

RESULTS REVIEW

- Employee Engagement -

May 29, 2019 | Olympia, Washington



Opening Remarks





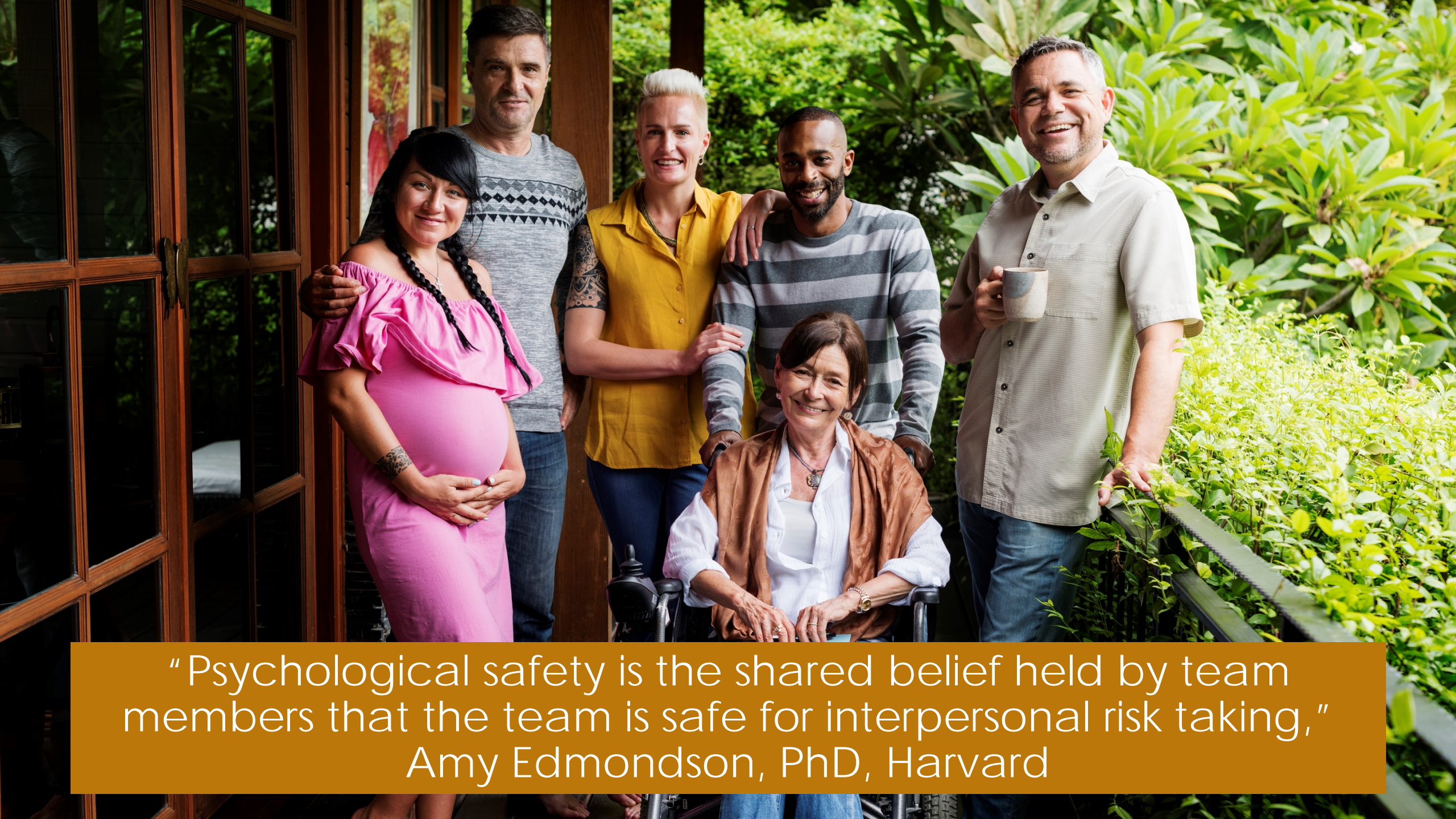












“Psychological safety is the shared belief held by team members that the team is safe for interpersonal risk taking,”
Amy Edmondson, PhD, Harvard



The background of the image is a soft-focus sunset or sunrise scene with warm orange and yellow light. A dark, semi-transparent diamond shape is centered over the image. Inside the diamond, a hand is visible, reaching upwards with fingers slightly spread. The text is centered within the diamond, overlaid on the hand and background.

