

Building Strong Families Through Innovation

Employee Engagement Matters!

Presenters:

Tamara L. Thomas, Human Resources Director Stanislaus
County Chief Executive Office, California

David Brummel, Senior Director, Office of Innovation and
Strategy, Washington State Dept. of Social & Health Services





Be Like Jessica!



Jessica Affirmation Video



Agenda



- Why Does it Matter?
- Employee Engagement: What the Research Tells Us
- The Stanislaus County Experience
- The DSHS Experience
- DSHS Outcomes
- Exercise of Practice



Quote



“Employee Engagement is good in and of itself.”



Definition

- Employee engagement is the emotional commitment the employee has to the organization and its goals
 - Includes discretionary effort
- What it isn't:
 - Employee Happiness
 - Employee Satisfaction



Why Worry About Engagement?

- Better Business Outcomes
- Higher Service Providers
- Better Customer Satisfaction
- Emotional Commitment
- Employee Personal Meaning
- Safe to Take Risk



Recruitment



- Increased engagement and retention make an organization a more appealing workplace.
- Employees are more than six times as likely to recommend employment at their agency to a friend when they are engaged.
- Acting as ambassadors, current employees can encourage increases in recruits as well as number of well qualified applicants
- Employee referrals have the chance to tap into the underutilized subset of individuals who are not actively looking for new employment opportunities, but are willing to apply for a position if a good opportunity is presented.



Retention



- Turnover results in expenditures related to recruitment, selection, training, and reduced productivity
- Actively engaged employees stay with an organization longer, while sixty-nine percent of disengaged employees are willing to leave for as little as a five percent
- Ensuring our employees are engaged will lessen the chance of our talent base looking for alternative employment opportunities



Stanislaus County Background

- Stanislaus County, California
- 4,600 Employees (162 DCSS)
- 26 County Departments
- 548,000 County Population
- \$1.4 Billion Annual Budget



Participation Posters



**2018 EMPLOYEE
ENGAGEMENT
SURVEY**

Participate December 6 - 14

**We're counting
surveys not
calories this
holiday season.**



**2018 EMPLOYEE
ENGAGEMENT
SURVEY**

Participate December 6 - 14

**Do you have
a big idea?
Time to share.**



**2018 EMPLOYEE
ENGAGEMENT SURVEY**

What?
The engagement survey is a check-in with the organization to let us know how you're doing. It's completely anonymous and let's us know what you need to be successful!

When?
December 6th-14th

How?
You will receive an email inviting you to participate in the survey.

Who?
All employees are invited to participate.

Time is ticking!





Employee Engagement Survey (EES) Basics

What's The Point?



- High Level View
- Organizational Level Initiatives
- Spark Conversation
- Does not replace departmental and unit level surveys, nor group and individual discussion.



Survey Questions

EES Basics Open Ended Questions

- Q1-What are the top three things that the County can do to help you enjoy being at work more?
- Q2-What are the top three things the County can do to help you develop as an employee?



Survey Questions

- P1- I know what is expected of me at work.
- P2- I have the materials I need to do my work right.
- P3- At work, I have the opportunity to do what I do best every day.
- P4- I receive recognition or praise for doing good work on a weekly basis.
- P5- My supervisor seems to care about me as a person.



Survey Questions



- P6- There is someone at work who encourages my development.
- P7- At work, my opinion seems to count.
- P8- The mission and purpose of the County makes me feel my job is important.
- P9- My associates and fellow employees are committed to doing quality work.
- P10- I have a good friend at work.

