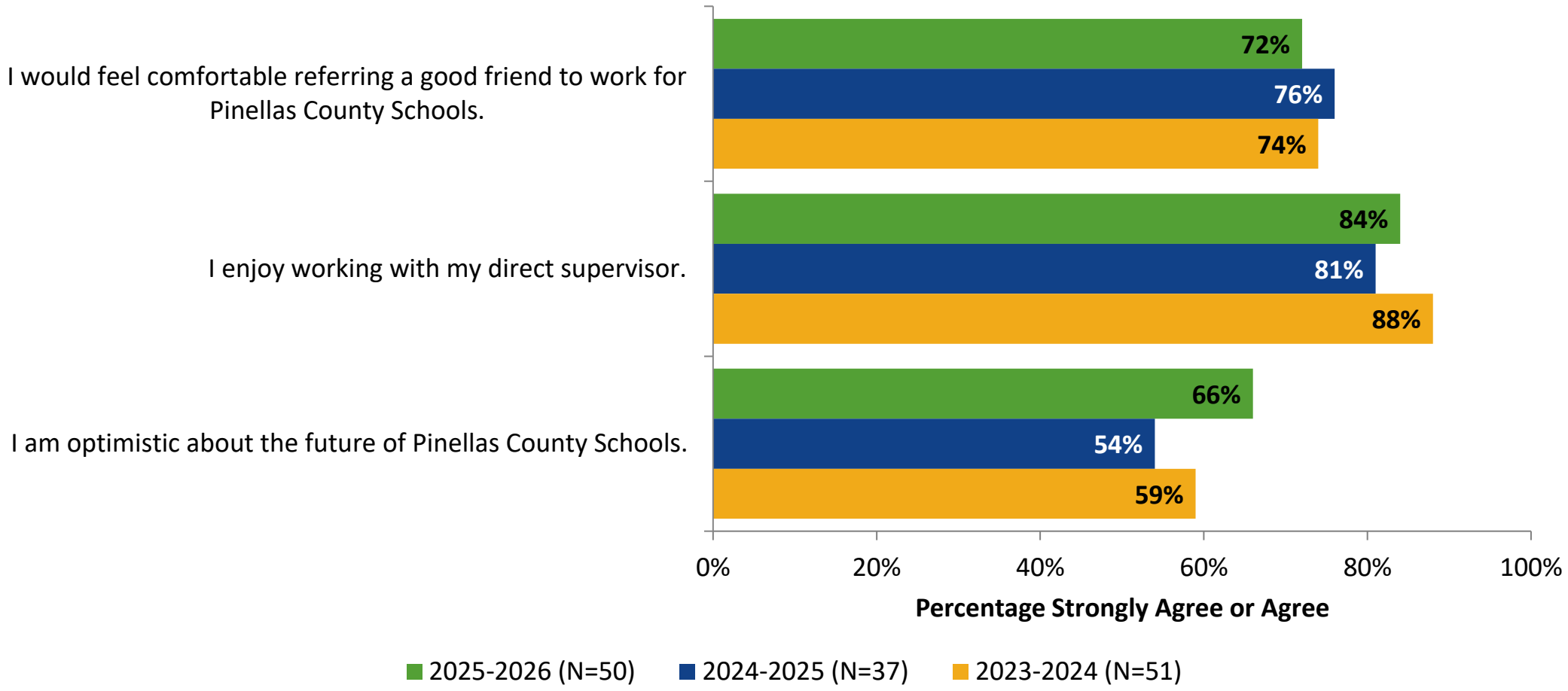
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Neither Disagree nor Agree, Disagree, Strongly Disagree*

# Overall Engagement: Comparison Over Time (Continued)

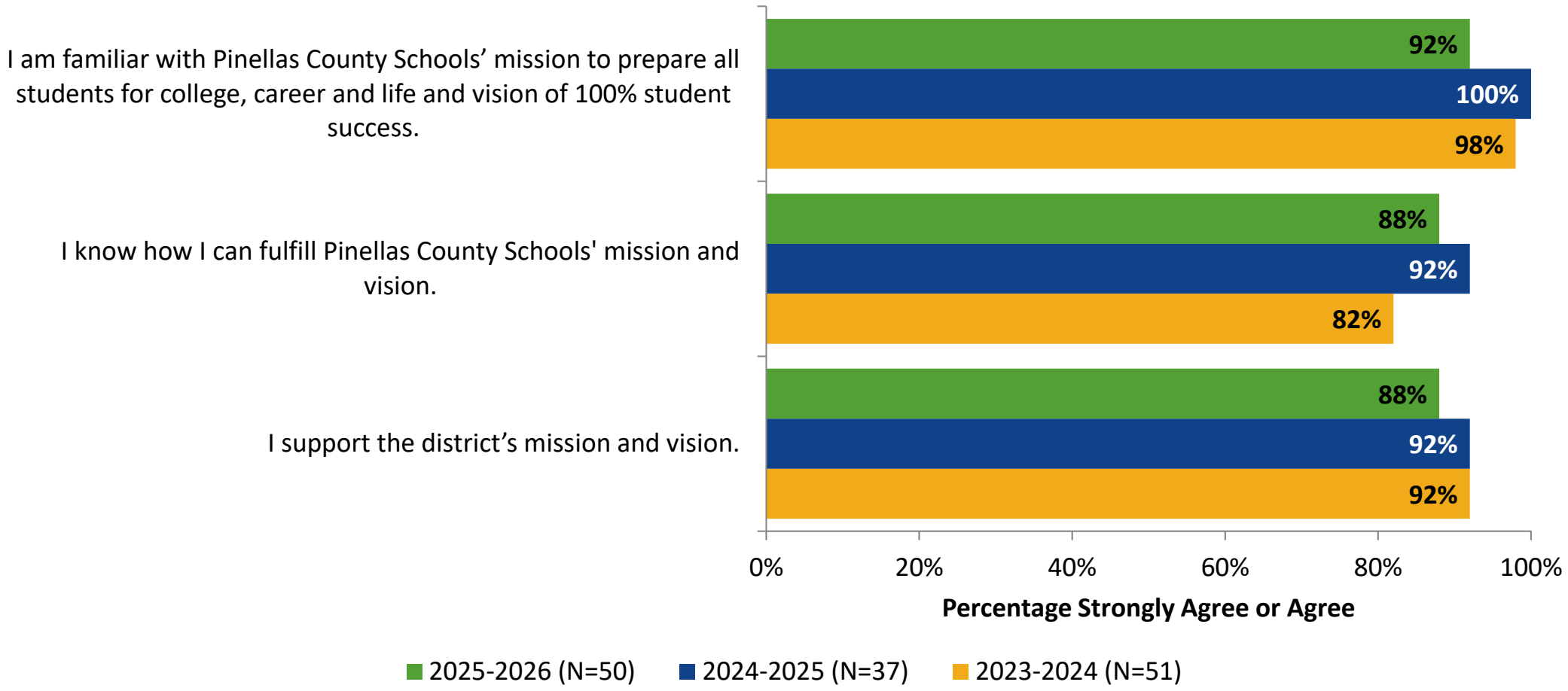
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Neither Disagree nor Agree, Disagree, Strongly Disagree*

# Mission and Vision: Comparison Over Time

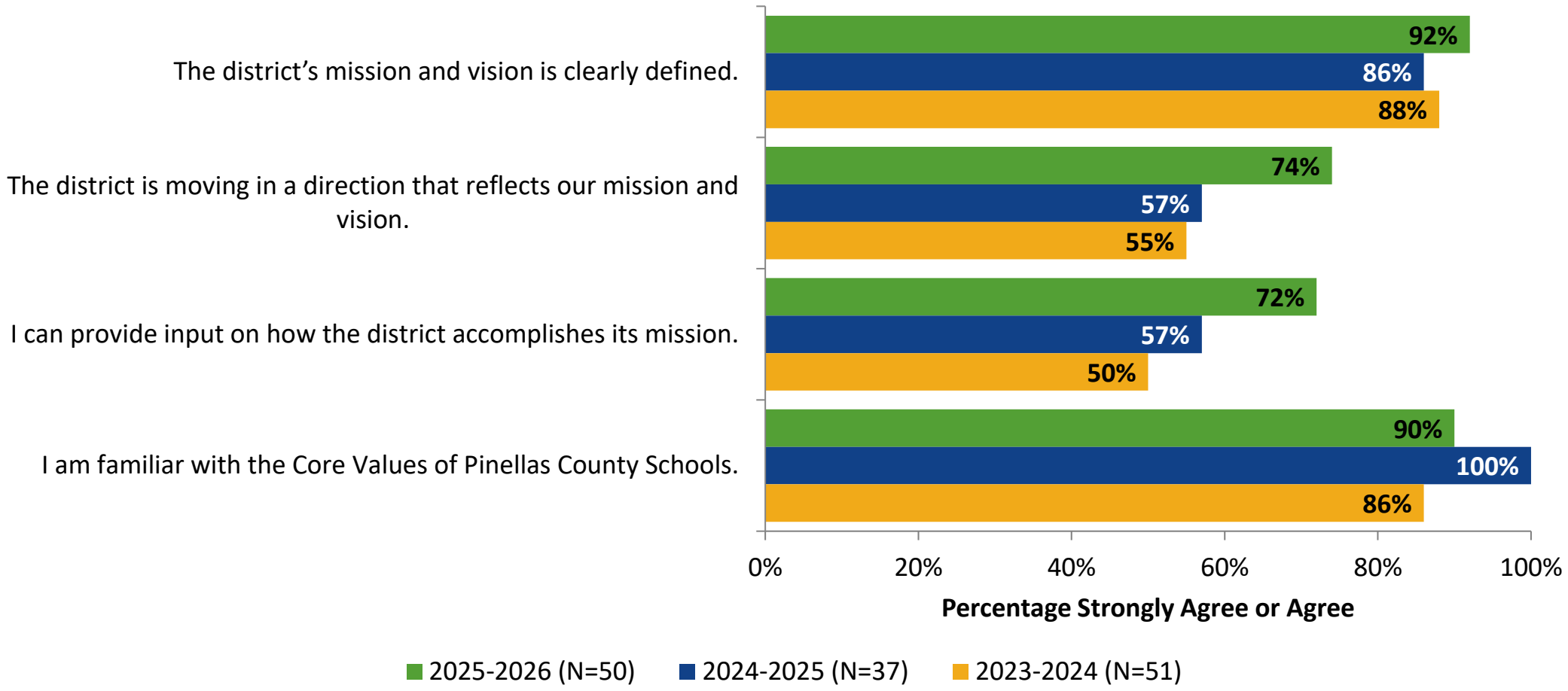
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Neither Disagree nor Agree, Disagree, Strongly Disagree*

