

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

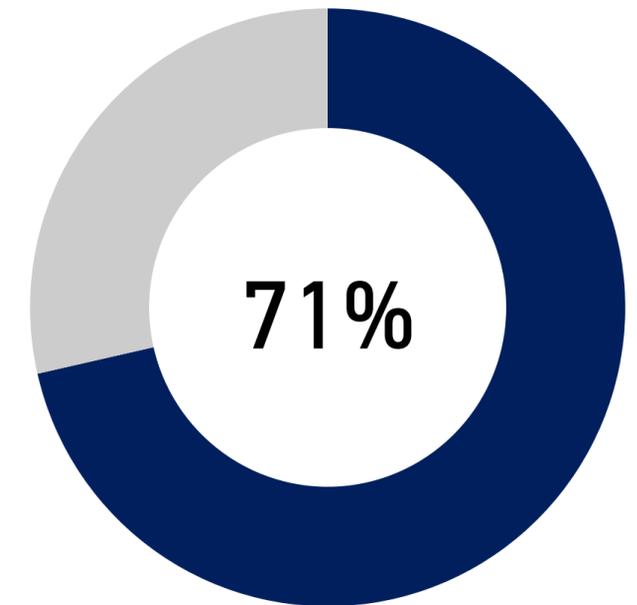
- 5-Almost always or always
- 4-Usually
- 3-Occasionally
- 2-Seldom
- 1-Almost never or never

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".



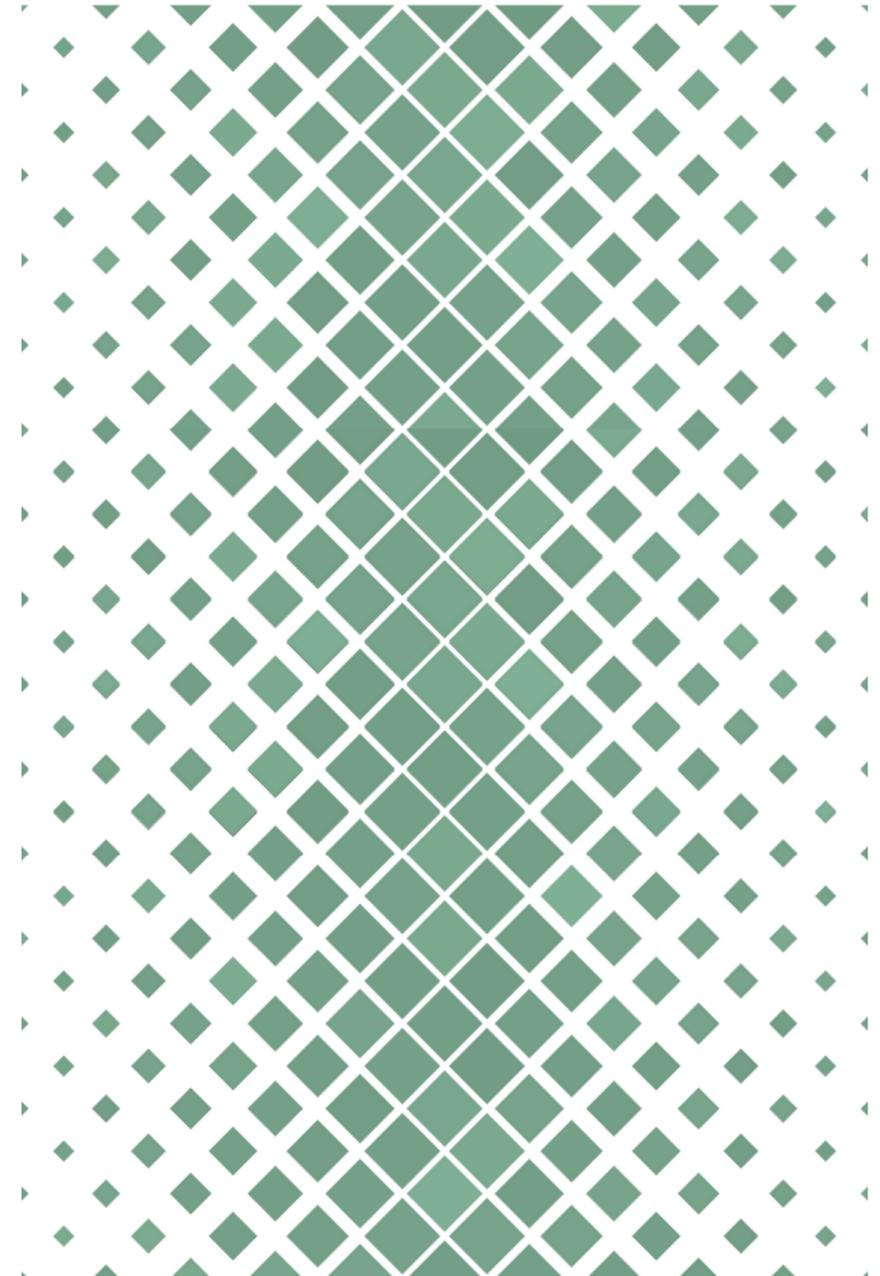
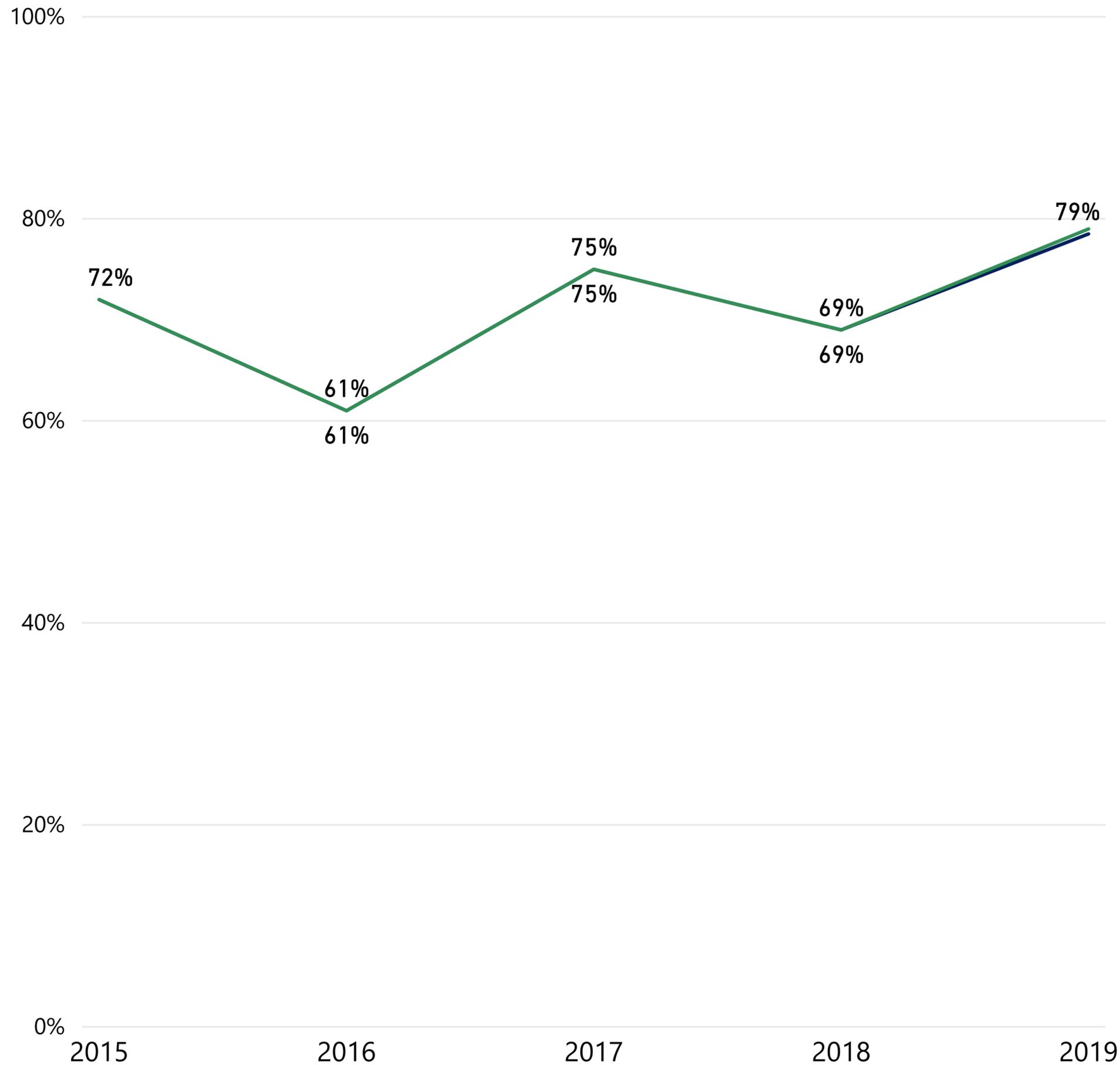
are satisfied with their job.

