

STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT
OFFICE OF THE STATE HUMAN RESOURCE DIRECTOR

2011
Washington State
Employee Survey

January 2012



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Survey Overview

About the Survey

The State Employee Survey is administered by the Office of the State Human Resources Director within the Office of Financial Management. The 2011 survey was conducted statewide from mid-October through mid-November.

The survey consisted of 21 standard questions: 16 workforce opinion questions and 5 demographic questions. Agencies also had the option of adding questions or administering their own survey. This report focuses on responses to the 21 standard questions.

Who Participated

All Executive Branch agencies were invited to participate. Sixty-one agencies participated, representing 98 percent of the workforce. A total of 33,075 responses were received, representing 56 percent of Executive Branch employees.

Of those agencies that did not participate, the new Department of Enterprise Services (DES) was the largest with 1000 employees, 1.6 percent of the workforce. DES became an agency on October 1, only 12 days before the start of the survey, and conducted a separate survey.

Employee surveys in 2006, 2007, and 2009 received responses from 58 percent to 59 percent of the Executive Branch employees.

Environmental Factors

A complex array of variables, both personal and general, can affect how each person responds to the survey. Variables that may have affected this survey include:

- A 3 percent pay cut for all state employees effective 3 months before the survey.
- Ongoing layoffs and reorganizations for many state agencies.
- A large gap in the state budget which will have an unknown impact on many state employees.
- Negative focus on state workers from the media and the public.
- A high unemployment rate in the state.

Overall Results

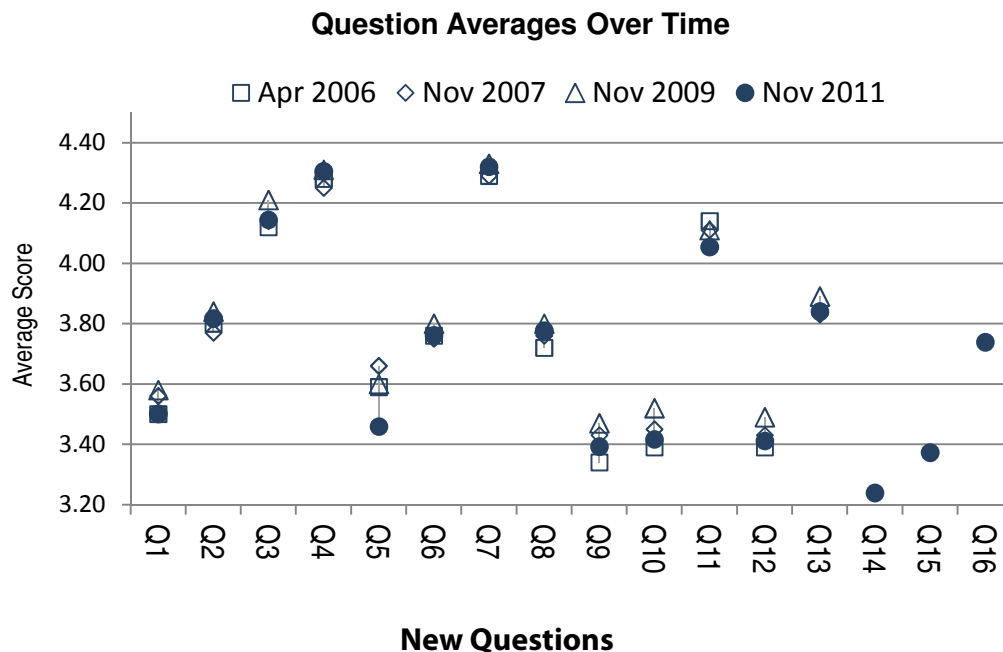
Statewide, we lost ground in all questions compared to the 2009 Survey (see Appendix A: Statewide Average Scores by Question). The processes and behaviors we ask about in the survey, and the frame of mind employees had when responding to the survey, seem to have been impacted across the board by current environmental factors.

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Thirteen of the 16 survey questions can be compared to previous surveys. Having the scores go down in all 13 of those questions is similar to 13 tails in a row in a coin toss. It confirms that there are factors impacting the survey as a whole.

By agency, the average overall score of those 13 questions went down for 23 of the 36 agencies with more than 50 responses (see Appendix B: Average Overall Scores per Agency). Despite broad environmental factors, 13 agencies were able to maintain or improve their scores.

