

Employee Engagement and Beyond



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TODAY'S PRESENTATION

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Being an
Employer of
Choice

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and Strategies

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Being an Employer of Choice





“No company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it.”

—JACK WELCH, BUSINESS EXECUTIVE

Employer of Choice

Increase Washington as an Employer of Choice from 65% to 67% by January 2020. [Explore the data >](#)

65 percent
Current as of Nov 2016

►

67 percent
Jan 2020 Target



Measuring

▼ Show chart

1 Nov 2016 Jan 2018 Jan 2019 31 Jan 2020

Job Satisfaction

66
percent

[Explore the data >](#)

1.3.a: Increase percentage of employees who are satisfied with their job and would recommend their agency from 66% to 68% by January 2020

Employee Engagement

66
percent

[Explore the data >](#)

1.3.b: Increase the percentage of employees who report they are engaged in the workplace from 66% to 68% by January 2020

Respect and Feedback

[Explore the data >](#)

1.3.c: Increase the percentage of employees who said their leaders create a culture of respect, feedback, and recognition from 69% to 71% by January 2020

Customer Value

55
percent

[Explore the data >](#)

Increase the percentage of employees who believe we are increasing customer value to 57 percent by January 2020

A place where
people want to
come work for us,
stay with us, and
grow with us.

“Engagement is the extent to which employees commit to something or someone in their organization and how hard they work and how long they stay as a result of that commitment.”

