

2019

State Employee Engagement Survey



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Executive Summary

The Washington State Employee Engagement Survey gathers feedback on job satisfaction and overall employee engagement. Our employees' responses to experience and demographic questions give state agencies valuable feedback on how to improve.

Almost all the executive branch participated (79 out of 84 agencies, or 99% of the executive branch workforce). **2019 showed a historic turnout: 79% of executive branch employees** (or 50,976 employees, excluding higher education employees) **responded to the survey.** This is the highest response rate in the 14-year history of the survey.

The 2019 State Employee Engagement Survey was the 11th statewide survey.

What we found

Our most significant successes

- 72% of employees are satisfied with their job, one percent higher than last year.
- 64% of employees indicated they would recommend their agency to others.
- A majority of respondents felt satisfied with their direct supervisors.
- Mobility satisfaction increased 6% after agencies increased telework efforts.
- Employee's satisfaction with work opportunities to learn and grow increased 2% from last year. This is a key indicator of employee job and agency satisfaction.

Our most significant opportunities

- Respondents gave low scores for receiving clear information about changes.
- Using customer feedback to improve work processes continues to show mixed satisfaction.

Please note: Despite respondents asking for improvement in these areas, both of these questions saw a satisfaction increase from last year.

Most employees feel supported

Most respondents (78%) said their supervisor supports them to make decisions or recommendations that affect their work. However, based on other employee feedback, we still recommend agencies to further examine the relationship between the employee and their chain of command.

What we found when we compared groups

Employees in the first two years of a job and those in small agencies continue to give higher scores than the total workforce. **Supervisors were more satisfied compared to nonsupervisors.** Employees in Olympia were more satisfied than those outside

We will no longer use the Employer of Choice measure

We established the Employer of Choice measure in 2013 to evaluate state government performance as an employer. This score averages the positive responses of thirteen engagement survey questions.

In 2019, EOC questions had an average score of 67% positive, a 1% increase from 2018. This meets the Results Washington *Goal 5: Effective, Efficient and Accountable Government* goal of 67% by January 2020. So, while these efforts will carry on, we will no longer use this performance measure.

Survey facts

Background

The survey was first deployed in 2006 and has taken place each year since 2013. OFM-SHR is primarily responsible for administering the survey. Agencies have the option to administer their own survey and share data with OFM-SHR. The 2019 survey was open from October 1–31, 2019. It had 29 statewide questions:

- 23 experience questions
- 5 demographic questions
- A one-time rotating question

Some agencies included additional questions for their employees. For agencies with more than 50 survey responses, we have detailed their scores in the appendix of this report¹. We included all employee responses in the statewide results.

Environmental factors during the survey

How a person feels when taking the survey — whether due to work, personal or other reasons — can influence their response. When we sent the survey out, 2019 environmental factors included:

- Washington state unemployment rate was low: 4.6% in September, but is 0.2 points higher than last year (4.4%)².
- The Legislature approved a general wage increase of 2% and 3% for the state workforce³.
- Some employees experienced layoffs, reorganizations and consolidations in agencies.

Survey score fluctuations

It is common to see slight changes in survey results because of unique characteristics that influence scores year to year. These could include:

- Different populations take the survey
- Employee expectations change
- Outliers
- Employee engagement strategies still in progress
- Organizational change

¹ See Appendix E: Positive Responses by Agency.

² Washington State Employment Security Department, “Monthly employment report” <https://www.esd.wa.gov/labormarketinfo/monthly-employment-report> (September 2019).

³ Washington State Office of Financial Management, State Human Resources, “Wage Adjustments and Salary Increases,” <https://ofm.wa.gov/state-human-resources/workforce-data-planning/workforce-data-trends/compensation/wage-adjustments-and-salary-increases> (July 1, 2019).

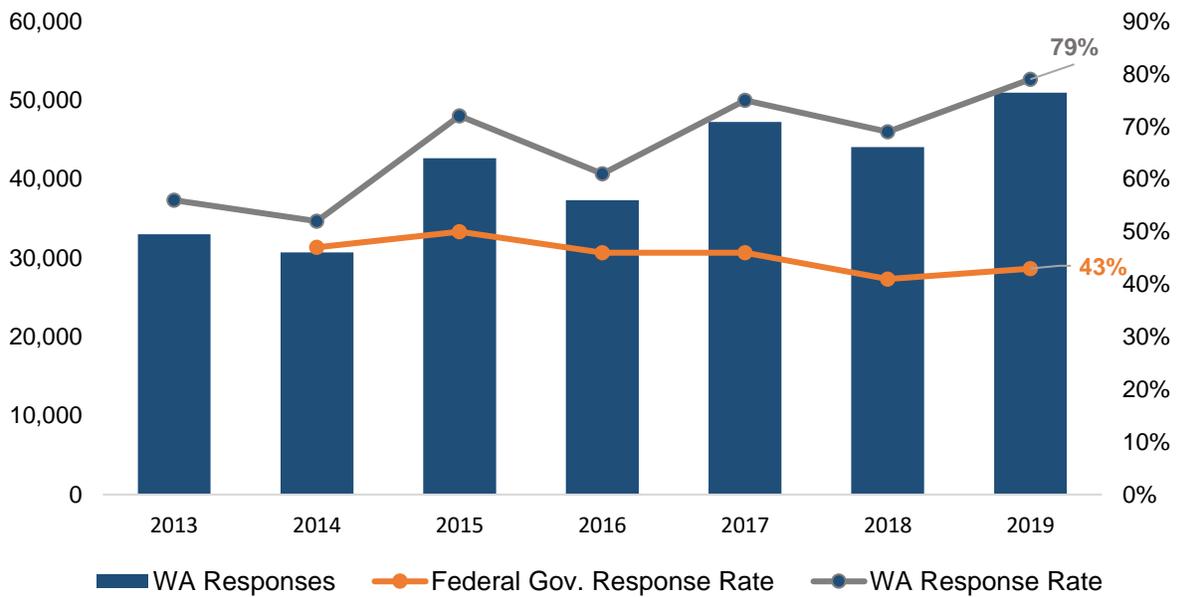
When scores change, it is important to check these influences. When we look at these trends, similar datasets and interviews with employees can provide more information. Collecting the engagement data each year is key to understanding differences in scores over time.

Participation

Washington leads in survey participation

50,976 employees responded to the survey for a response rate of 79%. A similar survey for federal employees⁴ had a participation rate 36 points lower than our state.

Percentage of employees who complete the survey each year



What we found out about employee engagement

- A strong majority of state employees (72%) indicate they are satisfied with their job.
- At least 64% would recommend their agency as a great place to work.
- More than seven out of 10 respondents were generally satisfied with their jobs. This is an increase of one percentage point from the previous year.
- Job satisfaction has been stable since 2014, never dipping below 70%.
- Employees in their first few years at an agency saw the largest increases in job satisfaction (three percentage points).

⁴ U.S. Office of Personnel Management (2019). 2019 Federal Employee Viewpoint Survey. Retrieved Jan. 19, 2020, from <https://www.opm.gov/fevs/reports/governmentwide-reports/governmentwide-management-report/governmentwide-report/2019/2019-governmentwide-management-report.pdf>

The percentage of employees who answered positively

	2018	2019	Change
Total Responses	44,055	50,976	6,921
Response Rate	69%	79%	10%
Engagement Outcomes			
21) In general, I'm satisfied with my job.	71%	72%	1%
22) I would recommend my agency as a great place to work.	64%	64%	0%
Relationships			
7) My supervisor treats me with dignity and respect.	87%	86%	-1%
11) A spirit of cooperation and teamwork exists in my work group.	73%	72%	-1%
13) My agency consistently demonstrates support for a diverse workforce.	75%	74%	-1%
17) People are treated fairly in my work group.	73%	71%	-2%
19) At my workplace, I feel valued for who I am as a person.	66%	66%	0%
Autonomy			
1) I have the opportunity to give input on decisions affecting my work.	61%	62%	1%
4) I know what is expected of me at work.	87%	86%	-1%
15) I am encouraged to come up with better ways of doing things.	57%	57%	0%
23) Satisfaction with Flexibility: the ability to adjust your scheduled hours as needed	72%	70%	-2%
24) Satisfaction with Mobility: the ability to work remotely from a variety of locations, such as your home or alternate work sites	50%	56%	6%
Mastery			
2) I receive the information I need to do my job effectively.	72%	72%	0%
5) I have opportunities at work to learn and grow.	62%	64%	2%
6) I have the tools and resources I need to do my job effectively.	71%	71%	0%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	68%	69%	1%
9) I receive recognition for a job well done.	56%	57%	1%
16) We use customer feedback to improve our work processes.	47%	48%	1%
18) At my job, I have the opportunity to make good use of my skills.	72%	72%	0%
Purpose			
3) I know how my work contributes to the goals of my agency.	81%	81%	0%
10) We are making improvements to make things better for our customers.	66%	66%	0%
12) I know how my agency measures its success.	55%	56%	1%
14) I receive clear information about changes being made within the agency.	49%	50%	1%
Rotating Question			
20) My supervisor trusts me to make decisions or recommendations that affect my work.	n/a	78%	n/a

Questions 1-22: Positive Responses = the percent of respondents who answered the question either "4 - Usually" or "5 - Almost Always or Always"

Questions 23-24: Positive Responses = the percent of respondents who answered the question either "4 - Satisfied" or "5 - Very Satisfied"

How we approach employee engagement

Decades of research reveals a strong connection between employee engagement and how well an organization performs. That's because we know that engaged employees find their work more meaningful and deliver better results. Plus, a high level of engagement helps state agencies achieve strategic goals, foster healthy relationships, encourage innovation, retain employees, and deliver better services for Washingtonians. Improving government performance can also increase public confidence, potentially raising employee morale.