With four surveys of data, we can now see how each question has maintained fairly stable ranking over time (see chart below). Despite lower scores across the board, if a question scored high (or low) in past surveys, it remained high (or low) in this survey. This information helps identify areas of concern, and may also confirm for us that major changes will be needed to get major shifts in a question's score.



The 2011 Survey included three new questions around communication, innovation, and job satisfaction. The communication and innovation questions drew responses that put them among the lowest scored questions (see discussion below on Lowest Scored Questions).

- On job satisfaction, 67 percent of responding employees (two out of three) said they generally are satisfied with their jobs. One in three employees is not.

Highest Scored Questions

Looking at the average scores and the Percent Positive (percent of employees who respond Usually or Almost Always/Always to the question), four questions have consistently received high scores over time (see Appendix E: Percent Positive Responses). Of employees responding this year:

- 87 percent said they usually or always know what is expected of them at work (Q4).

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- 83 percent said their supervisor treats them with dignity and respect (Q7).
- 80 percent said they know how their work contributes to the goals of their agency (Q3).
- 76 percent said their supervisor holds them accountable for performance (Q11).

Lowest Scored Questions

Three questions have lagged behind the others since the beginning. Of employees responding this year:

- 54 percent said they usually or always know how their agency measures its success (Q12).
- 53 percent said their performance evaluation provides them with meaningful information about their performance (Q10).
- 51 percent said they receive recognition for a job well done (Q9).

Two new questions this year also received low scores:

- 47 percent said they usually or always receive clear information about changes being made within the agency, making this the lowest scored question (Q5).
- 51 percent said they are encouraged to come up with better ways of doing things (Q15).

Questions that Lost the Most

- Employees told us that opportunities at work to learn and grow (Q14) have been the most negatively impacted since the last survey. Budget cuts to training and fewer promotional opportunities are the most likely culprits.
- Employee ratings of performance evaluations (Q10) went down but are still in the range of earlier survey results.

Demographic Impacts

In addition to the 16 workforce opinion questions, we asked employees to tell us their agency, age, gender, whether they're a supervisor, and in which area of the state they work. As we've seen in previous surveys, demographic groups respond differently to the survey (see Appendix F: Average Rating by Demographic Groups). This year:

- Supervisors scored questions higher than non-supervisors in all 16 questions.
- Females gave higher scores than males for 15 of 16 questions.
- Employees age 20-24 and 65+ gave the highest scores for 12 of 16 questions, whereas responses of employees age 30-34 were among the lowest scores in 15 of 16 questions.
- Employees in the Greater Olympia Area scored all 16 questions higher than their counterparts in Eastern WA and Western WA outside the greater Olympia area.
- Employees in small agencies tended to score questions higher than did those in larger agencies.

These demographic trends follow trends seen in the 2009 survey, suggesting predictable patterns in employee responses.

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For most larger agencies, these demographic differences will have little impact on the overall results. For smaller agencies or subgroups, however, a higher number of employees in a demographic group (such as more females) may sway the results.

We also get a glimpse of employee trust, or the lack of it, through the demographic questions. Question scores were lower for those that did not include full demographic information, suggesting a concern about anonymity.

