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”
• 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

- 86% Dignity and respect
- 86% Expectations clear
- 81% Work connected to goals
- 78% Supervisor trusts me

Engagement outcomes

- 72% Job satisfaction (+1%)
- 64% Would recommend agency (+0%)

Low scoring areas

- 56% Mobility
- 55% Success Measures Known
- 50% Info About Changes
- 48% Customer Feedback Used

Positive trends

- (Q24) Mobility: +6%
- (Q13) Learning and growth opportunities +2%
- 7 questions tied with +1%

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

- 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.

<table>
<thead>
<tr>
<th>Participation in demographic questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exit survey</td>
</tr>
<tr>
<td>Engagement survey</td>
</tr>
<tr>
<td>84%</td>
</tr>
<tr>
<td>74%</td>
</tr>
</tbody>
</table>

- 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

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

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.

- **Relationships**: 74%
- **Autonomy**: 68%
- **Mastery**: 65%
- **Purpose**: 63%

**Satisfaction with work mobility.**

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Q24)</td>
<td>56%</td>
</tr>
</tbody>
</table>

**I am encouraged to come up with better ways of doing things.**

<table>
<thead>
<tr>
<th>Encouragement</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Q15)</td>
<td>57%</td>
</tr>
</tbody>
</table>

**I have the opportunity to give input on decisions affecting my work.**

<table>
<thead>
<tr>
<th>Input Opportunity</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Q1)</td>
<td>62%</td>
</tr>
</tbody>
</table>

**Satisfaction with work flexibility.**

<table>
<thead>
<tr>
<th>Flexibility</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Q23)</td>
<td>70%</td>
</tr>
</tbody>
</table>

**I know what is expected of me at work.**

<table>
<thead>
<tr>
<th>Expected Work</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Q4)</td>
<td>86%</td>
</tr>
</tbody>
</table>

The green background shows five year trend data for the respective question.
My supervisor treats me with dignity and respect.

- 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.

43,635 state employees answered positively
### Agencies saw their efforts pay off with large increases with mobility.

#### Satisfaction with mobility over time

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>47%</td>
<td>50%</td>
<td>56%</td>
</tr>
</tbody>
</table>

#### Agency increases in satisfaction with mobility

<table>
<thead>
<tr>
<th>Agency</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIL</td>
<td>14%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>DVA</td>
<td>14%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>LOT</td>
<td></td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>DRC</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>CDYF</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DSB</td>
<td></td>
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<td></td>
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<tr>
<td>DSHS</td>
<td></td>
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<td></td>
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<tr>
<td>OAH</td>
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<td></td>
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<tr>
<td>DOC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ESD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All</td>
<td>56%</td>
<td>50%</td>
<td>47%</td>
</tr>
</tbody>
</table>

22,246 state employees answered positively.
**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.

<table>
<thead>
<tr>
<th>Category</th>
<th>Average Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relationships</td>
<td>74%</td>
</tr>
<tr>
<td>Autonomy</td>
<td>68%</td>
</tr>
<tr>
<td>Mastery</td>
<td>65%</td>
</tr>
<tr>
<td>Purpose</td>
<td>63%</td>
</tr>
</tbody>
</table>

**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)*

The green background shows five year trend data for the respective question.
Mastery Opportunities to learn and grow.

Satisfaction of opportunities to learn and grow by agency tenure

- 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.

32,375 state employees answered positively.
**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**

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</tr>
</tbody>
</table>

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)

The green background shows trend data for the respective question.
PURPOSE: Clear information on changes.

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

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

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!

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

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**Top three opportunities**

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

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

I have opportunities at work to learn and grow.

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**Strategies to improve**

- Express gratitude, invest in relationships and social capital and support employee resource groups.
- Increase freedom for tasks, provide continuous feedback and build trust between managers and employees.
- Provide training, developmental job assignments, communities of practice and goal setting.