Employee Engagement Survey: Thurgood Marshall Fundamental 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:

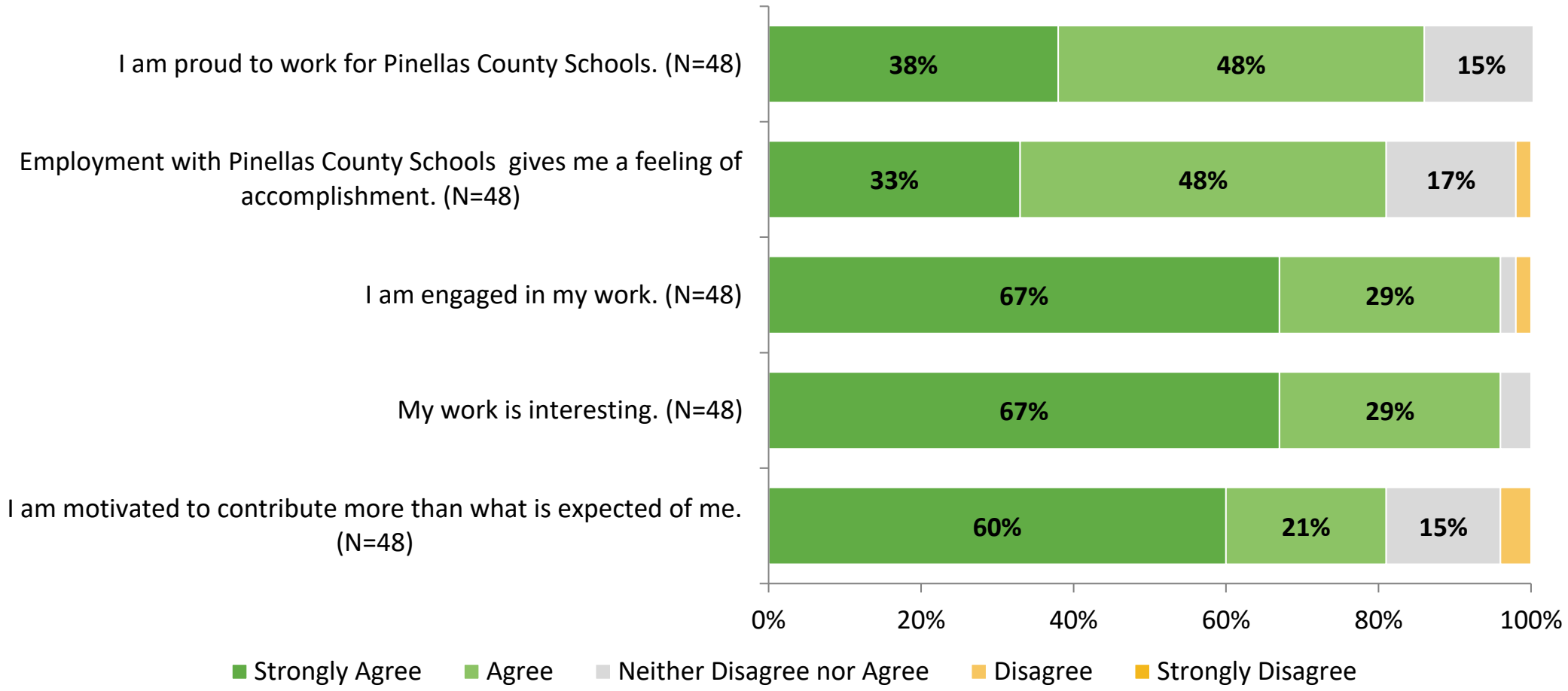
- **Overall Engagement** is composed of nine items designed to measure an employee's level of engagement. To calculate the engagement score, each response option was given a weight, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Based on the average of the responses to these items, an engagement 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

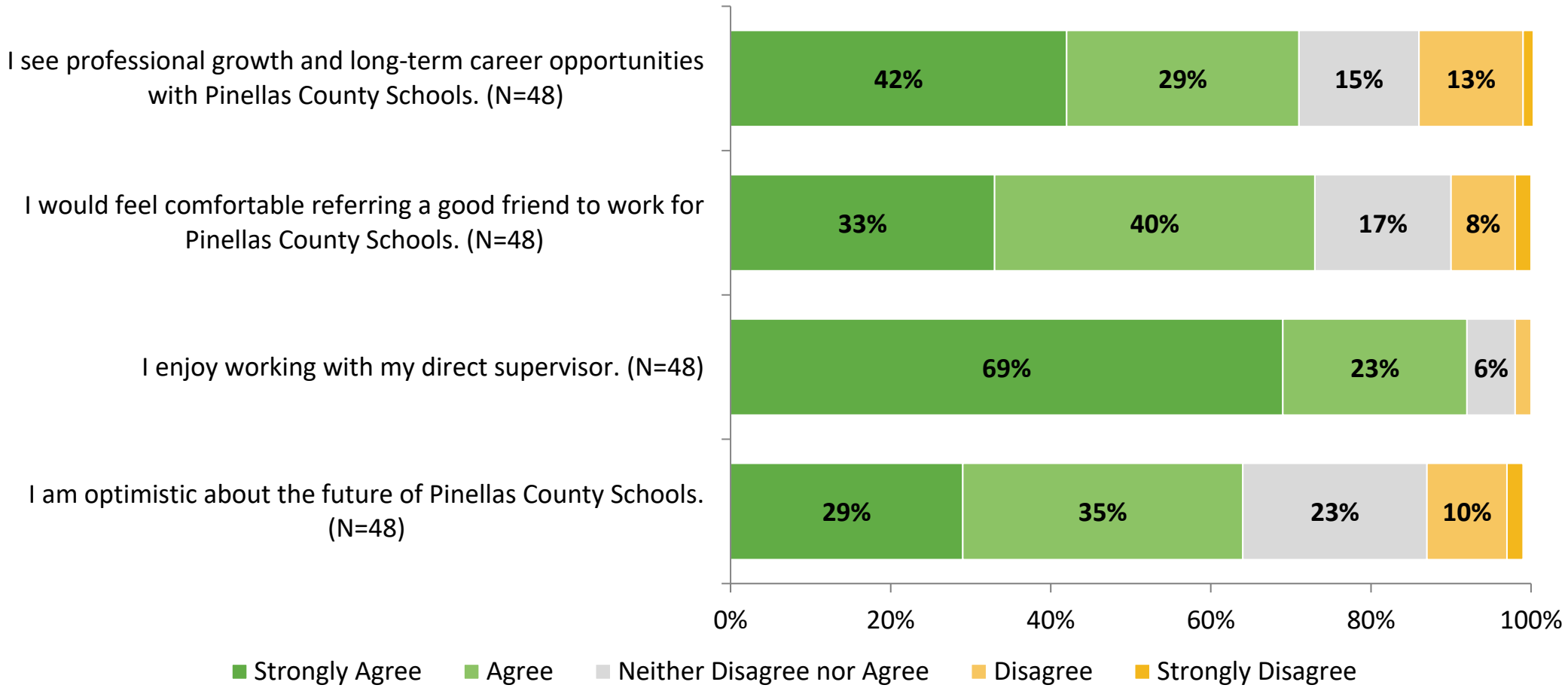
Overall Engagement

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?

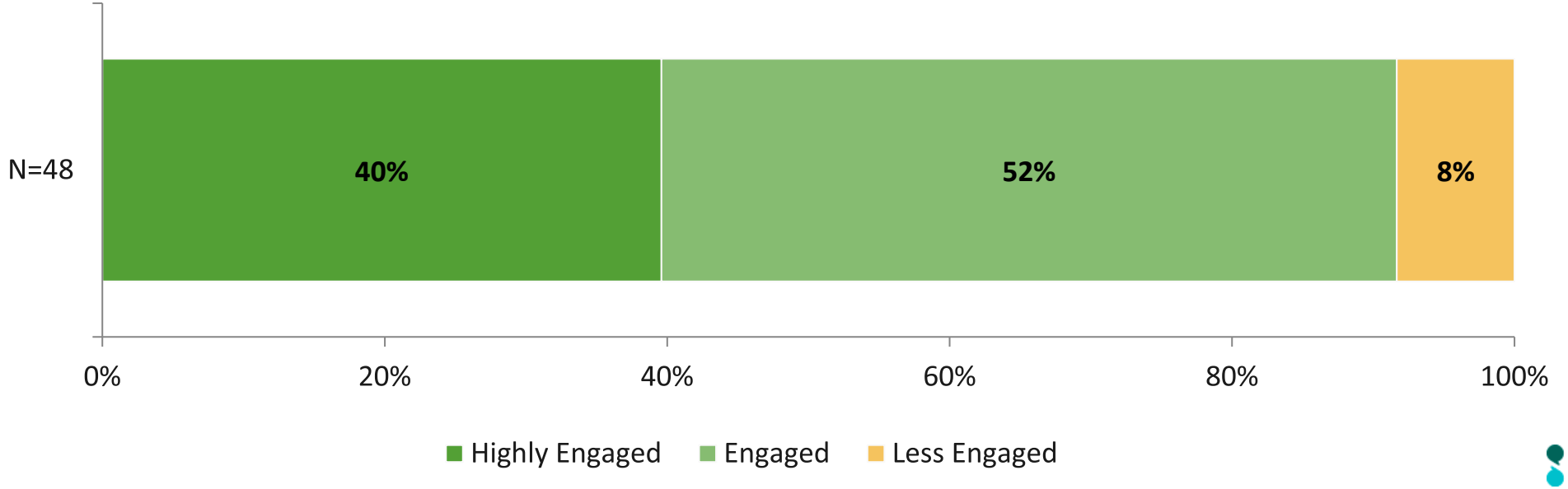


Overall Engagement Classification

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).



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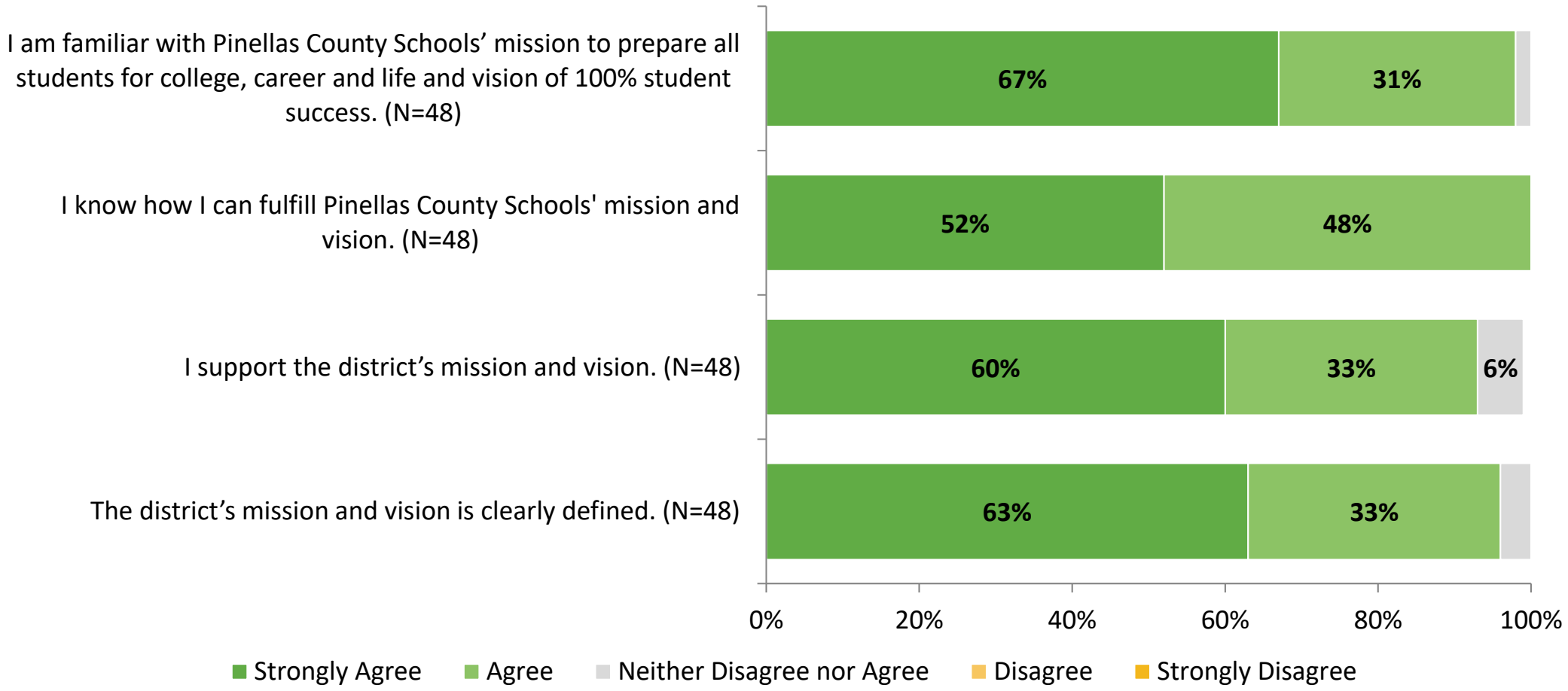
Mission and Vision

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



Mission and Vision (Continued)

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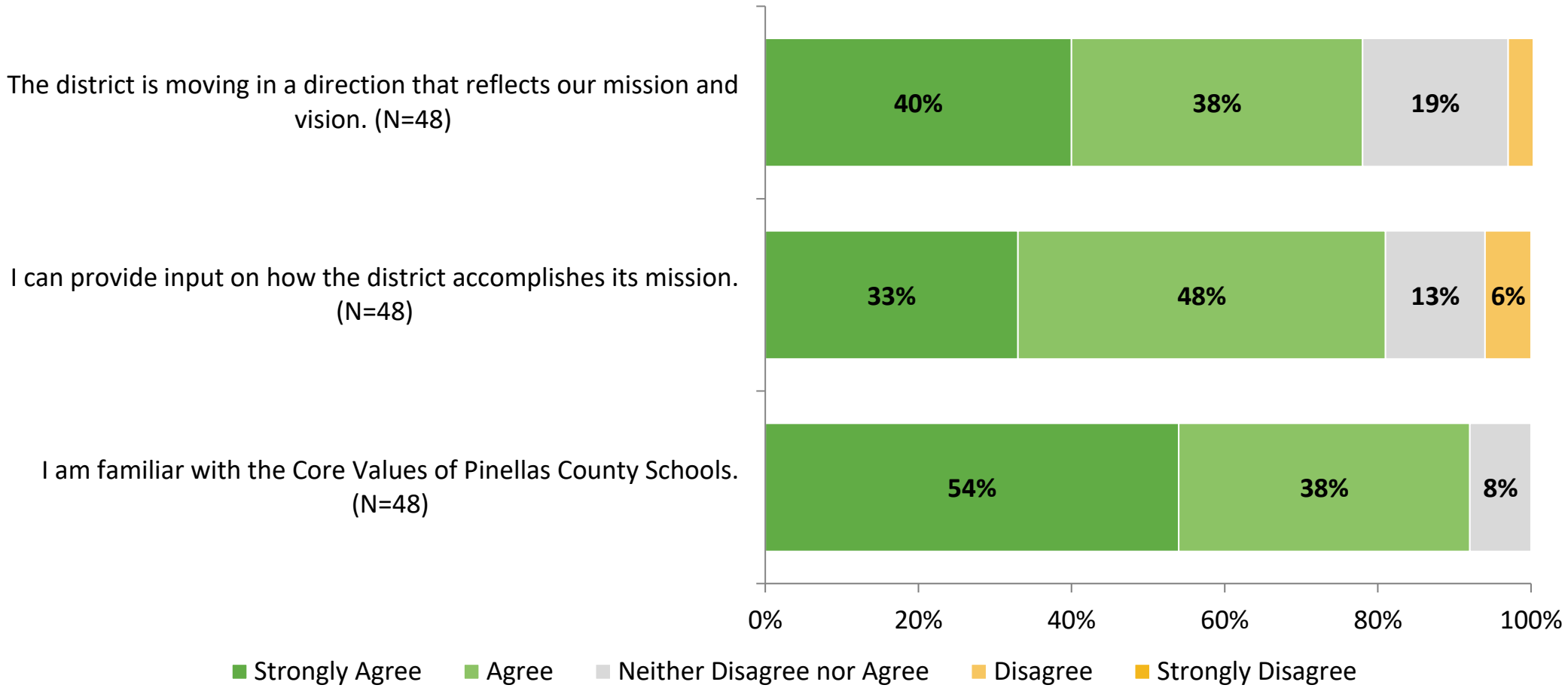
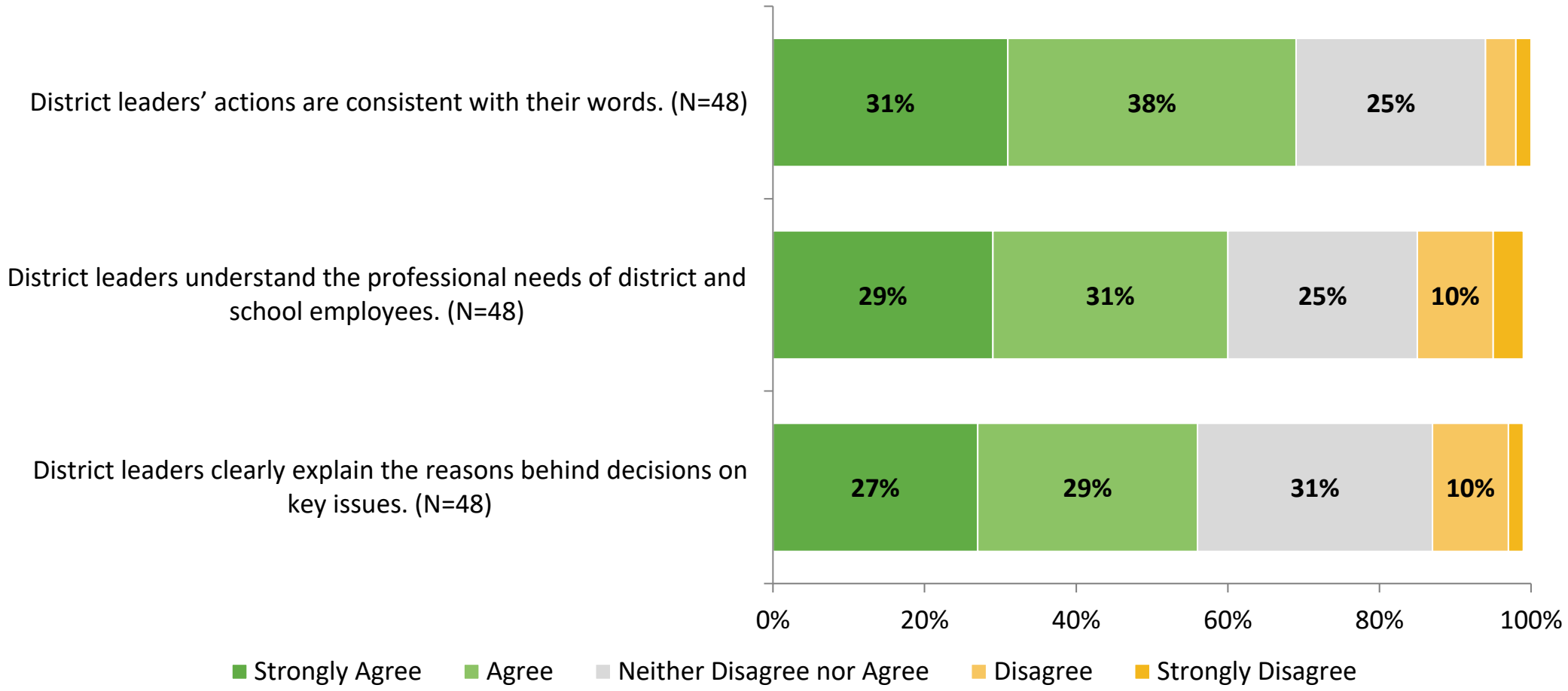


District Leadership

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



District Leadership (Continued)

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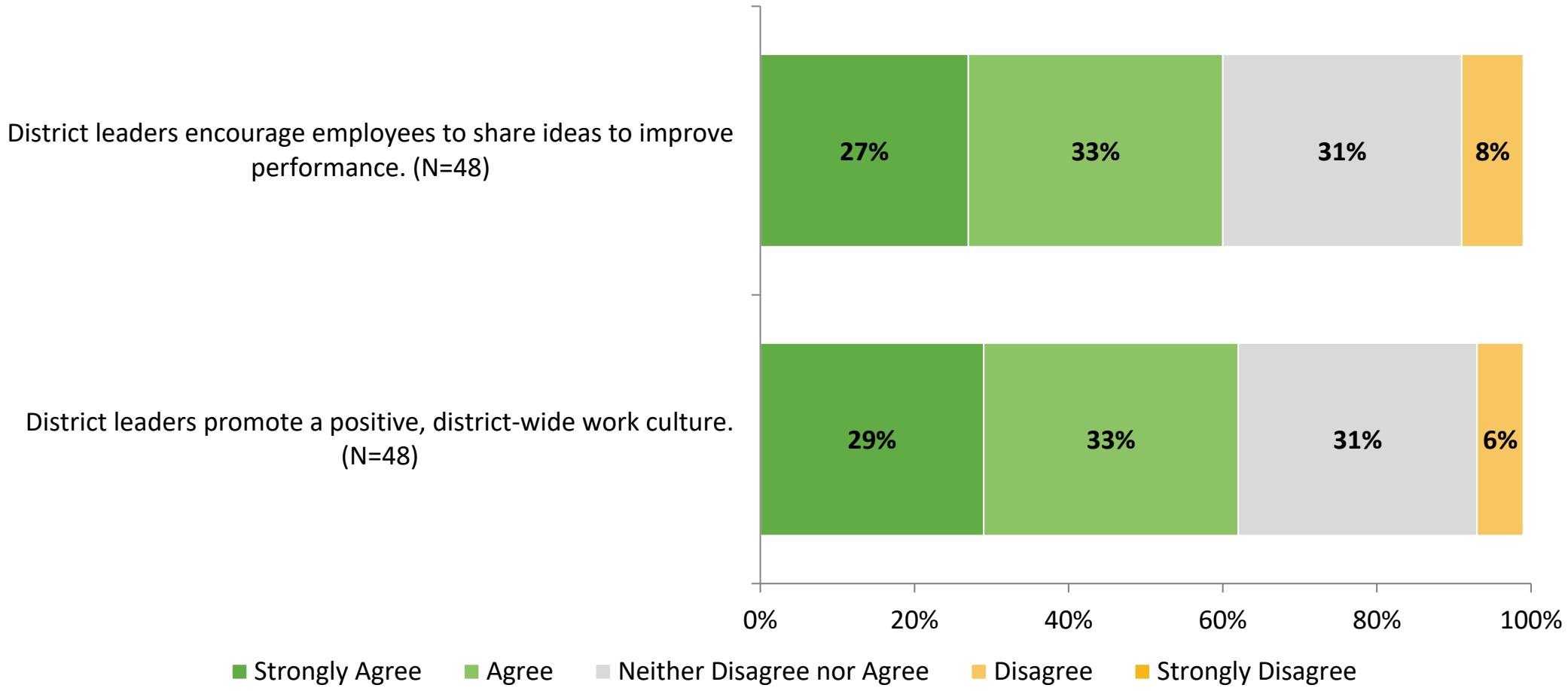
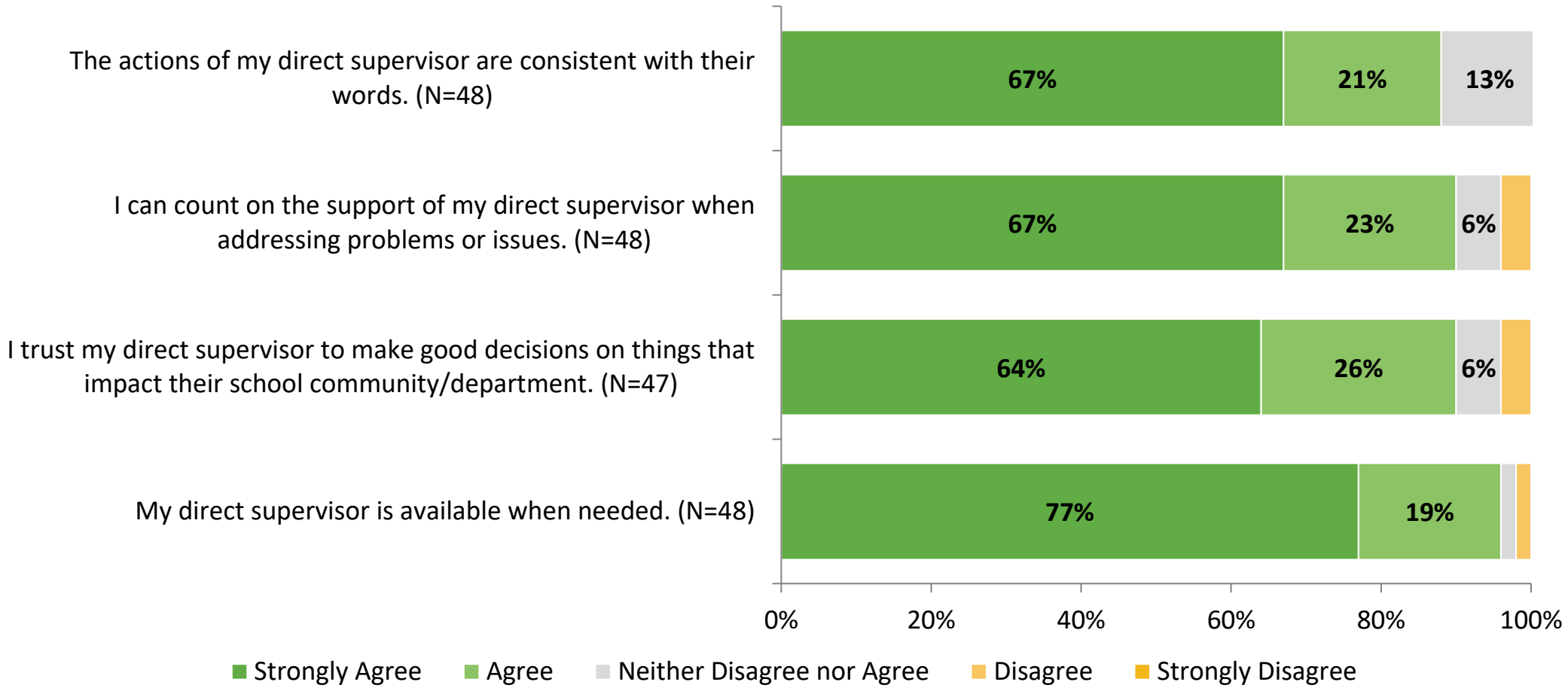


