

# **Organizational Assessment of the Washington State Patrol**

Final Report

September 2016

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## 1. EXECUTIVE SUMMARY

In May 2016, in collaboration with the Office of Financial Management, the Slalom project team initiated the Organizational Assessment of the Washington State Patrol (WSP) to identify management strategies and recommendations that may improve overall engagement with employees and enhance culture.

### The Process

The project team assessed the organizational culture and identified a number of key challenges and opportunities for continual improvement through the following activities:

- Individual interviews with external stakeholders (e.g., legislators, legislative staff, etc.)
- Individual interviews with WSP executive management team
- Individual interviews with 40+ WSP staff across various bureaus, districts and divisions
- Focus groups with 60+ Troopers and Sergeants in D-1 Tacoma, D-3 Yakima, D-4 Spokane, D-5 Vancouver and D-7 Marysville
- All-employee survey of commissioned and noncommissioned staff with 1,500+ respondents
- Review of organizational documents (e.g., operational plans, organizational charts, etc.)
- Review of data (e.g., time and activity reporting, attrition trends, etc.)

Throughout the process, the project team developed a positive and collaborative working relationship with the WSP executive team, management and staff. The WSP was very open to identifying and discussing its key challenges and working toward continual improvement.

### Key Findings and Recommendations

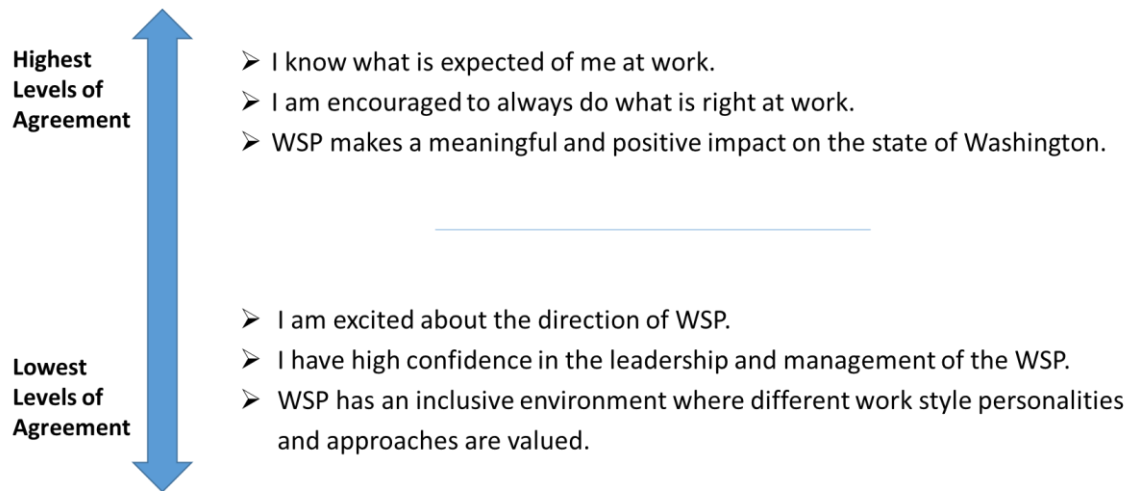
Through the JTC Recruitment and Retention Study process (completed in early 2016), several key challenges relating to employee morale and organizational culture were highlighted. While there is still room for improvement, the project team finds WSP continues to prioritize initiatives to better engage employees and improve morale, which include, but are not limited to, the following:

- Making its Goal #1 to be “Build a culture of trust, collaboration and continuous performance improvement.”
- Enhancing the Strategic Advancement Forum process to be more outcome-oriented, collaborative and engaging.
- Enhancing the District and Divisional Operational Planning process to focus on key problem areas, analysis and outcomes.
- Improving the management training and supervisor basic training courses.

The table below summarizes the overall percentage of WSP employees across the varying levels of satisfaction based on the employee survey results:

Overall Negative	Neutral	Overall Positive
19%	22%	59%

The following illustrates the survey statements with which WSP employees had the highest level of agreement to the least level of agreement:



To address the main areas for improvement identified during the Organizational Assessment, the table below summarizes the key recommendations to help improve employee culture:

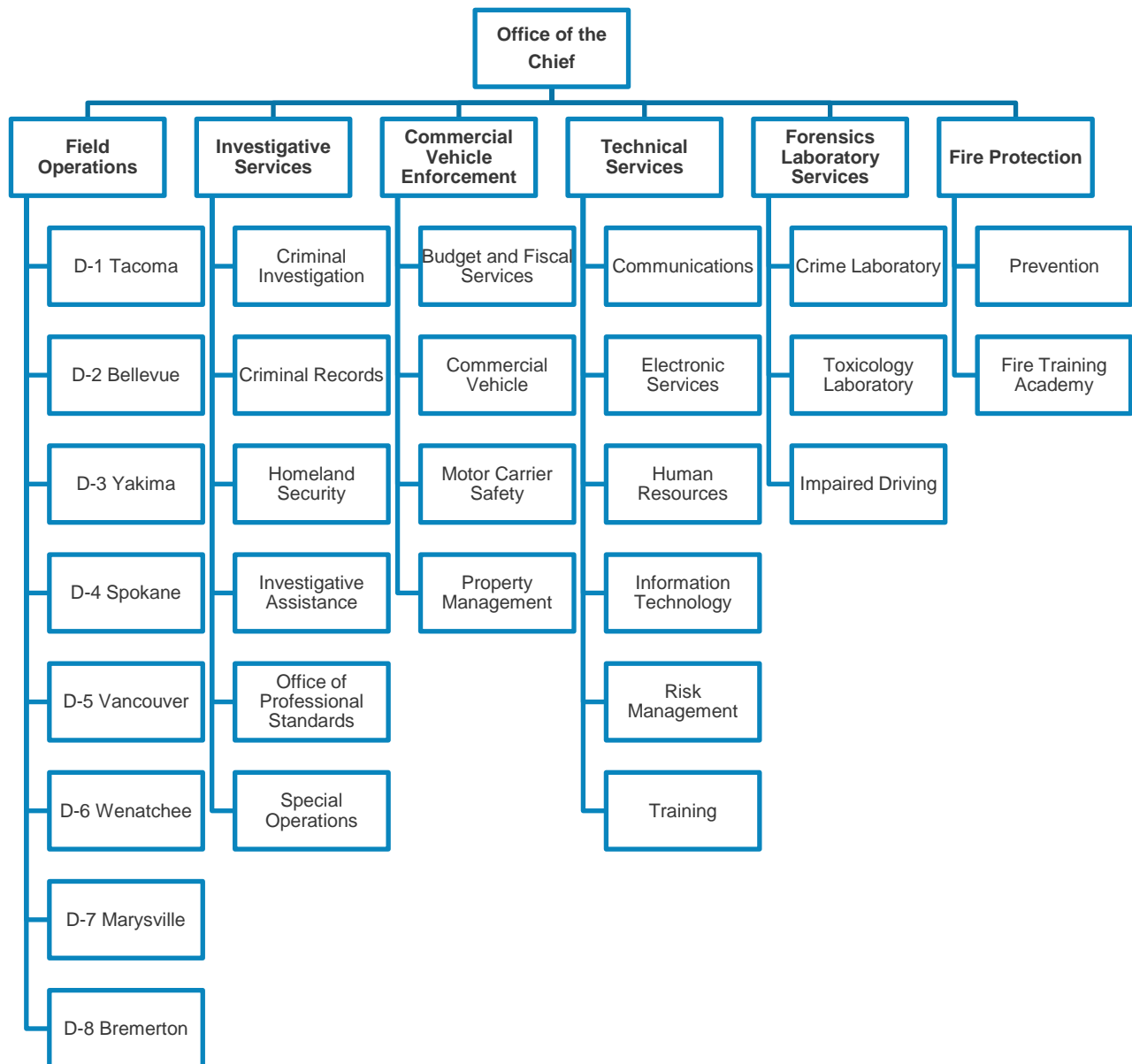
Recommendation	Issue Area to Improve
A. WSP should continue to evolve its management and organizational culture.	Build confidence that WSP is forward looking and gaining organizational efficiencies.
B. To address issues about the future direction of the organization, WSP should refresh its strategic vision.	Better alignment across WSP toward common vision, goal and objectives.
C. WSP bureau and district/division commanders should go through a team-building assessment and training session.	Tools and insights on management styles, identifying various work approaches, etc.
D. WSP should adopt an updated model to assess Field Operations Bureau Trooper staffing levels and allocation.	Better insights on how to allocate staff resources.
E. Field Operations Bureau Troopers should be more involved in the planning of their proactive time activities and work closely with Sergeants to measure those activities.	Increase engagement of line staff in decision making, analytical thinking, innovation, etc.
F. WSP should adopt a data analytics program to better leverage its data systems and make reporting more efficient and effective.	Enhance use of data and analytics to make decisions in a proactive manner, increase efficiencies in data reporting.
G. WSP should implement a centralized and transparent SharePoint repository for employee suggestions.	Providing a tool that allows staff to make suggestions that are formally vetted.

## 2. OVERVIEW OF THE WASHINGTON STATE PATROL

To provide public safety services to the state of Washington, WSP has approximately 2,200+ authorized positions and an operating budget of approximately \$626 million budget for the 2015-17 biennium.

### WSP Organizational Structure

WSP is organized under the following Bureaus and Districts/Divisions:



## WSP Mission, Vision, Values, and Goals

The WSP mission, vision, values and goals are outlined in the following table:

<b>Mission</b>	The Washington State Patrol makes a difference every day, enhancing the safety and security of our state by providing the best in public safety services.
<b>Vision</b>	To be the best public safety agency in the United States.
<b>Values</b>	<p>Every employee is a critical member of a team committed to earning the trust and confidence of the public through:</p> <ul style="list-style-type: none"> <li>➤ Strong leadership</li> <li>➤ Effective partnerships</li> <li>➤ Professional excellence</li> <li>➤ Acting with integrity and accountability</li> <li>➤ Respecting and protecting individual rights</li> <li>➤ A culture of continuous improvement</li> </ul>
<b>Goal #1</b>	<p>Build a culture of trust, collaboration and continuous performance improvement.</p> <p><i>1.1 Recruit, train and retain a qualified and diverse workforce committed to the Washington State Patrol's mission and values.</i></p> <p><i>1.2 Uphold an ethical, nonbiased workforce that operates with integrity and accountability.</i></p> <p><i>1.3 Review compensation strategies to address issues of pay competitiveness.</i></p> <p><i>1.4 Leverage Problem Oriented Policing Projects and Lean philosophies to build effective partnerships, solve problems and improve processes.</i></p> <p><i>1.5 Provide robust employee recognition and celebration programs.</i></p> <p><i>1.6 Deliver high-quality training programs for the entire workforce.</i></p> <p><i>1.7 Support the specialized work, training and certifications that enhance employee development and agency capabilities.</i></p> <p><i>1.8 Collaborate with those closest to the work being done.</i></p>
<b>Goal #2</b>	<p>Make people safe on Washington roadways.</p> <p><i>2.1 Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.</i></p> <ul style="list-style-type: none"> <li><i>a. Decrease the number of impaired driver fatality and injury collisions.</i></li> <li><i>b. Decrease the number of speed-involved fatality and injury collisions.</i></li> <li><i>c. Decrease the number of young drivers age 16-25 involved in traffic fatalities.</i></li> <li><i>d. Decrease motorcycle fatalities.</i></li> <li><i>e. Decrease nonbelted occupant-involvement in fatal collisions.</i></li> <li><i>f. Decrease commercial motor vehicle-related collisions.</i></li> <li><i>g. Decrease the number of distracted driver-involved fatalities.</i></li> </ul> <p><i>2.2 Enhance safety and services to our citizens through targeted enforcement, education, emergency communications, collision investigations, motorist assists and other calls for service.</i></p>

<b>Goal #3</b>	<p>Make people secure by reducing the risk of crime, terrorism, fire and other natural disasters.</p> <p><i>3.1 Identify, disrupt and dismantle organized criminal groups.</i></p> <p><i>3.2 Reduce crime through specialized investigative services and criminal interdiction.</i></p> <p><i>3.3 Maintain effective security measures on and around Washington State Ferry system vessels and terminals.</i></p> <p><i>3.4 Enhance agency-wide emergency response capabilities to all hazards in the state of Washington.</i></p> <p><i>3.5 Reduce fire deaths through licensing, education, inspections and plan review.</i></p> <p><i>3.6 Efficiently mobilize resources for fires, disasters and other emergencies.</i></p>
<b>Goal #4</b>	<p>Deliver results-oriented, statewide public safety services.</p> <p><i>4.1 Enhance analytic capability and capacity.</i></p> <p><i>4.2 Improve interagency and intra-agency information sharing.</i></p> <p><i>4.3 Provide state-of-the-art training and certifications for professional law enforcement, fire protection and criminal justice personnel.</i></p> <p><i>4.4 Enhance criminal and forensic investigative capability and capacity.</i></p> <p><i>4.5 Provide services, training and support to assist in the recovery of missing adults and children.</i></p>
<b>Goal #5</b>	<p>Improve and sustain agency infrastructure and business processes</p> <p><i>5.1 Develop, improve, secure and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios and microwave communication systems.</i></p> <p><i>5.2 Implement and maintain a communication system that meets the Federal Communications Commission narrowband requirements and enhances statewide operable and interoperable communication for public safety agencies.</i></p> <p><i>5.3 Evaluate and assess the functionality and safety of agency uniforms, vehicles and equipment.</i></p> <p><i>5.4 Improve our ability to provide business continuity for services, systems and facilities that respond to disasters and other large-scale disruptions.</i></p> <p><i>5.5 Manage and evaluate internal processes and work products to minimize risk and obtain legal compliance, accuracy, completeness, timeliness and efficiency.</i></p> <p><i>5.6 Develop a comprehensive capital plan to improve the condition and sustainability of agency assets and facilities.</i></p>

## Strategic Advancement Forum

The WSP conducts Strategic Advancement Forums (SAF) multiple times per year involving each bureau, district and division, providing an opportunity for WSP to collaborate on operational direction, key issues and challenges, mitigation strategies, etc.

Earlier in 2016, this process was revamped to focus more on outcomes and problem solving (versus a focus on statistical reporting), and to support the alignment of operations to the WSP goals.



### DISTRICT 3

**Goal 1:** Build a culture of trust, collaboration, and continuous performance improvement.  
**Priority 1.4:** Leverage POPS and Lean philosophies to build effective partnerships, solve problems, and improve processes.

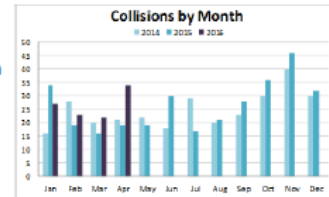
**Area of Interest:** The SR 240 “Bypass Highway” high rate of distracted drivers.

#### Analysis:

- Troopers handling an average of 21 collisions per month in 2015.
- 87% population growth since 1990, current est. population 273,100 (2014 OFM.wa.gov).
- Emphasis patrol effort resulted in “High” activity, little impact on collision reduction.

#### Action Plan:

- Expanded partnerships with area employers (Hanford, Energy NW, PNNL).
- Partnerships with WTSC, WSDOT, and media partners.
- POP’s focus will explore other non-traditional responses.



For example, the table below highlights “areas of interest” for each of the bureaus:

Bureau	SAF Areas of Interest (examples)
<b>Commercial Vehicle Enforcement</b>	<ul style="list-style-type: none"> <li>➤ More involved Facilities coordination and/or planning to improve the condition and sustainability of aging facilities.</li> <li>➤ Create an environment where division personnel are valued, empowered and given the tools/training to assist with decision making.</li> </ul>
<b>Field Operations</b>	<ul style="list-style-type: none"> <li>➤ Reliable data source for speed-or DUI-related fatal collisions.</li> <li>➤ 9.3 percent increase in injury collisions on interstates and state routes from 2014 to 2015.</li> <li>➤ An increase in fatalities in D2.</li> <li>➤ Generational/motivational differences among detachment members have affected the detachment.</li> </ul>
<b>Fire Protection</b>	<ul style="list-style-type: none"> <li>➤ Fire Training Academy (FTA) training water quality.</li> <li>➤ Low staffing at the FTA.</li> </ul>
<b>Forensic Laboratory Services</b>	<ul style="list-style-type: none"> <li>➤ Deployment of the Draeger Alcotest 9510 evidential breath testing instrument.</li> <li>➤ Increase drugs tested for in-house by 5 percent.</li> <li>➤ Maintain turnaround time/scope of testing for all customers/case types.</li> </ul>
<b>Investigative Services</b>	<ul style="list-style-type: none"> <li>➤ Purchase one high-end computer workstation and software capable of supporting the 3D scanners for Multidisciplinary Accident Investigation Teams and each Criminal Investigation Unit.</li> </ul>



	<ul style="list-style-type: none"><li>➤ Improve Detective In-Service and Detective Basic training programs.</li><li>➤ As compared to other parts of CRD, lower employee satisfaction and higher employee turnover in the Fingerprint Unit.</li><li>➤ Division leaders siloed off from one another, infighting, complaining, low morale.</li></ul>
<b>Technical Services</b>	<ul style="list-style-type: none"><li>➤ Specialty training received during cadet training is not being reflected on training transcript.</li><li>➤ Supervisor basic training is not adequately preparing new supervisors for success.</li><li>➤ Field Training Officer (FTO) program is struggling to keep up with demands of cadet training and there is a lack of interest in becoming an FTO.</li><li>➤ Recognize staff in a timely manner for the above and beyond work they do every day.</li></ul>

### 3. SUMMARY OF THE EMPLOYEE SURVEY RESULTS

As part of the Organizational Assessment, the project team conducted an all-employee survey to identify the key issues, challenges and opportunities for improvement. The survey was distributed electronically on July 15, 2016, to 2,151 commissioned, partially commissioned and noncommissioned employees who were given one week to respond. At the end of the survey period, there were 1,560 total respondents, representing a response rate of approximately 73 percent.

The sections below highlight the overall results, with more detailed results found in the Appendix.

#### Ranking of WSP Goals

Early this year, WSP shifted the goal of “Build a culture of trust, collaboration and continuous improvement” from Goal #5 to Goal #1 to prioritize the need to improve employee culture. To verify the ranking of current WSP goals, the employee survey asked respondents to rank them in order of importance (from Goal #1 to Goal #5), with the following result:

1. Make people safe on Washington roadways.
2. Build a culture of trust, collaboration and continuous improvement.
3. Make people secure by reducing the risk of crime, terrorism, fire and other natural disasters.
4. Deliver results-oriented, statewide public safety services.
5. Improve and sustain agency infrastructure and business processes.

While the culture goal is very important to employees, the overriding goal of making people safe on Washington roadways was the most important for employees.

#### Perceptions of the Current State of WSP

The employee survey asked respondents to rate their level of agreement to a number of statements relating to satisfaction and culture. Based on individual interviews, focus groups and identifying the most agreed-to statements to the least agreed-to survey statements, we would characterize as follows:

The Positive	The Negative
From a day to day perspective, WSP employees are clear about their work expectations, are passionate about doing the right thing and are proud of the positive public impact they are making.	In terms of future direction, there is less understanding and excitement about the strategic vision of WSP and also there are opportunities to improve confidence in leadership and management.

The table below ranks the statements from the most-agreed to statements to the least-agreed to statements.

Rank	Statement	Disagree	Neutral	Agree
1	I know what is expected of me at work.	5%	10%	85%
2	I am encouraged to always do what is right at work.	6%	11%	83%
3	WSP makes a meaningful and positive impact on the state of Washington.	3%	15%	82%
4	I understand how my work helps WSP achieve its goals.	7%	16%	76%
5	I am proud to work at WSP.	7%	20%	73%
6	I can be open and honest with my direct supervisor.	14%	13%	73%
7	My role makes good use of my skills and abilities.	12%	18%	70%
8	I can see myself working at WSP until retirement.	13%	19%	69%
9	I am motivated to go above and beyond what is expected of me in my role.	16%	17%	67%
10	WSP values diversity (e.g. gender, ethnicity) among its employees.	7%	27%	66%
11	I have a clear understanding of the factors used to gauge my performance.	15%	21%	64%
12	The roles available at WSP have helped strengthen my skills and competencies.	15%	26%	59%
13	My experience working at WSP is in line with my expectations.	17%	25%	58%
14	I regularly receive feedback that helps me elevate my performance.	20%	26%	54%
15	In the past year I have grown professionally as a result of working at WSP.	21%	26%	54%
16	I have the equipment and resources I need to do my work well.	26%	21%	53%
17	I am encouraged to share my thoughts and ideas.	23%	25%	52%
18	I feel motivated to pursue professional development activities and experiences.	23%	26%	51%
19	I have the support I need to pursue professional development activities and experiences.	22%	28%	50%
20	I would recommend WSP as a great place to work.	23%	27%	50%
21	I feel like a valued member of WSP.	25%	26%	49%
22	I regularly receive praise and recognition for my work and contributions.	28%	25%	47%
23	Important changes and information are communicated effectively across our organization.	32%	22%	46%
24	I receive effective coaching/mentoring to support my professional growth.	27%	29%	45%
25	I am excited about the direction of WSP.	28%	35%	38%
26	I have high confidence in the leadership and management of WSP.	37%	26%	37%
27	WSP has an inclusive environment where different work styles personalities and approaches are valued.	38%	26%	36%

### *Level of Agreement per Bureau*

Based on the level of agreement to the culture statements above, the table below identifies the bureaus that have the highest overall level of agreement to the least overall level of agreement.

Rank	Bureau	Overall Disagree	Neutral	Overall Agree
1	Investigative Services	15.6%	20.7%	63.8%
2	Commercial Vehicle Enforcement	17.1%	21.2%	61.8%
3	Technical Services	17.9%	23.7%	58.3%
4	Fire Protection	20.8%	22.4%	56.8%
5	Field Operations	21.9%	21.9%	56.3%
6	Forensic Laboratory Services	19.9%	24.2%	55.9%

### *Level of Agreement per District/Division*

Based on the level of agreement to the culture statements above, the table below identifies the district/division that have the highest overall level of agreement to the least overall level of agreement.

Rank	Division / District	Overall Disagree	Neutral	Overall Agree
1	Office of Professional Standards	4.4%	7.4%	88.2%
2	Risk Management Division	4.4%	17.5%	78.1%
3	Motor Carrier Division	8.0%	18.5%	73.5%
4	Headquarters	12.1%	15.7%	72.2%
5	District 5	8.9%	19.8%	71.3%
6	Criminal Records Division	11.3%	19.2%	69.6%
7	Investigative Assistance Division	13.1%	17.6%	69.3%
8	District 8	10.0%	22.6%	67.3%
9	Training Division	15.5%	18.9%	65.6%
10	Special Operations Division	14.8%	20.5%	64.7%
11	Information Technology Division	12.7%	23.1%	64.1%
12	Criminal Investigation Division	14.7%	23.7%	61.6%
13	Prevention Division	17.4%	21.6%	61.0%
14	Budget and Fiscal Services	17.7%	21.5%	60.8%
15	District 7	18.2%	21.3%	60.5%
16	Property Management Division	15.8%	24.4%	59.8%
17	District 3	16.9%	24.0%	59.1%
18	Grand Total	19.2%	22.2%	58.6%
19	Commercial Vehicle Division	23.5%	18.2%	58.3%
20	Crime Laboratory Division	20.0%	22.8%	57.2%
21	District 4	20.4%	23.5%	56.1%
22	Human Resources Division	21.7%	23.4%	54.9%
23	Electronic Services Division	18.5%	27.7%	53.8%
24	Communications Division	22.2%	27.4%	50.3%

<b>25</b>	Homeland Security Division	26.0%	25.6%	48.4%
<b>26</b>	District 1	27.5%	24.2%	48.3%
<b>27</b>	Toxicology Laboratory Division	18.8%	33.1%	48.1%
<b>28</b>	Fire Training Academy	27.0%	25.4%	47.6%
<b>29</b>	District 2	32.1%	21.8%	46.1%
<b>30</b>	Impaired Driving Section	28.1%	26.3%	45.6%
<b>31</b>	District 6	33.0%	23.5%	43.6%

### *Level of Agreement per Classification*

Based on the level of agreement to the culture statements above, the table below identifies the commission levels and non/partial commission-level of satisfaction:

<b>Rank</b>	<b>Level</b>	<b>Overall Disagree</b>	<b>Neutral</b>	<b>Overall Agree</b>
<b>1</b>	Captain	7.4%	5.6%	87.0%
<b>2</b>	Lieutenant	9.8%	17.8%	72.5%
<b>3</b>	Sergeant	16.5%	18.1%	65.4%
<b>4</b>	Non/Partial Commission	16.5%	22.4%	61.2%
<b>5</b>	Trooper	26.0%	24.0%	50.1%

### **Desired Culture**

During the WSP focus groups, the project team identified specific adjectives to describe the desired future culture. We then asked survey respondents to rank the adjectives (from the most desired to the least desired), with the following result:

<b>Rank</b>	<b>Desired Culture</b>	<b>Average Rank</b>
<b>1</b>	Trusting	4.1
<b>2</b>	Supportive	4.2
<b>3</b>	Fair	4.5
<b>4</b>	Appreciative	5.4
<b>5</b>	Employee-centered	5.4
<b>6</b>	Family-oriented	5.7
<b>7</b>	Innovative	6.1
<b>8</b>	Open	6.2
<b>9</b>	Fun	6.6
<b>10</b>	Premier	6.9

As this indicates, a trusting, supportive and fair culture ranked the highest, which aligns to other survey findings around employees not feeling that different work styles and approaches are valued. These results also originate from the perception that employees are micromanaged and that management is “numbers driven,” versus being in a culture where they are trusted and supported toward getting the job done and achieving outcomes (versus metrics).