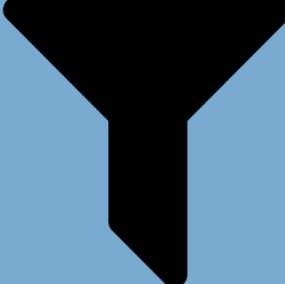
Use these filters for year and agency to explore the data.

The dashboard interface includes a funnel icon, a dropdown menu currently set to 'All', and a row of buttons for the years 2015, 2016, 2017, 2018, and 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.



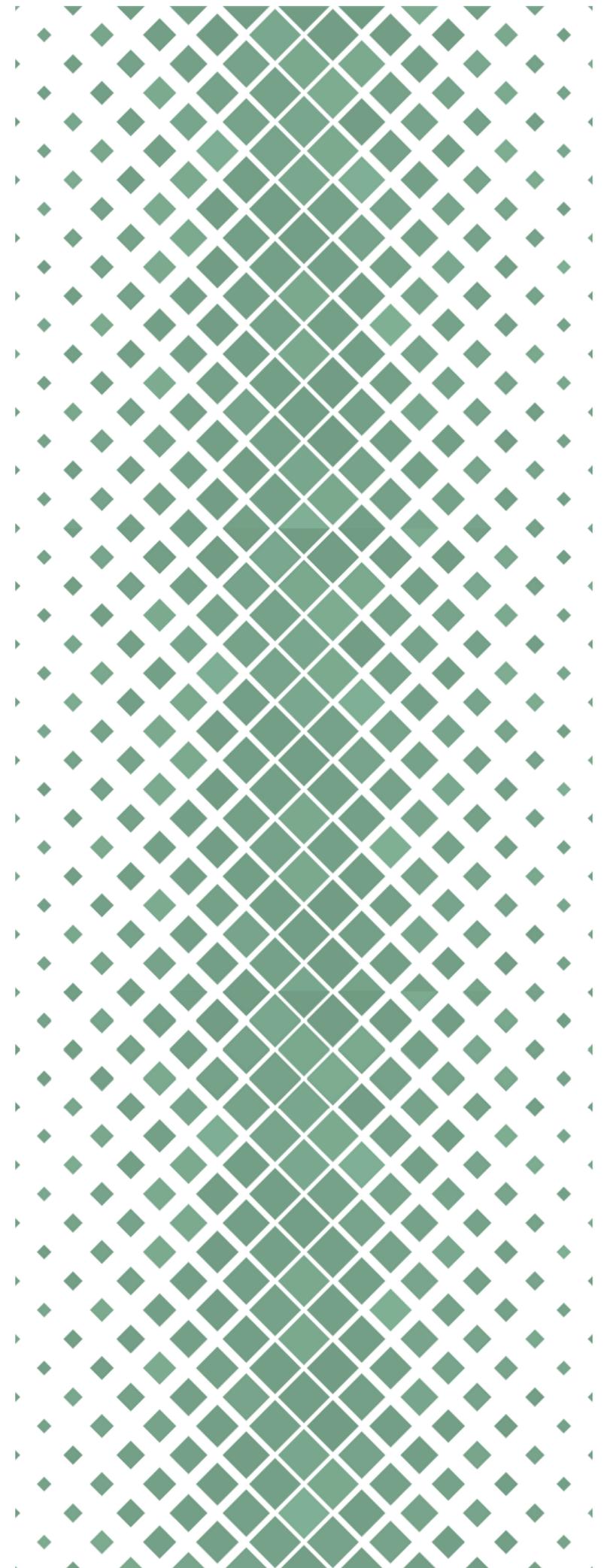
Mastery

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%

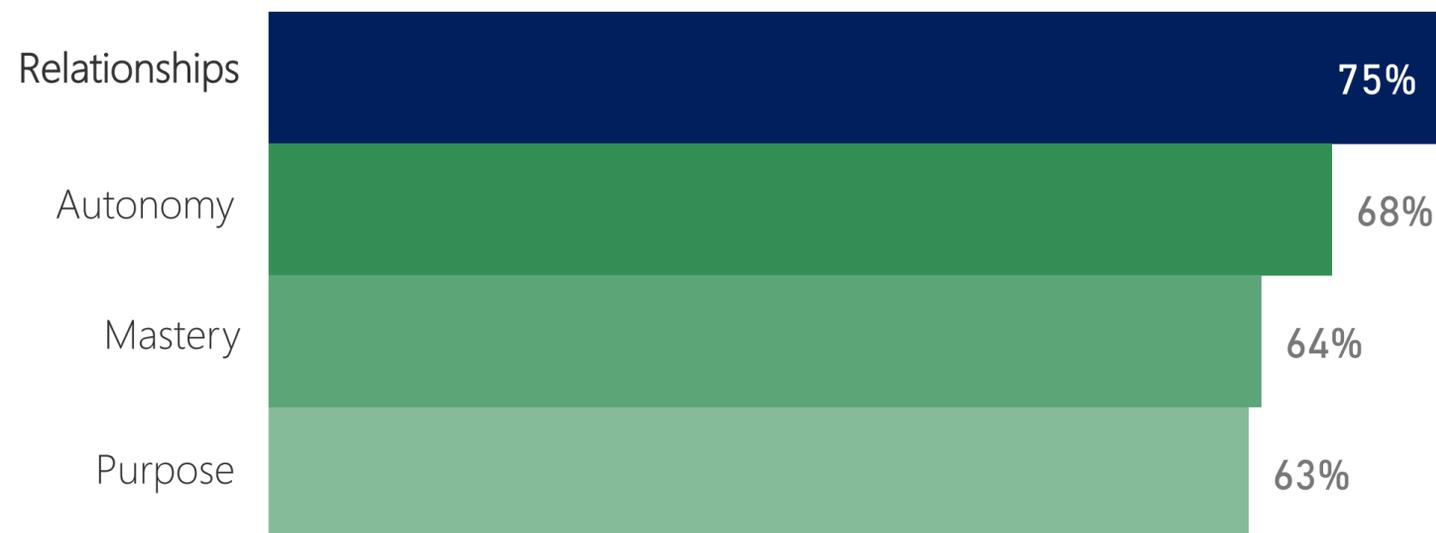
A spirit of cooperation and teamwork exists in my work group.

