DAS
DEPARTMENT OF ADMINISTRATIVE SERVICES

EMPLOYEE ENGAGEMENT SURVEY

Guidelines for Implementing and Understanding Results

Requirements for Agencies

Agencies with more than 75 employees

Agencies with more than 75 employees are required to contract with Gallup for an annual Employee Satisfaction Survey. Guidelines: https://www.oregon.gov/das/Docs/BuyersGuide-Gallup-Final.pdf

Agencies with 4–75 employees

DAS has amended the existing Gallup contract to extend the Employee Engagement Satisfaction Survey to small agencies, boards and commissions (AB&Cs). Effective August 1, 2024, participation is required to meet the Governor's Expectations for AB&Cs with 4–75 employees.

DAS administers the survey and serves as contract administrator and central contact for Gallup and agencies. DAS bills AB&Cs after survey completion at $15 per respondent identified to participate. Results are presented at a future AB&C meeting and made available through Gallup's website. AB&C leadership receives full access to Gallup's platform, tools and resources.

Agencies with fewer than 4 employees

Agencies with fewer than four employees remain exempt from the annual survey. They are encouraged to include all employees in the agency-head performance review survey as another way to seek employee feedback.

Agencies must use Gallup Q12 and may add questions according to Gallup guidelines. Employee Engagement Surveys must be completed by December 31 each year.

Lisa Rosendahl Workforce Development, CHRO, DAS lisa.b.rosendahl@das.oregon.gov

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Approved Workday Domains

Agencies should send Gallup the following approved fields, available in Workday through the **Agency Gallup Survey** report:

- External ID; first name; last name; email
- Country; language code
- Manager external ID; manager first and last name; manager email address
- Division; supervisory organization
- Level of leadership/classification; exempt status; salary range
- Original hire date; years of service

Agencies may ask employees to self-disclose additional demographics when helpful for analyzing annual results.

Questions: Lisa Rosendahl, lisa.b.rosendahl@das.oregon.gov, Workforce Development, CHRO, DAS.

Gallup Q12 Survey

Questions

1. I know what is expected of me at work.
2. I have the materials and equipment to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor or someone at work seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my agency makes me feel my job is important.
9. My co-workers are committed to doing quality work.
10. I have a best friend at work—someone I can confide in.
11. In the last six months, someone at work has talked to me about my progress.
12. In the last year, I have had opportunities at work to learn and grow.

2023 U.S. and Canada benchmark

- 31% engaged — thriving at work
- 52% not engaged or transactionally engaged
- 17% actively disengaged

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Understanding Results and Taking Action

The 12 questions can be viewed through four employee-engagement drivers. This framework is a guide rather than the only possible mapping.

Where “not engaged” and “actively disengaged” scores are high, recommendations aligned with the relevant driver may help shape an action plan.

Sample action-plan responses

Work-Life Balance: Use one-on-one meetings to clarify expectations and identify needed materials, equipment or technology. Consider a strengths assessment for team development.

Recognition and Praise: Add a kudos board or acknowledgment time to team meetings, ask how employees prefer to receive praise, and begin meetings by discussing what went well and why.

Trust and Confidence in Leadership: Hold trust-building workshops and listening sessions focused on what builds or breaks trust. End with “What would great look like?” and invite practical improvements.

Growth and Development: Ask employees what they enjoy and want to work on in one to three months. Consider stretch assignments, higher-profile projects, skill building, job rotation, job shadowing or work out of class.

Recommended One-Two-Three action plan

1. Pick one focus area that can improve engagement and advance agency business goals.
2. Select two actions within that focus area, using qualitative feedback when needed.
3. Communicate the focus and actions three different times so employees know their feedback was heard.

