



# Focus Group Report Out

October 29, 2024

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# What we'll cover today



PURPOSE



FOCUS  
GROUP DATA



FEEDBACK  
SUMMARY



NEXT STEPS



FEEDBACK

# Purpose of Focus Groups

The purpose of these employee focus groups was to:

- promote open, productive conversations
- discover the why behind some EES results
- explore ways to improve the employee experience

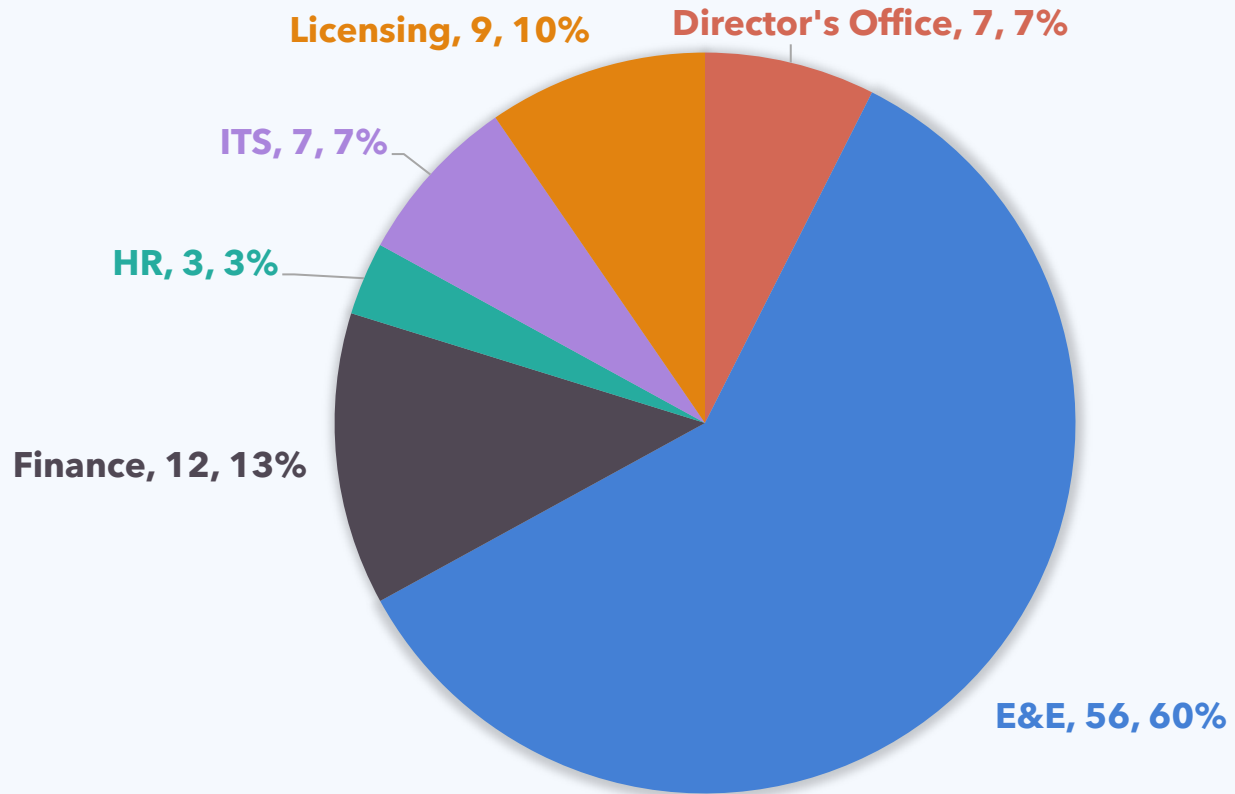
# Focus Group Format

- Eight sessions held around the state
- 2.5 hour sessions
- 5 -19 participants per session
- Follow-up survey



In person focus groups were held in:  
Olympia (2), Spokane, Tacoma, Bothell,  
Mountlake Terrace

# Participation by Division



# Focus Group Questions

<b>Employee Engagement Survey Questions</b>	<b>Focus Group Questions</b>
#3. I am appropriately involved in decisions that affect my work (58%)	What does it look like to be involved in decision making for you?
#21. Senior leadership at my agency/institution do a good job of communicating the reasons behind important changes that are made (49%)	How do you define "senior leadership"?  What important changes do you expect to know about?
#22. I feel supported during organizational change at my agency/institution (56%)	How do you define "organizational change"?  In what ways do you like to receive support during times of change?