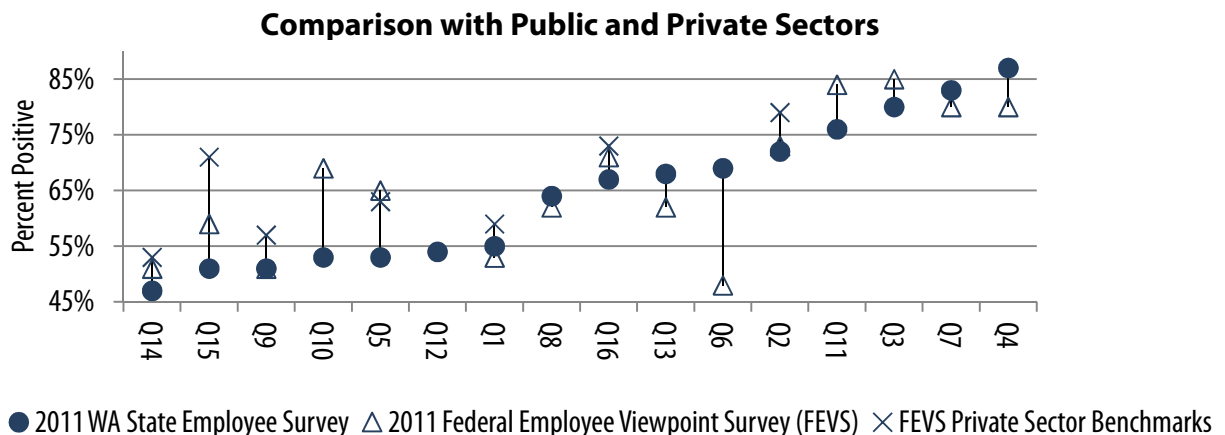
Unweighted Data

The results in this report are based on all responses to the survey, without adjusting (weighting) the results to the size of the different groups in the workforce. Also, larger groups of responses will have more influence on reported results. For example, the agencies with a higher number of responses will have more impact on the statewide results.

Benchmark Data

The 2011 Federal Employee Viewpoint Survey (FEVS) results are used to benchmark our survey results by comparing the percent of positive responses (percent who answered 4 or 5 on a 5 point scale). This benchmark data is for approximate comparison only since the wording of questions is not identical. Also, the FEVS uses a 5 point agreement scale compared to our 5 point frequency scale. However, a high level comparison of results may be useful.

Our top questions also had the highest FEVS percent positive. Our lowest questions were also among the lowest FEVS scores. This suggests similarities between the two government groups and the private sector at some general level that goes beyond differences in how we do performance evaluations, or recognition, etc. The chart below illustrates this point. For more details, see Appendix G: Benchmark Data.



Appendix A: Statewide Average Scores by Question

	Apr 2006	Nov 2007	Nov 2009	Nov 2011	Change from previous survey	Trend Line
Overall Average:	3.78	3.80	3.84	3.72	-0.12	
Number of Survey Responses:	36451	35838	37882	33075	-4807	
	Average of questions 1-13 =			3.79		
1) I have the opportunity to give input on decisions affecting my work.	3.50	3.56	3.58	3.50	-0.08	
2) I receive the information I need to do my job effectively.	3.80	3.77	3.84	3.82	-0.02	
3) I know how my work contributes to the goals of my agency.	4.12	4.14	4.21	4.14	-0.07	
4) I know what is expected of me at work.	4.28	4.25	4.31	4.30	-0.01	
5) I have opportunities at work to learn and grow.	3.59	3.66	3.60	3.46	-0.14	
6) I have the tools and resources I need to do my job effectively.	3.76	3.75	3.80	3.76	-0.04	
7) My supervisor treats me with dignity and respect.	4.29	4.29	4.33	4.32	-0.01	
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.72	3.76	3.80	3.78	-0.02	
9) I receive recognition for a job well done.	3.34	3.43	3.47	3.39	-0.08	
10) My performance evaluation provides me with meaningful information about my performance.	3.39	3.45	3.52	3.42	-0.10	
11) My supervisor holds me and my co-workers accountable for performance.	4.14	4.11	4.11	4.05	-0.06	
12) I know how my agency measures its success.	3.39	3.43	3.49	3.41	-0.08	
13) My agency consistently demonstrates support for a diverse workforce.	n/a	3.83	3.89	3.84	-0.05	
14) I receive clear information about changes being made within the agency.	n/a	n/a	n/a	3.24		
15) I am encouraged to come up with better ways of doing things.	n/a	n/a	n/a	3.37		
16) In general, I'm satisfied with my job.	n/a	n/a	n/a	3.74		

Averages of ratings where 1=Never or Almost Never 2=Seldom 3=Occasionally 4=Usually 5=Almost Always or Always

