



2019 EMPLOYEE ENGAGEMENT SURVEY RESULTS

LUNCH AND LEARN

WHY EMPLOYEE ENGAGEMENT MATTERS

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization and dedicated to their work.



STATE EMPLOYEE ENGAGEMENT SURVEY

History

2006-2012: biannually
2013-present: annually

11th Survey

Population

Nearly 65,000 executive
branch employees sent
survey

79 agencies participated

Open October 2019

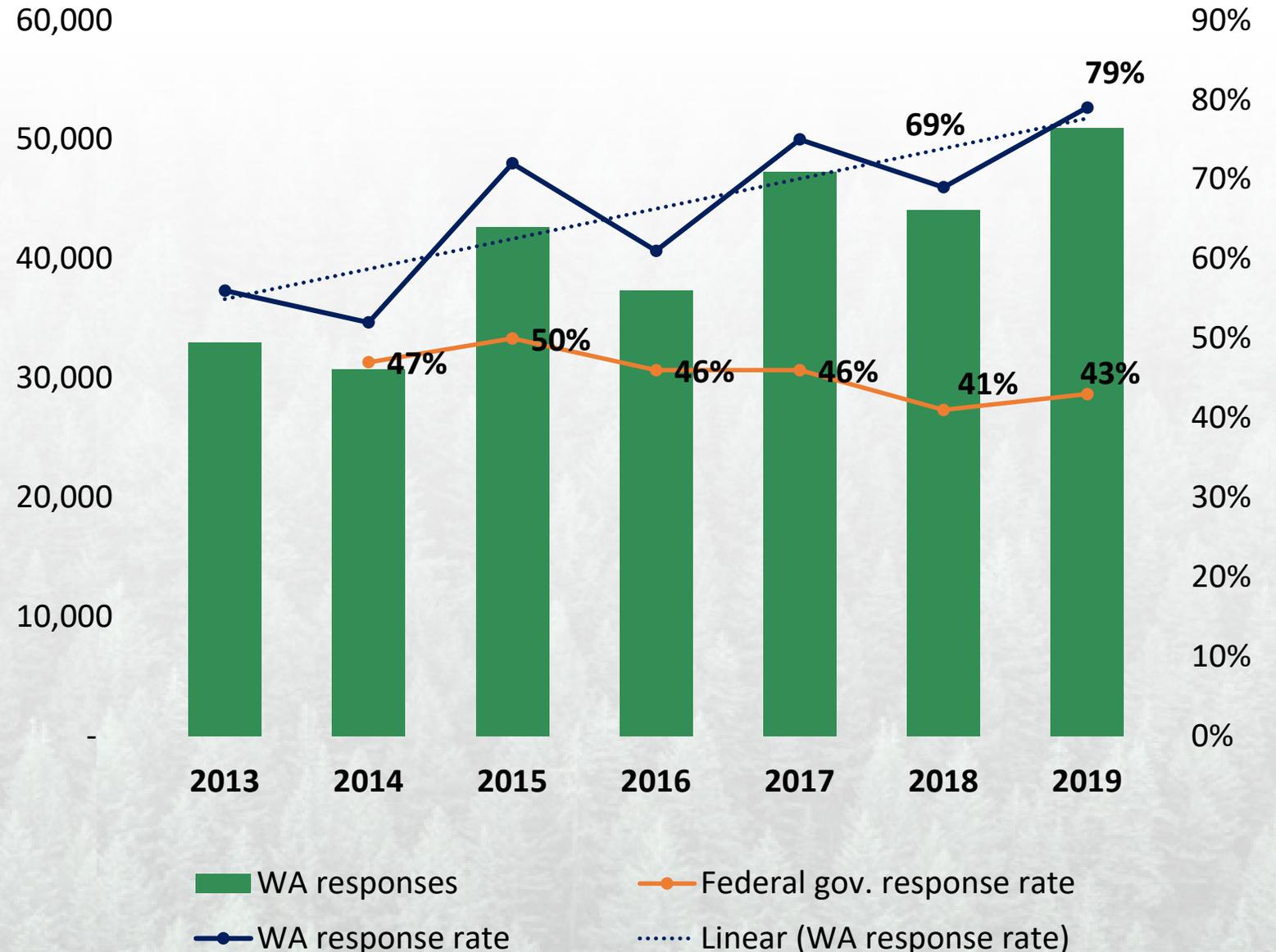
Questions

28 standard questions:
- 23 experience
- 5 demographic

Rotating question:
“My supervisor trusts
me”

