

# Strategic Lean Project Report



**For Reporting Period:** July 1, 2015 through December 31, 2015

## I. General Information:

Lead agency name: Department of Commerce

Partner agencies: None

**Improvement project title:** Employee Engagement Survey Results

**Date improvement project was initiated:** 9/1/2015

**Project type:** New Project

**Project is directly connected to:**

Results Washington performance measure

Agency Strategic Plan

Other

**If applicable, specify the alignment:**

Goal Council 5, Efficient, Effective and Accountable Government: Goal Topic – Customer Satisfaction and Employee Engagement

Links to our Fundamentals Map and Key Goals of Entrepreneurial Agency Culture and Conscientious Stewardship. It also links to our Outcome of Engaged Employees.

**Report reviewed and approved by:** Connie Robins, Deputy Director

## II. Project Summary:

The Department of Commerce implemented a project to improve our Employee Engagement Survey process and response rate. We believe that engaged employees are a key component of success. If employees are not responding to the survey then it is harder to assess their level of engagement. This project was focused on increasing our response rate so that we can have better insight into our agency culture and level of employee engagement. This in turn will lead to action for targeted improvements for increasing employee engagement, ultimately leading to better outcomes for our customers.

This work led to increasing our employee participation rate from 49 percent to 72 percent. This increase ranked Commerce in the top quintile (20%) in terms of survey response rate improvement for the state.

## III. Project Details:

**Identify the problem:** Since 2011, the Department of Commerce has seen a steady decline in the Employee Engagement Survey participation rate. Our response rate went from a high of 85 percent in 2011, to a low of 49 percent in October 2015.

**Problem statement:** Currently, 49 percent of employees responded to our Employee Engagement Survey compared to our interim target of 70 percent, which we want to reach by 10/30/2015.

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**Improvement description:** The approach included first looking at the data for the trend overtime at an enterprise level and division level to identify any specific areas to target improvement and to understand the current state. This data informed our work in developing and implementing an action plan aimed at increasing communication, awareness, and understanding across all divisions. A variety of communications strategies such as email, IntraCOM, unit meetings, were utilized. We worked with the Union Rep to address participation concerns. As employee anonymity was one of the participation concerns, additional options were made available to employees such as drop boxes and access to lab computers for generic devices and log on. Active participation in the State Point of Contact meetings provided additional support and ideas for improving the process.

**Customer involvement:** This project involved seeking input from front-line staff, the union, and managers on approaches to improving response rates. This input was incorporated into the overall communications and outreach. In addition, data from earlier focus groups was incorporated into the planning.

## IV. Project Details:

<b>Improved process as measured by:</b> <i>(Click those that apply)</i>	<b>Specific results achieved:</b> <i>(Complete the narrative boxes below)</i>	<b>Total Impact:</b> <i>(Actuals; Current Reporting Period)</i>	<b>Results status:</b>
<input checked="" type="checkbox"/> <b>Employee Engagement</b>	Increased Engaged Employee survey participation rate <b>from 49 percent to 72 percent.</b>	<input checked="" type="checkbox"/> N/A (or) Click here to enter text.	Final

## V. Contact information:

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## VI. Optional Visuals: See next page.

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## Engaged Employee Survey