Appendix B: Average Overall Scores per Agency

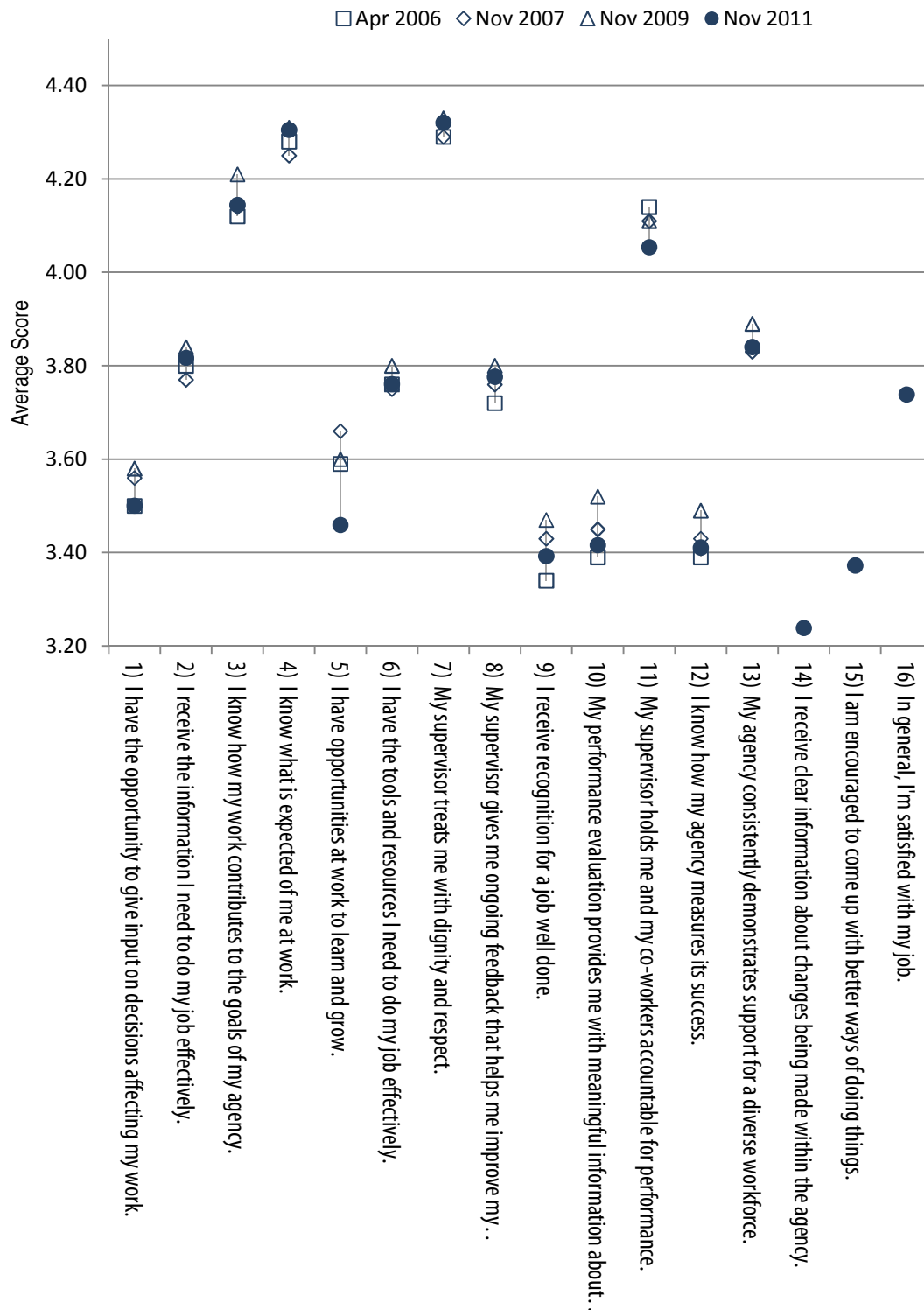
Agencies with more than 50 responses

Agency	2006	2007	2009	13 Questions 2011	09-11 Change		All Questions 2011
Administrative Hearings, Office of	3.84	3.78	3.84	3.89	0.05		3.82
Agriculture, Department of	3.81	3.78	3.71	3.82	0.11		3.76
Attorney General, Office of the	4.04	4.13	4.17	4.07	-0.10	**	4.05
Auditor, Office of the State	4.09	4.15	4.17	4.13	-0.04		4.07
Commerce, Department of	3.87	3.96	3.94	3.89	-0.05		3.86
Community & Technical Colleges, State Board for	n/a	n/a	3.74	3.85	0.11		3.81
Consolidated Technology Services	n/a	n/a	n/a	3.54			3.48
Corrections, Department of	3.43	3.36	3.53	3.38	-0.15	**	3.31
Deaf, School for the	3.85	3.89	4.04	3.99	-0.05		4.00
Early Learning, Department of	n/a	3.67	3.92	3.84	-0.08		3.75
Ecology, Department of	3.90	3.87	3.88	3.92	0.04		3.89
Employment Security Department	3.91	4.10	4.04	3.89	-0.15	**	3.83
Financial Institutions, Department of	4.22	4.10	4.05	4.11	0.06		4.05
Financial Management, Office of	4.06	4.18	3.95	3.81	-0.14		3.82
Fish and Wildlife, Department of	3.79	3.60	3.54	3.59	0.05		3.55
Gambling Commission, State	4.03	4.05	4.19	4.16	-0.03		4.10
Health Care Authority	3.84	3.98	3.91	3.89	-0.02		3.81
Health, Department of	3.91	3.89	3.85	3.97	0.12	**	3.92
Industrial and Insurance Appeals, Board of	4.28	4.23	4.37	4.38	0.01		4.33
Insurance Commissioner, The Office of	n/a	4.00	4.12	4.13	0.01		4.09
Investment Board, State	4.39	4.37	4.14	4.16	0.02		4.11
Labor and Industries, Department of	3.81	3.89	3.91	3.92	0.01		3.86
Licensing, Department of	3.82	4.00	3.98	3.91	-0.07	**	3.88
Liquor Control Board, State	3.69	4.05	4.00	3.91	-0.09	**	3.84
Lottery, Washington State	3.95	3.91	4.02	4.14	0.12		4.07
Military Department	3.79	3.89	3.74	3.63	-0.11		3.58
Natural Resources, Department of	3.99	n/a	4.02	3.89	-0.13	**	3.85
Parks and Recreation Commission, State	3.88	3.58	3.68	3.58	-0.10		3.53
Retirement Systems, Department of	4.18	4.21	4.12	4.10	-0.02		4.08
Revenue, Department of	3.91	4.02	4.08	4.06	-0.02		4.00
Secretary of State, Office of the	4.00	4.00	4.08	4.05	-0.03		4.01
Social and Health Services, Department of	3.71	3.75	3.77	3.70	-0.07	**	3.61
State Patrol, WA	3.95	3.86	3.84	3.75	-0.09		3.67
