

REVEALING BEYOND THE NUMBERS

Project

Employee Survey Report

HALIMAT ARIYO (STUDENT)

DIGITALEY DRIVE

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Project Overview

The Employee Survey Responses analysed in this report originate from an employee engagement survey conducted by **Pierce County, Washington**, and completed voluntarily by government employees. The dataset comprises a single table with **14,725 records** and **10 fields**, capturing a broad spectrum of workplace sentiment across departments and roles.

The full dataset used for this analysis—titled *Employee Survey Responses*—is available at: [Pierce County Employee Engagement Survey Dataset](#)

As part of a Capstone project, the analysis was conducted by **Halimat**, serving as the Data Analyst tasked with uncovering insights and answering the following key questions:

1. **Which survey questions did respondents agree with or disagree with most?**
2. **Do you notice any patterns or trends within departments or roles?**
3. **As an employer, what steps might you take to improve employee satisfaction based on the survey results?**

Tool Used for Analysis: Excel – Power Query, Power Pivot, Pivot Charts and Tables

Excel was chosen to highlight spreadsheet-based analysis. This analysis could be extended into a Power BI dashboard for real-time monitoring.”

Executive Summary

This report delivers a comprehensive analysis of employee sentiment across Pierce County departments, based on survey responses collected during a recent organisational engagement initiative. With a dataset of over **14,000 responses** and a near-universal completion rate—averaging **99% across departments**—the findings are both **strategically relevant** and **implementable**.

Positive Engagement Drivers

Employees expressed strong alignment with organisational purpose and clarity in their roles. The highest-rated item, *“I know what is expected of me at work,”* scored **3.48**, with **Emergency Management** and **Supervisors** leading in clarity and direction. Other strengths included recognition, inclusivity, and opportunities for growth—particularly within the **Family Justice Centre**, **Economic Development**, and **Managers**.

Barriers to Employee Experience

Despite overall positive sentiment, several areas require attention. The lowest-rated item, *“I have a best friend at work,”* scored **2.27**, with **Assessor-Treasurer’s Office** and **Directors** reporting the weakest social connection. Feedback mechanisms and learning opportunities also showed uneven distribution, with the **Sheriff’s Department** consistently appearing among the lowest-scoring departments across multiple questions.

Participation & Data Integrity

The survey achieved near-universal participation, with departments like **Finance and Performance Management**, **Human Resources**, and **District Court** reaching full completion. This high engagement reinforces the reliability of the insights and reflects a strong culture of feedback.

Next Steps

To address identified gaps, the organisation should:

- Strengthen feedback and recognition systems, especially for frontline staff
- Foster social connection through team-building and cross-functional engagement
- Expand access to learning and development resources across departments
- Continue promoting inclusive leadership and mission alignment

Methodology

This section outlines the analytical process used to transform raw survey data into meaningful insights. The dataset was provided by the Capstone group and represents employee engagement responses from Pierce County, Washington. It includes 14,725 records across 10 fields, capturing sentiment across departments and roles.

Survey Design

The survey was administered voluntarily to government employees across multiple departments. While the original survey design details were not provided, the dataset includes structured Likert-scale responses to key engagement questions. These questions assess clarity of expectations, recognition, inclusion, growth opportunities, and overall job satisfaction.

Data Cleaning & Preparation

Upon receiving the raw dataset, several cleaning steps were performed using **Power Query** in **Microsoft Excel**:

- **Duplicate questions** were identified and merged (e.g., variations of “opportunities to learn & grow”)
- **Binary role columns** were consolidated into a single categorical column for clarity
- **Unspecified roles** were recoded to preserve valid responses while maintaining analytical consistency
- **Incomplete responses** were excluded from sentiment scoring but retained for response rate calculations
- Column headers were standardised and irrelevant fields removed to streamline analysis

Analysis Techniques

The cleaned dataset was analysed using a combination of **PivotTables, conditional formatting, formula-driven scoring and visualizations**:

- **Average scores** were calculated by question, department, and role using AVERAGEIFS
- **Pain Point Summary** identified the five lowest-scoring questions and their most affected groups
- **Top Strengths Summary** highlighted the highest-rated items and their top-performing departments and roles
- **Response rates** were calculated using unfiltered data to ensure representativeness, applying COUNTIFS formulas
- A heatmap was constructed to visualise sentiment distribution across departments, and bar charts were used to compare response rates and question-level scores.”

