

# 2007 State Employee Survey Analysis

## 2007 State Employee Survey Results

- The State Employee Survey was administered statewide during a six week period beginning in November 2007.
- The survey contained the standard 12 questions that were asked in the April 2006 survey. Plus, a 13<sup>th</sup> question regarding diversity was newly added. A rating scale of 1 (lowest) to 5 (highest) was used.
- The overall average score for 2007 was 3.80, compared to 3.78 in 2006. This is a statistically significant increase.
- 72 agencies, boards, and commissions participated in the survey. 41 agencies had >50 respondents.
- 35,838 employees took the survey, for a response rate of 58%.
- 77% of respondents were non-supervisory employees; 22% were supervisors. The geographic distribution of respondents was similar to distribution of employees statewide.
- Results:

#	Survey Questions	Average Rating		
		2006	2007	Change*
1	I have the opportunity to give input on decisions affecting my work.	3.50	3.56	+ .06
2	I receive the information I need to do my job effectively.	3.80	3.77	- .03
3	I know how my work contributes to the goals of my agency.	4.12	4.14	+ .02
4	I know what is expected of me at work.	4.28	4.25	- .03
5	I have opportunities at work to learn and grow.	3.59	3.66	+ .07
6	I have the tools and resources I need to do my job effectively.	3.76	3.75	- .01
7	My supervisor treats me with dignity and respect.	4.29	4.29	0
8	My supervisor gives me ongoing feedback that helps me improve my performance.	3.72	3.76	+ .04
9	I receive recognition for a job well done.	3.34	3.43	+ .09
10	My performance evaluation provides me with meaningful information about my performance.	3.39	3.45	+ .06
11	My supervisor holds me and my co-workers accountable for performance.	4.14	4.11	- .03
12	I know how my agency measures its success.	3.39	3.43	+ .04
13	My agency consistently demonstrates support for a diverse workforce.	n/a	3.83	n/a
<b>OVERALL</b>		<b>3.78</b>	<b>3.80</b>	<b>+ .02</b>