How can we best motivate employees?

An engaged employee is a motivated employee. So what motivates employees? For centuries, people used the compliance model of 'carrots and sticks' to motivate employees: do this well and you will get an award; do this poorly and you will be punished. This may have worked for routine tasks, but it negatively affects tasks that require creativity and innovation. Worse yet, performance disappears when the incentives do⁵.

Instead, engagement — from the desire to connect with other people, to be self-directed, to develop skills and to work on something meaningful — is a much more powerful and long-lasting motivator.

Use the RAMP Model to engage and motivate

In 2017, OFM-SHR developed a human-centered framework of four motivators: relationships, autonomy, mastery and purpose. We call this the RAMP Model. We grouped questions in this 2019 survey by their connection to each motivator:

- **Relationships – The desire to be connected and respected by others.**
Connecting with others is a basic human need. We are incredibly motivated to seek out relationships that enhance our self-esteem, value to others, and reaffirm our direction in life. Relationships based on respect and inclusion provide the foundation of engagement.
- **Autonomy – The desire to have freedom and discretion in one's job.**
Autonomy is a powerful motivator. It speaks to our desire to have freedom and discretion in our work. This is about having a choice within an interdependent framework. Autonomy becomes important as our work depends more and more 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 and having a sense of progression is another powerful motivator that drives us to succeed. It is important to create a workplace where people experience no limits to their potential and have tools to develop their skills.
- **Purpose – The desire for meaningful work.**
Unlocking and channeling purpose is one of the highest levels of motivation one can reach. The survey shows how well the state communicates changes, goals and successes. It also highlights how effective our work is for Washingtonians.

⁵ Pink, Daniel H. *Drive*. 2009.

Relationships

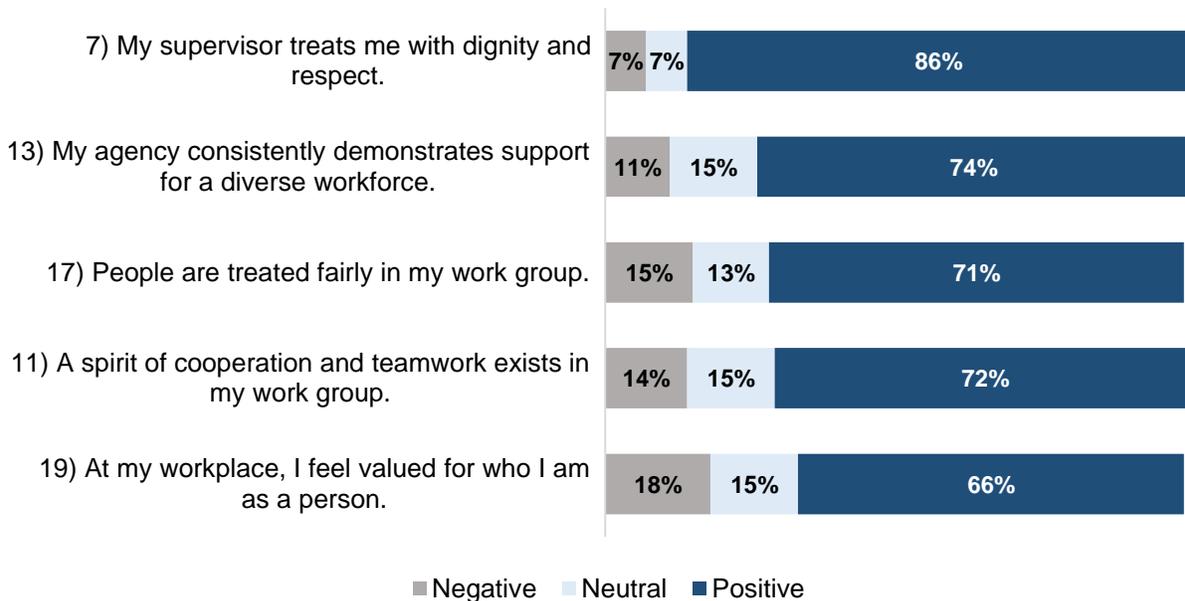
What we found about relationships

- Survey questions about relationships show a majority of supervisors, workgroups, and agencies are creating environments that foster engagement.
- A majority of employees felt their supervisor treats them with dignity and respect, and believes their agency supports a diverse workforce. Washington outperforms or matches the federal government and private sector in these areas⁶.
- Employees also indicated that workgroups foster teamwork and a sense of fairness.
- While the survey shows strong scores in relationships, all questions in this area declined *except for* ‘feeling valued for who you are in the workplace’.

Our recommendations to improve relationships

- 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 so they can address their communication strengths and weaknesses.
- Thousands of employees still feel dissatisfied with their relationships at work. While satisfying all employees can be daunting, we must continue to strengthen work relationships.

Relationship questions



⁶ See Appendix E: Benchmark Data.

Job satisfaction tied closely with feeling valued

Over 33,000 employees (66%) answered positively to this question. A sense of inclusion is more than an abstract idea for state employees. For two years, feeling valued for who you are in the workplace is a main indicator of job satisfaction. While this is not the sole indicator of inclusiveness, it provides important clues about an employee's sense of belonging. We encourage agencies to make work environments open to all employees by focusing on increasing diversity, equity, and inclusion.

Autonomy

What we found about autonomy

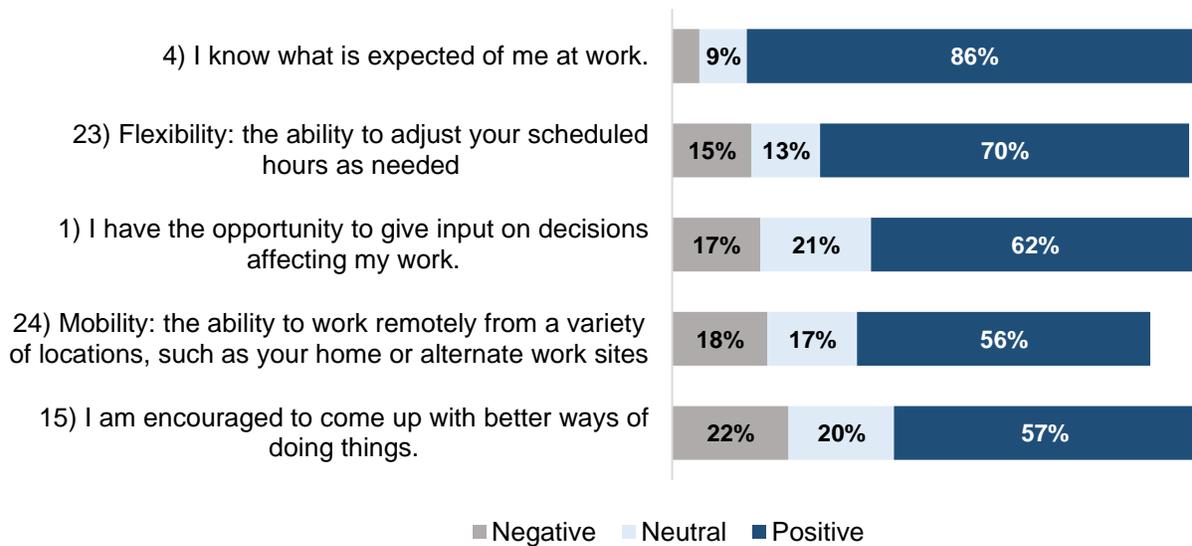
- Employees feel they know what is expected of them. For six years in a row, we've seen responses to this question remain in the upper 80s for employee satisfaction. Washington continues to score higher than the federal government and is one percentage point behind the private sector⁷.
- Employee satisfaction with work mobility options experienced the largest one-year increase in the engagement survey's history (six percentage points) in 2019. Satisfaction with mobility started with a statewide score of 47% in 2017 and has increased by 9% since.
- However, in other areas of autonomy, scores indicate a wide disparity. When we asked employees about having opportunities to provide input on decisions and if they are encouraged to come up with better ways of doing things, scores dropped.
- While employees are generally satisfied with flexibility, it declined by two percentage points.

Our recommendations to improve autonomy

- Develop clear position descriptions and expectations for employees.
- Celebrate collaborative improvement efforts throughout the workplace.
- Work to better solicit employee feedback and input, no matter the employee's location or position level.
- Continue refining mobility options.
- Be open and transparent on flexibility and mobility options available to staff.

⁷ See Appendix E: Benchmark Data.

Autonomy Questions*



*For questions about flexibility and mobility, respondents had the option to choose “N/A – Doesn’t apply to my position”.