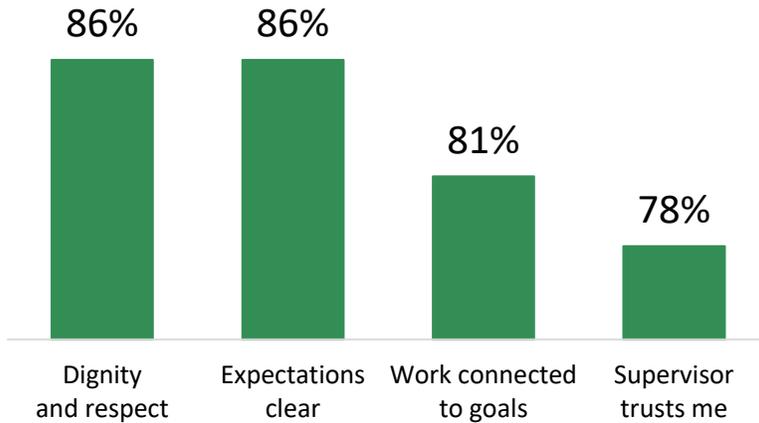
2019 EMPLOYEE ENGAGEMENT SURVEY PARTICIPATION

- 50,976 employees responded, representing 79% of the executive branch workforce.
- Highest response rate in survey history!
- 44 agencies improved from last year.
- 24 agencies achieved double-digit increases in response rate.



2019 SURVEY HIGHLIGHTS

Top scoring areas



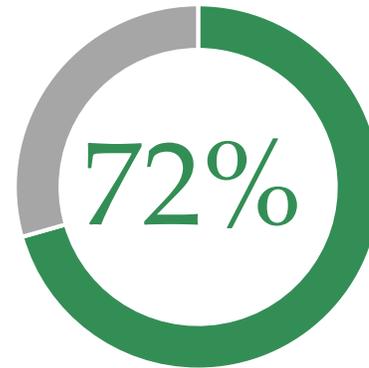
Positive trends

(Q24) Mobility: +6%

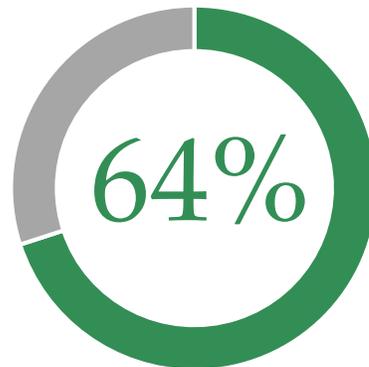
(Q13) Learning and growth opportunities +2%

7 questions tied with +1%

Engagement outcomes

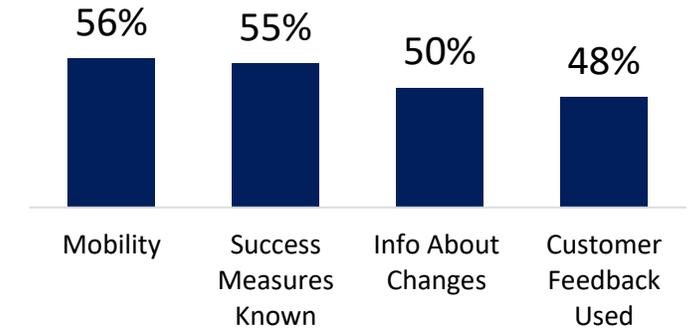


Job satisfaction (+1%)



Would recommend agency (+0%)

Low scoring areas



Key declines

(Q17) Fair treatment -2%

(Q23) Flexibility -2%

4 questions tied with -1%

DEMOGRAPHICS PILOT

Cars: an example of why demographic data is important

- Will connect the dots between the Engagement Survey and the real experience of different groups within state government.
- Whose experiences are we neglecting when we talk about engagement?

