The State of Engagement

Insights from the 2017 State Employee Engagement Survey

HR Managers Meeting
March 7, 2018
Michaela Beals & Josh Calvert

Why employee engagement matters

Decades of research have shown that engaged employees **work harder, stay longer and care more** about their jobs.

happy employee = productive employee

increased productivity

more innovation

success achieving strategic goals

better customer service

greater retention

=

Better Government for Washingtonians

Employee Engagement: Heightened employee connection to work, co-workers, the organization and its mission.

Measuring engagement in our state

The State of Washington Employee Engagement Survey promotes a customer-focused government and a work environment in which employees are engaged, respected and valued.

Survey conducted every two years from 2006 to 2013, annually thereafter

2017=9th Survey

Composed of 26 questions:

- 20 standard perception
- 1 "rotating" question: Modern Work
- 5 demographic

Option for agency-added questions

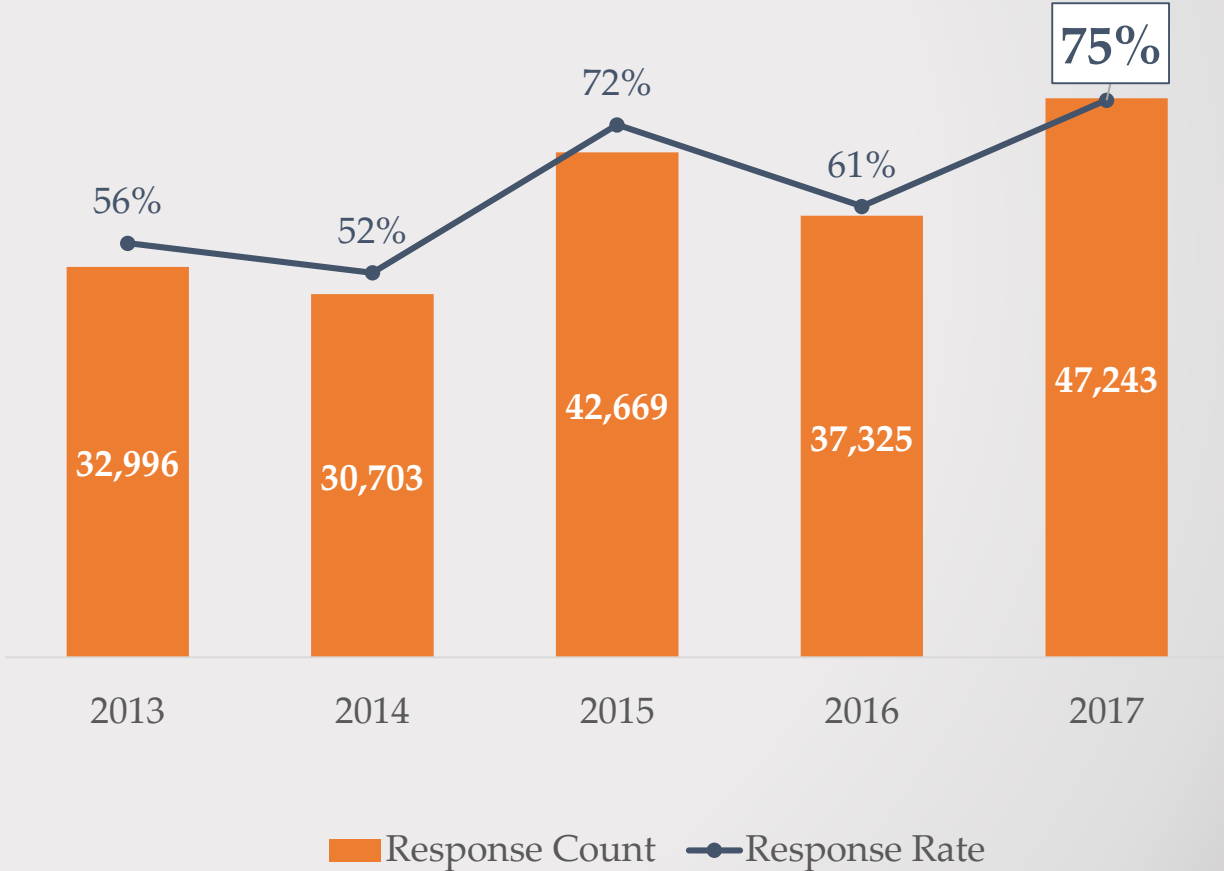Open from Oct. 4 to Nov. 1 to executive branch employees

75 agencies participated (99.9% of workforce)

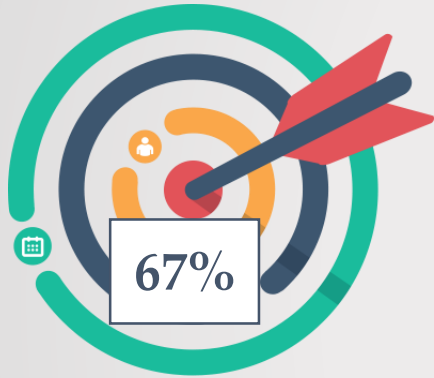# Survey Participation – Record High Response Rate!

2017 Highlights

- **47,243 employees** responded, representing **75 percent** of the executive branch workforce.

- **10,000 more employees** than last year!

