

2014 Washington State Employee Engagement Survey

State Human Resources Division
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Executive Summary

The Washington State Employee Engagement Survey gathers feedback on practices that influence job satisfaction, engagement, leadership, customer value and job support. Responses to 22 standard questions help leaders, managers and supervisors guide and measure their improvement efforts.

This is the sixth State Employee Engagement Survey. Seventy-eight agencies, representing 99.9 percent of the executive branch workforce, participated in this survey. A total of 30,703 employees responded, or 52 percent of executive branch employees.

Responses to the 2014 Employee Engagement Survey may reflect a stabilization of employee optimism following the Great Recession. Seventy percent of employees who responded say they are generally satisfied with their job, compared to 67 percent in 2011 and 69 percent in 2013. Despite the overall positive gain, some ratings have not yet returned to the peak seen in 2009.

In the area of **workforce management**, supervisors continue to receive high marks for demonstrating respect, setting clear expectations and connecting work to the goals of the agency. Where they receive lower ratings is on questions that depend, in part, on their ability to personalize the experience and acknowledge the unique contributions of each employee. Shortage of time may play a role in this challenge.

Employer of choice responses suggest a 1 percent improvement for those who took the survey. The 4 percent reduction in response rate from the previous survey, however, tells us we may not have received responses from some hard-to-reach employees. Because of this, comparison of 2013 to 2014 may not reflect true trends in the workforce as a whole. The 2015 survey results are expected to be more comparable to 2013.

For our **customer value** questions, employee feedback tells us we do better with encouraging and making improvements internally than at using customer feedback. The challenge will be to connect employees at the unit and individual level to their customers so they can use customer feedback to improve processes.

Long-term trend data continue to show predictable patterns. Data from the federal and private sectors show how similar questions on their surveys receive similar low or high ratings from their employees. Employees in the first two years of a job, and employees in small agencies, continue to give higher scores than the workforce as a whole. These patterns can provide insight on ways to improve the work experience for all employees.

Survey Overview

About the survey

The Washington State Employee Engagement Survey measures key workforce management practices in the state. The survey is:

- » 22 standard questions: 17 employee perception questions, five demographic questions
- » Conducted every two years since 2006; annually since 2013
- » Responses collected from Oct. 15 through Nov. 12, 2014, from executive branch employees (excluding higher education institutions)
- » Administered by the Washington State Office of Financial Management (OFM), State Human Resources division

Agencies have the option of adding agency-specific questions or administering their own survey and sharing their data from the standard questions. This report summarizes responses to the 22 standard questions.

Only agencies with more than 50 survey responses are called out in this report¹, but all employee responses, regardless of agency size, are included in the statewide results.

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. Unweighted data were also used for the federal benchmark questions. Agencies with a greater number of responses will have more impact on the statewide results.

Participation

- » 78 of 85 agencies sent the survey to their employees. These participating agencies represent 99.9 percent of the executive branch workforce (does not include higher education institutions)
- » 30,703 employees responded (52 percent)

Environmental and process factors

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

- » When this first annual survey was administered last fall, state agencies had been asked to provide OFM with 15 percent budget cut scenarios.
- » Collective bargaining was also occurring.
- » The state workforce has not had a general wage increase since 2008².
- » Unemployment continues to decrease in the state: 6.2 percent in Nov. 2014, down 0.6 percent from the previous year³.

¹Appendix E: Positive Responses by Agency

²Washington State Office of Financial Management, State Human Resources (July 1, 2013). Wage Adjustments and Salary Increases. Retrieved from <http://www.hr.wa.gov/WorkforceDataAndPlanning/WorkforceDataTrends/Pages/WageAdjustmentsAndSalaryIncreases.aspx>.

Process changes in how the survey is administered can also change who responds. Some variation in who responds each year is expected. If that change is big enough, what appears to be a change in a question's rating may be simply due to different populations, such as some hard-to-reach employees in 24/7 institutions.

