2017

Washington State
Employee Engagement Survey

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Executive Summary

The Washington State Employee Engagement Survey gathers feedback on practices that influence job satisfaction, engagement, leadership, customer value and job support. Responses to 26 questions help leaders, managers and supervisors measure and guide their improvement efforts.

This is the ninth State Employee Engagement Survey. Seventy-five agencies, representing 99.9 percent of the executive branch workforce, participated in this survey. A total of 47,243 employees responded, or 75 percent of executive branch employees. This year marks the highest response rate in the history of the survey, a 14 percentage-point increase from last year and a 3 percentage-point increase from the previous high set in 2015. More than 10,000 *additional* employees completed the survey this year compared to last year.

Successes

Responses to the 2017 Employee Engagement Survey revealed positive trends in almost all areas. Compared to last year, responses to all but one of the 20 standard employee perception questions remained consistent or improved.[1] **Building upon last year's progress**, **general satisfaction is higher this year than ever before, with 72 percent of employees saying they are generally satisfied with their job.**

In addition, the state met its target to improve as an **employer of choice** — as measured by a subset of 13 survey questions — two years early, following the largest statewide EOC increase in performance history.

Responses to the top-three rated questions in 2017 show that supervisors continue to receive high scores for setting clear expectations (Question 4, with 87 percent positive responses), treating employees with dignity and respect (Q7, with 86 percent positive) and connecting work to the agency's goals (Q3, with 82 percent positive).

Survey results also indicated progress in areas that have historically received mid to low scores. For example, 57 percent of employees indicated they are encouraged to come up with better ways of doing things (Q15), a 2 percentage-point increase over last year. Similarly, the largest increase was in the area of employees receiving clear information about changes within the agency (Q14), a question that has ranked in the bottom two for years. While this question still ranks toward the bottom, 50 percent of employees now say they receive clear information about changes, an impressive 4 percentage-point increase over the 46 percent of employees who said the same last year.

Opportunities

Although the survey reflects generally positive trends, some responses show where there are areas of opportunity. As was true last year, employees continue to give low ratings in the area of using customer feedback to improve work processes (Q16). This question received the lowest score of the survey, despite a 3-point increase over last year. Fewer than half of employees responded positively, with just 48 percent of employees saying they use customer feedback to improve work processes.

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1. See Appendix C: Trend of Positive Responses Table.

Rotating question

The 2017 survey included a supplemental question to measure employee satisfaction with various elements of the work environment included in [Executive Order 16-07](): Building a Modern Work Environment. The five areas referenced in the question are flexibility, mobility, physical space, technology and well-being. Results show employees are most satisfied with their flexibility, with 72 percent of employees satisfied with their ability to adjust their scheduled hours, as needed. On the other hand, employees were least satisfied with their ability to work remotely from a variety of locations (mobility, 46 percent satisfied). The average of positive responses for these five components constitutes the Modern Work Environment Index Score, which will be used to track the state's progress under Results Washington Goal 5: Efficient, Effective and Accountable Government.

Group comparisons

Consistent with past surveys, employees in the greater Olympia area, supervisors and employees in the first two years of a job respond more positively than the workforce overall. Similarly, employees in small agencies and the government operations functional group[2] give higher scores than employees in large agencies or other functional groups. These patterns can provide insight on how to improve the work experience for all employees.

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[2] See Appendix H: Agency Functional Groups.

Survey Facts

About the survey

The Washington State Employee Engagement Survey measures key workforce management practices in the state. The survey was conducted every two years from 2006 to 2013, and annually thereafter.

The 2017 survey was:

- Composed of 26 questions: 20 standard employee perception questions, one rotating employee perception question and five demographic questions.
- Open from Oct. 4, 2017, through Nov. 1, 2017, to collect responses from executive branch employees (excludes higher education institutions).
- Administered by the Washington State Office of Financial Management, State Human Resources Division.

Agencies have the option of adding agency-specific questions or administering their own survey and sharing their data from the standard questions. However, this report summarizes responses to the 26 statewide questions. Only agencies with more than 50 survey responses have detailed scores reported in the appendix of this report.[3] However, all employee responses are included in the statewide results.

Participation

- A total of 75 agencies sent the survey to their employees. These participating agencies represent 99.9 percent of the executive branch workforce (does not include higher education institutions).
- A total of 47,243 employees responded (75 percent of the executive branch workforce).

Environmental and process factors

How a person feels when taking the survey—whether due to work, personal or other reasons—can influence responses. Variables that may have affected this survey include the following:

- Unemployment that continues to decrease in the state: 4.6 percent in September 2017 (one month before the survey), 0.7 points lower than the revised estimate of unemployment in September 2016 (5.3 percent).[4]
- A general wage increase of 2.0 percent for the state workforce that was approved by the Legislature in 2017.[5]
- Agencies that continue to foster a Lean cultural transformation by making improvements to the work process, building employee capability to solve problems by applying Lean principles and encouraging employee input and innovation.

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3. See Appendix E: Positive Responses by Agency.
4. Washington State Employment Security Department, "Monthly employment report for September 2017," https://fortress.wa.gov/esd/employmentdata/docs/economic-reports/mer-2017-09.pdf, (October 2017).
5. Washington State Office of Financial Management, State Human Resources, "Wage Adjustments and Salary Increases," http://hr.wa.gov/WorkforceDataAndPlanning/WorkforceDataTrends/Pages/WageAdjustmentsAndSalaryIncreases.aspx. (July 1, 2016).

- Job uncertainty surrounding an operating budget that was passed just in time to avoid a government shutdown in July 2017 and a capital budget that was not passed until January 2018.
- The layoffs, reorganizations, changes in work functions and consolidations experienced by some agencies during the survey period.

About the data

For the first time, statewide results were weighted based on agency size (administration size for the Department of Social and Health Services) in order to form a more accurate representation of the statewide workforce. Responses were weighted so that the share of survey responses from an agency reflect that agency's share of total executive branch employees.

This methodology improves both the representativeness of the statewide results and our ability to compare scores from year to year, despite variations in agency response rates. For interested parties, unweighted executive branch data is presented in the appendix.

Introduction

Decades of research have revealed a strong connection between employee engagement and organizational performance, including in government. Engaged employees find their work meaningful and are more likely to deliver results for their agency, coworkers and other stakeholders. Collectively, a high level of employee engagement in our state workforce enables state agencies to achieve strategic goals, encourage innovation, retain employees and deliver high-quality services to the people of Washington. Improving government performance can also increase public confidence in government, which may further boost morale among public servants.

While there are many definitions of employee engagement, the U.S. Merit Systems Protection Board defines the term as "a heightened employee connection to work, the organization, the mission or co-workers. Engaged employees find personal meaning—and pride—in their work. They believe that their organizations value them and, in return, engaged employees are more likely to go above the minimum and expend 'discretionary effort' to deliver performance."[6]

The Washington State Employee Engagement Survey measures employee satisfaction with several components of the work environment, or "conditions of engagement," that can be grouped into categories based on the scope of the question (see Employee Survey Logic Model below). The survey also includes two questions that more closely approximate "outcomes of engagement," namely, general job satisfaction (Q19) and employees' likelihood of recommending their agency as a great place to work (Q20). Lastly, the survey includes several demographic questions (geography, supervisor status, tenure with state, tenure with agency) to allow for group comparisons.

The results of the statewide survey allow us to understand current levels of engagement in the workforce, compare across groups and time, and determine which conditions of engagement are the "key drivers" of engagement outcomes. Understanding the employee engagement landscape is the first step in making improvements that will lead to higher individual performance, enhanced organizational performance and ultimately, better government for Washingtonians.

Employee Survey Logic Model

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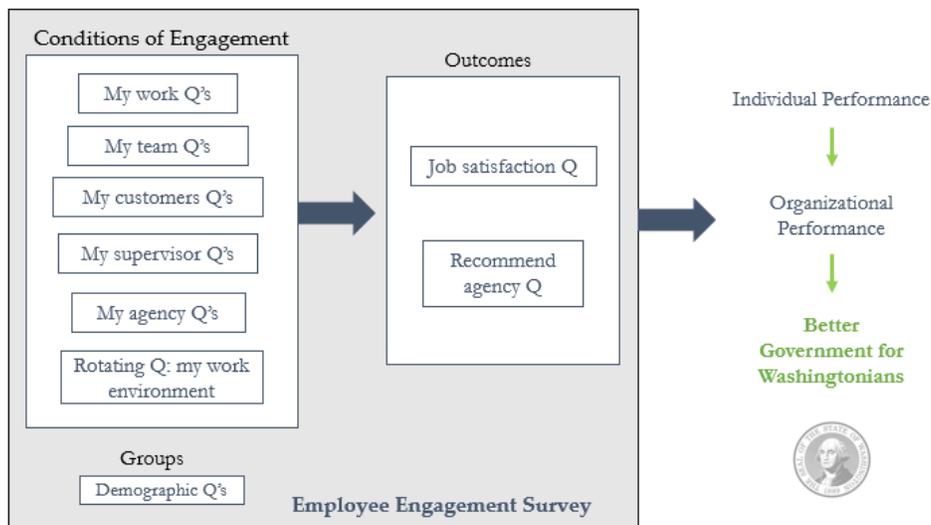
[6] Robert J. Lavigna, "Engaging Government Employees" (New York: AMACOM, 2013), p. 3.

Overall Results

2017 Employee Engagement Survey Results: Percentage of Employees Answering "Usually" or "Always"

Change from last year

My Work

Question	%	Change
I know what is expected of me at work. (Q4)	87%	
I receive the information I need to do my job effectively. (Q2)	72%	+1
At my job, I have the opportunity to make good use of my skills. (Q18)*	72%	+1
I have the tools and resources I need to do my job effectively. (Q6)	71%	+1
I have opportunities at work to learn and grow. (Q5)*	63%	+3
I have the opportunity to give input on decisions affecting my work. (Q1)*	62%	+3
I am encouraged to come up with better ways of doing things. (Q15)*	57%	+2

My Supervisor

Question	%	Change
My supervisor treats me with dignity and respect. (Q7)*	86%	
My supervisor gives me ongoing feedback that helps me improve my performance. (Q8)*	69%	+2
I receive recognition for a job well done. (Q9)*	56%	+3

My Team

Question	%	Change
A spirit of cooperation and teamwork exists in my work group. (Q11)*	72%	+1
People are treated fairly in my work group. (Q17)	72%	-1

My Agency

Question	%	Change
I know how my work contributes to the goals of my agency. (Q3)*	82%	+1
My agency consistently demonstrates support for a diverse workforce. (Q13)	73%	
I know how my agency measures its success. (Q12)	57%	+1
I receive clear information about changes being made within the agency. (Q14)	50%	+4

My Customers

Question	%	Change
We are making improvements to make things better for our customers. (Q10)*	66%	+2
We use customer feedback to improve our work processes. (Q16)*	48%	+3

My Enthusiasm

Question	%	Change
In general, I'm satisfied with my job. (Q19)*	72%	+1
I would recommend my agency as a great place to work. (Q20)*	63%	+2

*employer of choice question

Rotating Question: Modern Work Environment

2017 Employee Engagement Survey Results: Percentage of Employees Answering "Satisfied" or "Very Satisfied"

Category	Percentage
Modern Work Environment Index	58%
Flexibility (Q21A)	72%
Technology (Q21D)	65%
Physical Space (Q21C)	54%
Well-Being (Q21E)	53%
Mobility (Q21B)	46%
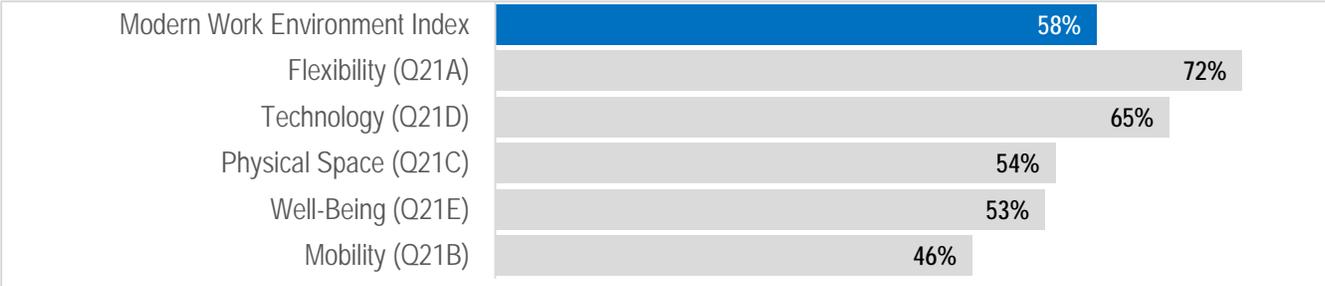
My work

Overall, employees continue to give positive scores to most of the questions about their daily work. Yet there is room to improve in the areas of learning and growth opportunities (Q5) and autonomy (input on decisions [Q1] and encouraging innovation [Q15].)