Worksite Leadership

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



Worksite Leadership (Continued)

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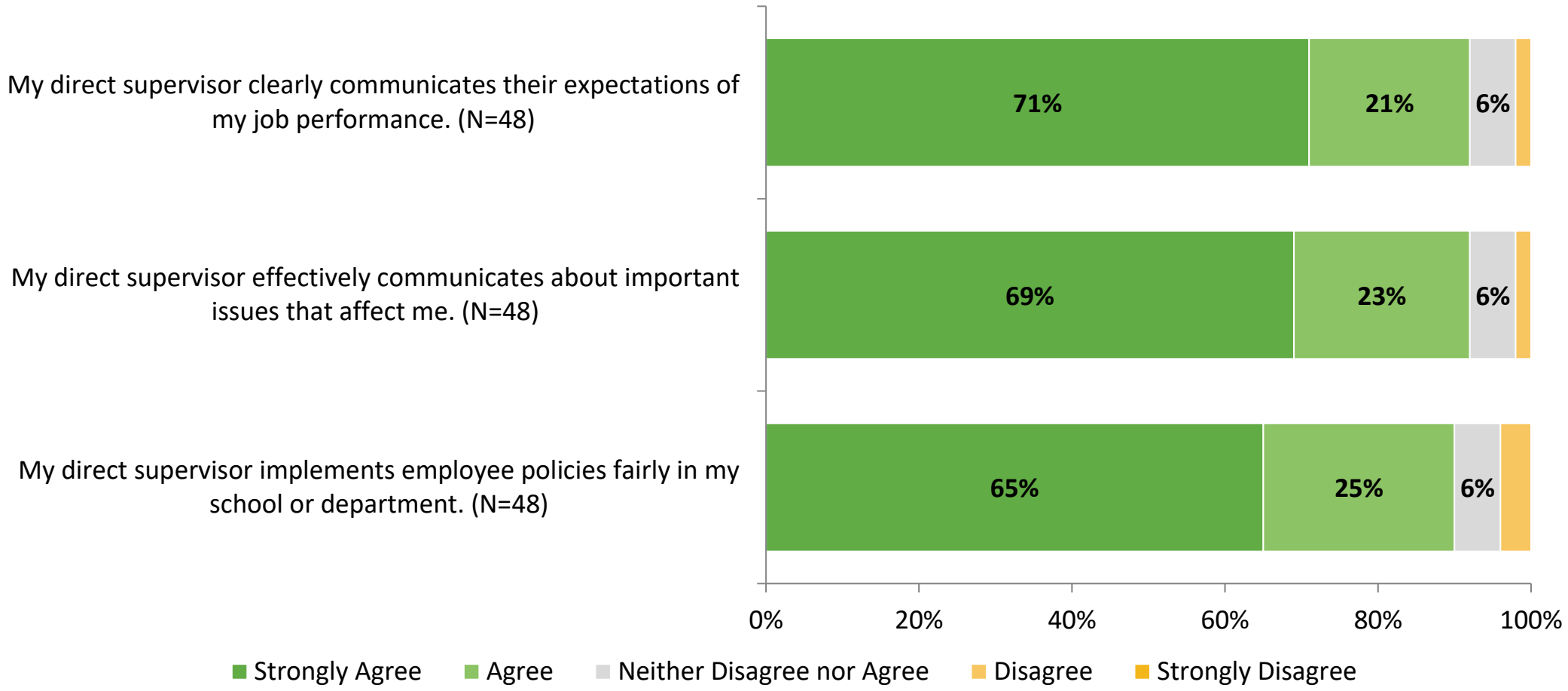

Worksite Leadership (Continued)

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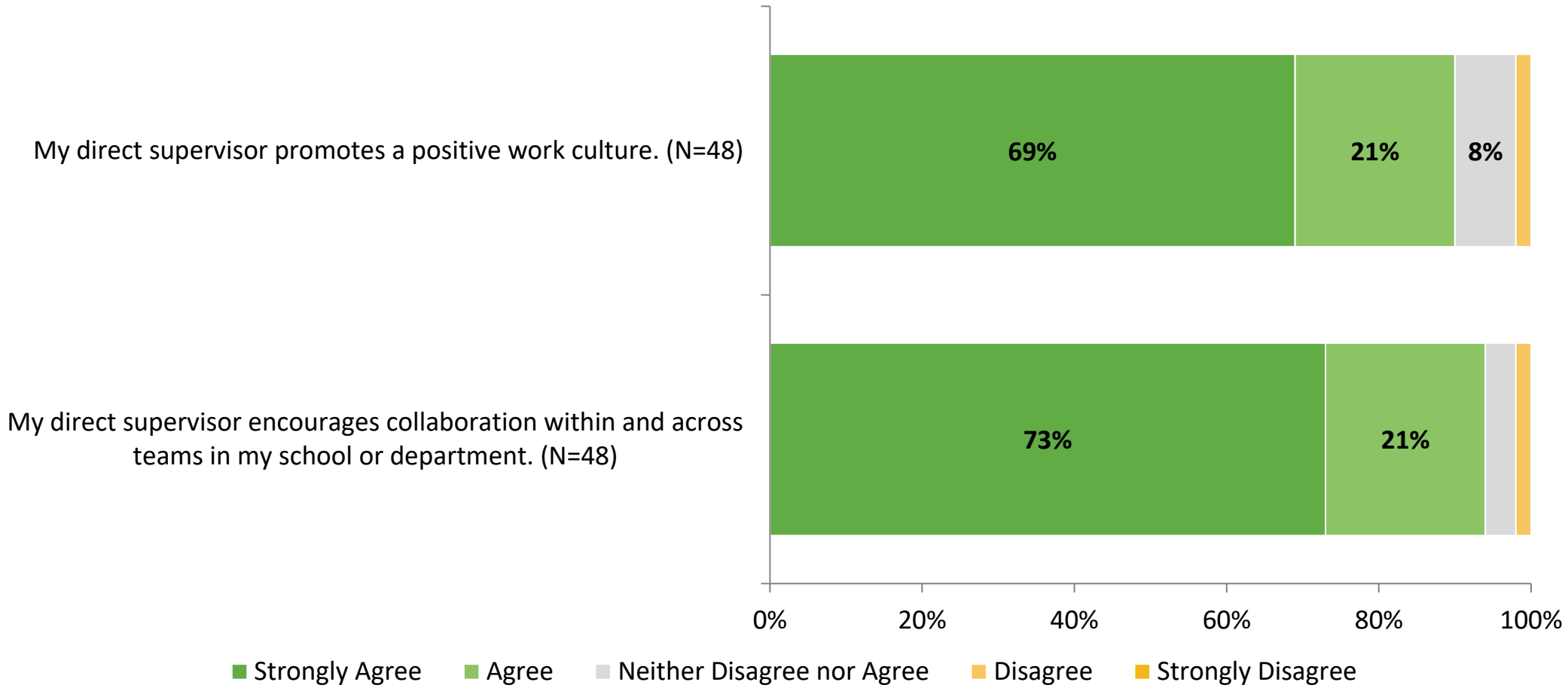

Feedback and Recognition

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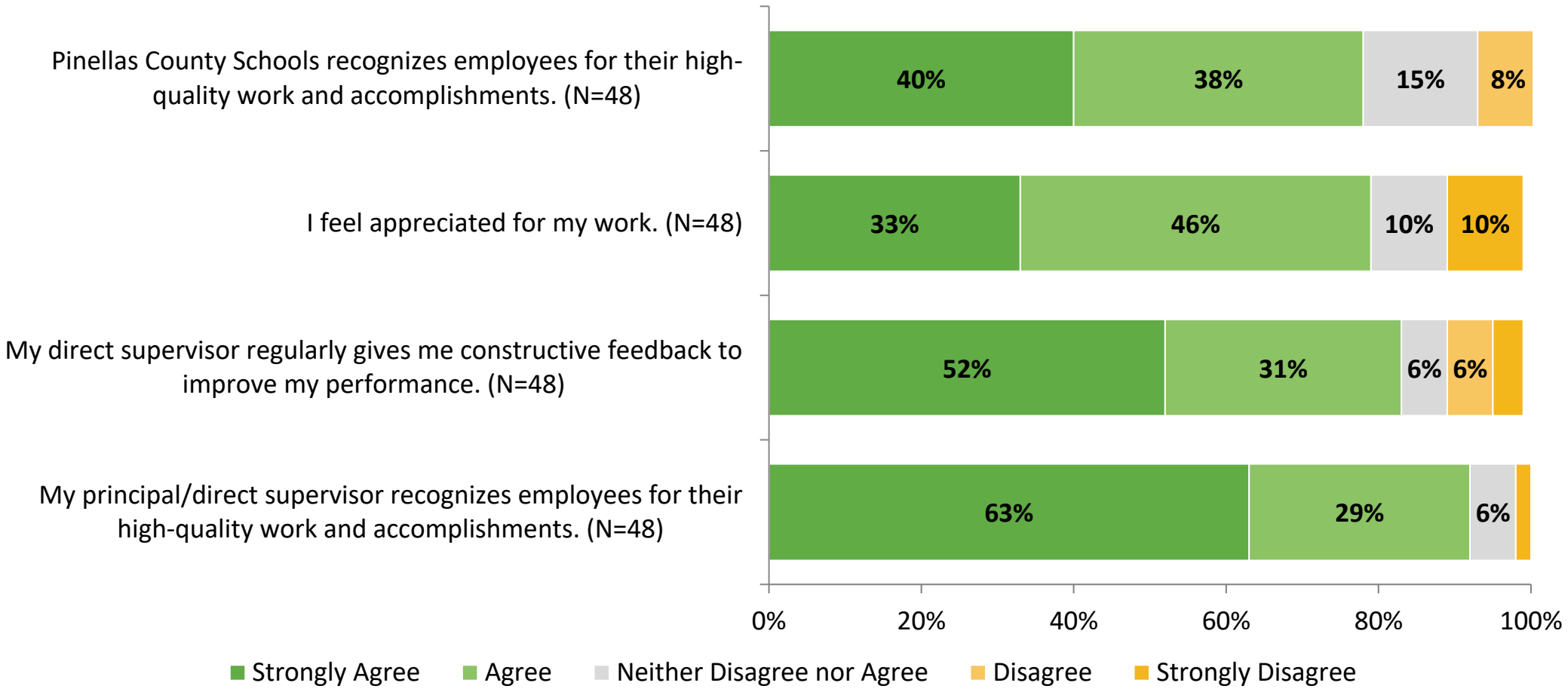

Work Environment

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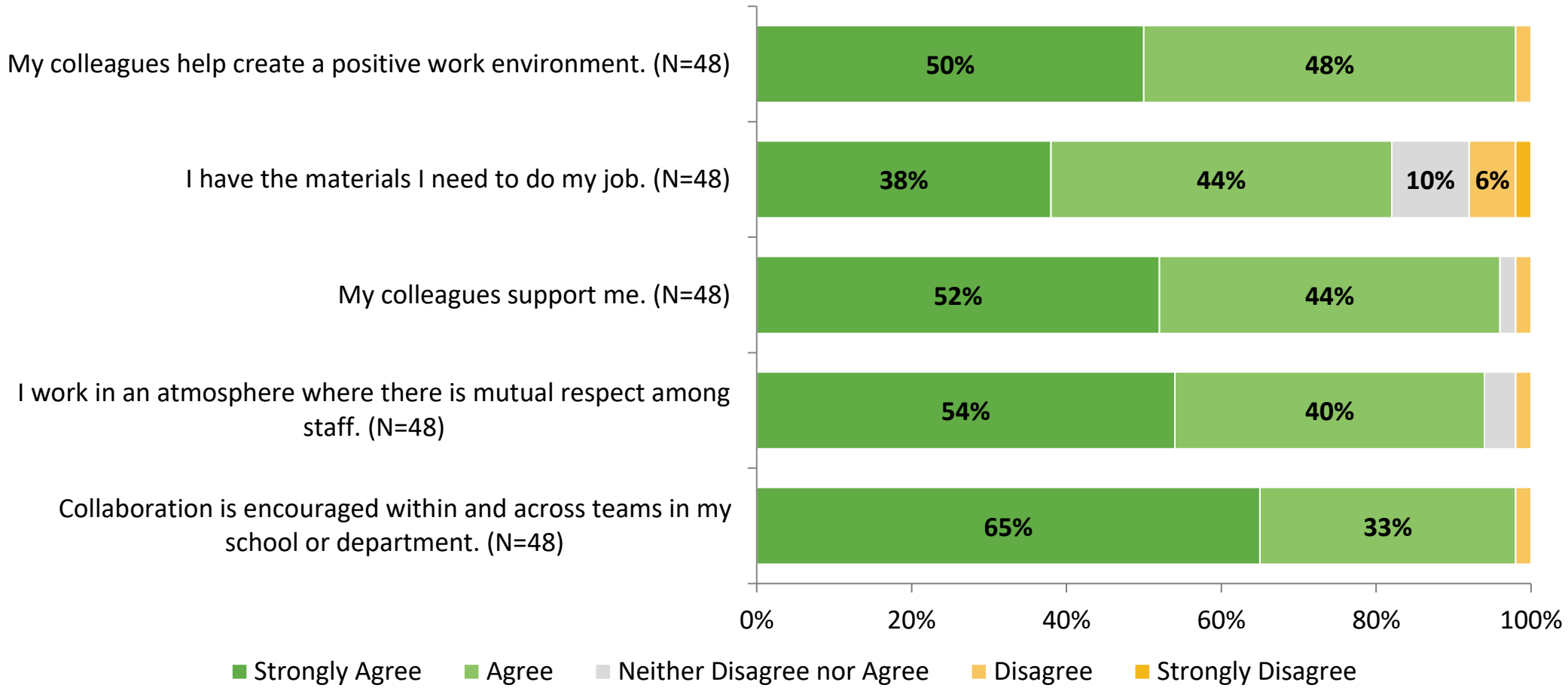
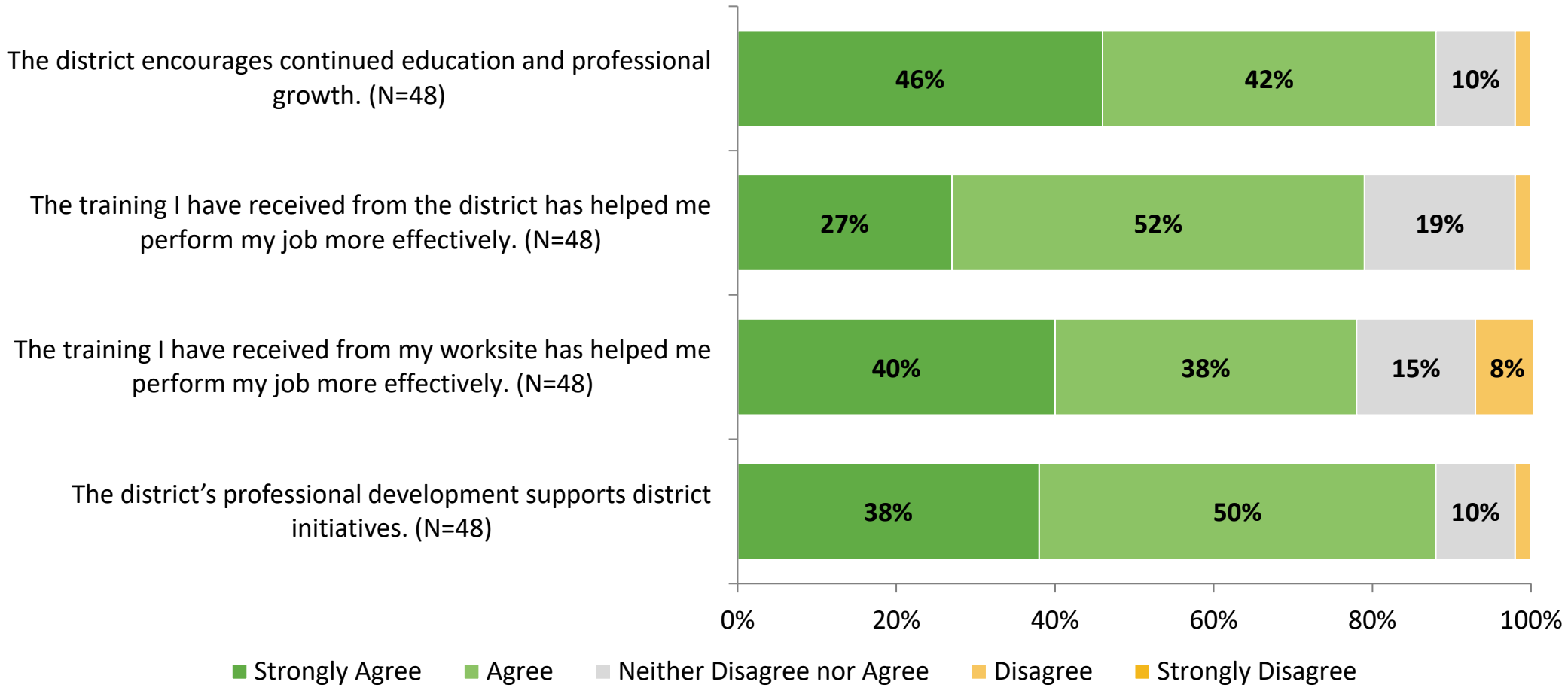


Career Growth and Training Opportunities

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



Career Growth and Training Opportunities (Continued)

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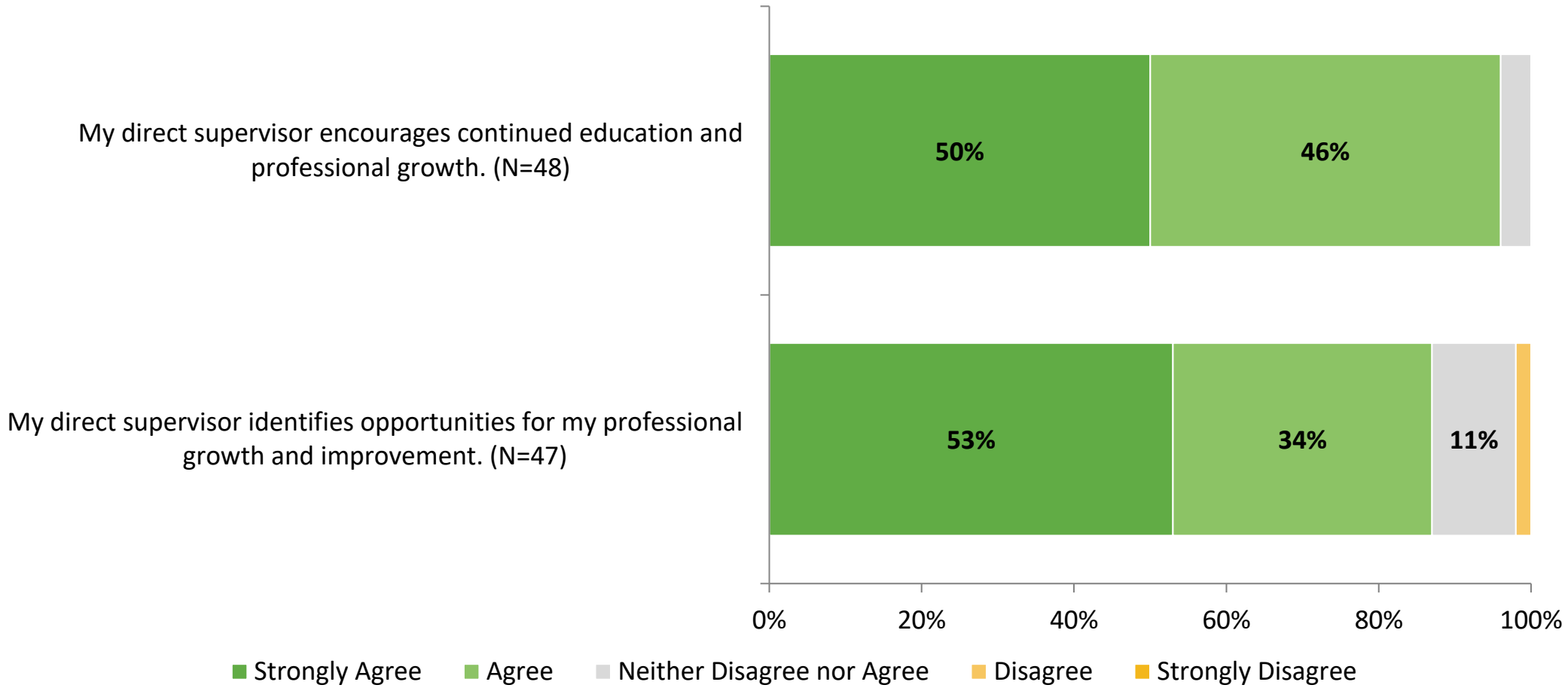

Career Growth and Training Opportunities (Continued)

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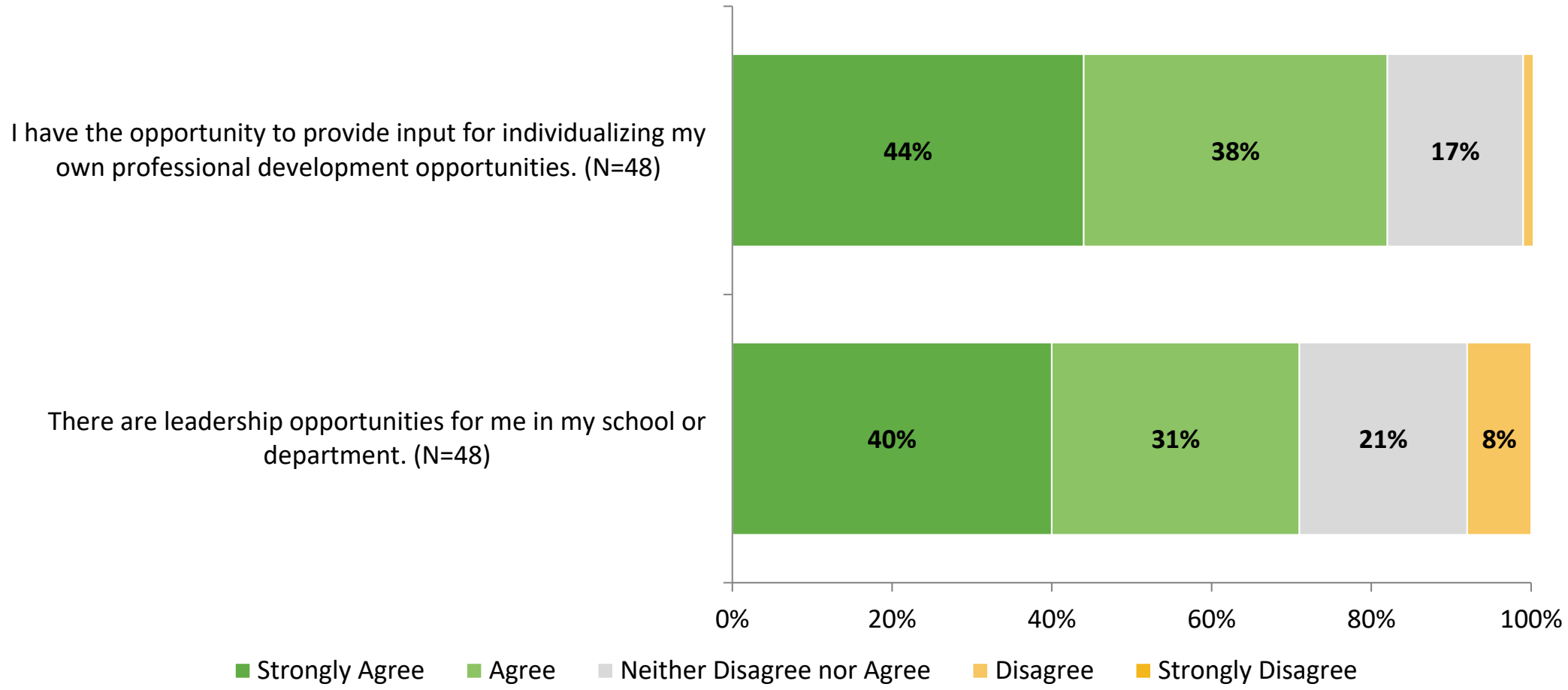


Focus Areas

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.