Process changes this year included:

- » Enhancements to provide greater assurance of anonymity
- » Development by all agencies of their own promotional communication
- » More attention and response to survey results due to the employer of choice goal
- » Shift to annual survey administration and accompanying process adjustments, which may have contributed to the 4 percentage point drop in participation

This drop in response rate suggests that comparisons between 2013 and 2014 survey results may not show true trends. The 2015 survey is expected to show comparable response rates and groups as seen in 2013 and earlier.

The response rate dip that accompanied the shift to an annual survey was most significant in the Department of Social and Health Services (DSHS), the largest state agency, with 29 percent of the workforce. DSHS typically employs extraordinary efforts in publicity and follow-up for biennial surveys, but used only standard, centralized methods this year due to resource constraints. DSHS plans to return to extraordinary efforts for the 2015 and odd-year surveys. This experience confirms that response rates can be improved, but substantial agency administration time is needed to achieve that goal.

³Washington State Employment Security Department (Jan. 21, 2015). Monthly employment report for December 2014. Retrieved from <https://fortress.wa.gov/esd/employmentdata/docs/economic-reports/current-monthly-employment-report>.

Overall Results

Summary

The overall trend continues to be positive among those who responded:

- » Responses to 15 of 17 employee perception questions remained consistent or improved⁴
- » Responses to 5 of 11 questions with longer trend data have met or exceeded their 2009 high point
- » Employees continue to give top scores for clear expectations and a respectful environment⁵

As trend data accumulate, we see patterns:

- » Our results track with other surveys: Data from the federal⁶ and private⁷ sectors show how similar questions on their surveys receive similar low or high ratings from their employees⁸.
- » Questions with a high percentage of positive ratings tend to stay high and low questions stay low⁹.

When questions are grouped in different ways, results can also give insight to successes and opportunities in our workforce management, employee engagement and employer of choice, and customer value practices.

Workforce management

Supervisors continue to do an excellent job in many areas, including providing clear expectations, treating employees with dignity and respect, and connecting work to the goals of the agency. In fact, supervisors may be commended for receiving the top three highest-scoring questions since 2006¹⁰.

Where supervisors receive lower ratings is on questions that depend, in part, on their ability to personalize the experience and acknowledge the unique contributions of each employee.

⁴Appendix B2: Trend of Positive Responses

⁵Appendix A: 2014 Ratings by Question

⁶U.S. Office of Personnel Management (Oct. 17, 2014). 2014 Federal Employee Viewpoint Survey: Employees Influencing Change. Retrieved from <http://www.fedview.opm.gov/2014/>.

⁷Partnership for Public Service (2014). The Best Places to Work in the Federal Government. Retrieved from <http://bestplacestowork.org/BPTW/rankings/governmentwide>.

⁸Appendix F: Benchmark Data

⁹Appendix B1: Positive Responses Trend Graph

¹⁰Appendix B2: Trend of Positive Responses

Detail

Supervisors may be short on time to manage and mentor each of their employees. Agencies with a higher percentage of their workforce who are managers are more likely to receive positive scores for input on decisions (Q1), opportunities to learn and grow (Q5) and recognition (Q9).

Recognition ratings for 2013 and 2014 both show:

- » The manager-to-staff ratio matters. Employees are more satisfied with recognition in agencies with higher manager-to-staff ratios.
- » Employee promotions matter. Employees are more satisfied with recognition if their agency fills more vacancies with promotions than lateral transfers.



In addition, employees who say they receive recognition for a job well done are also more likely to say they get ongoing feedback, opportunities to learn and grow, encouragement to come up with better ways of doing things, and are generally satisfied with their job. The complex environment that makes time for all these practices results in higher employee satisfaction.

At a minimum, this suggests that having sufficient time may be a key variable in a supervisor's ability to understand the skills, interests and values of each employee and personalize their daily and career experiences in the workplace.

While these survey questions show opportunities for improvement in managing the workforce, we are not alone in the challenge. Federal and private benchmark data show similar rankings¹¹ of these topics from employees.

