



# 2025 Employee Engagement Survey

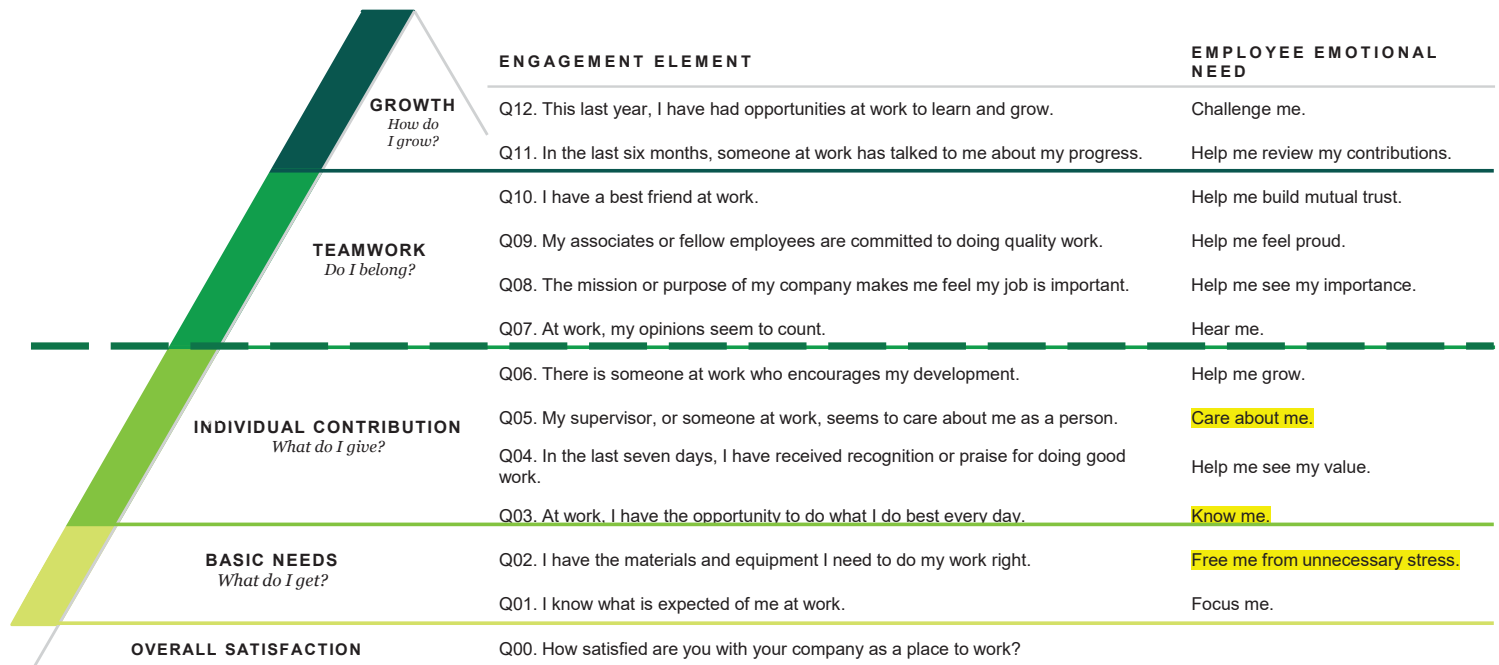
## Leadership Results Briefing Session Board Meeting

Fifth Administration  
August 13, 2025

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These Are **Employees Prioritized Needs** to *Perform Their Best* — Gallup's Q<sup>12</sup>®



## Year Over Year Engagement Grand Mean

2019 - 3.75

2022 - 3.78 (28<sup>th</sup> percentile)

2023 - 4.06 (+.28 | 47<sup>th</sup> percentile)

2024 - 3.91 (35<sup>th</sup> percentile)

2025 - 3.79 (27<sup>th</sup> Percentile)

In just one admin (2022-2023), you can make **meaningful improvement** from Mesa Water's Employee perspective (+.28) and Gallup's Database (47<sup>th</sup> percentile).