"My work" Questions from 2016 to 2017: Percentage of Employees Answering "Usually" or "Always"

Question	2017	2016
I know what is expected of me at work. (Q4)	87%	87%
I receive the information I need to do my job effectively. (Q2)	72%	71%
At my job, I have the opportunity to make good use of my skills. (Q18)	72%	71%
I have the tools and resources I need to do my job effectively. (Q6)	71%	70%
I have opportunities at work to learn and grow. (Q5)	63%	60%
I have the opportunity to give input on decisions affecting my work. (Q1)	62%	59%
I am encouraged to come up with better ways of doing things. (Q15)	57%	55%

Successes

As was true for the past several years, 87 percent of employees agreed they know what is expected of them at work (Q4). This has been the highest-scoring question since 2006, and highlights supervisors' success in setting clear job expectations. Ratings on this question exceed the federal benchmark and match the private sector benchmark.[7] Employees are also positive about receiving the information they need to do their jobs (Q2), having the opportunity to use their skills (Q18) and having the tools and resources they need to do their jobs effectively (Q6).

Opportunities

Questions in this section that received relatively lower scores show that employees want more opportunities to learn and grow (Q5) and to give input on decisions that affect their work (Q1). With 63 and 62 percent of employees, respectively, responding positively to these questions, they have experienced significant increases compared to last year, yet have room to improve. Boosting access to learning and growth opportunities may have an especially strong effect on employee engagement as 2017 survey results showed yet again that satisfaction with learning and growth opportunities is one of the top three drivers of job satisfaction among all survey respondents.

Similarly, research has shown that employees feeling a sense of autonomy and empowerment is strongly linked to motivation and performance. Both having input on decisions (Q1) and being encouraged to come up with better ways of doing things (Q15) are key components of employees feeling they have some control over their work. Just 57 percent of employees indicated they are encouraged to innovate (Q15), placing this question in the bottom five of all 20 perception questions. While this score has increased 2 percentage

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7. See Appendix F: Benchmark Data.

points compared to last year, there is still opportunity to improve in the area of encouraging employee innovation and autonomy.

My supervisor (respect and feedback)

Responses to the respect and feedback survey questions reveal supervisors' strengths in treating employees with respect and offering ongoing feedback. However, results suggest that employees may not feel they receive recognition for good work.

"My supervisor" Questions from 2016 to 2017: Percentage of Employees Answering "Usually" or "Always"
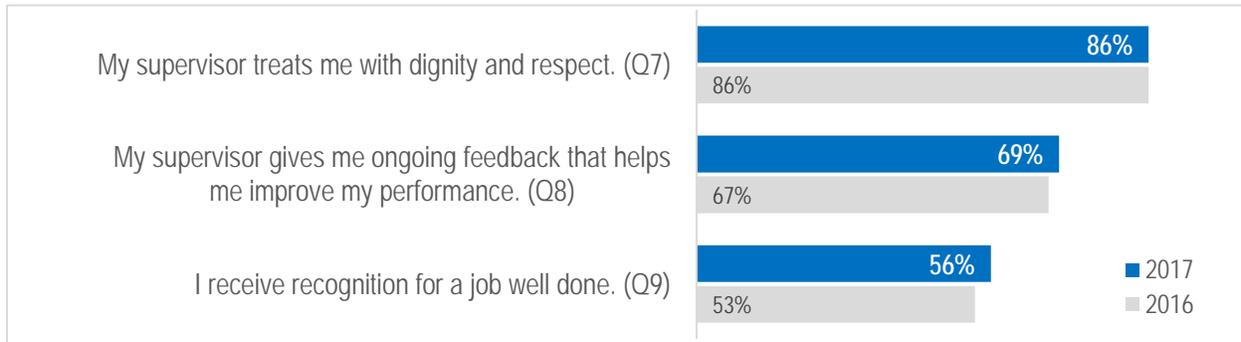
Successes

Employees continue to give their supervisors high marks for treating them with dignity and respect (Q7), an area where Washington exceeds federal benchmarks and matches the private sector.[8] The state maintained the record high of 86 percent positive, making this question the second-highest rated area in the survey overall. The score for supervisor feedback remained high (Q8), with 69 percent of employees saying they receive ongoing feedback that helps them improve their performance, a 2-point increase over last year.

Treating people with dignity and respect is truly the foundation of all relationships, including that of supervisor and employee. Without a respectful environment, employees are likely to disengage from their work. **Our survey data supports this: Of those who rated supervisors low for treating them with respect, a striking 76 percent were also unhappy with their jobs overall.**

Opportunities

Just 56 percent of employees said they receive recognition for a job well done (Q9). While this represents an impressive 3 percentage-point increase over last year, this question remains in the bottom three overall.

We are not alone. Benchmark data confirms that the federal government faces similar challenges on employee recognition. However challenging, recognizing employees for good work is extremely important because it confirms that others value their work. When employees feel valued, their satisfaction and productivity rise and they are motivated to continue performing at a high level. In general, employees enjoy recognition through personal, written, electronic and public praise from those they respect at work, given in a timely, specific and sincere way. The means by which employees want to be recognized varies so understanding individual preferences is important.

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8. See Appendix F: Benchmark Data.

My team

Results from the survey questions focused on the work group show that scores for teamwork and cooperation (Q11) and fair treatment (Q17) are high, but a decrease in perceptions of fair treatment compared to last year is an area of concern.

"My team" Questions from 2016 to 2017: Percentage of Employees Answering "Usually" or "Always"

Question	2017	2016
A spirit of cooperation and teamwork exists in my work group. (Q11)	72%	71%
People are treated fairly in my work group. (Q17)	72%	73%

Successes

In general, employees are positive about their coworkers, with 72 percent of employees perceiving a spirit of cooperation and teamwork (Q11) and fair treatment (Q17) in the work group.

Opportunities

While the score for fair treatment in the work group remains high, this is the only topic area in the survey that decreased compared to last year.

Research is underway to examine what might have led to this 1-point decrease. While no other question decreased at the statewide level, there was variation at the agency level. Initial analysis suggests that agencies that experienced a decrease in perceptions of fair treatment in the work group were more likely to have also experienced a decrease in perceptions of support for diversity (Q13) and supervisor communication in the areas of setting clear expectations (Q4) and providing ongoing feedback (Q8). This indicates that perceptions of fair treatment may be improved with greater support for diversity and more communication between supervisors and staff.

My agency

Results from the survey questions on the agency as a whole show the state's strengths in connecting employees' work to the goals of the agency (Q3) and supporting a diverse workforce (Q13), but highlight an area for improvement in communicating clear information about agency changes (Q14).

"My agency" Questions from 2016 to 2017: Percentage of Employees Answering "Usually" or "Always"

I know how my work contributes to the goals of my agency. (Q3)
- 2017: 82%
- 2016: 81%

My agency consistently demonstrates support for a diverse workforce. (Q13)
- 2017: 73%
- 2016: 73%

I know how my agency measures its success. (Q12)
- 2017: 57%
- 2016: 56%

I receive clear information about changes being made within the agency. (Q14)
- 2017: 50%
- 2016: 46%
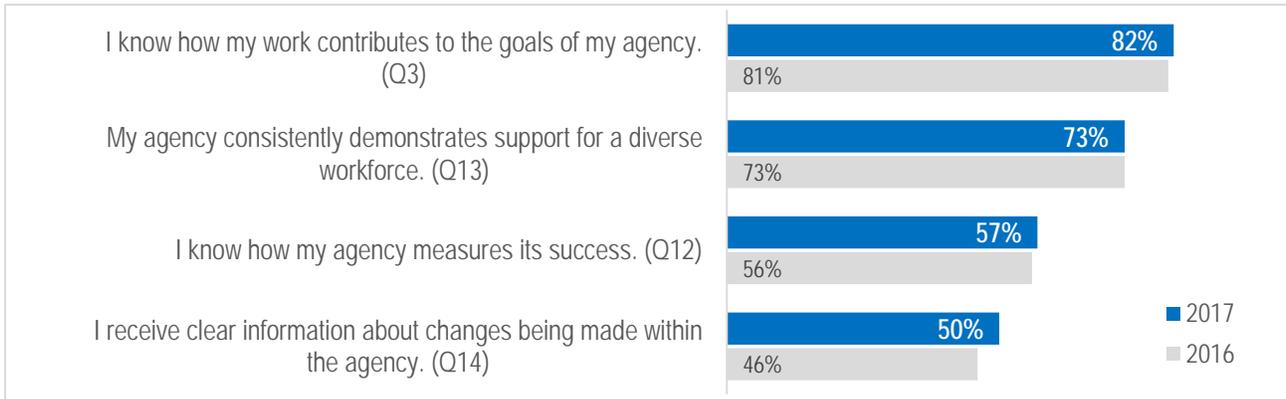
Successes

The highest-rated question in this group—understanding how work contributes to agency goals—has consistently been one of the top-three rated questions in the survey overall. This is a great accomplishment, as connecting employees' work to the goals of their agency is an important driver of employees' sense of purpose. Employees also give high scores to agency support for a diverse workforce (73 percent positive).

Opportunities

On the other hand, just 57 percent of employees say they know how their agency measures success (Q12), and even fewer (50 percent) say they receive clear information about changes in the agency (Q14). On the bright side, receiving information about changes experienced the largest increase in the survey overall. This was a high priority for many agencies; the statewide increase of 4 percentage points speaks to the success of agency strategies, including more use of agency intranet, newsletters and summarized meeting minutes, and the use of less traditional communication channels, such as video updates and podcasts.

My customers

The questions in the survey about customers indicate that employees are making improvements for their customers, but do not frequently use customer feedback to improve work processes.

"My customers" Questions from 2016 to 2017: Percentage of Employees Answering "Usually" or "Always"

We are making improvements to make things better for our customers. (Q10)
- 66% (2017)
- 64% (2016)

We use customer feedback to improve our work processes. (Q16)
- 48% (2017)
- 45% (2016)

Legend: ■ 2017 ■ 2016
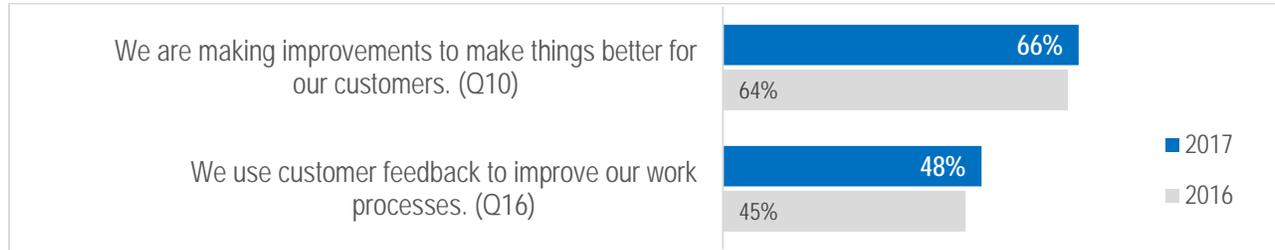
Successes

Lean principles encourage individual employees to identify their customers and regularly solicit their feedback. As was true in past years, a majority of employees (66 percent) said they are making improvements for customers (Q10). This represents a 2-point increase compared to last year. Similarly, the score for using customer feedback to improve work processes (Q16) increased by an impressive 3 percentage points. While this number may sound small, it represents 1,000+ employees.

Opportunities

Despite rising scores, the fact remains that fewer than half (48 percent) of employees said they are using customer feedback to improve work processes. Using customer feedback has been the lowest-scoring question since it was added to the survey in 2013. While the increase from last year is promising, the state remains challenged to connect employees to customers at the individual level, to ask for customer feedback and to use that feedback to make improvements.

The gap between the two customer questions has appeared every year since the questions were added. Overall, the enterprise gap is 18 points, a figure that is slightly smaller among government operations[9] employees (14 points), employees in medium-sized agencies (between 200 and 2,000 employees; 16 points) and employees based in Olympia (16 points).

While this gap has been interpreted as a cause for concern in prior years, additional research suggests the discrepancy in scores may have more to do with question interpretation rather than a true reflection of a "we know what's best for our customers" mentality. Instead, employees may be interpreting this question more broadly about all workplace improvements rather than limiting their responses to only those changes with a direct effect on customers.

What *is* concerning is the low score for employees and work groups asking for, and using, customer feedback.

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[9] See Appendix H: Agency Functional Groups for a list of agencies included in the government operations functional group, as defined by the State Administrative and Accounting Manual.

Spotlight on the modern work environment

The 2017 survey included a supplemental question that measures employee satisfaction with various elements of the work environment related to the state of Washington's modern workplace strategy. The modern work environment initiative is an effort, directed by Gov. Inslee through Executive Order 16-07 (Building a Modern Work Environment) and led by the Office of Financial Management, to help agencies identify and adopt innovative ways to modernize the physical environment, provide greater workplace flexibility and enable a more mobile workforce.

