2018

Washington State Employee Engagement Survey

Publication Information

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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 27 questions help leaders, managers and supervisors guide and measure their improvement efforts.

The 2018 State Employee Engagement Survey is the 10th survey of its kind. Seventy-seven agencies, representing 98.6 percent of the executive branch workforce, participated in it. A total of 44,055 employees responded, or 69 percent of executive branch employees. While the number of respondents dropped by six percentage points compared to last year, the historical trend of participation in the survey remains positive.

Successes

Responses to the engagement survey provide positive news in key areas. **Seven out of 10 survey respondents indicated they are satisfied with their job.** The percentage of employees willing to recommend their agency as a great place to work was identical to last year's all-time high of 63 percent positive, a key indicator of successful recruitment and retention efforts.

Creating healthy relationships in the workplace was a priority for Gov. Jay Inslee in 2018. The survey showed no declines in this area, with employees feeling their supervisor treats them with dignity and respect and the team they work on exhibits teamwork and fair treatment. Satisfaction with agency support for a diverse workforce increased to an all-time high of 74 percent. Agency efforts are also beginning to pay off, with more support for a mobile workforce. Of the 39 participating agencies with 50 or more survey responses, 32 showed an increase from last year in satisfaction with mobility.

Opportunities

Although the survey indicates positive results in several areas, there are still places where the state can improve. As in the past, employees in the survey gave low scores for receiving clear information about changes and using customer feedback to improve work processes. These trends continued in 2018 with responses to both questions declining by 2 percent.

Supplemental question

The 2018 engagement survey included a supplemental question to measure employee satisfaction with various elements of the work environment, including flexibility, mobility, physical space, technology and well-being. Results indicated that of these components, employees are most satisfied with flexibility, with 71 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, 48 percent satisfied).

New question

Gov. Inslee has made it a priority to promote respectful and inclusive workplaces for state employees. As a result, a new addition to the survey was the question, "At my workplace, I feel valued for who I am as a person." This question should provide better information about employees' sense of inclusion in the workplace.

Group comparisons

Employees in the first two years of a job and those in small agencies continue to give higher scores than do the workforce as a whole. Supervisors also continue to be much more satisfied across the survey compared to nonsupervisors.

Employer of choice

The engagement survey continues to garner attention as the 2018 results were used to assess progress toward the governor's goal to increase Washington as an employer of choice under Results Washington Goal 5: Effective, Efficient and Accountable Government. The employer of choice score is based on the average of the favorable responses to 13 of the engagement survey questions, grouped into four leading indicator categories: job satisfaction, employee engagement, respect and feedback, and customer value. Responses to the employer of choice questions show an average score of 66 percent positive, a one point decrease since 2017, and one point shy of the goal to reach 67 percent by January 2020.

Survey Facts

Background

The State Employee Engagement Survey was conducted every two years from 2006 to 2013, and annually thereafter. The 2018 survey is the 10th survey. The Washington State Office of Financial Management, State Human Resources Division is responsible for administration of the survey. However, agencies have the option to administer their own survey. Standard question results from self-administering agencies are shared with OFM-SHR.

Participation

Nearly 63,000 state employees from 77 executive branch agencies (higher education excluded) were offered the opportunity to take the survey. Participating agencies represent 98.6 percent of the executive branch workforce. A total of 44,055 employees responded (69 percent). The survey was open from Oct. 3–31, 2018.

Survey questions

The 2018 survey comprises 27 questions: 21 standard employee perception questions, one supplemental perception question about the work environment and five demographic questions. Agencies also had the option of adding agency-specific questions. The survey summarizes responses to the 27 statewide questions only. Only agencies with more than 50 survey responses have detailed scores reported in the appendix of this report.[1] However, all employee responses are included in the statewide results.

About the data

Statewide results are weighted based on agency size to form a truer representation of the statewide workforce. Due to the size of individual administrations in the Department of Social and Health Services, responses from this agency are weighted by the size of the administration in which the employee works.

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[1] See Appendix E: Positive Responses by Agency.

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: 4.4 percent in September 2018 (one month before the survey), 0.3 points lower than the revised estimate of unemployment in September 2017 (4.7 percent).[2]

- The Legislature approved a general wage increase of 2.0 percent for the state workforce in 2018.[3]

- Layoffs, reorganizations, changes in work functions and consolidations experienced by some agencies during the survey period.

Survey score fluctuations

In the world of surveying and polling, it is common to see slight changes in results from one year to the next. Our state as whole, and each agency, is composed of many unique characteristics that can influence survey scores from year to year. A few influences of score fluctuations could be:

- Different populations taking the survey.
- Employees increasingly wanting something they are not receiving.
- The previous year was an outlier.
- Employee engagement strategies are still taking shape.
- Large groups within the population are more satisfied/dissatisfied.
- Organizational changes.

When scores change, it is important to take into account these influences by using trends, similar data sets and follow-up with employees. Keeping a pulse on the workforce through continued measurement is also key to understanding differences in scores over time.

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[2] Washington State Employment Security Department, "Monthly employment report for September 2018," https://esdorchardstorage.blob.core.windows.net/esdwa/Default/ESDWAGOV/labor-market-info/Libraries/Economic-reports/MER/MER-2018-09.pdf).

[3] 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, 2018).

Participation Results

Foundational to any survey is having the appropriate sample size. A large number of respondents and consistent trends yield solid data. More than 44,000 state employees responded to the 2018 survey, for a response rate of 69 percent. For comparison, a similar survey for federal employees, the Federal Employee Viewpoint Survey,[4] has a participation rate nearly 30 points lower than that of the state of Washington.

Survey Participation, 2013–18:
Percentage of Employees Who Completed the Survey
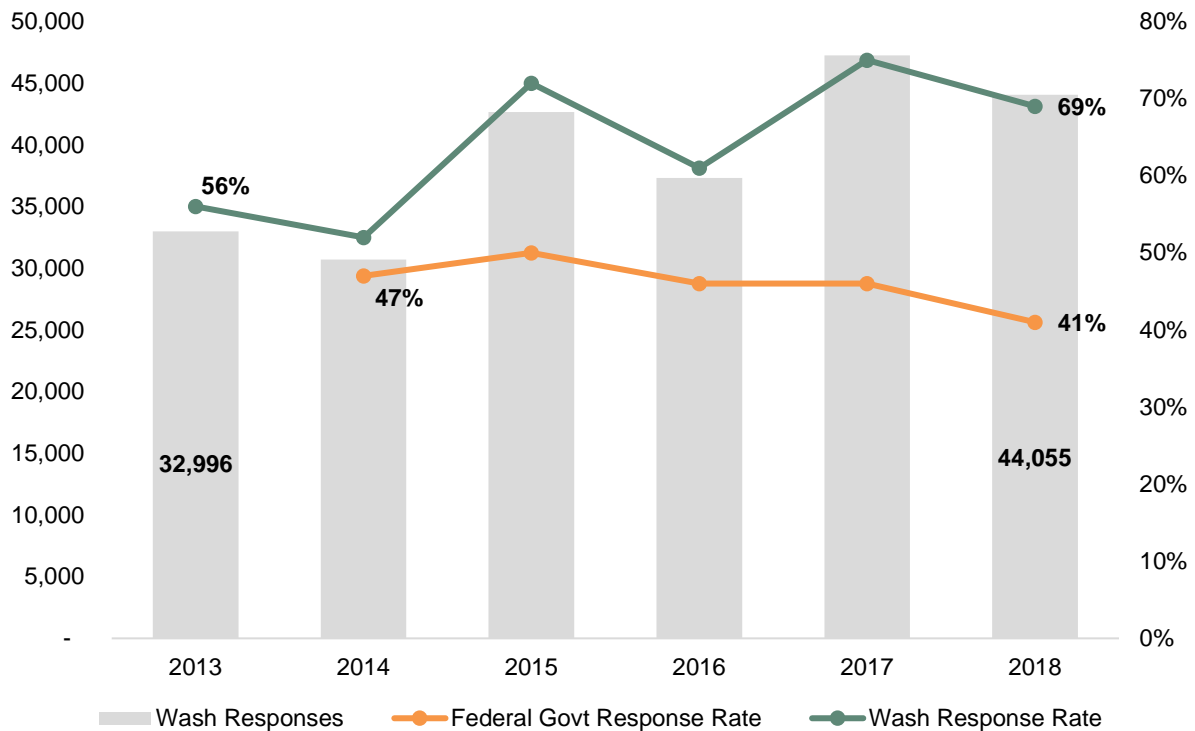
Legend: Wash Responses | Federal Govt Response Rate | Wash Response Rate

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[4] U.S. Office of Personnel Management (2018). 2018 Federal Employee Viewpoint Survey. Retrieved Jan. 19, 2019, from https://www.opm.gov/fevs/reports/governmentwide-reports/governmentwide-management-report/governmentwide-report/2018/2018-governmentwide-management-report.pdf.

The functional areas of government operations and transportation had the greatest rate of participation of the five functional groups, at 81 and 74 percent, respectively. Natural resources and recreation was third, with 71 percent participation, followed by education, at 69 percent. The human services functional group had the lowest participation, with 65 percent of employees responding to the engagement survey. Transportation, natural resources and education agencies all had increases in participation compared to last year.

