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Creating an Engaged and Thriving Workforce at Moore Norman Technology Center

Submitted to:

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GALLUP®

Engage Your Employees to Create a High-Performance Workplace

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

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

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

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

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

One of Gallup's most profound findings ever is this: **Managers are responsible for 70% of the variance in employee engagement.** Most organizations measure and promote engagement without providing managers with the tools they need to lead their teams effectively.

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

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

BASIC PRINCIPLES OF GALLUP'S EMPLOYEE ENGAGEMENT APPROACH

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

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

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

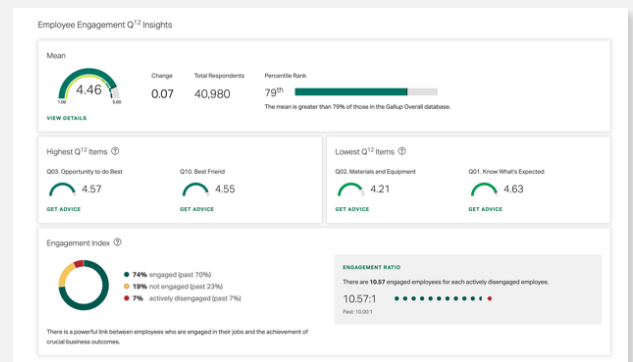
Leaders, managers and team members at all levels must be held accountable for creating, growing and maintaining a culture of engagement.



How Gallup Measures Employee Engagement: The Q¹²®

Gallup analyzed hundreds of questions from multiple employee surveys with a group of more than 1 million employees. Our goal was to identify the factors common to productive workplaces and to identify the best questions for measuring these factors — questions to which the best performers answered “yes” and the rest answered “no.”

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



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

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

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

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

GALLUP'S Q¹²®

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

Q01 I know what is expected of me at work.

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

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

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

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

Q06 There is someone at work who encourages my development.

Q07 At work, my opinions seem to count.

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

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

Q10 I have a best friend at work.

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

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

ENGAGED

Employees are **highly involved in and enthusiastic about** their work and workplace. They are psychological “owners,” drive performance and innovation, and move the organization forward.

NOT ENGAGED

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

ACTIVELY DISENGAGED

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

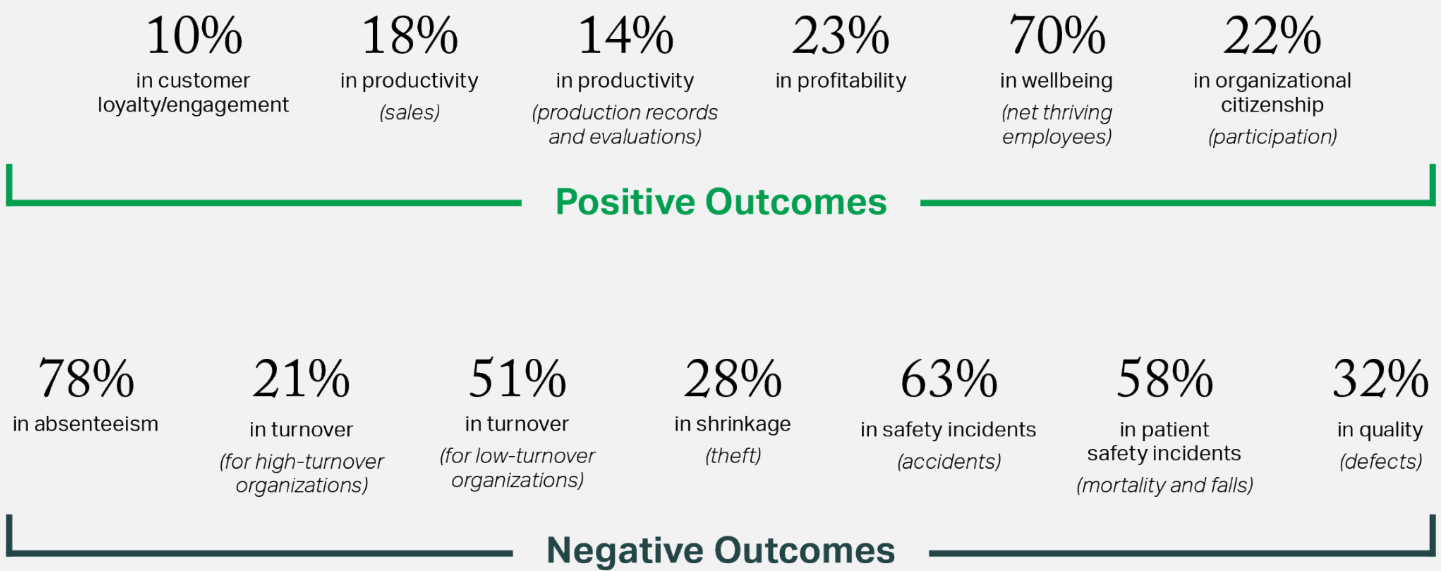
How Gallup Knows the Q¹²® Ties to Business Results

