Date: April 12, 2017

From: Susan von Zabern, Director of the Department of Public Social Services

To: Board of Supervisors/Purchasing Agent

Via: Tracy Chappell Slaughter, 951-358-5870

Subject: Sole Source Procurement: Request for Administration of Q12® Employee Engagement Survey from the Gallup Organization

The below information is provided in support of my Department requesting approval for a sole source. (Outside of a duty declared emergency, the time to develop a statement of work or specifications is not in itself justification for sole source.)

1. **Supplier being requested:** Gallup Inc.

2. **Vendor ID:** ________________

3. **Supply/Service being requested:**

The Department of Public Social Services (DPSS) is committed to building a strengths-based workplace with a focus on employee engagement and customer service. To accomplish this effort the leadership team must have the skills, knowledge, and abilities to understand the needs of the organization, customers, and its employees. Advancing departmental outcomes can only be achieved by establishing a shared leadership vision and strategies that create a standard of excellence for each employee. Developing a skilled, well-trained, and diverse workforce positions the organization to meet the changing needs of the political, regulatory, and economic environment.

The Department has identified the need to enhance the skills of the leadership team throughout the enterprise. DPSS will employ a multi-faceted approach for implementing a leadership development initiative that is designed to improve the culture of leadership, promote succession planning efforts, and increase the quality of services provided to the community. The approach includes the administration of the Q12® Employee Engagement Survey, training classes, and executive coaching. Through participating in training on the concepts of the Gallup organization’s employee engagement leadership paradigm, managers, supervisors, and executives will have the opportunity to drive higher levels of productivity, employee engagement, and customer satisfaction.

4. **Alternative suppliers that can or might be able to provide supply/service and extent of market search conducted:**

The Gallup Q12® Employee Engagement Survey is an evidenced-based proprietary tool that can only be purchased from Gallup Inc. The tool was developed through the sampling of multiple surveys with a group of more than 1,000,000 employees. Produced 30 years ago, the survey has been administered to over 25 million employees in 195 countries and 70 languages. The survey was developed to measure the extent to which employees feel passionate about their job, are committed to the organization, and contribute to the workplace.
in a positive manner. According to extensive research conducted by Gallup, engaged employees are more productive, have fewer safety incidents, focus on customer service, and are less likely to leave the organization. Therefore, to inform the content of the leadership development training modules, DPSS is requesting the approval of a Sole Source agreement for the purpose of administering the Q12® Employee Engagement Survey for all 4400 employees in the department.

5. **Unique features of the supply/service being requested from this supplier, which no alternative supplier can provide** (If proprietary software or machinery, hardware, please provide a supporting letter from the manufacturer):

The Q12® metric is an evidenced-based tool that was designed to measure specific, relevant, and actionable elements that are proven to effect key performance measures. The proposal includes the unlimited surveying capacity for both biannual and ad hoc pulse surveys, super-user training, and a data analysis of the results of the survey. The survey tool is unique; in 2016 a meta-analysis was conducted to examine 82,248 business units and 230 organizations across 49 industries for the purpose of assessing the content and criterion validity of the survey. Based on the analysis, the relationship between employee engagement, productivity, retention, and shrinkage was confirmed. Very few employee engagement or satisfaction surveys have withstood this level of validity.

The basic tenets of Gallup’s approach to employee engagement are: employee engagement is a combination of satisfaction and commitment that manifests itself in greater discretionary effort; employee engagement is largely emotional, and as such, basic human needs must be met in the workplace to nurture and sustain top performers; employee engagement is an intensely local phenomenon for which managers at all levels of an organization must be ultimately held accountable; and, within organizations, there are as many cultures as there are managers and teams. By understanding how to support an engaged workforce, the leadership of DPSS could gain the tools needed to improve the culture for customers and employees.

6. **Reasons why my department requires these unique features and what benefit will accrue to the county**:

After the survey is conducted and the data are analyzed, all employees at the supervisory, management, and executive level will participate in instructor-led training classes. In addition, the executive team will participate in coaching sessions that are designed to teach them how to utilize the results of the Q12® survey to coach, mentor, and guide employees to attain the strategic goals of DPSS. Research indicates that effective leadership can help to mitigate the challenges associated with turnover, burnout, limited resources, and stress. By surveying staff on the Q12® metrics, the DPSS leadership team might better understand the mitigation strategies required to improve job satisfaction, retention, and the culture of leadership within the organization. Additionally, enhancing the leadership skills of DPSS leaders could result in greater levels of employee commitment. Actively pursuing leadership development training will support DPSS’s implementation of best practices in leadership and the design of better outcomes for employee engagement.
7. **Period of Performance:** From: ____June 20, 2017____ to ____June 20, 2018____

(totai number of years)

Is this an annually renewable contract? ☒ No ☐ Yes

Is this a fixed-term agreement? ☐ No ☒ Yes

(A fixed-term agreement is set for a specific amount of time; it is not renewed annually. Ensure fixed-term agreements include a cancellation, non-appropriation of funds, or refund clause. If there is no clause(s) to that effect, then the agreement must be submitted to the Board for approval.)

Identify all costs for this requested purchase. If approval is for multiple years, ongoing costs must be identified below. If annual increases apply to ongoing costs such as CPI or other contract increases, provide the estimated annual cost for each consecutive year. If the annual increase may exceed the Purchasing Agent’s authority, Board approval must be obtained. *(Note: ongoing costs may include but are not limited to subscriptions, licenses, maintenance, support, etc.)*

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<tr>
<th>Description</th>
<th>Amount</th>
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<tr>
<td>Ongoing Costs:</td>
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<td>Includes set-up of the</td>
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<td>survey, data analysis,</td>
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<td>technical support,</td>
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<td>cuts</td>
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<td>Total Costs</td>
<td>$60,000</td>
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8. **Price Reasonableness:** *(Explain why this price is reasonable or cost effective, and if this service/commodity will be bid out in the future.)*

Market research indicates that employee satisfaction surveys that include set-up, administration, multiple data cuts for analysis, and subscriptions range from $42,000—$130,000 for one-time administrations. The $60,000 cost for Gallup Inc. to provide the employee survey and analysis falls within the market range. Also, the Q12® survey is a proprietary tool that is evidenced-based and widely used across a variety of business sectors.
9. Projected Board of Supervisor Date (if applicable):
   (Form 11s must accompany the sole source request for Purchasing Agent approval.)

   [Signature]
   [Print Name]
   [Date]

Department Head Signature
(or designee)

Purchasing Department Comments:

[Circle] Approve  [Circle] Approve with Condition/s  [Circle] Disapprove

Not to exceed: $ [60,000.00]  One time  Annual Amount through [June 30, 2018]

[Signature]  [Date]  [Approval Number]
(Preference on Purchasing Documents)

List Attachments:

Form # 116-333 rev 7/23/15