## Average Overall Scores per Agency (41 agencies with >50 respondents)

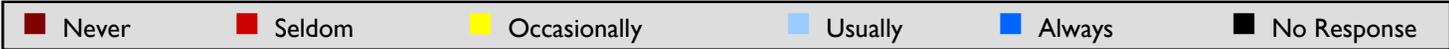
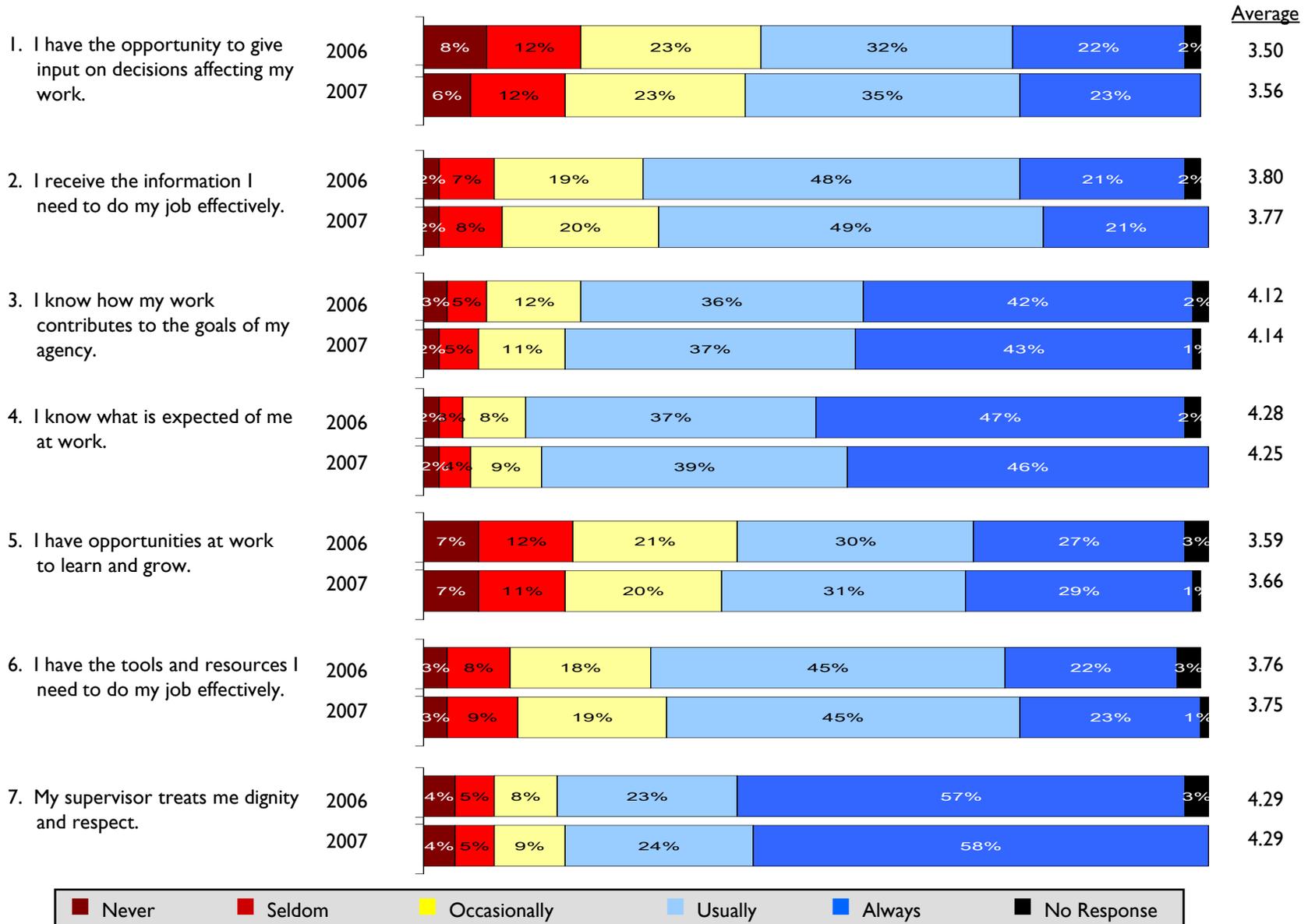
2007 Rank	Agency	2006	2007	Change
1	State Investment Board	4.39	4.37	- .02
2	Dept Services for Blind	4.19	4.31	+ .12
3	Brd Ind Insur Appeals	4.28	4.23	- .05
4	Dept Retirement Systems	4.18	4.21	+ .03
4	Housing Finance Comm	4.28	4.21	- .07
5	Office of Financial Mgmt	4.06	4.18	+ .12*
6	State Auditors Office	4.09	4.15	+ .06
7	Dept of Personnel	3.77	4.13	+ .36*
7	Attorney Generals Office	4.04	4.13	+ .09*
8	Dept Financial Institutions	4.22	4.10	- .12
8	Employment Security Dept	3.91	4.10	+ .19*
9	Gambling Commission	4.03	4.05	+ .02
9	Liquor Control Board	3.69	4.05	+ .36*
10	General Administration	3.90	4.03	+ .13*
11	Dept of Revenue	3.91	4.02	+ .11*
12	Dept of Licensing	3.82	4.00	+ .18*
12	Secretary of State	4.00	4.00	0
12	Insurance Commissioner	N/A	4.00	N/A
13	Health Care Authority	3.84	3.98	+ .14
14	CTED	3.87	3.96	+ .09
15	Dept Veterans Affairs	3.80	3.92	+ .12*

2007 Rank	Agency	2006	2007	Change
16	Lottery	3.95	3.91	- .04
17	Dept of Health	3.91	3.89	- .02
17	Military Dept	3.79	3.89	+ .10
17	Labor & Industries	3.81	3.89	+ .08*
17	Utilities & Transportation	3.97	3.89	- .08
17	WA School for Deaf	3.85	3.89	+ .04
18	Ecology	3.90	3.87	- .03
19	Dept of Transportation	3.76	3.86	+ .10*
19	Wash State Patrol	3.95	3.86	- .09
20	Office of Admin Hearings	3.84	3.78	- .06
20	Dept of Agriculture	3.81	3.78	- .03
21	Office of Governor	3.85	3.76	- .09
22	Dept Social & Health Svc	3.71	3.75	+ .04*
23	Dept of Early Learning	N/A	3.67	N/A
24	Dept Information Services	3.79	3.65	- .14*
25	Fish & Wildlife	3.79	3.60	- .19*
26	Parks & Recreation	3.88	3.58	- .30*
27	Dept of Printing	3.73	3.51	- .22
28	Dept of Corrections	3.43	3.36	- .07*
N/A	DNR	3.99	N/A	N/A