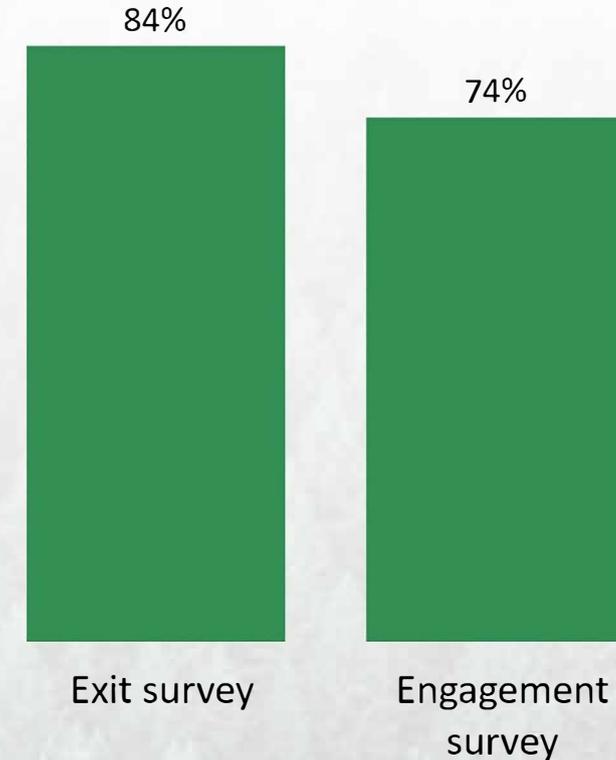


County | Employment status | Age | Disability status | Race/ethnicity | U.S. Veteran status
| National Guard or Reserve Status | Military spouse or domestic partner status | Gender
| LGBTQ+ status

DEMOGRAPHICS PILOT

Participation in demographic questions

- 23 agencies (48% of the workforce) joined the pilot.
- Did not affect response rates or take much longer to complete.
- Employees generally felt comfortable responding to these questions on the exit and engagement surveys.



County | Employment status | Age | Disability status | Race/ethnicity | U.S. Veteran status
| National Guard or Reserve Status | Military spouse or domestic partner status | Gender
| LGBTQ+ status

MOTIVATION

RAM P

Relationships · Autonomy · Mastery · Purpose



Purpose

The drive for meaning.



Mastery

The drive to learn and grow.



Autonomy

The drive for freedom and discretion.



Relationships

The drive to feel respected and connected.

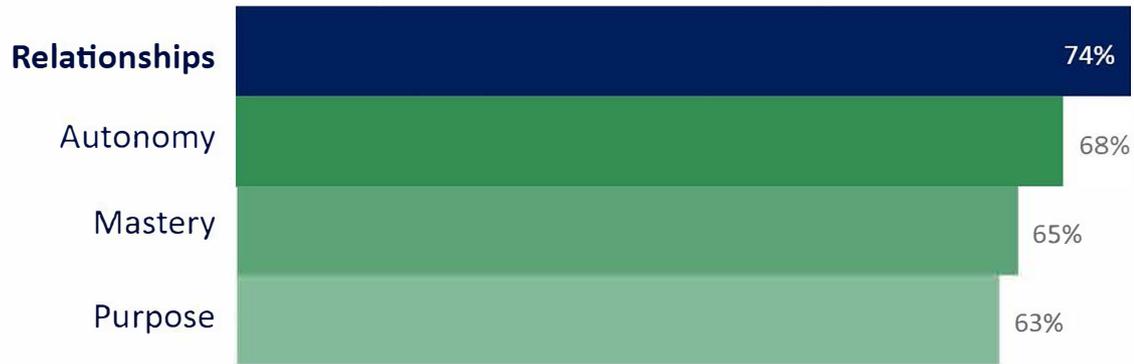


RELATIONSHIPS

The drive to feel respected and connected.

Feeling valued is the question with the highest correlation to job satisfaction.

