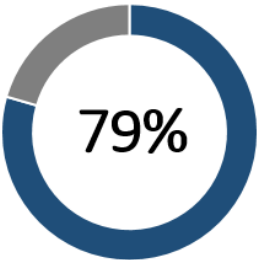


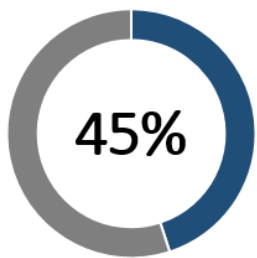
Employee Engagement Strategies

Examples from Washington State Agencies

Respondent agencies that described at least one engagement strategy



Respondent agencies that described at least three engagement strategies



The Agency HR Management Report Survey is a companion project that asks state agencies what strategies they implemented for employee engagement. These strategies are summarized in this document.

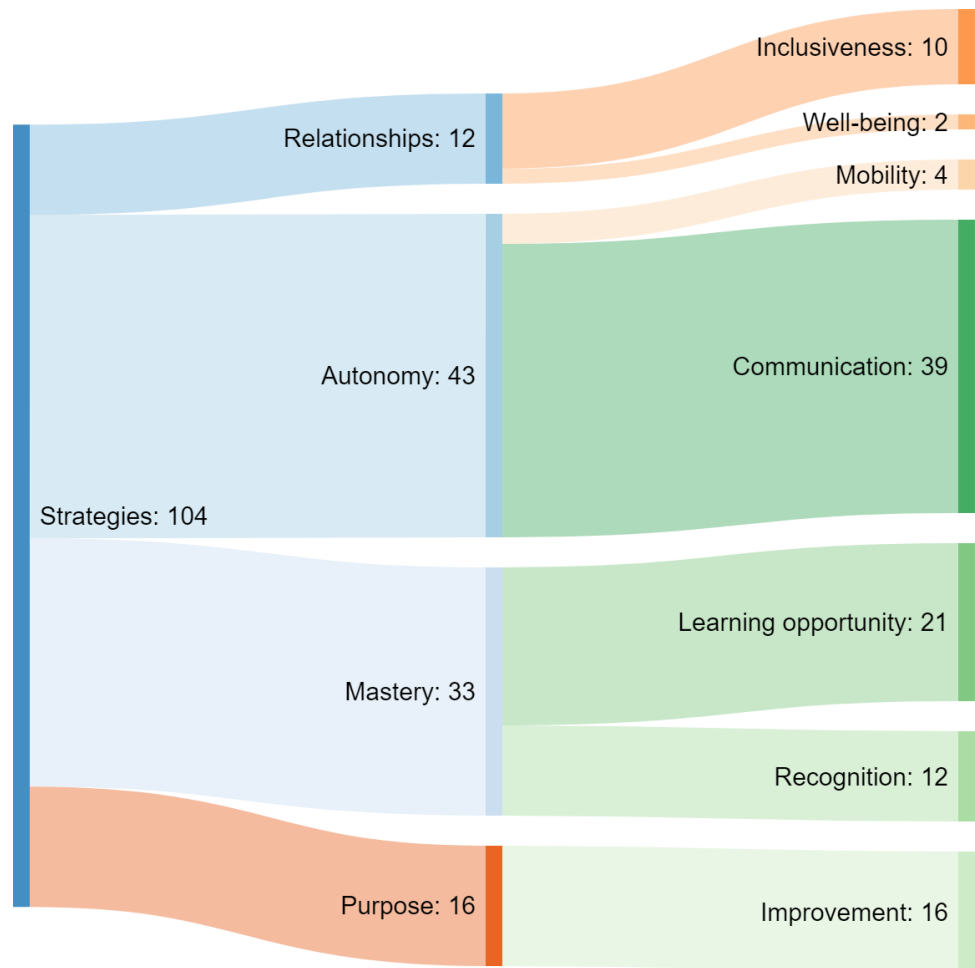
Research shows that the traditional model of “carrots & sticks” is not the most powerful or effective way to motivate employees in today’s workplace.

Intrinsic motivation, the kind that comes from within, is much more powerful for knowledge work, creative tasks, and complex problem-solving.



- Relationships**
The desire to feel respected and connected.
- Autonomy**
The desire for freedom and empowerment.
- Mastery**
The desire to learn and grow.
- Purpose**
The desire for meaningful work.

Engagement strategies reported in the 2018 Agency HR Management Report Survey



An example engagement strategy from the Department of Financial Institutions describes the process of making a lasting change:

“A consistent message that comes through from employees is that often all that employees want in terms of recognition is a simple thank you or acknowledgment of a job well done, and not necessarily a monetary award, or acknowledgement in front of a group. This is a “culture shift” for many supervisors and managers, and one that takes constant effort until it becomes a norm for them. “

Examples of
employee
engagement
strategies

Cost

Low

High

Time Commitment

Low

Relationships

Providing information on hiring in a fair, standard, and legally defensible way (Department of Labor and Industries).

Autonomy

Add the five lowest-rated questions on the engagement survey to supervisors' performance appraisals for rating (Washington State Patrol).

Mastery

For recognition, create a "Wall of Wow" and a "Pillar of Praise" for recognition (Washington Technology Services).

Purpose

Sponsor work environment subcommittees (Department of Labor and Industries).

Relationships

Hired a consultant to conduct a diversity and inclusion assessment (Department of Health).

Autonomy

Create "touch-down stations" in buildings to allow for mobility of employees throughout campus (Utilities and Transportation Commission).

Mastery

Promote and fund the Tuition Assistance program (State Parks and Recreation Commission).

Purpose

Implementing Lean problem-solving strategies. (Center for Childhood Deafness).

High

Relationships

Hold focus groups for "Respect in the Workplace" (Department of Veterans Affairs).

Autonomy

Leadership holds office hours so employees can stop by and provide feedback (Department of Commerce).

Mastery

Begin a mentoring program for staff (Office of the Attorney General).

Purpose

Conduct division-level interviews to map processes across all divisions (Health Care Authority).

Relationships

Host a health and wellness fair for employees (Military Department).

Autonomy

Hold an annual leadership conference (Department of Licensing).

Mastery

Developing supervisory skills with an internal consultant (Washington State Investment Board).

Purpose

Create a position dedicated to coordinating training and employee engagement (Office of the Superintendent of Public Instruction).