



Oregon

Tina Kotek, Governor

Department of Administrative Services

Office of the Chief Operating Officer

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March 6, 2025

Co-Chair Chris Gorsek
Co-Chair Greg Smith
Members of the Joint Ways & Means General Government Subcommittee
Oregon State Legislature
900 Court St NE
Salem, OR 97301

Re: HB5002, DAS Budget Hearings March 3-5, 2025

Honorable Co-Chairs, members of the committee,

Thank you for having DAS this week to talk about our core services, operations, and 2025-2027 Governor's Recommended Budget. Below are responses to several questions that were asked throughout the week of hearings. Please let us know if anything else would be helpful.

Who is the vendor for the SPOTS cards, and what are the annual percentage and payment terms?

US Bank is the SPOTS vendor. DAS is the contract manager. Oregon Accounting Manual (OAM) 55.30.00 contains rules on how SPOTS cards should be used, and how this program should be managed. OAM 55.30.00 paragraph 147 states that users should have the appropriate training, all transactions should be monitored, documentations should be reviewed for accuracy and completeness, etc. There is no upper limit on the number of cards, but only people who need these cards should receive them (and they should be authorized by each agency SPOTS Approving Officer). SPOTS is a payment mechanism; all rules over expenditures and procurement apply.

There are two types of SPOTS rebates: administrative and agency. The annual admin rebate is paid to DAS. The quarterly agency rebates are paid (by check or ACH deposit) to the individual agencies. The rebate is not linked to the individual purchases, but rather the net total quarterly purchases per agency. State agencies follow OAM 20.40.00 section 107.a & §200.406 of OMB's Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards when handling these rebates. Rebate percentage is not a fixed amount, however at DAS the rebate amount is typically around 1.65% on purchases.

Paying interest on SPOTS credit card balances should be rare. OAM 55.30.00 states "Agencies must pay their monthly SPOTS card managing account statement in full, timely

and consistent with OAM 10.40.00, Expenditures. Pay the entire statement amount in full even if disputed charges or credits are pending in order to optimize rebate earnings and avoid late fees". Additionally, twice a month or weekly payments are encouraged.

What is included in \$39.8 million in debt service - is that just for DAS projects?

Yes, the \$39.8 million for Debt Service included during the CFO Analyst presentation is for debt service payments specific to bonds for DAS projects.

What impact would this have on DAS if agencies are not able to pay their full assessment due to federal fund withholding?

At this point, we do not anticipate any impacts to the federal funding DAS receives through the federal indirect rate DAS, known as the statewide cost allocation plan, uses in setting state agency assessments and rates.

How does DAS track and oversee the depreciation of state assets, are we keeping up with tracking it? Are we ensuring that state-owned buildings are on a depreciation maintenance scheduled?

Please find additional separate memo and slide deck on DAS Enterprise Asset Management (EAM).

About 9% of the DAS budget comes from the federal government- will this impact DAS or the commitment to DEI?

The only direct federal funding DAS receives is for ARPA projects and the COVID Fiscal Relief Team that supports ARPA compliance and reporting. These funds have all been received from the federal government, are fully obligated, and we do not anticipate they will be impacted by future federal actions. DAS also receives assessments from agencies and about 9 percent of that funding comes from federal sources through those agencies.

What is the spread on the employee engagement, what is the lowest number and what is the highest number?

DAS is pleased to share the Gallup 2025 Oregon Engagement Survey, attached. Slides 5-7 give a helpful high-level snapshot of engagement across Oregon as an enterprise, with slide 14 showing that engagement numbers range from 3.32-4.31 on a scale of 1-5.

Are the plug ins for the EV charging stations universal? (POP 141)

There are different charging models out there, but DAS Fleet would structure installations with ports that are the most common and deal with other types through using adapters where necessary.

Thank you,

-Meliah Masiba

DAS Legislative Director



Oregon

Tina Kotek, Governor

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Enterprise Asset Management | Administration Office
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MEMORANDUM

To: Ways and Means Subcommittee on General Government
From: Shannon Ryan, Administrator, Enterprise Asset Management
Date: March 4, 2025
Subject: Measuring Facility Condition and Prioritizing Deferred Maintenance

Measuring Facility Condition and Prioritizing Deferred Maintenance

Accurately measuring facility condition and prioritizing deferred maintenance are key factors in maintaining the state's portfolio of nearly 23 million gross square feet, comprising over 5,000 facilities statewide.

State facilities require continuous maintenance and renewal, resulting in significant costs each year depending on the extent and complexity of needs. Given the budgetary implications in addressing this renewal, agencies must prioritize maintenance and renewal projects based on severity and type. While other factors, such as project efficiency, portfolio strategy and building functionality play an important role in the prioritization of maintenance needs, the most critical factor is building system lifecycle. Each year, various building systems, components and assets may reach their stated end of useful life, requiring renewal or replacement at the risk of potential failure. Understanding this lifecycle is essential for ensuring rational investment decisions that maximize the longevity of state facilities. Through data collection and facility management software, planning for and addressing priority maintenance needs can vary depending on which components are due for renewal, and an agency's ability to fund and execute the related projects. In some cases, maintenance needs may go unaddressed—either due to insufficient funding, or elective on the part of the agency. This deferment of scheduled renewal tasks—that is, maintenance needs for building components that have exceeded their useful life—is what effectively constitutes “deferred maintenance”.

Facility Condition Index (FCI) and Agency Facility Planning

Through the Statewide Facility Planning Process (ORS 276.227; OAR 125-125-0150), subject agencies must develop biennial Agency Facility Plans (AFP) that articulate current and future maintenance needs by building (see Exhibit 1). These plans are reviewed each biennium by the Capital Projects Advisory Board (CPAB) in accordance with plan review criteria that evaluates the efficiency, effectiveness, and affordability of planned maintenance needs relative to the overall

stewardship of the facility. The process requires agencies to qualify each facility's condition using a standardized benchmark—in this case, a Facility Condition Index (FCI), which is an expression of a facility's current and long-term maintenance needs relative to its replacement value. Included in this calculation is both current capital renewal, as well as deferred maintenance. The latter results in accruing liability, as deferred items may be operating well beyond their useful life, leading to potentially imminent failure. A building's FCI is expressed as a percentage, with the higher percentage values implying lower (or poorer) facility condition. CPAB uses a graduated FCI scale that ranges from good to very poor. As a building reaches a very poor condition, it becomes subject to decommissioning and/or replacement.

Attached is DAS' 2024 report to the Capital Projects Advisory Board that gives more detail about DAS' portfolio FCI and short, mid and long range facility plan.

Facility Condition Assessments (FCA)

The role of data and technology in facility planning is essential. DAS administers an Integrated Workplace Management System (IWMS) called Tririga that houses an inventory of agency facilities subject to ORS 276.227. Tririga utilizes a structure of building system and asset information that is managed by each agency. Through Facility Condition Assessments (FCA), each building system and related asset is evaluated based on its current condition and remaining useful life. From this, a schedule of "opportunities" is created that serves as a kind of to-do list of maintenance items. Opportunities follow a renewal schedule that allows agencies to plan for expected costs according to priority and type, with the highest priority assigned to critical needs, life safety, code compliance, and deferred maintenance. These Priority 1 costs are segregated in the AFP, as indicated in red on Exhibit 1.

The FCA is an integral component to the Statewide Facility Planning Process, as the assessment data provides the critical basis for determining need and priority to support long-range strategic investment planning. Without routinely updated FCA data, agencies have less understanding of building condition for effectively addressing deferred maintenance, potentially exacerbating the issue.

Attached is DAS' 2024 report to the Capital Projects Advisory Board.

Department of Administrative Services



2025-27 Agency Facility Plan

Capital Projects Advisory Board

August 9, 2024

Agency Overview



Centralized
Administration

Facilities,
services and
resources

Implement
policies and
financial
decisions

Sets and
monitor
standards of
accountability

Efficient
service
delivery

Agency Overview | Enterprise Asset Management (EAM)



Fleet and Parking



Office of Sustainability



Planning and Construction



Real Estate Services



Capital Planning



Surplus Property



Facilities

Agency Overview



Facilities



Facility Condition

Facility Condition Index

- $FCI (\%) = \text{Facility Need (Capital Renewal + Deferred Maintenance)} / \text{Current Replacement Value}$



CURRENT
6.5%
2024

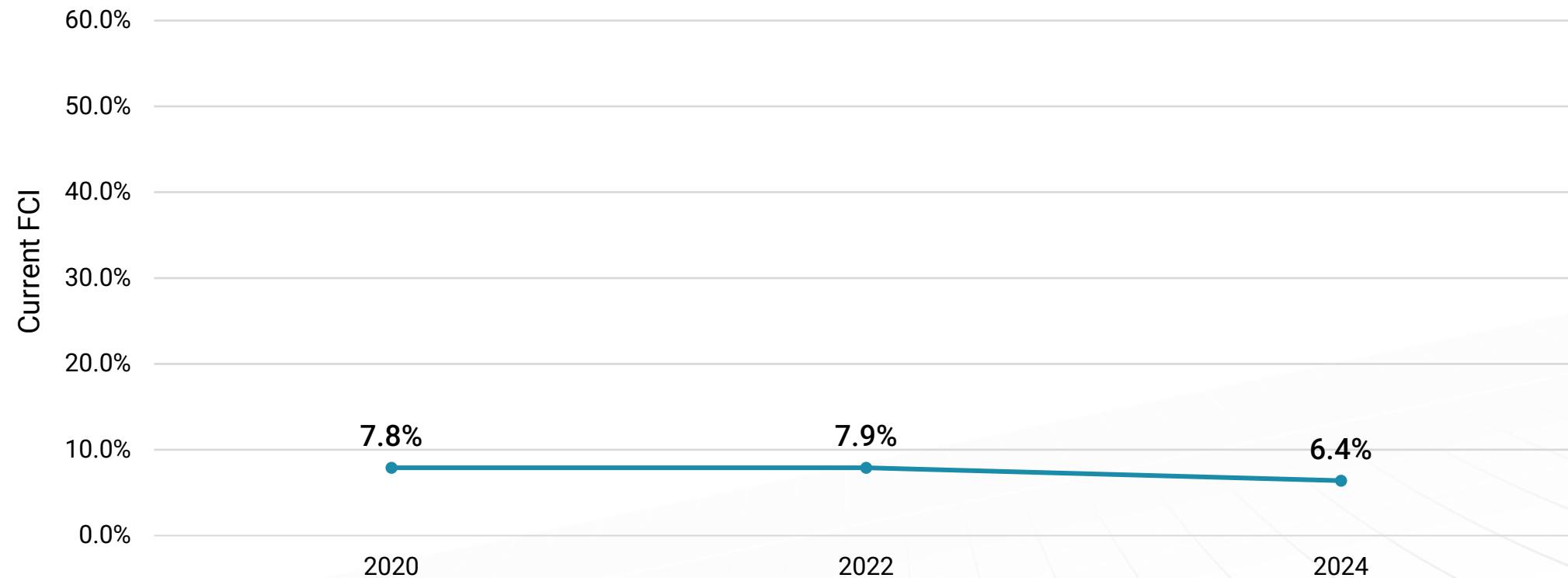
AS PLANNED
7.9%
2022

10-YR
20.7%
2022

Facility Condition



Portfolio Facility Condition Index (FCI)



Department of Administrative Services 25-27 Agency Facility

Plan - Capital Projects Advisory Board

CPAB Reporting Fiscal Year

Agency Facility Plan



DAS' vision for its portfolio is to provide well-maintained, healthy assets, appointed with relevant spaces and functionalities, for state agencies and the public we all serve.

Continued investment in deferred maintenance | Commitment to carbon footprint reduction | Collaboration with our state agency partners and customers around shared goals and outcomes | Data driven decisions

Short-term Goals/Initiatives

- Portfolio Repositioning – *Right-sizes footprints, increases utilization rates, and repositions buildings for a hybrid workforce*
- Labor and Industries Building Renovation – *An investment that preserves a Capitol Mall asset for generations to come*
- Position DAS to carry out responsibilities mandated in HB 3409

Mid-term Goals/Initiatives

- Portfolio Repositioning + Utilization Analytics – *Measuring outcomes help guide future policy and investment*
- Facilitate a coordinated state approach to EV charging infrastructure

Long-term Goals/Initiatives

- Identify liquidation opportunities and portfolio optimization strategies

Facility Strategies



- Addressing priority deferred maintenance and seismic needs, optimally through holistic building renovations
- Meeting Energy Use Intensity (“EUI”) mandates and goals, carbon footprint reduction and net zero ready standards across the portfolio by investing in sustainable design and assets in significant projects
- Accelerate adoption of Commercial-Off-The-Shelf (“COTS”) technology solutions to govern building controls and security, monitor utilization rates, and provide standardized workplace solutions e.g. space reservations
- Densifying utilization of our buildings per new hybrid workplace policies and guidelines
- Modernizing office space to serve a changing work force and blended work modalities
- Wholesale portfolio repositioning to improve efficiencies and customer-agencies’ business needs
- Exploration of opportunities to avail our buildings for a communal benefit



Portfolio Rightsizing

Current Conditions **Underutilized Office Space**

- Most agencies utilizing less than 25% of office space on daily basis
- 45% state office workers hybrid/remote

Goals

Reduce Statewide Office Footprint

- 30% office footprint reduction by 2027
- Common design standards - employee-centered hybrid office design
- Prioritize state-owned office buildings
- Co-locate agencies with common space needs

Strategy

Develop Tools and Policies to Assist Agencies

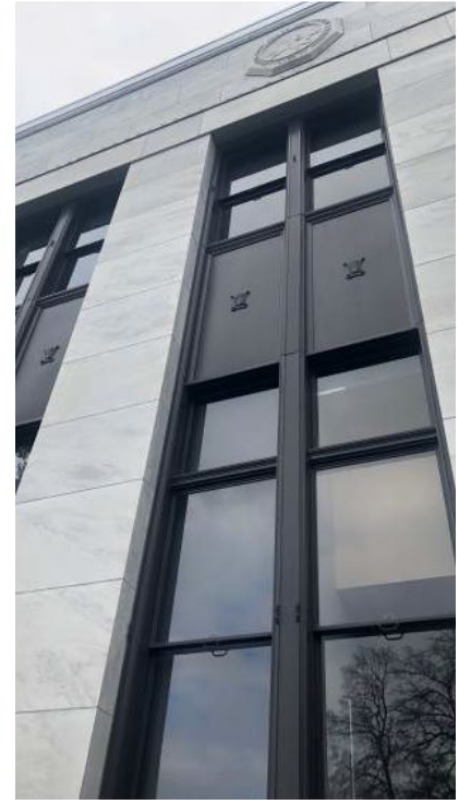
- New Space Design and Utilization Policy – Effective 5/1/2024
- New Office Utilization and Design Guidelines – Published 6/3/2024
- New methods of determining space need based on in-office frequency

Funding Requests



2025-27 Major Construction/Acquisition Requests

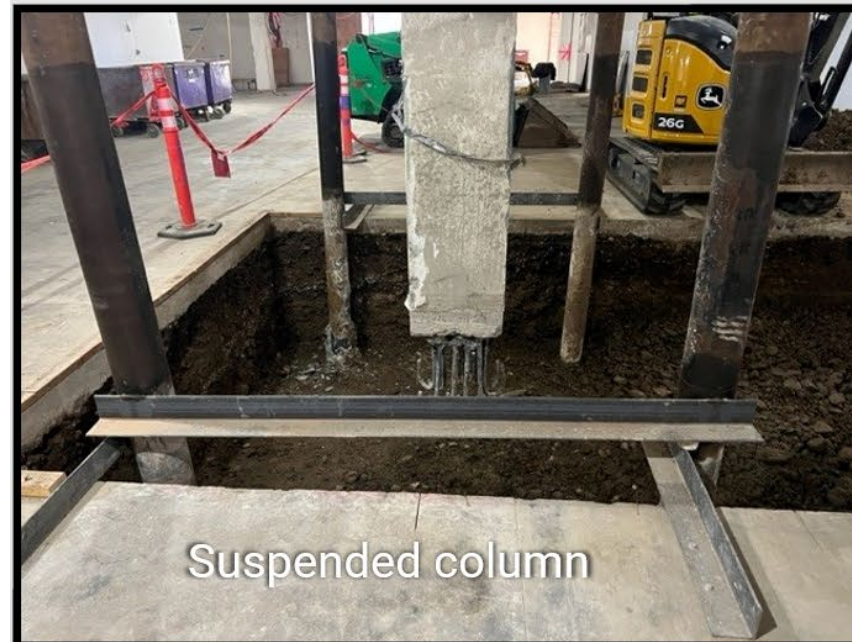
Executive Building



Mission:
 Modernize a Capitol Mall asset into an example of the State's workplace of the future, providing a 'one agency' collaborative and energy efficient environment for executives and staff.



Executive Building	63,000 sf.		Authorized appropriations	Projected Final cost	% of budget
Start date	October 2022	Soft Costs	\$9,298,732		
Completion date: On Time	December 2024	Hard Costs	\$43,679,412		
		Total	\$52,338,593	\$52,778,144	0.0084%



Suspended column



Oil tank removal



Pond soffit lighting in entry



Patio retaining walls



ADA ramp upgrades



Column cribbing



Historic window restoration



Garden level windows interior



Garden level windows Exterior

North Valley Complex



Mission:

Enhance DAS' property portfolio with adaptive reuse of space for the State's tenants and in a "One State" collaborative environment using sustainable construction and operations techniques including provisions to support critical services response.