## Areas for Improvement

The table below shows the areas for improvement, ranked by the respondents as most important area to improve to the least important area.

Rank	Key Area for Improvement	Average Ranking
1	People	2.4
2	Organizational structure	2.9
3	Communications and collaboration	3.1
4	Tools and technology	3.3
5	Processes	3.4

As shown above, the respondents indicate that people-related issues (e.g., improving recruiting and hiring, promoting the right people with the right skills and abilities, improving training, etc.) is the most important area for improvement, followed by organizational structure, communications and collaboration, tools and technology, and processes.

## Ideas for Improvement

During the focus groups, the project team identified a number of specific suggestions that may improve organizational culture. We then asked the survey respondents to rate their level of agreement on whether the idea would have a positive impact. The table below ranks the various improvement ideas from the most-agreed upon to the least-agreed upon in terms of potential to improve organizational culture.

Rank	Improvement Ideas	Disagree	Neutral	Agree
1	Leverage the best available technology used by other police agencies.	1%	18%	81%
2	Improve radios and cell phones.	2%	20%	78%
3	Determine ways to be more flexible with technology based on specific roles.	1%	23%	75%
4	Create an anonymous way to continually allow anyone to bring up “elephant in the room” topics for leadership to then openly talk about and address.	8%	21%	71%
5	Consider ways to streamline paperwork so Sergeants have more time in the field.	2%	30%	68%
6	Consider ways to create more team building and sharing across Districts and Divisions.	6%	26%	68%
7	Invest in outside training.	5%	27%	68%
8	Determine a road map to integrate systems.	2%	36%	63%
9	Update the Police Allocation Model (PAM) in order to more accurately reflect the number of troopers needed on the roads today.	2%	41%	57%
10	Improve the promotion tests and process.	2%	41%	57%
11	Explore ways for training to consider how to bring millennials into the culture in a way that aligns to the desired culture.	12%	34%	54%
12	Better leverage veterans transitioning from active duty.	6%	43%	51%

13	Invest in marketing collateral to better showcase the WSP career versus other agencies.	15%	41%	45%
14	Reconsider the residency policy.	6%	50%	44%
15	Determine methods to have Lieutenants spend more time in the field.	11%	46%	43%
16	Reconsider drive time commute pay policy when in marked car.	7%	52%	41%
17	Explore making training more paramilitary based.	21%	45%	34%
18	Make the recruitment requirements more stringent.	26%	44%	30%
19	Remove the cadet ranking.	44%	46%	10%

As shown above, employees had most agreement around the technology ideas being important as well as implementing a tool to provide feedback and streamlining administrative processes.

### WSP Employee Comments

The survey provided the opportunity for employees to identify issues and make suggestions for improvement, for which 630+ employees provided comments. The project team reviewed the comments and categorized comments into key areas. The table below summarizes the percentage of comments relating to these areas:

Rank	Category	Percentage of Total Comments
1	Management and Supervision (e.g., improve future direction, enhance accountability, improve policies, improve consistency, etc.)	26.6%
2	Compensation (e.g., more competitive salaries and benefits, merit pay, etc.)	22.1%
3	Recruitment, Retention, Promotion and Training (e.g., hire the right people with the right skills, improve training opportunities, etc.)	21.0%
4	Noncommissioned Employees (e.g., increase investment in noncommissioned staff, focus more attention, etc.)	11.8%
5	Safety (e.g., improve staffing, improve technology, etc.)	8.6%
6	Specific Positions and/or Individuals Cited	3.0%
	Other	6.9%

To provide further context on the tone of the comments, the word cloud illustration below identifies the key words that were most repeated by WSP employees:

Specialty Positions Stand Tasks Kind Future  
Mileage Law Enforcement Concept  
Work the Road Miles Increase  
Detectives WSP Work Load Pay Driven  
Promote Board Non-commissioned  
Exec Staff Command Staff CVD  
Civil Service Eliminate Lean Scientists

#### 4. KEY FINDINGS AND RECOMMENDATIONS

Based on review of WSP organizational documentation and data, individual interviews, focus groups and employee survey results, this section provides a number of key findings and recommendations to be considered. The focus of these initial areas is the extent to which they can be implemented and operationalized in the near term.

##### A. WSP SHOULD CONTINUE TO EVOLVE ITS MANAGEMENT AND ORGANIZATIONAL STRUCTURE.

###### Issues to Address

FOCUS ON STRATEGIC DIRECTION  
TO PROMOTE CONFIDENCE ABOUT  
LEADERSHIP AND DIRECTION

When assessing the WSP organizational structure, a number of key factors should be considered, including the following:

- **Complementary Functions:** Are functions grouped consistent with periodic interaction as well as common planning and scheduling approaches to deliver services?
- **Degree of Coordination Required:** This factor concerns the relationships within bureaus and divisions. Many functions need closer alignment to maximize efficiency and/or effectiveness.
- **Accountability:** Does the organizational structure foster accountability among management and supervisory staff?
- **Degree of Organizational Risk:** Generally, those performing higher risk functions are close in contact with top management staff.
- **Degree of Public Scrutiny:** This factor is concerned with the degree to which public attention is routinely paid to a given activity. For example, internal affairs (e.g., professional standards) is a function whose work results in public scrutiny, and thus may be closer to top management.
- **Management Responsibilities:** This factor relates to whether key functions and responsibilities have the appropriate level of dedication, versus supervisors and managers having other assigned duties outside of their primary area.

After review of the organizational structure and alignment of functions, as well as some of the key issues stemming from the employee survey, the project team recommends potential alternative structures that consolidate bureaus to better streamline operations and allow more focus on visioning and strategic planning, innovation and external-stakeholder relationship building at the local, state and nation-wide levels that are important to remain a law enforcement industry leader. Additionally, the concept of “civilianization” should be considered that allows the WSP to better align roles and responsibilities and provide additional career growth paths for noncommissioned staff.

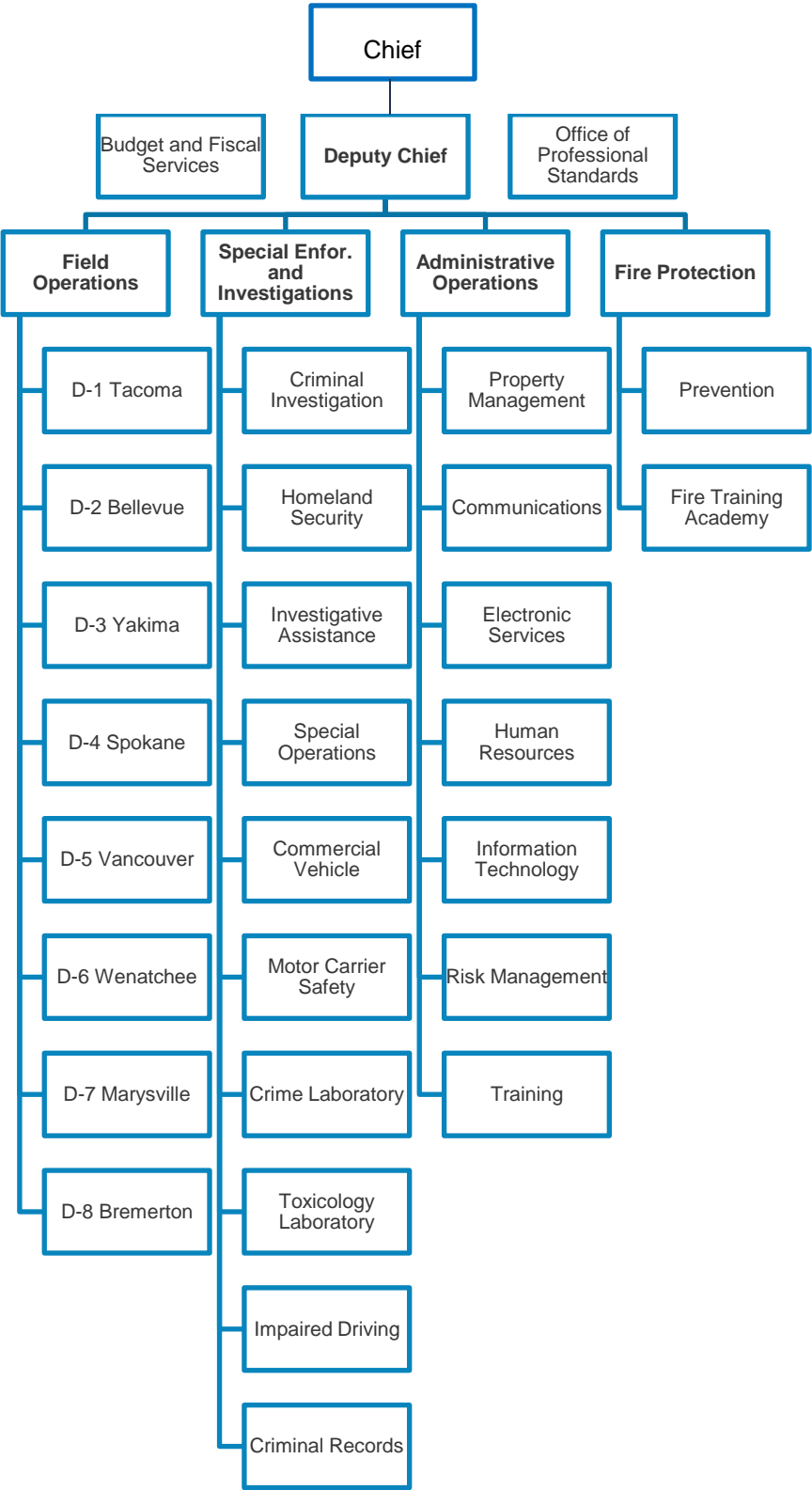
##### *Organizational Structure Alternative 1*

The key changes in this organizational structure alternative are highlighted as follows:

1. Consolidation from six Bureaus to four Bureaus (Field Operations, Special Enforcement and Investigations, Administrative Services and Fire Protection).
2. Convert one Assistant Chief position to fill the vacant Deputy Chief position (to focus more on daily operations, while the Chief can focus on strategic vision and direction).
3. Re-allocate Divisions under the appropriate Bureau.



Based on these key changes, the organizational chart is updated as follows:

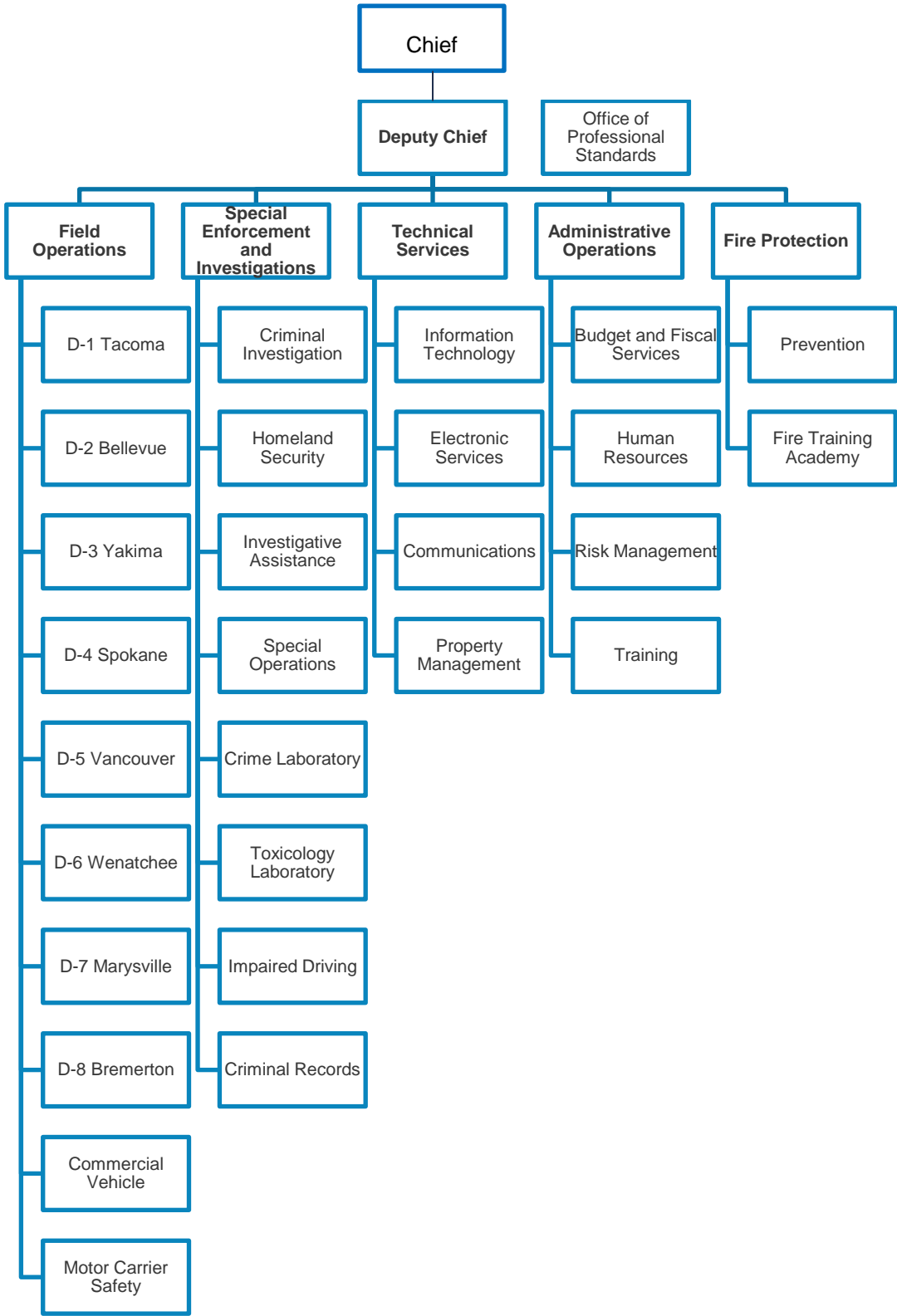


*Organizational Structure Alternative 2*

The key changes in this organizational structure alternative are highlighted as follows:

1. Consolidation from six Bureaus to five Bureaus (Field Operations, Special Enforcement and Investigations, Technical Services, Administrative Operations and Fire Protection).
2. Convert one Assistant Chief position to fill the vacant Deputy Chief position (to focus more on daily operations, while the Chief can focus on strategic vision and direction).
3. Create a noncommissioned Administrative Operations Director to manage such activities as budget and finance, human resources, information technology, etc.
4. Re-allocate Divisions under the appropriate Bureau.

Based on these key changes, the organizational chart is updated as follows:



## B. TO ADDRESS ISSUES ABOUT THE FUTURE DIRECTION OF THE ORGANIZATION, WSP SHOULD REFRESH ITS STRATEGIC VISION.

### Issues to Address

#### ALIGNMENT FROM MANAGEMENT TO STAFF TOWARD COMMON GOALS AND OBJECTIVES

Given the recent changes of personnel at the executive management level (e.g., the vacant Deputy Chief position and the relatively new Assistant Chiefs), there are many positive indications that WSP has taken positive steps in terms of management style (i.e., updated Strategic Advancement Forum approach), interpersonal skills and communications.

However, there continues to be room for improvement as the employee survey results indicate limited levels of excitement about WSP future direction and limited levels of confidence in the leadership and management of WSP.

Our recommendation is to develop a well-coordinated leadership alignment, communication and action plan that builds upon the findings of the employee survey results (e.g., the importance of having a supportive, trusting and fair culture). It would follow the assessment framework (communications and collaboration, organizational structure, people, process, tools and technology) and put WSP Managers in the driver's seat, guided by executive leadership and supported by a communications and change management plan. This process should include working sessions to design action plans and incorporate those in WSP operations and activities to target the problem areas.

## C. WSP BUREAU AND DISTRICT/DIVISION COMMANDERS SHOULD GO THROUGH A TEAM-BUILDING ASSESSMENT AND TRAINING SESSION.

### Issues to Address

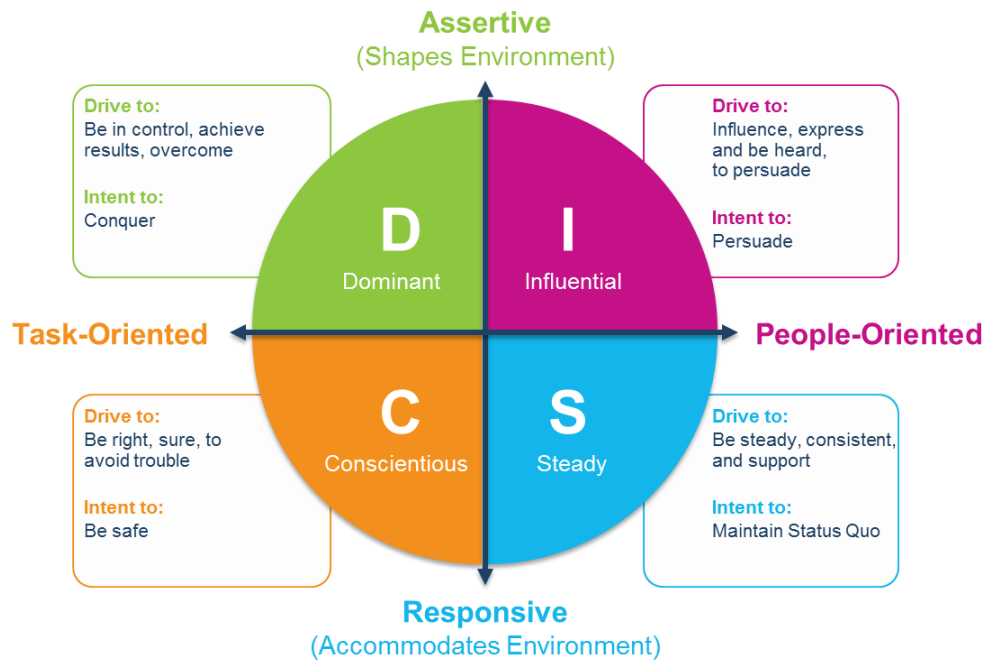
#### PROVIDING TRAINING TO HELP BE MORE INCLUSIVE ABOUT WORK STYLES AND APPROACHES

To achieve more effective WSP teams, strengthen team communication, partnerships and relationships, build supportive relationships and renew shared vision and commitments, the project team recommends leveraging the DISC Behavioral Style Model, which can identify the varying leadership and behavioral styles of each of the WSP senior management team members. The results of the exercise will show the strengths and weaknesses of the team and can be used to identify approaches to enhance collaboration and teamwork.

The model can determine which of the following characteristics is applicable to each management member:

- Dominant
- Influential
- Steady
- Conscientious

The behavioral model is further illustrated as follows:



Leveraging the knowledge obtained from individual interviews, focus groups and the WSP employee survey, we would distribute an online DISC assessment to include such behavioral questions as the following:

#### *Are you task vs. people oriented?*

TASK-ORIENTED	PEOPLE-ORIENTED
/ Prefers working alone	/ Prefers working with others
/ Appears cooler, reserved	/ Appears warmer, open
/ Less animated, fewer gestures	/ More animated, uses gestures
/ Less interested in small talk	/ Enjoys small talk, building rapport
/ Uses quantitative data and facts	/ Uses stories and illustrations
/ Focuses on challenges, risks in a situation	/ Perceives situation as easily manageable
/ Less trusting	/ More trusting

#### *Are you assertive vs. responsive?*

ASSERTIVE (Active/Decisive)	RESPONSIVE (Accommodating)
/ Quick pace, high energy	/ Measured pace and energy
/ Talkative, louder, tells more than asks	/ Talks less, quieter, asks more than tells
/ More intense, more direct	/ Less intense, less direct
/ Openly expresses emotions or opinions	/ Tentatively expresses emotions / opinions
/ Extroverted	/ Introverted

WSP can obtain an understanding of the different behavior styles that are in place today among the management team to assess such areas as leadership effectiveness, communication effectiveness, team dynamics and delivery effectiveness. The summary of the DISC elements are illustrated below:

### **Dominance**

Key to Motivating: Challenge

Fear: Being taken advantage of, losing control

Tendencies	Preferred Environment	Value to the Team
<ul style="list-style-type: none"> <li>➤ Getting immediate results</li> <li>➤ Accepting challenges</li> <li>➤ Making quick decisions</li> <li>➤ Taking authority</li> <li>➤ Managing trouble</li> <li>➤ Solving problems</li> </ul>	<ul style="list-style-type: none"> <li>➤ Power and authority</li> <li>➤ Prestige and challenge</li> <li>➤ Opportunities for accomplishment, advancement</li> <li>➤ Freedom from controls and supervision</li> <li>➤ Many new and varied activities</li> </ul>	<ul style="list-style-type: none"> <li>➤ Self-starter/take charge</li> <li>➤ Forward thinking</li> <li>➤ Places high value on time, efficiency</li> <li>➤ Challenge-oriented</li> <li>➤ Innovative</li> </ul>

### **Influence**

Key to Motivating: Recognition

Fear: Social rejection

Tendencies	Preferred Environment	Value to the Team
<ul style="list-style-type: none"> <li>➤ Connecting with others, participating in a group</li> <li>➤ Making a good impression</li> <li>➤ Creating a motivational environment</li> <li>➤ Entertaining people</li> <li>➤ Being optimistic</li> </ul>	<ul style="list-style-type: none"> <li>➤ Public recognition</li> <li>➤ Freedom of expression</li> <li>➤ Group activities outside of job</li> <li>➤ Freedom from control and detail</li> <li>➤ Coaching and counseling</li> </ul>	<ul style="list-style-type: none"> <li>➤ Optimism and enthusiasm</li> <li>➤ Creative problem solving</li> <li>➤ Motivate others toward goals</li> <li>➤ Team player</li> <li>➤ Negotiates conflict</li> </ul>

### **Steadiness**

Key to Motivating: Appreciation

Fear: Loss of security, rejection from the group

Tendencies	Preferred Environment	Value to the Team
<ul style="list-style-type: none"> <li>➤ Helpful, patient</li> <li>➤ Performing in a consistent manner</li> <li>➤ Showing loyalty</li> <li>➤ Being a good listener</li> <li>➤ Creating a stable work environment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Predictable routines</li> <li>➤ Minimal work infringement on home life</li> <li>➤ Sincere appreciation</li> <li>➤ Identification with a group</li> <li>➤ Minimal conflict</li> </ul>	<ul style="list-style-type: none"> <li>➤ Dependable team player</li> <li>➤ Patient and empathetic</li> <li>➤ Logical step-wise thinker</li> <li>➤ Service-oriented</li> <li>➤ Follows through</li> </ul>

## **Conscientiousness**

Key to Motivating: Security

Fear: Making mistakes, being criticized for work

Tendencies	Preferred Environment	Value to the Team
<ul style="list-style-type: none"> <li>➤ Concentrating on key details</li> <li>➤ Being diplomatic</li> <li>➤ Checking for accuracy</li> <li>➤ Adhering to key directives and standards</li> </ul>	<ul style="list-style-type: none"> <li>➤ Control of factors that affect performance</li> <li>➤ Clearly defined expectations</li> <li>➤ Values quality, accuracy</li> <li>➤ Reserved, business-like atmosphere</li> <li>➤ Recognition for specific skills and achievements</li> </ul>	<ul style="list-style-type: none"> <li>➤ Maintains high standards</li> <li>➤ Detail oriented</li> <li>➤ Defines, clarifies, gets information</li> <li>➤ Objective/realistic</li> <li>➤ Comprehensive problem solver</li> </ul>

The table below provides draft agenda topics for the training sessions using the results of the DISC assessment. The DISC model is a rigorous assessment tool that will focus on building a profile of individual personal strengths, style and temperament preferences, and then identify ways in which interpersonal communication can be bolstered.