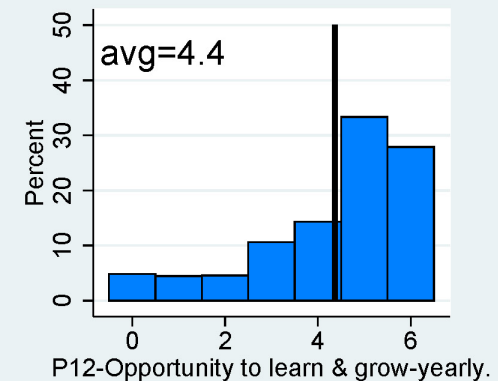
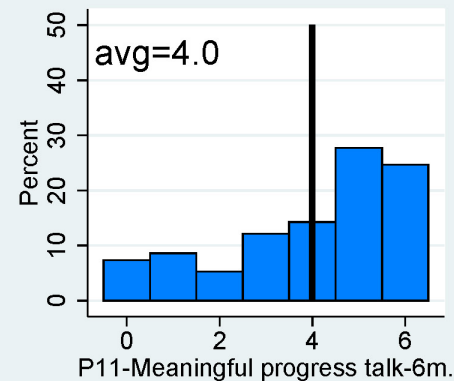
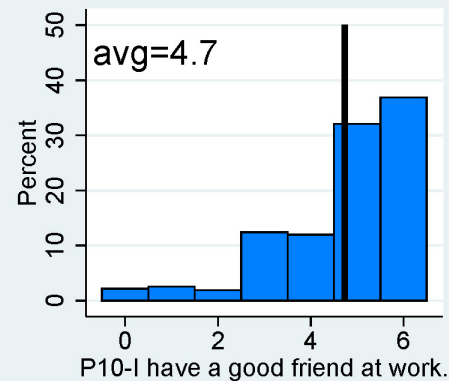
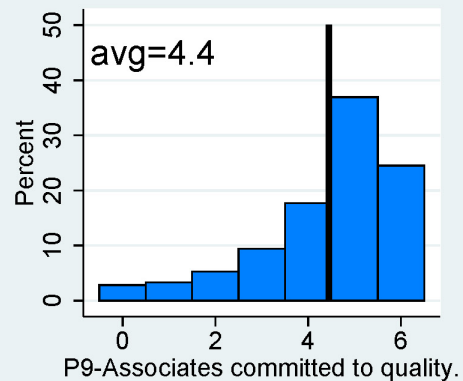
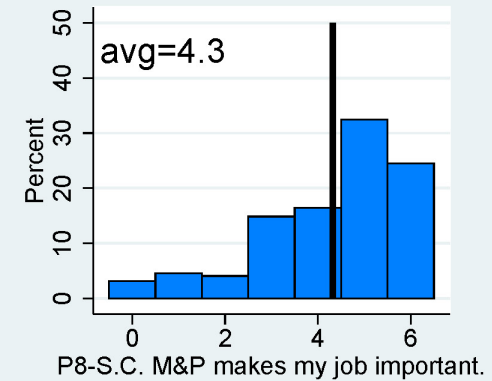
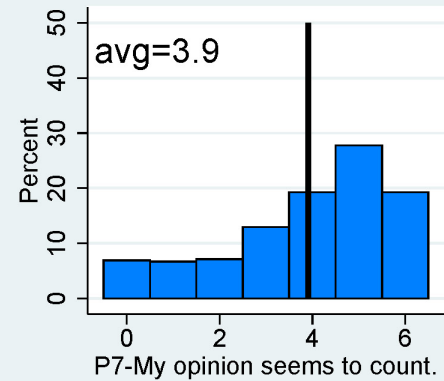