North Valley Complex	183,000 sf.		Authorized appropriations	Final cost	% of budget
Building purchased	December 2019	Soft Costs	\$12,179,911	\$10,590,002	
Start date	August 2021	Hard Costs	\$69,761,439	\$70,463,784	
Completion date: on time	September 2023	Total	\$81,563,776	\$82,084,002	0.0064%

Regulatory Labs (RLS)

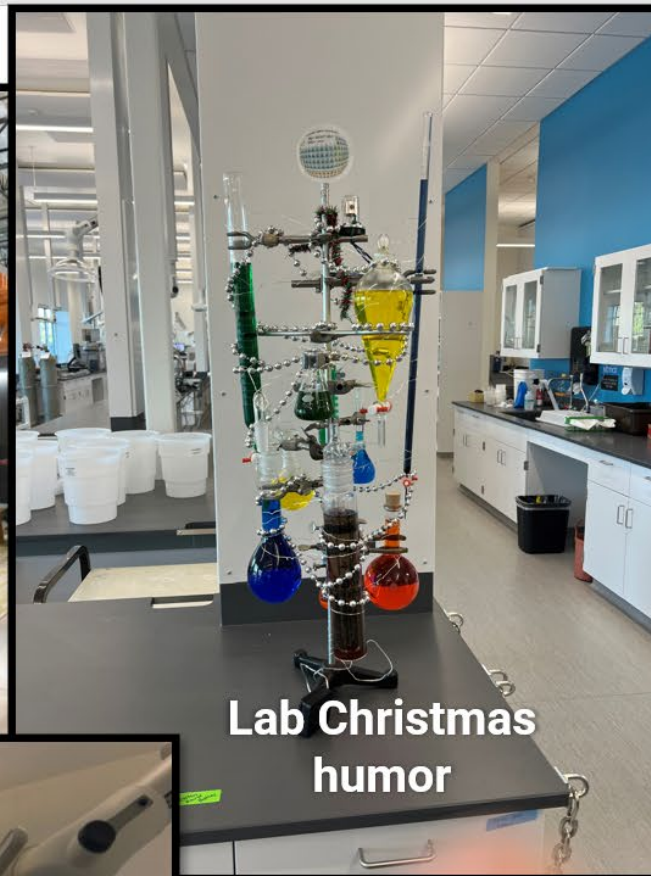
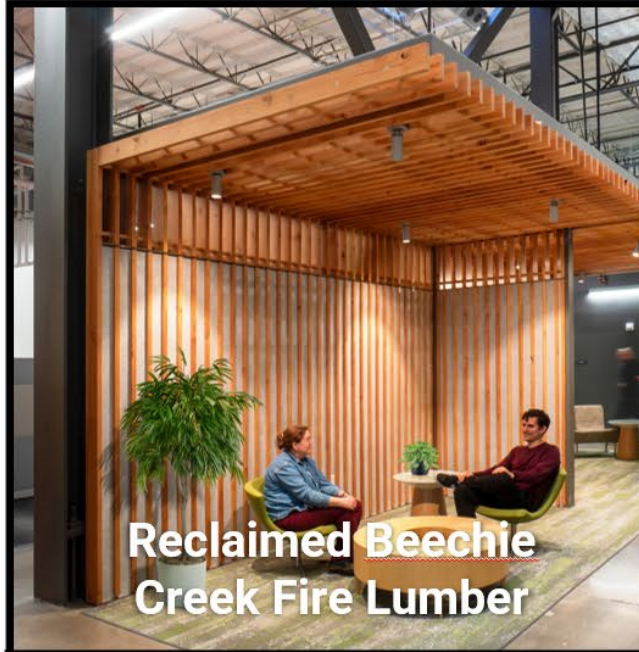
1. RLS Chemical Lab
2. Sample prep Lab
3. Microbiology Lab
4. Animal Health Lab
5. Plant Health Lab
6. Molecular biology Lab
7. Plant Health sample seed prep lab
8. IPPM Sample processing lab
9. IPPM Entomology Lab
9. IPPM Arthropod Containment Facility Lab
10. IPPM Imaging Lab
11. PCR Extraction Lab

OSHA Labs

1. OSHA Reg. Lab
2. Xray diffractor Room
3. Field Equipment Calibration Lab

Shared Lab Spaces

1. Chemical & Bio Waste rooms
2. Sample Intake
3. Sample Processing
4. Sound Room
5. Environmental Cold Storage Rooms



Labor and Industries Building



Feasibility Study Approach

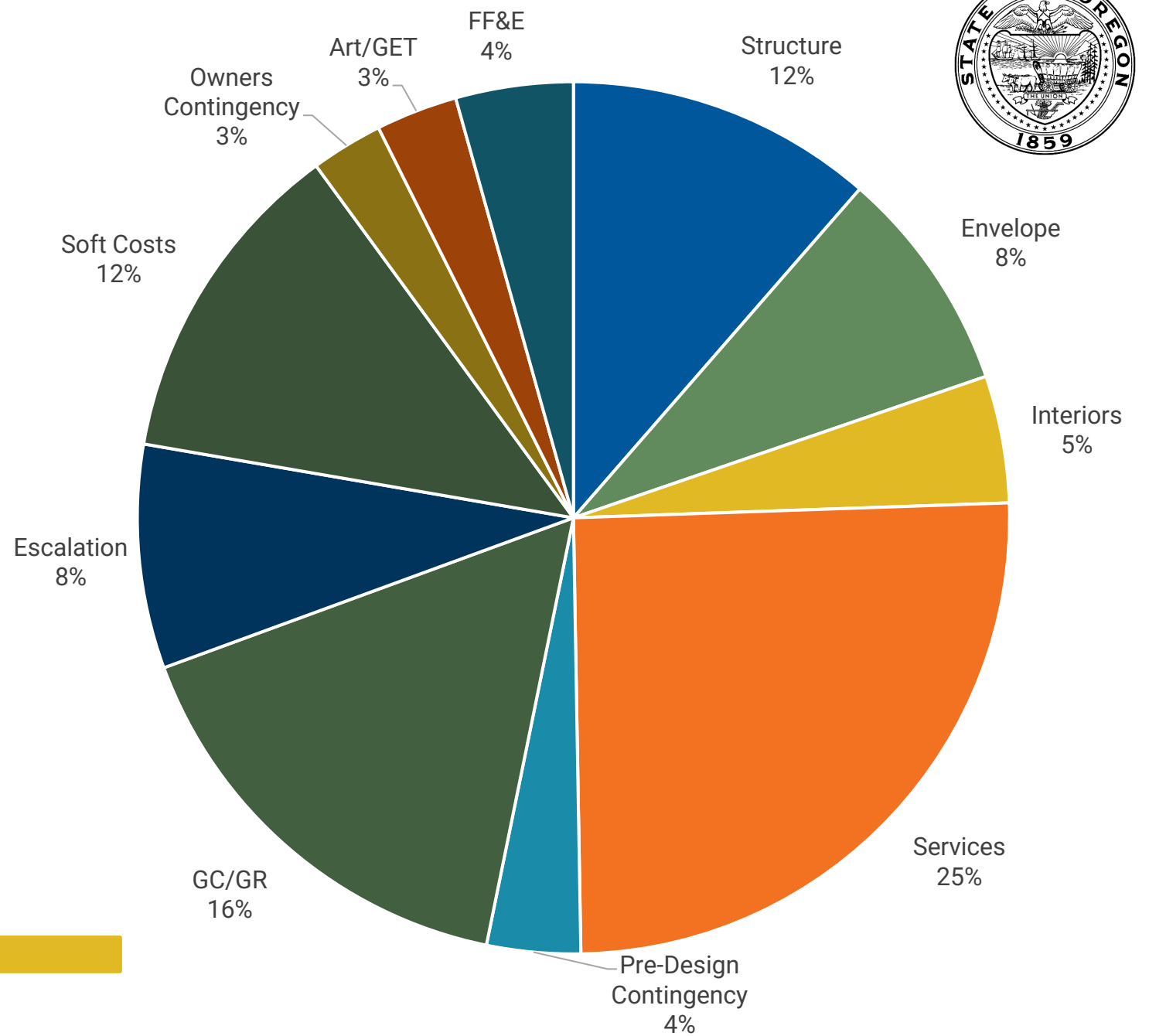


MODERNIZATION & RENOVATION PLUS

LEADING BY EXAMPLE

- DAS Standards
- State Energy Efficient Design Program (SEED)
- 1.5% Green Energy Technology
- Executive Orders 15-09, 17-20, 20-04 for Mechanical, Electrical and Plumbing systems
- Oregon Efficiency Specialty Code (OEEESC) envelope upgrades for roof, wall insulation, window performance
- Elevator, mechanical and electrical head end equipment replacement
- Life safety structural upgrade
- Executive Order 12-05 reduction in toxin use, healthy material selection
- HB 3409: meeting Energy Use Intensity (EUI) target
- Modernization scope
- Additional water usage reductions and storage for reuse
- Additional greenhouse gas and embodied carbon reductions
- Glazing replacement, courtyard infill, daylight into basement
- Battery storage ready, plug load metering
- House Bill 3409: additional 60% energy reduction
- Carbon neutral strategies
- EO 17-11 Diversity Equity Inclusion and Belonging (DEIB) outreach, environmental justice mapping, tracking and higher participation from Disadvantaged, Minority-Owned, Women-Owned, Emerging Small Business vendor participation

L&I Modernization



Breakdown



Project Cost Escalation



Construction Start Q1 2030

+16.79%

Construction Start Q1 2035

+42.49%

Alternatives

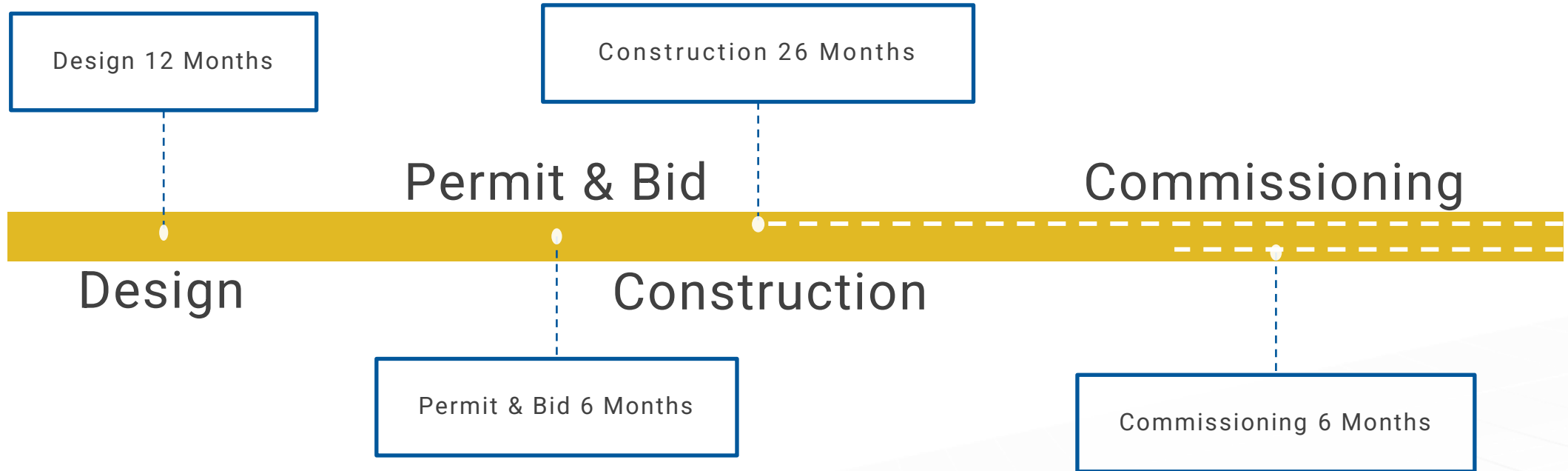


New Replacement Building on the Capitol Mall (W/O Demo)	\$170,911,048
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New Building on Greenfield Site (W/O Land Costs)	\$167,596,015
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Note: Costs are escalated to construction start of Q3 2026 and reflects modernization scope, not renovation plus scope

Construction Timeline



Key Takeaways



Current State

- Exterior envelope leaking
- Issues at portico/doors
- Potential hazardous materials
- Equipment at the end of useful life

Deferred Maintenance

- Estimate to 2026:
\$10,187,560
- Estimate to 2030:
\$28,922,765
- Not meeting Energy Use Index (EUI) target of 50:
EUI 2022: 56.4
EUI 2023: 54.5

Current Utilization

- Avg daily staff working in office: 210 FTE



Future Utilization Potential

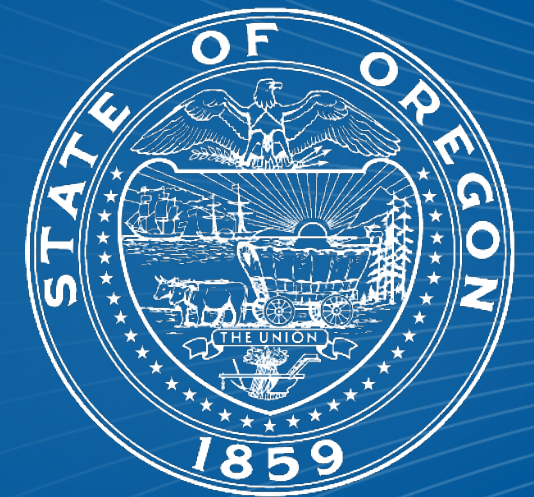
- **LOW DENSITY SCENARIO:** Dedicated 1:1 desking
- **MEDIUM DENSITY SCENARIO:** Dedicated 1:1+shared hybrid desking
- **HIGH DENSITY:** Shared hybrid desking

	Low Density	Medium Density			High Density
Total GSF	183,693	183,693			183,693
Assumed Daily Capacity	900	900			900
Desk to Headcount Ratio	1:1	1:1	1:2	1:4	1:3
Percentage of Headcount	100%	30%	50%	20%	100%
		270	900	720	
Total Supported Headcount	900	1890			2700
GSF/Supported HC	204	97			68

Shannon Ryan, EAM Administrator

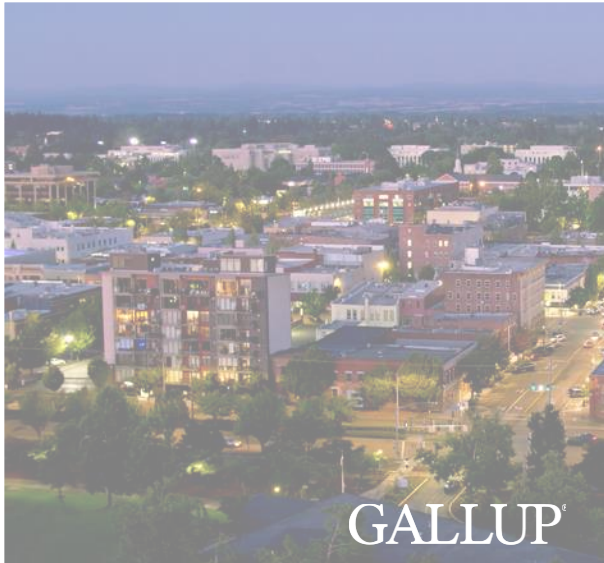
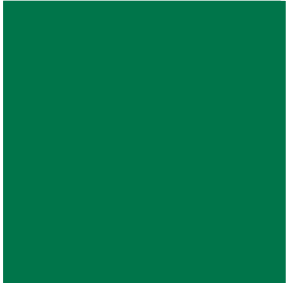
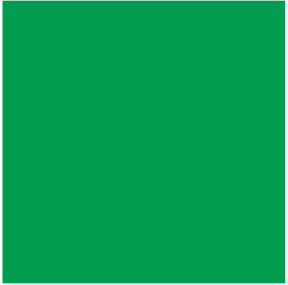
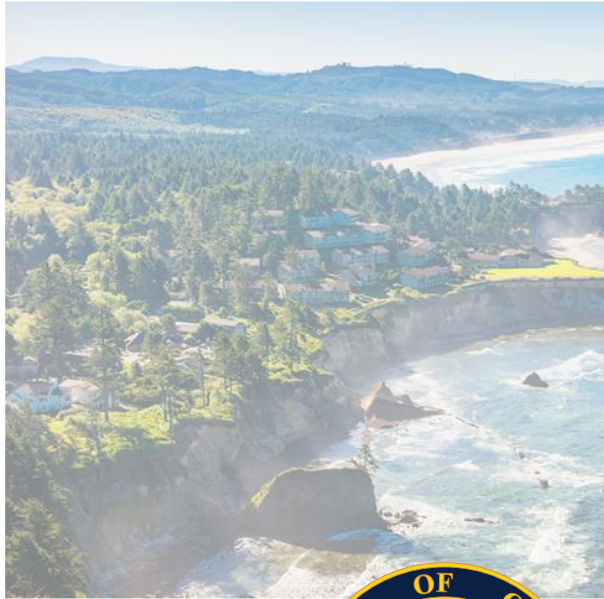
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2024 State of Oregon Engagement

State of Oregon Leadership
Results Briefing



An Engaged State

- All agencies, boards and commissions were invited to participate this year
- 70 Agencies participated
- Surveys fielded March 2024 – January 2025
- 67% of employees participated

What if every day was a “best day at work” for our collective 42,000 public servants?

What would we be able to accomplish together?

What could we deliver for Oregonians?

Engaged teams deliver better results for our *customers* and are more *productive, present, and safe.*

Source: *The Relationship Between Engagement at Work and Organizational Outcomes: Q¹²® Meta-Analysis: 11th Edition*

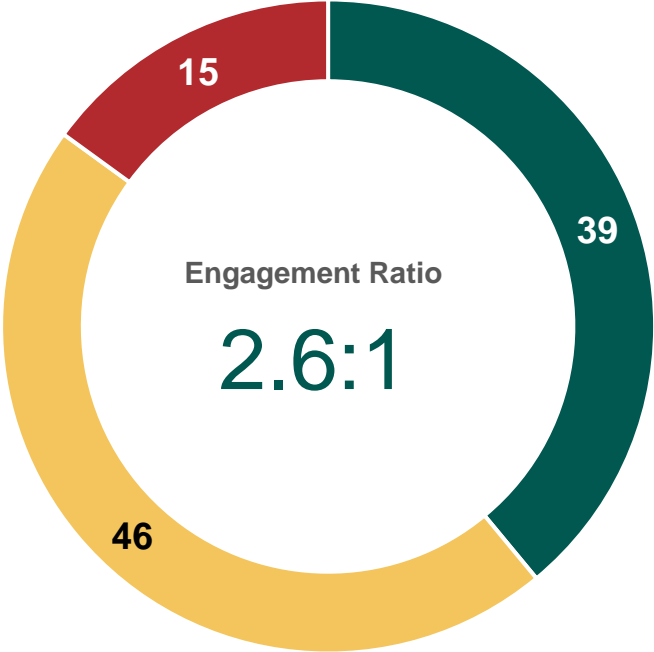
Note: The above figures are median percent differences across companies in Gallup's database. High-turnover organizations are those with more than 40% annualized turnover. Low-turnover organizations are those with 40% or lower annualized turnover.