Transportation, Department of	3.76	3.86	3.88	3.84	-0.04	**	3.78
Utilities and Transportation Commission	3.97	3.89	3.99	3.99	0.00		3.93
Veterans Affairs, Department of	3.80	3.92	3.91	3.79	-0.12		3.73
Statewide	3.78	3.80	3.84	3.79	-0.05	**	3.72

**statistically significant difference at 95% confidence level, based on comparison to the 13 questions in the 2009 survey. Key factors for statistical significance are size of change, number of responses, and the degree of variability among responses.

Appendix C: Question Averages Over Time

All responses, unweighted



Appendix D: Ratings by Question

















Statewide

Number of Responses = 33075 Overall Average = 3.72

		Almost Always or Always	Usually	Occasionally	Seldom	Almost Never or Never	No Response	Average Rating	Percent Positive
1) I have the opportunity to give input on decisions affecting my work.	Q1	22%	33%	23%	13%	8%		3.50	55%
2) I receive the information I need to do my job effectively.	Q2	22%	50%	18%	8%	2%		3.82	72%
3) I know how my work contributes to the goals of my agency.	Q3	44%	36%	11%	5%	1%		4.14	80%
4) I know what is expected of me at work.	Q4	49%	38%	8%	3%	2%		4.30	87%
5) I have opportunities at work to learn and grow.	Q5	24%	29%	23%	14%	9%		3.46	53%
6) I have the tools and resources I need to do my job effectively.	Q6	22%	47%	18%	8%	4%		3.76	69%
7) My supervisor treats me with dignity and respect.	Q7	59%	24%	8%	4%	4%		4.32	83%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	Q8	35%	29%	18%	10%	6%		3.78	64%
9) I receive recognition for a job well done.	Q9	24%	27%	23%	14%	11%		3.39	51%
10) My performance evaluation provides me with meaningful information about my performance.	Q10	23%	30%	19%	13%	11%		3.42	53%
11) My supervisor holds me and my co-workers accountable for performance.	Q11	43%	33%	12%	7%	4%		4.05	76%
12) I know how my agency measures its success.	Q12	21%	33%	21%	14%	10%		3.41	54%
13) My agency consistently demonstrates support for a diverse workforce.	Q13	33%	35%	17%	8%	5%		3.84	68%
14) I receive clear information about changes being made within the agency.	Q14	14%	33%	26%	16%	10%		3.24	47%
15) I am encouraged to come up with better ways of doing things.	Q15	22%	29%	22%	15%	11%		3.37	51%
16) In general, I'm satisfied with my job.	Q16	27%	40%	18%	9%	5%		3.74	67%

