

# STATE EMPLOYEE ENGAGEMENT SURVEY

**Engaged employees find pride in their work and are more likely to go above and beyond.**

Decades of research reveal a strong connection between employee engagement and organizational performance. Engaged employees find their work meaningful and are more likely to deliver results for their agency, coworkers and other stakeholders. Using a data-driven and action-focused approach to engagement can result in:

- Achieving strategic goals
- Better customer service
- More innovation
- Higher employee retention
- Fewer equal opportunity complaints

The Washington State Employee Engagement Survey gathers feedback on practices that influence job satisfaction, engagement, leadership, customer value and job support. Responses to questions help leaders, managers and supervisors guide and measure their efforts.

The Survey was conducted every two years from 2006 to 2013, and annually thereafter. The Washington State Office of Financial Management, State Human Resources Division is responsible for administration of the survey. This dashboard contains the past five years of survey data.

## Rating scale

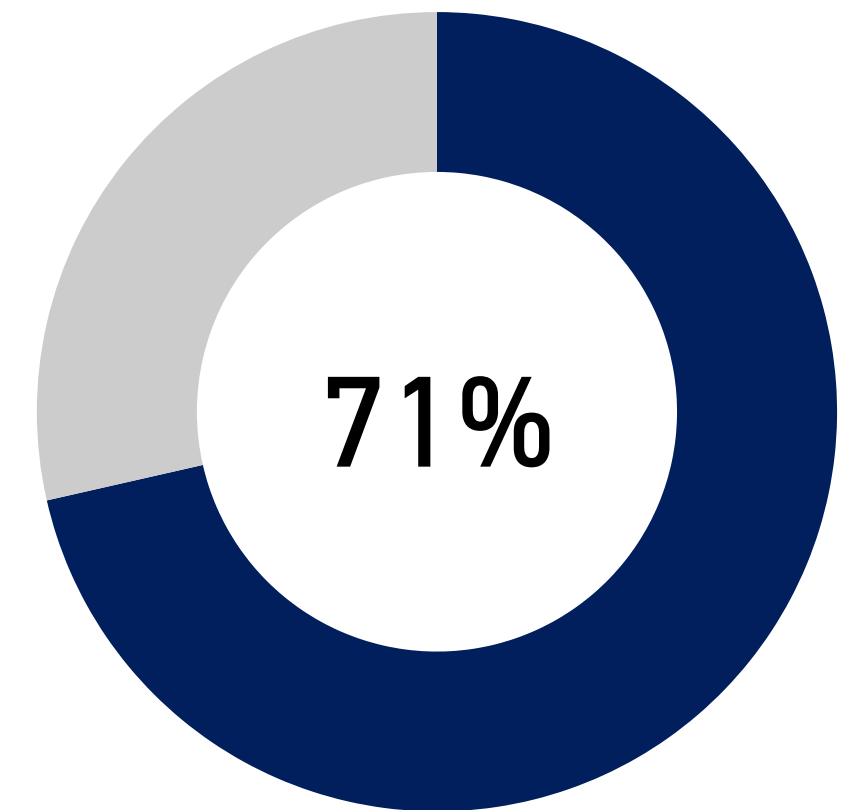
5-Almost always or always  
4-Usually  
3-Occasionally  
2-Seldom  
1-Almost never or never

## How percentages are calculated

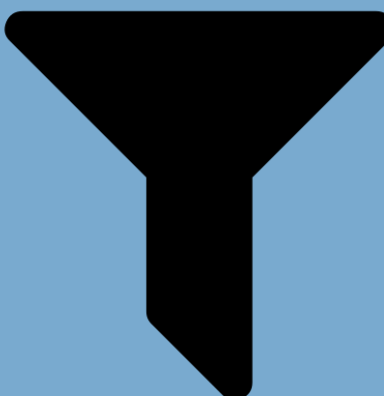
Researchers consider employees to respond to a question with 5 or 4 as satisfied. Employees who respond with 1, 2 or 3 are not satisfied. The percentages are averages of these designations.

## NA

Only visuals and numbers of groups ten or over are available through this dashboard. Otherwise, visuals default to "NA".



are satisfied with their job.



**Use these filters for year and agency to explore the data.**

All

2015

2016

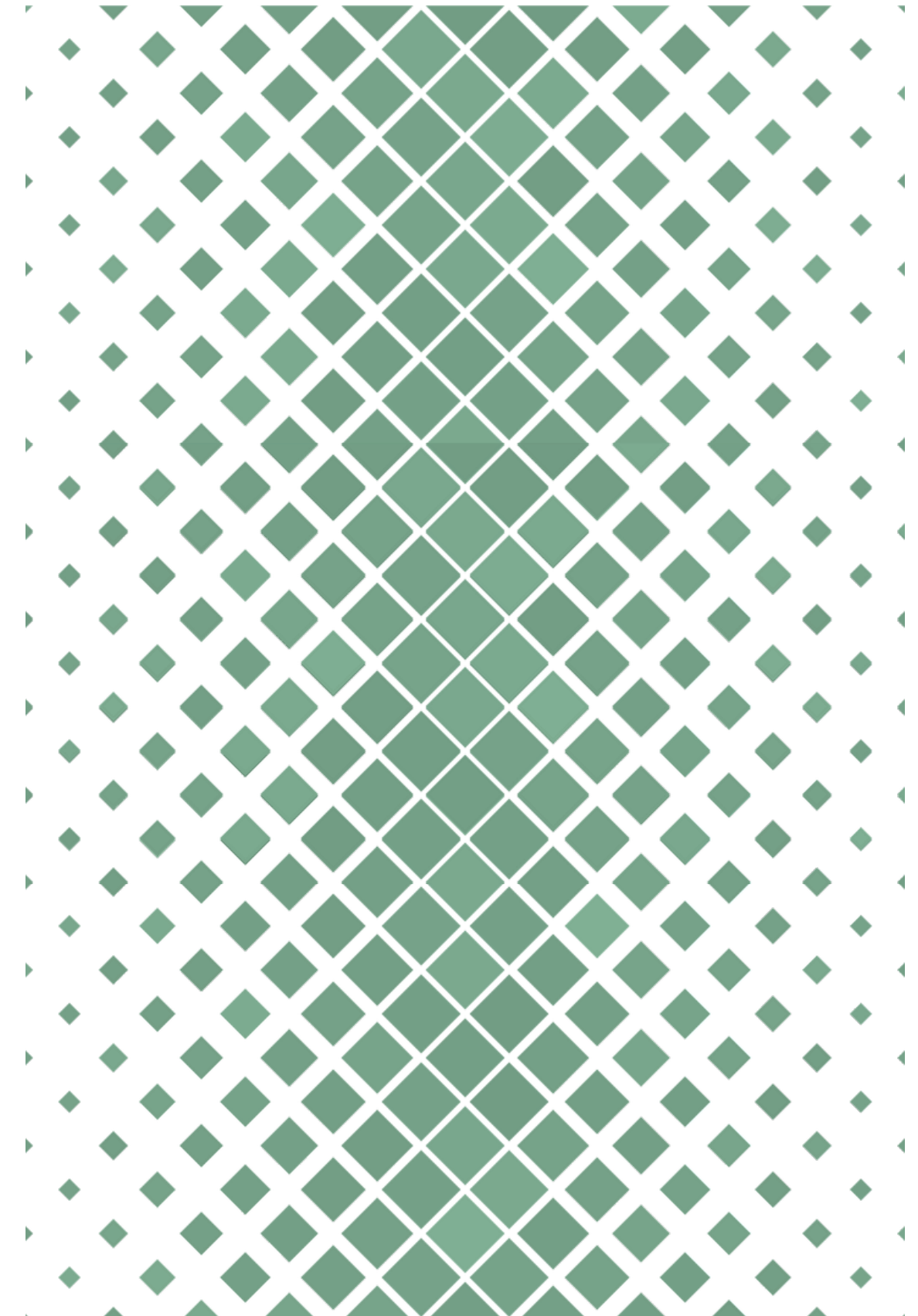
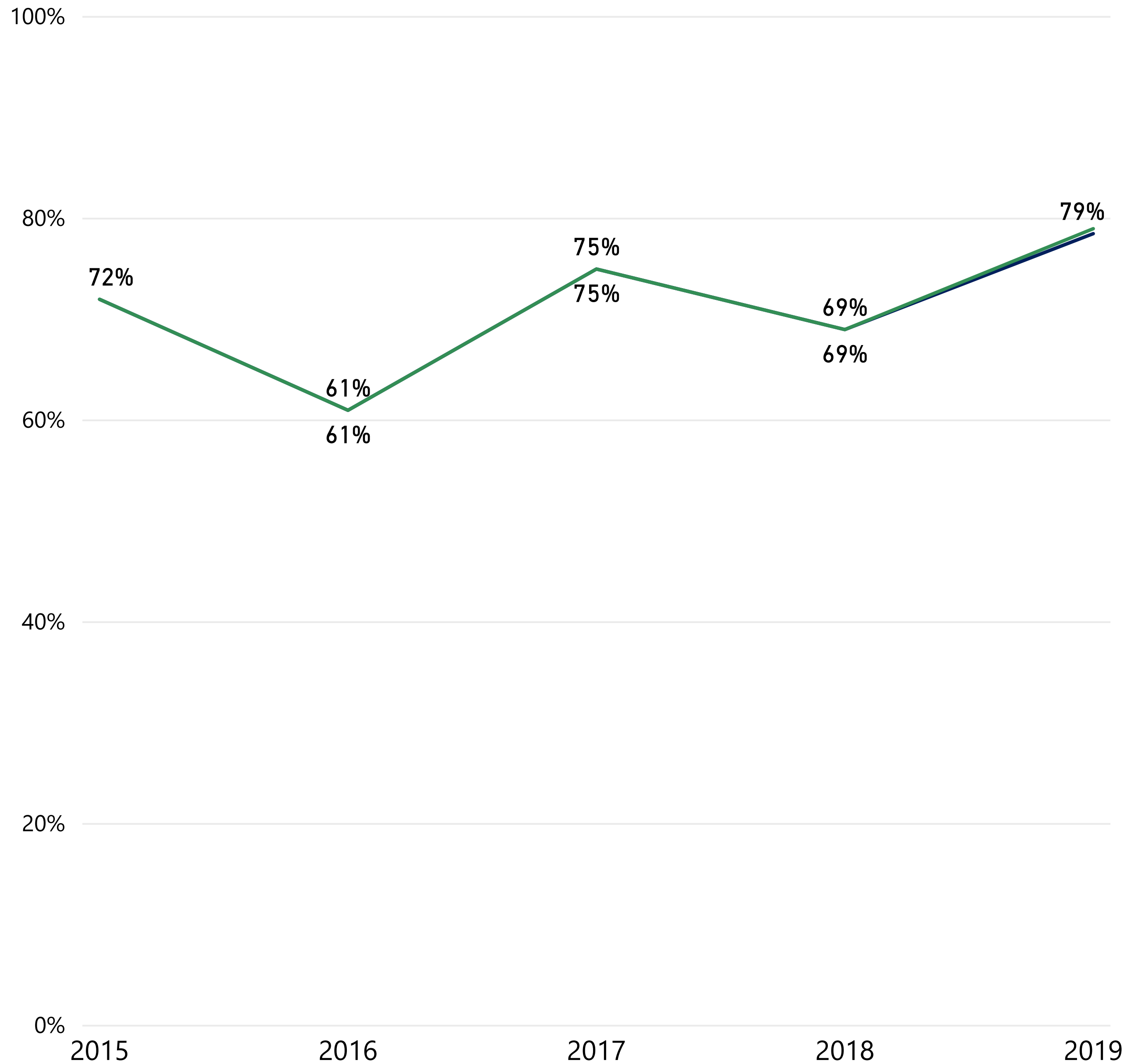
2017