# Mission and Vision: Comparison Over Time (Continued)

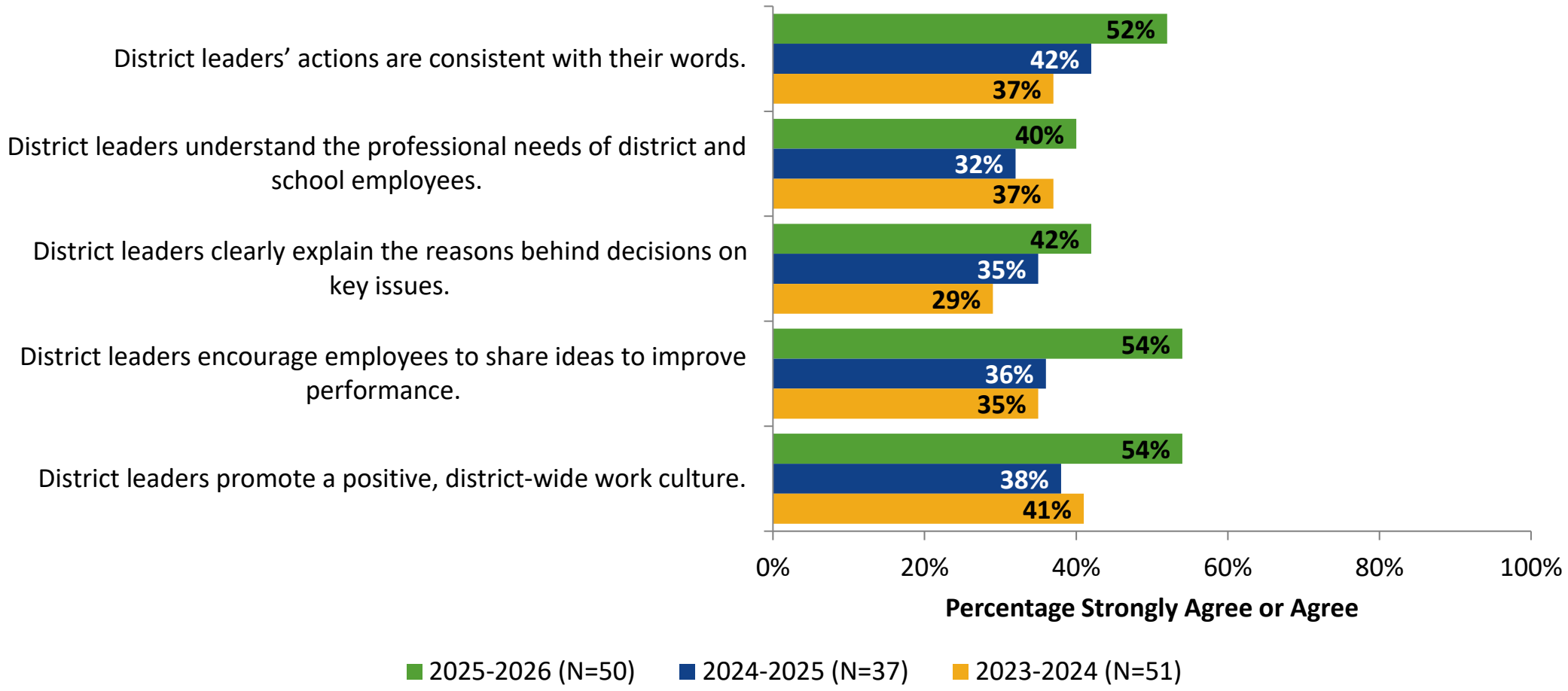
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Neither Disagree nor Agree, Disagree, Strongly Disagree*

# District Leadership: Comparison Over Time

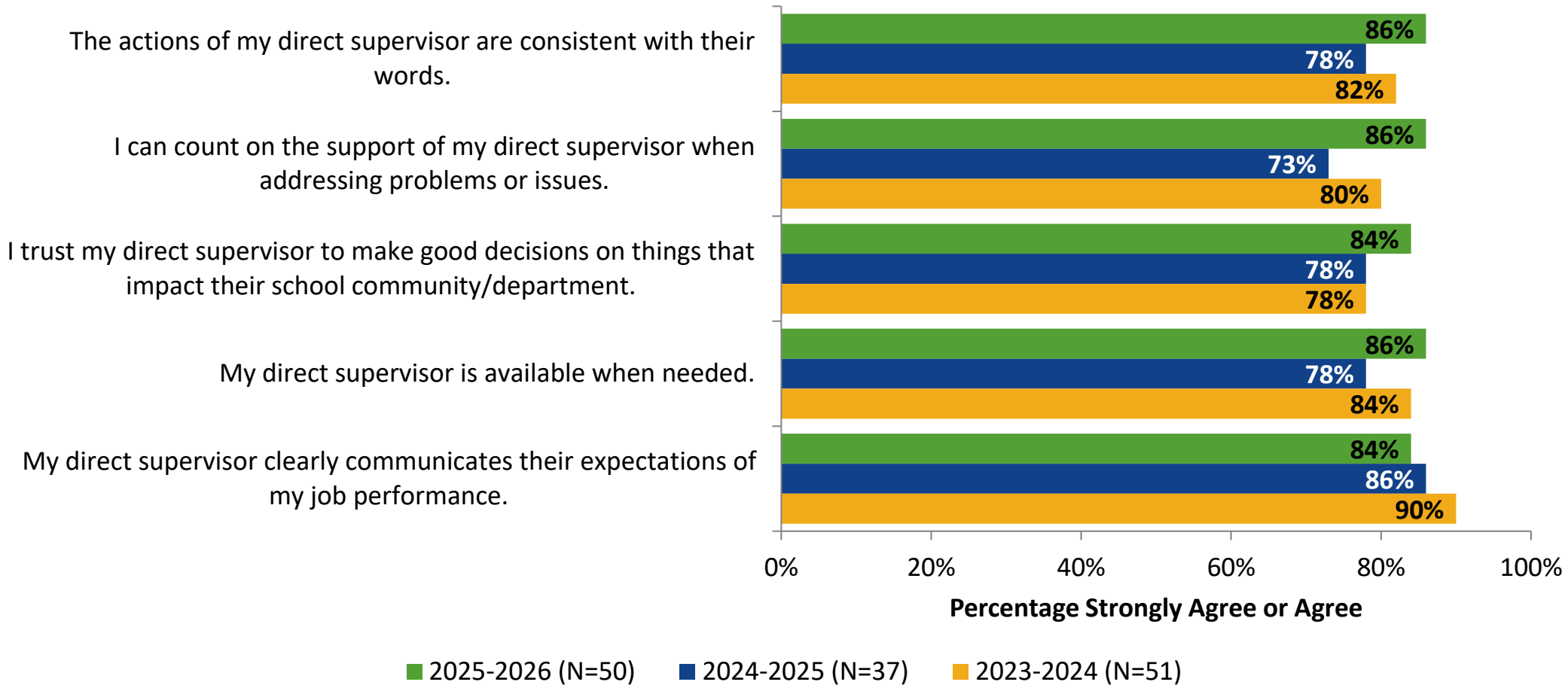
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Neither Disagree nor Agree, Disagree, Strongly Disagree*