VIDEO: WHEN EMPLOYEES FEEL VALUED

employee engagement ecosystem

Enterprise
Frameworks

Leader & Team
Behaviors

Agency
Programs





RAMP

the power of
INTRINSIC MOTIVATION
a new approach to employee engagement

Michaela Beals, Josh Calvert and Hayley Hohman

• why engagement matters •

Engaged employees find meaning—and pride—in their work. They feel valued and are more likely to expend discretionary effort.

AVERAGE
EMPLOYEE



ENGAGED



DISENGAGED



Image: Nailed It

what motivates employees?

EXTRINSIC MOTIVATION



COMES FROM THE OUTSIDE

INTRINSIC MOTIVATION



COMES FROM THE INSIDE

An intrinsically motivated employee is
an **engaged employee.**

what fosters intrinsic motivation?

It's a new way to interpret your workforce **data**.

A Model of Intrinsic Motivators

RAMP

It's a new way of thinking about your **employees**.

R

RELATIONSHIPS



The drive to feel respected and connected.

A

AUTONOMY



The drive for freedom and discretion.

M

MASTERY



The drive to learn and grow.

P

PURPOSE



The drive for meaning.

relationships

The drive to
feel
respected
and
connected.

▶ **RAMP** ◀



Relationships provide a sense of inclusion, affirmation, and meaning.



Our success is dependent on how we treat each other.



Relationships make or break our motivation.

relationships



Feeling valued had the strongest connection to key recruitment and retention indicators.

autonomy

The drive for
freedom and
discretion.

▶ **RAMP** ◀



*We want a voice and choice
in our direction.*



*Lack of autonomy can lead
to increased stress and
aggravation.*



*Autonomy unlocks creative
solutions to complex
problems.*

autonomy



Supervisor status and geographic location are major influencers in current satisfaction in the ability to come up with better ways.

mastery

The drive to
learn and
grow, and
become
skilled.

RAMP



*Mastery is about persisting
through in order to gain.*



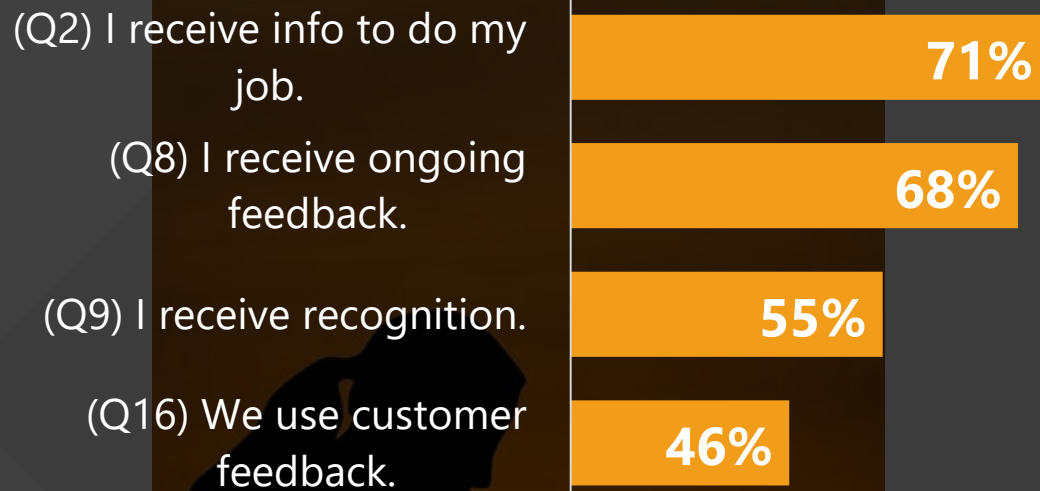
*We crave authentic and
constructive feedback.*



Mastery energizes us.

mastery

Feedback



Development



Employees want more opportunities to learn and grow beyond the first year.

purpose

The drive for
meaning.