- Best year for more than half of agencies

- Kudos to agencies with hard-to-reach populations
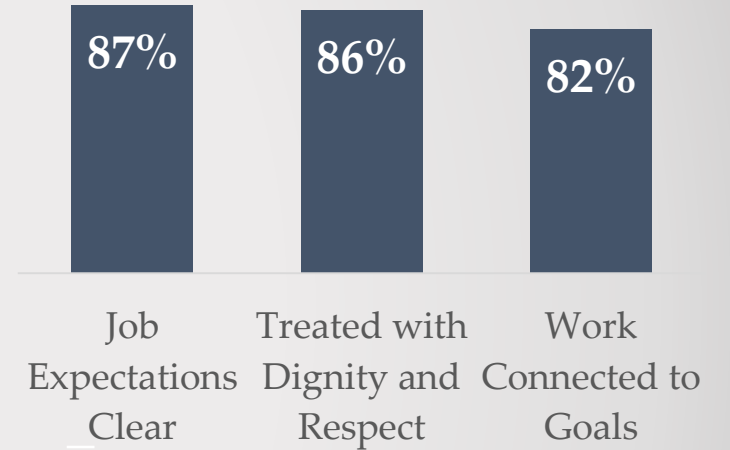
Executive branch survey participation

	2013	2014	2015	2016	2017
Response Rate	56%	52%	72%	61%	75%
Response Count	32,996	30,703	42,669	37,325	47,243

Response Count   Response Rate

Survey Highlights

Met Employer of Choice Target Two Years Early

67%

Positive Trends
- Most Questions Improved
- Just One Question Declined

Record High Job Satisfaction!

72%

Top-Scoring Areas

87%	86%	82%
Job Expectations Clear	Treated with Dignity and Respect	Work Connected to Goals

Lower-Scoring Areas

50%	48%
Clear Info on Agency Change	Using Customer Feedback
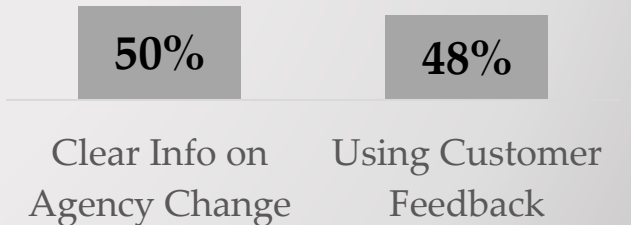
A human-centered approach to engagement
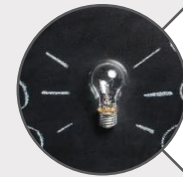
What motivates people?

✓ **RAMP** Model

X "Carrot & Stick" Model

Relationships

Autonomy

Mastery

Purpose

Relationships

"The desire to feel respected and connected"

Why care about relationships?

- *Critical to engagement*
- *Basic human need*
- *Diversity attracts fresh ideas*

Relationships

"The desire to feel respected and connected"

86%

40,000+ Employees

My supervisor treats me with **dignity and respect**. (Q7)

73%

33,000+ Employees

My agency consistently demonstrates **support for a diverse workforce**. (Q13)

72%

33,000+ Employees

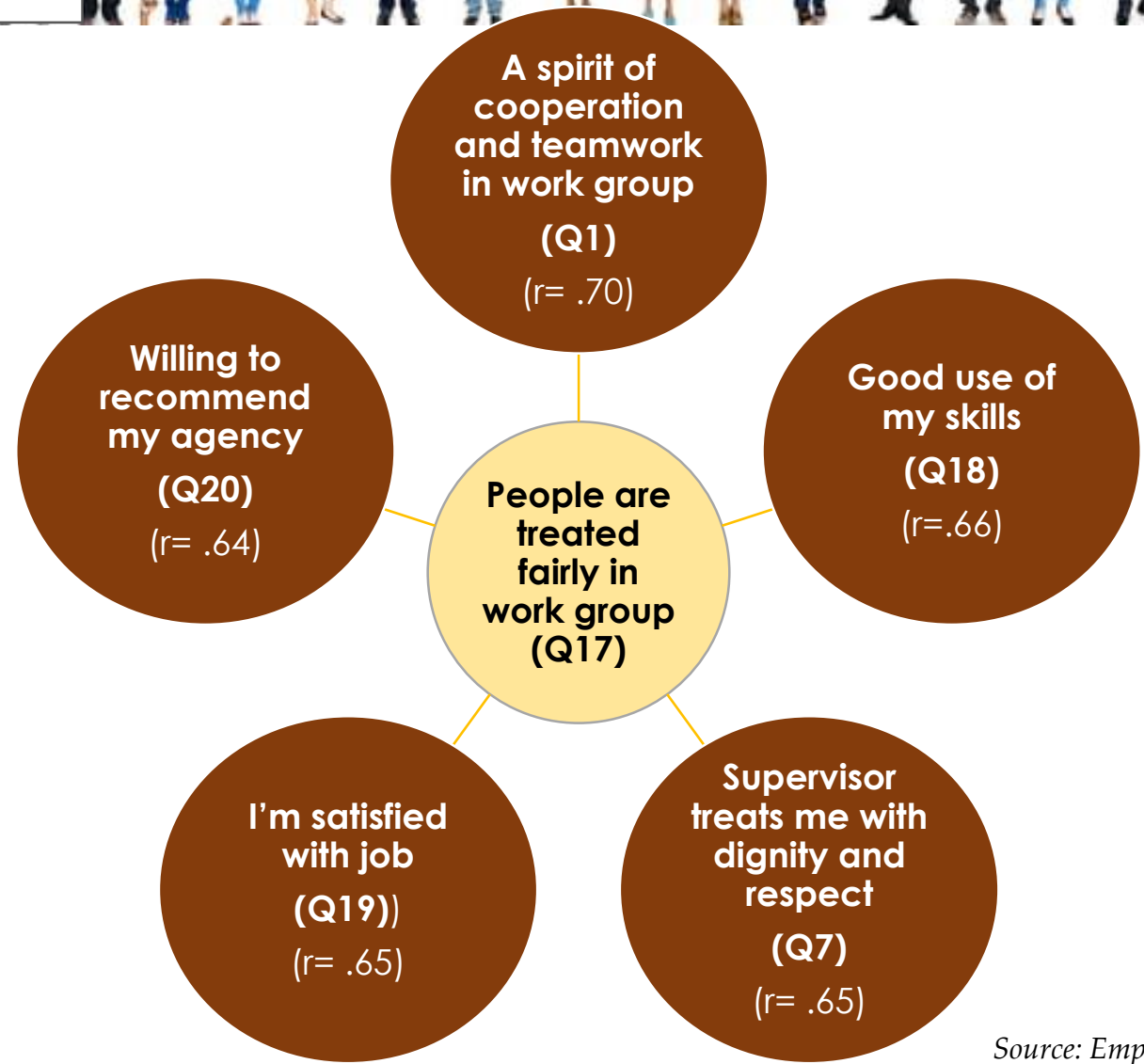People are **treated fairly** in my work group.(Q17)