Mobility efforts paying off

In 2016, Gov. Jay Inslee directed agencies to identify and adopt innovative ways to modernize the physical environment ([Executive Order 16-07 Building a Modern Work Environment](#)). This order would provide greater workplace flexibility and enable a more mobile workforce – this helps employees be more productive, and it reduces traffic and pollution. Monitoring the modern work environment is a way to measure the success of this directive.

Since 2017, schedule flexibility has hovered around 70% satisfaction with employees. In three years, 34 agencies (with 50 or more responses) have increased their employee satisfaction with mobility. From last year, 10 of these agencies had double-digit increases. This increase aligns with increasing eligibility and participation in telework and flexible work schedules, according to the [2019 Human Resource Management Report](#).

While agencies are making strong efforts in this area, it is important to recognize the significant challenges many of them face. Certain jobs will have limited to no access with mobility options. Additionally, technology and policy creation need investments in limited time and resources. Current agency investments include mobile technology, training for supervisors and assessing employee eligibility.

Mastery

What we found about mastery

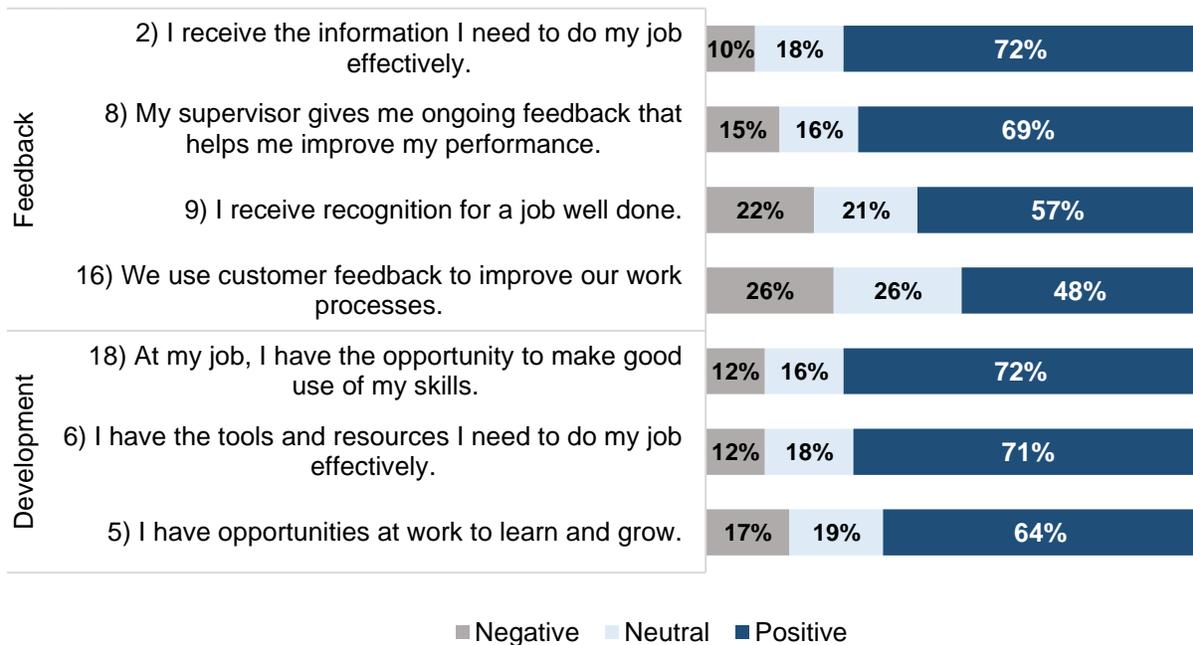
- Employees generally feel they receive the information to do their job and that their supervisor provides ongoing feedback. However, scores are lower for recognition and using customer feedback.
- Supervisor feedback, recognition, and using customer feedback all improved by one percentage point.

- Employees felt most satisfied with having the opportunity to use their skills, followed with having the tools and resources to do the job.
- Having opportunities to learn and grow was the lowest scoring area in development. Progress that agencies made increased the statewide score by two percentage points.
- No question in the mastery area declined from 2018.

Our recommendations to improve mastery

- Work to expand and diversify development opportunities.
- Support employee growth with feedback.
- Communicate advancement opportunities and career paths available.
- Use developmental job assignments, cross-training, job shadowing and mentorships.
- Increase opportunities for leadership development within the organization.
- Create an onboarding process that continues beyond the first year of employment.

Mastery Questions



Satisfaction remains steady when an employee can develop and use skills

If an employee has enough opportunities to learn and grow, and if they feel like the agency uses their job skills, then the employee is more likely to be satisfied; one of the top reasons an employee leaves is if there is a lack of skill or career development (Statewide Exit Survey).

Employee satisfaction in this area has increased more than any other question since 2013, with 26 agencies increasing their score. The five largest agencies that participated in the survey experienced an average increase of over three percentage points. This signals that agencies are investing and developing employees.

Agencies should take note that satisfaction declines as agency tenure increases. Employee satisfaction declines 20% by the 3 -5 year mark with their agency. This is an important reminder that while onboarding employees is critical, investing later must also be a priority.

Purpose

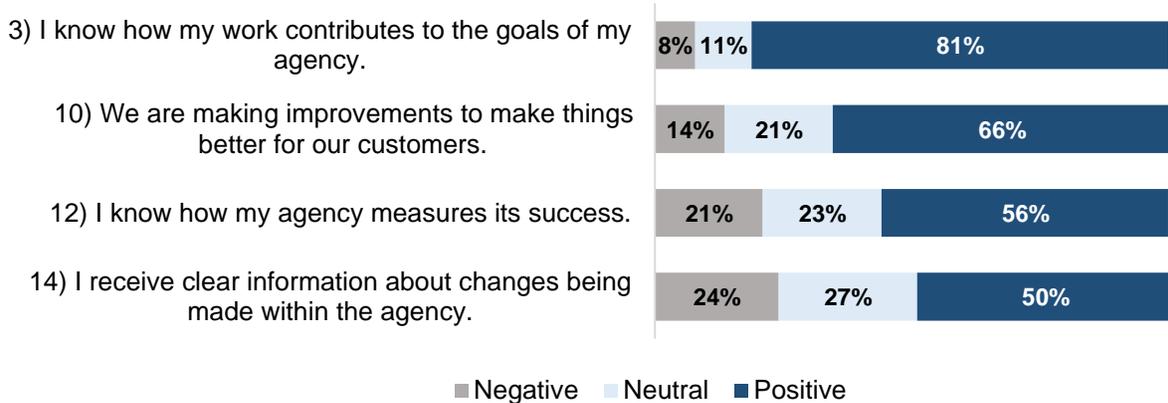
What we found about purpose

- 81% felt positive about their work contributing to the goals of the agency, the third-highest score in the entire survey.
- While 66% feel they improve things for customers, they are less likely to know how the agency measures success.
- Only 50% indicated they are satisfied with how their agency communicates change.
- The two lowest scoring areas increased by one percentage point from last year (‘knowing agency success measures’ and ‘communicating changes’).
- No question in the purpose section declined from 2018.

Our recommendations to improve purpose

- Emphasize the role each employee plays in the success of the agency mission.
- Show the connection of the employee’s work to the community and all Washington citizens.
- Utilize employees, especially more tenured ones, as change champions.
- Diversify communication methods to help the agency message break through.
- Consistently communicate in times of change.
- Group comparisons.

Purpose Questions from 2019



Communication challenges

While employees typically view government as “stable” when they compare it to other industries, no one is immune to change. Communicating the effects of changes can be further complicated by the size of the agency and type of work. Geography can also play a role. Employees outside of Olympia are 10% less satisfied with receiving information about changes. These factors may be why this question has never risen above 50% satisfaction since we added it in 2011.

Given these immense hurdles, it is still worth the time, investment, and determination to improve. Employees who receive clear information about changes are more likely to recommend their agency as a great place to work. State agencies have shown their commitment to improvement by

identifying this area as a top priority in the survey⁸. Successful agency strategies include town halls, site visits, and targeted correspondence. Additionally, change management can empower employees as they experience change.

Demographics

The engagement survey includes five optional demographic questions about employee characteristics.

1. In which area of the state do you work the majority of the time?
2. Are you a supervisor?
3. How long have you worked for the state?
4. How long have you worked for your current agency?
5. Which agency do you work for?

Responses to these questions test for differences based on employee characteristics. For all demographic survey results, see Appendix D.

Geographic area

Employees from Western Washington (outside the greater Olympia area) represent 41% of respondents. Employees from the Olympia area are second and represent 33% of survey respondents. Another 19% report they work the majority of the time in Eastern Washington and 7% of employees chose not to list their primary work location. This is generally consistent with the geographic distribution of the workforce⁹.

As in past years, employees from Olympia answered more positively than their counterparts elsewhere in the state. In fact, Olympia-area employees gave higher scores than employees in other geographic areas on all questions in the survey. In particular, Olympia-area employees felt more encouraged to innovate, more satisfied with mobility and flexibility, and more likely to use customer feedback.

Supervisors

Supervisors (21% of respondents) continued to give higher scores than nonsupervisors (73% of respondents). Overall, supervisors rate all questions more positively than nonsupervisors do. Differences range from 2% (expectations clear) to 17% (being able to provide input on decisions).