66%

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

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).



Spotlight: My supervisor treats me with dignity and respect



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

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.

Agency strategies

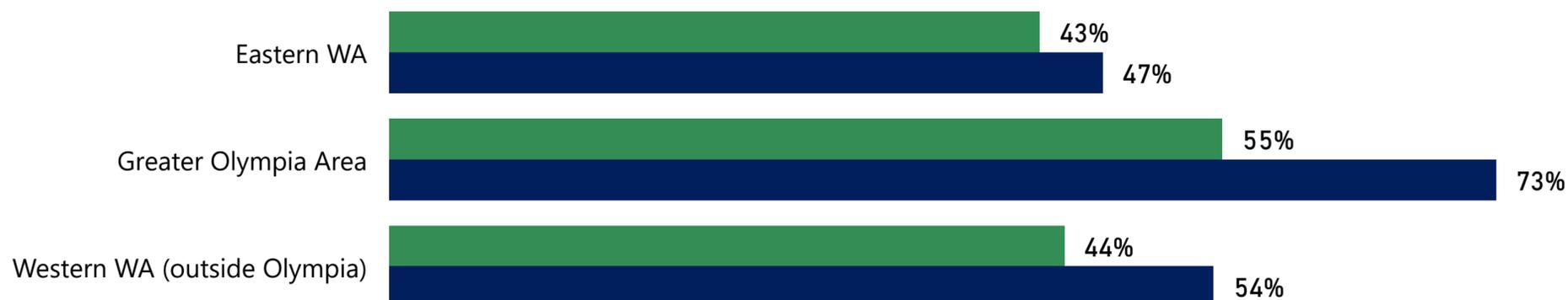
- Add the five lowest-rated questions on the engagement survey to supervisors' performance appraisals for rating (Washington State Patrol).
- Create "touch-down stations" in buildings to allow for mobility of employees throughout campus (Utilities and Transportation Commission).
- Leadership holds office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



Autonomy has the greatest variation in individual question scores.

Spotlight: supervisors by location

Non-supervisors
Supervisors



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

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%

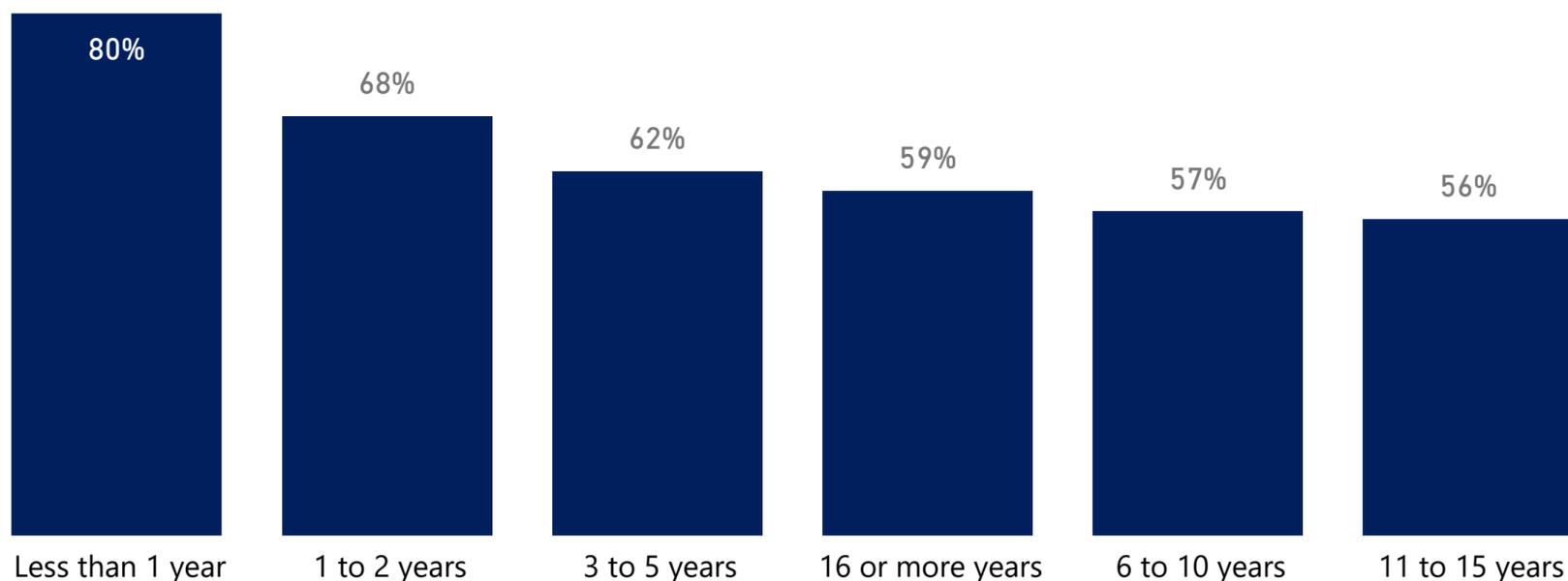
At my job, I have the opportunity to make good use of my skills.

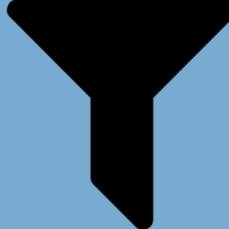
Agency strategies

- 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).



Satisfaction with learning and growth opportunities by state tenure



 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

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%

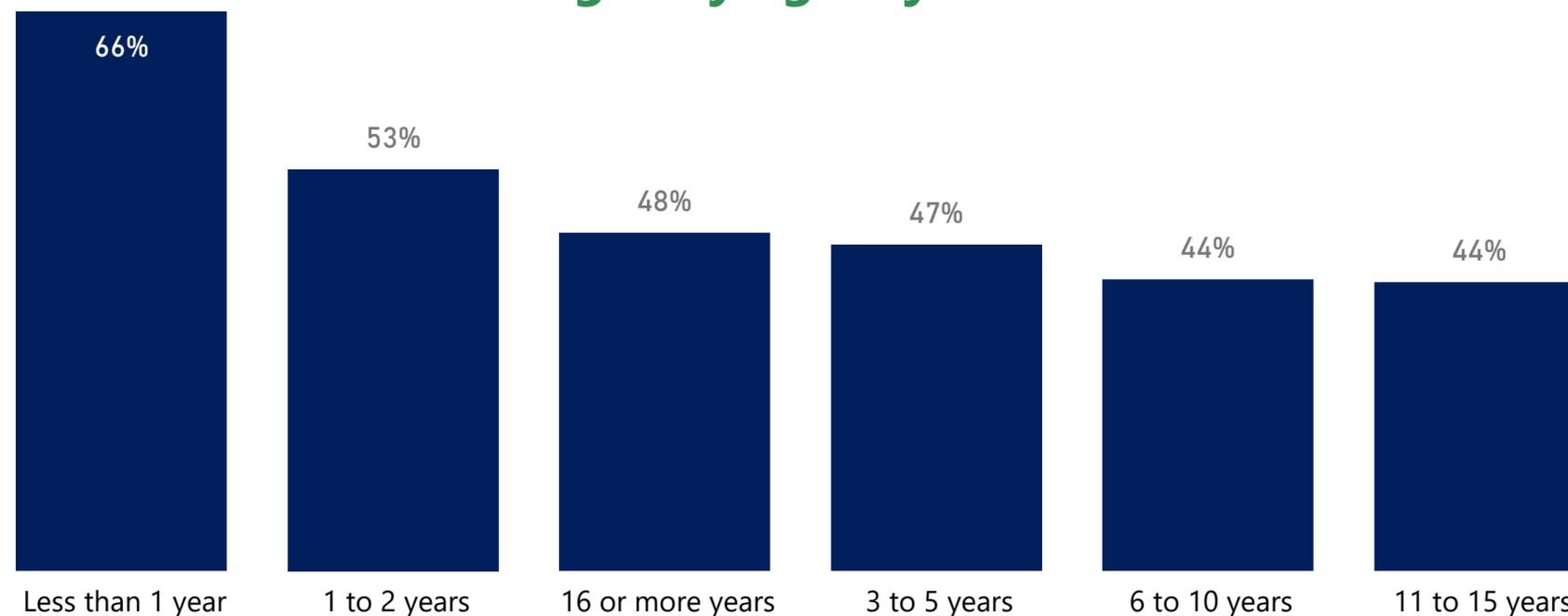
I receive clear information about changes being made within the agency.