72%

33,000+ Employees

A spirit of **cooperation and teamwork** exists in my work group. (Q11)

Source: Employee Survey

Relationships

Healthy relationships in the work group are extremely powerful

A spirit of cooperation and teamwork in work group (Q1) (r= .70)

Good use of my skills (Q18) (r=.66)

Willing to recommend my agency (Q20) (r= .64)

People are treated fairly in work group (Q17)

I'm satisfied with job (Q19) (r= .65)

Supervisor treats me with dignity and respect (Q7) (r= .65)

Source: Employee Survey

Relationships

Agency Strategies

- Trainings and awareness
- Open houses
- Utilizing Outlook
- Get to know the staff page
- Supporting committees

Reply Reply All Forward IM

Calvert, Josh (OFM) Beals, Michaela (OFM)

RE: Thursday's agenda

Autonomy

"The desire to have freedom and discretion in one's job"

Why care about autonomy?
- ✓ Decreased costs
- ✓ Increased efficiencies
- ✓ Increased customer satisfaction
- ✓ Higher job satisfaction

Autonomy

"The desire to have freedom and discretion in one's job"

62%
29,000+ Employees

I have the **opportunity to give input on decisions** affecting my work. (Q1)

58%
Modern Work Environment Index

How **satisfied** are you **with** your **current work environment**? (Q21)
- Flexibility
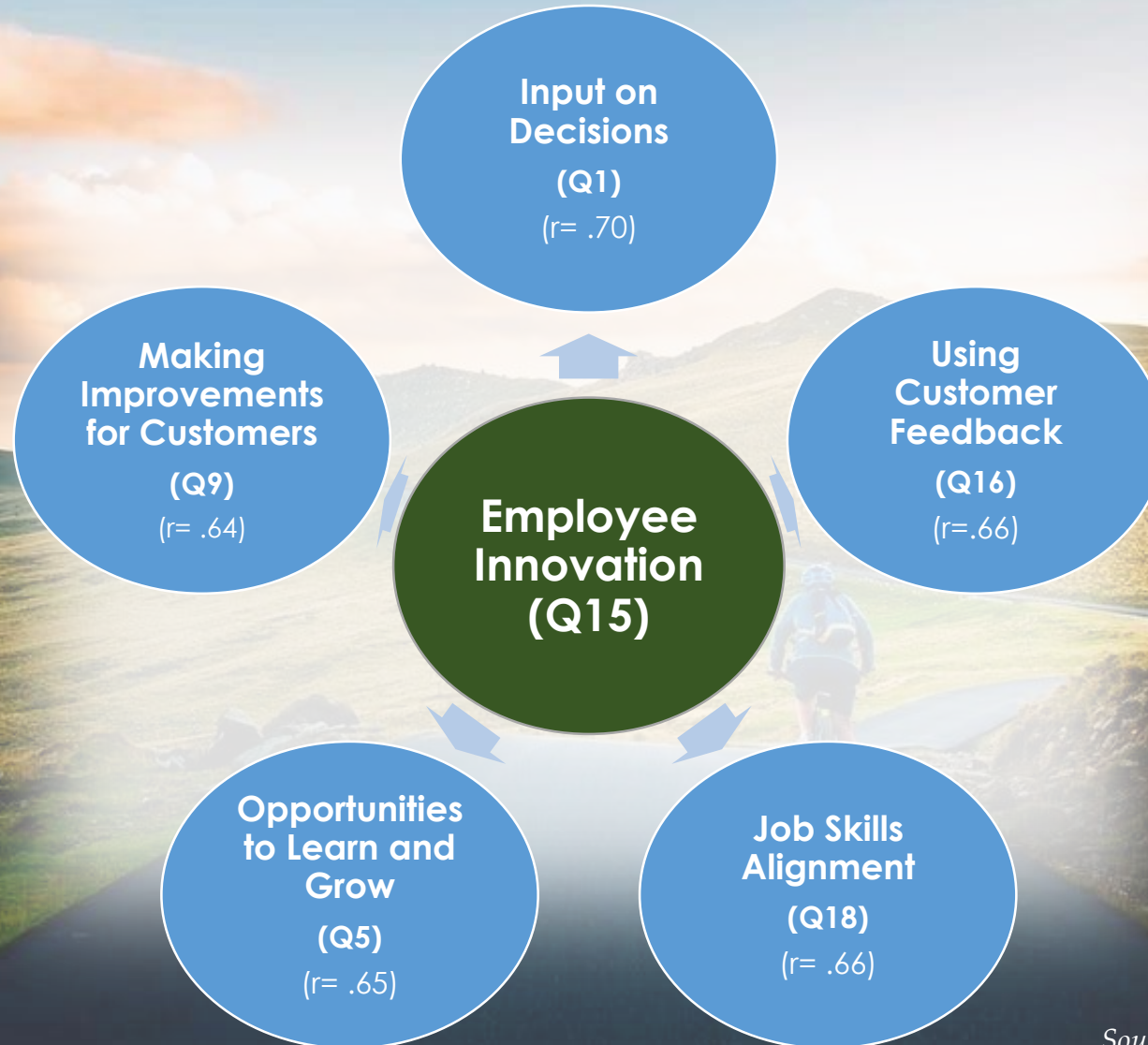- Technology
- Mobility
- Physical Space
- Well-Being