Survey Participation by Agency Functional Group, 2017–18: Percentage of Employees Who Completed the Survey

Legend: ■ 2017 ■ 2018

Group	2017	2018
Executive Branch Overall	75%	69%
General Government (12% of workforce)	83%	81%
Transportation (17% of workforce)	57%	74%
Natural Resources (10% of workforce)	69%	71%
Education (2% of workforce)	61%	69%
Human Services (59% of workforce)	78%	65%
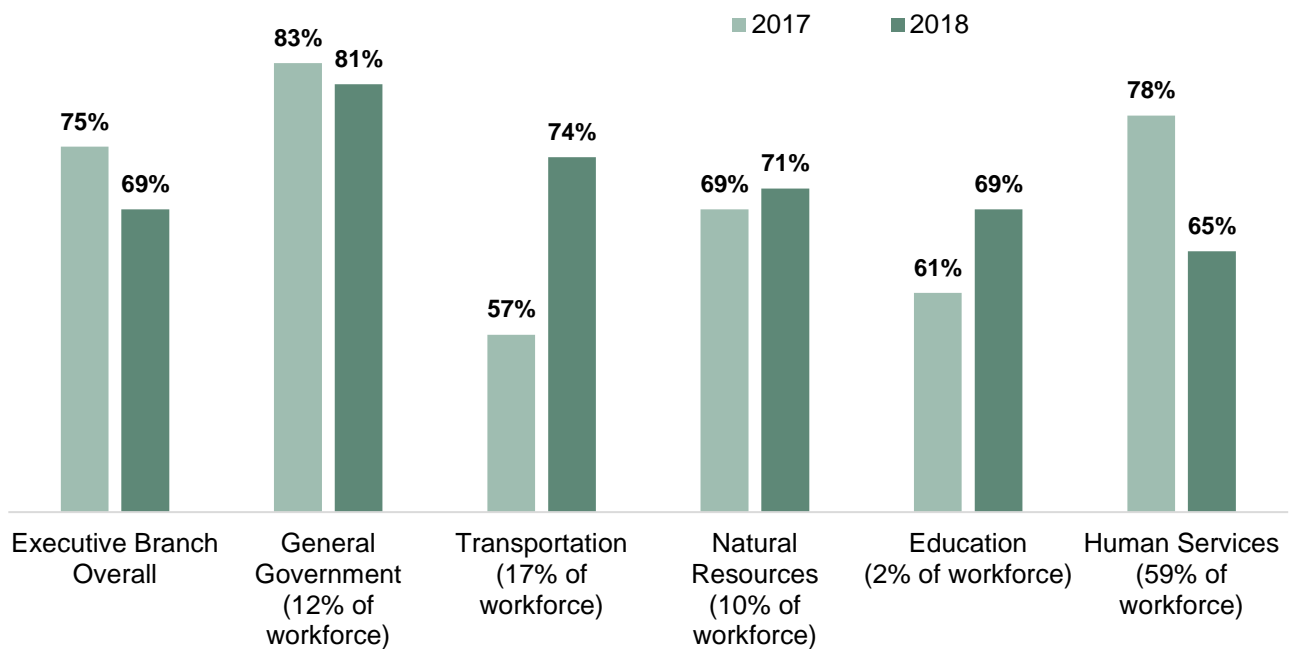
Overall Results

2018 Employee Engagement Survey Results:
Percentage of Employees Answering "Usually" or "Always"

Employee Enthusiasm

Question	Percentage
In general, I'm satisfied with my job. (Q20)	70%
I would recommend my agency as a great place to work. (Q21)	63%

Relationships

Question	Percentage
My supervisor treats me with dignity and respect. (Q7)	87%
My agency consistently demonstrates support for a diverse workforce. (Q13)	74%
A spirit of cooperation and teamwork exists in my work group. (Q11)	72%
People are treated fairly in my work group. (Q17)	72%
At my workplace, I feel valued for who I am as a person. (Q19)	66%

Autonomy

Question	Percentage
I know what is expected of me at work. (Q4)	87%
I have the opportunity to give input on decisions affecting my work. (Q1)	60%
I am encouraged to come up with better ways of doing things. (Q15)	56%

Mastery

Question	Percentage
At my job, I have the opportunity to make good use of my skills. (Q18)	71%
I receive the information I need to do my job effectively. (Q2)	71%
I have the tools and resources I need to do my job effectively. (Q6)	70%
My supervisor gives me ongoing feedback that helps me improve my performance. (Q8)	68%
I have opportunities at work to learn and grow. (Q5)	61%
I receive recognition for a job well done. (Q9)	55%
We use customer feedback to improve our work processes. (Q16)	46%

Purpose

Question	Percentage
I know how my work contributes to the goals of my agency. (Q3)	81%
We are making improvements to make things better for our customers. (Q10)	65%
I know how my agency measures its success. (Q12)	55%
I receive clear information about changes being made within the agency. (Q14)	48%

Rotating Question: Modern Work Environment

2018 Employee Engagement Survey Results: Percentage of Employees Answering "Satisfied" or "Very Satisfied"

Category	Percentage
Modern Work Environment Index	58%
Flexibility (Q22A)	71%
Technology (Q22D)	63%
Well-Being (Q22E)	53%
Physical Space (Q22C)	53%
Mobility (Q22B)	48%

Employee Engagement Outcomes

One of the main outcomes measured in the engagement survey is the level of satisfaction an employee has in their job and organization. State employees continued to provide high marks for job satisfaction (Q20) and willingness to recommend their agency as a great place to work (Q21).

Employee Enthusiasm Questions from 2018: Percentage of Employees Answering Negative, Neutral, Positive[5]

Question	Positive
20) In general, I'm satisfied with my job.	70%
21) I would recommend my agency as a great place to work.	63%

■ Negative ■ Neutral ■ Positive

In 2018, seven out of 10 respondents agreed that they are generally satisfied with their jobs. Slightly fewer (63 percent) of the respondents would recommend their agency as a great place to work. Job satisfaction had a minimal decline of two percentage points to 70 percent, compared to last year's all-time high. Employees at the 11- to 15-year mark of state service had the largest decline in job satisfaction (four percentage points). The level of satisfaction held for employees willing to recommend their agency as a great place to work at 63 percent positive.

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[5] Respondents indicating "Always or Almost Always" or "Usually" are Positive, "Occasionally" are Neutral and "Seldom" or "Never or Almost Never" are Negative.

Combining both questions provides an employee outcomes index that measures what other areas of the survey are most connected to engagement outcomes. In 2018, employees feeling they are valued for who they are in the workplace is the topic area most closely associated with engagement outcomes. In addition, consistent with previous years, employees are more likely to be engaged if their job makes good use of their skills, if they have learning and growth opportunities and if people are treated fairly in their work group. Receiving information to do their jobs effectively is also seen by employees as important to their job satisfaction.

In comparing functional groups, education and general government agencies continue to be at the top for employee satisfaction and willingness to promote their agency. Human services agencies rate near the bottom and have declined by three percentage points in job satisfaction and two percentage points in employees willing to recommend their agency as a great place to work since last year.

Top Connections to Job Satisfaction and Agency

I Feel Valued for Who I Am

Info to Do Job

Job-skills Aligned

Employee Outcomes Index "I love my job!"

Fair Treatment

Learning & Growing

Approach to Employee Engagement

Decades of research have revealed a strong connection between employee engagement and organizational performance. Engaged employees find their work more meaningful and deliver better results. Collectively, a high level of employee engagement in the workforce enables state agencies to achieve strategic goals, foster healthy relationships, encourage innovation, retain employees and deliver better services to the people of Washington. Improving government performance can also increase public confidence in government, which may further boost morale among public servants.

Motivating employees: extrinsic vs. intrinsic

An engaged employee is a motivated employee. What then motivates employees? For centuries, the work environment was built on a compliance model where the carrot and stick approach was used to motivate performance: Do this well and you will get an award; do this poorly and you will be punished. Extrinsic motivation may have worked for routine tasks, but for many others, especially those requiring creativity, it often resulted in poorer performance. Worse yet, the desired behavior disappears once the manager removes incentives.[6] Instead, intrinsic motivation — like the desire to connect with other people, to be self-directed, to develop skills and to work on something meaningful — is much more powerful and long lasting.

The RAMP Model of Intrinsic Motivators

Last year, OFM-SHR developed a human-centered framework for four key intrinsic motivators: relationships, autonomy, mastery and purpose. For the 2018 engagement survey report, questions are grouped based on their connection to each intrinsic motivator.

A Model of Intrinsic Motivators

RAMP

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[6] Pink, Daniel H. Drive. 2009.

Relationships – The desire to be respected and connected to others

Relationships are a basic human need and are just as motivating as the need for air, food and water. We are all intrinsically motivated to be connected to others in some capacity. Our workplace goal is to create an environment where people and ideas are respected, treated fairly and valued.

Autonomy – The desire to have freedom and discretion in one's job

Autonomy is a powerful intrinsic motivator. It speaks to our desire to have freedom and discretion in our work. It is about having a choice within an interdependent framework. Autonomy becomes critically important as our work increasingly depends on employees who can solve unique problems for diverse citizens.

Mastery – The desire to improve skills and develop expertise

Cultivating skills in our work lives — having a sense of progression — is another powerful intrinsic motivator. A sense of progress, not just in our work, but also in our capabilities, drives us to succeed. It is important to create workplace environments where people experience no limits to their potential and have the tools they need to continue developing their skills.

Purpose – The desire for meaningful work

Unlocking and channeling the intrinsic motivation of purpose is one of the highest levels of motivation one can reach. The engagement survey helps identify areas that show how the state is doing with communicating the small and big picture, what the goals are, how we measure success and if our work is making things better for Washingtonians.

Relationships

Results from survey questions about relationships are a positive point for a majority of the workforce. Supervisors get high marks for treating employees with dignity and respect, and employees increasingly believe their agency supports a diverse workforce.

Relationship Questions from 2018:
Percentage of Employees Answering Negative, Neutral, Positive

7) My supervisor treats me with dignity and respect.	87%
13) My agency consistently demonstrates support for a diverse workforce.	74%
17) People are treated fairly in my work group.	72%
11) A spirit of cooperation and teamwork exists in my work group.	72%
19) At my workplace, I feel valued for who I am as a person.	66%

■ Negative ■ Neutral ■ Positive
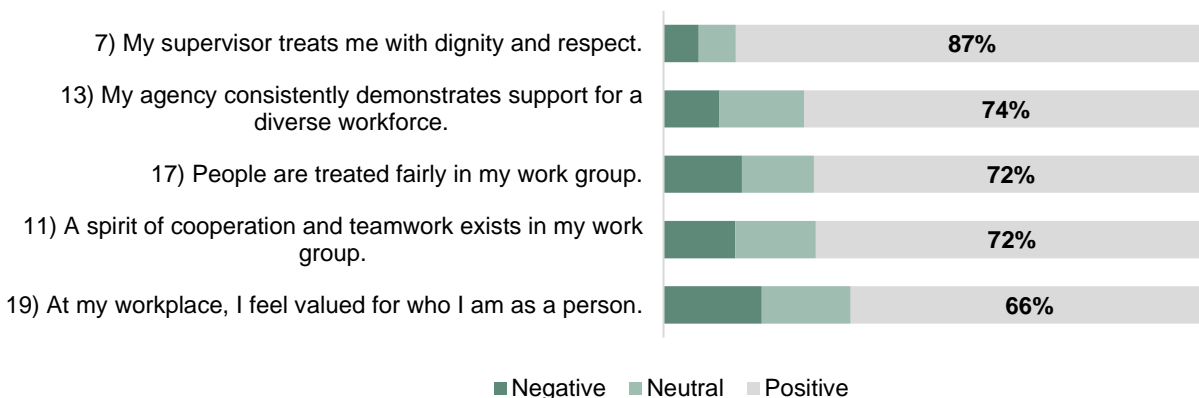
Results

One of the strongest areas for satisfaction in the RAMP model is related to relationships. In 2018, no question in the relationships section had a decline in responses. Employees felt more satisfied this year with their supervisor treating them with dignity and respect, along with believing their agency supports a diverse workforce. Washington also compares favorably to the federal government and private sector in these areas.[7] These improvements are welcome news in light of the greater focus placed by the governor on creating healthy relationships in the workplace.