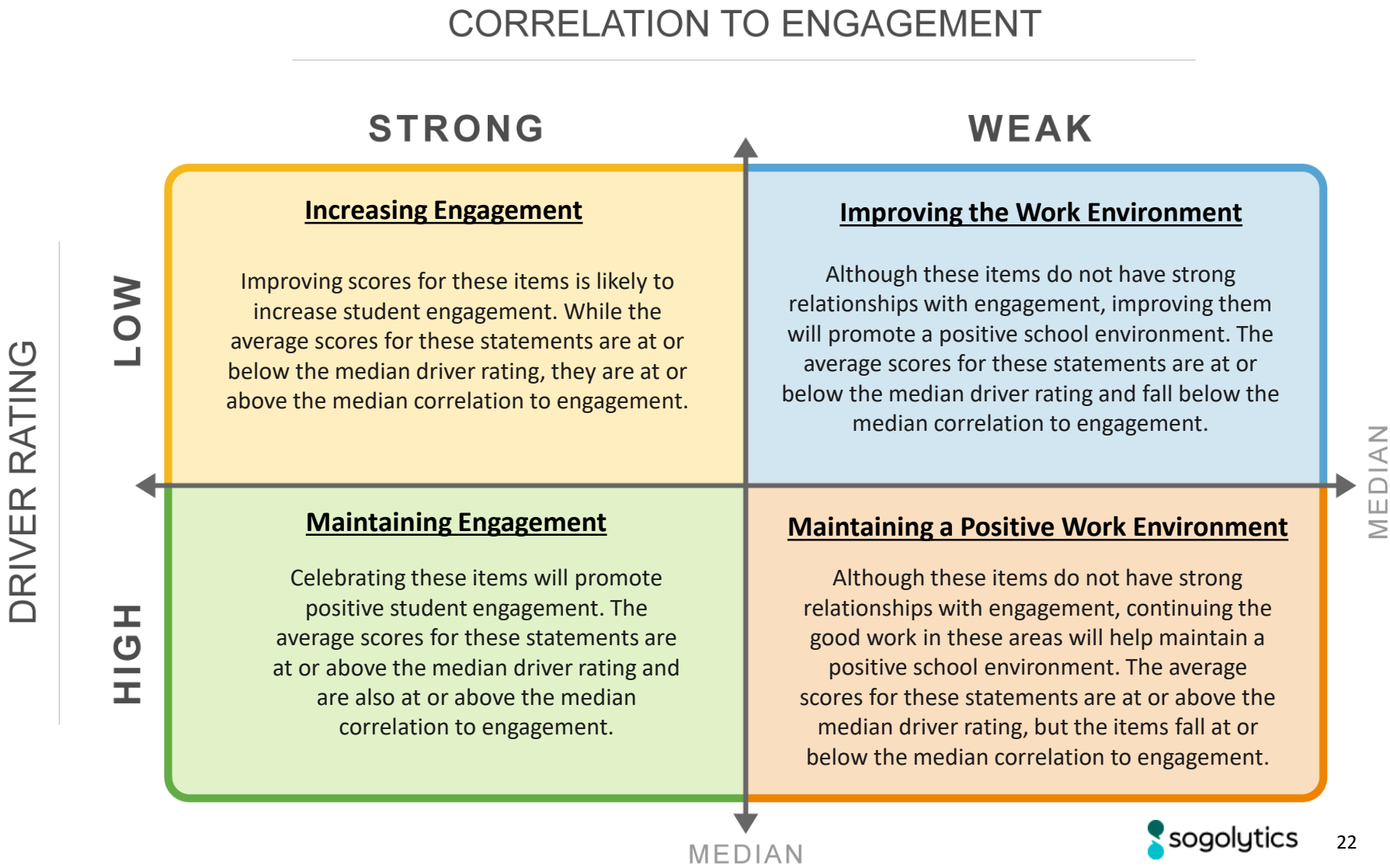
The relationship between each participant's responses (driver ratings) and their overall engagement score was analyzed. To do this, the strength of the relationship (the correlation coefficient) between the engagement score and each driver was calculated. Values can range from -1.0 to +1.0. The closer 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	4.46
Correlation to Engagement	0.57



Opportunities to Increase Employee Engagement

Dimension	Survey Item	Driver Rating	Correlation to Engagement
District Leadership	District leaders clearly explain the reasons behind decisions on key issues.	3.69	0.67
District Leadership	District leaders understand the professional needs of district and school employees.	3.71	0.71
District Leadership	District leaders encourage employees to share ideas to improve performance.	3.79	0.77
District Leadership	District leaders promote a positive, district-wide work culture.	3.85	0.76
District Leadership	District leaders' actions are consistent with their words.	3.92	0.72
Feedback and Recognition	I feel appreciated for my work.	3.92	0.73
Career Growth and Training Opportunities	There are leadership opportunities for me in my school or department.	4.02	0.59
Mission and Vision	I can provide input on how the district accomplishes its mission.	4.08	0.57
Feedback and Recognition	Pinellas County Schools recognizes employees for their high-quality work and accomplishments.	4.08	0.58
Career Growth and Training Opportunities	The training I have received from my worksite has helped me perform my job more effectively.	4.08	0.60
Career Growth and Training Opportunities	The district's professional development supports district initiatives.	4.23	0.63
Career Growth and Training Opportunities	The district encourages continued education and professional growth.	4.31	0.57
Work Environment	I work in an atmosphere where there is mutual respect among staff.	4.46	0.57

Opportunities to Maintain Employee Engagement

Dimension	Survey Item	Driver Rating	Correlation to Engagement
Worksite Leadership	I trust my direct supervisor to make good decisions on things that impact their school community/department.	4.49	0.55
Worksite Leadership	My direct supervisor implements employee policies fairly in my school or department.	4.50	0.56
Mission and Vision	I know how I can fulfill Pinellas County Schools' mission and vision.	4.52	0.57
Mission and Vision	I support the district's mission and vision.	4.54	0.46
Worksite Leadership	The actions of my direct supervisor are consistent with their words.	4.54	0.55
Worksite Leadership	My direct supervisor effectively communicates about important issues that affect me.	4.58	0.52
Worksite Leadership	My direct supervisor clearly communicates their expectations of my job performance.	4.60	0.56
Work Environment	Collaboration is encouraged within and across teams in my school or department.	4.60	0.49
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.	4.65	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.	4.50	0.63
Worksite Leadership	I can count on the support of my direct supervisor when addressing problems or issues.	4.52	0.58
Worksite Leadership	My direct supervisor promotes a positive work culture.	4.56	0.61
Mission and Vision	The district's mission and vision is clearly defined.	4.58	0.59
Worksite Leadership	My direct supervisor encourages collaboration within and across teams in my school or department.	4.65	0.59
Worksite Leadership	My direct supervisor is available when needed.	4.71	0.64

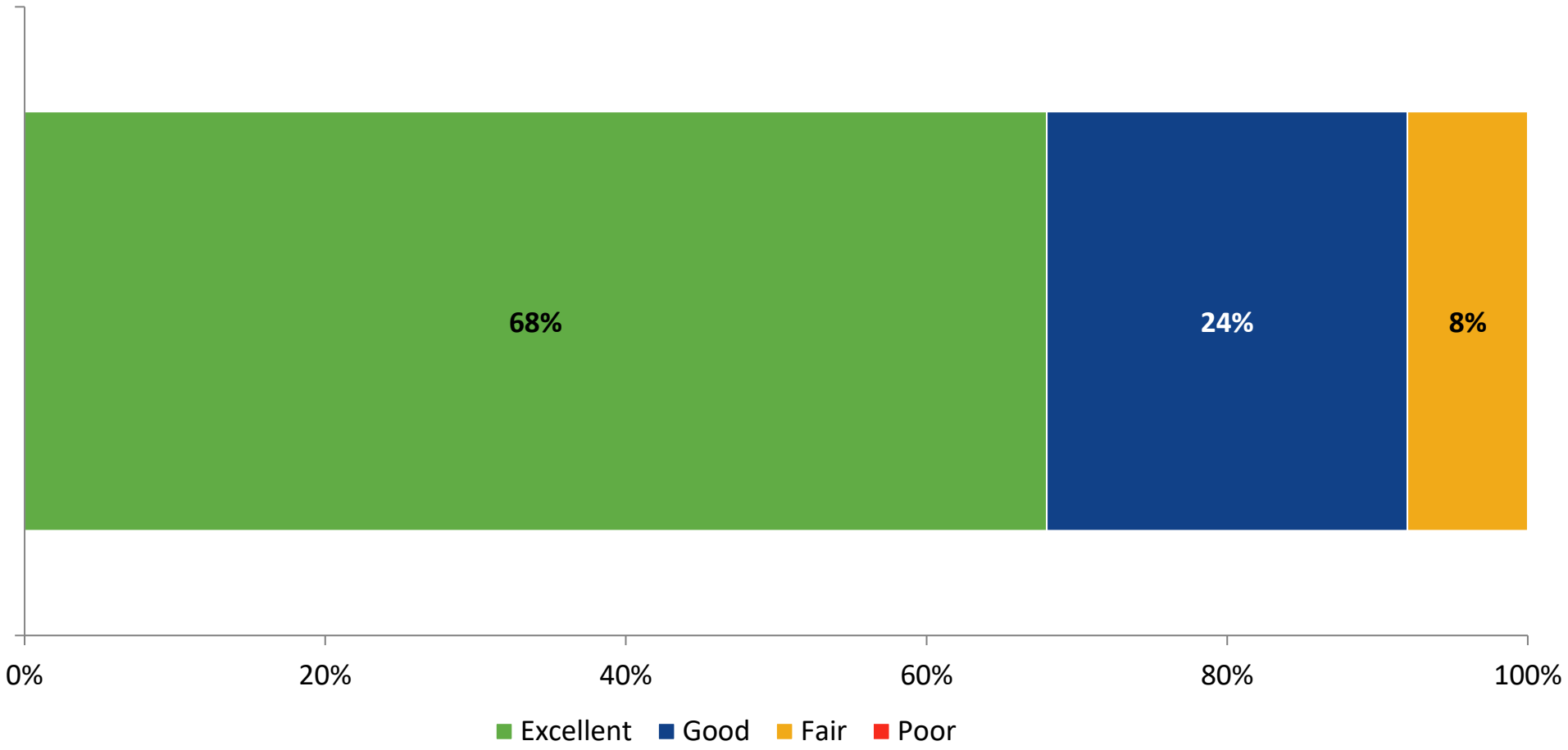
Opportunities to Improve the Work Environment

Dimension	Survey Item	Driver Rating	Correlation to Engagement
Career Growth and Training Opportunities	The training I have received from the district has helped me perform my job more effectively.	4.04	0.51
Work Environment	I have the materials I need to do my job.	4.08	0.51
Mission and Vision	The district is moving in a direction that reflects our mission and vision.	4.13	0.43
Feedback and Recognition	My direct supervisor regularly gives me constructive feedback to improve my performance.	4.21	0.47
Career Growth and Training Opportunities	I have the opportunity to provide input for individualizing my own professional development opportunities.	4.23	0.40
Career Growth and Training Opportunities	My direct supervisor identifies opportunities for my professional growth and improvement.	4.38	0.53
Mission and Vision	I am familiar with the Core Values of Pinellas County Schools.	4.46	0.48
Work Environment	My colleagues help create a positive work environment.	4.46	0.51
Work Environment	My colleagues support me.	4.46	0.52
Career Growth and Training Opportunities	My direct supervisor encourages continued education and professional growth.	4.46	0.42

Questions for Campus-based Staff Members

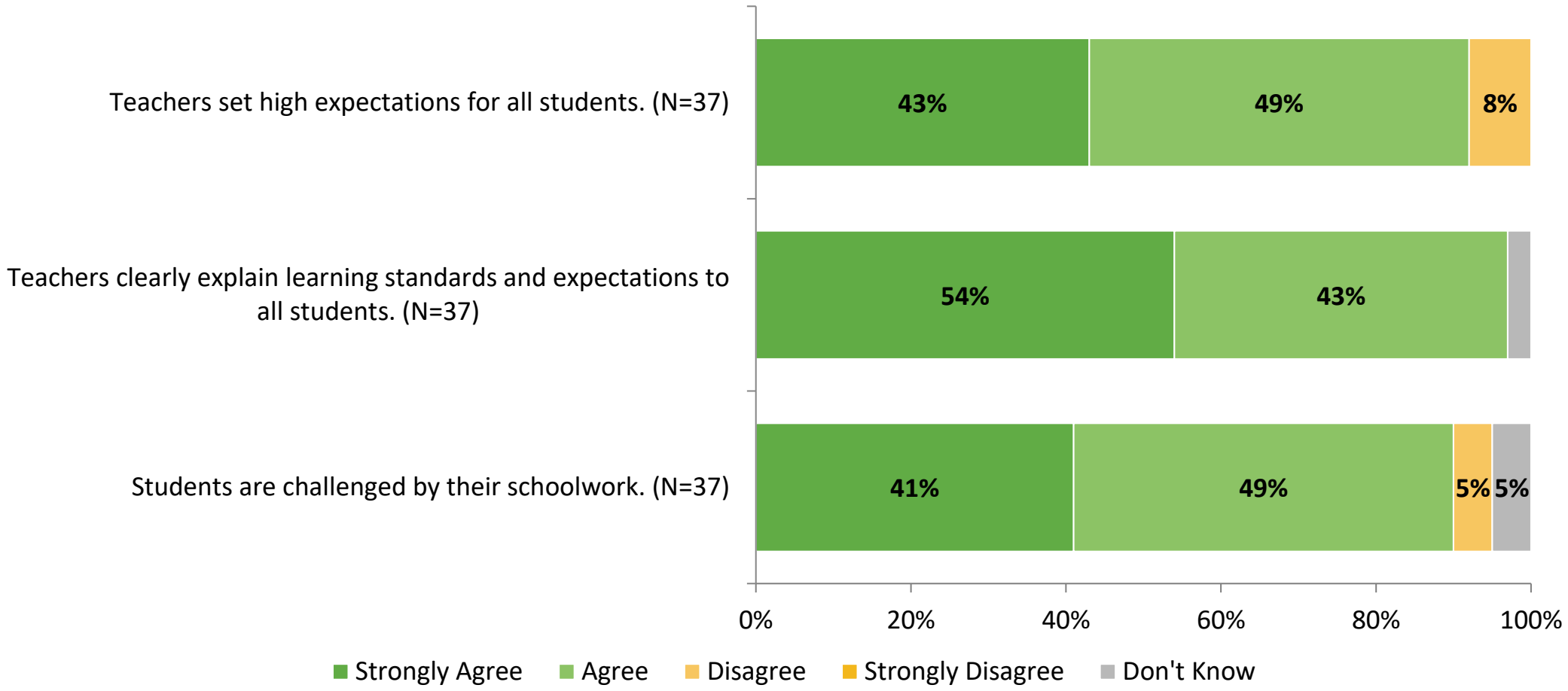
Overall Quality

How would you rate the overall quality of the education at your school? (N=37)



Academic Support

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



Academic Support (Continued)

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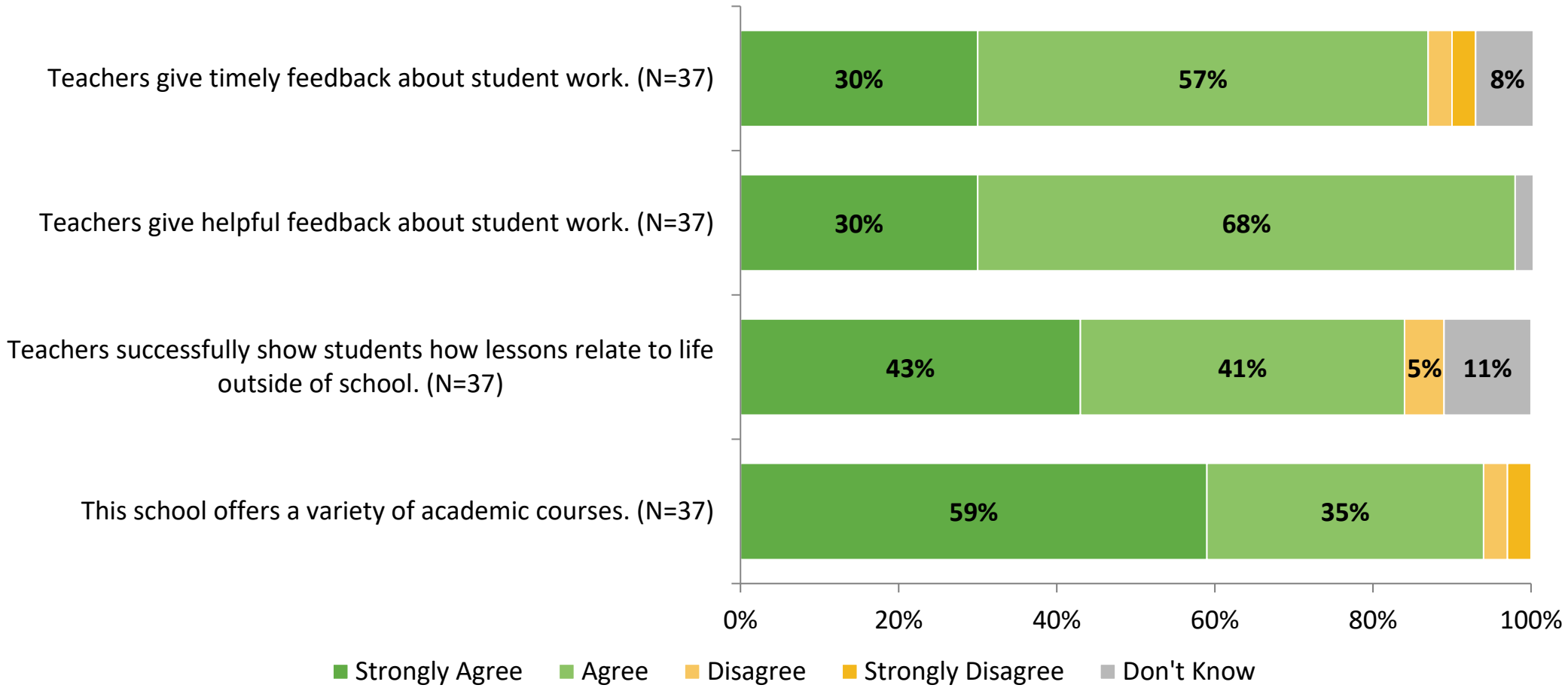

Student Support

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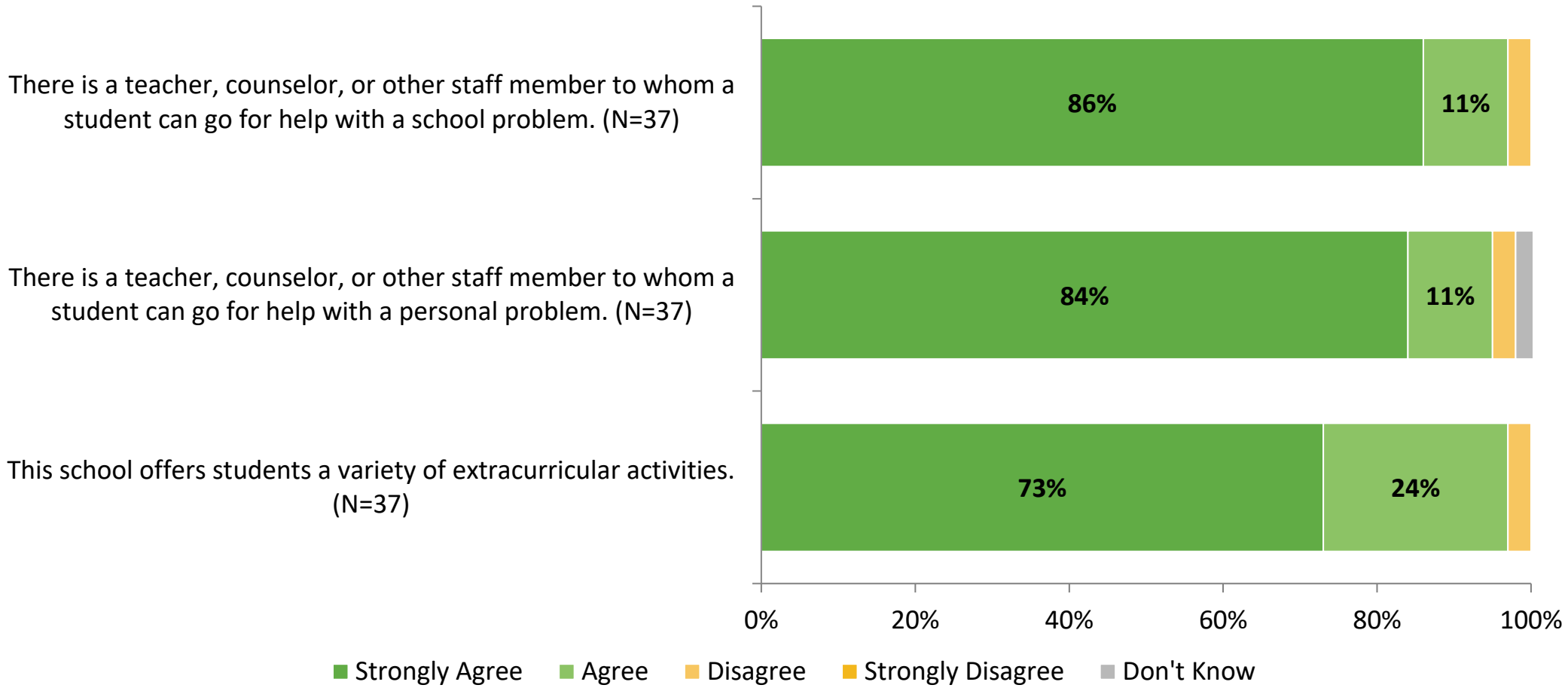

Student Support (Continued)

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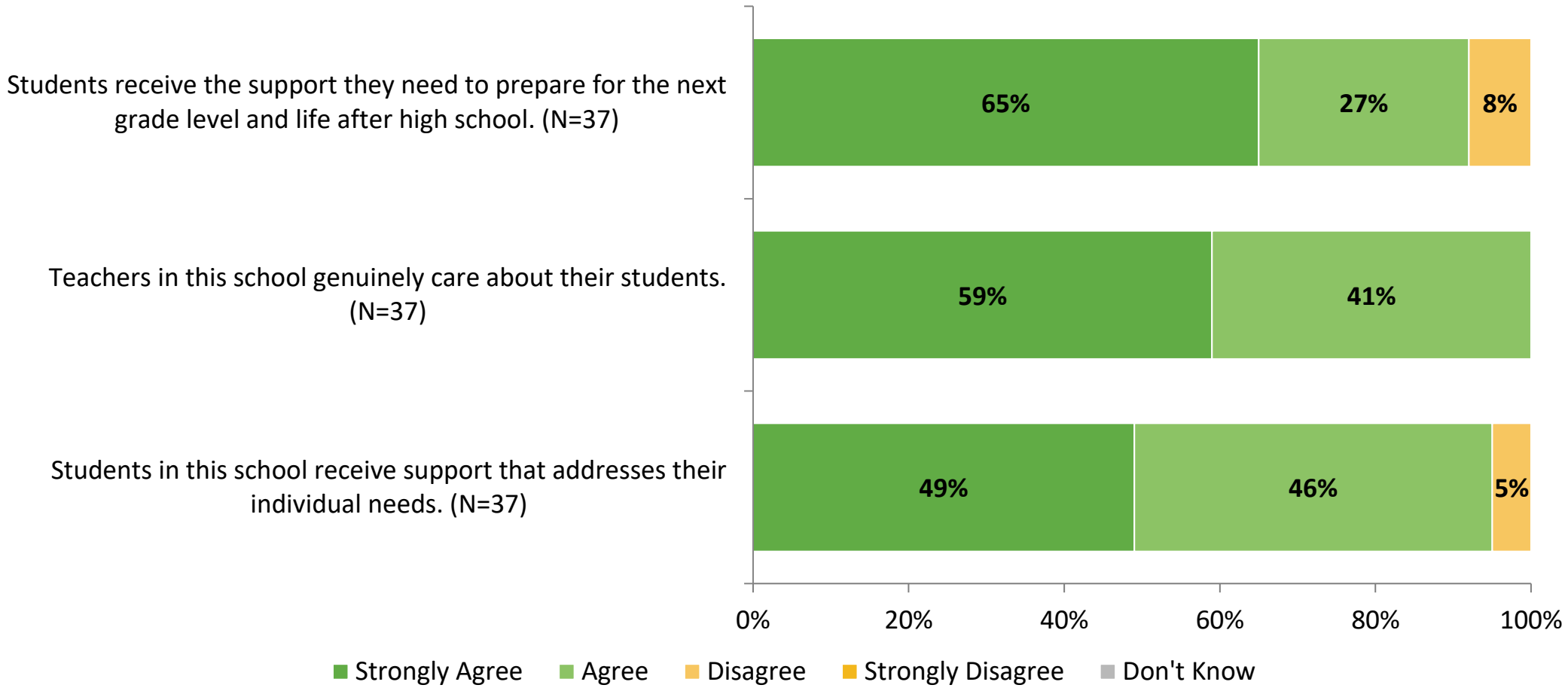

