BUILDING A CULTURE OF EMPLOYEE ENGAGEMENT
PROJECT KICKOFF | NOVEMBER 29, 2022

AGENDA

- **TEAM INTRODUCTIONS**

- **DEFINITION OF ENGAGEMENT**

- **ENGAGEMENT PROGRAM**

- **PROJECT TIMELINE**

- **NEXT STEPS**

- **APPENDIX**

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Team Introductions

GALLUP AND SASD

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Gallup Team

BUSINESS DEVELOPMENT CONSULTANT

Responsible for strategic vision of engagement program, consultative advice and contract management

BD Kelli Winkler

PHONE: 402.938.6886

EMAIL: Kelli_Winkler@Gallup.com

RELATIONSHIP MANAGER

Responsible for project management and execution, project implementation advice, ongoing communication strategy development, sharing Gallup research, advice and best practices

RM Ben McGill

PHONE: 402.938.6604

EMAIL: Ben_McGill@Gallup.com

IMPLEMENTATION ANALYST

Responsible for organizational mapping structure, survey creation and management, user administration management, ongoing Gallup Access training needs

IA Brady Powers

PHONE: 402.938.6746

EMAIL: Brady_Powers@Gallup.com

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Definition of Engagement

SEGMENTS, IMPACT, AND METRICS

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Engagement Segments Within U.S. Workplaces

Employees can be segmented into three fundamental psychological conditions of engagement that are behaviorally predictive.

32%
ENGAGED

*Engaged employees are **highly involved in and enthusiastic** about their work and workplace. They are psychological "owners," drive performance and innovation, and move the organization forward.*

51%
NOT ENGAGED

*Not engaged employees are **psychologically unattached** to their work and company. Because their engagement needs are not being fully met, they're putting time — but not energy or passion — into their work.*

17%
ACTIVELY DISENGAGED

*Actively disengaged employees aren't just unhappy at work — they are **resentful** that their needs aren't being met and are **acting out their unhappiness.** Every day, these workers potentially undermine what their engaged coworkers accomplish.*
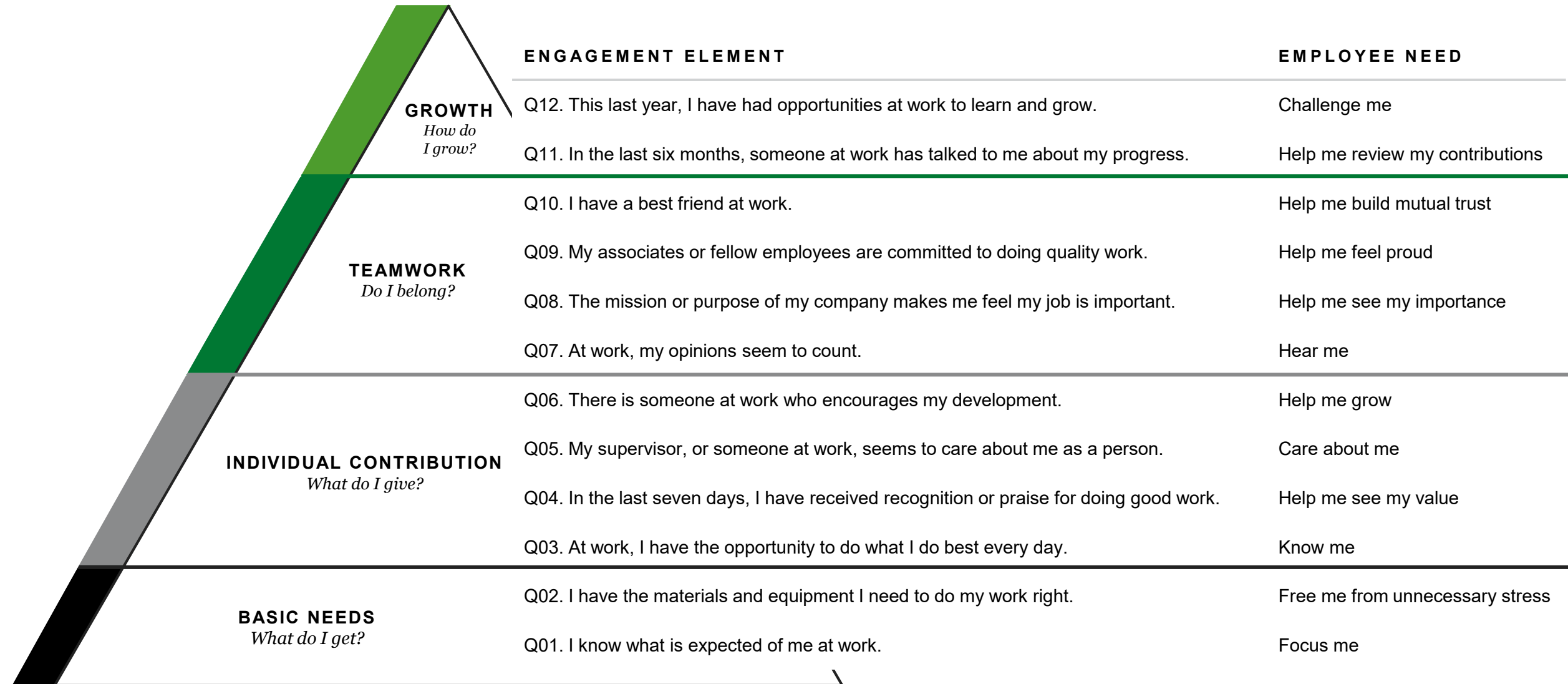
BEST-PRACTICE ORGANIZATIONS