Limitations

While the dataset was robust and participation was high, several limitations were noted:

- Some departments had **small sample sizes**, which may affect score reliability
- Role-based analysis was constrained by the presence of “**Unspecified**” entries
- The absence of open-ended responses limited qualitative insights
- As with any self-reported survey, responses may be influenced by **individual interpretation or recent events**

Survey Results and Insights

Participation Overview

The survey achieved an exceptional response rate across departments, reflecting strong organisational engagement and trust in the feedback process. Out of 21 departments, over half recorded a response rate of **99% or higher**, with standout participation from:

- **Assigned Council, District Court, Finance and Performance Management, and Human Resources**, each achieving a **100% completion rate**
- **Assessor-Treasurer’s Office, Clerk of Superior Court, Council’s Office, and Planning & Public Works**, all reporting **99% response rates** despite large respondent volumes

Even departments with slightly lower rates—such as **Exec Office & Directors (97%)** and **Communications Office (98%)**—still demonstrated high engagement, reinforcing the credibility of the dataset.

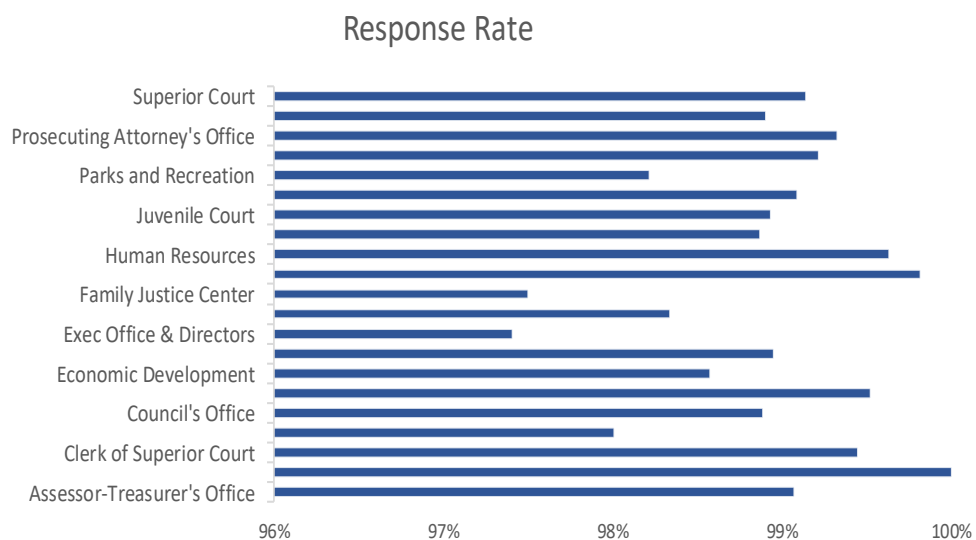
This level of participation ensures that the insights drawn from the survey are broadly representative and implementable. To maintain this momentum in future surveys, the organisation should continue leveraging clear communication, leadership endorsement, and streamlined survey design.