## Mesa Water Engagement is Stable, but *Employees need to feel more seen and heard.*

RESPONSE RATE COMPARISON	ENGAGEMENT MEAN COMPARISON	TOP QUARTILE TEAMS
Company Current <b>94%</b>	Company Current <b>3.79</b>	Current
Company Past 89%	Company Past 3.91	1
Gallup Overall Median 84%		(14% of teams)
		(Past: 1; 20% of teams)
Overall_Overall Q <sup>12</sup> Database (2020-2024)	Industry_Utilities	
Company 2025 <b>27<sup>th</sup></b>	Company 2025 <b>22<sup>nd</sup></b>	

Percentile Range in Gallup Database:

	1 <sup>st</sup> –24 <sup>th</sup>	25 <sup>th</sup> –49 <sup>th</sup>	50 <sup>th</sup> –74 <sup>th</sup>	75 <sup>th</sup> –89 <sup>th</sup>	≥90 <sup>th</sup>
ELEMENT PERCENTILES					
n Size = 48					
	MEAN	MEAN Δ	Workgroup Level_Overall_Overall Q <sup>12</sup> Database (2020-2024) P <sup>1</sup> TILE		
Q00 Satisfaction	3.54	-0.19			16 <sup>th</sup>
Q12 Learn & Grow	3.90	+0.12			33 <sup>rd</sup>
Q11 Progress	3.91	-0.18			42 <sup>nd</sup>
Q10 Best Friend	3.64	-0.07			46 <sup>th</sup>
Q09 Quality	4.06	-0.11			39 <sup>th</sup>
Q08 Mission	3.83	-0.15			29 <sup>th</sup>
Q07 Opinions	3.53	+0.09			25 <sup>th</sup>
Q06 Development	3.73	-0.19			28 <sup>th</sup>
Q05 Cares	3.85	-0.39 ▼			23 <sup>rd</sup>
Q04 Recognition	3.45	-0.27 ▼			32 <sup>nd</sup>
Q03 Do Best	3.71	-0.14			19 <sup>th</sup>
Q02 Materials	3.69	-0.12			17 <sup>th</sup>
Q01 Expectations	4.17	±0.00			22 <sup>nd</sup>

## Year-Over-Year Engagement Index

What percentage of employees are Engaged?

2023 – 48%

2024 – 48%

**2025 – 46% (-2% decline)** – 15% above U.S. Average (31%)

**1 Top Quartile Team** (75<sup>th</sup> perc. and above): Field Services Division:  
4.46 (n = 6) Study your bright spots!

# Only one thing. But *always* one thing.

## EMPLOYEE ENGAGEMENT WISDOME

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### Strategic Highlights

Your **Engagement Grand Mean today is 3.79** at the **27<sup>th</sup> percentile** compared to Gallup's overall database.

- 46% of employees engaged (-2% since last year) = 15% above national average
- In 2023, you were more engaged at 4.06 and the 47<sup>th</sup> percentile – this is a meaningful decrease to study

#### Strengths

- **Q10/Best Friend** – 3.64, 46<sup>th</sup> percentile: employees feel **connected** to each other
- **Q11/Progress** – 3.91, 42<sup>nd</sup> percentile: Employees see their **progress** at Mesa Water (cultural rituals around this)
- **Participation Rate** is excellent at 94% (5% increase since last year); 10% above Gallup's overall mean.
- **Progress**: Listening sessions revealed employees need for more staff (Q2) → You listened and acted! Continue this process

#### Opportunities

- **Q2/Materials** – 3.69, 17<sup>th</sup> percentile: **employees feel stressed**
- **Q3/Do Best** – 3.71, 19<sup>th</sup> percentile: **employees need help seeing how to better use their strengths in their role**
- **Q4/Recognition** – the **17% who gave a 1 out of 5 need to be addressed to prevent negativity spread**
- **Q5/Cares** – Almost
  - **Warning**: watch out for venting silos due to lower basic and individual needs plus high Q10

#### Key Variation Across Populations

- **Levels of leadership**: Managers more engaged (+0.52), supervisors less engaged (-0.62) than last year.
- **Tenure**: employees who have been at Mesa Water District for 6 > 10 years saw an increase in engagement.
- **Customer facing** (3.95, +0.19) is now more engaged than non-customer facing roles (3.41, -0.82).
- **Addition Question**: Employees have the will to deliver quality (4.09 responsibility) but may lack the way (decrease from 3.93 to 3.79 since 2024).

