



THE 12 EMPLOYEE ENGAGEMENT QUESTIONS

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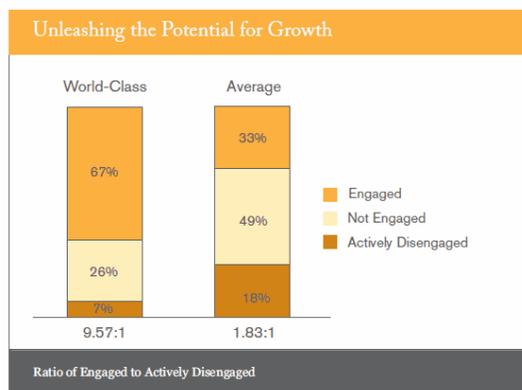
The 12 Questions Critical to Assessing the degree of Employee Engagement

The questionnaire on the following page is taken from Employee Engagement: What's Your Engagement ratio by Gallup Consulting. See <http://www.gallup.com/strategicconsulting/121535/Employee-Engagement-Overview-Brochure.aspx>

The Gallup organization has developed and tested this 12 element questionnaire over 30 years and has administered it to more than 17 million employees. It has also correlated the relationship between the level of employee engagement and various business performance dimensions including productivity, safety, profitability, and customer focus.

A template questionnaire is attached to this note. Give this to your employees and ask them to anonymously complete it "candidly." Absolutely nothing will be achieved if they are not willing to be honest. For each area of your business or for the business as a whole (this will depend on the size of your organization) calculate the ratio of the number of "5" scores to the number of "1" scores. This ratio is your Engagement Ratio.

According to Gallup, world class organizations exhibit an Engagement Ratio of 9:1 but the for the average working population it is in the order of 2:1. Those organizations with a world class ER have 3.9 times earnings per share growth (that's nearly 400% higher!) compared to lower ER businesses in their industry.



In addition to giving you an indication of the level of employee engagement in your firm, the responses to the questionnaire will give you a very clear idea of what management action you need to take to improve the degree of engagement. If you are able to link the employee response to his/her manager you will also be able to identify which of your managers are performing at a high level and which ones need to do some work on their management style.

Excellent practical resources that will help you address this critically important issue are:

[First Break All The Rules: What The World's Greatest Managers Do Differently](#), Marcus Buckingham & Curt Coffman

[12: The Elements of Great Managing](#), Rodd Wagner & James Harter

Gallup's 12 Questions

		Strongly Disagree					Strongly Agree		
	Questions	1	2	3	4	5			
1	I know what is expected of me at work.								
2	I have the materials and equipment I need 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 organization makes me feel my job is important.								
9	My associates or fellow employees are committed to doing quality work.								
10	I have a best friend at work.								
11	In the last six months, someone at work has talked to me about my progress.								
12	This last year, I have had opportunities at work to learn and grow.								
Score									



SAIC Employee Engagement Survey Gallup Questions

May 2011

What are the Gallup Questions?

The Gallup Questions are questions that Gallup has consistently found measure the aspects of employee engagement that link to business outcomes. Gallup tested thousands of questions on millions of employees to find the right questions with the exact wording that provided the highest correlation to business results most companies regularly measure — profitability, productivity, turnover, and safety.

The following slides explain each of the Gallup Questions that will be posed in the SAIC employee engagement survey.

Q01. I know what is expected of me at work.

Gallup's research shows that many great workplaces have defined the right outcomes; they set goals for their work groups or work with them to set their own goals. They do not just define the job but define success on the job.

For work groups to be aware of their expectations, they should have a way to rank, rate, or count as many of the desired outcomes as possible. Also, these measures of performance should fit with what the rest of the organization is saying and doing.

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

Based on Gallup's extensive research, great managers:

- *Find out what people need in the way of materials and equipment*
- *Place the responsibility for this on the work groups*
- *Make sure work groups know how to earn the right to certain materials and equipment.*

A great way for work groups to increase their responsiveness to this question is to determine what “materials and equipment” means to them. Sometimes they are referring to accessibility of information, rather than specifically to materials and equipment.