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).



Clear information on changes by agency functional area



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

All

All

All

2015 2016 2017 2018 2019

ROTATING QUESTIONS



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

78%

My supervisor trusts me to make decisions or recommendations that affect my work.

AUTONOMY

OFM SHR wanted to further examine Autonomy and determine if employees are able to exercise 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.

2020

Stay tuned!

RAMP

Why was this selected?

2021

Stay tuned!

RAMP

Why was this selected?

2022

Stay tuned!

RAMP

Why was this selected?

2023

Stay tuned!

RAMP

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.

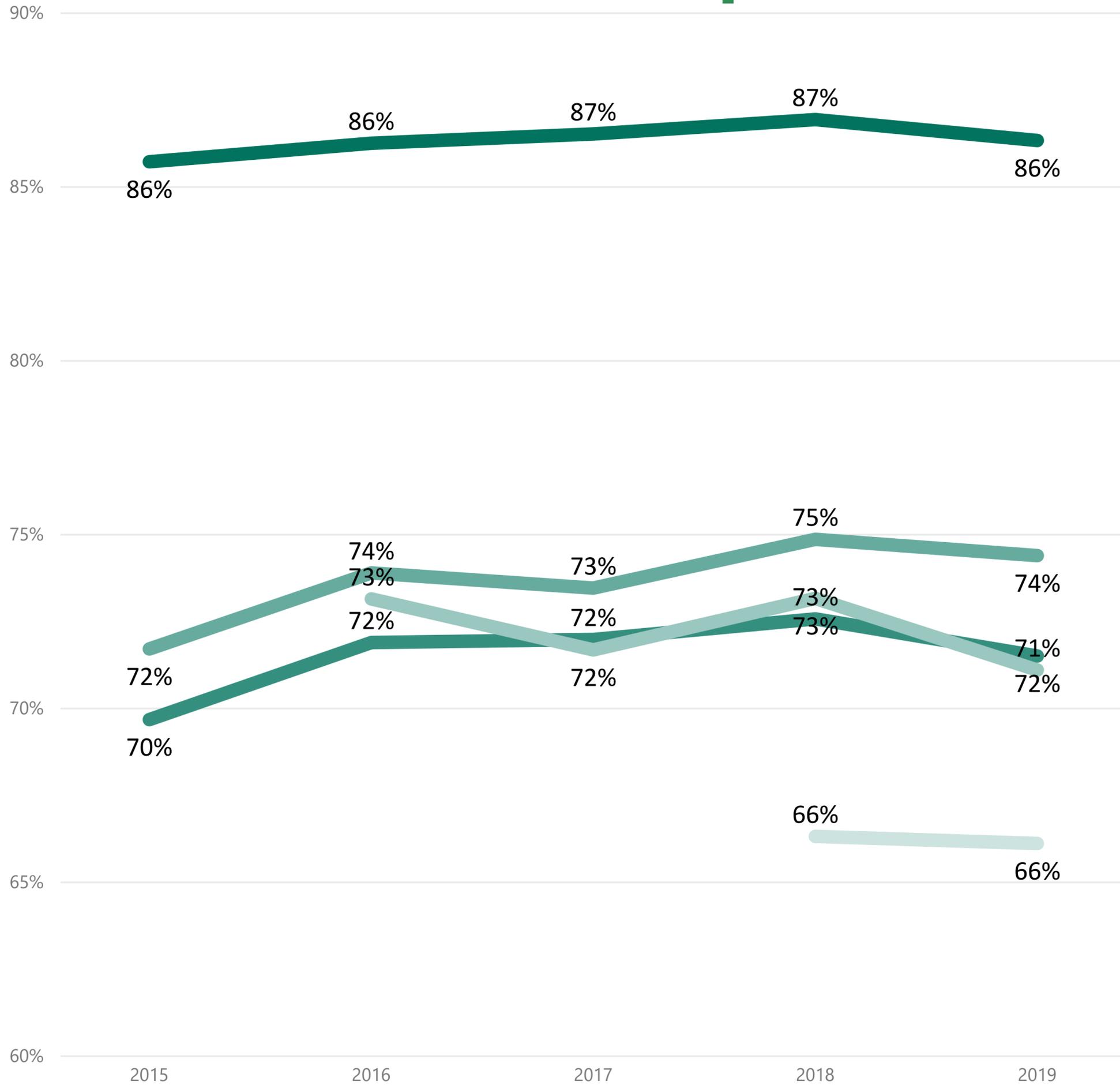
2007

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

2006

- Statewide survey first launched.