Q10 – "At my workplace, I feel valued for who I am as a person"

The statewide survey added a new standard question: "At my workplace, I feel valued for who I am as a person." While this is not the sole indicator of inclusiveness, it will help provide important clues about an employee's sense of belonging. Nearly 29,000 employees scored this question positively for a percentage positive score of 66 percent. Employee perceptions of feeling valued were found to be the survey topic area most connected to job satisfaction, a reminder that healthy work environments are critical to employee engagement.

Recommendations for improving relationships

- Expand opportunities for employees to connect and learn about one another.
- Develop plans that incorporate team building and shared learning.
- Support employee involvement in diversity, equity and inclusion committees and initiatives.
- Provide training and curriculum that strengthen and support healthy workplace relationships.
- Encourage self-assessments of leaders to address their communication strengths and weaknesses.

Autonomy

Employees continue to have high satisfaction in knowing what is expected of them at work. However, the ability to speak up with input about their work or new ideas lags behind.

Autonomy Questions from 2018:
Percentage of Employees Answering Negative, Neutral, Positive

Question	Positive
4) I know what is expected of me at work.	87%
1) I have the opportunity to give input on decisions affecting my work.	60%
15) I am encouraged to come up with better ways of doing things.	56%

■ Negative ■ Neutral ■ Positive

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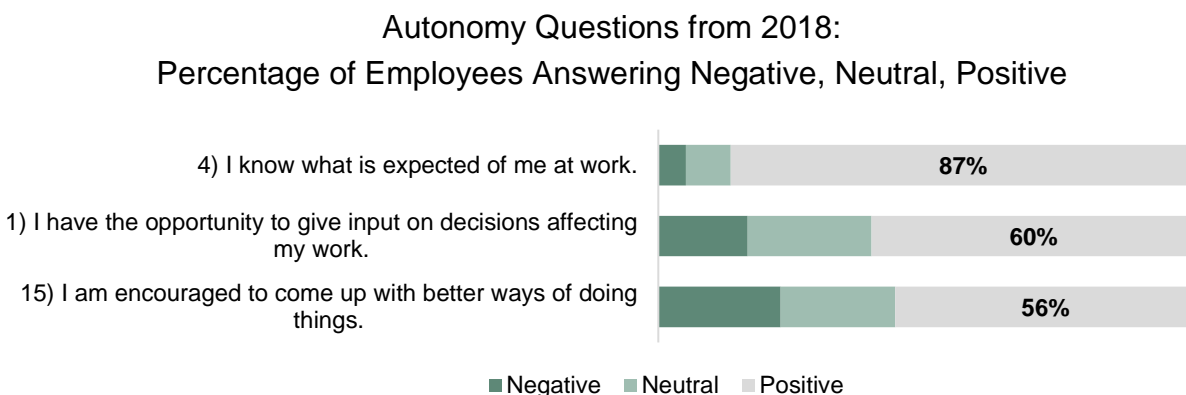
[7] See Appendix F: Benchmark Data.

Results

Respondents indicated that efforts to communicate employee expectations (Q4) were largely successful. In fact, for five years in a row, responses to this question have remained in the high 80's for employee satisfaction. Washington continues to score higher than the federal government and is tied with the private sector with respect to expectations being made clear for employees.[8]

On the other hand, when employees are asked about their satisfaction with providing input on the decisions affecting their work (Q1) and being encouraged to come up with better ways of doing things (Q15), satisfaction drops considerably. While responses to both these questions declined over the past year, they remain on an overall positive trend. Compared to federal government workers, state employees have more satisfaction with being able to provide input, yet continue to trail in employees feeling they are encouraged to come up with better ways of doing things.

Q15 – "I am encouraged to come up with better ways of doing things"

The key to a person's sense of autonomy is in feeling they can devise new and better ways of doing their work. While over the years positive responses to this question have gradually increased, the response decreased 1 percent from last year to 56 percent positive. Results indicated that position (supervisor, nonsupervisor) and geographic location (in Olympia, Western Washington or Eastern Washington) can influence satisfaction. Supervisors in Olympia are significantly more satisfied than those outside the Olympia area. This is true for nonsupervisors. Interestingly, supervisors outside of Olympia felt less satisfied than nonsupervisors in Olympia.

Recommendations for improving autonomy

- Develop clear position descriptions for employees.
- Create environments that foster trust between managers and employees.
- Celebrate and champion collaborative improvement efforts.
- Ensure employee feedback and input flows between levels of positions and locations.

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[8] See Appendix F: Benchmark Data.

Mastery

Feedback and skill development are critical areas in assessing satisfaction with the mastery component of RAMP. On the positive side, employees are generally satisfied with their skills being used properly, receiving information to do their job, having the necessary tools and resources, and with their supervisor providing helpful feedback. However, satisfaction remains low for recognition and using customer feedback.

Mastery Questions from 2018:
Percentage of Employees Answering Negative, Neutral, Positive

Feedback	2) I receive the information I need to do my job effectively.	71%
	8) My supervisor gives me ongoing feedback that helps me improve my performance.	68%
	9) I receive recognition for a job well done.	55%
	16) We use customer feedback to improve our work processes.	46%
Development	18) At my job, I have the opportunity to make good use of my skills.	71%
	6) I have the tools and resources I need to do my job effectively.	70%
	5) I have opportunities at work to learn and grow.	61%

■ Negative ■ Neutral ■ Positive

Results

In the area of feedback, satisfaction is mixed. Employees generally feel they receive the information to do their job (Q2) and that their supervisor provides ongoing feedback (Q8). However, when feedback is in the form of recognizing a job well done (Q9) or using customer feedback (Q16), satisfaction declines. Responses to all four questions related to feedback declined from last year. Responses to questions related to skill development were mixed. Employees felt most satisfied with having their skills used properly (Q18), followed closely with having the tools and resources to do the job effectively (Q6) and having opportunities to learn and grow (Q5). Similar to those for feedback, responses to all skill development questions declined in satisfaction compared to last year.

Q5 – "I have opportunities to learn and grow"

In recruitment and retention research, opportunities to learn and grow were consistently mentioned by employees as an attribute they want in an organization. In 2018, agencies that improved employee satisfaction with learning and growth opportunities also tended to see higher scores with job satisfaction and willingness to recommend the agency. One negative demographic trend in the survey was found with declining satisfaction with learning and growth opportunities from employees after the first year of state service. This is an important reminder that while onboarding employees is critical, investing later in training and development must be a priority.

Recommendations for improving mastery

- Continue to invest in training and development opportunities.
- Support employee growth with feedback.
- Use developmental job assignments, cross-training, job shadowing and mentorships.
- Cultivate leaders within the organization.
- Create an onboarding process that continues beyond the first year of employment.

Purpose

Most public employees understand the purpose of their work and agency mission: The services they provide ultimately improve the lives of Washingtonians. The survey results show agencies are outstanding in connecting an employee's work to the overall goals of the agency, yet struggle to describe how success is measured and when change occurs.

Purpose Questions from 2018:
Percentage of Employees Answering Negative, Neutral, Positive

Question	Positive
3) I know how my work contributes to the goals of my agency.	81%
10) We are making improvements to make things better for our customers.	65%
12) I know how my agency measures its success.	55%
14) I receive clear information about changes being made within the agency.	48%

■ Negative ■ Neutral ■ Positive

Results

Since 2013, the state has had positive responses by employees in knowing how their work contributes to the goals of their agency (Q3). In 2018, 81 percent felt positive, the third-highest score in the entire survey. In addition, while 65 percent feel they are making improvements for customers (Q10), they feel much less satisfied with knowing how success is measured (Q12).

Communicating goals and success measures plays an important role in rallying employees around the mission of the agency. However, what leadership can often miss or downplay is constant communication about changes (Q14). A majority of respondents indicated they are not satisfied with how their agency communicates information about changes. Employees feeling satisfied about receiving clear information about changes (48 percent) continues to be an area for improvement.

Q14 – "I receive clear information about changes being made within my agency"

Challenges to communicating changes in an organization are not isolated, nor new, to any industry. The federal government and private sector have similarly low satisfaction scores. State agencies are aware of the issue of communicating changes. In the 2018 Human Resource Management Report,[9] human resources managers identified this question as a top priority for improvement in the engagement survey. Agencies are wise to continue pressing on with improving their communications with employees. Respondents in agencies that had greater satisfaction with receiving information on changes also had a strong connection to rising employee job satisfaction.

Recommendations for improving purpose

- Emphasize the agency's mission.
- Show the connection of the employee's work to the community and all Washington citizens.
- Use diverse methods of communication.
- Consistently communicate in times of change.

2018 Rotating Question – Satisfaction with the Modern Work Environment

For the second year in a row, the engagement survey included a supplemental question to measure employee satisfaction with various elements of the work environment related to our modern workplace strategy. This initiative, directed by Gov. Inslee through Executive Order 16-07 (Building a Modern Work Environment) and led by the Office of Financial Management, helps agencies identify and adopt innovative ways to modernize the physical environment, provide greater workplace flexibility and enable a more mobile workforce. These five elements of the work environment produce a modern work environment index:

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

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[9] 2018 Statewide HR Management Report. Retrieved from https://ofm.wa.gov/sites/default/files/public/FY2018_Statewide_HR_Management_Strategy_Rollup_Report.pdf.