70%

25%

5%

Note: Percentages for U.S. engagement reflect Q1 2022 engagement levels. Percentages for best-practice organizations are averages across 2022 Gallup Exceptional Workplace Award winners; percentages reflect the year that Gallup collected the winners' engagement data (2021) — not the year that Gallup named the award winners.
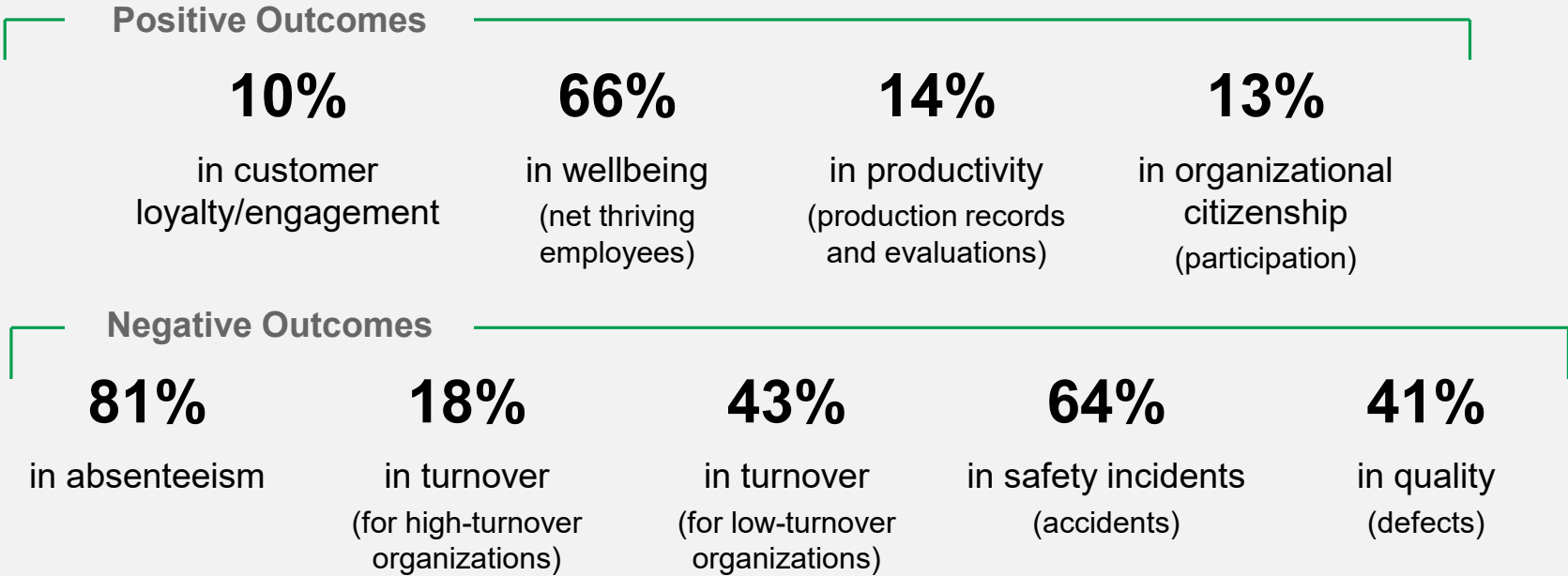
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The Four Levels of Employee Engagement — Gallup's Q¹²®