TRENDS Relationships

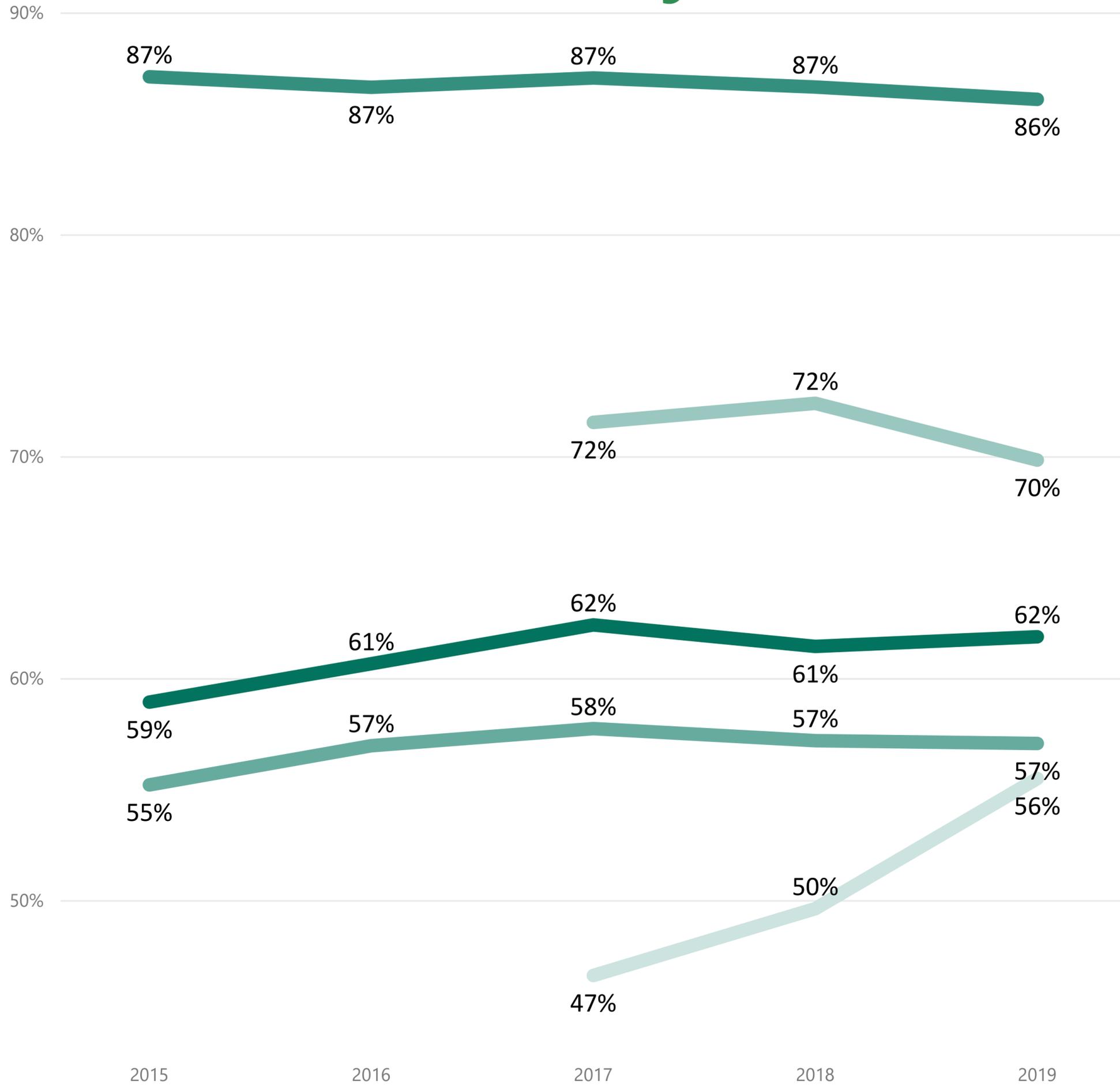


- My supervisor treats me with dignity and respect.
- A spirit of cooperation and teamwork exists in my work gro...
- My agency consistently demonstrates support for a diverse...
- People are treated fairly in my work group.
- At my workplace, I feel valued for who I am as a person.

Use this filter for agency to explore the data.

All

TRENDS Autonomy

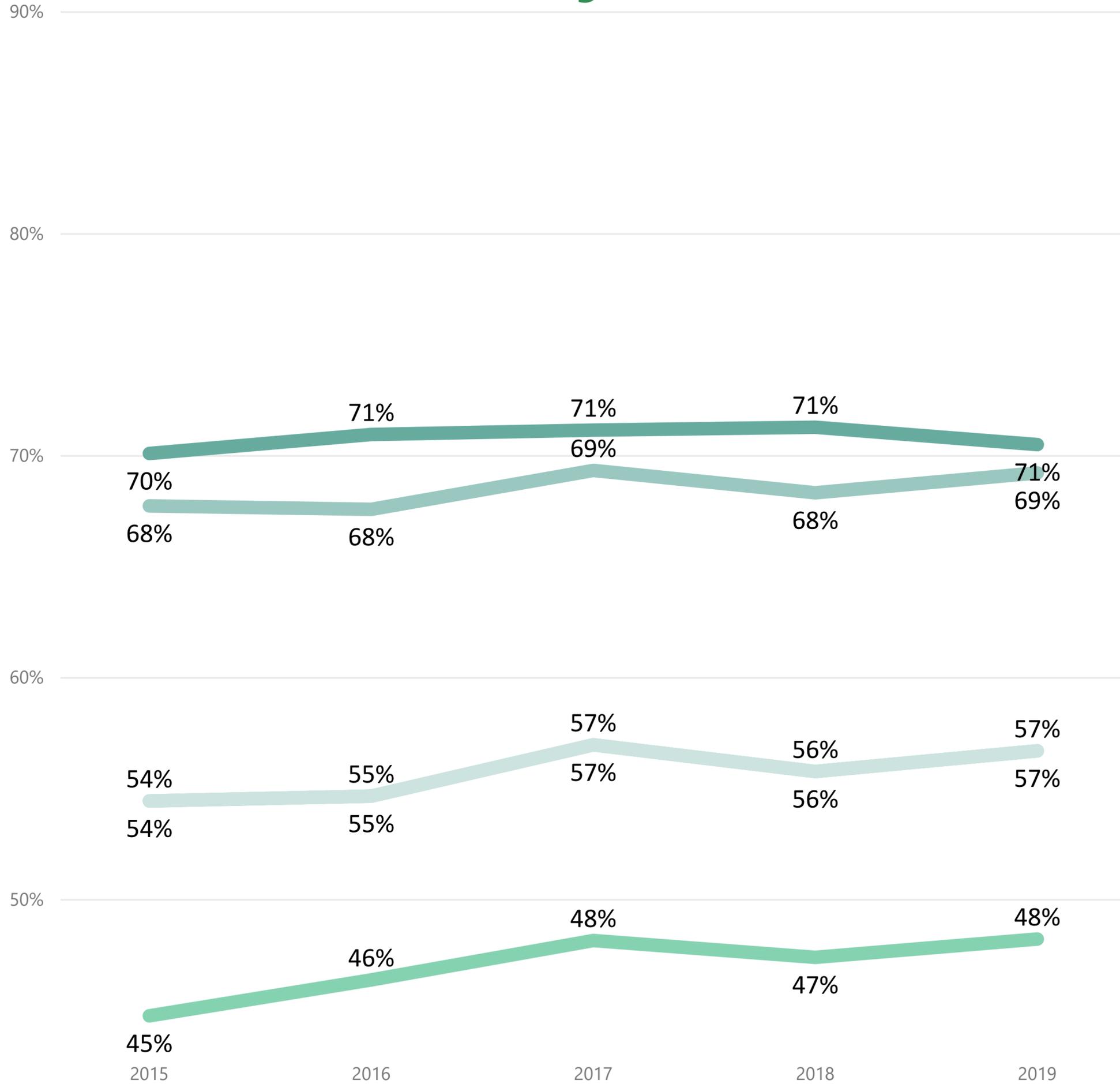


- I have the opportunity to give input on decisions affecting ...
- I know what is expected of me at work.
- I am encouraged to come up with better ways of doing thin...
- Flexibility: the ability to adjust your scheduled hours as need...
- Mobility: the ability to work remotely from a variety of loca...

Use this filter for agency to explore the data.