Work Environment: Percentage of Employees in the Positive, 2018

Category	Percentage
Modern Work Environment Index	58%
Flexibility (Q22A)	71%
Technology (Q22D)	63%
Well-Being (Q22E)	53%
Physical Space (Q22C)	53%
Mobility (Q22B)	48%

Overall, the state has a modern work environment index of 58 percent, the average of employee satisfaction of the five dimensions of the work environment measured. Employees are most satisfied with flexibility (71 percent), followed by technology (63 percent), well-being (53 percent), physical space (53 percent) and mobility (48 percent). Compared to last year, employees felt more satisfied with mobility (two percentage-point increase), which is great news. On the other hand, employees felt less satisfied with technology (two percentage-point decline), physical space (one percentage-point decline) and flexibility (one percentage-point decline).

Group Comparisons

The engagement survey includes five demographic questions about employee characteristics. As is true for all other questions in the survey, answering these questions is optional.

These demographic questions are:

- Q23 – In which area of the state do you work the majority of the time?
- Q24 – Are you a supervisor?
- Q25 – How long have you worked for the state?
- Q26 – How long have you worked for your current agency?
- Q27 – Which agency do you work for?

Responses to these questions allow us to see if there are differences based on 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. For all demographic survey results, see Appendix D.

Geographic area

Employees from Western Washington (outside the greater Olympia area) compose 42 percent of all survey respondents. Employees from the Olympia area are second, representing 35 percent of survey respondents. Another 19 percent report they work the majority of the time in Eastern Washington and 4 percent of employees chose not to list their primary work location. This is generally consistent with the geographic distribution of the workforce.[10]

As was true in past surveys, employees from the greater Olympia area responded to the survey questions more positively than their counterparts elsewhere in the state. In fact, greater Olympia-area employees gave higher scores than employees in other geographic areas on all 21 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 mobility options (Q22A), being encouraged to innovate (Q15), giving input on decisions (Q1), using customer feedback (Q16) and making improvements for customers (Q10).

Supervisors

Employees who identify as supervisors (22 percent of respondents) continue to give higher scores than those who identify as nonsupervisors (74 percent). Overall, supervisors rate all 21 standard questions and all five modern work environment components more positively than nonsupervisors do. Differences range from two points higher on receiving supervisor feedback (Q8) to 14 or more points higher in the areas of giving input on decisions (Q1), being encouraged to innovate (Q15), having opportunities to learn and grow (Q5) and satisfaction with mobility (Q21B).

State service

Employees with up to two years of service and those with 16 or more years of service, with either the state or their agency, gave the highest scores across virtually all questions. 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).

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 long 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.

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[10] Data as of Jan. 11, 2019. 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/workforceglance-0/geographic-distribution-workforce.

Agency characteristics

Appendix E contains the responses of all agencies that received at least 50 responses. When comparing these, 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 (61 percent, 47 of 77) of the participating executive branch agencies are considered small, with fewer than 200 employees. These employees compose 3 percent of the executive branch workforce. Employees in small agencies continue to indicate higher levels of job satisfaction than those in the state overall. A total of 82 percent of small agency employees said they are generally satisfied with their job (Q21), 12 points higher than the executive branch as a whole. Similarly, 79 percent of employees in small agencies would recommend their agency as a great place to work (Q21), a 16-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 compared to medium- and large-sized agencies. Differences ranged from five points (Q5 – agency support for diversity) to 23 points (Q16 – customer feedback used).

Functional area

Agency size is not the only characteristic that influences employee engagement. An employee's primary type of work can also affect their 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. The State Administrative and Accounting Manual[11] categorizes participating agencies in one of the following functional groups:

- education (10 agencies, 2 percent of the workforce)
- government operations (39 agencies, 12 percent of the workforce)
- human services (12 agencies, 59 percent of the workforce)
- natural resources and recreation (10 agencies, 11 percent of the workforce)
- transportation (six agencies, 17 percent of the workforce)

Employees in government operations, who compose 12 percent of the workforce, responded more positively than other functional groups on 11 of the 21 standard survey questions. However, education employees score the highest in the areas of general satisfaction (Q20) and likelihood of recommending their agency (Q21).

Conversely, employees in human services, who compose more than half the workforce (59 percent), reported the lowest scores of all functional groups on 18 of 21 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 had a one percentage-point increase in support for diversity (Q7) and fair treatment in the work group (Q17).

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[11] See Appendix H: Agency Functional Groups

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Conclusion

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,[12] which can further stigmatize public servants and dampen 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 achieving strategic goals, retaining more employees, being more innovative and delivering better customer service.

Washington continues to be national leader in measuring the engagement of its workforce. Its annual engagement 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.

Relationships

Healthy workplace relationships are the foundation of engagement. Relationship scores remained high in the 2018 survey. This is great news, but we as a state must continue to foster this critical area of employee engagement. Employees who feel valued for who they are and that their work group is treated fairly show higher job satisfaction and a willingness to recommend the agency as a great place to work. Whatever improvement strategy an agency uses, it needs to encourage patience, commitment and empathy with employees as they develop and progress in their work.

Autonomy

Having a sense of ownership, freedom and discretion in our work is a powerful motivator. Before that can be achieved, employees need to know the basic expectations of their job. Employees continued to indicate that their managers lay out their expectations clearly. However, giving employees the opportunity to provide input and new ideas continues to be a struggle. Any improvement effort should take into account that employees want to have their voices heard, especially with new ideas. Leaders should strive to foster trust and respect at all levels and all locations.

Mastery

As individuals, we take pride in our skills and abilities. We also possess an inner motivation to continuously improve and progress in all areas of our lives. It is no wonder that employee job satisfaction in 2018 was tied to the employee's belief that their skills are being used properly and they have opportunities to learn and grow. Feedback and development are critical areas to an employee having a sense of mastery in their work. Results, however, show declines in satisfaction with learning and growth opportunities, especially after the first year of state service. Investing in and supporting employees beyond the onboarding phase are areas ready for improvement.

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[12] 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).

Purpose

Connecting goals, measuring success and clearly communicating are some of the basic ingredients to fostering a sense of purpose within the organization. A majority of our workforce indicates that their work connects to the goals of the agency. However, when it comes to knowing agency success measures and receiving information about changes, low survey scores reveal a disconnect. It is incumbent on leaders to reach out to employees and communicate clearly. Town halls and site visits can be a visible way to communicate changes and the path to success within the organization.

We can all agree that a workplace, where many of us spend most of our waking hours, should be a place that embodies safety, empowerment, progression and purpose. Only together can we make the state of Washington an employer of choice.

Appendix A1: 2018 Ratings by Question

Washington State Executive Branch
Scores Weighted by Agency Size

Legend: Almost always or Always | Usually | Occasionally | Seldom | Never or Almost never
Percentage Positive

44,055 Responses
69% Survey Response Rate

Question	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%	34%	23%	11%	6%	3.6	60%
2) I receive the information I need to do my job effectively.	22%	49%	19%	8%		3.8	71%
3) I know how my work contributes to the goals of my agency.	44%	37%	11%	5%		4.2	81%
4) I know what is expected of me at work.	48%	39%	8%	3%		4.3	87%
5) I have opportunities at work to learn and grow.	30%	31%	21%	11%	7%	3.7	61%
6) I have the tools and resources I need to do my job effectively.	24%	46%	18%	8%		3.8	70%
7) My supervisor treats me with dignity and respect.	66%	21%	7%	3%		4.4	87%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	41%	27%	17%	9%	6%	3.9	68%
9) I receive recognition for a job well done.	26%	29%	23%	13%	9%	3.5	55%
10) We are making improvements to make things better for our customers.	28%	37%	22%	9%	5%	3.7	65%
11) A spirit of cooperation and teamwork exists in my work group.	36%	36%	15%	8%	5%	3.9	72%
12) I know how my agency measures its success.	21%	34%	23%	14%	9%	3.4	55%
13) My agency consistently demonstrates support for a diverse workforce.	38%	36%	15%	6%		4.0	74%
14) I receive clear information about changes being made within the agency.	15%	34%	28%	16%	9%	3.3	48%
15) I am encouraged to come up with better ways of doing things.	27%	29%	21%	13%	10%	3.5	56%
16) We use customer feedback to improve our work processes.	18%	28%	27%	16%	11%	3.3	46%
17) People are treated fairly in my work group.	37%	35%	13%	8%	6%	3.9	72%
18) At my job, I have the opportunity to make good use of my skills.	35%	36%	16%	8%	5%	3.9	71%
19) At my workplace, I feel valued for who I am as a person.	33%	32%	16%	10%	8%	3.7	66%
20) In general, I'm satisfied with my job.	31%	39%	17%	8%	4%	3.8	70%
21) I would recommend my agency as a great place to work.	31%	32%	19%	10%	9%	3.7	63%