Average score



66%

At my workplace, I feel valued for who I am as a person. (Q19)

71%

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

72%

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

74%

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

86%

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



AUTONOMY *The drive for freedom and discretion.*

Autonomy has the greatest variation in individual question scores.

Average score



56%

Satisfaction with work mobility. (Q24)

57%

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

62%

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

70%

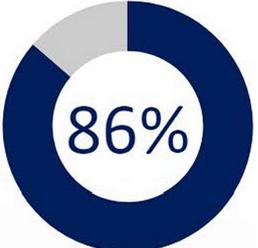
Satisfaction with work flexibility. (Q23)

86%

I know what is expected of me at work. (Q4)

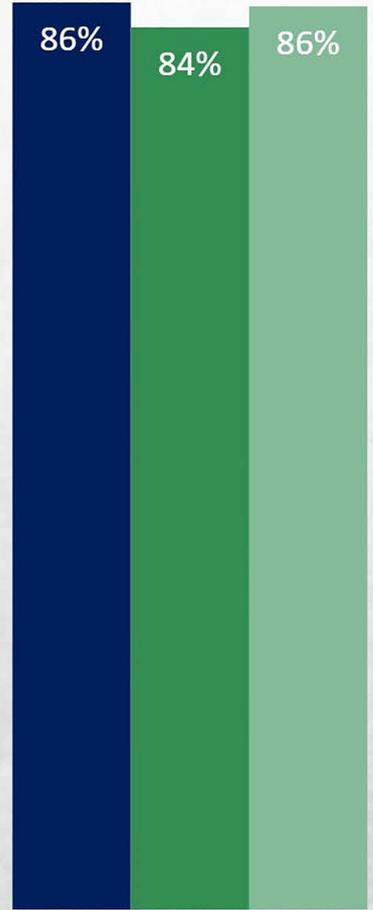


RELATIONSHIPS **Supervisor.**



43,635 state employees answered positively

My supervisor treats me with dignity and respect.

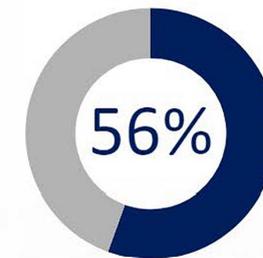


● State gov ● Federal gov ● Private

- Typically the highest-scoring question.
- Stable after 2013, after increasing 6% from 2006.
- This year, we tied with the private sector and outperformed the federal government.



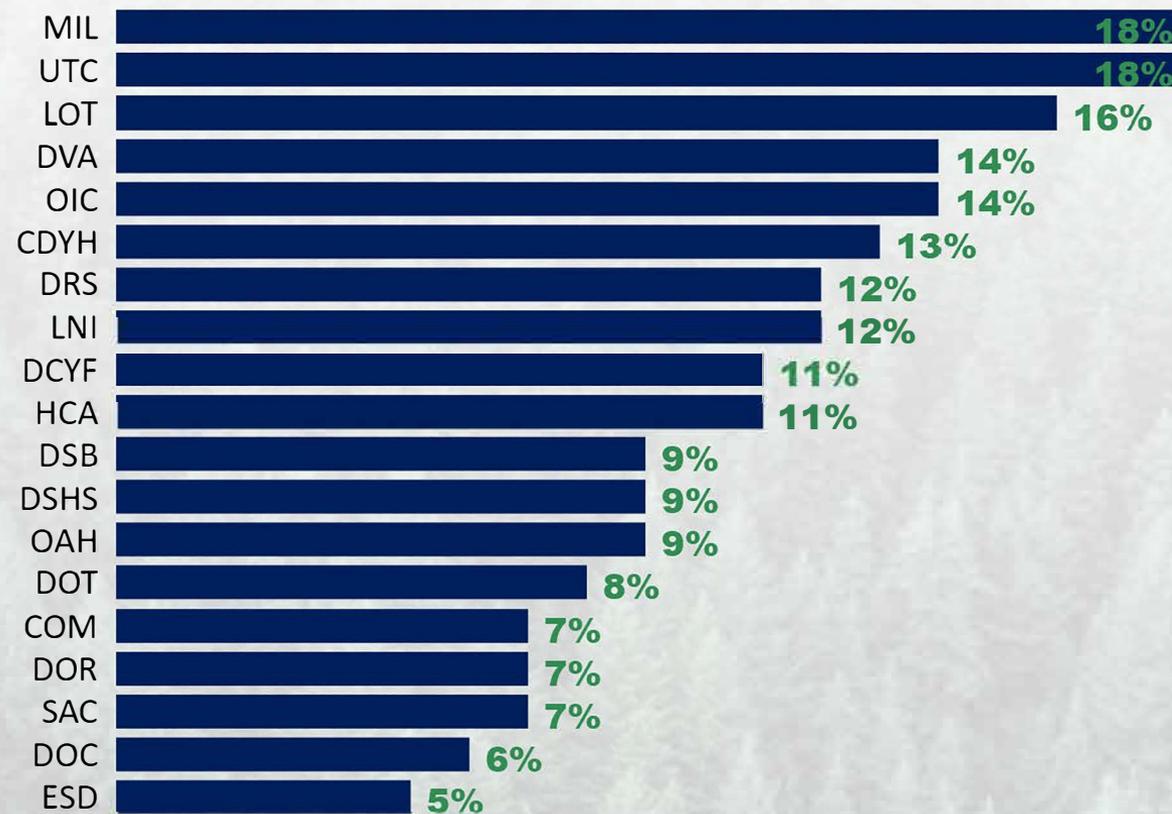
AUTONOMY Satisfaction with mobility.



