

Employee Engagement Survey

Announcements



Engagement Survey – Announcements

- Survey Administration & Reporting Tool
 - Qualtrics
- Model of Engagement
 - RAMP -> WA State Employee Experience Model
- Survey Questions
 - Changing questions
 - Change in scale
 - Benchmark against public and private entities

Survey Administration Tool

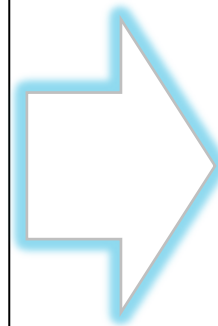
- Goodbye Survey Monkey
- Hello Qualtrics!
 - New link for the survey
- Survey Continues to be anonymous
- Faster results to agencies
 - The waiting is the hardest part... it just got shorter.
 - Automated analysis
 - Online reporting
- Integration of Engagement & Exit Surveys



Model Of Engagement

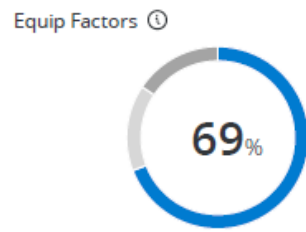
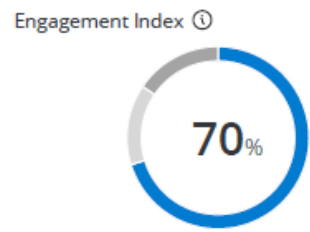
RAMP Model

1. **Relationships**
 - The drive to feel respected and connected.
2. **Autonomy**
 - The drive for freedom and discretion.
3. **Mastery**
 - The drive to learn and grow.
4. **Purpose**
 - The drive for meaning.



WA State Employee Experience Model

1. Change Management
2. Communication
3. Diversity & Inclusion
4. Engagement
5. Equip Factors
6. Future Vision
7. Growth & Development
8. Involvement & Belonging
9. Manager Effectiveness
10. Performance Management
11. Recognition
12. Trust
13. Work Life Balance



The four item **Engagement** index measures the extent to which employees are motivated to work harder and care more. This is the most important factor to improving the performance of your team.

The **Manager Effectiveness** index provides important feedback on how you are perceived to manage both people and the work.

Equip Factors are different than the other two metrics. They reflect operational areas that ensure your team is equipped to do their work right and well.

The Proven Approach To Improving Performance

The focus areas below are the most important priorities for your team. Improving on any of these items will result in the greatest improvement to engagement. To have the greatest impact, keep it simple. Do the following:

1. Select one, but no more than two focus areas to work on. Don't boil the ocean.
2. Click the "Improve" button next to your selected item(s) to create an Action Plan using SMART action guidelines.
3. Close the feedback loop. Schedule a feedback meeting to review these results and discuss ways to improve your focus areas. Don't forget to continue the dialogue throughout the year.

NOTE: You can choose opportunities and/or strengths, as both are important to your team. Ask yourself "which items can I influence the most?"

Focus on these areas to improve Engagement ⓘ

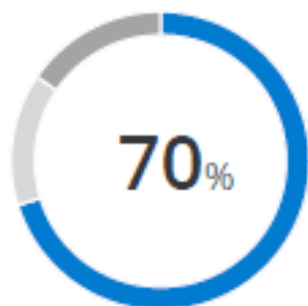
Impact	Question	Responses	Distribution	Current Census Overall	Previous Pulse	Previous Census	Overall Global Norm	Industry Norm	Action Planning
●	I have confidence in the senior leadership team to make the right decisions for this company.	5,533		76%	63%	68%	67%	75%	Improve
●	I trust the senior leadership of this company.	5,528		75%	-	65%	68%	65%	Improve
●	This company provides me with the opportunity for learning and development.	5,534		80%	38%	71%	72%	74%	Improve
●	I feel supported in my efforts to adapt to organizational changes.	5,544		59%	57%	56%	69%	68%	Improve
●	I have opportunities for advancement in this company.	5,532		64%	-	71%	57%	71%	Improve

Qualtrics Reporting Examples

- Index Scores
- Index Definitions
- Guidance for taking action
- Suggested areas of focus for your agency
- Action planning tools
- Scores by Model Category and Question

Qualtrics Reporting Examples

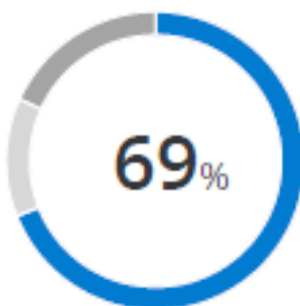
Engagement Index ⓘ



Previous Census 66% Current Census Overall 70%

The four item **Engagement** index measures the extent to which employees are motivated to work harder and care more. This is the most important factor to improving the performance of your team.