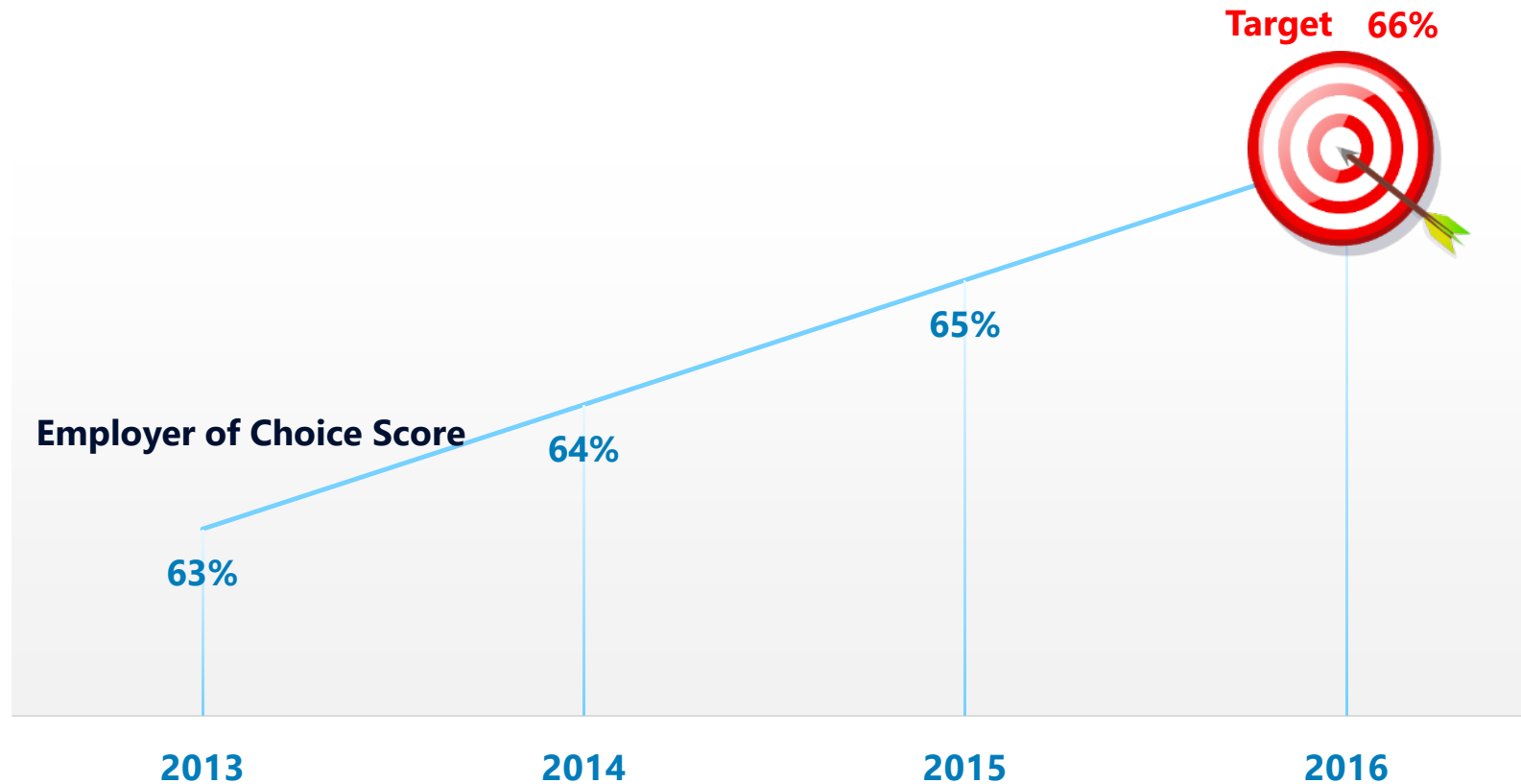
~ Corporate Leadership Council



Employer of Choice History

Prior Target Met

With Oct/Nov 2016 Survey



Statewide Employer of Choice Strategies

Topic	Task	Expected Outcome	Task Lead	Partners
Customer Value Gap	Identify root causes of customer service question gap by exploring question issues	Actionable information and data to craft strategies aimed at addressing the root causes	State HR	Results WA, Lean community, Agencies
Leadership Training	Design and pilot the first track of Leading Teams for mid-managers	Improve leader performance through shared competencies and improved trainings	DES (Cheryl Sullivan-Colglazier)	OFM State HR, Results WA, Agencies, Deputies, Workplace Learning and Performance Advisory Board
Employee Value Proposition	Validate draft employee value proposition (EVP)	Improve the state's ability to attract and retain employees through a compelling articulation of the value of state employment	Project Manager (Vacant)	DES, OFM State HR, Employer of Choice Committee, Agencies
Employee Innovation	Identify, develop and implement statewide strategies to support employee innovation	Access to resources and information aimed at creating a culture that supports employee problem solving and innovation	Results WA	Agencies, OFM State HR, Lean community, Employer of Choice Committee

2017 Survey: Where We Are in the Process



DISCUSS
LISTEN. THINK. DECIDE.