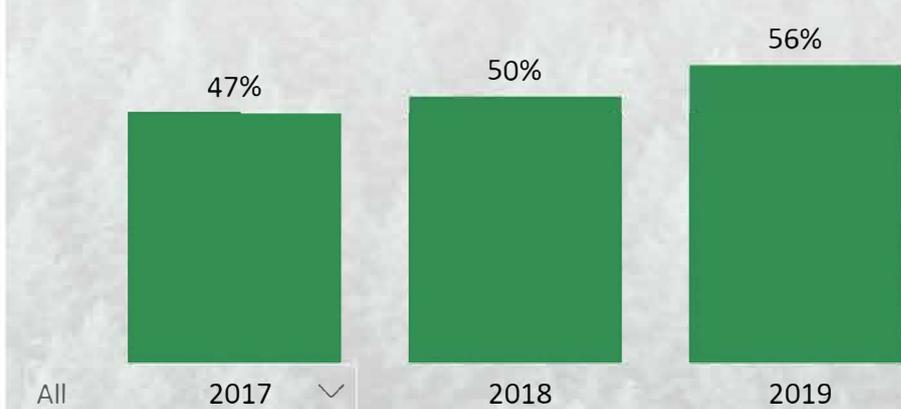
22,246 state employees answered positively

Agencies saw their efforts pay off with large increases with mobility.

Agency increases in satisfaction with mobility.



Satisfaction with mobility over time





MASTERY *The drive to learn and grow.*

Key indicators for job satisfaction are employees feeling their skills are utilized and that the organization values their growth.

Average score



Feedback

48%

We use customer feedback to improve our work processes. (Q16)

57%

I receive recognition for a job well done. (Q9)

69%

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

72%

I receive the information I need to do my job effectively. (Q2)