School Leadership

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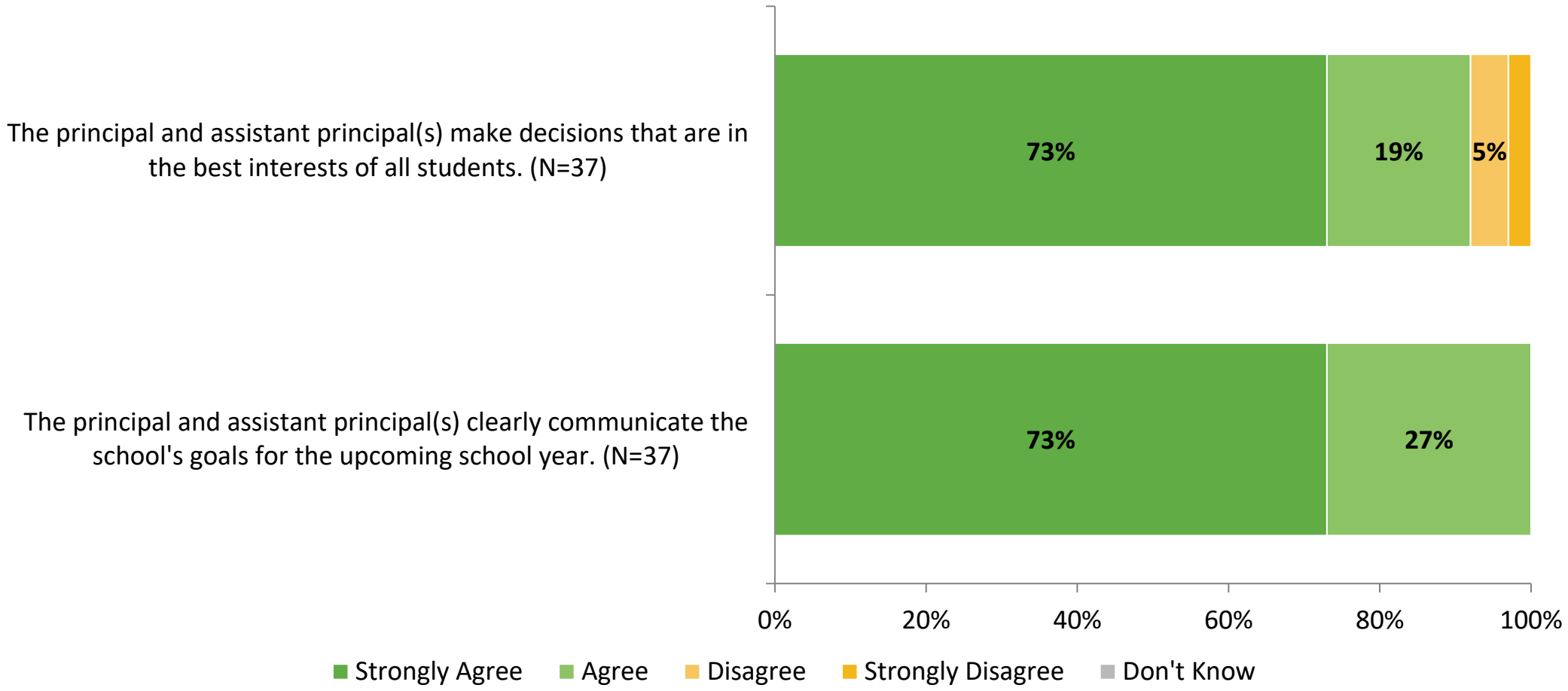

School Leadership (Continued)

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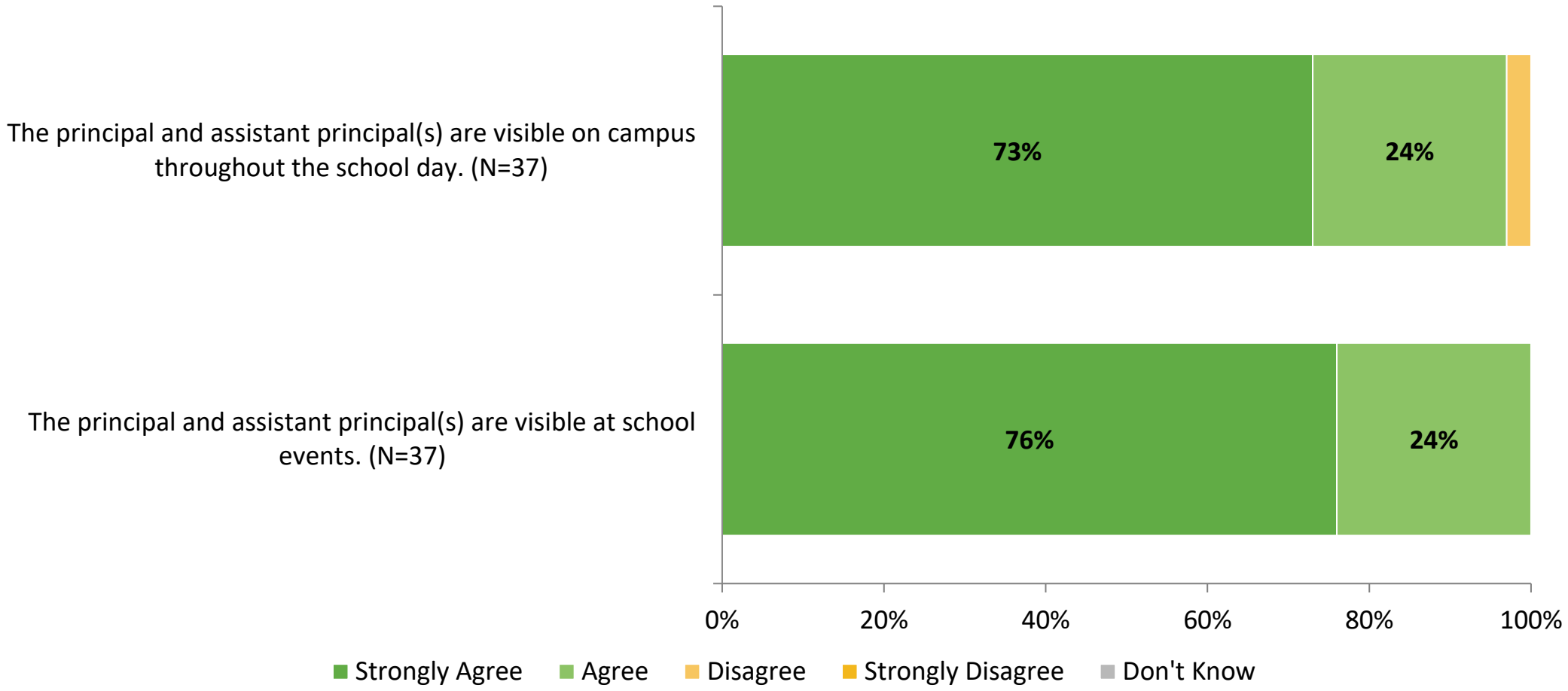
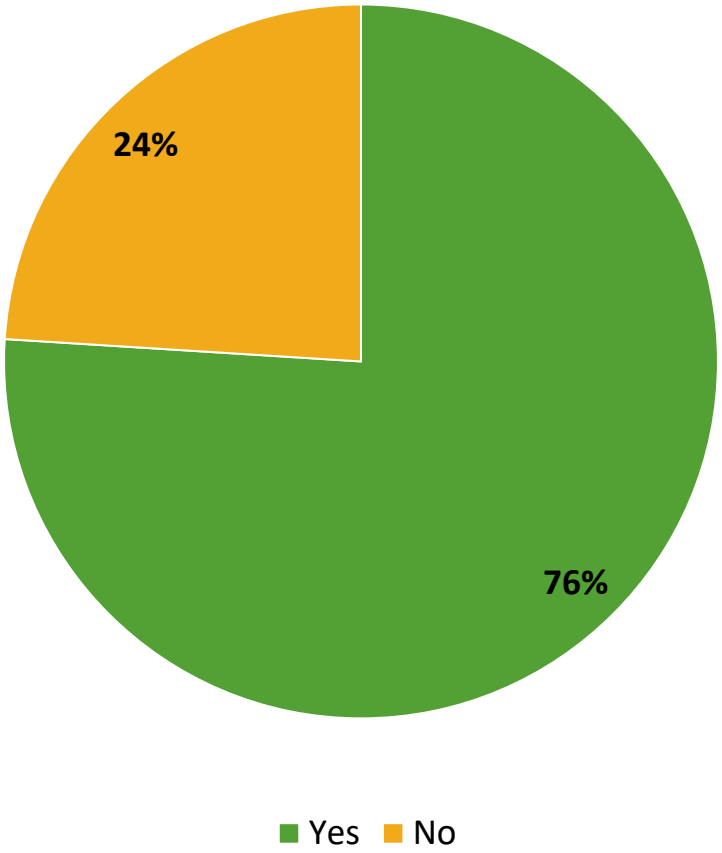


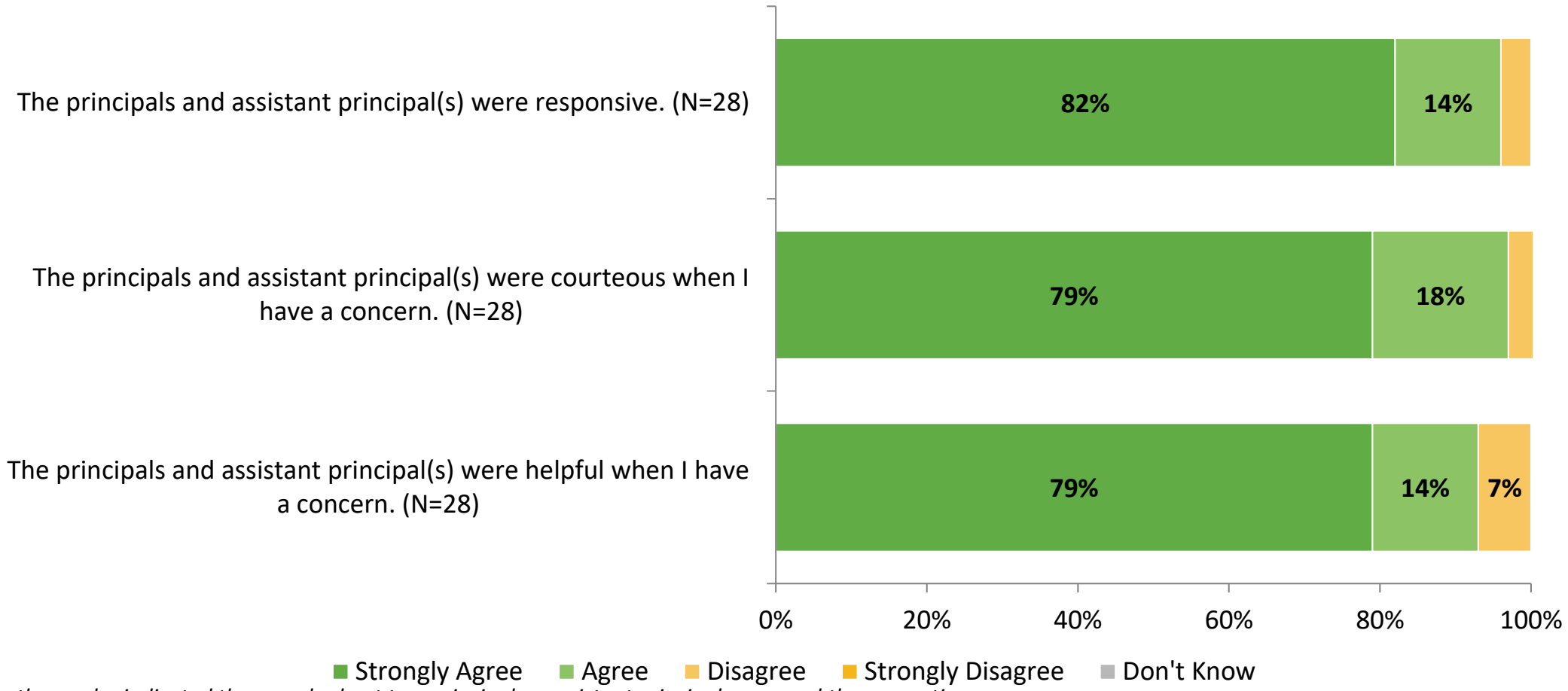
Communications with School Leadership

This past school year, have you reached out to the principal and/or assistant principal(s) with a need or concern? (N=37)



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

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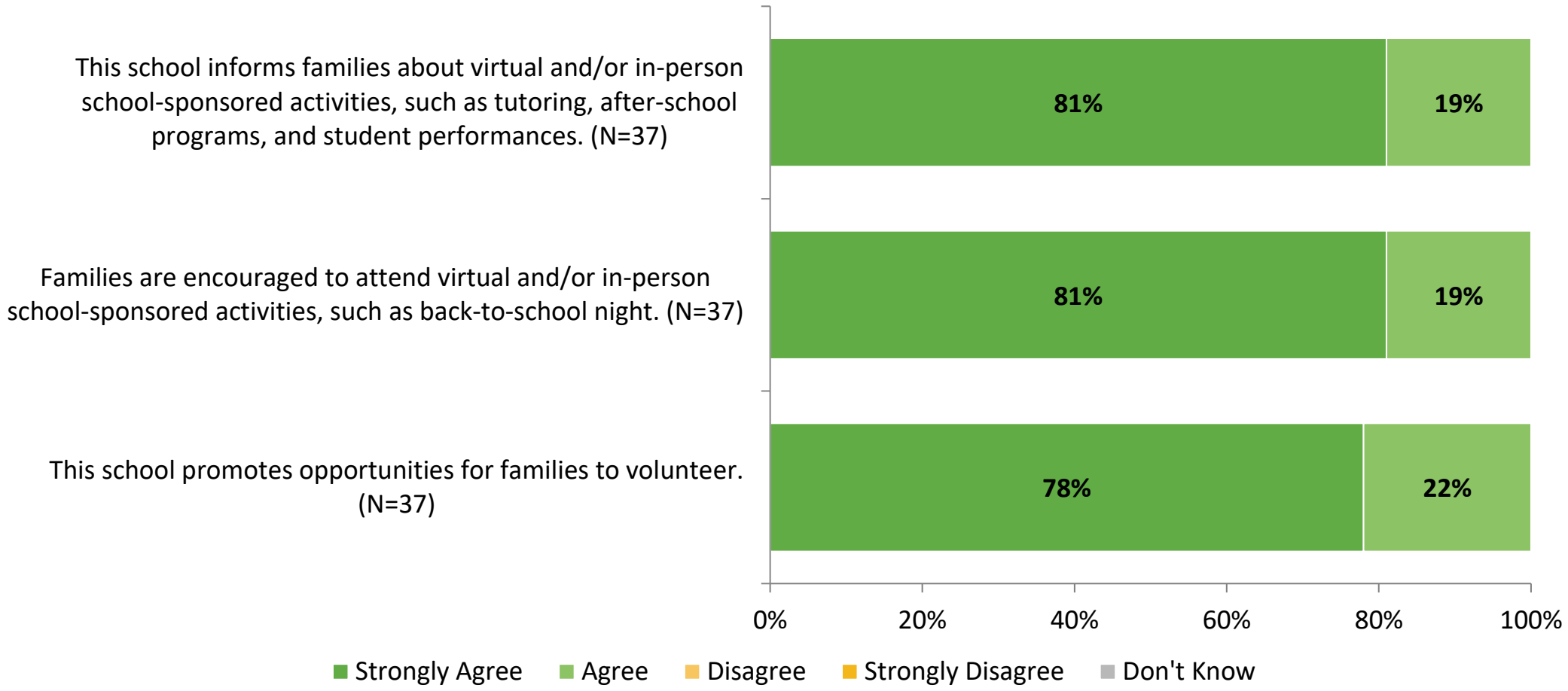

Family Involvement (Continued)

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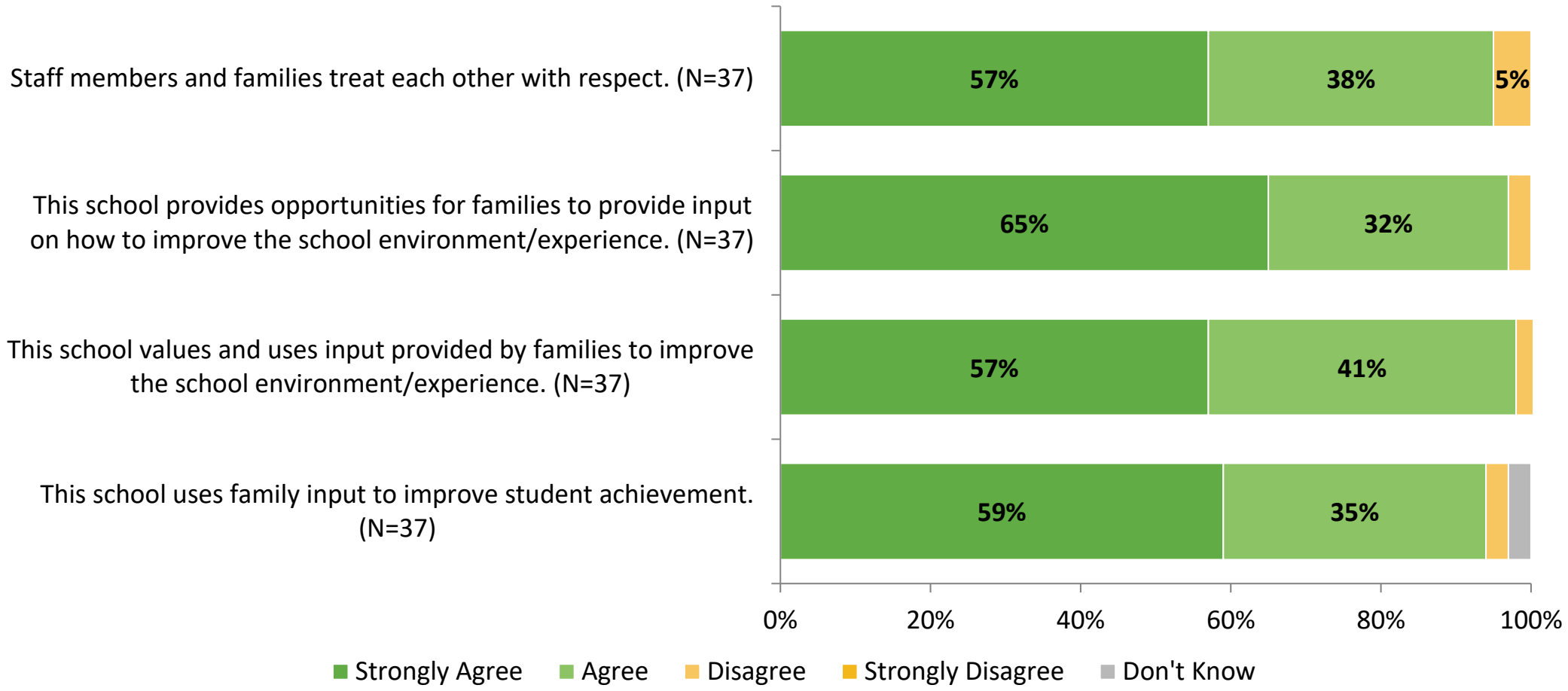
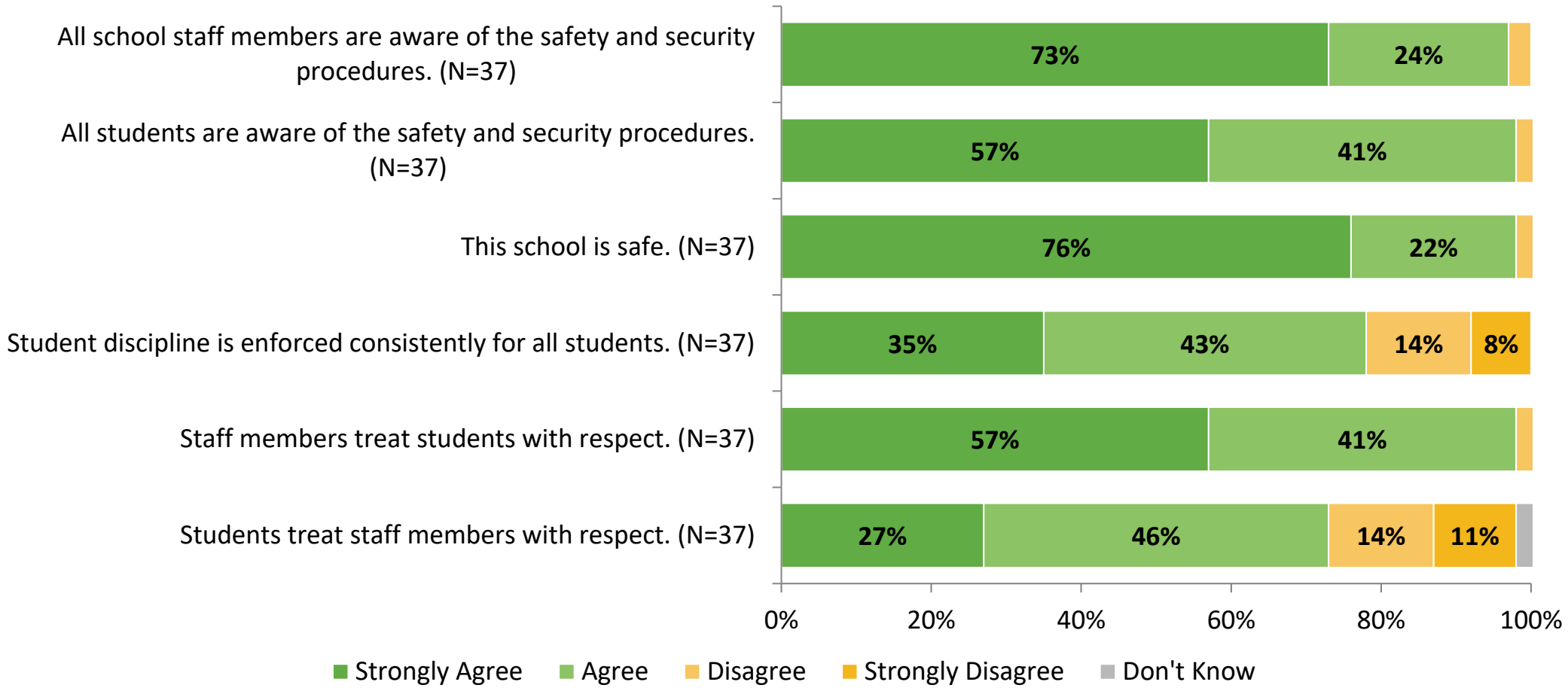


Safety and Behavior

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



Safety and Behavior (Continued)