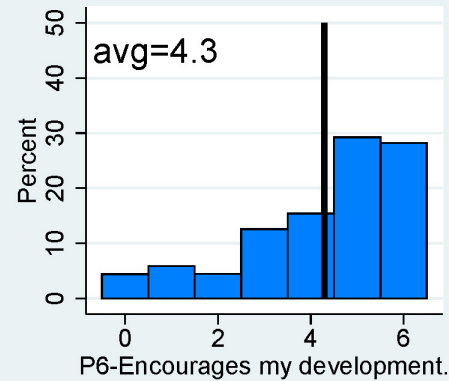
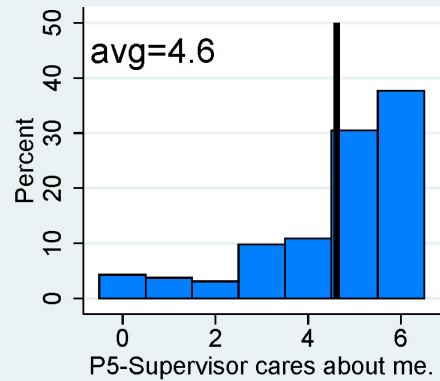
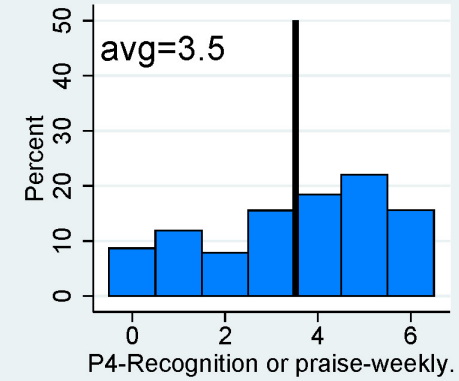
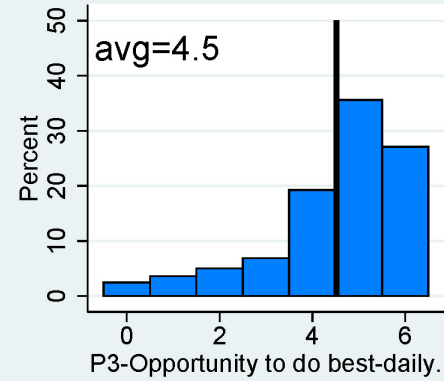
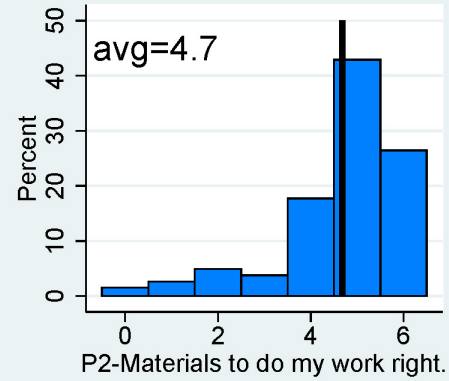
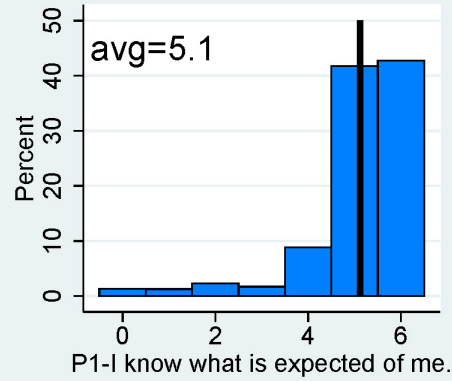