Agency tenure

There is a U-shaped pattern for satisfaction based on agency tenure. Employees with up to two years of service with their agency gave the highest scores across all questions. Scores start high with newer employees and trend more negative at the 3 to 5 year mark. Lowest levels of satisfaction are around 6 to 10 years with the agency. Scores rise for the most senior employees (16 or more years). This pattern has been present since we added the tenure question to the 2013 survey.

⁸ 2019 Statewide HR Management Report. Retrieved from https://ofm.wa.gov/sites/default/files/public/FY2019_Statewide_HR_Management_Strategy_Rollup_Report.pdf.

⁹ Data as of Jan. 11, 2020. Washington State Office of Financial Management, State Human Resources. "Geographic Distribution of Workforce." Retrieved from: <https://ofm.wa.gov/state-human-resources/workforce-data-planning/workforce-data-trends/workforce-glance/geographic-distribution-workforce>

One notable exception is satisfaction with mobility options. **For the second consecutive year, employees that fall between the early days with their agency to fifth year of tenure with the agency, are least satisfied.** Employees that have 16 or more years with their agency are most satisfied with their mobility options.

Agency characteristics

Appendix E contains the results of all agencies that received at least 50 responses. 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 scores.

Size

We consider just under half (48%, or 38 of 79) of the participating agencies small, with fewer than 100 employees. These employees compose 1.5% of the executive branch workforce.

Employees in small agencies continued to indicate higher levels of job satisfaction than the state overall. Small agency employees were generally satisfied with their job (86%), which is 14% higher than the executive branch. Similarly, 84% of employees in small agencies would recommend their agency as a great place to work, a 20% lead over of the workforce overall (64%). In fact, employees from small agencies responded more positively on all questions compared to medium- and large-sized agencies. Differences ranged from 4% (expectations clear) to 27% (satisfaction with mobility).

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 job-type data, we can compare agency functional groups. The State Administrative and Accounting Manual categorizes participating agencies in one of the following functional groups:

- Education (5 agencies, 1% of the workforce)
- Government operations (43 agencies, 12% of the workforce)
- Human services (14 agencies, 60% of the workforce)
- Natural resources and recreation (12 agencies, 10% of the workforce)
- Transportation (5 agencies, 17% of the workforce)

Government operations employees responded more positively than other functional groups on most questions. However, education employees are tied in job satisfaction and have a higher likelihood of recommending their agency.

Human services employees reported the lowest scores of all functional groups on 19 of 24 questions. The two largest agencies — the Department of Social and Health Services and the Department of Corrections — are in this group. The work these employees perform is difficult and they may need additional support if we want to engage this segment of the workforce.

Additional demographics data

Diversity, equity, and inclusion is a cornerstone to employee engagement and the governor's effort to promote the state as an employer of choice. To measure the progress the state makes in DEI efforts, agencies need data to better inform their decisions. While the engagement survey provides critical workforce information, it doesn't capture key demographic data that would help us assess engagement levels of particular groups.

To help close the demographic data gap, we enlisted the help of our OFM-SHR DEI & Innovations Team, agency survey leads, the DEI Council, HR Managers, and other stakeholders. Through our partnerships, we identified ten demographic questions that volunteer agencies could pilot in their 2019 engagement survey. The questions involved:

- County
- Employment status (full time or part time)
- Age
- Disability status
- Race and/or ethnicity
- U.S. Veteran status
- National Guard or Reserve status
- Military spouse or registered domestic partner status
- Gender
- LGBTQ+ status

23 agencies (that represent half of the workforce) added the demographic questions. Employees had the option to skip any or all demographic questions in the pilot. 74% of respondents answered at least one of the demographic questions. These questions are also on the statewide exit survey, where 84% of respondents answered at least one question.

Overall, the demographic questions were a success for the state and participating agencies. For the first time, data was available that helped provide a deeper understanding of different groups in their workforce. Due to the voluntary nature of the pilot, our analysis focused solely on participation.

During the 2020 legislative session, lawmakers successfully passed a bill (2SHB1888¹⁰) that strengthens state employee data protections. This data would potentially identify an employee based on demographic information. OFM-SHR will continue to work with agency partners to determine how to best capture additional demographic data in the annual survey.

¹⁰ 2SHB1888, 2019-20 Biennium, 2020 Reg. Sess. (WA. 2020).

In Closing

This survey showed us that our workforce is largely satisfied and engaged with their work. For a majority of respondents, job and agency satisfaction remained strong. Supervisors treated employees with dignity and respect, setting expectations and providing feedback. State agencies improved mobility options and opportunities for learning and growth. The progress we made coming out of the Great Recession in employee engagement is a win for all Washingtonians.

However, when state employees took the survey in October 2019, none of us imagined a future with severe social and economic disruptions because of a global pandemic. Now, as we publish these results, COVID-19 has disrupted the workplace and community for state employees. This development will likely produce a challenging work environment in the months and years to come.

To prepare for the new reality our workforce faces, OFM-SHR will reassess each survey question to make sure it meets current and future needs. We will also work to address questions that would be informative but are not covered in the current survey. On the technology front, OFM-SHR will increase the amount of data visualizations and reporting capabilities for our agency partners.

As state employees navigate rough waters once again, the 2020 survey will be a critical measurement for workforce morale. To maintain and improve the engagement levels in the state workforce, we will need to encourage innovation, expand mobile capabilities, and commit to safe, healthy, and inclusive workplaces.

Most importantly, we must remember the foundation of engagement: our workplace relationships. It is how the state of Washington has emerged as an Employer of Choice – and will be how we maintain and grow in the years ahead.

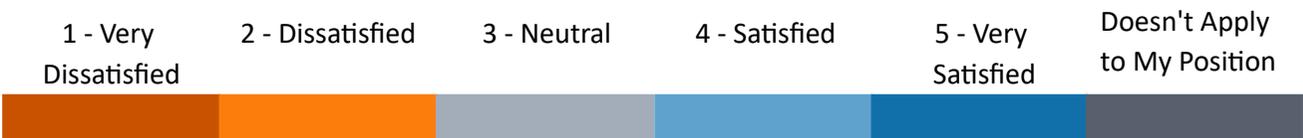
Appendix A1: 2019 Ratings by Question

Washington State Executive Branch

50,976 responses
79% survey response rate

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

Question	1 - Never or Almost Never	2 - Seldom	3 - Occasionally	4 - Usually	5 - Almost Always or Always	Percentage positive	
1) I have the opportunity to give input on decisions affecting my work.	7%	10%	21%	34%	27%	62%	
2) I receive the information I need to do my job effectively	7%	18%	47%	25%		72%	
3) I know how my work contributes to the goals of my agency.	5%	11%	35%	46%		81%	
4) I know what is expected of me at work.	9%	37%	49%			86%	
5) I have opportunities at work to learn and grow.	7%	10%	19%	30%	33%	64%	
6) I have the tools and resources I need to do my job effectively.	4%	8%	18%	44%	27%	71%	
7) My supervisor treats me with dignity and respect.	4%	3%	7%	21%	66%	86%	
8) My supervisor gives me ongoing feedback that helps me improve my performance.	6%	9%	16%	27%	42%	69%	
9) I receive recognition for a job well done.	10%	12%	21%	28%	29%	57%	
10) We are making improvements to make things better for our customers.	5%	9%	21%	36%	30%	66%	
11) A spirit of cooperation and teamwork exists in my work group.	6%	8%	15%	34%	38%	72%	
12) I know how my agency measures its success.	9%	13%	23%	33%	23%	56%	
13) My agency consistently demonstrates support for a diverse workforce.	5%	6%	15%	34%	40%	74%	
14) I receive clear information about changes being made within the agency.	9%	15%	27%	33%	17%	50%	
15) I am encouraged to come up with better ways of doing things.	10%	12%	20%	29%	28%	57%	
16) We use customer feedback to improve our work processes.	11%	15%	26%	28%	20%	48%	
17) People are treated fairly in my work group.	7%	8%	13%	33%	38%	71%	
18) At my job, I have the opportunity to make good use of my skills.	5%	7%	16%	35%	37%	72%	
19) At my workplace, I feel valued for who I am as a person.	9%	9%	15%	30%	36%	66%	
20) My supervisor trusts me to make decisions or recommendations that affect my work.	5%	6%	11%	28%	50%	78%	
21) In general, I'm satisfied with my job.	5%	7%	16%	38%	34%	72%	
22) I would recommend my agency as a great place to work.	9%	9%	17%	30%	34%	64%	
23) Flexibility: the ability to adjust your scheduled hours as needed.	7%	8%	13%	24%	41%	7%	70%
24) Mobility: the ability to work remotely from a variety of locations, such as your home or alternate work sites.	9%	9%	17%	18%	27%	19%	56%



Percentage positive is those answering "4 - Usually" and "5 - Almost Always or Always" and may not equal the sum of the graph's labels due to rounding. It also does not include those who answered "Doesn't Apply to My Position".