Percentage of Employees Answering "Satisfied" or "Very Satisfied"

Modern Work Environment Index	58%
Flexibility (Q21A)	72%
Technology (Q21D)	65%
Physical Space (Q21C)	54%
Well-Being (Q21E)	53%
Mobility (Q21B)	46%
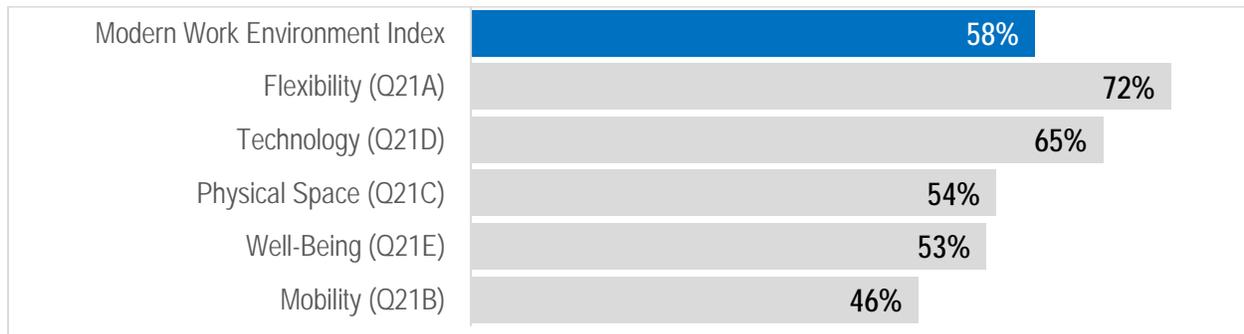
Survey Definitions:

- **Flexibility:** the ability to adjust your scheduled hours as needed
- **Mobility:** the ability to work remotely from a variety of locations, such as your home or alternate work sites
- **Physical space:** the building, furniture, lighting, noise, variety of spaces for different work tasks (concentration space, collaboration space)
- **Technology:** your work desktop computer, laptop, mobile phone, tablet, remote access, Wi-Fi, collaboration tools
- **Well-being:** how your work environment affects your physical, social and emotional health

Successes

Overall, the state has a Modern Work Environment Index of 58 percent of employees satisfied with the five dimensions of the work environment measured in the question. Employees are most satisfied with their flexibility, with 72 percent of employees saying they are "satisfied' or "very satisfied' with their ability to adjust their scheduled hours as needed. Similarly, employees are generally satisfied with the technology in their workplace (65 percent positive).

Opportunities

Employees are less satisfied with physical space, with just 54 percent of employees happy with the building, furniture, lighting, noise and variety of spaces in their work environment. Similarly, just 53 percent of employees are satisfied with how their work environment affects their well-being, defined as their physical, social and emotional health. Last year's rotating question on agency support for a healthy life received a much higher score (65 percent positive), indicating a potential gap between the more traditional "health and wellness" approach and a broader conception of "well-being," including social and emotional components.

Mobility is the lowest-scoring area, with just 46 percent of employees satisfied with their ability to work remotely from a variety of locations. This question included a "Doesn't Apply to My Position" response option to allow employees to opt out of the question if they work in jobs that are not amenable to remote work or telework. However, the number of employees who opted to answer the question far exceeds the number of telework-eligible employees in the state, suggesting that employees in nontelework-eligible positions may have shared their dissatisfaction with this arrangement in the survey. Not only is this the least positive modern work environment dimension, satisfaction with mobility is the lowest-scoring area in the entire survey. While incompatibility with the type of work is a legitimate constraint for many positions, agencies also report cultural resistance as a top barrier to implementing a more mobile workforce. In those instances, the state has a significant opportunity to improve employee satisfaction with how work is accomplished. For agencies with known cultural resistance to mobility, it may be worth revisiting positions marked as ineligible for telework to ensure all tasks in the position description are truly incompatible with remote work.

For those positions that are not eligible for telework, agencies may also want to explore options such as flextime and/or compressed workweeks, or make improvements to other aspects of the work environment (physical space, technology, well-being) that may improve overall satisfaction with the workplace. Having a fair and transparent process for determining eligibility may also mitigate negative employee sentiment in workplaces where telework is not feasible.

Spotlight on diversity and inclusion

At the state level, efforts are underway to foster a diverse and inclusive workforce, which involves creating a work environment of fairness, respect and involvement. Decades of research by organizational scientists, psychologists, sociologists and economists shows that diverse groups are more innovative than homogenous groups.[10] Yet research has also shown that greater diversity can lead to higher levels of conflict, stereotyping and bias.[11] The key is *inclusion*. Diversity without inclusion can often lead to backlash.[12] Diversity with inclusion is how we can attract talent, foster innovation and encourage employee engagement. This will be even more important as our state and workforce continue to become more diverse. As advocate Verna Myers notes, "Diversity is being invited to the party. Inclusion is being asked to dance."[13]

In more practical terms, inclusion encompasses how an organization grants opportunity, information and decision making to unlock the full potential of each employee. Prior to 2016, the survey did not include a question about fair treatment in the workplace, a key component of an equitable and inclusive work environment. The fair treatment question, in combination with other survey questions and workforce metrics, can help us gain a more complete picture of inclusion in the state workforce.[14] Negative responses to the fair treatment question are tracked under Results Washington Goal 5: Efficient, Effective and Accountable Government.

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[10] Phillips, Katherine W., "How Diversity Makes Us Smarter," *Scientific American*, https://www.scientificamerican.com/article/how-diversity-makes-us-smarter/ (October 2014).
[11] Bailey, Sebastian, "Why Diversity Can Be Bad for Business (And Inclusion is the Answer)," *Forbes,* https://www.forbes.com/sites/sebastianbailey/2014/05/20/why-we-should-prioritize-the-i-in-d-and-i/#47be048f600d (May 2014).
[12] Rashid, Ripa and Sherbin, Laura, "Diversity Doesn't Stick without Inclusion." *HBR.org (Harvard Business Review),* https://hbr.org/2017/02/diversity-doesnt-stick-without-inclusion (February 2017).
[13] Ibid.
[14] State HR is currently working with the statewide Diversity, Equity and Inclusion Council to develop an additional question related to inclusion for the 2018 survey that will be analyzed in conjunction with other survey items as part of an "Inclusion Index."

Is the work environment …	Related survey topic	Percentage positive responses		Percentage point change
		2016	2017	
Respectful?	Q7 – supervisors treat employees with dignity and respect	86	86	0
Fair/equitable?	Q17 – fair treatment	73	72	-1
Open?	Q13 – agency support for diversity	73	73	0
Cooperative?	Q11 – teamwork and cooperation	71	72	+1
Empowering?	Q1 – employee input solicited Q15 – better ways encouraged	59 55	62 57	+3 +2

All employees deserve an inclusive and respectful work environment. In state government, we have a responsibility to set clear expectations, provide support and ensure accountability so our workplaces allow employees to do their best work for the people of Washington.

Job satisfaction and agency promoters (my enthusiasm)

General job satisfaction is higher this year than ever before, with 72 percent of employees agreeing they are generally satisfied with their jobs (Q19). In addition, well over half (63 percent) of executive branch employees would recommend their agency as a great place to work (Q20).

"My enthusiasm" Questions from 2016 to 2017: Percentage of Employees Answering "Usually" or "Always"

In general, I'm satisfied with my job. (Q19): 72% (2017), 71% (2016)

I would recommend my agency as a great place to work. (Q20): 63% (2017), 61% (2016)
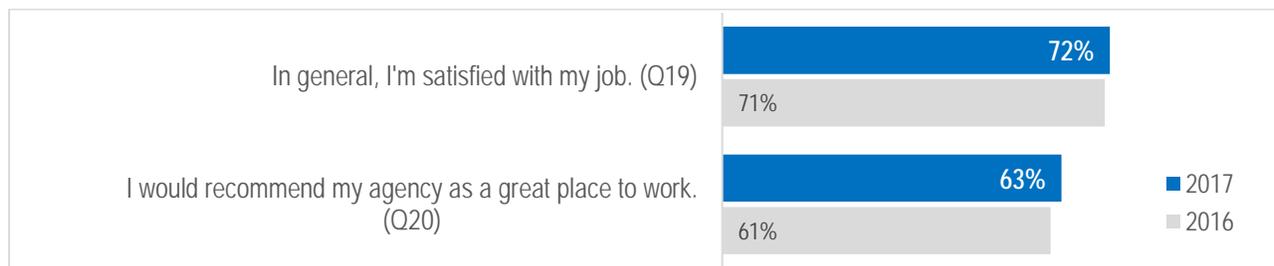
Drivers of Enthusiasm

In addition to understanding overall satisfaction levels, the survey also allows us to analyze which workplace factors have the greatest influence on engagement outcome questions, or, in other words, what the key drivers of engagement are. To help answer this question, the figure below shows which topic areas have the strongest influence[15] on a metric that incorporates both general job satisfaction (Q19) and employee likelihood of recommending their agency as a great place to work (Q20)—what we call "employee enthusiasm."

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[15] Assessed using multiple regression at the individual respondent level to determine the relationship between "My enthusiasm" (Q19, 20) and other survey items, controlling for demographics (geography, supervisor status, state and agency tenure).

The driver analysis shows the importance of training and development, with "job/skills alignment" (Q18) and "learning and growing" opportunities (Q5) among the top three drivers of employee enthusiasm.

Employee well-being (physical, social and emotional, Q21E) is also strongly related to job satisfaction and recommending the agency.

Lastly, making improvements for customers (Q10) and fair treatment in the work group (Q17) complete the list of top drivers.

Top 5 Drivers of Job Satisfaction and Agency Promoters

Employer of Choice[16]

> The Employee Engagement Survey continues to garner attention as the primary data source for Gov. Jay Inslee's goal to increase the number of employees who view Washington as an employer of choice under Results Washington Goal 5: Effective, Efficient and Accountable Government.
>
> *The state of Washington strives to be an employer of choice, a place where top talent wants to work with us, grow with us, and stay with us, providing outstanding service to Washingtonians. The Employer of Choice score is based on an average of the favorable responses to 13 of the Employee Engagement Survey questions, grouped into four leading indicator categories: job satisfaction, employee engagement, respect and feedback, and customer value.*
>
> Results from the 2017 survey were used to assess progress on the new employer of choice performance period, targeting a 2 percentage-point increase from 65 percent positive in 2016 to 67 percent positive by January 2020. The great news is that the state met its target of 67 percent positive in just one year following the largest gain in employer of choice performance history!
>
> Results Washington, Office of the Governor (Feb. 15, 2018). Goal 5: Effective, Efficient and Accountable Government. Retrieved from
> http://results.wa.gov/goals-progress/goals/efficient-effective-accountable-government/goal-map.

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[16] See Appendix G: Employer of Choice Questions.

Group Comparisons

Demographic trends

The Employee Engagement Survey includes five demographic questions that ask for information about certain employee characteristics. As is true for all other questions in the survey, answering these questions is optional.

These demographic questions are:

- Q22 – In which area of the state do you work the majority of the time?
- Q23 – Are you a supervisor?
- Q24 – How long have you worked for the state?
- Q25 – How long have you worked for your current agency?
- Q26 – Which agency do you work for?

Responses to these questions allow us to make comparisons to see if there are differences in survey responses based on certain employee characteristics. Comparing results from these large-scale categories makes it possible to learn from groups who do well and to identify unmet needs that may be common to other groups.

Geographic area

Employees from Western Washington (outside the greater Olympia area) compose 41 percent of all survey respondents. Employees from the Olympia area come in second, representing 34 percent of survey respondents. Another 19 percent report they work the majority of the time in Eastern Washington and 6 percent of employees chose not to list their primary work location. This is generally consistent with the geographic distribution of the workforce.[17]

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17. Data as of Sept. 30, 2017. Washington State Office of Financial Management, State Human Resources. "Geographic Distribution of Workforce." Retrieved from: http://hr.ofm.wa.gov/workforce-data-planning/workforce-data-trends/workforce-glance-0/geographic-distribution-workforce.

As was true in past surveys, employees from the greater Olympia area responded to the survey questions more positively than their counterparts in Eastern or Western Washington.[18] In fact, greater Olympia area employees gave higher scores than employees in other geographic areas on all 20 standard questions and all five components of the Modern Work Environment question. In particular, greater Olympia area employees gave much higher scores in the areas of using customer feedback (Q16), being encouraged to innovate (Q15), giving input on decisions (Q1) and making improvements for customers (Q10).

Supervisors much more positive than nonsupervisors in areas of employee empowerment
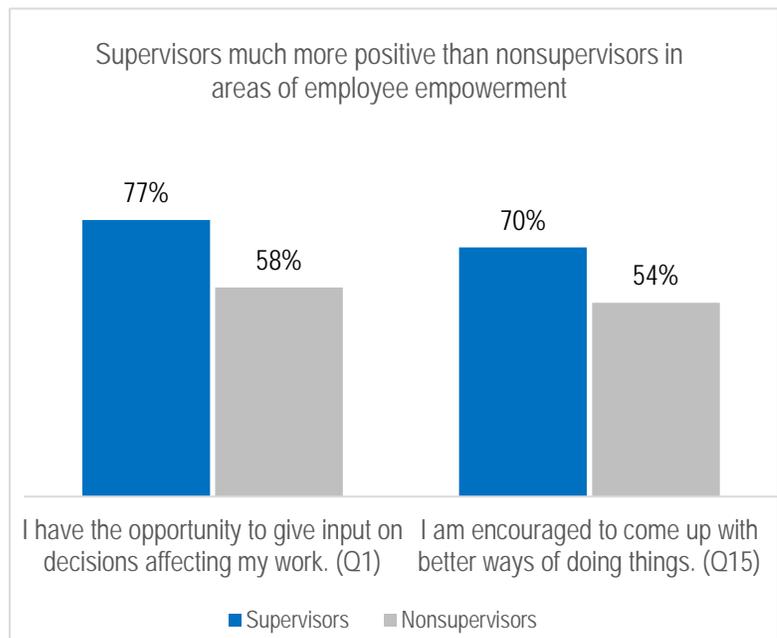
Supervisors

Employees who identify as supervisors (21 percent of respondents) continue to give higher scores than those who identify as nonsupervisors (73 percent). Overall, supervisors rate all 20 standard questions and all five Modern Work Environment dimensions more positively than nonsupervisors. Differences range from 1 point higher on receiving supervisor feedback (Q8) to 13 or more points higher in the areas of giving input on decisions (Q1), being encouraged to innovate (Q15), satisfaction with mobility (Q21B) and perceptions of fair treatment in the work group (Q17).

