**Gallup Definition of Engagement:** “A highly engaged workforce means the difference between a company that thrives and one that struggles. When team members are engaged, they are passionate, creative, and entrepreneurial, and their enthusiasm fuels growth. These team members are emotionally connected to the mission and purpose of their work. When team members are not engaged, they are indifferent toward their jobs -- or worse, outright hate their work, supervisor, and organization -- and they will destroy a work unit and a business.”

**The Q12®**

For all Health System Team Members

- Q1 I know what is expected of me at work
- Q2 I have the materials and equipment I need to do my work right
- Q3 At work, I have the opportunity to do what I do best every day
- Q4 In the last seven days, I have received recognition or praise for doing good work
- Q5 My supervisor, or someone at work, seems to care about me as person
- Q6 There is someone at work who encourages my development
- Q7 At work, my opinions seem to count
- Q8 The mission or purpose of my organization makes me feel my job is important
- Q9 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

**Gallup Engagement Hierarchy**

The Q12®

- Grow: I have a best friend at work
- Belong: Coworkers committed to quality
- Give: Mission/Purpose of organization
- Get: At work, my opinions seem to count
- Opportunities to learn and grow
- Progress in last six months
- Someone at work encourages my development
- Supervisor/Someone at work cares
- Recognition last seven days
- Do what I do best every day
- I need to do my work right
- I know what is expected of me at work

Engagement can also be defined using the term *Discretionary Effort*
Thank you for everything you do to make UVA Health System the safest place to receive high-quality care and a great place to work.

Engagement and action planning at the Medical Center are closely correlated.

**Three Types of Team Members**

**Engaged**
Loyal and psychologically committed. More productive; higher retention.

**Not Engaged**
Productive, but they are not psychologically connected to their company. They miss more workdays; more likely to leave.

**Actively Disengaged**
Physically present, but psychologically absent. They are unhappy and insist on sharing this unhappiness with others.

**Action Planning: A3**
The A3 problem-solving method is used to develop an action plan – this is align to how we solve any safety problem and it uses the scientific method.

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Engagement tools and resources can be found on the Engagement website:
http://www.healthsystem.virginia.edu/pub/human-resources/employee-engagement