

PUBLIC PERFORMANCE REVIEW

Goal 5 – Employee Engagement & Wellness

November 30th, 2023



WELCOME

PRESENTED BY:

- MANDEEP KAUNDAL, DIRECTOR, RESULTS WASHINGTON

Building Logistics

- Emergency exits are located through the conference room doors directly ahead
- Restrooms are located outside of the conference room next to the elevators
- Attendees will find a QR code and a physical survey located on conference room tables
- ASL interpretation is being provided for today's meeting
- Our meeting is being live-streamed by TVW
- Meeting materials are located at www.results.wa.gov

Topic Selection

- Employee Engagement and Wellness is tied to the Governor's goal 5: **Efficient, Effective, and Accountable Government**
- It was recommended by leaders across the state to review employee engagement as it pertains to **employee's emotional wellbeing and improving the culture within state agencies.**
- Progress and initiatives presented by:
 - Employee Engagement Survey
 - Employee Assistance Program
 - Business Resource Groups
 - Department of Enterprise Services



Governor's Opening Remarks

The background of the slide features a large, faint, circular seal of the State of Washington. The seal contains a portrait of George Washington and the text "THE STATE OF WASHINGTON" and "1889".

EMPLOYEE ENGAGEMENT & WELLNESS DATA OVERVIEW

PRESENTED BY:

- SPENCER NAGLEY, WORKFORCE RESEARCH & POLICY ANALYST, WASHINGTON STATE OFFICE OF FINANCIAL MANAGEMENT

NOVEMBER 30, 2023

EMPLOYEE ENGAGEMENT SURVEY 2018-2022

Mental Health Focus

Governor's Public Performance Review

OFM

OFFICE OF FINANCIAL MANAGEMENT



DATA OVERVIEW – EMPLOYEE ENGAGEMENT SURVEY

- Employee Engagement Survey (EES) Overview
- Mental Health & Social Connection Questions
- Federal Employee Viewpoint Survey (FEVS) Comparisons
- Diversity, Equity, Accessibility, & Inclusion (DEAI)
 - Focus on historically marginalized groups

DATA OVERVIEW - ENGAGEMENT SURVEY

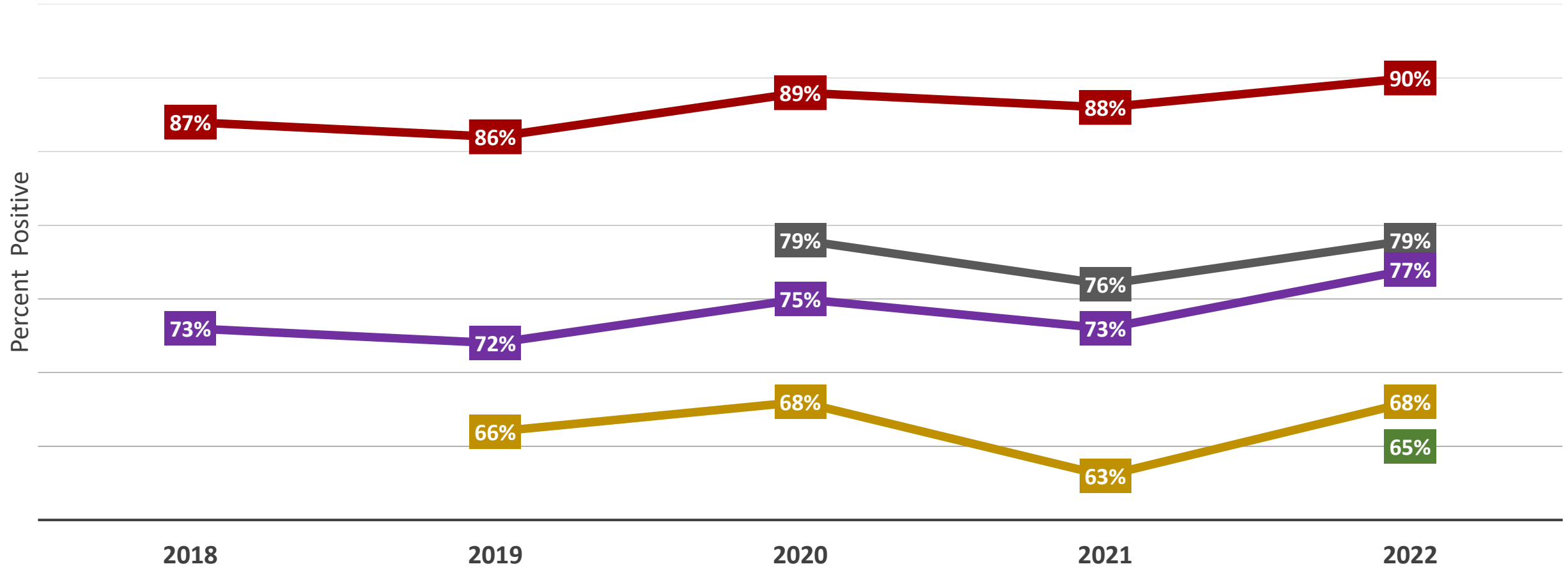
2006 - 2022

- 2006: Inaugural administration of the Employee Engagement Survey (EES) with 8 questions.
- 2013: Annual EES begins and is administered during October
- 2017: RAMP model of engagement introduced
- 2020 OFM began collecting detailed demographics information
- Survey Monkey – Survey administration tool
- [EES – OFM public website](#)

2023 – Forward

- Survey administered during October
- Qualtrics - Survey administration tool
- Updated model for engagement measuring
 - Communication
 - Diversity
 - Core Engagement
 - Equip Factors
 - Growth & Development
 - Involvement & Belonging
 - Manager Effectiveness
 - Recognition
 - Work/ Life Balance
 - PEAR
 - Change Management

MENTAL HEALTH & SOCIAL CONNECTION QUESTIONS 2018- 2022



My supervisor treats me with dignity and respect.

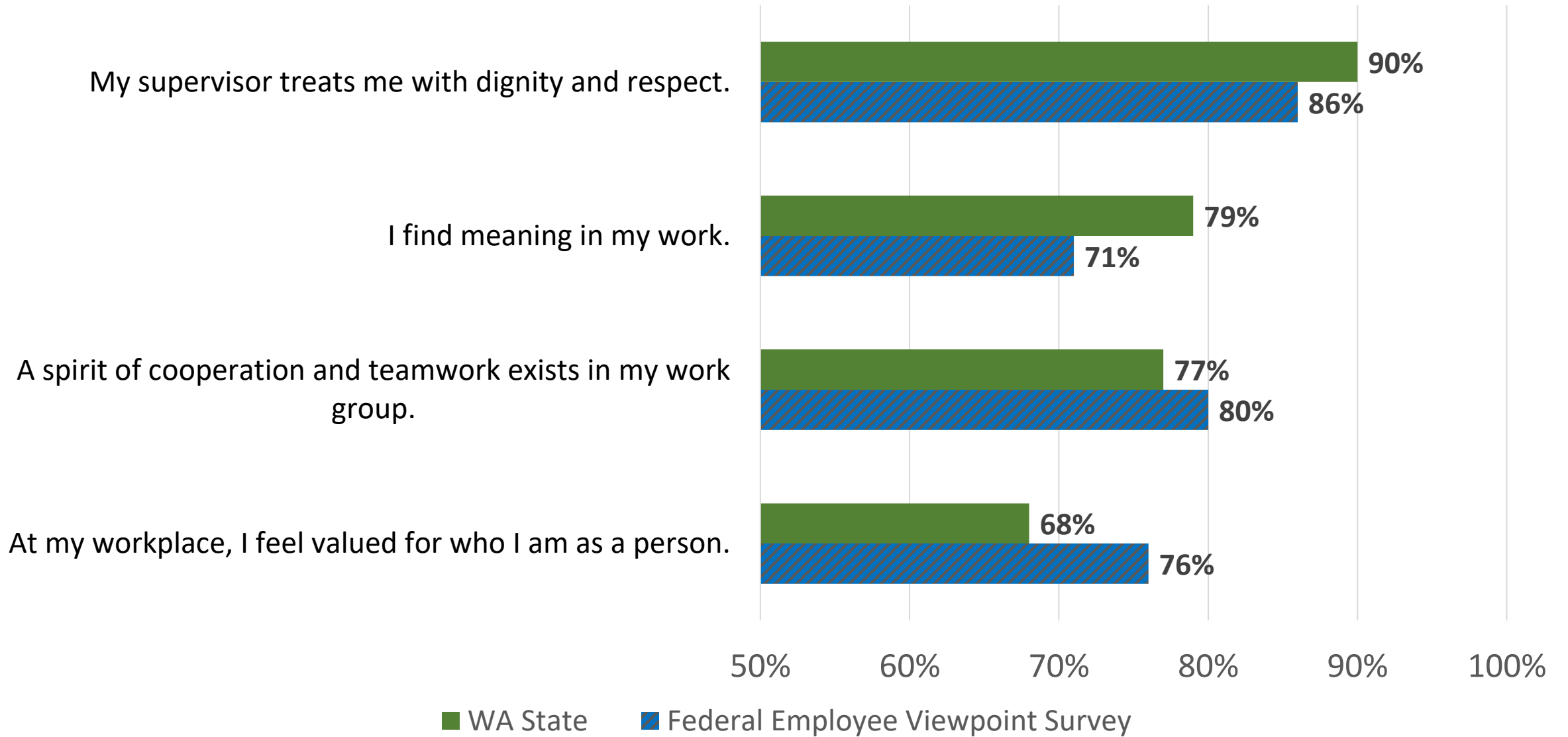
I find meaning in my work.

A spirit of cooperation and teamwork exists in my work group.