By studying the Q¹² results of more than three million employees across thousands of workgroups in hundreds of organizations worldwide, we can quantify significant measurable changes on some of the most important key performance indicators.

Organizations or business/work units scoring in the top half on employee engagement more than double their odds of success compared with those in the bottom half. Those at the 99th percentile have nearly five times the success rate of those at the first percentile.

This graphic shows the effect of high engagement on business outcomes. These are not one-time occurrences that happened with a handful of businesses. These data points represent the millions of work units and thousands of organizations in Gallup's database.

Percent Differences in Outcomes Between Top-Quartile and Bottom-Quartile Teams



A Closer Look at Gallup's Employee Engagement Database

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

We update our database annually, which enables our clients to benchmark their organizations' employee engagement levels against data* collected from:

30.5 million
EMPLOYEES

5.6 million
WORKGROUPS

6,118
ORGANIZATIONS

223
COUNTRIES

60+
LANGUAGES

21
MAJOR INDUSTRIES

*Data collected from 2021-2025

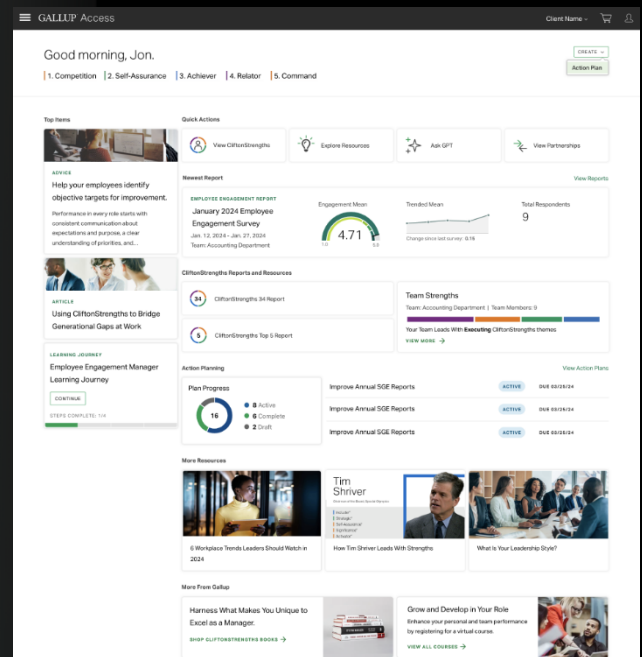
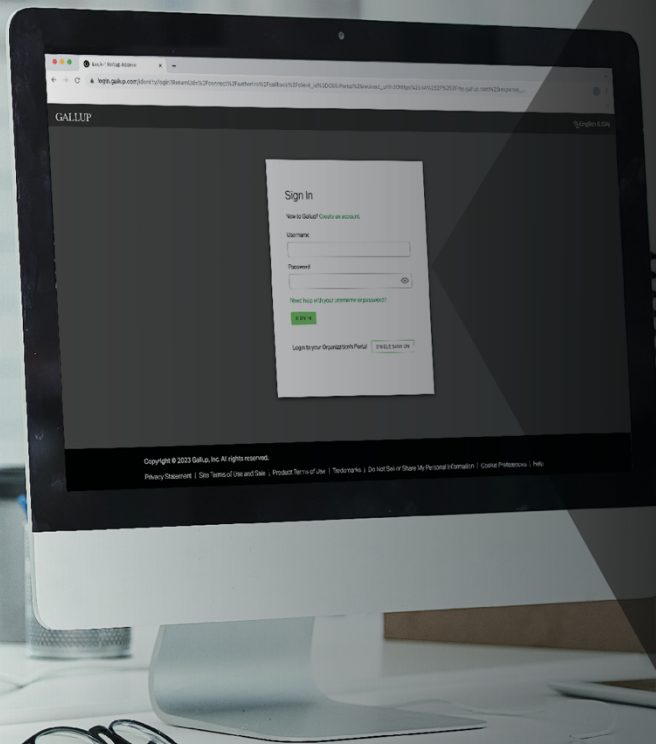