2018

2019

# PARTICIPATING AGENCY RESPONSE RATE

● Response rate ● Statewide response rate



**Use these filters for year and agency to explore the data.**

Agency

Statewide



# RAMP | A MODEL OF INTRINSIC MOTIVATION

A motivated employee is an engaged employee. Research shows that intrinsic motivation is the most powerful and long-lasting strategy for motivation. In 2018, the Office of Financial Management, State Human Resources developed the RAMP model. This human-centered framework was inspired by Self-Determination Theory, Maslow's Hierarchy of Needs, *Drive* by Daniel Pink, and decades of other motivation research.



## Relationships

**The drive to feel respected and connected.** In the workplace, relationships provide a sense of value, support, and encouragement. The model starts with relationships because they provide the foundation to our engagement in the workplace.



## Autonomy

**The drive for freedom and discretion.** Autonomy with our work gives us the space to use diverse methods to getting the job done. This enables us to find creative solutions to complex problems.



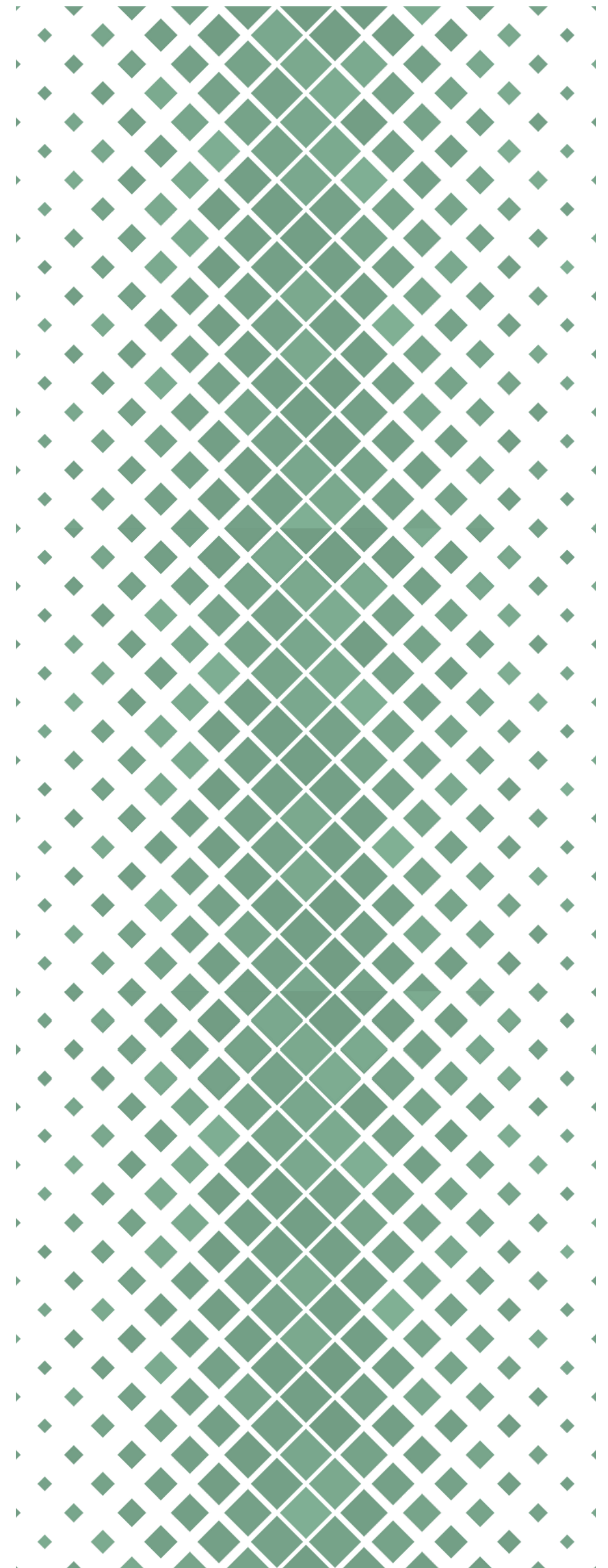
## Mastery

**The drive to learn and grow.** A sense of progress, not just in our work, but also in our capabilities, drives us to succeed. Our workplace cultures must encourage continuous feedback, skill development, and provide realistic challenges.



## Purpose

**The drive for meaning.** In the workplace, our purpose is much more than a mission statement. It is believing the work we do matters and knowing how success is measured.



# RELATIONSHIPS

86%

My supervisor treats me with dignity and respect.

72%

People are treated fairly in my work group.

74%

My agency consistently demonstrates support for a diverse workforce.

72%

A spirit of cooperation and teamwork exists in my work group.

66%

At my workplace, I feel valued for who I am as a person.

## Spotlight: My supervisor treats me with dignity and respect

WA state government

86%

Federal government

84%

Private sector

86%

## Agency strategies

- Provide information on hiring in a fair, standard, and legally defensible way (Department of Labor and Industries).
- Hold focus groups for “Respect in the Workplace” (Department of Veterans Affairs).
- Hire a consultant to conduct a diversity and inclusion assessment (Department of Health).
- Host a health and wellness fair for employees (Military Department).

Relationships

75%

Autonomy

68%

Mastery

64%

Purpose

63%



Use these filters for agency tenure, supervisor status, region, agency, and year to explore the data.

All



All



All



All



2015

2016

2017

2018

2019

# AUTONOMY

87%

I know what is expected of me at work.

61%

I have the opportunity to give input on decisions affecting my work.

57%

I am encouraged to come up with better ways of doing things.

71%

Satisfaction with work flexibility.

51%

Satisfaction with work mobility.

Autonomy has the greatest variation in individual question scores.

## Spotlight: supervisors by location

Non-supervisors  
Supervisors



## Agency strategies

- Add the five lowest-rated questions on the engagement survey to supervisors' performance appraisals for rating (Washington State Patrol).
- Create "touch-down stations" in buildings to allow for mobility of employees throughout campus (Utilities and Transportation Commission).
- Leadership holds office hours so employees can stop by and provide feedback (Department of Commerce).
- Hold an annual leadership conference (Department of Licensing).



Use these filters for agency tenure, supervisor status, region, agency, and year to explore the data.

All

All

All

All

2015 2016 2017 2018 2019



# MASTERY

62%

I have opportunities at work to learn and grow.

56%

I receive recognition for a job well done.

47%

We use customer feedback to improve our work processes.

72%

I receive the information I need to do my job effectively.

71%

I have the tools and resources I need to do my job effectively.