# Worksite Leadership: Comparison Over Time

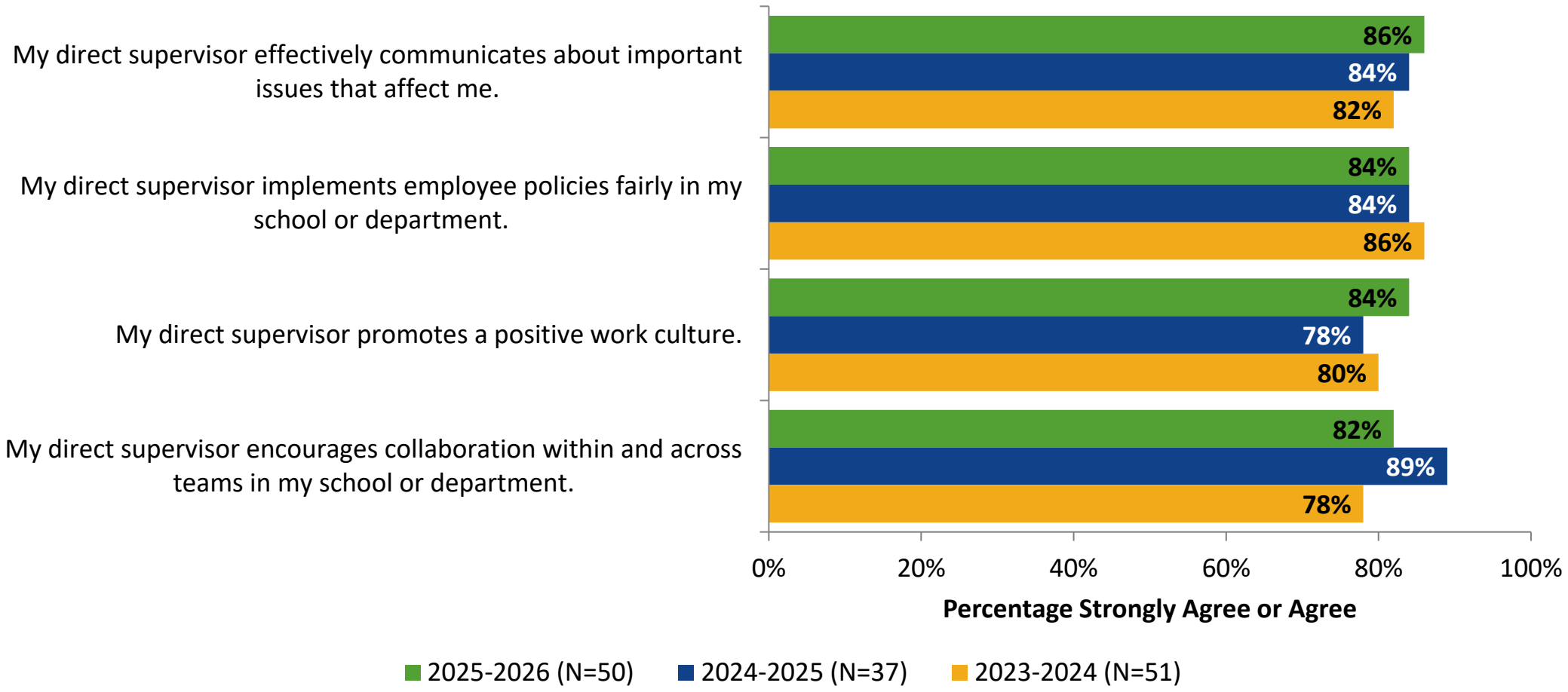
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Neither Disagree nor Agree, Disagree, Strongly Disagree*

# Worksite Leadership: Comparison Over Time (Continued)

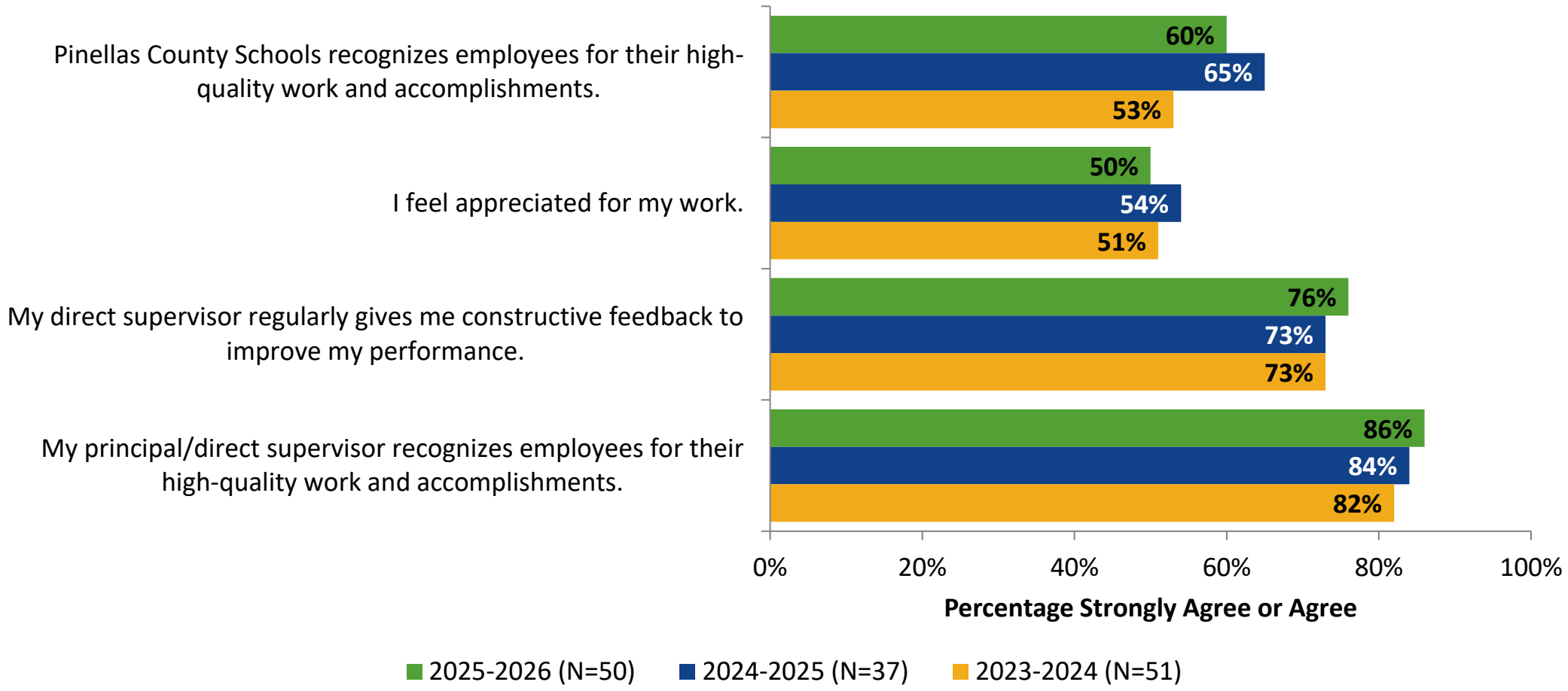
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Neither Disagree nor Agree, Disagree, Strongly Disagree*

# Feedback and Recognition: Comparison Over Time

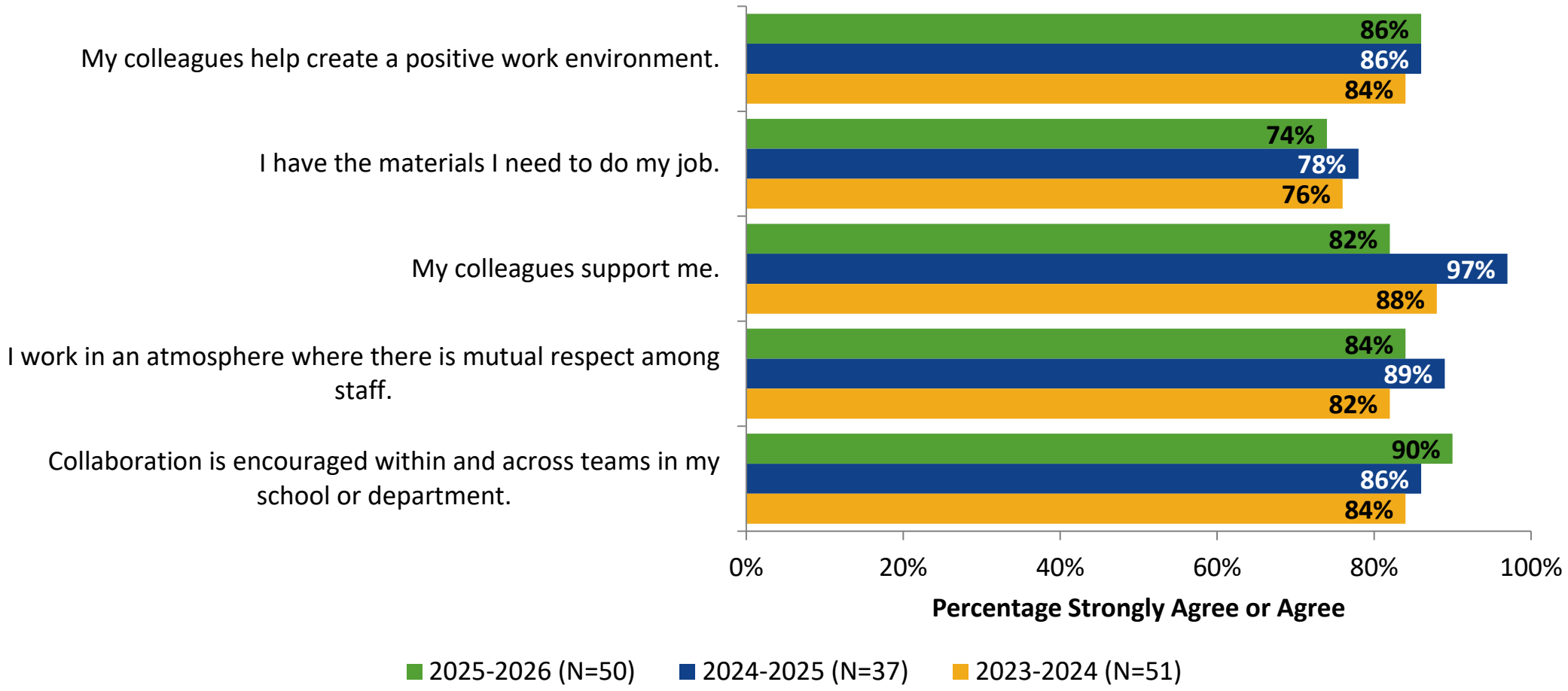
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Neither Disagree nor Agree, Disagree, Strongly Disagree*

