



June 11, 2026

Creating an Engaged and Thriving Workforce at Village of Orland Park

Submitted to:

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GALLUP®

ENGAGE YOUR EMPLOYEES TO CREATE A HIGH-PERFORMANCE WORKPLACE

Think about your organization. Do you want employees who are just satisfied with their jobs? Or employees who work with passion every day, stay productive and positive, and feel a connection to your organization?

For decades, organizations worldwide have spent time and money measuring employees' satisfaction and opinions. But most of these surveys have not been the best indicators of a high-performance workplace.

Gallup defines engaged employees as more than simply satisfied — they are highly involved in and enthusiastic about their work and workplace. They are psychological “owners,” drive performance and innovation, and move the organization forward.

Our research proves that when employees are engaged (as defined by Gallup's measures), they exert more discretionary effort on the job, going above and beyond what their role typically requires. **Engaged employees are more productive, have fewer safety incidents, are customer-focused and are more likely to withstand temptations to leave their organization.**

To determine how to measure employee engagement and manage engaged employees effectively, Gallup conducted many years of research and tested hundreds of survey questions. Based on the research, we established a scientifically proven connection between employee perceptions and business outcomes. We also learned how organizations could use engagement to create a competitive advantage.

One significant discovery is that **managers are responsible for 70% of the variance in team engagement.** Many organizations measure and promote engagement but fail to provide managers with the tools they need to lead their teams well.

To help you measure engagement rather than just satisfaction, Gallup assesses the most important items related to your organization's performance and business outcomes. Then we provide the best-practice advice and learning that you and your managers need to act on those items.

Gallup established a scientifically proven connection between employee perceptions and business outcomes and learned how organizations could use engagement to create a competitive advantage.

BASIC PRINCIPLES OF GALLUP'S EMPLOYEE ENGAGEMENT APPROACH

Employee engagement manifests itself in greater discretionary effort — engaged employees go above and beyond.

Basic human needs must be met in the workplace to develop and engage top performers.

Employee engagement is an intensely local phenomenon; managers account for 70% of the variance in team engagement.

Leaders, managers and team members at all levels must be held accountable for creating, growing and maintaining a culture of engagement.

HOW GALLUP MEASURES EMPLOYEE ENGAGEMENT: THE Q¹²®

Gallup analyzed hundreds of questions from multiple employee surveys with a group of more than 1 million employees. Our goal was to identify factors common to productive workplaces and the survey items that best measured these factors — that is, items to which the best performers strongly agreed, and the rest did not.

Traditional employee survey items about pay, bonuses, customers and senior management initially were part of Gallup's engagement survey items. However, Gallup's research indicated that those aspects of the workplace are not primary, essential factors that organizations need to measure and activate on to grow strong workplaces.

Applying long-established research methodologies, we noticed that certain survey items and, more importantly, certain wording of items differentiated high-performing workgroups from low-performing workgroups.

In all, Gallup discovered 12 survey items that link directly to business outcomes. These questions form the foundation of our employee engagement program: **Gallup's Q¹² survey** — the 12 items that measure the most important elements of employee engagement.

And, perhaps most important of all, the 12 items are actionable. When workgroups improve their scores on these items, business outcomes move in a positive direction. *Why ask employees hundreds of survey items if you can get the most accurate results — and determine clear next steps — by asking only 12?*

With Gallup's Q¹², your Human Resources team and managers will no longer be overloaded with data that they don't know how to use effectively. The Q¹² is simple, and it works.

GALLUP'S Q¹²

■ Basic Needs ■ Individual Needs ■ Teamwork Needs ■ Growth Needs

Q01 I know what is expected of me at work.

Q02 I have the materials and equipment I need to do my work right.

Q03 At work, I have the opportunity to do what I do best every day.

Q04 In the last seven days, I have received recognition or praise for doing good work.

Q05 My supervisor, or someone at work, seems to care about me as a person.

Q06 There is someone at work who encourages my development.

Q07 At work, my opinions seem to count.

Q08 The mission or purpose of my company makes me feel my job is important.

Q09 My associates or fellow employees are committed to doing quality work.

Q10 I have a best friend at work.

Q11 In the last six months, someone at work has talked to me about my progress.

Q12 This last year, I have had opportunities at work to learn and grow.

The Gallup Q¹² items are Gallup proprietary information and are protected by law. You may not administer a survey with the Q¹² items and/or reproduce them without written consent from Gallup, Inc. Copyright © 1993-1998 Gallup, Inc. All rights reserved.

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.

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.

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.

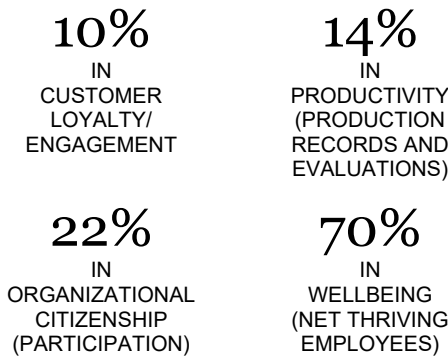
HOW GALLUP KNOWS THE Q¹² TIES TO BUSINESS RESULTS

By studying Q¹² results from millions of employees and business units in our database, we can quantify significant measurable changes on some of the most important key performance indicators.

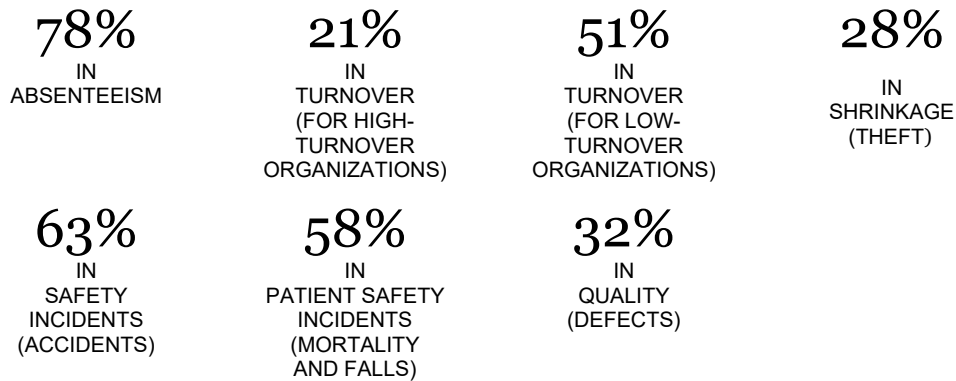
The 11th edition of Gallup's Q¹² meta-analysis — research on more than 183,000 teams, including over 3.3 million employees — reveals powerful differences in performance between business/work units in the top quartile of employee engagement and those in the bottom quartile. These outcomes are not one-time occurrences for a handful of businesses. These data points represent the thousands of organizations in Gallup's database.