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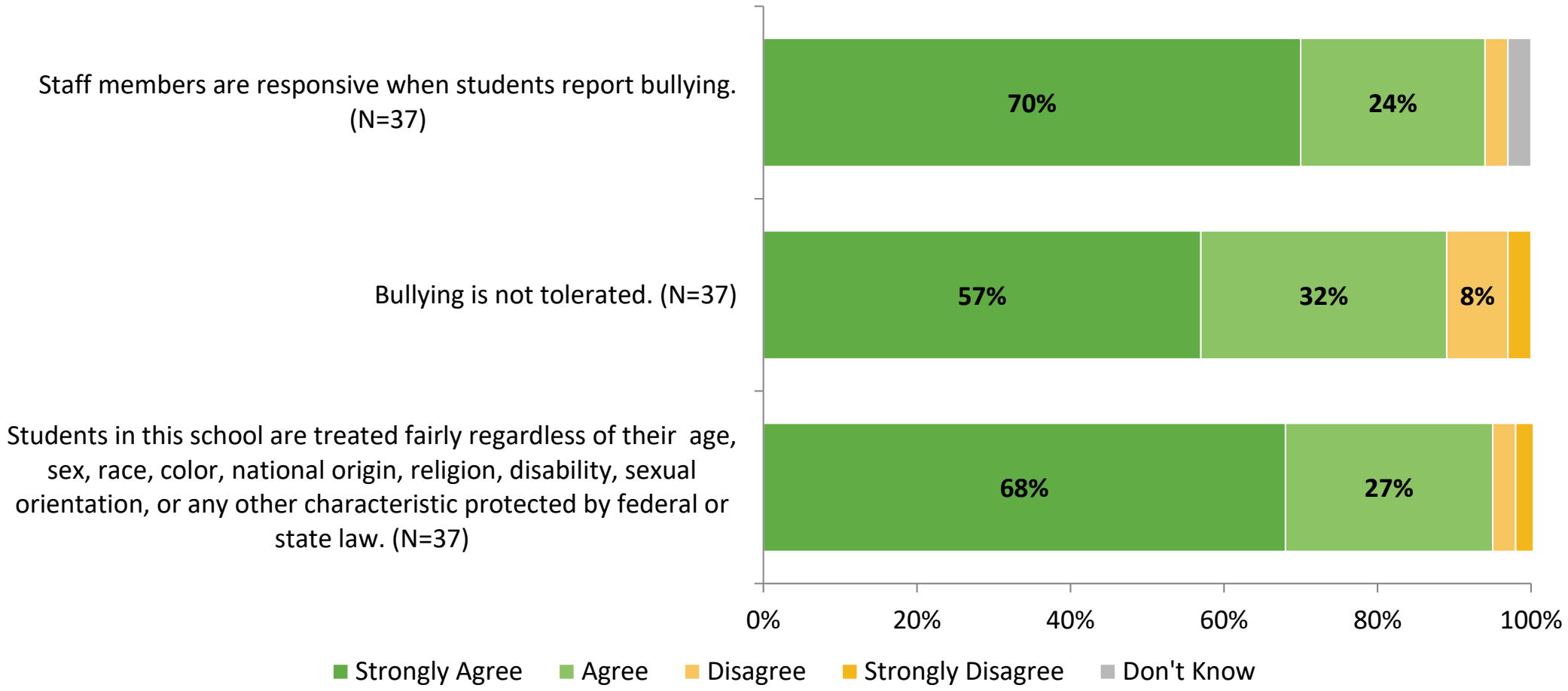


Highest Ranking Indicators

Survey Item	Percentage Strongly Agree or Agree (%)	Dimension
Teachers in this school genuinely care about their students.	100%	Student Support
The principal and assistant principal(s) clearly communicate the school's goals for the upcoming school year.	100%	School Leadership
The principal and assistant principal(s) are visible at school events.	100%	School Leadership
This school informs families about virtual and/or in-person school-sponsored activities, such as tutoring, after-school programs, and student performances.	100%	Family Involvement
Families are encouraged to attend virtual and/or in-person school-sponsored activities, such as back-to-school night.	100%	Family Involvement

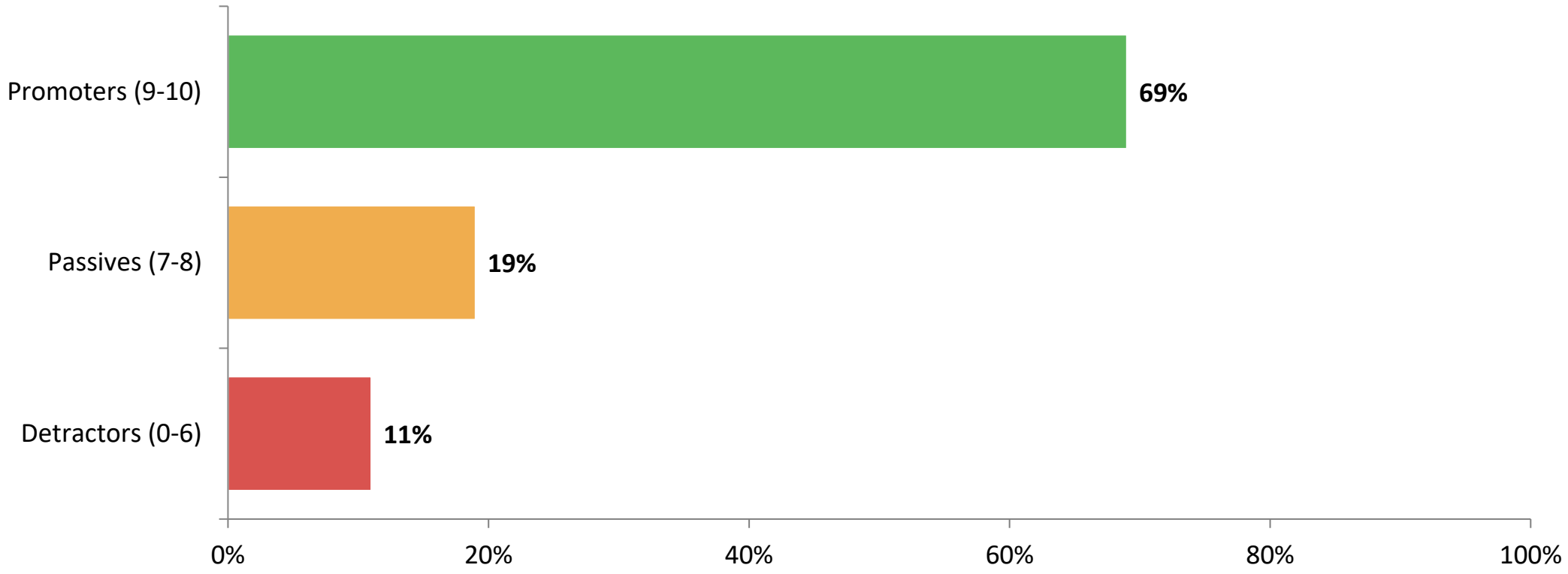
Lowest Ranking Indicators

Survey Item	Percentage Strongly Disagree or Disagree (%)	Dimension
Students treat staff members with respect.	24%	Safety and Behavior
Student discipline is enforced consistently for all students.	22%	Safety and Behavior
I see professional growth and long-term career opportunities with Pinellas County Schools.	15%	Overall Engagement
District leaders understand the professional needs of district and school employees.	15%	District Leadership
I am optimistic about the future of Pinellas County Schools.	13%	Overall Engagement

Net Promoter Score

School Net Promoter Score

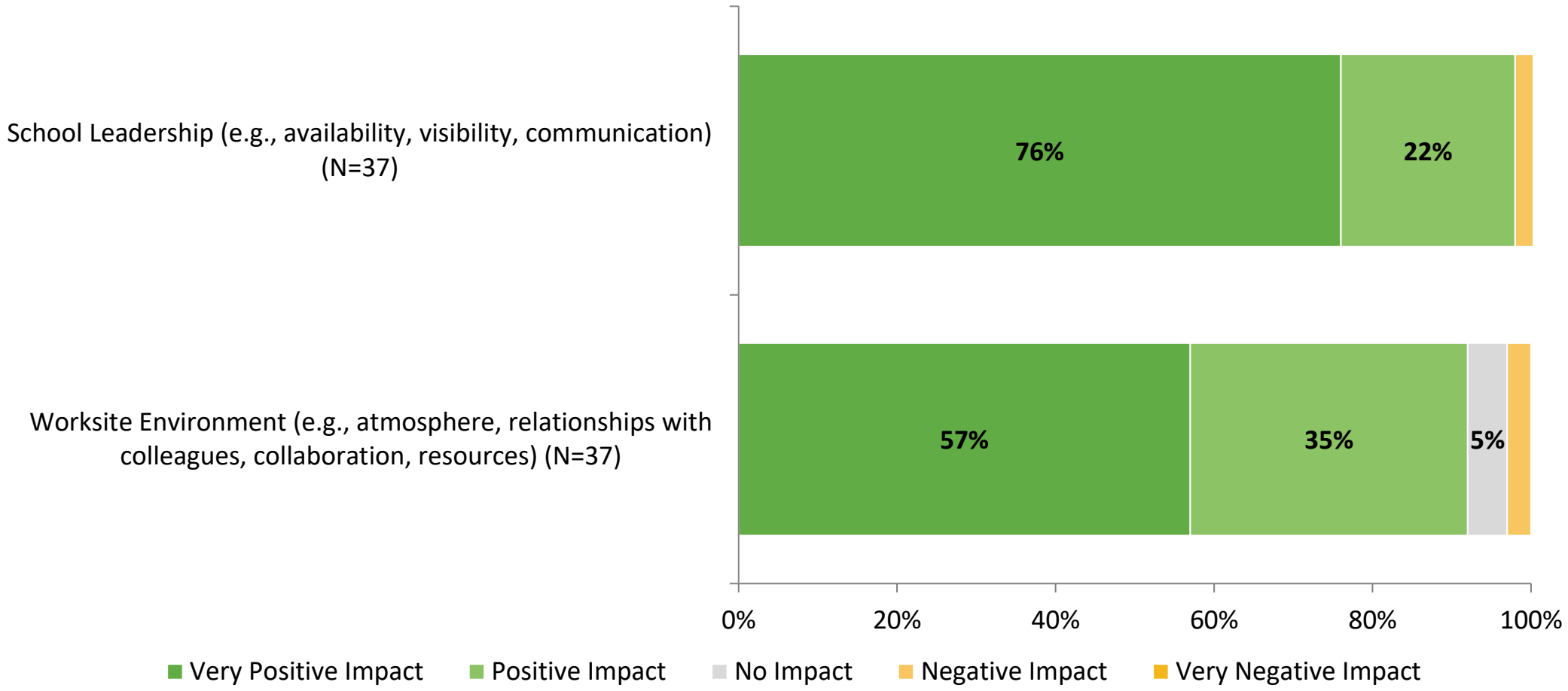
How likely is it that you would recommend your school to a family member or friend? (N=36)



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)

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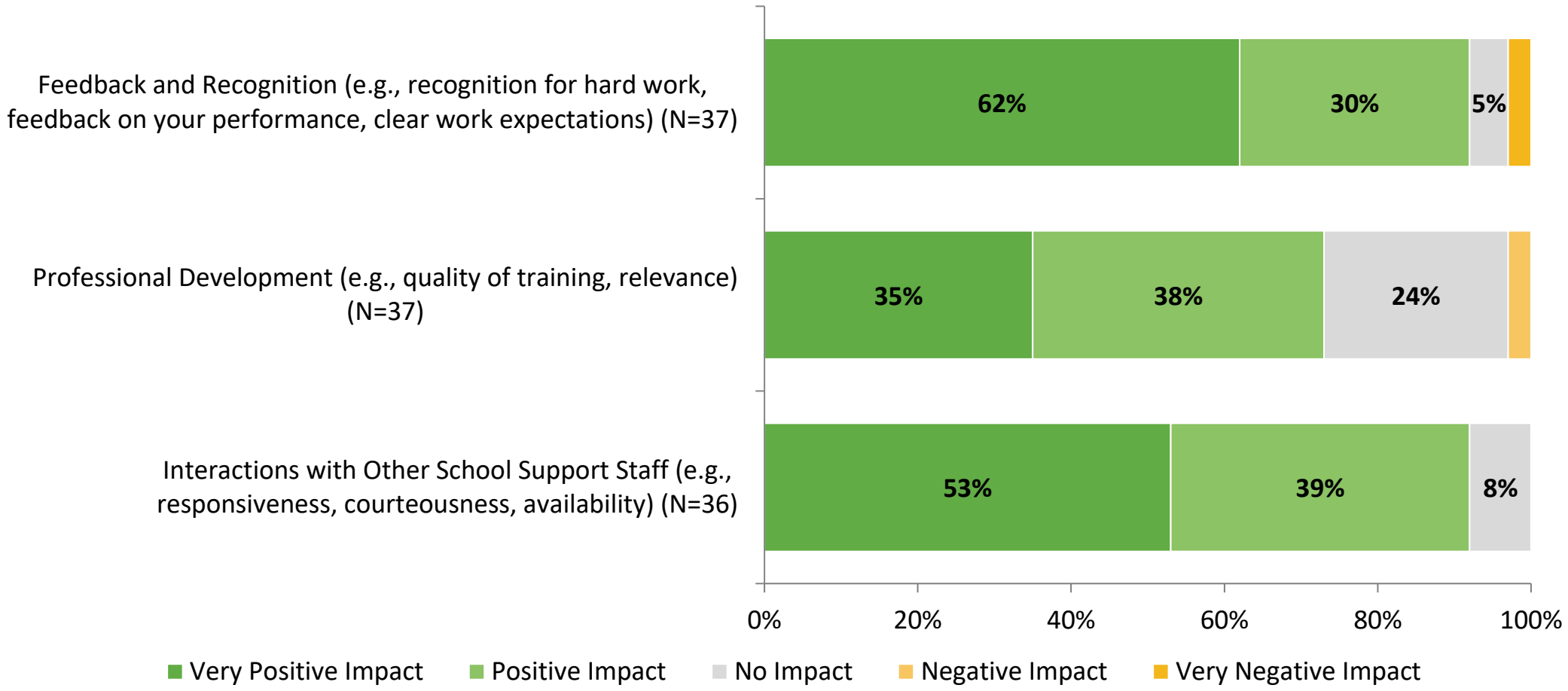
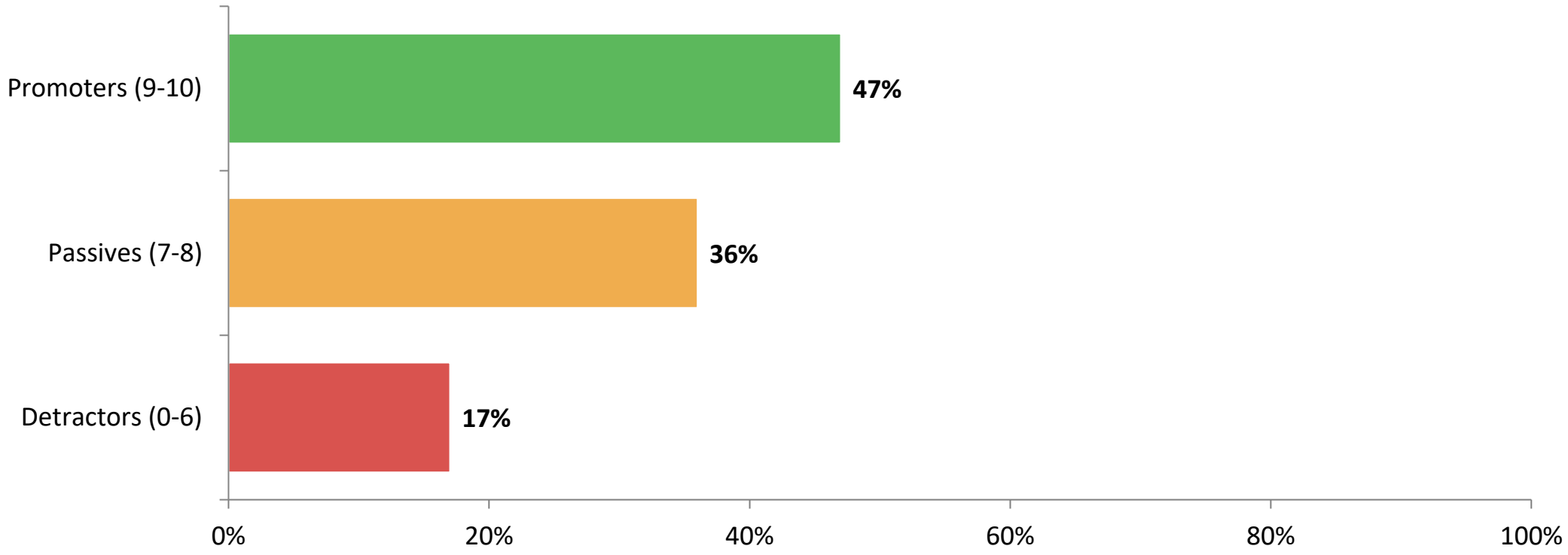


District Net Promoter Score

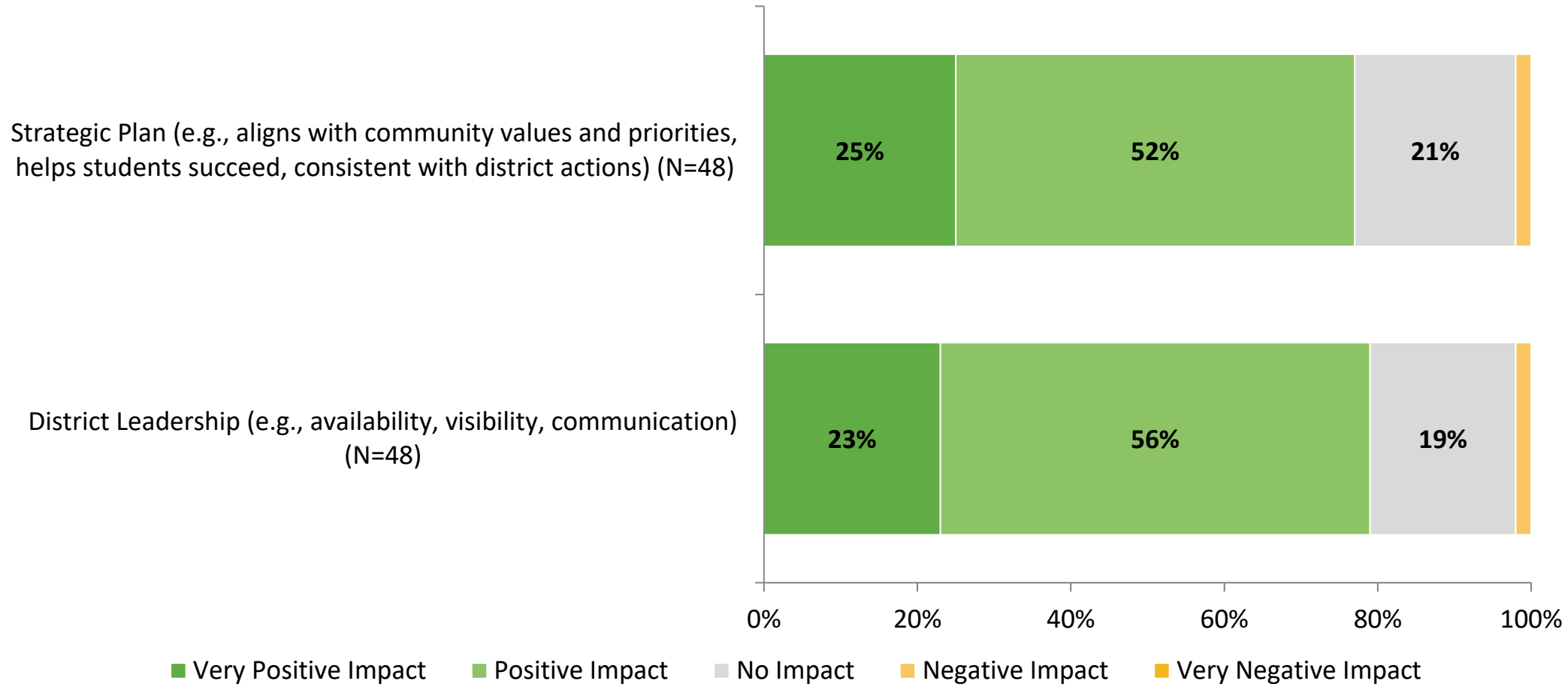
How likely is it that you would recommend Pinellas County Schools to a family member or friend? (N=47)



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.

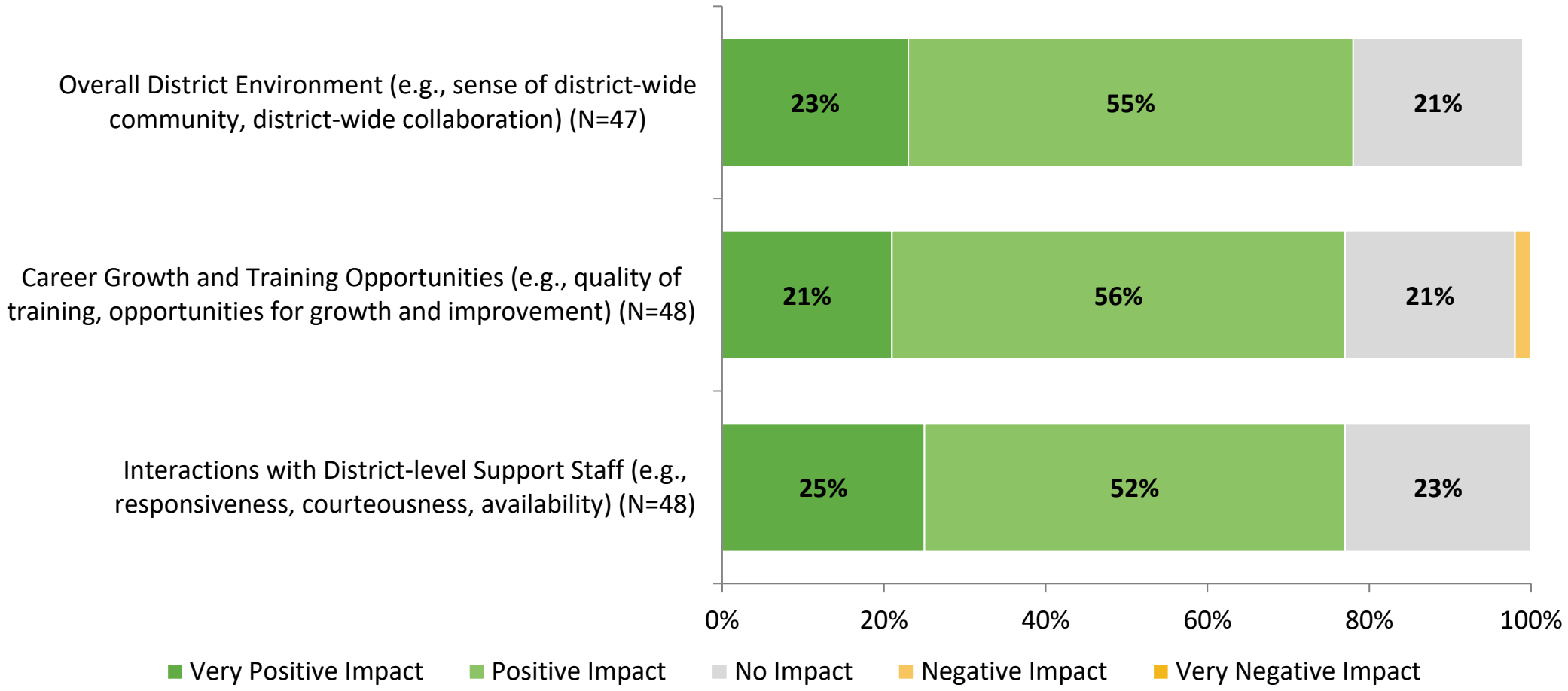
Factors Driving District Net Promoter Score

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



Factors Driving District Net Promoter Score (Continued)

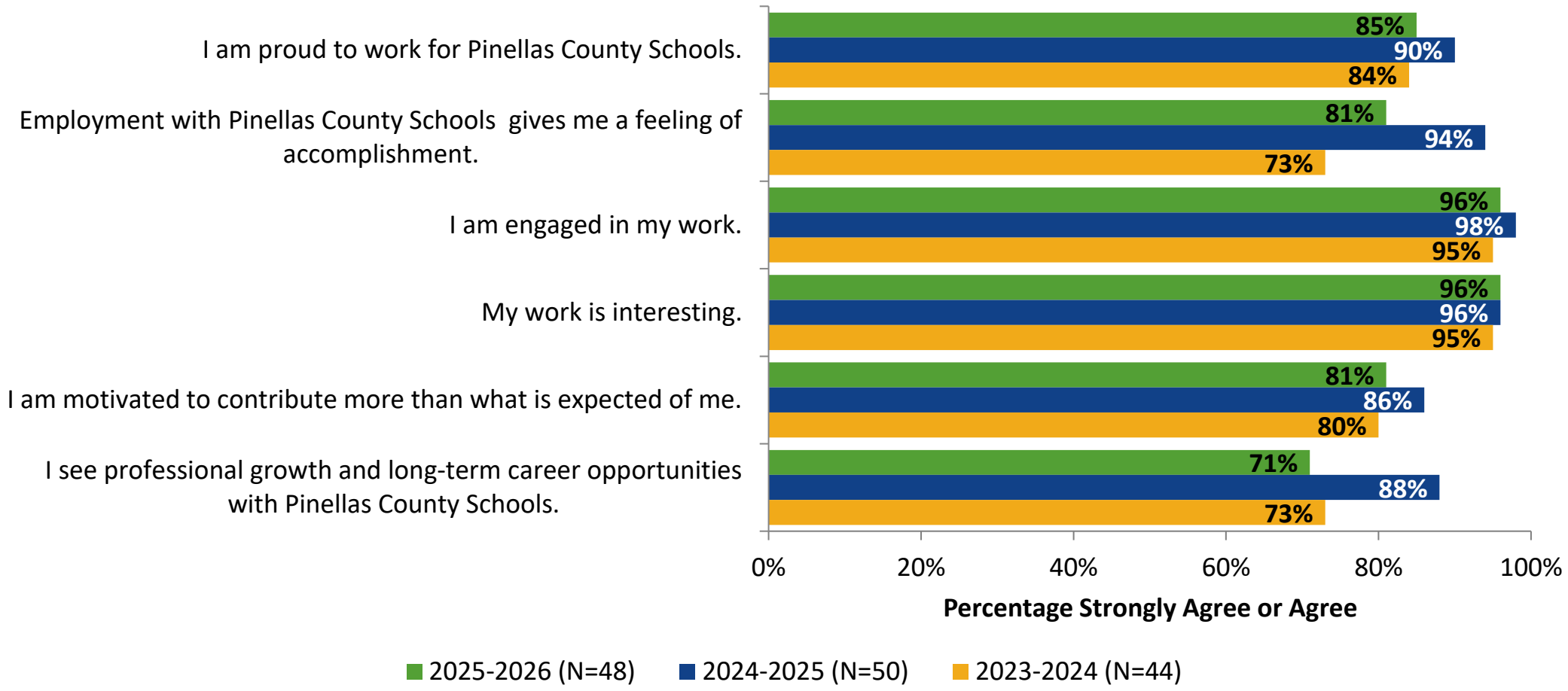
How do the following areas impact your rating of Pinellas County Schools?



