

Study Design

The Employee Engagement survey consists of three parts:

Overall Engagement is composed of nine items that are designed to specifically measure each employee's level of engagement. Based on the average of these items, an engagement score is calculated for each survey participant. Engagement scores are classified as Less Engaged (<3.5), Engaged (3.5 to 4.5) and Highly Engaged (>4.5 to 5.0).

Engagement Drivers are different aspects of the work environment that may affect engagement. Participants answered each driver using the 5-point Likert scale. Engagement drivers are organized into six dimensions:

- Shared Values
- Leadership
- Communication
- Feedback and Recognition
- Work Environment
- Career Growth and Training Opportunities

Additional Questions provide information about participant demographics, such as school, department, and job classification.

Responses to the first nine items were averaged to find an engagement score for each respondent. The five response options were: Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, and Strongly Agree. To calculate the engagement score, each response option was given a weight, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Results do not reflect random sampling; therefore, they should not be generalized to all Fairfax County Public School District employees. Rather, results reflect only the perceptions and opinions of survey participants.

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.

Comparison to Previous Year

Focus Areas to Increase Employee Engagement

Thirty-two items (drivers) were used to examine aspects of the school/workplace environment and find opportunities to increase engagement. Each item was rated on a five-point scale, with higher values indicating stronger agreement.

The relationship between each employee's driver ratings and his or her overall engagement score was also examined. To do this, the strength of the relationship (the correlation coefficient) between the engagement scores and each driver was calculated. Values 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. Correlations to engagement were classified as strong or weak based on the median.

Drivers that rated low but have a strong correlation to engagement (red) should be a primary focus. The secondary focus area includes items that received high ratings and have a strong correlation to engagement (yellow).

		Correlation to Engagement	
		Strong	Weak
Driver Rating	Low	Best Opportunity for Gains These drivers relate highly to engagement, but were rated low by participants. These drivers offer the best opportunity for improving employee engagement.	Improvement in these areas may help with the overall work environment, but would have little impact on engagement.
	High	Best Opportunity to Maintain These drivers relate highly to engagement and were rated favorably by participants. Emphasis on these drivers may increase engagement for some staff members.	Division/School is performing well in these areas.