All ▾

TRENDS Mastery

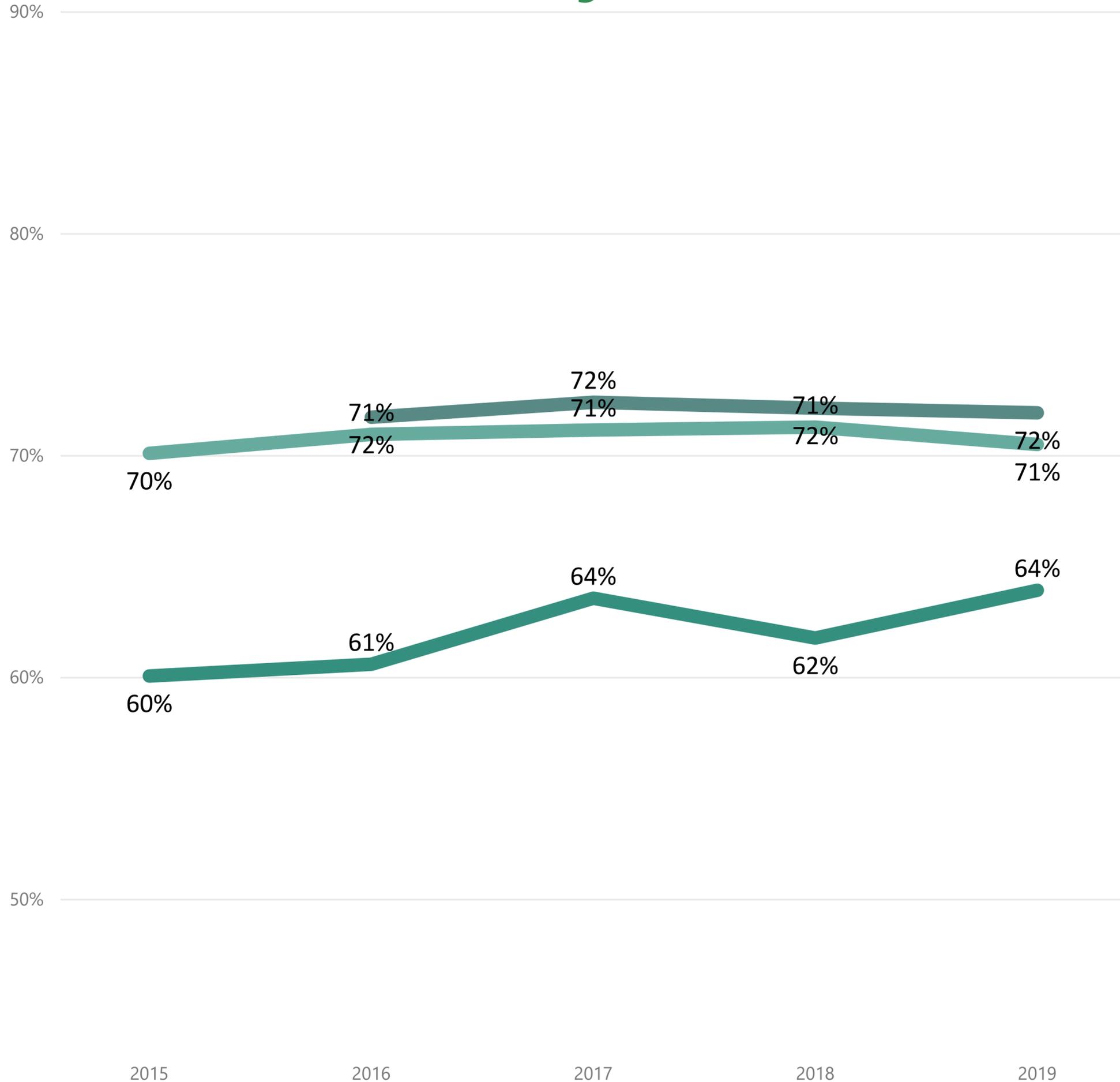


- I have the tools and resources I need to do my job effectively...
- My supervisor gives me ongoing feedback that helps me improve...
- I receive recognition for a job well done.
- I receive recognition for a job well done.
- We use customer feedback to improve our work processes.

Use this filter for agency to explore the data.

All ▾

TRENDS Mastery

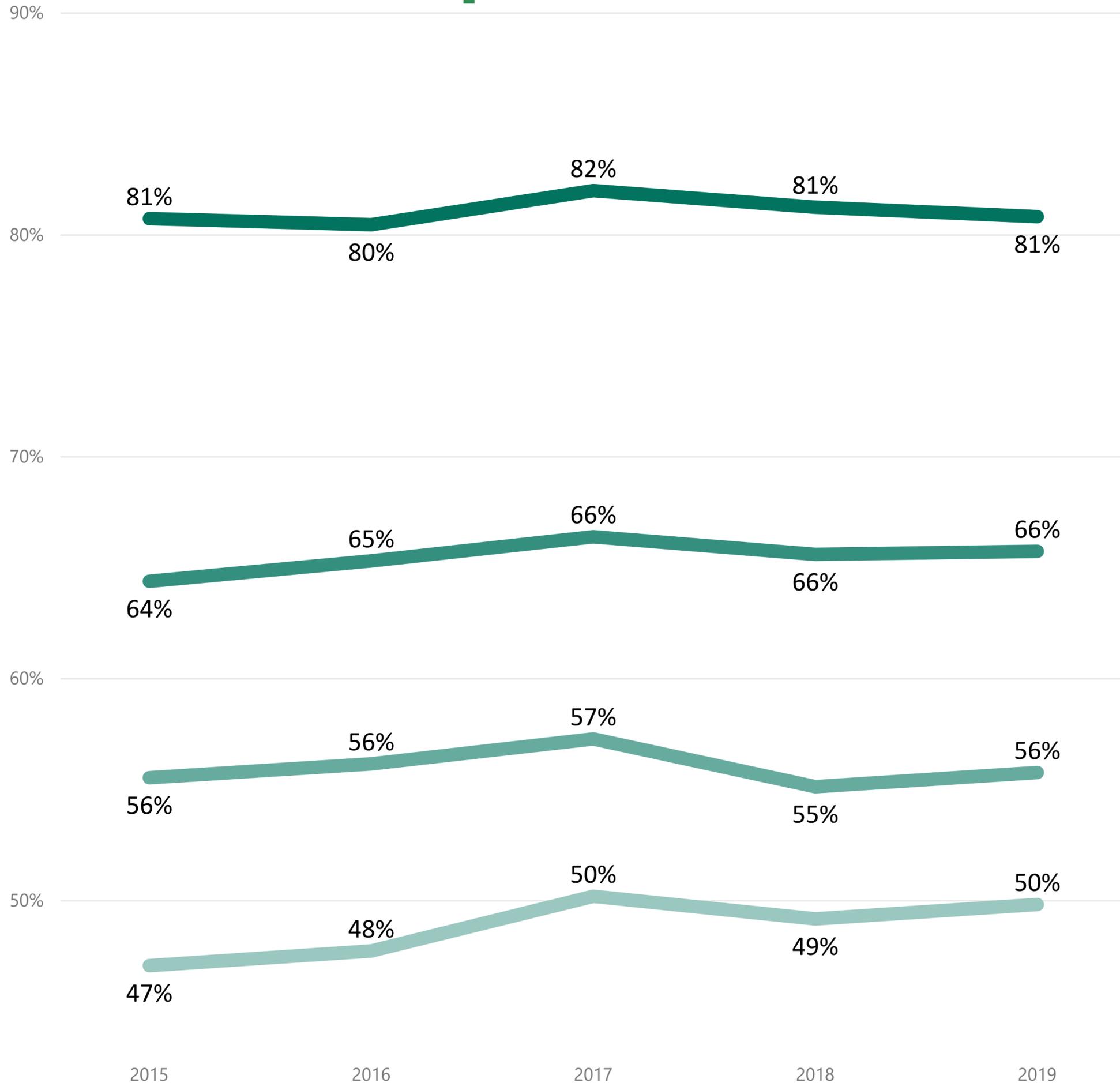


- I have opportunities at work to learn and grow.
- I have the tools and resources I need to do my job effective...
- At my job, I have the opportunity to make good use of my s...

