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

If applicable, specify the alignment: Project is directly connected to:

□ Results Washington performance

measure

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

Employee Engagement

☐ Agency Strategic Plan

 ○ Other 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 Since 2011, the Department of Commerce has seen a steady decline in the Employee problem:

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 Currently, 49 percent of employees responded to our Employee Engagement Survey

statement: compared to our interim target of 70 percent, which we want to reach by

10/30/2015.

Updated: 12-17-15

Strategic Lean Project Report



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:

Improved	Specific results achieved:	Total	Results
process as	(Complete the narrative boxes below)	Impact:	status:
measured by:		(Actuals;	
(Click those that		Current	
apply)		Reporting	
ωρρ.,,		Period)	
	Increased Engaged Employee survey participation rate	⊠N/A (or)	Final
Engagement	from 49 percent to 72 percent.	Click here	
	·	to enter	
		text.	

V. Contact information:

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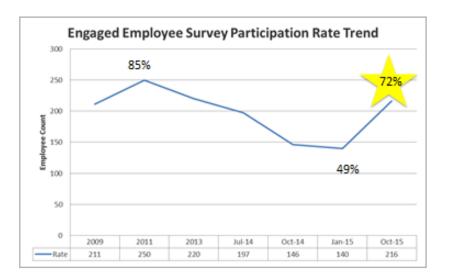
VI. Optional Visuals: See next page.

Updated: 12-17-15

Strategic Lean Project Report









Updated: 12-17-15