



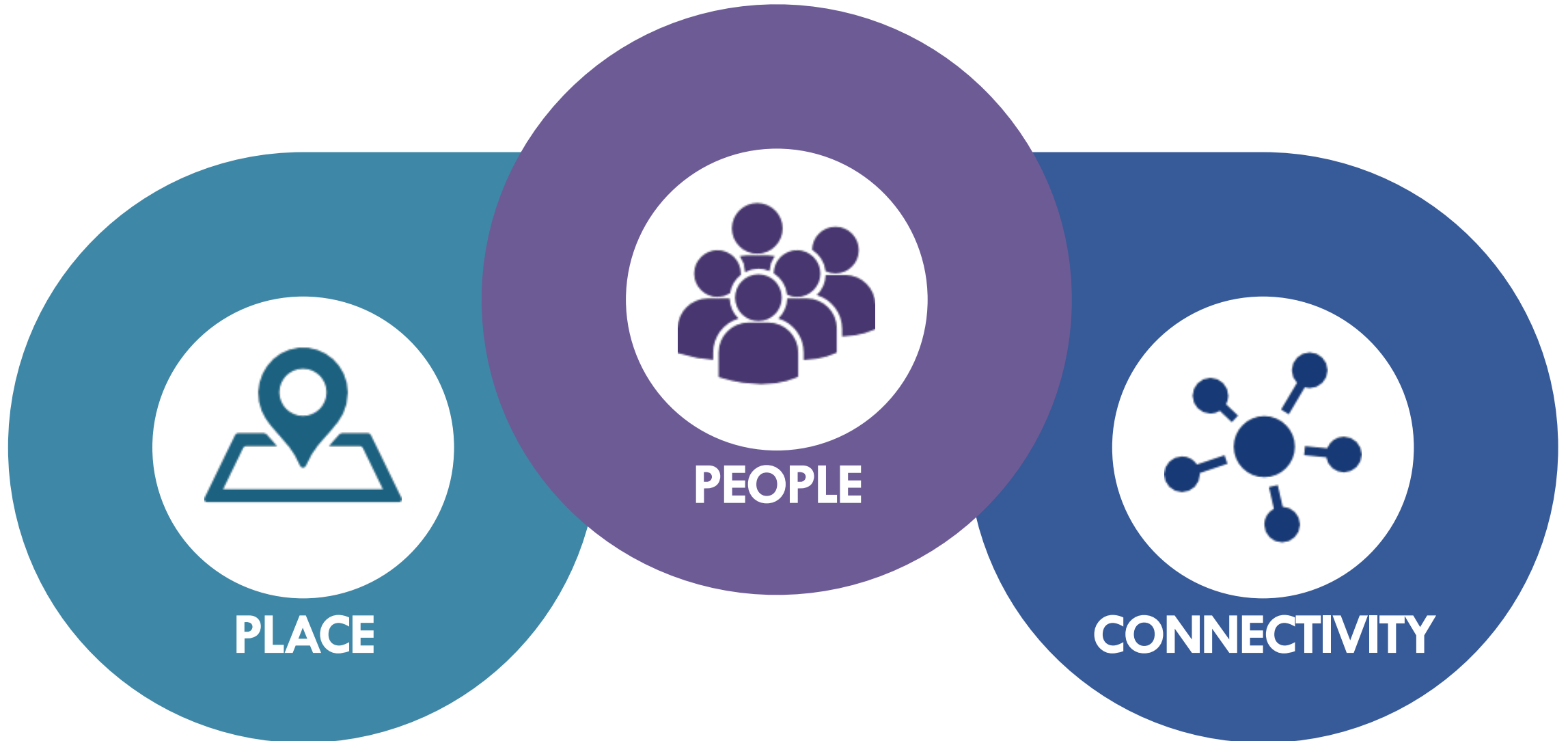
# Results Review

May 30, 2018

**Why are  
we here  
today?**

Increase awareness and **action** to improve the employee experience by creating **respectful, inclusive** and intrinsically motivating **work environments** where employees can **thrive**.

