



Elevate Engagement- It's Your Voice 2025 Gallup Q12



Strategic Plan Action Item



INNOVATIVE & HIGH PERFORMING ORGANIZATION



ACTION ITEM	DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Cultural Journey	Continue to innovate and improve upon the existing successes	HR	ON-GOING



INNOVATIVE & HIGH PERFORMING ORGANIZATION



The city of Goodyear strives to be a preferred employer by fostering an inclusive culture and a safe working environment that attracts and retains a highly performing and engaged workforce. The city is committed to providing outstanding service to the community at an exceptional value.

01
GUIDING PRINCIPLE

Prioritize the well-being and safety of every team member by fostering a culture that promotes holistic well-being and creates a respectful and supportive environment for all to thrive.

02
GUIDING PRINCIPLE

Foster a culture of recognition that actively acknowledges and celebrates hard work, dedication and achievements while creating an environment where every individual is valued, respected and recognized for their unique contributions and perspectives.

03
GUIDING PRINCIPLE

Create and maintain a culture of ownership by empowering employees to make decisions. Ensure employees have the necessary resources to perform their roles and provide excellent customer service efficiently and effectively.

04
GUIDING PRINCIPLE

Foster opportunities and programs that support professional development and employee engagement for continuous learning and growth.

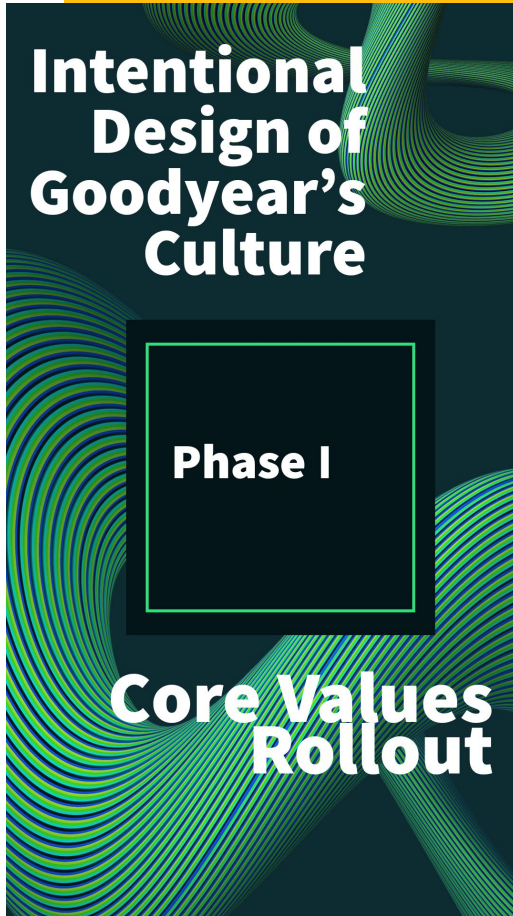
05
GUIDING PRINCIPLE

Implement initiatives that enhance communication, cross-departmental collaboration and transparency for city employees.

06
GUIDING PRINCIPLE

Establish clear expectations for all employees and volunteers of the city.

Goodyear's Culture Design



2019 -2021



2021 -2022



2023 -2025

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Agenda

- Why Employee Engagement Matters
- Employee Engagement Survey Results
 - Key Highlights
 - Overall Results
- Recommendations/Key Actions
- Q&A

For City of Goodyear, 2025

Creating An Engaging and High-Performing Workplace at City of Goodyear

Prepared for:
Goodyear City Council

Prepared by:
Francis Coggins, Regional Director



The Fall of Employee Engagement

After 10 years of improvement, employee engagement took a turn for the worse in 2021.