**Engagement is not
something else on your
plate, it is the plate.**



Engagement Index at the State of Oregon

■ % Actively Disengaged ■ % Not Engaged ■ % Engaged



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.

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.

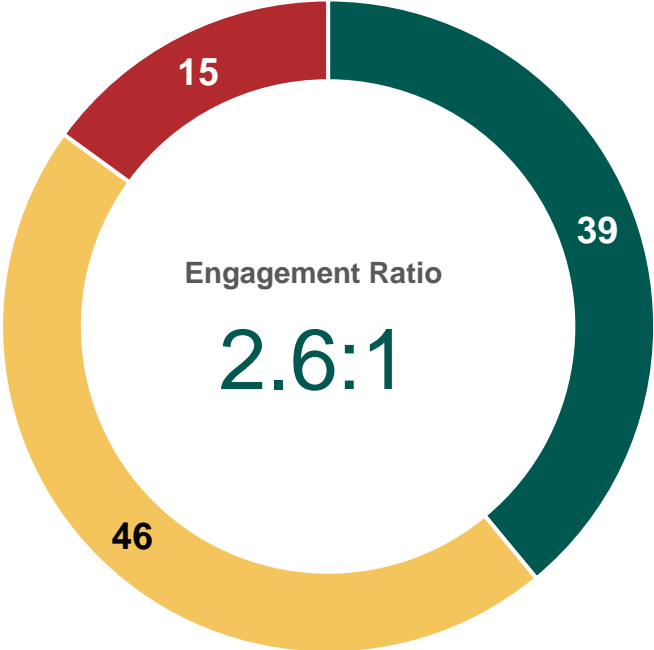
ACTIVELY DISENGAGED

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.

Note: Due to rounding, percentages may sum to 100% ±1; Numerical values shown when 5% or higher. Percent Engaged available when n size ≥30. All categories available when n size ≥100.

Engagement Index at the State of Oregon

■ % Actively Disengaged ■ % Not Engaged ■ % Engaged



Meaningful Comparisons

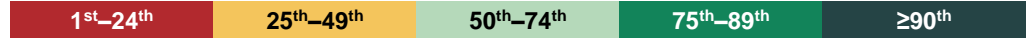
■ % Actively Disengaged ■ % Not Engaged ■ % Engaged

				Engagement Ratio
THE STATE OF OREGON - 2023	16	48	36	2.3:1
GOVERNMENT - LOCAL (CITY/COUNTY/STATE)	16	46	38	2.4:1
GALLUP OVERALL	10	40	50	5.0:1

Note: Due to rounding, percentages may sum to 100% ±1; Numerical values shown when 5% or higher. Percent Engaged available when n size ≥30. All categories available when n size ≥100.

The State of Oregon 2024 Overall Engagement Dashboard

Percentile Range in Gallup Database:



RESPONSE RATE COMPARISON	
State of Oregon 2024	67%
State of Oregon 2023	60%
Gov't – Local (City/County/State) Median	75%
Gallup Overall Median	84%

ENGAGEMENT MEAN COMPARISON			
	Mean	Gov't P'Tile ¹	Overall P'Tile ²
State of Oregon 2024	3.81	70th	27th
State of Oregon 2023	3.76	68 th	22 nd

ELEMENT PERCENTILES				n size = 29,174
	MEAN	MEAN Δ	GOVERNMENT – LOCAL (CITY/COUNTY/STATE) COMPANY LEVEL DATABASE	
Q00 Satisfaction	3.69	+0.06		59th
Q12 Learn & Grow	3.91	+0.04		73rd
Q11 Progress	3.95	+0.10▲		88th
Q10 Best Friend	3.08	+0.13▲		41st
Q09 Quality	3.92	+0.03		58th
Q08 Mission	3.92	+0.05		67th
Q07 Opinions	3.54	+0.02		67th
Q06 Development	3.85	+0.07		78th
Q05 Cares	4.17	+0.05		77th
Q04 Recognition	3.37	+0.09		69th
Q03 Do Best	3.82	+0.03		44th
Q02 Materials	3.96	+0.01		62nd
Q01 Expectations	4.21	0.00		37th

Note: Percentiles based on Gallup's Q¹² ¹Government – Local (City/County/State) and ²Gallup Overall Company Level Databases from survey year.

Employee Engagement Item-Level Results

n Size=29,174		%1 (Strongly Disagree)	%2	%3	%4	%5 (Strongly Agree)	GOV'T – LOCAL P'TILE	2024 MEAN	MEAN Δ	2023 MEAN
ENGAGEMENT MEAN							70th	3.81	+0.05	3.76
	Q00 Overall Satisfaction	9	25	41	22		59 th	3.69	+0.06	3.63
GROWTH How do I grow?	Q12 Learn & Grow	7	8	16	27	43	73 rd	3.91	+0.04	3.87
	Q11 Progress	8	7	13	26	46	88 th	3.95	+0.10▲	3.85
TEAMWORK Do I belong?	Q10 Best Friend	21	15	21	20	23	41 st	3.08	+0.13▲	2.95
	Q09 Quality	8	19	32	38		58 th	3.92	+0.03	3.89
	Q08 Mission	5	7	17	30	40	67 th	3.92	+0.05	3.87
	Q07 Opinions	11	11	20	29	28	67 th	3.54	+0.02	3.52
INDIVIDUAL What do I give?	Q06 Development	8	9	16	27	41	78 th	3.85	+0.07	3.78
	Q05 Cares	5	6	11	24	54	77 th	4.17	+0.05	4.12
	Q04 Recognition	18	12	16	22	32	69 th	3.37	+0.09	3.28
	Q03 Do Best	9	20	34	33		44 th	3.82	+0.03	3.79
BASICS What do I get?	Q02 Materials	7	17	36	37		62 nd	3.96	+0.01	3.95
	Q01 Expectations	5	13	35	47		37 th	4.21	0.00	4.21

Note: Percentiles based on 2024 Government – Local (City/County/State) Company Level Database; Due to rounding, percentages may sum to 100% ±1; Numerical values shown when 5% or higher; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000.

Meeting Demands of the New Will of the Workplace

- + At work, I am treated with respect.**
DIVERSITY, EQUITY AND INCLUSION | A CULTURE OF TRUST
- + My organization cares about my overall wellbeing.**
WELLBEING, BURNOUT AND MENTAL HEALTH | LISTEN TO ME
- + I have received meaningful feedback in the last week.**
PERFORMANCE MANAGEMENT | TALK TO ME
- + My agency always delivers on the promise we make to our customers.**
CUSTOMER SERVICE | OUR IMPACT

Q12+ Item-Level Results

16 Agencies Asked These Additional Items

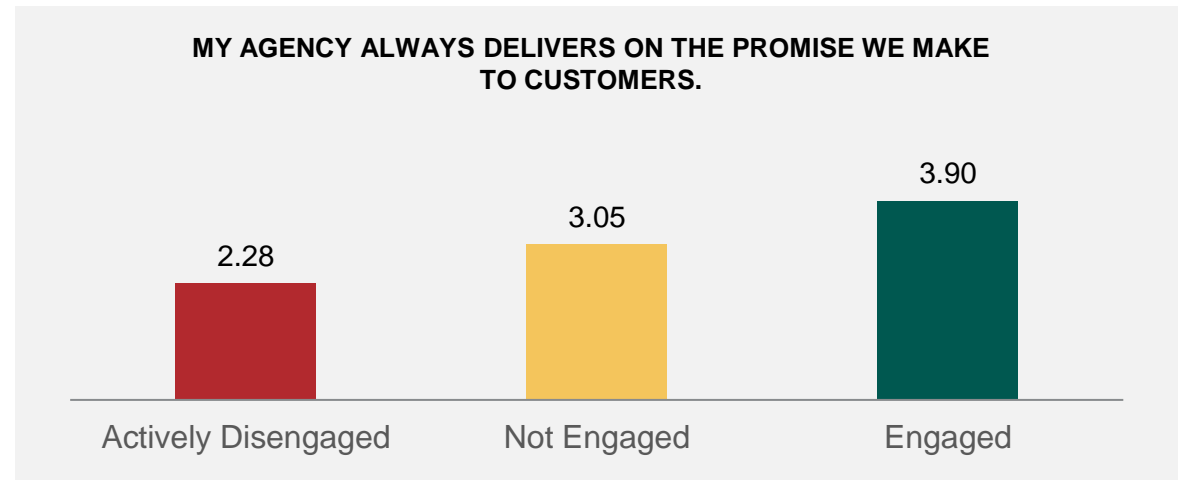
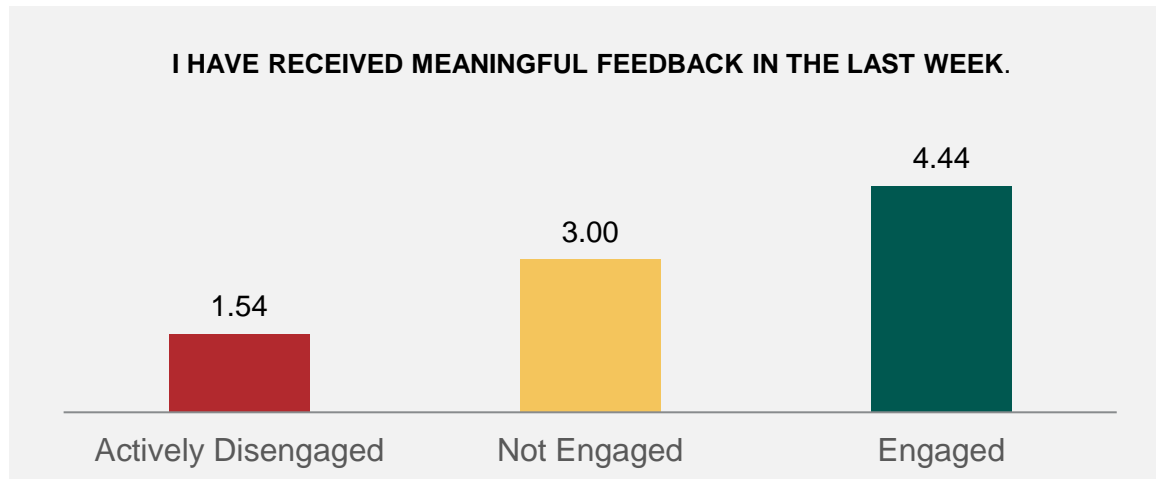
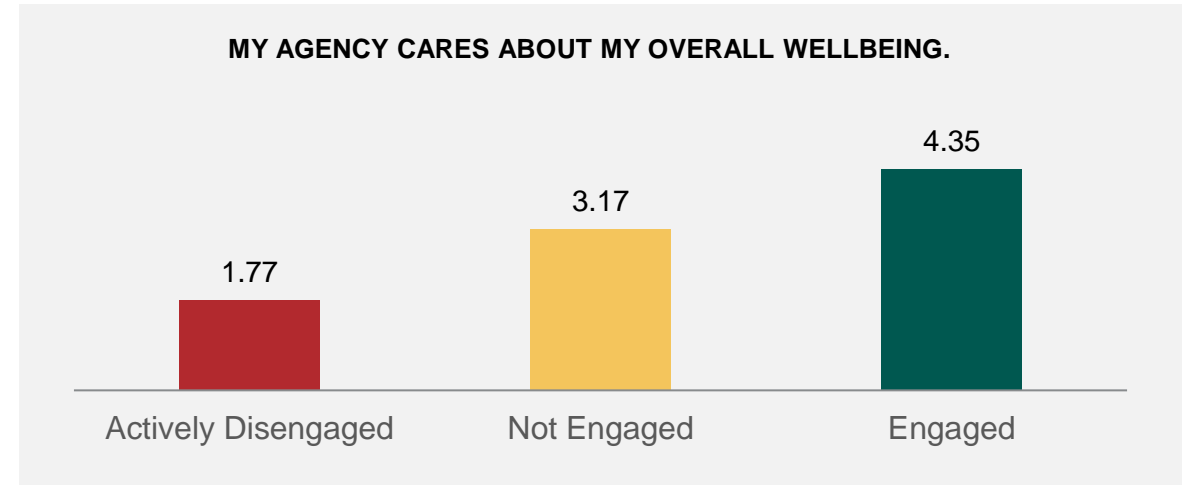
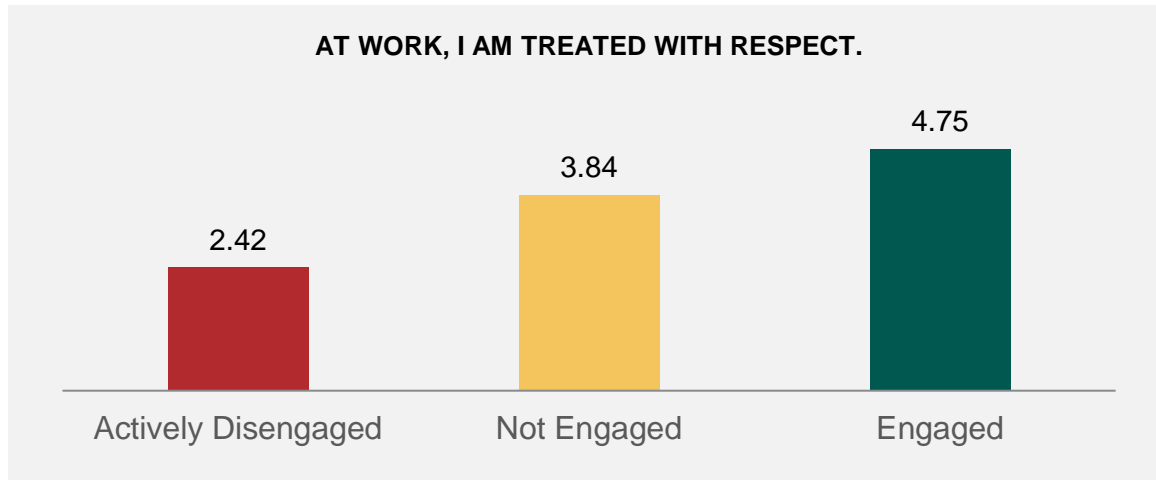
n Size=29,174	%1 (Strongly Disagree)	%2	%3	%4	%5 (Strongly Agree)	GALLUP OVERALL P'TILE	2024 MEAN	MEAN Δ	2023 MEAN
Q12+ – WORKPLACE DEMANDS INDEX						8th	3.48	+0.09	3.39
At work, I am treated with respect.	7	17	32	40		11 th	3.96	+0.02	3.94
My agency cares about my overall wellbeing.	12	13	23	28	24	7 th	3.38	+0.08	3.30
I have received meaningful feedback in the last week.	16	14	21	24	25	15 th	3.29	+0.11▲	3.18
My agency always delivers on the promise we make to customers.	9	15	30	31	15	2 nd	3.28	+0.12▲	3.16

Note: Percentiles based on 2024 Gallup Overall Company Level Database; Due to rounding, percentages may sum to 100% ±1; Numerical values shown when 5% or higher; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000.

Engagement Influences Perceptions of Respect, Wellbeing, Feedback and Customer Centricity

Q12+ by Engagement Level

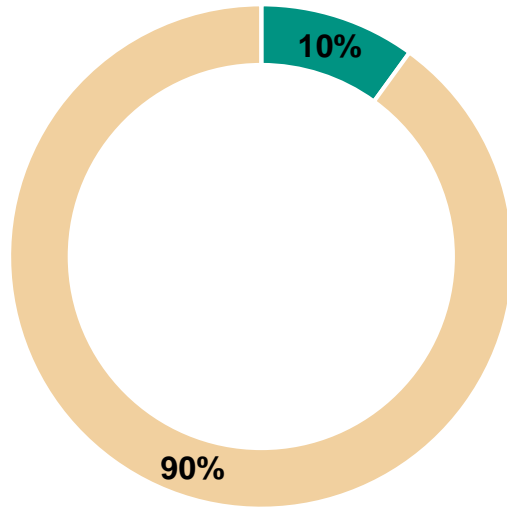
■ Actively Disengaged (n=4,279) ■ Not Engaged (n=13,144) ■ Engaged (n=11,323)



Agency Distribution Across Percentile Ranges

Movement of Agencies Based on Change in Mean Score

- % Meaningful Improvement (n Size=3)
- % Remained the Same (n Size=28)
- % Meaningful Decrease (n Size=0)

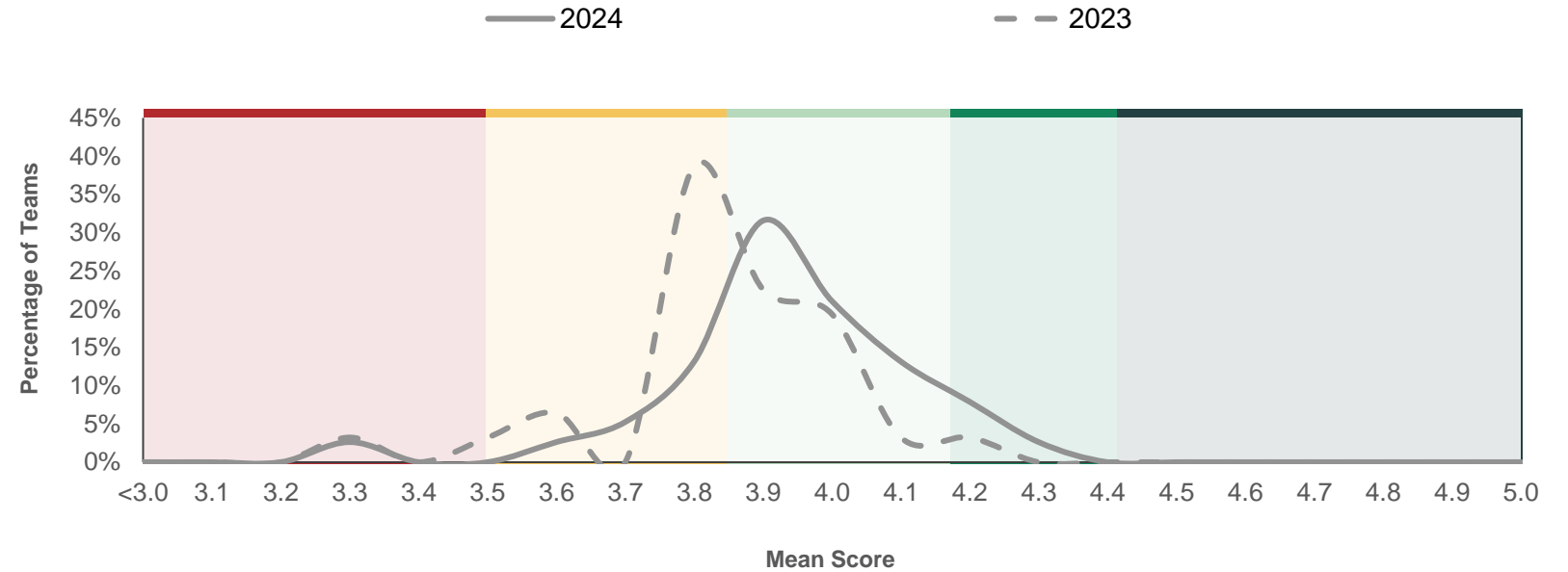


Meaningful improvement and decrease represent a change of ± 0.20 .