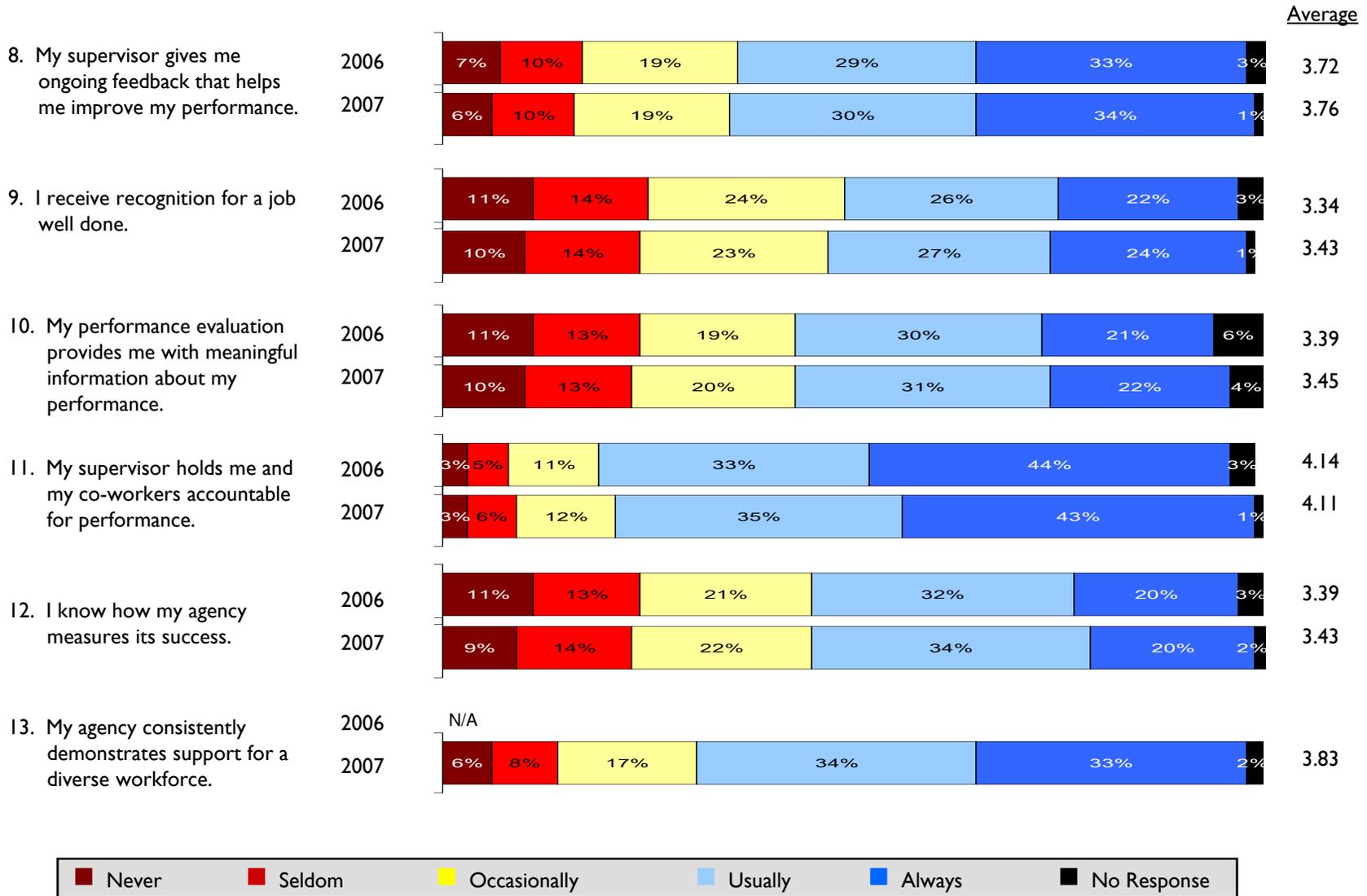
\* = statistically significant difference at 95% confidence level

Note: Key factors for statistical significance: size of change; number of respondents; degree of variability among responses