	ENGAGEMENT ELEMENT	EMPLOYEE NEED
GROWTH *How do I grow?*	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
TEAMWORK *Do I belong?*	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
INDIVIDUAL CONTRIBUTION *What do I give?*	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
BASIC NEEDS *What do I get?*	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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Outcomes of Highly Engaged Business Units and Teams

Gallup's research of more than 112,000 teams — over 2.7 million employees — revealed that teams in the top quartile of employee engagement achieved higher performance on positive outcomes (customer loyalty, sales, productivity, profitability, wellbeing and organizational citizenship) and realized fewer negative outcomes (absenteeism, turnover, shrinkage, safety incidents and quality defects) than those in the bottom quartile.

When comparing employee engagement levels, Gallup found that top- and bottom-quartile business units and teams had the following differences in business outcomes*:

Positive Outcomes

10%	**66%**	**14%**	**13%**
in customer loyalty/engagement	in wellbeing (net thriving employees)	in productivity (production records and evaluations)	in organizational citizenship (participation)

Negative Outcomes

81%	**18%**	**43%**	**64%**	**41%**
in absenteeism	in turnover (for high-turnover organizations)	in turnover (for low-turnover organizations)	in safety incidents (accidents)	in quality (defects)

Source: *The Relationship Between Engagement at Work and Organizational Outcomes: 2020 Q12® Meta-Analysis: 10th Edition*

*The above figures are median percent differences across companies in Gallup's database. High-turnover organizations are those with more than 40% annualized turnover. Low-turnover organizations are those with 40% or lower annualized turnover.

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Managers Are Key to High Engagement

Although world and work environments have changed, human nature hasn't. Employees need exceptional leaders who act as coaches to help keep engagement high.

THE PAST		OUR FUTURE
My Paycheck	MOVING FROM BOSS TO COACH	**My Purpose**
My Satisfaction		**My Development**
My Boss		**My Coach**
My Annual Review		**My Ongoing Conversations**
My Weaknesses		**My Strengths**
My Job		**My Life**

70%
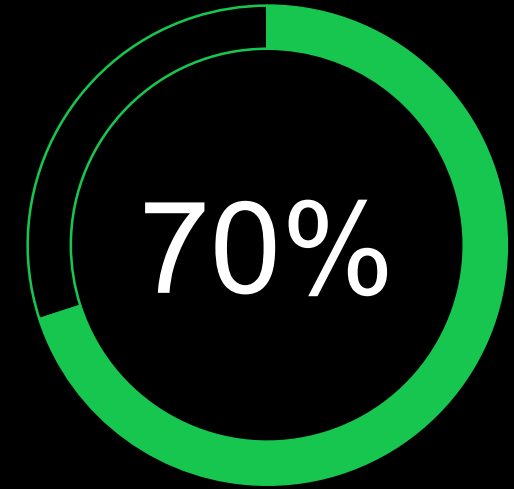
of the variance in team engagement is determined **solely by the manager.**

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Gallup Great Workplaces Excel in Engagement and Outcomes

By connecting employee engagement to every aspect of their culture, best-practice organizations fuel the motivation and innovation that drive business results far beyond the competition.