Years of service

Employees with up to two years of service, either with the state or their agency, gave the highest scores across virtually all questions.[19] This pattern has been present since the tenure questions were added in the 2013 survey.

In general, there is a U-shaped pattern across the tenure life cycle: Scores start high in the low-tenure categories (less than one year; one to two years), decline through the mid-tenure categories (three to five years; six to 10 years), reach their lowest point at 11 to 15 years of service and rise again in the highest-tenure category (16 or more years), though rarely to the peak values seen for new employees.

As was true in prior years, the upswing in positivity with greater tenure is more pronounced for *state* versus *agency* tenure, indicating the benefits of high tenure with the state are stronger when employees work at more than one agency throughout their career.

There is one notable exception to the new employee optimism seen for most survey questions: Employees with less than two years of service with the state are the least satisfied with their mobility of all tenure categories (see figure on the following page).

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18. See Appendix D: Positive Responses by Demographic Groups.
19. See Appendix D: Positive Responses by Demographic Groups.

Satisfaction with Mobility by State Tenure: Percentage of Employees Answering "Satisfied" or "Very Satisfied"

Employees with Less Than 2 Years of Service with the State Are the Least Satisfied with Mobility

44%	43%	44%	45%	47%	50%
Less than 1 year with state	1 to 2 years	3 to 5 years	6 to 10 years	11 to 15 years	16 or more years
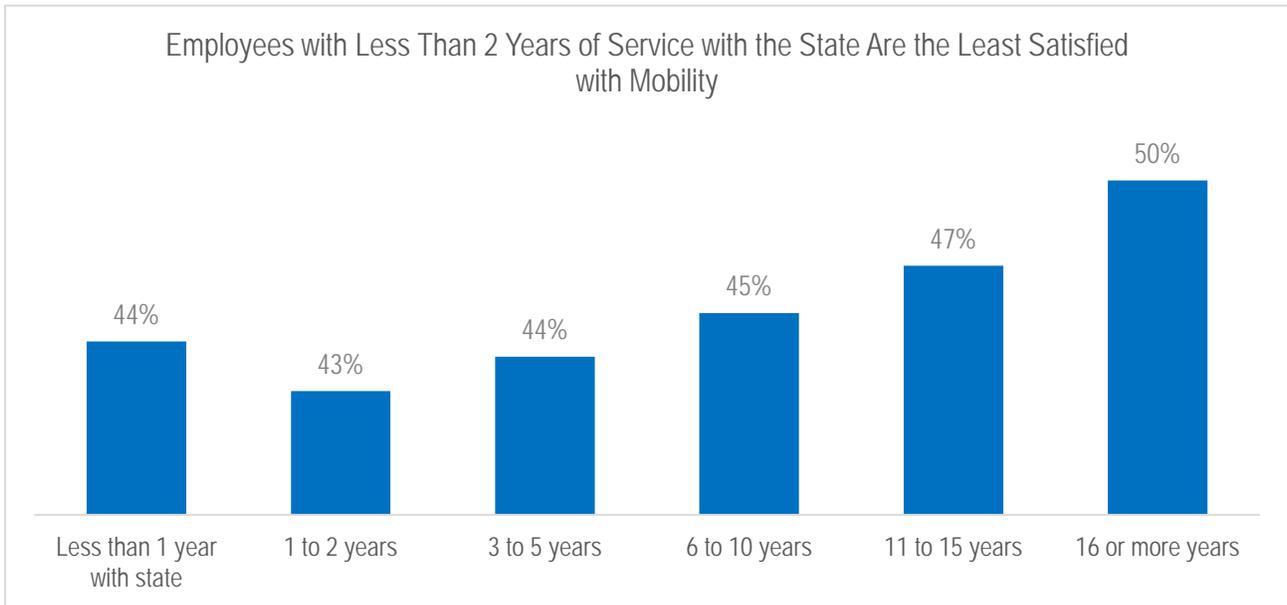
Agency characteristics

Agency-specific responses

Agency results by question are provided in Appendix E for agencies with more than 50 responses.[20] When comparing agency responses, it is important to consider that agencies can experience unique environmental changes, such as layoffs or reorganizations, that may affect most or all their scores in a survey year. Agency size, culture and type of work can also affect survey scores.

Size

More than half (60 percent, 45 of 75) of the participating executive branch agencies are considered small, with fewer than 200 employees. These employees compose 3.5 percent of the executive branch workforce.

Employees in small agencies continue to indicate higher levels of job satisfaction than those in the state overall. Eighty-three percent of small agency employees said they are generally satisfied with their job (Q19), 11 points higher than the executive branch as a whole. Similarly, 78 percent of employees in small agencies would recommend their agency as a great place to work (Q20), a 15-point lead over the 63 percent of employees in the workforce overall who said the same.

In fact, employees from small agencies responded more positively on all questions. Differences ranged from two points (Q8 – ongoing supervisor feedback) to a conspicuous 24 points (Q21B – satisfaction with mobility) higher for small agencies.

In general, the ranking of questions is quite similar in both groups. A question that ranks high (or low) among all executive branch employees also ranks high (or low) among small agency employees. However, for satisfaction with mobility (Q21B), the small agency ranking is six places higher than the executive branch

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20. See Appendix E: Positive Responses by Agency.

overall. On the other hand, small agency rankings were six places lower than the executive branch ranking in the areas of support for diversity (Q13) and ongoing feedback from supervisors (Q8).

Functional group

Agency size is not the only characteristic that influences employee engagement. An employee's primary type of work is strongly related to his or her engagement levels. In the absence of detailed job-type data, comparison of survey results based on the functional group of the agency may shed light on how the type of work influences the employee experience.

Participating agencies are categorized in one of the following functional groups from the State Administrative and Accounting Manual:[21]

- education (11 agencies, 2 percent of the workforce)
- government operations (35 agencies, 12 percent of the workforce)
- human services (11 agencies, 58 percent of the workforce)
- natural resources and recreation (11 agencies, 11 percent of the workforce)
- transportation (seven agencies, 17 percent of the workforce)

Survey participation

With 78 and 83 percent of employees responding, human services and government operations, respectively, had significantly greater participation than other functional groups. Natural resources and recreation came in third, with 69 percent participation, followed by education (61 percent). The transportation functional group had the lowest participation, with just 57 percent of employees responding to the survey.

Survey Participation by Agency Functional Group: Percentage of Employees Who Completed the Survey
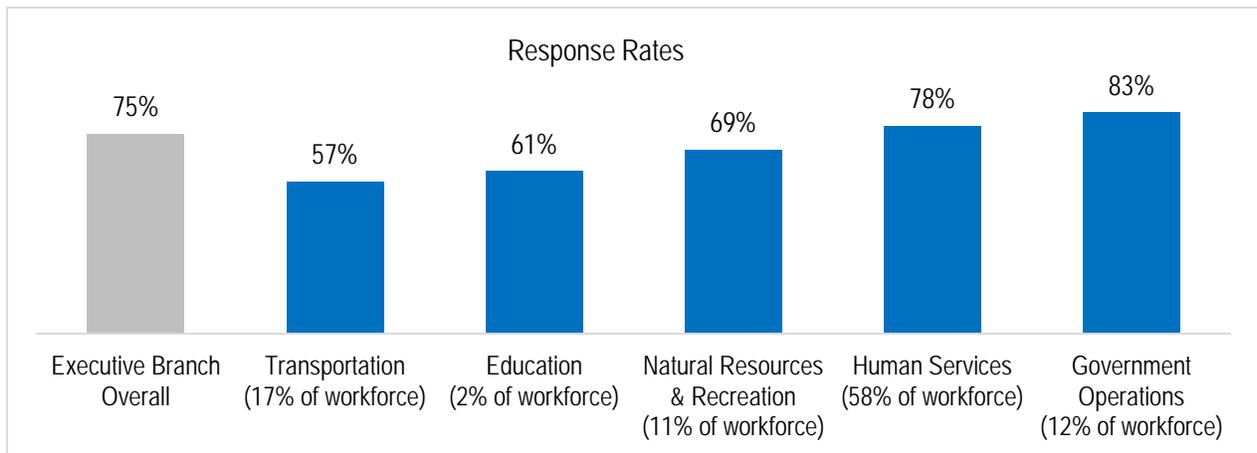
Survey scores

Employees in government operations, who compose 12 percent of the workforce, responded more positively than other functional groups on 18 of the 20 standard survey questions. They tied with education employees in the areas of general satisfaction (Q19) and likelihood of recommending their agency (Q20).

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21. See Appendix H: Agency Functional Groups.

Conversely, employees in human services, who compose more than half the workforce (58 percent), reported the lowest scores of all functional groups on 13 of 20 questions. The two largest agencies—the Department of Social and Health Services and the Department of Corrections—are included in this functional group. This speaks to the difficulty of the work employees perform in this functional group and suggests additional support may be needed to fully engage the workforce. On the bright side, employees in human services have the second-highest score of all functional groups in the area of receiving ongoing feedback from their supervisors (Q8).

The Modern Work Environment Index scores varied by functional group in a pattern similar to the rest of the survey questions. Employees in government operations and education had the highest index scores (69 and 68 percent positive, respectively) followed by natural resources and recreation (64 percent positive), transportation (59 percent positive) and human services (54 percent positive). Looking at the individual components of the index, government operations employees were more satisfied than other functional groups with the physical space, technology and how the work environment affected their well-being (physical, social and emotional health). Education employees were more satisfied than other functional groups with their flexibility (ability to adjust scheduled hours) and mobility (ability to work from different locations). Employees in the human services were the least satisfied of all groups with all five components of the Modern Work Environment Index. Differences between functional groups were the smallest in the area of satisfaction with physical space and greatest in satisfaction with mobility.

Modern Work Index by Functional Group

Executive Branch Overall	58%
Government Operations	69%
Education	68%
Natural Resources & Recreation	64%
Transportation	59%
Human Services	54%

These differences offer some insight in the diversity of experience of the state workforce and highlight target areas for improvement for certain functional groups.

Other agency outcome measures

Comparing the survey responses to other sources of organizational outcome data also sheds light on the complex set of factors that foster employee engagement in an agency. The analysis below compares agency survey responses to organizational performance measures reported in the 2017 Statewide Human Resources Management Report.[22] This report includes performance metrics related to workforce demographics, hiring practices, turnover, overtime, leave usage and performance management. Initial data exploration suggests that survey responses are connected to several organizational and employee outcome measures included in that report, as described below.

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22. 2017 Statewide HR Management Report. Retrieved from
http://hr.wa.gov/WorkforceDataAndPlanning/HRMPerformanceAccountability/Pages/2.7StatewideHRMReports.aspx.

Positive relationships[23]

In some cases, organizational measures and survey scores move in the same direction: As one increases, the other increases as well.

- Manager-to-staff ratios

  › Agencies with a higher percentage of **managers** are more likely to receive positive scores for multiple survey questions. This pattern holds even when looking just at the agency scores from nonsupervisors. The areas with the strongest connections have to do with communication: receiving information to do the job effectively (Q2) and receiving clear information about change in the agency (Q14).

  › The positivity benefit of more supervisors seems to go away after about 15 percent of the agency are managers, suggesting an ideal manager-to-staff ratio of one supervisor to about six or seven employees.

- Employee promotions

  › Agencies that have a higher number of **promotions per capita** (from inside or outside the agency) are more likely to receive positive scores on cooperation and teamwork (Q11).

- Telework eligibility

  › Agencies that have higher **telework eligibility and participation** (of head count) rates are more likely to receive positive scores on the Modern Work Environment Index, particularly with satisfaction with mobility (Q21B).

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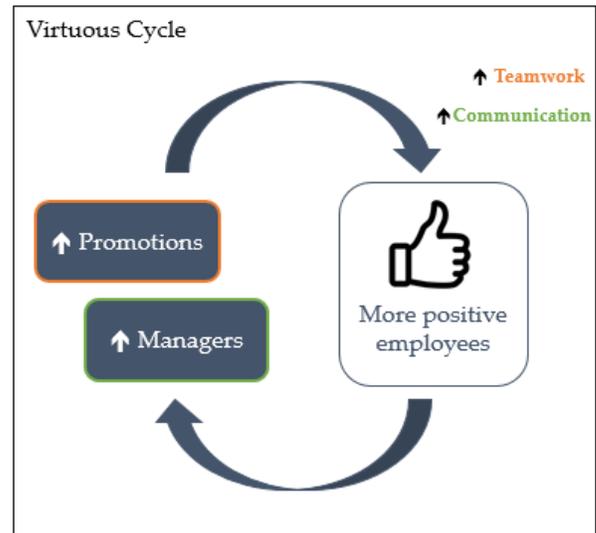
23. Correlations of $r = 0.4$ and stronger based on agency-level data from 42 agencies.

Negative relationships[24]

In other cases, organizational measures and survey scores move in opposite directions: As one increases, the other decreases.

- Overtime

  › Agencies with a higher **percentage of eligible employees receiving overtime** (per month) are more likely than other agencies to receive negative scores for all 20 standard questions and all five components of the Modern Work Environment question. The negative effect is strongest on employee well-being (Q21E, physical, social and emotional health), cooperation and teamwork (Q11) and being treated with dignity and respect (Q7).

