



Effective Employees

Objective:

Utilize employees in an efficient, effective, and productive manner

How is our performance?

The 2012 King County Employee Survey provides insight into the many different ways King County can empower and engage employees to perform efficiently, effectively and productively. Using current research and literature on best practices in Human Resources, we look at strong predictors of employee engagement: connection of mission and goals to the organization, adequacy of resources and information to do good work, ongoing performance feedback, and opportunities to provide input into the work environment and work processes.

Although in many predictors of employee engagement King County has increased from 2009, there is still a large opportunity for growth and improvement. Overall, employees feel they are getting the information they need, both to do their job well and to feel connected to King County as an organization. A significant amount of employees, however, feel they are under-resourced and overworked. There is a strong opportunity to improve how connected employees feel to the King County Strategic Plan and their own department's mission, vision and goals. A majority of employees do not feel they have opportunities to provide valuable input to improve their work. Only about half of employees receive relevant feedback about their performance, which means half of employees don't receive regular communication about their performance, formally or informally.

Moving forward

The Continuous Improvement Team (CIT) and Organizational Development Team resources in HRD will continue to expand opportunities for King County leadership and supervisors to learn and grow in many of these areas. As more Lean events, resources, and training, more employees will have opportunities to provide direct input into improving their day to day work. Further expansion of the Employee Performance and Assessment System (EPAS) system will provide a tool and infrastructure for valuable and regular performance feedback. Supervisor training will address topics like formal and informal performance feedback, to ensure this valuable predictor of employee engagement is being utilized constructively. King County is also developing a comprehensive internal communication strategy, staffing a communications specialist specifically for this role while working with current staff to standardize and expand the ways we communicate with employees.

Several measures could not be included in this report, as the internal reporting systems are still being developed to ensure reliable data (such as employee attendance, and productivity) is available. As these systems are further integrated and usage is standardized, we will also be able to include objective data on employee presence and utilization during the work day.

Related Links

[King County Training](#)

[King County Lean and Continuous Improvement Team](#)

[Gallup Research on Employee Engagement](#)

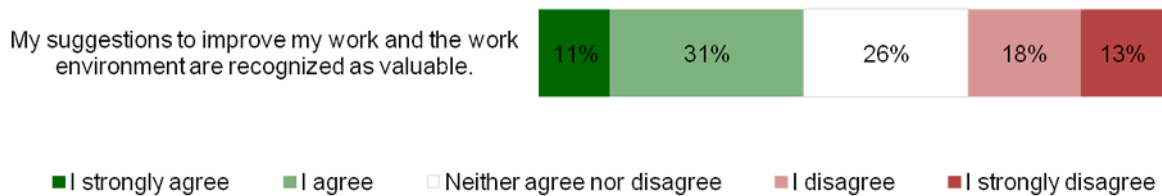
[2012 King County Employee Survey](#)

Technical Notes

The 2012 King County Employee Survey asked 59 questions. Most responses came through the online version. Of King County's 13,030 employees, 6,783 (52%) participated in the 2012 survey. Most questions asked employees to respond using a five-point scale with '1' being low and '5' being high. Responses of "Not sure" or "Not relevant" are excluded from the results. The survey was conducted both online and in hard-copy.

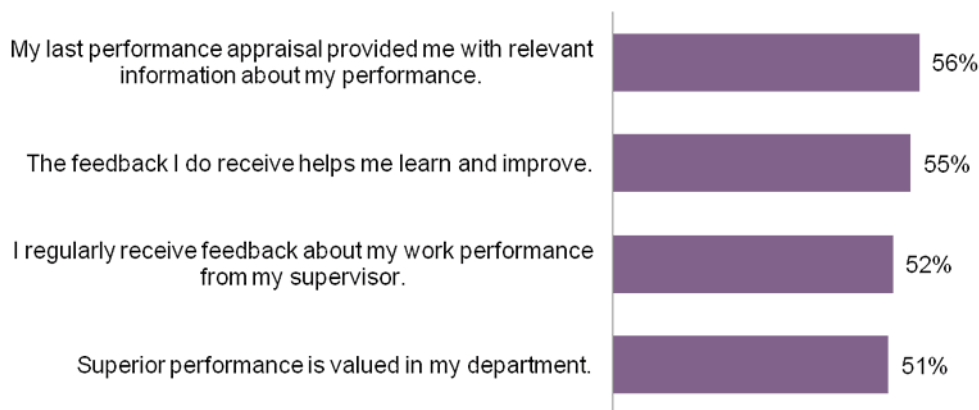
Charts and Maps

Employee Opportunities to Improve Work Quality and Environment



Data Source: 2012 King County Employee Survey

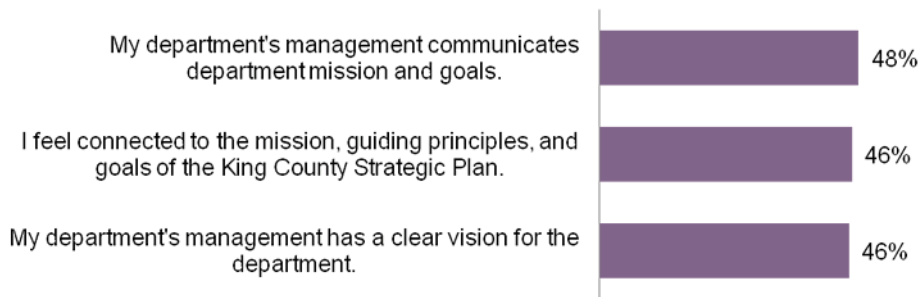
Employee Perceptions of Performance Feedback (percent of employees agreeing or strongly agreeing)



Data Source: 2012 King County Employee Survey

Internal Communication of King County's Mission, Values and Goals

(percent of employees agreeing or strongly agreeing)



Data Source: 2012 King County Employee Survey

Communication of Information King County Employees Need

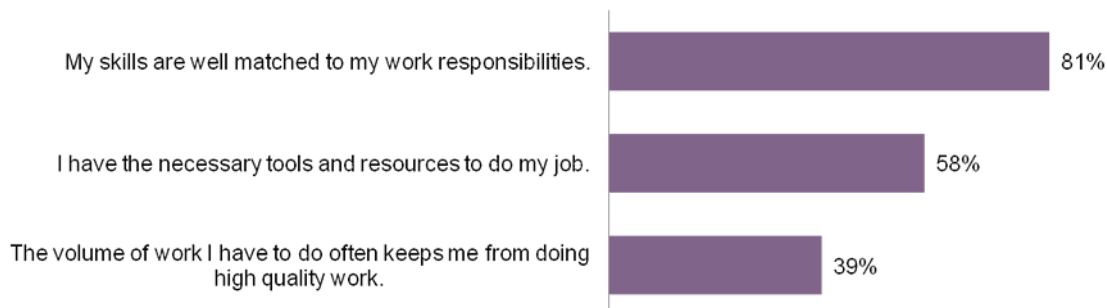
(percent of employees agreeing or strongly agreeing)



Data Source: 2012 King County Employee Survey

Availability of Resources King County Employees Need

(percent of employees agreeing or strongly agreeing)



Data Source: 2012 King County Employee Survey