57%
26,000+ Employees

I am **encouraged to come up with better ways** of doing things. (Q15)

Source: Employee Survey

Autonomy

Continuous improvement efforts and encouraging innovation go hand and hand

Employee Innovation (Q15)

- **Input on Decisions (Q1)** (r= .70)
- **Using Customer Feedback (Q16)** (r=.66)
- **Job Skills Alignment (Q18)** (r= .66)
- **Opportunities to Learn and Grow (Q5)** (r= .65)
- **Making Improvements for Customers (Q9)** (r= .64)

Source: Employee Survey

Autonomy

Statewide Participation Rates

Flextime
57%

Compressed Workweek
42%

Telework
18%

How satisfied are you with your current work environment?

	Very Satisfied/Satisfied	Neutral	Dissatisfied/Very Dissatisfied	# Doesn't Apply
Flexibility	72%	13%	15%	2,520
Technology	65%	19%	16%	950
Physical Space	54%	22%	24%	1,097
Well-Being	53%	23%	23%	460
Mobility	46%	25%	28%	9,774

■ Very Satisfied/Satisfied   ■ Neutral   ■ Dissatisfied/Very Dissatisfied
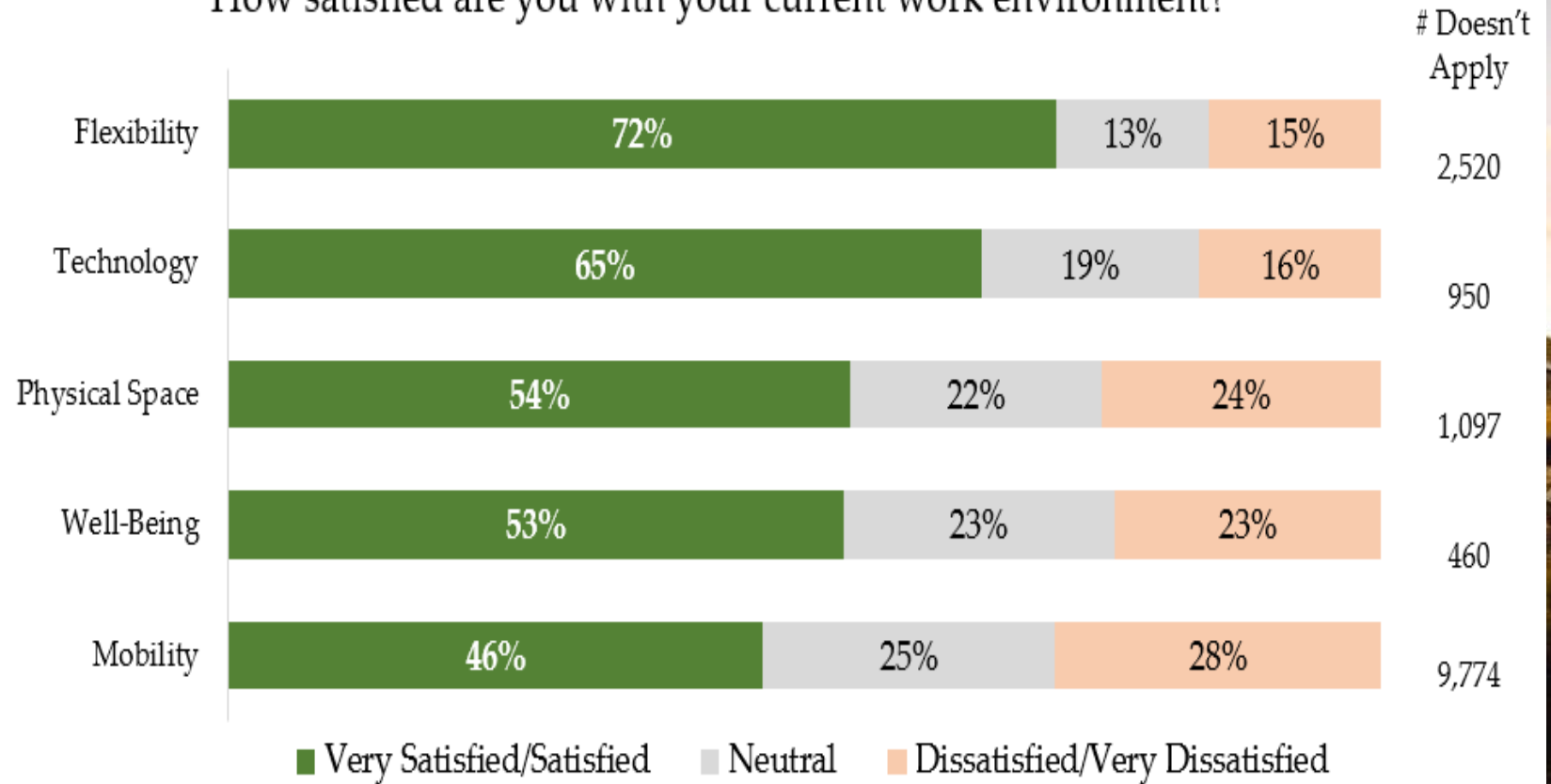
Flexibility: the ability to adjust your scheduled hours as needed
Mobility: the ability to work remotely from a variety of locations, such as your home or alternate work sites
Physical Space: the building, furniture, lighting, noise, variety of spaces for different work tasks (concentration space, collaboration space)
Technology: your work desktop computer, laptop, mobile phone, tablet, remote access, Wi-Fi, collaboration tools
Well-Being: how your work environment affects your physical, social, emotional health