Doubling Engagement Is Possible

% Engaged

Global (2021)	21
U.S. (Q2 2022)	32
Gallup Clients (Database Includes 2017-2021)	48
Best-Practice Organizations (2021)	**70**
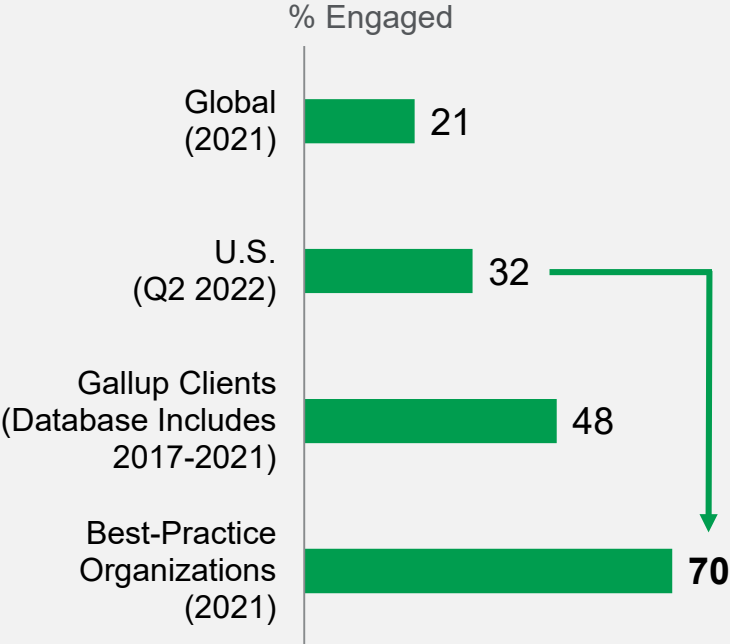
Note: The percentage for global engagement is calculated using annual World Poll data. The percentage for best-practice organizations is the average across 2022 Gallup Exceptional Workplace Award winners; the percentage reflects the year that Gallup collected the winners' engagement data (2021) — not the year that Gallup named the award winners.

WHAT'S THEIR SECRET?

They are committed to a development-focused engagement program — they meet their employees' needs, as defined by the 12 engagement elements, by **transforming their organizations into engines of individual development**.

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Engagement Program

THE ENGAGEMENT CULTURE

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Building a Culture of Employee Engagement at SASD

Employee Engagement Program Elements

- 3-Year Gallup Access – Workplace Survey Subscription; Implementation Support

  – Survey set-up, management, distribution of surveys, creating the reporting groups, managing the respondent list, and reading results managed 100% by Gallup.

  – Unlimited manager access to learning/advice/action planning resources; unlimited pulse survey capability

  – Manager Demonstration (1 hour, recorded)

- For 850 employees; Includes 5 super users

- Pre-Survey Trainings (in order)

  – Impact of Engagement Leader Workshop (executives)

  – Creating an Engaging Workplace for Engagement Champions (30 people, 2 days)

  – Creating an Engaging Workplace for Managers (5 half-day sessions)

  – Creating an Engaging Workplace for Individual Contributors (company-wide)

- Leadership Results Briefing Session – Annually

  – Engagement Results Leadership Team Session, a Gallup consultant meets with the leadership team to discuss insights into the organization's Q12 engagement results.

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Leadership Engagement Results Briefing

Target Audience: This briefing is for members of the senior leadership team responsible for creating a culture of engagement and reinforcing the values and direction of the organization.

By attending the engagement results leadership briefing, leaders will:

- reinforce their role in creating an engaging culture

- explore the organization's Q^{12} survey results through their initial observations and the organization's engagement story behind the results

- have a discussion with a Gallup consultant about the strategy to keep their organization focused on creating and sustaining an engaging culture

- identify actions the leadership team can take to support the created organizational strategy

Session Format:

Two-hour, consultant-led session or 90-minute webinar.