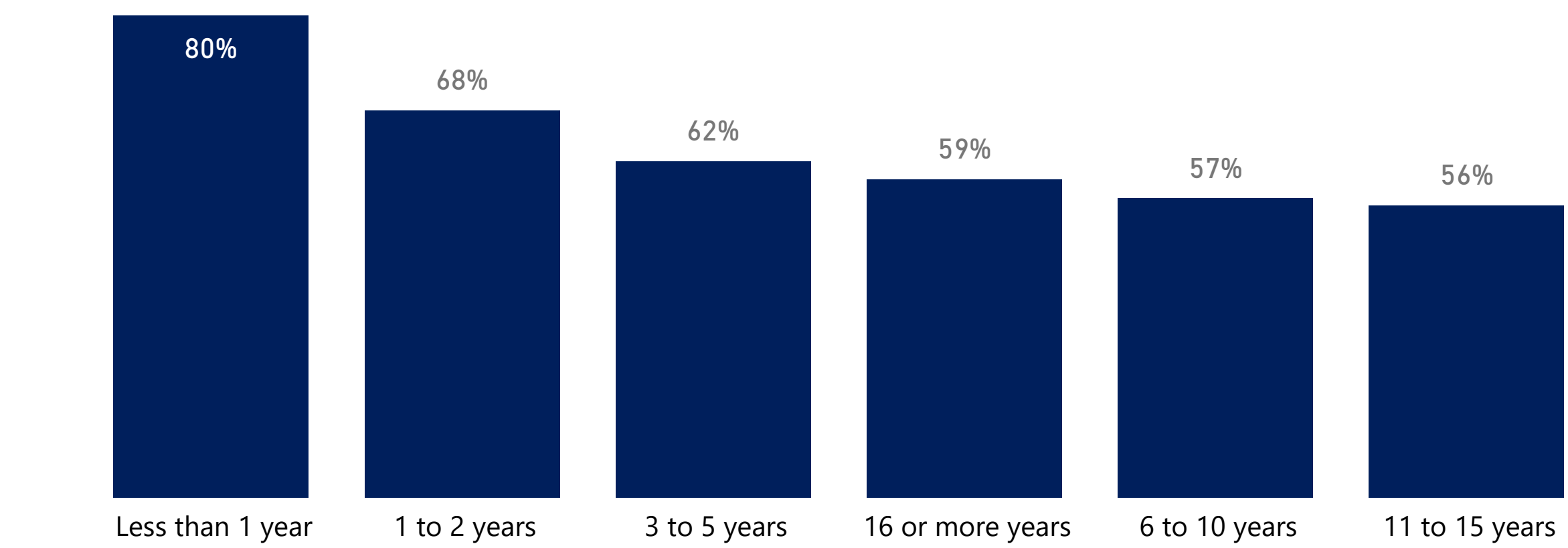
69%

My supervisor gives me ongoing feedback that helps me improve my performance.

72%

At my job, I have the opportunity to make good use of my skills.


## Satisfaction with learning and growth opportunities by state tenure



## Agency strategies

- For recognition, create a “Wall of Wow” and a “Pillar of Praise” for recognition (Washington Technology Services).
- Promote and fund the Tuition Assistance program (State Parks and Recreation Commission).
- Begin a mentoring program for staff (Office of the Attorney General).
- Developing supervisory skills with an internal consultant (Washington State Investment Board).





Use these filters for agency tenure, supervisor status, region, agency, and year to explore the data.

All

All

All

20152016201720182019

# PURPOSE

81%

I know how my work contributes to the goals of my agency.

56%

I know how my agency measures its success.

66%

We are making improvements to make things better for our customers.

49%

I receive clear information about changes being made within the agency.

## Agency strategies

- Sponsor work environment subcommittees (Department of Labor and Industries).
- Implementing Lean problem-solving strategies. (Center for Childhood Deafness).
- Conduct division-level interviews to map processes across all divisions (Health Care Authority).
- Create a position dedicated to coordinating training and employee engagement (Office of the Superintendent of Public Instruction).

Relationships

75%

Autonomy

68%

Mastery

64%

Purpose

63%

## Clear information on changes by agency functional area

66%

53%

48%

47%

44%

44%

Less than 1 year

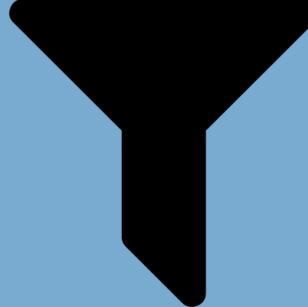
1 to 2 years

16 or more years

3 to 5 years

6 to 10 years

11 to 15 years



Use these filters for agency tenure, supervisor status, region, agency, and year to explore the data.

All

All

All

All

2015

2016

2017

2018

2019

# ROTATING QUESTIONS



All



Rotating questions are a great way to examine a trend. While there is no trend analysis on rotating questions, they are a great way to keep the engagement survey fresh and test new ideas or concerns. Often, these pulse-like questions will allow researchers to dive into different aspects of RAMP. OFM SHR deliberates and selects a new rotating question each summer. Explanation of what rotating questions are, how we use them, and how they are selected.

2019	2020	2021	2022	2023
78%	Stay tuned!	Stay tuned!	Stay tuned!	Stay tuned!
AUTOMONY	RAMP	RAMP	RAMP	RAMP
OFM SHR wanted to further examine Autonomy and determine if employees are able to excercise creativity and expertise in their roles. This question is also meant to investigate concerns of micro-management. Researchers found that a large majority of employees were satisfied with their supervisor, but received lots of qualitative feedback about middle management.	Why was this selected?	Why was this selected?	Why was this selected?	Why was this selected?



# 7 REASONS

## EMPLOYEE SURVEY SCORES MAY CHANGE



### HEARING FROM DIFFERENT PEOPLE

Large fluctuations in response rates may indicate we are not hearing from the same employees year over year. Look at division breakouts for more information.



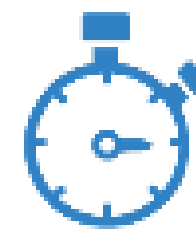
### CHANGING EMPLOYEE EXPECTATIONS

This is a good thing! We have told employees to expect more from their employers. Now we work to deliver on that promise.



### REGRESSION TO THE MEAN

Make sure to track trends over time for a more accurate picture of the direction of survey scores.



### ACTION PLANNING TAKES TIME

Engagement strategies often involve culture change, which takes time. Be patient. Use the survey as a pulse check.



### FRAME OF MIND

Events that occur before the respondent takes the survey may affect their responses. For example, a birthday or a bad commute. Surveying each year helps test for these outliers..



### ORGANIZATIONAL CHANGE

Leadership and organizational changes can present improvements or difficulties for employees.



### COMMUNICATION

It's not only the change itself, but also the communication about the change that matters. Communicate early and often, especially during times of uncertainty.

# TIMELINE

## Seasonal

### Late April-June

- Survey planning begins.

### July-September

- Survey outreach and communication development.

### October

- Survey opens to all participating agencies and their employees.

### November

- Survey results validated.

### December

- Agencies receive official results.

### January

- Advanced research on results conducted.

### February-April

- Results and analysis findings presented to stakeholders.

### April

- Executive formal report published.

## Historic

### 2019

- Supplemental work environment questions added.
- Demographic pilot of additional questions offered to agencies.

### 2018

- New standard question added.
- Customer value pilot extended one year.

### 2017

- Supplemental modern work questions added.
- Customer value pilot offered to agencies to investigate lower scores.

### 2016

- Rotating questions added for the first time.

### 2015

- Survey participation rate exceeds 70% for the first time.

### 2014

- First “off” year for DSHS, which conducts employee survey every other year.

### 2013

- Survey becomes annual.
- Employer of Choice performance metric established.
- Added customer interaction questions.

### 2011

- Added several standard engagement questions.