# Work Environment: Comparison Over Time

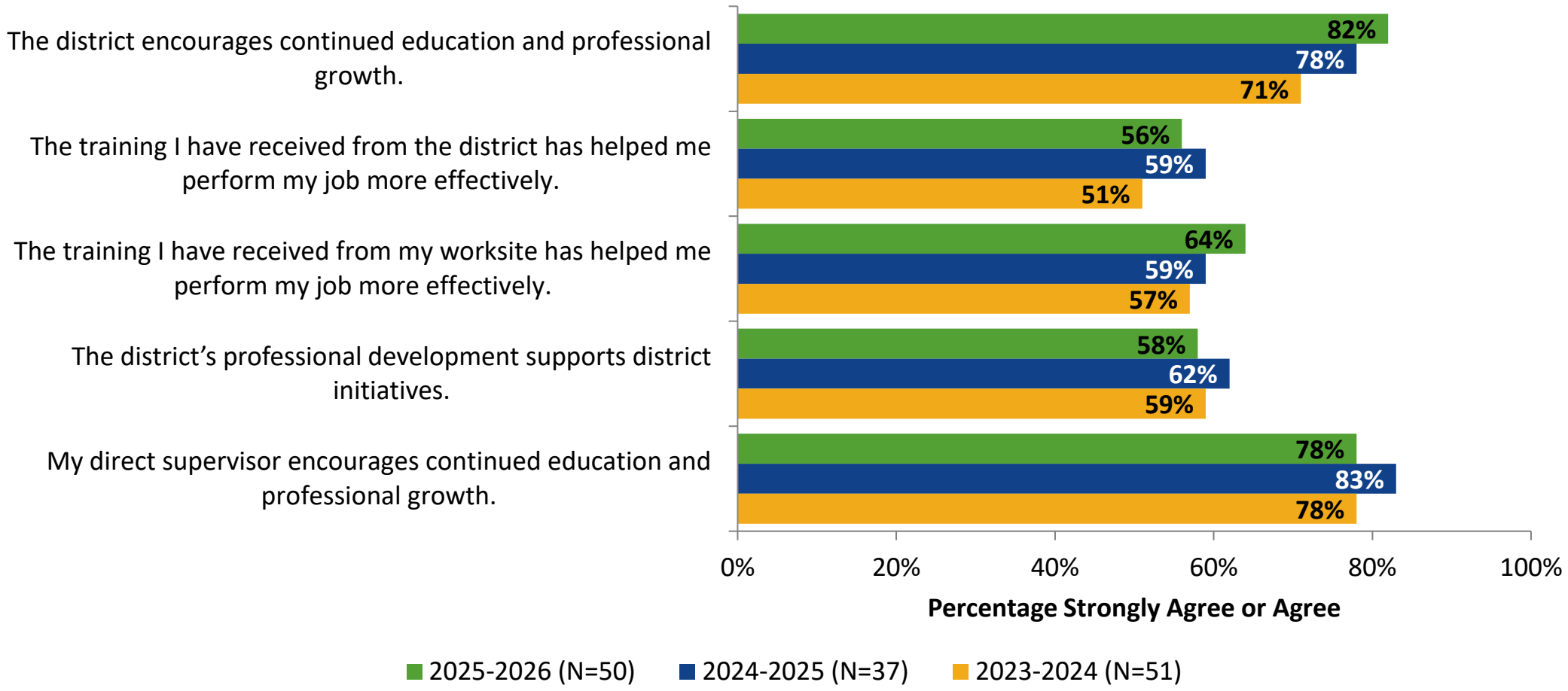
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Neither Disagree nor Agree, Disagree, Strongly Disagree*

# Career Growth and Training Opportunities: Comparison Over Time

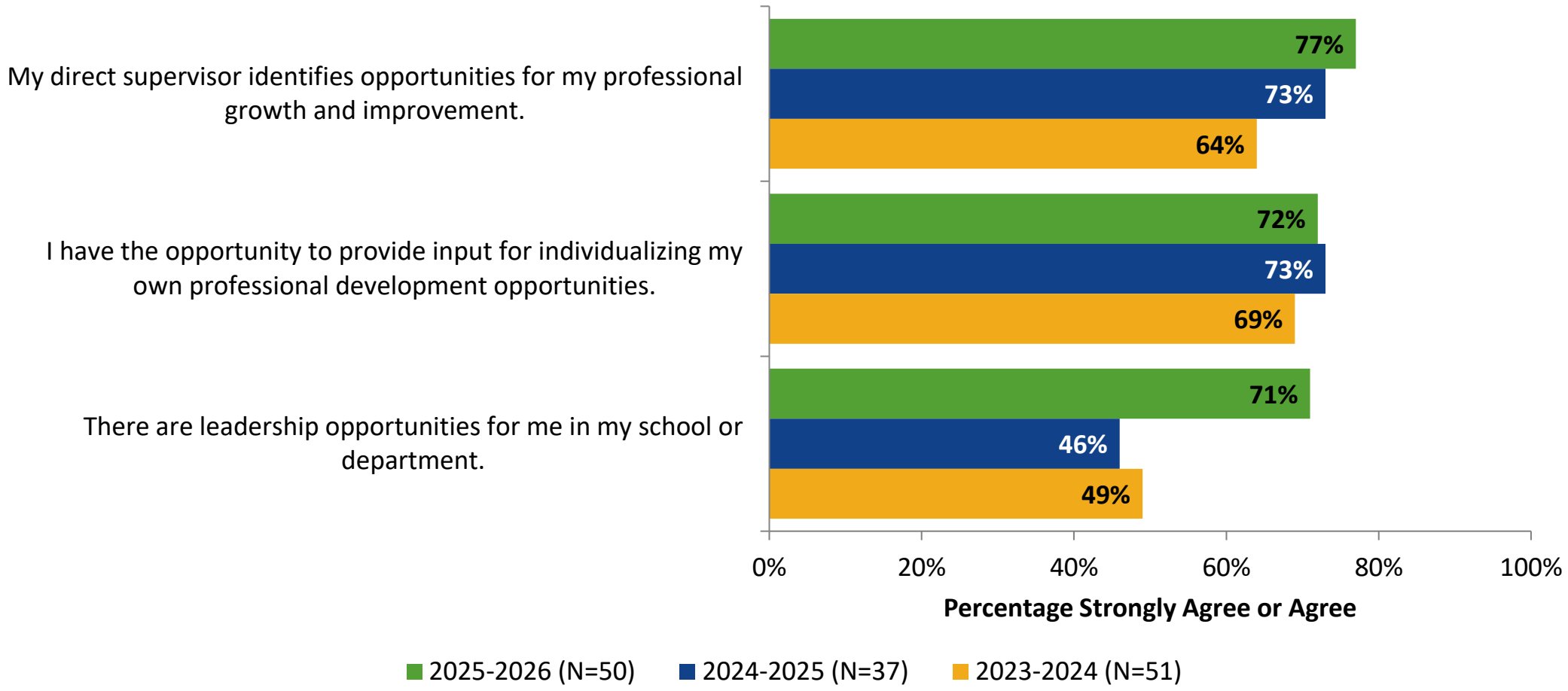
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Neither Disagree nor Agree, Disagree, Strongly Disagree*