DIFFERENCES IN BUSINESS OUTCOMES FOR BUSINESS UNITS AND TEAMS IN THE TOP QUARTILE OF EMPLOYEE ENGAGEMENT VS. BOTTOM QUARTILE

Differences in Positive Outcomes



Differences in Negative Outcomes



Business units and teams in the top quartile of employee engagement achieved higher performance on positive outcomes and realized fewer negative outcomes than those in the bottom quartile.

Note: Top-quartile teams on engagement achieved higher performance in positive outcomes and realized fewer negative outcomes. Bottom-quartile teams realized more negative outcomes and achieved lower performance on positive outcomes. 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. For more information, see *Employee Engagement and Performance: Latest Insights From the World's Largest Study: 2024 Q¹² Meta-Analysis: 11th Edition*.

A CLOSER LOOK AT GALLUP'S EMPLOYEE ENGAGEMENT DATABASE

Gallup maintains one of the world's most comprehensive databases linking employee engagement to relevant business outcomes, including retention, productivity, profitability, customer engagement and safety. We also collect information on key workforce demographics, including length of service, function, level, status, for-profit/nonprofit, exempt/nonexempt and union/nonunion.

We update our database annually to enable our clients to compare and set their employee engagement and business outcome goals against benchmarks based on some of the most successful organizations in the world.

GALLUP'S Q¹² DATABASE (2020-2024)

60

LANGUAGES

221

COUNTRIES

7

REGIONS

27.6 million

RESPONDENTS

496 million

RESPONSES

6,473

CLIENTS

5.7 million

WORKGROUPS

GALLUP'S HISTORICAL Q¹² DATABASE (1996-2024)

70.8 million

RESPONDENTS

11.7 million

WORKGROUPS

10,559

CLIENTS

77

LANGUAGES

230

COUNTRIES

7

REGIONS

FOUR BENEFITS OF GALLUP'S EMPLOYEE ENGAGEMENT APPROACH

Manage your organization's employee engagement with Gallup to experience the benefits of our approach.

SIMPLICITY

The easier a program is to implement and use for action planning, the more likely employees will participate. Keep your engagement process simple by minimizing the number of items on your surveys and offering time-tested, strategic education that ensures success when discussing engagement survey results, as well as planning and executing your next steps.

Because the 12 elements of engagement on the Q¹² survey are linked to business outcomes, Gallup's approach helps your managers focus on the most important influencers of engagement.

SUSTAINABILITY

Employee engagement is an essential business metric that can help predict your company's financial performance. Adopting an effective employee engagement program is necessary for successfully winning in today's competitive marketplace. It also has become an expectation from analysts, shareholders and boards.

We developed our engagement program with sustainability in mind by providing managers and leaders with the necessary tools and knowledge for maximizing performance through a combination of measurement, reporting, education and strategic intervention recommendations.

SPEED

Workplaces are changing constantly, and you need data and feedback that are relevant and move as fast as you do. Programs that take months to provide workgroup-level data are destined to lose commitment and fail.

Your managers view "speed" as the time between when they take the survey and when they see their data. Gallup's process is a fast and high-quality method for delivering accurate team reports.

ACCURACY

You will never have to wonder if your survey results are accurate or if they make a difference. All of our survey questions are based on decades of survey research methodology and meticulous attention to detail.

We also have studied millions of managers and organizations worldwide, and we know what the best do to build engaged workplaces.

ARE YOU READY TO INCREASE ENGAGEMENT AND PRODUCTIVITY?

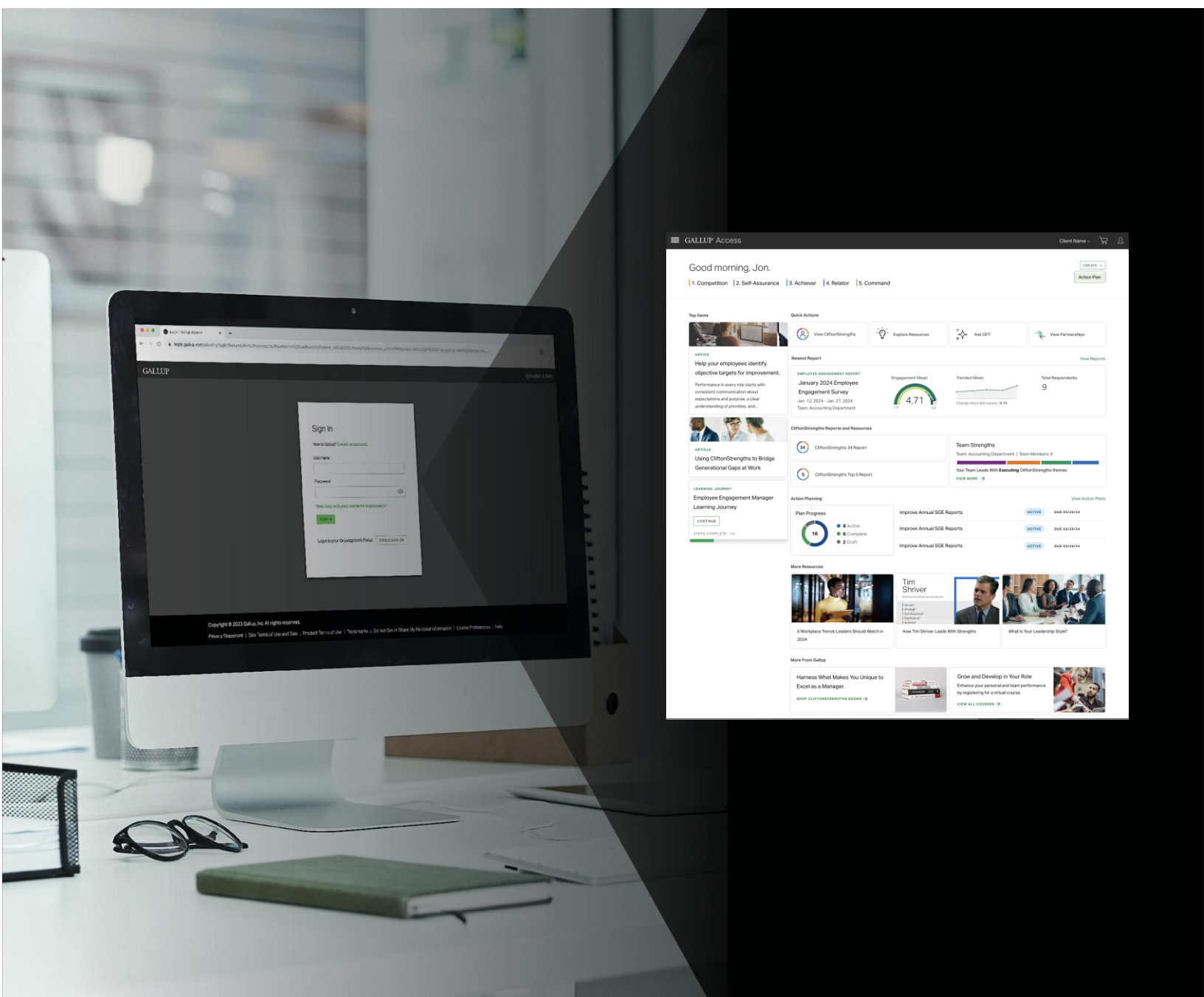
We look forward to working with you and helping you achieve extraordinary results.