Topic	Summary
Leading with DISC	DISC leadership styles: directing and delegating, assessing individual performance readiness and evaluating individual motivation
Facilitating Positive Conflict	A look at DISC styles and decision making, including techniques for minimizing conflict and avoiding group think
Influencing with DISC	How does your DISC style and the style of others affect your influencing behaviors?
Coaching and Feedback	How do you effectively coach people with different styles? How can you adapt your style when coaching?
Creating an Inclusive Environment	Building on DISC foundations: How do you create an environment in which everyone and all styles can contribute?
Effective Meeting Facilitation	Designing and facilitating meetings with DISC style awareness
DISC and Change	How do different styles approach and react to change? How can you help people find their own connection and buy-in?

The expected outcomes would be approaches and techniques for stronger team collaboration and communication to better align the leaders with achieving WSP goals and objectives.

#### D. WSP SHOULD ADOPT AN UPDATED MODEL TO ASSESS FOB TROOPER STAFFING LEVELS AND ALLOCATION

To provide patrol services across the state of Washington, the FOB has 600+ Troopers assigned to the eight districts. The allocation of staff is based on an outdated Patrol Allocation

Model that has not been updated to reflect the growing, diverse of demands on Trooper time. Without an objective, analytical-based model in place, it is difficult for the WSP to quantify its needs.

As such, we recommend that WSP adopt a staffing and deployment model used by Matrix Consulting Group, which is based on actual experience (proactive, reactive, administrative and leave time) and level of service policy decisions made by the state of Washington. The analytical inputs of the model are summarized in the following table:

Input / Calculation	Summary Description
<b>Committed Time</b>	<p>This includes:</p> <ul style="list-style-type: none"> <li>○ Primary unit time on-scene</li> <li>○ Any report writing time</li> <li>○ Any arrest processing time</li> <li>○ Any time dedicated to the call</li> </ul>
<b>Reactive Time</b>	The product of the number of calls for service multiplied by the time required to handle each call.
<b>Proactive Time</b>	The remainder of time after all reactive, administrative and leave time is accounted for.
<b>Calls for Service Workload</b>	The average number of calls for service (citizen-generated only) that are handled within a given period of time.
<b>Staff Available</b>	<p>Determined using shift logs or payroll records, or estimated based on use of leave rate and current deployment.</p> <p>Shows the average number of Troopers (does not count supervisors) available to handle call for service workload.</p>
<b>Shift Length</b>	<p>The duration of the average shift worked in patrol.</p> <p>Can be altered to reflect shorter-than-shift periods of time if such detail is desired in an analysis.</p> <p>Need to be careful to link workload to the appropriate period of time if non shift length analyses are conducted.</p>
<b>Gross Duty Time Available</b>	Determined by multiplying the number of staff available multiplied by the length of the shift (or whatever time period is being used).
<b>Administrative Time Lost</b>	Includes meals, shift briefing, vehicle/equipment preparation time, training, court, meetings (department business only), etc.

#### Issues to Address

#### DETERMINE ADEQUACY OF PROACTIVE TIME TO MEET PUBLIC SAFETY GOALS AND OBJECTIVES



<b>Net Duty Time Available</b>	Takes into account the gross time less the time lost on shift (i.e., administrative time).
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With these inputs, WSP can calculate the adequacy of Trooper staffing levels based on calls for service workload demands and the desired level of proactive time. Basically, the proactive time target of 40 percent to 45 percent indicates adequate staffing levels. A proactive time of less than 40 percent is an indication of resources that are going “call to call” and thus limits time to be proactive. A proactive time of more than 45 percent indicates resources have adequate time to be highly effective in their proactive time and provides deployment and allocation alternatives for WSP.

This time range is explained further as follows:

<b>40% Proactive Time</b>	<b>45% Proactive Time</b>
<ul style="list-style-type: none"> <li>Below this level, proactive time begins to come in blocks that are too small to be useful for proactive engagement.</li> <li>At this level, Troopers should be able to engage in a wide range of preventive activities, including directed patrol, responding to noncriminal quality-of-life complaints, engaging in traffic enforcement and other activities.</li> <li>Ability to engage in community meetings and other time-consuming efforts (which take resources out of their patrol areas or make them unavailable for call) is more constrained at these levels of uncommitted time.</li> <li>As with any effort, this requires active involvement of supervisors. More of the time is dictated by the necessity of handling calls for service.</li> </ul>	<ul style="list-style-type: none"> <li>Above this level, proactive time comes in blocks that are difficult to use in routine shift circumstances.</li> <li>At this level, resources should be able to engage in the full range of activities described under the 40 percent target.</li> <li>In addition, WSP may be able to free up resources from shift work to attend public meetings, engage in public education and outreach efforts, etc., with little impact on reactive capabilities.</li> <li>Investment in this level of proactive law enforcement requires a strong commitment to actively manage the use of this time, for supervisors to be held accountable for their utilization, etc.</li> </ul>

The project team conducted a preliminary analysis based on the Time and Activity Recording System for all hours recorded in the Field Operations Bureau between June 1, 2015, and May 31, 2016, (totaling 1,586,713 hours). Based on the key activity types, the table below identifies the percentage of time that commissioned staff allocated to each type:

*Percentage of Time Allocation*

<b>Type</b>	<b>D-1</b>	<b>D-2</b>	<b>D-3</b>	<b>D-4</b>	<b>D-5</b>	<b>D-6</b>	<b>D-7</b>	<b>D-8</b>
<b>Administrative</b>	20.1%	18.2%	18.5%	21.0%	24.7%	21.9%	21.2%	18.7%
<b>Leave</b>	26.5%	24.3%	22.6%	24.4%	25.7%	21.6%	21.6%	22.0%
<b>Proactive</b>	32.4%	34.6%	43.4%	39.1%	32.1%	37.8%	39.0%	42.3%
<b>Reactive</b>	21.0%	23.0%	15.4%	15.5%	17.6%	18.6%	18.2%	16.9%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

*Percentage of Time Allocation (excluding leave time)*

Type	D-1	D-2	D-3	D-4	D-5	D-6	D-7	D-8
<b>Administrative</b>	25.2%	20.5%	24.6%	26.6%	33.0%	27.6%	26.0%	20.5%
<b>Proactive</b>	46.5%	48.6%	56.6%	53.4%	44.1%	49.7%	51.1%	58.5%
<b>Reactive</b>	28.3%	30.9%	18.8%	20.0%	22.9%	22.6%	22.9%	21.0%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Based on this data, Districts 3, 4 and 7 have the highest levels of proactive time, while Districts 1 and 2 seem to be most busy in terms of calls for service. While this data provides the reader a general understanding of how Troopers allocate their respective time, it is important to note this is preliminary data analysis and provides context for further discussion about staffing models.

Staffing and workload models also exist for investigators/detectives that consider case assignment policies and procedures, active case load metrics, clearance rates, etc. As such, determining proper staffing levels for investigators/detectives is another area that can be examined by WSP.

#### E. FOB TROOPERS SHOULD BE MORE INVOLVED IN THE PLANNING OF THEIR PROACTIVE TIME ACTIVITIES AND WORK CLOSELY WITH SERGEANTS TO MEASURE THOSE ACTIVITIES.

The implementation of the new Strategic Advancement Forum approach has widely been perceived as a positive development among the executive and management staff levels, as it is more collaborative and focused on outcomes. While this has been effective at the HQ/District-Division management levels, it has yet to be fully “felt” down to the line staff.

As such, we recommend that Troopers continue to get more involved in the District Operational Planning process, with their pre-appraisal expectations and job-appraisal process being enhanced to increase Sergeant/Trooper engagement and provide a clearer connection as follows:

*Trooper activities ↔ District Operational Plans ↔ Strategic Advancement Forums*

Toward this, with the level of proactive time available to Troopers and the potential assignment to specific Districts, WSP should develop programs and policies to provide stronger management of its proactive time and provide a tool for sergeants and other sworn managers to measure activity. One tool is the utilization of Tactical Action Plans (TAPs), which are developed by Troopers and essentially include the following elements:

- 1) A particular problem/issue that should be addressed in the Autonomous Patrol Area.
- 2) The Trooper’s plan to mitigate/reduce the problem/issue.
- 3) How success will be monitored and measured.
- 4) Reviewed and approved by Trooper and supervisor (Sergeant).
- 5) Regular review of TAPs during briefings.

#### Issues to Address

PROMOTE INNOVATION,  
FLEXIBILITY AND INCREASE  
TROOPER/SERGEANT  
COLLABORATION

Additionally, the TAPs should address the following:

- They need to be in a consistent format among the Troopers.
- There should be a defined number of TAPs expected annually per Trooper.
- There has to be accountability among sergeants to actively measure the performance and carrying out the action plans for their Troopers.

Another similar tool familiar to the WSP is the utilization of POPPS (or Problem Oriented Policing Projects), which are based on Trooper-initiated projects for which Sergeants and other supervisors review and approve, as well as use as part of the performance evaluation process. The elements of the POPPS approach are:

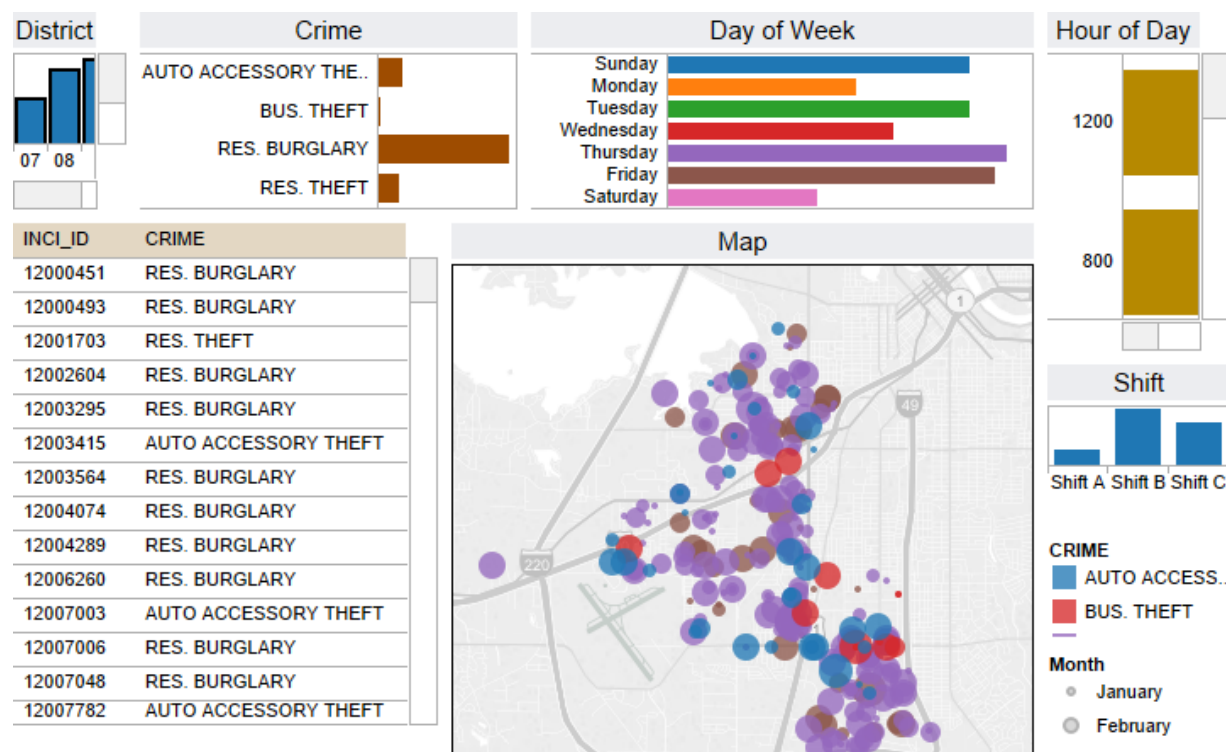
- Scanning: this section introduces and defines the issue, such as excessive amount of calls for service involving injury collisions.
- Analysis: this section provides the analysis of the situation (identifying related enforcement, education or engineering issues).
- Response: this section defines the approach for the Trooper to address the issue, including the times of the day and activities to be undertaken, including anticipated outcomes.
- Response Assessment: this section defines the outcomes of the Trooper response to the defined problem.

The project team finds that these tools could be an effective approach for WSP, but only if they are consistently developed and used to address problems across the Districts, which can ultimately enhance the performance and accountability of Troopers, better connect Troopers to overall goals and objectives, increase involvement of Troopers in their own job planning (e.g., based on their respective interests, career goals and objectives, etc.) and address the engagement and communication issues identified in the employee survey. These types of tools should be just part of a larger approach which should be implemented relating to WSP's overall proactive enforcement strategy.

F. WSP SHOULD ADOPT A DATA ANALYTICS PROGRAM TO BETTER LEVERAGE ITS DATA SYSTEMS AND MAKE REPORTING MORE EFFICIENT AND EFFECTIVE.

WSP has multiple outdated information management system that it uses to input, track and report on data (e.g., crime and incident data, time and activity reporting, etc.). The ability to efficiently and effectively use the data to inform management and operational decisions is limited. As such, the project team recommends implementing a data analytics and visualization tool to support predictive crime analysis and human resource/talent management.

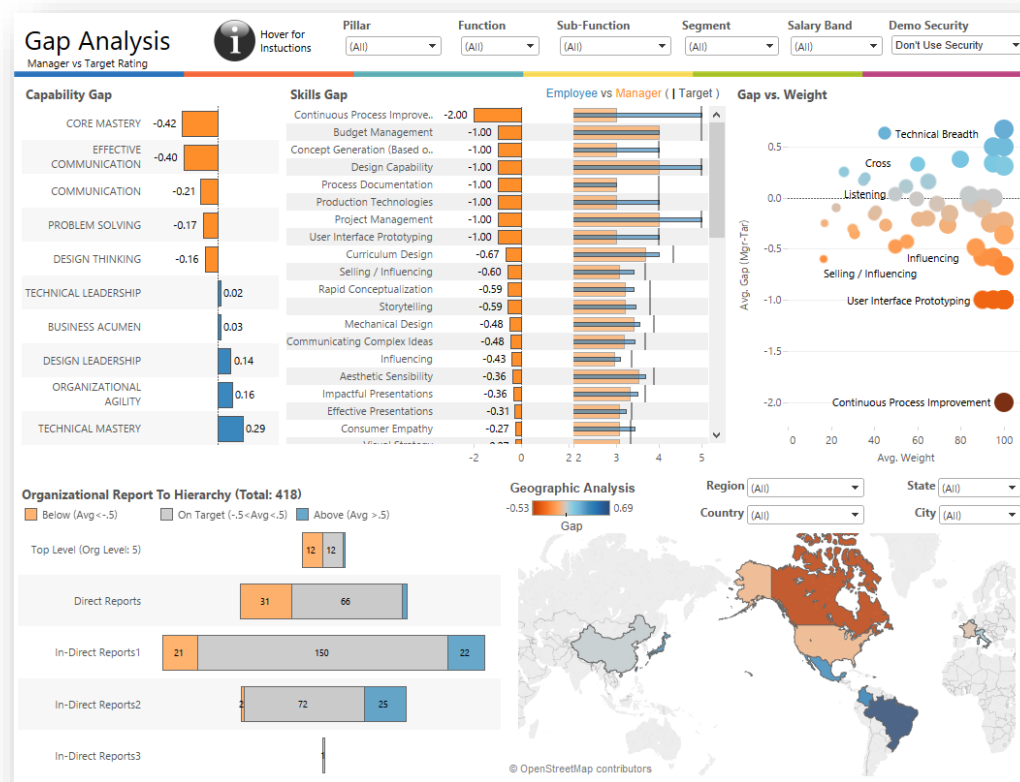
A tool such as Tableau is used by law enforcement agencies for crime analysis and data visualization, illustrated as follows:



Additionally, data analytics and visualization are increasingly being used as a human resource management tool. With the recruitment and retention issues being faced by WSP, human resource analytics can help the organization be proactive with talent management, including:

- Identifying and planning for organizational skill and capability gaps
- Understanding and reacting to flight risks and staffing shortfalls
- Driving deeper intelligence from employee survey data
- Following a methodological, data-driven hiring, evaluation and retention processes
- Measuring and acting upon employee inclusion and diversity programs

This type of talent management data visualization is illustrated as follows:



## G. WSP SHOULD IMPLEMENT A CENTRALIZED AND TRANSPARENT SHAREPOINT REPOSITORY FOR EMPLOYEE SUGGESTIONS.

One key area for improvement is the ability for employees to provide suggestions in an open and transparent manner. With a centralized SharePoint list, employees can make a suggestion that can be subsequently analyzed via a pre-defined workflow and approval process that includes the following elements:

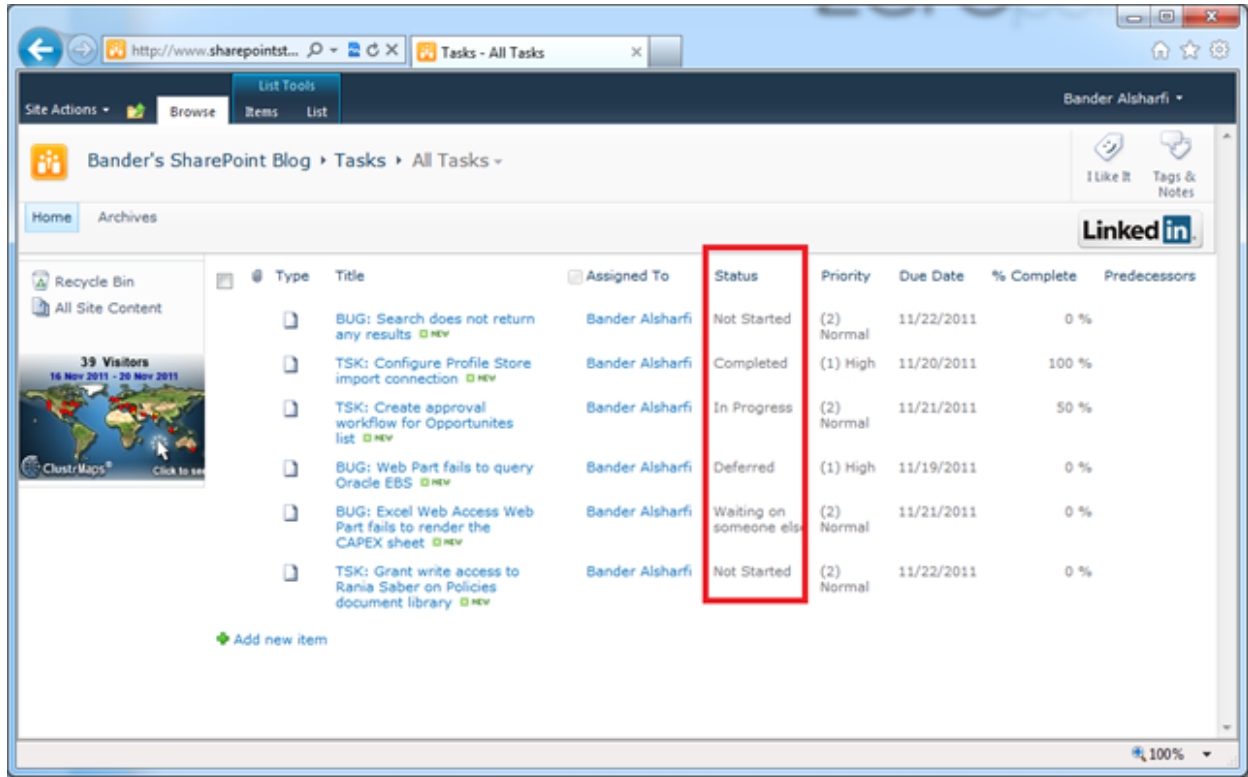
- Date
- District/Division
- Category (process, tool and technology, etc.)
- Applicable WSP Goal and Priority
- Comment Box
- Difficulty of Implementation (High, Medium, Low)
- Timeline of Implementation
- Resources Needed
- Intended Outcome

Management can then provide a determination (including reason) about the employee suggestion so employees can understand the decision making process. Additionally, all suggestions can be historically kept for future reference.

### Issues to Address

PROVIDING A TRANSPARENT TOOL  
AND PROCESS FOR EMPLOYEE  
SUGGESTIONS

An example illustration is as follows:



The project team recommends this repository be centrally managed by HQ (e.g., Captain) who then works with the appropriate Division or District, supervisor, etc., to vet the suggestion and provide a disposition.

### Summary Road Map of Improvement Areas



## APPENDIX – Employee Survey Results Data

As part of the Organizational Assessment, the project team conducted an all-employee survey to identify the key issues, challenges and opportunities for improvement. The survey was distributed electronically on July 15, 2016, to 2,151 commissioned, partially commissioned and noncommissioned employees who were given one week to respond. At the end of the survey period, there were 1,560 total respondents, representing a response rate of approximately 73 percent.

The sections below summarize the overall results for each of the survey areas.

### Number of Responses per Bureau

The table below summarizes the number of responses per Bureau:

WSP Bureau	# of Responses	% of Responses
Commercial Vehicle Enforcement Bureau	210	13.5%
Field Operations Bureau	528	33.8%
Fire Protection Bureau	40	2.6%
Forensic Laboratory Services Bureau	139	8.9%
Investigative Services Bureau	247	15.8%
Technical Services Bureau	274	17.6%
Other	122	7.8%
<b>TOTAL</b>	<b>1,560</b>	<b>100%</b>

### Number of Responses per Division

The table below summarizes the number of responses per Division / District:

WSP Division / District	# of Responses	% of Responses
Budget and Fiscal Services	33	2.1%
Commercial Vehicle Division	64	4.1%
Communications Division	74	4.7%
Crime Laboratory Division	91	5.8%
Criminal Investigation Division	64	4.1%
Criminal Records Division	82	5.3%
District 1	106	6.8%
District 2	118	7.6%
District 3	60	3.8%
District 4	73	4.7%
District 5	67	4.3%
District 6	67	4.3%
District 7	93	6.0%
District 8	57	3.7%
Electronic Services Division	22	1.4%
Fire Training Academy	8	0.5%

Headquarters	32	2.1%
Homeland Security Division	47	3.0%
Human Resources Division	40	2.6%
Impaired Driving Section	10	0.6%
Information Technology Division	69	4.4%
Investigative Assistance Division	40	2.6%
Motor Carrier Division	35	2.2%
Office of Professional Standards	11	0.7%
Prevention Division	17	1.1%
Property Management Division	50	3.2%
Risk Management Division	14	0.9%
Special Operations Division	39	2.5%
Toxicology Laboratory Division	15	1.0%
Training Division	34	2.2%
Other	28	1.8%
<b>TOTAL</b>	<b>1,560</b>	<b>100%</b>

### Number of Responses per Gender

The table below summarizes the number of responses per gender:

Gender	# of Responses	% of Responses
Male	990	63.5%
Female	519	33.3%
Other / Prefer not to answer	51	3.3%
<b>TOTAL</b>	<b>1,560</b>	<b>100%</b>

### Number of Responses per Age Range

The table below summarizes the number of responses across the generations:

Generation	# of Responses	% of Responses
Born between 1923 and 1944	5	0.3%
Born between 1945 and 1960	250	16.0%
Born between 1961 and 1980	846	54.2%
Born between 1981 to 1995	451	28.9%
Born after 1995	8	0.5%
<b>TOTAL</b>	<b>1,560</b>	<b>100%</b>



### Number of Responses per Employee Classification

The table below summarizes the number of responses per classification:

Classification	# of Responses	% of Responses
Non-Commissioned	759	48.7%
Partial-Commissioned	108	6.9%
Commissioned	693	44.4%
<b>TOTAL</b>	<b>1,560</b>	<b>100%</b>

### Number of Responses per Non-Commissioned / Partially Commission Level

The table below summarizes the number of responses per level:

Classification	# of Responses	% of Responses
Bureau Director	2	0.3%
Division / District Commander	6	0.8%
Middle level manager	50	6.3%
First line supervisor	102	12.8%
Front line employee	640	80.0%
<b>TOTAL</b>	<b>800</b>	<b>100%</b>

### Number of Responses per Commissioned Rank

The table below summarizes the number of response per rank:

Rank	% of Responses	# of Responses
Chief / Assistant Chief	5	0.7%
Captain	23	3.4%
Lieutenant	33	4.8%
Sergeant	119	17.3%
Trooper	506	73.8%
<b>TOTAL</b>	<b>686</b>	<b>100%</b>

## Number of Responses per Tenure

The table below summarizes the number of responses per tenure:

WSP Tenure	# of Responses	% of Responses
Less than 2 years	196	12.7%
2 to 5 years	224	14.5%
5 to 10 years	239	15.4%
10 to 15 years	223	14.4%
15 to 20 years	310	20.0%
More than 20 years	356	23.0%
<b>TOTAL</b>	<b>1,548</b>	<b>100%</b>

## Ranking of WSP Goals

The table below shows the number of respondents indicating what they think each existing WSP goal should be ranked (from 1-highest priority to 5-lowest priority):

WSP Goal	1	2	3	4	5	Average Rank
Build a culture of trust, collaboration, and continuous improvement	410	307	367	232	157	<b>2.61</b>
Make people safe on Washington roadways	560	398	225	139	151	<b>2.27</b>
Make people secure by reducing the risk of crime, terrorism, fire, and other natural disasters	222	372	414	304	161	<b>2.87</b>
Deliver results-oriented, statewide public safety services	154	230	307	439	343	<b>3.40</b>
Improve and sustain agency infrastructure and business processes	127	166	160	359	661	<b>3.86</b>

As shown above, the WSP goal of “Make people safe on Washington roadways” was perceived as the #1 goal of the Washington State Patrol, followed by “Build a culture of trust, collaboration, and continuous improvement.”