# Career Growth and Training Opportunities: Comparison Over Time (Continued)

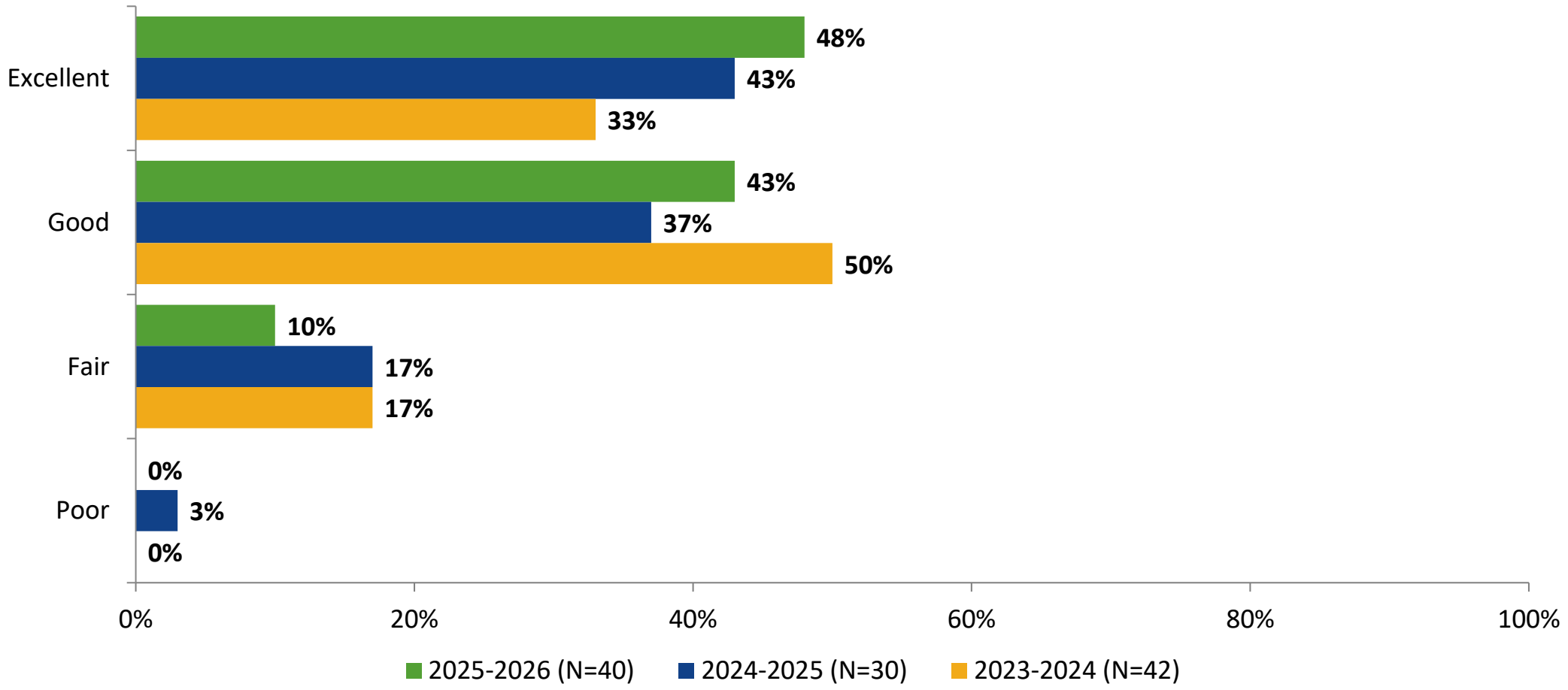
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Neither Disagree nor Agree, Disagree, Strongly Disagree*

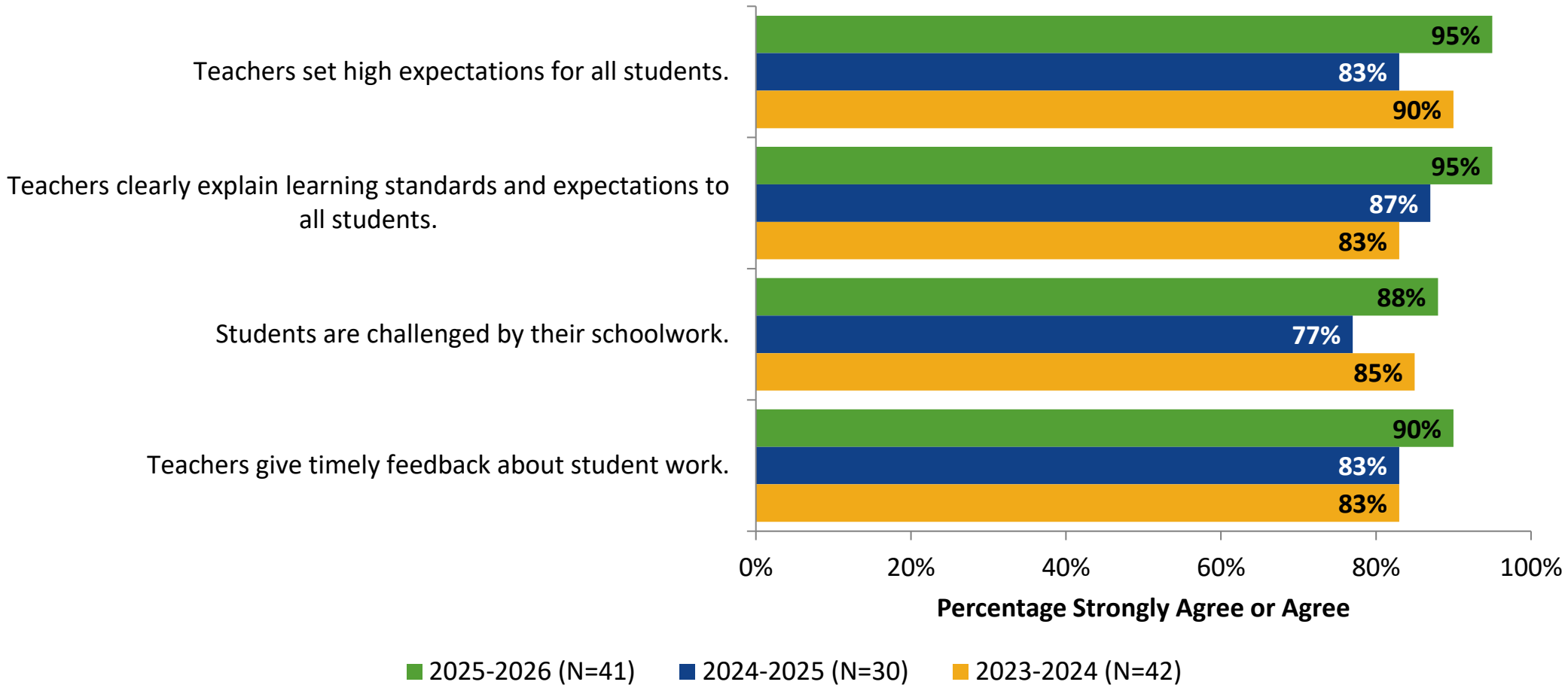
# Overall Quality: Comparison Over Time

**How would you rate the overall quality of the education at your school?**



# Academic Support: Comparison Over Time

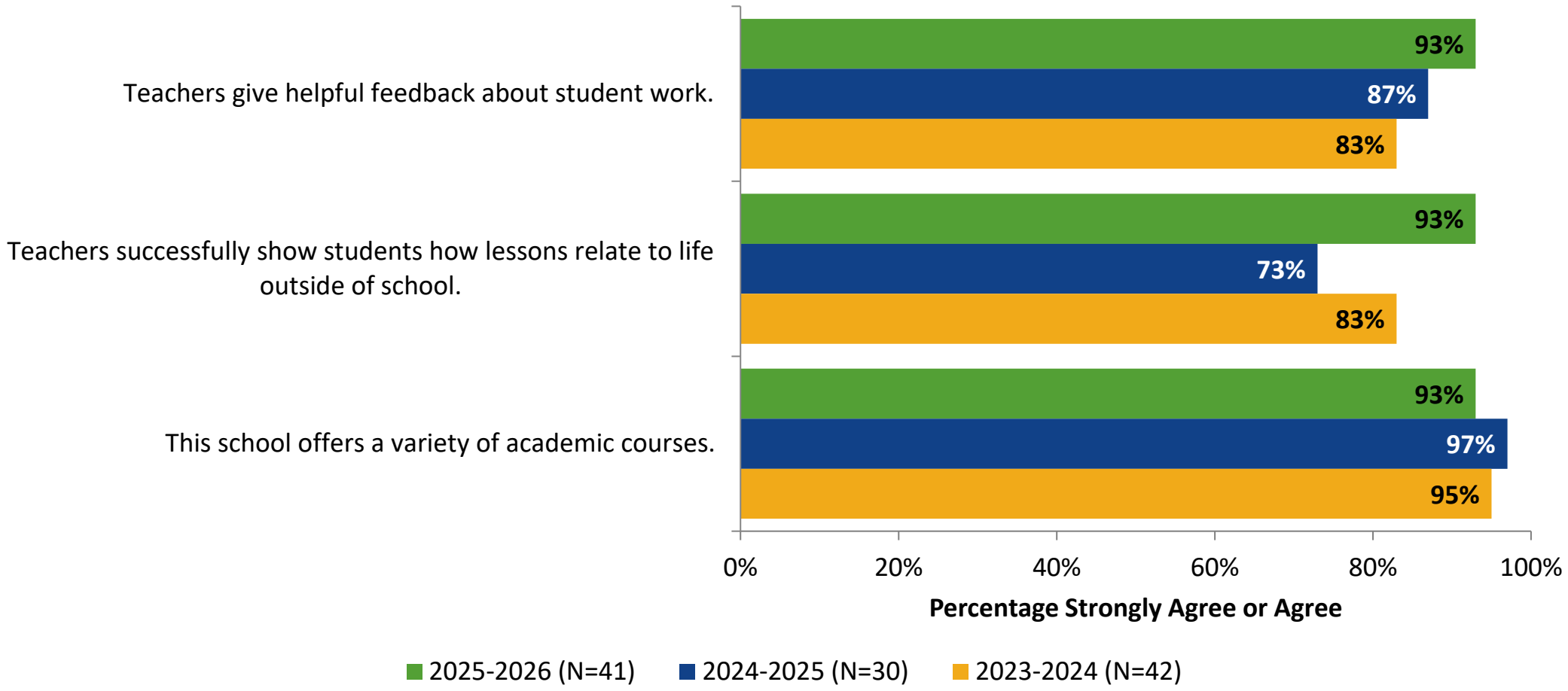
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know*

