

Employee Engagement Survey Guidelines for Implementing and Understanding Results



Requirements for Agencies

Agencies with over 75 Employees

Agencies over 75 employees are required to contract with Gallup for an annual Employee Satisfaction Survey. Visit <https://www.oregon.gov/das/Docs/BuyersGuide-Gallup-Final.pdf> for guidelines.

Agencies with 4 to 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, this is a requirement to meet the Governor's Expectations for AB&Cs with four (4) to 75 employees.

DAS will administer the survey, serve as the contract administrator and central point of contact for Gallup and agencies. DAS will bill AB&C's at the conclusion of the survey (\$15 per respondent identified to participate in the survey) upon survey completion. Survey results will be presented at a future AB&C meeting, as well as available to AB&Cs through the Gallup website. AB&Cs leadership will have full access to the Gallup platform, tools and resources.

Agencies with less than 4 Employees

Agencies with less than 4 employees, would remain exempt from the annual employee engagement survey. However, they are encouraged to include all employees in the agency head performance review survey as a method for seeking employee feedback.

Agencies are required to use the Gallup Q12 and Gallup will allow additional questions per guidelines.

Approved List of Workday Domains

The following fields are the approved list of domains for agencies send to Gallup. This information is available to agencies in Workday and can be accessed through the report title of [Agency Gallup Survey](https://wd5.myworkday.com/oregon/d/task/1422$13473.html).
[https://wd5.myworkday.com/oregon/d/task/1422\\$13473.html](https://wd5.myworkday.com/oregon/d/task/1422$13473.html)

- External ID
- First Name
- Last Name
- Email
- Country
- Language Code
- Manager External ID
- Manager First Name
- Manager Last Name
- Manager Email Address
- Division
- Supervisory Organization
- Level of Leadership/Classification
- Exempt
- Salary Range
- Original Hire Date
- Years of Service

Agencies may request employee self-disclose additional demographics if it will help them in analyzing the results of their yearly survey.

Employee Engagement Surveys are to be completed by December 31st of each year.

For questions, contact **Lisa Hylton** lisa.b.hylton@das.oregon.gov or **Krista Campbell** krista.j.campbell@das.oregon.gov, Workforce Development, CHRO, DAS

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Gallup Q 12 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

In the 2023 State of the Workforce (United States and Canada), Gallup reported out results, based on their client database, employee satisfaction results in three categories:

- 31% Engaged (Thriving at Work)
- 52% Not engaged or Transactionally engaged (see relationship with company simply as a transaction, quiet quitting)
- 17% Actively Disengaged (toxic negativity)

Understanding the results | coaching at the team level

The 12 questions comprised what are termed as the four drivers of employee engagement, or satisfaction. They are Work-Life Balance, Recognition and Praise, Trust and Confidence in Leadership, and Growth and Development. Here is how the questions map to the drivers.

Work-Life Balance	Recognition and Praise	Trust and Confidence in Leadership	Growth and Development
Q1, Q2, Q3, Q10	Q4, Q7	Q5, Q7, Q8, Q9	Q6, Q11, Q12

This isn't the only way the questions map to the drivers. Some could be seen as applying to all four drivers. This is just a framework to help when interpreting results. Where there is high "not engaged" and "actively disengaged" negative scores, recommendations based on the driver that the question is drawn too might be helpful in creating an action plan.

Creating an Action Plan – (not required but recommended)

Based on the engagement score each agency receives from Gallup, the following recommendations apply. Each agency is welcome to reach out to Lisa Hylton, Gallup Certified Coach and CHRO Workforce development contact (lisa.b.hylton@das.oregon.gov)

Sample recommendations for action plans based on the following results:

Employee Engagement Survey

Guidelines for Implementing and Understanding Results



Negative Scores in Work-life Balance:

1:1's with direct supervisory manager to get clarity on expectations and inquire about any materials, equipment or technological needs to be able to successfully do your work. Also, consider an assessment to discover talents and strengths for team development like the Clifton Strengthsfinder© Assessment.