Development

64%

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

71%

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

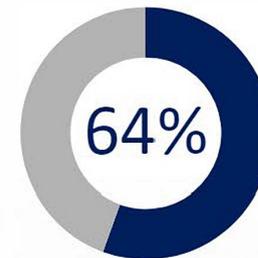
72%

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





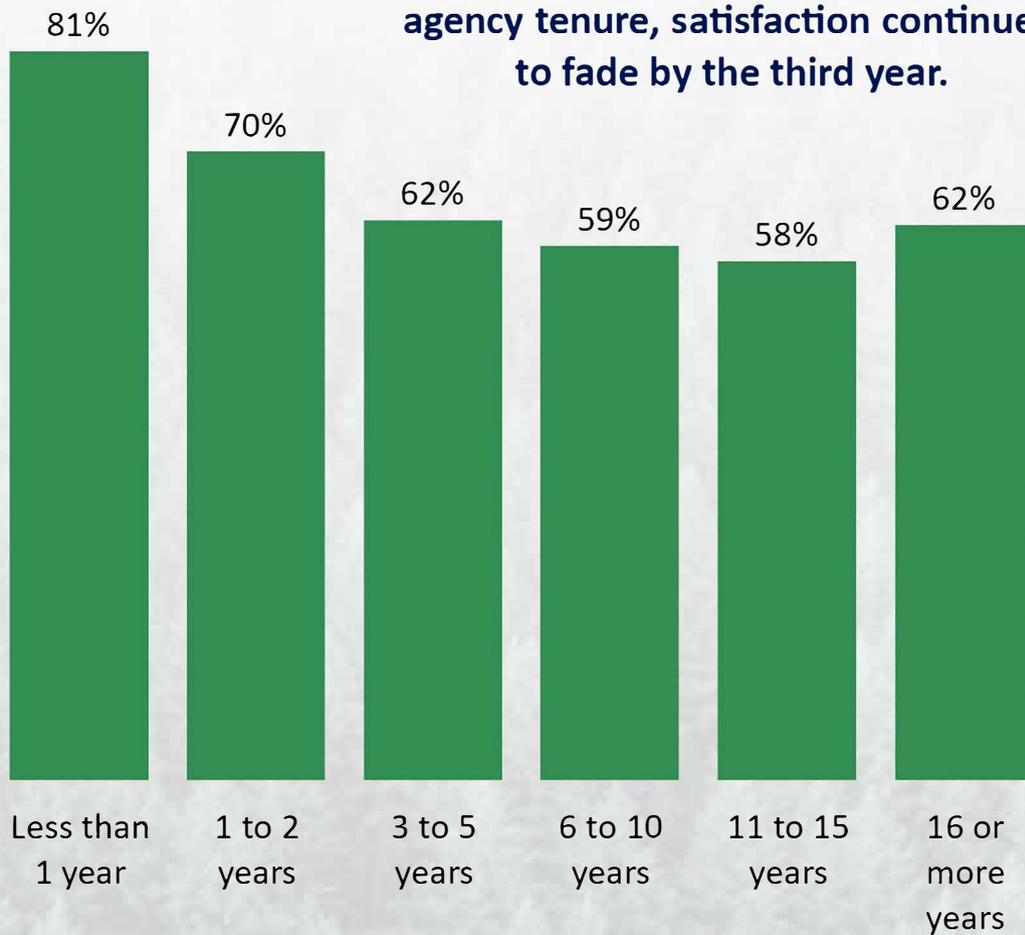
MASTERY Opportunities to learn and grow.



Satisfaction of opportunities to learn and grow by agency tenure

32,375 state employees answered positively

While there are improvements early in agency tenure, satisfaction continues to fade by the third year.



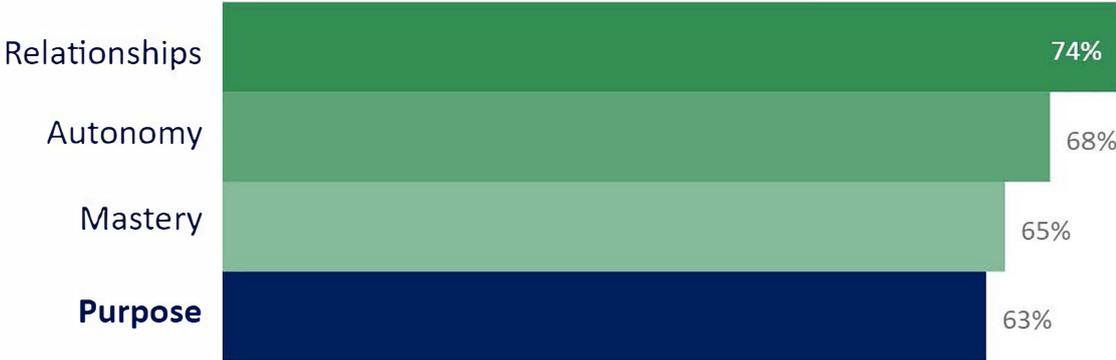
- Statewide Exit Survey shows lack of career and skill development is a major reason for leaving an agency.
- Strong positive with job satisfaction and recommending agency to others.
- 26 agencies improved last year.
- 4% increase since 2015.