Gallup Access: Your Online Tool for Building a Culture of Engagement

We know that employee engagement is effective only when it is part of your organization's culture and business strategy. That's why we created Gallup Access.

Gallup Access is a cloud-based system that gives your company **access to everything you need to build a culture of engagement**. From our powerful survey engine to benchmarked data reporting and best-practice workplace and management advice, you have decades of Gallup research at your fingertips.

The platform helps your leaders, HR teams and managers keep engagement front and center by providing a personalized, intuitive dashboard, fast survey results, easy-to-understand reporting, and learning and advice that they can use anytime to develop targeted team conversations.



Discover the features of Gallup Access that will help you make engagement part of your culture:

[SURVEYS](#)

[REPORTING](#)

[LEARN](#)

[ACTION
PLANNING](#)

[ADMINISTRATION
TOOLS](#)

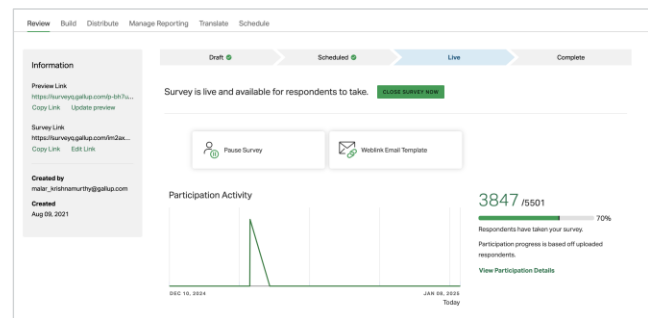
[OTHER
WORKPLACE
SOLUTIONS](#)

[MOBILE
APP](#)

Surveys

By implementing your surveys through Gallup Access, you will be able to:

- **Set up and send your surveys in minutes.** You'll find there's no big learning curve for executing surveys through Gallup Access.
- **Use our question bank that includes over 350 workplace items that relate to your business performance.** Along with implementing our foundational Q¹² survey, you'll have access to other research-backed employee engagement and workplace questions that you can use in a quick pulse survey anytime.
- **Reduce survey fatigue and get higher response rates.** We design each question with your employees' time and attention in mind — survey questions are short and clear, and completing the Q¹² or pulse surveys takes just minutes. And, with Gallup's trusted name and a clear message about confidentiality on your surveys, your employees will feel confident in giving candid answers. Our clients' average Q¹² response rate is 81%.
- **Choose how you send the survey.** You can upload an email list to send the survey automatically (closed-sample) or create a link to it to send whenever and to whomever you'd like (open-sample).
- **Collect targeted responses.** You can customize your display logic and choose to show specific questions based on individual information.
- **Choose questions in 55+ languages.** Use the same questions across your organization internationally.

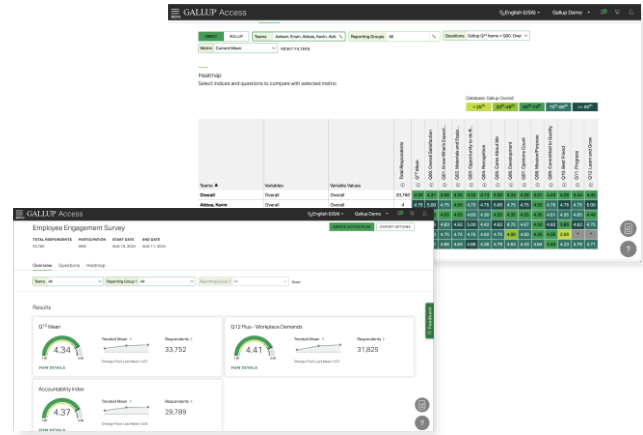


Reporting

You'll get more than a number with our reporting feature. Our reports give you context and clarity on the next steps for achieving your goals.

