

# INVESTING IN EMPLOYEES TO BECOME THE NATION'S BEST RUN GOVERNMENT

A HIGHLY ENGAGED, DIVERSE, AND CULTURALLY RESPONSIVE WORKFORCE IS CRITICAL TO SERVING THE PEOPLE OF KING COUNTY WELL.



AN ENGAGED WORKFORCE MEANS:

|  |   |   |  |   |
|--|---|---|--|---|
|  |  Higher productivity                             |  Employees go "the extra mile" |  |  Lower turnover                  |
|  |  Better customer service                         |  Commitment to innovation      |  |  Lower rates of absenteeism      |
|  |  Commitment to improving how we deliver services |  Results for our region        |  |  Fewer complaints and grievances |
|  |   |   |  |  Fewer safety incidents          |

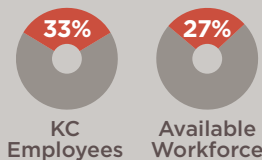
## KING COUNTY'S WORKFORCE AT A GLANCE

|   |   |   |   |
|---|---|---|---|
| <p><b>5<sup>th</sup></b> LARGEST EMPLOYER IN THE REGION</p> <ol style="list-style-type: none"> <li>The Boeing Co.</li> <li>Microsoft Corp.</li> <li>University of Washington</li> <li>Amazon.com</li> <li><b>King County Government</b></li> <li>Starbucks Corp.</li> </ol> | <p>WITH ABOUT <b>14,000</b> EMPLOYEES</p>  × 1,000 | <p><b>80%</b> OF EMPLOYEES ARE REPRESENTED BY</p> <p><b>110 BARGAINING UNITS</b></p>  | <p><b>60+</b> LINES OF BUSINESS</p>  |
|---|---|---|---|

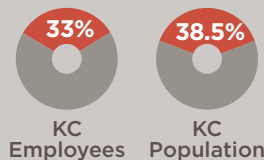
## WHY WE'RE STRENGTHENING OUR WORKPLACE AND WORKFORCE

King County is growing and becoming more vibrant and multicultural.  We need a highly engaged, more diverse, and culturally responsive workforce to serve our changing communities. 

WE ARE MORE RACIALLY DIVERSE THAN THE AVAILABLE WORKFORCE



BUT LESS RACIALLY DIVERSE THAN THE PEOPLE WE SERVE



NEARLY 40% OF OUR WORKFORCE WILL TURN OVER IN THE NEXT FIVE YEARS BECAUSE OF RETIREMENTS AND REGULAR ATTRITION.


We need to develop and promote our current employees and recruit the next generation of County employees.

### WHO IS THE NEXT GENERATION OF PUBLIC SERVICE EMPLOYEES?

YOUNGER  
Born between **1982 & 2004**



FOR MANY POTENTIAL EMPLOYEES, ENGLISH ISN'T THEIR FIRST LANGUAGE



...AND EVEN LESS RACIALLY DIVERSE AT THE HIGHER END OF THE PAY SCALE.

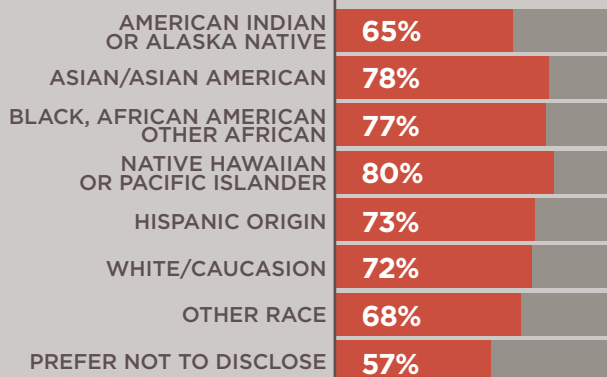


## EMPLOYEE ENGAGEMENT VARIES ACROSS KING COUNTY GOVERNMENT BY RACE, POSITION AND GENDER

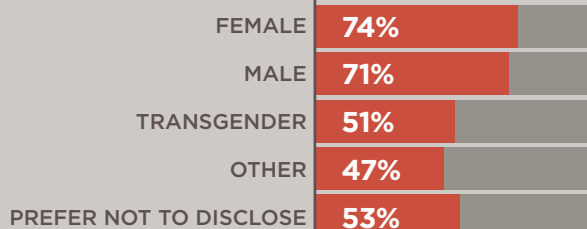
### OVERALL EMPLOYEE ENGAGEMENT INDEX

70%

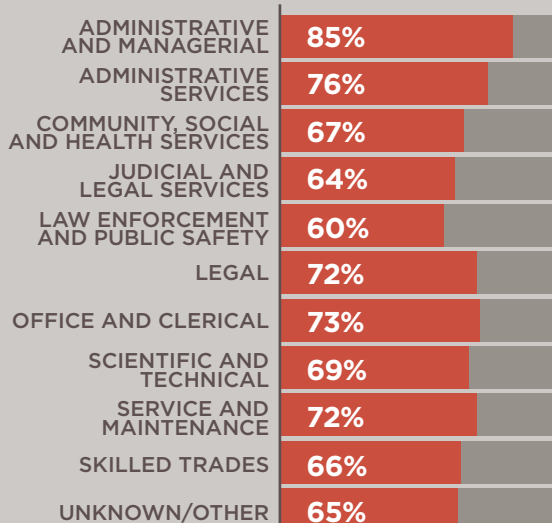
### BY RACE



### BY GENDER



### BY POSITION



## HOW WE WILL MONITOR PROGRESS

- Engagement scores and reduced disparities in engagement
- Levels of racial diversity in the higher pay ranges
- Use of sick leave
- Customer satisfaction



## SIGNS OF PROGRESS

NOTABLE IMPROVEMENTS IN EMPLOYEE OPINIONS SINCE 2012



## TAKING ACTION

WE WILL CONTINUE AND EXPAND THE WORK OF INVESTING IN OUR EMPLOYEES TO ENSURE THAT WE CAN BETTER SERVE THE COMMUNITY.

IN 2017-18, WE WILL FOCUS IN THREE AREAS:

- Strengthen our workplace** so every employee is engaged and experiences trust and respect, is treated with dignity, and feels confident to perform at their best.

### SAY

PRIDE & WILLINGNESS TO ADVOCATE

### STAY

A SENSE OF BELONGING & CONTRIBUTION

### STRIVE

GOING THE EXTRA MILE

### DRIVERS OF ENGAGEMENT

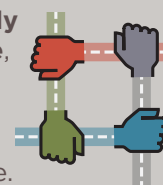
Strategic Alignment, Trust in Senior Leadership, Relationships with Supervisor, Peer Culture, Personal Influence, Growth and Development, Recognition, Work Environment

- Invest in our employees' professional growth** through training, development, coaching and mentoring so they can lead, innovate and meet the expectations of our customers.



Only 50% of employees are satisfied with opportunities to achieve their career goals.

- Build a more culturally responsive workforce**, at all levels, that reflects the diversity of the people and communities we serve.



The needs of our residents are changing... and we're changing to meet those needs. Our diversity makes us stronger.