★ PURPOSE *The drive for meaning.*

Employees that understand how and why their agency is changing are more likely to recommend their agency to a friend or colleague.

Average score



50%

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

56%

I know how my agency measures its success.
(Q12)

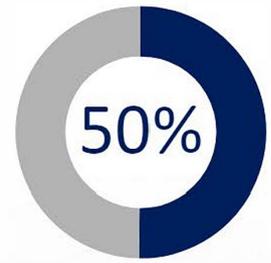
66%

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

81%

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

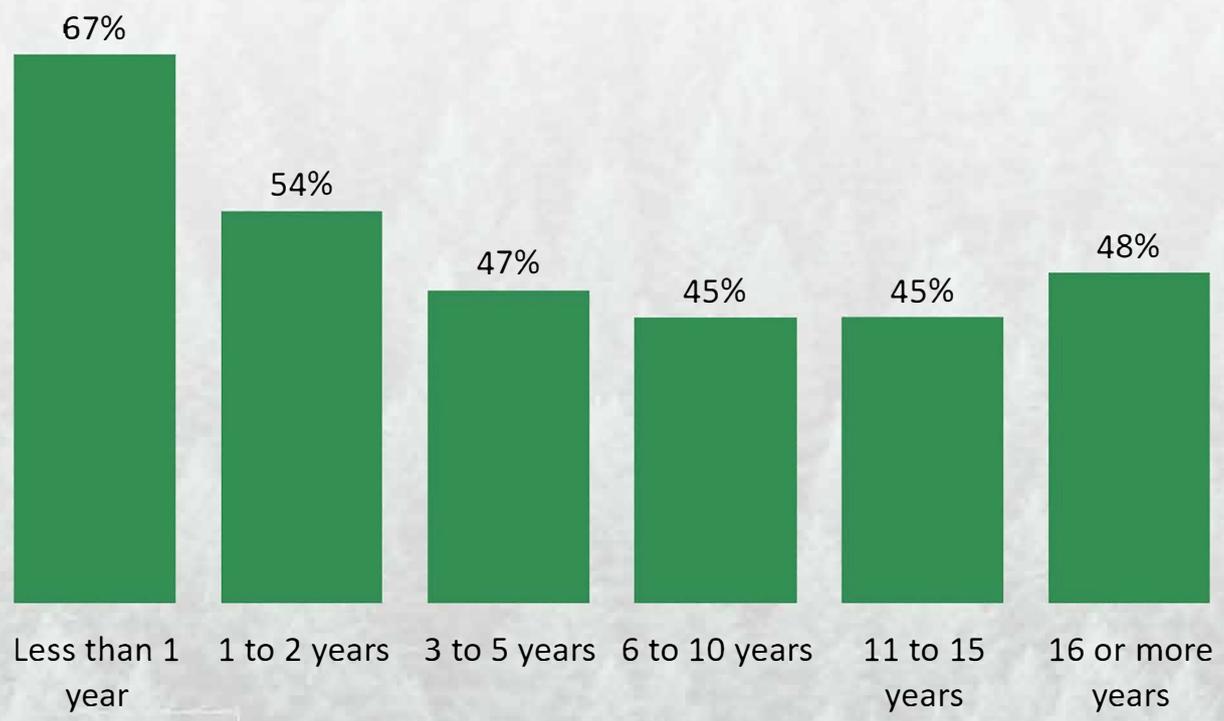
★ PURPOSE Clear information on changes.



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

31,935 state employees answered positively

Similar pattern of lower satisfaction past the third year with the agency.



- Top focus area in survey identified by agencies for improvement.
- Employees outside of Olympia are 10% less satisfied.
- 17 agencies improved their score.