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

Appendix A2: Statistics Report

Washington State Executive Branch

Scores Weighted by Agency Size

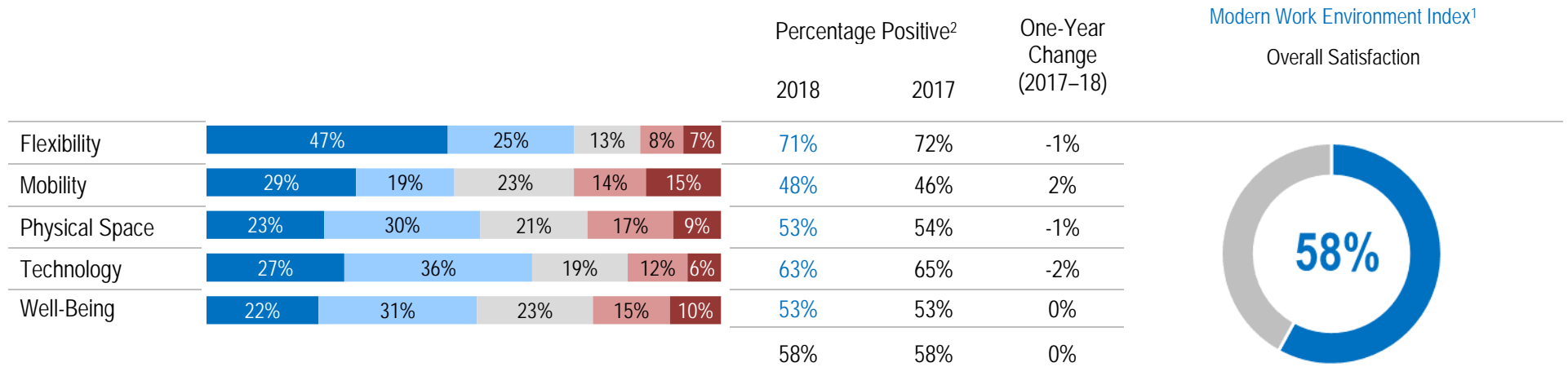| 44,055 Survey Responses 69% Response Rate	Number of Responses (Weighted)							Summary Measures (excluding missing data)		
Survey Question	(1) Never or Almost Never	(2) Seldom	(3) Occasionally	(4) Usually	(5) Almost Always or Always	No Response (missing)	Total Responses (not missing)	Percentage Positive[1]	Percentage Negative[2]	Average
1) I have the opportunity to give input on decisions affecting my work.	2,581	4,717	10,111	15,031	11,394	221	43,834	60%	17%	3.6
2) I receive the information I need to do my job effectively.	1,150	3,342	8,293	21,444	9,774	52	44,003	71%	10%	3.8
3) I know how my work contributes to the goals of my agency.	1,191	2,242	4,826	16,153	19,485	159	43,896	81%	8%	4.2
4) I know what is expected of me at work.	747	1,511	3,658	16,992	21,031	116	43,939	87%	5%	4.3
5) I have opportunities at work to learn and grow.	2,881	4,902	9,314	13,798	12,942	218	43,837	61%	18%	3.7
6) I have the tools and resources I need to do my job effectively.	1,492	3,561	7,911	20,354	10,583	154	43,901	70%	12%	3.8
7) My supervisor treats me with dignity and respect.	1,298	1,524	2,977	9,002	28,829	425	43,630	87%	6%	4.4
8) My supervisor gives me ongoing feedback that helps me improve my performance.	2,717	4,001	7,210	11,739	17,939	448	43,607	68%	15%	3.9
9) I receive recognition for a job well done.	4,097	5,583	9,970	12,489	11,481	436	43,619	55%	22%	3.5
10) We are making improvements to make things better for our customers.	2,046	3,848	9,322	15,845	12,273	721	43,334	65%	14%	3.7
11) A spirit of cooperation and teamwork exists in my work group.	2,265	3,472	6,426	15,550	15,769	573	43,482	72%	13%	3.9
12) I know how my agency measures its success.	3,775	5,917	10,051	14,680	9,028	604	43,451	55%	22%	3.4
13) My agency consistently demonstrates support for a diverse workforce.	1,713	2,733	6,682	15,551	16,484	892	43,163	74%	10%	4.0
14) I receive clear information about changes being made within the agency.	3,699	6,744	12,044	14,541	6,366	661	43,394	48%	24%	3.3
15) I am encouraged to come up with better ways of doing things.	4,192	5,639	9,222	12,436	11,700	866	43,189	56%	23%	3.5
16) We use customer feedback to improve our work processes.	4,628	7,028	11,377	12,054	7,786	1,182	42,873	46%	27%	3.3
17) People are treated fairly in my work group.	2,633	3,583	5,704	15,150	16,091	894	43,161	72%	14%	3.9
18) At my job, I have the opportunity to make good use of my skills.	2,039	3,436	6,877	15,767	15,177	760	43,295	71%	13%	3.9
19) At my workplace, I feel valued for who I am as a person.	3,569	4,228	7,053	14,005	14,313	887	43,168	66%	18%	3.7
20) In general, I'm satisfied with my job.	1,927	3,605	7,312	16,957	13,424	830	43,225	70%	13%	3.8
21) I would recommend my agency as a great place to work.	3,816	4,159	7,996	13,645	13,559	879	43,176	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

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

		Percentage Positive[2]		One-Year Change (2017–18)
		2018	2017	
Flexibility	47% / 25% / 13% / 8% / 7%	71%	72%	-1%
Mobility	29% / 19% / 23% / 14% / 15%	48%	46%	2%
Physical Space	23% / 30% / 21% / 17% / 9%	53%	54%	-1%
Technology	27% / 36% / 19% / 12% / 6%	63%	65%	-2%
Well-Being	22% / 31% / 23% / 15% / 10%	53%	53%	0%
		58%	58%	0%

Modern Work Environment Index[1]

Overall Satisfaction

58%

Work Environment Component	Response Counts (Weighted)							
	(5) Very Satisfied	(4) Satisfied	(3) Neutral	(2) Dissatisfied	(1) Very Dissatisfied	Doesn't Apply to My Position	No Response (missing)	Total Responses (not missing)
Flexibility: the ability to adjust your scheduled hours as needed	19,257	10,108	5,258	3,457	2,994	1,931	1,049	43,006
Mobility: the ability to work remotely from a variety of locations, such as your home or alternate work sites	10,059	6,613	8,037	4,853	5,039	8,314	1,141	42,914
Physical Space: the building, furniture, lighting, noise, variety of spaces for different work tasks (concentration space, collaboration space)	9,660	12,781	8,797	7,051	3,894	768	1,103	42,952
Technology: your work desktop computer, laptop, mobile phone, tablet, remote access, Wifi, collaboration tools	11,352	15,446	7,864	4,936	2,743	621	1,093	42,962
Well-Being: how your work environment affects your physical, social and emotional health	9,284	13,147	9,625	6,386	4,231	287	1,095	42,960

[1] Average percentage positive for all five components (flexibility, mobility, physical space, technology, well-being). Does not include missing data or "Doesn't Apply."
[2] Percentage answering "Very Satisfied" or "Satisfied." Does not include missing data or "Doesn't Apply." To calculate percentages, divide the counts of 4's and 5's by the total number of 1 to 5 responses. May not equal the sum of the graph's data labels due to rounding.

Appendix C: Trend of Positive Responses

Washington State Executive Branch
Scores Weighted by Agency Size

	2014	2015	2016*	2017	2018	Change from last survey
Number of all responses:	30,703	42,669	37,325	47,243	44,055	
Response rate:	52%	72%	61%	75%	69%	-6%
Positive Responses						
1) I have the opportunity to give input on decisions affecting my work.			59%	62%	60%	-2%
2) I receive the information I need to do my job effectively.			71%	72%	71%	-1%
3) I know how my work contributes to the goals of my agency.			81%	82%	81%	-1%
4) I know what is expected of me at work.			87%	87%	87%	0%
5) I have opportunities at work to learn and grow.			60%	63%	61%	-2%
6) I have the tools and resources I need to do my job effectively.			70%	71%	70%	-1%
7) My supervisor treats me with dignity and respect.			86%	86%	87%	1%
8) My supervisor gives me ongoing feedback that helps me improve my performance.			67%	69%	68%	-1%
9) I receive recognition for a job well done.			53%	56%	55%	-1%
10) We are making improvements to make things better for our customers.			64%	66%	65%	-1%
11) A spirit of cooperation and teamwork exists in my work group.			71%	72%	72%	0%
12) I know how my agency measures its success.			56%	57%	55%	-2%
13) My agency consistently demonstrates support for a diverse workforce.			73%	73%	74%	1%
14) I receive clear information about changes being made within the agency.			46%	50%	48%	-2%
15) I am encouraged to come up with better ways of doing things.			55%	57%	56%	-1%
16) We use customer feedback to improve our work processes.			45%	48%	46%	-2%
17) People are treated fairly in my work group.			73%	72%	72%	0%
18) At my job, I have the opportunity to make good use of my skills.			71%	72%	71%	-1%
19) At my workplace, I feel valued for who I am as a person.			n/a	n/a	66%	n/a
20) In general, I'm satisfied with my job.			71%	72%	70%	-2%
21) I would recommend my agency as a great place to work.			61%	63%	63%	0%

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

Appendix D: Percentage Positive by Demographic Group

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 all responses	44,055	8,351	15,419	18,501	1,784	9,830	32,496	1,729
1) I have the opportunity to give input on decisions affecting my work.	60%	56%	71%	56%	49%	75%	57%	49%
2) I receive the information I need to do my job effectively.	71%	70%	76%	68%	65%	77%	70%	63%
3) I know how my work contributes to the goals of my agency.	81%	79%	86%	79%	77%	87%	80%	76%
4) I know what is expected of me at work.	87%	87%	87%	86%	85%	89%	86%	83%
5) I have opportunities at work to learn and grow.	61%	58%	68%	58%	55%	72%	58%	54%
6) I have the tools and resources I need to do my job effectively.	70%	70%	76%	67%	66%	74%	70%	65%
7) My supervisor treats me with dignity and respect.	87%	86%	89%	86%	82%	90%	86%	81%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	68%	68%	71%	66%	65%	70%	68%	62%
9) I receive recognition for a job well done.	55%	51%	62%	52%	48%	59%	54%	45%
10) We are making improvements to make things better for our customers.	65%	61%	75%	60%	59%	73%	63%	59%
11) A spirit of cooperation and teamwork exists in my work group.	72%	69%	78%	70%	64%	81%	70%	64%
12) I know how my agency measures its success.	55%	54%	59%	52%	52%	62%	53%	50%
13) My agency consistently demonstrates support for a diverse workforce.	74%	73%	77%	73%	69%	80%	73%	67%
14) I receive clear information about changes being made within the agency.	48%	45%	54%	46%	45%	53%	47%	43%
15) I am encouraged to come up with better ways of doing things.	56%	50%	67%	51%	46%	68%	53%	45%
16) We use customer feedback to improve our work processes.	46%	41%	57%	41%	43%	56%	44%	41%
17) People are treated fairly in my work group.	72%	70%	78%	70%	64%	83%	70%	62%
18) At my job, I have the opportunity to make good use of my skills.	71%	69%	77%	69%	67%	81%	69%	64%
19) At my workplace, I feel valued for who I am as a person.	66%	61%	72%	63%	58%	74%	64%	54%
20) In general, I'm satisfied with my job.	70%	70%	74%	68%	64%	77%	69%	60%
21) I would recommend my agency as a great place to work.	63%	62%	71%	58%	54%	71%	61%	51%

If 10 or more responses, the percentage who answered the question either "4 - Usually" or "5 - Almost Always or Always"