*Ranking per Bureau*

Bureau	Build a culture of trust, collaboration, and continuous improvement	Make people safe on Washington roadways	Make people secure by reducing the risk of crime, terrorism, fire, and other natural disasters	Deliver results-oriented, statewide public safety services	Improve and sustain agency infrastructure and business processes
Commercial Vehicle Enforcement	2.6	1.9	3.0	3.5	3.9
Field Operations	2.6	2.0	2.9	3.5	3.9
Fire Protection	2.7	3.3	2.4	2.7	3.9
Forensic Laboratory Services	2.9	2.8	2.6	2.8	3.9
Investigative Services	2.5	2.5	2.6	3.4	3.9
Technical Services	2.6	2.2	3.2	3.3	3.7

*Ranking per Division / District*

Division / District	Build a culture of trust, collaboration, and continuous improvement	Make people safe on Washington roadways	Make people secure by reducing the risk of crime, terrorism, fire, and other natural disasters	Deliver results-oriented, statewide public safety services	Improve and sustain agency infrastructure and business processes
Budget and Fiscal Services	2.5	2.3	2.8	3.6	3.9
Commercial Vehicle Division	2.6	2.1	3.2	3.3	3.9
Communications Division	2.4	2.2	3.6	3.2	3.6
Crime Laboratory Division	2.9	3.2	2.5	2.6	3.8
Criminal Investigation Division	2.4	2.7	2.6	3.7	3.7
Criminal Records Division	2.4	2.7	2.7	3.1	4.1
District 1	2.5	2.1	2.9	3.6	3.9
District 2	2.7	2.0	2.9	3.5	3.9

District 3	2.2	2.4	2.9	3.7	3.8
District 4	2.8	2.0	2.9	3.5	3.9
District 5	2.4	2.0	3.0	3.5	4.1
District 6	2.4	1.9	2.9	4.1	3.7
District 7	2.8	2.3	2.8	3.3	3.8
District 8	2.8	1.9	2.8	3.6	3.9
Electronic Services Division	2.7	1.8	3.6	3.1	3.8
Fire Training Academy	2.4	4.1	2.4	2.3	3.7
Headquarters	2.5	2.7	3.0	3.1	3.7
Homeland Security Division	2.7	2.3	2.3	3.6	4.1
Human Resources Division	2.3	2.3	3.0	3.6	3.9
Impaired Driving Section	2.6	1.6	3.1	3.8	3.9
Information Technology Division	2.8	2.2	3.0	3.3	3.7
Investigative Assistance Division	2.6	2.4	2.6	3.4	4.0
Motor Carrier Division	2.5	1.7	2.9	3.9	4.1
Office of Professional Standards	1.8	1.7	3.3	3.7	4.5
Prevention Division	2.7	3.0	2.0	2.9	4.4
Property Management Division	2.7	2.4	3.0	3.3	3.6
Risk Management Division	2.7	1.9	2.7	3.2	4.6
Special Operations Division	2.9	2.4	2.6	3.4	3.8
Toxicology Laboratory Division	3.5	1.8	3.1	2.7	3.9
Training Division	2.9	1.7	3.1	3.7	3.6

*Ranking per Commissioned / Non-Commissioned*

Response	Build a culture of trust, collaboration, and continuous improvement	Make people safe on Washington roadways	Make people secure by reducing the risk of crime, terrorism, fire, and other natural disasters	Deliver results-oriented, statewide public safety services	Improve and sustain agency infrastructure and business processes
Commissioned	2.6	2.1	2.8	3.6	3.9
Non-Commissioned	2.7	2.4	2.9	3.2	3.8
Partial-Commissioned	2.5	1.7	3.1	3.6	4.2

*Ranking per Tenure*

Tenure	Build a culture of trust, collaboration, and continuous improvement	Make people safe on Washington roadways	Make people secure by reducing the risk of crime, terrorism, fire, and other natural disasters	Deliver results-oriented, statewide public safety services	Improve and sustain agency infrastructure and business processes
20+ years	2.5	2.2	3.0	3.6	3.8
15 to 20 years	2.6	2.3	2.8	3.4	3.8
10 to 15 years	2.7	2.3	2.9	3.3	3.9
5 to 10 years	2.7	2.3	2.9	3.2	3.8
2 to 5 years	2.6	2.2	2.8	3.5	3.9
Less than 2 years	2.5	2.4	2.8	3.4	3.9

*Ranking per Age Range*

Generation	Build a culture of trust, collaboration, and continuous improvement	Make people safe on Washington roadways	Make people secure by reducing the risk of crime, terrorism, fire, and other natural disasters	Deliver results-oriented, statewide public safety services	Improve and sustain agency infrastructure and business processes
Born between 1923 and 1944	3.6	1.2	3.4	2.6	4.2
Born between 1945 and 1960	2.5	2.5	3.0	3.4	3.7
Born between 1961 and 1980	2.6	2.3	2.9	3.4	3.9
Born between 1981 to 1995	2.6	2.2	2.8	3.4	3.9
Born after 1995	2.0	2.7	2.4	3.6	4.3

## Perceptions of the Current State of WSP

### *All WSP Respondents*

The table below ranks the statements from the highest level of agreement, to the lowest level of agreement:

Rank	Statement	Disagree	Neutral	Agree
1	I know what is expected of me at work.	5%	10%	85%
2	I am encouraged to always do what is right at work.	6%	11%	83%
3	WSP makes a meaningful and positive impact on the state of Washington.	3%	15%	82%
4	I understand how my work helps WSP achieve its goals.	7%	16%	76%
5	I am proud to work at WSP.	7%	20%	73%
6	I can be open and honest with my direct supervisor.	14%	13%	73%
7	My role makes good use of my skills and abilities.	12%	18%	70%
8	I can see myself working at WSP until retirement.	13%	19%	69%
9	I am motivated to go above and beyond what is expected of me in my role.	16%	17%	67%
10	WSP values diversity (e.g. gender, ethnicity) among its employees.	7%	27%	66%
11	I have a clear understanding of the factors used to gauge my performance.	15%	21%	64%
12	The roles available at WSP have helped strengthen my skills and competencies.	15%	26%	59%
13	My experience working at WSP is in line with my expectations.	17%	25%	58%
14	I regularly receive feedback that helps me elevate my performance.	20%	26%	54%
15	In the past year I have grown professionally as a result of working at WSP.	21%	26%	54%
16	I have the equipment and resources I need to do my work well.	26%	21%	53%
17	I am encouraged to share my thoughts and ideas.	23%	25%	52%
18	I feel motivated to pursue professional development activities and experiences.	23%	26%	51%
19	I have the support I need to pursue professional development activities and experiences.	22%	28%	50%
20	I would recommend WSP as a great place to work.	23%	27%	50%
21	I feel like a valued member of WSP.	25%	26%	49%
22	I regularly receive praise and recognition for my work and contributions.	28%	25%	47%
23	Important changes and information are communicated effectively across our organization.	32%	22%	46%
24	I receive effective coaching/mentoring to support my professional growth.	27%	29%	45%
25	I am excited about the direction of WSP.	28%	35%	38%
26	I have high confidence in the leadership and management of WSP.	37%	26%	37%
27	WSP has an inclusive environment where different work styles personalities and approaches are valued.	38%	26%	36%

### Responses per Bureau

The table below provides the employee perceptions for each Bureau and each statement:

Statement	Disagree	Neutral	Agree
<b>Important changes and information are communicated effectively across our organization.</b>			
Commercial Vehicle Enforcement Bureau	31%	17%	52%
Field Operations Bureau	35%	21%	44%
Fire Protection Bureau	45%	16%	39%
Forensic Laboratory Services Bureau	30%	24%	46%
Investigative Services Bureau	24%	24%	52%
Other	29%	24%	47%
Technical Services Bureau	35%	25%	40%
<b>Grand Total</b>	<b>32%</b>	<b>22%</b>	<b>46%</b>
<b>WSP has an inclusive environment where different work styles personalities and approaches are valued.</b>			
Commercial Vehicle Enforcement Bureau	32%	28%	40%
Field Operations Bureau	47%	21%	32%
Fire Protection Bureau	37%	29%	34%
Forensic Laboratory Services Bureau	35%	29%	36%
Investigative Services Bureau	30%	27%	43%
Other	33%	18%	49%
Technical Services Bureau	36%	31%	33%
<b>Grand Total</b>	<b>38%</b>	<b>25%</b>	<b>37%</b>
<b>I can see myself working at WSP until retirement.</b>			
Commercial Vehicle Enforcement Bureau	7%	18%	75%
Field Operations Bureau	12%	18%	70%
Fire Protection Bureau	11%	37%	53%
Forensic Laboratory Services Bureau	16%	22%	62%
Investigative Services Bureau	11%	12%	77%
Other	24%	22%	54%
Technical Services Bureau	14%	24%	63%
<b>Grand Total</b>	<b>13%</b>	<b>19%</b>	<b>68%</b>
<b>I feel like a valued member of WSP.</b>			
Commercial Vehicle Enforcement Bureau	26%	20%	54%
Field Operations Bureau	26%	25%	49%
Fire Protection Bureau	32%	26%	42%
Forensic Laboratory Services Bureau	31%	30%	39%
Investigative Services Bureau	20%	25%	55%
Other	32%	27%	41%
Technical Services Bureau	22%	27%	51%
<b>Grand Total</b>	<b>25%</b>	<b>25%</b>	<b>49%</b>
<b>I am motivated to go above and beyond what is expected of me in my role.</b>			
Commercial Vehicle Enforcement Bureau	14%	17%	68%
Field Operations Bureau	21%	17%	62%
Fire Protection Bureau	13%	8%	79%
Forensic Laboratory Services Bureau	15%	19%	66%
Investigative Services Bureau	10%	16%	74%

Other	18%	21%	61%
Technical Services Bureau	14%	17%	69%
<b>Grand Total</b>	<b>16%</b>	<b>17%</b>	<b>67%</b>
<b>I am excited about the direction of the WSP.</b>			
Commercial Vehicle Enforcement Bureau	24%	32%	43%
Field Operations Bureau	30%	30%	40%
Fire Protection Bureau	21%	42%	37%
Forensic Laboratory Services Bureau	28%	47%	25%
Investigative Services Bureau	24%	35%	41%
Other	27%	31%	42%
Technical Services Bureau	29%	40%	31%
<b>Grand Total</b>	<b>28%</b>	<b>35%</b>	<b>38%</b>
<b>I understand how my work helps WSP achieve its goals.</b>			
Commercial Vehicle Enforcement Bureau	8%	12%	80%
Field Operations Bureau	11%	22%	68%
Fire Protection Bureau	8%	13%	79%
Forensic Laboratory Services Bureau	6%	15%	79%
Investigative Services Bureau	6%	12%	82%
Other	5%	18%	77%
Technical Services Bureau	5%	15%	80%
<b>Grand Total</b>	<b>8%</b>	<b>17%</b>	<b>76%</b>
<b>I would recommend WSP as a great place to work.</b>			
Commercial Vehicle Enforcement Bureau	21%	24%	56%
Field Operations Bureau	27%	27%	45%
Fire Protection Bureau	8%	53%	39%
Forensic Laboratory Services Bureau	25%	31%	45%
Investigative Services Bureau	25%	23%	52%
Other	23%	25%	51%
Technical Services Bureau	21%	27%	52%
<b>Grand Total</b>	<b>24%</b>	<b>27%</b>	<b>49%</b>
<b>I am proud to work at WSP.</b>			
Commercial Vehicle Enforcement Bureau	7%	19%	75%
Field Operations Bureau	9%	20%	72%
Fire Protection Bureau	0%	18%	82%
Forensic Laboratory Services Bureau	8%	26%	65%
Investigative Services Bureau	7%	17%	76%
Other	10%	16%	74%
Technical Services Bureau	3%	22%	75%
<b>Grand Total</b>	<b>7%</b>	<b>20%</b>	<b>73%</b>
<b>I regularly receive praise and recognition for my work and contributions.</b>			
Commercial Vehicle Enforcement Bureau	27%	26%	47%
Field Operations Bureau	27%	25%	48%
Fire Protection Bureau	37%	29%	34%
Forensic Laboratory Services Bureau	35%	28%	38%
Investigative Services Bureau	25%	26%	49%
Other	32%	19%	49%
Technical Services Bureau	29%	25%	46%
<b>Grand Total</b>	<b>28%</b>	<b>25%</b>	<b>47%</b>
<b>WSP values diversity (e.g. gender, ethnicity) among its employees.</b>			



Commercial Vehicle Enforcement Bureau	5%	25%	70%
Field Operations Bureau	8%	26%	67%
Fire Protection Bureau	8%	18%	74%
Forensic Laboratory Services Bureau	13%	32%	55%
Investigative Services Bureau	5%	22%	72%
Other	8%	25%	67%
Technical Services Bureau	7%	31%	61%
Grand Total	<b>7%</b>	<b>26%</b>	<b>66%</b>
WSP makes a meaningful and positive impact on the State of Washington.			
Commercial Vehicle Enforcement Bureau	1%	14%	85%
Field Operations Bureau	5%	17%	77%
Fire Protection Bureau	5%	11%	84%
Forensic Laboratory Services Bureau	2%	10%	88%
Investigative Services Bureau	3%	12%	85%
Other	5%	15%	79%
Technical Services Bureau	2%	14%	84%
Grand Total	<b>3%</b>	<b>15%</b>	<b>82%</b>
I am encouraged to share my thoughts and ideas.			
Commercial Vehicle Enforcement Bureau	22%	24%	54%
Field Operations Bureau	29%	25%	46%
Fire Protection Bureau	18%	24%	58%
Forensic Laboratory Services Bureau	18%	28%	54%
Investigative Services Bureau	21%	22%	57%
Other	24%	30%	46%
Technical Services Bureau	19%	22%	58%
Grand Total	<b>23%</b>	<b>25%</b>	<b>52%</b>
I can be open and honest with my direct supervisor.			
Commercial Vehicle Enforcement Bureau	15%	10%	75%
Field Operations Bureau	17%	13%	70%
Fire Protection Bureau	11%	11%	79%
Forensic Laboratory Services Bureau	12%	17%	71%
Investigative Services Bureau	12%	11%	77%
Other	17%	18%	65%
Technical Services Bureau	13%	12%	76%
Grand Total	<b>15%</b>	<b>13%</b>	<b>73%</b>
I have high confidence in the leadership and management of the WSP.			
Commercial Vehicle Enforcement Bureau	32%	24%	44%
Field Operations Bureau	41%	26%	33%
Fire Protection Bureau	37%	16%	47%
Forensic Laboratory Services Bureau	41%	28%	31%
Investigative Services Bureau	36%	24%	40%
Other	33%	25%	41%
Technical Services Bureau	34%	29%	37%
Grand Total	<b>37%</b>	<b>26%</b>	<b>37%</b>
My role makes good use of my skills and abilities.			
Commercial Vehicle Enforcement Bureau	14%	14%	72%
Field Operations Bureau	17%	20%	63%
Fire Protection Bureau	8%	16%	76%

Forensic Laboratory Services Bureau	8%	19%	72%
Investigative Services Bureau	8%	16%	76%
Other	14%	19%	67%
Technical Services Bureau	10%	17%	72%
Grand Total	<b>13%</b>	<b>18%</b>	<b>69%</b>
My experience working at WSP is in line with my expectations.			
Commercial Vehicle Enforcement Bureau	16%	25%	59%
Field Operations Bureau	21%	23%	56%
Fire Protection Bureau	13%	26%	61%
Forensic Laboratory Services Bureau	19%	26%	55%
Investigative Services Bureau	12%	24%	64%
Other	16%	29%	55%
Technical Services Bureau	15%	27%	59%
Grand Total	<b>17%</b>	<b>25%</b>	<b>58%</b>
The roles available at WSP have helped strengthen my skills and competencies.			
Commercial Vehicle Enforcement Bureau	13%	30%	57%
Field Operations Bureau	20%	23%	57%
Fire Protection Bureau	21%	18%	61%
Forensic Laboratory Services Bureau	15%	28%	57%
Investigative Services Bureau	9%	22%	69%
Other	10%	32%	58%
Technical Services Bureau	14%	29%	57%
Grand Total	<b>15%</b>	<b>26%</b>	<b>59%</b>
I have the equipment and resources I need to do my work well.			
Commercial Vehicle Enforcement Bureau	20%	20%	60%
Field Operations Bureau	32%	20%	48%
Fire Protection Bureau	37%	29%	34%
Forensic Laboratory Services Bureau	18%	22%	61%
Investigative Services Bureau	21%	19%	61%
Other	23%	19%	58%
Technical Services Bureau	30%	23%	47%
Grand Total	<b>26%</b>	<b>21%</b>	<b>53%</b>
I am encouraged to always do what is right at work.			
Commercial Vehicle Enforcement Bureau	4%	10%	87%
Field Operations Bureau	7%	11%	81%
Fire Protection Bureau	8%	8%	84%
Forensic Laboratory Services Bureau	5%	10%	85%
Investigative Services Bureau	5%	9%	85%
Other	9%	13%	78%
Technical Services Bureau	5%	12%	83%
Grand Total	<b>6%</b>	<b>11%</b>	<b>83%</b>
I know what is expected of me at work.			
Commercial Vehicle Enforcement Bureau	6%	7%	87%
Field Operations Bureau	4%	11%	85%
Fire Protection Bureau	8%	13%	79%
Forensic Laboratory Services Bureau	3%	8%	88%
Investigative Services Bureau	5%	8%	87%
Other	6%	20%	74%
Technical Services Bureau	4%	11%	85%

<b>Grand Total</b>	<b>5%</b>	<b>10%</b>	<b>85%</b>
<b>I regularly receive feedback that helps me elevate my performance.</b>			
Commercial Vehicle Enforcement Bureau	18%	23%	59%
Field Operations Bureau	19%	26%	55%
Fire Protection Bureau	29%	21%	50%
Forensic Laboratory Services Bureau	27%	28%	45%
Investigative Services Bureau	18%	26%	57%
Other	23%	23%	53%
Technical Services Bureau	20%	28%	52%
<b>Grand Total</b>	<b>20%</b>	<b>26%</b>	<b>54%</b>
<b>I have a clear understanding of the factors used to gauge my performance.</b>			
Commercial Vehicle Enforcement Bureau	11%	22%	67%
Field Operations Bureau	19%	21%	60%
Fire Protection Bureau	21%	21%	58%
Forensic Laboratory Services Bureau	15%	25%	60%
Investigative Services Bureau	11%	17%	72%
Other	21%	19%	60%
Technical Services Bureau	17%	19%	63%
<b>Grand Total</b>	<b>16%</b>	<b>20%</b>	<b>64%</b>
<b>I receive effective coaching / mentoring to support my professional growth.</b>			
Commercial Vehicle Enforcement Bureau	24%	28%	48%
Field Operations Bureau	27%	29%	44%
Fire Protection Bureau	42%	18%	39%
Forensic Laboratory Services Bureau	35%	27%	38%
Investigative Services Bureau	23%	30%	47%
Other	24%	25%	50%
Technical Services Bureau	28%	27%	44%
<b>Grand Total</b>	<b>27%</b>	<b>28%</b>	<b>45%</b>
<b>I feel motivated to pursue professional development activities and experiences.</b>			
Commercial Vehicle Enforcement Bureau	21%	31%	49%
Field Operations Bureau	28%	24%	48%
Fire Protection Bureau	24%	29%	47%
Forensic Laboratory Services Bureau	26%	25%	49%
Investigative Services Bureau	17%	25%	58%
Other	24%	22%	54%
Technical Services Bureau	20%	29%	51%
<b>Grand Total</b>	<b>23%</b>	<b>26%</b>	<b>51%</b>
<b>I have the support I need to pursue professional development activities and experiences.</b>			
Commercial Vehicle Enforcement Bureau	21%	26%	52%
Field Operations Bureau	26%	25%	48%
Fire Protection Bureau	34%	34%	32%
Forensic Laboratory Services Bureau	25%	25%	49%
Investigative Services Bureau	17%	27%	56%
Other	20%	30%	50%
Technical Services Bureau	20%	31%	49%
<b>Grand Total</b>	<b>23%</b>	<b>27%</b>	<b>50%</b>

In the past year I have grown professionally as a result of working at WSP.			
Commercial Vehicle Enforcement Bureau	21%	26%	53%
Field Operations Bureau	25%	24%	51%
Fire Protection Bureau	26%	21%	53%
Forensic Laboratory Services Bureau	25%	25%	51%
Investigative Services Bureau	15%	27%	58%
Other	21%	28%	51%
Technical Services Bureau	18%	27%	55%
Grand Total	21%	26%	53%

### Responses per Division / District

Statement	Disagree	Neutral	Agree
<b>Important changes and information are communicated effectively across our organization.</b>			
Budget and Fiscal Services	19.4%	9.7%	71.0%
Commercial Vehicle Division	44.4%	16.7%	38.9%
Communications Division	42.5%	26.0%	31.5%
Crime Laboratory Division	34.5%	18.4%	47.1%
Criminal Investigation Division	28.6%	26.8%	44.6%
Criminal Records Division	11.7%	23.4%	64.9%
District 1	49.5%	21.2%	29.3%
District 2	48.6%	19.6%	31.8%
District 3	29.6%	22.2%	48.1%
District 4	25.0%	29.4%	45.6%
District 5	14.8%	21.3%	63.9%
District 6	47.6%	15.9%	36.5%
District 7	28.4%	18.2%	53.4%
District 8	17.3%	23.1%	59.6%
Electronic Services Division	29.4%	29.4%	41.2%
Fire Training Academy	71.4%	0.0%	28.6%
Headquarters	31.0%	10.3%	58.6%
Homeland Security Division	50.0%	15.9%	34.1%
Human Resources Division	35.3%	32.4%	32.4%
Impaired Driving Section	40.0%	50.0%	10.0%
Information Technology Division	28.8%	25.8%	45.5%
Investigative Assistance Division	11.8%	26.5%	61.8%
Motor Carrier Division	15.2%	27.3%	57.6%
Office of Professional Standards	9.1%	18.2%	72.7%
Other	34.6%	23.1%	42.3%
Prevention Division	23.5%	29.4%	47.1%
Property Management Division	26.7%	17.8%	55.6%
Risk Management Division	18.2%	9.1%	72.7%
Special Operations Division	29.7%	27.0%	43.2%
Toxicology Laboratory Division	14.3%	50.0%	35.7%