Distribution of agencies is based on every reportable agency. Therefore, suppression rules of n size $<[4]$ apply.

Past data n sizes and percentages are based on agencies that have data in both survey years.

Distribution Curve

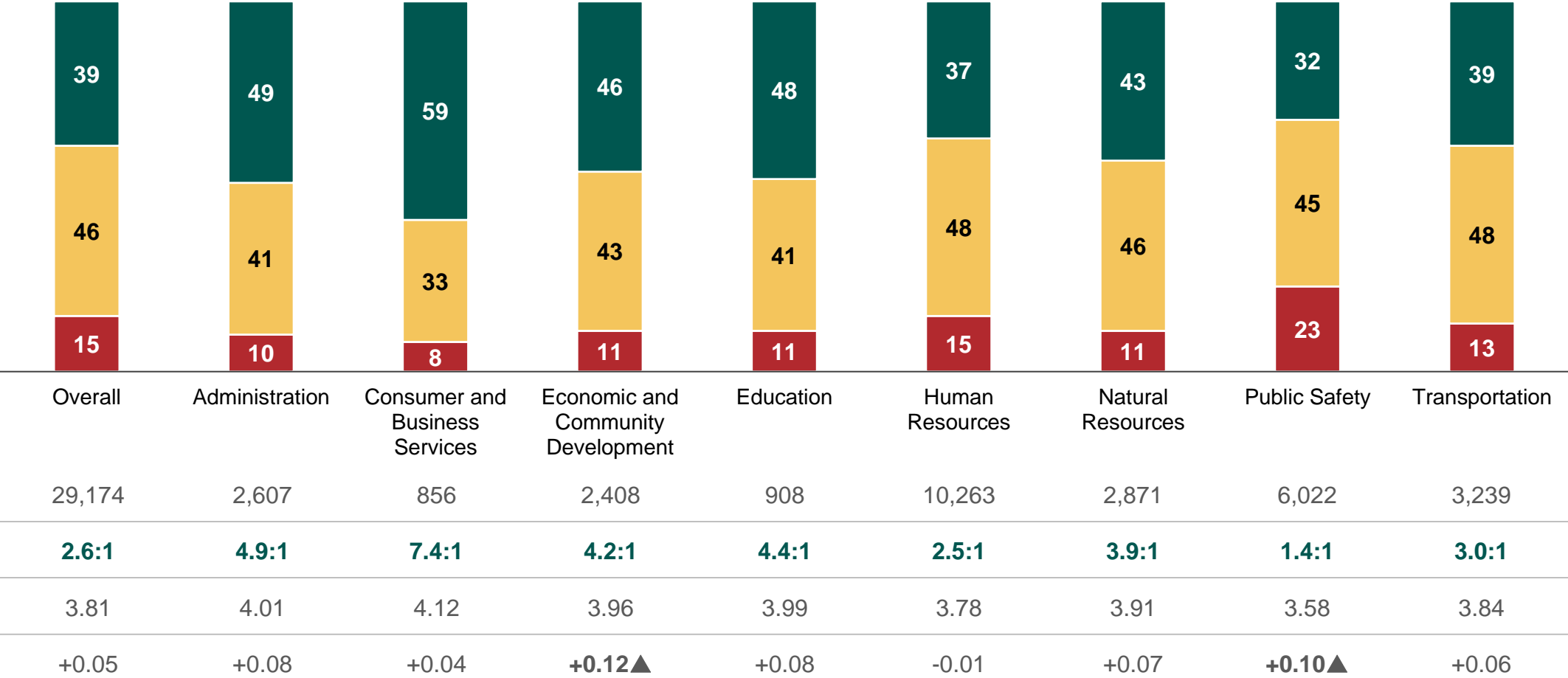


YEAR OF MEASUREMENT	1 st -24 th	25 th -49 th	50 th -74 th	75 th -89 th	$\geq 90^{\text{th}}$	TOTAL AGENCIES
2024	3% - 1 Agency	21% - 8 Agencies	66% - 25 Agencies	11% - 4 Agencies	0% - 0 Agencies	38
2023	3% - 1 Agency	39% - 12 Agencies	55% - 17 Agencies	3% - 1 Agencies	0% - 0 Agencies	31

Percentile ranges are based on mean scores and ranked independently against Gallup's Q12 Government – Local (City/County/State) Workgroup Level Database from the survey year.

Engagement Index by Functional Group

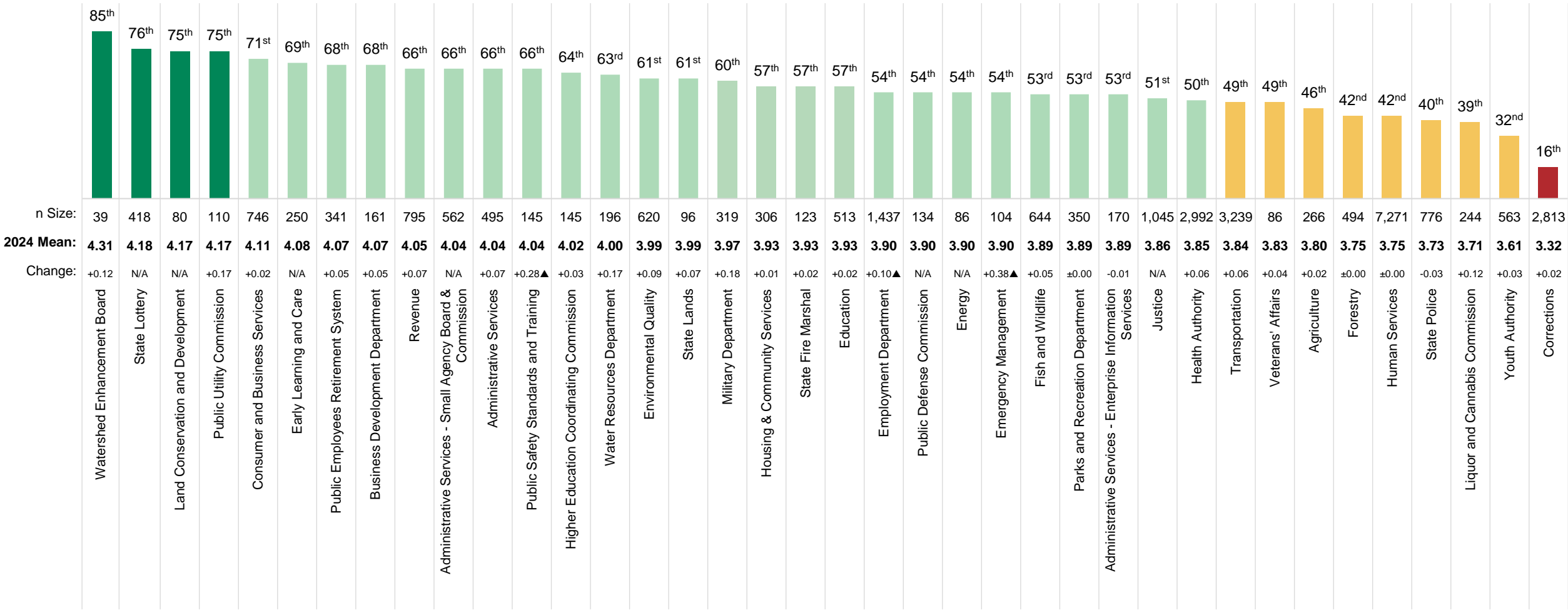
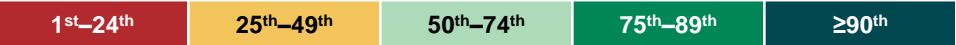
■ % Engaged ■ % Not Engaged ■ % Actively Disengaged



Note: Due to rounding, percentages may sum to 100% ±1; Numerical values are shown when 5% or higher. Percent Engaged available when n size ≥30. All categories are available when n size ≥100. ▲/▼ indicates meaningful change defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000.

Engagement Mean for Agencies in the State of Oregon

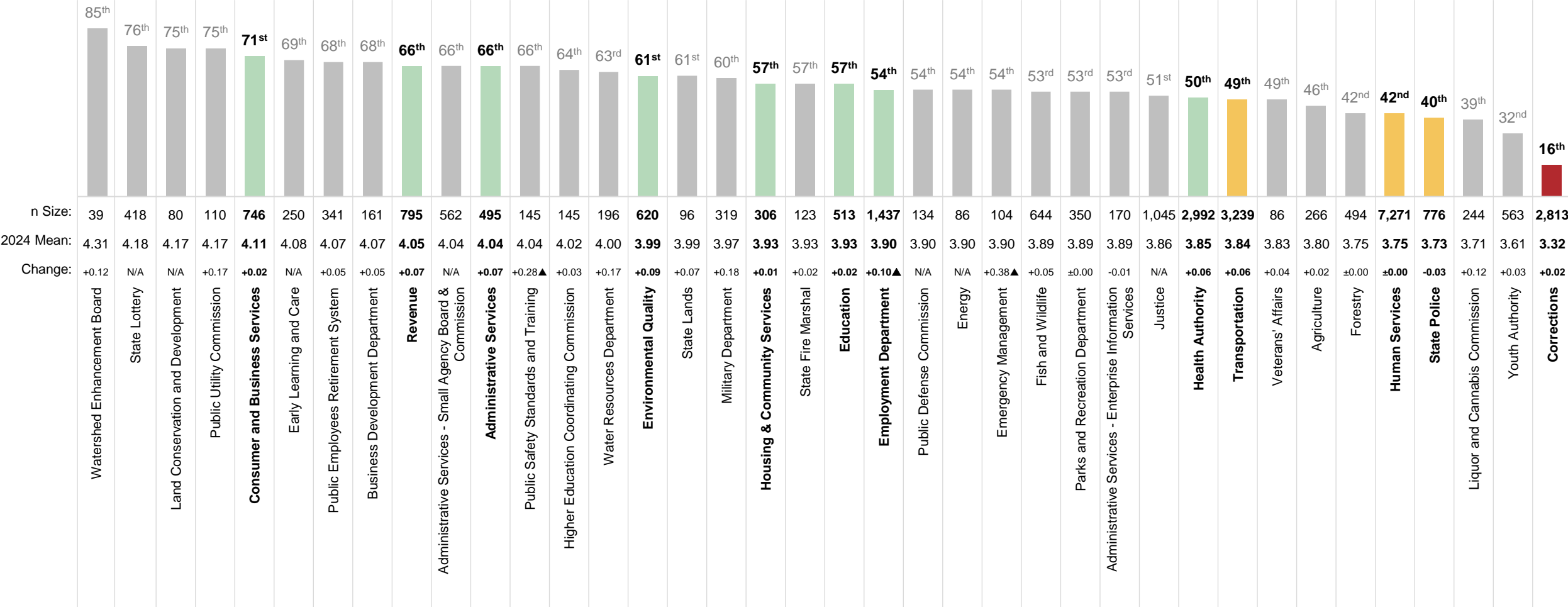
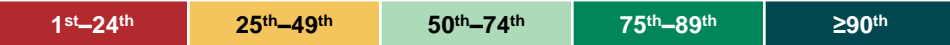
Percentile range in Gallup database:



Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; ▲/▼ indicates meaningful change bolded and defined as +/- 0.10 or greater for n size ≥ 1,000 and +/-0.20 or greater for n size < 1,000.

Engagement Mean for Agencies in the State of Oregon

Percentile range in Gallup database:



Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; ▲/▼ indicates meaningful change bolded and defined as +/- 0.10 or greater for n size ≥ 1,000 and +/-0.20 or greater for n size < 1,000.

Top- and Bottom-Performing Divisions

TOP-PERFORMING DIVISIONS

DIVISION	N SIZE	ENGAGEMENT MEAN	PERCENTILE	CHANGE
Small Agencies Boards and Commissions Oregon Board of Physical Therapy	4	4.92	99 th	N/A
Department of Housing and Community Services ARH - Data Systems - OHCS	4	4.77	99 th	N/A
Department of Fish and Wildlife Director's Office - ODFW	4	4.75	99 th	N/A
Department of Administrative Services Chief Strategic Initiatives and Accountability - D	8	4.74	98 th	+0.15
Department of Land Conservation and Development Land Conservation and Development	5	4.70	98 th	N/A
Parks and Recreation Department Statewide Park Operations - OPRD	5	4.70	98 th	+0.10
Department of Justice GCD - Labor and Employment - DOJ	7	4.67	97 th	N/A
Department of Justice APP - Administrative/Civil Appeals - DOJ	6	4.66	97 th	N/A
Military Department Planning and Programming	6	4.66	97 th	N/A
Department of Public Safety Standards and Training Public Safety Standards and Training	6	4.64	97 th	N/A

BOTTOM-PERFORMING DIVISIONS

DIVISION	N SIZE	ENGAGEMENT MEAN	PERCENTILE	CHANGE
Liquor and Cannabis Commission Day Shift Operations	16	3.04	6 th	+0.42▲
Department of Justice DCS - Roseburg - DOJ	14	3.03	6 th	N/A
Department of Education Office of Equity, Diversity and Inclusion	18	2.95	5 th	-0.83▼
Department of Fish and Wildlife Education Services - ODFW	6	2.90	4 th	N/A
Liquor and Cannabis Commission Medical Marijuana Division	11	2.89	4 th	-0.61▼
Department of Justice DCS - Education - DOJ	6	2.83	3 rd	N/A
Liquor and Cannabis Commission Administrative Services Division	5	2.82	3 rd	-0.26▼
Public Defense Commission Accounts Payable - OPDC	8	2.78	2 nd	N/A
Liquor and Cannabis Commission Auditing	4	2.77	2 nd	N/A
Department of Administrative Services Oregon Statewide Payroll SVCS - DAS	11	2.54	1 st	N/A

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; ▲/▼ indicates meaningful change bolded and defined as +/- 0.10 or greater for n size ≥ 1,000 and +/-0.20 or greater for n size < 1,000.

Accountability Index™ Item-Level Results

When colleagues strongly agree that their team has made progress on action planning goals, their average engagement is at the 99th percentile. The more employees who can agree or strongly agree to this item will strongly impact overall engagement.

n Size=534	Legend: %1 (Strongly Disagree) %2 %3 %4 %5 (Strongly Agree)					GALLUP OVERALL P'TILE	2024 MEAN
	ACCOUNTABILITY INDEX						
	—					1 st	3.12
Received feedback on last survey.	14	11	21	24	30	3 rd	3.44
Team participated in effective action planning following last survey.	23	16	23	20	17	1 st	2.92
Team has made progress on action planning goals.	20	16	24	25	16	2 nd	3.01



Note: The Accountability Index questions were asked by two agencies. Accountability Index percentiles based on 2024 Gallup Overall Company Level Database; Due to rounding, percentages may sum to 100% ±1; Numerical values shown when 5% or higher.