# THE EMPLOYEE EXPERIENCE



<b>Results WA Measure</b>	<b>Current</b>	<b>Target by 2020</b>	<b>Performance Status</b>
Employer of Choice	67.5%	67%	<b>TARGET MET ✓</b>
Modern Work Environment	58%	60%	<b>On Track</b>
Diverse, Equitable & Inclusive Workforce	18.5%	21.4%	<b>Needs Improvement</b>

A photograph of four people standing on a hillside, silhouetted against a bright sunset. The sun is low on the horizon, creating a strong lens flare and casting a warm, golden glow over the scene. The people are standing close together, with their arms around each other's shoulders, suggesting a sense of unity and shared experience. The background shows a vast, hazy landscape under a clear sky.

# A HUMAN-CENTERED APPROACH TO EMPLOYEE ENGAGEMENT

Michaela Beals & Josh Calvert  
State Human Resources  
Office of Financial Management

## OUR CASE



Michaela Beals  
Employee Engagement Research & Data Analyst  
Employee Engagement Survey Lead



Josh Calvert  
HR Policy and Performance Analyst  
Employer of Choice Lead

Leaders can improve the employee experience by creating environments that are respectful, inclusive, and intrinsically motivating.

# WHAT MOTIVATES PEOPLE?

EXTRINSIC MOTIVATORS



Compliance

INTRINSIC MOTIVATORS



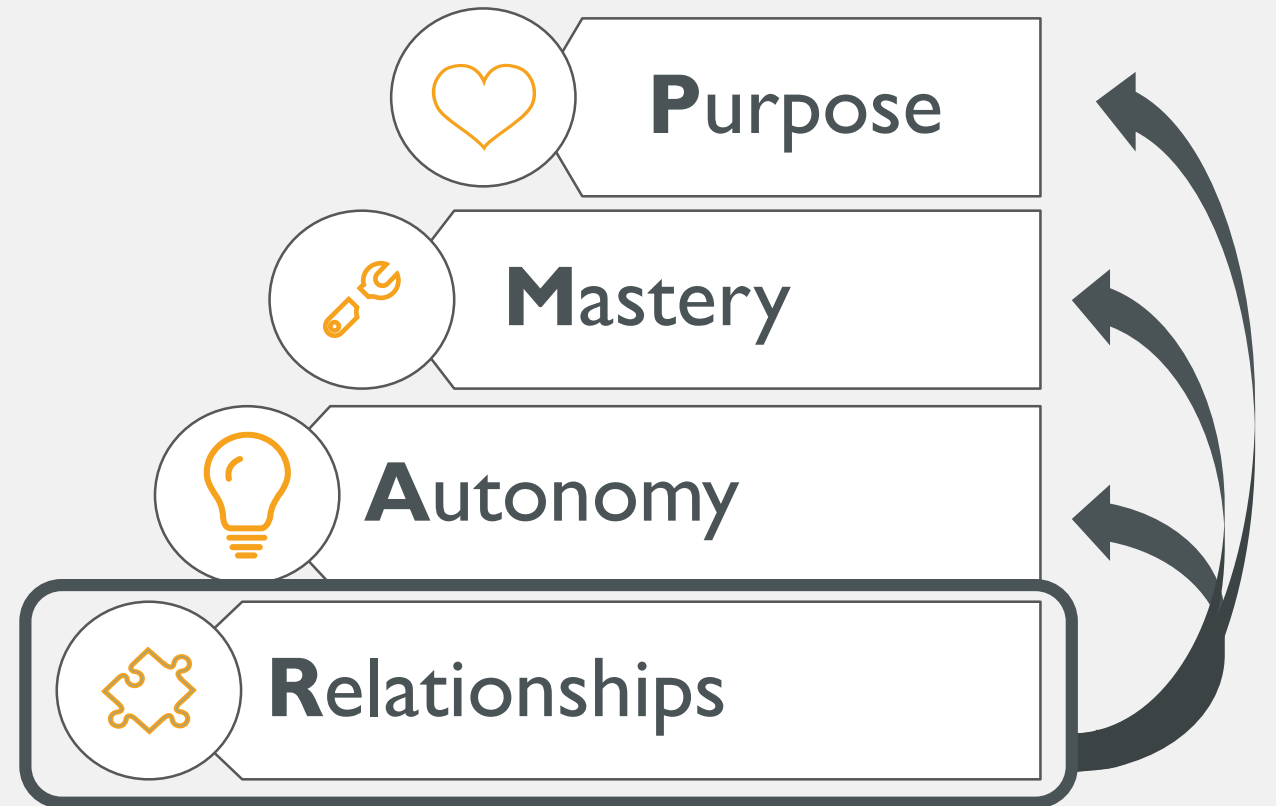
Engagement



# THE “RAMP” MODEL

A Model of Intrinsic Motivators

# RAMP





# Relationships are a fundamental human need



Matthew Lieberman, PhD



## Relationships

*“The desire to feel respected and connected”*

**86%**

40,000+ Employees

My supervisor treats me with **dignity and respect.**  
(Q7)

**73%**

33,000+ Employees

My agency consistently demonstrates **support for a diverse workforce.** (Q13)

**72%**

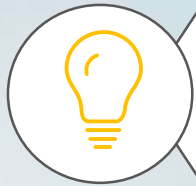
33,000+ Employees

People are **treated fairly** in my work group.(Q17)

**72%**

33,000+ Employees

A spirit of **cooperation and teamwork** exists in my work group. (Q11)