  Vicious Cycle

  ↓ Work connected to agency goals
  ↓ Well-being
  ↑ Turnover
  ↑ Overtime
  Less positive employees
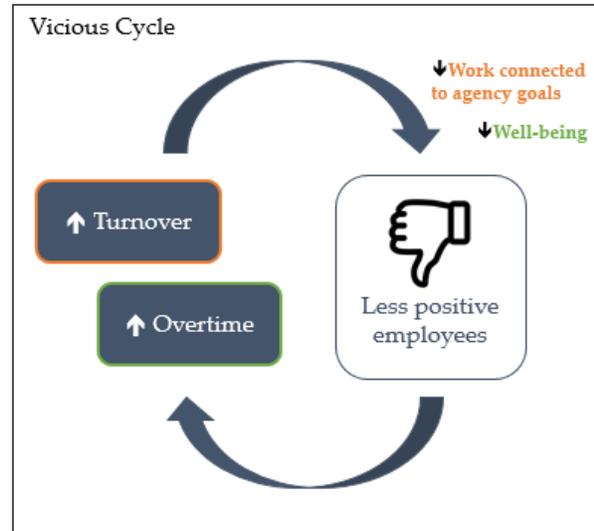
  › Similarly, agencies with a higher average **number of overtime hours** received (per month, per capita) tend to receive lower scores for 14 standard questions and three Modern Work Environment components, with the strongest negative effects on employee well-being (Q21E), satisfaction with physical space (Q21C), cooperation and teamwork (Q11) and making improvements for customers (Q10).

- Turnover

  › Agencies that have higher turnover (resignations from state service and movement between agencies) are more likely to have lower scores for employees knowing how their work connects to agency goals (Q3).

In general, the observed relationships do not prove causal pathways but highlight the various ways in which agency organizational measures may influence employee engagement and vice versa.

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24. Correlations of $r = -0.4$ and stronger based on agency-level data from 42 agencies.

Recommendations

Government agencies are challenged to perform at a high level despite diminishing resources—"doing more with less." At the same time, public confidence in government is decreasing,[25] which can further stigmatize public servants and decrease employee morale.

A data-informed and action-oriented focus on employee engagement is one response to this challenge. Research and practice have shown that focusing on employee engagement can lead to greater success in strategic goals achievement, higher employee retention, more innovation and better customer service.

So what should we do to improve employee engagement?

Measure engagement and take action. Washington is already ahead of the curve in this respect. The Institute for Public Sector Engagement reports that only eight state governments conduct statewide employee engagement surveys.[26] Washington's annual statewide survey (with agency-specific reports) shows our state's commitment to employee engagement and equipping leaders with the information they need to ask the right questions and make improvements.

Encourage innovation and smart risk-taking. The engagement item with the greatest number of connections with other topics areas[27] is the "innovation" question, or "I am encouraged to come up with better ways of doing things." Research has shown that the government scores significantly lower than the private sector in this area, which our survey corroborates. This is also a priority area for Gov. Inslee and Results Washington, his performance management office. This suggests that leaders in state government need to foster environments that encourage and enable public servants to innovate and take risks. This can be difficult, given the high visibility of government decisions and actions. However, leaders and managers must create a safe space for employees to suggest and experiment with better ways of accomplishing their work while managing risks.

Pay attention to key drivers of engagement in our state:

> Invest in training and development opportunities. Job/skills alignment and learning and growth opportunities were the No. 1 and No. 3 drivers of job satisfaction and likelihood of recommending the agency as a great place to work. Employees feeling they have opportunities to learn and grow, in particular, is high-impact but relatively low scoring in our survey. Investing in the workforce by providing training and development opportunities not only ensures our employees have the appropriate skills and abilities to perform their jobs, but sends a strong message that we value their efforts and commitment.

> Grant access to information and opportunity fairly. People are acutely attuned to the norm of fairness. Efforts to improve employee engagement will fail if they are perceived to favor certain groups of employees over others. It is no surprise that fair treatment is one of the top drivers of engagement in our state. In general, processes will be perceived as fair if decision makers treat employees with respect, base decisions on facts, give employees the opportunity to share their views and express genuine concern for employee needs.

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[25] Pew Research Center, "Public Trust in Government: 1958-2017," http://www.people-press.org/2017/05/03/public-trust-in-government-1958-2017 (May 2017).

[26] Robert J. Lavigna, "Engaging Government Employees" (New York: AMACOM, 2013), p. 3.

[27] Eleven strong correlations ($r > 0.6$) with other survey questions.

Consider how the work environment affects employee well-being. Many forward-thinking organizations are adopting a more holistic view of employee well-being to include social and emotional health in addition to physical wellness. While no employer can ensure well-being in all aspects of an employee's life, organizations can improve how the work environment affects physical, social and emotional health. Our survey results suggest that employee well-being is most closely associated with the physical space in the work environment and perceptions of fair treatment.

Emphasize the connection to the customer and agency purpose. In our state, making improvements for customers is one of the top five drivers of job satisfaction and employees recommending their agency as a great place to work. This is likely because people are motived by a connection to purpose, that is, contributing to something larger than themselves. For many state employees, that "something" is providing valuable services to their customers. For others, purpose may be connected to the agency's broader mission. What is important is that employees can see a clear connection between their effort and the resulting impact on others. That is what makes work meaningful.

Consider the oft-cited anecdote of the three bricklayers: You are walking along a country road when you come upon three bricklayers at work. "What are you doing?" you ask the first. "I'm laying bricks," the bricklayer responds. You walk up to the second and ask the same question. "I'm building a wall," the bricklayer responds. You approach the third and, this time, the bricklayer proudly says, "I'm building a cathedral."

Imagine if all public servants not only appreciated the value of their individual "bricks," but also felt connected to the greater "cathedral" of their work's purpose.

As a state, if we remain committed to encouraging innovation, investing in employee development, fostering respectful workplaces and connecting work to purpose, our employees will accomplish great things for the people of Washington.

Appendices

Appendix A1: 2017 Ratings by Question

Washington State Executive Branch
Scores Weighted by Agency Size

47,243 Responses   75% Survey Response Rate

		Almost Always or Always	Usually	Occasionally	Seldom	Never or Almost Never	Average	Percentage Positive
1)	I have the opportunity to give input on decisions affecting my work.	26%	36%	22%	10%		3.7	62%
2)	I receive the information I need to do my job effectively.	23%	49%	18%	7%		3.8	72%
3)	I know how my work contributes to the goals of my agency.	45%	37%	11%			4.2	82%
4)	I know what is expected of me at work.	48%	39%				4.3	87%
5)	I have opportunities at work to learn and grow.	31%	32%	20%	10%		3.7	63%
6)	I have the tools and resources I need to do my job effectively.	25%	46%	18%	8%		3.8	71%
7)	My supervisor treats me with dignity and respect.	64%	22%				4.4	86%
8)	My supervisor gives me ongoing feedback that helps me improve my performance.	41%	28%	17%	9%		3.9	69%
9)	I receive recognition for a job well done.	28%	29%	22%	13%		3.5	56%
10)	We are making improvements to make things better for our customers.	29%	37%	21%	8%		3.8	66%
11)	A spirit of cooperation and teamwork exists in my work group.	36%	35%	15%	8%		3.9	72%
12)	I know how my agency measures its success.	22%	34%	23%	13%		3.5	57%
13)	My agency consistently demonstrates support for a diverse workforce.	37%	36%	16%	7%		4	73%
14)	I receive clear information about changes being made within the agency.	16%	34%	27%	15%		3.3	50%
15)	I am encouraged to come up with better ways of doing things.	28%	30%	21%	13%		3.5	57%
16)	We use customer feedback to improve our work processes.	19%	29%	26%	16%		3.3	48%
17)	People are treated fairly in my work group.	37%	34%	14%	8%		3.9	72%
18)	At my job, I have the opportunity to make good use of my skills.	36%	37%	16%	8%		3.9	72%
19)	In general, I'm satisfied with my job.	32%	40%	16%	7%		3.9	72%
20)	I would recommend my agency as a great place to work.	32%	31%	19%	9%		3.7	63%

Percent Positive

Percentage positive may not equal the sum of the graph's data labels for the percent "Almost Always or Always" and "Usually" due to rounding.

26

Appendix A2: Statistics Report

Washington State Executive Branch
Scores Weighted by Agency Size

47,243 Responses

75% Survey Response Rate

Survey Question	Response Counts (Weighted)							Summary Measures (excluding missing data)		
	(1) Never or Almost Never	(2) Seldom	(3) Occasionally	(4) Usually	(5) Almost Always or Always	No Response (missing)	Total Responses (not missing)	Percent Positive[1]	Percent Negative[2]	Average
1) I have the opportunity to give input on decisions affecting my work.	2,597	4,817	10,358	16,992	12,263	217	47,026	62%	16%	3.7
2) I receive the information I need to do my job effectively.	1,132	3,336	8,705	23,089	10,858	123	47,120	72%	9%	3.8
3) I know how my work contributes to the goals of my agency.	1,190	2,232	5,186	17,257	21,188	190	47,053	82%	7%	4.2
4) I know what is expected of me at work.	756	1,416	3,981	18,138	22,727	224	47,019	87%	5%	4.3
5) I have opportunities at work to learn and grow.	2,944	4,921	9,448	14,953	14,699	278	46,965	63%	17%	3.7
6) I have the tools and resources I need to do my job effectively.	1,480	3,543	8,611	21,607	11,792	211	47,032	71%	11%	3.8
7) My supervisor treats me with dignity and respect.	1,466	1,619	3,321	10,263	30,196	377	46,866	86%	7%	4.4
8) My supervisor gives me ongoing feedback that helps me improve my performance.	2,647	4,121	7,880	13,170	19,016	409	46,834	69%	14%	3.9
9) I receive recognition for a job well done.	4,139	5,971	10,340	13,362	13,005	426	46,817	56%	22%	3.5
10) We are making improvements to make things better for our customers.	2,102	3,908	9,795	16,978	13,708	751	46,492	66%	13%	3.8
11) A spirit of cooperation and teamwork exists in my work group.	2,589	3,633	7,017	16,484	17,042	478	46,765	72%	13%	3.9
12) I know how my agency measures its success.	3,589	6,075	10,607	15,935	10,405	633	46,610	57%	21%	3.5
13) My agency consistently demonstrates support for a diverse workforce.	1,964	3,071	7,435	16,602	17,350	821	46,422	73%	11%	4.0
14) I receive clear information about changes being made within the agency.	3,732	7,118	12,663	15,934	7,244	552	46,691	50%	23%	3.3
15) I am encouraged to come up with better ways of doing things.	4,200	5,834	9,856	13,826	12,792	735	46,508	57%	22%	3.5
16) We use customer feedback to improve our work processes.	4,725	7,223	12,165	13,216	8,738	1,176	46,067	48%	26%	3.3
17) People are treated fairly in my work group.	2,911	3,794	6,497	16,037	17,253	750	46,493	72%	14%	3.9
18) At my job, I have the opportunity to make good use of my skills.	2,130	3,532	7,260	17,129	16,541	651	46,592	72%	12%	3.9
19) In general, I'm satisfied with my job.	1,924	3,412	7,477	18,658	15,055	717	46,526	72%	11%	3.9
20) I would recommend my agency as a great place to work.	3,906	4,358	8,712	14,524	14,996	747	46,496	63%	18%	3.7

[1] Percentage answering "4 - Usually" or "5 - Almost Always or Always." Does not include missing data.

[2] Percentage answering "1 - Never or Almost Never" or "2 - Seldom." Does not include missing data.

Appendix B: Modern Work Environment

Washington State Executive Branch
Scores Weighted by Agency Size

21) How satisfied are you with your current work environment?

		Average	Percent Positve[1]	Percent Negative[2]
A) Flexibility	46% / 25% / 13% / 8% / 7%	4.0	72%	15%
B) Mobility	27% / 19% / 25% / 14% / 14%	3.3	46%	28%
C) Physical Space	23% / 31% / 22% / 16% / 9%	3.4	54%	24%
D) Technology	28% / 37% / 19% / 11% / 5%	3.7	65%	16%
E) Well-Being	22% / 31% / 23% / 14% / 9%	3.4	53%	23%

Overall Satisfaction

58
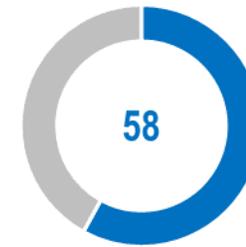
Response Counts (Weighted)

Work Environment Component	(5) Very Satisfied	(4) Satisfied	(3) Neutral	(2) Dissatisfied	(1) Very Dissatisfied	Doesn't Apply to My Position (N/A)	No Response (missing)	Total Responses (not missing)
Flexibility: the ability to adjust your scheduled hours as needed	20,236	10,991	5,805	3,525	2,973	2,520	1,194	46,049
Mobility: the ability to work remotely from a variety of locations, such as your home or alternate work sites	9,745	6,988	9,148	5,176	5,035	9,774	1,377	45,866
Physical Space: the building, furniture, lighting, noise, variety of spaces for different work tasks (concentration space, collaboration space)	10,381	13,829	9,750	7,041	3,847	1,097	1,300	45,943
Technology: your work desktop computer, laptop, mobile phone, tablet, remote access, Wi-Fi, collaboration tools	12,746	16,648	8,540	4,732	2,365	950	1,262	45,981
Well-Being: how your work environment affects your physical, social and emotional health	9,955	14,331	10,681	6,590	3,977	460	1,249	45,994

[1] Percentage answering "Very Satisfied" or "Satisfied." Does not include missing data or "Doesn't Apply." To derive percentages, divide the counts of 4's and 5's by the total number of 1 to 5 responses.