# Academic Support: Comparison Over Time (Continued)

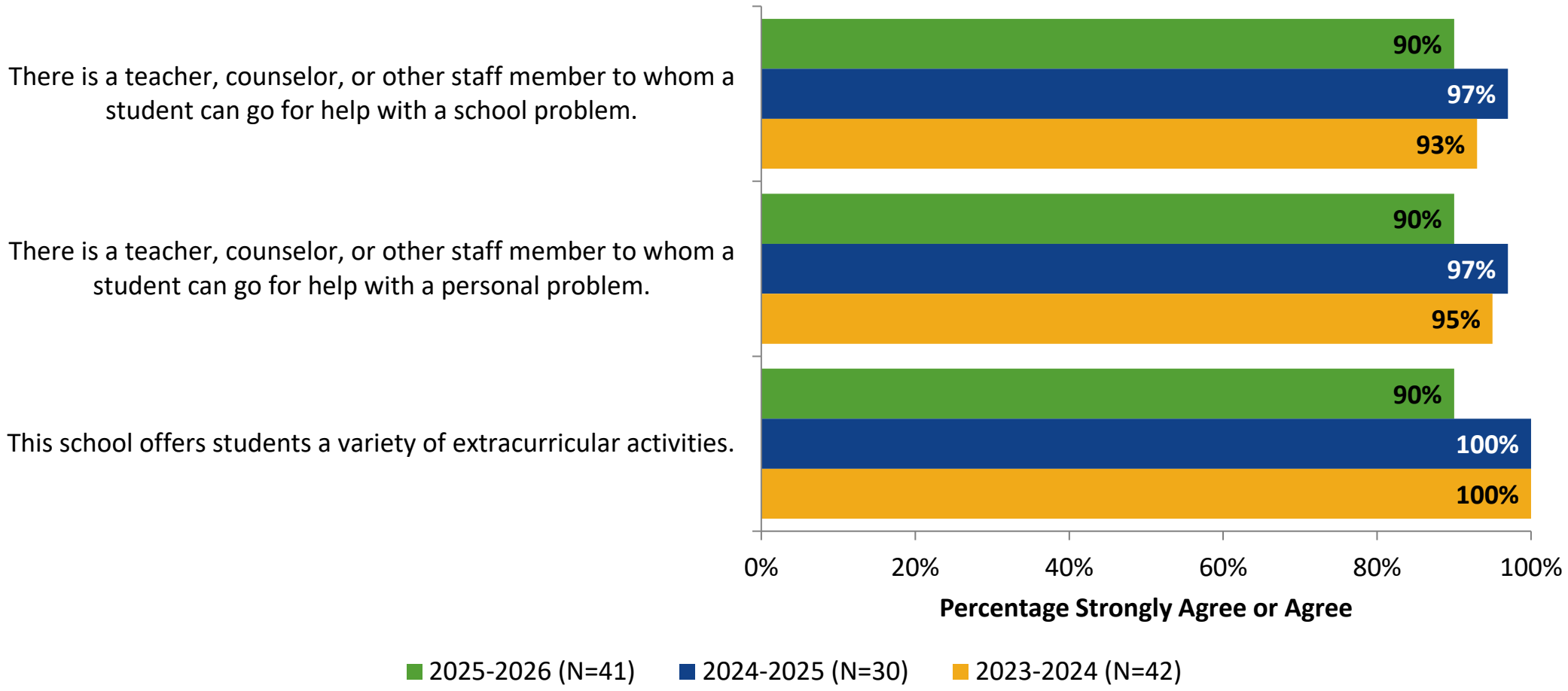
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know*

# Student Support: Comparison Over Time

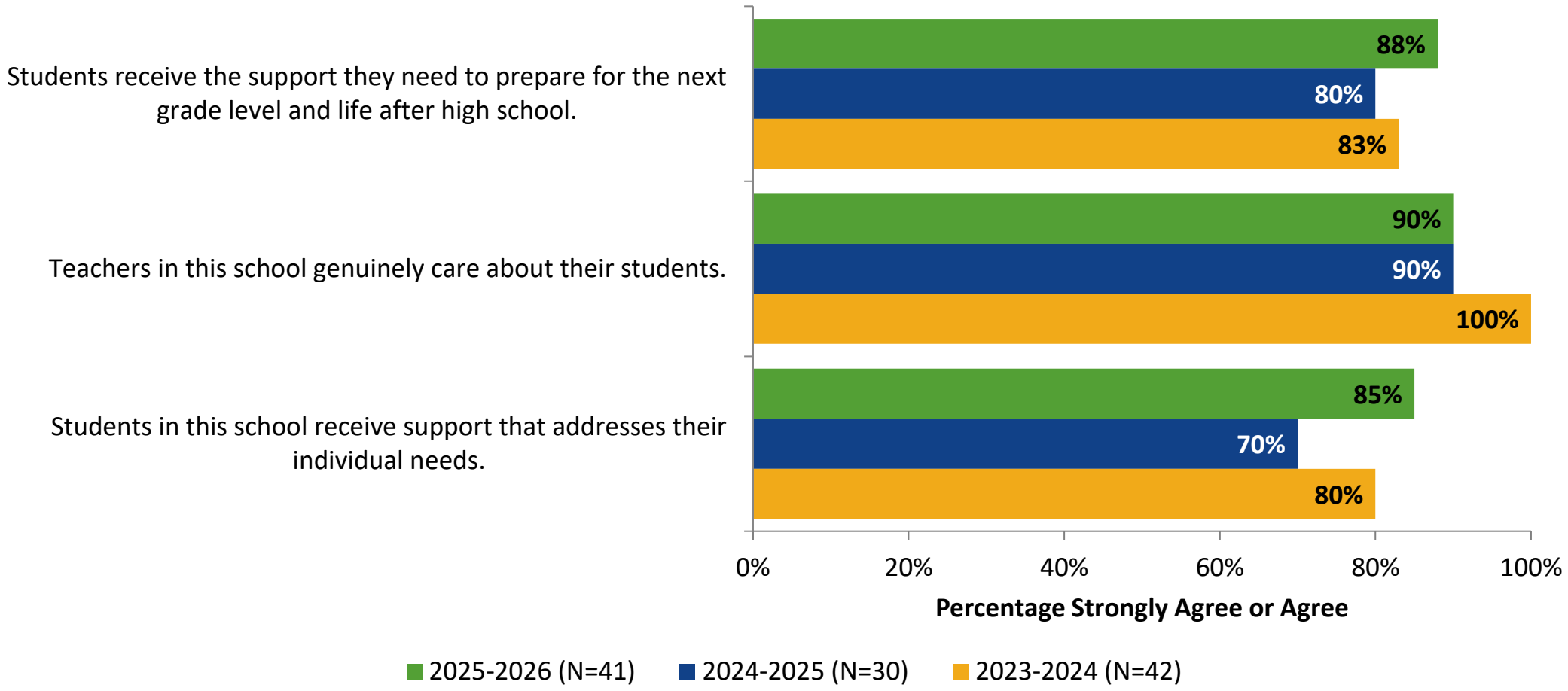
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know*

# Student Support: Comparison Over Time (Continued)

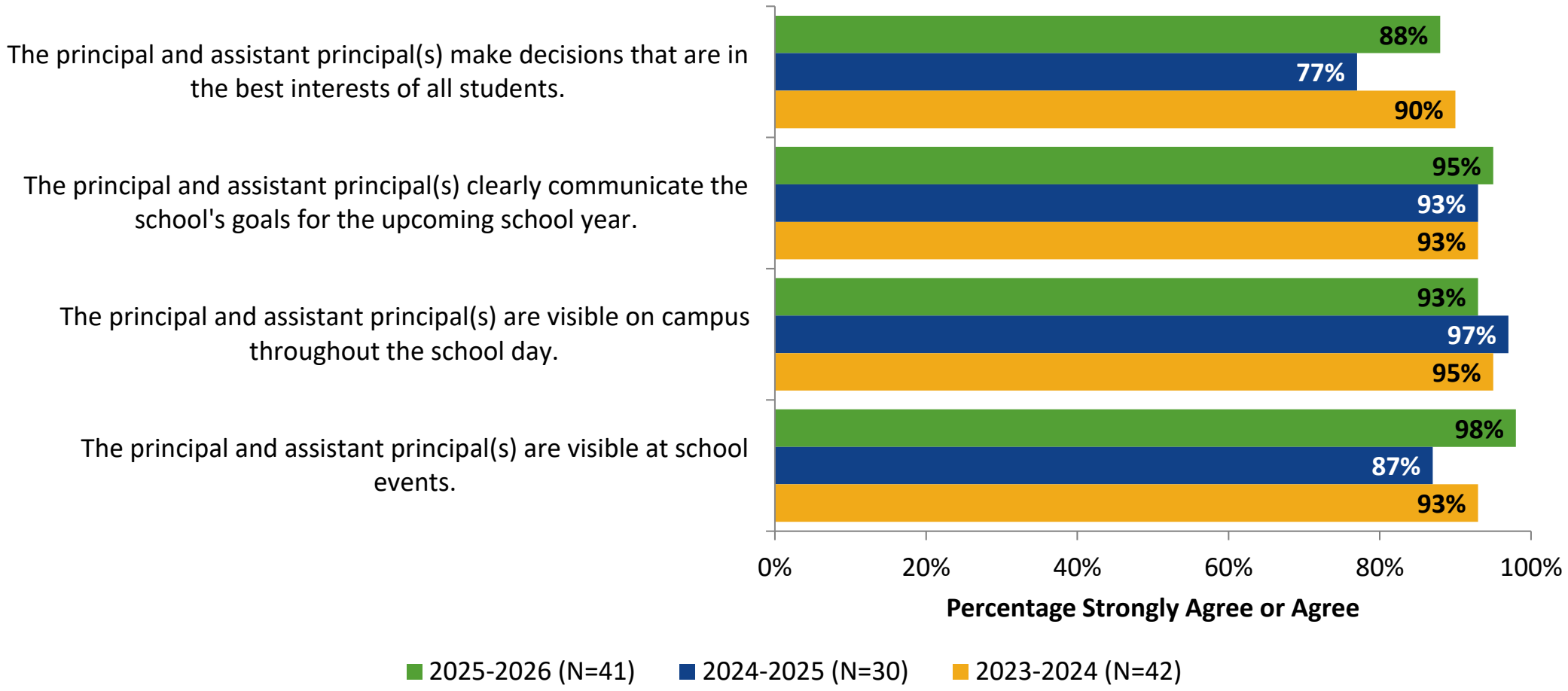
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know*