From a Metrics Perspective, **5s far outdo 4s in predicting strong performance.**

Performance gain/loss compared to average impact across Gallup’s Satisfaction and Q<sup>12</sup> items.

Outcome Metric	Strongly disagree				Strongly agree
	1	2	3	4	5
profit	-34.4%	-22.8%	-11.8%	0.5%	12.1%
productivity	-31.9%	-21.1%	-10.3%	0.5%	11.3%
customer engagement	-18.8%	-12.4%	-6.1%	0.3%	6.6%
turnover (lower is better)	71.9%	47.7%	23.5%	-0.7%	-24.9%
safety (fewer accidents is better)	105.1%	69.4%	33.7%	-1.9%	-37.6%

Source: Gallup Q<sup>12</sup> meta-analysis database including 183,806 business units across 347 organizations

The Psychological Differences in Responses: 4s should be seen as an opportunity group.

**Rational**  
We would assume that a “3” is an average score as it is the midpoint in a 5-point scale.



**Emotional**  
“3” is actually another way of the respondent showing disagreement with a “4” closer to the psychological midpoint.

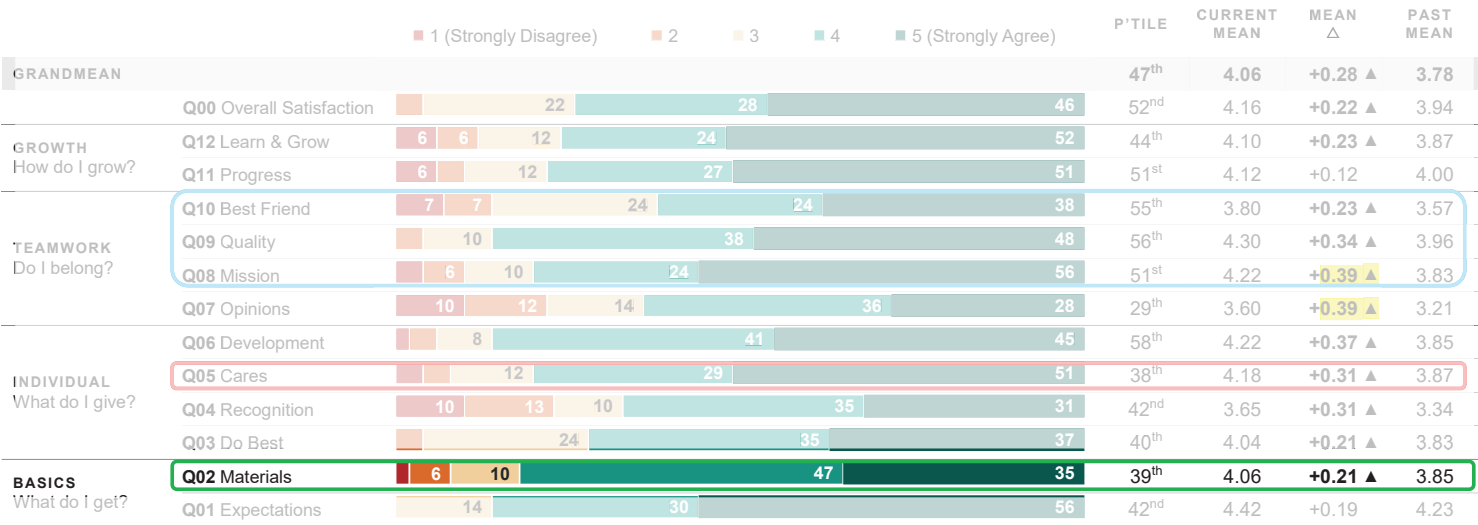


NO General Disagreement	YES, BUT Conditional Agreement	YES Predictive Emotional Agreement
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Associates who provide a “4” rating should be looked at as an **opportunity group** — moving them to give more “5” responses would result in a positive behavioral impact.