Mastery

"The desire to learn new skills and develop expertise."

Why should we care about mastery?
- Progress is motivating to employees
- Leads to better job performance
- Shows employer values employee

Mastery

"The desire to learn new skills and develop expertise."

72%

33,000+ Employees

At my job, I have the opportunity to **make good use of my skills**. (Q18)

71%

33,000+ Employees

I have the **tools and resources** I need to do my job effectively. (Q6)

69%

32,000+ Employees

My supervisor gives me **ongoing feedback** that helps me improve my performance. (Q8)

63%

29,000+ Employees

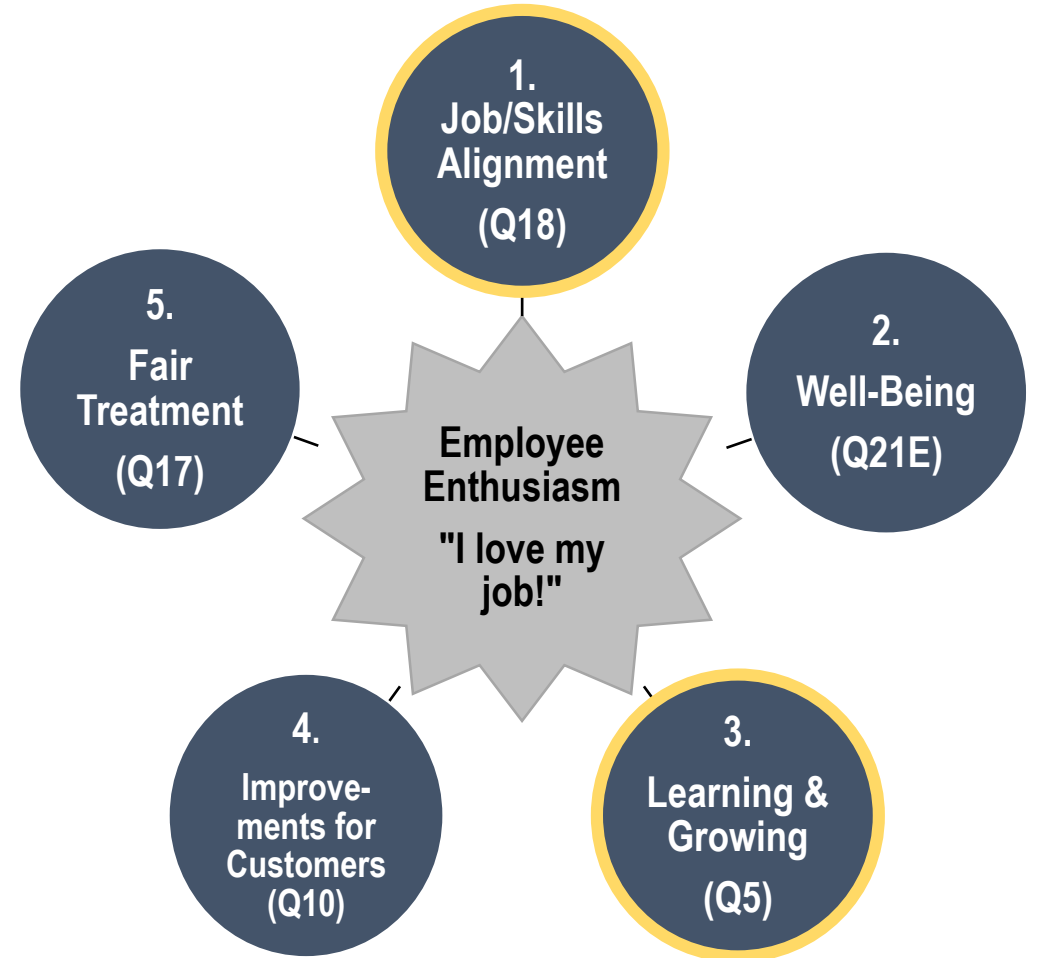I have opportunities at work to **learn and grow**. (Q5)