¹¹Appendix F: Benchmark Data

Employee engagement/Employer of choice

The positive work environment that supports employee engagement can also have the wider effect of attracting employees to work for the state and to commit their career to providing outstanding services for the citizens of Washington. Eleven of the survey questions are used to measure the state's performance as an employer of choice as reported through measure 5.1.2 of Results Washington Goal 5: Effective, Efficient and Accountable Government¹². For those who responded, these 11 questions show an overall improvement of 1 percent, or one-third of the way to the goal of 3 percent improvement by January 2016¹³.

Leadership identified feedback from six questions to work on, across the executive branch, to improve employee experiences. For those who responded to the survey, employee ratings suggest improvement was made on five of six questions.

Detail

Employer of choice

The state's employer of choice goal was selected in early 2014. Both agency-specific and statewide work is underway.

Agency leaders, labor partners, Results Washington, employees, Lean practitioners and OFM State Human Resources team members worked together over the past year to identify improvement approaches that foster a culture of innovation, inclusion and customer service throughout Washington. The thirty-six agencies with 100 or more employees gave information in their agency's HR Management Report about their strategies for understanding and acting on their employees' survey feedback. The overall 1 percent improvement seen in this first year suggests we have made a good start. The fall 2015 survey is expected to provide a more comparable trend comparison for 2013.

Employee engagement

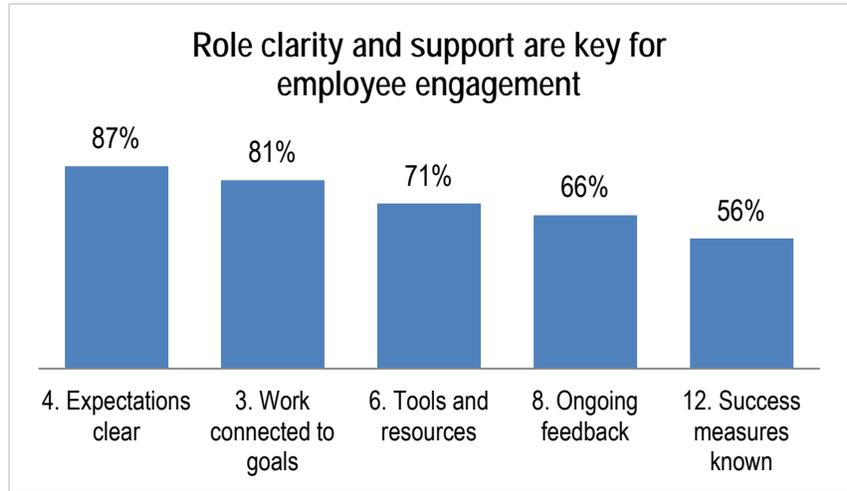
Being an employer of choice aligns in many ways with the opportunity for improving employee engagement. Employee responses to the survey, in combination with other workforce data, help us see connections between and among role clarity, career management and employee engagement.

¹² Results Washington, Office of the Governor (Jan. 15, 2015). Goal 5: Effective, Efficient and Accountable Government. Retrieved from <http://results.wa.gov/what-we-do/measure-results/efficient-effective-accountable-government/goal-map>.

¹³ Appendix G: Employer of Choice

Role clarity and engagement

Some of the strongest drivers of employee engagement are organizational goals, the connection between the job and the organization, understanding the role, support for assigned work and informal performance feedback¹⁴. Survey data show strengths in some of these areas and opportunities for improvement in others.



We are good at connecting work to the goals of the agency. We also know that employees who give this a good rating are more likely to be generally satisfied with their job. Where we begin to lose some ground is in providing ongoing feedback and clarifying how we measure agency success.

Since 2006, emphasis has been placed on providing up-to-date performance expectations for all employees. The state's process for documenting expectations for an employee includes a section where supervisors clarify how the work is linked with the agency's mission and strategic plan.

