

## METRO'S EMPLOYEE ENGAGEMENT SURVEY: 2025 FINDINGS AND NEXT STEPS

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Date: April 23, 2026  
Department: Office of the COO  
Meeting Date: May 12, 2026

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Presenter: Holly Calhoun, she/her/hers,  
Deputy Chief Operating Officer  
Length: 30 minutes

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### ISSUE STATEMENT

Metro conducts a biennial employee engagement survey to assess employee engagement, workplace conditions, and organizational health. Results from the 2025 survey show stable overall engagement compared to 2023, with identified strengths in belonging, inclusion, and recognition of Metro's sustained commitment to equity. The survey also indicates increased employee confidence in reporting safety and conduct concerns, alongside differences in experience across employee demographic groups.

Results highlight ongoing opportunities to strengthen two-way communication, transparency and accountability; to build on gains in belonging, inclusion and confidence in reporting safety and conduct concerns; and to address differences in employee experiences across demographic groups. In this session, staff will provide Council with an overview of the 2025 survey results and Metro's approach to developing agency and department goals in response to key survey trends and findings.

### ACTION REQUESTED

Council to receive this report on the 2025 Employee Engagement Survey results and Metro's response and next steps.

### IDENTIFIED POLICY OUTCOMES

Increase Metro Council's awareness of the employee engagement survey, insights, and work being done in response to survey findings.

### POLICY QUESTION(S)

None

### POLICY OPTIONS FOR COUNCIL TO CONSIDER

None

### STAFF RECOMMENDATIONS

None

## **STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**

How this work supports Metro's core mission: Research shows that workplaces with high employee engagement are not only healthier and happier, but are more productive and do better work. By applying research-validated methods of measuring and improving employee engagement, Metro can create supportive workplaces where employees can thrive and do their best work to serve the region.

How this work supports Metro's racial equity goals: The Employee Engagement Survey is an important tool for understanding how employees of all backgrounds experience Metro workplaces and identifying areas where that experience varies across employee groups such as race, gender, and disability status. This is an important part of building and maintaining a workforce that reflects the diversity of our region.

## **BACKGROUND**

Metro has conducted a biennial employee engagement survey since 2017 to better understand employee experiences, organizational health, and opportunities to strengthen engagement across the agency. While the survey has evolved over time, it has consistently been used to gather confidential employee feedback to inform organizational improvement and decision-making.

The survey is administered every other year during the summer, allowing Metro to track trends over time while minimizing survey fatigue and allowing sufficient time between cycles to respond to findings. Staff last presented to Council on this matter in August 2024, regarding the 2023 survey.

The survey includes the Gallup Q12, a research-based measure of core engagement drivers, along with Metro-specific questions designed to reflect organizational priorities. This approach allows Metro to benchmark results while collecting data tailored to its workforce.

Metro partners with Gallup to build and host the survey on a secure platform. Metro develops the Metro-specific questions and demographic structure and distributes the survey link to employees. Gallup manages data collection, applies confidentiality thresholds, and provides summarized reports rather than raw data to protect employee anonymity.

Following data collection, Metro partnered with Lexicon and Line, LLC to support data analysis, interpretation of findings, and development of materials to share results.

For the 2025 survey, staff reviewed and refined survey questions to address redundancies and gaps. Updates included revisions to equity-related questions in partnership with Diversity, Equity, and Inclusion leaders, as well as targeted updates to demographic and safety-related questions to improve clarity, alignment with best practices, and usefulness over time.

Another improvement implemented in the 2025 survey cycle is a stronger feedback loop linking survey results to action and progress tracking. This approach is intended to clearly show how employee feedback is used and to support accountability over time. This work is occurring in two primary ways. First, a department-level approach that was piloted in 2023 was expanded in 2025 to include all departments. Each department received department-specific survey findings and used those results to establish two or more goals for the coming year. Second, at the organization-wide level, Metro leadership identified employee engagement goals informed by survey results to address cross-cutting priorities.

#### Project governance:

##### Executive project sponsor

- Holly Calhoun, Deputy Chief Operating Officer

##### Project managers

- Elizabeth Goetzinger, Principal Project Manager, Office of the Chief Operating Officer
- Jovian Davis, Project Manager, Office of the Chief Operating Officer

##### Project team

- Katie Hentges, Director of Communications
- Sebrina Owens-Wilson, Director of Diversity, Equity and Inclusion
- Cassie Salinas, Deputy Director of Diversity, Equity and Inclusion
- Robbie Cotterel, Human Resources Training and Development Program Manager

##### Other stakeholders and partners:

- All department directors, deputy directors, and a project liaison from each department
- Data analysis partner: Lexicon and Line, LLC

## **ATTACHMENTS**

1. Employee Engagement Survey Findings