Comparison Over Time

Overall Engagement: Comparison Over Time

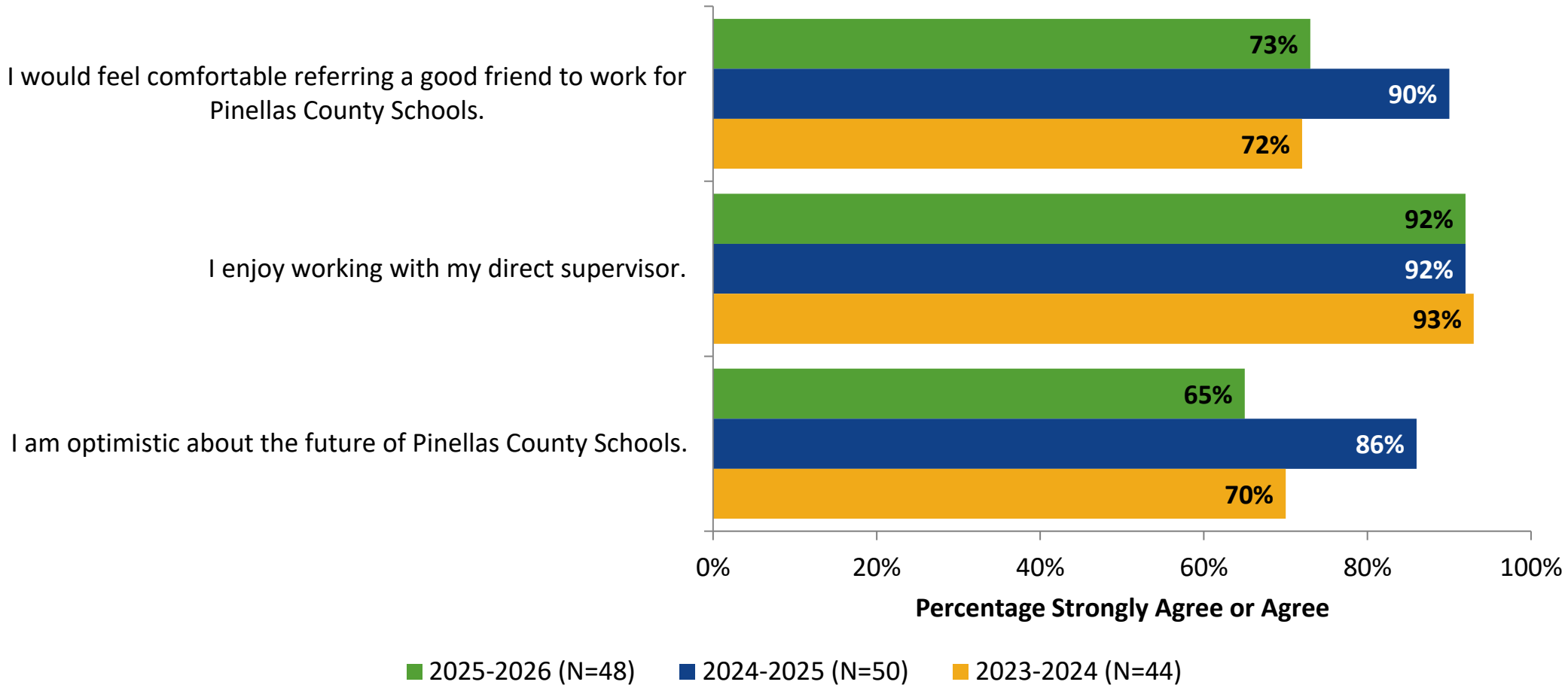
How strongly do you agree or disagree with the following statements?



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

Overall Engagement: Comparison Over Time (Continued)

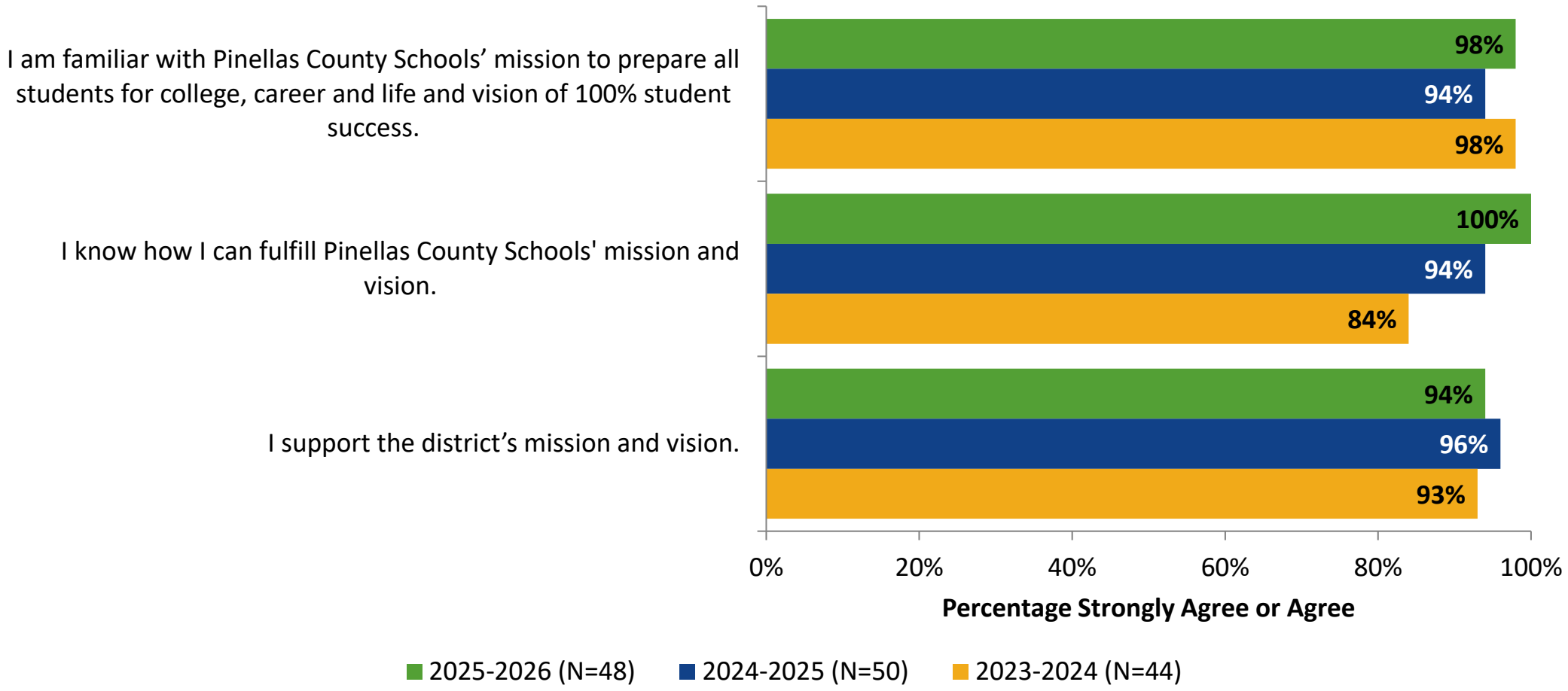
How strongly do you agree or disagree with the following statements?



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

Mission and Vision: Comparison Over Time

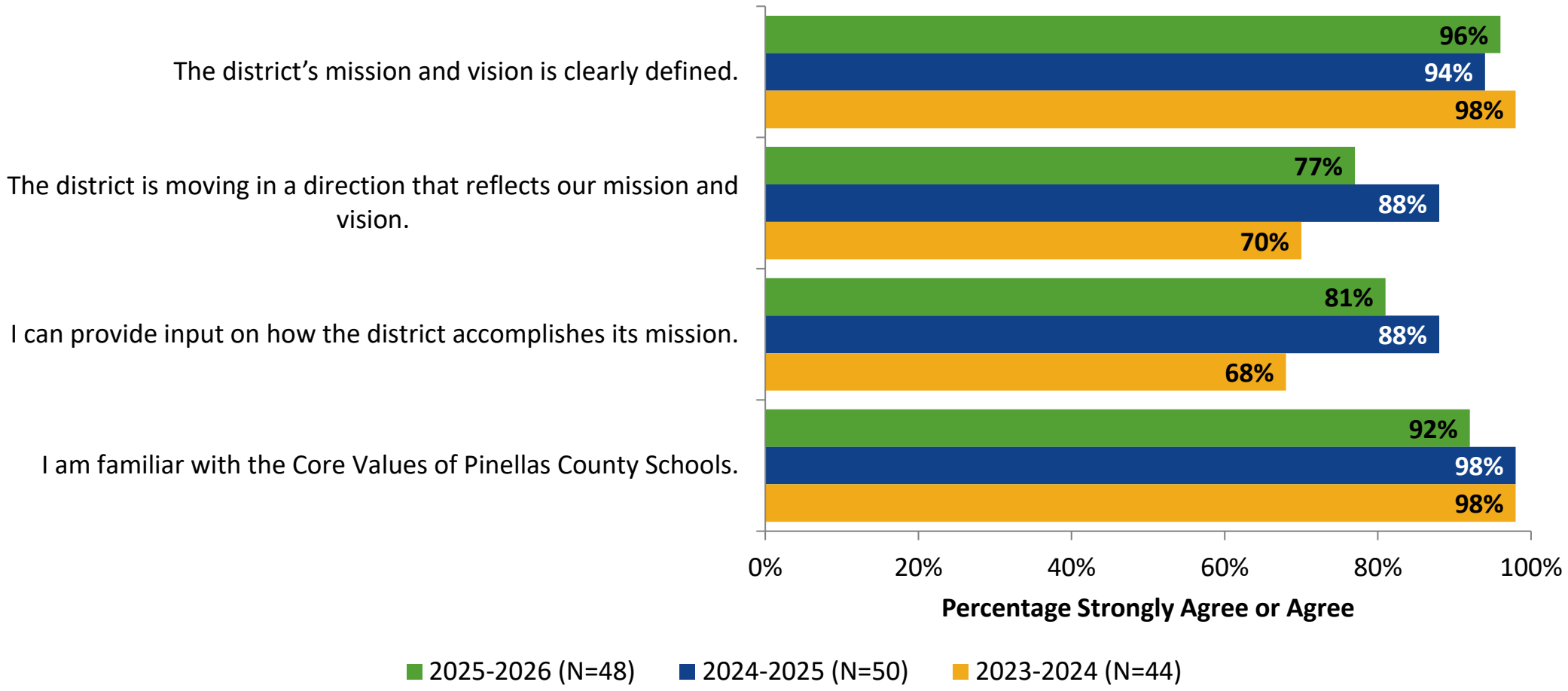
How strongly do you agree or disagree with the following statements?



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

Mission and Vision: Comparison Over Time (Continued)

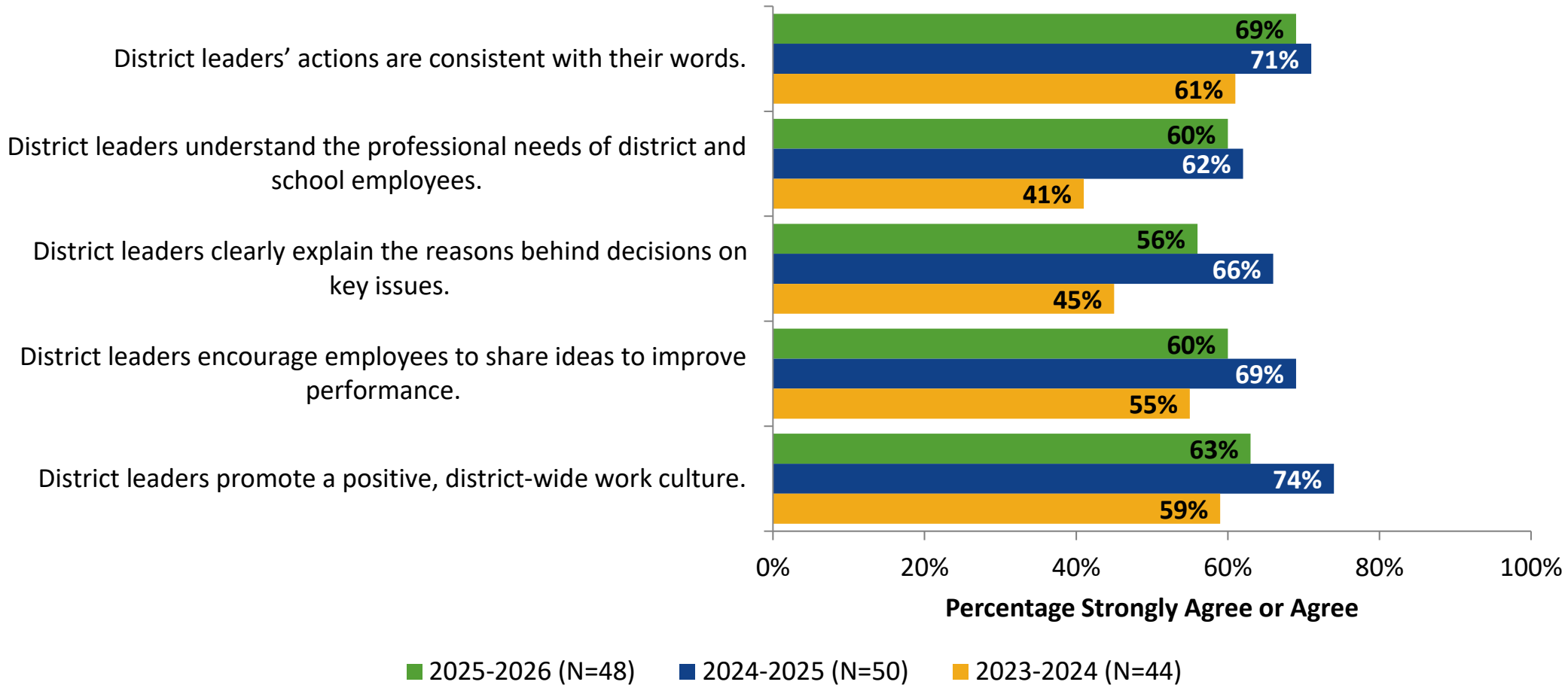
How strongly do you agree or disagree with the following statements?



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

District Leadership: Comparison Over Time

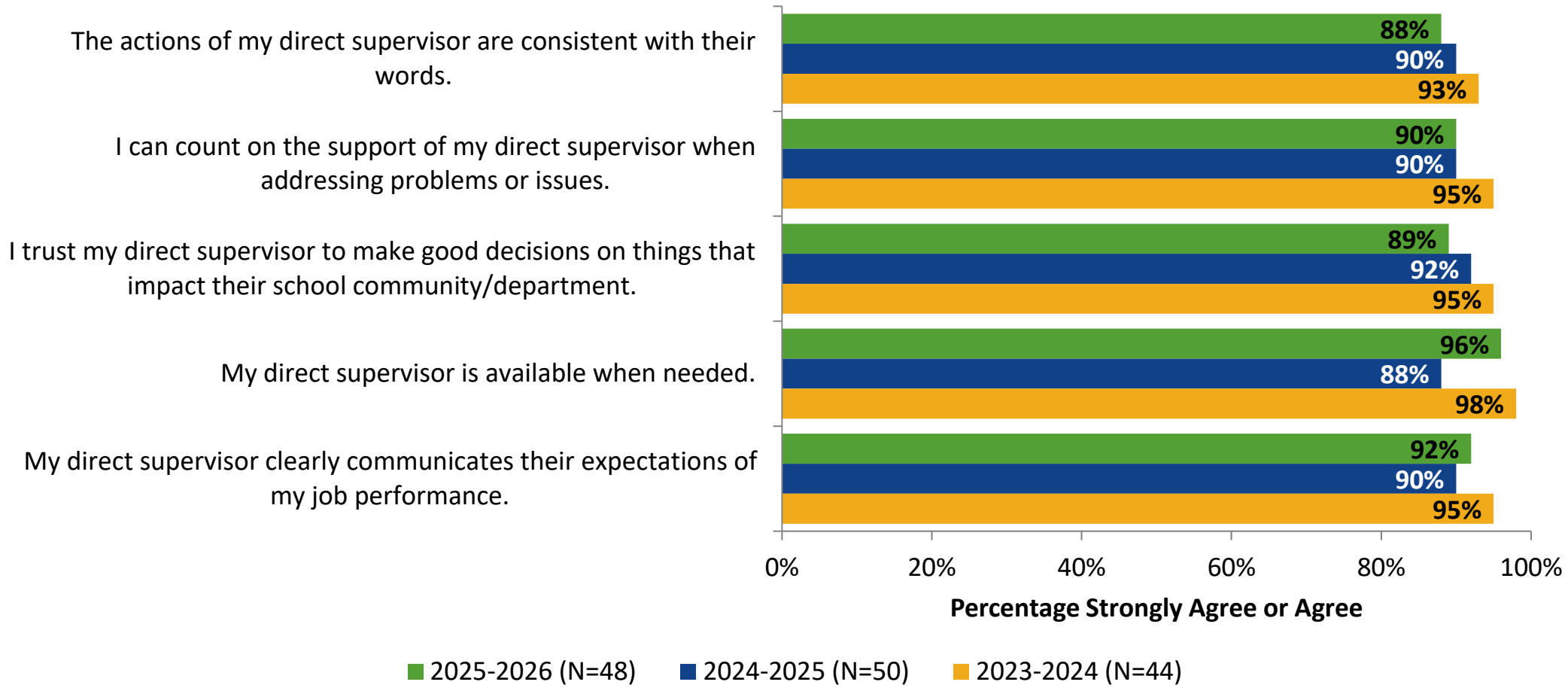
How strongly do you agree or disagree with the following statements?



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

Worksite Leadership: Comparison Over Time

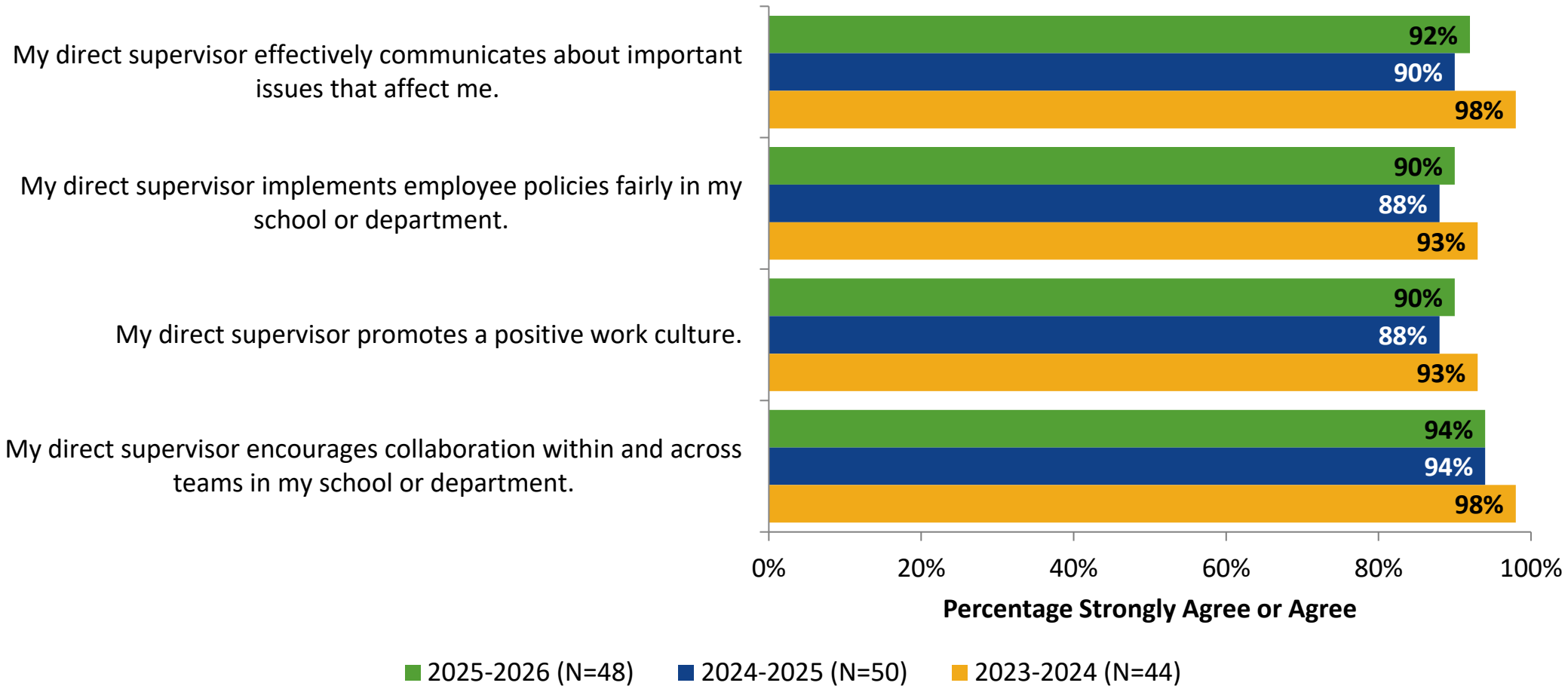
How strongly do you agree or disagree with the following statements?



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

Worksite Leadership: Comparison Over Time (Continued)

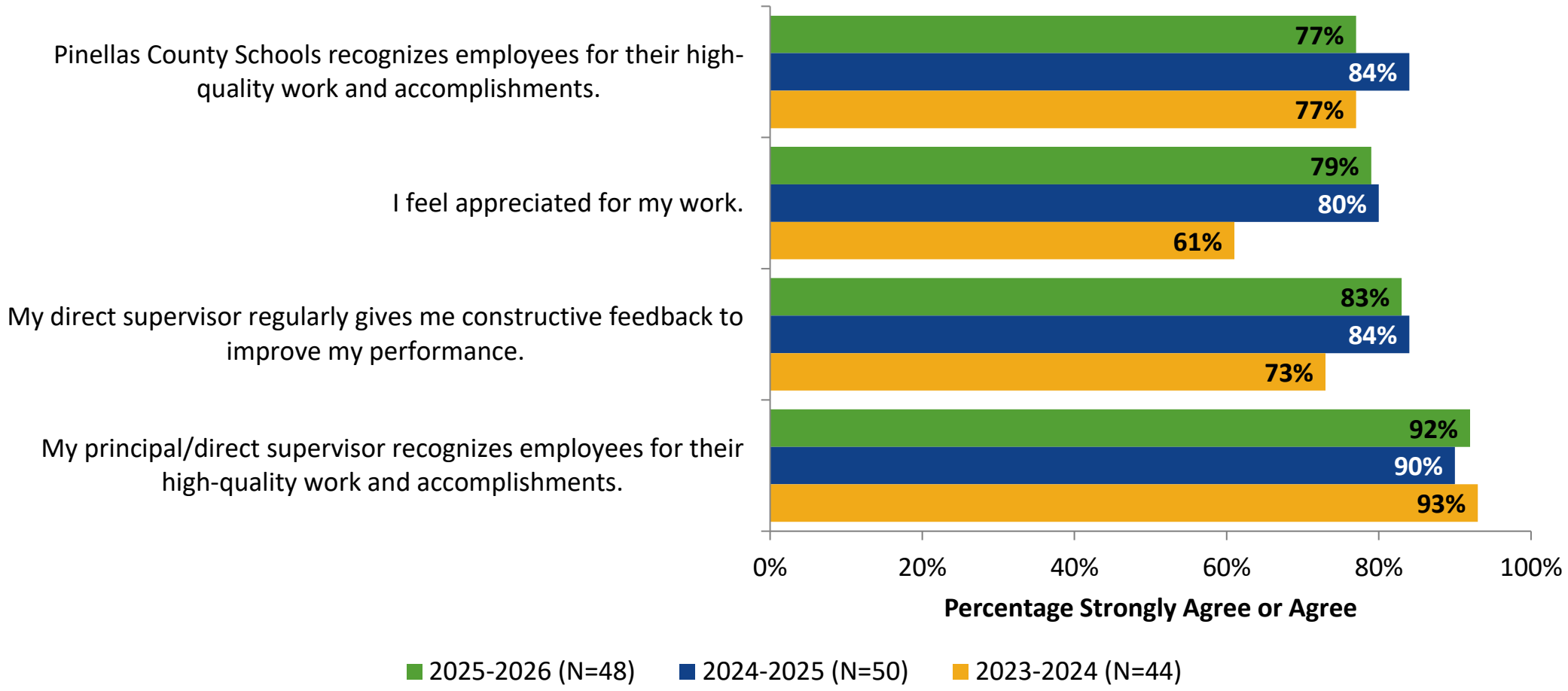
How strongly do you agree or disagree with the following statements?