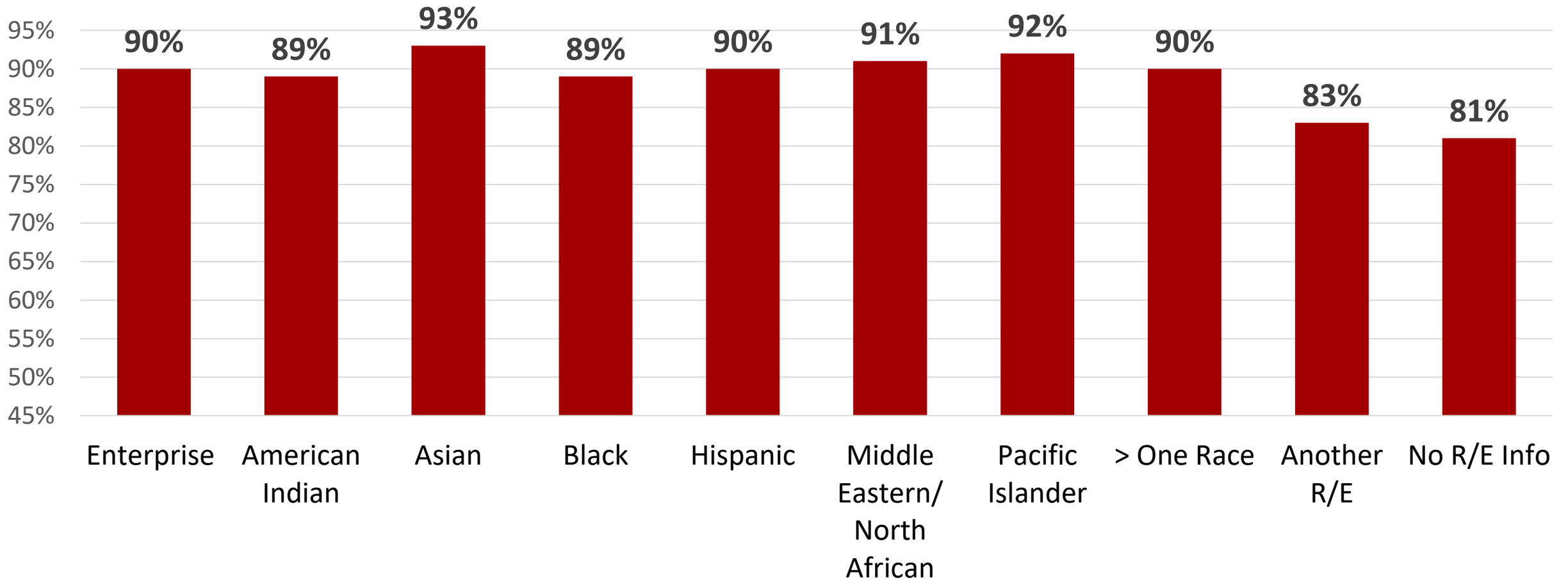
At my workplace, I feel valued for who I am as a person.

My agency encourages belonging in the workplace.

2022 WA EES COMPARISON TO FEVS

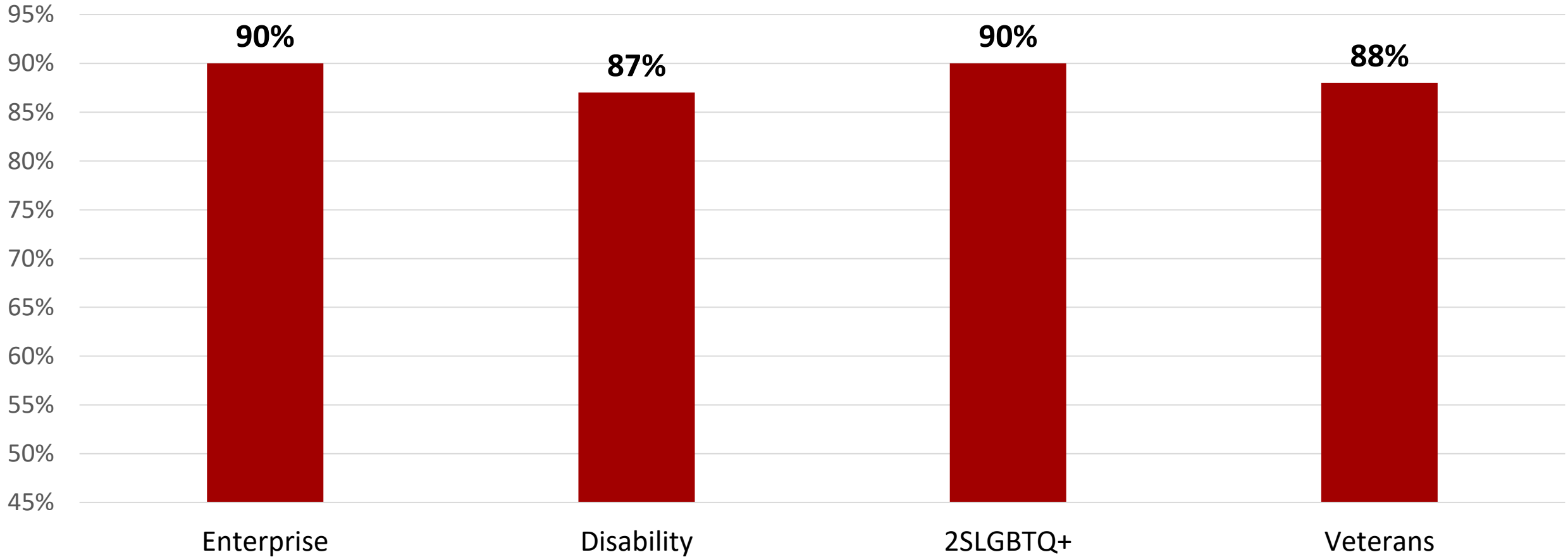


MY SUPERVISOR TREATS ME WITH DIGNITY AND RESPECT



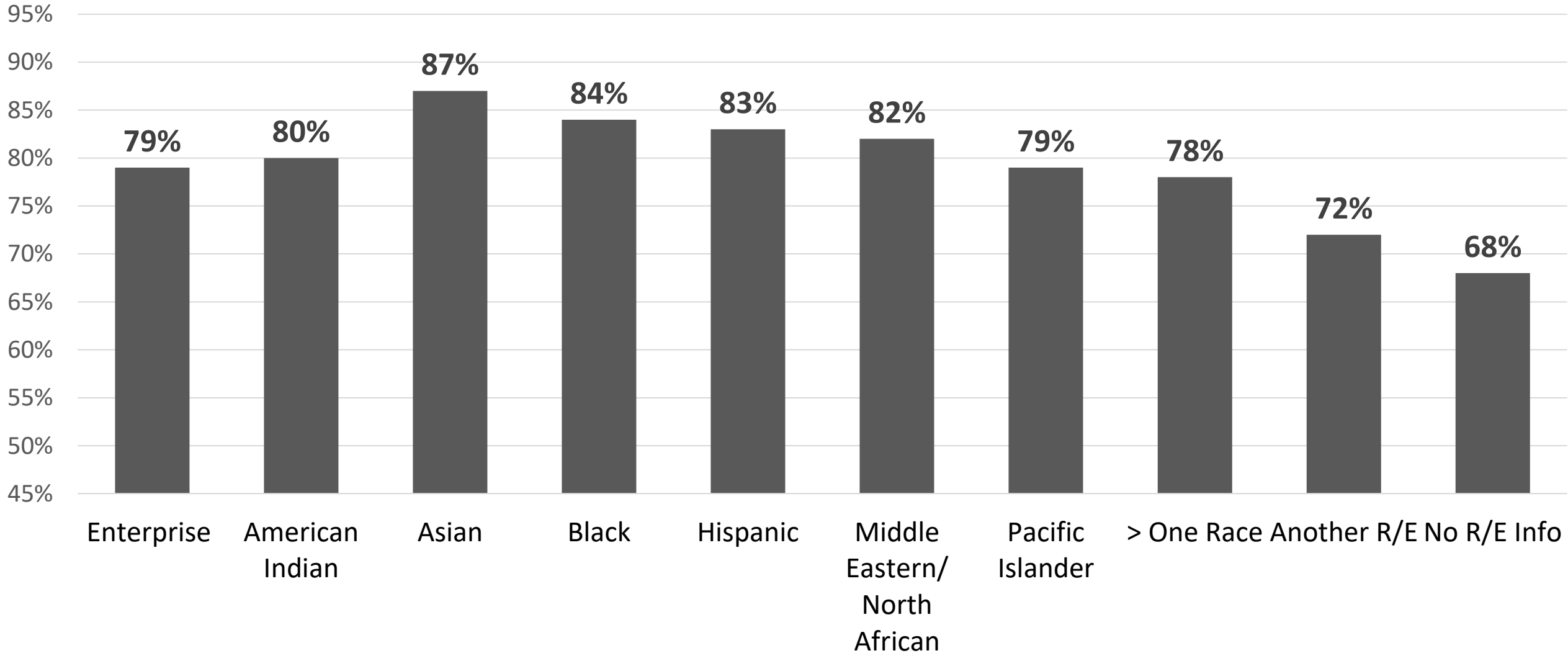
	Enterprise	American Indian	Asian	Black	Hispanic	Mid. E/ N. African	Pacific Islander	> One Race	Another R/E	No R/E Info
Respondent Totals	45,713	278	1,718	1,159	1,664	97	232	3,649	268	10,891

MY SUPERVISOR TREATS WITH DIGNITY AND RESPECT

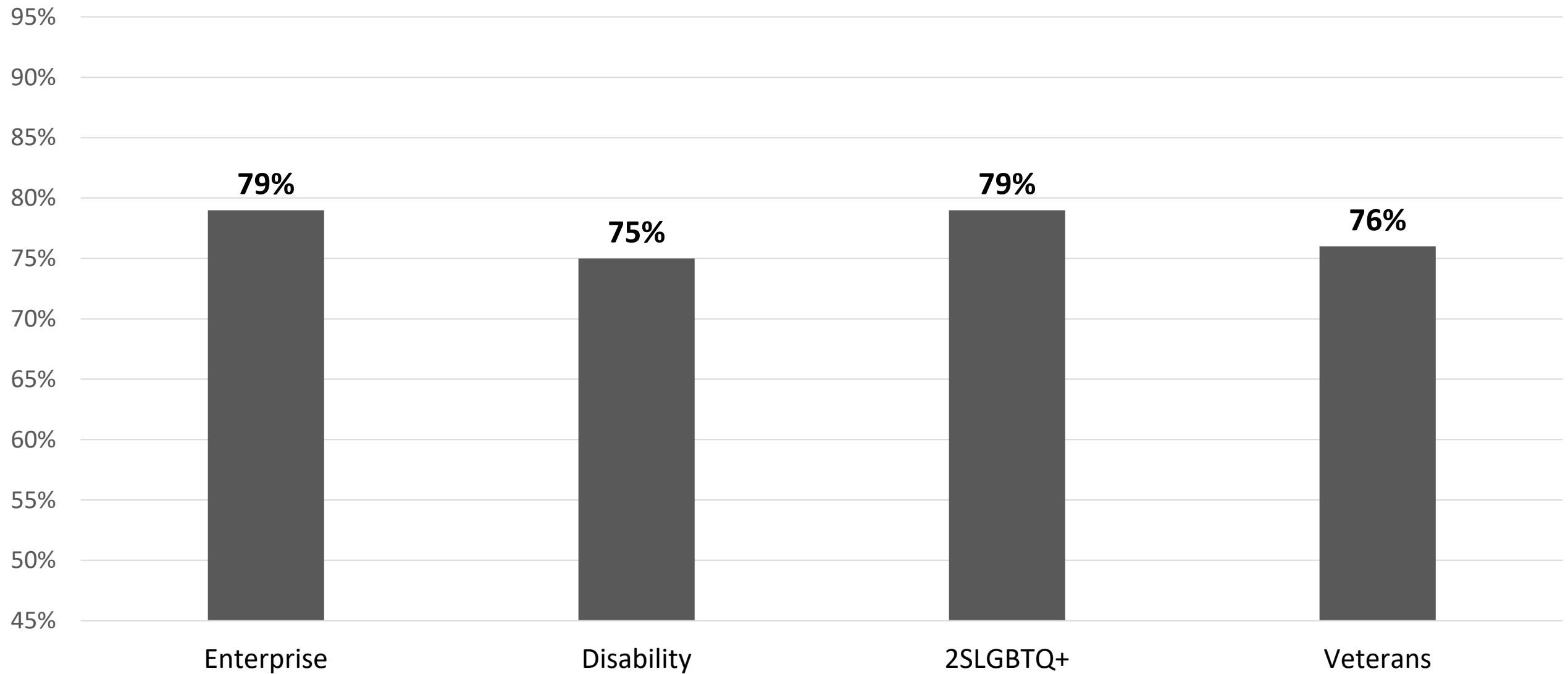


	Enterprise	Disability	2SLGBTQ+	Veterans
Respondent Count	45,713 EE	6,840 EE	3,373 EE	4,745 EE