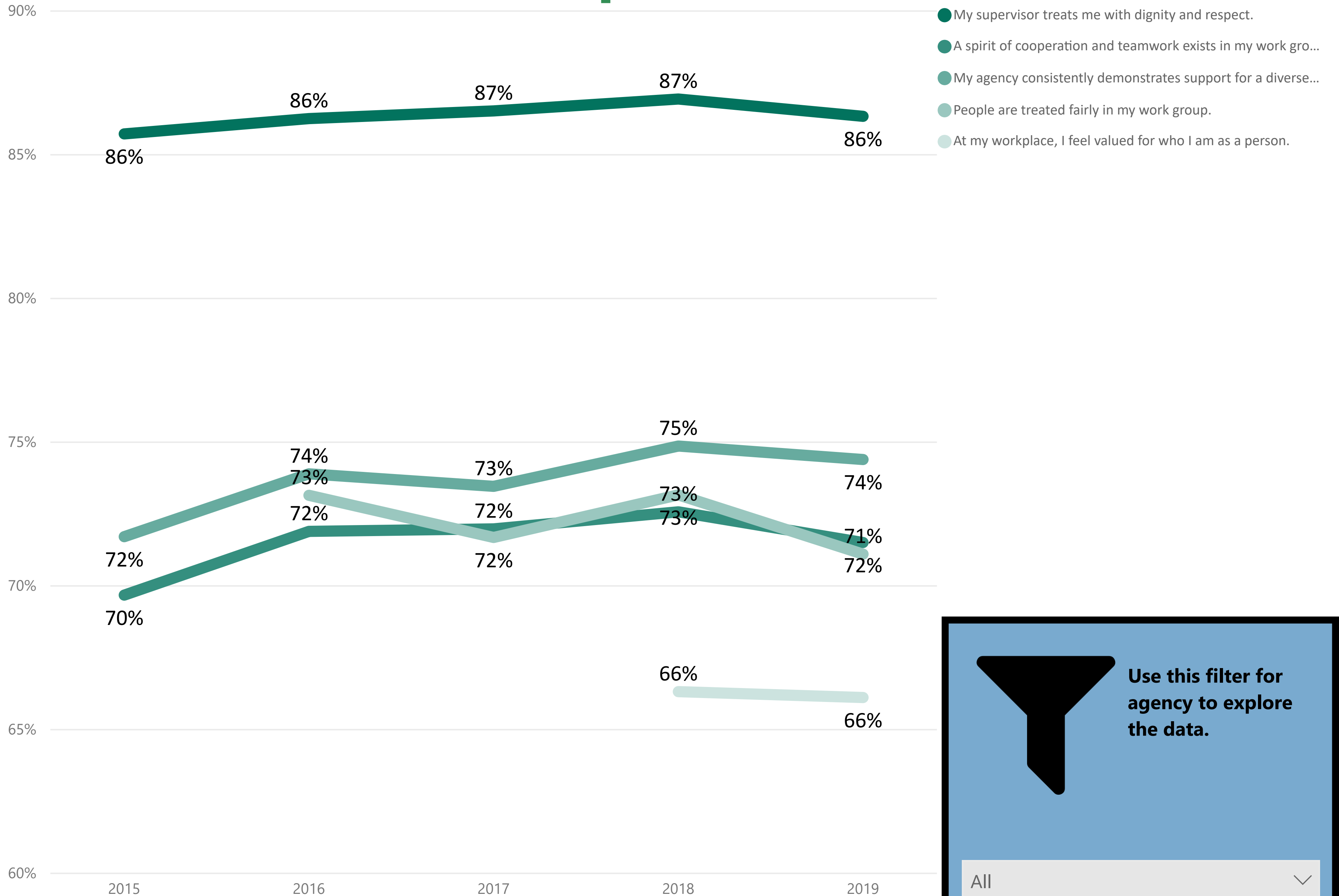
### 2007

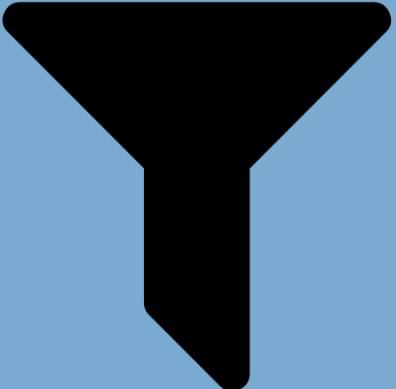
- Survey now conducted every two years.
- Added standard question measuring agency support for diversity.


### 2006

- Statewide survey first launched.

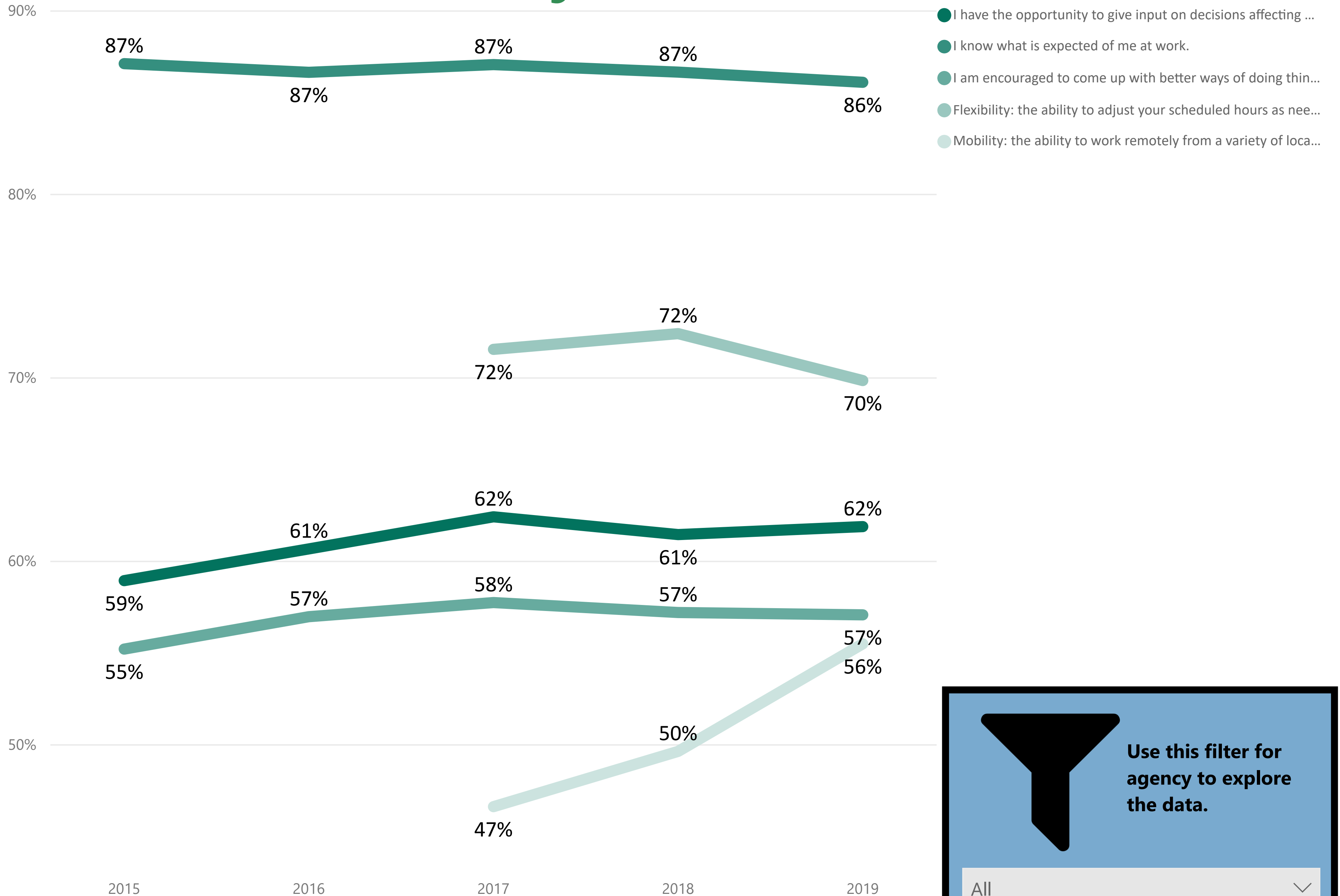
# TRENDS Relationships

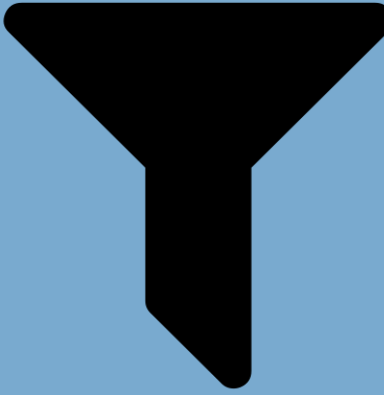



 Use this filter for agency to explore the data.