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

Feedback and Recognition: Comparison Over Time

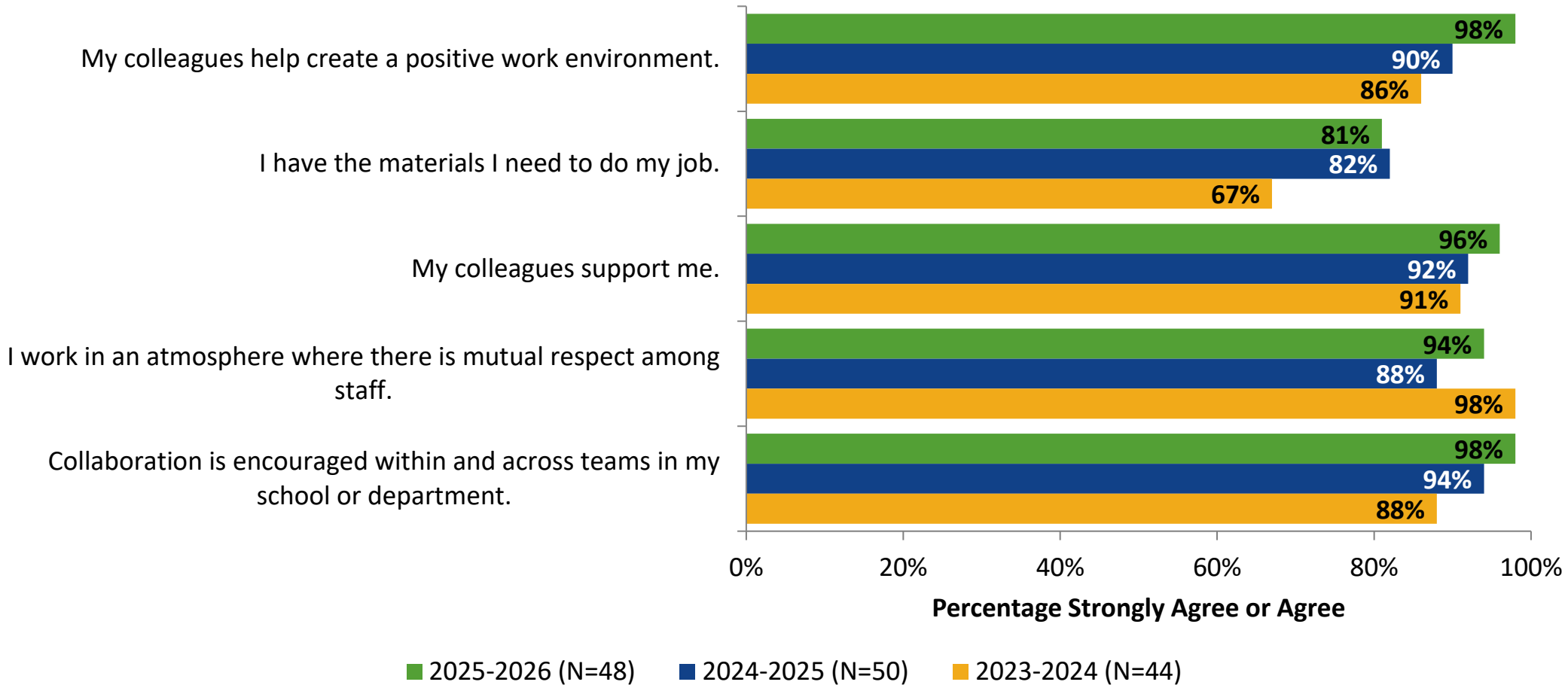
How strongly do you agree or disagree with the following statements?



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

Work Environment: Comparison Over Time

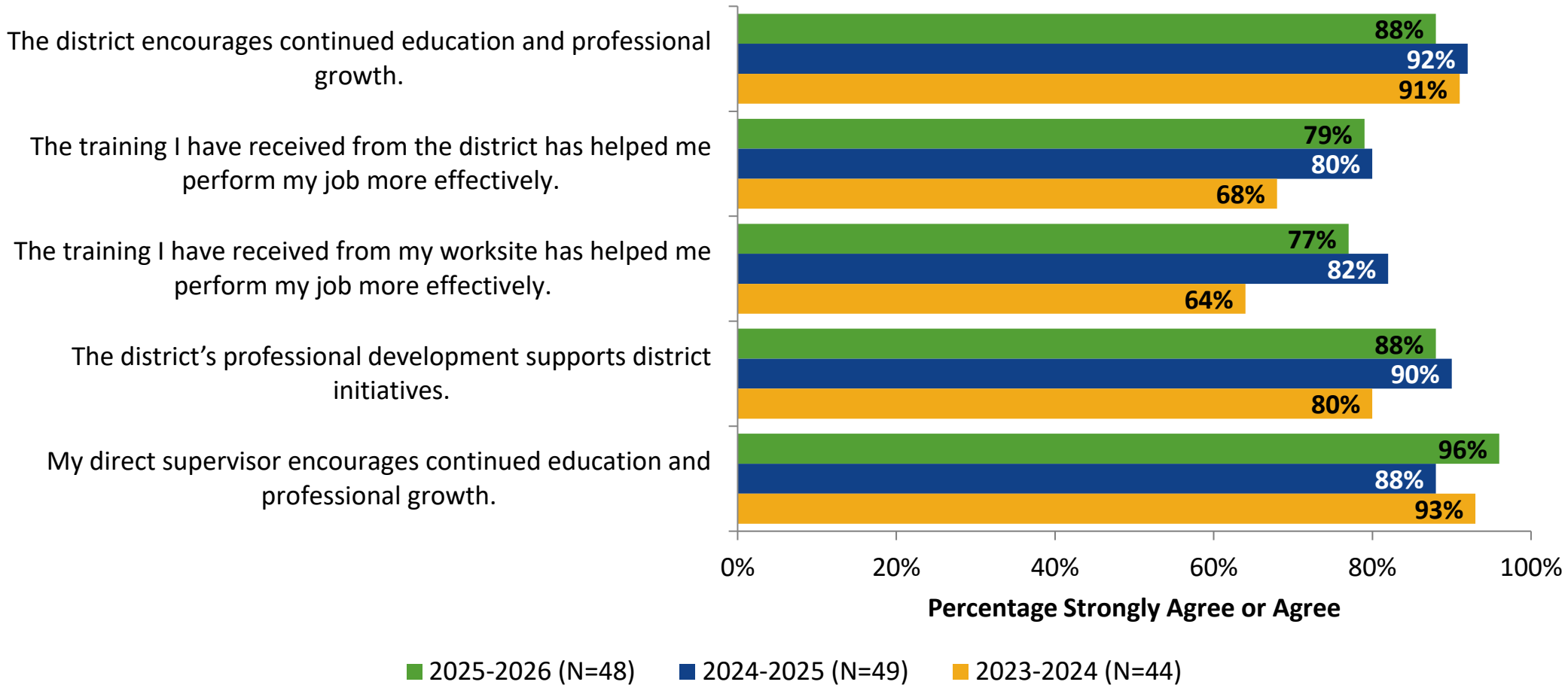
How strongly do you agree or disagree with the following statements?



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

Career Growth and Training Opportunities: Comparison Over Time

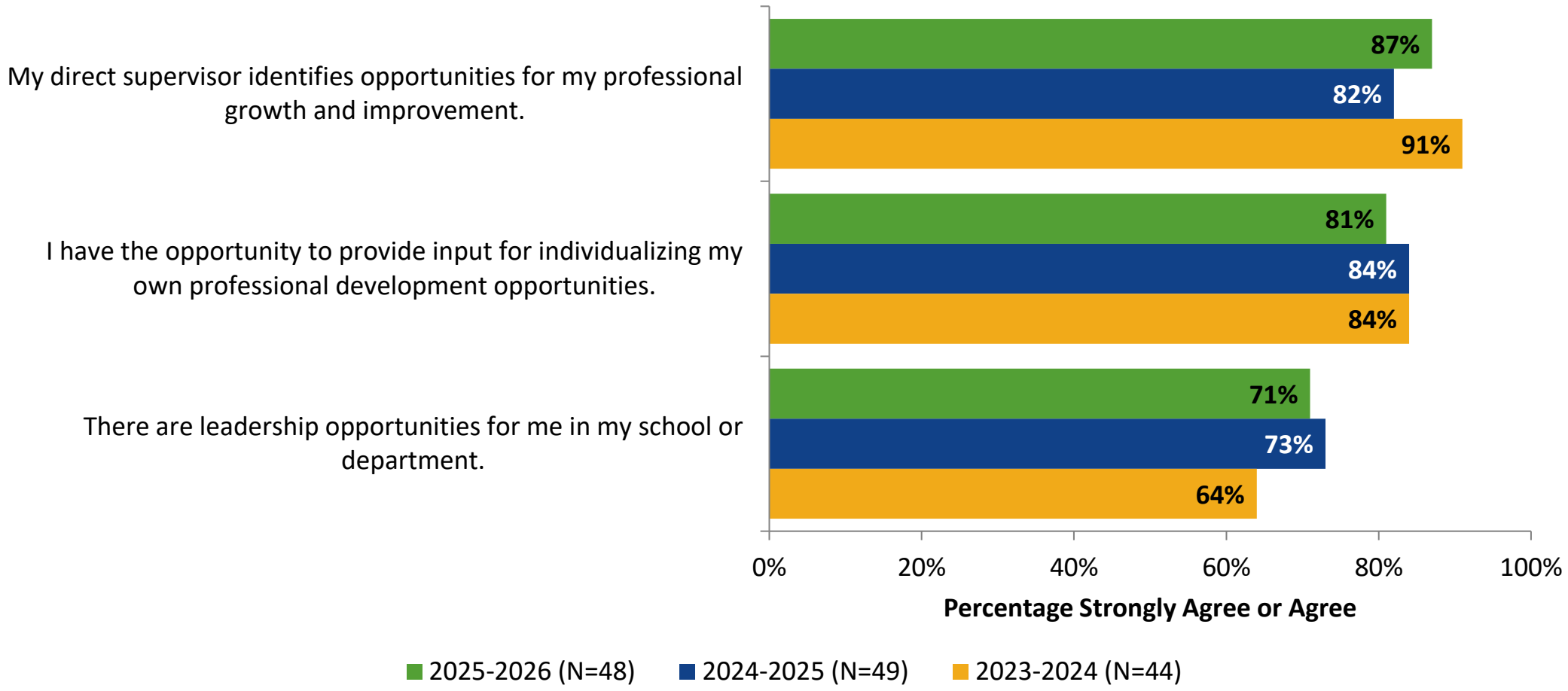
How strongly do you agree or disagree with the following statements?



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

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

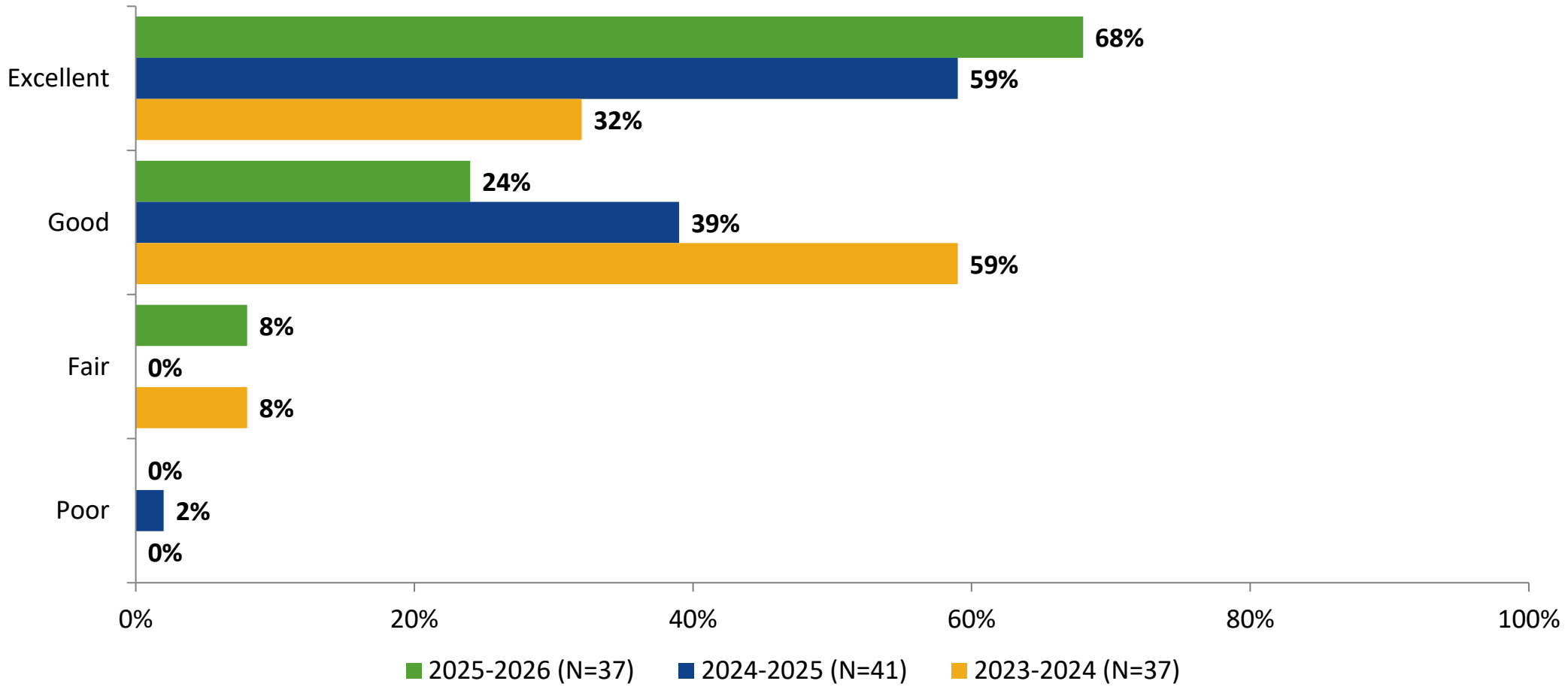
How strongly do you agree or disagree with the following statements?



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

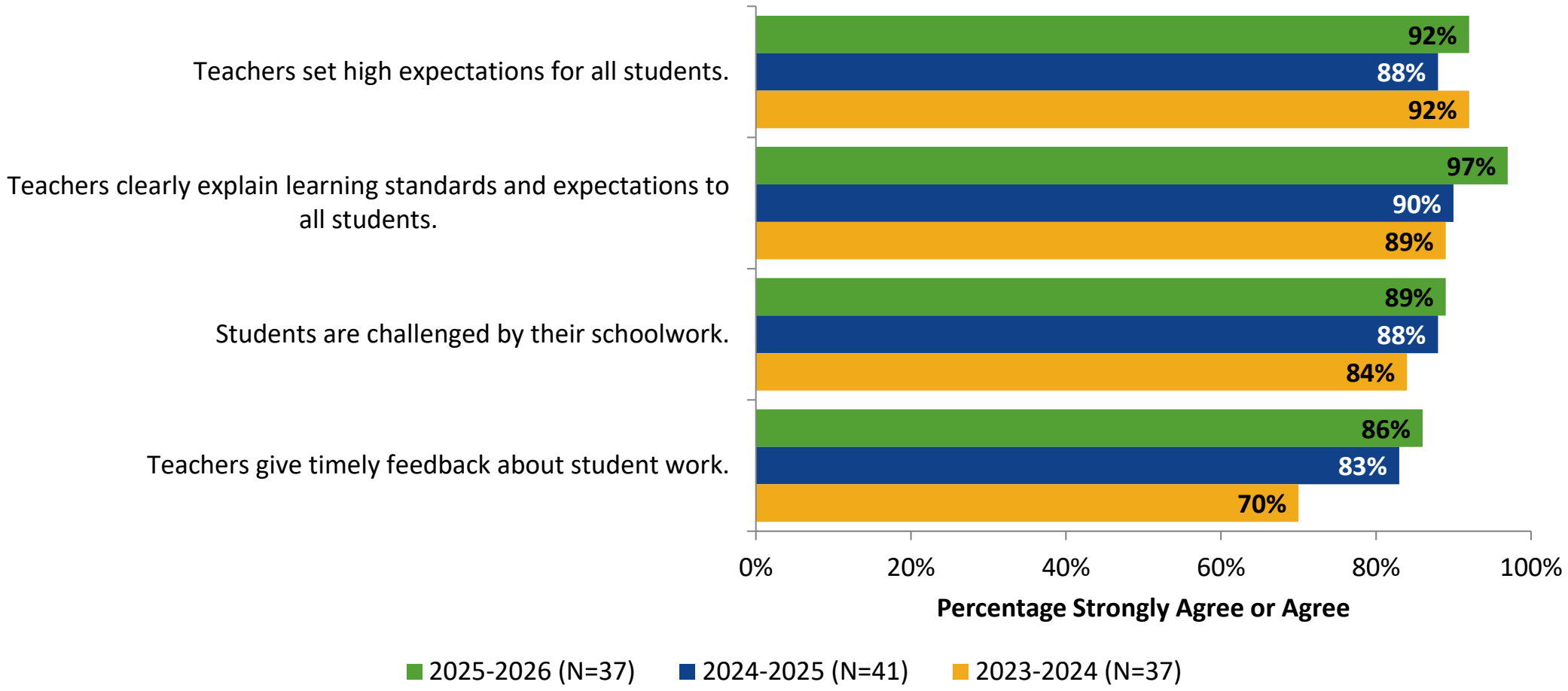
Overall Quality: Comparison Over Time

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



Academic Support: Comparison Over Time

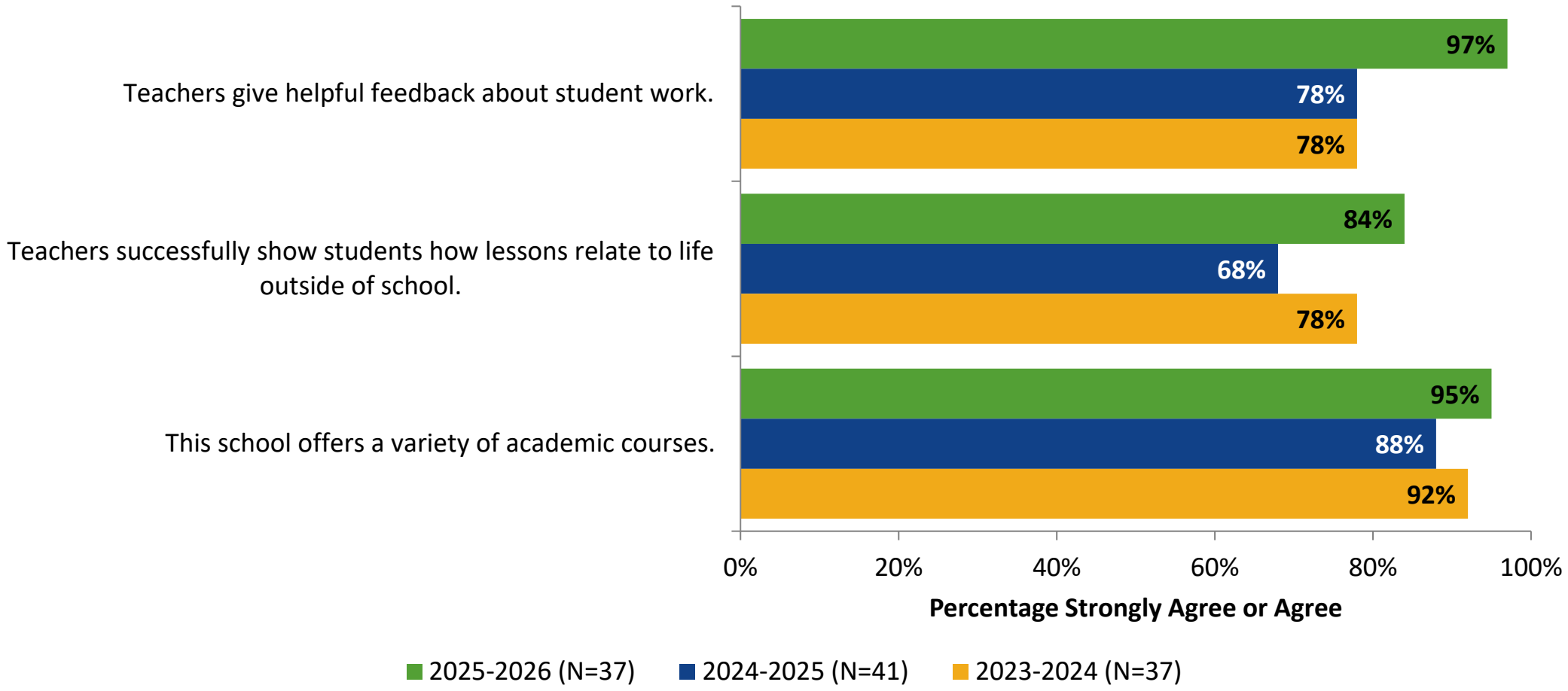
How strongly do you agree or disagree with the following statements?



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

Academic Support: Comparison Over Time (Continued)

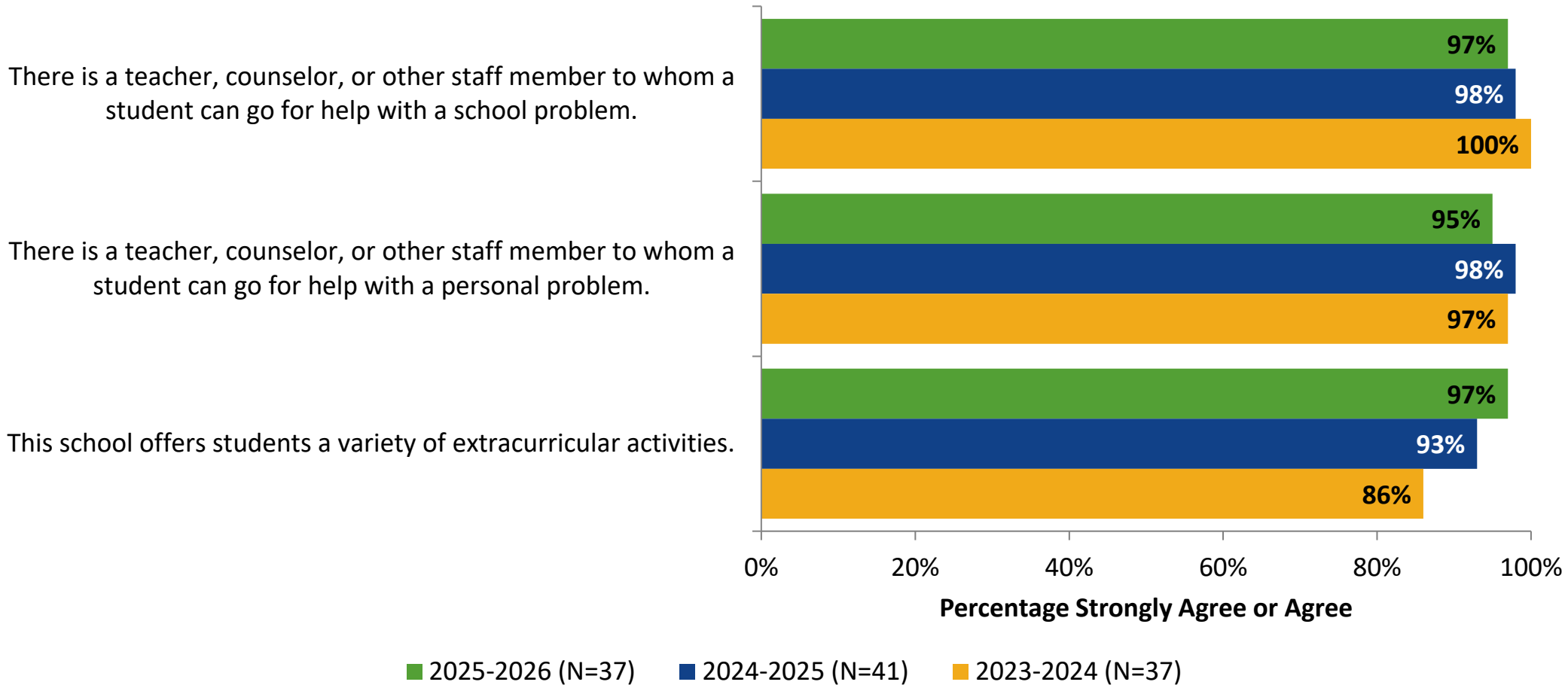
How strongly do you agree or disagree with the following statements?