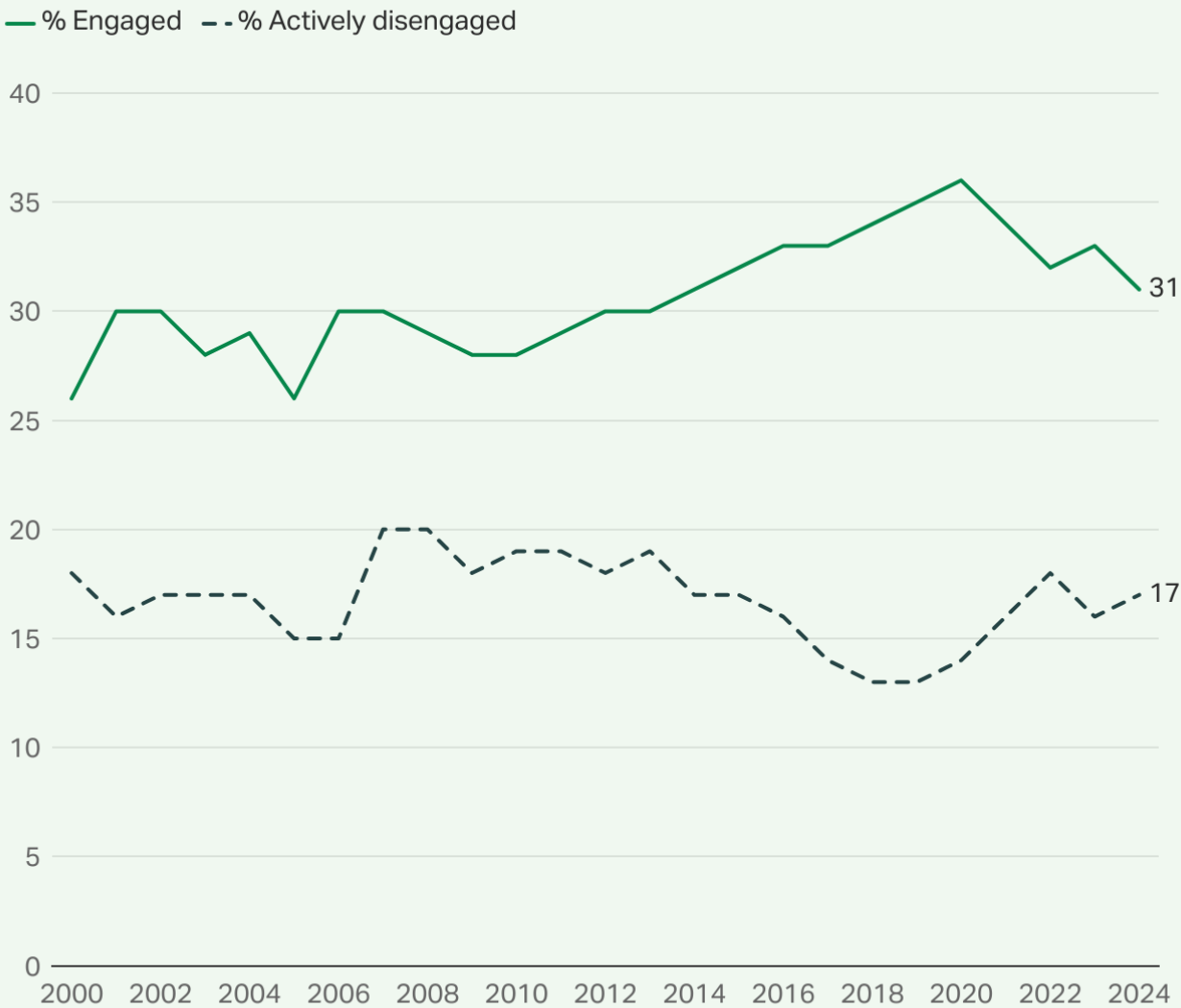
By 2024, the percentage of employees who are engaged at work **fell to a 10-year low** (31%).

Two Q¹² elements that declined the most:

- **Q01.** I have clear expectations at work.
- **Q08.** Our mission/purpose makes my job feel important.