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

My Paycheck

My Satisfaction

My Boss

My Annual Review

My Weaknesses

My Job

OUR FUTURE

My Purpose

My Development

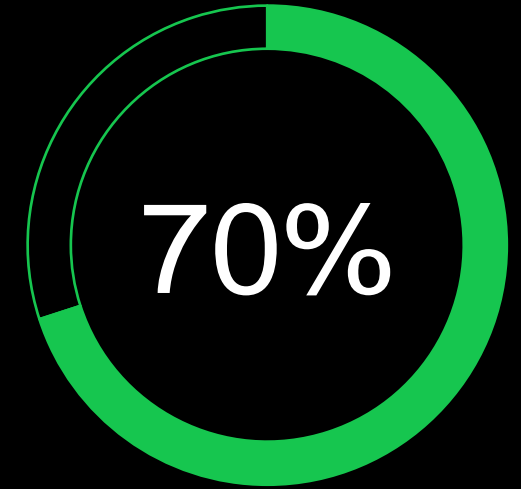
My Coach

My Ongoing Conversations

My Strengths

My Life

MOVING
FROM
BOSS TO
COACH

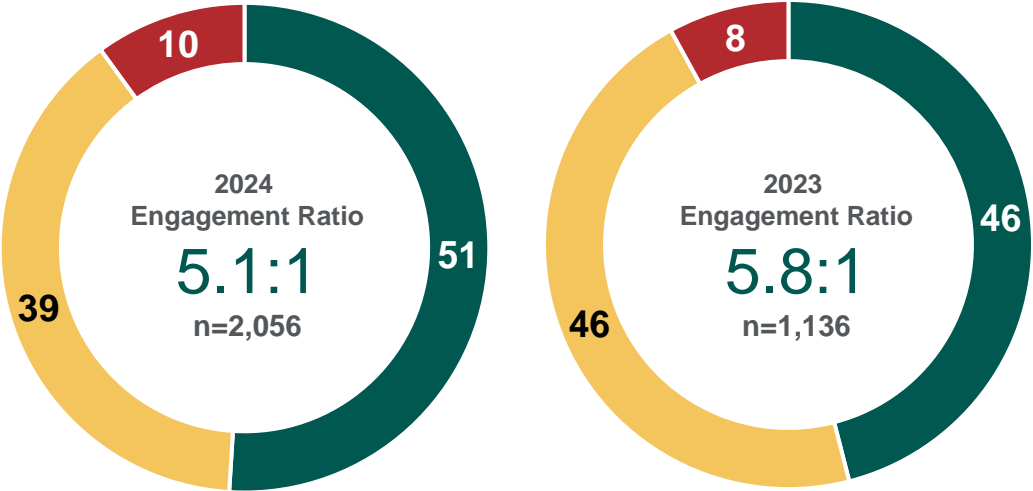


of the variance in team engagement is determined **solely by the manager.**

Engagement for Managers

MANAGER ENGAGEMENT INDEX

■ % Actively Disengaged ■ % Not Engaged ■ % Engaged



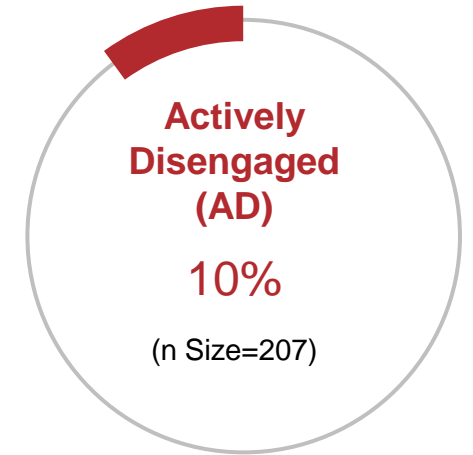
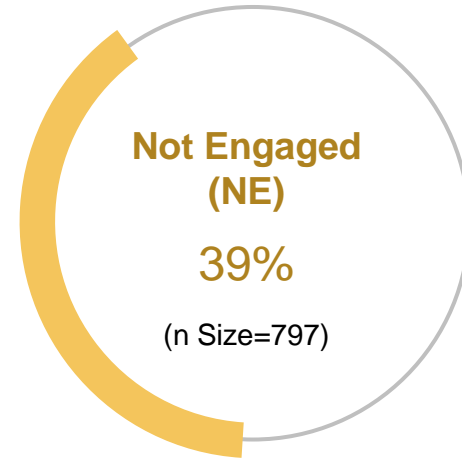
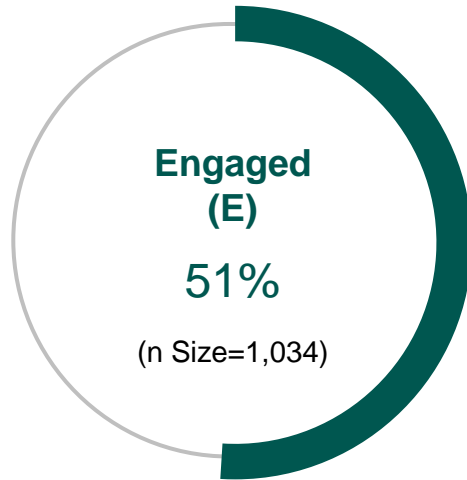
% ENGAGED MANAGERS BY AGENCY

Agency	% Engaged	Change
State Department of Consumer and Business Services	76%	+15%
Department of Administrative Services	74%	+10%
Department of Revenue	67%	-3%
Military Department	59%	+26%
State Lottery	56%	N/A
Employment Department	56%	+12%
Department of Housing & Community Services	55%	N/A
Department of Education	54%	+8%
Parks and Recreation Department	49%	N/A
Youth Authority	47%	+4%
Health Authority	44%	N/A
Department of Forestry	40%	+11%
Department of Corrections	37%	N/A
Department of Agriculture	30%	N/A

Note: 28 agencies had manager data; Engaged managers only displayed when agencies have 30+ managers.

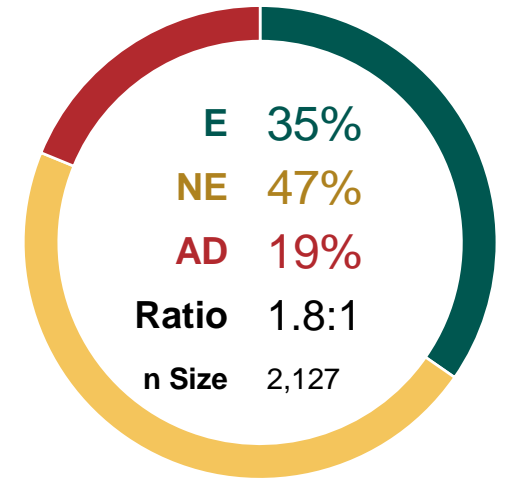
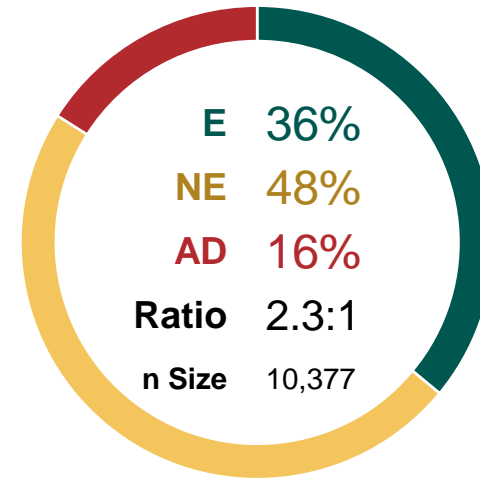
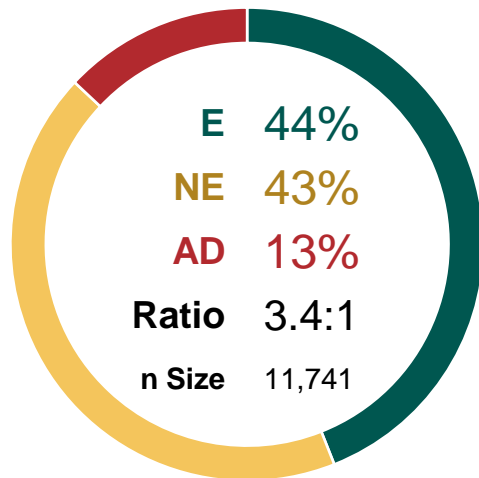
The Impact of Manager Engagement on Team Engagement

WHEN MANAGERS ARE:



THEIR TEAM'S ENGAGEMENT

INDEX IS:



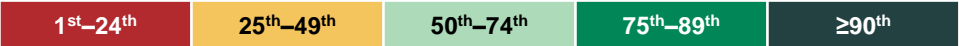
Note: Due to rounding, percentages may sum to 100% ±1; Analysis only includes managers with at least one team member with valid survey results.

Q¹²® Item and Q¹²⁺ Item Results by Managers

		n Size:	2,056	
		ENGAGEMENT MEAN PERCENTILE:	65 th	
		ENGAGEMENT MEAN:	4.03	+0.03
	Q00	Overall Satisfaction	3.90	+0.02
GROWTH How do I grow?	Q12	Learn & Grow	4.21	-0.02
	Q11	Progress	4.03	-0.02
TEAMWORK Do I belong?	Q10	Best Friend	3.40	+0.37▲
	Q09	Quality	4.12	-0.13▼
	Q08	Mission	4.21	+0.09
	Q07	Opinions	4.00	-0.02
INDIVIDUAL What do I give?	Q06	Development	4.03	+0.03
	Q05	Cares	4.38	+0.02
	Q04	Recognition	3.69	+0.11▲
	Q03	Do Best	4.00	+0.02
BASICS What do I get?	Q02	Materials	4.07	-0.04
	Q01	Expectations	4.26	-0.05

		n Size:	649	
		Q ¹²⁺ – WORKPLACE DEMANDS INDEX:	22 nd	
		INDEX MEAN:	3.63	-0.08
		At work, I am treated with respect.	4.08	-0.16▼
		My agency cares about my overall wellbeing.	3.49	-0.14▼
		I have received meaningful feedback in the last week.	3.51	-0.02
		My agency always delivers on the promise we make to customers.	3.44	0.00

Percentile range in Gallup database:



Note: Percentiles based on Gallup's 2024 Q¹² Government – Local (City/County/State) Workgroup Level Database; Overall Workgroup Database ▲/▼ indicates meaningful change bolded and defined as +/- 0.10 or greater for n size ≥ 1,000 and +/-0.20 or greater for n size < 1,000.

Engagement Mean for Key Demographics

Percentile Range in Gallup Database:

1st–24th

25th–49th

50th–74th

75th–90th

≥90th

OVERALL

OVERALL	N SIZE	ENGAGEMENT MEAN	CHANGE
Overall	29,174	3.81	+0.05

AGE

AGE	N SIZE	ENGAGEMENT MEAN	CHANGE
18–<25	373	3.95	+0.01
25–<40	6,339	3.82	+0.02
40–<50	6,942	3.77	+0.07
50–<65	7,636	3.74	+0.06
65+	839	3.79	±0.00

TENURE

TENURE	N SIZE	ENGAGEMENT MEAN	CHANGE
<1 Year	3,101	4.04	+0.02
1 Year–<3 Years	5,183	3.88	-0.05
3–<5 Years	3,226	3.81	+0.04
5–<10 Years	5,893	3.75	+0.01
10+ Years	10,071	3.72	±0.00

WORK TYPE

WORK TYPE	N SIZE	ENGAGEMENT MEAN	CHANGE
On-Site	6,417	3.81	+0.12▲
Hybrid	5,184	3.85	+0.08
Remote	4,520	3.89	+0.02

RACE/ETHNICITY

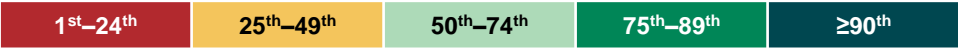
RACE/ETHNICITY	N SIZE	ENGAGEMENT MEAN	CHANGE
White	15,497	3.78	+0.07
Hispanic or Latino	2,096	3.79	±0.00
Two or More Races	836	3.75	+0.11
Asian	767	3.98	+0.14
Black or African American	467	3.75	+0.11
American Indian or Alaska Native	438	3.69	-0.03
Native Hawaiian or Other Pacific Islander	137	4.01	+0.20▲

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database

Engagement Mean for Cities in the State of Oregon

Cities with 100 or more respondents are shown.

Percentile range in Gallup database:



	N SIZE	ENGAGEMENT MEAN PERCENTILE	2024 MEAN	MEAN Δ	2023 MEAN
Tigard	464	66 th	4.04	+0.14	3.90
Newport	112	56 th	3.92	+0.10	3.82
Salem	10,999	55 th	3.91	+0.05	3.86
Portland	3,088	53 rd	3.88	+0.04	3.84
Hermiston	143	52 nd	3.87	+0.18	3.69
Klamath Falls	331	51 st	3.86	+0.12	3.74
Medford	408	51 st	3.86	+0.16	3.70
Bend	552	49 th	3.84	+0.01	3.83
Ontario	205	49 th	3.83	-0.19	4.02
Oregon City	242	49 th	3.83	+0.20▲	3.63
Springfield	257	49 th	3.83	+0.12	3.71
Albany	207	46 th	3.80	+0.02	3.78
Pendleton	230	45 th	3.79	0.00	3.79
Corvallis	171	44 th	3.78	+0.04	3.74
Roseburg	371	44 th	3.78	-0.01	3.79
The Dalles	161	44 th	3.77	-0.03	3.80
Eugene	410	43 rd	3.76	+0.03	3.73
Hillsboro	389	42 nd	3.75	+0.01	3.74
Tillamook	169	42 nd	3.75	+0.01	3.74
La Grande	256	40 th	3.72	+0.07	3.65
Milwaukie	101	40 th	3.72	+0.09	3.63
Central Point	116	37 th	3.68	-0.19	3.87
White City	102	37 th	3.68	+0.01	3.67
Beaverton	167	34 th	3.64	-0.12	3.76
Clackamas	267	33 rd	3.63	-0.06	3.69
North Bend	174	33 rd	3.63	-0.20▼	3.83
Astoria	123	32 nd	3.62	+0.04	3.58
Gresham	135	32 nd	3.62	+0.02	3.60
Grants Pass	273	31 st	3.60	-0.03	3.63
Saint Helens	103	26 th	3.52	-0.10	3.62
Junction City	195	22 nd	3.44	+0.11	3.33
Woodburn	174	16 th	3.33	+0.23▲	3.10

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; ▲/▼ indicates meaningful change bolded and defined as +/- 0.10 or greater for n size ≥ 1,000 and +/-0.20 or greater for n size < 1,000.

Ways to Make a **Positive Dent** in Engagement

Making a Positive Dent in Engagement

Based on our discussion today, where do we have a sense of urgency to act?

Engagement Priorities

AGENCY-SPECIFIC QUICK WINS

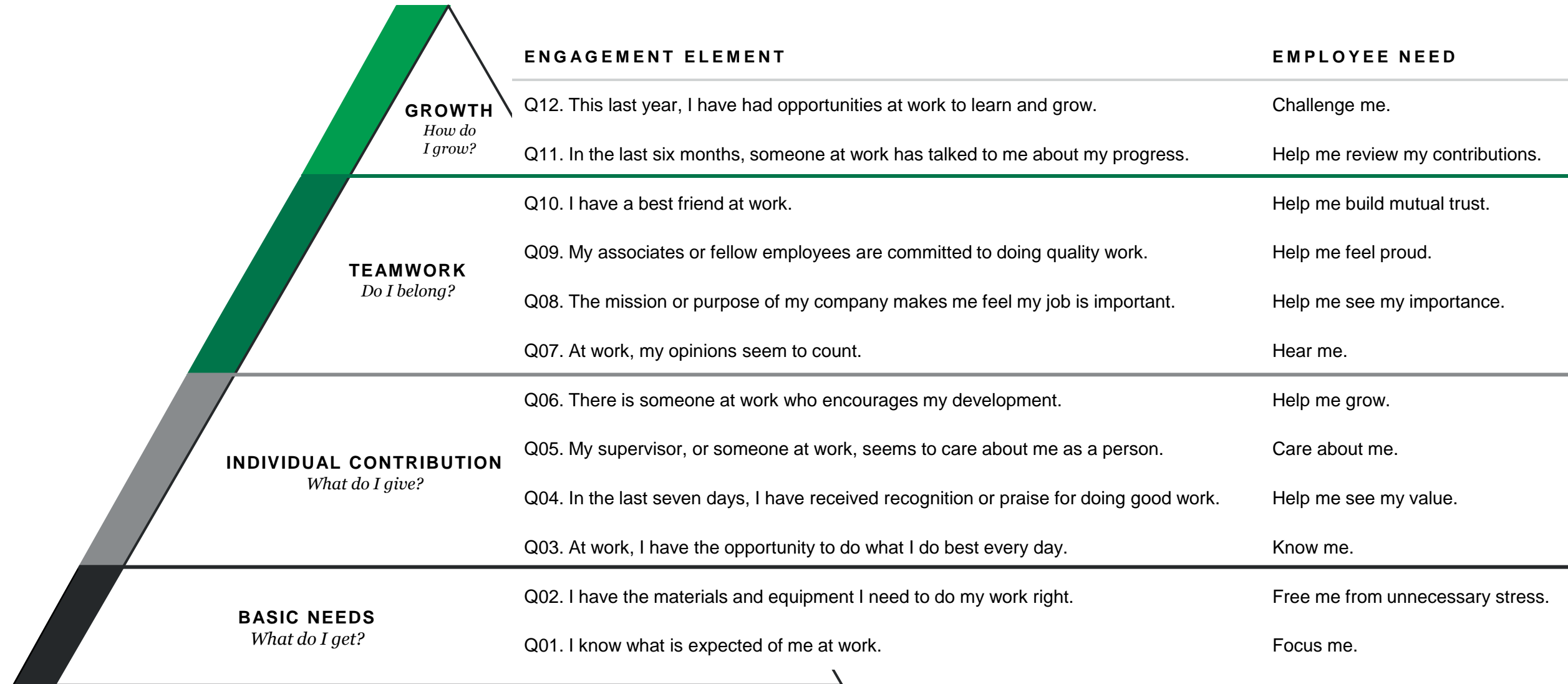
- **Increase & Improve How Information is Shared Across Agency**
 - Increase regular, formal sharing, for example: All Staff Meetings, Cross Functional Leader & Manager Meetings, Director Newsletter
 - Improve quality of sharing: employees need *hope, trust, compassion & stability*.
 - Maximize Quarterly Progress Reviews to include meaningful conversations around recognition, development, and barriers to doing best work.
- **Take Agency Wide Action**
 - Own engagement results and share transparently with agency.
 - Build an agency specific action plan based on results, act & close the loop with the team.
- **Action Plan at the Team Level**
 - Managers and teams discuss results and identify something to work on within their span of control.
 - Act and assess impact.

STATEWIDE BIG WINS

- **Develop Leaders & Managers to Lead at the Right Level**
 - Elevate Expectations
 - Lead Change
 - Engagement-Focused
- **Track & Celebrate Progress on Goals Statewide**
 - Establish expectation for local action plans in addition to agency action plans.
 - Share best practices and recognize Agency Engagement efforts and results statewide.
- **Promote Sharing & Learning Across Agencies**
 - Support communities of practice focused on collaborating and learning.
 - Develop engagement champion network.