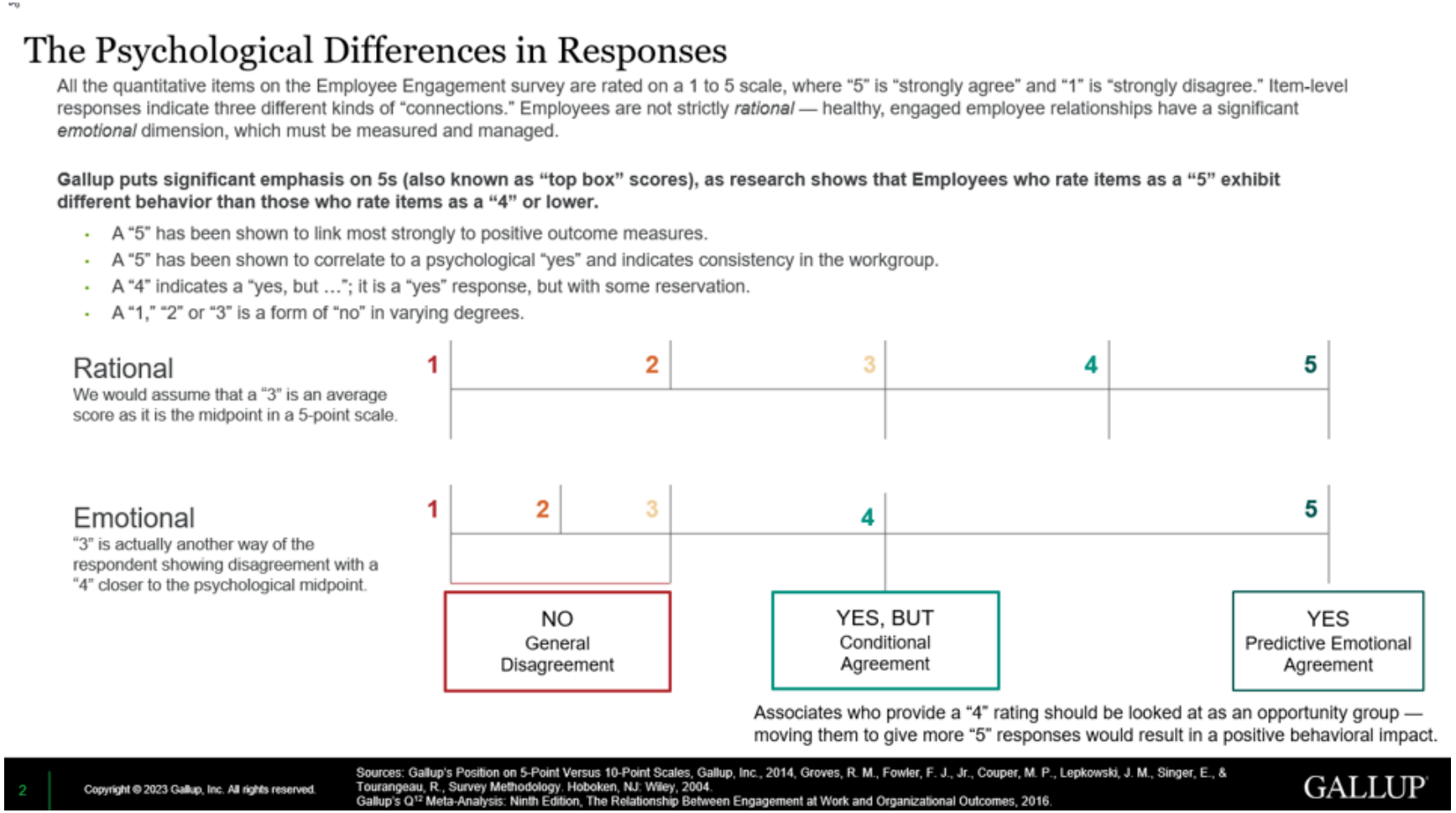
This approach is recommended, not required. Agencies may use another action-plan template, and Gallup’s platform also supports action planning.

Share the results

Communicate results and actions with teams and the agency as a whole. When employees do not learn what happened or see action based on their feedback, response rates may fall and disengagement may increase.

Lisa Rosendahl Workforce Development, CHRO, DAS lisa.b.rosendahl@das.oregon.gov

Understanding the Results — interpreting the scores



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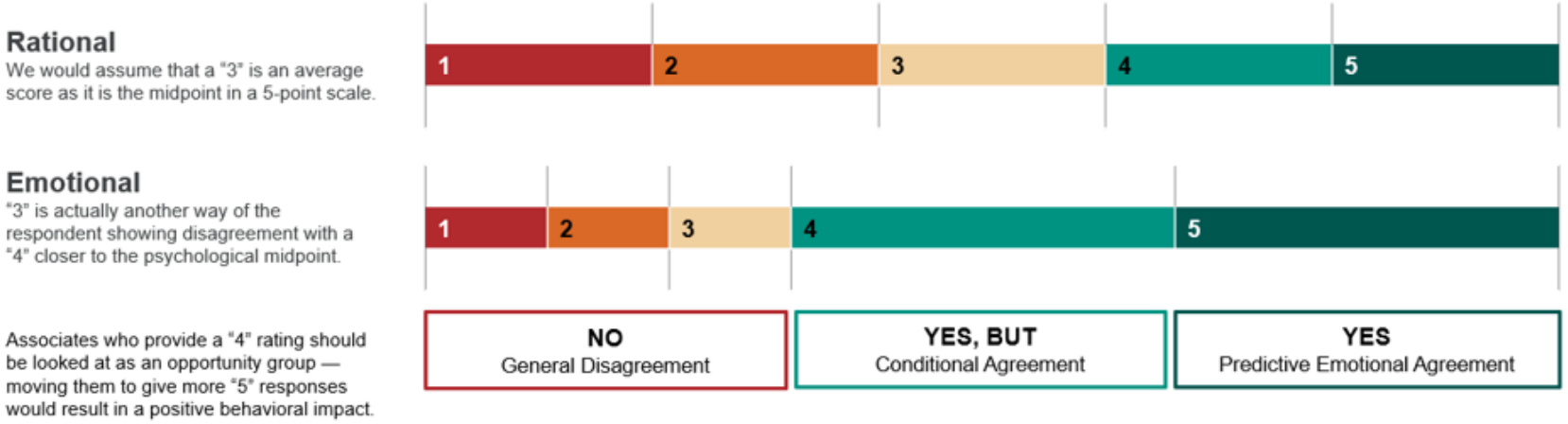
Understanding the Results — interpreting the scores