ACTION PLAN			
WHO	WHAT	WHEN	HOW

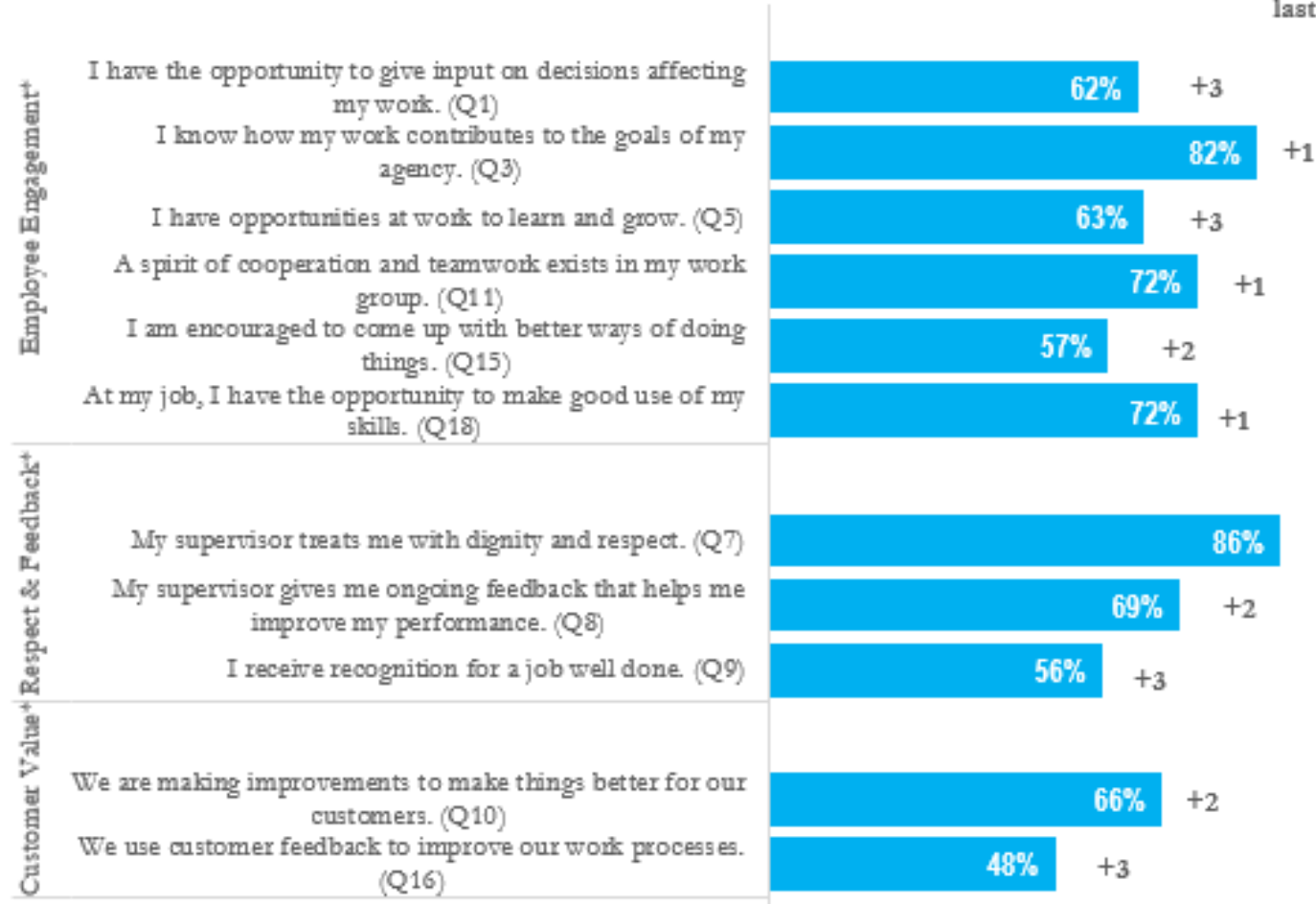
More information:

<https://ofm.wa.gov/state-human-resources/workforce-data-planning/state-employee-engagement-survey>

2017 Survey Results

Percent of employees answering "usually" or "always"

Change from
last year:



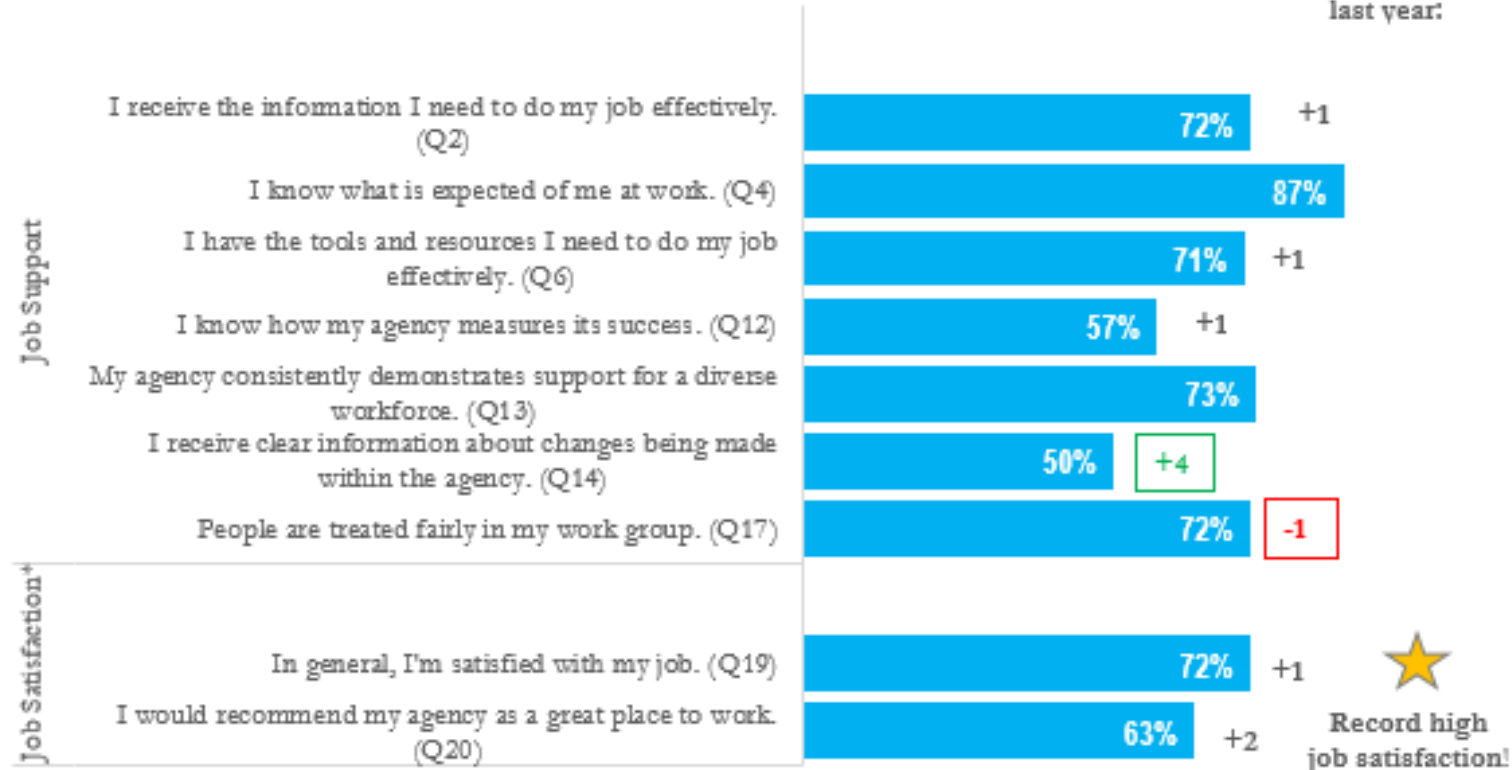
47,243 employees completed the survey for a 75% response rate

Record high response rate!