Negative Scores in Recognition and Praise:

Consider having a kudos board or acknowledgement time at the beginning of a team meeting. Ask employees how they like to receive praise and honor that request if possible. Begin meetings doing a roundtable check in of "what went well this week and why?" Focusing on what works with the team, rather than what doesn't.

Negative Scores in Trust and Confidence in Leadership:

Trust is foundational to high performing teams. Consider doing trust building workshops to identify what happens that builds trust and what's breaking trust. Have listening sessions that ends with, "what would great look like", to avoid blaming and complaining and ask employees for suggestions, recommendations, or ideas for making things work better.

Negative Scores in Growth and Development:

Check in with employees about what they enjoy, what they'd like to be working on one month, three months down the line. Are they interested in a new challenge? A higher profile project? This isn't just about job advancement. It may be a stretch assignment or learning new skills. Job rotation, Job Shadow, or Work Out of Class that inspires growth and development.

RECOMMENDED ACTION PLAN*

Do the One-Two-Three: pick one thing, do two things about it, and tell your people three times.

ONE

After reviewing your results and considering your agencies business goals, **pick one area of focus** that if improved will both enhance employee engagement and help your agency achieve their business goals. (ex. Employee recognition)

TWO

Do two thing within your area of focus that will make a difference. This might not be entirely evident from the survey. Gathering qualitative data may be a great next step. It may open up opportunity for checking in with leadership or front line managers or staff to ask them what's already working in this area of focus (ex. What's already working that lets employees feel recognized and praised) and where are there opportunities for growth? Based on what you hear, select two things that support your area of focus to work on for the following year.

THREE

Communicate three different times what your working on. Let people know that based on the results from the survey, you heard them and selected an area of focus. Put the spotlight on the action items you've selected and send communications three different times to make sure the message is heard and received.

*this is just a recommendation. If your agency has a different template they use for developing an action plan that's fine. Gallup's platform supports an action plan but you are not required to use it.

SHARE THE RESULTS

If results are not communicated and shared with teams and the agency as a whole, it could effect response rate. If employees don't ever find out what happened to the satisfaction survey or don't see action being taken based on the results, it could drive down response rate and create active disengagement. For help creating action plans, contact Lisa Hylton, lisa.b.hylton@das.oregon.gov.

Employee Engagement Survey
Guidelines for Implementing and Understanding Results





Understanding the Results | interpreting the scores

The Psychological Differences in Responses

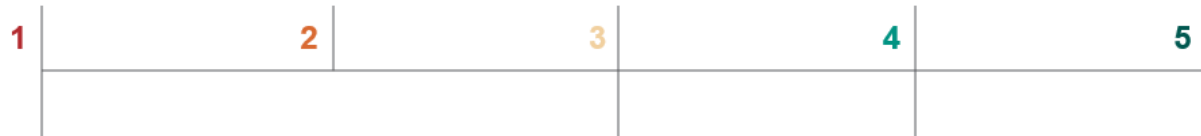
All the quantitative items on the Employee Engagement survey are rated on a 1 to 5 scale, where “5” is “strongly agree” and “1” is “strongly disagree.” Item-level responses indicate three different kinds of “connections.” Employees are not strictly *rational* — healthy, engaged employee relationships 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.

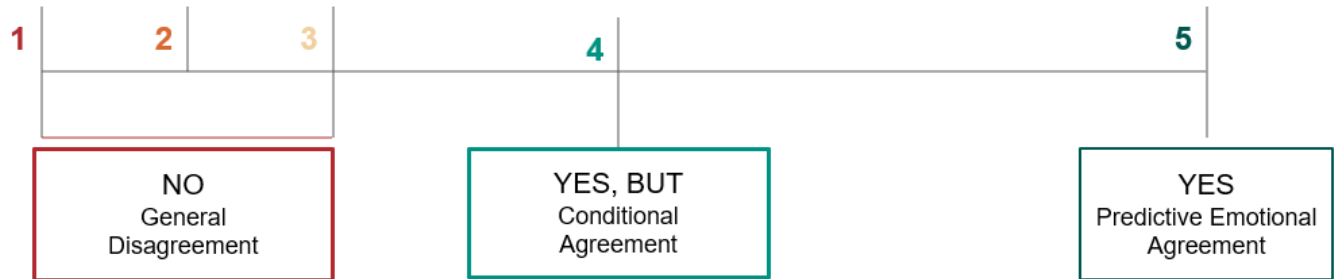
Rational

We would assume that a “3” is an average score as it is the midpoint in a 5-point scale.