All 

# TRENDS Autonomy

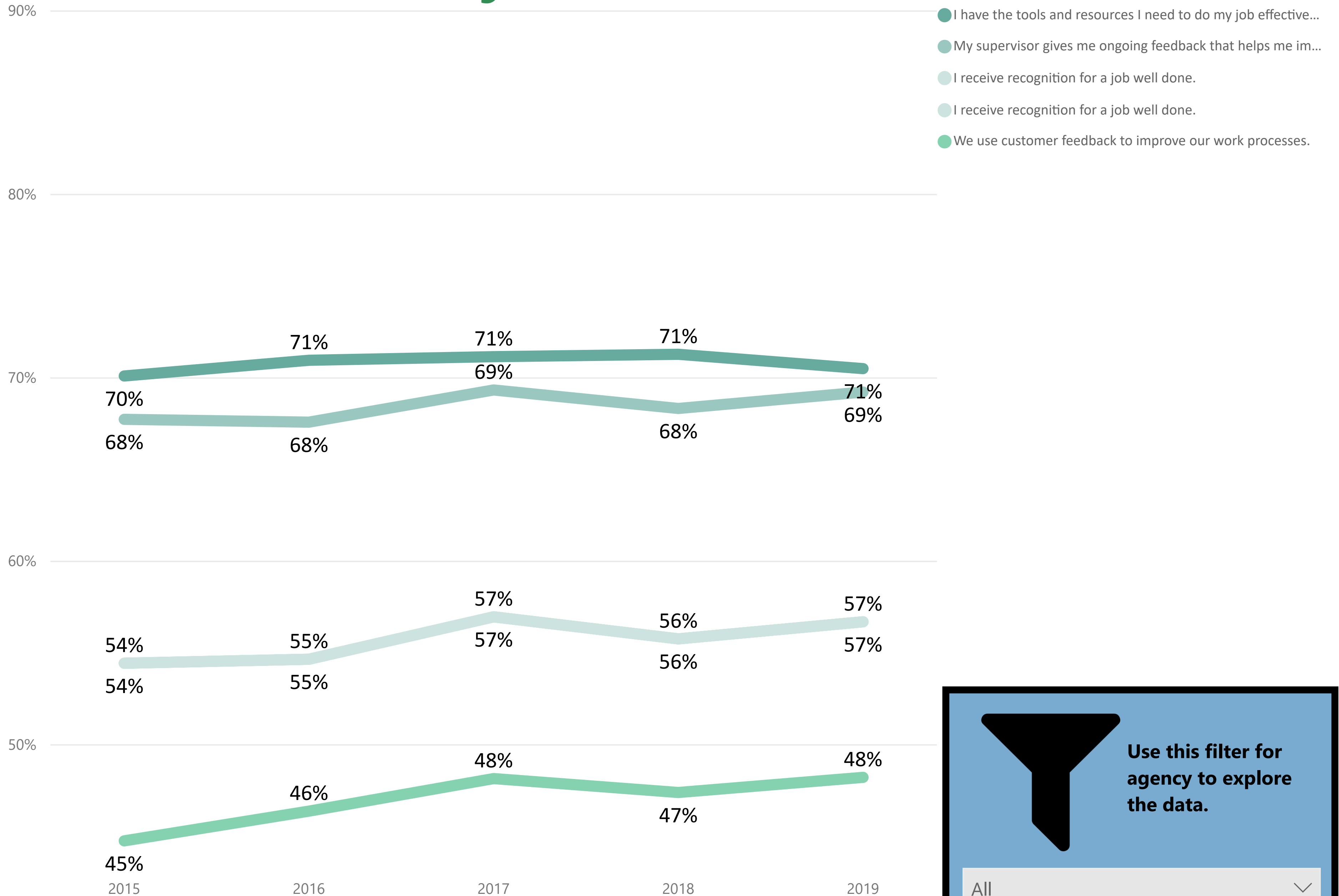


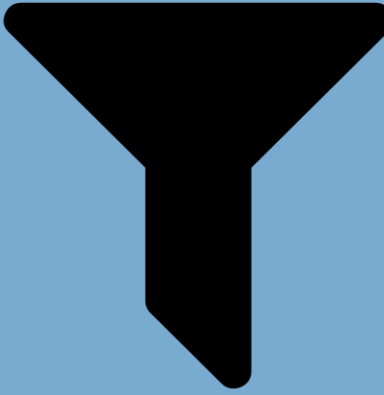
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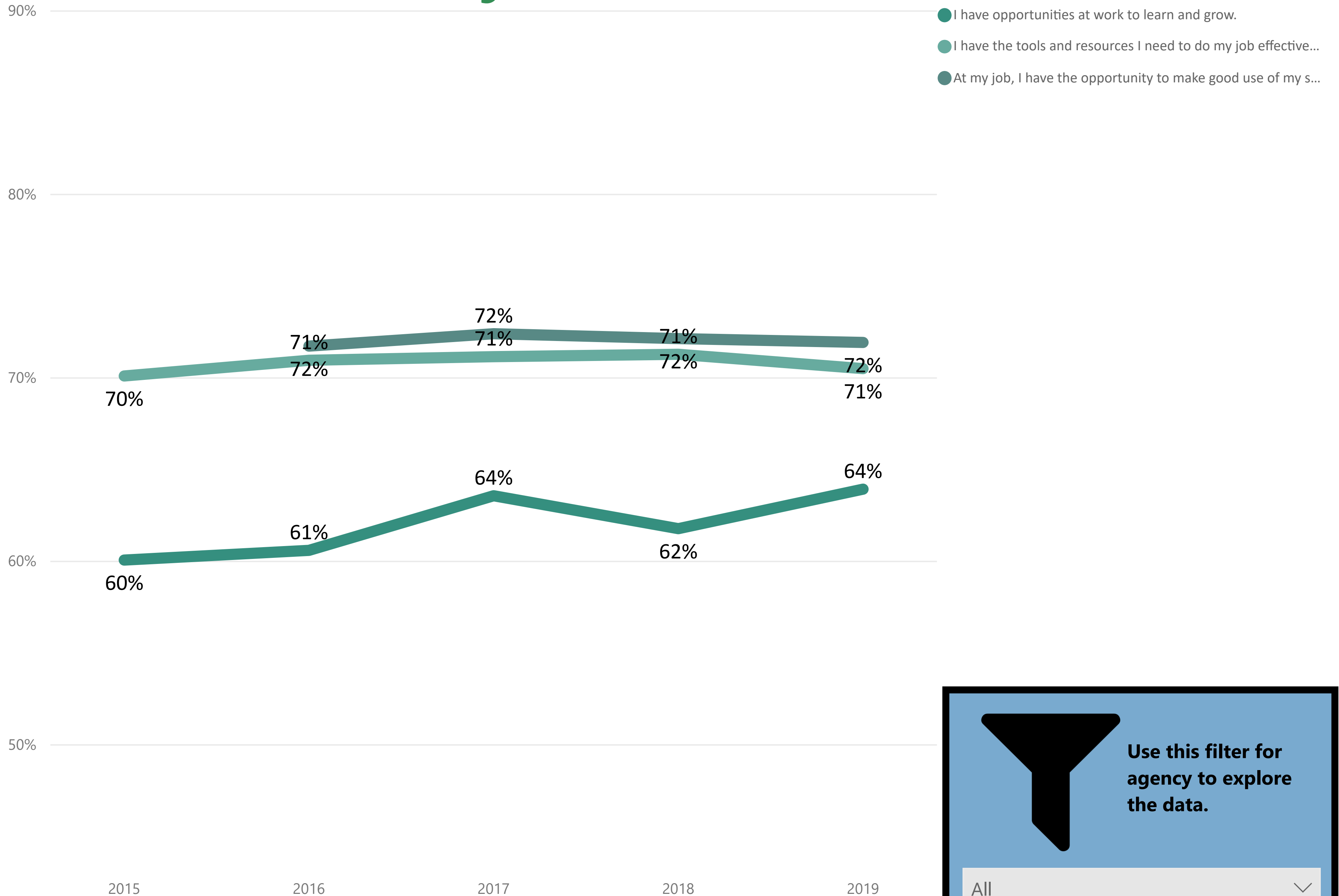
# TRENDS Mastery

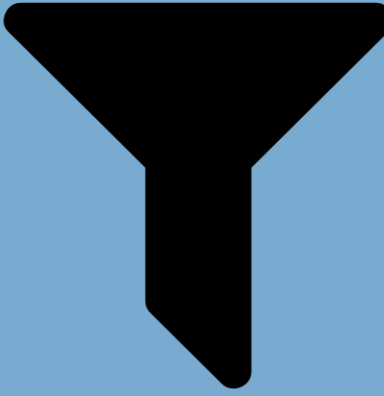



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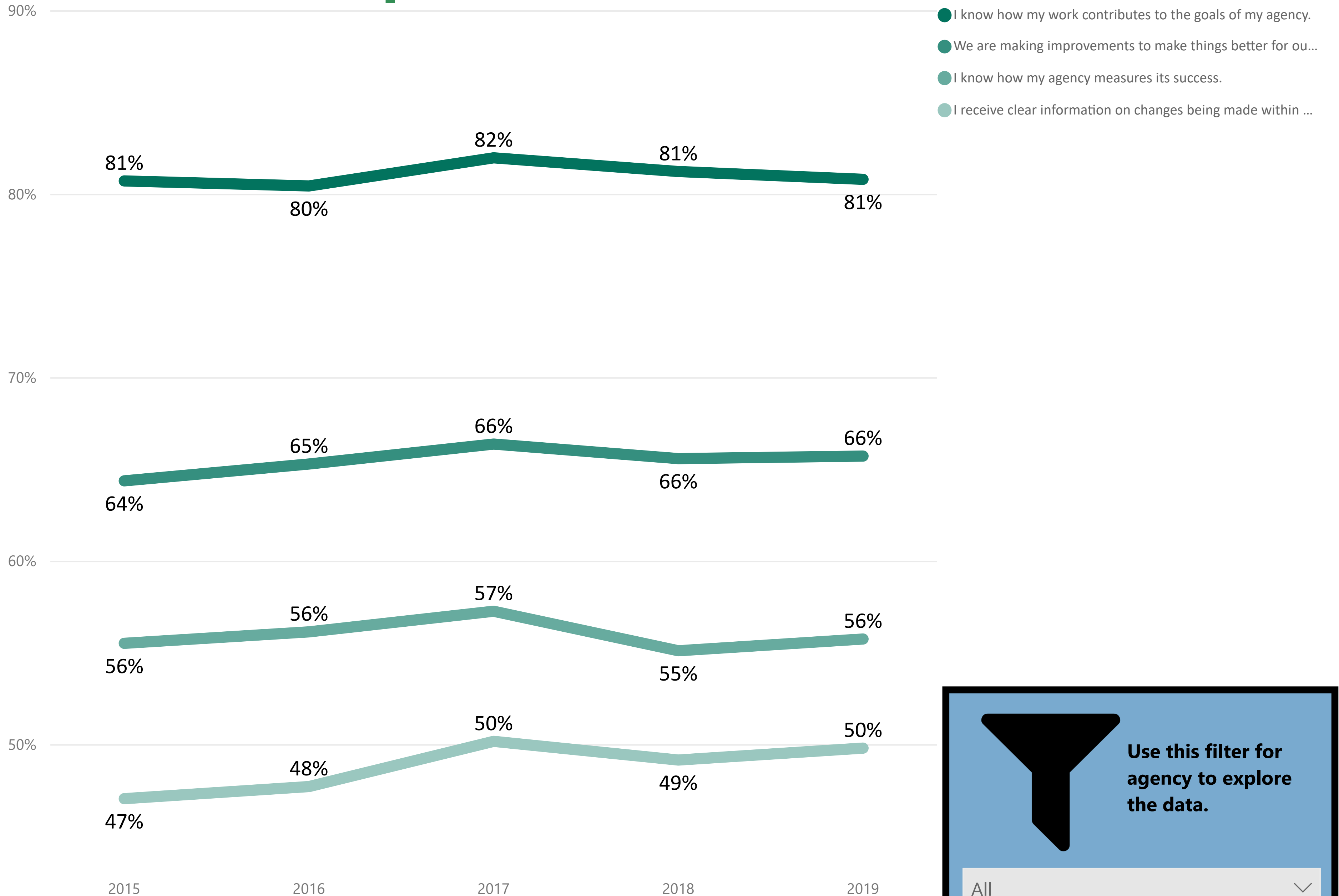
# TRENDS Mastery