RAMP



Purpose is more than a mission statement.

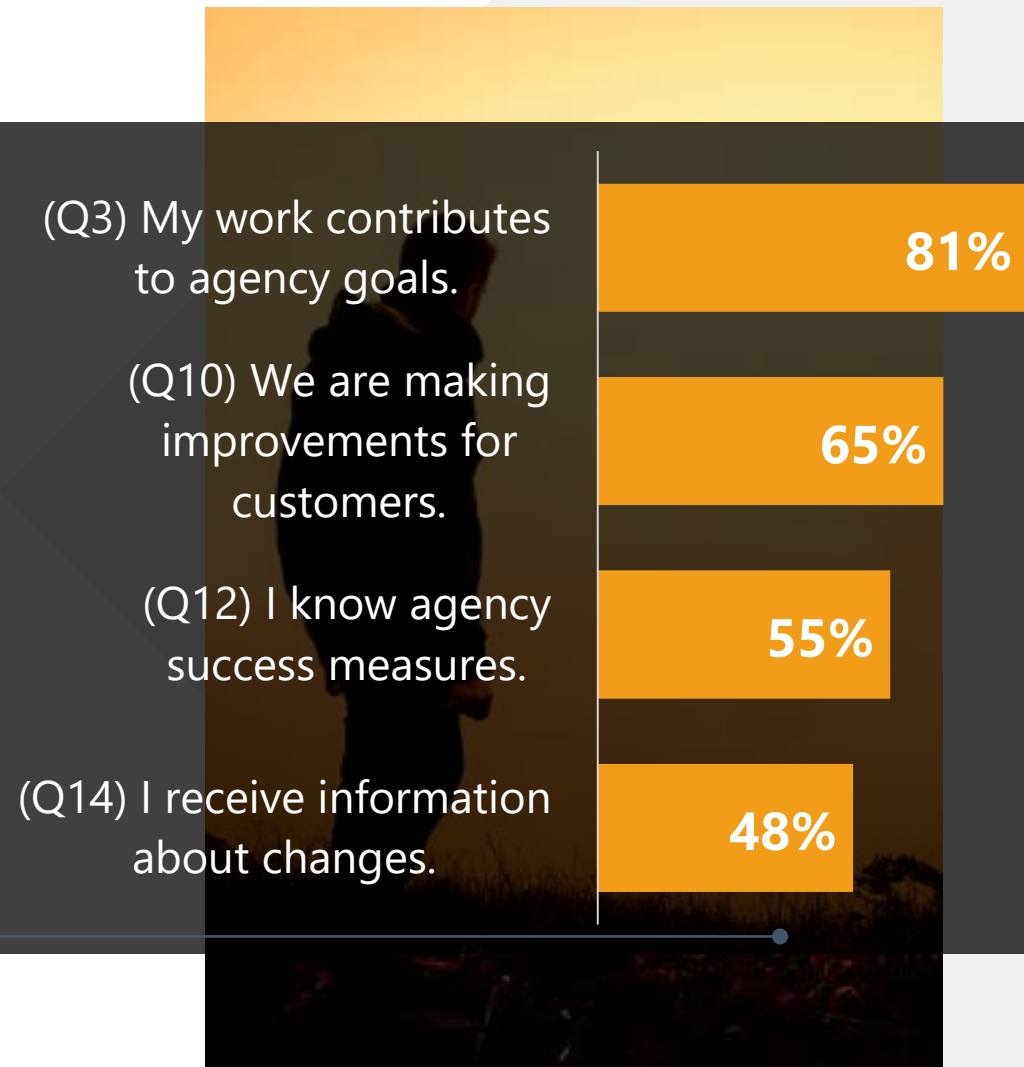


Purpose gives us meaning.