Overview:

A Gallup consultant will take the leadership team through the following topics:

- the elements of an engaging workplace
- the state of your organization
- working with your Q^{12} results
- creating a culture of engagement

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Project Timeline — Engagement Program

	TASKS	RESPONSIBLE TEAM	TARGET DATE	NOTES
PRIOR TO SURVEY LAUNCH	Project Kickoff Call	Gallup/Client	4 weeks prior to survey launch	Project goals alignment
	Schedule Leadership Results Briefing Session and Manager and Staff Trainings	Gallup/Client	6 weeks prior to desired date	Internal discussion with client team
	Communication Plan Call	Gallup/Client	3 weeks prior to survey launch	Develop and implement survey communication strategy
	Survey Design Discussion	Gallup/Client	3 weeks prior to survey launch	Decide on survey components
	Survey Build in Gallup Access	Gallup	1 week prior eto survey launch	Gallup will build and launch survey; reminders sent out either M/W/F or T/Th
	Respondent List Consulting	Gallup	1 week prior to survey launch	Gallup will scrub client data file
SURVEY FIELDING	Survey Launch and Survey Field Period Implementation Support	Gallup	Ongoing during survey fielding	Participation reporting, and user management while survey is live
POST-SURVEY CLOSE	Results Reveal, Pre-Call to LRB	Gallup/Client	1 week after survey closing	Preliminary discussion on the results
	Leadership Results Briefing Session	Gallup/Client	2 weeks after survey closing	Senior leadership team
	Survey Results and Rollout Timing Call	Gallup/Client	2 weeks after survey closing	Results cascaded in 2 waves (1: exec./sr. leaders; 2: all managers)
	Manager Results Briefing and Resources Webinar	Gallup/Client	3 weeks after survey closing	All managers
ONGOING/ AS NEEDED	Ongoing Consulting Connects	Gallup	As needed	Pulse survey and training on Gallup Access reporting and analytics tools
	Quarterly Connects	Gallup	Quarterly	Discuss Gallup's latest research and Gallup Access enhancements
	Client Support	Gallup Client Support	Ongoing	24-hour technical support

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Next Steps

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Next Steps

TASKS	RESPONSIBLE TEAM	TARGET DATE
Communication Plan Call	• Client Contacts • Relationship Manager	[TBD]
Schedule Survey Design Discussion *Additional Survey Questions* *Survey Languages* *Respondent File Discussion*	• Client contacts • Relationship Manager • Implementation Analyst (IA)	[TBD]
IT Eligible & FTP Site Set-Up	• Implementation Analyst (IA) • Relationship Manager • Client Contacts	[TBD]