[2] Percentage answering "Very Dissatisfied" or "Dissatisfied." Does not include missing data or "Doesn't Apply." To derive percentages, divide the counts of 1's and 2's by the total number of 1 to 5 responses.

[3] Average percentage positive for all five components (flexibility, mobility, physical space, technology and well-being). Does not include missing data or "Doesn't Apply."

Appendix C: Trend of Positive Responses

Washington State Executive Branch
Scores Weighted by Agency Size

		2013	2014	2015	2016*	2017	Change from last survey
	Number of all responses:	32,996	30,703	42,669	37,325	47,243	
	Response rate:	56%	52%	72%	61%	75%	14%
	Positive Responses						
1)	I have the opportunity to give input on decisions affecting my work.				59%	62%	3%
2)	I receive the information I need to do my job effectively.				71%	72%	1%
3)	I know how my work contributes to the goals of my agency.				81%	82%	1%
4)	I know what is expected of me at work.				87%	87%	0%
5)	I have opportunities at work to learn and grow.				60%	63%	3%
6)	I have the tools and resources I need to do my job effectively.				70%	71%	1%
7)	My supervisor treats me with dignity and respect.				86%	86%	0%
8)	My supervisor gives me ongoing feedback that helps me improve my performance.				67%	69%	2%
9)	I receive recognition for a job well done.				53%	56%	3%
10)	We are making improvements to make things better for our customers.				64%	66%	2%
11)	A spirit of cooperation and teamwork exists in my work group.				71%	72%	1%
12)	I know how my agency measures its success.				56%	57%	1%
13)	My agency consistently demonstrates support for a diverse workforce.				73%	73%	0%
14)	I receive clear information about changes being made within the agency.				46%	50%	4%
15)	I am encouraged to come up with better ways of doing things.				55%	57%	2%
16)	We use customer feedback to improve our work processes.				45%	48%	3%
17)	People are treated fairly in my work group.				73%	72%	-1%
18)	At my job, I have the opportunity to make good use of my skills.				71%	72%	1%
19)	In general, I'm satisfied with my job.				71%	72%	1%
20)	I would recommend my agency as a great place to work.				61%	63%	2%

* retroactively weighted

Positive Responses: the percentage of respondents who answered the question either "4 - Usually" or "5 - Almost Always or Always"

Appendix D: Positive Responses by Demographic Groups

Washington State Executive Branch
Scores Weighted by Agency Size

		All	Area of the State				Management		
			Eastern Wash.	Greater Olympia Area	Western Wash. (outside greater Olympia area)	No response	Supervisor	Nonsupervisor	No response
	Number of responses	47,243	9,007	15,841	19,441	2,954	9,813	34,595	2,835
1)	I have the opportunity to give input on decisions affecting my work.	62%	57%	73%	58%	52%	77%	58%	52%
2)	I receive the information I need to do my job effectively.	72%	71%	77%	70%	67%	79%	71%	65%
3)	I know how my work contributes to the goals of my agency.	82%	79%	86%	80%	79%	87%	80%	78%
4)	I know what is expected of me at work.	87%	87%	88%	87%	84%	89%	87%	82%
5)	I have opportunities at work to learn and grow.	63%	60%	69%	61%	59%	73%	61%	57%
6)	I have the tools and resources I need to do my job effectively.	71%	70%	77%	68%	66%	74%	71%	64%
7)	My supervisor treats me with dignity and respect.	86%	85%	89%	85%	82%	90%	86%	81%
8)	My supervisor gives me ongoing feedback that helps me improve my performance.	69%	68%	71%	68%	67%	70%	69%	64%
9)	I receive recognition for a job well done.	56%	53%	62%	54%	52%	61%	55%	49%
10)	We are making improvements to make things better for our customers.	66%	62%	75%	62%	62%	74%	64%	61%
11)	A spirit of cooperation and teamwork exists in my work group.	72%	69%	77%	70%	66%	81%	69%	65%
12)	I know how my agency measures its success.	57%	54%	61%	54%	57%	64%	54%	56%
13)	My agency consistently demonstrates support for a diverse workforce.	73%	72%	77%	72%	67%	80%	72%	65%
14)	I receive clear information about changes being made within the agency.	50%	47%	55%	47%	47%	56%	48%	45%
15)	I am encouraged to come up with better ways of doing things.	57%	51%	68%	52%	49%	70%	54%	47%
16)	We use customer feedback to improve our work processes.	48%	41%	59%	42%	44%	56%	45%	44%
17)	People are treated fairly in my work group.	72%	69%	77%	70%	62%	82%	69%	61%
18)	At my job, I have the opportunity to make good use of my skills.	72%	70%	77%	70%	66%	82%	70%	64%
19)	In general, I'm satisfied with my job.	72%	72%	76%	71%	65%	80%	71%	63%
20)	I would recommend my agency as a great place to work.	63%	62%	71%	59%	55%	71%	62%	53%
21A)	Flexibility	72%	67%	80%	68%	62%	80%	70%	59%
21B)	Mobility	46%	40%	54%	43%	39%	57%	43%	38%
21C)	Physical space	54%	53%	59%	51%	49%	60%	53%	46%
21D)	Technology	65%	63%	73%	61%	60%	71%	64%	58%
21E)	Well-being	53%	51%	60%	50%	46%	60%	52%	43%

Percentage who answered the question either "4 - Usually" or "5 - Almost Always or Always" for standard questions 1 through 20; percentage who answered "5 - Very Satisfied" or "4 – Satisfied," excluding "Doesn't Apply" for question 21.

Appendix D: Positive Responses by Demographic Groups (cont.)

Washington State Executive Branch
Scores Weighted by Agency Size

	State Employment						
	Less than 1 year	1 to 2 years	3 to 5 years	6 to 10 years	11 to 15 years	16 or more years	No response
Number of responses	4,274	5,300	7,023	6,251	6,528	14,960	2,907
1) I have the opportunity to give input on decisions affecting my work.	67%	62%	62%	60%	61%	64%	51%
2) I receive the information I need to do my job effectively.	77%	72%	71%	69%	71%	74%	64%
3) I know how my work contributes to the goals of my agency.	89%	84%	81%	78%	80%	82%	79%
4) I know what is expected of me at work.	89%	87%	87%	86%	86%	88%	82%
5) I have opportunities at work to learn and grow.	80%	68%	64%	59%	59%	61%	56%
6) I have the tools and resources I need to do my job effectively.	78%	72%	70%	67%	69%	73%	65%
7) My supervisor treats me with dignity and respect.	92%	89%	86%	85%	86%	86%	81%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	79%	73%	70%	66%	67%	67%	64%
9) I receive recognition for a job well done.	71%	62%	58%	53%	53%	53%	50%
10) We are making improvements to make things better for our customers.	76%	67%	65%	62%	64%	67%	60%
11) A spirit of cooperation and teamwork exists in my work group.	80%	72%	69%	69%	70%	73%	65%
12) I know how my agency measures its success.	61%	55%	55%	54%	55%	58%	56%
13) My agency consistently demonstrates support for a diverse workforce.	81%	74%	72%	71%	71%	74%	66%
14) I receive clear information about changes being made within the agency.	65%	52%	48%	45%	46%	50%	45%
15) I am encouraged to come up with better ways of doing things.	66%	58%	56%	55%	55%	58%	47%
16) We use customer feedback to improve our work processes.	56%	47%	46%	45%	45%	49%	43%
17) People are treated fairly in my work group.	82%	72%	71%	69%	69%	73%	61%
18) At my job, I have the opportunity to make good use of my skills.	79%	72%	71%	69%	71%	75%	64%
19) In general, I'm satisfied with my job.	82%	74%	72%	70%	70%	73%	62%
20) I would recommend my agency as a great place to work.	80%	69%	65%	60%	59%	61%	53%
21A) Flexibility	73%	72%	71%	69%	72%	74%	60%
21B) Mobility	44%	43%	44%	45%	47%	50%	38%
21C) Physical space	62%	54%	52%	51%	51%	56%	47%
21D) Technology	69%	64%	63%	61%	64%	69%	58%
21E) Well-being	67%	56%	52%	50%	49%	54%	43%

Washington State Executive Branch
Scores Weighted by Agency Size

		Agency Employment						
		Less than 1 year	1 to 2 years	3 to 5 years	6 to 10 years	11 to 15 years	16 or more years	No response
	Number of responses	5,676	6,909	8,129	6,295	5,837	11,354	3,043
1)	I have the opportunity to give input on decisions affecting my work.	68%	64%	63%	59%	61%	63%	51%
2)	I receive the information I need to do my job effectively.	77%	73%	72%	69%	71%	73%	64%
3)	I know how my work contributes to the goals of my agency.	88%	84%	81%	79%	79%	81%	78%
4)	I know what is expected of me at work.	88%	87%	87%	86%	86%	88%	82%
5)	I have opportunities at work to learn and grow.	79%	68%	63%	58%	57%	60%	56%
6)	I have the tools and resources I need to do my job effectively.	77%	72%	70%	67%	70%	72%	64%
7)	My supervisor treats me with dignity and respect.	92%	88%	86%	85%	85%	85%	81%
8)	My supervisor gives me ongoing feedback that helps me improve my performance.	79%	72%	69%	66%	66%	66%	64%
9)	I receive recognition for a job well done.	71%	62%	58%	52%	52%	51%	49%
10)	We are making improvements to make things better for our customers.	76%	68%	65%	62%	64%	65%	60%
11)	A spirit of cooperation and teamwork exists in my work group.	80%	72%	71%	68%	70%	72%	65%
12)	I know how my agency measures its success.	62%	56%	55%	55%	55%	57%	56%
13)	My agency consistently demonstrates support for a diverse workforce.	81%	74%	72%	70%	72%	73%	66%
14)	I receive clear information about changes being made within the agency.	65%	52%	47%	44%	45%	48%	45%
15)	I am encouraged to come up with better ways of doing things.	67%	59%	57%	54%	54%	57%	47%
16)	We use customer feedback to improve our work processes.	57%	49%	47%	44%	44%	48%	43%
17)	People are treated fairly in my work group.	82%	73%	71%	68%	69%	72%	60%
18)	At my job, I have the opportunity to make good use of my skills.	78%	72%	71%	69%	71%	74%	63%
19)	In general, I'm satisfied with my job.	81%	74%	72%	69%	70%	73%	
20)	I would recommend my agency as a great place to work.	79%	69%	64%	58%	58%	60%	52%
21A)	Flexibility	73%	73%	72%	70%	71%	73%	60%
21B)	Mobility	46%	45%	47%	46%	46%	49%	38%
21C)	Physical space	61%	55%	53%	52%	51%	55%	46%
21D)	Technology	69%	65%	64%	62%	64%	68%	58%
21E)	Well-being	67%	57%	52%	49%	48%	52%	42%

Appendix E: Positive Responses by Agency

Agencies with more than 50 responses (n=43 agencies)

Agency	Response Count	Response Rate	1. Input on decisions solicited	2. Information needed to do job	3. Work connected to goals	4. Expectations clear	5. Learn and grow
Administrative Hearings, Office of	139	80%	53%	71%	83%	88%	57%
Agriculture, Department of	388	46%	59%	73%	76%	85%	59%
Attorney General, Office of the	1082	84%	71%	87%	90%	94%	76%
Auditor, Office of the State	308	77%	81%	85%	91%	90%	79%
Blind, Department of Services for the	68	67%	82%	91%	96%	91%	74%
Blind, State School for the	60	49%	62%	77%	88%	88%	70%
Childhood Deafness and Hearing Loss, Washington State Center for	75	46%	55%	64%	81%	85%	61%
Commerce, Department of	262	86%	85%	83%	84%	88%	83%
Community and Technical Colleges, State Board for	151	84%	64%	68%	81%	82%	58%
Corrections, Department of	6329	74%	49%	61%	71%	83%	52%
Early Learning, Department of	197	56%	64%	71%	90%	85%	64%
Ecology, Department of	1445	92%	74%	80%	86%	89%	69%
Employment Security, Department of	1219	86%	68%	70%	85%	87%	68%
Enterprise Services, Department of	599	77%	72%	77%	80%	87%	60%
Financial Institutions, Department of	180	87%	81%	89%	93%	94%	79%
Financial Management, Office of	200	95%	91%	91%	92%	94%	83%
Fish and Wildlife, Department of	1449	76%	65%	71%	75%	85%	59%
Gambling Commission, State	74	74%	72%	81%	80%	92%	70%
Governor, Office of the	58	100%	83%	91%	97%	98%	76%
Health Care Authority, State	1124	97%	71%	82%	89%	92%	73%
Health, Department of	1494	83%	68%	77%	84%	88%	65%
Housing Finance Commission, Washington State	60	80%	80%	85%	95%	92%	77%
Industrial Insurance Appeals, Board of	110	70%	77%	87%	95%	95%	77%
Insurance Commissioner, Office of the	191	80%	79%	85%	95%	95%	75%
Investment Board, State	66	65%	91%	83%	91%	91%	86%
Labor and Industries, Department of	2348	80%	79%	71%	88%	84%	68%
Licensing, Department of	1250	91%	65%	74%	86%	89%	66%
Liquor and Cannabis Board	354	100%	71%	68%	88%	87%	67%
Lottery Commission, State	98	76%	69%	72%	90%	92%	65%
Military Department	295	85%	69%	74%	79%	84%	63%
Natural Resources, Department of	778	49%	74%	76%	85%	87%	66%
Parks and Recreation Commission, State	417	67%	73%	77%	82%	85%	63%
Patrol, Washington State	1570	69%	61%	78%	85%	90%	66%
Public Instruction, Superintendent of	256	60%	68%	77%	79%	88%	62%
Retirement Systems, Department of	231	95%	76%	85%	93%	90%	72%
Revenue, Department of	937	80%	74%	83%	93%	93%	75%
Secretary of State, Office of the	180	70%	66%	74%	86%	89%	59%
Social and Health Services, Department of*	15375	79%	57%	71%	83%	88%	64%
Student Achievement Council	76	68%	80%	82%	86%	89%	75%
Transportation, Department of	3211	46%	63%	72%	79%	85%	60%
Utilities and Transportation Commission	158	100%	85%	90%	94%	91%	82%
Veterans Affairs, Department of	499	62%	57%	64%	80%	85%	57%
Washington Technology Solutions	430	92%	62%	65%	62%	78%	49%
Enterprise Overall	47243	75%	62%	72%	82%	87%	63%