Many state employees risk their lives for their purpose.

purpose



Many employees feel they are contributing, but do they know their efforts are successful?



A woman with blonde hair, smiling and looking upwards, holding a smartphone. The background is a warm, golden-yellow bokeh of trees. A large, dark, semi-transparent triangle is overlaid on the image, containing the main text.

What can you do for Your Team?

RAMP


A woman with blonde hair, smiling and looking upwards, holding a smartphone. The image is partially covered by a large, dark, semi-transparent triangle that points towards the top-left corner. The text 'What can you do for Yourself?' is overlaid on this triangle. The background shows a warm, golden light, possibly from a sunset or sunrise, with some foliage visible.

What can you do for Yourself?

RAMP

The background of the image features a soft-focus sunset or sunrise scene with warm orange and yellow light. A hand is visible, holding a small green plant with thin stems. A large, dark, semi-transparent diamond shape is centered over the image, serving as a backdrop for the text.

QUESTIONS FROM THE GOVERNOR

The background of the slide features a blurred image of several hands cupping a glowing, golden-yellow sphere. Overlaid on this is a large, dark, semi-transparent diamond shape that serves as a container for the text.

AGENCY STORIES: CREATING THE CONDITIONS FOR EMPLOYEE ENGAGEMENT



**Employment
Security
Department**

WASHINGTON STATE



2017



2018

Engagement Survey response rate

86%

+8%

94%

Senior management is genuinely interested in employee opinions and ideas.

56%

+17%

73%



Survey Work Analysis & Action Team (SWAAT)

- Top Recommendations
 - Improving how we handle employee recognition across the agency.
 - Improving how we communicate change.

Strategic Plan

- **Vision:**

- The Nations Best and Most Future Ready Workforce with Opportunities for All – *Applies Internally and Externally*