Source: Employee Survey

Mastery

Job/skills Alignment and **Learning & Growth Opportunities** are 2 of the top 3 drivers of employee enthusiasm in our survey.

Source: Employee Survey

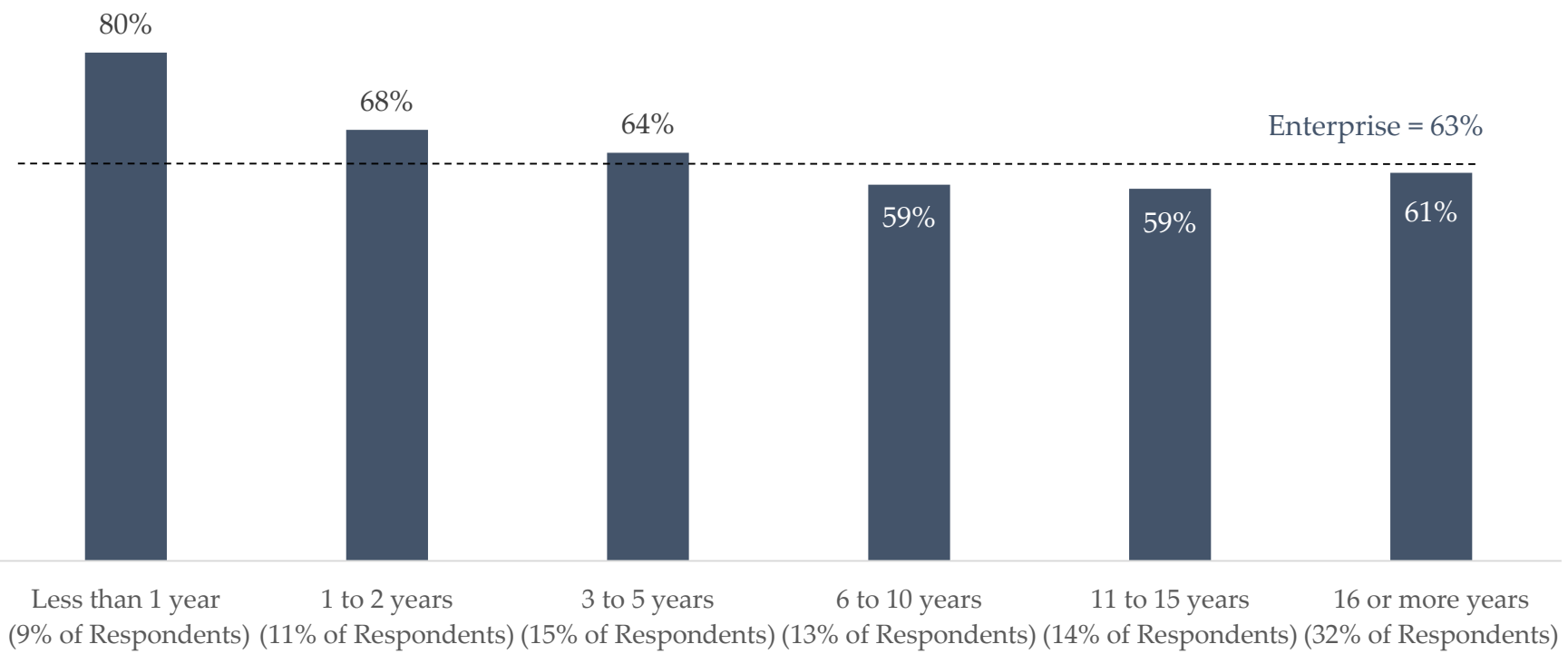## Top 5 Drivers of Job Satisfaction and Agency Promoters

- 1. Job/Skills Alignment (Q18)
- 2. Well-Being (Q21E)
- 3. Learning & Growing (Q5)
- 4. Improvements for Customers (Q10)
- 5. Fair Treatment (Q17)

Employee Enthusiasm "I love my job!"

Mastery

"I have opportunities at work to learn and grow" (Q5) by State Tenure

Satisfaction with learning and growth opportunities starts high, but declines as employees stay longer with the state.

Enterprise = 63%

Less than 1 year (9% of Respondents)	1 to 2 years (11% of Respondents)	3 to 5 years (15% of Respondents)	6 to 10 years (13% of Respondents)	11 to 15 years (14% of Respondents)	16 or more years (32% of Respondents)
80%	68%	64%	59%	59%	61%

Mastery

"The desire to learn new skills and develop expertise."