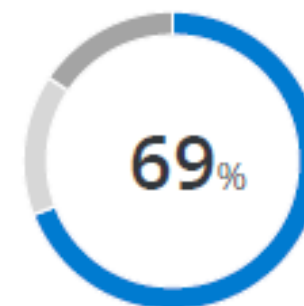
Manager Effectiveness Index ⓘ



Previous Census 65% Current Census Overall 69%

The **Manager Effectiveness** index provides important feedback on how you are perceived to manage both people and the work.

Equip Factors ⓘ

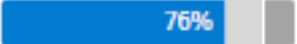
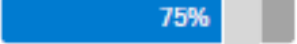

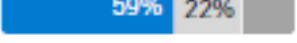
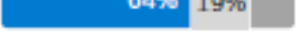


Previous Census 65% Current Census Overall 69%

Equip Factors are different than the other two metrics. They reflect operational areas that ensure your team is equipped to do their work right and well.

Qualtrics Reporting Examples

Focus on these areas to improve Engagement ⓘ

Impact	Question	Responses	Distribution	Current Census Overall	Previous Pulse	Previous Census	Overall Global Norm	Industry Norm	Action Planning
●	I have confidence in the senior leadership team to make the right decisions for this company.	5,533	 76%	76%	63%	68%	67%	75%	Improve
●	I trust the senior leadership of this company.	5,528	 75%	75%	-	65%	68%	65%	Improve
●	This company provides me with the opportunity for learning and development.	5,534	 80%	80%	38%	71%	72%	74%	Improve
●	I feel supported in my efforts to adapt to organizational changes.	5,544	 59% 22%	59%	57%	56%	69%	68%	Improve
●	I have opportunities for advancement in this company.	5,532	 64% 19%	64%	-	71%	57%	71%	Improve

Question Crosswalk

	WA State Questions	Employee Experience Cross Walked Questions
1	I have the opportunity to give input on decisions affecting my work.	I am appropriately involved in decisions that affect my work.
2	I receive helpful communication from my agency.	I receive the information and communication I need to do my job effectively.
3	I find meaning in my work.	My work gives me a feeling of personal accomplishment.
4	I know what is expected of me at work.	I have a clear understanding of what is expected of me.
5	I have opportunities at work to learn and grow.	This agency provides me with the opportunity for learning and development.
6	I have the tools and resources I need to do my job effectively.	I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.
7	My supervisor treats me with dignity and respect.	My immediate supervisor treats me with respect.
8	My supervisor gives me helpful feedback.	My immediate supervisor gives me feedback that helps me improve my performance.
9	I receive recognition for a job well done.	I regularly receive appropriate recognition when I do a good job.
10	A spirit of cooperation and teamwork exists in my work group.	The people I work with cooperate to get the job done.
11	I know how my agency measures its success.	I can see a clear link between my work and this agency's vision.
12	My agency supports a diverse workforce.	Senior leadership in my agency is genuinely committed to attracting, developing and keeping a diverse work force.
13	My agency helps me navigate change.	I feel supported during organizational change at this agency.
14	I am encouraged to come up with better ways of doing things.	I am encouraged to come up with new and better ways of doing things.
15	At my job, I have the opportunity to make good use of my skills.	My job makes good use of my talents/skills and abilities.
16	At my workplace, I feel valued for who I am as a person.	I feel valued as an employee of this agency.
17	How satisfied are you with your flexibility?	I am satisfied with the flexibility of my work schedule.
18	I am satisfied with the hybrid or remote work opportunities that my agency provides.	I am satisfied with my telework and remote work opportunities.
19	In general, I'm satisfied with my job.	I am satisfied with my job.
20	I would recommend my agency as a great place to work.	I would recommend this agency as a great place to work.

****Not all questions shown above will be included in the 2023 engagement survey. Once finalized, the list will be shared with agency contacts.****

Scales Changes

Standard Response Scale
1 – Never or Almost Never
2 – Seldom
3 – Occasionally
4 – Usually
5 – Almost Always or Always

Modern Work Environment Scale
1 – Very Dissatisfied
2 – Dissatisfied
3 – Neutral
4 – Satisfied
5 – Very Satisfied
N/A – Doesn't Apply to My Position



Unified Response Scale
1 – Strongly Disagree
2 – Disagree
3 – Neither Agree Nor Disagree
4 – Agree
5 – Strongly Agree
Not Applicable

What's Next



OFM

- Finalize 2023 EES questions
- June 2023 announce EES questions
- Build the survey
- Provide information to agencies



Agency Contacts

- Share information with agency leadership and HR
- Let me know what we (OFM) can do to support you through this change.



Regular EES Contact Meetings

- Contact meetings begin in June 2023