Appendix E: Percent Positive Responses

Percent of responses that were either 4 "Usually" or 5 "Always/Almost Always"

	2006	2007	2009	2011	
Question 1: I have the opportunity to give input on decisions affecting my work.	54%	58%	59%	55%	100% 40% 
Question 2: I receive the information I need to do my job effectively.	69%	69%	73%	72%	100% 40% 
Question 3: I know how my work contributes to the goals of my agency.	78%	80%	83%	80%	100% 40% 
Question 4: I know what is expected of me at work.	84%	85%	88%	87%	100% 40% 
Question 5: I have opportunities at work to learn and grow.	57%	61%	59%	53%	100% 40% 
Question 6: I have the tools and resources I need to do my job effectively.	67%	67%	71%	69%	100% 40% 
Question 7: My supervisor treats me with dignity and respect.	81%	82%	84%	83%	100% 40% 
Question 8: My supervisor gives me ongoing feedback that helps me improve my performance.	62%	64%	66%	64%	100% 40% 
Question 9: I receive recognition for a job well done.	48%	52%	54%	51%	100% 40% 
Question 10: My performance evaluation provides me with meaningful information about my performance.	51%	53%	58%	53%	100% 40% 
Question 11: My supervisor holds me and my coworkers accountable for performance.	78%	78%	79%	76%	100% 40% 
Question 12: I know how my agency measures its success.	52%	54%	57%	54%	100% 40% 
Question 13: My agency consistently demonstrates support for a diverse workforce.		67%	71%	68%	100% 40% 
Question 14: I receive clear information about changes being made within the agency.				47%	100% 40% 
Question 15: I am encouraged to come up with better ways of doing things.				51%	100% 40% 
Question 16: In general, I'm satisfied with my job.				67%	100% 40% 

Appendix F: Average Rating by Demographic Groups Statewide	All Responses	Geographic Area				Supervisor Status		
		Eastern WA	Greater Olympia Area	Western WA (outside greater Olympia area)	Didn't Answer	Supervisor	Non-supervisor	Didn't Answer
Number of Responses	33075	6240	11106	14387	1342	7075	24680	1320
Percent of Responses	100%	18.9%	33.6%	43.5%	4.1%	21.4%	74.6%	4.0%
Overall Average	3.72	3.65	3.89	3.64	3.39	3.91	3.68	3.44
1) I have the opportunity to give input on decisions affecting my work.	3.50	3.38	3.78	3.38	3.12	3.90	3.41	3.13
2) I receive the information I need to do my job effectively.	3.82	3.76	3.96	3.75	3.60	3.94	3.80	3.54
3) I know how my work contributes to the goals of my agency.	4.14	4.06	4.28	4.09	3.99	4.32	4.11	3.92
4) I know what is expected of me at work.	4.30	4.31	4.34	4.28	4.20	4.37	4.30	4.10
5) I have opportunities at work to learn and grow.	3.46	3.38	3.67	3.36	3.16	3.80	3.38	3.08
6) I have the tools and resources I need to do my job effectively.	3.76	3.71	3.94	3.66	3.55	3.83	3.76	3.46
7) My supervisor treats me with dignity and respect.	4.32	4.28	4.43	4.27	4.14	4.44	4.30	4.13
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.78	3.75	3.88	3.72	3.59	3.87	3.76	3.53
9) I receive recognition for a job well done.	3.39	3.28	3.62	3.29	3.16	3.55	3.36	3.12
10) My performance evaluation provides me with meaningful information about my performance.	3.42	3.36	3.56	3.34	3.25	3.50	3.41	3.13
11) My supervisor holds me and my co-workers accountable for performance.	4.05	4.00	4.12	4.03	3.96	4.23	4.01	3.92
12) I know how my agency measures its success.	3.41	3.31	3.60	3.32	3.32	3.64	3.35	3.26
13) My agency consistently demonstrates support for a diverse workforce.	3.84	3.76	4.00	3.77	3.59	4.01	3.80	3.56
14) I receive clear information about changes being made within the agency.	3.24	3.15	3.48	3.12	2.95	3.44	3.20	2.83
15) I am encouraged to come up with better ways of doing things.	3.37	3.23	3.70	3.22	3.03	3.74	3.29	2.97
16) In general, I'm satisfied with my job.	3.74	3.73	3.88	3.66	3.44	3.93	3.70	3.35