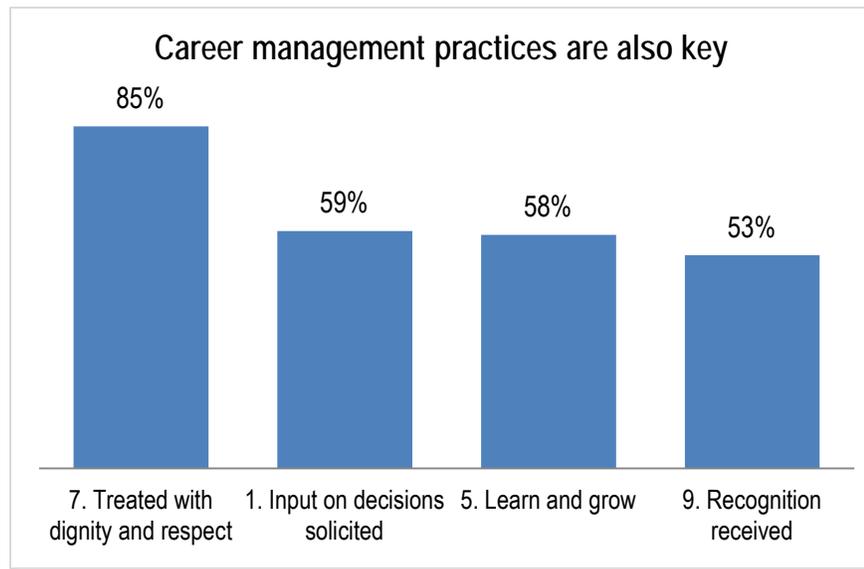
Agencies with a higher percentage of current performance expectations are more likely to receive positive ratings on Q3: I know how my work contributes to the goals of my agency.

¹⁴ Corporate Leadership Council, Corporate Executive Board Company (March 11, 2011). Building Engagement Capital: Creating and Leveraging Sustainable Employee Engagement, page 129. Retrieved from <https://clc.executiveboard.com/Members/ResearchAndTools/>.

Feedback, career management and engagement

Career management practices (ensuring job duties and interests align, putting the right people in the right roles and demonstrating commitment to development) are also among the stronger drivers of engagement¹⁵. To support these practices and provide meaningful feedback, a supervisor has to know the skills,

interests and values of the individual employee. There is no one way to manage; supervisors must understand what is meaningful for each person.



While supervisors receive high ratings for treating employees with dignity and respect, they receive lower ratings in the areas of feedback, input on decisions, opportunities to learn and grow, and recognition. This suggests that understanding and acknowledging the unique contributions of each employee are more challenging for supervisors.

Customer value

We do better with encouraging and making improvements internally than at using customer feedback. This suggests that the challenge will be to connect employees at the unit and individual level to their customers so they can use customer feedback to improve processes.

Detail

Larger organizations have a greater challenge to help employees know who their customers are and get regular feedback from them. The small agency results (discussed below) support this conclusion and suggest the connection between employees and customers needs to be made at the lowest unit level.

¹⁵ Corporate Leadership Council, Corporate Executive Board Company (March 11, 2011). Building Engagement Capital: Creating and Leveraging Sustainable Employee Engagement, page 129. Retrieved from <https://clc.executiveboard.com/Members/ResearchAndTools/>.

Lean principles challenge individual employees to identify their customers and regularly get their feedback. This shift can be difficult, but will ultimately give employees more opportunity to make improvements based on customer needs.

Demographic trends

Geographical area

Supervisors and employees from the greater Olympia area continue to receive the highest ratings in their demographic category¹⁶.

Years of service

Employees with two years or less of service, whether with the state or their agency, give the highest percentage of positive ratings across virtually all questions, just as they did in 2013 when we first gathered this information. This suggests the first years in a new job are more likely to be filled with optimism than subsequent years.