Appendix A2: Statistics Report Washington State Executive Branch 50,976 responses 79% survey response rate	(1) Never or Almost Never	(2) Seldom	(3) Occasionally	(4) Usually	(5) Almost Always or Always	No responses (skipped/NA)	Total Responses (not skipped)	Percentage Positive*	Percentage Negative**	Average
1) I have the opportunity to give input on decisions affecting my work.	3,310	5,166	10,868	17,480	13,947	205	50,771	62%	17%	3.7
2) I receive the information I need to do my job effectively.	1,587	3,701	8,960	23,926	12,508	294	50,682	72%	10%	3.8
3) I know how my work contributes to the goals of my agency.	1,577	2,557	5,573	17,687	23,239	343	50,633	81%	8%	4.2
4) I know what is expected of me at work.	1,020	1,679	4,319	18,662	24,870	426	50,550	86%	5%	4.3
5) I have opportunities at work to learn and grow.	3,466	5,119	9,673	15,435	16,940	343	50,633	64%	17%	3.7
6) I have the tools and resources I need to do my job effectively.	1,968	4,088	8,909	22,146	13,636	229	50,747	71%	12%	3.8
7) My supervisor treats me with dignity and respect.	1,825	1,765	3,315	10,410	33,225	436	50,540	86%	7%	4.4
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3,274	4,366	7,906	13,666	21,317	447	50,529	69%	15%	3.9
9) I receive recognition for a job well done.	4,906	6,191	10,667	13,842	14,671	699	50,277	57%	22%	3.5
10) We are making improvements to make things better for our customers.	2,583	4,279	10,303	17,856	15,086	869	50,107	66%	14%	3.8
11) A spirit of cooperation and teamwork exists in my work group.	3,081	3,918	7,342	16,894	19,103	638	50,338	72%	14%	3.9
12) I know how my agency measures its success.	4,300	6,511	11,336	16,600	11,329	900	50,076	56%	22%	3.5
13) My agency consistently demonstrates support for a diverse workforce.	2,260	3,086	7,417	17,120	19,968	1,125	49,851	74%	11%	4.0
14) I receive clear information about changes being made within the agency.	4,344	7,382	13,440	16,533	8,459	818	50,158	50%	23%	3.3
15) I am encouraged to come up with better ways of doing things.	5,039	6,227	10,268	14,386	14,265	791	50,185	57%	22%	3.5
16) We use customer feedback to improve our work processes.	5,284	7,413	12,948	13,864	10,030	1,437	49,539	48%	26%	3.3
17) People are treated fairly in my work group.	3,669	4,056	6,740	16,594	19,004	913	50,063	71%	15%	3.9
18) At my job, I have the opportunity to make good use of my skills.	2,651	3,613	7,778	17,599	18,397	938	50,038	72%	13%	3.9
19) At my workplace, I feel valued for who I am as a person.	4,642	4,676	7,668	15,124	18,022	844	50,132	66%	19%	3.7
20) My supervisor trusts me to make decisions or recommendations that affect my work.	2,737	2,773	5,298	14,134	25,165	869	50,107	78%	11%	4.1
21) In general, I'm satisfied with my job.	2,593	3,535	7,956	18,801	17,114	977	49,999	72%	12%	3.9
22) I would recommend my agency as a great place to work.	4,591	4,573	8,721	15,051	17,014	1,026	49,950	64%	18%	3.7

*Percentage answering "4 - Usually" or "5 - Almost Always or Always." **Percentage answering "1 - Never or Almost Never" or "2 - Seldom."

Appendix B: Trend of Positive Responses

Washington State Executive Branch

	Percentage Positive					Change from last survey
	2015	2016	2017	2018	2019	
Number of responses	42,669	37,325	47,243	44,055	50,976	
Response rate	72%	61%	75%	69%	79%	10%
1) I have the opportunity to give input on decisions affecting my work.	59%	61%	62%	61%	62%	1%
2) I receive the information I need to do my job effectively.	71%	72%	72%	72%	72%	0%
3) I know how my work contributes to the goals of my agency.	81%	80%	82%	81%	81%	0%
4) I know what is expected of me at work.	87%	87%	87%	87%	86%	-1%
5) I have opportunities at work to learn and grow.	60%	61%	64%	62%	64%	2%
6) I have the tools and resources I need to do my job effectively.	70%	71%	71%	71%	71%	0%
7) My supervisor treats me with dignity and respect.	86%	86%	87%	87%	86%	-1%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	68%	68%	69%	68%	69%	1%
9) I receive recognition for a job well done.	54%	55%	57%	56%	57%	1%
10) We are making improvements to make things better for our customers.	64%	65%	66%	66%	66%	0%
11) A spirit of cooperation and teamwork exists in my work group.	70%	72%	72%	73%	72%	-1%
12) I know how my agency measures its success.	56%	56%	57%	55%	56%	1%
13) My agency consistently demonstrates support for a diverse workforce.	72%	74%	73%	75%	74%	-1%
14) I receive clear information about changes being made within the agency.	47%	48%	50%	49%	50%	1%
15) I am encouraged to come up with better ways of doing things.	55%	57%	58%	57%	57%	0%
16) We use customer feedback to improve our work processes.	45%	46%	48%	47%	48%	1%
17) People are treated fairly in my work group.	N/A	73%	72%	73%	71%	-2%
18) At my job, I have the opportunity to make good use of my skills.	N/A	72%	72%	72%	72%	0%
19) At my workplace, I feel valued for who I am as a person.	N/A	N/A	N/A	66%	66%	0%
21) In general, I'm satisfied with my job.	70%	71%	60%	71%	72%	1%
22) I would recommend my agency as a great place to work.	N/A	63%	63%	64%	64%	0%

Question 20 is not included in trend analysis because it is a rotating question.

Appendix C1: Respondents by Demographic Group

Washington State Executive Branch

	Percent	Count
Eastern Washington	19%	9,834
Greater Olympia Area	33%	16,846
Western Washington (outside greater Olympia area)	41%	21,070
No location provided	6%	3,226
Supervisor	21%	10,556
Nonsupervisor	73%	37,422
Supervisory status unknown	6%	2,998
Less than one year of state employment	8%	4,200
1 to 2 years of state employment	11%	5,826
3 to 5 years of state employment	17%	8,808
6 to 10 years of state employment	13%	6,870
11 to 15 years of state employment	14%	7,284
16 or more years of state employment	29%	14,896
No information on state tenure	6%	3,092
Less than one year of agency employment	12%	5,911
1 to 2 years of agency employment	15%	7,474
3 to 5 years of state employment	19%	9,866
6 to 10 years of agency employment	14%	6,906
11 to 15 years of agency employment	13%	6,373
16 or more years of agency employment	22%	11,286
No information on agency tenure	6%	3,160

Percentages might not add up to 100% due to rounding.

**Appendix C2: Percentage Positive by Demographic Group
Washington State Executive Branch**

	All Responses	Eastern Washington	Greater Olympia Area	Western Washington (outside greater Olympia area)	No response	Supervisor	Not a Supervisor	No Response
1) I have the opportunity to give input on decisions affecting my work.	62%	57%	72%	57%	50%	76%	59%	49%
2) I receive the information I need to do my job effectively.	72%	70%	78%	69%	63%	78%	71%	61%
3) I know how my work contributes to the goals of my agency.	81%	78%	86%	79%	77%	86%	80%	76%
4) I know what is expected of me at work.	86%	86%	88%	85%	82%	88%	86%	81%
5) I have opportunities at work to learn and grow.	64%	61%	71%	61%	57%	74%	62%	56%
6) I have the tools and resources I need to do my job effectively.	71%	69%	77%	67%	63%	74%	70%	61%
7) My supervisor treats me with dignity and respect.	86%	85%	90%	85%	82%	89%	86%	80%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	69%	68%	72%	68%	65%	71%	69%	62%
9) I receive recognition for a job well done.	57%	53%	64%	53%	50%	62%	56%	48%
10) We are making improvements to make things better for our customers.	66%	62%	75%	61%	60%	74%	64%	59%
11) A spirit of cooperation and teamwork exists in my work group.	72%	68%	78%	69%	63%	81%	70%	62%
12) I know how my agency measures its success.	56%	54%	61%	53%	53%	63%	54%	52%
13) My agency consistently demonstrates support for a diverse workforce.	74%	72%	79%	73%	65%	80%	73%	64%
14) I receive clear information about changes being made within the agency.	50%	47%	57%	47%	45%	56%	49%	41%
15) I am encouraged to come up with better ways of doing things.	57%	51%	69%	52%	47%	70%	54%	46%
16) We use customer feedback to improve our work processes.	48%	43%	59%	43%	44%	57%	46%	43%
17) People are treated fairly in my work group.	71%	68%	78%	69%	59%	82%	69%	57%
18) At my job, I have the opportunity to make good use of my skills.	72%	69%	78%	70%	63%	82%	70%	61%
19) At my workplace, I feel valued for who I am as a person.	66%	62%	74%	63%	55%	75%	64%	53%
20) My supervisor trusts me to make decisions or recommendations that affect my work.	78%	75%	83%	77%	71%	85%	77%	70%
21) In general, I'm satisfied with my job.	72%	71%	76%	70%	61%	79%	71%	59%
22) I would recommend my agency as a great place to work.	64%	63%	72%	60%	52%	72%	63%	49%