WF 2024, U.S. Employees MOE: ±1 point

U.S. Employee Engagement Trend

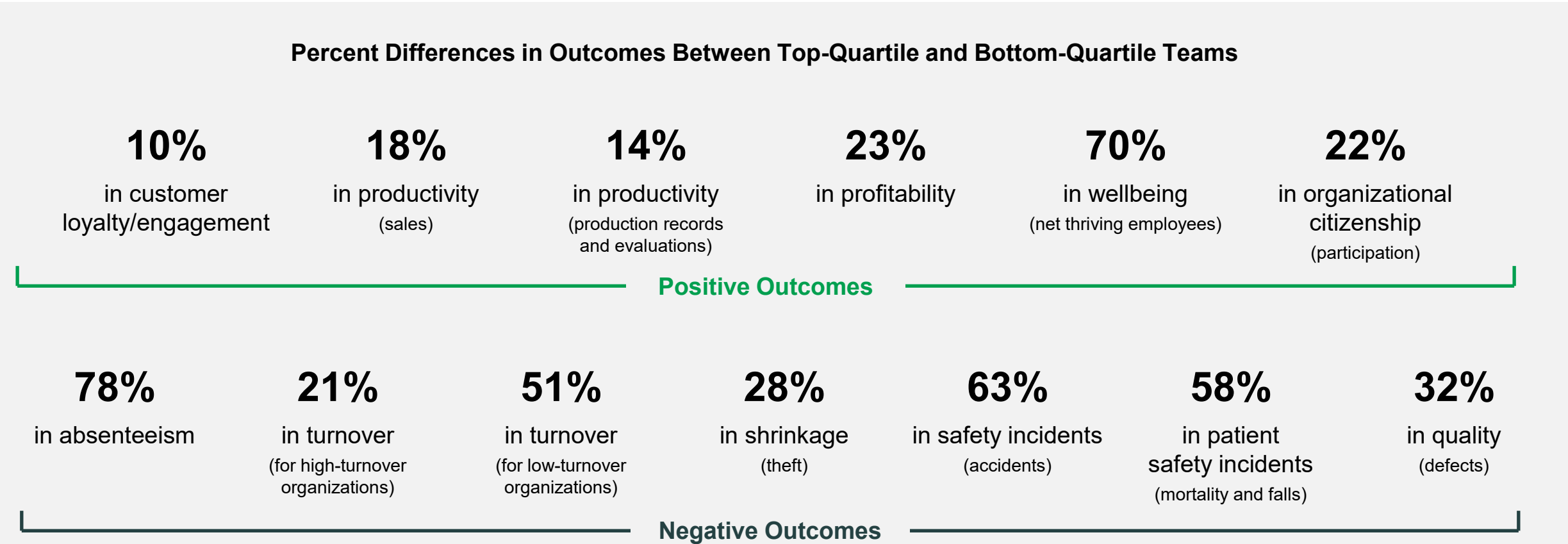


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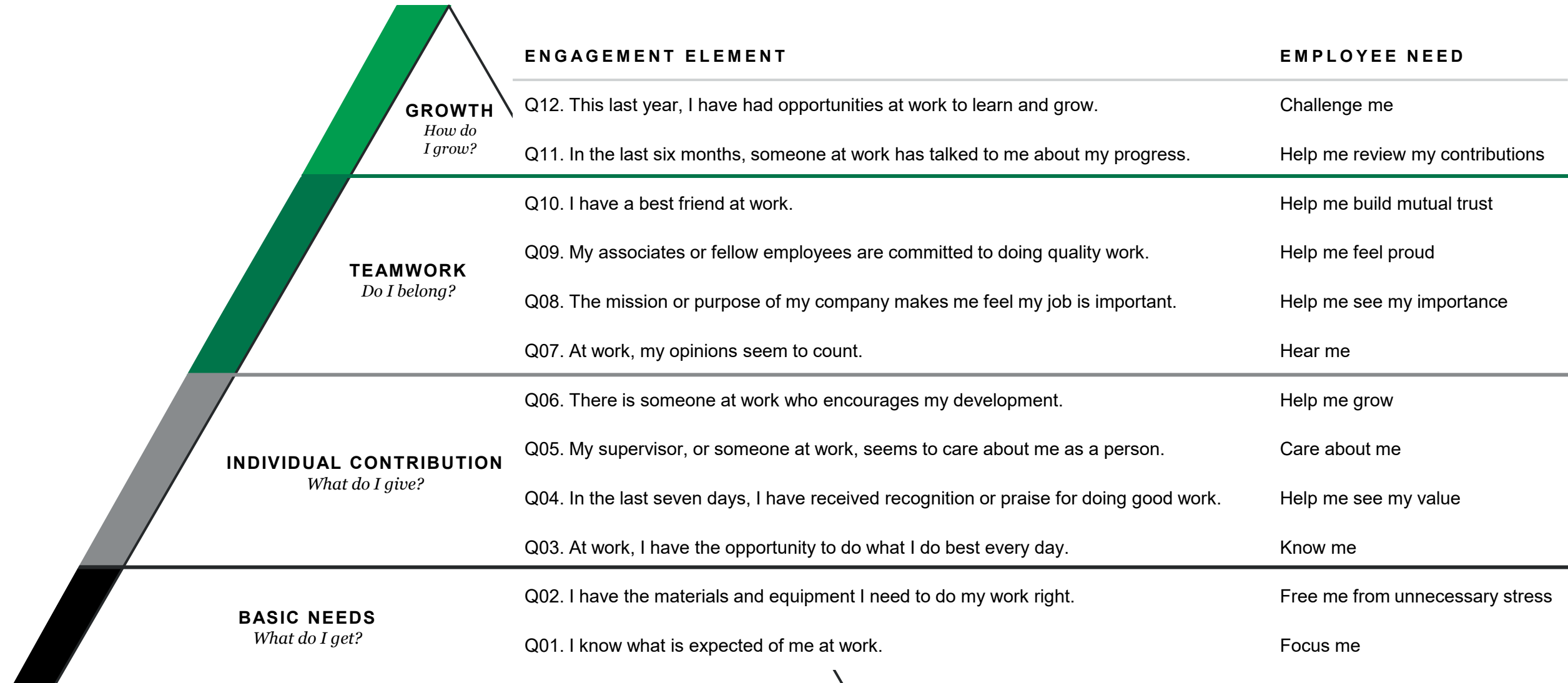
Teams With Higher Q12 Results Perform Better on Organizational Outcomes