# Autonomy

*“The desire to have freedom and discretion in one’s job”*

## Innovation

**62%**

29,000+ Employees

I have the **opportunity to give input on decisions** affecting my work. (Q1)

**57%**

26,000+ Employees

I am **encouraged to come up with better ways** of doing things. (Q15)

## Modernizing the Work Environment

**58%**

Modern Work Environment Index

How **satisfied** are you with your **current work environment?** (Q21)



Flexibility	72%
Technology	65%
Physical Space	54%
Well-Being	53%
Mobility	46%

*Percent Positive*



# Mastery

*“The desire to learn new skills and develop expertise”*

**72%**

33,000+ Employees

At my job, I have the opportunity to **make good use of my skills.** (Q18)

*Source: Employee Survey*

**71%**

33,000+ Employees

I have the **tools and resources** I need to do my job effectively. (Q6)

**69%**

32,000+ Employees

My supervisor gives me **ongoing feedback** that helps me improve my performance. (Q8)

**63%**

29,000+ Employees

I have opportunities at work to **learn and grow.** (Q5)



## Purpose

*“The desire for meaningful work”*

82%

38,000+ Employees

I know how my work contributes to the **goals of my agency.** (Q3)

66%

30,000+ Employees

We are making improvements to **make things better** for our **customers.** (Q10)

50%

23,000+ Employees

I receive clear **information about changes** being made within my agency. (Q14)

## IN CLOSING

Leaders can improve the employee experience by creating environments that are respectful, inclusive, and intrinsically motivating.

# Be Courageous



*“Employees come first. If you take care of your employees, they will take care of your customers.”*

-Richard Branson



A Model of Intrinsic Motivators

# RAMP

QUESTIONS

building a

**M O D E R N**

work environment



Placeholder for a video on the modern work environment.