## State Employee Survey Results – per question (page 1 of 2)



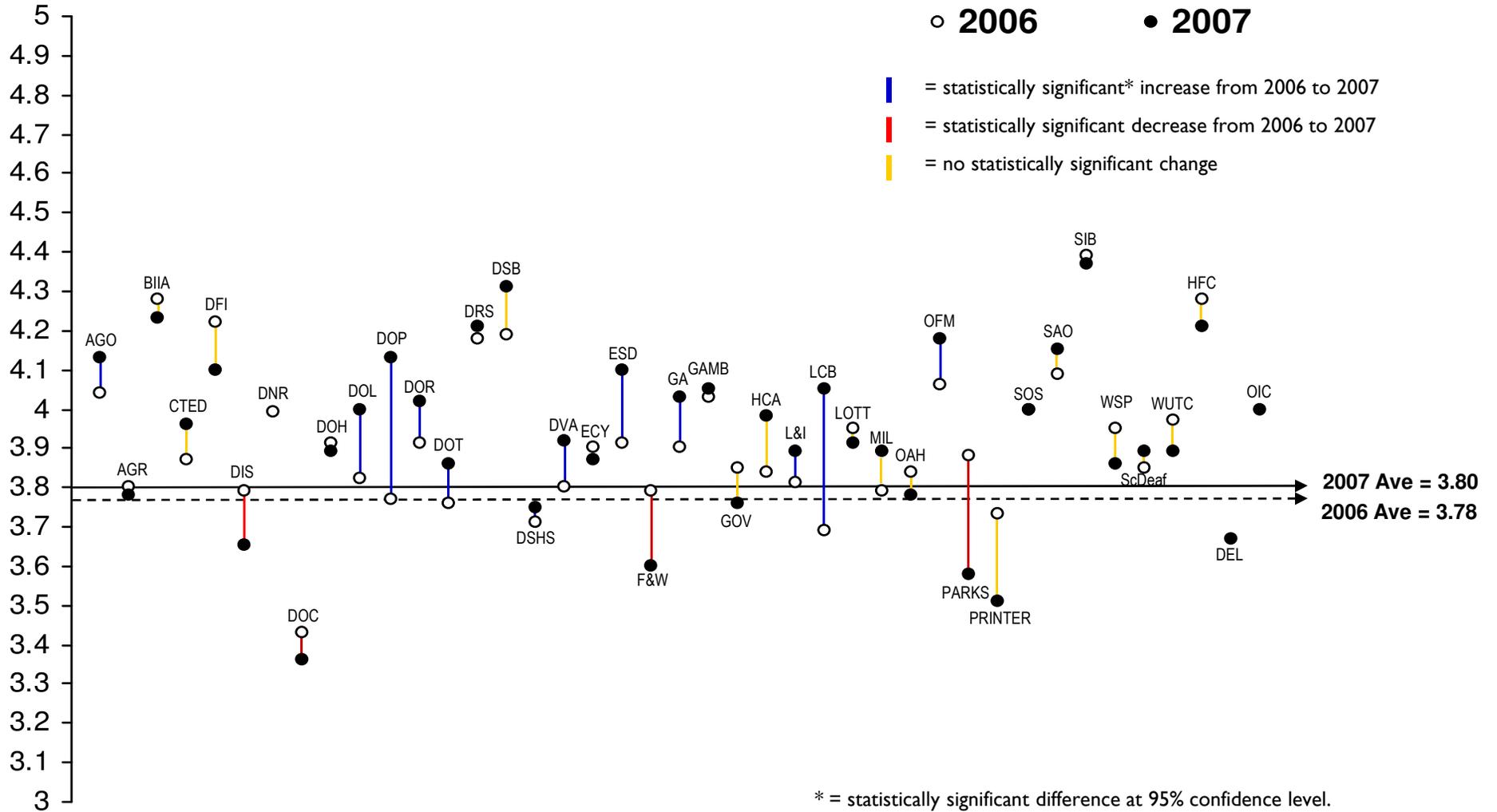
## State Employee Survey Results – per question (page 2 of 2)



Source: State of Washington Department of Personnel

# Average Overall Scores per Agency

(Agencies with >50 respondents)



Note: Key factors for statistical significance: size of change; number of respondents; degree of variability among responses.