Appendix C2: Percentage Positive by Demographic Group (continued)

Washington State Executive Branch

	All Responses	State Tenure						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	
1) I have the opportunity to give input on decisions affecting my work.	62%	70%	64%	60%	60%	60%	64%	49%
2) I receive the information I need to do my job effectively.	72%	81%	75%	70%	69%	69%	74%	62%
3) I know how my work contributes to the goals of my agency.	81%	90%	85%	80%	78%	78%	81%	76%
4) I know what is expected of me at work.	86%	91%	89%	86%	83%	84%	87%	80%
5) I have opportunities at work to learn and grow.	64%	81%	70%	62%	59%	60%	63%	56%
6) I have the tools and resources I need to do my job effectively.	71%	81%	73%	68%	67%	68%	73%	61%
7) My supervisor treats me with dignity and respect.	86%	94%	90%	86%	84%	85%	86%	80%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	69%	82%	73%	70%	66%	66%	68%	62%
9) I receive recognition for a job well done.	57%	75%	64%	57%	53%	53%	54%	48%
10) We are making improvements to make things better for our customers.	66%	78%	69%	63%	63%	63%	67%	58%
11) A spirit of cooperation and teamwork exists in my work group.	72%	82%	75%	70%	68%	69%	73%	62%
12) I know how my agency measures its success.	56%	63%	56%	52%	53%	54%	59%	51%
13) My agency consistently demonstrates support for a diverse workforce.	74%	83%	77%	71%	71%	74%	76%	64%
14) I receive clear information about changes being made within the agency.	50%	68%	55%	47%	45%	46%	50%	42%
15) I am encouraged to come up with better ways of doing things.	57%	70%	60%	55%	54%	55%	58%	46%
16) We use customer feedback to improve our work processes.	48%	59%	50%	45%	45%	46%	49%	44%
17) People are treated fairly in my work group.	71%	85%	75%	69%	68%	69%	72%	57%
18) At my job, I have the opportunity to make good use of my skills.	72%	80%	74%	69%	69%	69%	75%	61%
19) At my workplace, I feel valued for who I am as a person.	66%	81%	72%	65%	63%	62%	66%	53%
20) My supervisor trusts me to make decisions or recommendations that affect my work.	78%	85%	81%	78%	76%	77%	79%	70%
21) In general, I'm satisfied with my job.	72%	84%	76%	70%	68%	69%	73%	58%
22) I would recommend my agency as a great place to work.	64%	82%	71%	64%	61%	60%	62%	82%

Appendix C2: Percentage Positive by Demographic Group (continued)

Washington State Executive Branch

	All Responses	Agency Tenure						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	
1) I have the opportunity to give input on decisions affecting my work.	62%	71%	65%	60%	60%	59%	63%	49%
2) I receive the information I need to do my job effectively.	72%	80%	74%	70%	69%	69%	74%	62%
3) I know how my work contributes to the goals of my agency.	81%	89%	84%	80%	78%	76%	80%	76%
4) I know what is expected of me at work.	86%	90%	88%	86%	83%	84%	87%	81%
5) I have opportunities at work to learn and grow.	64%	81%	70%	62%	59%	58%	62%	56%
6) I have the tools and resources I need to do my job effectively.	71%	80%	73%	68%	67%	68%	72%	62%
7) My supervisor treats me with dignity and respect.	86%	94%	89%	86%	84%	84%	85%	80%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	69%	81%	73%	69%	66%	65%	67%	62%
9) I receive recognition for a job well done.	57%	76%	63%	56%	52%	50%	52%	48%
10) We are making improvements to make things better for our customers.	66%	78%	69%	64%	62%	61%	65%	59%
11) A spirit of cooperation and teamwork exists in my work group.	72%	82%	74%	70%	68%	69%	72%	62%
12) I know how my agency measures its success.	56%	64%	56%	53%	53%	53%	58%	51%
13) My agency consistently demonstrates support for a diverse workforce.	74%	83%	76%	72%	72%	73%	76%	65%
14) I receive clear information about changes being made within the agency.	50%	67%	54%	47%	45%	45%	48%	42%
15) I am encouraged to come up with better ways of doing things.	57%	71%	60%	55%	53%	53%	57%	46%
16) We use customer feedback to improve our work processes.	48%	60%	50%	46%	46%	46%	48%	43%
17) People are treated fairly in my work group.	71%	84%	74%	69%	67%	68%	71%	57%
18) At my job, I have the opportunity to make good use of my skills.	72%	80%	73%	70%	69%	68%	75%	62%
19) At my workplace, I feel valued for who I am as a person.	66%	81%	72%	65%	62%	60%	65%	53%
20) My supervisor trusts me to make decisions or recommendations that affect my work.	78%	85%	80%	78%	76%	77%	79%	71%
21) In general, I'm satisfied with my job.	72%	83%	75%	70%	68%	69%	73%	59%
22) I would recommend my agency as a great place to work.	64%	81%	70%	63%	59%	58%	61%	50%

Appendix C3: Modern Work Environment Washington State Executive Branch	Percentage positive	
	23. Satisfaction with Flexibility	24. Satisfaction with Mobility
Eastern Washington	64%	48%
Greater Olympia Area	79%	64%
Western Washington (outside greater Olympia area)	66%	51%
No location provided	62%	50%
Supervisor	77%	64%
Nonsupervisor	68%	53%
Supervisory status unknown	61%	48%
Less than one year of state employment	72%	56%
1 to 2 years of state employment	69%	52%
3 to 5 years of state employment	68%	52%
6 to 10 years of state employment	68%	55%
11 to 15 years of state employment	69%	55%
16 or more years of state employment	73%	60%
No information on state tenure	61%	49%
Less than one year of agency employment	72%	58%
1 to 2 years of agency employment	71%	55%
3 to 5 years of state employment	69%	54%
6 to 10 years of agency employment	68%	56%
11 to 15 years of agency employment	69%	54%
16 or more years of agency employment	72%	58%
No information on agency tenure	61%	48%

Flexibility: the ability to adjust your scheduled hours as needed.

Mobility: the ability to work remotely from a variety of locations, such as your home or alternate work sites.

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

Appendix D: Positive Responses by Agency

Washington State Executive Branch

Percentage positive

Engagement outcomes

Agencies with more than 50 responses ▲	Response count	21. General satisfaction	22. Net promoter
Administrative Hearings, Office of	166	80%	73%
Agriculture, Department of	564	73%	66%
Attorney General, Office of the	1151	82%	81%
Auditor, Office of the State	386	84%	86%
Blind, Department of Services for the	68	90%	93%
Blind, State School for the	85	89%	88%
Children, Youth, and Families, Department of	2683	65%	49%
Commerce, Department of	301	82%	78%
Corrections, Department of	6861	62%	49%
Deaf and Hard of Hearing Youth, Washington Center for	85	76%	76%
Ecology, Department of	1284	76%	78%
Employment Security, Department of	1578	77%	66%
Enterprise Services, Department of	677	77%	67%
Financial Institutions, Department of	195	87%	86%
Financial Management, Office of	368	84%	80%
Fish and Wildlife, Department of	1295	73%	62%
Gambling Commission, State	92	79%	73%
Governor, Office of the	53	92%	94%
Health Care Authority, State	1376	77%	78%
Health, Department of	1347	74%	69%
Industrial Insurance Appeals, Board of	114	81%	80%
Investment Board, State	65	82%	85%
Labor and Industries, Department of	2098	72%	71%
Licensing, Department of	1351	74%	63%
Liquor and Cannabis Board	300	77%	71%
Lottery Commission, State	110	88%	77%
Military Department	309	74%	64%
Natural Resources, Department of	1007	75%	71%
Office of Insurance Commissioner	193	88%	82%
Parks and Recreation Commission, State	469	78%	70%
Patrol, Washington State	1693	79%	74%
Public Instruction, Superintendent of	323	82%	78%
Recreation and Conservation Office	57	88%	98%
Retirement Systems, Department of	243	81%	81%
Revenue, Department of	1005	78%	77%
Secretary of State, Office of the	198	80%	76%
Social and Health Services, Department of	12958	69%	60%
Student Achievement Council	101	74%	75%
Transportation, Department of	5099	76%	70%
Utilities and Transportation Commission	158	82%	79%
Veterans Affairs, Department of	689	66%	61%
Washington Technology Solutions	253	71%	47%

Appendix D: Positive Responses by Agency (continued)