Training Division	37.9%	17.2%	44.8%
Grand Total	32.1%	22.0%	46.0%
WSP has an inclusive environment where different work styles personalities and approaches are valued.			
Budget and Fiscal Services	38.7%	22.6%	38.7%
Commercial Vehicle Division	44.4%	24.1%	31.5%
Communications Division	43.8%	32.9%	23.3%
Crime Laboratory Division	32.2%	33.3%	34.5%
Criminal Investigation Division	37.5%	33.9%	28.6%
Criminal Records Division	15.6%	19.5%	64.9%
District 1	47.5%	17.2%	35.4%
District 2	58.9%	15.9%	25.2%
District 3	38.9%	25.9%	35.2%
District 4	50.0%	23.5%	26.5%
District 5	24.6%	34.4%	41.0%
District 6	65.1%	15.9%	19.0%
District 7	35.2%	26.1%	38.6%
District 8	34.6%	23.1%	42.3%
Electronic Services Division	11.8%	41.2%	47.1%
Fire Training Academy	28.6%	28.6%	42.9%
Headquarters	34.5%	31.0%	34.5%
Homeland Security Division	56.8%	27.3%	15.9%
Human Resources Division	32.4%	41.2%	26.5%
Impaired Driving Section	70.0%	10.0%	20.0%
Information Technology Division	33.3%	28.8%	37.9%
Investigative Assistance Division	17.6%	29.4%	52.9%
Motor Carrier Division	24.2%	24.2%	51.5%
Office of Professional Standards	9.1%	27.3%	63.6%
Other	30.8%	23.1%	46.2%
Prevention Division	35.3%	35.3%	29.4%
Property Management Division	24.4%	26.7%	48.9%
Risk Management Division	18.2%	27.3%	54.5%
Special Operations Division	40.5%	13.5%	45.9%
Toxicology Laboratory Division	35.7%	14.3%	50.0%
Training Division	20.7%	24.1%	55.2%
Grand Total	38.1%	25.3%	36.6%
I can see myself working at WSP until retirement.			
Budget and Fiscal Services	16.1%	25.8%	58.1%
Commercial Vehicle Division	5.6%	16.7%	77.8%
Communications Division	26.0%	24.7%	49.3%
Crime Laboratory Division	18.4%	19.5%	62.1%
Criminal Investigation Division	3.6%	12.5%	83.9%
Criminal Records Division	19.5%	18.2%	62.3%
District 1	19.2%	17.2%	63.6%
District 2	22.4%	20.6%	57.0%

District 3	7.4%	20.4%	72.2%
District 4	7.4%	19.1%	73.5%
District 5	4.9%	14.8%	80.3%
District 6	14.3%	27.0%	58.7%
District 7	17.0%	15.9%	67.0%
District 8	0.0%	17.3%	82.7%
Electronic Services Division	11.8%	23.5%	64.7%
Fire Training Academy	0.0%	85.7%	14.3%
Headquarters	10.3%	20.7%	69.0%
Homeland Security Division	13.6%	9.1%	77.3%
Human Resources Division	17.6%	26.5%	55.9%
Impaired Driving Section	10.0%	20.0%	70.0%
Information Technology Division	4.5%	30.3%	65.2%
Investigative Assistance Division	8.8%	8.8%	82.4%
Motor Carrier Division	6.1%	6.1%	87.9%
Office of Professional Standards	0.0%	9.1%	90.9%
Other	15.4%	11.5%	73.1%
Prevention Division	17.6%	17.6%	64.7%
Property Management Division	8.9%	24.4%	66.7%
Risk Management Division	0.0%	18.2%	81.8%
Special Operations Division	2.7%	13.5%	83.8%
Toxicology Laboratory Division	21.4%	42.9%	35.7%
Training Division	3.4%	13.8%	82.8%
Grand Total	12.6%	19.2%	68.1%
I feel like a valued member of WSP.			
Budget and Fiscal Services	25.8%	29.0%	45.2%
Commercial Vehicle Division	35.2%	14.8%	50.0%
Communications Division	41.1%	27.4%	31.5%
Crime Laboratory Division	28.7%	29.9%	41.4%
Criminal Investigation Division	23.2%	17.9%	58.9%
Criminal Records Division	13.0%	27.3%	59.7%
District 1	33.3%	31.3%	35.4%
District 2	41.1%	24.3%	34.6%
District 3	22.2%	27.8%	50.0%
District 4	33.8%	25.0%	41.2%
District 5	9.8%	21.3%	68.9%
District 6	44.4%	25.4%	30.2%
District 7	23.9%	25.0%	51.1%
District 8	5.8%	28.8%	65.4%
Electronic Services Division	5.9%	41.2%	52.9%
Fire Training Academy	42.9%	28.6%	28.6%
Headquarters	10.3%	27.6%	62.1%
Homeland Security Division	27.3%	36.4%	36.4%
Human Resources Division	29.4%	11.8%	58.8%
Impaired Driving Section	50.0%	30.0%	20.0%

Information Technology Division	13.6%	30.3%	56.1%
Investigative Assistance Division	17.6%	17.6%	64.7%
Motor Carrier Division	12.1%	21.2%	66.7%
Office of Professional Standards	9.1%	0.0%	90.9%
Other	23.1%	19.2%	57.7%
Prevention Division	17.6%	29.4%	52.9%
Property Management Division	24.4%	15.6%	60.0%
Risk Management Division	9.1%	27.3%	63.6%
Special Operations Division	10.8%	27.0%	62.2%
Toxicology Laboratory Division	42.9%	28.6%	28.6%
Training Division	17.2%	27.6%	55.2%
Grand Total	25.5%	25.4%	49.2%
I am motivated to go above and beyond what is expected of me in my role.			
Budget and Fiscal Services	16.1%	12.9%	71.0%
Commercial Vehicle Division	27.8%	11.1%	61.1%
Communications Division	24.7%	20.5%	54.8%
Crime Laboratory Division	13.8%	18.4%	67.8%
Criminal Investigation Division	7.1%	14.3%	78.6%
Criminal Records Division	9.1%	14.3%	76.6%
District 1	27.3%	15.2%	57.6%
District 2	30.8%	18.7%	50.5%
District 3	16.7%	16.7%	66.7%
District 4	17.6%	16.2%	66.2%
District 5	4.9%	16.4%	78.7%
District 6	27.0%	23.8%	49.2%
District 7	19.3%	15.9%	64.8%
District 8	1.9%	28.8%	69.2%
Electronic Services Division	5.9%	11.8%	82.4%
Fire Training Academy	28.6%	0.0%	71.4%
Headquarters	10.3%	3.4%	86.2%
Homeland Security Division	20.5%	31.8%	47.7%
Human Resources Division	14.7%	14.7%	70.6%
Impaired Driving Section	20.0%	20.0%	60.0%
Information Technology Division	9.1%	21.2%	69.7%
Investigative Assistance Division	0.0%	14.7%	85.3%
Motor Carrier Division	3.0%	18.2%	78.8%
Office of Professional Standards	0.0%	9.1%	90.9%
Other	15.4%	15.4%	69.2%
Prevention Division	11.8%	0.0%	88.2%
Property Management Division	13.3%	13.3%	73.3%
Risk Management Division	0.0%	9.1%	90.9%
Special Operations Division	16.2%	18.9%	64.9%
Toxicology Laboratory Division	21.4%	35.7%	42.9%
Training Division	10.3%	13.8%	75.9%

Grand Total	16.2%	17.2%	66.6%
I am excited about the direction of the WSP.			
Budget and Fiscal Services	22.6%	25.8%	51.6%
Commercial Vehicle Division	33.3%	25.9%	40.7%
Communications Division	34.2%	41.1%	24.7%
Crime Laboratory Division	32.2%	41.4%	26.4%
Criminal Investigation Division	41.1%	28.6%	30.4%
Criminal Records Division	6.5%	35.1%	58.4%
District 1	36.4%	35.4%	28.3%
District 2	51.4%	25.2%	23.4%
District 3	18.5%	33.3%	48.1%
District 4	29.4%	41.2%	29.4%
District 5	8.2%	36.1%	55.7%
District 6	50.8%	28.6%	20.6%
District 7	23.9%	33.0%	43.2%
District 8	19.2%	23.1%	57.7%
Electronic Services Division	35.3%	47.1%	17.6%
Fire Training Academy	28.6%	28.6%	42.9%
Headquarters	10.3%	31.0%	58.6%
Homeland Security Division	38.6%	38.6%	22.7%
Human Resources Division	26.5%	38.2%	35.3%
Impaired Driving Section	40.0%	40.0%	20.0%
Information Technology Division	22.7%	42.4%	34.8%
Investigative Assistance Division	11.8%	47.1%	41.2%
Motor Carrier Division	18.2%	27.3%	54.5%
Office of Professional Standards	9.1%	18.2%	72.7%
Other	26.9%	38.5%	34.6%
Prevention Division	17.6%	41.2%	41.2%
Property Management Division	20.0%	42.2%	37.8%
Risk Management Division	0.0%	36.4%	63.6%
Special Operations Division	21.6%	27.0%	51.4%
Toxicology Laboratory Division	7.1%	78.6%	14.3%
Training Division	20.7%	37.9%	41.4%
Grand Total	27.6%	34.9%	37.5%
I understand how my work helps WSP achieve its goals.			
Budget and Fiscal Services	3.2%	19.4%	77.4%
Commercial Vehicle Division	11.1%	14.8%	74.1%
Communications Division	4.1%	19.2%	76.7%
Crime Laboratory Division	6.9%	13.8%	79.3%
Criminal Investigation Division	7.1%	14.3%	78.6%
Criminal Records Division	5.2%	9.1%	85.7%
District 1	12.1%	29.3%	58.6%
District 2	15.0%	27.1%	57.9%
District 3	9.3%	18.5%	72.2%
District 4	14.7%	17.6%	67.6%



District 5	6.6%	8.2%	85.2%
District 6	15.9%	25.4%	58.7%
District 7	5.7%	17.0%	77.3%
District 8	0.0%	19.2%	80.8%
Electronic Services Division	0.0%	17.6%	82.4%
Fire Training Academy	14.3%	14.3%	71.4%
Headquarters	6.9%	10.3%	82.8%
Homeland Security Division	6.8%	18.2%	75.0%
Human Resources Division	14.7%	8.8%	76.5%
Impaired Driving Section	0.0%	30.0%	70.0%
Information Technology Division	3.0%	3.0%	93.9%
Investigative Assistance Division	0.0%	8.8%	91.2%
Motor Carrier Division	0.0%	6.1%	93.9%
Office of Professional Standards	0.0%	9.1%	90.9%
Other	7.7%	19.2%	73.1%
Prevention Division	0.0%	17.6%	82.4%
Property Management Division	8.9%	11.1%	80.0%
Risk Management Division	0.0%	18.2%	81.8%
Special Operations Division	5.4%	18.9%	75.7%
Toxicology Laboratory Division	14.3%	14.3%	71.4%
Training Division	6.9%	10.3%	82.8%
Grand Total	7.7%	16.5%	75.7%
I would recommend WSP as a great place to work.			
Budget and Fiscal Services	12.9%	29.0%	58.1%
Commercial Vehicle Division	35.2%	18.5%	46.3%
Communications Division	31.5%	24.7%	43.8%
Crime Laboratory Division	23.0%	31.0%	46.0%
Criminal Investigation Division	26.8%	32.1%	41.1%
Criminal Records Division	10.4%	13.0%	76.6%
District 1	31.3%	34.3%	34.3%
District 2	48.6%	23.4%	28.0%
District 3	22.2%	24.1%	53.7%
District 4	20.6%	30.9%	48.5%
District 5	13.1%	18.0%	68.9%
District 6	38.1%	33.3%	28.6%
District 7	26.1%	25.0%	48.9%
District 8	15.4%	28.8%	55.8%
Electronic Services Division	17.6%	23.5%	58.8%
Fire Training Academy	14.3%	71.4%	14.3%
Headquarters	6.9%	24.1%	69.0%
Homeland Security Division	59.1%	22.7%	18.2%
Human Resources Division	20.6%	32.4%	47.1%
Impaired Driving Section	50.0%	30.0%	20.0%
Information Technology Division	10.6%	36.4%	53.0%
Investigative Assistance Division	11.8%	32.4%	55.9%

Motor Carrier Division	6.1%	15.2%	78.8%
Office of Professional Standards	9.1%	9.1%	81.8%
Other	19.2%	26.9%	53.8%
Prevention Division	5.9%	41.2%	52.9%
Property Management Division	11.1%	33.3%	55.6%
Risk Management Division	0.0%	9.1%	90.9%
Special Operations Division	18.9%	27.0%	54.1%
Toxicology Laboratory Division	14.3%	42.9%	42.9%
Training Division	13.8%	24.1%	62.1%
Grand Total	23.9%	27.1%	49.0%
I am proud to work at WSP.			
Budget and Fiscal Services	9.7%	22.6%	67.7%
Commercial Vehicle Division	9.3%	14.8%	75.9%
Communications Division	6.8%	24.7%	68.5%
Crime Laboratory Division	6.9%	29.9%	63.2%
Criminal Investigation Division	7.1%	19.6%	73.2%
Criminal Records Division	2.6%	11.7%	85.7%
District 1	10.1%	26.3%	63.6%
District 2	17.8%	25.2%	57.0%
District 3	7.4%	16.7%	75.9%
District 4	2.9%	20.6%	76.5%
District 5	1.6%	9.8%	88.5%
District 6	11.1%	25.4%	63.5%
District 7	9.1%	19.3%	71.6%
District 8	1.9%	7.7%	90.4%
Electronic Services Division	0.0%	17.6%	82.4%
Fire Training Academy	0.0%	28.6%	71.4%
Headquarters	6.9%	6.9%	86.2%
Homeland Security Division	15.9%	38.6%	45.5%
Human Resources Division	2.9%	26.5%	70.6%
Impaired Driving Section	20.0%	10.0%	70.0%
Information Technology Division	0.0%	25.8%	74.2%
Investigative Assistance Division	5.9%	8.8%	85.3%
Motor Carrier Division	3.0%	9.1%	87.9%
Office of Professional Standards	9.1%	0.0%	90.9%
Other	7.7%	23.1%	69.2%
Prevention Division	0.0%	11.8%	88.2%
Property Management Division	4.4%	15.6%	80.0%
Risk Management Division	0.0%	0.0%	100.0%
Special Operations Division	2.7%	18.9%	78.4%
Toxicology Laboratory Division	7.1%	21.4%	71.4%
Training Division	6.9%	10.3%	82.8%
Grand Total	7.0%	19.7%	73.2%
I regularly receive praise and recognition for my work and contributions.			
Budget and Fiscal Services	41.9%	12.9%	45.2%

Commercial Vehicle Division	35.2%	14.8%	50.0%
Communications Division	39.7%	16.4%	43.8%
Crime Laboratory Division	29.9%	28.7%	41.4%
Criminal Investigation Division	19.6%	28.6%	51.8%
Criminal Records Division	18.2%	24.7%	57.1%
District 1	36.4%	26.3%	37.4%
District 2	31.8%	23.4%	44.9%
District 3	33.3%	25.9%	40.7%
District 4	29.4%	23.5%	47.1%
District 5	14.8%	26.2%	59.0%
District 6	47.6%	23.8%	28.6%
District 7	21.6%	30.7%	47.7%
District 8	5.8%	38.5%	55.8%
Electronic Services Division	35.3%	35.3%	29.4%
Fire Training Academy	28.6%	28.6%	42.9%
Headquarters	31.0%	10.3%	58.6%
Homeland Security Division	38.6%	27.3%	34.1%
Human Resources Division	38.2%	14.7%	47.1%
Impaired Driving Section	60.0%	30.0%	10.0%
Information Technology Division	22.7%	19.7%	57.6%
Investigative Assistance Division	26.5%	23.5%	50.0%
Motor Carrier Division	9.1%	33.3%	57.6%
Office of Professional Standards	9.1%	18.2%	72.7%
Other	23.1%	26.9%	50.0%
Prevention Division	23.5%	41.2%	35.3%
Property Management Division	24.4%	26.7%	48.9%
Risk Management Division	9.1%	18.2%	72.7%
Special Operations Division	29.7%	24.3%	45.9%
Toxicology Laboratory Division	57.1%	21.4%	21.4%
Training Division	17.2%	37.9%	44.8%
Grand Total	28.5%	25.0%	46.5%
WSP values diversity (e.g. gender, ethnicity) among its employees.			
Budget and Fiscal Services	0.0%	32.3%	67.7%
Commercial Vehicle Division	9.3%	31.5%	59.3%
Communications Division	4.1%	39.7%	56.2%
Crime Laboratory Division	16.1%	29.9%	54.0%
Criminal Investigation Division	5.4%	30.4%	64.3%
Criminal Records Division	3.9%	22.1%	74.0%
District 1	10.1%	31.3%	58.6%
District 2	14.0%	28.0%	57.9%
District 3	3.7%	18.5%	77.8%
District 4	4.4%	27.9%	67.6%
District 5	1.6%	19.7%	78.7%
District 6	12.7%	27.0%	60.3%
District 7	3.4%	29.5%	67.0%

District 8	0.0%	17.3%	82.7%
Electronic Services Division	0.0%	29.4%	70.6%
Fire Training Academy	0.0%	28.6%	71.4%
Headquarters	10.3%	20.7%	69.0%
Homeland Security Division	9.1%	34.1%	56.8%
Human Resources Division	23.5%	26.5%	50.0%
Impaired Driving Section	10.0%	40.0%	50.0%
Information Technology Division	6.1%	27.3%	66.7%
Investigative Assistance Division	2.9%	8.8%	88.2%
Motor Carrier Division	0.0%	15.2%	84.8%
Office of Professional Standards	0.0%	0.0%	100.0%
Other	23.1%	23.1%	53.8%
Prevention Division	11.8%	17.6%	70.6%
Property Management Division	4.4%	28.9%	66.7%
Risk Management Division	0.0%	18.2%	81.8%
Special Operations Division	2.7%	24.3%	73.0%
Toxicology Laboratory Division	7.1%	50.0%	42.9%
Training Division	13.8%	6.9%	79.3%
Grand Total	7.5%	26.4%	66.1%
WSP makes a meaningful and positive impact on the State of Washington.			
Budget and Fiscal Services	0.0%	19.4%	80.6%
Commercial Vehicle Division	7.4%	14.8%	77.8%
Communications Division	2.7%	19.2%	78.1%
Crime Laboratory Division	2.3%	8.0%	89.7%
Criminal Investigation Division	3.6%	23.2%	73.2%
Criminal Records Division	3.9%	9.1%	87.0%
District 1	5.1%	26.3%	68.7%
District 2	7.5%	24.3%	68.2%
District 3	0.0%	20.4%	79.6%
District 4	2.9%	16.2%	80.9%
District 5	3.3%	8.2%	88.5%
District 6	12.7%	25.4%	61.9%
District 7	4.5%	10.2%	85.2%
District 8	1.9%	7.7%	90.4%
Electronic Services Division	5.9%	5.9%	88.2%
Fire Training Academy	0.0%	14.3%	85.7%
Headquarters	0.0%	10.3%	89.7%
Homeland Security Division	2.3%	15.9%	81.8%
Human Resources Division	5.9%	20.6%	73.5%
Impaired Driving Section	0.0%	20.0%	80.0%
Information Technology Division	0.0%	9.1%	90.9%
Investigative Assistance Division	0.0%	8.8%	91.2%
Motor Carrier Division	0.0%	3.0%	97.0%
Office of Professional Standards	0.0%	0.0%	100.0%

Other	0.0%	7.7%	92.3%
Prevention Division	11.8%	11.8%	76.5%
Property Management Division	0.0%	6.7%	93.3%
Risk Management Division	0.0%	0.0%	100.0%
Special Operations Division	0.0%	8.1%	91.9%
Toxicology Laboratory Division	0.0%	7.1%	92.9%
Training Division	3.4%	10.3%	86.2%
Grand Total	3.5%	14.5%	82.0%
I am encouraged to share my thoughts and ideas.			
Budget and Fiscal Services	19.4%	19.4%	61.3%
Commercial Vehicle Division	25.9%	24.1%	50.0%
Communications Division	21.9%	37.0%	41.1%
Crime Laboratory Division	16.1%	27.6%	56.3%
Criminal Investigation Division	19.6%	28.6%	51.8%
Criminal Records Division	13.0%	14.3%	72.7%
District 1	32.3%	34.3%	33.3%
District 2	40.2%	23.4%	36.4%
District 3	20.4%	35.2%	44.4%
District 4	35.3%	20.6%	44.1%
District 5	9.8%	24.6%	65.6%
District 6	52.4%	14.3%	33.3%
District 7	23.9%	23.9%	52.3%
District 8	11.5%	34.6%	53.8%
Electronic Services Division	17.6%	41.2%	41.2%
Fire Training Academy	28.6%	28.6%	42.9%
Headquarters	6.9%	27.6%	65.5%
Homeland Security Division	43.2%	22.7%	34.1%
Human Resources Division	32.4%	14.7%	52.9%
Impaired Driving Section	10.0%	20.0%	70.0%
Information Technology Division	10.6%	19.7%	69.7%
Investigative Assistance Division	23.5%	17.6%	58.8%
Motor Carrier Division	12.1%	21.2%	66.7%
Office of Professional Standards	0.0%	0.0%	100.0%
Other	23.1%	19.2%	57.7%
Prevention Division	11.8%	17.6%	70.6%
Property Management Division	13.3%	28.9%	57.8%
Risk Management Division	0.0%	9.1%	90.9%
Special Operations Division	18.9%	24.3%	56.8%
Toxicology Laboratory Division	28.6%	35.7%	35.7%
Training Division	20.7%	13.8%	65.5%
Grand Total	23.4%	24.5%	52.1%
I can be open and honest with my direct supervisor.			
Budget and Fiscal Services	19.4%	19.4%	61.3%
Commercial Vehicle Division	16.7%	7.4%	75.9%
Communications Division	19.2%	23.3%	57.5%

Crime Laboratory Division	12.6%	13.8%	73.6%
Criminal Investigation Division	7.1%	14.3%	78.6%
Criminal Records Division	11.7%	11.7%	76.6%
District 1	17.2%	13.1%	69.7%
District 2	29.0%	9.3%	61.7%
District 3	14.8%	18.5%	66.7%
District 4	8.8%	16.2%	75.0%
District 5	8.2%	4.9%	86.9%
District 6	25.4%	22.2%	52.4%
District 7	13.6%	17.0%	69.3%
District 8	13.5%	11.5%	75.0%
Electronic Services Division	17.6%	5.9%	76.5%
Fire Training Academy	28.6%	0.0%	71.4%
Headquarters	3.4%	6.9%	89.7%
Homeland Security Division	11.4%	15.9%	72.7%
Human Resources Division	17.6%	5.9%	76.5%
Impaired Driving Section	30.0%	10.0%	60.0%
Information Technology Division	6.1%	7.6%	86.4%
Investigative Assistance Division	17.6%	5.9%	76.5%
Motor Carrier Division	0.0%	15.2%	84.8%
Office of Professional Standards	0.0%	9.1%	90.9%
Other	19.2%	3.8%	76.9%
Prevention Division	5.9%	11.8%	82.4%
Property Management Division	15.6%	11.1%	73.3%
Risk Management Division	0.0%	0.0%	100.0%
Special Operations Division	18.9%	10.8%	70.3%
Toxicology Laboratory Division	7.1%	21.4%	71.4%
Training Division	6.9%	6.9%	86.2%
Grand Total	14.5%	12.6%	72.9%
<b>I have high confidence in the leadership and management of the WSP.</b>			
Budget and Fiscal Services	25.8%	25.8%	48.4%
Commercial Vehicle Division	40.7%	20.4%	38.9%
Communications Division	39.7%	30.1%	30.1%
Crime Laboratory Division	42.5%	25.3%	32.2%
Criminal Investigation Division	48.2%	17.9%	33.9%
Criminal Records Division	22.1%	32.5%	45.5%
District 1	55.6%	23.2%	21.2%
District 2	59.8%	19.6%	20.6%
District 3	38.9%	25.9%	35.2%
District 4	38.2%	25.0%	36.8%
District 5	14.8%	42.6%	42.6%
District 6	60.3%	14.3%	25.4%
District 7	31.8%	29.5%	38.6%
District 8	21.2%	30.8%	48.1%
Electronic Services Division	47.1%	29.4%	23.5%