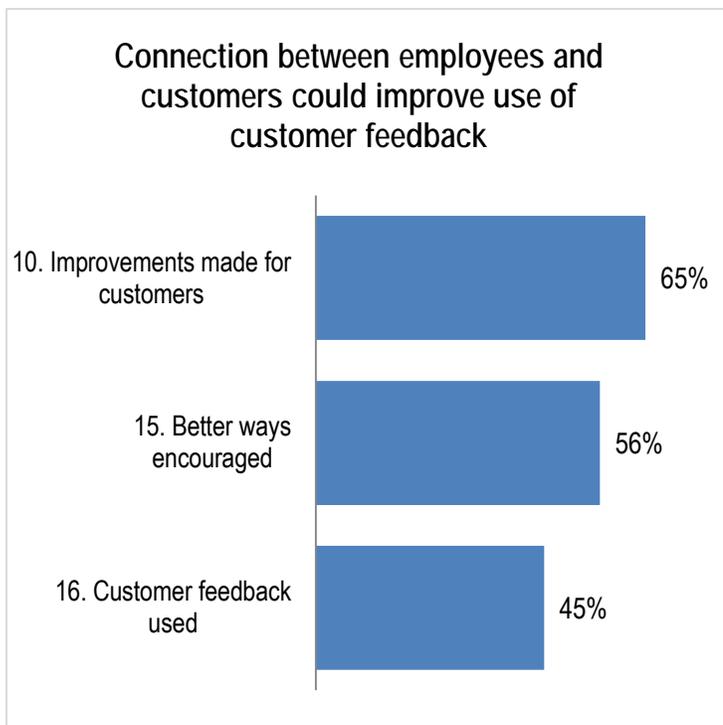
Agency-specific responses

Agency results are provided by question for each agency with more than 50 responses¹⁷. Agencies can experience agency-specific environmental changes, such as a layoff, that affect most or all of their question scores in a survey year. Agency size, culture and type of work can also have a predictable effect on scores. These differences must be kept in mind when comparing agencies.

Small agencies

Small agency results show a stronger employee connection to customers and agency. More than half of executive branch agencies are considered small agencies, with fewer than 176 employees. (One-quarter of all agencies have fewer than 20 employees.) These small agencies provide such specialized services as taxpayer assistance and industry oversight, and specialty services such as traffic safety improvement and services for the blind. The employees in these small agencies are 3 percent of the executive branch workforce. Sixty-four percent of them responded to the survey, 12 percent greater participation than the workforce as a whole.

Eighty percent of the small agency employees who responded say they are generally satisfied with their job (Q17), 10 points higher than reported by counterparts in the executive branch as a whole.



¹⁶Appendix C: Positive Responses by Demographic Groups

¹⁷Appendix E: Positive Responses by Agency

The relative ranking of questions is quite similar in both groups. A question that gets high (or low) marks with all executive branch employees also gets high (or low) marks with small agency employees.

In some areas, however, small agencies do much better than larger agencies:

- » Employees' connection to the customer is stronger: using customer feedback, coming up with and making improvements, and knowing how success is measured are all 14 to 16 points higher than for the state as a whole.
- » The connection between the employee and agency is also stronger: receiving clear information about changes, being able to give input on decisions, learning and growing, and receiving recognition are 12 or 13 points higher than for the state as a whole.

The experience of these small agency employees may give insight to the challenge larger organizations have in helping their employees feel connected to customers and outcomes.

Appendix A: 2014 Ratings by Question

Executive Branch (without higher education)