Agency Strategies

- Employee-led skill development
  - Tuition reimbursement
  - Lynda.com
  - "Brown Bags"
- Career development
  - Developmental job assignments (DJAs), cross training
  - Career maps & career coaching
- Leadership development/succession planning
  - Manager trainings (agency-specific & DES "Leading Others" and "Leading Teams")
  - Knowledge transfer, job-shadowing, mentorships
  - Formal leadership programs

"Training and developing employees" was the #2 top workforce strategy reported by agencies in the HRMR.

Source: HRMR

Purpose

"The desire for meaningful work."

Why should we care about purpose?
- Connecting to something larger than yourself unlocks the highest level of motivation
- Especially motivating for tough challenges
- Improves dedication and performance

Purpose

"The desire for meaningful work."

82%

38,000+ Employees

I know how my work contributes to the **goals of my agency**. (Q3)
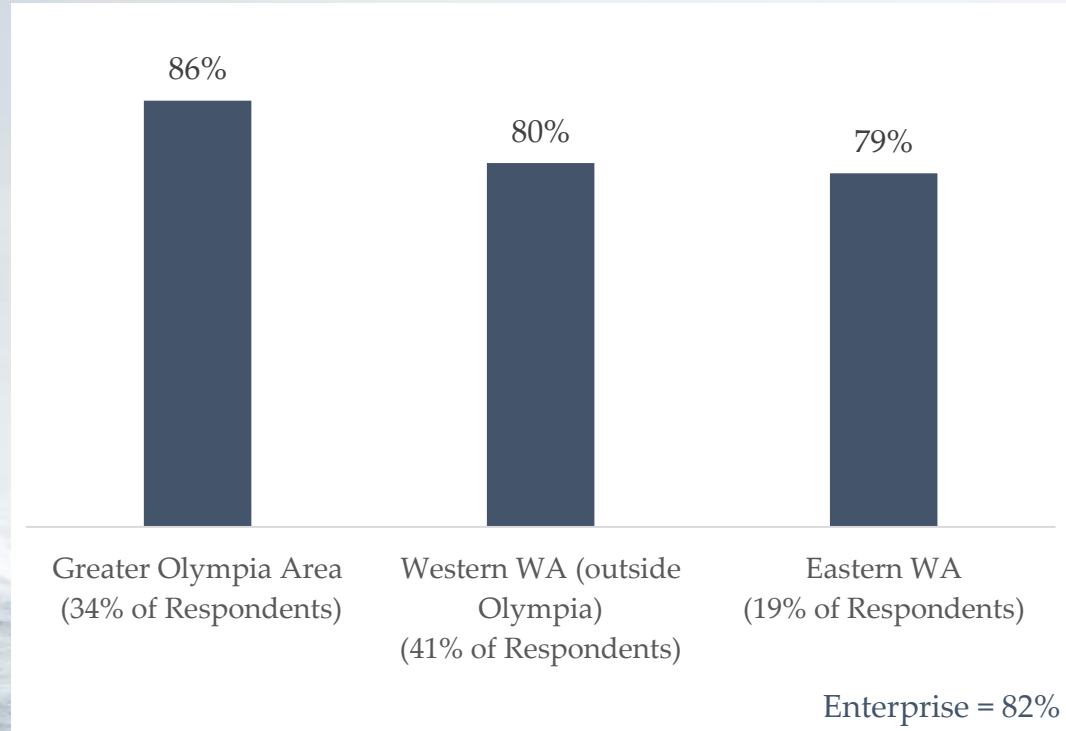
66%

30,000+ Employees

We are making improvements to **make things better** for our **customers**. (Q10)

50%

23,000+ Employees

I receive clear **information about changes** being made within my agency. (Q14)

Source: Employee Survey

Purpose

Virtuous Cycle

Virtuous Cycle

↑ Managers

More positive scores on receiving **clear info on changes** (Q14)

↑ Turnover

Less positive scores on knowing how **work connects to agency goals** (Q3)