Gallup Access: Your Online Tool for Building a Culture of Engagement

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

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

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



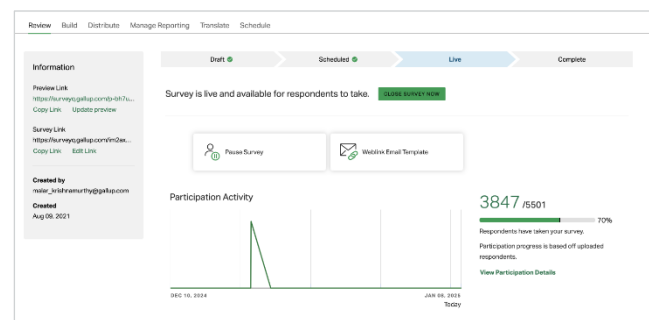
Discover the features of Gallup Access that will help you make engagement part of your culture:

[SURVEYS](#)[REPORTING](#)[LEARN](#)[ACTION
PLANNING](#)[ADMINISTRATION
TOOLS](#)[OTHER
WORKPLACE
SOLUTIONS](#)[MOBILE
APP](#)

Surveys

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

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

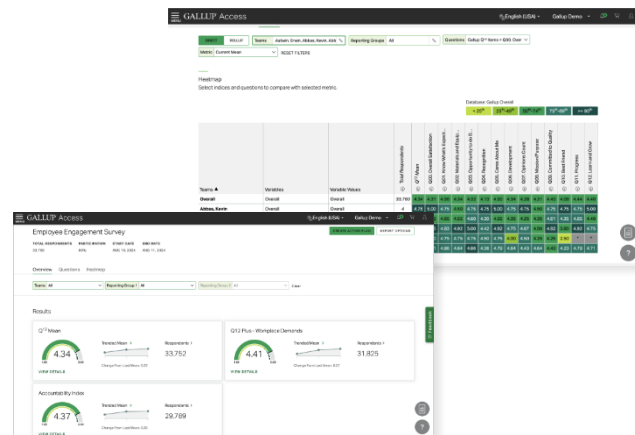


Reporting

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

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

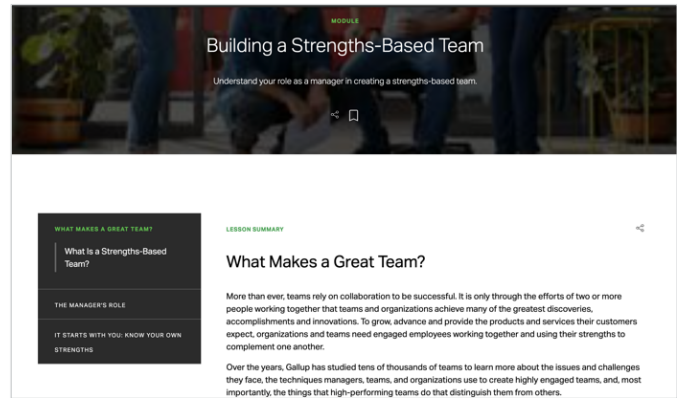
- **Get results within 24 hours of survey completion.** Fast results mean you can quickly address your problems. With other survey providers, you could be waiting for results for weeks.
- **Pinpoint quickly where you need to improve.** You'll see your most important numbers front and center with data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