2017 Survey Results

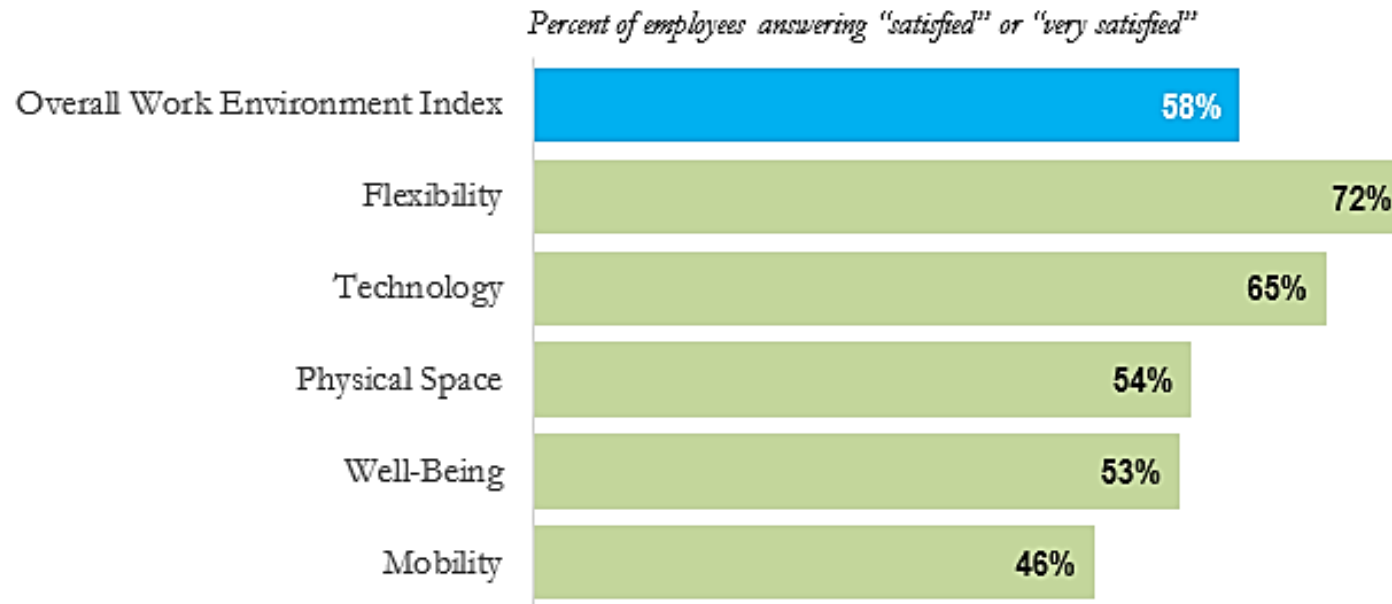
Percent of employees answering "usually" or "always"

Change from
last year:



2017 Survey Results

Rotating Question: Satisfaction with the Work Environment



DEFINITIONS

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, Wifi, collaboration tools

Well-Being: how your work environment affects your physical, social and emotional health

Related Goals and Strategies





“If we design workplaces that permit people to find meaning in their work, we will be designing a human nature that values work.”

—BARRY SCHWARTZ, PSYCHOLOGIST

Diverse, Equitable and Inclusive Workforce

- Measures
- Strategies

More information:

<https://data.results.wa.gov/stat/goals/i9wq-h48w/77st-9yep/5cwy-8nbp/view>





Modern Work Environment

- Measures
- Strategies

More information:

<https://data.results.wa.gov/en/stat/goals/i9wq-h48w/77st-9yep/bnzp-75w4/view>

Key Insights from Research



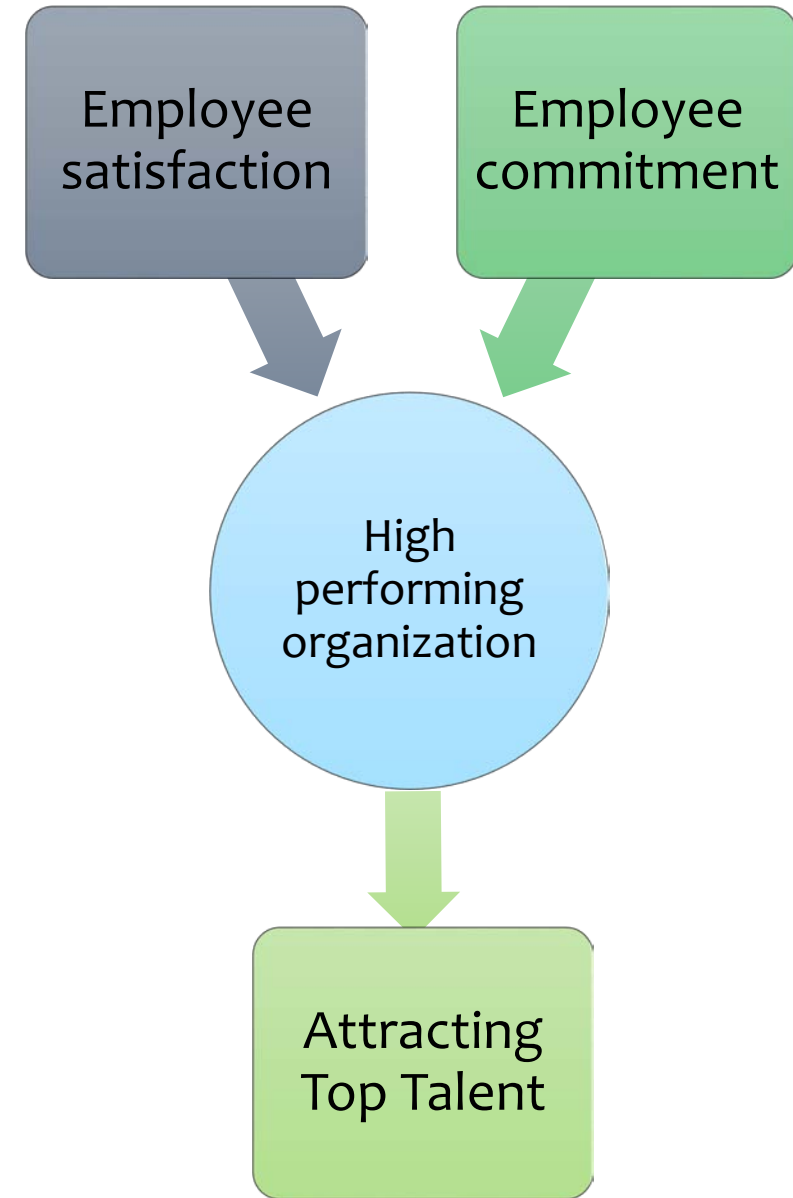


“One source of frustration in the workplace is the frequent mismatch between what people must do and what people can do. When what they must do exceeds their capabilities, the result is anxiety. When what they must do falls short of their capabilities, the result is boredom. But when the match is just right, the results can be glorious. This is the essence of flow.”

—DANIEL PINK, AUTHOR

PARTNERSHIP FOR PUBLIC SERVICE'S BEST PLACES TO WORK MODEL

- Ranks federal organizations according to overall employee satisfaction and commitment, plus other workplace issues
- Most data comes from the Federal Employee Viewpoint Survey





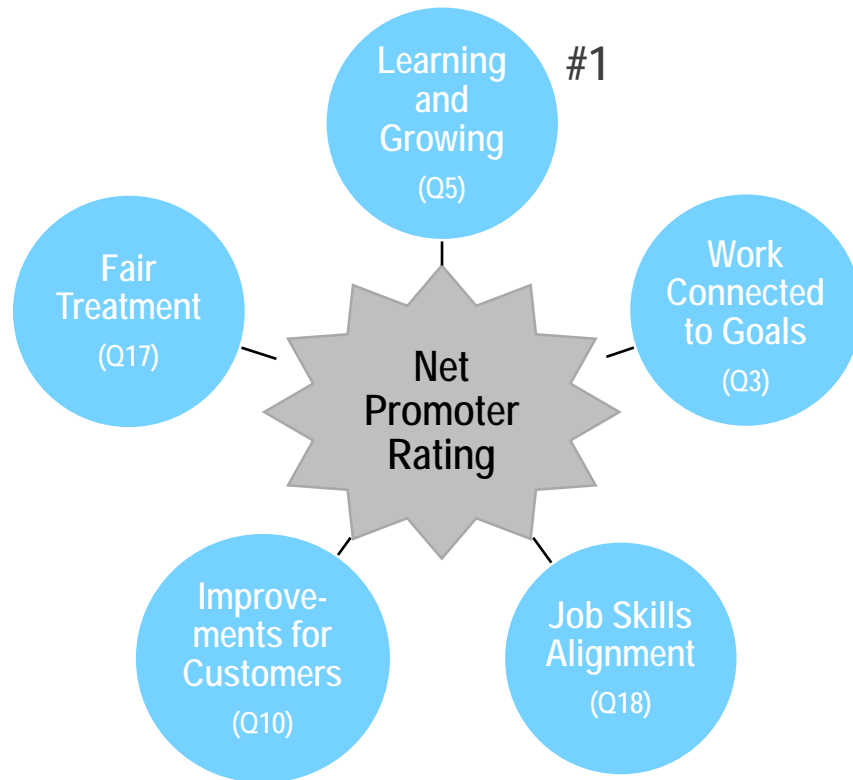
OUR STRENGTHS

- Health Benefits
- Stability
- Work-Life Balance
- Retirement Benefits
- Job-Interests Alignment
- Social Responsibility

2016 Survey Insights

"I would recommend my agency as a great place to work."