Use this filter for agency to explore the data.

All ▾

TRENDS Purpose



- I know how my work contributes to the goals of my agency.
- We are making improvements to make things better for our customers.
- I know how my agency measures its success.
- I receive clear information on changes being made within my agency.

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



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

All

2015 2016 2017 2018 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.



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

2015 2016 2017 2018 2019

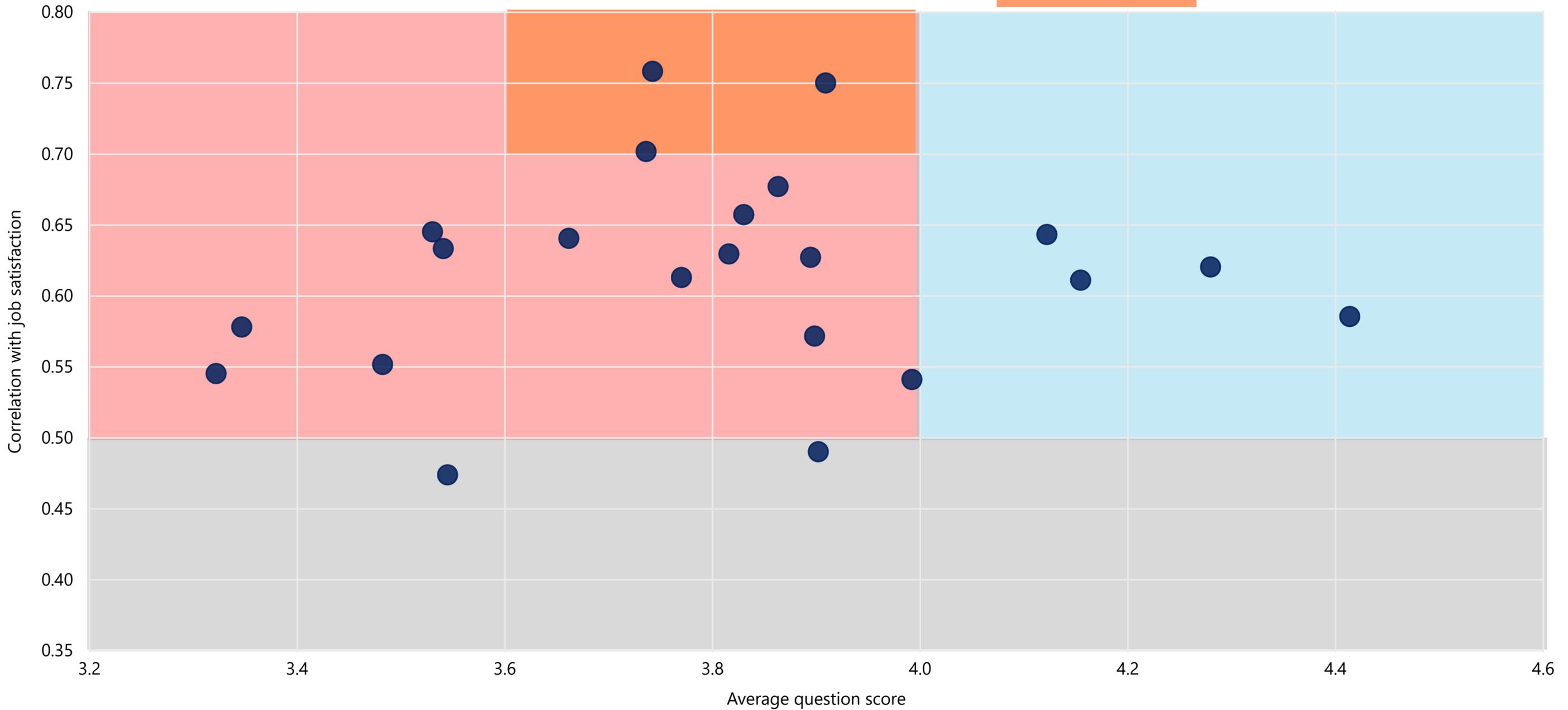
Strengths and Opportunities

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!

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



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.

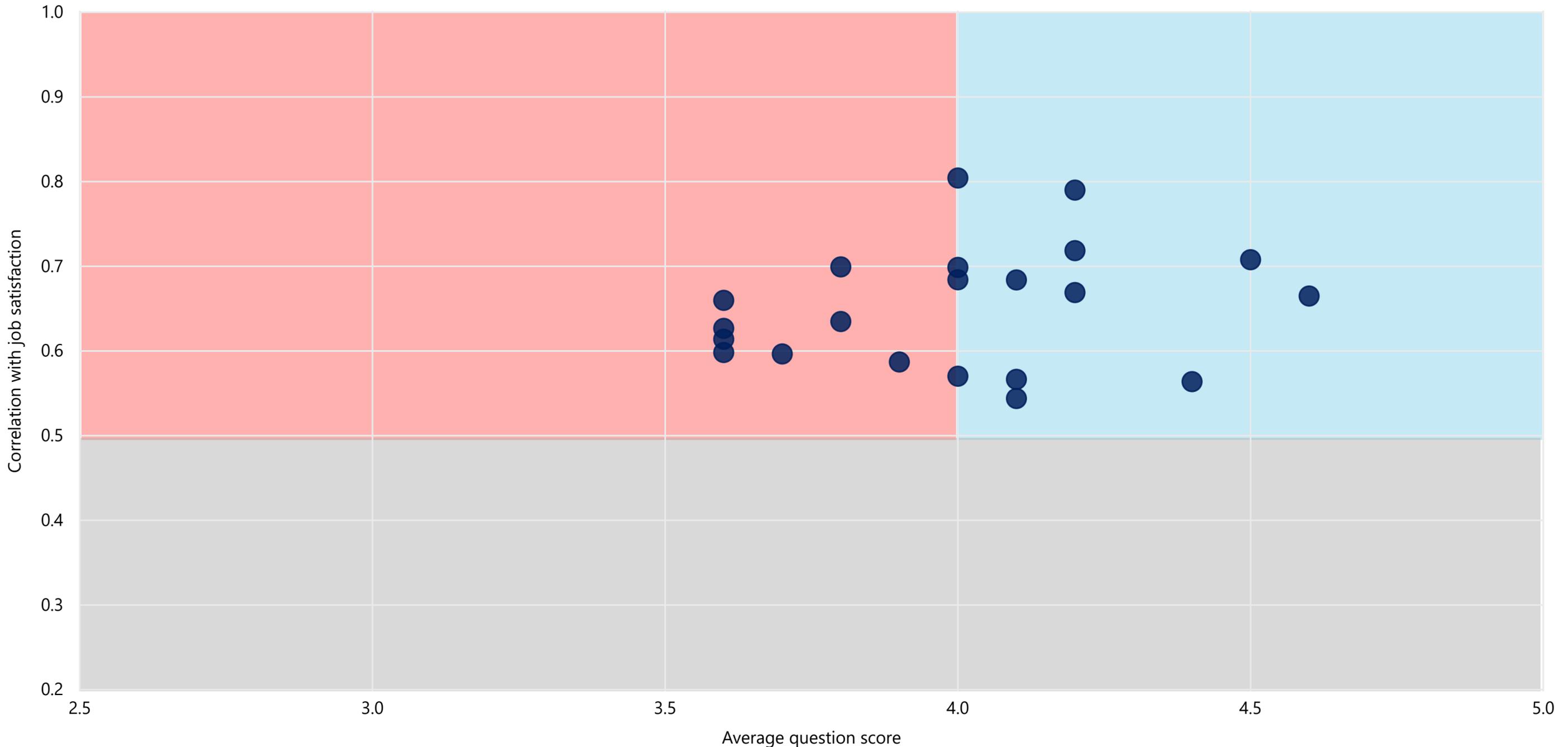
Strategies to improve

Strengths and Opportunities

Maintain	Lower correlation with satisfaction
Opportunities	Low score, high correlation
Strengths	High score, high correlation

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

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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.