# School Leadership: Comparison Over Time

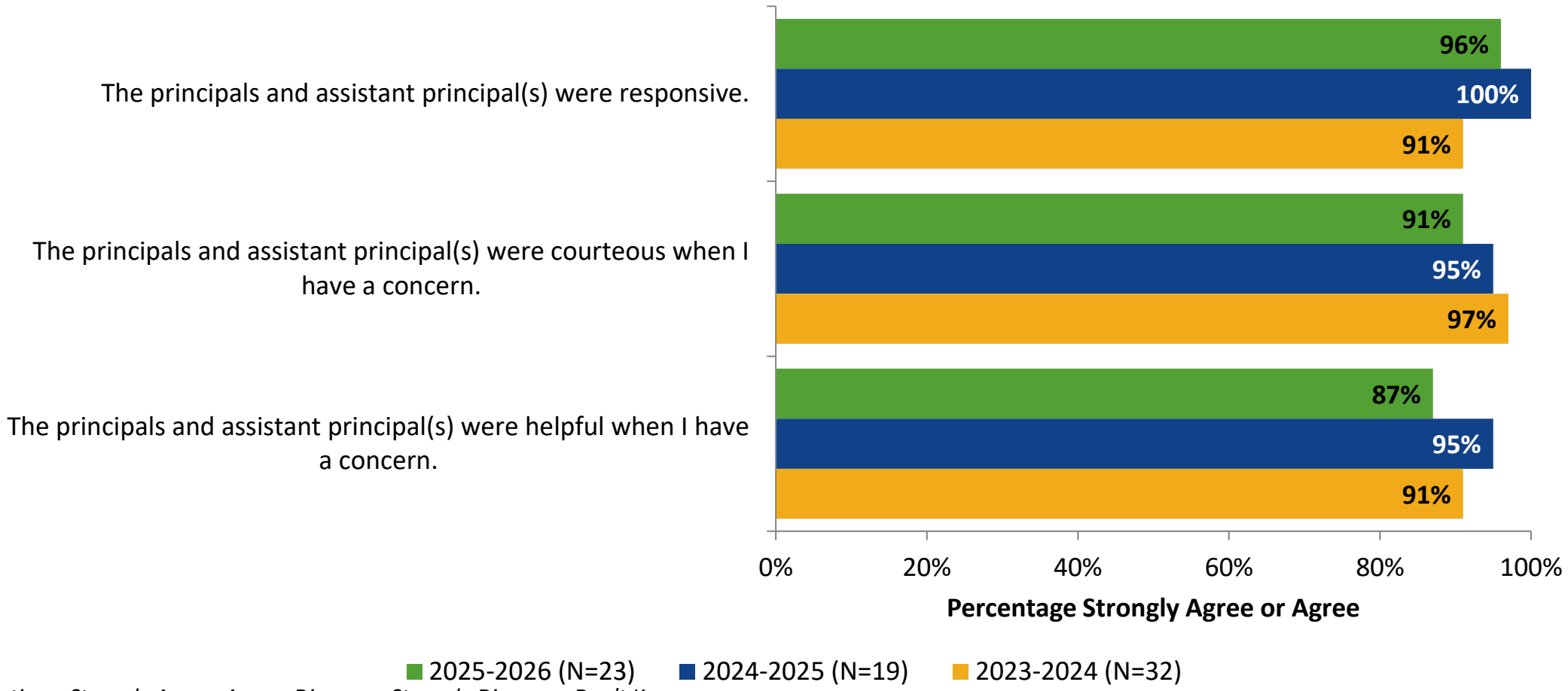
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know*

# Perceptions of Communication with School Leadership: Comparison Over Time

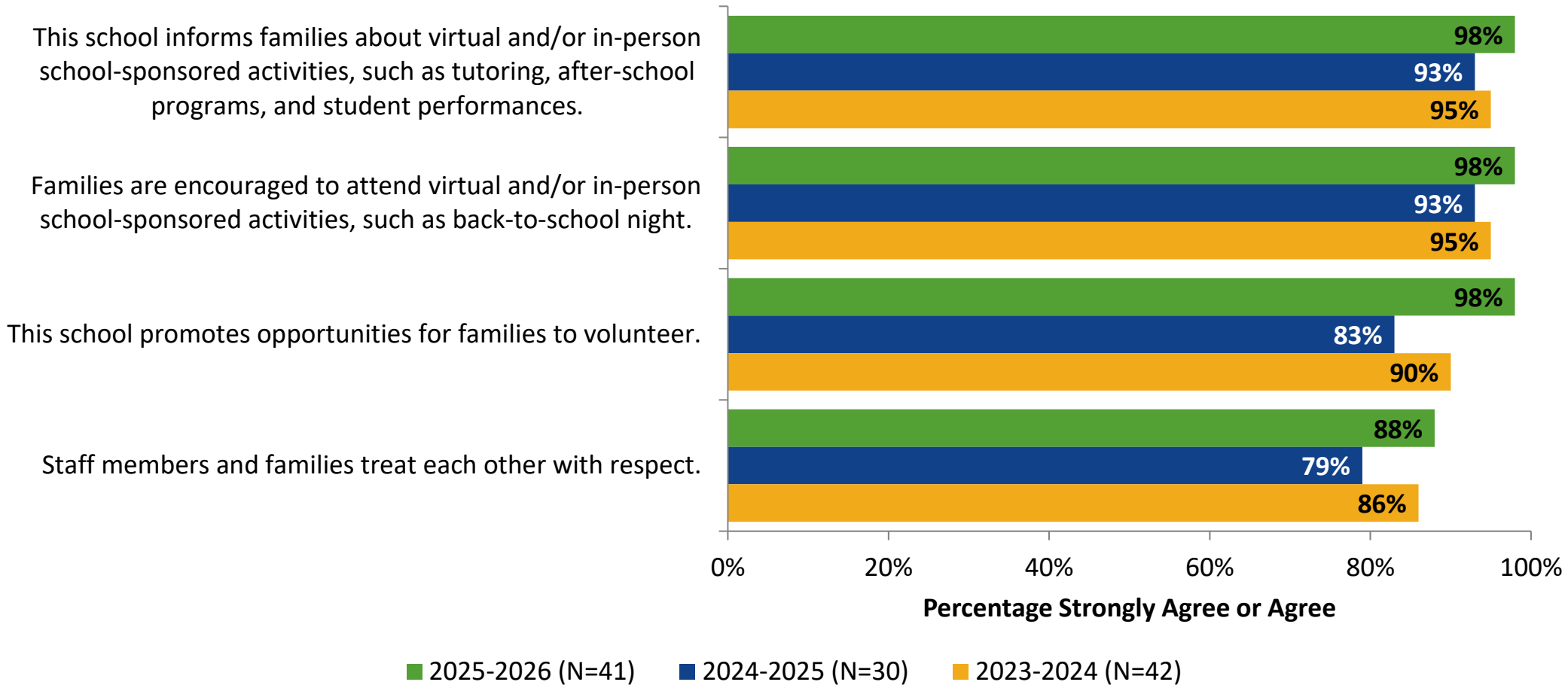
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know*
*Only those who indicated they reached out to a principal or assistant principal answered these questions.*