Appendix

The Four Levels and 12 Items That Matter for Engagement – Gallup’s Q¹²®



Methodology

Database Details: 5-Year Rolling Database

Gallup Overall

- 19,879,851 Respondents
- 5,061,030 Business Units
- 5,375 Clients

Government – Local (City/County/State)

- 165,240 Respondents
- 54,689 Business Units
- 147 Clients

70 Agencies participated in this statewide engagement survey process.

All agencies, boards and commissions were invited to participate this year.

Participating Agencies

- Higher Education Coordinating Commission
- Oregon Business Development Department
- Oregon Department of Administrative Services
- Oregon Department of Administrative Services - Enterprise Information Services
- Oregon Department of Agriculture
- Oregon Department of Corrections
- Oregon Department of Early Learning and Care
- Oregon Department of Education
- Oregon Department of Emergency Management
- Oregon Department of Energy
- Oregon Department of Environmental Quality
- Oregon Department of Fish and Wildlife
- Oregon Department of Forestry
- Oregon Department of Housing & Community Services
- Oregon Department of Human Services
- Oregon Department of Justice
- Oregon Department of Land Conservation and Development
- Oregon Department of Public Safety Standards and Training
- Oregon Department of Revenue
- Oregon Department of State Lands
- Oregon Department of Transportation
- Oregon Department of Veterans' Affairs
- Oregon Employment Department
- Oregon Health Authority
- Oregon Liquor and Cannabis Commission
- Oregon Military Department
- Oregon Parks and Recreation Department
- Oregon Public Defense Commission
- Oregon Public Employees Retirement System
- Oregon Public Utility Commission
- Oregon State Department of Consumer and Business Services
- Oregon State Fire Marshal
- Oregon State Lottery
- Oregon State Police
- Oregon Water Resources Department
- Oregon Watershed Enhancement Board
- Oregon Youth Authority

Participating Agencies Continued

Small Agencies, Boards & Commissions

- Commission for the Blind
- Construction Contractors Board
- Board of Nursing
- Travel Information Council
- Oregon State Marine Board
- Oregon State Library
- Oregon Medical Board
- Oregon Criminal Justice Commission
- Real Estate Agency
- Teacher Standards and Practices Commission
- Long Term Care Ombudsman
- State Board of Parole and Post-Prison Supervision
- Oregon Board of Pharmacy
- Oregon Government Ethics Commission
- Mental Health Regulatory Agency
- Employment Relations Board
- Oregon Department of Aviation
- Board of Examiners for Engineering and Land Surveying
- Oregon Advocacy Commissions Office
- Oregon Patient Safety Commission
- Racing Commission
- Land Use Board of Appeals
- Oregon Board of Dentistry
- State Board of Accountancy
- State Landscape Contractors Board
- Appraiser Certification and Licensure Board
- Oregon Board of Physical Therapy
- Board of Chiropractic Examiners
- Board of Medical Imaging
- State Board of Licensed Social Workers
- State Board of Massage Therapists
- State Mortuary And Cemetery Board
- Veterinary Medical Examining Board

* Note: Percentiles based on Workgroup Level_Overall_Overall Q12 Database (2019-2023).

Agency Response Rates

	2024 PARTICIPATION RATE	CHANGE
Oregon Watershed Enhancement Board	95%	-2%
Oregon State Lottery	95%	-3%
Oregon Business Development Department (Business Oregon)	91%	+11%
Oregon Public Utility Commission	89%	+3%
Oregon Department of Public Safety Standards and Training	88%	+3%
Oregon Department of Emergency Management	86%	-14%
Oregon Department of Veterans Affairs'	86%	+21%
Oregon Public Defense Commission	84%	N/A
Oregon Public Employee Retirement System	83%	N/A
Oregon Employment Department	83%	+11%
Oregon Water Resources Department	82%	N/A
Oregon Higher Education Coordinating Commission	81%	+3%
Oregon Department of Education	81%	+13%
Oregon Military Department	80%	+1%
Oregon Department of Consumer and Business Services	79%	+9%
Oregon Department of State Lands	79%	-2%
Oregon State Fire Marshal	79%	+8%
Oregon Department of Early Learning and Care	78%	NA
Oregon Department of Housing and Community Services	77%	+17%

	2024 PARTICIPATION RATE	CHANGE
Oregon Department of Energy	77%	NA
Small Agencies, Boards and Commissions	76%	N/A
Oregon Department of Environmental Quality	76%	+18%
Oregon Department of Revenue	74%	+2%
Oregon Department of Administrative Services	74%	+3%
Oregon Department of Transportation	73%	+3%
Oregon Liquor and Cannabis Commission	72%	±0%
Oregon Parks and Recreation Department	71%	+10%
Oregon Department of Justice	71%	N/A
Oregon Department of Human Services	66%	+6%
Oregon Department of Land Conservation and Development	65%	NA
Oregon Department of Administrative Services - Enterprise Information Services	63%	±0%
Oregon Department of Forestry	63%	+7%
Oregon Youth Authority	63%	N/A
Oregon Department of Corrections	63%	+11%
Oregon Department of Fish and Wildlife	61%	-17%
Oregon State Police	60%	-1%
Oregon Department of Agriculture	57%	-4%
Oregon Health Authority	53%	+13%

Q12® Item Results by Functional Group

Percentile range in Gallup database:

1st–24th

25th–49th

50th–74th

75th–89th

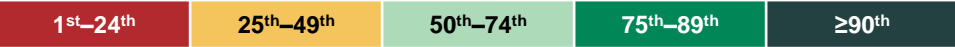
≥90th

	THE STATE OF OREGON OVERALL		HUMAN RESOURCES		PUBLIC SAFETY		TRANSPOR-TATION		NATURAL RESOURCES		ADMINIST-RATION		ECONOMIC & COMMUNITY DEVELOPMENT		EDUCATION		CONSUMER & BUSINESS SERVICES	
n Size	29,174		10,263		6,022		3,239		2,871		2,607		2,408		908		856	
ENGAGEMENT MEAN	3.81	+0.05	3.78	-0.01	3.58	+0.10▲	3.84	+0.06	3.91	+0.07	4.01	+0.08	3.96	+0.12▲	3.99	+0.08	4.12	+0.04
Q00 Overall Satisfaction	3.69	+0.06	3.60	+0.03	3.51	+0.13▲	3.68	-0.04	3.80	+0.07	3.99	+0.06	3.89	+0.18▲	3.81	+0.04	4.11	+0.09
GROWTH How do I grow?																		
Q12 Learn & Grow	3.91	+0.04	3.88	-0.01	3.67	+0.08	3.95	+0.07	4.03	+0.02	4.08	+0.02	4.10	+0.16▲	4.13	+0.10	4.25	+0.06
Q11 Progress	3.95	+0.10▲	3.95	-0.03	3.64	+0.15▲	4.07	+0.16▲	3.95	+0.11▲	4.21	+0.05	4.09	+0.12▲	4.13	+0.13	4.36	+0.03
Q10 Best Friend	3.08	+0.13▲	3.03	+0.16▲	3.01	+0.16▲	3.09	+0.19▲	3.07	+0.14▲	3.25	+0.19▲	3.20	+0.21▲	3.27	+0.37▲	3.34	+0.20▲
TEAMWORK Do I belong?																		
Q09 Quality	3.92	+0.03	3.90	-0.09	3.56	+0.12▲	3.97	-0.02	4.09	+0.07	4.10	+0.08	4.18	+0.06	4.28	-0.10	4.17	-0.02
Q08 Mission	3.92	+0.05	3.94	+0.04	3.64	+0.12▲	3.72	+0.04	4.11	+0.05	4.05	+0.12▲	4.16	+0.07	4.14	+0.10	4.32	+0.07
Q07 Opinions	3.54	+0.02	3.45	-0.17▼	3.24	+0.10▲	3.62	-0.01	3.79	+0.04	3.81	+0.09	3.70	+0.14▲	3.81	+0.03	3.97	+0.02
Q06 Development	3.85	+0.07	3.87	+0.04	3.57	+0.10▲	3.88	+0.11▲	3.93	+0.08	4.03	+0.09	4.01	+0.12▲	3.99	+0.07	4.14	+0.05
INDIVIDUAL What do I give?																		
Q05 Cares	4.17	+0.05	4.19	-0.02	3.89	+0.10▲	4.20	+0.08	4.29	+0.01	4.31	+0.06	4.32	+0.11▲	4.36	+0.06	4.42	+0.06
Q04 Recognition	3.37	+0.09	3.31	-0.16▼	3.01	+0.10▲	3.41	+0.11▲	3.59	+0.18▲	3.67	+0.16▲	3.61	+0.14▲	3.72	+0.17	3.78	+0.01
Q03 Do Best	3.82	+0.03	3.75	+0.04	3.75	+0.08	3.87	0.00	3.82	+0.03	4.04	+0.02	3.93	+0.18▲	3.79	+0.05	4.11	+0.04
BASICS What do I get?																		
Q02 Materials	3.96	+0.01	3.94	0.00	3.80	+0.04	4.00	-0.06	4.01	+0.04	4.17	+0.07	4.03	+0.13▲	4.13	0.00	4.14	-0.04
Q01 Expectations	4.21	0.00	4.16	+0.05	4.20	+0.02	4.25	-0.05	4.18	-0.03	4.36	+0.01	4.21	+0.07	4.13	+0.03	4.44	-0.01

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; Change is from last survey; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000. Due to recasting, some scores from the last survey have changed.

Q12® Item Results by Agency (page 1 of 5)

Percentile range in Gallup database:

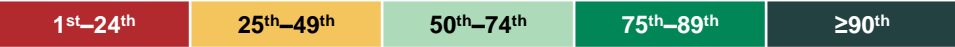


		THE STATE OF OREGON OVERALL		HUMAN SERVICES		TRANSPOR-TATION		HEALTH AUTHORITY		CORRECTIONS		EMPLOYMENT DEPARTMENT		JUSTICE		REVENUE		STATE POLICE	
n Size		29,174		7,271		3,239		2,992		2,813		1,437		1,045		795		776	
ENGAGEMENT MEAN		3.81	+0.05	3.75	±0.00	3.84	+0.06	3.85	+0.06	3.32	+0.02	3.90	+0.10▲	3.86	N/A	4.05	+0.07	3.73	-0.03
	Q00 Overall Satisfaction	3.69	+0.06	3.56	+0.02	3.68	-0.04	3.71	+0.14▲	3.29	+0.09	3.85	+0.14▲	3.81	N/A	4.11	+0.12	3.67	+0.02
GROWTH How do I grow?	Q12 Learn & Grow	3.91	+0.04	3.86	-0.01	3.95	+0.07	3.93	+0.04	3.39	-0.02	4.06	+0.16▲	3.99	N/A	4.20	+0.09	3.83	-0.11
	Q11 Progress	3.95	+0.10▲	3.93	+0.10▲	4.07	+0.16▲	3.98	±0.00	3.28	+0.01	4.05	+0.10▲	4.05	N/A	4.41	+0.07	3.92	+0.05
TEAMWORK Do I belong?	Q10 Best Friend	3.08	+0.13▲	3.05	+0.04	3.09	+0.19▲	2.97	+0.10▲	2.97	+0.19▲	3.15	+0.18▲	3.03	N/A	3.30	+0.10	3.13	+0.04
	Q09 Quality	3.92	+0.03	3.85	-0.03	3.97	-0.02	4.01	+0.02	3.16	+0.04	4.14	+0.06	3.97	N/A	3.98	-0.02	3.82	-0.01
	Q08 Mission	3.92	+0.05	3.93	-0.02	3.72	+0.04	3.97	+0.07	3.22	+0.03	4.13	+0.07	4.17	N/A	4.03	+0.07	3.92	-0.06
INDIVIDUAL What do I give?	Q07 Opinions	3.54	+0.02	3.35	-0.06	3.62	-0.01	3.68	+0.06	2.92	+0.02	3.59	+0.10▲	3.61	N/A	3.79	+0.11	3.33	-0.08
	Q06 Development	3.85	+0.07	3.85	+0.04	3.88	+0.11▲	3.92	+0.09	3.29	+0.02	3.97	+0.13▲	3.83	N/A	4.11	+0.07	3.71	-0.03
	Q05 Cares	4.17	+0.05	4.15	+0.01	4.20	+0.08	4.27	+0.06	3.58	+0.02	4.26	+0.09	4.13	N/A	4.35	+0.05	4.09	+0.03
	Q04 Recognition	3.37	+0.09	3.25	+0.04	3.41	+0.11▲	3.47	±0.00	2.72	+0.05	3.47	+0.09	3.27	N/A	3.73	+0.12	2.95	-0.08
BASICS What do I get?	Q03 Do Best	3.82	+0.03	3.73	-0.02	3.87	±0.00	3.79	+0.08	3.58	+0.02	3.87	+0.13▲	3.94	N/A	4.10	+0.09	3.82	-0.02
	Q02 Materials	3.96	+0.01	3.91	-0.02	4.00	-0.06	4.01	+0.07	3.64	-0.03	3.91	+0.04	4.03	N/A	4.24	+0.13	3.96	-0.04
	Q01 Expectations	4.21	±0.00	4.16	-0.02	4.25	-0.05	4.15	+0.04	4.13	-0.04	4.21	+0.04	4.34	N/A	4.39	+0.02	4.24	-0.02

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; Change is from last survey; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000. Due to recasting, some scores from the last survey have changed.

Q12® Item Results by Agency (page 2 of 5)

Percentile range in Gallup database:

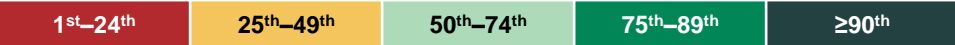


		THE STATE OF OREGON OVERALL		CONSUMER AND BUSINESS SERVICES		FISH AND WILDLIFE		ENVIRONMENTAL QUALITY		YOUTH AUTHORITY		ADMINISTRATIVE SERVICES - SMALL AGENCY BOARD & COMMISSION		EDUCATION		ADMINISTRATIVE SERVICES		FORESTRY	
	n Size	29,174		746		644		620		563		562		513		495		494	
ENGAGEMENT MEAN		3.81	+0.05	4.11	+0.02	3.89	+0.05	3.99	+0.09	3.61	+0.03	4.04	N/A	3.93	+0.02	4.04	+0.07	3.75	±0.00
	Q00 Overall Satisfaction	3.69	+0.06	4.11	+0.07	3.84	+0.06	3.87	+0.15	3.29	+0.06	3.98	N/A	3.70	-0.07	3.98	±0.00	3.48	-0.04
GROWTH How do I grow?	Q12 Learn & Grow	3.91	+0.04	4.25	+0.05	3.97	+0.02	4.16	+0.03	3.66	+0.05	4.07	N/A	4.04	+0.01	4.09	±0.00	3.94	-0.04
	Q11 Progress	3.95	+0.10▲	4.37	+0.02	3.77	±0.00	4.15	+0.15	3.66	+0.01	4.10	N/A	3.99	-0.01	4.12	+0.06	3.79	+0.10
TEAMWORK Do I belong?	Q10 Best Friend	3.08	+0.13▲	3.37	+0.17	3.17	+0.32▲	3.08	+0.28▲	2.74	-0.08	3.17	N/A	3.30	+0.40▲	3.39	+0.38▲	2.97	±0.00
	Q09 Quality	3.92	+0.03	4.14	-0.04	4.12	+0.04	4.12	+0.06	3.64	+0.06	4.25	N/A	4.28	-0.10	4.22	+0.11	3.91	+0.05
	Q08 Mission	3.92	+0.05	4.32	+0.06	4.13	+0.08	4.23	+0.08	3.47	-0.05	4.24	N/A	4.03	-0.01	3.97	-0.01	3.84	-0.08
	Q07 Opinions	3.54	+0.02	3.95	±0.00	3.88	+0.07	3.87	±0.00	3.34	+0.04	3.88	N/A	3.77	-0.01	3.90	+0.03	3.47	-0.09
INDIVIDUAL What do I give?	Q06 Development	3.85	+0.07	4.13	+0.03	3.83	+0.07	4.09	+0.12	3.72	+0.14	4.07	N/A	3.93	+0.01	4.04	+0.07	3.88	+0.06
	Q05 Cares	4.17	+0.05	4.41	+0.05	4.20	-0.01	4.41	+0.04	4.08	+0.11	4.34	N/A	4.32	+0.02	4.37	+0.04	4.16	-0.04
	Q04 Recognition	3.37	+0.09	3.75	-0.04	3.37	+0.09	3.82	+0.29▲	3.20	-0.11	3.73	N/A	3.70	+0.15	3.76	+0.22▲	3.50	+0.13
	Q03 Do Best	3.82	+0.03	4.12	+0.02	3.90	-0.02	3.73	+0.03	3.77	+0.11	4.06	N/A	3.72	-0.02	4.10	-0.01	3.71	-0.02
BASICS What do I get?	Q02 Materials	3.96	+0.01	4.11	-0.05	4.09	+0.01	4.02	±0.00	3.88	+0.03	4.19	N/A	4.07	-0.06	4.20	±0.00	3.84	+0.07
	Q01 Expectations	4.21	±0.00	4.45	-0.03	4.25	-0.01	4.19	+0.02	4.15	+0.02	4.34	N/A	4.06	-0.04	4.37	-0.01	4.04	-0.12

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; Change is from last survey; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000. Due to recasting, some scores from the last survey have changed.