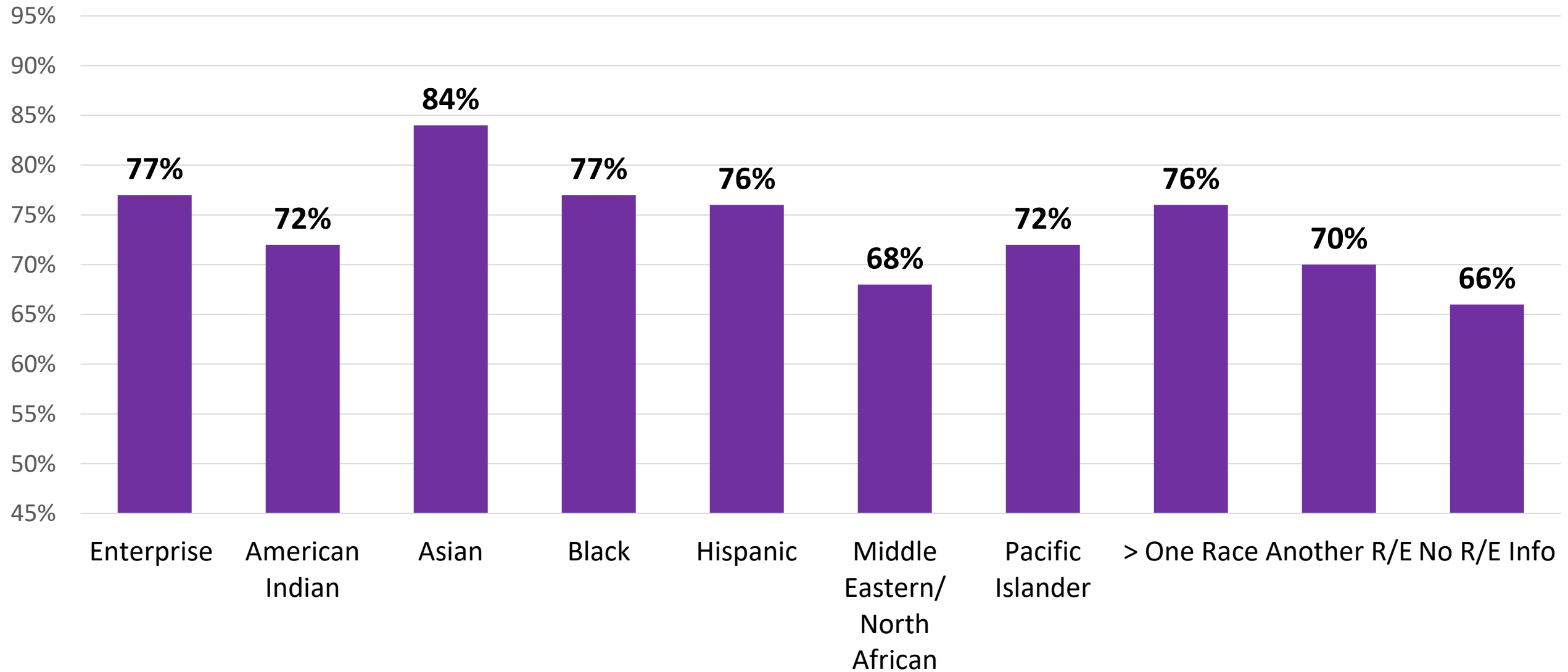
I FIND MEANING IN MY WORK



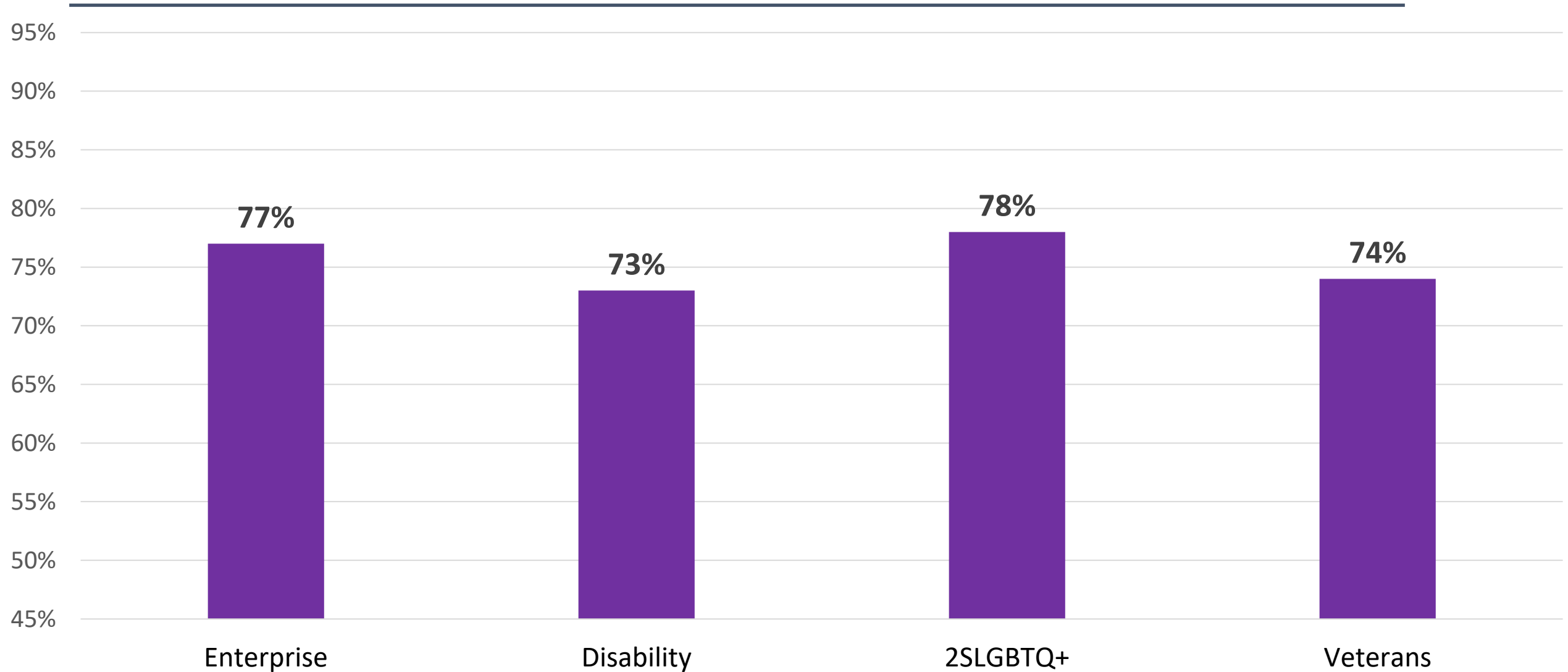
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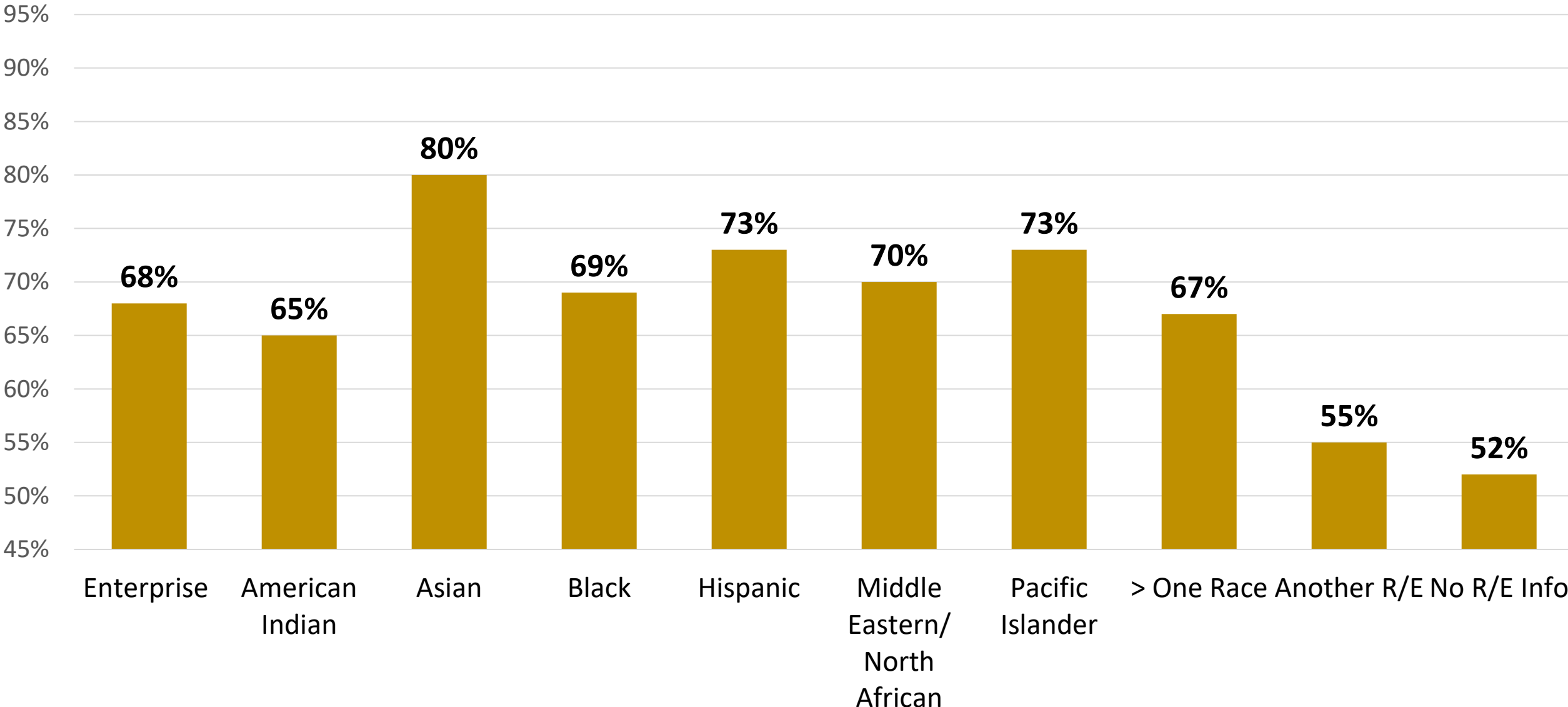
A SPIRIT OF COOPERATION AND TEAMWORK EXISTS IN MY WORK GROUP