Appendix D: Percentage Positive by Demographic Group (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 all responses	3,778	5,287	7,140	5,594	6,430	14,007	1,819
1) I have the opportunity to give input on decisions affecting my work.	66%	59%	59%	58%	59%	63%	47%
2) I receive the information I need to do my job effectively.	78%	71%	68%	68%	69%	73%	62%
3) I know how my work contributes to the goals of my agency.	88%	83%	80%	79%	79%	82%	75%
4) I know what is expected of me at work.	89%	88%	86%	85%	85%	88%	82%
5) I have opportunities at work to learn and grow.	78%	65%	60%	57%	57%	60%	52%
6) I have the tools and resources I need to do my job effectively.	79%	71%	67%	67%	68%	73%	64%
7) My supervisor treats me with dignity and respect.	94%	89%	86%	85%	85%	87%	80%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	80%	71%	68%	65%	65%	67%	61%
9) I receive recognition for a job well done.	72%	60%	55%	52%	51%	52%	45%
10) We are making improvements to make things better for our customers.	76%	65%	62%	61%	62%	67%	58%
11) A spirit of cooperation and teamwork exists in my work group.	80%	73%	69%	70%	70%	74%	62%
12) I know how my agency measures its success.	60%	53%	52%	51%	54%	58%	49%
13) My agency consistently demonstrates support for a diverse workforce.	83%	74%	72%	72%	72%	76%	67%
14) I receive clear information about changes being made within the agency.	64%	51%	45%	44%	44%	49%	42%
15) I am encouraged to come up with better ways of doing things.	66%	55%	53%	53%	54%	58%	43%
16) We use customer feedback to improve our work processes.	55%	44%	44%	43%	45%	48%	41%
17) People are treated fairly in my work group.	84%	73%	70%	68%	70%	74%	62%
18) At my job, I have the opportunity to make good use of my skills.	77%	71%	69%	69%	69%	74%	64%
19) At my workplace, I feel valued for who I am as a person.	80%	69%	64%	62%	62%	65%	55%
20) In general, I'm satisfied with my job.	81%	72%	68%	66%	67%	72%	60%
21) I would recommend my agency as a great place to work.	80%	69%	62%	59%	59%	61%	50%

If 10 or more responses, the percentage who answered the question either "4 - Usually" or "5 - Almost Always or Always"

Appendix D: Percentage Positive by Demographic Group (cont)

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 all responses	5,239	6,349	8,167	5,648	5,817	10,959	1,876
1) I have the opportunity to give input on decisions affecting my work.	67%	60%	59%	58%	58%	62%	47%
2) I receive the information I need to do my job effectively.	77%	72%	68%	69%	69%	73%	63%
3) I know how my work contributes to the goals of my agency.	88%	83%	80%	79%	79%	81%	76%
4) I know what is expected of me at work.	88%	88%	86%	85%	86%	88%	82%
5) I have opportunities at work to learn and grow.	77%	65%	59%	56%	56%	59%	52%
6) I have the tools and resources I need to do my job effectively.	78%	72%	67%	67%	68%	73%	64%
7) My supervisor treats me with dignity and respect.	93%	89%	85%	84%	85%	87%	80%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	79%	71%	67%	64%	64%	66%	61%
9) I receive recognition for a job well done.	72%	60%	54%	51%	49%	51%	46%
10) We are making improvements to make things better for our customers.	76%	66%	63%	61%	62%	65%	57%
11) A spirit of cooperation and teamwork exists in my work group.	80%	73%	69%	69%	70%	74%	61%
12) I know how my agency measures its success.	60%	54%	52%	52%	54%	57%	49%
13) My agency consistently demonstrates support for a diverse workforce.	82%	75%	72%	72%	71%	75%	67%
14) I receive clear information about changes being made within the agency.	64%	51%	45%	44%	42%	48%	42%
15) I am encouraged to come up with better ways of doing things.	66%	56%	53%	53%	53%	57%	43%
16) We use customer feedback to improve our work processes.	56%	45%	44%	43%	45%	47%	41%
17) People are treated fairly in my work group.	83%	74%	69%	68%	69%	73%	61%
18) At my job, I have the opportunity to make good use of my skills.	77%	71%	69%	70%	69%	74%	64%
19) At my workplace, I feel valued for who I am as a person.	79%	69%	64%	61%	61%	64%	54%
20) In general, I'm satisfied with my job.	81%	72%	68%	66%	66%	71%	60%
21) I would recommend my agency as a great place to work.	79%	68%	62%	58%	57%	60%	50%

If 10 or more responses, the percentage who answered the question either "4 - Usually" or "5 - Almost Always or Always"

Appendix D2: Modern Work Environment Demographics

Washington State Executive Branch
Scores Weighted by Agency Size

	All	Area of the State				Management			State Employment							Agency Employment						
		Eastern Wash	Greater Olympia Area	Western Wash (outside greater Olympia area)	No response	Supervisor	Nonsupervisor	No response	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	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 Responses	44,055	8,351	15,419	18,501	1,784	9,830	32,496	1,729	3,778	5,287	7,140	5,594	6,430	14,007	1,819	5,239	6,349	8,167	5,648	5,817	10,959	1,876
Percentage Positive																						
Flexibility	71%	66%	80%	68%	67%	79%	70%	64%	73%	70%	71%	70%	71%	74%	65%	73%	71%	70%	70%	71%	73%	66%
Mobility	48%	41%	59%	43%	44%	59%	45%	40%	45%	41%	46%	48%	49%	52%	41%	48%	44%	48%	50%	49%	50%	42%
Physical Space	53%	53%	58%	50%	48%	58%	52%	45%	61%	53%	50%	49%	51%	55%	48%	61%	54%	50%	50%	52%	55%	47%
Technology	63%	62%	71%	59%	61%	68%	62%	59%	68%	61%	59%	60%	63%	67%	60%	67%	61%	60%	62%	63%	66%	59%
Well-being	53%	51%	60%	48%	45%	59%	51%	41%	68%	54%	51%	48%	49%	53%	41%	68%	54%	50%	48%	48%	52%	41%

For more information about building a modern work environment, visit https://ofm.wa.gov/facilities/building-modern-work-environment.

Appendix E: Positive Responses by Agency

Percentage Positive Responses
(4- Usually, 5- Almost Always or Always)

Agencies with more than 50 responses (n=41 agencies)	Response Count	Response Rate	Engagement Outcomes	
			20. General satisfaction	21. Net promoter
Administrative Hearings, Office of	156	83%	76%	68%
Attorney General, Office of the	1,155	86%	78%	79%
Auditor, Office of the State	338	77%	82%	84%
Blind, Department of Services for the	79	77%	92%	90%
Blind, State School for the	76	60%	83%	81%
Childhood Deafness and Hearing Loss, Washington State Center for	103	64%	78%	76%
Children, Youth, and Families, Department of	1,478	45%	62%	47%
Commerce, Department of	288	90%	80%	72%
Community and Technical Colleges, State Board for	118	56%	81%	76%
Corrections, Department of	7,003	83%	61%	50%
Ecology, Department of	1,389	88%	77%	78%
Employment Security, Department of	1,495	94%	78%	68%
Enterprise Services, Department of	552	75%	76%	66%
Financial Institutions, Department of	188	90%	89%	89%
Financial Management, Office of	194	88%	84%	83%
Fish and Wildlife, Department of	1,559	83%	72%	63%
Governor, Office of the	54	100%	94%	94%
Health Care Authority, State	1,258	96%	75%	75%
Health, Department of	1,439	78%	71%	68%
Housing Finance Commission, Washington State	53	74%	74%	77%
Industrial Insurance Appeals, Board of	117	73%	89%	90%
Insurance Commissioner, Office of the	174	74%	87%	82%
Labor and Industries, Department of	2,127	70%	71%	66%
Licensing, Department of	1,355	94%	73%	69%
Liquor and Cannabis Board	321	89%	75%	71%
Lottery Commission, State	118	91%	79%	66%
Military Department	254	75%	67%	55%
Natural Resources, Department of	800	45%	75%	71%
Parks and Recreation Commission, State	424	62%	76%	74%
Patrol, Washington State	1,689	73%	80%	75%
Public Instruction, Superintendent of	341	77%	79%	79%
Recreation and Conservation Office	57	93%	84%	84%
Retirement Systems, Department of	226	90%	83%	87%
Revenue, Department of	950	78%	73%	74%
Secretary of State, Office of the	201	73%	77%	69%
Social and Health Services, Department of*	8,450	51%	68%	58%
Student Achievement Council	87	77%	75%	78%
Transportation, Department of	4,955	70%	73%	67%
Utilities and Transportation Commission	155	97%	83%	81%
Veterans Affairs, Department of	671	76%	66%	58%
Washington Technology Solutions	329	77%	71%	48%
Executive branch enterprise overall	44,055	69%	70%	63%

*DSHS scores weighted by administration

Appendix E: Positive Responses by Agency (cont)

Percentage Positive Responses (4- Usually, 5- Almost Always or Always)	Relationships				
Agencies with more than 50 responses (n=41 agencies)	7. Treated with dignity and respect	11. Cooperation and teamwork	13. Support for diversity	17. Fair treatment	19. Valued for who I am
Administrative Hearings, Office of	92%	80%	76%	74%	67%
Attorney General, Office of the	92%	81%	85%	83%	78%
Auditor, Office of the State	91%	90%	83%	88%	85%
Blind, Department of Services for the	97%	91%	92%	91%	91%
Blind, State School for the	95%	80%	86%	87%	75%
Childhood Deafness and Hearing Loss, Washington State Center for	92%	79%	74%	79%	77%
Children, Youth, and Families, Department of	84%	72%	61%	66%	61%
Commerce, Department of	94%	84%	79%	84%	83%
Community and Technical Colleges, State Board for	92%	82%	84%	81%	76%
Corrections, Department of	81%	60%	70%	60%	52%
Ecology, Department of	91%	77%	79%	80%	76%
Employment Security, Department of	90%	79%	80%	80%	74%
Enterprise Services, Department of	91%	78%	74%	79%	74%
Financial Institutions, Department of	93%	89%	91%	89%	88%
Financial Management, Office of	93%	85%	78%	82%	78%
Fish and Wildlife, Department of	89%	72%	64%	80%	69%
Governor, Office of the	98%	89%	89%	96%	89%
Health Care Authority, State	91%	80%	80%	79%	74%
Health, Department of	89%	74%	75%	76%	70%
Housing Finance Commission, Washington State	79%	57%	79%	68%	68%
Industrial Insurance Appeals, Board of	91%	88%	89%	86%	80%
Insurance Commissioner, Office of the	95%	86%	89%	86%	87%
Labor and Industries, Department of	88%	73%	76%	71%	69%
Licensing, Department of	87%	78%	84%	77%	69%
Liquor and Cannabis Board	91%	81%	82%	80%	72%
Lottery Commission, State	89%	76%	69%	80%	73%
Military Department	88%	68%	66%	74%	64%
Natural Resources, Department of	88%	76%	71%	79%	71%
Parks and Recreation Commission, State	92%	77%	72%	81%	74%
Patrol, Washington State	91%	79%	84%	81%	72%
Public Instruction, Superintendent of	90%	80%	79%	81%	77%
Recreation and Conservation Office	88%	79%	68%	88%	82%
Retirement Systems, Department of	94%	85%	90%	85%	80%
Revenue, Department of	92%	81%	80%	82%	72%
Secretary of State, Office of the	92%	81%	75%	80%	75%
Social and Health Services, Department of*	86%	69%	74%	68%	62%
Student Achievement Council	90%	82%	74%	79%	80%
Transportation, Department of	87%	75%	75%	77%	68%
Utilities and Transportation Commission	92%	84%	73%	84%	78%
Veterans Affairs, Department of	78%	62%	67%	58%	55%
Washington Technology Solutions	90%	83%	72%	82%	70%
Executive branch enterprise overall	87%	72%	74%	72%	66%