Source: 2017 Engagement Survey and FY17 HRMR
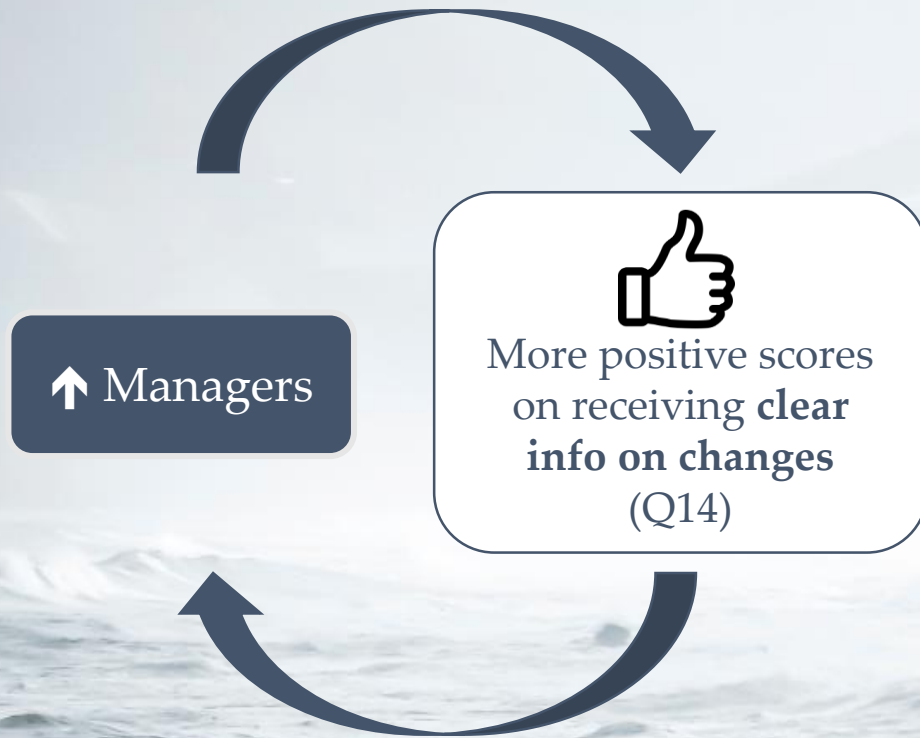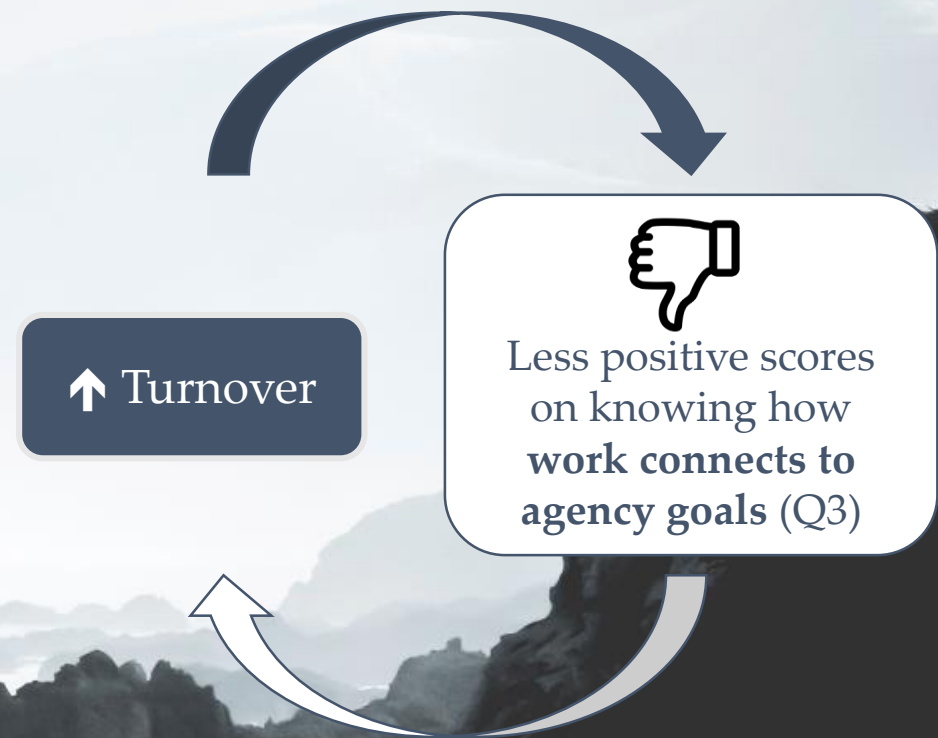
Purpose

"The desire for meaningful work."

Agency Strategies:
- Emphasize agency mission
  - During onboarding
  - Reinforce in performance management conversations
  - "Walk the talk" with agency policies
- Show connection to customer
  - Visual workflow diagrams (lean)
  - Identify customers and seek input (customer "stories")
- Leadership transparency & communication during change
  - Variety of communication channels
  - Town halls
  - Video updates

Source: HRMR

Recommendations

✓ Measure engagement, communicate, and take action

✓ Help managers foster engagement

✓ RAMP – think about employees holistically

  ✓ R - Foster a respectful and inclusive work environment

  ✓ A - Encourage innovation and smart risk-taking

  ✓ M - Invest in training and development opportunities

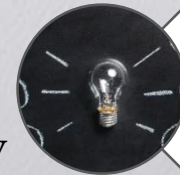 ✓ P - Emphasize the connection to the customer and agency mission

Remember
RAMP

Relationships

Autonomy

Mastery

Purpose

Next Steps

- Survey Presentations to:
  - HR Managers (3/7)
  - Deputy Directors (3/21)
  - Governor's Office (3/22)
  - Executive Cabinet Directors (3/27)
  - DEI Council
  - Employer of Choice Committee

- Formal report published early-to-mid April

- 2018 Survey
  - Kickoff email to Deputies in Spring
  - New inclusion question

New "Inclusion" Question

Procedural Justice — the perceived fairness of decision processes, as opposed to a focus on the outcomes of those processes

Dimension	Definition	Survey Question
1. Interpersonal respect	Treated with dignity and respect; rights are protected	Q7 – supervisors treat employees with dignity and respect
2. Neutrality	Honest and impartial decision-making; based on fact	Q17 – people in work group treated fairly
3. Participation/Voice	Opportunity to express one's views to decision makers	Q1 – employee input solicited
4. Trustworthiness	Decision makers are sincerely concerned with individual needs	**New Question**

New Question Options for Testing:
- **At work, I feel appreciated for who I am.**
- **At work, I feel valued for who I am.**
- **I feel welcome to be myself at work.**
- **I can be myself at work.**

Thank you!

FOR MORE INFORMATION:

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