Survey Questions

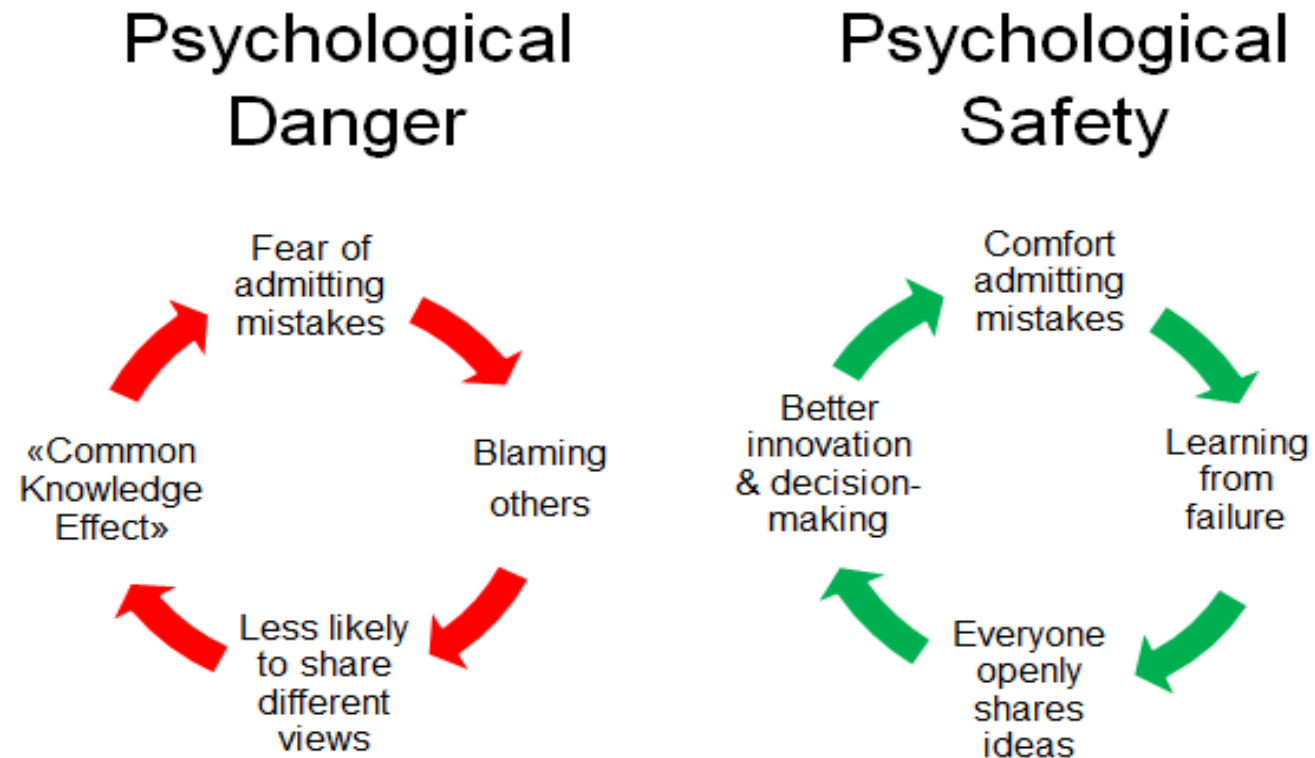


- P11- In the last six months, someone at work has had a meaningful conversation with me about my progress.
- P12- In this last year, I have had opportunities at work to learn and grow.

2018 All County, N=2219, Total Score=4.4



Psychological Safety





Discovery

- Communication
 - Growth
 - Recognition
 - Trust
-
- <http://www.kevinkruse.com/profile/>



We Build Community

- Striving to be the Best
- Board of Supervisor Priorities
- Rebranding Efforts
- Take Your Place
- Peer to Peer Mentoring



A Few Outcomes



- Peer to Peer Mentoring
- Use of Open Ended Comments
 - Department Bulletin Boards/Tracking
 - Follow-up Work sSessions
- Increases in Training
 - Lynda.com (Now LinkedIn)



Resources



- How to Engage Employees
 - A Guide for Employees, Supervisors, Managers, and Executives
- <http://www.kevinkruse.com/profile/>
- Remember Jessica's Affirmation!



DSHS Background

- WA State Dept. of Social and Health Services
- 16,800 Employees (1,000 DCS)
- 150+ Locations (12 DCS)
- 2.5 Million Residents Served (315,000 DCS)
- \$13.8 Billion Biennial Budget



Washington State
Department of Social
& Health Services

Transforming lives



6 DSHS Administrations

Economic
Services

DCS

Aging and
Long Term
Support

Developmental
Disabilities

Behavioral
Health

Vocational
Rehabilitation

Facilities
Finance and
Analytics

DSHS Goals & EE

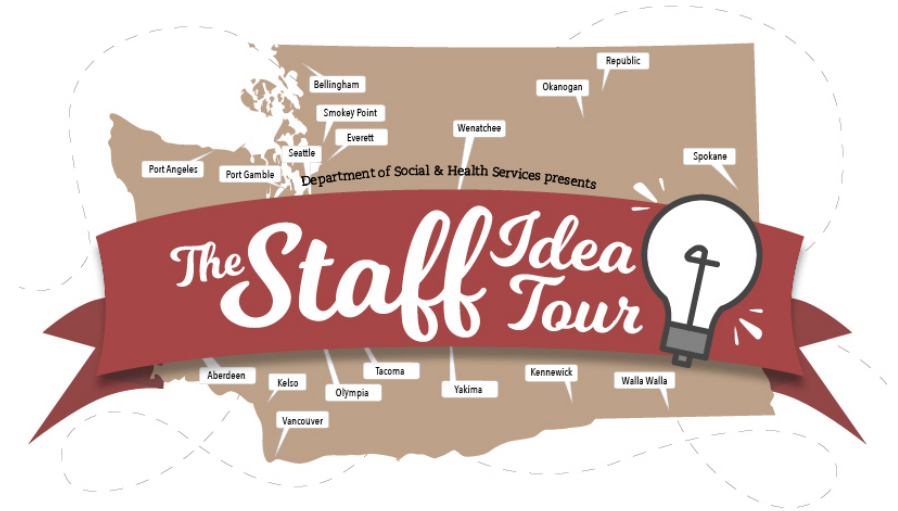


Staff Idea Tour

- Secretary initiative
- Started in February
- Visit as many DSHS locations as we can
- Ask 1 Question:

“How can DSHS become a better employer of choice?”