QUESTIONS

## Business Resource Group Members:

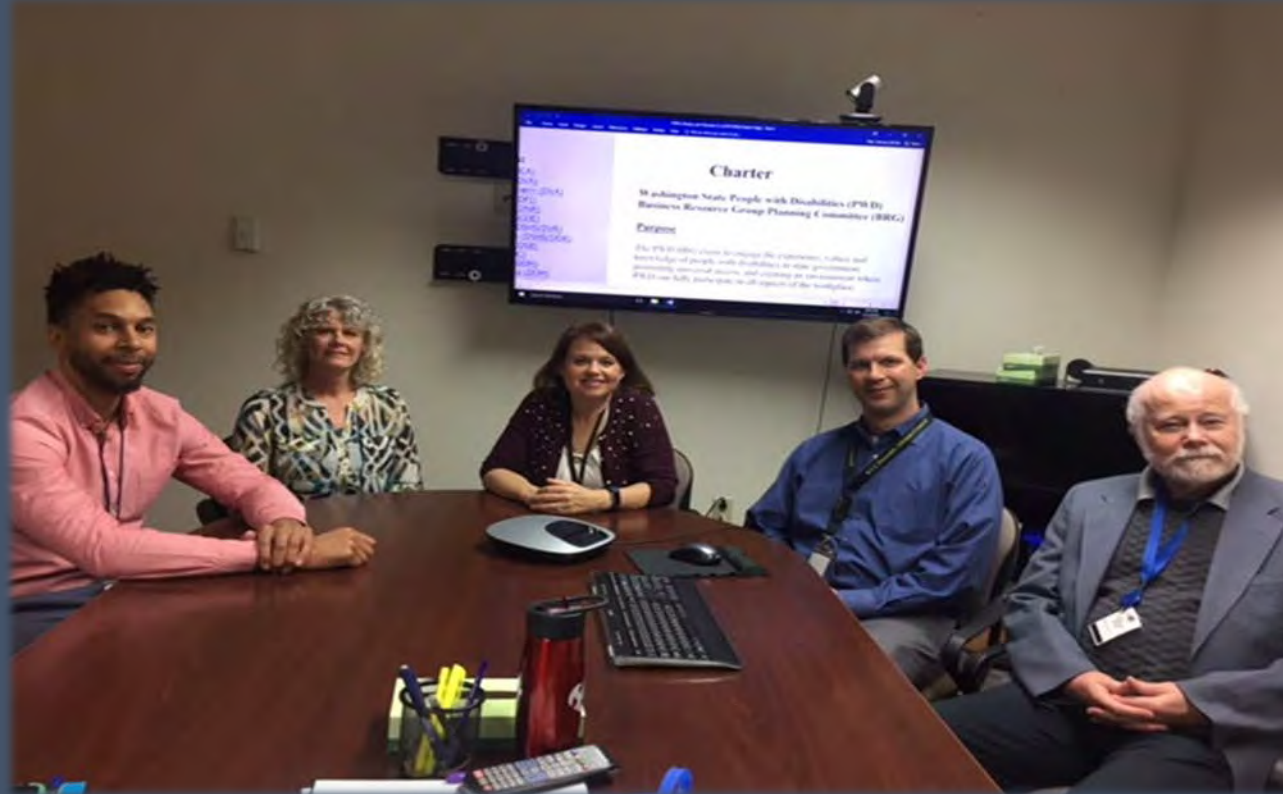
- Shawn Murinko  
*Chief of Diversity and Compliance,  
Department of Health*
- Tommy Simpson  
*Chair, Veterans Employee Resource Group,  
Health Service Consultant, Department of  
Health*

## Business Resource Group Sponsors:

- Alfie Alvarado-Ramos  
*Director, Department of Veterans Affairs*
- Lorraine Lee  
*Chief Administrative Law Judge, Office of  
Administrative Hearings*
- John Wiesman  
*Secretary, Department of Health*

Business Resource  
Groups: Fostering a  
Work Environment  
Where All Employees  
Can Thrive

# PEOPLE WITH DISABILITIES



People with Disabilities BRG will engage the experience, values and knowledge of people with disabilities in state government, creating an environment where PwD can bring their full and authentic self to work.

# VETERAN EMPLOYEE RESOURCE GROUP



Veterans' Employee Resource Group (VERG) is a cross-agency group of veterans and allies in state service to provide advice and assistance on veteran recruitment, retention, and development strategies.

# RAINBOW ALLIANCE & INCLUSION NETWORK



The Rainbow Alliance and Inclusion Network's (RAIN), established by Governor's Directive 16-11, focuses on advising and developing best practices for creating safe, diverse, and inclusive workplaces for our LGBTQ+ employees, allies, and customers.