Washington State Executive Branch

Percentage positive

Relationships

Agencies with more than 50 responses ▲	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	90%	81%	77%	82%	75%
Agriculture, Department of	87%	68%	67%	73%	67%
Attorney General, Office of the	94%	83%	85%	84%	81%
Auditor, Office of the State	94%	90%	86%	88%	85%
Blind, Department of Services for the	93%	85%	91%	85%	82%
Blind, State School for the	95%	82%	88%	90%	80%
Children, Youth, and Families, Department of	85%	70%	63%	66%	61%
Commerce, Department of	94%	84%	76%	84%	80%
Corrections, Department of	79%	57%	69%	58%	51%
Deaf and Hard of Hearing Youth, Washington Center for	95%	84%	68%	79%	76%
Ecology, Department of	89%	77%	78%	80%	76%
Employment Security, Department of	89%	77%	80%	77%	72%
Enterprise Services, Department of	92%	79%	81%	80%	74%
Financial Institutions, Department of	95%	83%	92%	83%	87%
Financial Management, Office of	93%	88%	84%	87%	84%
Fish and Wildlife, Department of	87%	74%	66%	80%	71%
Gambling Commission, State	88%	80%	85%	82%	74%
Governor, Office of the	94%	91%	96%	96%	94%
Health Care Authority, State	92%	80%	81%	80%	75%
Health, Department of	89%	77%	79%	78%	70%
Industrial Insurance Appeals, Board of	93%	80%	88%	76%	71%
Investment Board, State	95%	91%	92%	83%	78%
Labor and Industries, Department of	88%	72%	81%	64%	70%
Licensing, Department of	88%	77%	84%	76%	70%
Liquor and Cannabis Board	92%	83%	82%	80%	70%
Lottery Commission, State	93%	84%	81%	79%	79%
Military Department	90%	77%	74%	79%	74%
Natural Resources, Department of	88%	75%	74%	78%	71%
Office of Insurance Commissioner	94%	88%	86%	87%	83%
Parks and Recreation Commission, State	90%	74%	72%	79%	72%
Patrol, Washington State	89%	77%	82%	80%	71%
Public Instruction, Superintendent of	95%	84%	83%	85%	83%
Recreation and Conservation Office	93%	88%	79%	86%	88%
Retirement Systems, Department of	92%	83%	81%	84%	78%
Revenue, Department of	92%	81%	84%	83%	77%
Secretary of State, Office of the	92%	77%	74%	83%	77%
Social and Health Services, Department of	85%	68%	71%	65%	62%
Student Achievement Council	85%	84%	74%	75%	73%
Transportation, Department of	86%	75%	77%	78%	69%
Utilities and Transportation Commission	92%	75%	76%	82%	80%
Veterans Affairs, Department of	79%	58%	68%	57%	56%
Washington Technology Solutions	88%	78%	74%	79%	67%

Appendix D: Positive Responses by Agency (continued)

Washington State Executive Branch

Percentage positive

Autonomy

Agencies with more than 50 responses ▲	1. Input on decisions	4. Expectations clear	15. Better ways encouraged
Administrative Hearings, Office of	62%	93%	58%
Agriculture, Department of	62%	87%	57%
Attorney General, Office of the	74%	94%	69%
Auditor, Office of the State	82%	94%	82%
Blind, Department of Services for the	75%	93%	76%
Blind, State School for the	79%	98%	80%
Children, Youth, and Families, Department of	54%	84%	45%
Commerce, Department of	84%	88%	82%
Corrections, Department of	47%	78%	41%
Deaf and Hard of Hearing Youth, Washington Center for	62%	89%	60%
Ecology, Department of	74%	86%	66%
Employment Security, Department of	66%	88%	68%
Enterprise Services, Department of	74%	91%	71%
Financial Institutions, Department of	82%	93%	81%
Financial Management, Office of	83%	89%	81%
Fish and Wildlife, Department of	68%	85%	60%
Gambling Commission, State	75%	89%	65%
Governor, Office of the	89%	89%	81%
Health Care Authority, State	73%	90%	72%
Health, Department of	65%	87%	60%
Industrial Insurance Appeals, Board of	65%	96%	65%
Investment Board, State	88%	95%	78%
Labor and Industries, Department of	76%	86%	68%
Licensing, Department of	64%	89%	63%
Liquor and Cannabis Board	69%	84%	65%
Lottery Commission, State	69%	93%	69%
Military Department	71%	85%	63%
Natural Resources, Department of	69%	86%	59%
Office of Insurance Commissioner	82%	92%	76%
Parks and Recreation Commission, State	73%	87%	62%
Patrol, Washington State	63%	91%	58%
Public Instruction, Superintendent of	76%	89%	69%
Recreation and Conservation Office	82%	96%	74%
Retirement Systems, Department of	74%	91%	74%
Revenue, Department of	72%	91%	71%
Secretary of State, Office of the	77%	93%	69%
Social and Health Services, Department of	56%	87%	52%
Student Achievement Council	68%	83%	75%
Transportation, Department of	66%	86%	61%
Utilities and Transportation Commission	79%	89%	77%
Veterans Affairs, Department of	54%	86%	50%
Washington Technology Solutions	72%	85%	62%

Appendix D: Positive Responses by Agency (continued)

Washington State Executive Branch

Percentage positive

Autonomy

Agencies with more than 50 responses ▲	23. Satisfaction with flexibility	24. Satisfaction with mobility
Accountancy, State Board of	38%	38%
Administrative Hearings, Office of	79%	75%
Agriculture, Department of	77%	64%
Attorney General, Office of the	85%	79%
Auditor, Office of the State	93%	86%
Blind, Department of Services for the	94%	77%
Blind, State School for the	79%	65%
Children, Youth, and Families, Department of	68%	52%
Commerce, Department of	92%	87%
Corrections, Department of	55%	33%
Deaf and Hard of Hearing Youth, Washington Center for	78%	82%
Ecology, Department of	78%	61%
Employment Security, Department of	69%	58%
Enterprise Services, Department of	77%	63%
Financial Institutions, Department of	78%	67%
Financial Management, Office of	86%	77%
Fish and Wildlife, Department of	80%	63%
Gambling Commission, State	85%	69%
Governor, Office of the	91%	84%
Health Care Authority, State	78%	70%
Health, Department of	82%	76%
Industrial Insurance Appeals, Board of	80%	69%
Investment Board, State	86%	84%
Labor and Industries, Department of	79%	64%
Licensing, Department of	67%	53%
Liquor and Cannabis Board	80%	65%
Lottery Commission, State	91%	84%
Military Department	65%	40%
Natural Resources, Department of	80%	58%
Office of Insurance Commissioner	79%	61%
Parks and Recreation Commission, State	74%	50%
Patrol, Washington State	74%	56%
Public Instruction, Superintendent of	84%	62%
Recreation and Conservation Office	96%	84%
Retirement Systems, Department of	82%	42%
Revenue, Department of	81%	66%
Secretary of State, Office of the	73%	46%
Social and Health Services, Department of	60%	49%
Student Achievement Council	80%	64%
Transportation, Department of	76%	57%
Utilities and Transportation Commission	89%	84%
Veterans Affairs, Department of	59%	45%
Washington Technology Solutions	81%	72%

Appendix D: Positive Responses by Agency (continued)

Washington State Executive Branch

Percentage positive

Mastery

Agencies with more than 50 responses ▲	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	83%	66%	87%	66%	59%	83%	59%
Agriculture, Department of	76%	63%	80%	66%	48%	73%	54%
Attorney General, Office of the	88%	79%	84%	81%	71%	85%	56%
Auditor, Office of the State	93%	86%	90%	83%	75%	88%	77%
Blind, Department of Services for the	91%	78%	88%	79%	69%	88%	73%
Blind, State School for the	86%	76%	89%	79%	74%	93%	73%
Children, Youth, and Families, Department of	66%	59%	59%	69%	55%	68%	33%
Commerce, Department of	76%	82%	81%	73%	76%	81%	68%
Corrections, Department of	57%	50%	58%	63%	44%	60%	32%
Deaf and Hard of Hearing Youth, Washington Center for	72%	74%	71%	66%	60%	80%	51%
Ecology, Department of	79%	69%	75%	66%	65%	78%	50%
Employment Security, Department of	71%	67%	72%	73%	60%	74%	56%
Enterprise Services, Department of	81%	67%	80%	77%	65%	79%	71%
Financial Institutions, Department of	91%	85%	95%	77%	73%	86%	71%
Financial Management, Office of	83%	77%	83%	72%	72%	85%	68%
Fish and Wildlife, Department of	74%	61%	69%	62%	56%	77%	36%
Gambling Commission, State	78%	78%	77%	79%	71%	84%	57%
Governor, Office of the	94%	85%	96%	72%	70%	89%	60%
Health Care Authority, State	79%	75%	82%	80%	71%	78%	62%
Health, Department of	74%	64%	74%	67%	58%	74%	49%
Industrial Insurance Appeals, Board of	84%	75%	84%	81%	62%	79%	67%
Investment Board, State	77%	83%	83%	80%	77%	80%	67%
Labor and Industries, Department of	75%	69%	69%	69%	58%	79%	61%
Licensing, Department of	73%	62%	71%	72%	59%	73%	54%
Liquor and Cannabis Board	74%	67%	68%	74%	66%	75%	53%
Lottery Commission, State	84%	67%	92%	84%	68%	80%	54%
Military Department	70%	69%	68%	71%	57%	76%	53%
Natural Resources, Department of	74%	68%	76%	62%	56%	77%	42%
Office of Insurance Commissioner	87%	76%	86%	84%	75%	87%	67%
Parks and Recreation Commission, State	76%	68%	72%	68%	59%	77%	62%
Patrol, Washington State	80%	68%	76%	73%	57%	79%	45%
Public Instruction, Superintendent of	84%	73%	80%	75%	66%	80%	67%
Recreation and Conservation Office	88%	86%	91%	79%	79%	89%	72%
Retirement Systems, Department of	81%	74%	80%	72%	65%	75%	74%
Revenue, Department of	83%	73%	82%	79%	67%	79%	64%
Secretary of State, Office of the	85%	73%	82%	75%	68%	80%	66%
Social and Health Services, Department of	71%	64%	69%	72%	57%	68%	47%
Student Achievement Council	76%	72%	82%	62%	64%	77%	68%
Transportation, Department of	75%	65%	75%	64%	54%	73%	48%
Utilities and Transportation Commission	81%	78%	84%	78%	66%	85%	55%
Veterans Affairs, Department of	64%	51%	65%	60%	43%	74%	51%
Washington Technology Solutions	70%	67%	75%	68%	56%	77%	61%