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

Student Support: Comparison Over Time

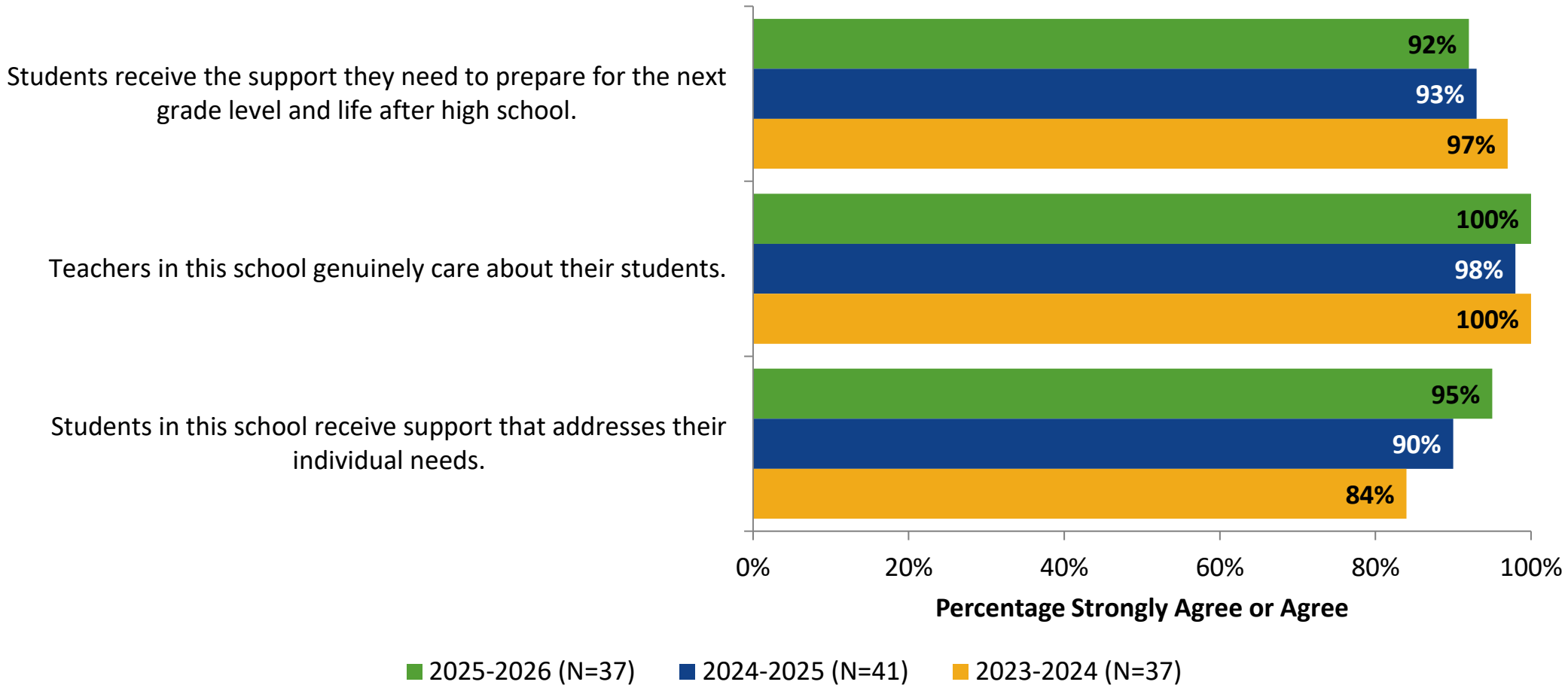
How strongly do you agree or disagree with the following statements?



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

Student Support: Comparison Over Time (Continued)

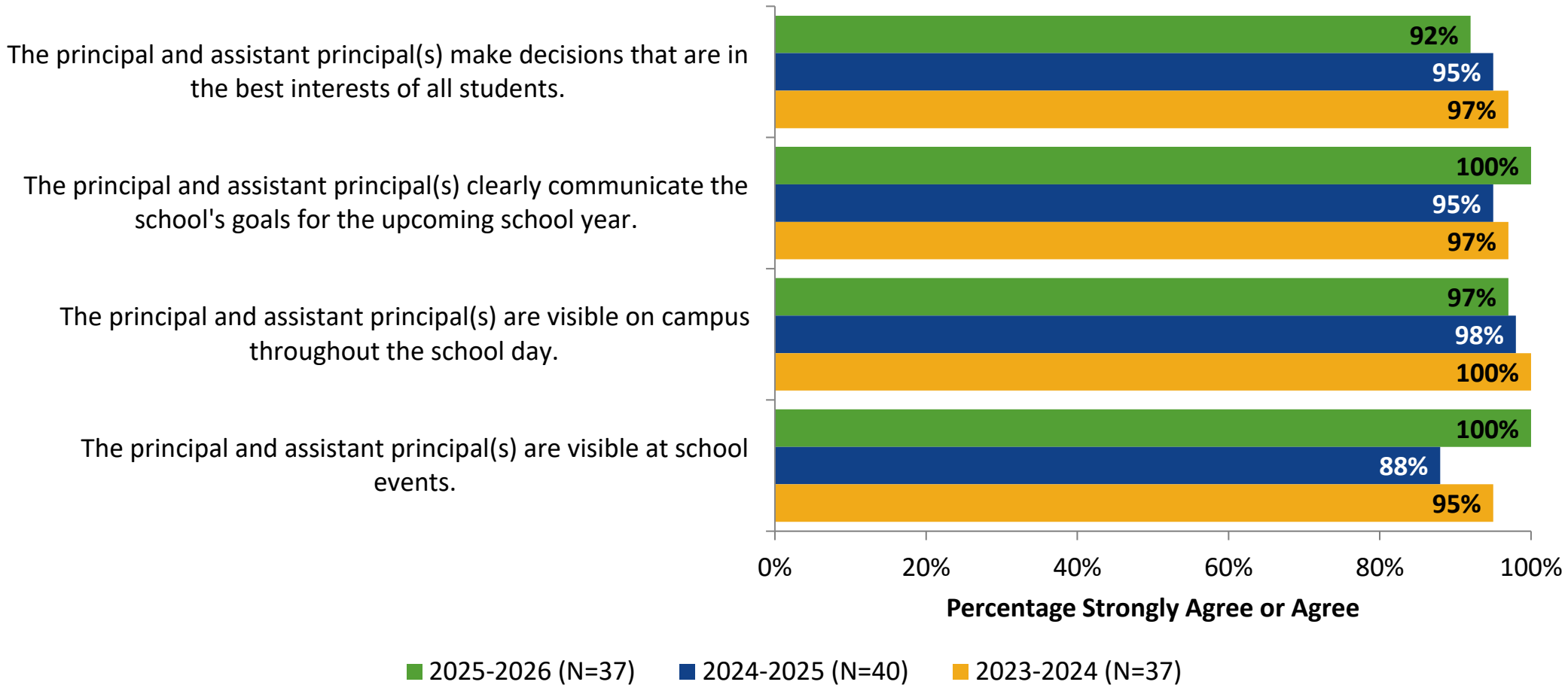
How strongly do you agree or disagree with the following statements?



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

School Leadership: Comparison Over Time

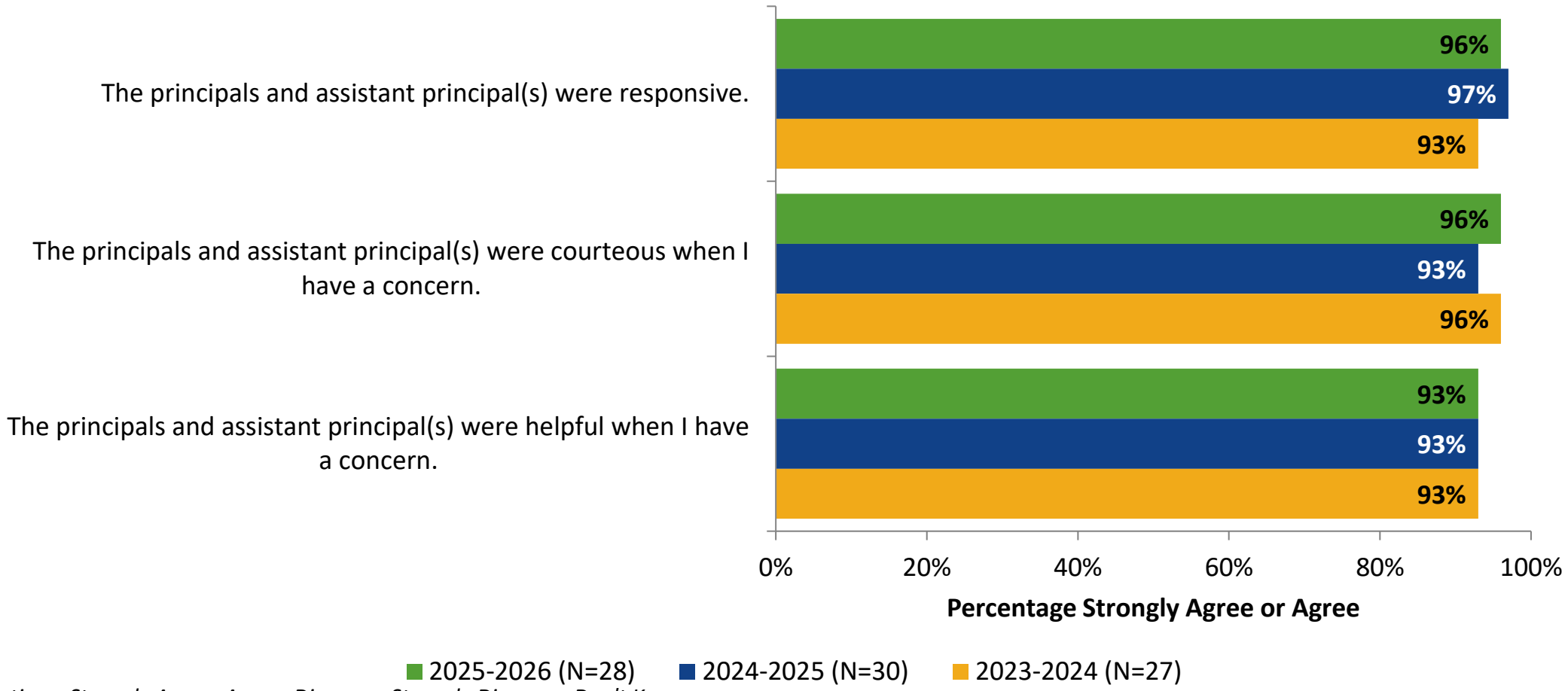
How strongly do you agree or disagree with the following statements?



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

Perceptions of Communication with School Leadership: Comparison Over Time

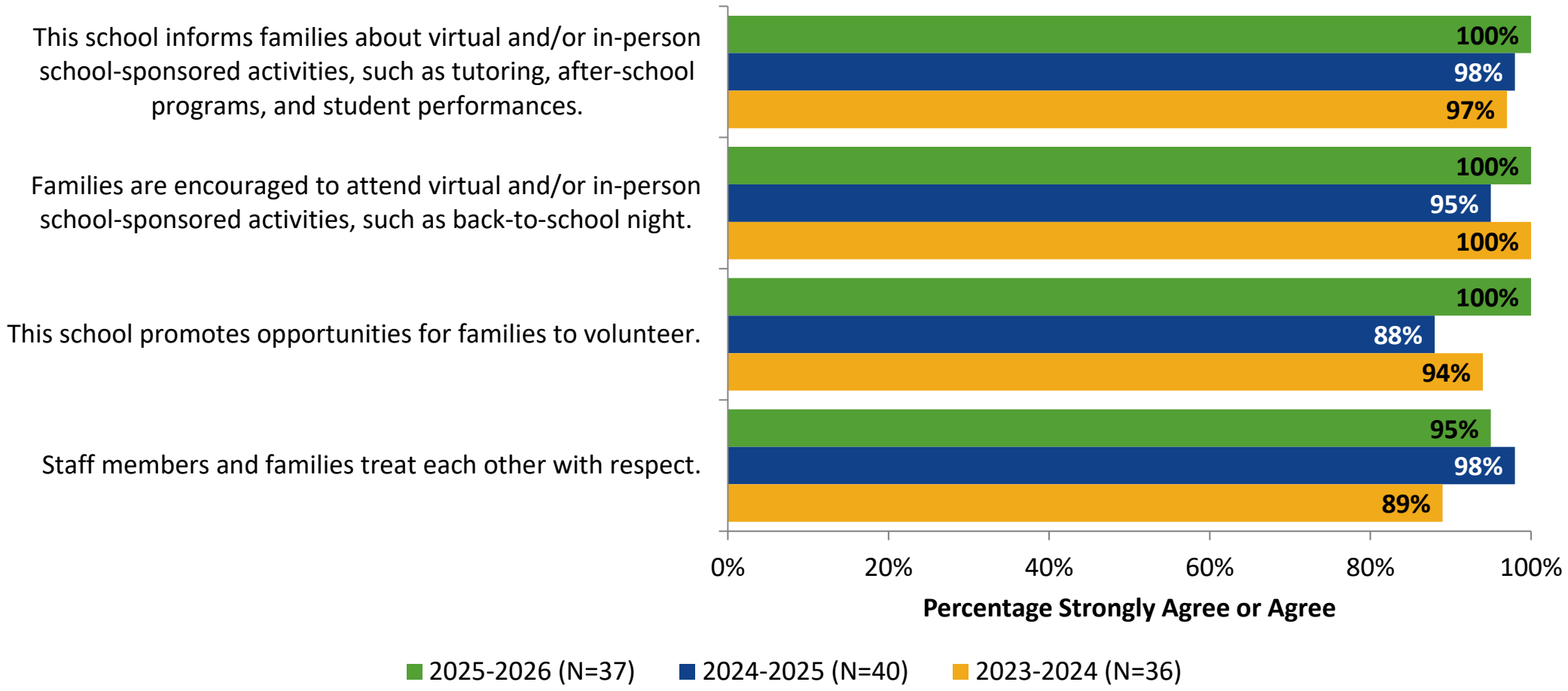
How strongly do you agree or disagree with the following statements?



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

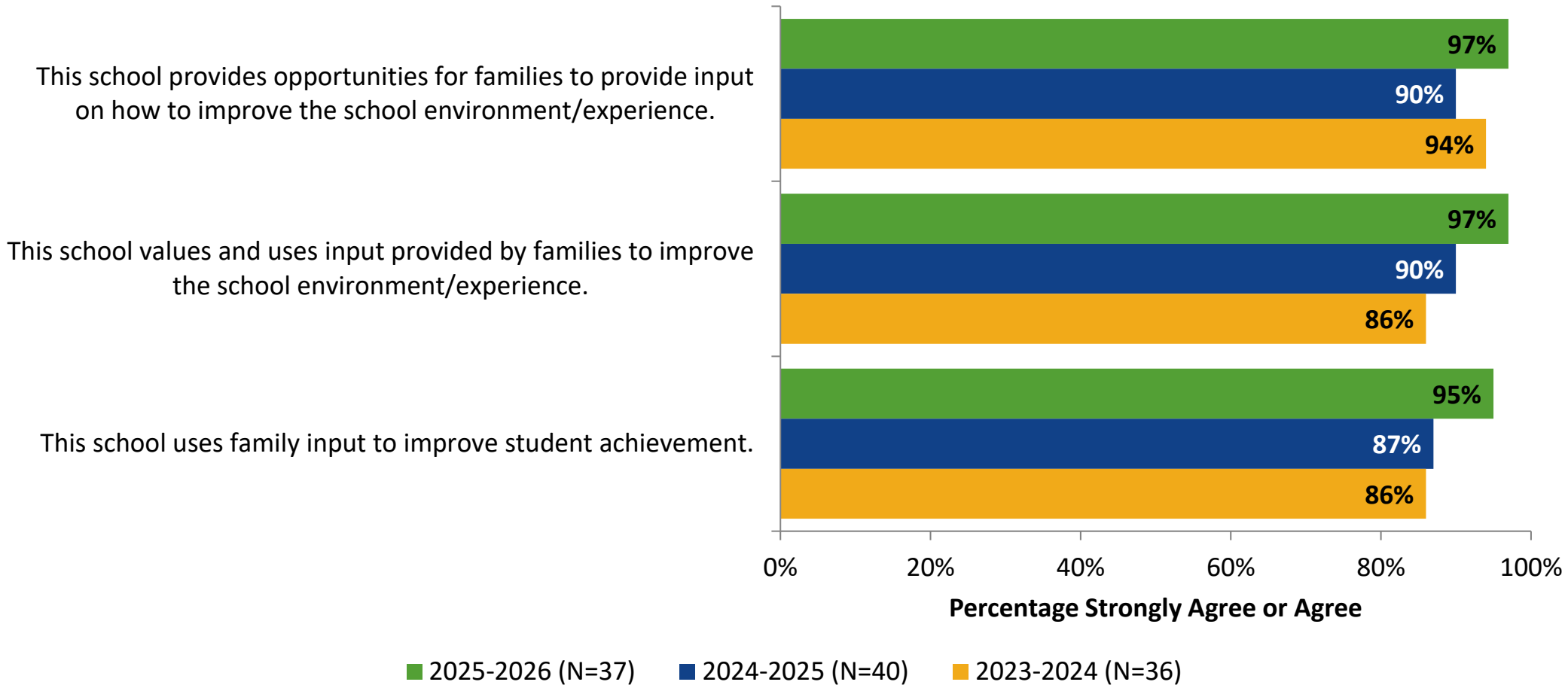
How strongly do you agree or disagree with the following statements?



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

Family Involvement: Comparison Over Time (Continued)

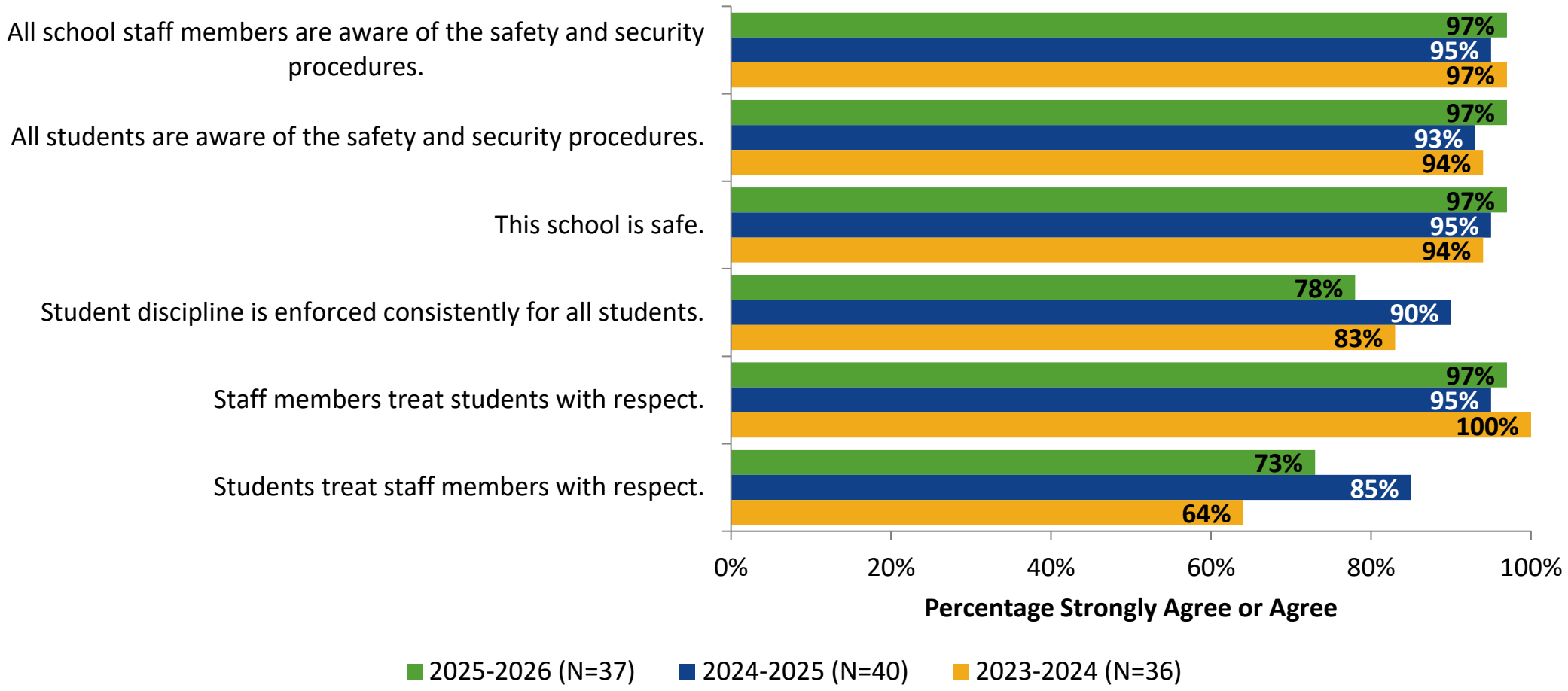
How strongly do you agree or disagree with the following statements?



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

Safety and Behavior: Comparison Over Time

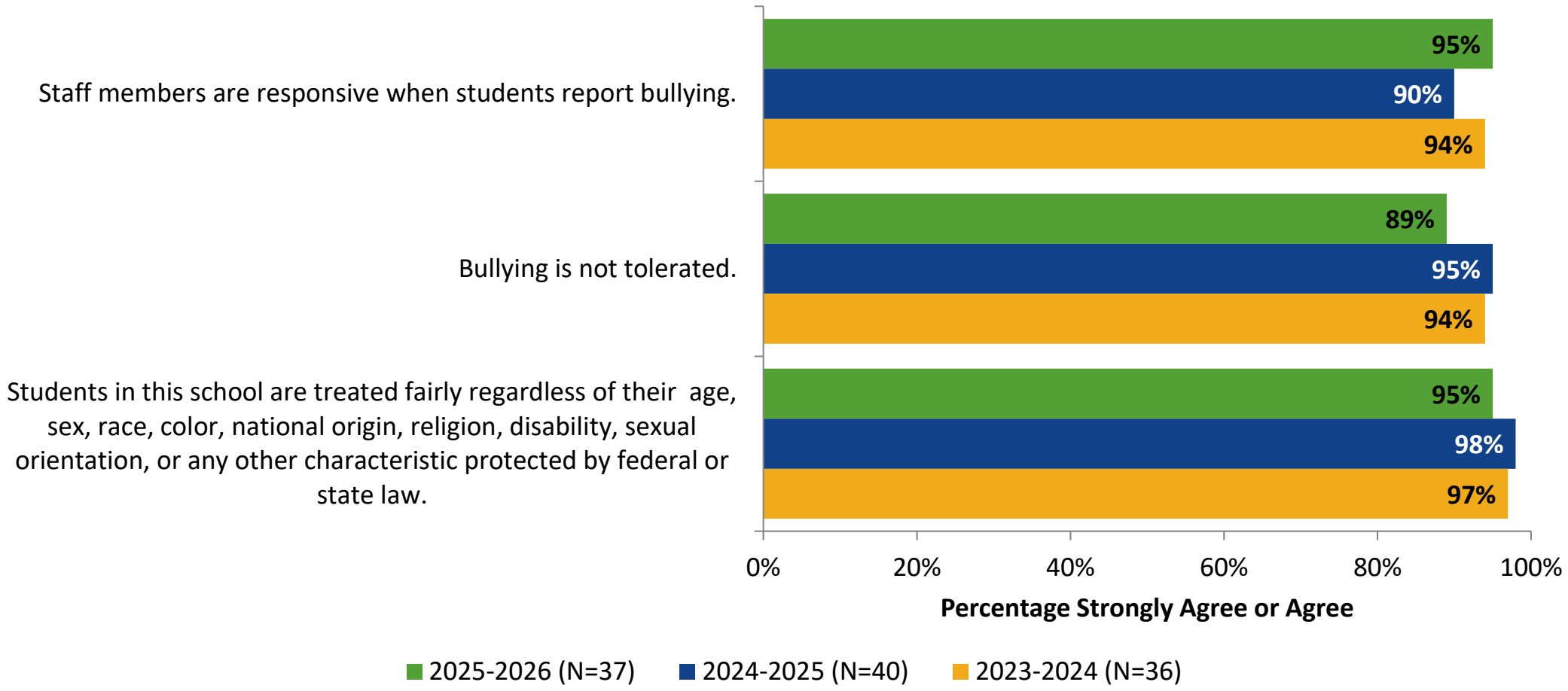
How strongly do you agree or disagree with the following statements?



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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