Gallup’s research of more than 180,000 teams — over 3.3 million employees — revealed that teams in the top quartile of Q12 achieved higher performance on positive outcomes and realized fewer negative outcomes than bottom-quartile teams.



Source: *The Relationship Between Engagement at Work and Organizational Outcomes: 2024 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.

The 12 Drivers of Employee Engagement & Performance - Gallup's Q¹²®



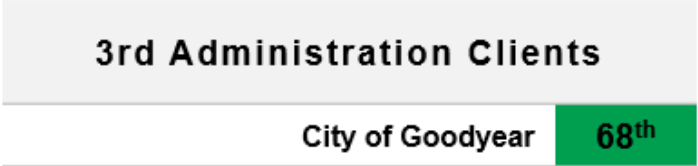
Employee Engagement Survey Results

Key Data Highlights, Overall Employee Engagement Results and Engagement Deep Dive

Key Highlights

- Employee Engagement hit an all time high for the City of Goodyear
- World-class participation at 96%
- All 12 drivers of engagement experienced an increase at the city level
- Q4. Recognition, Q7. Opinions Count, Q11. Progress all had a meaningful increase of .15 or greater
- Benchmarking to the 65th percentile in Gallup Overall database, runway for improvement
- Opportunity for increases in foundational items Q1. Expectations and Q2. Materials and Equipment

Relevant Database Comparison and Benchmarks



Q12 Elevate Engagement - It's Your Voice 2025 Overall Dashboard

RESPONSE RATE COMPARISON		ENGAGEMENT MEAN COMPARISON		TOP QUARTILE TEAMS	
City of Goodyear Current	96%	City of Goodyear Current	4.29	Current	
City of Goodyear Past	91%			51	
Gallup Overall Median	84%	City of Goodyear Past	4.15	(46% of teams)	
				(Past: 15; 25% of teams)	

STRENGTHS AND OPPORTUNITIES	
+ Strengths	– Opportunities
Q12 Learn and Grow	Q02 Materials and Equipment
Q06 Development	Q01 Know What's Expected

Note: Percentiles based on Workgroup Level_Overall_Overall Q12 Database (2020-2024) and Workgroup Level_Industry_Public Administration (Government).



Q12 Elevate Engagement - It's Your Voice 2025 Overall Dashboard

Percentile Range in Gallup Database:

	1 st –24 th	25 th –49 th	50 th –74 th	75 th –89 th	≥90 th
ELEMENT PERCENTILES			n Size = 833		
	MEAN	MEAN Δ	Workgroup Level_Overall_Overall Q ¹² Database (2020-2024) P'TILE		
Q00 Satisfaction	4.30	+0.07			63 rd
Q12 Learn & Grow	4.44	+0.12			66 th
Q11 Progress	4.26	+0.21 ▲			61 st
Q10 Best Friend	3.95	+0.20 ▲			61 st
Q09 Quality	4.39	+0.07			61 st
Q08 Mission	4.38	+0.19			61 st
Q07 Opinions	4.08	+0.15			55 th
Q06 Development	4.32	+0.12			63 rd
Q05 Cares	4.50	+0.11			61 st
Q04 Recognition	4.01	+0.26 ▲			60 th
Q03 Do Best	4.33	+0.09			59 th
Q02 Materials	4.23	+0.04			49 th
Q01 Expectations	4.54	+0.10			53 rd