- Be scientific in the data gathering and analyzing



Format

- Open with why tour is important at this moment in DSHS history
- Use card to capture staff ideas
- Capture demographic information on card
- Everyone gets a voice (listen)
- Code each idea during event
- Leave cards with location for data entry
- Created tool to capture and display data
- Tell stories about locations visited

Top Idea Subcategories

Filter ideas by

Administration Division Region

All All All

Data View

Stories from the Staff Idea Tour



Staffing for safety, continuing education and hazard pay proposed at Child Study & Treatment Center
August 19, 2019

At Child Study & Treatment Center, 60 staff joined the Staff Idea Tour



Over 100 staff at Special Commitment Center meet to propose 300+ ideas for improvements
July 17, 2019

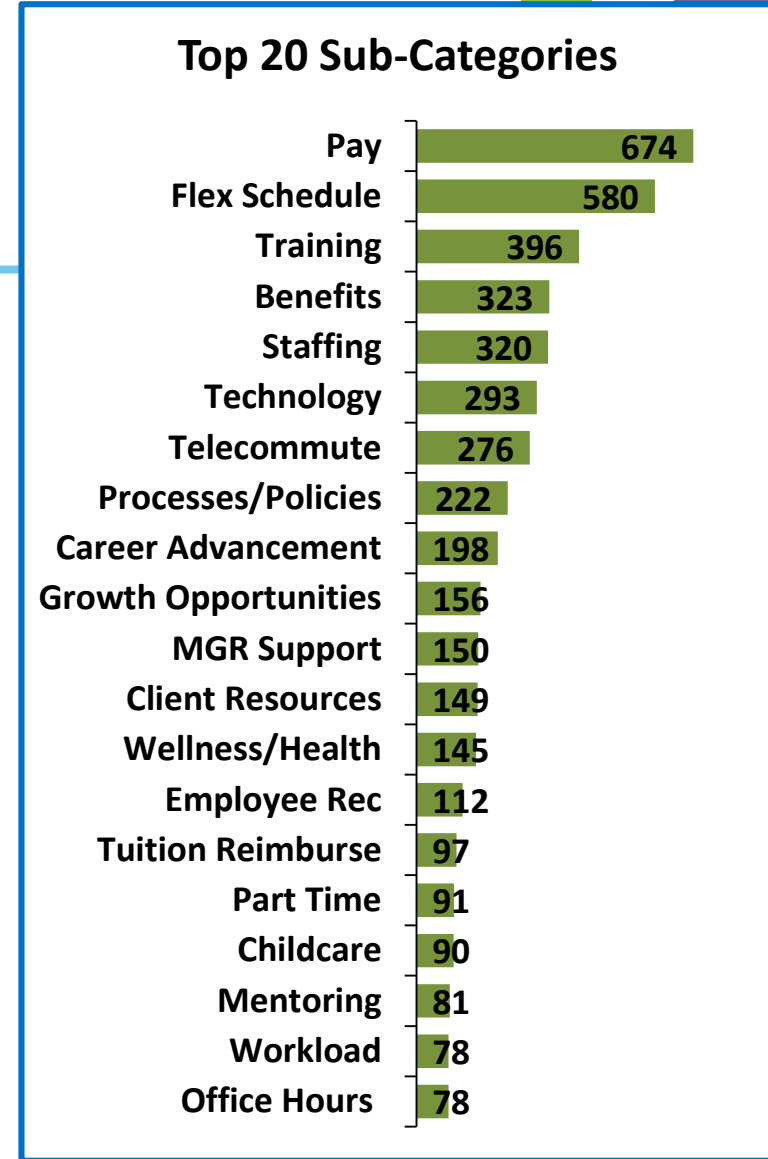
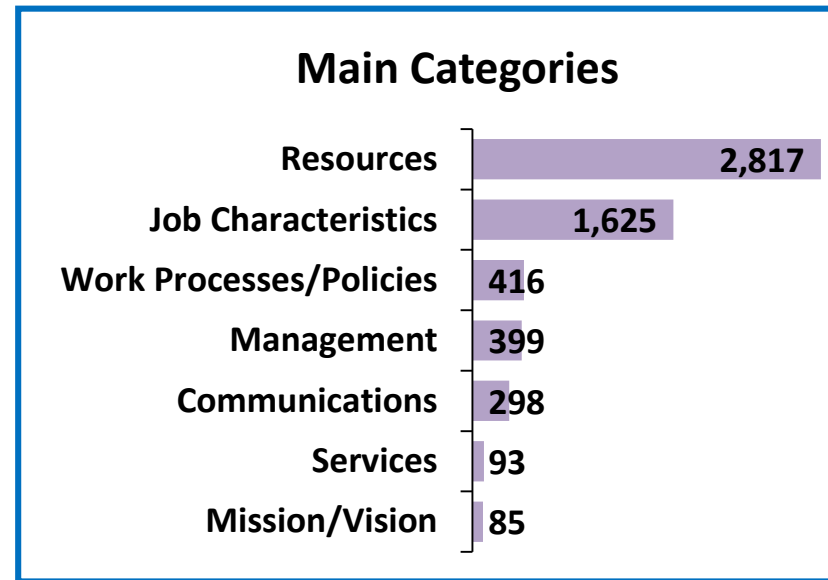
On the July 17th Staff Idea Tour