5=Almost Always or Always 4=Usually 3=Occasionally
2=Seldom 1=Almost Never or Never

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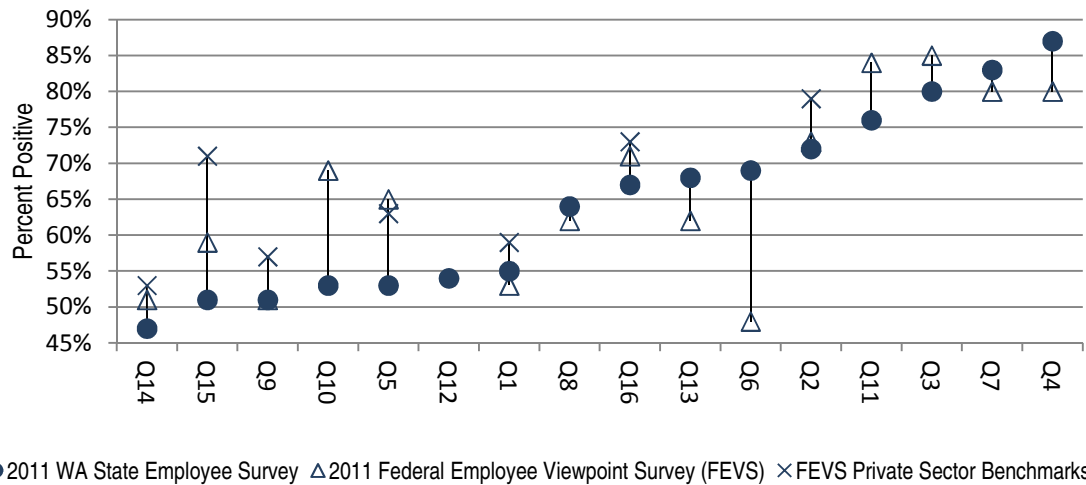
Appendix F: Average Rating by Demographic Groups (continued)

Statewide

	19 years old or younger	20 - 24 years old	25 - 29 years old	30 - 34 years old	35 - 39 years old	40 - 44 years old	45 - 49 years old	50 - 54 years old	55 - 59 years old	60 - 64 years old	65 + years old	Didn't Answer
Number of Responses	51	385	1629	2640	3040	3709	4097	4924	4936	3253	792	3619
Percent of Responses	0.2%	1.2%	4.9%	8.0%	9.2%	11.2%	12.4%	14.9%	14.9%	9.8%	2.4%	10.9%
Overall Average	3.73	3.91	3.75	3.65	3.68	3.70	3.74	3.75	3.78	3.83	3.95	3.51
1) I have the opportunity to give input on decisions affecting my work.	3.43	3.53	3.47	3.40	3.48	3.52	3.52	3.56	3.56	3.60	3.70	3.26
2) I receive the information I need to do my job effectively.	3.82	3.98	3.84	3.72	3.76	3.77	3.81	3.87	3.88	3.92	4.05	3.66
3) I know how my work contributes to the goals of my agency.	3.90	4.19	4.11	4.07	4.07	4.11	4.17	4.19	4.22	4.25	4.31	3.98
4) I know what is expected of me at work.	4.10	4.47	4.35	4.26	4.26	4.27	4.32	4.34	4.37	4.39	4.49	4.12
5) I have opportunities at work to learn and grow.	3.56	3.75	3.54	3.40	3.42	3.43	3.50	3.48	3.52	3.60	3.74	3.15
6) I have the tools and resources I need to do my job effectively.	3.78	4.04	3.80	3.66	3.70	3.72	3.76	3.80	3.84	3.87	4.03	3.56
7) My supervisor treats me with dignity and respect.	4.29	4.46	4.45	4.33	4.30	4.35	4.31	4.31	4.33	4.38	4.46	4.15
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.80	4.01	3.89	3.75	3.76	3.79	3.79	3.77	3.79	3.88	3.99	3.55
9) I receive recognition for a job well done.	3.55	3.69	3.55	3.38	3.42	3.42	3.40	3.35	3.39	3.46	3.63	3.17
10) My performance evaluation provides me with meaningful information about my performance.	3.47	3.77	3.54	3.38	3.40	3.39	3.44	3.42	3.42	3.51	3.68	3.19
11) My supervisor holds me and my co-workers accountable for performance.	3.88	4.20	4.01	3.91	3.96	4.01	4.05	4.09	4.15	4.21	4.32	3.91
12) I know how my agency measures its success.	3.37	3.54	3.35	3.27	3.37	3.38	3.42	3.46	3.51	3.52	3.58	3.24
13) My agency consistently demonstrates support for a diverse workforce.	3.82	4.04	3.87	3.74	3.81	3.84	3.86	3.86	3.90	3.94	4.05	3.63
14) I receive clear information about changes being made within the agency.	3.29	3.48	3.22	3.13	3.18	3.20	3.25	3.30	3.34	3.37	3.49	2.98
15) I am encouraged to come up with better ways of doing things.	3.55	3.54	3.41	3.32	3.31	3.36	3.42	3.43	3.43	3.44	3.59	3.10
16) In general, I'm satisfied with my job.	4.06	3.89	3.66	3.61	3.65	3.71	3.77	3.81	3.83	3.88	4.12	3.47