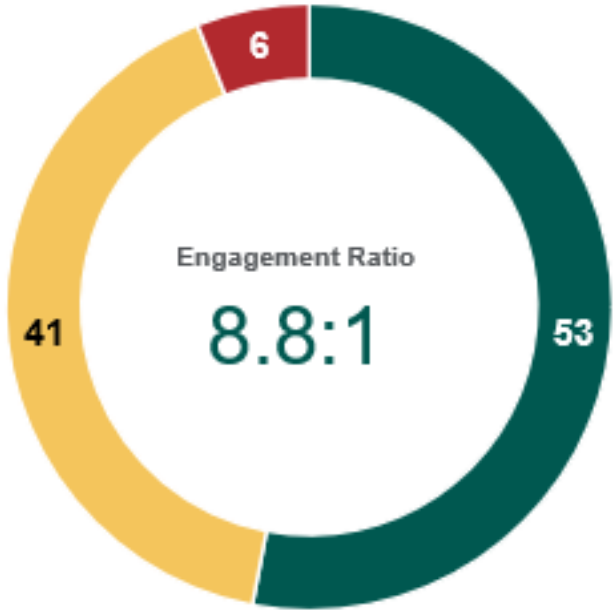
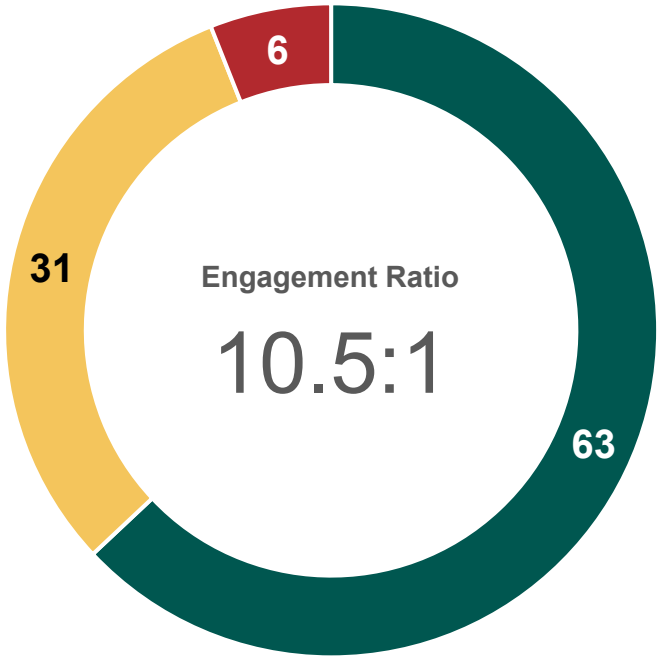
City of Goodyear Q12 “Elevate Engagement - It's Your Voice 2025” Engagement Index

2025

2024

CURRENT ■ % Engaged ■ % Not Engaged ■ % Actively Disengaged

■ % Actively Disengaged ■ % Not Engaged ■ % Engaged



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.



Employee Engagement Item-Level Results

Consistent Yes's and Conditional Yes's – Where are our “Getables”?

n Size = 833		%1 (Strongly Disagree)	%2	%3	%4	%5 (Strongly Agree)	P'TILE	CURRENT MEAN	MEAN Δ	PAST MEAN
ENGAGEMENT MEAN							65 th	4.29	+0.14	4.15
GROWTH How do I grow?	Q00 Overall Satisfaction		11		39	47	63 rd	4.30	+0.07	4.23
	Q12 Learn & Grow		10		22	64	66 th	4.44	+0.12	4.32
	Q11 Progress	5	10		25	56	61 st	4.26	+0.21 ▲	4.05
TEAMWORK Do I belong?	Q10 Best Friend	6	7	18	24	45	61 st	3.95	+0.20 ▲	3.75
	Q09 Quality		10		29	58	61 st	4.39	+0.07	4.32
	Q08 Mission		9		30	57	61 st	4.38	+0.19	4.19
	Q07 Opinions	6	15		30	46	55 th	4.08	+0.15	3.93
INDIVIDUAL What do I give?	Q06 Development		11		26	57	63 rd	4.32	+0.12	4.20
	Q05 Cares		8		23	66	61 st	4.50	+0.11	4.39
	Q04 Recognition	7	6	14	25	48	60 th	4.01	+0.26 ▲	3.75
	Q03 Do Best		10		32	54	59 th	4.33	+0.09	4.24
BASICS What do I get?	Q02 Materials		14		34	47	49 th	4.23	+0.04	4.19
	Q01 Expectations		7		28	64	53 rd	4.54	+0.10	4.44

Note: Percentiles based on Workgroup Level_Overall_Overall Q¹² Database (2020-2024); 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.





Next Steps

- Share 2025 Results - Roadshows
- Survey Action Planning
- Phase IV Rollout
- Staffing Plans 3 – 5 years (FY26 Strategic Plan)
- Succession Planning (FY27 Strategic Plan)



2025 - 2027