Q12® Item Results by Agency (page 3 of 5)

Percentile range in Gallup database:

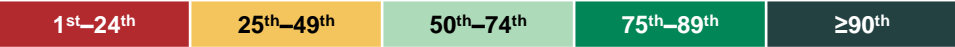


	n Size	THE STATE OF OREGON OVERALL		STATE LOTTERY		PARKS AND RECREATION DEPARTMENT		PUBLIC EMPLOYEES RETIREMENT SYSTEM		MILITARY DEPARTMENT		HOUSING & COMMUNITY SERVICES		AGRICULTURE		EARLY LEARNING AND CARE		LIQUOR AND CANNABIS COMMISSION	
		29,174	418	350	341	319	306	266	250	244									
ENGAGEMENT MEAN		3.81	+0.05	4.18	N/A	3.89	±0.00	4.07	+0.05	3.97	+0.18	3.93	+0.01	3.80	+0.02	4.08	N/A	3.71	+0.12
Q00 Overall Satisfaction		3.69	+0.06	4.15	N/A	3.88	-0.06	4.17	+0.04	3.99	+0.09	3.75	+0.12	3.65	+0.08	3.91	N/A	3.64	+0.14
GROWTH How do I grow?	Q12 Learn & Grow	3.91	+0.04	4.18	N/A	4.07	+0.03	4.10	-0.05	4.08	+0.27▲	4.12	+0.08	3.81	-0.03	4.27	N/A	3.72	+0.07
	Q11 Progress	3.95	+0.10▲	4.24	N/A	3.83	+0.08	4.33	+0.02	4.03	+0.35▲	3.98	+0.01	3.98	+0.02	4.51	N/A	3.95	+0.19
TEAMWORK Do I belong?	Q10 Best Friend	3.08	+0.13▲	3.68	N/A	3.06	+0.03	3.21	+0.21▲	3.26	+0.37▲	2.98	-0.21▼	2.89	-0.09	3.08	N/A	3.10	+0.28▲
	Q09 Quality	3.92	+0.03	4.23	N/A	4.03	-0.04	4.19	+0.09	3.94	+0.09	4.26	+0.10	3.94	+0.01	4.30	N/A	3.71	-0.01
	Q08 Mission	3.92	+0.05	4.16	N/A	4.14	-0.09	4.25	+0.06	4.26	+0.15	4.29	+0.08	3.87	±0.00	4.38	N/A	3.66	+0.24
INDIVIDUAL What do I give?	Q07 Opinions	3.54	+0.02	3.94	N/A	3.80	-0.05	3.91	+0.08	3.86	+0.13	3.73	+0.01	3.75	+0.11	3.81	N/A	3.41	+0.05
	Q06 Development	3.85	+0.07	4.14	N/A	3.93	-0.05	4.09	+0.07	3.94	+0.14	4.00	-0.12	3.76	+0.09	4.07	N/A	3.58	+0.08
	Q05 Cares	4.17	+0.05	4.50	N/A	4.29	±0.00	4.28	+0.07	4.33	+0.19	4.29	-0.02	4.20	-0.02	4.42	N/A	3.98	+0.02
	Q04 Recognition	3.37	+0.09	3.95	N/A	3.61	+0.03	3.76	+0.15	3.53	+0.15	3.70	+0.01	3.36	+0.08	3.75	N/A	3.27	+0.13
BASICS What do I get?	Q03 Do Best	3.82	+0.03	4.20	N/A	3.85	+0.10	4.10	-0.08	4.13	+0.07	3.76	+0.07	3.85	+0.05	3.95	N/A	3.81	+0.08
	Q02 Materials	3.96	+0.01	4.49	N/A	3.99	+0.04	4.17	+0.01	3.86	+0.12	4.06	+0.04	4.01	+0.14	4.23	N/A	3.97	+0.08
	Q01 Expectations	4.21	±0.00	4.40	N/A	4.13	-0.03	4.42	-0.05	4.44	+0.11	3.98	+0.09	4.25	+0.01	4.24	N/A	4.32	+0.15

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; Change is from last survey; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000. Due to recasting, some scores from the last survey have changed.

Q12® Item Results by Agency (page 4 of 5)

Percentile range in Gallup database:

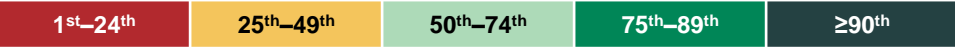


		THE STATE OF OREGON OVERALL		WATER RESOURCES DEPARTMENT		ADMINISTRATIVE SERVICES - ENTERPRISE INFORMATION SERVICES		BUSINESS DEVELOPMENT DEPARTMENT		HIGHER EDUCATION COORDINATING COMMISSION		PUBLIC SAFETY STANDARDS AND TRAINING		PUBLIC DEFENSE COMMISSION		STATE FIRE MARSHAL		PUBLIC UTILITY COMMISSION	
n Size		29,174		196		170		161		145		145		134		123		110	
ENGAGEMENT MEAN		3.81	+0.05	4.00	+0.17	3.89	-0.01	4.07	+0.05	4.02	+0.03	4.04	+0.28▲	3.90	N/A	3.93	+0.02	4.17	+0.17
	Q00 Overall Satisfaction	3.69	+0.06	4.05	+0.25▲	3.63	-0.19	4.04	+0.10	3.98	+0.05	3.92	+0.26▲	3.76	N/A	3.94	-0.10	4.11	+0.18
GROWTH How do I grow?	Q12 Learn & Grow	3.91	+0.04	4.02	-0.02	4.05	-0.11	4.32	+0.03	4.19	±0.00	4.20	+0.28▲	3.81	N/A	4.03	+0.09	4.23	+0.10
	Q11 Progress	3.95	+0.10▲	4.13	+0.15	4.10	+0.12	4.32	+0.12	3.97	-0.04	4.29	+0.49▲	3.64	N/A	4.07	-0.04	4.33	+0.06
TEAMWORK Do I belong?	Q10 Best Friend	3.08	+0.13▲	3.24	+0.26▲	3.17	+0.14	2.87	-0.01	3.47	+0.33▲	3.13	+0.31▲	3.25	N/A	3.27	+0.36▲	3.11	+0.30▲
	Q09 Quality	3.92	+0.03	4.19	+0.20▲	4.15	+0.03	4.33	-0.02	4.24	+0.06	4.24	+0.10	4.23	N/A	4.24	-0.01	4.43	+0.17
	Q08 Mission	3.92	+0.05	4.21	+0.25▲	3.92	-0.01	4.27	+0.11	4.12	-0.03	4.23	+0.21▲	4.28	N/A	4.23	-0.18	4.32	+0.17
INDIVIDUAL What do I give?	Q07 Opinions	3.54	+0.02	3.87	+0.16	3.77	+0.02	4.02	+0.06	3.94	-0.06	3.83	+0.41▲	3.76	N/A	3.52	-0.05	4.15	+0.19
	Q06 Development	3.85	+0.07	3.99	+0.15	3.96	±0.00	4.12	+0.04	4.05	+0.01	4.20	+0.37▲	3.78	N/A	3.91	+0.02	4.20	+0.21▲
	Q05 Cares	4.17	+0.05	4.45	+0.02	4.32	-0.04	4.45	+0.07	4.40	-0.03	4.40	+0.24▲	4.24	N/A	4.26	+0.05	4.49	+0.14
	Q04 Recognition	3.37	+0.09	3.84	+0.37▲	3.39	-0.01	3.92	+0.07	3.76	+0.14	3.75	+0.33▲	3.55	N/A	3.68	+0.28▲	3.96	+0.33▲
BASICS What do I get?	Q03 Do Best	3.82	+0.03	3.80	+0.23▲	3.75	-0.17	4.05	+0.14	3.78	-0.11	4.06	+0.22▲	3.96	N/A	3.83	-0.14	4.06	+0.14
	Q02 Materials	3.96	+0.01	4.04	+0.13	3.92	-0.06	3.92	-0.03	4.17	+0.08	3.85	+0.27▲	4.07	N/A	4.02	-0.09	4.33	+0.05
	Q01 Expectations	4.21	±0.00	4.24	+0.11	4.18	-0.01	4.27	±0.00	4.19	+0.01	4.28	+0.08	4.17	N/A	4.08	-0.11	4.41	+0.11

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; Change is from last survey; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000. Due to recasting, some scores from the last survey have changed.

Q12® Item Results by Agency (page 5 of 5)

Percentile range in Gallup database:



		THE STATE OF OREGON OVERALL		EMERGENCY MANAGEMENT		STATE LANDS		ENERGY		VETERANS' AFFAIRS		LAND CONSERVATION AND DEVELOPMENT		WATERSHED ENHANCEMENT BOARD	
n Size		29,174		104		96		86		86		80		39	
ENGAGEMENT MEAN		3.81	+0.05	3.90	+0.38▲	3.99	+0.07	3.90	N/A	3.83	+0.04	4.17	N/A	4.31	+0.12
	Q00 Overall Satisfaction	3.69	+0.06	3.42	+0.07	3.96	-0.11	3.64	N/A	3.65	+0.19	4.09	N/A	4.26	+0.17
GROWTH How do I grow?	Q12 Learn & Grow	3.91	+0.04	4.13	+0.52▲	4.19	+0.15	3.81	N/A	3.83	+0.22▲	4.28	N/A	4.49	+0.16
	Q11 Progress	3.95	+0.10▲	4.26	+0.76▲	4.09	+0.17	4.10	N/A	3.78	-0.06	4.29	N/A	4.49	+0.15
TEAMWORK Do I belong?	Q10 Best Friend	3.08	+0.13▲	3.06	+0.27▲	2.99	+0.09	2.72	N/A	2.88	+0.01	3.25	N/A	3.46	+0.01
	Q09 Quality	3.92	+0.03	4.22	+0.21▲	4.20	±0.00	4.26	N/A	4.15	-0.08	4.70	N/A	4.59	-0.08
	Q08 Mission	3.92	+0.05	4.17	+0.14	4.24	+0.08	4.25	N/A	4.12	+0.02	4.64	N/A	4.69	+0.16
	Q07 Opinions	3.54	+0.02	3.62	+0.25▲	3.91	+0.16	3.79	N/A	3.67	+0.16	4.09	N/A	4.03	+0.17
INDIVIDUAL What do I give?	Q06 Development	3.85	+0.07	4.05	+0.55▲	4.05	+0.07	3.78	N/A	3.91	+0.33▲	4.05	N/A	4.31	+0.17
	Q05 Cares	4.17	+0.05	4.46	+0.43▲	4.38	-0.04	4.27	N/A	4.20	-0.04	4.61	N/A	4.72	+0.11
	Q04 Recognition	3.37	+0.09	3.81	+0.50▲	3.45	+0.14	3.76	N/A	3.39	+0.03	4.03	N/A	4.08	+0.34▲
	Q03 Do Best	3.82	+0.03	3.72	+0.48▲	3.97	+0.08	3.77	N/A	3.95	+0.13	3.97	N/A	4.08	+0.19
BASICS What do I get?	Q02 Materials	3.96	+0.01	3.35	-0.10	4.06	-0.12	4.12	N/A	3.91	-0.17	4.04	N/A	4.41	+0.10
	Q01 Expectations	4.21	±0.00	3.97	+0.57▲	4.29	+0.02	4.13	N/A	4.12	-0.14	4.13	N/A	4.44	+0.02

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; Change is from last survey; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000. Due to recasting, some scores from the last survey have changed.

Q12® Item Results by Tenure

Percentile range in Gallup database:

1st–24th

25th–49th

50th–74th

75th–89th

≥90th

		THE STATE OF OREGON OVERALL		<1 YEAR		1–<3 YEARS		3–<5 YEARS		5–<10 YEARS		10+ YEARS	
n Size		29,174		3,101		5,183		3,226		5,893		10,071	
ENGAGEMENT MEAN		3.81	+0.05	4.04	+0.02	3.88	-0.05	3.81	+0.04	3.75	+0.01	3.72	±0.00
	Q00 Overall Satisfaction	3.69	+0.06	4.02	+0.04	3.78	+0.01	3.67	+0.05	3.59	+0.04	3.59	+0.02
GROWTH How do I grow?	Q12 Learn & Grow	3.91	+0.04	4.32	+0.01	4.08	-0.06	3.96	+0.05	3.86	+0.02	3.72	-0.01
	Q11 Progress	3.95	+0.10▲	4.30	+0.04	4.08	-0.06	3.98	+0.04	3.89	+0.05	3.78	+0.06
TEAMWORK Do I belong?	Q10 Best Friend	3.08	+0.13▲	2.84	+0.07	3.07	+0.12▲	3.10	+0.16▲	3.14	+0.10▲	3.11	+0.13▲
	Q09 Quality	3.92	+0.03	4.21	±0.00	3.96	-0.10▼	3.87	-0.03	3.80	-0.04	3.87	-0.08
	Q08 Mission	3.92	+0.05	4.25	+0.01	4.02	-0.05	3.92	±0.00	3.84	+0.03	3.78	-0.03
	Q07 Opinions	3.54	+0.02	3.88	±0.00	3.59	-0.13▼	3.51	±0.00	3.44	-0.03	3.46	-0.03
INDIVIDUAL What do I give?	Q06 Development	3.85	+0.07	4.23	+0.04	4.01	-0.07	3.90	+0.08	3.82	+0.04	3.65	+0.03
	Q05 Cares	4.17	+0.05	4.37	-0.01	4.24	-0.07	4.20	+0.05	4.13	-0.01	4.08	±0.00
	Q04 Recognition	3.37	+0.09	3.80	+0.01	3.48	-0.09	3.38	+0.07	3.29	+0.04	3.23	+0.05
	Q03 Do Best	3.82	+0.03	4.01	+0.04	3.85	-0.02	3.76	+0.03	3.74	+0.01	3.81	+0.01
BASICS What do I get?	Q02 Materials	3.96	+0.01	4.11	+0.04	3.98	-0.05	3.91	-0.02	3.91	-0.02	3.95	-0.01
	Q01 Expectations	4.21	±0.00	4.18	+0.02	4.19	-0.03	4.17	-0.01	4.18	-0.01	4.25	-0.01

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; Change is from last survey; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000. Due to recasting, some scores from the last survey have changed.

Q12® Item Results by Age Band

Percentile range in Gallup database:

1st–24th

25th–49th

50th–74th

75th–89th

≥90th

		THE STATE OF OREGON OVERALL		18–<25		25–<40		40–<50		50–<65		65+	
n Size		29,174		373		6,339		6,942		7,636		839	
ENGAGEMENT MEAN		3.81	+0.05	3.95	+0.01	3.82	+0.02	3.77	+0.07	3.74	+0.06	3.79	±0.00
	Q00 Overall Satisfaction	3.69	+0.06	3.77	-0.01	3.63	+0.06	3.61	+0.07	3.65	+0.06	3.78	+0.02
GROWTH How do I grow?	Q12 Learn & Grow	3.91	+0.04	4.25	+0.01	4.00	±0.00	3.87	+0.05	3.77	+0.04	3.81	-0.02
	Q11 Progress	3.95	+0.10▲	4.16	+0.09	4.00	+0.05	3.89	+0.09	3.83	+0.12▲	3.82	-0.03
TEAMWORK Do I belong?	Q10 Best Friend	3.08	+0.13▲	3.16	+0.20▲	3.14	+0.08	3.09	+0.19▲	2.98	+0.13▲	3.06	+0.17
	Q09 Quality	3.92	+0.03	3.88	-0.12	3.82	±0.00	3.84	+0.04	3.91	+0.02	4.01	-0.04
	Q08 Mission	3.92	+0.05	3.97	-0.07	3.84	+0.02	3.84	+0.05	3.86	+0.04	3.95	-0.03
	Q07 Opinions	3.54	+0.02	3.60	-0.03	3.51	-0.02	3.51	+0.04	3.46	+0.03	3.49	-0.06
INDIVIDUAL What do I give?	Q06 Development	3.85	+0.07	4.25	+0.05	4.00	+0.03	3.83	+0.08	3.68	+0.11▲	3.61	-0.02
	Q05 Cares	4.17	+0.05	4.33	+0.11	4.20	+0.01	4.16	+0.07	4.09	+0.07	4.13	-0.01
	Q04 Recognition	3.37	+0.09	3.53	+0.05	3.41	+0.04	3.37	+0.11▲	3.25	+0.12▲	3.24	+0.03
	Q03 Do Best	3.82	+0.03	3.92	-0.05	3.77	+0.01	3.75	+0.05	3.81	+0.01	3.93	-0.02
BASICS What do I get?	Q02 Materials	3.96	+0.01	4.11	-0.03	3.95	+0.02	3.90	+0.02	3.97	+0.01	4.09	+0.01
	Q01 Expectations	4.21	±0.00	4.29	-0.05	4.16	-0.01	4.16	+0.01	4.22	-0.02	4.30	-0.06

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; Change is from last survey; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000. Due to recasting, some scores from the last survey have changed.