Fire Training Academy	42.9%	14.3%	42.9%
Headquarters	20.7%	10.3%	69.0%
Homeland Security Division	61.4%	25.0%	13.6%
Human Resources Division	44.1%	26.5%	29.4%
Impaired Driving Section	70.0%	20.0%	10.0%
Information Technology Division	24.2%	31.8%	43.9%
Investigative Assistance Division	17.6%	32.4%	50.0%
Motor Carrier Division	12.1%	21.2%	66.7%
Office of Professional Standards	9.1%	9.1%	81.8%
Other	30.8%	19.2%	50.0%
Prevention Division	23.5%	29.4%	47.1%
Property Management Division	28.9%	26.7%	44.4%
Risk Management Division	0.0%	9.1%	90.9%
Special Operations Division	29.7%	27.0%	43.2%
Toxicology Laboratory Division	21.4%	50.0%	28.6%
Training Division	27.6%	34.5%	37.9%
Grand Total	37.1%	25.9%	37.0%
My role makes good use of my skills and abilities.			
Budget and Fiscal Services	12.9%	3.2%	83.9%
Commercial Vehicle Division	14.8%	13.0%	72.2%
Communications Division	4.1%	19.2%	76.7%
Crime Laboratory Division	9.2%	19.5%	71.3%
Criminal Investigation Division	5.4%	17.9%	76.8%
Criminal Records Division	15.6%	16.9%	67.5%
District 1	21.2%	21.2%	57.6%
District 2	22.4%	21.5%	56.1%
District 3	13.0%	27.8%	59.3%
District 4	19.1%	16.2%	64.7%
District 5	3.3%	11.5%	85.2%
District 6	20.6%	17.5%	61.9%
District 7	12.5%	27.3%	60.2%
District 8	11.5%	11.5%	76.9%
Electronic Services Division	11.8%	11.8%	76.5%
Fire Training Academy	14.3%	14.3%	71.4%
Headquarters	3.4%	3.4%	93.1%
Homeland Security Division	6.8%	20.5%	72.7%
Human Resources Division	14.7%	23.5%	61.8%
Impaired Driving Section	0.0%	10.0%	90.0%
Information Technology Division	12.1%	13.6%	74.2%
Investigative Assistance Division	5.9%	14.7%	79.4%
Motor Carrier Division	6.1%	15.2%	78.8%
Office of Professional Standards	0.0%	0.0%	100.0%
Other	15.4%	19.2%	65.4%
Prevention Division	11.8%	17.6%	70.6%
Property Management Division	17.8%	22.2%	60.0%

Risk Management Division	18.2%	27.3%	54.5%
Special Operations Division	5.4%	21.6%	73.0%
Toxicology Laboratory Division	14.3%	28.6%	57.1%
Training Division	10.3%	6.9%	82.8%
Grand Total	12.7%	17.9%	69.5%
<b>My experience working at WSP is in line with my expectations.</b>			
Budget and Fiscal Services	9.7%	25.8%	64.5%
Commercial Vehicle Division	29.6%	9.3%	61.1%
Communications Division	6.8%	42.5%	50.7%
Crime Laboratory Division	19.5%	24.1%	56.3%
Criminal Investigation Division	10.7%	21.4%	67.9%
Criminal Records Division	6.5%	26.0%	67.5%
District 1	27.3%	25.3%	47.5%
District 2	31.8%	25.2%	43.0%
District 3	13.0%	33.3%	53.7%
District 4	16.2%	35.3%	48.5%
District 5	8.2%	18.0%	73.8%
District 6	31.7%	23.8%	44.4%
District 7	20.5%	20.5%	59.1%
District 8	5.8%	17.3%	76.9%
Electronic Services Division	23.5%	5.9%	70.6%
Fire Training Academy	14.3%	57.1%	28.6%
Headquarters	3.4%	24.1%	72.4%
Homeland Security Division	29.5%	27.3%	43.2%
Human Resources Division	20.6%	23.5%	55.9%
Impaired Driving Section	20.0%	40.0%	40.0%
Information Technology Division	12.1%	24.2%	63.6%
Investigative Assistance Division	14.7%	17.6%	67.6%
Motor Carrier Division	15.2%	15.2%	69.7%
Office of Professional Standards	0.0%	9.1%	90.9%
Other	11.5%	30.8%	57.7%
Prevention Division	11.8%	17.6%	70.6%
Property Management Division	13.3%	33.3%	53.3%
Risk Management Division	9.1%	36.4%	54.5%
Special Operations Division	10.8%	24.3%	64.9%
Toxicology Laboratory Division	21.4%	28.6%	50.0%
Training Division	10.3%	20.7%	69.0%
Grand Total	17.1%	24.9%	58.0%
<b>The roles available at WSP have helped strengthen my skills and competencies.</b>			
Budget and Fiscal Services	12.9%	35.5%	51.6%
Commercial Vehicle Division	9.3%	27.8%	63.0%
Communications Division	13.7%	45.2%	41.1%
Crime Laboratory Division	17.2%	26.4%	56.3%
Criminal Investigation Division	5.4%	26.8%	67.9%



<b>Criminal Records Division</b>	9.1%	23.4%	67.5%
<b>District 1</b>	27.3%	25.3%	47.5%
<b>District 2</b>	29.9%	23.4%	46.7%
<b>District 3</b>	13.0%	25.9%	61.1%
<b>District 4</b>	13.2%	26.5%	60.3%
<b>District 5</b>	8.2%	23.0%	68.9%
<b>District 6</b>	23.8%	33.3%	42.9%
<b>District 7</b>	19.3%	18.2%	62.5%
<b>District 8</b>	5.8%	25.0%	69.2%
<b>Electronic Services Division</b>	11.8%	35.3%	52.9%
<b>Fire Training Academy</b>	14.3%	42.9%	42.9%
<b>Headquarters</b>	10.3%	6.9%	82.8%
<b>Homeland Security Division</b>	11.4%	31.8%	56.8%
<b>Human Resources Division</b>	17.6%	26.5%	55.9%
<b>Impaired Driving Section</b>	20.0%	20.0%	60.0%
<b>Information Technology Division</b>	15.2%	21.2%	63.6%
<b>Investigative Assistance Division</b>	8.8%	14.7%	76.5%
<b>Motor Carrier Division</b>	12.1%	21.2%	66.7%
<b>Office of Professional Standards</b>	0.0%	9.1%	90.9%
<b>Other</b>	19.2%	19.2%	61.5%
<b>Prevention Division</b>	29.4%	5.9%	64.7%
<b>Property Management Division</b>	15.6%	40.0%	44.4%
<b>Risk Management Division</b>	9.1%	36.4%	54.5%
<b>Special Operations Division</b>	2.7%	13.5%	83.8%
<b>Toxicology Laboratory Division</b>	7.1%	42.9%	50.0%
<b>Training Division</b>	10.3%	24.1%	65.5%
<b>Grand Total</b>	15.2%	25.8%	59.0%
<b>I have the equipment and resources I need to do my work well.</b>			
<b>Budget and Fiscal Services</b>	25.8%	12.9%	61.3%
<b>Commercial Vehicle Division</b>	22.2%	24.1%	53.7%
<b>Communications Division</b>	39.7%	31.5%	28.8%
<b>Crime Laboratory Division</b>	17.2%	18.4%	64.4%
<b>Criminal Investigation Division</b>	19.6%	28.6%	51.8%
<b>Criminal Records Division</b>	13.0%	14.3%	72.7%
<b>District 1</b>	40.4%	16.2%	43.4%
<b>District 2</b>	43.0%	19.6%	37.4%
<b>District 3</b>	25.9%	20.4%	53.7%
<b>District 4</b>	23.5%	23.5%	52.9%
<b>District 5</b>	13.1%	19.7%	67.2%
<b>District 6</b>	39.7%	20.6%	39.7%
<b>District 7</b>	33.0%	19.3%	47.7%
<b>District 8</b>	23.1%	21.2%	55.8%
<b>Electronic Services Division</b>	52.9%	23.5%	23.5%
<b>Fire Training Academy</b>	57.1%	14.3%	28.6%
<b>Headquarters</b>	13.8%	20.7%	65.5%

Homeland Security Division	34.1%	18.2%	47.7%
Human Resources Division	17.6%	29.4%	52.9%
Impaired Driving Section	20.0%	20.0%	60.0%
Information Technology Division	15.2%	22.7%	62.1%
Investigative Assistance Division	20.6%	14.7%	64.7%
Motor Carrier Division	12.1%	9.1%	78.8%
Office of Professional Standards	9.1%	9.1%	81.8%
Other	26.9%	19.2%	53.8%
Prevention Division	35.3%	29.4%	35.3%
Property Management Division	26.7%	22.2%	51.1%
Risk Management Division	27.3%	18.2%	54.5%
Special Operations Division	21.6%	16.2%	62.2%
Toxicology Laboratory Division	14.3%	50.0%	35.7%
Training Division	17.2%	13.8%	69.0%
Grand Total	26.5%	20.5%	53.0%
I am encouraged to always do what is right at work.			
Budget and Fiscal Services	6.5%	19.4%	74.2%
Commercial Vehicle Division	7.4%	11.1%	81.5%
Communications Division	6.8%	8.2%	84.9%
Crime Laboratory Division	5.7%	3.4%	90.8%
Criminal Investigation Division	3.6%	10.7%	85.7%
Criminal Records Division	7.8%	9.1%	83.1%
District 1	8.1%	16.2%	75.8%
District 2	10.3%	15.0%	74.8%
District 3	0.0%	3.7%	96.3%
District 4	5.9%	8.8%	85.3%
District 5	0.0%	4.9%	95.1%
District 6	9.5%	23.8%	66.7%
District 7	9.1%	11.4%	79.5%
District 8	1.9%	5.8%	92.3%
Electronic Services Division	5.9%	17.6%	76.5%
Fire Training Academy	0.0%	0.0%	100.0%
Headquarters	0.0%	10.3%	89.7%
Homeland Security Division	4.5%	15.9%	79.5%
Human Resources Division	11.8%	11.8%	76.5%
Impaired Driving Section	10.0%	10.0%	80.0%
Information Technology Division	6.1%	13.6%	80.3%
Investigative Assistance Division	11.8%	5.9%	82.4%
Motor Carrier Division	0.0%	3.0%	97.0%
Office of Professional Standards	0.0%	0.0%	100.0%
Other	11.5%	15.4%	73.1%
Prevention Division	11.8%	5.9%	82.4%
Property Management Division	6.7%	6.7%	86.7%
Risk Management Division	0.0%	9.1%	90.9%
Special Operations Division	0.0%	10.8%	89.2%

Toxicology Laboratory Division	0.0%	21.4%	78.6%
Training Division	3.4%	10.3%	86.2%
Grand Total	6.1%	10.7%	83.2%
I know what is expected of me at work.			
Budget and Fiscal Services	3.2%	19.4%	77.4%
Commercial Vehicle Division	11.1%	7.4%	81.5%
Communications Division	5.5%	13.7%	80.8%
Crime Laboratory Division	2.3%	9.2%	88.5%
Criminal Investigation Division	5.4%	7.1%	87.5%
Criminal Records Division	2.6%	11.7%	85.7%
District 1	3.0%	15.2%	81.8%
District 2	15.0%	14.0%	71.0%
District 3	1.9%	9.3%	88.9%
District 4	4.4%	8.8%	86.8%
District 5	0.0%	6.6%	93.4%
District 6	6.3%	17.5%	76.2%
District 7	2.3%	6.8%	90.9%
District 8	0.0%	13.5%	86.5%
Electronic Services Division	17.6%	0.0%	82.4%
Fire Training Academy	14.3%	28.6%	57.1%
Headquarters	6.9%	3.4%	89.7%
Homeland Security Division	2.3%	11.4%	86.4%
Human Resources Division	5.9%	5.9%	88.2%
Impaired Driving Section	0.0%	10.0%	90.0%
Information Technology Division	1.5%	16.7%	81.8%
Investigative Assistance Division	11.8%	2.9%	85.3%
Motor Carrier Division	0.0%	3.0%	97.0%
Office of Professional Standards	0.0%	0.0%	100.0%
Other	7.7%	7.7%	84.6%
Prevention Division	5.9%	11.8%	82.4%
Property Management Division	4.4%	4.4%	91.1%
Risk Management Division	0.0%	0.0%	100.0%
Special Operations Division	2.7%	13.5%	83.8%
Toxicology Laboratory Division	7.1%	7.1%	85.7%
Training Division	6.9%	10.3%	82.8%
Grand Total	4.9%	10.4%	84.7%
I regularly receive feedback that helps me elevate my performance.			
Budget and Fiscal Services	25.8%	19.4%	54.8%
Commercial Vehicle Division	24.1%	20.4%	55.6%
Communications Division	30.1%	28.8%	41.1%
Crime Laboratory Division	24.1%	27.6%	48.3%
Criminal Investigation Division	7.1%	35.7%	57.1%
Criminal Records Division	13.0%	19.5%	67.5%
District 1	26.3%	30.3%	43.4%
District 2	27.1%	31.8%	41.1%

District 3	11.1%	27.8%	61.1%
District 4	20.6%	17.6%	61.8%
District 5	6.6%	23.0%	70.5%
District 6	33.3%	30.2%	36.5%
District 7	14.8%	20.5%	64.8%
District 8	11.5%	25.0%	63.5%
Electronic Services Division	23.5%	35.3%	41.2%
Fire Training Academy	42.9%	14.3%	42.9%
Headquarters	17.2%	13.8%	69.0%
Homeland Security Division	29.5%	36.4%	34.1%
Human Resources Division	29.4%	26.5%	44.1%
Impaired Driving Section	60.0%	20.0%	20.0%
Information Technology Division	12.1%	30.3%	57.6%
Investigative Assistance Division	20.6%	11.8%	67.6%
Motor Carrier Division	6.1%	24.2%	69.7%
Office of Professional Standards	9.1%	0.0%	90.9%
Other	23.1%	30.8%	46.2%
Prevention Division	23.5%	17.6%	58.8%
Property Management Division	20.0%	24.4%	55.6%
Risk Management Division	0.0%	18.2%	81.8%
Special Operations Division	18.9%	24.3%	56.8%
Toxicology Laboratory Division	28.6%	42.9%	28.6%
Training Division	17.2%	27.6%	55.2%
Grand Total	20.3%	25.7%	54.0%
I have a clear understanding of the factors used to gauge my performance.			
Budget and Fiscal Services	9.7%	32.3%	58.1%
Commercial Vehicle Division	20.4%	16.7%	63.0%
Communications Division	19.2%	21.9%	58.9%
Crime Laboratory Division	13.8%	24.1%	62.1%
Criminal Investigation Division	7.1%	21.4%	71.4%
Criminal Records Division	6.5%	15.6%	77.9%
District 1	25.3%	21.2%	53.5%
District 2	29.9%	26.2%	43.9%
District 3	14.8%	16.7%	68.5%
District 4	13.2%	19.1%	67.6%
District 5	11.5%	16.4%	72.1%
District 6	33.3%	15.9%	50.8%
District 7	6.8%	18.2%	75.0%
District 8	9.6%	25.0%	65.4%
Electronic Services Division	11.8%	35.3%	52.9%
Fire Training Academy	28.6%	42.9%	28.6%
Headquarters	13.8%	6.9%	79.3%
Homeland Security Division	13.6%	29.5%	56.8%
Human Resources Division	20.6%	20.6%	58.8%

Impaired Driving Section	40.0%	30.0%	30.0%
Information Technology Division	12.1%	19.7%	68.2%
Investigative Assistance Division	14.7%	8.8%	76.5%
Motor Carrier Division	3.0%	24.2%	72.7%
Office of Professional Standards	9.1%	0.0%	90.9%
Other	23.1%	11.5%	65.4%
Prevention Division	11.8%	17.6%	70.6%
Property Management Division	4.4%	28.9%	66.7%
Risk Management Division	0.0%	0.0%	100.0%
Special Operations Division	16.2%	21.6%	62.2%
Toxicology Laboratory Division	7.1%	28.6%	64.3%
Training Division	34.5%	13.8%	51.7%
Grand Total	16.0%	20.4%	63.6%
I receive effective coaching / mentoring to support my professional growth.			
Budget and Fiscal Services	32.3%	16.1%	51.6%
Commercial Vehicle Division	35.2%	20.4%	44.4%
Communications Division	28.8%	26.0%	45.2%
Crime Laboratory Division	34.5%	24.1%	41.4%
Criminal Investigation Division	12.5%	37.5%	50.0%
Criminal Records Division	18.2%	32.5%	49.4%
District 1	34.3%	29.3%	36.4%
District 2	34.6%	21.5%	43.9%
District 3	22.2%	35.2%	42.6%
District 4	25.0%	42.6%	32.4%
District 5	16.4%	26.2%	57.4%
District 6	41.3%	27.0%	31.7%
District 7	19.3%	28.4%	52.3%
District 8	11.5%	36.5%	51.9%
Electronic Services Division	29.4%	35.3%	35.3%
Fire Training Academy	57.1%	14.3%	28.6%
Headquarters	27.6%	13.8%	58.6%
Homeland Security Division	40.9%	29.5%	29.5%
Human Resources Division	32.4%	29.4%	38.2%
Impaired Driving Section	50.0%	40.0%	10.0%
Information Technology Division	19.7%	31.8%	48.5%
Investigative Assistance Division	29.4%	17.6%	52.9%
Motor Carrier Division	18.2%	21.2%	60.6%
Office of Professional Standards	0.0%	18.2%	81.8%
Other	38.5%	23.1%	38.5%
Prevention Division	29.4%	23.5%	47.1%
Property Management Division	28.9%	37.8%	33.3%
Risk Management Division	0.0%	27.3%	72.7%
Special Operations Division	21.6%	27.0%	51.4%
Toxicology Laboratory Division	35.7%	35.7%	28.6%

Training Division	24.1%	20.7%	55.2%
Grand Total	27.1%	28.2%	44.8%
<b>I feel motivated to pursue professional development activities and experiences.</b>			
Budget and Fiscal Services	29.0%	22.6%	48.4%
Commercial Vehicle Division	27.8%	22.2%	50.0%
Communications Division	20.5%	34.2%	45.2%
Crime Laboratory Division	26.4%	21.8%	51.7%
Criminal Investigation Division	12.5%	26.8%	60.7%
Criminal Records Division	15.6%	20.8%	63.6%
District 1	37.4%	23.2%	39.4%
District 2	35.5%	23.4%	41.1%
District 3	18.5%	29.6%	51.9%
District 4	32.4%	27.9%	39.7%
District 5	11.5%	27.9%	60.7%
District 6	44.4%	22.2%	33.3%
District 7	26.1%	25.0%	48.9%
District 8	17.3%	28.8%	53.8%
Electronic Services Division	17.6%	52.9%	29.4%
Fire Training Academy	42.9%	14.3%	42.9%
Headquarters	10.3%	20.7%	69.0%
Homeland Security Division	25.0%	27.3%	47.7%
Human Resources Division	20.6%	23.5%	55.9%
Impaired Driving Section	30.0%	30.0%	40.0%
Information Technology Division	13.6%	25.8%	60.6%
Investigative Assistance Division	17.6%	20.6%	61.8%
Motor Carrier Division	9.1%	36.4%	54.5%
Office of Professional Standards	0.0%	9.1%	90.9%
Other	23.1%	19.2%	57.7%
Prevention Division	23.5%	29.4%	47.1%
Property Management Division	17.8%	33.3%	48.9%
Risk Management Division	0.0%	27.3%	72.7%
Special Operations Division	16.2%	27.0%	56.8%
Toxicology Laboratory Division	21.4%	50.0%	28.6%
Training Division	17.2%	24.1%	58.6%
Grand Total	23.4%	26.0%	50.6%
<b>I have the support I need to pursue professional development activities and experiences.</b>			
Budget and Fiscal Services	22.6%	19.4%	58.1%
Commercial Vehicle Division	27.8%	16.7%	55.6%
Communications Division	16.4%	35.6%	47.9%
Crime Laboratory Division	26.4%	23.0%	50.6%
Criminal Investigation Division	10.7%	30.4%	58.9%
Criminal Records Division	16.9%	23.4%	59.7%
District 1	34.3%	24.2%	41.4%

District 2	36.4%	22.4%	41.1%
District 3	24.1%	33.3%	42.6%
District 4	26.5%	30.9%	42.6%
District 5	11.5%	19.7%	68.9%
District 6	42.9%	28.6%	28.6%
District 7	25.0%	22.7%	52.3%
District 8	11.5%	30.8%	57.7%
Electronic Services Division	29.4%	52.9%	17.6%
Fire Training Academy	57.1%	14.3%	28.6%
Headquarters	6.9%	31.0%	62.1%
Homeland Security Division	22.7%	29.5%	47.7%
Human Resources Division	17.6%	32.4%	50.0%
Impaired Driving Section	10.0%	70.0%	20.0%
Information Technology Division	15.2%	25.8%	59.1%
Investigative Assistance Division	17.6%	29.4%	52.9%
Motor Carrier Division	9.1%	36.4%	54.5%
Office of Professional Standards	9.1%	0.0%	90.9%
Other	23.1%	19.2%	57.7%
Prevention Division	35.3%	35.3%	29.4%
Property Management Division	20.0%	40.0%	40.0%
Risk Management Division	0.0%	36.4%	63.6%
Special Operations Division	10.8%	27.0%	62.2%
Toxicology Laboratory Division	28.6%	21.4%	50.0%
Training Division	24.1%	24.1%	51.7%
Grand Total	22.7%	27.3%	50.0%
In the past year I have grown professionally as a result of working at WSP.			
Budget and Fiscal Services	16.1%	29.0%	54.8%
Commercial Vehicle Division	22.2%	33.3%	44.4%
Communications Division	26.0%	27.4%	46.6%
Crime Laboratory Division	27.6%	24.1%	48.3%
Criminal Investigation Division	10.7%	32.1%	57.1%
Criminal Records Division	13.0%	19.5%	67.5%
District 1	33.3%	24.2%	42.4%
District 2	33.6%	16.8%	49.5%
District 3	16.7%	35.2%	48.1%
District 4	29.4%	25.0%	45.6%
District 5	8.2%	31.1%	60.7%
District 6	38.1%	25.4%	36.5%
District 7	15.9%	20.5%	63.6%
District 8	11.5%	30.8%	57.7%
Electronic Services Division	23.5%	41.2%	35.3%
Fire Training Academy	28.6%	28.6%	42.9%
Headquarters	13.8%	17.2%	69.0%
Homeland Security Division	27.3%	34.1%	38.6%

Human Resources Division	20.6%	38.2%	41.2%
Impaired Driving Section	20.0%	30.0%	50.0%
Information Technology Division	13.6%	19.7%	66.7%
Investigative Assistance Division	5.9%	26.5%	67.6%
Motor Carrier Division	3.0%	27.3%	69.7%
Office of Professional Standards	9.1%	9.1%	81.8%
Other	30.8%	15.4%	53.8%
Prevention Division	23.5%	17.6%	58.8%
Property Management Division	22.2%	35.6%	42.2%
Risk Management Division	0.0%	27.3%	72.7%
Special Operations Division	24.3%	16.2%	59.5%
Toxicology Laboratory Division	21.4%	21.4%	57.1%
Training Division	13.8%	24.1%	62.1%
Grand Total	21.3%	25.6%	53.1%