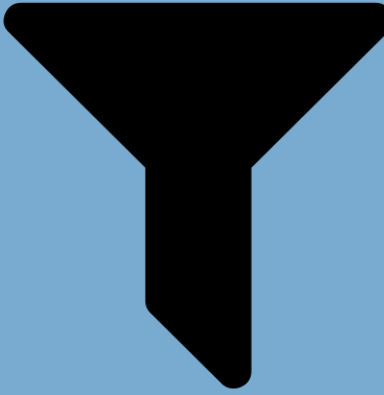



 Use this filter for agency to explore the data.

All 

# TRENDS Purpose



 Use this filter for agency to explore the data.

All 

# DEMOGRAPHICS

Demographic information is self-reported by respondents.

## Job satisfaction by agency tenure



## Job satisfaction by state tenure



## Job satisfaction by worksite location



## Job satisfaction by supervisor status



A filter panel with a light blue background and a black border. It features a large black funnel icon on the left. To the right of the icon, the text reads: 'Use these filters for year and agency to explore the data.' Below this text is a dropdown menu with 'All' selected and a downward arrow. At the bottom, there are five buttons labeled '2015', '2016', '2017', '2018', and '2019'.



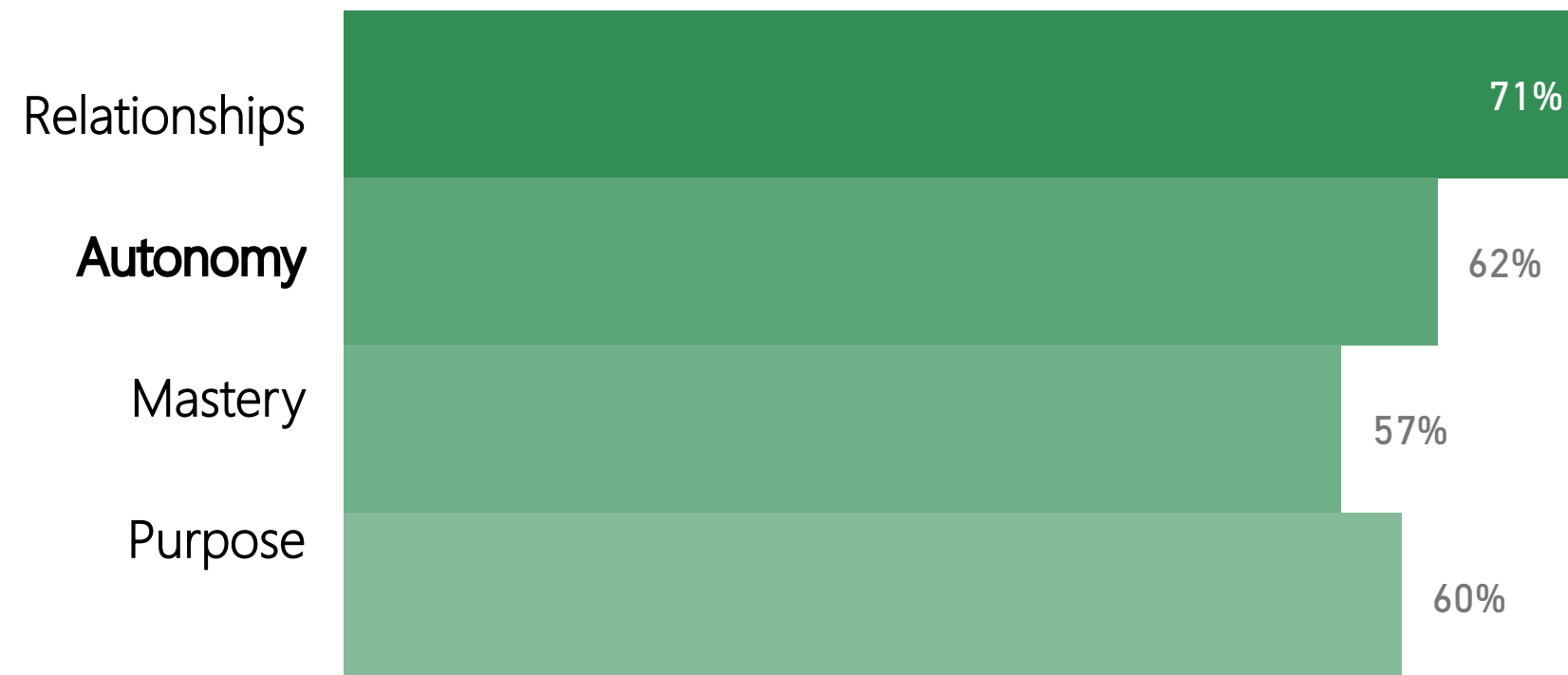
# RESPONSES WITHOUT AGENCY

Some respondents who take the survey do not indicate which agency they are a part of.

This may be due to a lack of trust, concern with data security or lack of a complete survey response.

63%

Job satisfaction for those that did not include agency.



2,827

Respondents did not include their agency in their response.

71%

Job satisfaction for those that did indicate agency.



A filter interface with a blue background and a black border. It features a large black funnel icon on the left. To the right of the funnel, the text "Use these filters for year and agency to explore the data." is displayed. Below the text, there are five light gray rectangular buttons, each containing a year from 2015 to 2019.

Use these filters for year and agency to explore the data.

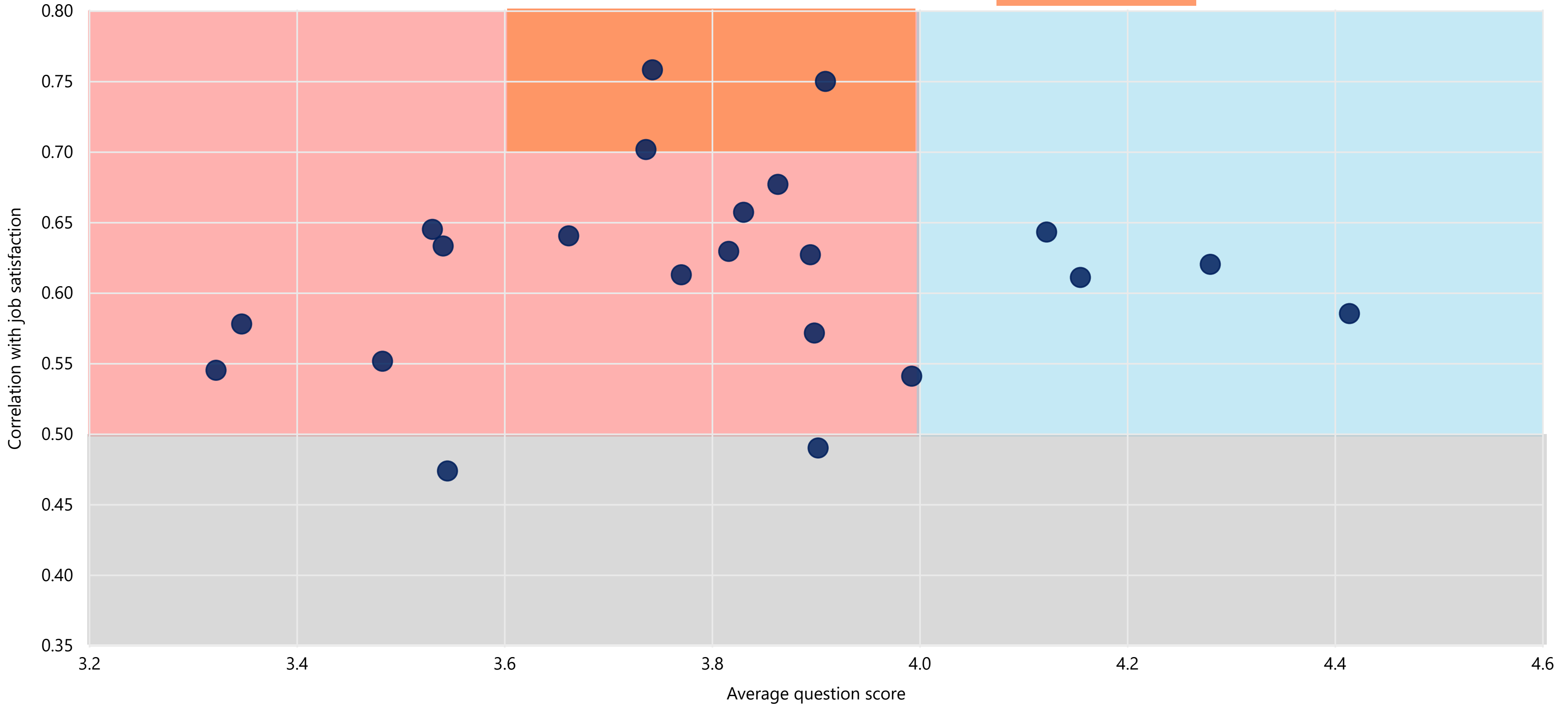
2015 2016 2017 2018 2019

# Strengths and Opportunities

## 2019 Statewide correlations and average scores

Correlation is a measure of how strong the relationship between the question and job satisfaction

is--the higher, the better!