Department	Response		
	Answered	Completed	Rate
Assessor-Treasurer's Office	430	426	99%
Assigned Council	180	180	100%
Clerk of Superior Court	360	358	99%
Communications Office	201	197	98%
Council's Office	270	267	99%
District Court	420	418	100%

Economic Development	70	69	99%
Emergency Management	190	188	99%
Exec Office & Directors	270	263	97%
Facilities Management	481	473	98%
Family Justice Centre	40	39	98%
Finance and Performance			
Management	1095	1093	100%
Human Resources	270	269	100%
Human Services	971	960	99%
Juvenile Court	750	742	99%
Medical Examiner	110	109	99%
Parks and Recreation	561	551	98%
Planning and Public Works	4703	4666	99%
Prosecuting Attorney's Office	1182	1174	99%
Sheriff's Department	1821	1801	99%
Superior Court	350	347	99%

Table 1: Survey Response Rates by Department

Figure 1: Survey Completion Rates Across Departments



Positive Engagement Drivers

Based on the survey results, several questions received consistently high scores across departments and roles, indicating strong organisational alignment and employee satisfaction in specific areas.

The highest-rated item was:

- *“I know what is expected of me at work”* — **Average score: 3.48**
 - Top-performing groups: **Emergency Management, Supervisors**

Other standout drivers included:

- *“I am recognised when I do good work”*
- *“I feel included and respected at work”*
- *“I have opportunities to learn and grow”*

Departments such as **Family Justice Centre, Economic Development,** and **Managers** consistently appeared among the top scorers, reflecting strong leadership, inclusive culture, and growth-oriented environments.

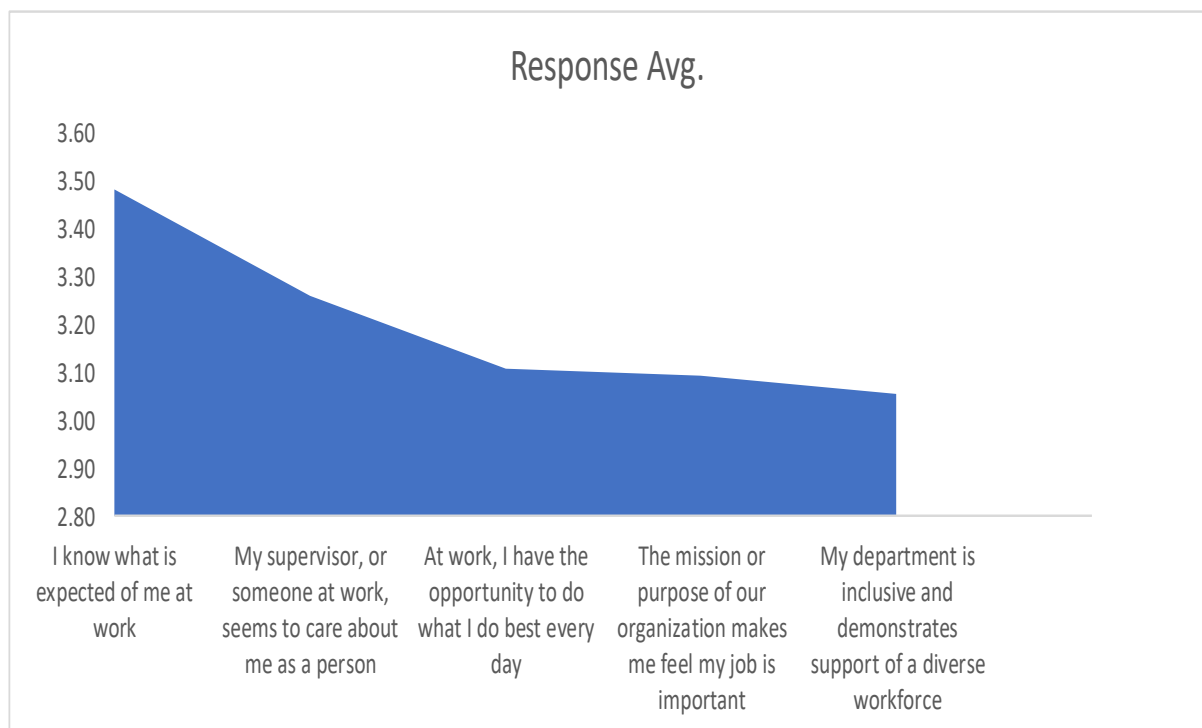
These engagement drivers represent organisational assets that should be preserved, celebrated, and replicated across other departments.