In 2023, only 18% of employees said “No” while 82% said “Yes” to Q2/Materials

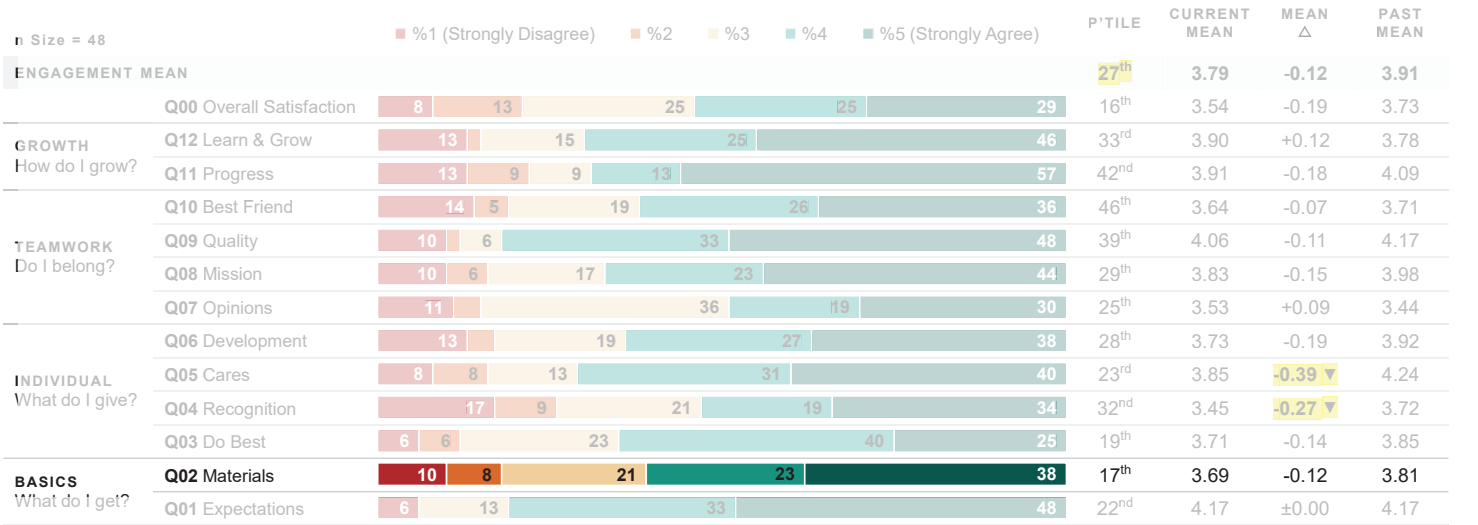
Meaningful GrandMean growth is an increase of +0.20 or more when there are less than 1,000 respondents.



Note: Percentiles based on Workgroup Level, Overall Q12 Database - Workgroup Level; 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>=1000 and +/-0.20 or greater for n<1000.

In 2025, 39% of employees said “No” while only 61% said “Yes” to Q2/Materials

1s pollute overall engagement for the organization and allow for toxic behavior patterns that hurt everyone.



Note: Percentiles based on Workgroup Level, 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.

Almost **HALF** of your organization **does not feel appreciated** for their hard work.

Q4 RECOGNITION: 49% gave some kind of “no” with 17% loudly speaking up that they need it or else.  
Q5: CARES – nearly 1 in 3 employees does not feel cared about with a significant decline since last year.