* DSHS scores weighted by administration

Appendix E: Positive Responses by Agency

Agencies with more than 50 responses (n=43 agencies)

Agency	6. Tools and resources	7. Treated with dignity and respect	8. Ongoing feedback	9. Recognition received	10. Improvements for customers	11. Cooperation and teamwork
Administrative Hearings, Office of	70%	88%	64%	54%	68%	77%
Agriculture, Department of	75%	83%	60%	48%	68%	67%
Attorney General, Office of the	82%	92%	76%	66%	76%	82%
Auditor, Office of the State	88%	95%	77%	77%	86%	87%
Blind, Department of Services for the	91%	96%	82%	71%	87%	84%
Blind, State School for the	77%	90%	72%	58%	80%	67%
Childhood Deafness and Hearing Loss, Washington State Center for	61%	86%	58%	45%	75%	73%
Commerce, Department of	78%	93%	75%	77%	76%	81%
Community and Technical Colleges, State Board for	66%	87%	55%	55%	74%	69%
Corrections, Department of	62%	82%	64%	46%	52%	61%
Early Learning, Department of	70%	85%	72%	54%	70%	80%
Ecology, Department of	80%	91%	68%	65%	70%	78%
Employment Security, Department of	71%	89%	72%	59%	69%	76%
Enterprise Services, Department of	78%	89%	72%	60%	75%	76%
Financial Institutions, Department of	93%	94%	81%	66%	87%	83%
Financial Management, Office of	88%	96%	76%	76%	90%	93%
Fish and Wildlife, Department of	69%	86%	63%	55%	54%	72%
Gambling Commission, State	82%	86%	80%	59%	72%	72%
Governor, Office of the	93%	100%	66%	66%	84%	90%
Health Care Authority, State	84%	93%	82%	70%	81%	80%
Health, Department of	75%	88%	69%	60%	70%	75%
Housing Finance Commission, Washington State	83%	90%	70%	70%	86%	80%
Industrial Insurance Appeals, Board of	90%	95%	82%	68%	87%	90%
Insurance Commissioner, Office of the	86%	92%	82%	69%	76%	84%
Investment Board, State	92%	92%	77%	71%	88%	83%
Labor and Industries, Department of	72%	84%	65%	59%	76%	71%
Licensing, Department of	75%	87%	72%	59%	75%	78%
Liquor and Cannabis Board	65%	90%	76%	65%	72%	83%
Lottery Commission, State	82%	87%	66%	61%	69%	77%
Military Department	69%	90%	68%	56%	70%	74%
Natural Resources, Department of	74%	88%	68%	62%	66%	76%
Parks and Recreation Commission, State	72%	90%	68%	56%	77%	72%
Patrol, Washington State	76%	88%	70%	55%	65%	75%
Public Instruction, Superintendent of	78%	91%	68%	60%	78%	81%
Retirement Systems, Department of	84%	93%	79%	71%	88%	87%
Revenue, Department of	83%	91%	77%	69%	81%	80%
Secretary of State, Office of the	76%	88%	73%	60%	78%	74%
Social and Health Services, Department of*	68%	86%	72%	57%	64%	70%
Student Achievement Council	86%	93%	74%	70%	88%	82%
Transportation, Department of	73%	85%	61%	50%	64%	70%
Utilities and Transportation Commission	87%	95%	73%	67%	82%	78%
Veterans Affairs, Department of	65%	81%	62%	50%	66%	63%
Washington Technology Solutions	60%	88%	62%	46%	57%	77%
Enterprise Overall	71%	86%	69%	56%	66%	72%

* DSHS scores weighted by administration

Appendix E: Positive Responses by Agency

Agencies with more than 50 responses (n=43 agencies)

Agency	12. Success measures known	13. Support for diversity	14. Clear information about changes	15. Better ways encouraged	16. Customer feedback used	17. Fair treatment
Administrative Hearings, Office of	66%	71%	42%	54%	51%	74%
Agriculture, Department of	46%	65%	39%	53%	50%	69%
Attorney General, Office of the	68%	87%	65%	69%	57%	82%
Auditor, Office of the State	69%	80%	67%	82%	78%	85%
Blind, Department of Services for the	87%	91%	72%	75%	76%	91%
Blind, State School for the	53%	85%	45%	62%	60%	81%
Childhood Deafness and Hearing Loss, Washington State Center for	57%	73%	45%	63%	59%	61%
Commerce, Department of	67%	79%	65%	80%	62%	84%
Community and Technical Colleges, State Board for	41%	77%	38%	61%	48%	74%
Corrections, Department of	46%	71%	38%	43%	31%	62%
Early Learning, Department of	63%	73%	52%	61%	50%	75%
Ecology, Department of	55%	78%	56%	67%	51%	82%
Employment Security, Department of	60%	77%	51%	75%	56%	78%
Enterprise Services, Department of	56%	76%	49%	66%	64%	75%
Financial Institutions, Department of	83%	90%	75%	78%	73%	83%
Financial Management, Office of	70%	85%	75%	88%	75%	94%
Fish and Wildlife, Department of	33%	57%	39%	58%	36%	79%
Gambling Commission, State	54%	74%	65%	72%	45%	77%
Governor, Office of the	76%	88%	69%	88%	66%	98%
Health Care Authority, State	75%	86%	67%	73%	62%	82%
Health, Department of	56%	77%	52%	61%	52%	76%
Housing Finance Commission, Washington State	82%	83%	64%	72%	72%	81%
Industrial Insurance Appeals, Board of	87%	93%	78%	76%	77%	86%
Insurance Commissioner, Office of the	74%	85%	62%	70%	59%	78%
Investment Board, State	86%	92%	61%	86%	66%	91%
Labor and Industries, Department of	55%	75%	49%	73%	63%	68%
Licensing, Department of	69%	82%	64%	68%	59%	75%
Liquor and Cannabis Board	72%	86%	56%	66%	56%	80%
Lottery Commission, State	70%	58%	50%	57%	44%	74%
Military Department	57%	73%	49%	67%	52%	75%
Natural Resources, Department of	50%	67%	44%	60%	45%	75%
Parks and Recreation Commission, State	48%	69%	44%	63%	67%	83%
Patrol, Washington State	65%	81%	53%	58%	45%	79%
Public Instruction, Superintendent of	44%	75%	53%	60%	62%	81%
Retirement Systems, Department of	87%	76%	67%	80%	85%	82%
Revenue, Department of	81%	84%	71%	68%	66%	82%
Secretary of State, Office of the	56%	71%	49%	65%	65%	70%
Social and Health Services, Department of*	60%	70%	50%	52%	44%	67%
Student Achievement Council	70%	82%	58%	77%	76%	80%
Transportation, Department of	51%	74%	49%	56%	45%	74%
Utilities and Transportation Commission	73%	81%	72%	78%	62%	83%
Veterans Affairs, Department of	51%	69%	44%	53%	50%	63%
Washington Technology Solutions	29%	66%	28%	57%	51%	75%
Enterprise Overall	57%	73%	50%	57%	48%	72%

* DSHS scores weighted by administration

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Appendix E: Positive Responses by Agency

Agencies with more than 50 responses (n=43 agencies)

Agency	18. Job-skills alignment	19. General satisfaction	20. Net promoter	Employer of Choice Score	21a. Flexibility	21b. Mobility
Administrative Hearings, Office of	68%	73%	59%	65%	74%	62%
Agriculture, Department of	69%	68%	60%	63%	77%	55%
Attorney General, Office of the	85%	82%	81%	77%	82%	68%
Auditor, Office of the State	86%	82%	81%	83%	91%	74%
Blind, Department of Services for the	89%	87%	90%	84%	82%	56%
Blind, State School for the	75%	83%	72%	72%	80%	68%
Childhood Deafness and Hearing Loss, Washington State Center for	77%	78%	70%	68%	77%	66%
Commerce, Department of	82%	84%	73%	80%	92%	79%
Community and Technical Colleges, State Board for	74%	72%	66%	66%	87%	71%
Corrections, Department of	63%	67%	53%	56%	58%	28%
Early Learning, Department of	76%	77%	73%	70%	88%	76%
Ecology, Department of	78%	79%	80%	74%	85%	63%
Employment Security, Department of	74%	76%	62%	71%	70%	45%
Enterprise Services, Department of	76%	74%	61%	71%	76%	56%
Financial Institutions, Department of	85%	90%	87%	83%	83%	67%
Financial Management, Office of	92%	94%	91%	87%	91%	78%
Fish and Wildlife, Department of	74%	72%	60%	64%	81%	57%
Gambling Commission, State	72%	74%	68%	71%	85%	69%
Governor, Office of the	93%	93%	97%	85%	91%	84%
Health Care Authority, State	77%	78%	78%	77%	77%	47%
Health, Department of	74%	74%	71%	70%	83%	71%
Housing Finance Commission, Washington State	87%	80%	83%	80%	83%	64%
Industrial Insurance Appeals, Board of	89%	86%	89%	84%	83%	63%
Insurance Commissioner, Office of the	87%	85%	77%	79%	77%	46%
Investment Board, State	85%	89%	89%	84%	92%	81%
Labor and Industries, Department of	82%	72%	65%	73%	74%	46%
Licensing, Department of	72%	77%	71%	72%	69%	47%
Liquor and Cannabis Board	72%	78%	77%	74%	80%	59%
Lottery Commission, State	71%	75%	64%	69%	84%	70%
Military Department	71%	74%	56%	68%	68%	33%
Natural Resources, Department of	76%	75%	69%	70%	83%	51%
Parks and Recreation Commission, State	79%	80%	68%	72%	82%	47%
Patrol, Washington State	78%	80%	71%	69%	77%	49%
Public Instruction, Superintendent of	75%	80%	77%	72%	81%	58%
Retirement Systems, Department of	77%	84%	83%	82%	77%	26%
Revenue, Department of	81%	77%	78%	78%	82%	48%
Secretary of State, Office of the	73%	72%	63%	71%	71%	31%
Social and Health Services, Department of*	70%	70%	59%	65%	65%	39%
Student Achievement Council	78%	83%	86%	81%	88%	66%
Transportation, Department of	71%	71%	63%	64%	76%	46%
Utilities and Transportation Commission	87%	87%	86%	81%	86%	65%
Veterans Affairs, Department of	71%	73%	63%	64%	63%	37%
Washington Technology Solutions	67%	62%	35%	60%	76%	61%
Enterprise Overall	72%	72%	63%	67%	72%	46%

* DSHS scores weighted by administration

Appendix E: Positive Responses by Agency

Agencies with more than 50 responses (n=43 agencies)

Agency	21c. Physical Space	21d. Technology	21e. Well-Being	Work Environment Index
Administrative Hearings, Office of	66%	70%	60%	66%
Agriculture, Department of	52%	69%	53%	61%
Attorney General, Office of the	73%	83%	69%	75%
Auditor, Office of the State	64%	77%	67%	75%
Blind, Department of Services for the	71%	84%	72%	73%
Blind, State School for the	68%	80%	62%	72%
Childhood Deafness and Hearing Loss, Washington State Center for	57%	49%	59%	62%
Commerce, Department of	63%	80%	63%	75%
Community and Technical Colleges, State Board for	47%	64%	59%	66%
Corrections, Department of	45%	54%	40%	45%
Early Learning, Department of	57%	71%	55%	69%
Ecology, Department of	63%	77%	65%	71%
Employment Security, Department of	55%	69%	58%	59%
Enterprise Services, Department of	62%	71%	60%	65%
Financial Institutions, Department of	83%	82%	77%	78%
Financial Management, Office of	71%	88%	68%	79%
Fish and Wildlife, Department of	53%	68%	56%	63%
Gambling Commission, State	66%	74%	65%	72%
Governor, Office of the	90%	91%	84%	88%
Health Care Authority, State	66%	78%	66%	67%
Health, Department of	58%	72%	59%	69%
Housing Finance Commission, Washington State	67%	67%	73%	71%
Industrial Insurance Appeals, Board of	73%	79%	75%	75%
Insurance Commissioner, Office of the	54%	56%	59%	58%
Investment Board, State	78%	91%	74%	83%
Labor and Industries, Department of	61%	65%	59%	61%
Licensing, Department of	56%	63%	56%	58%
Liquor and Cannabis Board	60%	73%	66%	68%
Lottery Commission, State	66%	80%	62%	72%
Military Department	58%	59%	54%	54%
Natural Resources, Department of	47%	64%	55%	60%
Parks and Recreation Commission, State	59%	56%	58%	60%
Patrol, Washington State	51%	63%	55%	59%
Public Instruction, Superintendent of	47%	72%	68%	65%
Retirement Systems, Department of	50%	72%	60%	57%
Revenue, Department of	59%	77%	63%	66%
Secretary of State, Office of the	57%	66%	59%	57%
Social and Health Services, Department of*	51%	63%	50%	54%
Student Achievement Council	74%	88%	71%	77%
Transportation, Department of	53%	68%	53%	59%
Utilities and Transportation Commission	67%	77%	78%	75%
Veterans Affairs, Department of	56%	57%	49%	52%
Washington Technology Solutions	64%	74%	52%	65%
Enterprise Overall	54%	65%	53%	58%

* DSHS scores weighted by administration

Appendix F: Benchmark Data

Percentage Positive Responses from state, federal and private sector surveys

■ 2017 Wash. Executive Branch Employee Survey
■ 2017 Federal Employee Viewpoint Survey (FEVS)
■ Private Sector Benchmarks

Chart categories (x-axis):
Q14. Clear information about changes; Q9. Recognition received; Q15. Better ways encouraged; Q1. Input on decisions; Q5. Learn and grow; Q20. Net promoter; Q8. Ongoing feedback; Q6. Tools and resources; Q19. General satisfaction; Q2. Information needed to do job; Q11. Cooperation and teamwork; Q18. Job-skills alignment; Q13. Support for diversity; Q3. Work connected to goals; Q7. Treated with dignity and respect; Q4. Expectations clear

Notes:

Percentage positive is the percentage of employees who answered "4 - Usually" or "5 - Almost Always or Always."