# WA IMMIGRANT NETWORK



WA Immigrant Network (WIN) will assist in expanding opportunities for immigrants who are current and future employees within Washington state government.

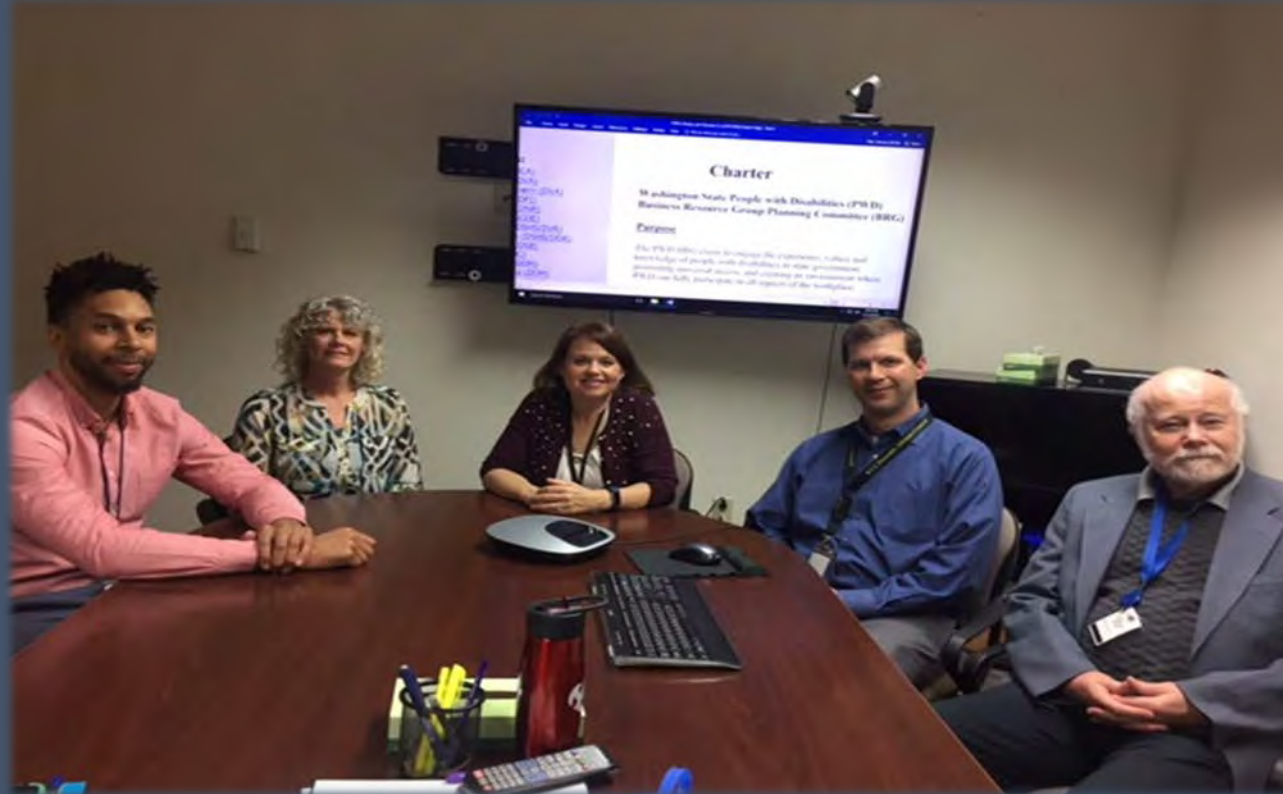
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The Washington State Latino Leadership Network (LLN) is a group of state government employees who provide professional development of its members through networking, training, mentoring and coaching opportunities.