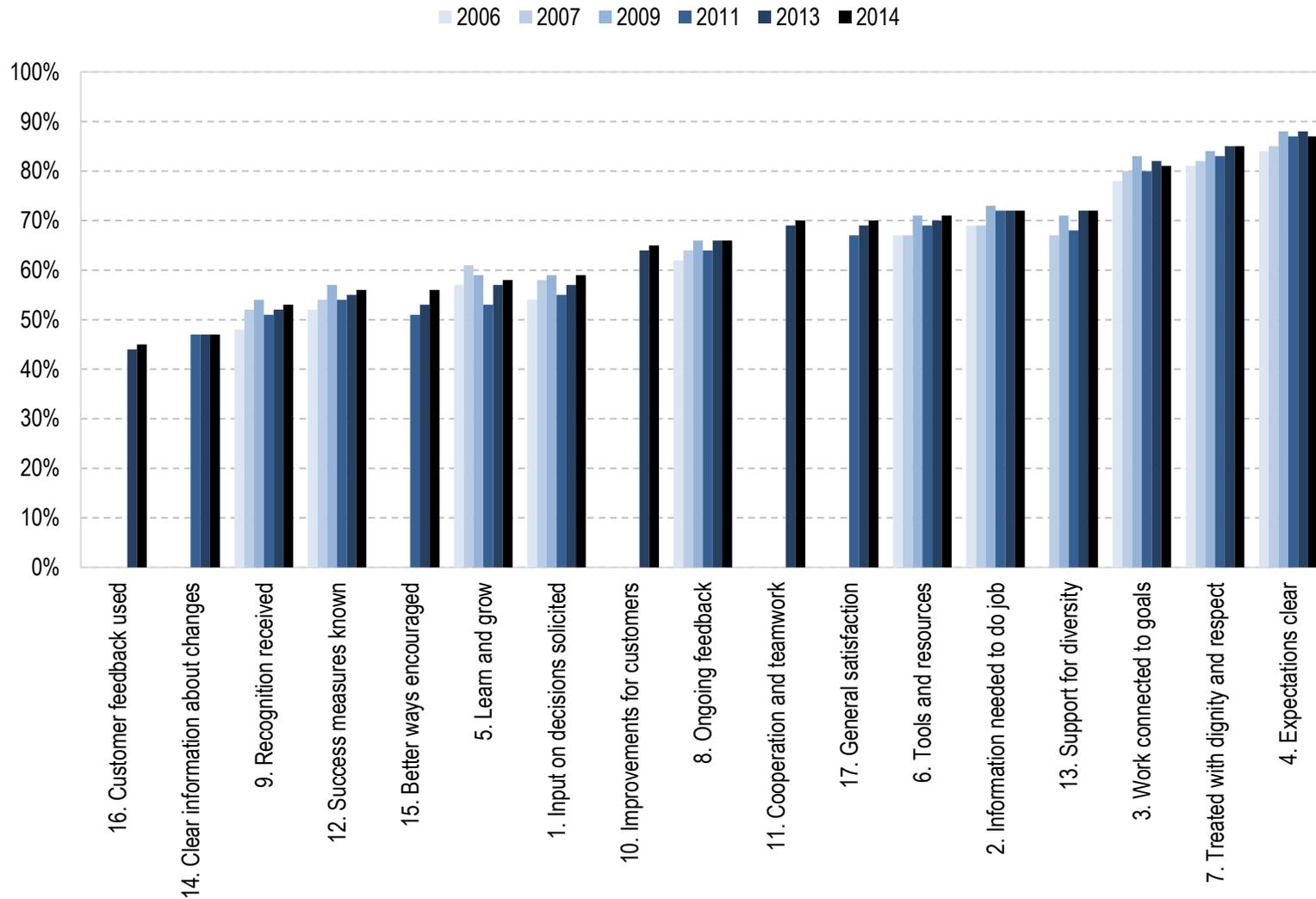
30,703 Responses

52% Survey Response Rate

Question	Response Distribution					Average Rating	Positive Responses
	Almost Always or Always	Usually	Occasionally	Seldom	Almost Never or Never		
1. I have the opportunity to give input on decisions affecting my work.	24%	34%	23%	12%	6%	3.6	59%
2. I receive the information I need to do my job effectively.	22%	50%	19%	7%	2%	3.8	72%
3. I know how my work contributes to the goals of my agency.	44%	37%	11%	5%	3%	4.1	81%
4. I know what is expected of me at work.	48%	39%	8%	2%	2%	4.3	87%
5. I have opportunities at work to learn and grow.	28%	30%	22%	13%	8%	3.6	58%
6. I have the tools and resources I need to do my job effectively.	24%	47%	18%	8%	3%	3.8	71%
7. My supervisor treats me with dignity and respect.	63%	22%	8%	5%	2%	4.4	85%
8. My supervisor gives me ongoing feedback that helps me improve my performance.	38%	28%	18%	10%	6%	3.8	66%
9. I receive recognition for a job well done.	26%	27%	23%	14%	10%	3.5	53%
10. We are making improvements to make things better for our customers.	29%	36%	21%	9%	5%	3.8	65%
11. A spirit of cooperation and teamwork exists in my workgroup.	34%	36%	16%	9%	6%	3.8	70%
12. I know how my agency measures its success.	21%	34%	22%	14%	9%	3.5	56%
13. My agency consistently demonstrates support for a diverse workforce.	36%	36%	16%	7%	5%	3.9	72%
14. I receive clear information about changes being made within the agency.	14%	33%	27%	16%	9%	3.3	47%
15. I am encouraged to come up with better ways of doing things.	26%	29%	21%	14%	10%	3.5	56%
16. We use customer feedback to improve our work processes.	18%	28%	26%	17%	12%	3.2	45%
17. In general, I'm satisfied with my job.	30%	40%	17%	9%	4%	3.8	70%