EXIT SURVEY

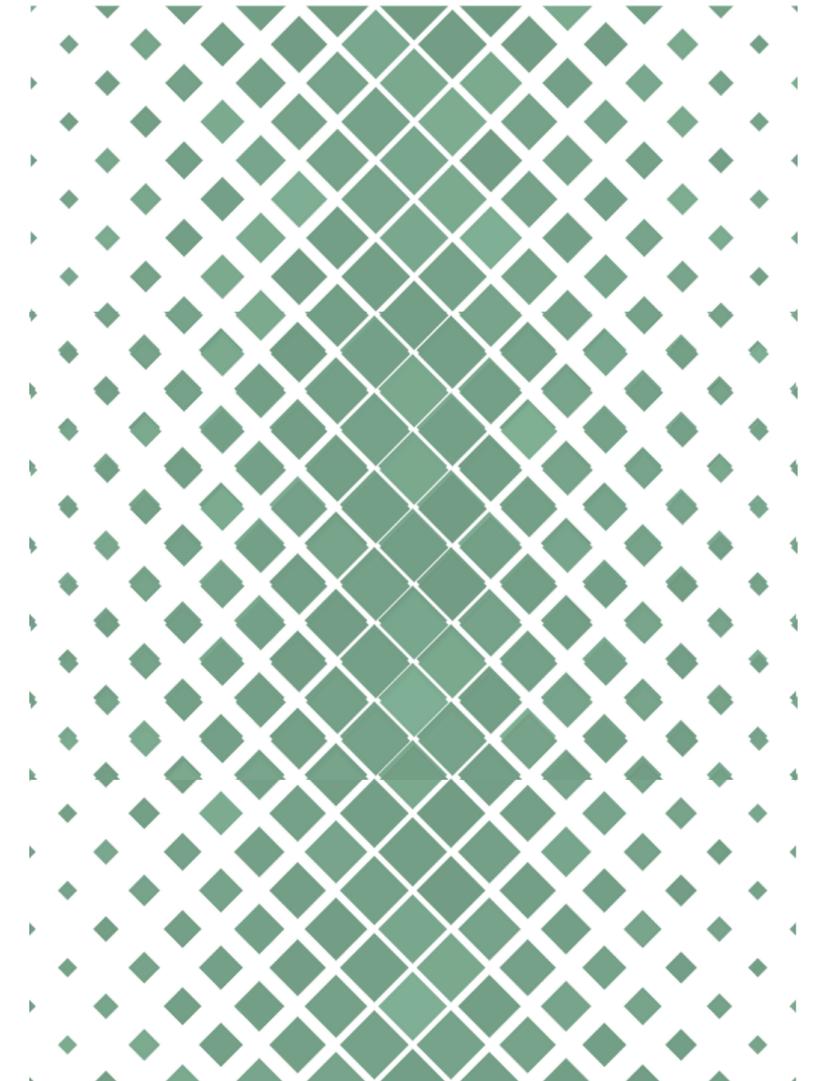
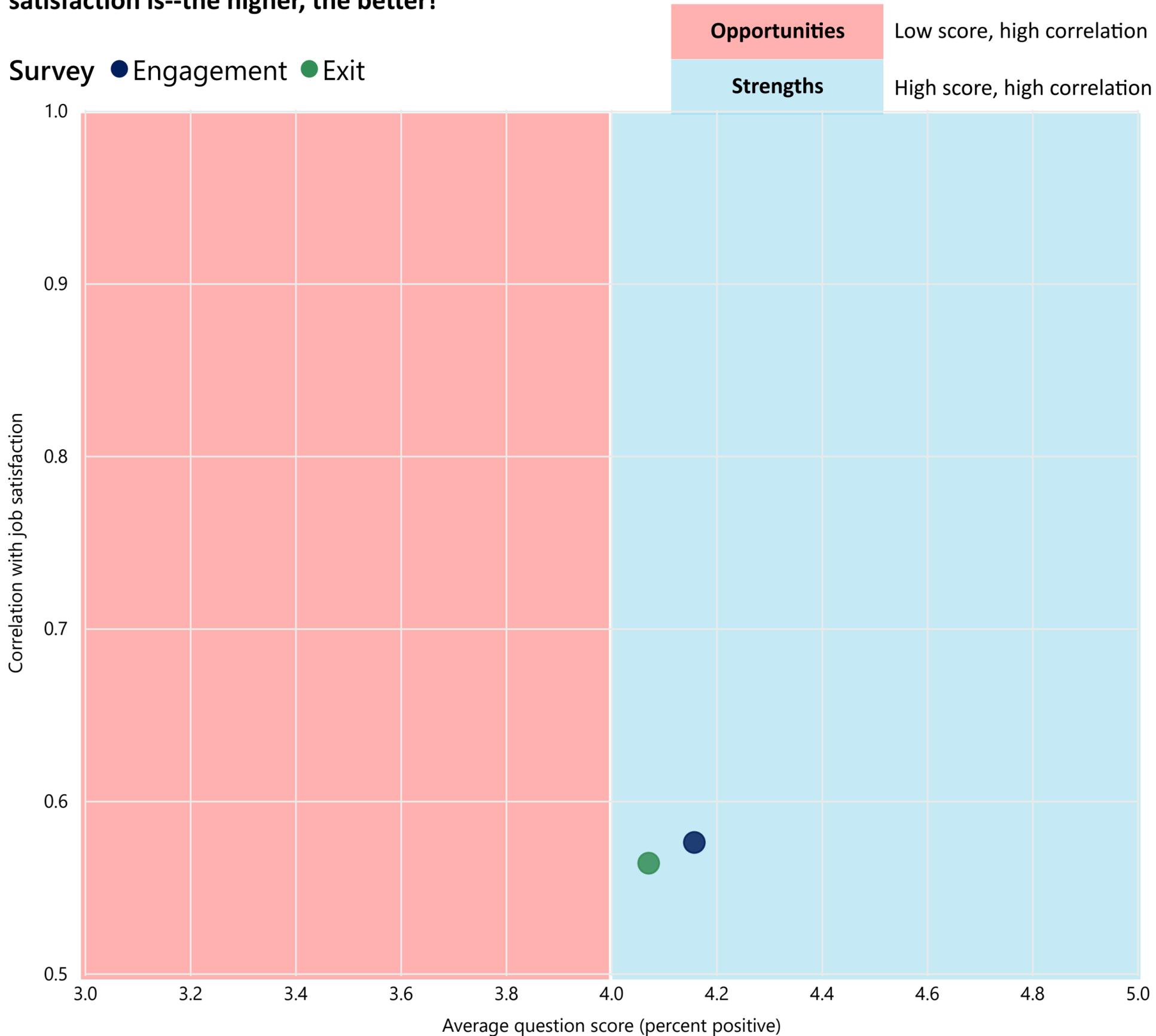
Statewide scores and their correlation with job satisfaction

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

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.

Survey ● Engagement ● Exit



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.](#)