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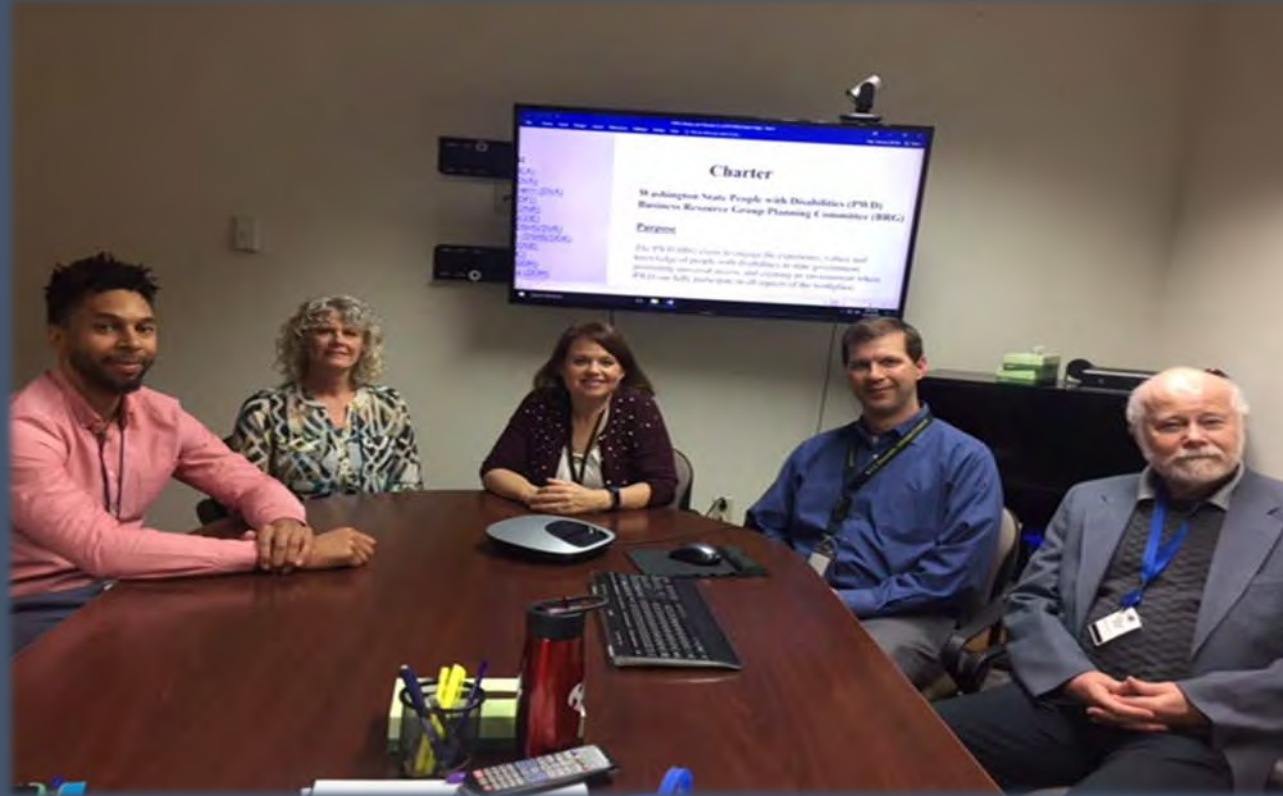
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Where All  
Employees Can  
Thrive

# EMPLOYEE VOICES

*“We won’t do our own perfect work for our citizens if we are unhappy.”*  
– James DeHart

*“Inclusion is not a to-do list or a cause, but rather a feeling created within the workplace by leadership and coworkers.”*  
– Libbi Watson

*“My leadership honors me for my experience and does little things that make me feel part of a team. I am more engaged and productive.”*  
– Holly Medlin

# FACILITATED DISCUSSION

# Discuss at your table

How can you use your position of influence to create respectful and inclusive relationships in your agency?

**ENGAGE & CHALLENGE**

**SHARE IDEAS**

**DOCUMENT IDEAS**

# Discuss at your table

How can you use your position of influence to create respectful and inclusive relationships in your agency?



Placeholder for video on the employee experience.

**CLOSING**