Learn

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

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



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

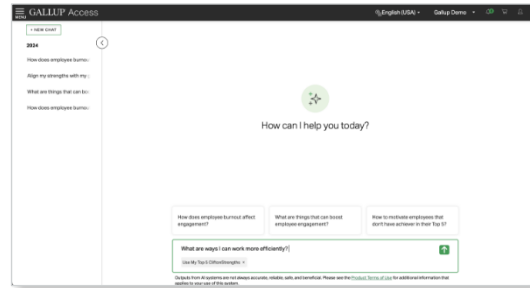
- **Be empowered to have the right conversations about engagement.** And be able to give more meaningful and motivating feedback to employees.
- **Have access to videos, how-to content and other resources, all backed by Gallup research.** They can explore advice related to every important workplace topic,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

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

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

Gallup GPT

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



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

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

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

Action Planning

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

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

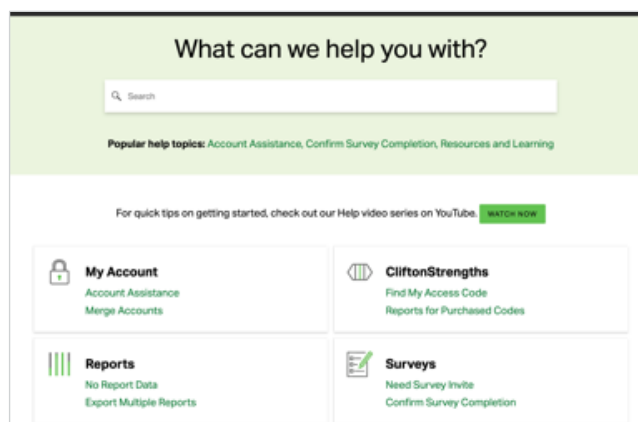
- **Guided questions.** Use questions that tie your action plan to your team and company goals.
- **Quick action.** Quick-action functionality is embedded throughout with suggested actions based on your scores.
- **Best-practice advice.** Get action planning advice and tips that help you follow through.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

Administration Tools

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

Our platform has everything your administrators need to feel confident:

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



Other Workplace Solutions

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

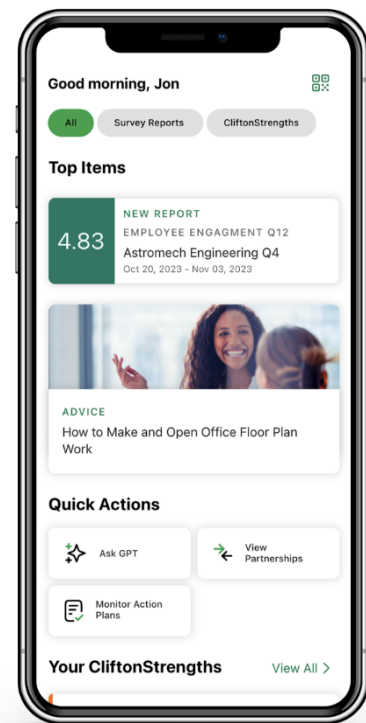
You have the choice to build out your access to include our other workplace solutions when you are ready. As your business grows, our platform will be ready and equipped to handle your evolving needs.

Gallup Access Mobile App

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

With the app, leaders can:

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



Four Key Benefits of Gallup's Employee Engagement Approach

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

Simplicity

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

Because the 12 elements of engagement on the Q¹² survey can measure the strength of your workplace, Gallup's approach allows your managers to focus on the most important factors of engagement. They can immediately begin to increase workgroup engagement and, as a result, improve your organization's business outcomes.