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

For this item, it is important to keep each work group member's talents in mind, to build relationships, and to help others identify their unique talents. It is vital that every individual understands his or her strengths and weaknesses.

A good way of promoting this is to discuss what each person believes his or her leading strengths are, in terms of skills, knowledge, and innate talents. Writing these strengths down often helps.

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

Workplaces that excelled in this question relied on forms of recognition that are specific, predictable, frequent, and instantaneous. They are known to promote a recognition-rich environment, with praise coming from every direction, and with everyone knowing how others like to be recognized.

Many wonder how often people should be praised, but a good rule of thumb is about once a week. Here's why: Whenever a person does something, there are consequences. Those consequences will affect whether work groups engage in that behavior again. We know that to get the results or consequences we want, frequent praise can encourage the behavior that produces it.

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

Remember, people leave managers, not companies. A productive workplace is one in which people feel safe — safe enough to experiment, to challenge, to share information, to support each other, and where the work groups are prepared to give the manager and the organization the “benefit of the doubt.”

None of this can happen if work groups do not feel cared about. Relationships are the glue that holds great workplaces together.

Q06. There is someone at work who encourages my development.

In this case, “development” does not mean getting people promoted. It does not mean each work group member gets what he or she wants. It means helping individuals find roles that fit their natural strengths: their unique combinations of skills, knowledge, and talent.

Previous Gallup findings have concluded that workgroups that receive high scores on this particular item do not try to put in what was left out, but rather, try to draw out what was left in; they provide constant feedback; and they find creative developmental opportunities for each other.

Q07. At work, my opinions seem to count.

Work groups who give high scores on this item feel they have access to channels of communication across different levels or divisions of the organization, and their managers work to maintain those channels. Groups do not function very well when the work group members feel insignificant or irrelevant.

Managers should ask work groups for their opinions and include their ideas in the decision-making process whenever possible. This means everyone should have a chance to express his or her ideas.

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

This question measures a key source of motivation for work groups — the idea that their organization represents values that they themselves share. Effective workplaces cultivate that feeling, including providing constant clarification of the overall mission of the organization, as well as the ways in which each individual team member contributes to the achievement of the mission.

As human beings, we like to feel as though we belong. Individual achievement is great, but we are likely to stay committed longer if we feel we are part of something bigger than ourselves.

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

Work groups that score well on this question tend to be good at providing clear quality standards and keeping those standards at the forefront of work group members' minds. Thus, work groups are capable of accurately evaluating their own performance, as well as that of their teammates.

Clear communication of standards enhances accountability and builds trust among coworkers. We also know that not everyone will see "quality" in the same way if everyone's concept of the word is different. To remedy this, having a clear definition helps. The best place to start is with customers, both internal and external.

Q10. I have a best friend at work.

*I have a best friend at work” is really a proxy for trust. We are interested only in whether there is a person at work whom **you would consider a best friend “at work”**.*

*Think about people whom you would consider “best friends.” People with whom you share values, you can trust, and who are watching out for you. **You are going to feel more confident in making decisions, taking risks, and being more productive because you don’t have to spend a lot of time watching your back.** Chances are, you’re going to feel like there is more open communication within your team.*

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

One of Gallup's most consistent research findings has been that feedback improves performance. High-scoring groups establish structured feedback processes for their work groups, which include clearly defining goals and achievement levels, and then meeting regularly with each work group member to track his or her progress toward those goals.

We realize that we all need feedback to know how far we have come. We need signs to track our progress.

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

Engaged work groups need to feel that their job contributes in some way to their professional or personal development. Great workplaces are those in which work groups are provided with educational opportunities that address their development — this may include formal classes or simply finding new experiences for them to take on.

Each work group member will define “opportunities” differently. For some work groups, this may mean training classes and seminars; for others, this means promotions and increased responsibilities; and for others, this might mean working on special projects or assignments.