### *Responses per Commission / Non-Commission*

Classification	Disagree	Neutral	Agree
<b>Important changes and information are communicated effectively across our organization.</b>			
Commissioned	36.4%	20.7%	42.9%
Non-Commissioned	29.2%	22.4%	48.4%
Partial-Commissioned	25.8%	27.8%	46.4%
Grand Total	32.1%	22.0%	45.9%
<b>WSP has an inclusive environment where different work styles personalities and approaches are valued.</b>			
Commissioned	49.1%	23.2%	27.7%
Non-Commissioned	28.9%	27.5%	43.6%
Partial-Commissioned	33.0%	22.7%	44.3%
Grand Total	38.1%	25.3%	36.7%
<b>I can see myself working at WSP until retirement.</b>			
Commissioned	9.2%	16.2%	74.6%
Non-Commissioned	16.3%	22.5%	61.2%
Partial-Commissioned	7.2%	15.5%	77.3%
Grand Total	12.6%	19.3%	68.2%
<b>I feel like a valued member of WSP.</b>			
Commissioned	26.6%	25.4%	48.0%
Non-Commissioned	24.1%	25.9%	50.0%
Partial-Commissioned	27.8%	21.6%	50.5%
Grand Total	25.4%	25.4%	49.2%
<b>I am motivated to go above and beyond what is expected of me in my role.</b>			
Commissioned	21.5%	18.3%	60.3%
Non-Commissioned	12.3%	15.3%	72.4%
Partial-Commissioned	11.3%	21.6%	67.0%
Grand Total	16.3%	17.0%	66.7%



<b>I am excited about the direction of the WSP.</b>			
Commissioned	34.3%	29.9%	35.8%
Non-Commissioned	23.1%	39.7%	37.3%
Partial-Commissioned	17.5%	32.0%	50.5%
Grand Total	27.7%	34.8%	37.5%
<b>I understand how my work helps WSP achieve its goals.</b>			
Commissioned	10.8%	20.0%	69.2%
Non-Commissioned	5.5%	14.2%	80.3%
Partial-Commissioned	4.1%	11.3%	84.5%
Grand Total	7.8%	16.6%	75.7%
<b>I would recommend WSP as a great place to work.</b>			
Commissioned	33.1%	27.5%	39.4%
Non-Commissioned	17.3%	26.8%	55.9%
Partial-Commissioned	13.4%	25.8%	60.8%
Grand Total	24.0%	27.0%	49.0%
<b>I am proud to work at WSP.</b>			
Commissioned	10.2%	21.3%	68.5%
Non-Commissioned	4.7%	19.0%	76.3%
Partial-Commissioned	4.1%	15.5%	80.4%
Grand Total	7.1%	19.8%	73.2%
<b>I regularly receive praise and recognition for my work and contributions.</b>			
Commissioned	29.3%	27.0%	43.7%
Non-Commissioned	28.5%	22.5%	49.0%
Partial-Commissioned	23.7%	30.9%	45.4%
Grand Total	28.5%	25.1%	46.4%
<b>WSP values diversity (e.g. gender, ethnicity) among its employees.</b>			
Commissioned	8.7%	24.8%	66.5%
Non-Commissioned	6.7%	28.5%	64.9%
Partial-Commissioned	5.2%	22.7%	72.2%
Grand Total	7.5%	26.5%	66.1%
<b>WSP makes a meaningful and positive impact on the State of Washington.</b>			
Commissioned	5.4%	18.0%	76.6%
Non-Commissioned	2.1%	11.9%	86.0%
Partial-Commissioned	1.0%	11.3%	87.6%
Grand Total	3.5%	14.5%	82.0%
<b>I am encouraged to share my thoughts and ideas.</b>			
Commissioned	29.9%	24.8%	45.3%
Non-Commissioned	17.6%	24.1%	58.4%
Partial-Commissioned	23.7%	25.8%	50.5%
Grand Total	23.4%	24.5%	52.1%
<b>I can be open and honest with my direct supervisor.</b>			
Commissioned	16.2%	11.3%	72.5%
Non-Commissioned	13.2%	13.7%	73.1%
Partial-Commissioned	13.4%	12.4%	74.2%

Grand Total	14.5%	12.6%	72.9%
<b>I have high confidence in the leadership and management of the WSP.</b>			
Commissioned	47.4%	23.8%	28.8%
Non-Commissioned	29.9%	26.9%	43.2%
Partial-Commissioned	23.7%	30.9%	45.4%
Grand Total	37.2%	25.8%	37.0%
<b>My role makes good use of my skills and abilities.</b>			
Commissioned	13.8%	18.1%	68.0%
Non-Commissioned	11.6%	17.6%	70.8%
Partial-Commissioned	13.4%	17.5%	69.1%
Grand Total	12.7%	17.8%	69.5%
<b>My experience working at WSP is in line with my expectations.</b>			
Commissioned	21.6%	23.2%	55.2%
Non-Commissioned	13.5%	26.8%	59.8%
Partial-Commissioned	14.4%	21.6%	63.9%
Grand Total	17.1%	24.9%	58.0%
<b>The roles available at WSP have helped strengthen my skills and competencies.</b>			
Commissioned	16.9%	23.5%	59.6%
Non-Commissioned	14.4%	27.9%	57.6%
Partial-Commissioned	10.3%	24.7%	64.9%
Grand Total	15.2%	25.8%	59.0%
<b>I have the equipment and resources I need to do my work well.</b>			
Commissioned	25.2%	22.8%	52.0%
Non-Commissioned	17.9%	21.8%	60.2%
Partial-Commissioned	12.9%	19.4%	67.7%
Grand Total	20.7%	22.1%	57.2%
<b>I am encouraged to always do what is right at work.</b>			
Commissioned	6.7%	11.4%	81.9%
Non-Commissioned	5.9%	10.3%	83.7%
Partial-Commissioned	3.1%	9.3%	87.6%
Grand Total	6.1%	10.8%	83.2%
<b>I know what is expected of me at work.</b>			
Commissioned	5.6%	10.0%	84.4%
Non-Commissioned	4.4%	11.5%	84.1%
Partial-Commissioned	4.1%	5.2%	90.7%
Grand Total	4.9%	10.4%	84.7%
<b>I regularly receive feedback that helps me elevate my performance.</b>			
Commissioned	20.7%	27.7%	51.7%
Non-Commissioned	21.2%	24.2%	54.5%
Partial-Commissioned	11.3%	24.7%	63.9%
Grand Total	20.3%	25.8%	53.9%
<b>I have a clear understanding of the factors used to gauge my performance.</b>			
Commissioned	20.2%	20.7%	59.1%

Non-Commissioned	13.2%	20.7%	66.1%
Partial-Commissioned	9.3%	17.5%	73.2%
Grand Total	16.0%	20.5%	63.5%
<b>I receive effective coaching / mentoring to support my professional growth.</b>			
Commissioned	27.8%	29.9%	42.3%
Non-Commissioned	27.9%	27.1%	45.0%
Partial-Commissioned	16.5%	25.8%	57.7%
Grand Total	27.1%	28.2%	44.7%
<b>I feel motivated to pursue professional development activities and experiences.</b>			
Commissioned	27.5%	24.6%	47.9%
Non-Commissioned	20.7%	26.6%	52.7%
Partial-Commissioned	16.5%	29.9%	53.6%
Grand Total	23.4%	26.0%	50.6%
<b>I have the support I need to pursue professional development activities and experiences.</b>			
Commissioned	25.9%	26.1%	48.0%
Non-Commissioned	20.7%	27.6%	51.7%
Partial-Commissioned	17.5%	33.0%	49.5%
Grand Total	22.8%	27.3%	49.9%
<b>In the past year I have grown professionally as a result of working at WSP.</b>			
Commissioned	24.0%	24.6%	51.4%
Non-Commissioned	20.0%	26.6%	53.4%
Partial-Commissioned	13.4%	23.7%	62.9%
Grand Total	21.3%	25.6%	53.1%

### *Responses per Commission Rank*

	Disagree	Neutral	Agree
<b>Important changes and information are communicated effectively across our organization.</b>			
Captain	15.0%	5.0%	80.0%
Lieutenant	13.3%	13.3%	73.3%
Sergeant	27.7%	21.4%	50.9%
Trooper	41.4%	21.7%	36.9%
Grand Total	32.1%	22.0%	45.9%
<b>WSP has an inclusive environment where different work styles personalities and approaches are valued.</b>			
Captain	30.0%	5.0%	65.0%
Lieutenant	26.7%	30.0%	43.3%
Sergeant	39.3%	23.2%	37.5%
Trooper	54.4%	23.6%	21.9%
Grand Total	38.1%	25.3%	36.7%
<b>I can see myself working at WSP until retirement.</b>			

Captain	0.0%	5.0%	95.0%
Lieutenant	0.0%	10.0%	90.0%
Sergeant	6.3%	8.0%	85.7%
Trooper	11.1%	18.7%	70.3%
Grand Total	12.6%	19.3%	68.2%
<b>I feel like a valued member of WSP.</b>			
Captain	5.0%	10.0%	85.0%
Lieutenant	13.3%	10.0%	76.7%
Sergeant	16.1%	19.6%	64.3%
Trooper	31.5%	28.6%	39.9%
Grand Total	25.4%	25.4%	49.2%
<b>I am motivated to go above and beyond what is expected of me in my role.</b>			
Captain	5.0%	5.0%	90.0%
Lieutenant	6.7%	10.0%	83.3%
Sergeant	7.1%	19.6%	73.2%
Trooper	26.9%	18.9%	54.2%
Grand Total	16.3%	17.0%	66.7%
<b>I am excited about the direction of the WSP.</b>			
Captain	5.0%	15.0%	80.0%
Lieutenant	6.7%	16.7%	76.7%
Sergeant	28.6%	21.4%	50.0%
Trooper	38.8%	33.8%	27.3%
Grand Total	27.7%	34.8%	37.5%
<b>I understand how my work helps WSP achieve its goals.</b>			
Captain	5.0%	5.0%	90.0%
Lieutenant	3.3%	10.0%	86.7%
Sergeant	4.5%	16.1%	79.5%
Trooper	13.2%	22.3%	64.4%
Grand Total	7.8%	16.6%	75.7%
<b>I would recommend WSP as a great place to work.</b>			
Captain	5.0%	10.0%	85.0%
Lieutenant	10.0%	13.3%	76.7%
Sergeant	26.8%	25.0%	48.2%
Trooper	37.5%	30.2%	32.3%
Grand Total	24.0%	27.0%	49.0%
<b>I am proud to work at WSP.</b>			
Captain	0.0%	5.0%	95.0%
Lieutenant	3.3%	16.7%	80.0%
Sergeant	8.9%	8.0%	83.0%
Trooper	11.5%	25.6%	62.9%
Grand Total	7.1%	19.8%	73.2%
<b>I regularly receive praise and recognition for my work and contributions.</b>			
Captain	5.0%	5.0%	90.0%
Lieutenant	26.7%	26.7%	46.7%

Sergeant	22.3%	33.0%	44.6%
Trooper	32.8%	26.9%	40.3%
Grand Total	28.5%	25.1%	46.4%
<b>WSP values diversity (e.g. gender, ethnicity) among its employees.</b>			
Captain	20.0%	10.0%	70.0%
Lieutenant	13.3%	13.3%	73.3%
Sergeant	6.3%	16.1%	77.7%
Trooper	8.7%	28.6%	62.7%
Grand Total	7.5%	26.5%	66.1%
<b>WSP makes a meaningful and positive impact on the State of Washington.</b>			
Captain	0.0%	0.0%	100.0%
Lieutenant	0.0%	23.3%	76.7%
Sergeant	3.6%	11.6%	84.8%
Trooper	6.5%	20.0%	73.5%
Grand Total	3.5%	14.5%	82.0%
<b>I am encouraged to share my thoughts and ideas.</b>			
Captain	10.0%	5.0%	85.0%
Lieutenant	13.3%	13.3%	73.3%
Sergeant	17.0%	18.8%	64.3%
Trooper	35.6%	28.4%	36.0%
Grand Total	23.4%	24.5%	52.1%
<b>I can be open and honest with my direct supervisor.</b>			
Captain	5.0%	0.0%	95.0%
Lieutenant	10.0%	13.3%	76.7%
Sergeant	17.0%	8.9%	74.1%
Trooper	17.4%	12.4%	70.3%
Grand Total	14.5%	12.6%	72.9%
<b>I have high confidence in the leadership and management of the WSP.</b>			
Captain	10.0%	0.0%	90.0%
Lieutenant	10.0%	20.0%	70.0%
Sergeant	31.3%	21.4%	47.3%
Trooper	55.7%	26.0%	18.2%
Grand Total	37.2%	25.8%	37.0%
<b>My role makes good use of my skills and abilities.</b>			
Captain	5.0%	0.0%	95.0%
Lieutenant	3.3%	16.7%	80.0%
Sergeant	11.6%	12.5%	75.9%
Trooper	15.8%	20.4%	63.8%
Grand Total	12.7%	17.8%	69.5%
<b>My experience working at WSP is in line with my expectations.</b>			
Captain	5.0%	0.0%	95.0%
Lieutenant	6.7%	16.7%	76.7%
Sergeant	14.3%	21.4%	64.3%
Trooper	25.6%	25.2%	49.2%
Grand Total	17.1%	24.9%	58.0%

<b>The roles available at WSP have helped strengthen my skills and competencies.</b>			
Captain	0.0%	0.0%	100.0%
Lieutenant	3.3%	6.7%	90.0%
Sergeant	9.8%	19.6%	70.5%
Trooper	20.6%	26.7%	52.7%
Grand Total	15.2%	25.8%	59.0%
<b>I have the equipment and resources I need to do my work well.</b>			
Captain	20.0%	5.0%	75.0%
Lieutenant	26.7%	13.3%	60.0%
Sergeant	23.2%	18.8%	58.0%
Trooper	35.6%	22.3%	42.1%
Grand Total	26.5%	20.5%	53.1%
<b>I am encouraged to always do what is right at work.</b>			
Captain	5.0%	5.0%	90.0%
Lieutenant	0.0%	6.7%	93.3%
Sergeant	5.4%	7.1%	87.5%
Trooper	7.6%	13.0%	79.4%
Grand Total	6.1%	10.8%	83.2%
<b>I know what is expected of me at work.</b>			
Captain	5.0%	5.0%	90.0%
Lieutenant	3.3%	6.7%	90.0%
Sergeant	5.4%	6.3%	88.4%
Trooper	5.9%	11.3%	82.9%
Grand Total	4.9%	10.4%	84.7%
<b>I regularly receive feedback that helps me elevate my performance.</b>			
Captain	10.0%	15.0%	75.0%
Lieutenant	16.7%	23.3%	60.0%
Sergeant	18.8%	25.9%	55.4%
Trooper	22.1%	29.3%	48.6%
Grand Total	20.3%	25.8%	53.9%
<b>I have a clear understanding of the factors used to gauge my performance.</b>			
Captain	10.0%	0.0%	90.0%
Lieutenant	10.0%	23.3%	66.7%
Sergeant	16.1%	22.3%	61.6%
Trooper	22.8%	20.8%	56.4%
Grand Total	16.0%	20.5%	63.5%
<b>I receive effective coaching / mentoring to support my professional growth.</b>			
Captain	10.0%	20.0%	70.0%
Lieutenant	10.0%	40.0%	50.0%
Sergeant	25.0%	26.8%	48.2%
Trooper	31.0%	30.6%	38.4%
Grand Total	27.1%	28.2%	44.7%

<b>I feel motivated to pursue professional development activities and experiences.</b>			
Captain	0.0%	10.0%	90.0%
Lieutenant	10.0%	30.0%	60.0%
Sergeant	21.4%	18.8%	59.8%
Trooper	31.9%	26.2%	41.9%
Grand Total	23.4%	26.0%	50.6%
<b>I have the support I need to pursue professional development activities and experiences.</b>			
Captain	10.0%	0.0%	90.0%
Lieutenant	10.0%	26.7%	63.3%
Sergeant	14.3%	24.1%	61.6%
Trooper	31.0%	27.5%	41.4%
Grand Total	22.8%	27.3%	49.9%
<b>In the past year I have grown professionally as a result of working at WSP.</b>			
Captain	0.0%	5.0%	95.0%
Lieutenant	6.7%	30.0%	63.3%
Sergeant	17.0%	12.5%	70.5%
Trooper	28.4%	28.0%	43.6%
Grand Total	21.3%	25.6%	53.1%

### *Responses per Age Generation*

Statement	Disagree	Neutral	Agree
<b>Important changes and information are communicated effectively across our organization.</b>			
Born between 1923 and 1944	20.0%	20.0%	60.0%
Born between 1945 and 1960	27.5%	21.6%	50.9%
Born between 1961 and 1980	32.3%	21.3%	46.4%
Born between 1981 to 1995	34.2%	23.6%	42.2%
Born after 1995	28.6%	14.3%	57.1%
Grand Total	32.1%	22.0%	46.0%
<b>WSP has an inclusive environment where different work styles personalities and approaches are valued.</b>			
Born between 1923 and 1944	20.0%	20.0%	60.0%
Born between 1945 and 1960	28.8%	24.3%	46.8%
Born between 1961 and 1980	41.2%	25.3%	33.5%
Born between 1981 to 1995	37.7%	25.9%	36.3%
Born after 1995	14.3%	28.6%	57.1%
Grand Total	38.1%	25.3%	36.6%
<b>I can see myself working at WSP until retirement.</b>			
Born between 1923 and 1944	0.0%	20.0%	80.0%
Born between 1945 and 1960	5.0%	14.9%	80.2%
Born between 1961 and 1980	11.6%	17.9%	70.5%
Born between 1981 to 1995	18.9%	23.8%	57.3%
Born after 1995	0.0%	28.6%	71.4%

<b>Grand Total</b>	12.6%	19.2%	68.1%
<b>I feel like a valued member of WSP.</b>			
Born between 1923 and 1944	0.0%	20.0%	80.0%
Born between 1945 and 1960	23.9%	21.6%	54.5%
Born between 1961 and 1980	27.3%	24.4%	48.3%
Born between 1981 to 1995	23.1%	29.2%	47.6%
Born after 1995	28.6%	28.6%	42.9%
<b>Grand Total</b>	25.5%	25.4%	49.2%
<b>I am motivated to go above and beyond what is expected of me in my role.</b>			
Born between 1923 and 1944	0.0%	20.0%	80.0%
Born between 1945 and 1960	7.7%	15.8%	76.6%
Born between 1961 and 1980	17.7%	17.3%	65.1%
Born between 1981 to 1995	18.4%	17.7%	63.9%
Born after 1995	14.3%	14.3%	71.4%
<b>Grand Total</b>	16.2%	17.2%	66.6%
<b>I am excited about the direction of the WSP.</b>			
Born between 1923 and 1944	20.0%	0.0%	80.0%
Born between 1945 and 1960	22.5%	35.6%	41.9%
Born between 1961 and 1980	30.3%	35.6%	34.1%
Born between 1981 to 1995	25.7%	33.7%	40.6%
Born after 1995	14.3%	28.6%	57.1%
<b>Grand Total</b>	27.6%	34.9%	37.5%
<b>I understand how my work helps WSP achieve its goals.</b>			
Born between 1923 and 1944	0.0%	0.0%	100.0%
Born between 1945 and 1960	4.5%	15.3%	80.2%
Born between 1961 and 1980	7.7%	16.4%	75.9%
Born between 1981 to 1995	9.7%	17.2%	73.1%
Born after 1995	0.0%	42.9%	57.1%
<b>Grand Total</b>	7.7%	16.5%	75.7%
<b>I would recommend WSP as a great place to work.</b>			
Born between 1923 and 1944	0.0%	20.0%	80.0%
Born between 1945 and 1960	17.6%	22.1%	60.4%
Born between 1961 and 1980	27.6%	28.2%	44.2%
Born between 1981 to 1995	21.0%	27.6%	51.4%
Born after 1995	14.3%	28.6%	57.1%
<b>Grand Total</b>	23.9%	27.1%	49.0%
<b>I am proud to work at WSP.</b>			
Born between 1923 and 1944	0.0%	0.0%	100.0%
Born between 1945 and 1960	3.6%	19.4%	77.0%
Born between 1961 and 1980	9.5%	20.7%	69.7%
Born between 1981 to 1995	4.2%	18.2%	77.6%
Born after 1995	14.3%	28.6%	57.1%
<b>Grand Total</b>	7.0%	19.7%	73.2%
<b>I regularly receive praise and recognition for my work and contributions.</b>			



Born between 1923 and 1944	0.0%	40.0%	60.0%
Born between 1945 and 1960	25.2%	24.8%	50.0%
Born between 1961 and 1980	32.2%	23.3%	44.5%
Born between 1981 to 1995	24.1%	27.6%	48.3%
Born after 1995	0.0%	57.1%	42.9%
Grand Total	28.5%	25.0%	46.5%
<b>WSP values diversity (e.g. gender, ethnicity) among its employees.</b>			
Born between 1923 and 1944	0.0%	0.0%	100.0%
Born between 1945 and 1960	8.6%	23.0%	68.5%
Born between 1961 and 1980	8.5%	26.2%	65.3%
Born between 1981 to 1995	5.2%	29.0%	65.8%
Born after 1995	0.0%	28.6%	71.4%
Grand Total	7.5%	26.4%	66.1%
<b>WSP makes a meaningful and positive impact on the State of Washington.</b>			
Born between 1923 and 1944	0.0%	0.0%	100.0%
Born between 1945 and 1960	1.8%	13.1%	85.1%
Born between 1961 and 1980	4.6%	15.3%	80.0%
Born between 1981 to 1995	2.4%	13.7%	84.0%
Born after 1995	0.0%	28.6%	71.4%
Grand Total	3.5%	14.5%	82.0%
<b>I am encouraged to share my thoughts and ideas.</b>			
Born between 1923 and 1944	20.0%	0.0%	80.0%
Born between 1945 and 1960	20.7%	20.7%	58.6%
Born between 1961 and 1980	24.5%	24.0%	51.5%
Born between 1981 to 1995	22.9%	27.8%	49.3%
Born after 1995	14.3%	28.6%	57.1%
Grand Total	23.4%	24.5%	52.1%
<b>I can be open and honest with my direct supervisor.</b>			
Born between 1923 and 1944	0.0%	0.0%	100.0%
Born between 1945 and 1960	12.2%	15.3%	72.5%
Born between 1961 and 1980	15.2%	12.2%	72.6%
Born between 1981 to 1995	14.6%	11.8%	73.6%
Born after 1995	14.3%	28.6%	57.1%
Grand Total	14.5%	12.6%	72.9%
<b>I have high confidence in the leadership and management of the WSP.</b>			
Born between 1923 and 1944	20.0%	0.0%	80.0%
Born between 1945 and 1960	24.8%	28.4%	46.8%
Born between 1961 and 1980	40.6%	23.5%	36.0%
Born between 1981 to 1995	37.5%	29.2%	33.3%
Born after 1995	28.6%	28.6%	42.9%
Grand Total	37.1%	25.9%	37.0%
<b>My role makes good use of my skills and abilities.</b>			
Born between 1923 and 1944	20.0%	0.0%	80.0%
Born between 1945 and 1960	11.7%	17.6%	70.7%
Born between 1961 and 1980	11.2%	17.4%	71.4%

Born between 1981 to 1995	15.6%	18.9%	65.6%
Born after 1995	28.6%	28.6%	42.9%
Grand Total	12.7%	17.9%	69.5%
<b>My experience working at WSP is in line with my expectations.</b>			
Born between 1923 and 1944	0.0%	20.0%	80.0%
Born between 1945 and 1960	11.3%	24.8%	64.0%
Born between 1961 and 1980	18.4%	24.6%	57.0%
Born between 1981 to 1995	17.9%	25.5%	56.6%
Born after 1995	14.3%	28.6%	57.1%
Grand Total	17.1%	24.9%	58.0%
<b>The roles available at WSP have helped strengthen my skills and competencies.</b>			
Born between 1923 and 1944	20.0%	0.0%	80.0%
Born between 1945 and 1960	13.5%	28.8%	57.7%
Born between 1961 and 1980	16.4%	27.2%	56.4%
Born between 1981 to 1995	14.2%	22.2%	63.7%
Born after 1995	0.0%	14.3%	85.7%
Grand Total	15.2%	25.8%	59.0%
<b>I have the equipment and resources I need to do my work well.</b>			
Born between 1923 and 1944	40.0%	20.0%	40.0%
Born between 1945 and 1960	24.3%	16.2%	59.5%
Born between 1961 and 1980	27.1%	21.8%	51.2%
Born between 1981 to 1995	26.7%	19.8%	53.5%
Born after 1995	14.3%	57.1%	28.6%
Grand Total	26.5%	20.5%	53.0%
<b>I am encouraged to always do what is right at work.</b>			
Born between 1923 and 1944	0.0%	0.0%	100.0%
Born between 1945 and 1960	5.0%	11.3%	83.8%
Born between 1961 and 1980	6.6%	12.1%	81.3%
Born between 1981 to 1995	5.9%	8.0%	86.1%
Born after 1995	0.0%	14.3%	85.7%
Grand Total	6.1%	10.7%	83.2%
<b>Count of I know what is expected of me at work.</b>			
Born between 1923 and 1944	0.0%	0.0%	100.0%
Born between 1945 and 1960	4.1%	9.5%	86.5%
Born between 1961 and 1980	5.5%	11.0%	83.5%
Born between 1981 to 1995	4.0%	9.7%	86.3%
Born after 1995	14.3%	28.6%	57.1%
Grand Total	4.9%	10.4%	84.7%
<b>I regularly receive feedback that helps me elevate my performance.</b>			
Born between 1923 and 1944	0.0%	20.0%	80.0%
Born between 1945 and 1960	19.4%	23.0%	57.7%
Born between 1961 and 1980	22.4%	28.2%	49.4%
Born between 1981 to 1995	17.5%	22.9%	59.7%
Born after 1995	0.0%	14.3%	85.7%