Source: State of Washington Department of Personnel

# Statewide Highlights – Most Notable Improvements

In the statewide roll-up results, the lowest scoring questions in the 2006 survey pertained to recognition (Q #9), performance evaluation (Q #10), and knowing how agency success is measured (Q #12). These continue to be the lowest scoring questions in the recent 2007 survey. However, the scores for each of these questions improved significantly as highlighted below:

## Receiving recognition:

- Statewide, the most improved score was for Question #9 “I receive recognition for a job well done”, which moved from 3.34 in 2006 to 3.43 in 2007 (increase of +.09).
- Over the past year plus, several agencies indicated in their HR Management Reports that they were implementing employee recognition initiatives, sometimes as part of a larger performance management initiative. High scoring agencies have noted that meaningful recognition must be regular and focused on performance that contributes to achievement of agency goals, rather than the occasional “cake & punch” ceremony.
- Although most improved, Q #9 continues to be the lowest scoring question (along with Q #12). Approximately 25% of respondents indicate that they “never/seldom” receive recognition, and another 25% say only “occasionally”.

## Getting meaningful performance evaluations and feedback:

- The statewide score for Question #10 on receiving meaningful performance evaluations improved significantly, moving from 3.39 in 2006 to 3.45 in 2007, an increase of +.06.
- In their HR Management Reports, many agencies described action plans to improve performance management, including executive direction, supervisor training, and an emphasis on completing performance evaluations. These efforts are clearly starting to make a difference.
- It is noteworthy that the percent of completed performance evaluations jumped from 63% in 2006 to 84% in 2007 statewide. This likely correlates to the improvement on Q# 10, and possibly the improvement of +.04 on Q #8 about receiving helpful ongoing feedback.
- Educating/coaching supervisors on giving *meaningful* evaluations and feedback is a next step indicated in many agencies’ HR Management Reports.

## Knowing how one’s agency measures its success:

- The statewide score for Question #12 “I know how my agency measures its success” improved by +.04, moving from 3.39 to 3.43. It remains tied as the lowest scoring question in the survey, but this 2007 improvement is significant.
- Clearly articulated agency success measures that employees know and understand are central to a strong performance-based culture. Agencies that do well on this question, tend to do well on almost every other question on the survey and have the highest overall scores.
- Executive leadership, visibility and frequent communication about what success looks like and how each employee’s job and performance contributes to that success is key. It helps solidify a clear linkage of agency priorities with employee performance, feedback, and recognition.

## Most Improved Agencies

<b>Most Improved Agencies</b> <small>(statistically significant)</small>	<b>Improve- ment*</b>	<b>Avg 2006</b>	<b>Avg 2007</b>
Dept of Personnel	+ .36	3.77	4.13
Liquor Control Board	+ .36	3.69	4.05
Employment Security	+ .19	3.91	4.10
Department of Licensing	+ .18	3.82	4.00
General Administration	+ .13	3.90	4.03
Office of Financial Mgmt	+ .12	4.06	4.18
Veterans Affairs	+ .12	3.80	3.92
Dept of Revenue	+ .11	3.91	4.02
Dept of Transportation	+ .10	3.76	3.86
Attorney General Office	+ .09	4.04	4.13
Labor & Industries	+ .08	3.81	3.89
Social & Health Services	+ .04	3.71	3.75

### Notable Improvements from 2006 to 2007 survey:

- 12 agencies improved their overall average score from 2006 to 2007 (i.e., statistical significant improvement)
- 3 of these 12 agencies had double-digit improved scores for each of the 12 baseline questions. The amount of improvement ranged up to +.56.
- How did these agencies do on the three statewide lowest scoring questions?
  - Recognition: All 12 of these agencies improved their score on Question #9 “I receive recognition for a job well done”. The highest improvement was +.56.
  - Measuring agency success: All 12 of these agencies improved their score for Question #12 “I know how my agency measures its success”. The highest improvement was +.55.
  - Performance evaluation: 11 of these agencies improved their score for Question #10 “My performance evaluation provides me meaningful information about my performance”. The highest improvement was +.52.

### Relation to HR Management Reports:

- Most of these agencies had indicated in their HR Management Reports specific initiatives or action plans that they were implementing to improve their survey scores.
- There is often a clear correlation between improved survey scores and improvement on other measures in these agencies’ HR Management Reports. For example, improvement on Q #10 paralleled with significant increases in percent completed performance evaluations.

\* Statistically significant difference, at 95% confidence level