## Top three opportunities

At my workplace, I feel valued for who I am as a person.



Express gratitude, invest in relationships and social capital and support employee resource groups.

At my job, I have the opportunity to make good use of my skills.



Increase freedom for tasks, provide continuous feedback and build trust between managers and employees.

I have opportunities at work to learn and grow.



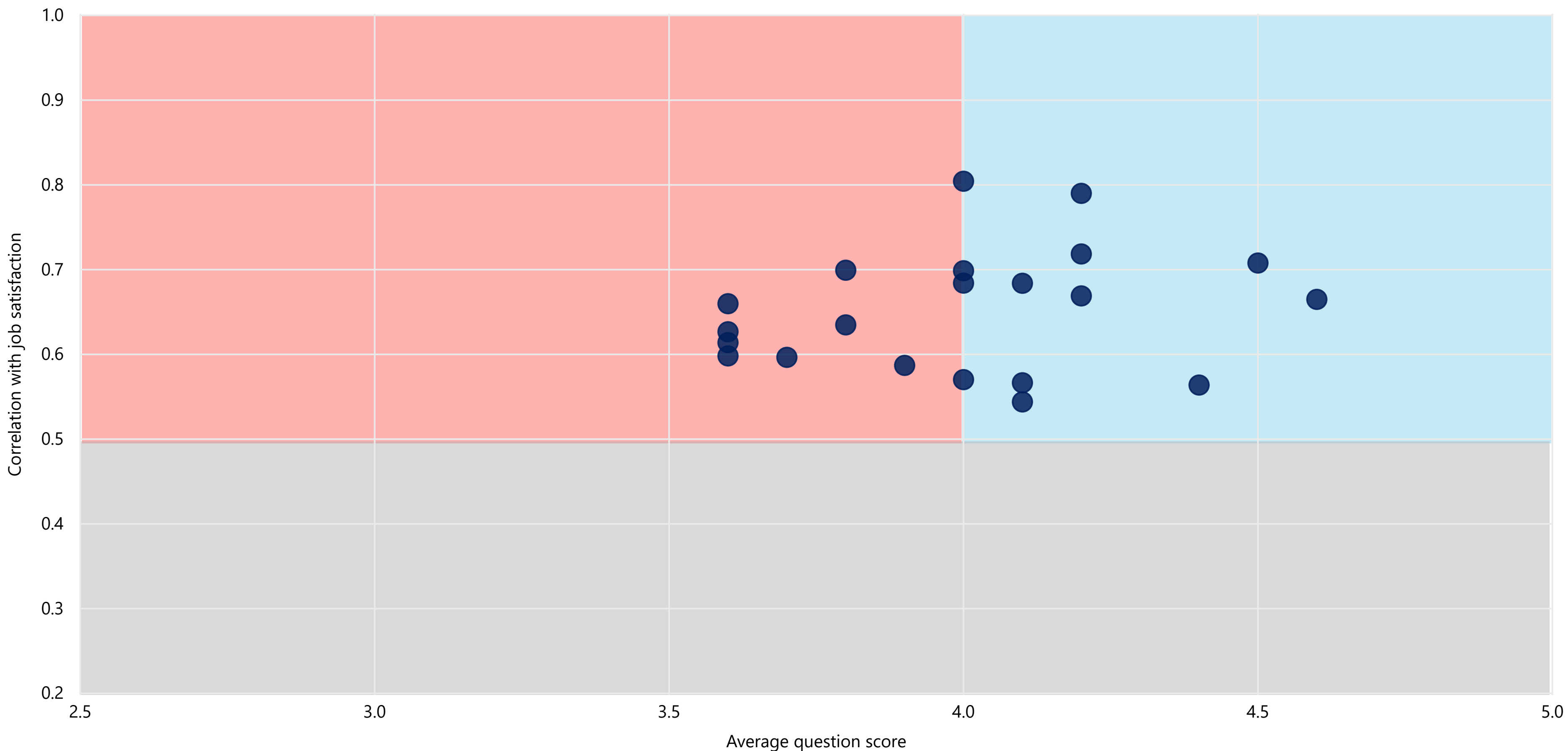
Provide training, developmental job assignments, communities of practice and goal setting.

## Strategies to improve

# Strengths and Opportunities

## 2019 agencies correlations and average scores

Correlation is a measure of how strong the relationship between the question and job satisfaction is--the higher, the better!



## Agency

## Only agencies with 100 or more employees shown

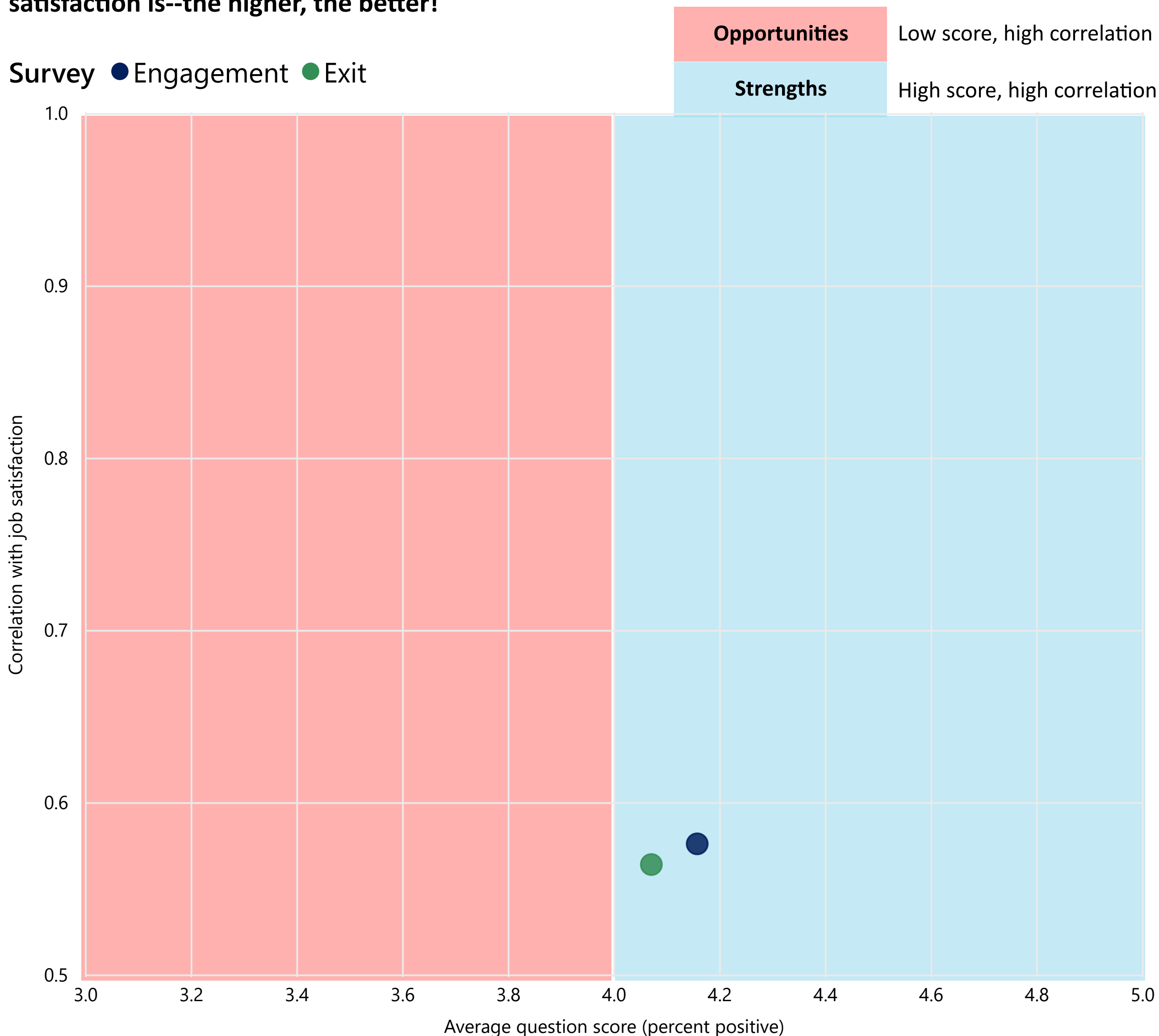
If your agency is not listed and you would like a visual, please contact [Hayley.Hohman@ofm.wa.gov](mailto:Hayley.Hohman@ofm.wa.gov).