Question	Response Avg.	Response Label	Highest Department Score	Highest Role Score
I know what is expected of me at work	3.48	Agree	Emergency Management (3.89)	Supervisor (3.60)

My supervisor, or someone at work, seems to care about me as a person	3.26	Agree	Economic Development (3.86)	Manager (3.40)
At work, I have the opportunity to do what I do best every day	3.11	Agree	Family Justice Center (3.75)	Supervisor (3.32)
The mission or purpose of our organisation makes me feel my job is important	3.09	Agree	Medical Examiner (3.82)	Director (3.42)
My department is inclusive and demonstrates support for a diverse workforce	3.05	Agree	Family Justice Center (3.75)	Supervisor (3.30)

Table 2: Highest-Rated Engagement Drivers by Question

Figure 2: Highest-Rated Engagement Drivers by Question



Barriers to Employee Experience

Despite overall positive sentiment, several survey items revealed consistent dissatisfaction across departments and roles. These barriers represent critical areas for organisational improvement.

The lowest-rated item was:

- *“I have a best friend at work”* — **Average score: 2.27**
 - Lowest-scoring groups: **Assessor-Treasurer’s Office, Directors**

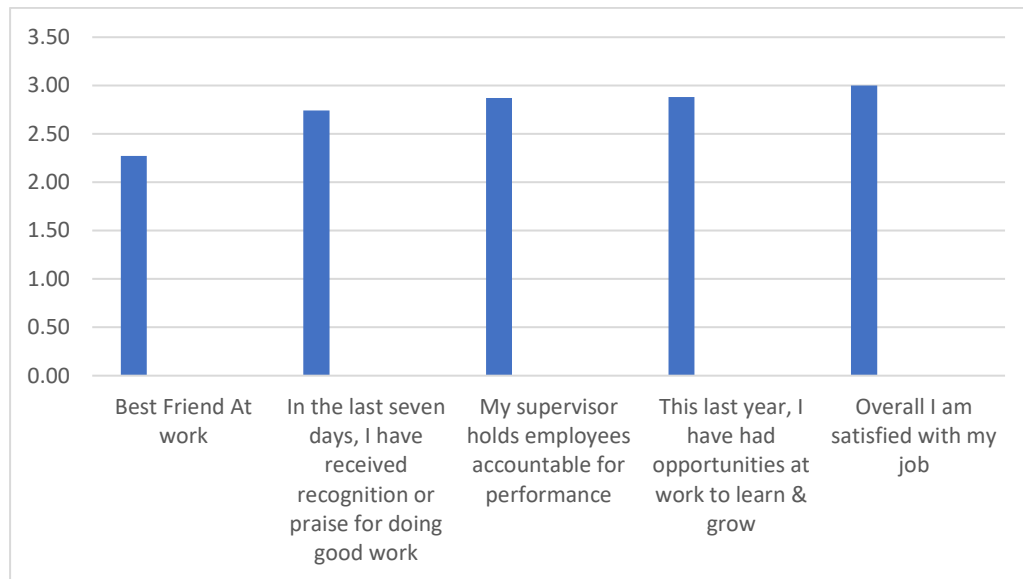
Other notable barriers included:

- *“I receive timely feedback from my supervisor”*
- *“I have opportunities to learn and grow”*
- *“I am recognised when I do good work”*

Departments such as the **Sheriff’s Department, Exec Office & Directors**, and **Assessor-Treasurer’s Office** consistently appeared among the lowest scorers across multiple questions. These results suggest gaps in feedback culture, recognition systems, and interpersonal connections.

Addressing these barriers will require targeted interventions, especially for frontline roles and leadership tiers, to rebuild trust, foster connection, and ensure equitable access to growth opportunities.

Figure 3: Lowest-Rated Survey Items by Average Score and Department



Heatmap Analysis

To visualise sentiment distribution across departments, a heatmap was constructed using average scores for each survey question. This allowed for quick identification of patterns, outliers, and clusters of high or low engagement.