# Family Involvement: Comparison Over Time

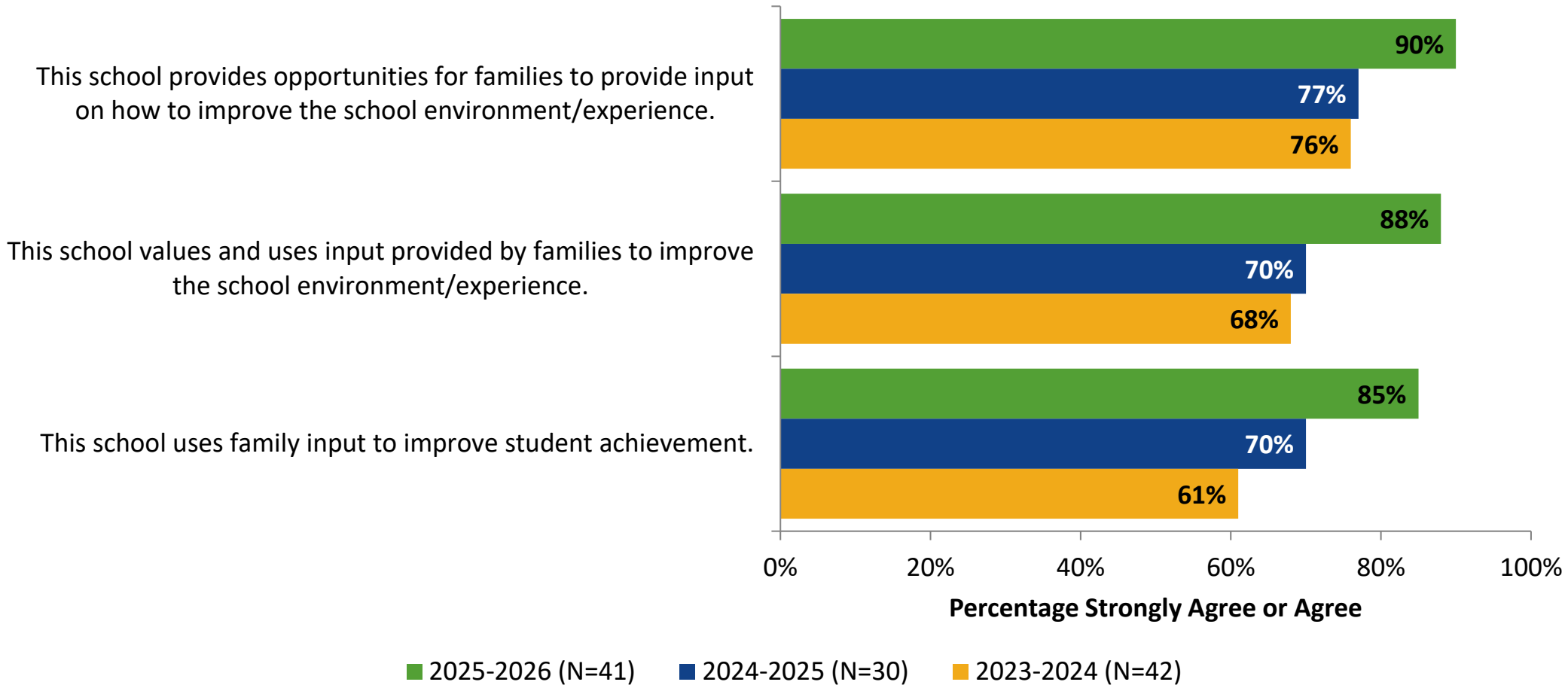
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know*

# Family Involvement: Comparison Over Time (Continued)

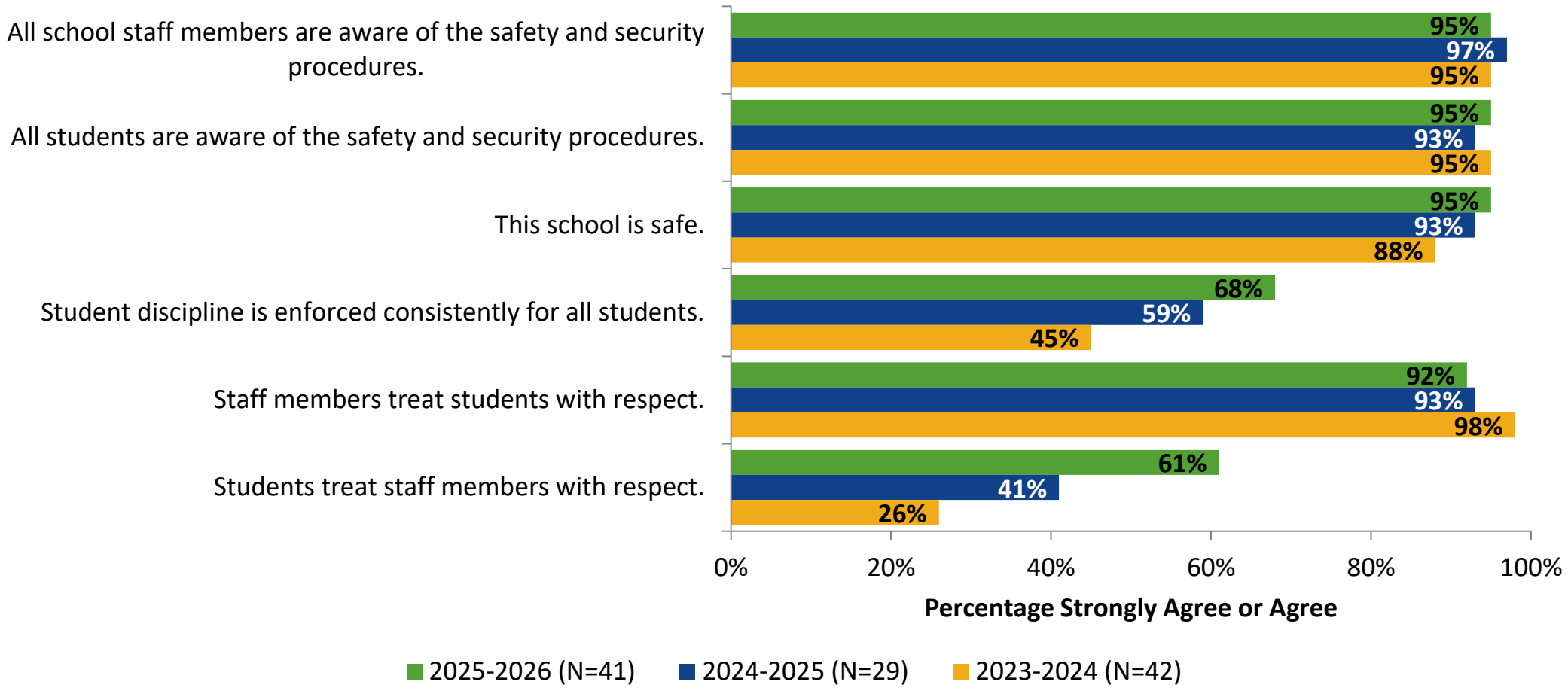
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know*

# Safety and Behavior: Comparison Over Time

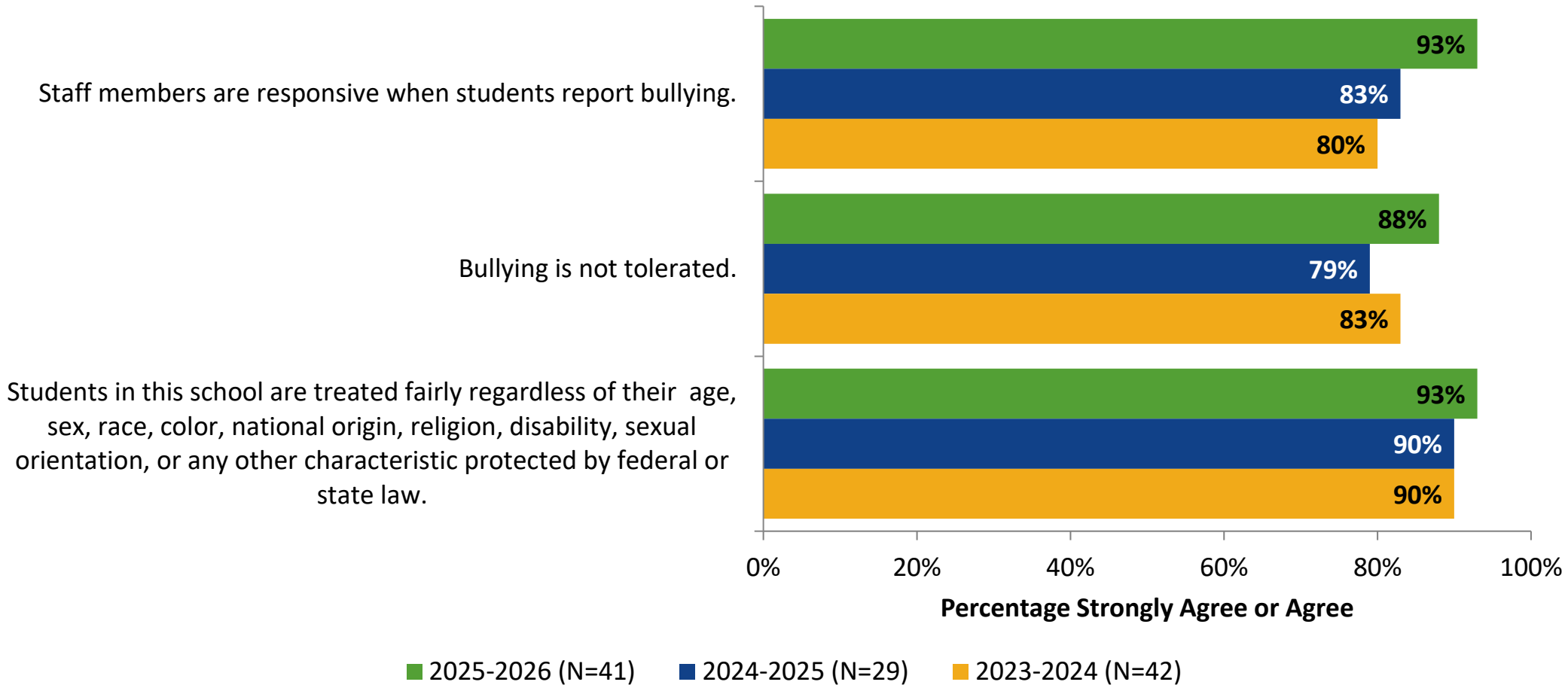
**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know*

# Safety and Behavior: Comparison Over Time (Continued)

**How strongly do you agree or disagree with the following statements?**




*Answer options: Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know*

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