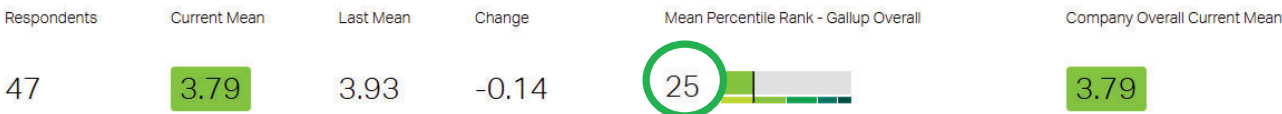
n Size = 48		%1 (Strongly Disagree) %2 %3 %4 %5 (Strongly Agree)					P'TILE	CURRENT MEAN	MEAN Δ	PAST MEAN
ENGAGEMENT MEAN							27 <sup>th</sup>	3.79	-0.12	3.91
GROWTH How do I grow?	Q00 Overall Satisfaction	8	13	25	25	29	16 <sup>th</sup>	3.54	-0.19	3.73
	Q12 Learn & Grow	13	15	25	46		33 <sup>rd</sup>	3.90	+0.12	3.78
	Q11 Progress	13	9	9	13	57	42 <sup>nd</sup>	3.91	-0.18	4.09
TEAMWORK Do I belong?	Q10 Best Friend	14	5	19	26	36	46 <sup>th</sup>	3.64	-0.07	3.71
	Q09 Quality	10	6	33	48		39 <sup>th</sup>	4.06	-0.11	4.17
	Q08 Mission	10	6	17	23	44	29 <sup>th</sup>	3.83	-0.15	3.98
INDIVIDUAL What do I give?	Q07 Opinions	11		36	19	30	25 <sup>th</sup>	3.53	+0.09	3.44
	Q06 Development	13		19	27	38	28 <sup>th</sup>	3.73	-0.19	3.92
	Q05 Cares	8	8	13	31	40	23 <sup>rd</sup>	3.85	-0.39 ▼	4.24
BASICS What do I get?	Q04 Recognition	17	9	21	19	34	32 <sup>nd</sup>	3.45	-0.27 ▼	3.72
	Q03 Do Best	6	6	23	40	25	19 <sup>th</sup>	3.71	-0.14	3.85
	Q02 Materials	10	8	21	23	38	17 <sup>th</sup>	3.69	-0.12	3.81
	Q01 Expectations	6	13	33		48	22 <sup>nd</sup>	4.17	±0.00	4.17

Note: Percentiles based on Workgroup Level Overall Overall Q<sup>12</sup> 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.

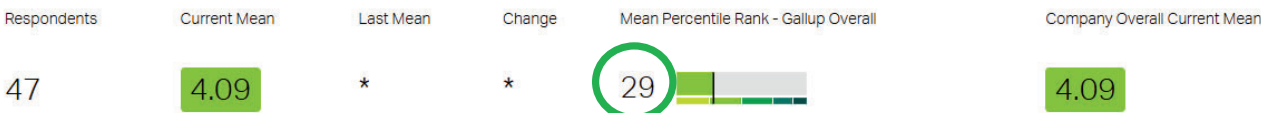
Mesa Water Employees **have the will** but may **lack the way**.

2024: Employee belief in delivering quality to customers.  
2025: Added employee's sense of responsibility to deliver quality.

My agency always delivers on the promise we make to customers.



At my agency, we feel great responsibility for the quality of service we deliver to our customers.



Note: Percentiles based on Workgroup Level Overall Overall Q<sup>12</sup> Database (2020-2024).

## The Four Needs of Followers


1



HOPE

the need to feel positive about the future and for leaders to provide a clear direction

2



TRUST

the need for honesty, respect and integrity


3



COMPASSION

the need to feel cared about and listened to

4



STABILITY

the need for psychological safety and secure foundations during times of uncertainty

## STRATEGIC NEXT STEPS

1. Continue to *Ask* → *Listen* → *Act* → *Communicate* about employee's needs
2. Study your bright spots (division, leaders) and recruit 4s to 5s.
3. Address 1s and Active Disengagement to prevent attitude pollution

*Thank You*