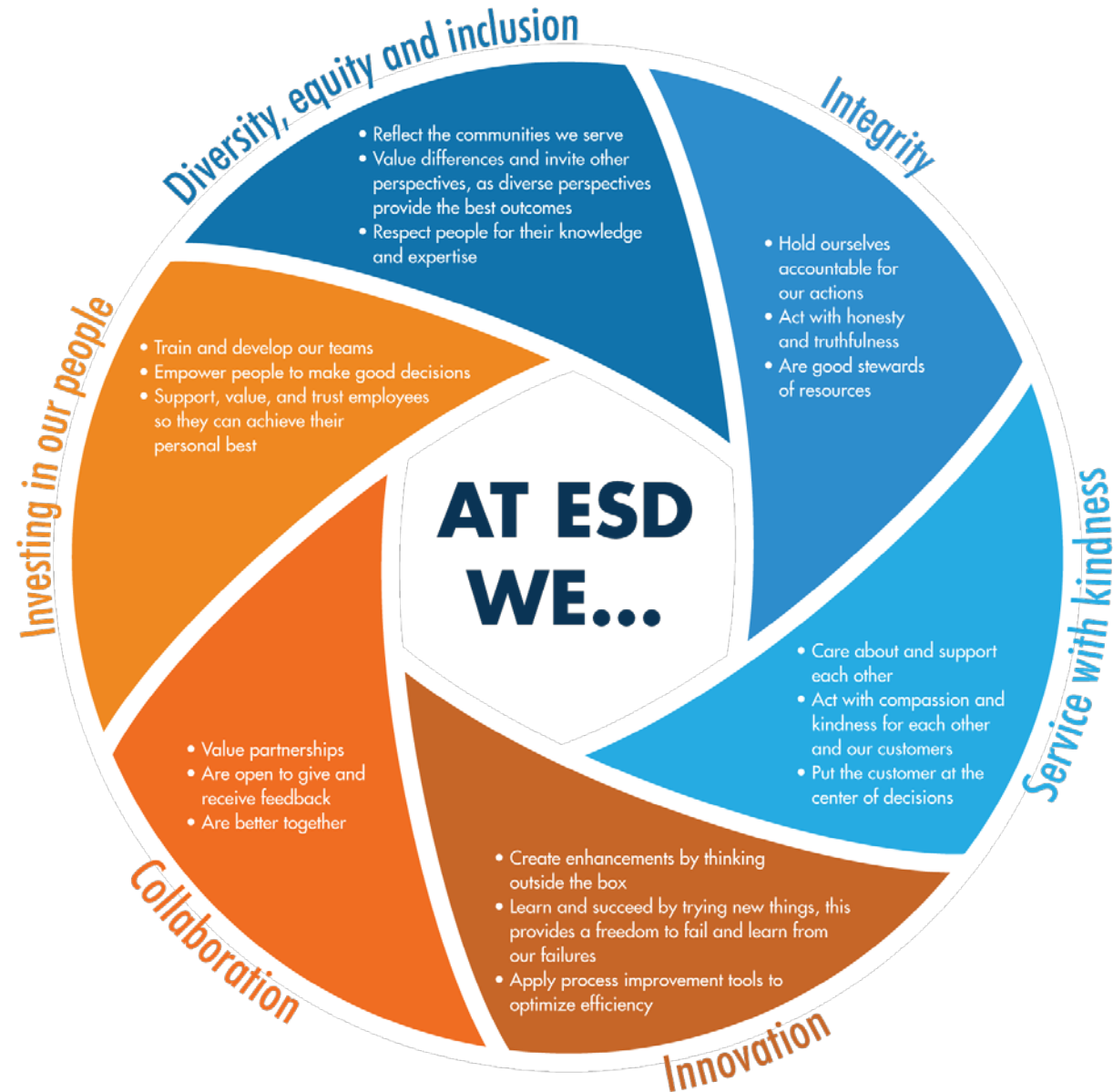
- **Mission:**

- We provide our communities with inclusive workforce solutions that promote economic resilience and prosperity

- **Key Related Strategy:**

- Increase Employee Engagement

Our Values Lens





**Employment
Security
Department**
WASHINGTON STATE

Dalina Tolbert

Investigator
Office of Special Investigations
20 years of service





Alberto Isiordia

Central Region Director
for Employment Connections
10 years of service





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Kaleen Cottingham Director



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MISSION

Communication

Collaboration

Respect



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Communications

- Frequent
- Open
- Clarity
- Appreciation



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Respect

- Family-friendly
- Learning, Growing, and Mistakes



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Collaboration

- Partners
- Customer Service



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Be Real



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Marguerite Austin

- Section Manager
- 30 years with RCO



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DeAnn Beck

- Outdoor Grants Manager
- 1 year with RCO



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Marc Duboiski

- Outdoor Grants Manager
- 20 years with RCO



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Questions from the Governor

Next: Table Discussions

Table Discussions

At your table take 10 minutes to discuss:

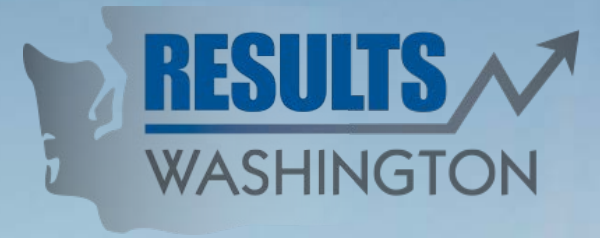
- What are you doing right now as a leader to build a psychologically safe, human-centered culture of engagement in your agency?
- What other future actions will you take to build psychological safety and a human-centered workplace for engagement?

Pursuing Employee Engagement

Sara McCaslin Stogner, DSHS

Alvina Mao, WSDOT





Closing Remarks