With our reporting feature on Gallup Access, you will be able to:

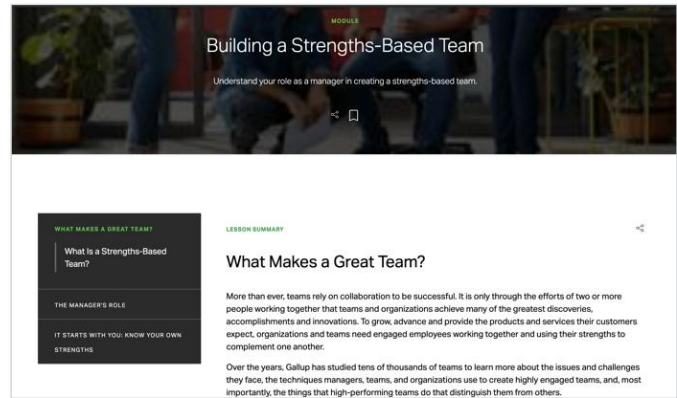
- **Get results within 24 hours of survey completion.** Fast results mean you can quickly address your problems. With other survey providers, you could be waiting for results for weeks.
- **Pinpoint quickly where you need to improve.** You'll see your most important numbers front and center with data visualization that's easy to understand.
- **Receive powerful text analytics.** Measure the emotion of written responses and learn how your people feel with just a glance.
- **Know where you stand against the competition.** You'll get superior benchmarking capabilities by comparing your results against our extensive database, including:
 - almost 6,000 companies from 219 countries
 - some of the world's best workplaces
 - your internal counterparts
 - your results over time to see improvements or declines
 - other teams that are on the same administration as you
- **Choose how you filter your data and how you want it cut.** You control how to filter and compare your data.
- **Receive email reminders.** No need to log in and check every hour for your reports. We send an email to your inbox when they're ready.
- **Create reports for all role types.** Generate role-specific reports for executives, human resources, managers, individuals and teams.
- **Export data to Excel®, PDF® or PowerPoint®.** You no longer need to spend hours creating a presentation or a spreadsheet that works the way you want. You can export data quickly in the format that meets your needs.
- **View your trended data over time.** The most valuable insights often come with time. Track and compare data from your first administration to the rest.



Learn

Where do your leadership and management teams go for workplace advice? More than likely, they are searching for insights in management books and online articles.

Inside Gallup Access, your company will get all of Gallup's research-backed and proven workplace advice. Your leadership can now all be on the same page, creating the same culture and outcomes — and they won't have to spend their time searching the internet for advice.



With the Resources section, your leaders, HR teams and managers will:

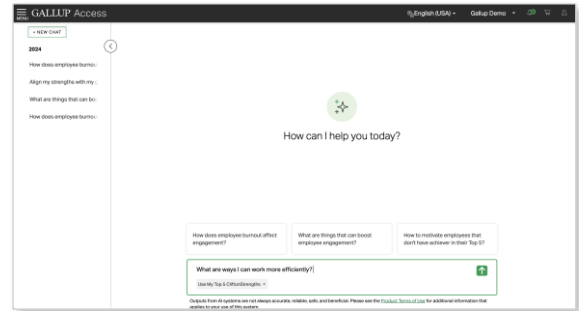
- **Be empowered to have the right conversations about engagement.** And be able to give more meaningful and motivating feedback to employees.
- **Have access to videos, how-to content and other resources, all backed by Gallup research.** They can explore advice related to every important workplace topic, including:
 - culture
 - employee engagement
 - employee experience
 - retention and turnover
 - performance
 - CliftonStrengths®
 - management
 - leadership
 - wellbeing
 - team building
 - hiring talent
 - diversity, equity and inclusion
 - customer engagement
 - absenteeism
 - hybrid and remote workers

Use our Resources section to create a culture of learning across the organization with:

- **Role-based content.** You can set up each Gallup Access user to be able to see advice and content relevant to their assigned role.
- **Flexible use.** You can embed learning advice and modules into your action planning.
- **Three-minute videos for quick learning.** Find a range of content to fit your busy schedule.
- **Fresh content.** Our content library expands and updates every week. You'll always get first access to our latest insights.
- **E-learning modules that support learning for all roles.** Benefit from modules created specifically for individuals, managers and leaders.
- **Intuitive design.** Recommended advice is generated through machine learning and our recommendation engine to provide content in a personalized way based on search history, results and CliftonStrengths.

Gallup AI

With Gallup's AI, you have an engagement expert at your side, answering your every question in real time. Plugged into Gallup's proprietary engagement knowledge, Gallup AI helps leaders, managers and individuals navigate the uncertainties, overcome the roadblocks and capitalize on the opportunities that attend building an engaged workforce. Unlike other large-language models, Gallup AI doesn't extract information from the internet but instead draws solely on Gallup's research and best practices, making its responses more relevant to your organization's engagement program. Use this tool to brainstorm discussion topics to explore with your team, create actions items and next steps after an engagement survey, and much more.



Ask Gallup AI anything you need to know about engagement, such as:

- My team scored low on the development areas of engagement. How could this impact how we onboard new associates?
- How does employee engagement affect burnout?
- My managers are less engaged than their teams. Whose engagement should I focus on first, and what can I do to improve the manager experience?
- How do I engage hybrid or remote workers?
- Generate conversation starters and best practices to help me clarify expectations for teams that have to operate independently for long periods of time.

With prompts like these, Gallup AI can help you not only understand the people on your unique team but also provide them with exactly what they need to succeed.

Action Planning

We know you don't need another item on your to-do list. You need the right steps to get results. The action planning tools on Gallup Access are designed to help you achieve business and team goals.

You can increase accountability and promote performance outcomes by using our:

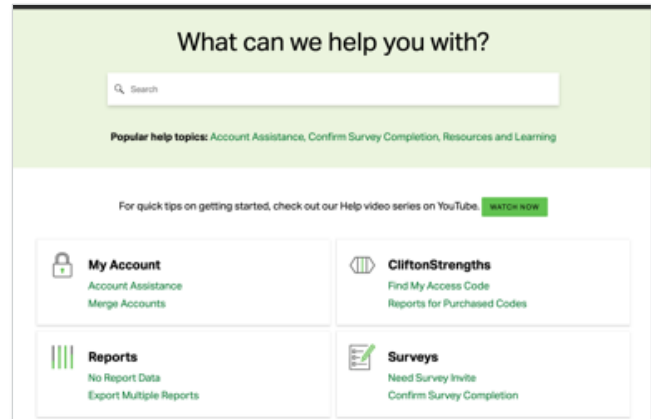
- **Guided questions.** Use questions that tie your action plan to your team and company goals.
- **Quick action.** Quick-action functionality is embedded throughout with suggested actions based on your scores.
- **Best-practice advice.** Get action planning advice and tips that help you follow through.
- **Embedded learning.** Know exactly what you need to do for each action item on your plan by adding corresponding learning modules and advice.
- **Team monitoring.** Keep track of each employee performance plan and all team-level goals.
- **Flexible planning.** Not a one-size-fits-all approach: You can adjust your plan to fit your needs.
- **Progress tracking.** See notifications (in red) when a deadline is approaching.
- **Action notifications.** Set up mobile notifications to view approaching deadlines.