Lynnwood staff pitch competitive pay, flexible schedules, building Wi-Fi & digital literacy support for clients
July 11, 2019

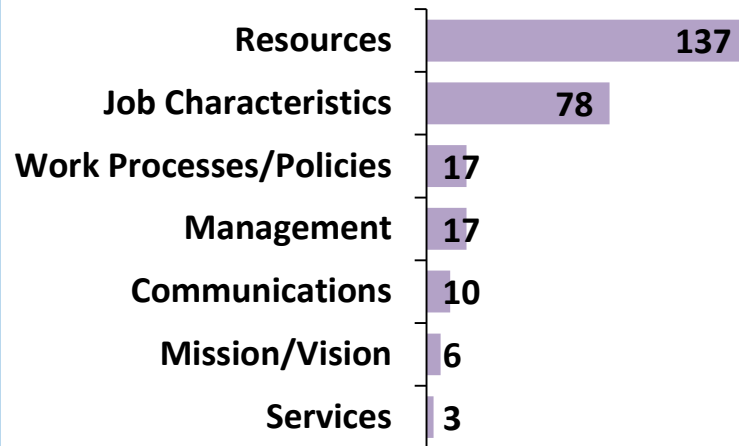
In Lynnwood at the Alderwood and

DSHS Results

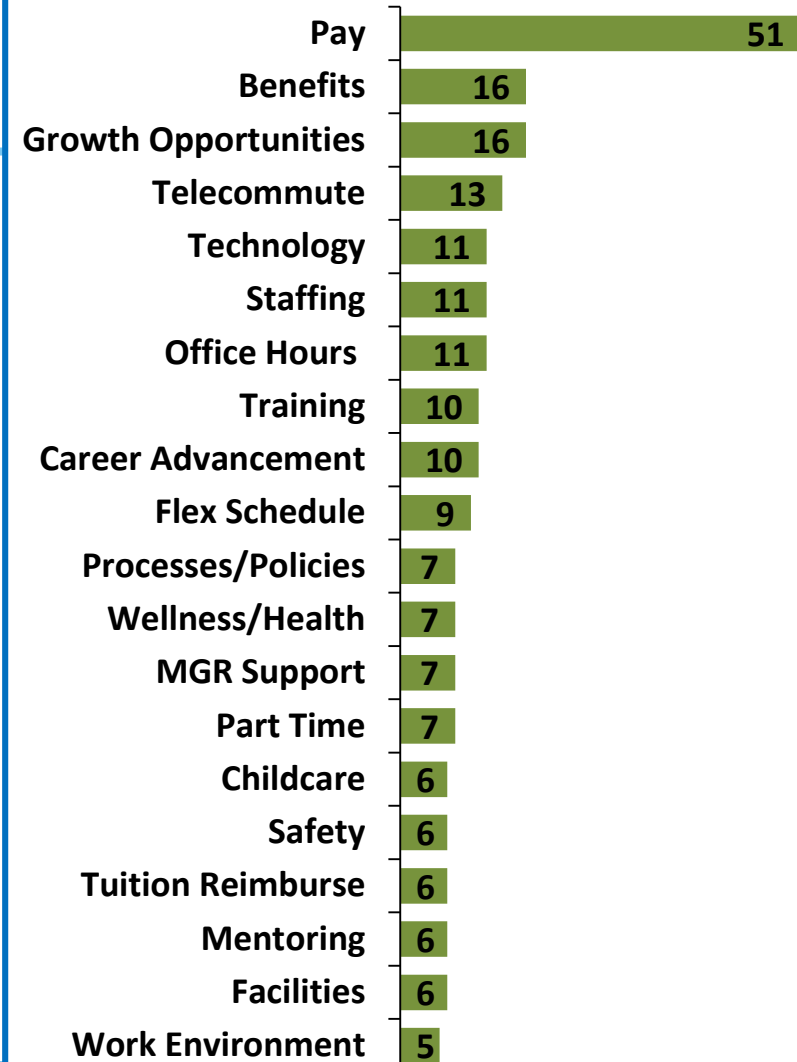


DCS Results

Main Categories



DCS Top 20 Sub-Categories



Getting to Done

Enterprise

Tuition
Waiver

Pay

Client
Survey

Flex
Time



90+ Other Activities

DSHS Staff Ideas in Action

This list is a compilation of projects which connect in some way to ideas staff shared on the Idea Tour. Some projects were inspired directly by ideas from the Tour, and other projects started before the Tour began.

Version 1.6
8/9/19

BENEFITS

- Childcare Access Study**
DOC, OFA, & HR partnering to ask employees of their childcare status. POC: Theresa Burkheimer
- CMO Apprenticeship Program**
Consolidated Maintenance & Operations of Facilities, Finance, and Analytics Admin hosts an apprenticeship program. Click [here](#) for more information. POC: Kallert Sayre
- Flex Time**
Secretary Cheryl's enterprise initiative to improve state of flex time throughout the Department. Click [here](#) to learn more. POC: Teresa Guy
- Flexible Schedules at Western State Hospital**
New 8 and 12 hour shift options effective July 1 for nursing, mental health technicians, LPNs, PSAs, and PSNs. Including the ability to exchange shifts among peers coming soon. POC: Brian Wood
- Infants in the Workplace**
Starting July 1, 2019 DSHS will begin an Infants at Work program. Eligible employees who are new parents or legal guardians may be eligible to bring an infant between the ages of six weeks and six months to work with them. Click [here](#) to learn more. [Administrative Policy 10.89](#)