# EXIT SURVEY

## Statewide scores and their correlation with job satisfaction

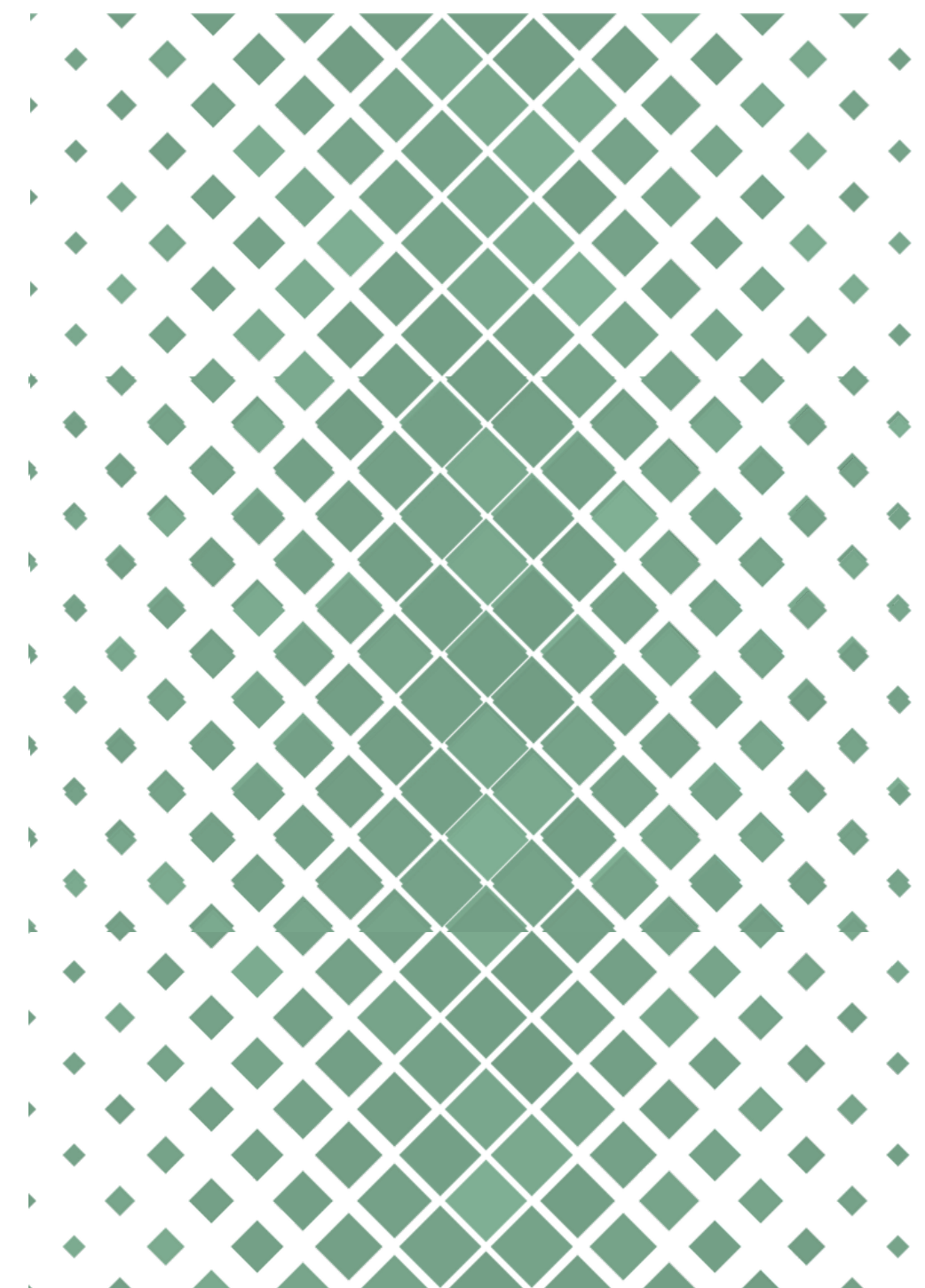
Correlation is a measure of how strong the relationship between the question and job satisfaction is--the higher, the better!

Survey ● Engagement ● Exit



Look for high correlations and investigate difference between the engagement and exit surveys.

For more on the statewide exit survey, go to the [statewide exit survey website](#) or contact Hayley Hohman at [Hayley.Hohman@ofm.wa.gov](mailto:Hayley.Hohman@ofm.wa.gov).



**Use these filters for agency and survey to explore the data.**

Question

I know how my work contributes to the goals of ... ▼

Engagement

Exit



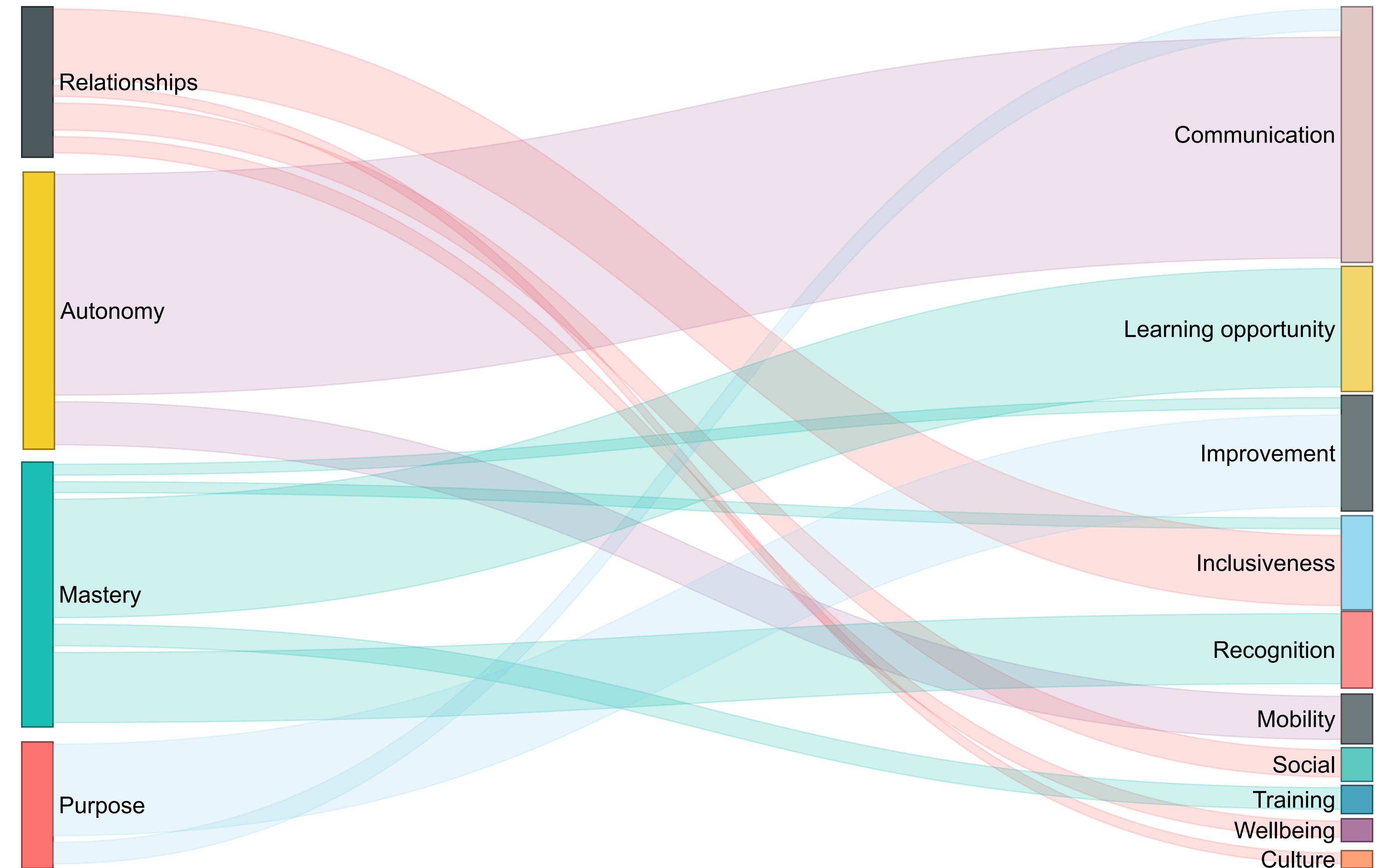
# HRMR STRATEGIES

[More information on engagement strategies.](#)

[List of strategies used by agencies.](#)

**There are lots of ways to improve, use strategies from other agencies for inspiration!**

Strategies are reported annually by agencies in the [Human Resources Management Report Survey](#).



# ENGAGEMENT TACTICS

**Build your own action plan! Look at your results and discover action steps you can take to improve.**

A spirit of cooperation and teamwork exists in my work group.	At my job, I have the opportunity to make good use of my skills.	At my workplace, I feel valued for who I am as a person.	How satisfied are you with your flexibility?	How satisfied are you with your mobility?	I am encouraged to come up with better ways of doing things.	I have opportunities at work to learn and grow.
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## What can I do as an EMPLOYEE?

Be proactive in giving your feedback, especially when it comes to your work.



## What can I do as a SUPERVISOR?

Make time to solicit feedback from employees on their work.



## What can the AGENCY OR WORK GROUP do?

Set workplace norms that welcome and respect employee feedback.

[Download all strategies.](#)