*DSHS scores weighted by administration

Appendix E: Positive Responses by Agency (cont)

Percentage Positive Responses (4- Usually, 5- Almost Always or Always)	Autonomy		
Agencies with more than 50 responses (n=41 agencies)	1. Input on decisions solicited	4. Expectations clear	15. Better ways encouraged
Administrative Hearings, Office of	58%	88%	53%
Attorney General, Office of the	73%	93%	67%
Auditor, Office of the State	80%	92%	80%
Blind, Department of Services for the	84%	90%	85%
Blind, State School for the	75%	91%	72%
Childhood Deafness and Hearing Loss, Washington State Center for	69%	86%	68%
Children, Youth, and Families, Department of	49%	85%	42%
Commerce, Department of	82%	91%	82%
Community and Technical Colleges, State Board for	74%	92%	66%
Corrections, Department of	49%	81%	42%
Ecology, Department of	75%	88%	66%
Employment Security, Department of	70%	90%	74%
Enterprise Services, Department of	75%	88%	72%
Financial Institutions, Department of	81%	95%	77%
Financial Management, Office of	77%	88%	79%
Fish and Wildlife, Department of	66%	87%	60%
Governor, Office of the	91%	92%	89%
Health Care Authority, State	70%	90%	70%
Health, Department of	64%	86%	59%
Housing Finance Commission, Washington State	72%	92%	58%
Industrial Insurance Appeals, Board of	74%	96%	71%
Insurance Commissioner, Office of the	83%	94%	79%
Labor and Industries, Department of	73%	83%	64%
Licensing, Department of	63%	89%	64%
Liquor and Cannabis Board	69%	86%	64%
Lottery Commission, State	68%	92%	67%
Military Department	65%	83%	64%
Natural Resources, Department of	68%	86%	61%
Parks and Recreation Commission, State	75%	88%	64%
Patrol, Washington State	64%	92%	62%
Public Instruction, Superintendent of	76%	87%	68%
Recreation and Conservation Office	84%	91%	75%
Retirement Systems, Department of	80%	91%	77%
Revenue, Department of	68%	90%	68%
Secretary of State, Office of the	76%	91%	70%
Social and Health Services, Department of*	53%	87%	49%
Student Achievement Council	72%	85%	76%
Transportation, Department of	65%	86%	60%
Utilities and Transportation Commission	77%	93%	74%
Veterans Affairs, Department of	53%	87%	48%
Washington Technology Solutions	70%	85%	61%
Executive branch enterprise overall	60%	87%	56%

*DSHS scores weighted by administration

Appendix E: Positive Responses by Agency (cont)

Percentage Positive Responses (4- Usually, 5- Almost Always or Always)	Mastery						
Agencies with more than 50 responses (n=41 agencies)	2. Information needed to do job	5. Learn and grow	6. Tools and resources	8. Ongoing feedback	9. Recognition received	18. Job-skills alignment	16. Customer feedback used
Administrative Hearings, Office of	78%	63%	82%	68%	56%	76%	55%
Attorney General, Office of the	88%	76%	83%	79%	69%	83%	56%
Auditor, Office of the State	86%	85%	85%	78%	77%	86%	78%
Blind, Department of Services for the	87%	75%	91%	82%	82%	96%	79%
Blind, State School for the	84%	73%	79%	78%	74%	84%	66%
Childhood Deafness and Hearing Loss, Washington State Center for	70%	63%	71%	72%	52%	88%	60%
Children, Youth, and Families, Department of	64%	57%	59%	68%	55%	66%	30%
Commerce, Department of	83%	84%	77%	77%	80%	82%	69%
Community and Technical Colleges, State Board for	80%	62%	73%	65%	67%	81%	54%
Corrections, Department of	59%	51%	61%	62%	46%	61%	32%
Ecology, Department of	78%	70%	80%	68%	63%	78%	52%
Employment Security, Department of	73%	70%	74%	74%	61%	77%	60%
Enterprise Services, Department of	81%	65%	79%	76%	64%	75%	68%
Financial Institutions, Department of	95%	86%	95%	82%	71%	88%	75%
Financial Management, Office of	81%	75%	82%	70%	71%	89%	70%
Fish and Wildlife, Department of	73%	58%	71%	64%	56%	76%	34%
Governor, Office of the	83%	85%	93%	68%	78%	93%	63%
Health Care Authority, State	80%	72%	81%	80%	71%	76%	58%
Health, Department of	75%	60%	73%	67%	57%	71%	49%
Housing Finance Commission, Washington State	70%	64%	77%	62%	60%	79%	58%
Industrial Insurance Appeals, Board of	92%	79%	93%	83%	70%	89%	68%
Insurance Commissioner, Office of the	92%	82%	84%	88%	76%	86%	70%
Labor and Industries, Department of	69%	65%	71%	66%	58%	79%	58%
Licensing, Department of	71%	64%	73%	72%	61%	72%	61%
Liquor and Cannabis Board	68%	60%	58%	74%	66%	69%	52%
Lottery Commission, State	80%	59%	85%	71%	65%	79%	44%
Military Department	72%	59%	65%	67%	55%	65%	53%
Natural Resources, Department of	74%	65%	74%	64%	57%	75%	43%
Parks and Recreation Commission, State	80%	67%	75%	68%	58%	79%	64%
Patrol, Washington State	82%	69%	78%	75%	59%	80%	47%
Public Instruction, Superintendent of	79%	70%	83%	70%	61%	85%	67%
Recreation and Conservation Office	86%	77%	84%	77%	68%	82%	77%
Retirement Systems, Department of	88%	76%	85%	79%	74%	81%	84%
Revenue, Department of	77%	66%	75%	77%	64%	76%	59%
Secretary of State, Office of the	80%	71%	79%	73%	66%	79%	64%
Social and Health Services, Department of*	68%	57%	68%	69%	51%	68%	42%
Student Achievement Council	78%	68%	87%	68%	68%	75%	57%
Transportation, Department of	75%	64%	74%	63%	53%	73%	48%
Utilities and Transportation Commission	88%	79%	89%	77%	70%	88%	59%
Veterans Affairs, Department of	64%	53%	65%	62%	46%	70%	47%
Washington Technology Solutions	72%	60%	71%	71%	57%	77%	64%
Executive branch enterprise overall	71%	61%	70%	68%	55%	71%	46%

*DSHS scores weighted by administration

Appendix E: Positive Responses by Agency (cont)

Percentage Positive Responses (4- Usually, 5- Almost Always or Always)	Purpose			
Agencies with more than 50 responses (n=41 agencies)	3. Work connected to goals	10. Improvements for customers	12. Success measures known	14. Clear information about changes
Administrative Hearings, Office of	89%	68%	74%	58%
Attorney General, Office of the	89%	74%	67%	61%
Auditor, Office of the State	91%	86%	71%	70%
Blind, Department of Services for the	95%	87%	94%	84%
Blind, State School for the	89%	83%	63%	65%
Childhood Deafness and Hearing Loss, Washington State Center for	84%	70%	52%	53%
Children, Youth, and Families, Department of	83%	52%	53%	37%
Commerce, Department of	85%	81%	69%	67%
Community and Technical Colleges, State Board for	85%	79%	50%	49%
Corrections, Department of	69%	51%	44%	37%
Ecology, Department of	85%	68%	54%	56%
Employment Security, Department of	87%	76%	62%	57%
Enterprise Services, Department of	85%	77%	58%	54%
Financial Institutions, Department of	95%	83%	85%	81%
Financial Management, Office of	85%	86%	61%	62%
Fish and Wildlife, Department of	77%	50%	32%	38%
Governor, Office of the	94%	87%	79%	68%
Health Care Authority, State	88%	78%	70%	64%
Health, Department of	83%	68%	53%	56%
Housing Finance Commission, Washington State	89%	77%	74%	53%
Industrial Insurance Appeals, Board of	92%	84%	81%	78%
Insurance Commissioner, Office of the	94%	83%	71%	68%
Labor and Industries, Department of	86%	74%	50%	45%
Licensing, Department of	85%	75%	66%	61%
Liquor and Cannabis Board	85%	65%	61%	54%
Lottery Commission, State	88%	68%	67%	44%
Military Department	80%	69%	50%	43%
Natural Resources, Department of	84%	64%	47%	39%
Parks and Recreation Commission, State	84%	80%	55%	49%
Patrol, Washington State	88%	69%	71%	58%
Public Instruction, Superintendent of	81%	82%	53%	54%
Recreation and Conservation Office	95%	86%	84%	81%
Retirement Systems, Department of	94%	88%	88%	74%
Revenue, Department of	90%	75%	70%	61%
Secretary of State, Office of the	89%	82%	61%	50%
Social and Health Services, Department of*	81%	63%	56%	47%
Student Achievement Council	80%	84%	53%	43%
Transportation, Department of	81%	68%	52%	48%
Utilities and Transportation Commission	88%	80%	68%	70%
Veterans Affairs, Department of	76%	61%	49%	40%
Washington Technology Solutions	67%	70%	38%	53%
Executive branch enterprise overall	81%	65%	55%	48%

*DSHS scores weighted by administration

Appendix E: Positive Responses by Agency (cont)

Percentage Positive Responses
(4- Usually, 5- Almost Always or Always)