Key Observations:

- **Emergency Management, Economic Development, and Family Justice Centre** consistently scored above average across most questions, indicating strong alignment and employee satisfaction.
- **Sheriff's Department, Assessor-Treasurer's Office, and Exec Office & Directors** showed lower sentiment scores, particularly in areas related to feedback, recognition, and interpersonal connection.
- The heatmap revealed that **role clarity** and **mission alignment** were strong across nearly all departments, while **social connection** and **timely feedback** varied significantly.

Questions	Average of Response
Family Justice Centre	3.51
At work, I have the opportunity to do what I do best every day	3.75
I have a best friend at work	3.00
I know what is expected of me at work	3.67
In the last seven days, I have received recognition or praise for doing good work	3.75
My department is inclusive and demonstrates support for a diverse workforce	3.75
My supervisor holds employees accountable for performance	3.75
My supervisor, or someone at work, seems to care about me as a person	3.75
Overall, I am satisfied with my job	3.50
The mission or purpose of our organisation makes me feel my job is important	3.50
This last year, I have had opportunities at work to learn and grow	2.75
Emergency Management	3.37
At work, I have the opportunity to do what I do best every day	3.47
I have a best friend at work	2.06
I know what is expected of me at work	3.89
In the last seven days, I have received recognition or praise for doing good work	3.00
My department is inclusive and demonstrates support for a diverse workforce	3.53
My supervisor holds employees accountable for performance	3.47
My supervisor, or someone at work, seems to care about me as a person	3.32
Overall, I am satisfied with my job	3.63
The mission or purpose of our organisation makes me feel my job is important	3.79
This last year, I have had opportunities at work to learn and grow	3.47
Economic Development	3.32
At work, I have the opportunity to do what I do best every day	3.29
I have a best friend at work	2.43
I know what is expected of me at work	3.29
In the last seven days, I have received recognition or praise for doing good work	3.29
My department is inclusive and demonstrates support for a diverse workforce	3.71
My supervisor holds employees accountable for performance	3.57
My supervisor, or someone at work, seems to care about me as a person	3.86
Overall, I am satisfied with my job	3.00
The mission or purpose of our organisation makes me feel my job is important	3.29

This last year, I have had opportunities at work to learn and grow	3.50
Human Resources	3.25
At work, I have the opportunity to do what I do best every day	3.37
I have a best friend at work	2.48
I know what is expected of me at work	3.73
In the last seven days, I have received recognition or praise for doing good work	3.26
My department is inclusive and demonstrates support for a diverse workforce	3.07
My supervisor holds employees accountable for performance	3.07
My supervisor, or someone at work, seems to care about me as a person	3.59
Overall, I am satisfied with my job	3.19
The mission or purpose of our organisation makes me feel my job is important	3.44
This last year, I have had opportunities at work to learn and grow	3.26
Exec Office & Directors	3.23
At work, I have the opportunity to do what I do best every day	3.33
I have a best friend at work	2.15
I know what is expected of me at work	3.52
In the last seven days, I have received recognition or praise for doing good work	3.04
My department is inclusive and demonstrates support for a diverse workforce	3.31
My supervisor holds employees accountable for performance	3.33
My supervisor, or someone at work, seems to care about me as a person	3.24
Overall, I am satisfied with my job	3.27
The mission or purpose of our organisation makes me feel my job is important	3.59
This last year, I have had opportunities at work to learn and grow	3.54
Communications Office	3.19
At work, I have the opportunity to do what I do best every day	3.30
I have a best friend at work	2.45
I know what is expected of me at work	3.37
In the last seven days, I have received recognition or praise for doing good work	3.15
My department is inclusive and demonstrates support for a diverse workforce	3.20
My supervisor holds employees accountable for performance	3.14
My supervisor, or someone at work, seems to care about me as a person	3.60
Overall, I am satisfied with my job	3.05
The mission or purpose of our organisation makes me feel my job is important	3.44
This last year, I have had opportunities at work to learn and grow	3.26