Washington State Executive Branch survey results are drawn from 47,243 respondents. Data is weighted by agency size.

Federal Employee Viewpoint Survey results are drawn from more than 400,000 respondents. Data is weighted.

Private sector data from Sirota as published in The Best Places to Work: Government-wide Analysis, retrieved from http://bestplacestowork.org/BPTW/rankings/governmentwide. Supplied by the survey research firm Sirota, the data is based on nearly 4.7 million employee survey responses at more than 120 organizations around the world in a wide variety of industries. Data is weighted.

Question wording and response scale can affect how individuals respond. Weighting the data to adjust it to represent the entire population from which it was drawn also affects scores. Wording and scales are different for the Washington state survey and FEVS. Due to these differences, these benchmark data is for approximate comparison only.

Appendix F: Benchmark Data (cont.)

		Percentage Positive Response		
		2017 WA Executive Branch Employee Survey	Private Sector Benchmarks	2017 Federal Employee Viewpoint Survey[1] (FEVS)
1)	I have the opportunity to give input on decisions affecting my work. Private sector and FEVS - 63. How satisfied are you with your involvement in decisions that affect your work?	62%	68%	53%
2)	I receive the information I need to do my job effectively. Private sector and FEVS - 2. I have enough information to do my job well.	72%	79%	71%
3)	I know how my work contributes to the goals of my agency. Private sector and FEVS - 12. I know how my work relates to the agency's goals and priorities.	82%	88%	84%
4)	I know what is expected of me at work. Private sector and FEVS - 6. I know what is expected of me on the job.	87%	87%	80%
5)	I have opportunities at work to learn and grow. Private sector and FEVS - 1. I am given a real opportunity to improve my skills in my organization.	63%	69%	64%
6)	I have the tools and resources I need to do my job effectively. Private sector and FEVS - 9. I have sufficient resources (for example, people, materials, budget) to get my job done.	71%	71%	47%
7)	My supervisor treats me with dignity and respect. Private sector and FEVS - 49. My supervisor treats me with respect.	86%	86%	83%
8)	My supervisor gives me ongoing feedback that helps me improve my performance. Private Sector and FEVS - 46. My supervisor provides me with constructive suggestions to improve my job performance.	69%	76%	64%
9)	I receive recognition for a job well done. FEVS - 65. How satisfied are you with the recognition you receive for doing a good job?	56%	n/a	50%
10)	We are making improvements to make things better for our customers. FEVS - no question is available	66%	n/a	n/a
11)	A spirit of cooperation and teamwork exists in my work group. FEVS - 20. The people I work with cooperate to get the job done.	72%	n/a	75%
12)	I know how my agency measures its success. FEVS - no question is available	57%	n/a	n/a
13)	My agency consistently demonstrates support for a diverse workforce. FEVS - 34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (59%) FEVS - 55. Supervisors work well with employees of different backgrounds. (69%)	73%	n/a	64%
14)	I receive clear information about changes being made within the agency. Private Sector and FEVS - 64. How satisfied are you with the information you receive from management on what's going on in your organization?	50%	54%	50%
15)	I am encouraged to come up with better ways of doing things. Private sector and FEVS - 3. I feel encouraged to come up with new and better ways of doing things.	57%	77%	60%
16)	We use customer feedback to improve our work processes. FEVS - no question is available	48%	n/a	n/a
17)	People are treated fairly in my work group. FEVS - no question is available	72%	n/a	n/a
18)	At my job, I have the opportunity to make good use of my skills. Private sector and FEVS - 11. My talents are used well in the workplace.	72%	78%	60%
19)	In general, I'm satisfied with my job. FEVS - 69. Considering everything, how satisfied are you with your job?	72%	n/a	68%

20)	I would recommend my agency as a great place to work. FEVS - 40. I recommend my organization as a good place to work.	63%	n/a	66%
21)	How satisfied are you with your current work environment? FEVS - no question is available		n/a	n/a
a)	Flexibility: the ability to adjust your scheduled hours as needed	72%	n/a	n/a
b)	Mobility: the ability to work remotely from a variety of locations, such as your home or alternate work sites	47%	n/a	n/a
c)	Physical space: the building, furniture, lighting, noise, variety of spaces for different work tasks (concentration space, collaboration space)	54%	n/a	n/a
d)	Technology: your work desktop computer, laptop, mobile phone, tablet, remote access, Wi-Fi, collaboration tools	66%	n/a	n/a
e)	Well-being: how your work environment affects your physical, social and emotional health	54%	n/a	n/a

Sources:

1. U.S. Office of Personnel Management (2017). 2017 Federal Employee Viewpoint Survey. Retrieved Jan. 19, 2017, from https://www.fedview.opm.gov/2017FILES/2017_FEVS_Gwide_Final_Report.PDF.

2. Partnership for Public Service (2017). "The Best Places to Work in the Federal Government." Private sector data from Sirota as published in The Best Places to Work: Government-wide Analysis, retrieved from http://bestplacestowork.org/BPTW/rankings/governmentwide. Supplied by the survey research firm Sirota, the data is based on nearly 4.7 million employee survey responses at more than 120 organizations around the world in a wide variety of industries. Data is weighted.

Appendix G: Employer of Choice Questions

Washington State Executive Branch
Scores Weighted by Agency Size

	Percentage Positive		One-year Change (2016 –17)
	2016	2017	
Overall Employer of Choice Score	65%	67%	2%
Job Satisfaction			
19) In general, I'm satisfied with my job.	71%	72%	1%
20) I would recommend my agency as a great place to work.	61%	63%	2%
Employee Engagement			
1) I have the opportunity to give input on decisions affecting my work.	59%	62%	3%
3) I know how my work contributes to the goals of my agency.	81%	82%	1%
5) I have opportunities at work to learn and grow.	60%	63%	3%
11) A spirit of cooperation and teamwork exists in my work group.	71%	72%	1%
15) I am encouraged to come up with better ways of doing things.	55%	57%	2%
18) At my job, I have the opportunity to make good use of my skills.	71%	72%	1%
Respect and Feedback			
7) My supervisor treats me with dignity and respect.	86%	86%	0%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	67%	69%	2%
9) I receive recognition for a job well done.	53%	56%	3%
Customer Value			
10) We are making improvements to make things better for our customers.	64%	66%	2%
16) We use customer feedback to improve our work processes.	45%	48%	3%

Percentage Positive: the percentage of respondents who answered the question either "4 - Usually" or "5 - Almost Always or Always"

	2016	2017
Survey Response Count:	37,325	47,243
Response Rate:	61%	75%

Appendix H: Agency Functional Groups

Participating agencies by functional group clasification from the State Administrative and Accounting Manual

Education (n=11)	General Government: Government Operations (n=35)
Arts Commission, Washington State	Accountancy, State Board of
Blind, State School for the	Administrative Hearings, Office of
Childhood Deafness and Hearing Loss, Washington State Center for	African-American Affairs, Washington State Commission on
Community and Technical Colleges, State Board for	Archaeology and Historic Preservation, Department of
Early Learning, Department of	Attorney General, Office of the
Education Ombuds, Office of the	Auditor, Office of the State
Historical Society, Eastern Washington State	Caseload Forecast Council
Historical Society, Washington State	Commerce, Department of
Public Instruction, Superintendent of	Economic and Revenue Forecast Council
Student Achievement Council	Enterprise Services, Department of
Workforce Training and Education Coordinating Board	Financial Institutions, Department of
Human Services (n=11)	Financial Management, Office of
Blind, Department of Services for the	Gambling Commission, State
Corrections, Department of	Governor, Office of the
Criminal Justice Training Commission, Washington State	Health Care Facilities Authority
Employment Security, Department of	Horse Racing Commission, Washington
Family and Children's Ombuds, Office of the	Housing Finance Commission, Washington State
Health Care Authority, State	Indian Affairs, Governor's Office of
Health, Department of	Insurance Commissioner, Office of the
Industrial Insurance Appeals, Board of	Investment Board, State
Labor and Industries, Department of	Law Enforcement Officers and Fire Fighters Plan 2 Retirement Board
Social and Health Services, Department of	Liquor and Cannabis Board
Veterans Affairs, Department of	Lottery Commission, State
Natural Resources and Recreation (n=11)	Military Department
Agriculture, Department of	Minority and Women's Business Enterprises, Office of
Columbia River Gorge Commission	Public Disclosure Commission
Conservation Commission, State	Regulatory Innovation and Assistance, Office of
Ecology, Department of	Results Washington
Environmental and Land Use Hearings Office	Retirement Systems, Department of
Fish and Wildlife, Department of	Revenue, Department of
Natural Resources, Department of	Secretary of State, Office of the
Parks and Recreation Commission, State	Treasurer, Office of the State
Pollution Liability Insurance Agency, Washington	Utilities and Transportation Commission
Puget Sound Partnership	Volunteer Firefighters and Reserve Officers, Board of
Recreation and Conservation Office	Washington Technology Solutions
Transportation (n=7)	
County Road and Administration Board	
Freight Mobility Strategic Investment Board	
Licensing, Department of	
Patrol, Washington State	
Traffic Safety Commission, Washington	
Transportation Commission	
Transportation, Department of	

Appendix I: Historical Trend of Positive Responses, Unweighted

Washington State Executive Branch

		2013	2014	2015	2016	2017	Change from last survey
	Number of all responses:	32,996	30,703	42,669	37,325	47,243	
	Response rate:	56%	52%	72%	61%	75%	14%
	Positive Responses						
1)	I have the opportunity to give input on decisions affecting my work.	57%	59%	59%	61%	62%	1%
2)	I receive the information I need to do my job effectively.	72%	72%	71%	72%	72%	0%
3)	I know how my work contributes to the goals of my agency.	82%	81%	81%	80%	82%	2%
4)	I know what is expected of me at work.	88%	87%	87%	87%	87%	0%
5)	I have opportunities at work to learn and grow.	57%	58%	60%	61%	64%	3%
6)	I have the tools and resources I need to do my job effectively.	70%	71%	70%	71%	71%	0%
7)	My supervisor treats me with dignity and respect.	85%	85%	86%	86%	87%	1%
8)	My supervisor gives me ongoing feedback that helps me improve my performance.	66%	66%	68%	68%	69%	1%
9)	I receive recognition for a job well done.	52%	53%	54%	55%	57%	2%
10)	We are making improvements to make things better for our customers.	64%	65%	64%	65%	66%	1%
11)	A spirit of cooperation and teamwork exists in my work group.	69%	70%	70%	72%	72%	0%
12)	I know how my agency measures its success.	55%	56%	56%	56%	57%	1%
13)	My agency consistently demonstrates support for a diverse workforce.	72%	72%	72%	74%	73%	-1%
14)	I receive clear information about changes being made within the agency.	47%	47%	47%	48%	50%	2%
15)	I am encouraged to come up with better ways of doing things.	53%	56%	55%	57%	58%	1%
16)	We use customer feedback to improve our work processes.	44%	45%	45%	46%	48%	2%
17)	People are treated fairly in my work group.	n/a	n/a	n/a	73%	72%	-1%
18)	At my job, I have the opportunity to make good use of my skills.	n/a	n/a	n/a	72%	72%	0%
19)	In general, I'm satisfied with my job.	69%	70%	70%	71%	73%	2%
20)	I would recommend my agency as a great place to work.	n/a	n/a	n/a	63%	64%	1%

Positive Responses: the percent of respondents who answered the question either "4 - Usually" or "5 - Almost Always or Always"