Administration Tools

Learning how to use new technology can be challenging for some. But we set you up for success, and we will be here to help when you have questions. You will get easy-to-implement tools and our guaranteed support.

Our platform has everything your administrators need to feel confident:

- **No big learning curve.** Even those new or averse to technology find our platform easy to use.
- **Support from an accessible Gallup team.** Our experts set you up for success during your initial training — and they will continue to be there for you along the way. From survey implementation to analytics and benchmarking, this team is available to help you stay on track.
- **An intuitive tool suite.** We make it simple for you to manage your platform settings, along with the people and programs in it. You will be able to instantly react to changes in your organization. A few clicks let you set up or modify overall, project and team settings:
 - **Empower managers to view and track their teams.** With flexible team management tools, your managers are encouraged to view and track their teams' strengths, action plans, reports and participation.
 - **Map individuals and teams to the right roles and privileges.** Quickly adjust permissions for individuals and teams using bulk actions. Add or remove access with the click of a button.
 - **Enable administrators to conveniently help individuals.** Administrators can set reporting configurations and have the flexibility to include a variety of views, based on role, privilege and sensitivity of data.
 - **Get access to help 24/7.** Our help center has robust FAQs, user guides and resources. Client support is just a quick click or call away.
 - **Ongoing implementation support.** You get convenient access to clear implementation guides and video tutorials for new users whenever you need them.
 - **Live chat.** In a hurry? Get a quick answer from a real person.



Other Workplace Solutions

Gallup Access doesn't stop at employee engagement. We have a suite of different employee experience surveys and insights, as well as our CliftonStrengths assessment and team tools.

You have the choice to build out your access to include our other workplace solutions when you are ready. As your business grows, our platform will be ready and equipped to handle your evolving needs.

Gallup Access Mobile App

The Gallup Access mobile app lets leaders easily review survey results or create and share engagement plans with their teams while they are traveling, in all-day meetings or studying before bed to get ahead for the next day.

With the app, leaders can:

- View engagement results and make comparisons with Gallup's world-class database.
- Browse articles, learning tools and resources, videos and podcasts.
- Create focused engagement plans and action plan reports for teams.
- Access teams' strengths and discover more about employees' unique talents.
- Monitor action plans to ensure that teams stay on track.
- Learn more about best practices for improving engagement.
- Create notifications for upcoming completion dates.





Engagement Results Manager Session

CONSULTANT-LED INDIVIDUAL SESSION

The Engagement Results Manager Session incorporates findings from Gallup's extensive, ongoing research into how managers and teams build and maintain high levels of engagement. This one-on-one session with a Gallup consultant provides the manager or team leader with insights into how to increase productivity and success for the team by working with a focus on engagement.

During this 60-minute session, a Gallup consultant provides individual coaching to explore the foundation of employee engagement. The consultant reviews the manager's or team leader's Q¹² engagement report, helping him or her understand the story behind the engagement results and preparing him or her to lead a conversation with direct reports. The consultant helps the manager or team leader determine actions to take with the team throughout the year.

Who Should Attend

This individual session is for managers or team leaders who are currently using the Q¹² employee engagement survey, receive a team-specific report and would benefit from coaching to aid them in creating a culture of engagement for their workgroup.

What You Can Expect

The Engagement Results Manager Session provides ways to focus on creating and sustaining a culture of engagement using a team's Q¹² results. During this individual session, a Gallup consultant:

- reviews, in detail, the manager's or team leader's Q¹² employee engagement survey results
- aids the manager or team leader in uncovering the engagement story behind the results and identifying themes in the data using Gallup analysis and insights
- guides the manager or team leader in best practices for planning and preparing to lead the team's State of the Team conversation
- discusses with the manager or team leader a strategy to keep the team focused on engagement throughout the year

This session contains Gallup proprietary data and was developed entirely at private expense. All materials are delivered with limited rights.

Session Format

60-Minute Consulting Conversation

Content Overview

Introductions

Understanding the Q¹² Results

Preparing for Your State of the Team Conversation

Creating a Culture of
Engagement

Next Steps

A trained Gallup consultant leads this one-on-one consulting conversation. Email inquires@gallup.com for additional information.



Creating an Engaging Workplace Course for Managers

INSTRUCTOR-LED COURSE



The Creating an Engaging Workplace Course for Managers incorporates findings from Gallup's extensive, ongoing research into how managers and teams build and maintain high levels of engagement. The course provides managers with insights into how they can increase productivity and success by working with a focus on engagement.

WHO SHOULD ATTEND

This program is geared toward managers and supervisors: those who manage or oversee a team's performance.

WHAT YOU CAN EXPECT

The Creating an Engaging Workplace Course for Managers provides managers with insights and tools they can use to create an environment in which their team members thrive and engagement is high. During this course, participants will gain:

- the empowerment necessary to take ownership of their team's engagement
- an understanding of the factors that influence engagement and how to use the 12 elements of engagement as a lens to improve team culture and performance
- specific actions managers and their team members can take to enhance the team's engagement
- insights that will help managers lead individual and team conversations about interpreting their team's current state of engagement

Participants receive the physical Driving Employee Engagement Workbook and the Creating an Engaging Workplace Digital Manager Packet. By combining the workbook and digital resources with the education they acquire during this course, participants will have the information and resources they need to start managing with a focus on engagement.