Agencies with more than 50 responses (n=41 agencies)	Work Environment Index	Work Environment				
		22a. Flexibility	22b. Mobility	22c. Physical space	22d. Technology	22e.Well-being
Administrative Hearings, Office of	72%	79%	66%	68%	82%	66%
Attorney General, Office of the	76%	85%	75%	73%	78%	68%
Auditor, Office of the State	75%	95%	83%	61%	69%	69%
Blind, Department of Services for the	76%	85%	68%	75%	73%	77%
Blind, State School for the	76%	81%	70%	79%	80%	68%
Childhood Deafness and Hearing Loss, Washington State Center for	65%	82%	69%	58%	55%	61%
Children, Youth, and Families, Department of	52%	69%	41%	45%	63%	42%
Commerce, Department of	74%	92%	80%	57%	78%	64%
Community and Technical Colleges, State Board for	65%	82%	66%	45%	69%	62%
Corrections, Department of	43%	57%	27%	43%	51%	38%
Ecology, Department of	69%	84%	65%	60%	73%	65%
Employment Security, Department of	61%	71%	53%	54%	68%	59%
Enterprise Services, Department of	67%	77%	62%	66%	69%	61%
Financial Institutions, Department of	79%	87%	70%	82%	78%	77%
Financial Management, Office of	75%	89%	80%	60%	78%	68%
Fish and Wildlife, Department of	65%	82%	61%	55%	68%	58%
Governor, Office of the	86%	96%	94%	81%	83%	74%
Health Care Authority, State	66%	75%	59%	59%	77%	62%
Health, Department of	69%	85%	73%	59%	71%	58%
Housing Finance Commission, Washington State	71%	87%	61%	73%	70%	66%
Industrial Insurance Appeals, Board of	81%	91%	72%	77%	84%	79%
Insurance Commissioner, Office of the	61%	80%	47%	53%	53%	70%
Labor and Industries, Department of	63%	74%	52%	60%	70%	60%
Licensing, Department of	58%	70%	51%	53%	63%	54%
Liquor and Cannabis Board	65%	81%	61%	61%	58%	63%
Lottery Commission, State	74%	86%	68%	67%	82%	69%
Military Department	47%	62%	22%	52%	51%	50%
Natural Resources, Department of	63%	84%	58%	48%	66%	57%
Parks and Recreation Commission, State	62%	81%	48%	60%	57%	62%
Patrol, Washington State	62%	79%	52%	57%	61%	59%
Public Instruction, Superintendent of	68%	88%	64%	51%	71%	64%
Recreation and Conservation Office	80%	91%	85%	70%	79%	75%
Retirement Systems, Department of	64%	87%	30%	58%	76%	68%
Revenue, Department of	68%	81%	59%	63%	75%	64%
Secretary of State, Office of the	60%	78%	42%	49%	67%	62%
Social and Health Services, Department of*	52%	64%	40%	50%	58%	47%
Student Achievement Council	73%	77%	57%	68%	92%	70%
Transportation, Department of	62%	77%	49%	57%	70%	57%
Utilities and Transportation Commission	71%	90%	66%	61%	70%	70%
Veterans Affairs, Department of	48%	57%	31%	50%	56%	45%
Washington Technology Solutions	76%	88%	74%	76%	77%	63%
Executive branch enterprise overall	58%	71%	48%	53%	63%	53%

*DSHS scores weighted by administration

Appendix F: Benchmark Data

Percentage of positive responses from state, federal, private sector surveys	Percentage Positive Responses		
	2018 Wash Executive Branch Employee Survey	Private Sector Benchmarks	2018 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?*	60%	68%	54%
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.*	71%	75%	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.*	81%	88%	85%
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.*	61%	69%	66%
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.*	70%	71%	47%
7) My supervisor treats me with dignity and respect. *Private sector and FEVS - 49. My supervisor treats me with respect.*	87%	87%	84%
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.*	68%	76%	66%
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?*	55%	n/a	52%
10) We are making improvements to make things better for our customers. *FEVS - no question is available*	65%	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	76%

Appendix F: Benchmark Data (cont)

Percentage of positive responses from state, federal, and private sector surveys	Percentage Positive Responses		
	2018 Wash Executive Branch Employee Survey	Private Sector Benchmarks	2018 Federal Employee Viewpoint Survey[1] (FEVS)
12) I know how my agency measures its success. *FEVS - no question is available*	55%	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).* *FEVS - 55. Supervisors work well with employees of different backgrounds.*	74%	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?*	48%	54%	51%
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.*	56%	76%	61%
16) We use customer feedback to improve our work processes. *FEVS - no question is available*	46%	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.*	71%	73%	60%
19) At my workplace, I feel valued for who I am as a person. *FEVS - no question is available*	66%	n/a	n/a
20) In general, I'm satisfied with my job. *FEVS - 69. Considering everything, how satisfied are you with your job?*	70%	n/a	68%
21) 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%

Appendix F: Benchmark Data (cont)

Percentage of positive responses from state, federal, and private sector surveys

	Percentage Positive Responses		
	2018 Wash Executive Branch Employee Survey	Private Sector Benchmarks	2018 Federal Employee Viewpoint Survey[1] (FEVS)
22) How satisfied are you with your current work environment? *FEVS - No question is available.*	58%	n/a	n/a
a) Flexibility: the ability to adjust your scheduled hours as needed	71%	n/a	n/a
b) Mobility: the ability to work remotely from a variety of locations, such as your home or alternate work sites.	48%	n/a	n/a
c) Physical Space: the building, furniture, lighting, noise, variety of spaces for different work tasks (concentration space, collaboration space)	53%	n/a	n/a
d) Technology: your work desktop computer, laptop, mobile phone, tablet, remote access, Wi-Fi, collaboration tools	63%	n/a	n/a
e) Well-Being: how your work environment affects your physical, social and emotional health	53%	n/a	n/a

Sources:

[1] U.S. Office of Personnel Management (2018). 2018 Federal Employee Viewpoint Survey. Retrieved Jan. 19, 2019, from https://www.opm.gov/fevs/reports/governmentwide-reports/governmentwide-management-report/governmentwide-report/2018/2018-governmentwide-management-report.pdf.

[2] Partnership for Public Service (2018). 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/analysis/. Supplied by the survey research firm Sirota, the data are based on nearly 4.7 million employee survey responses at more than 120 organizations around the world in a wide variety of industries. Data are weighted.

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 44,055 respondents. Data are weighted by agency size.

Federal Employee Viewpoint Survey results are drawn from more than 400,000 respondents. Data are 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 are based on nearly 4.7 million employee survey responses at more than 120 organizations around the world in a wide variety of industries. Data are 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 are for approximate comparison only.

Appendix G: Employer of Choice

Washington State Executive Branch
Scores Weighted by Agency Size

	2017	2018
Survey Response Count:	47,243	44,055
Response Rate:	75%	69%

	Percentage Positive		One-year Change (2017–18)
	2017	2018	
Overall Employer of Choice Score	67%	66%	-1%
Job Satisfaction			
20) In general, I'm satisfied with my job.	72%	70%	-2%
21) I would recommend my agency as a great place to work.	63%	63%	0%
Employee Engagement			
1) I have the opportunity to give input on decisions affecting my work.	62%	60%	-2%
3) I know how my work contributes to the goals of my agency.	82%	81%	-1%
5) I have opportunities at work to learn and grow.	63%	61%	-2%
11) A spirit of cooperation and teamwork exists in my work group.	72%	72%	0%
15) I am encouraged to come up with better ways of doing things.	57%	56%	-1%
18) At my job, I have the opportunity to make good use of my skills.	72%	71%	-1%
Respect & Feedback			
7) My supervisor treats me with dignity and respect.	86%	87%	1%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	69%	68%	-1%
9) I receive recognition for a job well done.	56%	55%	-1%
Customer Value			
10) We are making improvements to make things better for our customers.	66%	65%	-1%
16) We use customer feedback to improve our work processes.	48%	46%	-2%

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

Appendix H: Agency Functional Groups

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

Education (n=10)	General Government: Government Operations (n=39)
Arts Commission, Washington State	Indian Affairs, Governor's Office of
Blind, State School for the	Accountancy, State Board of
Childhood Deafness and Hearing Loss, Washington State Center for	Administrative Hearings, Office of
Community and Technical Colleges, State Board for	African-American Affairs, Washington State Commission on
Education Ombuds, Office of the	Archaeology and Historic Preservation, Department of
Historical Society, Eastern Washington State	Asian Pacific American Affairs, Washington State Commission on
Historical Society, Washington State	Attorney General, Office of the
Public Instruction, Superintendent of	Auditor, Office of the State
Student Achievement Council	Caseload Forecast Council
Workforce Training and Education Coordinating Board	Commerce, Department of
Human Services (n=12)	Economic and Revenue Forecast Council
Blind, Department of Services for the	Economic Development Finance Authority, Washington
Children, Youth, and Families, Department of	Enterprise Services, Department of
Corrections, Department of	Financial Institutions, Department of
Criminal Justice Training Commission, Washington State	Financial Management, Office of
Employment Security, Department of	Governor, Office of the
Family and Children's Ombuds, Office of the	Health Care Facilities Authority
Health Care Authority, State	Hispanic Affairs, Washington State Commission on
Health, Department of	Horse Racing Commission, Washington
Industrial Insurance Appeals, Board of	Housing Finance Commission, Washington State
Labor and Industries, Department of	Insurance Commissioner, Office of the
Social and Health Services, Department of	Law Enforcement Officers and Fire Fighters Plan 2 Retirement Board
Veterans Affairs, Department of	Liquor and Cannabis Board
Natural Resources and Recreation (n=10)	Lottery Commission, State
Columbia River Gorge Commission	Military Department
Conservation Commission, State	Minority and Women's Business Enterprises, Office of
Ecology, Department of	Public Disclosure Commission
Environmental and Land Use Hearings Office	Public Employment Relations Commission
Fish and Wildlife, Department of	Regulatory Innovation and Assistance, Office of
Natural Resources, Department of	Results Washington
Parks and Recreation Commission, State	Retirement Systems, Department of
Pollution Liability Insurance Agency, Washington	Revenue, Department of
Puget Sound Partnership	Secretary of State, Office of the
Recreation and Conservation Office	Tax Appeals, Board of
Transportation (n=6)	Treasurer, Office of the State
County Road and Administration Board	Utilities and Transportation Commission
Licensing, Department of	Volunteer Firefighters and Reserve Officers, Board of
Patrol, Washington State	Washington Technology Solutions
Traffic Safety Commission, Washington	Women's Commission
Transportation Commission	
Transportation, Department of	

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