Appendix B1: Positive Responses Trend Graph

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



*Based on data from those who responded. What appear to be differences between 2013 and 2014 may be simply due to a different subgroup of the workforce taking the survey in each of the two years.

Appendix B2: Trend of Positive Responses

Executive Branch (without higher ed)

	2006	2007	2009	2011	2013	2014*	Change from last survey	
Number of All Responses:		36,451	35,838	33,075	32,996	30,703		
Response Rate:		58%	59%	56%	56%	52%	-4%	
	Positive Responses**							
1. I have the opportunity to give input on decisions affecting my work.	54%	58%	59%	55%	57%	59%	2%	
2. I receive the information I need to do my job effectively.	69%	69%	73%	72%	72%	72%	0%	
3. I know how my work contributes to the goals of my agency.	78%	80%	83%	80%	82%	81%	-1%	
4. I know what is expected of me at work.	84%	85%	88%	87%	88%	87%	-1%	
5. I have opportunities at work to learn and grow.	57%	61%	59%	53%	57%	58%	1%	
6. I have the tools and resources I need to do my job effectively.	67%	67%	71%	69%	70%	71%	1%	
7. My supervisor treats me with dignity and respect.	81%	82%	84%	83%	85%	85%	0%	
8. My supervisor gives me ongoing feedback that helps me improve my performance.	62%	64%	66%	64%	66%	66%	0%	
9. I receive recognition for a job well done.	48%	52%	54%	51%	52%	53%	1%	
10. We are making improvements to make things better for our customers.	n/a	n/a	n/a	n/a	64%	65%	1%	
11. A spirit of cooperation and teamwork exists in my workgroup.	n/a	n/a	n/a	n/a	69%	70%	1%	
12. I know how my agency measures its success.	52%	54%	57%	54%	55%	56%	1%	
13. My agency consistently demonstrates support for a diverse workforce.	n/a	67%	71%	68%	72%	72%	0%	
14. I receive clear information about changes being made within the agency.	n/a	n/a	n/a	47%	47%	47%	0%	

15. I am encouraged to come up with better ways of doing things.	n/a	n/a	n/a	51%	53%	56%	3%	
16. We use customer feedback to improve our work processes.	n/a	n/a	n/a	n/a	44%	45%	1%	
17. In general, I'm satisfied with my job.	n/a	n/a	n/a	67%	69%	70%	1%	

*Based on data from those who responded. What appear to be differences between 2013 and 2014 may be simply due to a different subgroup of the workforce taking the survey in each of the two years.

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

Appendix C: Positive Responses* by Demographic Groups

Executive Branch (without higher education)