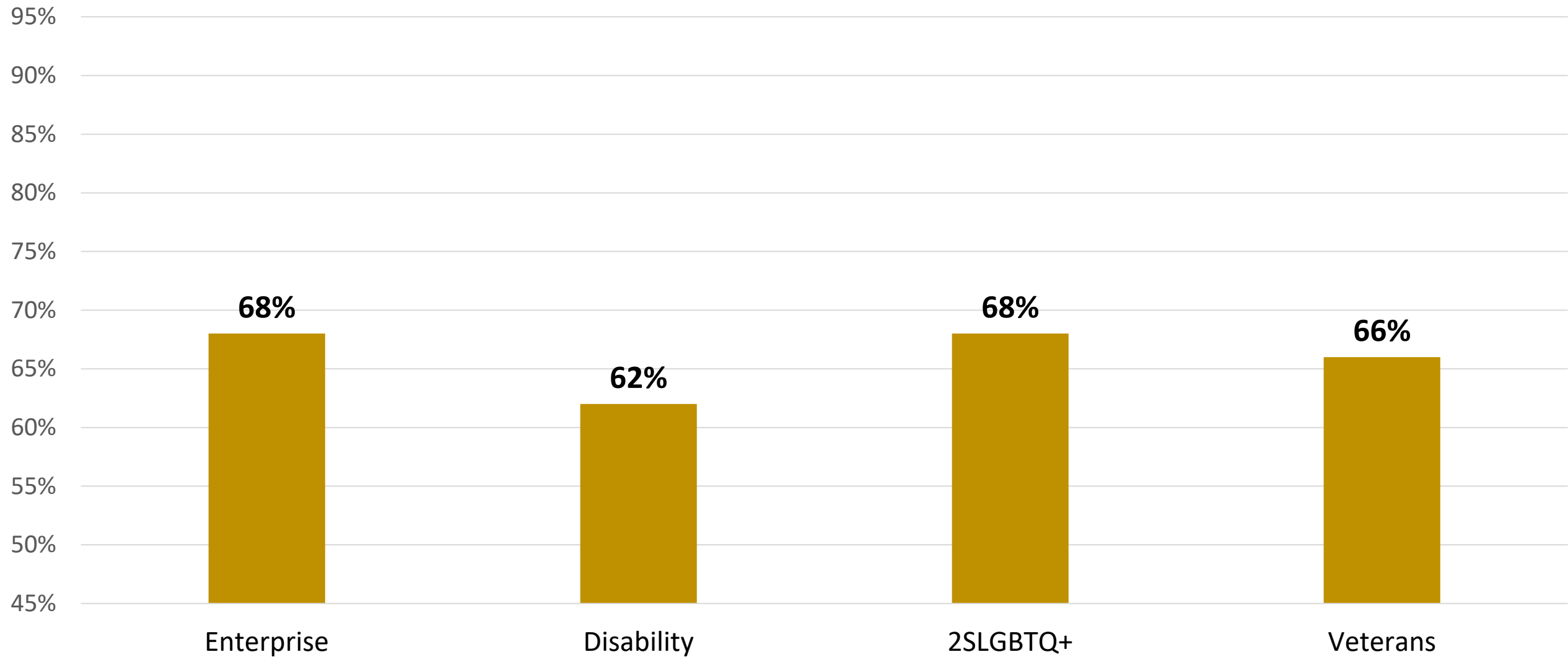
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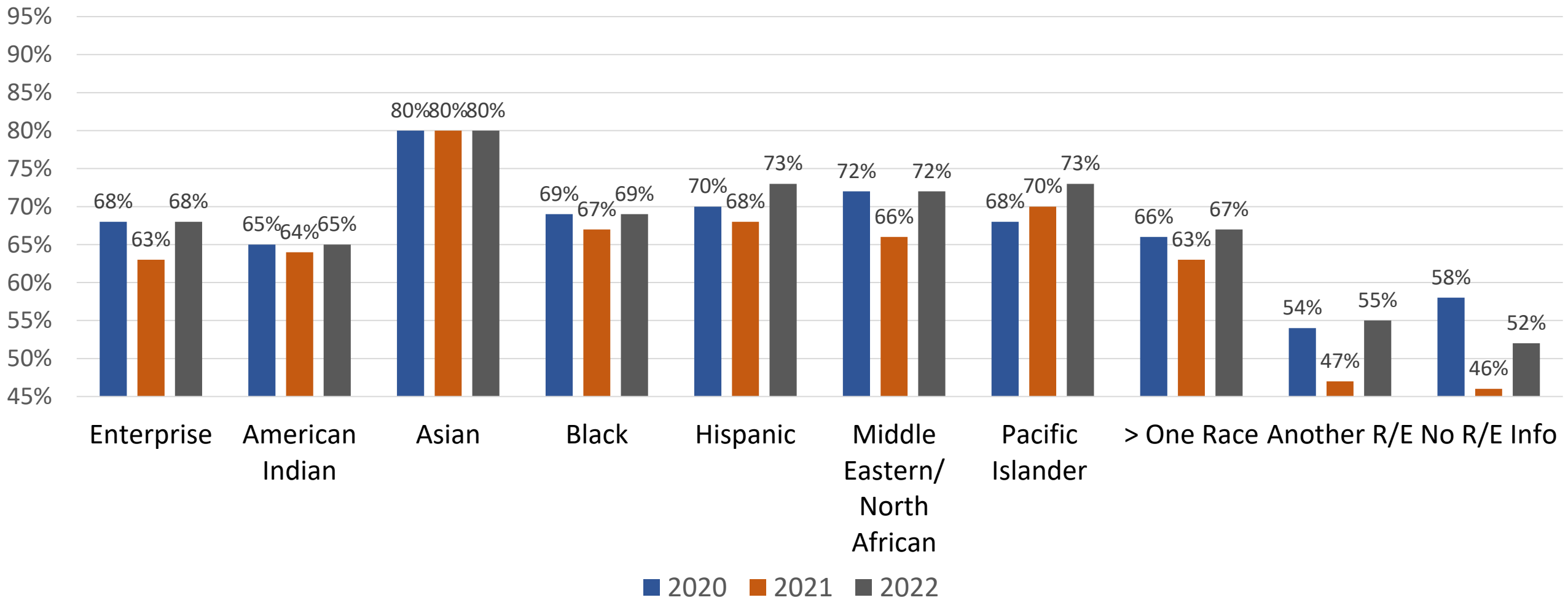
AT MY WORKPLACE, I FEEL VALUED FOR WHO I AM AS A PERSON