<b>Grand Total</b>	20.3%	25.7%	54.0%
<b>I have a clear understanding of the factors used to gauge my performance.</b>			
Born between 1923 and 1944	0.0%	40.0%	60.0%
Born between 1945 and 1960	12.6%	18.0%	69.4%
Born between 1961 and 1980	17.4%	21.6%	61.0%
Born between 1981 to 1995	15.6%	19.1%	65.3%
Born after 1995	0.0%	28.6%	71.4%
<b>Grand Total</b>	16.0%	20.4%	63.6%
<b>I receive effective coaching / mentoring to support my professional growth.</b>			
Born between 1923 and 1944	20.0%	0.0%	80.0%
Born between 1945 and 1960	24.8%	32.4%	42.8%
Born between 1961 and 1980	30.5%	28.6%	40.9%
Born between 1981 to 1995	22.2%	25.5%	52.4%
Born after 1995	14.3%	28.6%	57.1%
<b>Grand Total</b>	27.1%	28.2%	44.8%
<b>I feel motivated to pursue professional development activities and experiences.</b>			
Born between 1923 and 1944	20.0%	0.0%	80.0%
Born between 1945 and 1960	23.0%	33.8%	43.2%
Born between 1961 and 1980	26.4%	26.5%	47.0%
Born between 1981 to 1995	18.4%	21.0%	60.6%
Born after 1995	0.0%	42.9%	57.1%
<b>Grand Total</b>	23.4%	26.0%	50.6%
<b>I have the support I need to pursue professional development activities and experiences.</b>			
Born between 1923 and 1944	20.0%	40.0%	40.0%
Born between 1945 and 1960	23.0%	29.3%	47.7%
Born between 1961 and 1980	24.0%	29.0%	47.0%
Born between 1981 to 1995	20.5%	23.1%	56.4%
Born after 1995	14.3%	14.3%	71.4%
<b>Grand Total</b>	22.7%	27.3%	50.0%
<b>In the past year I have grown professionally as a result of working at WSP.</b>			
Born between 1923 and 1944	20.0%	0.0%	80.0%
Born between 1945 and 1960	22.5%	32.9%	44.6%
Born between 1961 and 1980	23.6%	27.4%	49.0%
Born between 1981 to 1995	16.5%	18.9%	64.6%
Born after 1995	14.3%	14.3%	71.4%
<b>Grand Total</b>	21.3%	25.6%	53.1%

*Responses per Gender*

	Disagree	Neutral	Agree
<b>Important changes and information are communicated effectively across our organization.</b>			
Female	26.8%	24.1%	49.1%
Male	33.8%	20.5%	45.7%
Other / Prefer not to answer	55.8%	27.9%	16.3%
Grand Total	32.1%	22.0%	46.0%
<b>WSP has an inclusive environment where different work styles personalities and approaches are valued.</b>			
Female	31.1%	26.6%	42.3%
Male	41.2%	24.5%	34.3%
Other / Prefer not to answer	51.2%	27.9%	20.9%
Grand Total	38.1%	25.3%	36.6%
<b>I can see myself working at WSP until retirement.</b>			
Female	16.9%	23.3%	59.8%
Male	9.9%	16.2%	73.8%
Other / Prefer not to answer	20.9%	37.2%	41.9%
Grand Total	12.6%	19.2%	68.1%
<b>I feel like a valued member of WSP.</b>			
Female	25.2%	24.9%	49.9%
Male	25.2%	24.9%	49.9%
Other / Prefer not to answer	34.9%	39.5%	25.6%
Grand Total	25.5%	25.4%	49.2%
<b>I am motivated to go above and beyond what is expected of me in my role.</b>			
Female	12.2%	14.2%	73.6%
Male	18.2%	18.5%	63.2%
Other / Prefer not to answer	20.9%	20.9%	58.1%
Grand Total	16.2%	17.2%	66.6%
<b>I am excited about the direction of the WSP.</b>			
Female	22.7%	37.3%	40.0%
Male	30.0%	33.0%	37.0%
Other / Prefer not to answer	32.6%	46.5%	20.9%
Grand Total	27.6%	34.9%	37.5%
<b>I understand how my work helps WSP achieve its goals.</b>			
Female	4.9%	14.0%	81.0%
Male	9.4%	17.0%	73.6%
Other / Prefer not to answer	4.7%	34.9%	60.5%
Grand Total	7.7%	16.5%	75.7%
<b>I would recommend WSP as a great place to work.</b>			
Female	17.9%	26.8%	55.3%
Male	26.8%	26.6%	46.6%
Other / Prefer not to answer	30.2%	39.5%	30.2%
Grand Total	23.9%	27.1%	49.0%

<b>I am proud to work at WSP.</b>			
Female	5.2%	19.0%	75.9%
Male	8.2%	19.0%	72.8%
Other / Prefer not to answer	4.7%	44.2%	51.2%
Grand Total	7.0%	19.7%	73.2%
<b>I regularly receive praise and recognition for my work and contributions.</b>			
Female	28.5%	21.4%	50.1%
Male	28.1%	26.8%	45.0%
Other / Prefer not to answer	34.9%	27.9%	37.2%
Grand Total	28.5%	25.0%	46.5%
<b>WSP values diversity (e.g. gender, ethnicity) among its employees.</b>			
Female	8.5%	27.0%	64.5%
Male	6.5%	25.8%	67.7%
Other / Prefer not to answer	16.3%	32.6%	51.2%
Grand Total	7.5%	26.4%	66.1%
<b>WSP makes a meaningful and positive impact on the State of Washington.</b>			
Female	2.5%	13.0%	84.5%
Male	4.1%	14.8%	81.1%
Other / Prefer not to answer	2.3%	25.6%	72.1%
Grand Total	3.5%	14.5%	82.0%
<b>I am encouraged to share my thoughts and ideas.</b>			
Female	17.9%	23.9%	58.1%
Male	25.9%	24.7%	49.3%
Other / Prefer not to answer	30.2%	27.9%	41.9%
Grand Total	23.4%	24.5%	52.1%
<b>I can be open and honest with my direct supervisor.</b>			
Female	13.8%	15.5%	70.7%
Male	14.8%	10.8%	74.4%
Other / Prefer not to answer	16.3%	18.6%	65.1%
Grand Total	14.5%	12.6%	72.9%
<b>I have high confidence in the leadership and management of the WSP.</b>			
Female	29.3%	27.8%	42.9%
Male	40.8%	24.4%	34.8%
Other / Prefer not to answer	46.5%	34.9%	18.6%
Grand Total	37.1%	25.9%	37.0%
<b>My role makes good use of my skills and abilities.</b>			
Female	9.3%	17.5%	73.2%
Male	14.9%	17.1%	68.0%
Other / Prefer not to answer	4.7%	37.2%	58.1%
Grand Total	12.7%	17.9%	69.5%
<b>My experience working at WSP is in line with my expectations.</b>			
Female	13.2%	27.2%	59.6%
Male	19.0%	23.3%	57.7%
Other / Prefer not to answer	20.9%	32.6%	46.5%

<b>Grand Total</b>	17.1%	24.9%	58.0%
<b>The roles available at WSP have helped strengthen my skills and competencies.</b>			
Female	13.0%	28.5%	58.6%
Male	16.3%	23.8%	59.8%
Other / Prefer not to answer	16.3%	37.2%	46.5%
<b>Grand Total</b>	15.2%	25.8%	59.0%
<b>I have the equipment and resources I need to do my work well.</b>			
Female	21.9%	20.2%	57.9%
Male	29.0%	21.0%	50.0%
Other / Prefer not to answer	25.6%	14.0%	60.5%
<b>Grand Total</b>	26.5%	20.5%	53.0%
<b>I am encouraged to always do what is right at work.</b>			
Female	5.8%	9.3%	84.9%
Male	6.1%	10.9%	83.0%
Other / Prefer not to answer	9.3%	23.3%	67.4%
<b>Grand Total</b>	6.1%	10.7%	83.2%
<b>I know what is expected of me at work.</b>			
Female	4.1%	10.1%	85.8%
Male	5.3%	9.6%	85.1%
Other / Prefer not to answer	4.7%	30.2%	65.1%
<b>Grand Total</b>	4.9%	10.4%	84.7%
<b>I regularly receive feedback that helps me elevate my performance.</b>			
Female	20.4%	22.3%	57.3%
Male	19.6%	27.3%	53.1%
Other / Prefer not to answer	32.6%	32.6%	34.9%
<b>Grand Total</b>	20.3%	25.7%	54.0%
<b>I have a clear understanding of the factors used to gauge my performance.</b>			
Female	13.2%	19.6%	67.2%
Male	17.3%	20.6%	62.0%
Other / Prefer not to answer	18.6%	25.6%	55.8%
<b>Grand Total</b>	16.0%	20.4%	63.6%
<b>I receive effective coaching / mentoring to support my professional growth.</b>			
Female	24.7%	26.4%	48.9%
Male	27.7%	29.1%	43.2%
Other / Prefer not to answer	39.5%	27.9%	32.6%
<b>Grand Total</b>	27.1%	28.2%	44.8%
<b>I feel motivated to pursue professional development activities and experiences.</b>			
Female	17.5%	26.8%	55.7%
Male	26.0%	25.3%	48.7%
Other / Prefer not to answer	32.6%	32.6%	34.9%
<b>Grand Total</b>	23.4%	26.0%	50.6%

<b>I have the support I need to pursue professional development activities and experiences.</b>			
<b>Female</b>	18.1%	26.6%	55.3%
<b>Male</b>	24.9%	27.3%	47.8%
<b>Other / Prefer not to answer</b>	27.9%	34.9%	37.2%
<b>Grand Total</b>	22.7%	27.3%	50.0%
<b>In the past year I have grown professionally as a result of working at WSP.</b>			
<b>Female</b>	18.4%	26.0%	55.7%
<b>Male</b>	22.1%	25.3%	52.6%
<b>Other / Prefer not to answer</b>	37.2%	27.9%	34.9%
<b>Grand Total</b>	21.3%	25.6%	53.1%

### Desired Culture

The table below shows the overall ranking of the desired culture. The respondents were asked to rank the ten adjectives to describe the desired future culture (from 1 – the most desired, to 10 – the least desired):

Rank	Desired Culture	Average Rank
<b>1</b>	Trusting	4.1
<b>2</b>	Supportive	4.2
<b>3</b>	Fair	4.5
<b>4</b>	Appreciative	5.4
<b>5</b>	Employee-Centered	5.4
<b>6</b>	Family-Oriented	5.7
<b>7</b>	Innovative	6.1
<b>8</b>	Open	6.2
<b>9</b>	Fun	6.6
<b>10</b>	Premier	6.9

### Desired Culture per Bureau

Bureau	Premier	Family-Oriented	Employee-Centered	Innovative	Trusting	Fair	Supportive	Appreciative	Open	Fun
<b>Commercial Vehicle Enforcement</b>	7.2	5.4	5.4	6.4	3.9	4.3	4.2	5.4	6.2	6.7
<b>Field Operations</b>	6.8	5.3	5.4	6.2	4.2	4.8	4.4	5.3	6.4	6.2
<b>Fire Protection</b>	6.3	4.8	5.0	5.4	3.8	4.8	5.0	6.2	6.0	7.8
<b>Forensic Laboratory Services</b>	7.3	7.0	5.2	5.7	4.1	4.1	3.6	5.0	5.7	7.2

Investigative Services	6.7	5.6	5.6	6.0	4.0	4.3	4.2	5.8	6.3	6.5
Technical Services	7.0	6.2	5.4	5.9	4.1	4.4	3.9	5.1	6.2	6.9

*Desired Culture per Division / District*

Division / District	Premier	Family-Oriented	Employee-Centered	Innovative	Trusting	Fair	Supportive	Appreciative	Open	Fun
Budget and Fiscal Services	7.7	5.9	6.1	6.6	3.5	3.6	3.5	5.2	5.7	7.2
Commercial Vehicle Division	6.6	5.3	5.2	6.1	4.3	4.7	4.4	5.1	6.2	7.0
Communications Division	7.7	5.6	4.6	6.6	4.4	4.1	3.7	4.8	6.6	6.8
Crime Laboratory Division	7.1	7.1	5.2	5.5	4.3	4.0	3.5	5.0	5.8	7.5
Criminal Investigation Division	6.5	5.4	5.8	6.3	3.4	4.5	4.2	6.3	6.3	6.3
Criminal Records Division	7.4	5.9	4.6	5.5	4.4	4.3	4.2	5.2	6.2	7.2
District 1	6.5	5.5	4.7	6.3	4.6	5.2	4.0	5.2	6.5	6.5
District 2	7.0	5.8	5.7	6.2	4.2	4.9	4.3	5.2	6.4	5.3
District 3	6.6	5.5	6.1	6.1	4.0	4.9	4.4	5.0	6.0	6.2
District 4	6.9	4.8	5.2	6.4	4.5	4.0	4.6	5.8	6.5	6.3
District 5	6.7	5.5	4.8	6.2	4.3	5.0	4.6	5.3	6.2	6.5
District 6	7.3	5.1	5.3	6.8	3.8	4.4	4.0	5.3	6.0	6.9
District 7	7.2	5.4	5.7	6.3	4.0	4.4	4.2	5.4	6.4	6.0
District 8	5.9	5.5	5.5	5.9	3.9	4.9	5.0	5.7	6.4	6.4
Electronic Services Division	7.1	6.5	6.6	6.4	4.8	4.8	3.6	4.6	5.1	5.5
Fire Training Academy	7.1	5.0	5.6	4.0	4.6	4.7	5.6	6.7	5.6	6.1
Headquarters	6.8	4.9	5.1	5.4	3.4	4.8	4.8	6.5	5.6	7.7
Homeland Security Division	6.9	5.7	5.7	7.1	3.9	3.7	4.2	5.4	6.1	6.4
Human Resources Division	7.1	5.7	5.6	6.6	3.1	5.4	3.8	4.8	6.5	6.3
Impaired Driving Section	5.6	6.8	7.3	5.8	2.5	4.9	4.6	5.6	6.2	5.7
Information Technology Division	7.2	6.3	5.3	5.4	4.3	4.3	3.8	5.3	6.0	7.1
Investigative Assistance Division	7.5	6.0	4.8	5.3	3.4	3.9	4.7	5.9	6.8	6.6



Motor Carrier Division	7.5	5.1	4.9	6.3	3.3	4.5	4.2	5.9	6.6	6.8
Office of Professional Standards	5.8	4.9	6.2	7.1	4.2	4.6	2.9	5.8	6.0	7.5
Other	6.2	6.6	5.6	4.9	3.5	4.4	4.3	6.1	5.5	7.8
Prevention Division	6.0	5.4	4.9	4.9	3.6	4.6	5.2	6.2	6.0	8.1
Property Management Division	7.3	5.3	6.4	5.9	4.0	3.5	4.2	5.7	6.3	6.4
Risk Management Division	6.5	6.3	5.0	5.7	3.3	2.7	4.1	6.2	7.6	7.6
Special Operations Division	6.4	5.3	5.6	5.4	4.0	4.4	4.7	5.7	6.8	6.7
Toxicology Laboratory Division	8.5	6.1	6.0	6.4	4.6	4.5	3.1	3.5	5.7	6.6
Training Division	6.9	6.0	5.3	6.1	4.0	5.6	3.9	4.6	6.0	6.7

*Desired Culture per Commissioned / Non-Commissioned*

Classification	Premier	Family-Oriented	Employee-Centered	Innovative	Trusting	Fair	Supportive	Appreciative	Open	Fun
Commissioned	6.5	5.4	5.6	6.2	4.0	4.7	4.5	5.6	6.4	6.2
Non-Commissioned	7.4	6.1	5.3	5.9	4.1	4.2	3.9	5.1	6.1	7.0
Partial-Commissioned	6.7	4.7	4.8	6.4	4.2	5.0	4.6	5.7	6.4	6.5

*Desired Culture per Age Range*

Generation	Premier	Family-Oriented	Employee-Centered	Innovative	Trusting	Fair	Supportive	Appreciative	Open	Fun
Born between 1923 and 1944	6.6	7.6	7.4	4.0	3.6	4.4	5.0	7.0	4.4	5.0
Born between 1945 and 1960	6.6	6.1	5.3	5.6	4.0	4.3	4.0	5.5	6.1	7.5
Born between 1961 and 1980	6.8	5.8	5.6	6.1	4.0	4.4	4.2	5.4	6.1	6.6
Born between 1981 and 2000	7.3	5.1	5.0	6.3	4.2	4.8	4.3	5.4	6.4	6.1

<b>1981 to 1995</b>										
<b>Born after 1995</b>	6.0	6.0	6.9	5.6	3.1	4.6	3.9	4.3	7.4	7.3

## Improvement Areas

The table shows the areas for improvement, ranked by the respondents as most important area to improve, to the least important area.

Rank	Key Area for Improvement	Average Ranking
1	People (e.g., improving recruiting and hiring, promoting the right people with the right skills and abilities, improving training opportunities, etc.)	2.4
2	Organizational Structure (e.g., better allocating staff resources to match workload demands, consolidating divisions or functions, etc.)	2.9
3	Communications and Collaboration (e.g., increasing opportunities to interact with co-workers and build stronger working relationships, increasing coaching and mentoring, etc.)	3.1
4	Tools and Technology (e.g., modernizing and integrating our information management systems)	3.3
5	Processes (e.g., streamlining our business processes, reducing burdensome administrative tasks, etc.)	3.4

## Improvement Areas per Bureau

Bureau	Communications and Collaboration	Organizational Structure	People	Processes	Tools and Technology
Commercial Vehicle Enforcement	3.0	2.9	2.4	3.3	3.4
Field Operations	3.3	2.9	2.5	3.2	3.2
Fire Protection	2.9	3.3	2.3	3.4	3.2
Forensic Laboratory Services	3.2	2.6	2.5	3.3	3.4
Investigative Services	2.9	2.9	2.3	3.5	3.4
Technical Services	3.1	3.0	2.4	3.6	3.0

*Improvement Areas per Division / District*

Division / District	Communications and Collaboration	Organizational Structure	People	Processes	Tools and Technology
Budget and Fiscal Services	2.9	2.9	2.4	3.7	3.1
Commercial Vehicle Division	3.1	2.8	2.7	3.0	3.4
Communications Division	3.2	2.8	2.0	4.0	3.1
Crime Laboratory Division	3.3	2.7	2.4	3.3	3.3
Criminal Investigation Division	3.6	2.4	2.3	3.3	3.4
Criminal Records Division	2.6	3.3	2.5	3.4	3.2
District 1	3.1	3.1	2.4	3.3	3.2
District 2	3.0	2.8	2.4	3.4	3.4
District 3	3.1	2.6	2.5	3.4	3.4
District 4	3.3	2.9	2.3	3.2	3.4
District 5	3.3	3.0	2.4	3.2	3.1
District 6	3.1	2.7	2.3	3.3	3.6
District 7	3.2	2.9	2.8	3.1	3.1
District 8	3.9	2.6	2.4	3.1	2.9
Electronic Services Division	2.8	3.6	3.1	3.2	2.2
Fire Training Academy	2.6	3.7	1.4	3.4	3.9
Headquarters	2.9	3.6	2.6	3.4	2.6
Homeland Security Division	2.6	2.8	2.3	3.7	3.7
Human Resources Division	2.8	2.9	2.5	3.1	3.7
Impaired Driving Section	3.1	2.2	2.9	3.4	3.4
Information Technology Division	3.3	3.0	2.6	3.3	2.8
Investigative Assistance Division	2.9	2.2	2.5	3.8	3.6
Motor Carrier Division	3.0	2.6	2.0	3.5	3.8
Office of Professional Standards	2.7	3.4	2.1	3.4	3.5
Prevention Division	3.2	3.2	2.5	3.4	2.8
Property Management Division	3.1	3.2	2.1	3.3	3.4
Risk Management Division	3.6	3.0	2.1	3.5	2.8

Special Operations Division	2.7	3.5	2.2	3.3	3.2
Toxicology Laboratory Division	3.1	1.8	2.3	3.5	4.4
Training Division	2.8	3.3	2.1	3.6	3.3

*Improvement Areas per Commission / Non-Commission*

Classification	Communications and Collaboration	Organizational Structure	People	Processes	Tools and Technology
Commissioned	3.3	2.8	2.4	3.2	3.3
Non-Commissioned	3.0	2.9	2.4	3.5	3.2
Partial-Commissioned	2.8	3.1	2.3	3.4	3.4

*Improvement Areas per Tenure*

Tenure	Communications and Collaboration	Organizational Structure	People	Processes	Tools and Technology
More than 20 years	3.1	2.9	2.4	3.3	3.3
15 to 20 years	2.9	2.9	2.4	3.4	3.3
10 to 15 years	3.1	2.8	2.5	3.3	3.3
5 to 10 years	3.3	2.8	2.3	3.3	3.2
2 to 5 years	3.2	2.8	2.4	3.4	3.2
Less than 2 years	3.0	3.2	2.4	3.4	3.0

*Improvement Areas per Age Range*

Generation	Communications and Collaboration	Organizational Structure	People	Processes	Tools and Technology
Born between 1923 and 1944	4.2	2.0	1.8	3.4	3.6
Born between 1945 and 1960	2.9	3.0	2.6	3.4	3.2
Born between 1961 and 1980	3.1	2.9	2.4	3.4	3.3

Born between 1981 to 1995	3.3	2.8	2.4	3.3	3.2
Born after 1995	2.6	3.3	3.0	3.7	2.4

## Ideas to Improve Culture

The table below ranks the various improvement ideas from the most agreed upon, to the least agreed upon, in terms of potential to improve organizational culture.

Rank	Improvement Ideas	Disagree	Neutral	Agree
1	Leverage the best available technology used by other police agencies.	1%	18%	81%
2	Improve radios and cell phones.	2%	20%	78%
3	Determine ways to be more flexible with technology based on specific roles.	1%	23%	75%
4	Create an anonymous way to continually allow anyone to bring up “elephant in the room” topics for leadership to then openly talk about and address.	8%	21%	71%
5	Consider ways to streamline paperwork so Sergeants have more time in the field.	2%	30%	68%
6	Consider ways to create more team building and sharing across Districts and Divisions.	6%	26%	68%
7	Invest in outside training.	5%	27%	68%
8	Determine a road map to integrate systems.	2%	36%	63%
9	Update the Police Allocation Model (PAM) in order to more accurately reflect the number of troopers needed on the roads today.	2%	41%	57%
10	Improve the promotion tests and process.	2%	41%	57%
11	Explore ways for training to consider how to bring millennials into the culture in a way that aligns to the desired culture.	12%	34%	54%
12	Better leverage veterans transitioning from active duty.	6%	43%	51%
13	Invest in marketing collateral to better showcase the WSP career versus other agencies.	15%	41%	45%
14	Reconsider the residency policy.	6%	50%	44%
15	Determine methods to have Lieutenants spend more time in the field.	11%	46%	43%
16	Reconsider drive time commute pay policy when in marked car.	7%	52%	41%
17	Explore making training more paramilitary based.	21%	45%	34%
18	Make the recruitment requirements more stringent.	26%	44%	30%
19	Remove the cadet ranking.	44%	46%	10%