PROFESSIONAL CREDIT HOURS

Participants who successfully complete this course can earn professional credit hours from HRCI (3.5 hours) and SHRM (3.5 hours). For more information, contact CEU@gallup.com.

This course is typically delivered at your location by a trained Gallup course leader or by an Engagement Champion from your organization. Contact inquiries@gallup.com for additional information.

PROGRAM FORMAT

Half-day course

PREREQUISITES

None

COURSE OVERVIEW

Understanding Engagement

- Why Engagement Matters
- Distinguishing Engaged, Not Engaged and Actively Disengaged Employees
- Engagement Is a Leading Indicator of Performance Outcomes
- Recognizing the Needs of Your Employees

Measuring Engagement

- The 12 Elements of Engagement
- Using the Engagement Hierarchy as a Framework for Developing Engaged Teams
- Accessing and Reading Engagement Results

Creating Engagement

- Five Steps to Creating an Engaging Workplace
- Discover the Team's Engagement Story
- Leading a State of the Team Conversation
- Managing With a Lens to Engagement
- Creating an Engaging Workplace Digital Manager Packet

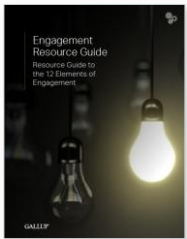
COURSE MATERIALS

Participants who attend this course receive the physical Driving Employee Engagement Workbook and the Creating an Engaging Workplace Digital Manager Packet.



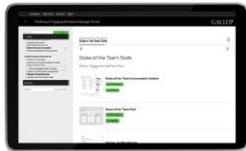
Driving Employee Engagement Workbook

The workbook provides managers with foundational knowledge, strategies and tools to understand, measure and create engagement on their team.



Engagement Resource Guide

This guide provides managers with a deeper understanding of the 12 elements of engagement. This enhanced guide is part of the digital packet; a physical copy is also distributed to each table during the session to use during group activities. It includes best practices and tactics for each of the elements that managers can use to create an engaging workplace.



Creating an Engaging Workplace Digital Manager Packet

The packet has development and conversation tools as well as implementation and resource guides to aid managers in discussing engagement with their team and building an engaging workplace.



The packet resources are versatile enough to meet the unique needs of supervisors, managers and diverse work environments.



The packet combines text, imagery and embedded media to help managers examine the topics most important to them and their team.

Engagement Results Manager Session

CONSULTANT-LED INDIVIDUAL SESSION

Know your engagement story. Have transformative conversations. Take action. Your managers must be able to interpret and explain engagement data and lead in ways that meet the fundamental human needs of their employees.

During this one-on-one, 60-minute coaching session, a Gallup consultant will provide individual coaching to a manager or team leader to help them improve and nurture engagement on their team.

WHO SHOULD ATTEND


Managers and team leaders who receive a team-specific report from the Q¹²® employee engagement survey would benefit from this session.

WHAT TO EXPECT

During this individual session, a Gallup consultant will:

- review, in detail, the manager's or team leader's Q¹² survey results
- help the manager or team leader interpret their results and identify themes in the data using Gallup analysis and insights
- guide the manager or team leader in best practices for planning and preparing to lead a State of the Team conversation
- discuss with the manager or team leader a strategy for keeping their team focused on engagement

70%



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

SESSION DETAILS

Format

One-hour, consultant-led conversation

Agenda

- Introductions
- Understanding the Q¹² Results
- Preparing for Your State of the Team Conversation
- Creating a Culture of Engagement
- Next Steps

Gallup Access Business Workplace Survey Subscription

The subscription includes Gallup's web-based Workplace survey platform with unlimited ad hoc Pulse capability through the term of the contract.

Included Support

- Platform orientation for a designated System Administrator.
- Standard Workplace resources and recommended communications templates.

Platform

- Survey content includes Gallup's Q12[®] and additional Gallup-validated questions and indices. Custom items may be added.
- Web only. Single sign on available.
- Reporting tools
- Unlimited use of action planning, team monitoring tools, learning and advice resources, and the companion mobile app.

Access & Roles

- Seats included: 5 System Administrator, 5 Survey Creator, 5 Advanced Data User.
 - Additional seats available per role in bundles of 5 for an additional fee.
- Unlimited standard system-level roles: Project Administrator, Manager/Delegate, Individual. Custom roles may be configured with Gallup implementation support.

Languages & Translations

- English is the default language.
- Standard translations are available in Gallup Access for Q12[®] survey text and standard communications (invitations and reminders) in multiple languages.
- Client is responsible for providing translations for any custom content, including survey title, introduction, invitations, reminders, custom survey questions, and reporting group names.
- For supported languages, automated machine translations into English are available within Text Analytics. Open-text responses appear as written in standard reporting.

Support

- Technical Help Desk support included.

Creating an Engaging Workplace Course for Engagement Champions

INSTRUCTOR-LED COURSE

A network of Engagement Champions at an organization means having knowledgeable advisers who effectively advocate for and direct engagement initiatives throughout the organization. They provide encouragement and support to leaders, managers, and teams for the purpose of promoting and facilitating the creation of highly engaged and productive teams.

Who Should Attend

A team of Champions may include HR team members, business partners, respected leaders or managers, and/or individual contributors who demonstrate enthusiasm for creating an engaging work environment.

Gallup consultants can offer guidance, tools, and training to help you recruit, select, and build a network of effective Engagement Champions.

What You Can Expect

During this two-day course, Engagement Champions will learn how to integrate employee engagement principles to positively influence an organization's engagement and performance by:

- promoting and advocating for workplace engagement
- guiding managers through the engagement process over time
- providing ongoing support to managers throughout the year
- empowering managers to take the necessary steps to create engaging teams
- providing developmental and consulting conversations

Participants receive the *Engagement Champions Train-the-Trainer 2-day Digital Packet*, which contains many useful tools and the complete *Creating an Engaging Workplace for Managers Packet* in digital format. Participants of in-person courses also receive printed materials. By combining the aforementioned materials with the education they acquire during this course, participants have the information and resources they need to promote and advocate for engagement in their organization.