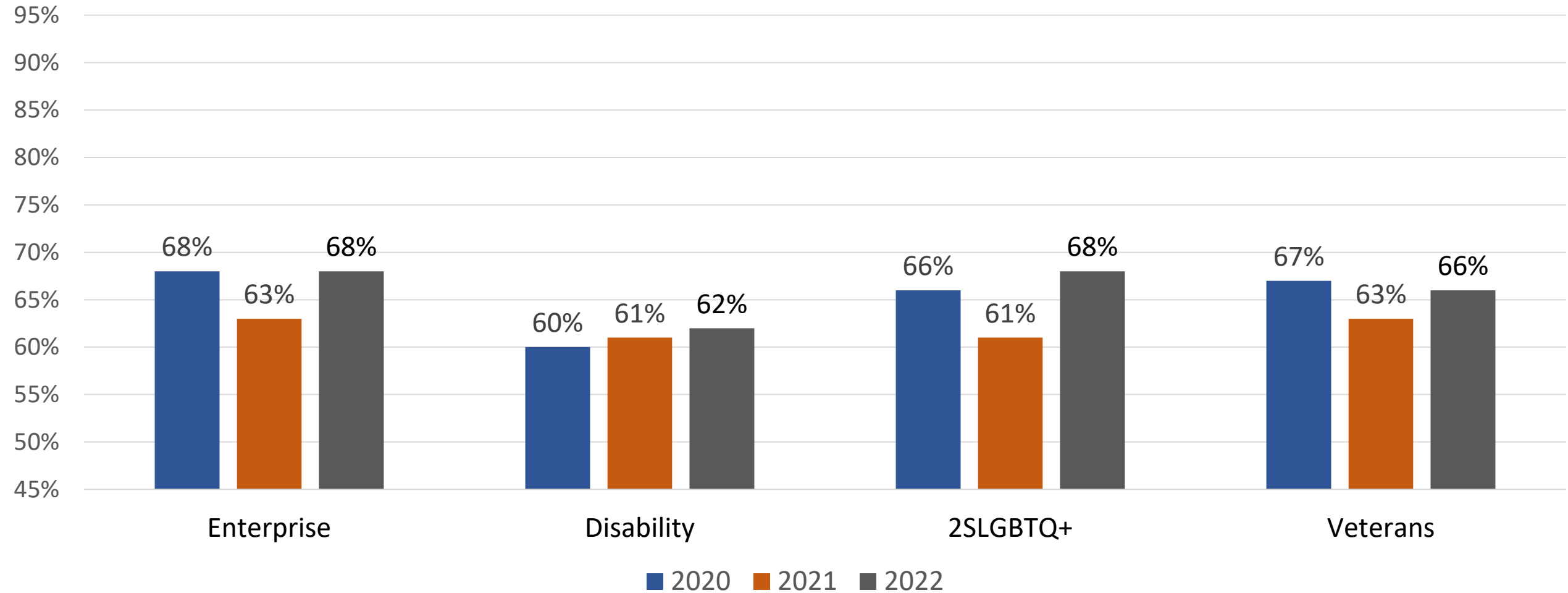
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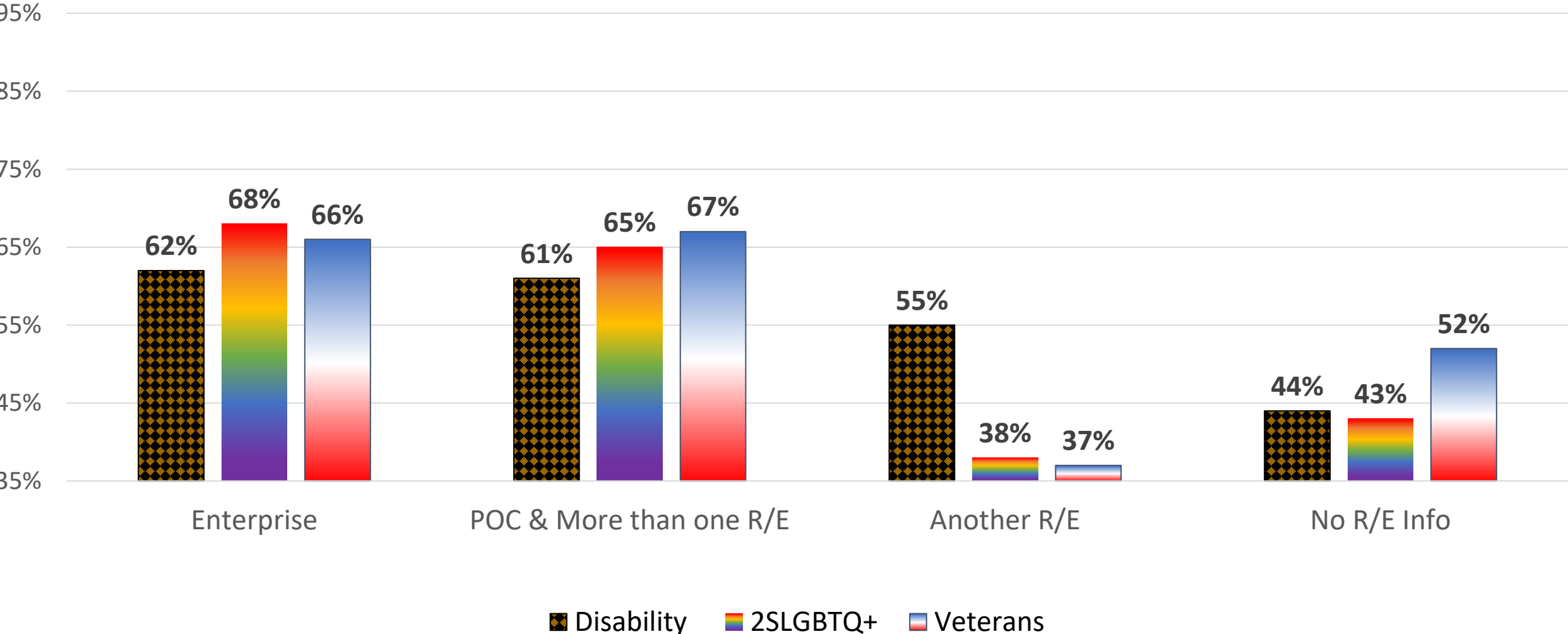
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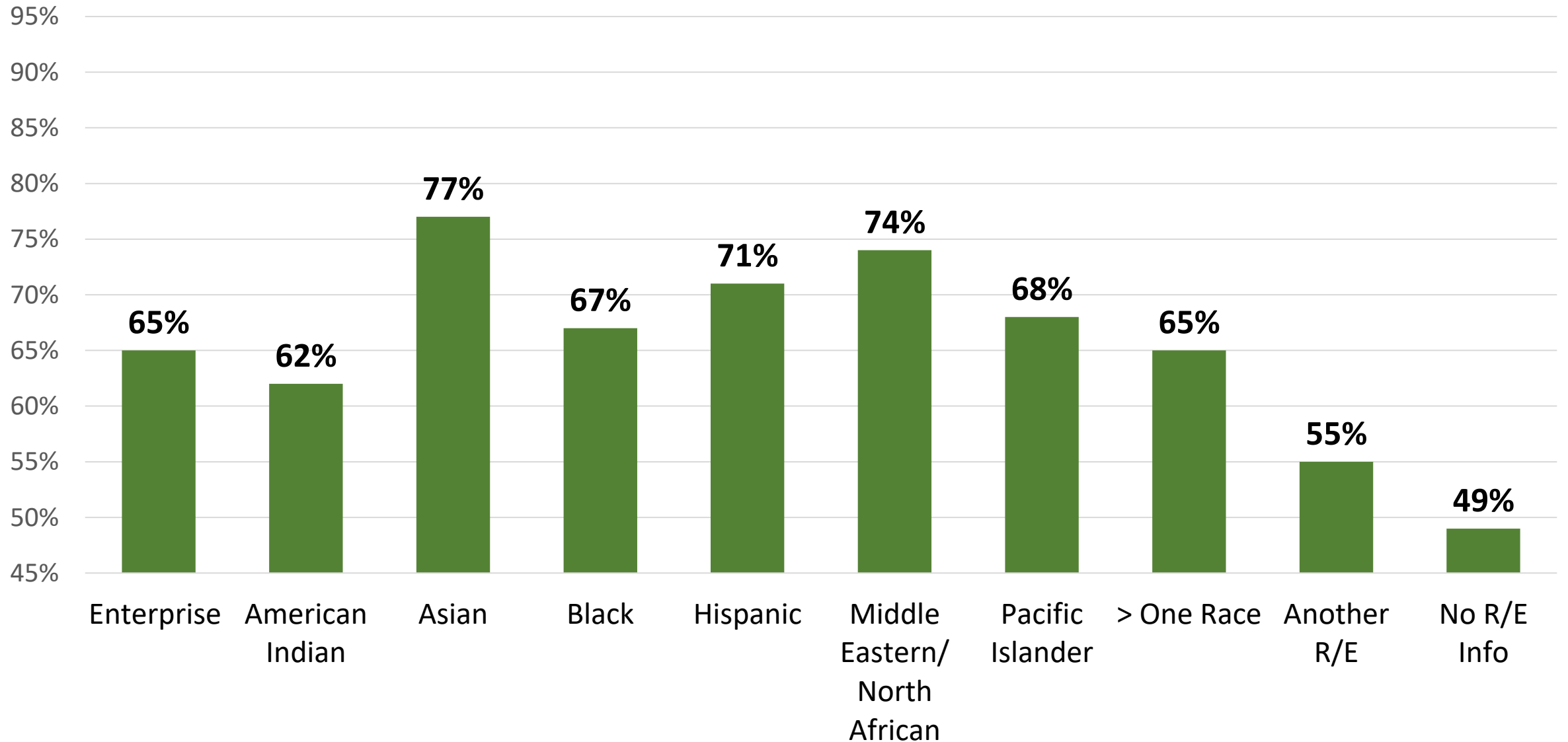
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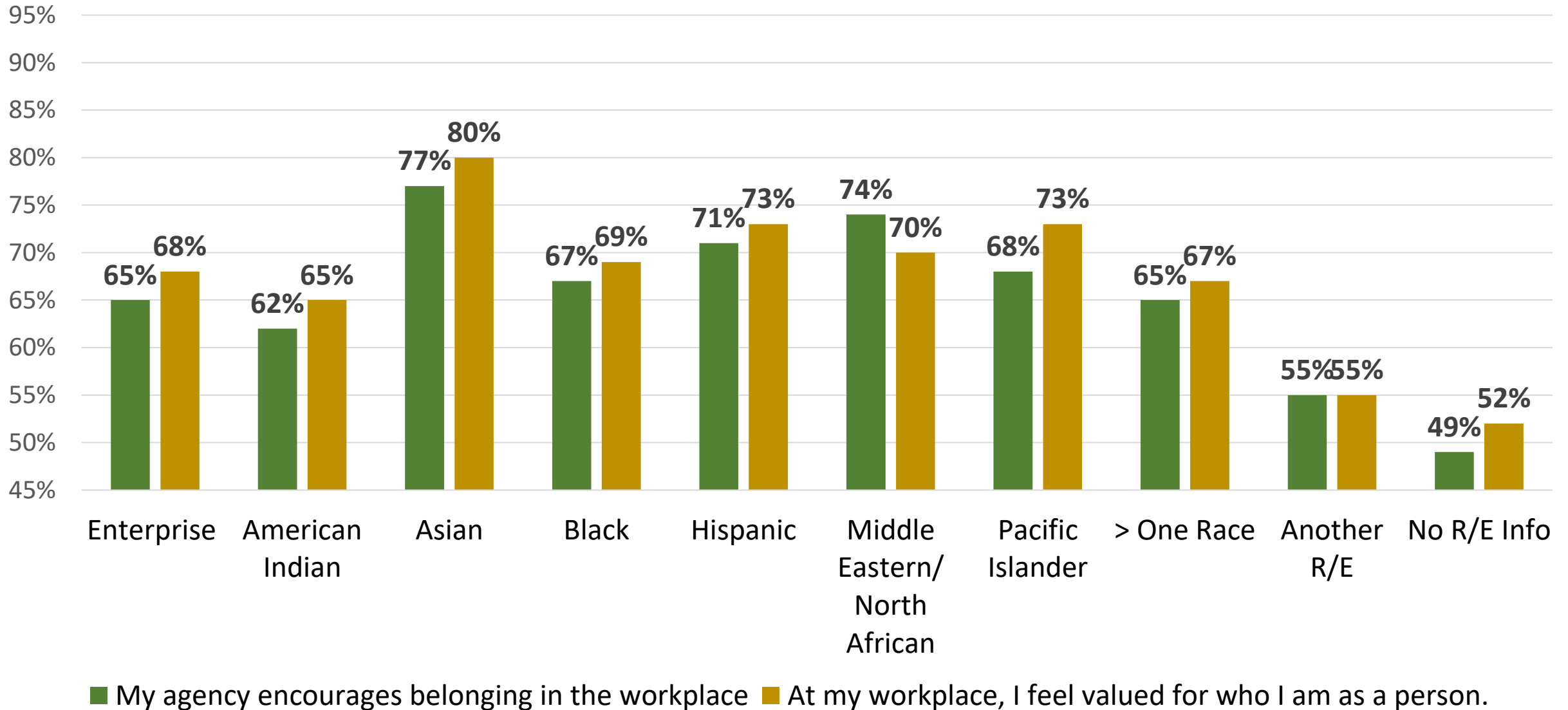
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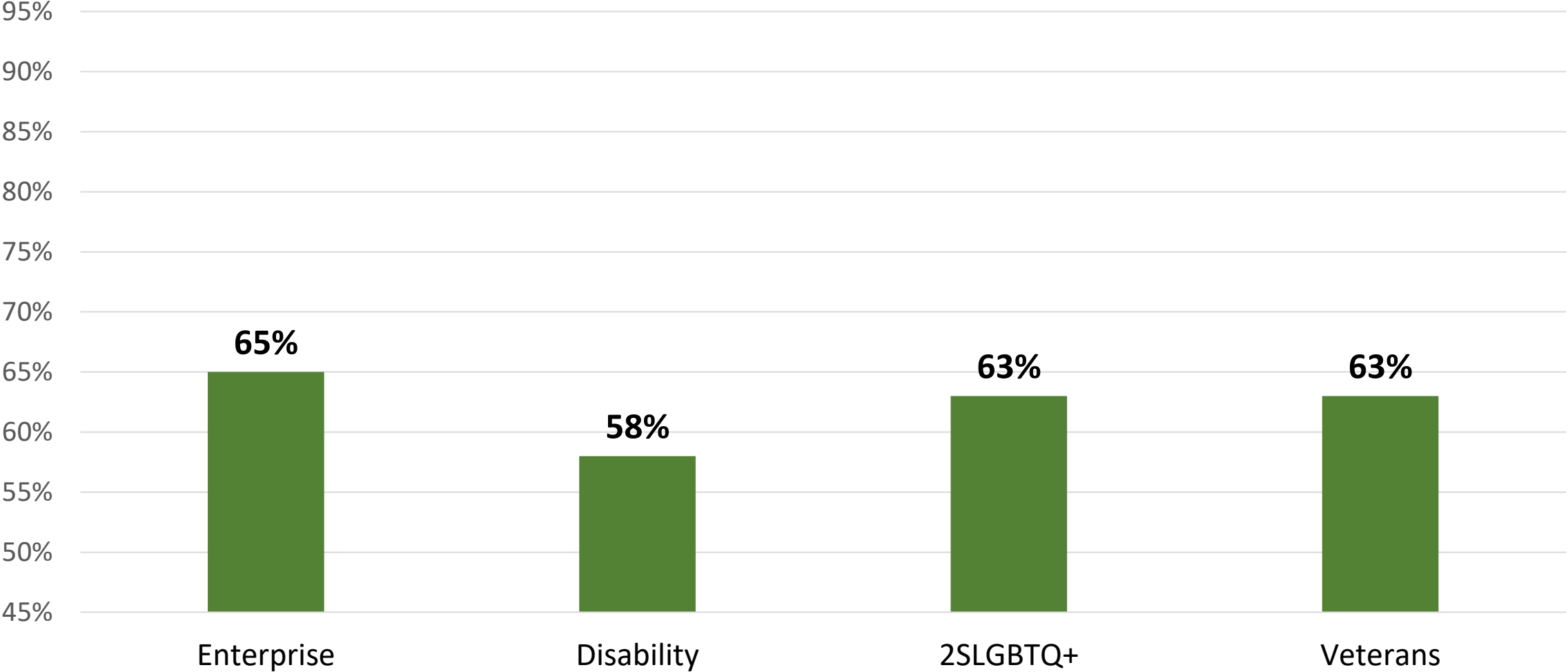
MY AGENCY ENCOURAGES BELONGING IN THE WORKPLACE