Appendix D: Positive Responses by Agency (continued)

Washington State Executive Branch

Percentage positive

Purpose

Agencies with more than 50 responses ▲	3. Work connected to goals	10. Improvements for customers	12. Success measures known	14. Clear information about changes
Administrative Hearings, Office of	96%	75%	75%	57%
Agriculture, Department of	80%	70%	45%	44%
Attorney General, Office of the	89%	75%	69%	60%
Auditor, Office of the State	93%	87%	76%	77%
Blind, Department of Services for the	94%	88%	85%	67%
Blind, State School for the	95%	89%	64%	65%
Children, Youth, and Families, Department of	81%	55%	51%	39%
Commerce, Department of	86%	79%	63%	68%
Corrections, Department of	66%	49%	41%	36%
Deaf and Hard of Hearing Youth, Washington Center for	82%	75%	55%	53%
Ecology, Department of	84%	68%	54%	54%
Employment Security, Department of	83%	73%	59%	53%
Enterprise Services, Department of	86%	81%	61%	59%
Financial Institutions, Department of	91%	84%	82%	75%
Financial Management, Office of	85%	85%	56%	66%
Fish and Wildlife, Department of	76%	54%	33%	45%
Gambling Commission, State	87%	78%	72%	68%
Governor, Office of the	96%	92%	83%	65%
Health Care Authority, State	87%	80%	71%	62%
Health, Department of	85%	68%	49%	55%
Industrial Insurance Appeals, Board of	89%	77%	75%	60%
Investment Board, State	92%	88%	89%	58%
Labor and Industries, Department of	86%	70%	64%	61%
Licensing, Department of	84%	74%	60%	56%
Liquor and Cannabis Board	83%	68%	55%	55%
Lottery Commission, State	97%	72%	83%	65%
Military Department	84%	72%	55%	49%
Natural Resources, Department of	83%	62%	46%	38%
Office of Insurance Commissioner	94%	79%	76%	72%
Parks and Recreation Commission, State	82%	78%	55%	47%
Patrol, Washington State	86%	64%	68%	54%
Public Instruction, Superintendent of	85%	83%	60%	60%
Recreation and Conservation Office	95%	84%	79%	77%
Retirement Systems, Department of	95%	81%	81%	70%
Revenue, Department of	90%	77%	74%	69%
Secretary of State, Office of the	87%	82%	61%	49%
Social and Health Services, Department of	82%	66%	59%	49%
Student Achievement Council	79%	81%	53%	47%
Transportation, Department of	80%	67%	54%	49%
Utilities and Transportation Commission	89%	77%	61%	67%
Veterans Affairs, Department of	78%	61%	51%	42%
Washington Technology Solutions	72%	68%	36%	47%

Appendix E: Benchmark Data

Washington State Executive Branch

Percentage positive responses

	2019 Wash Executive Branch Employee Survey	2019 Federal Employee Viewpoint Survey*	Private Sector Benchmarks
1) I have the opportunity to give input on decisions affecting my work. <i>PSB and FEVS-63. How satisfied are you with your involvement in decisions that affect your work?</i>	62%	55%	68%
2) I receive the information I need to do my job effectively. <i>PSB and FEVS-2. I have enough information to do my job well.</i>	72%	72%	72%
3) I know how my work contributes to the goals of my agency. <i>PSB and FEVS-12. I know how my work relates to the agency's goals and priorities.</i>	81%	85%	88%
4) I know what is expected of me at work. <i>PSB and FEVS-6. I know what is expected of me on the job.</i>	86%	81%	87%
5) I have opportunities at work to learn and grow. <i>PSB and FEVS-1. I am given a real opportunity to improve my skills in my organization.</i>	64%	67%	67%
6) I have the tools and resources I need to do my job effectively. <i>PSB and FEVS-9. I have sufficient resources (for example, people, materials, budget) to get my job done.</i>	71%	49%	72%
7) My supervisor treats me with dignity and respect. <i>PSB and FEVS-49. My supervisor treats me with respect.</i>	86%	84%	86%
8) My supervisor gives me ongoing feedback that helps me improve my performance. <i>PSB and FEVS-46. My supervisor provides me with constructive suggestions to improve my job performance.</i>	69%	67%	75%
9) I receive recognition for a job well done. <i>FEVS-65. How satisfied are you with the recognition you receive for doing a good job?</i>	57%	53%	N/A
11) A spirit of cooperation and teamwork exists in my work group. <i>PSB and FEVS-20. The people I work with cooperate to get the job done.</i>	72%	77%	79%
13) My agency consistently demonstrates support for a diverse workforce. <i>FEVS-34. Policies and programs promote diversity in the workplace.</i>	74%	59%	N/A

Appendix E: Benchmark Data (continued)

Washington State Executive Branch

Percentage positive responses

	2019 Wash Executive Branch Employee Survey	2019 Federal Employee Viewpoint Survey*	Private Sector Benchmarks**
14) I receive clear information about changes being made within the agency. <i>FEVS-64. How satisfied are you with the information you receive from management on what's going on in your organization?</i>	50%	52%	N/A
15) I am encouraged to come up with better ways of doing things. <i>PSB and FEVS-3. I feel encouraged to come up with new and better ways of doing things.</i>	57%	62%	75%
18) At my job, I have the opportunity to make good use of my skills. <i>PSB and FEVS-11. My talents are used well in the workplace.</i>	72%	61%	79%
21) In general, I'm satisfied with my job. <i>PSB and FEVS-69. Considering everything, how satisfied are you with your job?</i>	72%	69%	81%
22) I would recommend my agency as a great place to work. <i>FEVS-40. I recommend my organization as a good place to work.</i>	64%	67%	76%
23) How satisfied are you with your flexibility? <i>PSB and FEVS. How satisfied are you with the following Work-Life programs in your agency? Alternative Work Schedules</i>	70%	78%	N/A
22) How satisfied are you with your mobility? <i>FEVS. How satisfied are you with the Telework program in your agency?</i>	56%	60%	N/A

Washington engagement questions without PSB or FEVS counterparts:

- 10) We are making improvements to make things better for our customers.
- 16) We use customer feedback to improve our work processes.
- 17) People are treated fairly in my workgroup.
- 19) At my workplace, I feel valued for who I am as a person.
- 20) My supervisor trusts me to make decisions or recommendations that affect my work.

Question wording and response scale can affect how individuals respond. Wording and scales are different for the Washington state survey and FEVS. Due to these differences, these benchmark data are for approximate comparison only.

* U.S. Office of Personnel Management (2019). 2019 Federal Employee Viewpoint Survey. Retrieved Nov. 12, 2019, from <https://www.opm.gov/fevs/reports/governmentwide-reports/governmentwide-management-report/governmentwide-report/2019/2019-governmentwide-management-report.pdf>. Data are weighted.

** Partnership for Public Service (2019). 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 6.5 million employee survey responses from organizations around the world in a wide variety of industries. Data are weighted.

Appendix F: Employer of Choice

Washington State Executive Branch

Survey responses unweighted.

	Percentage positive			Change from 2017*
	2017	2018	2019	
Overall Employer of Choice score	67%	65%	67%	0%
Job Satisfaction				
21) In general, I'm satisfied with my job.	73%	71%	72%	-1%
22) I would recommend my agency as a great place to work.	64%	64%	64%	0%
Employee Engagement				
1) I have the opportunity to give input on decisions affecting my work.	62%	61%	62%	0%
3) I know how my work contributes to the goals of my agency.	82%	81%	81%	-1%
5) I have opportunities at work to learn and grow.	64%	62%	64%	0%
11) A spirit of cooperation and teamwork exists in my work group.	72%	73%	72%	0%
15) I am encouraged to come up with better ways of doing things.	58%	57%	57%	-1%
18) At my job, I have the opportunity to make good use of my skills.	72%	72%	72%	0%
Respect and Feedback				
7) My supervisor treats me with dignity and respect.	87%	87%	86%	0%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	69%	68%	69%	0%
9) I receive recognition for a job well done.	57%	56%	57%	0%
Customer Value				
10) We are making improvements to make things better for our customers.	66%	66%	66%	0%
16) We use customer feedback to improve our work processes.	48%	47%	48%	0%

	2017	2018	2019
Survey Response Count	47,243	44,055	50,976
Response Rate	75%	69%	79%

*The Employer of Choice performance measure began in 2017 and ended in 2019.

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