Professional Credit Hours

Participants who successfully complete this course can earn professional credit hours from HRCI (14.5 hours) and SHRM (14.5 hours). For more information, contact CEU@gallup.com.

Program Format

Two-day course

Prerequisites None

Course Overview

Day One

Engagement Matters

The Role of Engagement Champions

Measuring Engagement

Creating Engagement

Engagement Coaching

Preparing to Coach

Coaching Conversation 1:

Q12® Results and the Action

Planning Conversation

Coaching Strategy

Homework and Discoveries

Day Two

The 12 Elements of Engagement

Promoting Engagement

Manager Education

Practice/Prepare to Lead

Group Practice and Teach Backs

Facilitation Tips

Expanding Your Influence

Implementation and Next Steps

Courses are conducted at Gallup locations worldwide. Gallup can also deliver this course at your location for groups of 15 or more. Visit <http://courses.gallup.com> for upcoming dates, locations and tuition information, or contact inquiries@gallup.com for additional information.

Creating an Engaging Workplace Champions Packet

Action Planning Conversation Guide

This guide contains a suggested outline for leading a conversation with a team about its engagement results. It also contains an outline for effectively preparing and leading an Action Planning conversation and has suggested follow-up actions.

Engagement Resource Guide

This guide contains in-depth information about each of the 12 elements of engagement. The discussion topics included in the guide will help Champions promote engagement initiatives and provide learning, coaching and support to accelerate engagement and optimize growth in the organization.

Engagement Champions Communication Guide

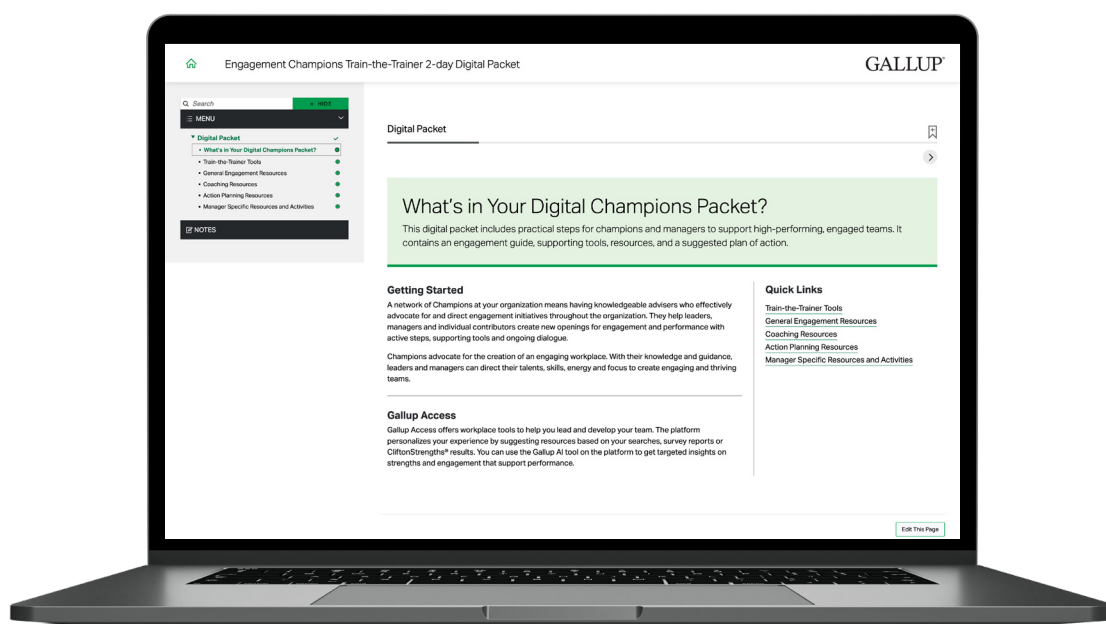
This guide can serve as a communication strategy, containing monthly communication touchpoints that Champions can send to leaders and managers to help them maintain a focus on engagement throughout the year.

Engagement Champions Coaching Conversations

This guide will help Champions facilitate three coaching conversations to spark dialogue and discovery about engagement. The conversations will help Champions guide managers through the engagement process and aid them in taking the necessary steps to create engaged teams.

Gallup Q12[®] and Employee Engagement FAQs

This resource provides answers to some of the most commonly asked questions about Gallup's Q12 survey and developing an employee engagement strategy that Champions will use when supporting managers in preparing for conversations about the team's state of engagement.



Creating an Engaging Workplace Course for Managers (Half-Day)

Program Format: Half-Day course

- Course Overview
- Understanding Engagement
- Why Engagement Matters
- Distinguishing Engaged, Not Engaged and Actively Disengaged Employees
- Engagement Is a Leading Indicator of Performance Outcomes
- Recognizing the Needs of Your Employees
- Measuring Engagement
- The 12 Elements of Engagement
- Using the Engagement Hierarchy as a Framework for Developing Engaged Teams
- Accessing and Reading Engagement Results
- Creating Engagement
- Five Steps to Creating an Engaging Workplace
- Discover the Team's Engagement Story
- Leading a State of the Team Conversation
- Managing With a Lens to Engagement
- Creating an Engaging Workplace Manager Packet

Creating an Engaging Workplace Course for Champions (Two-Day)

Program Format: Two-day course

Course Overview

Day One

- Engagement Matters
- The Role of Engagement Champions
- Creating an Engaging Workplace Course (Manager Education)
- Facilitation Tips and Frequently Asked Questions
- Discoveries and Homework

Day Two

- Digging Deeper: The 12 Elements of Engagement
- Expanding Your Influence
- Engagement Coaching
- Preparing to Coach
- Review Q¹² Results and the State of the Team Conversation
- Make Engagement Intentional Throughout the Year
- Reassess and Modify the Approach as Needed and Share Best Practices
- Next Steps