HUMAN RESOURCES

- Western State Hospital Lactation in the Workplace**
Written policies to extend breaks for lactation. Looking at Ledge Lounges/pods as options. POC: Danielle Gruver
- Tuition Waiver**
Update for staff on how Tuition Waiver works and where to find this information. Click [here](#) for more info. POC: Wendy Long
- HR Supplies**
HRD in need of new/additional office supplies. POC: Wendy Long
- New Headsets & Chairs**
HR staff get new headsets and chairs. Status: Done
- Restroom Signage**
(DOH) Office building restrooms are to have gender affirming signage. [SCW 495.60.40](#) prohibits discrimination on the basis of sexual orientation and gender identity in the areas of employment.
- SILAS Project**
System for Integrated Leave, Attendance and Scheduling solution for Child Study Treatment Center and Western State Hospital. Plan to implement agency-wide in a future biennium. POC: Jay Minton
- Transform HR**
This project started June 2017 and most recently completed several organizational structures. Click [here](#) for more information. POC: Kaydee Johansen & Theresa Burkheimer



Exercise in Practice



“What can my child support organization do to become a better employer of choice?”

CONTACT INFO:

*TAMARA L. THOMAS
HUMAN RESOURCES DIRECTOR,
STANISLAUS COUNTY CHIEF EXECUTIVE OFFICE
THOMAST@STANCOUNTY.COM
209-652-6513*

*DAVID BRUMMEL
SENIOR DIRECTOR, OFFICE OF INNOVATION AND STRATEGY
WASHINGTON STATE DEPT. OF SOCIAL & HEALTH SERVICES
BRUMMDJ@DSHS.WA.GOV
360-902-7782*

*Reminder: Don't Forget to Fill out your Evaluations!!
Thank you everyone!!*