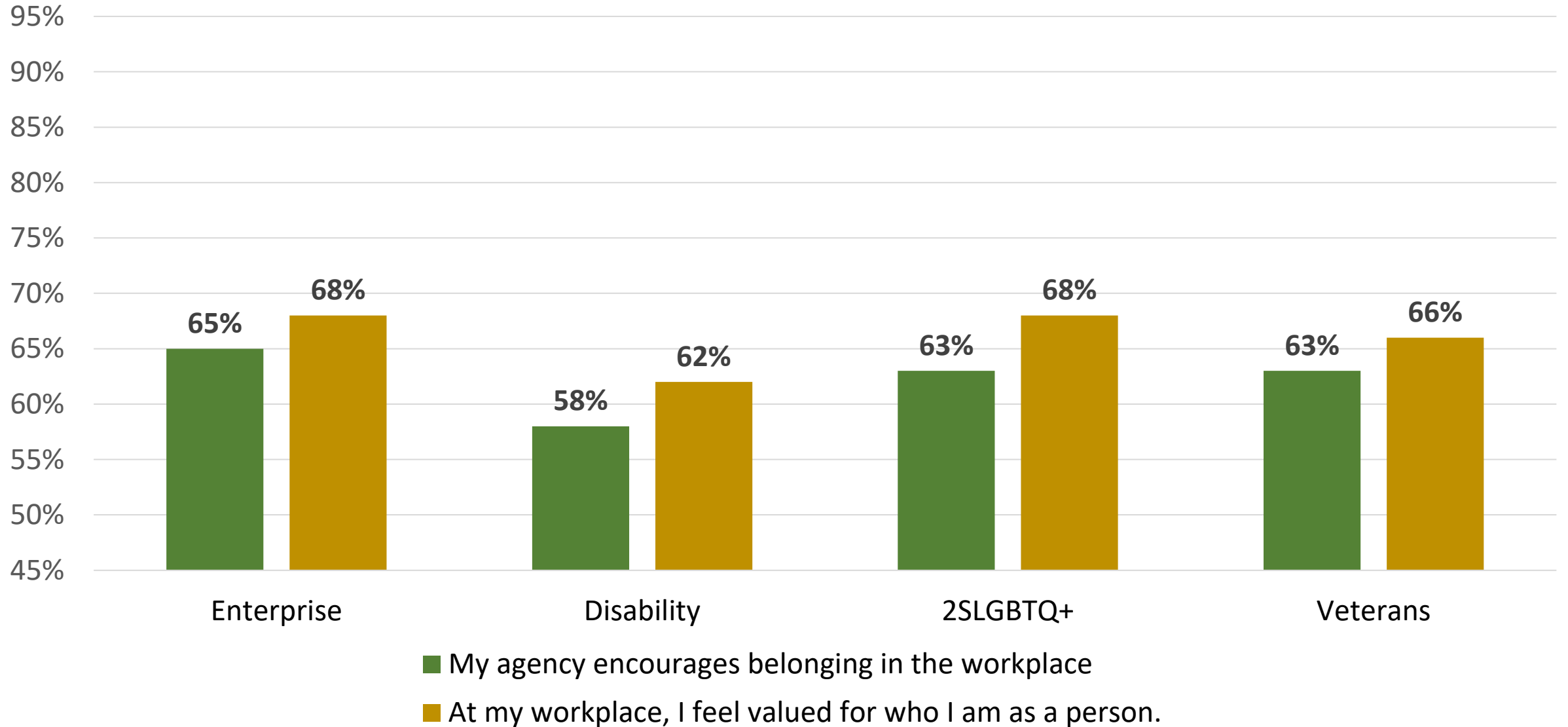
BELONGING QUESTION COMPARISON



MY AGENCY ENCOURAGES BELONGING IN THE WORKPLACE



BELONGING QUESTION COMPARISON



CLOSING

- Focus on employees feeling valued and belonging at work.
- Empower employees:
 - Resources
 - Programs
 - Workplace Culture

FOR MORE INFORMATION:

Spencer Nagley

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OFM

OFFICE OF FINANCIAL MANAGEMENT



A large, faint, circular seal of the State of Washington is visible in the background. It features a portrait of George Washington in the center, surrounded by the text "THE STATE OF WASHINGTON" at the top and "1889" at the bottom.

Governor Q&A



EMPLOYEE ENGAGEMENT & WELLNESS EMPLOYEE ASSISTANCE PROGRAM

PRESENTED BY:

- NANCY BOARD, MSW, CEAP – INTERIM DIRECTOR,
WASHINGTON STATE EAP



Creating & Sustaining Better Mental Health at Work

Results WA Public Performance Review

November 30, 2023

Nancy Board, MSW, CEAP
Interim Director, EAP

Who we are

Department of Enterprise Services (DES) –

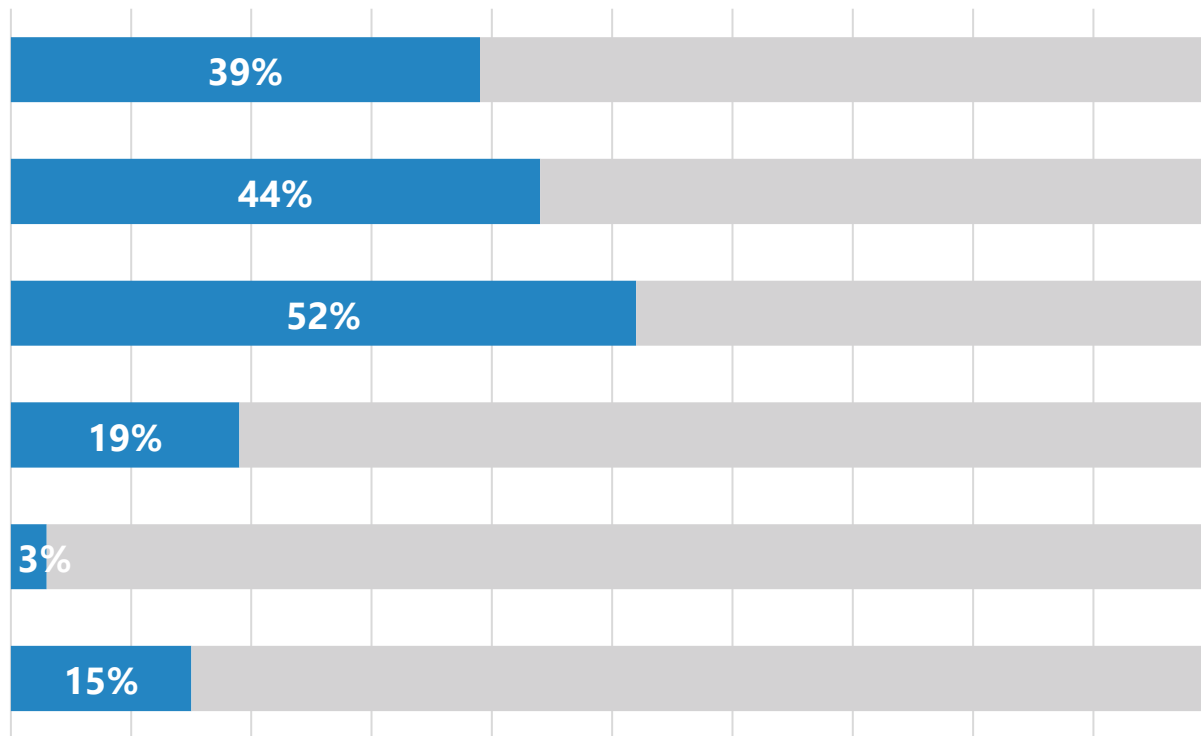
Workforce Support & Wellbeing –

Employee Assistance Program (EAP)



Our counselors

12 state employees and 150 contracted providers covering 18 states:



Non-White (*vs 12% in 2019*)

BIPOC Allies

LGBTQ+ Allies

Transgender Allies

Deaf/Blind/Hard of Hearing/
Visually Challenged/Other ability

Speak a Second Language



Who we serve

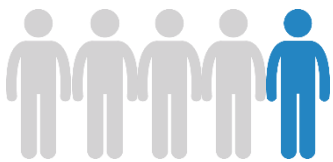
Serving > 150,000 state, higher education and other public service employees and their families for **over 50 years**



The need

Washington State ranked **46th** in 2021 for prevalence of mental illness

81% of survey respondents said that **employers' support for mental health** will be an important factor when they look for future work