Employee Engagement Implementation Touchpoints

- A kickoff call in the first year of implementation and project timeline using the client's desired field date or reporting date as the central point of reference to launch the program with milestones to track progress.
- An annual reflection and planning call in subsequent years to assess areas of strength and opportunity from prior administrations and determine action plans for upcoming administrations.
- Development of a best-practice communication strategy to determine target audiences and assist with messaging, sharing Gallup's communication guide and pre- and post-survey examples.
- Regular connections with a Gallup expert to:
 - Advise on questionnaire design and variable inclusion using Gallup-validated questions and indexes for maximized analytics.
 - Stay up to date on the latest features.
 - Integrate workplace insights.
 - Empower managers.
 - Develop ongoing pulse strategies.
- Implementation support from a Gallup expert for implementing **one** annual survey process, including:
 - Questionnaire, standard invite and reminder programming with quality checks.
 - Respondent list checking, cleaning and verification for accuracy.
 - Administration of the survey field period (launch, reminder, closure) with participation monitoring and reporting.
 - Configuration of roles for results rollout within the platform.
 - Importing translations for non-standard questions.
- Manager training webinar, which can be recorded, for up to 100 managers (one included for clients with less than 5,000 employees; two included for clients with 5,000 employees or more), helping managers understand their personalized team insights and use Gallup Access action planning and resources to facilitate meaningful conversations.
- Leadership results briefing webinar (90 minutes for up to 15 leaders) led by a Gallup expert to guide senior leadership team through a review of results, reinforce their role in driving engagement, and discuss key insights, goals, and next steps to support the client's holistic engagement strategy.
- Single Sign-On for Gallup Access is included.

Optional Add-Ons

- Supplemental leadership results briefing webinars are available for an additional charge.
- Supplemental manager training webinars are available for an additional charge.
- Supplemental survey administration implementation support — beyond the one annual survey process included — are available for an additional charge.

Project Deliverables

Year 1

Employee Engagement Implementation Package

- This offering provides clients with standard implementation of one employee engagement survey administration. implementation support from a Gallup expert is provided to execute the administration of the survey including: questionnaire creation, communication planning, standard survey invite and reminder programming with quality checks, respondent list cleaning and verification for accuracy, administration of the survey field period (launch, reminder, closure) with participation monitoring and reporting, configuration of roles for results rollout within the platform, importing translations for non-standard questions. This also includes one manager demo webinar (maximum of 100 managers) and one leadership results briefing for executives.

Creating an Engaging Workplace for Managers - Half Day

- This program is geared toward managers and supervisors: those who manage or oversee a team's performance. The Creating an Engaging Workplace Course for Managers provides managers with insights and tools they can use to create an environment in which their team members thrive and engagement is high. During this course, participants will gain: • the empowerment necessary to take ownership of their team's engagement • an understanding of the factors that influence engagement and how to use the 12 elements of engagement as a lens to improve team culture and performance • specific actions managers and their team members can take to enhance the team's engagement • insights that will help managers lead individual and team conversations about interpreting their team's current state of engagement. Participants receive the physical Driving Employee Engagement Workbook and the Creating an Engaging Workplace Digital Manager Packet. By combining the workbook and digital resources with the education they acquire during this course, participants will have the information and resources they need to start managing with a focus on engagement. This is a half-day, instructor-led course.

Gallup Access - Workplace Survey - Business Subscription

- For 600 employees.

Year 2

Employee Engagement Implementation Package

- This offering provides clients with standard implementation of one employee engagement survey administration. implementation support from a Gallup expert is provided to execute the administration of the survey including: questionnaire creation, communication planning, standard survey invite and reminder programming with quality checks, respondent list cleaning and verification for accuracy, administration of the survey field period (launch, reminder, closure) with participation monitoring and reporting, configuration of roles for results rollout within the platform, importing translations for non-standard questions. This also includes one manager demo webinar (maximum of 100 managers) and one leadership results briefing for executives.

Gallup Access - Workplace Survey - Business Subscription

- For 600 employees.

Year 3

Employee Engagement Implementation Package

- This offering provides clients with standard implementation of one employee engagement survey administration. implementation support from a Gallup expert is provided to execute the administration of the survey including: questionnaire creation, communication planning, standard survey invite and reminder programming with quality checks, respondent list cleaning and verification for accuracy, administration of the survey field period (launch, reminder, closure) with participation monitoring and reporting, configuration of roles for results rollout within the platform, importing translations for non-standard questions. This also includes one manager demo webinar (maximum of 100 managers) and one leadership results briefing for executives.

Gallup Access - Workplace Survey - Business Subscription

- For 600 employees.

Investment Summary

Year 1	Final Price
<ul style="list-style-type: none">• 1 – Employee Engagement Implementation Package	\$25,730.00
<ul style="list-style-type: none">• 1 – Creating an Engaging Workplace for Managers - Half Day In Person<ul style="list-style-type: none">○ If Virtual: \$10,600.00	\$13,500.00
<ul style="list-style-type: none">• 600 – Gallup Access - Workplace Survey - Business Subscription (10% discount)	\$14,220.00
Year 1 Sub-Total:	\$53,450.00
Year 2	
<ul style="list-style-type: none">• 1 – Employee Engagement Implementation Package	\$27,016.50
<ul style="list-style-type: none">• 600 – Gallup Access - Workplace Survey - Business Subscription (10% discount)	\$14,220.00
Year 2 Sub-Total:	\$41,236.50
Year 3	
<ul style="list-style-type: none">• 1 – Employee Engagement Implementation Package	\$28,303.00
<ul style="list-style-type: none">• 600 – Gallup Access - Workplace Survey - Business Subscription (10% discount)	\$14,220.00
Year 3 Sub-Total:	\$42,523.00
TOTAL:	\$137,209.50

This pricing is based upon a 3 year contract. All prices are expressed in USD.

Optional Deliverables

Optional Deliverables

- | | |
|--|------------|
| <ul style="list-style-type: none">• 1 - Creating an Engaging Workplace Course for Engagement Champions (Virtual) | \$3,000.00 |
| <ul style="list-style-type: none">• 1 - Engagement Results Leader Session | \$595.00 |
| <ul style="list-style-type: none">• 1 - Engagement Results Manager Session | \$350.00 |

Terms and Conditions

The terms and pricing of this proposal are fixed for 60 days following the date of proposal submission. Gallup reserves the right to revisit the terms and pricing of this offer should more than 60 days pass before both parties sign a final contract.