Sustainability

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

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

Speed

Workplaces are changing constantly, and you need data and feedback that are relevant and move as fast as you do. Gallup's approach of offering standard and additional survey items, all through an easy-to-use online platform, reduces the amount of time from measurement to improvement.

Programs that take months to provide workgroup-level data are destined to lose commitment and fail. Your managers view "speed" as the time between when they took the survey and when they see their own data. Gallup's process is simply the fastest and highest-quality method for delivering accurate team reports.

Accuracy

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

We also have studied millions of managers and organizations worldwide. And we know what the best do to build engaged workplaces. Our advice on Gallup Access is proven to improve your team and organizational engagement and performance.

Are you ready to increase engagement and productivity?

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

GALLUP® Leadership Results Briefing Session

CONSULTANT-LED TEAM SESSION



Organizations that make the greatest improvement in engagement have leaders and leadership teams that take responsibility for creating a culture of engagement. Engagement makes a difference to an organization's bottom line, and the transformation starts with the leadership team.

During the Leadership Results Briefing Session, a Gallup consultant meets with the leadership team to discuss insights into the organization's Q¹² engagement results. The consultant helps executive team members focus on the importance of their leadership roles in creating a culture of engagement and identify their organization's key performance goals and next steps.

Leadership Results Briefing Sessions are customized for organizations based on the survey administration being implemented. Briefings include result sessions for organizations in the first survey administration, those in subsequent administrations and organizations who have incorporated the accountability questions to their survey results.

WHO SHOULD ATTEND

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

WHAT YOU CAN EXPECT

The Leadership Results Briefing Session provides an open dialogue among executive team members focused on creating and sustaining a culture of engagement in their organization. During this team session, a Gallup consultant:

- reinforces leaders' roles in creating a culture of engagement
- explores the organization's Q¹² survey results through the leadership team's initial observations and the organization's engagement story behind the results
- discusses with leaders a strategy to keep the organization focused on creating and sustaining an engaging culture
- identifies actions the leadership team can take to support the created organizational strategy

SESSION FORMAT:

Team Consulting
Conversation: Two-Hour
Consultant-Led Session or
90-Minute Webinar

CONTENT OVERVIEW:

- Welcome and Introductions
- The State of Your Organization
- Working with Your Q12 Results
- Creating a Culture of Engagement

PREREQUISITES:

There are no prerequisites, but if you have completed the CliftonStrengths assessment, we encourage you to share your results with your coach.

A trained Gallup consultant leads this executive teams consulting session. Email inquires@gallup.com for additional information.

Gallup Access Business Workplace Survey Subscription

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

Included Support

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

Platform

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

Access & Roles

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

Languages & Translations

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

Support

- Technical Help Desk support included.

Engagement Every Day - Engagement Leadership Team Session

Session Format:

- Team Consulting Conversation: 90-Minute Consultant-Led Webinar
- Content Overview
- Welcome and Introductions
- The Elements of an Engaging Workplace
- The State of Your Organization
- Working With Your Q12 Results
- Creating a Culture of Engagement

Project Deliverables

Products

Leadership Results Briefing Session Virtual

- Gallup's Leadership Results Briefing Session Virtual is a 90-minute, consultant-facilitated discussion that guides senior executive leadership teams through their organization's Q12 engagement results. The Gallup consultant helps to emphasize leaders' influence in shaping an engaged culture by identifying organizational performance objectives, tailoring briefings based on survey administration specifics, engaging executive team members in

discussions, and strategizing to maintain an engaging culture. This session is delivered virtually and equips leaders with actionable steps to support the organization's engagement strategy.

Gallup Access - Workplace Survey - Business Subscription

- For 260 employees.

Investment Summary

Products	Final Price
1 – Leadership Results Briefing Session Virtual	\$4,500.00
260 – Gallup Access - Workplace Survey - Business Subscription	\$9,680.00
Sub-Total:	\$14,180.00
TOTAL:	\$14,180.00

All prices are expressed in USD.

Terms and Conditions

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