One in 5 experience
mental illness



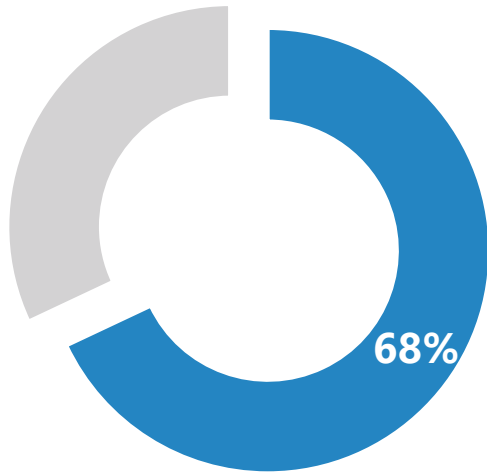
One in 20 has serious
mental illness

- 2021 State of Mental Health in America, Mental Health America (MHA)

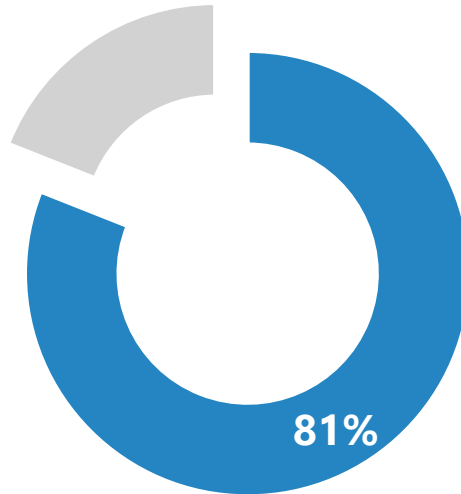


The need

50% of U.S. workers left previous jobs due to their mental health



Millennial
respondents



GenZ
respondents

**Historically
underrepresented
communities are
disproportionately
impacted**

The gaps

- **40% fewer** healthcare and behavioral health (BH) practitioners
- **Not enough mental health resources** to meet demands
- **Limited funding** for BH providers and many uninsured or underinsured clients
- **Long wait times** and frustration increasing burden and despair
- Employees **missing work**—about 8 days a year—due to mental health issues
- Increase in **severity and complexity of symptoms**
- **Bridging care is compromised**



The good news

- Less stigma surrounds mental health, self-care and seeking support
- Culture efforts on the rise
- Increased number of mental health providers in WA (2021)
- Companies are investing more in workplace mental health

Mental health pays off and is good for business – and for people

Jessica Cole

Director, Work/Life

Human Resources

University of Washington



UNIVERSITY *of*
WASHINGTON

University of Washington's Story

UW/EAP Partnership

- Why UW sought a new EAP partner
- Market research project results
- WA EAP selection

Responding to remaining gaps

- Tele-health and online service delivery expanded - touched **67,000 employees** and their families (*Jan 2020 - Oct 2023*)
- Community solidarity gatherings; partnerships; collaboration – **reaching more** with less
- Resources, presentations, **skill building, coping strategies**
- Increased **diversity and specialties** of EAP provider network
- Continuous **improvement, quality and innovation**



What workers want

Support to **close the gap** between short-term and long-term care/trauma support

78%

A **healthy** and sustainable **culture** at work

67%

A **safe and supportive** culture for mental health

64%

Mental health **treatment**

60%

Self-care resources for mental health

- 2023 Mental Health at Work Report, Mind Share Partners



WASHINGTON STATE

To continue this good work...

- Leadership
- Continued awareness
- Improve workplace cultures and employee wellbeing strategies
- More investments in mental health support and resources

Supporting the mental health of our workforce is everybody's job



Thank You



nancy.board@des.wa.gov



360-280-1879



eap.wa.gov



Governor Q&A



EMPLOYEE ENGAGEMENT & WELLNESS BUSINESS RESOURCE GROUPS

PRESENTED BY:

- NICHOLAS VANN, EXECUTIVE SPONSOR, HAPPEN
- JESS CLAYTON, MSW, DISABILITY JUSTICE SUB-COMMITTEE CO-CHAIR, DIN; MEMBER BEST PRACTICES SUB-COMMITTEE, RAIN
- MIKIA GUY, POLICY & DATA CO-LEAD, BUILD
- CHRISTINA POURARIEN, CHAIR, WIN



Creating and Sustaining Social Connection & Belonging

Presented by Business Resource Groups of Washington State



NICHOLAS VANN

- EXECUTIVE SPONSOR, HAPPEN
- DEPUTY DIRECTOR, DEPARTMENT OF ARCHAEOLOGY AND HISTORIC PRESERVATION

NICHOLAS.VANN@DAHP.WA.GOV

360-628-2170

Business Resource Groups History & Progress

The History of Business Resource Groups (BRGs)

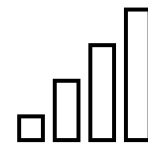
- Established by EO 21-01 Statewide BRGs bring together groups of employees and their allies who have a common interest or characteristic.
- All BRGs have a charter, mission, goals and bylaws and contribute to an overall statewide business strategy.
- BRG members bring their unique knowledge and perspectives, making an asset to state business needs, such as recruitment and retention.

BRGs are Critical to State Government

Business Resource Groups provide business advice, outreach, professional development, policy guidance, and expert insight into the communities they represent.



BRGs impact is seen through:

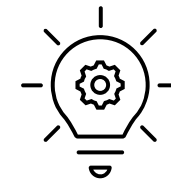


IMPROVING
Enterprise Business
Outcomes

AMPLIFYING
Employee Voices



INCREASING
Employee
Engagement



SUPPORTING
Infrastructure to
Advance DEAI

Washington's Seven BRGs



Business Resource Group "Reach" *(GovDelivery Subscriptions)*

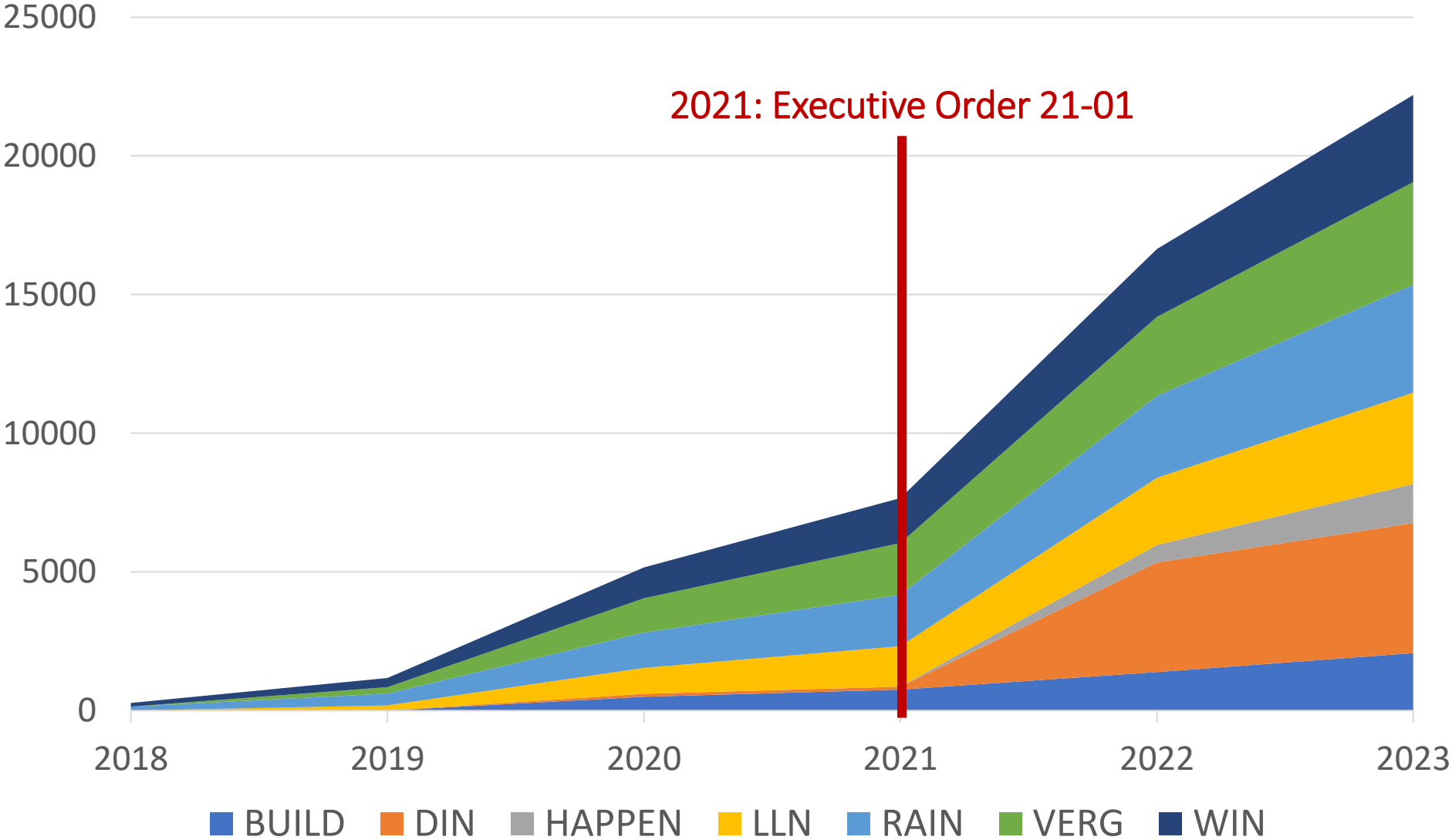
Subscribers
Before EO 21-01
(2021):

5,157

Subscribers
After EO 21-01:

22,192

331% Increase
since 2021





Leadership Accountability

- Improved employee engagement by allowing work time to participate
- Advising in an official capacity
- Alignment with Commissions & Office of Equity on core values



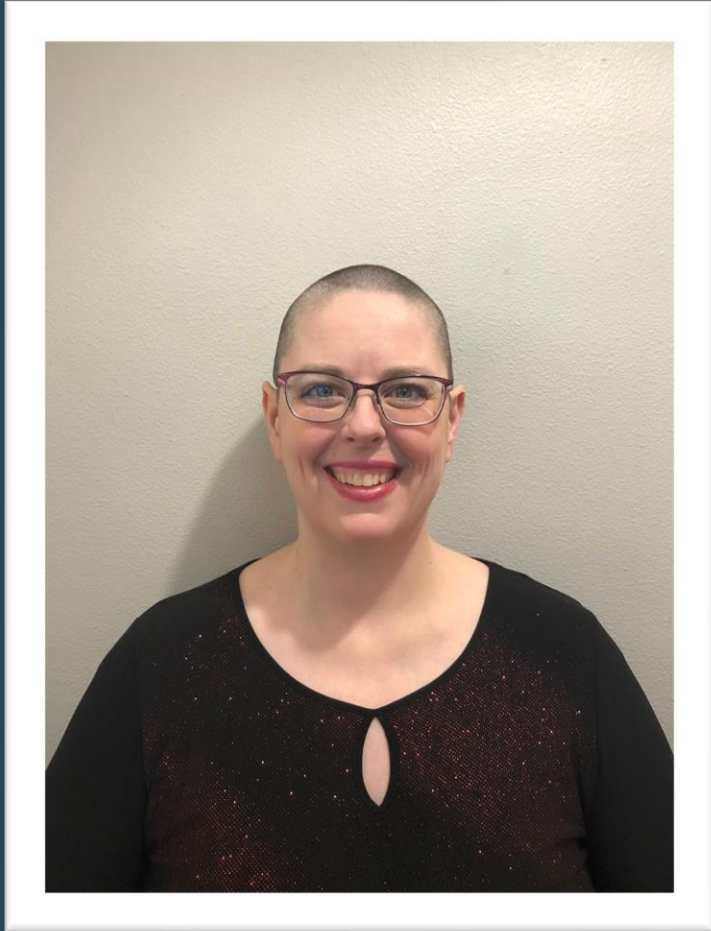
Major Milestones

- 1 new BRG - HAPPEN (6 BRGs chartered before EO)
- 1st ever Juneteenth celebration on capital campus (BUILD)