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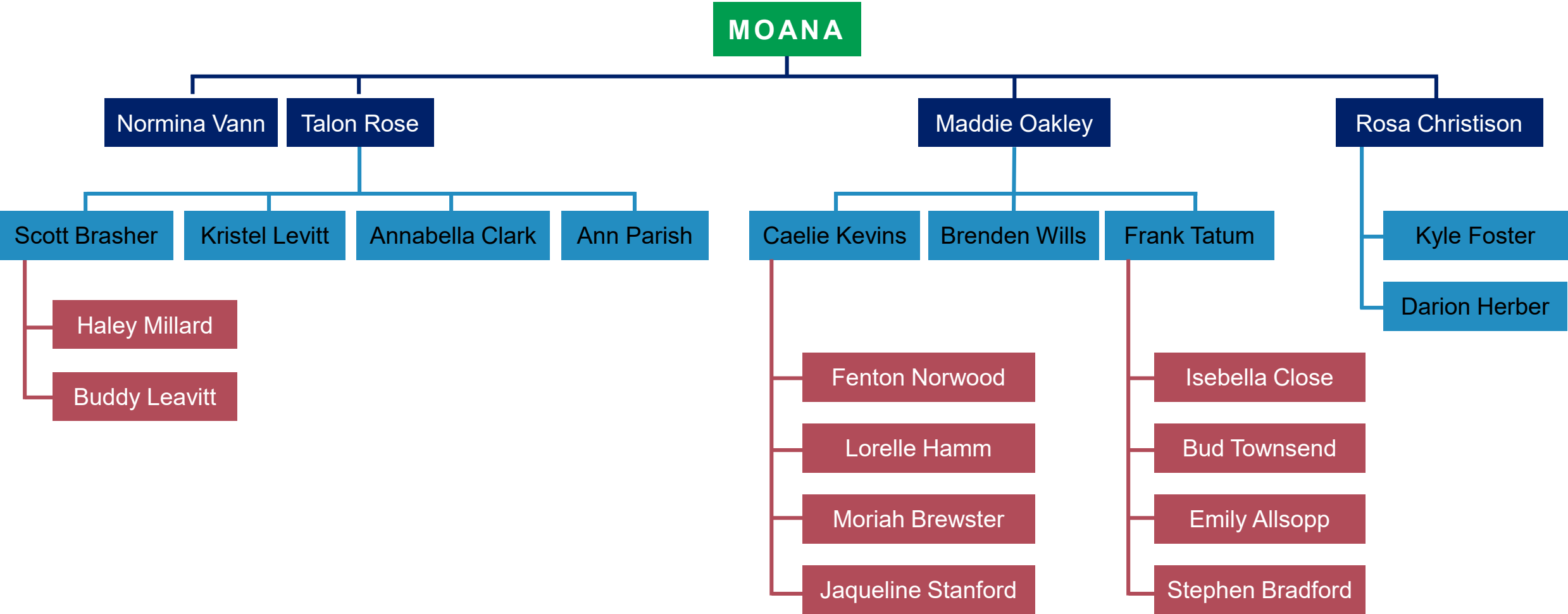
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Appendix

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Respondent File Examples

Organizational Map — Direct and Rollup Report Relationship

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Respondent File Examples

EMPLOYEE IDENTIFICATION INFORMATION (REQUIRED)

External ID	Unique ID for the employee. This ID should not be reused or duplicated across the client.
First Name	First name of employee
Last Name	Last name of employee
Email Address	Employee email address that can be used to communicate with the employee for purposes of survey invitation, survey reminders and Gallup Access invitation.
Country Code	Provide the country where the employee works.
Survey Code	If there's no email for employee; must be a unique ID to the employee; client communicates code to employee.

MANAGER INFORMATION (REQUIRED)

Manager External ID	ID unique to this manager. The manager ID should be the same as the Employee ID when this manager is listed as an Employee.
Manager Name	First and last name of manager

JOB/EMPLOYEE INFORMATION

Job Code | Job Title	Provide a list of all job function segments for your organization. *These include, but are not limited to, Job Title, Job Function, Job Description, Job Position, etc.*
Dept. Code | Dept. Title	Provide employee department information. *These include, but are not limited to, Cost Center, Department, Workgroup, Division, Segment, etc.*
Location Code	Provide employee work location information. *These include, but are not limited to, Location, State, City, Province, etc.*
Manager Level	Manager level distinguishes the different levels of management within your organization.

DEMOGRAPHIC DATA (EXAMPLES)

Hire Date (MM/DD/YYYY)	Provide date of hire for the employee using the date format MM/DD/YYYY.
Birth Date (MM/DD/YYYY)	Provide date of birth for the employee using the date format MM/DD/YYYY.
Union Status (UNION/NON)	Provide the union status for the employee using union or nonunion values.
Race	Provide the race value for the employee.
Gender	Provide the gender value for the employee.

EXAMPLE TEMPLATE

EXTERNAL ID	FIRST NAME	LAST NAME	EMAIL	COUNTRY CODE
12345	Sam	Pritchard	sam.pritchard@testco.com	USA
67891	Melanie	Lund	melanie.lund@testco.com	USA
11121	Tony	Brown	tony.brown@testco.com	USA
31415	Chris	Marks	chris.marks@testco.com	USA

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