Prosecuting Attorney's Office	3.19
At work, I have the opportunity to do what I do best every day	3.20
I have a best friend at work	2.63
I know what is expected of me at work	3.55
In the last seven days, I have received recognition or praise for doing good work	2.95
My department is inclusive and demonstrates support for a diverse workforce	3.21
My supervisor holds employees accountable for performance	2.99
My supervisor, or someone at work, seems to care about me as a person	3.47
Overall, I am satisfied with my job	3.25
The mission or purpose of our organisation makes me feel my job is important	3.44
This last year, I have had opportunities at work to learn and grow	3.18
Assigned Council	3.18
At work, I have the opportunity to do what I do best every day	3.11
I have a best friend at work	2.94
I know what is expected of me at work	3.50
In the last seven days, I have received recognition or praise for doing good work	2.89
My department is inclusive and demonstrates support for a diverse workforce	3.28
My supervisor holds employees accountable for performance	2.83
My supervisor, or someone at work, seems to care about me as a person	3.33
Overall, I am satisfied with my job	3.22
The mission or purpose of our organisation makes me feel my job is important	3.56
This last year, I have had opportunities at work to learn and grow	3.17
Council's Office	3.17
At work, I have the opportunity to do what I do best every day	3.37
I have a best friend at work	1.89
I know what is expected of me at work	3.74
In the last seven days, I have received recognition or praise for doing good work	3.12
My department is inclusive and demonstrates support for a diverse workforce	3.04
My supervisor holds employees accountable for performance	3.08
My supervisor, or someone at work, seems to care about me as a person	3.35
Overall, I am satisfied with my job	3.41
The mission or purpose of our organisation makes me feel my job is important	3.44
This last year, I have had opportunities at work to learn and grow	3.30
Medical Examiner	3.17

At work, I have the opportunity to do what I do best every day	3.55
I have a best friend at work	2.27
I know what is expected of me at work	3.36
In the last seven days, I have received recognition or praise for doing good work	3.18
My department is inclusive and demonstrates support for a diverse workforce	3.27
My supervisor holds employees accountable for performance	2.70
My supervisor, or someone at work, seems to care about me as a person	3.27
Overall, I am satisfied with my job	3.09
The mission or purpose of our organisation makes me feel my job is important	3.82
This last year, I have had opportunities at work to learn and grow	3.09
Human Services	3.12
At work, I have the opportunity to do what I do best every day	3.29
I have a best friend at work	2.25
I know what is expected of me at work	3.59
In the last seven days, I have received recognition or praise for doing good work	2.75
My department is inclusive and demonstrates support for a diverse workforce	3.28
My supervisor holds employees accountable for performance	2.97
My supervisor, or someone at work, seems to care about me as a person	3.37
Overall, I am satisfied with my job	3.03
The mission or purpose of our organisation makes me feel my job is important	3.48
This last year, I have had opportunities at work to learn and grow	3.16
Finance and Performance Management	3.10
At work, I have the opportunity to do what I do best every day	3.22
I have a best friend at work	2.21
I know what is expected of me at work	3.53
In the last seven days, I have received recognition or praise for doing good work	2.86
My department is inclusive and demonstrates support for a diverse workforce	3.24
My supervisor holds employees accountable for performance	3.17
My supervisor, or someone at work, seems to care about me as a person	3.37
Overall, I am satisfied with my job	3.21
The mission or purpose of our organisation makes me feel my job is important	3.17
This last year, I have had opportunities at work to learn and grow	3.03
Juvenile Court	3.08
At work, I have the opportunity to do what I do best every day	3.27