Enterprise-Wide Impacts

- Cross-collaboration
- Cultural celebrations
- Allyship
- Being recognized as SMEs
- More requests
- Sharing innovations & best practices



JESS CLAYTON



Disability Inclusion Network
Disability Justice Sub-committee
Co-chair



Rainbow Alliance & Inclusion Network
Best Practices Sub-committee member



MIKIA GUY

- POLICY AND DATA CO-LEAD, BUILD
- DIRECTOR OF EQUITY AND GRANTS, OFM

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360-890-5196

Business Resource Groups Continued Challenges



Meeting Accessibility



Disaggregation of race & ethnicity



Employee Participation

Accessibility Funding

- **Prior funding**

- GCDE
- OFM

- **Current funding**

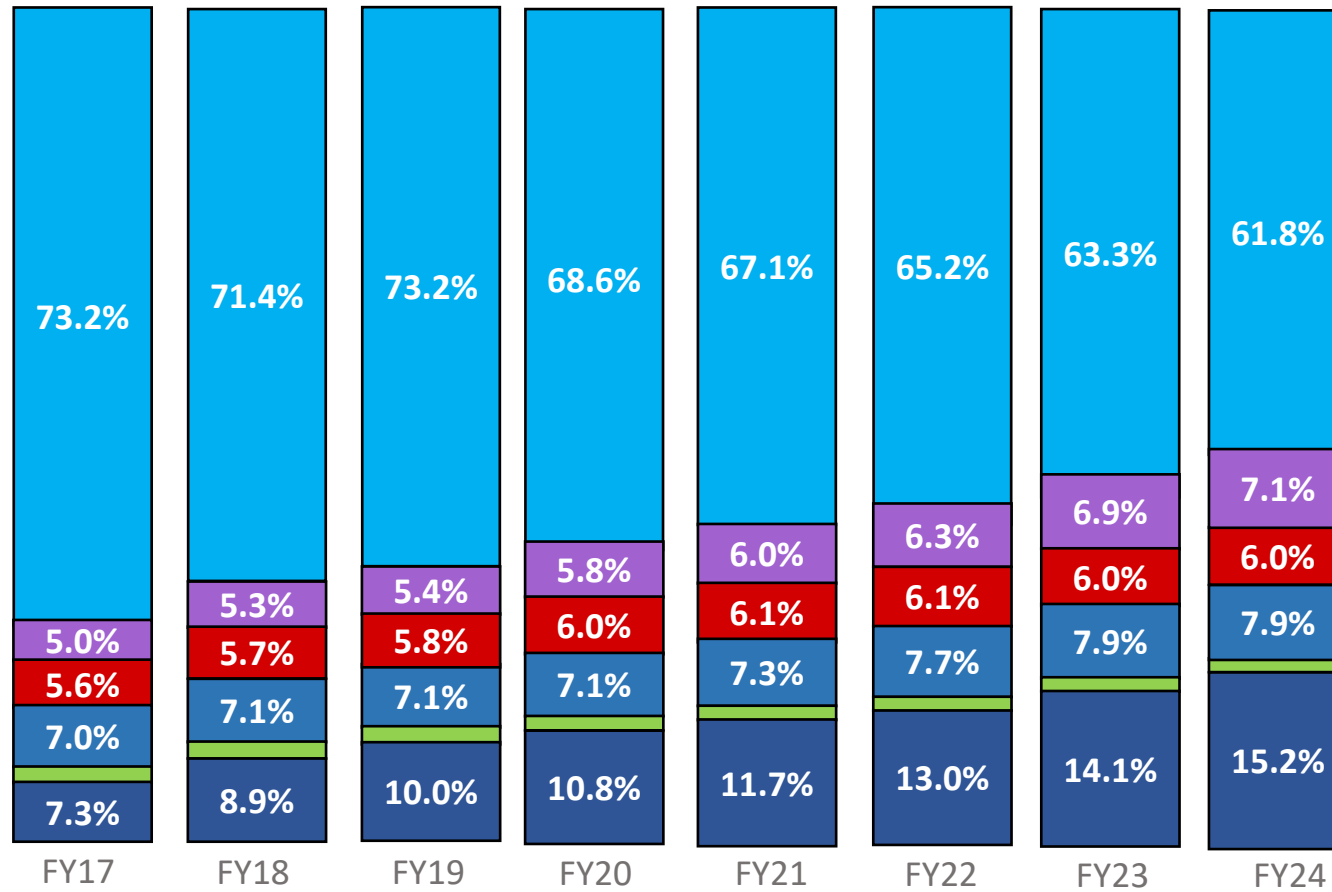
- Taken from donations to BRGs from state agencies

- **Issues**

- Donations are not guaranteed each year
- Need for services grows each year
- EO 21-01 requires BRGs to provide accessible meetings



Disaggregating Race & Ethnicity



Ethnic Origin

- White/Not Hispanic origin
- Hispanic
- Black/Not Hispanic origin
- Asian or Pacific Islander
- American Indian/Alaskan
- (unassigned)

Employee Participation & Support



EO 21-01: Participation in BRG's is work-related and agencies should support reasonable requests from employees to participate.

- **Transparency**
- **Intersectionality**
- **Allyship**



CHRISTINA POURARIEN

- CHAIR, WIN
- EXECUTIVE OPERATIONS MANAGER, ESD

CHRISTINA.POURARIEN@ESD.GOV

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Business Resource Groups
Hiring & Retention

Hiring and Retention

- 1 Recruiting and onboarding is a crucial step
- 2 It's vital that leaders, managers, and supervisors educate themselves

[Executive Order 21-01](#) : *Affirming Washington State BRGS Each executive cabinet or small cabinet agency shall provide appropriate and reasonable resources to BRGs so that the groups may carry out the purposes of this Order. This **includes reasonable accommodations for employees with disabilities to attend meetings and events during work time, and as necessary and available, office supplies, distribution capabilities, meeting spaces and facilities, reasonable storage space for promotional materials, and teleconferencing technologies for the BRGs' work.** It is imperative for supervisors to allow their team members to attend BRG meetings and consider it as worked time.*

My Story

An aerial photograph of a vast, deep blue body of water, likely a bay or a large lake. The water is calm with subtle ripples. In the distance, there are rolling hills covered in dense green forest. A small white boat is visible on the right side of the water, leaving a white wake. The sky is a clear, light blue with scattered, soft white clouds. The entire image is framed by a thin white border.

NEXT STEPS

PRESENTED BY:

- DR. ADRIAN THOMPSON, EQUITY AND EMPLOYEE DEVELOPMENT ASSISTANT DIRECTOR, DES

BUILD STRONG NOT JUST FIX BROKEN

- Fredrick Douglas when conversing about the system of slavery and its aftereffects, talked about the need for social actions because “It is easier to build strong children than fix broken men.”
- Today, we have seen the systems that are in place to support or “fix” folks when they fall on the harm’s side of the system, but we are asking for support systems that also help build us up prior to the such needs.
- We ask you to see programs such as EAP and BRGs and revamps in hiring and retention not as fixes but as starting points

RALPH ELLISON – INVISIBLE MAN



I am a man of substance, of flesh and bone, fiber and liquids- and I might even be said to possess a mind. I am “invisible, understand, simply because people refuse to see me. Like the bodiless heads you see sometimes in a circus sideshow, it is as though I have been surrounded by mirrors of hard, distorting glass. When they approach me they see only my surroundings, themselves, or figments of their imagination- indeed, everything and anything except me.

CAUSES OF INVISIBILITY

- **How can we make the invisible visible**
 - Employee engagement
 - Satisfaction scores
 - Mental illness
 - Hiring/Turnover numbers
 - Monolithic races
 - Strict membership in BRG

Invisibility is never the fault of the invisible but caused by the viewer—
This PPR is giving you a lot to see but we need you see the whole picture, because the everything of us makes us whole, and the whole of us is worth understanding.

ACCOUNTABILITY -THIS IS EVERYBODY'S JOB

- **Employee engagement is not just manager's job**

An employee that is engaged is committed to the mission of the agency and the wellbeing of both themselves and Washingtonians

- **Employee wellness is not just EAP's job**

Investment in mental health pays off. ---the workforce needs early investment in workplace mental health

- **Culture of belonging is not just BRG's job**

BRGs are not positioned with power to make lasting cultural changes- -- the workforce needs folks with positional power to impact culture

- **Retention and hiring of employees is not just HR's job**

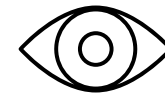
With investment in mental health (EAP) and equitable cultural impact (BRGs) other workforce professionals can intervene to improve retention and hiring

The system was created by none of us, but effects us all. We need everybody to make a difference!

LET US HEAR FROM YOU

Fredrick Douglas in a letter to his former master spoke about the evils of slavery and his treatment by his owner. He ends the letter with a promise to hear from him, in the worse way, unless he heard from his former master. He invites him into his home and presence to **“set an example of how mankind ought to treat each other.”**

We need to hear from you. Speak on our behalf. See us and work with us.



THANK YOU

DR. ADRIAN THOMPSON

EQUITY AND EMPLOYEE DEVELOPMENT ASSISTANT DIRECTOR, DES

ADRIAN.THOMPSON.@DES.WA.GOV

360-701-2536

Join us December 6th

10:30 a.m. – 11:45 a.m.

Topic:

Employment

Opportunities & Support

for People with

Disabilities

THANK YOU FOR ATTENDING TODAY!

**PLEASE TAKE A MOMENT TO COMPLETE
OUR BRIEF SURVEY USING THE QR CODE
BELOW:**



**YOU CAN VIEW THE RECORDING OF
TODAY'S MEETING
AT: [HTTPS://RESULTS.WA.GOV/MEASURING-
PROGRESS/PUBLIC-PERFORMANCE-REVIEWS](https://results.wa.gov/measuring-progress/public-performance-reviews)**



Governor Q&A

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Governor's Closing Remarks