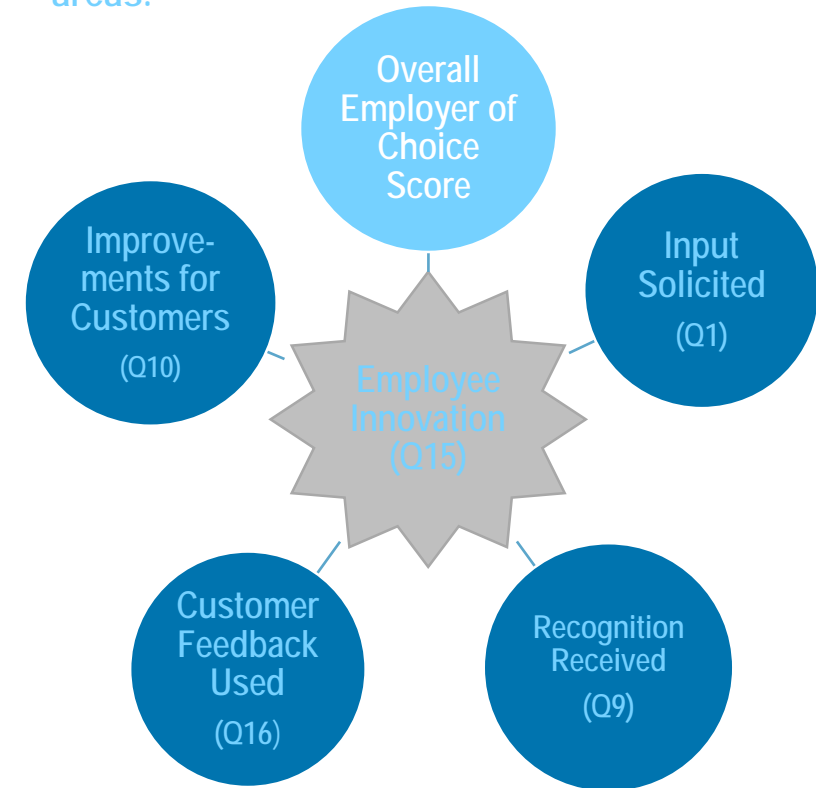
What topic areas are associated with high agency net promoter scores?



Assessed with bivariate correlation analyses; n=38 agencies.
Q5 (r=0.89), Q3 (r=0.87), Q18 (r=0.85), Q10 (r=0.85), Q17 (r=0.83)

More Bang for Your Buck

Innovation is closely related to other priority areas.



Assessed with bivariate correlation analyses; n=39 agencies.
EOC Score (r=0.94), Q1 (r=0.91), Q9 (r=0.91), Q16 (r=0.90), Q10 (r=0.86)