Q12® Item Results by Race/Ethnicity

Percentile range in Gallup database:

1st–24th

25th–49th

50th–74th

75th–89th

≥90th

		THE STATE OF OREGON OVERALL		WHITE		HISPANIC OR LATINO		TWO OR MORE RACES		ASIAN		BLACK OR AFRICAN AMERICAN		AMERICAN INDIAN OR ALASKA NATIVE		NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	
	n Size	29,174		15,497		2,096		836		767		467		438		137	
ENGAGEMENT MEAN		3.81	+0.05	3.78	+0.07	3.79	±0.00	3.75	+0.11	3.98	+0.14	3.75	+0.11	3.69	-0.03	4.01	+0.20▲
	Q00 Overall Satisfaction	3.69	+0.06	3.64	+0.07	3.69	+0.04	3.58	+0.04	3.90	+0.17	3.63	+0.20▲	3.52	-0.07	3.88	+0.24▲
GROWTH How do I grow?	Q12 Learn & Grow	3.91	+0.04	3.89	+0.05	3.86	-0.01	3.83	+0.07	4.05	+0.14	3.80	+0.01	3.80	-0.04	4.19	+0.28▲
	Q11 Progress	3.95	+0.10▲	3.92	+0.13▲	3.92	+0.05	3.91	+0.15	4.06	+0.17	3.87	+0.17	3.91	+0.05	4.16	+0.26▲
	Q10 Best Friend	3.08	+0.13▲	3.09	+0.15▲	3.04	-0.01	3.08	+0.26▲	3.29	+0.14	2.81	+0.13	3.00	+0.08	3.22	+0.44▲
TEAMWORK Do I belong?	Q09 Quality	3.92	+0.03	3.85	+0.03	3.85	-0.04	3.85	+0.15	4.08	+0.11	3.99	+0.21▲	3.78	-0.11	3.99	+0.23▲
	Q08 Mission	3.92	+0.05	3.84	+0.06	3.91	-0.03	3.89	+0.10	4.05	+0.10	3.88	+0.12	3.83	-0.08	4.20	+0.31▲
	Q07 Opinions	3.54	+0.02	3.49	+0.04	3.45	-0.02	3.40	+0.03	3.77	+0.08	3.41	+0.03	3.29	-0.10	3.66	-0.03
	Q06 Development	3.85	+0.07	3.82	+0.07	3.83	+0.03	3.81	+0.12	4.04	+0.23▲	3.79	+0.10	3.77	-0.06	4.10	+0.08
INDIVIDUAL What do I give?	Q05 Cares	4.17	+0.05	4.15	+0.05	4.07	+0.01	4.16	+0.14	4.27	+0.14	4.10	+0.21▲	3.97	-0.09	4.33	+0.10
	Q04 Recognition	3.37	+0.09	3.34	+0.11▲	3.27	+0.08	3.33	+0.19	3.61	+0.21▲	3.27	+0.18	3.20	+0.08	3.63	+0.20▲
	Q03 Do Best	3.82	+0.03	3.78	+0.03	3.97	+0.01	3.75	+0.09	4.05	+0.16	3.82	+0.06	3.72	-0.02	4.16	+0.25▲
BASICS What do I get?	Q02 Materials	3.96	+0.01	3.95	+0.02	4.01	±0.00	3.89	+0.06	4.12	+0.13	3.99	+0.07	3.89	-0.01	4.12	+0.15
	Q01 Expectations	4.21	±0.00	4.20	+0.01	4.30	-0.04	4.15	+0.02	4.33	+0.03	4.21	-0.03	4.10	-0.11	4.38	+0.14

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; Change is from last survey; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000. Due to recasting, some scores from the last survey have changed.

Q12® Item Results by Work Type

Percentile range in Gallup database:

1st–24th

25th–49th

50th–74th

75th–89th

≥90th

		THE STATE OF OREGON OVERALL		On-Site		Hybrid		Remote	
n Size		29,174		6,417		5,184		4,520	
ENGAGEMENT MEAN		3.81	+0.05	3.81	+0.12▲	3.85	+0.08	3.89	+0.02
	Q00 Overall Satisfaction	3.69	+0.06	3.67	+0.17▲	3.68	+0.17▲	3.80	+0.03
GROWTH How do I grow?	Q12 Learn & Grow	3.91	+0.04	3.90	+0.13▲	3.98	+0.08	3.98	-0.01
	Q11 Progress	3.95	+0.10▲	3.95	+0.14▲	4.00	+0.12▲	4.07	+0.09
TEAMWORK Do I belong?	Q10 Best Friend	3.08	+0.13▲	3.06	+0.11▲	3.12	+0.10▲	3.05	+0.12▲
	Q09 Quality	3.92	+0.03	3.90	+0.06	3.99	+0.10▲	4.08	+0.02
	Q08 Mission	3.92	+0.05	3.98	+0.21▲	4.03	+0.08	4.08	+0.12▲
	Q07 Opinions	3.54	+0.02	3.50	+0.12▲	3.57	+0.09	3.61	-0.09
INDIVIDUAL What do I give?	Q06 Development	3.85	+0.07	3.89	+0.17▲	3.90	+0.07	3.96	+0.06
	Q05 Cares	4.17	+0.05	4.17	+0.13▲	4.23	+0.05	4.30	+0.03
	Q04 Recognition	3.37	+0.09	3.38	+0.19▲	3.36	+0.04	3.47	+0.08
	Q03 Do Best	3.82	+0.03	3.83	+0.12▲	3.80	+0.07	3.84	-0.04
BASICS What do I get?	Q02 Materials	3.96	+0.01	3.94	+0.07	3.97	+0.04	4.05	-0.06
	Q01 Expectations	4.21	±0.00	4.22	+0.05	4.21	+0.05	4.18	-0.06

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; Change is from last survey; ▲/▼ indicates meaningful change bolded and defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000. Due to recasting, some scores from the last survey have changed.

Q¹²⁺ Mean for Agencies in the State of Oregon

Percentile range in Gallup database:






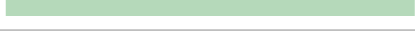
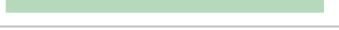









1st–24th

25th–49th

50th–74th

75th–89th

≥90th

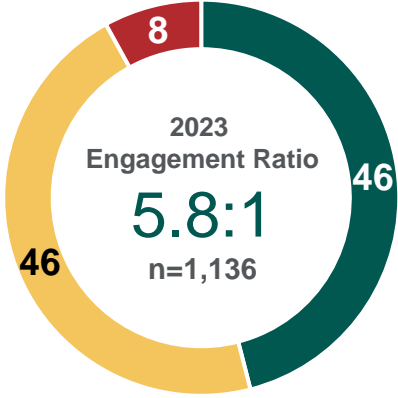
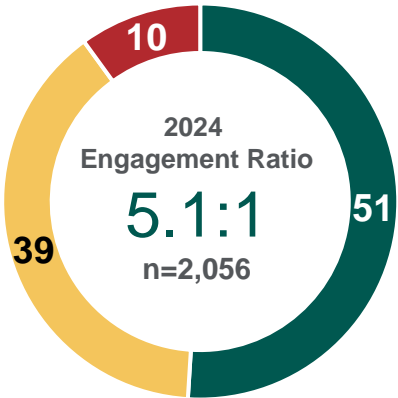
	N SIZE	Q12+ MEAN PERCENTILE	2024 MEAN	MEAN Δ	2023 MEAN
Consumer and Business Services	746	 67 th	4.30	-0.01	4.31
State Lottery	418	 52 st	4.10	N/A	N/A
Public Employees Retirement System	341	 49 th	4.05	+0.08	3.97
Environmental Quality	620	 41 th	3.94	+0.05	3.89
Revenue	795	 37 nd	3.89	N/A	N/A
State Fire Marshal	123	 36 th	3.86	N/A	N/A
Higher Education Coordinating Commission	145	 28 th	3.74	+0.05	3.69
Public Safety Standards and Training	145	 27 st	3.73	+0.51▲	3.22
Justice	1,045	 26 th	3.70	N/A	N/A
Administrative Services - Enterprise Information Services	170	 26 th	3.70	-0.02	3.72
Housing & Community Services	306	 25 th	3.68	N/A	N/A
Transportation	3,239	 24 th	3.66	+0.04	3.62
Public Defense Commission	134	 22 th	3.63	N/A	N/A
Health Authority	2,992	 17 th	3.52	+0.08	3.44
Human Services	7,271	 14 rd	3.42	+0.02	3.40
Corrections	2,813	 4 st	3.00	+0.06	2.94

Note: Percentiles based on Gallup's 2024 Q¹² Government – Local (City/County/State) Workgroup Level Database; ▲/▼ indicates meaningful change bolded and defined as +/- 0.10 or greater for n size ≥ 1,000 and +/-0.20 or greater for n size < 1,000.

Engagement for Managers

MANAGER ENGAGEMENT INDEX

■ % Actively Disengaged ■ % Not Engaged ■ % Engaged



% ENGAGED MANAGERS BY AGENCY

Agency	% Engaged	EI Change	Overall EI	Overall EI Change
State Department of Consumer and Business Services	76%	+15%	58%	+3%
Department of Administrative Services	74%	+10%	51%	+6%
Department of Revenue	67%	-3%	50%	+5%
Military Department	59%	+26%	48%	+12%
State Lottery	56%	N/A	58%	N/A
Employment Department	56%	+12%	42%	+4%
Department of Housing & Community Services	55%	N/A	45%	-2%
Department of Education	54%	+8%	48%	+3%
Parks and Recreation Department	49%	N/A	45%	+5%
Youth Authority	47%	+4%	32%	±0%
Health Authority	44%	N/A	41%	+3%
Department of Forestry	40%	+11%	36%	+2%
Department of Corrections	37%	N/A	22%	+2%
Department of Agriculture	30%	N/A	37%	-1%

Note: 28 agencies had manager data; Engaged managers only displayed when agencies have 30+ managers.

Q12® Item Results by Managers vs. Non-Managers

Percentile range in Gallup database:

1st–24th

25th–49th

50th–74th

75th–89th

≥90th

		MANAGERS		DIFFERENCE		NON-MANAGERS	
n Size:		2,056		—		12,660	
ENGAGEMENT MEAN PERCENTILE:		65 th		—		44 th	
ENGAGEMENT MEAN:		4.03	+0.03	-0.26		3.77	-0.05
GROWTH How do I grow?	Q00 Overall Satisfaction	3.90	+0.02	-0.21		3.69	-0.04
	Q12 Learn & Grow	4.21	-0.02	-0.35		3.86	-0.05
	Q11 Progress	4.03	-0.02	-0.13		3.90	-0.05
TEAMWORK Do I belong?	Q10 Best Friend	3.40	+0.37▲	-0.36		3.04	+0.08
	Q09 Quality	4.12	-0.13▼	-0.25		3.87	-0.12▼
	Q08 Mission	4.21	+0.09	-0.36		3.85	-0.01
INDIVIDUAL What do I give?	Q07 Opinions	4.00	-0.02	-0.50		3.50	-0.10▼
	Q06 Development	4.03	+0.03	-0.22		3.81	-0.03
	Q05 Cares	4.38	+0.02	-0.26		4.12	-0.05
	Q04 Recognition	3.69	+0.11▲	-0.32		3.37	-0.04
BASICS What do I get?	Q03 Do Best	4.00	+0.02	-0.19		3.81	-0.04
	Q02 Materials	4.07	-0.04	-0.13		3.94	-0.04
	Q01 Expectations	4.26	-0.05	-0.06		4.20	-0.06

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; ▲/▼ indicates meaningful change bolded and defined as +/- 0.10 or greater for n size ≥ 1,000 and +/- 0.20 or greater for n size < 1,000.

Q12+ Item-Level Comparison by Managers vs. Non-Managers

Percentile range in Gallup database:

1st–24th

25th–49th

50th–74th

75th–89th

≥90th

	MANAGERS		DIFFERENCE		NON-MANAGERS	
n Size:	2,056		—		12,660	
Q12+ – WORKPLACE DEMANDS INDEX:	22 nd		—		15 th	
INDEX MEAN:	3.63	-0.08	-0.16		3.47	-0.08
At work, I am treated with respect.	4.08	-0.16▼	-0.18		3.90	-0.16▼
My agency cares about my overall wellbeing.	3.49	-0.14▼	-0.14		3.35	-0.09
I have received meaningful feedback in the last week.	3.51	-0.02	-0.32		3.19	-0.13▼
My agency always delivers on the promise we make to customers.	3.44	0.00	0.00		3.44	0.04

Note: Percentiles based on 2024 Gallup Overall Workgroup Level Database; ▲/▼ indicates meaningful change defined as ±0.10 or greater for n size ≥1,000 and ±0.20 or greater for n size <1,000.

Q12® Item Results by Salem vs. Rest of Oregon

Percentile range in Gallup database:

1st–24th

25th–49th

50th–74th

75th–89th

≥90th

		SALEM		DIFFERENCE		REST OF OREGON	
n Size:		10,999		—		12,226	
ENGAGEMENT MEAN PERCENTILE:		55 th		—		44 th	
ENGAGEMENT MEAN:		3.91	+0.05	-0.13		3.78	+0.04
GROWTH How do I grow?	Q00 Overall Satisfaction	3.81	+0.06	-0.19		3.62	+0.07
	Q12 Learn & Grow	4.02	+0.05	-0.13		3.89	+0.04
	Q11 Progress	4.08	+0.09	-0.14		3.94	+0.10▲
TEAMWORK Do I belong?	Q10 Best Friend	3.10	+0.12▲	-0.05		3.05	+0.10▲
	Q09 Quality	4.05	+0.04	-0.15		3.90	±0.00
	Q08 Mission	4.03	+0.06	-0.11		3.92	+0.06
INDIVIDUAL What do I give?	Q07 Opinions	3.70	+0.03	-0.21		3.49	+0.02
	Q06 Development	3.96	+0.09	-0.11		3.85	+0.08
	Q05 Cares	4.28	+0.05	-0.12		4.16	+0.04
	Q04 Recognition	3.52	+0.08	-0.20		3.32	+0.09
BASICS What do I get?	Q03 Do Best	3.91	+0.03	-0.14		3.77	+0.03
	Q02 Materials	4.08	+0.01	-0.17		3.91	+0.01
	Q01 Expectations	4.24	±0.00	-0.05		4.19	-0.01

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database; ▲/▼ indicates meaningful change bolded and defined as +/- 0.10 or greater for n size ≥ 1,000 and +/- 0.20 or greater for n size < 1,000.

Q12[®] Item Results by Union vs. Non-Union Employees

Percentile range in Gallup database:

1st–24th

25th–49th

50th–74th

75th–89th

≥90th

		UNION EMPLOYEES		DIFFERENCE		NON-UNION EMPLOYEES	
		n Size:	8,305	—		5,175	
		ENGAGEMENT MEAN PERCENTILE:	38 th	—		49 th	
		ENGAGEMENT MEAN:	3.70 ±0.00	0.13		3.83	-0.09
GROWTH How do I grow?	Q00 Overall Satisfaction	3.62	+0.02	0.07		3.69	-0.18▼
	Q12 Learn & Grow	3.77	±0.00	0.19		3.96	-0.11▼
	Q11 Progress	3.83	-0.04	0.12		3.95	-0.11▼
TEAMWORK Do I belong?	Q10 Best Friend	3.02	+0.07	0.06		3.08	+0.16▲
	Q09 Quality	3.75	-0.06	0.18		3.93	-0.20▼
	Q08 Mission	3.72	+0.10▲	0.14		3.86	±0.00
INDIVIDUAL What do I give?	Q07 Opinions	3.41	-0.02	0.27		3.68	-0.18▼
	Q06 Development	3.74	+0.04	0.09		3.83	-0.09
	Q05 Cares	4.04	-0.01	0.16		4.20	-0.07
	Q04 Recognition	3.26	±0.00	0.12		3.38	-0.11▼
BASICS What do I get?	Q03 Do Best	3.76	-0.02	0.09		3.85	-0.11▼
	Q02 Materials	3.91	-0.01	0.09		4.00	-0.19▼
	Q01 Expectations	4.20	-0.06	0.02		4.22	-0.09

Note: Percentiles based on Gallup's 2024 Q12 Government – Local (City/County/State) Workgroup Level Database

Small Agency, Board & Commission Employee Engagement Survey 2024

RESPONSE RATE COMPARISON	
Current	76%
Gallup Overall Median	84%

ENGAGEMENT MEAN COMPARISON	
Current	4.04

TOP QUARTILE TEAMS
Current
11 (17% of teams)

Overall Q ¹² Database (2019-2023)	
Company 2024	45 th

Government - Local (City/County/State)	
Company 2024	66 th



Percentile Range in Gallup Database:



ELEMENT PERCENTILES		n-size = 562	
	MEAN	Overall Q ¹² Database (2019-2023) Percentile	
Q00 Satisfaction	3.98		41 st
Q12 Learn & Grow	4.07		43 rd
Q11 Progress	4.10		51 st
Q10 Best Friend	3.17		25 th
Q09 Quality	4.25		53 rd
Q08 Mission	4.24		53 rd
Q07 Opinions	3.88		43 rd
Q06 Development	4.07		49 th
Q05 Cares	4.34		49 th
Q04 Recognition	3.73		46 th
Q03 Do Best	4.06		41 st
Q02 Materials	4.19		46 th
Q01 Expectations	4.34		35 th

Note: Percentiles based on Workgroup Level_Overall_Overall Q¹² Database (2019-2023) and Workgroup Level_Custom Industry_Government - Local (City/County/State).

Engagement Varies By Small Agency, Board and Commission

By Respondent Size

	n-size	ENGAGEMENT MEAN PERCENTILE*	CURRENT MEAN
Commission for the Blind	58	55 th	4.16
Construction Contractors Board	46	33 rd	3.88
Board of Nursing	45	13 th	3.51
Travel Informaiton Council	45	36 th	3.92
Oregon State Marine Board	37	64 th	4.27
Oregon State Library	36	57 th	4.18
Oregon Medical Board	33	47 th	4.06
Oregon Criminal Justice Commission	26	50 th	4.10
Real Estate Agency	26	71 st	4.36
Teacher Standards and Practices Commission	24	7 th	3.29
Long Term Care Ombudsman	23	51 st	4.11
State Board of Parole and Post-Prison Supervision	23	57 th	4.18
Oregon Board of Pharmacy	20	32 nd	3.87
Oregon Government Ethics Commission	15	32 nd	3.87
Mental Health Regulatory Agency	13	42 nd	4.00
Employment Relations Board	10	53 rd	4.14
Oregon Department of Aviation	10	78 th	4.46

	n-size	ENGAGEMENT MEAN PERCENTILE*	CURRENT MEAN
Board of Examiners for Engineering and Land Surveying	8	29 th	3.82
Oregon Advocacy Commissions Office	7	59 th	4.21
Oregon Patient Safety Commission	7	81 st	4.51
Racing Commission	7	80 th	4.49
Land Use Board of Appeals	6	90 th	4.68
Oregon Board of Dentistry	6	77 th	4.44
State Board of Accountancy	6	18 th	3.62
State Landscape Contractors Board	6	47 th	4.06
Appraiser Certification and Licensure Board	5	44 th	4.03
Oregon Board of Physical Therapy	4	98 th	4.92
Board of Chiropractic Examiners	•	•	•
Board of Medical Imaging	•	•	•
State Board of Licensed Social Workers	•	•	•
State Board of Massage Therapists	•	•	•
State Mortuary And Cemetery Board	•	•	•
Veterinary Medical Examining Board	•	•	•

* Note: Percentiles based on Workgroup Level_Overall_Overall Q12 Database (2019-2023).

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