# Feedback Summary:

## Being Involved in Decision Making


- Yes!
- Please, no surprises.
- Bring in SMEs and/or impacted team members at early stages to inform decision making.
  - Include voices from other divisions.
- Explain the “why”.

“Being informed of upcoming changes and not being surprised, especially if it affects my job.”

“While the decision may already be made, or dictated (as in a RCW, WAC, law, etc.), it is important to understand why the course of action is needed. Without explanation, it appears our work or input is not valued.”



# Feedback Summary: Defining Senior Leadership

- Captains and above
  - Division Directors and above
  - Board
  - Legislature
  - Governor
- 





# Feedback Summary:

## Changes that I Expect to Know About

- Impacts to individual and teams' duties
- Organizational changes
- Changes that affect our customers (before they know)
- Legislation/policy changes

"Those that affect how I perform at my job, regardless of how small or major the change is."



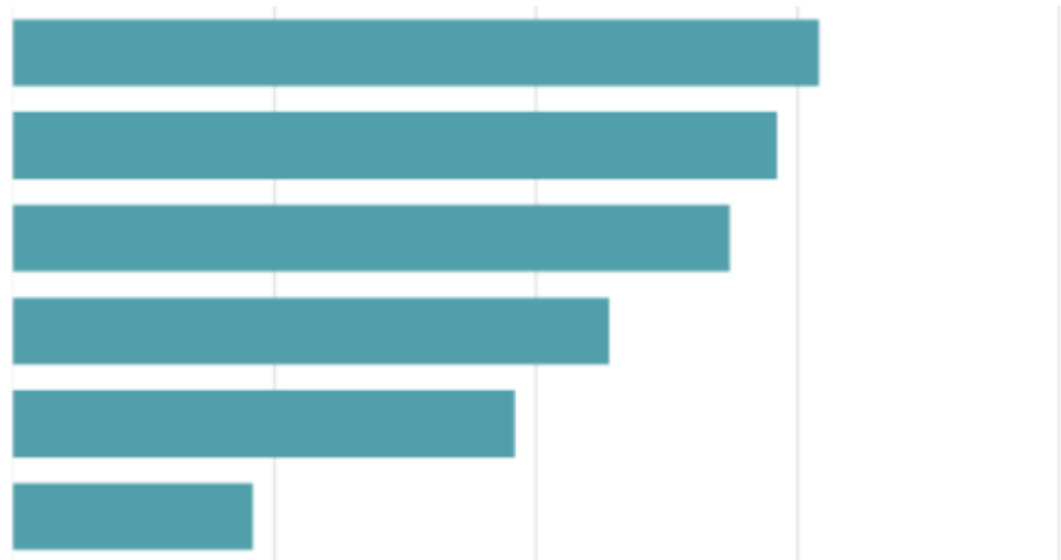
"I expect to know about anything that impacts the day to day work for me and my team."

# How do you like to receive information about changes being made?

6. How do you like to receive information about changes being made? Please rank these options:

[More Details](#)

- 1 Unit/Team meeting
- 2 Email
- 3 1:1 with supervisor
- 4 Division meeting
- 5 Agency All Staff Meeting
- 6 Intranet



We received surveys from 34 participants.





# Feedback Summary:


## Receiving Support During Times of Change

- 1:1 with supervisor
- Frequent and transparent communication
- Ability to give feedback and input
- Having the information and tools to implement change

“Opportunity to have authentic conversations with leadership, supervisor and colleagues.”



“Good bad and indifferent, I want to be kept in the loop. Waiting until decisions are made before telling staff may lead to lost opportunities. Your line staff may have a better understanding of how the work is completed and may have a solution to a problem the senior leaders don't know could be available.”



# Feedback Summary:

## Open Feedback

- Follow through and follow-up when changes are made
- Communication
  - Example: Compliance consultants change
- Supervisors/leadership are not the only SMEs
- Safety
  - Tools/training/resources
- Recruitment/Retention
  - Transparency
  - Promotional opportunities
- Explaining the why



## **2024 Overall Focus Group Rating**

4.6 out of 5

# Participant Feedback

Would you recommend we conduct focus groups again?

## **Results**

- 76% - Yes
- 5% - No
- 19% - Maybe

# What's Next

- Shared summary with:
  - Management Team
    - Exploring opportunities to align with and expand on Strategic Plan action items
  - Agency
  - Board
- 2024 Employee Engagement Survey now open



Questions?