TAKEAWAYS

Historic participation



Reflection of trust built by agencies

- ✓ Highest response rate and number of responses ever!
- ✓ 44 agencies improved their response rate
- ✓ 24 agencies had double-digit increases

Indicators of employee satisfaction



Job and agency satisfaction tied to three key areas:

- ✓ Feeling valued (Q19)
- ✓ Opportunities to learn and grow (Q5)
- ✓ Skills utilization (Q18)

Demographic questions



Nearly 50% of the workforce eligible for pilot:

- ✓ Participation was not affected
- ✓ Implementation was successful
- ✓ Didn't take long

The road ahead



Improvement opportunities in 2020:

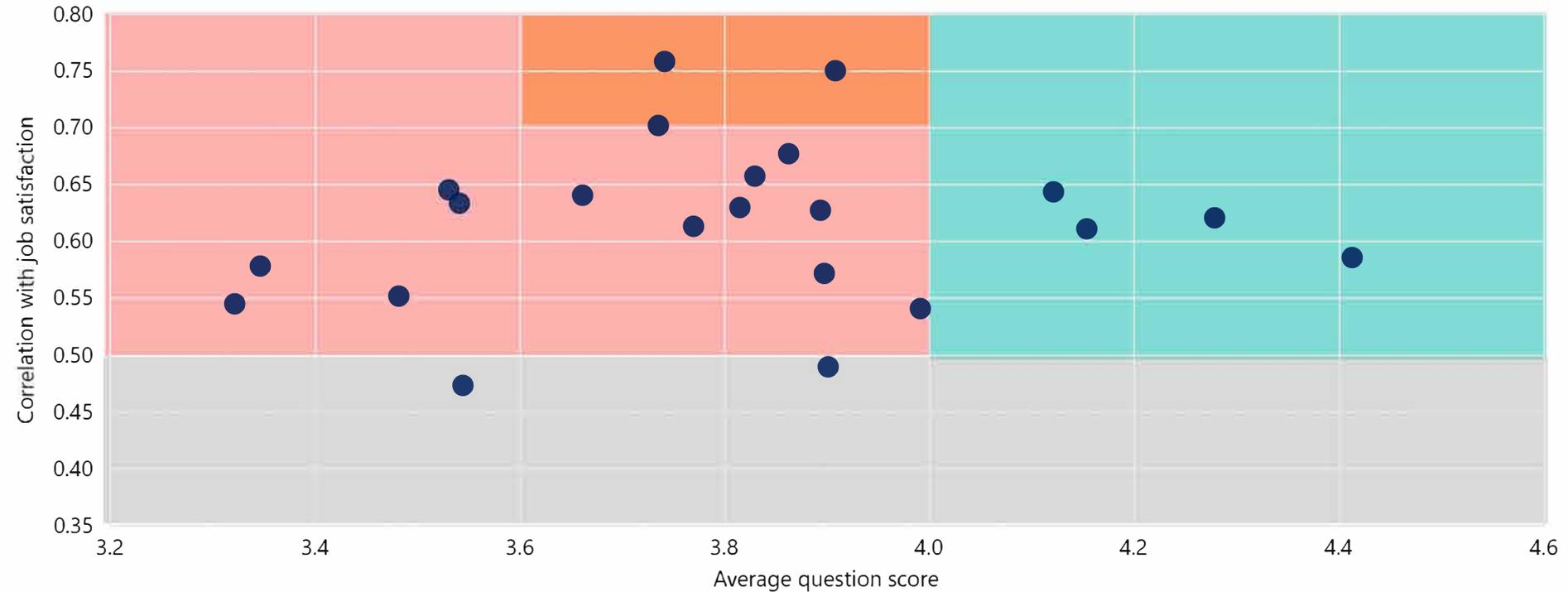
- ✓ Which questions are most relevant for the workforce?
- ✓ Qualitative interviews
- ✓ Further integration of technology

Strengths and Opportunities

Maintain	Lower correlation with satisfaction
Opportunities	Low score, high correlation
Strengths	High score, high correlation
Priorities	Focus on these opportunities, first

2019 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



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