Appendix G: Benchmark Data

For the WA State survey data, Percent Positive is the percent of employees who answered either Usually or Always/Almost Always to the question. Questions with different wording can elicit a different response. Different scales (for example a frequency scale instead of a satisfaction scale) can also impact the way people respond to a question. Since the wording and scales are both different between the WA State survey and the FEVS, this benchmark data is for approximate comparison only.



	Percent Positive		
	2011 WA State Employee Survey	2011 Federal Employee Viewpoint Survey (FEVS)	FEVS Private Sector Benchmarks ¹
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?	55%	53%	59%
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%	73%	79%
3) I know how my work contributes to the goals of my agency. FEVS - 12. I know how my work relates to the agency's goals and priorities.	80%	85%	
4) I know what is expected of me at work. FEVS - 6. I know what is expected of me on the job.	87%	80%	
5) I have opportunities at work to learn and grow. FEVS - 1. I am given a real opportunity to improve my skills in my organization. Private Sector - I am given a real opportunity to improve my skills in the company.	53%	65%	63%

Continued...

Appendix G: Benchmark Data (continued)

	Percent Positive		
	2011 WA State Employee Survey	2011 Federal Employee Viewpoint Survey (FEVS)	FEVS Private Sector Benchmarks ¹
6) I have the tools and resources I need to do my job effectively. FEVS - 9. I have sufficient resources (for example, people, materials, budget) to get my job done.	69%	48%	
7) My supervisor treats me with dignity and respect. FEVS - 49. My supervisor treats me with respect.	83%	80%	
8) My supervisor gives me ongoing feedback that helps me improve my performance. FEVS - 46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	64%	62%	
9) I receive recognition for a job well done. Private Sector and FEVS - 65. How satisfied are you with the recognition you receive for doing a good job?	51%	51%	57%
10) My performance evaluation provides me with meaningful information about my performance. FEVS - 15. My performance appraisal is a fair reflection of my performance (69.7%) FEVS - 19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). (68.7%)	53%	69%	
11) My supervisor holds me and my co-workers accountable for performance. FEVS - 16. I am held accountable for achieving results.	76%	84%	
12) I know how my agency measures its success. FEVS - no question is available	54%		
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). (58.7%) FEVS - 55. Managers/supervisors/team leaders work well with employees of different backgrounds. (65.3%)	68%	62%	
14) I receive clear information about changes being made within the agency. FEVS - 64. How satisfied are you with the information you receive from management on what's going on in your organization? Private Sector - How satisfied are you with the information you receive from management on what's going on in the company?	47%	51%	53%
15) I am encouraged to come up with better ways of doing things. FEVS - 3. I feel encouraged to come up with new and better ways of doing things. Private Sector - same as FEVS.	51%	59%	71%
16) In general, I'm satisfied with my job. Private Sector and FEVS - 69. Considering everything, how satisfied are you with your job?	67%	71%	73%

¹ The FEVS notes "The percentages shown in the "Private Sector" column provides the percentage who responded favorable to the same questions collected from employees performing a wide range of jobs in a set of large private sector companies, primarily in the U.S. Four private sector items had slightly different wording than the Federal Employee Viewpoint Survey (FEVS)."