The Psychological Differences in Responses

All the quantitative items on the Employee Engagement survey are rated on a 1 to 5 scale, where "5" is "strongly agree" and "1" is "strongly disagree." Item-level responses indicate three different kinds of "connections." Employees are not strictly *rational* — healthy, engaged employee relationships have a significant *emotional* dimension, which must be measured and managed.

Gallup puts significant emphasis on 5s (also known as "top box" scores), as research shows that Employees who rate items as a "5" exhibit different behavior than those who rate items as a "4" or lower.

- A "5" has been shown to link most strongly to positive outcome measures.
- A "5" has been shown to correlate to a psychological "yes" and indicates consistency in the workgroup.
- A "4" indicates a "yes, but …"; it is a "yes" response, but with some reservation.
- A "1," "2" or "3" is a form of "no" in varying degrees.



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Sources: Gallup's Position on 5-Point Versus 10-Point Scales, Gallup, Inc., 2014, Groves, R. M., Fowler, F. J., Jr., Couper, M. P., Lepkowski, J. M., Singer, E., & Tourangeau, R., Survey Methodology. Hoboken, NJ: Wiley, 2004.
Gallup's Q¹² Meta-Analysis: Ninth Edition, The Relationship Between Engagement at Work and Organizational Outcomes, 2016.

GALLUP

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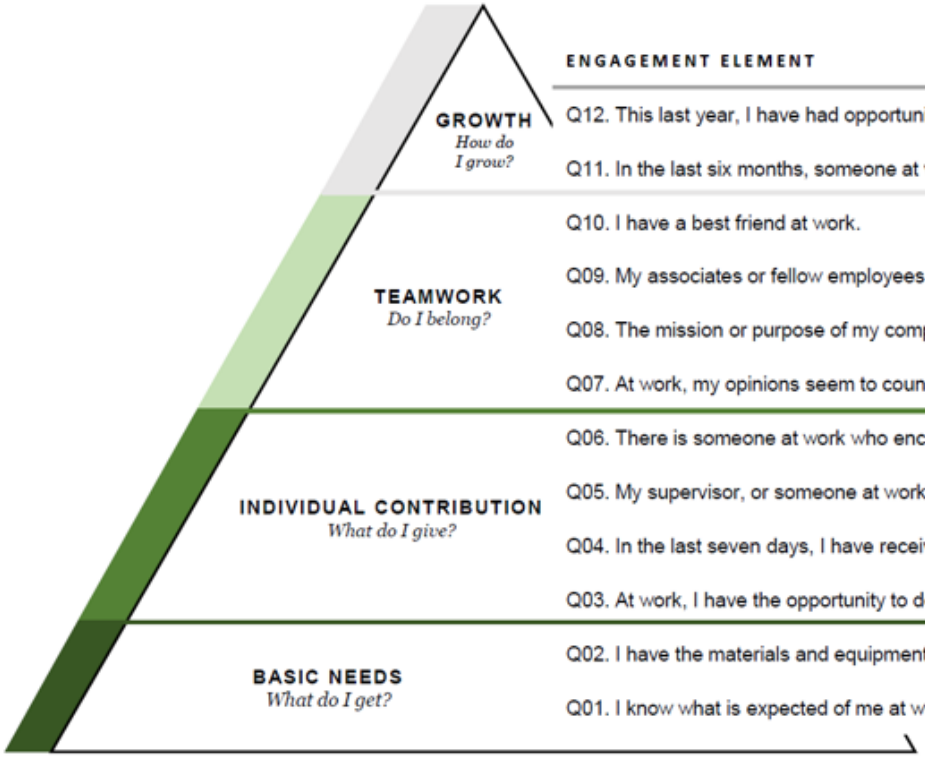
Coaching at the individual level



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

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