I have a best friend at work	2.27
I know what is expected of me at work	3.51
In the last seven days, I have received recognition or praise for doing good work	3.01
My department is inclusive and demonstrates support for a diverse workforce	3.07
My supervisor holds employees accountable for performance	2.73
My supervisor, or someone at work, seems to care about me as a person	3.49
Overall, I am satisfied with my job	3.05
The mission or purpose of our organisation makes me feel my job is important	3.29
This last year, I have had opportunities at work to learn and grow	3.08
Facilities Management	3.07
At work, I have the opportunity to do what I do best every day	3.30
I have a best friend at work	1.90
I know what is expected of me at work	3.55
In the last seven days, I have received recognition or praise for doing good work	2.96
My department is inclusive and demonstrates support for a diverse workforce	3.13
My supervisor holds employees accountable for performance	3.08
My supervisor, or someone at work, seems to care about me as a person	3.35
Overall, I am satisfied with my job	3.24
The mission or purpose of our organisation makes me feel my job is important	3.06
This last year, I have had opportunities at work to learn and grow	3.17
Assessor-Treasurer's Office	3.06
At work, I have the opportunity to do what I do best every day	3.42
I have a best friend at work	1.84
I know what is expected of me at work	3.64
In the last seven days, I have received recognition or praise for doing good work	2.81
My department is inclusive and demonstrates support for a diverse workforce	3.43
My supervisor holds employees accountable for performance	2.91
My supervisor, or someone at work, seems to care about me as a person	3.53
Overall, I am satisfied with my job	3.19
The mission or purpose of our organisation makes me feel my job is important	3.14
This last year, I have had opportunities at work to learn and grow	2.74
Clerk of Superior Court	3.06
At work, I have the opportunity to do what I do best every day	3.36
I have a best friend at work	2.94

I know what is expected of me at work	3.61
In the last seven days, I have received recognition or praise for doing good work	2.58
My department is inclusive and demonstrates support for a diverse workforce	3.08
My supervisor holds employees accountable for performance	2.67
My supervisor, or someone at work, seems to care about me as a person	3.31
Overall, I am satisfied with my job	3.00
The mission or purpose of our organisation makes me feel my job is important	3.17
This last year, I have had opportunities at work to learn and grow	2.86
Superior Court	3.05
At work, I have the opportunity to do what I do best every day	3.06
I have a best friend at work	2.15
I know what is expected of me at work	3.57
In the last seven days, I have received recognition or praise for doing good work	2.97
My department is inclusive and demonstrates support for a diverse workforce	3.23
My supervisor holds employees accountable for performance	2.79
My supervisor, or someone at work, seems to care about me as a person	3.49
Overall, I am satisfied with my job	3.11
The mission or purpose of our organisation makes me feel my job is important	3.14
This last year, I have had opportunities at work to learn and grow	2.97
Planning and Public Works	3.00
At work, I have the opportunity to do what I do best every day	3.08
I have a best friend at work	2.22
I know what is expected of me at work	3.45
In the last seven days, I have received recognition or praise for doing good work	2.79
My department is inclusive and demonstrates support for a diverse workforce	3.05
My supervisor holds employees accountable for performance	2.94
My supervisor, or someone at work, seems to care about me as a person	3.28
Overall, I am satisfied with my job	3.06
The mission or purpose of our organisation makes me feel my job is important	3.05
This last year, I have had opportunities at work to learn and grow	3.03
District Court	2.91
At work, I have the opportunity to do what I do best every day	2.76
I have a best friend at work	2.21
I know what is expected of me at work	3.45