Emotional

“3” is actually another way of the respondent showing disagreement with a “4” closer to the psychological midpoint.



Associates who provide a “4” rating should be looked at as an opportunity group — moving them to give more “5” responses would result in a positive behavioral impact.



Understanding the Results | interpreting the scores

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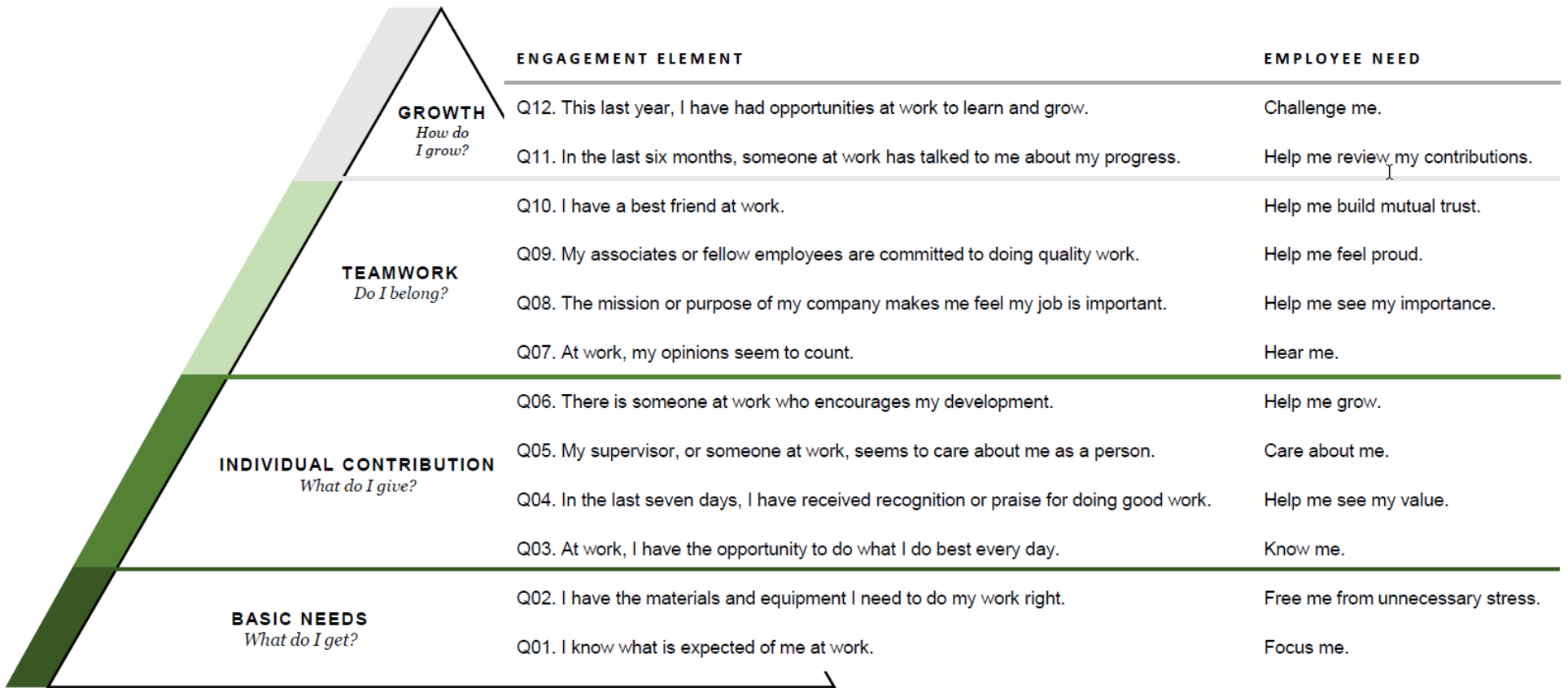


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Understanding the results | coaching at the individual level



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