What You Can Do



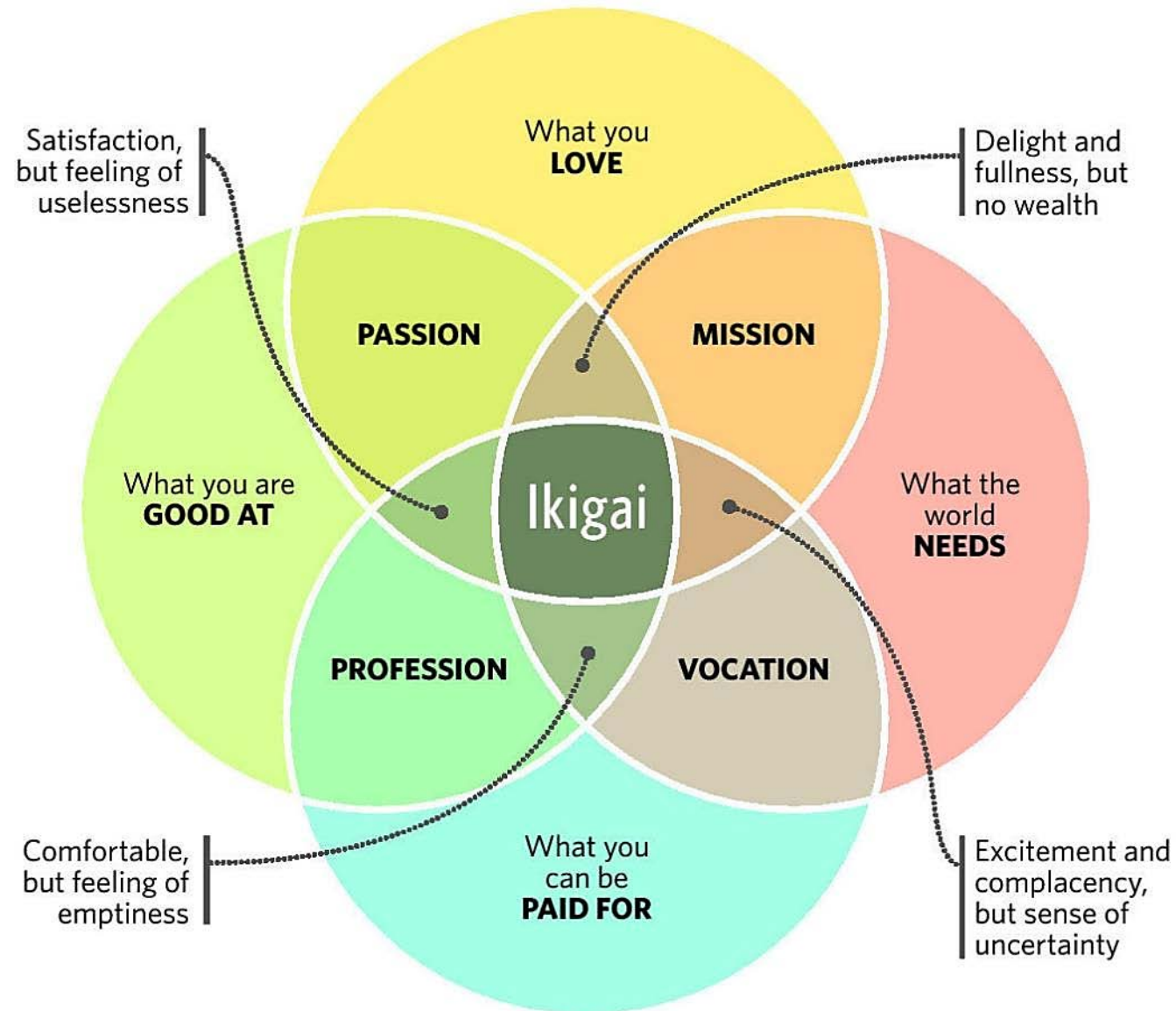


“So there is no great mystery behind it at all. If we want a job that is also a vocation, we should not passively wait around for it to appear out of thin air. Instead we should take action and endeavor to grow it....”

—ROMAN KRZNARIC, AUTHOR

Ikigai

A JAPANESE CONCEPT MEANING "A REASON FOR BEING"



Your employment value proposition

Questions to Consider

**What initially
attracted you to
WA state
government and
your agency?**

**How effective are we
at meeting your
expectations?**

**What factors matter
most to you in an
employer?**

**What organization
would you love to
work for and why?**

**What would be the
most important
changes we could
make to keep you
engaged?**

Find Your Motivation

FULFILLING WORK



THE YEAR OF YES



WHAT MOTIVATES US





QUESTIONS?

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