In the last seven days, I have received recognition or praise for doing good work	2.59
My department is inclusive and demonstrates support for a diverse workforce	2.90
My supervisor holds employees accountable for performance	2.86
My supervisor, or someone at work, seems to care about me as a person	3.26
Overall, I am satisfied with my job	2.95
The mission or purpose of our organisation makes me feel my job is important	3.10
This last year, I have had opportunities at work to learn and grow	2.98
Parks and Recreation	2.90
At work, I have the opportunity to do what I do best every day	3.02
I have a best friend at work	2.11
I know what is expected of me at work	3.37
In the last seven days, I have received recognition or praise for doing good work	2.81
My department is inclusive and demonstrates support for a diverse workforce	2.98
My supervisor holds employees accountable for performance	2.77
My supervisor, or someone at work, seems to care about me as a person	3.27
Overall, I am satisfied with my job	2.85
The mission or purpose of our organisation makes me feel my job is important	2.82
This last year, I have had opportunities at work to learn and grow	2.96
Sheriff's Department	2.40
At work, I have the opportunity to do what I do best every day	2.61
I have a best friend at work	2.35
I know what is expected of me at work	3.26
In the last seven days, I have received recognition or praise for doing good work	1.88
My department is inclusive and demonstrates support for a diverse workforce	2.45
My supervisor holds employees accountable for performance	2.22
My supervisor, or someone at work, seems to care about me as a person	2.56
Overall, I am satisfied with my job	2.21
The mission or purpose of our organisation makes me feel my job is important	2.30
This last year, I have had opportunities at work to learn and grow	2.14

Recommendations

Based on the survey analysis, the following strategic actions are proposed to address barriers and reinforce engagement drivers across Pierce County departments:

- **Strengthen Feedback and Recognition Systems**

Employees in frontline roles and leadership tiers reported low scores on receiving timely feedback and praise. Implement monthly one-on-one check-ins, introduce peer recognition platforms, and train managers on delivering constructive feedback consistently.

- **Foster Social Connection Across Teams**

The lowest-rated item—*“I have a best friend at work”*—revealed weak interpersonal bonds, especially among Directors and the Assessor-Treasurer’s Office. Encourage informal team mixers, cross-departmental collaboration projects, and mentorship pairings to build workplace relationships.

- **Expand Learning and Growth Opportunities**

Uneven access to development—particularly in the Sheriff’s Department and among “Others”—suggests a need for targeted support. Launch department-specific learning roadmaps, promote internal mobility, and offer tailored training for underrepresented roles.

- **Improve Communication of Organisational Changes**

Some departments scored low on clarity and timeliness of change communication. Introduce bi-weekly strategy bulletins, department-level briefings, and a centralised change log to ensure transparency and reduce confusion.

- **Preserve and Scale What’s Working**

High scores in Emergency Management, Economic Development, and Family Justice Centre reflect strong practices in role clarity, inclusivity, and supervisor support. Document these successes and replicate them across departments through internal case studies and leadership workshops.

Closing Statement

This report presents a data-driven analysis of employee engagement across Pierce County departments, highlighting both the strengths that sustain the organisational culture and the barriers that hinder the employee experience. With a response rate nearing 100% and clear patterns emerging across roles and departments, the findings offer a reliable foundation for strategic action.

The recommendations outlined are not just reactive; they are proactive steps toward building a more inclusive, connected, and growth-oriented workplace. By addressing the identified gaps and scaling what works, Pierce County can continue to foster a culture where employees feel valued, supported, and aligned with its mission.

This report is not the end of the conversation; it's the beginning of a more intentional, responsive, and human-centred approach to public service.

Appendices

This section contains supplementary materials referenced throughout the report, including the full survey question list, raw data tables, methodology notes, and visual assets. These appendices are provided to enhance transparency, support further analysis, and document the analytical process used in this Capstone project.

Appendix A: Visual Assets

- Figure 1: Survey Completion Rates Across Departments
- Figure 2: Highest-Rated Engagement Drivers by Question
- Figure 3: Barriers to Employee Experience – Lowest Scoring Questions
- Figure 4: Sentiment Heatmap – Department-Level Score Distribution
- Any alternate views or annotated breakdowns not included in the main report

Appendix B: Glossary of Terms

- **Sentiment Score:** Average rating per question on a 1–5 scale
- **Unspecified Role:** Respondents who selected no predefined role
- **Response Rate:** Percentage of completed surveys relative to total invited
- **Engagement Driver:** A positively rated item that contributes to employee satisfaction
- **Barrier:** A low-rated item that signals dissatisfaction or misalignment