	All	Area of the State				Management		
		Eastern WA	Greater Olympia Area	Western WA (outside greater Olympia area)	No Response	Supervisor	Non-supervisor	No Response
Number of All Responses	30,703	5,591	12,155	12,004	953	6,722	23,074	907
1. I have the opportunity to give input on decisions affecting my work.	59%	53%	68%	53%	44%	75%	54%	45%
2. I receive the information I need to do my job effectively.	72%	70%	76%	69%	60%	79%	71%	60%
3. I know how my work contributes to the goals of my agency.	81%	78%	84%	79%	77%	87%	79%	74%
4. I know what is expected of me at work.	87%	87%	88%	86%	80%	89%	87%	79%
5. I have opportunities at work to learn and grow.	58%	55%	63%	54%	46%	69%	55%	48%
6. I have the tools and resources I need to do my job effectively.	71%	70%	76%	68%	61%	74%	71%	62%
7. My supervisor treats me with dignity and respect.	85%	84%	88%	84%	77%	89%	84%	77%
8. My supervisor gives me ongoing feedback that helps me improve my performance.	66%	64%	69%	64%	58%	69%	65%	56%
9. I receive recognition for a job well done.	53%	49%	60%	49%	43%	58%	52%	43%
10. We are making improvements to make things better for our customers.	65%	60%	73%	59%	57%	74%	63%	57%
11. A spirit of cooperation and teamwork exists in my workgroup.	70%	66%	74%	67%	60%	79%	67%	61%
12. I know how my agency measures its success.	56%	52%	60%	52%	52%	64%	53%	52%
13. My agency consistently demonstrates support for a diverse workforce.	72%	70%	76%	70%	63%	80%	70%	63%
14. I receive clear information about changes being made within the agency.	47%	43%	54%	43%	39%	53%	46%	37%
15. I am encouraged to come up with better ways of doing things.	56%	49%	66%	49%	41%	69%	52%	43%
16. We use customer feedback to improve our work processes.	45%	38%	55%	39%	38%	55%	42%	40%
17. In general, I'm satisfied with my job.	70%	69%	74%	67%	56%	77%	68%	57%

*If 10 or more responses, the percentage who answered the question either "4 - Usually" or "5 - Almost Always or Always"
 Shading indicates the top two rated.

Appendix C: Positive Responses* by Demographic Groups (cont.)

Executive Branch (without higher education)

		State Employment						
		Less than 1 year	1 to 2 years	3 to 5 years	6 to 10 years	11 to 15 years	16 or more years	No Response
	All							
Number of All Responses	30,703	2,275	2,834	2,777	5,893	4,931	11,084	909
1. I have the opportunity to give input on decisions affecting my work.	59%	68%	60%	58%	56%	56%	60%	43%
2. I receive the information I need to do my job effectively.	72%	81%	74%	72%	69%	70%	74%	58%
3. I know how my work contributes to the goals of my agency.	81%	89%	83%	81%	79%	78%	82%	73%
4. I know what is expected of me at work.	87%	90%	88%	87%	86%	85%	88%	78%
5. I have opportunities at work to learn and grow.	58%	79%	65%	59%	54%	52%	56%	45%
6. I have the tools and resources I need to do my job effectively.	71%	80%	72%	71%	68%	69%	72%	62%
7. My supervisor treats me with dignity and respect.	85%	94%	88%	86%	85%	83%	84%	75%
8. My supervisor gives me ongoing feedback that helps me improve my performance.	66%	80%	70%	67%	65%	63%	64%	54%
9. I receive recognition for a job well done.	53%	74%	62%	56%	51%	48%	50%	40%
10. We are making improvements to make things better for our customers.	65%	76%	66%	64%	62%	63%	66%	55%
11. A spirit of cooperation and teamwork exists in my workgroup.	70%	80%	71%	69%	66%	67%	71%	57%
12. I know how my agency measures its success.	56%	63%	57%	53%	53%	53%	57%	52%
13. My agency consistently demonstrates support for a diverse workforce.	72%	83%	75%	71%	70%	71%	73%	60%
14. I receive clear information about changes being made within the agency.	47%	65%	53%	46%	44%	43%	47%	36%
15. I am encouraged to come up with better ways of doing things.	56%	68%	57%	55%	53%	52%	57%	40%
16. We use customer feedback to improve our work processes.	45%	57%	44%	43%	42%	43%	47%	37%
17. In general, I'm satisfied with my job.	70%	84%	74%	71%	66%	66%	70%	52%

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

Shading indicates the top two rated.

Appendix C: Positive Responses* by Demographic Groups (cont.)

Executive Branch (without higher education)

		Agency Employment						
		Less than 1 year	1 to 2 years	3 to 5 years	6 to 10 years	11 to 15 years	16 or more years	No Response
	All							
Number of All Responses	30,703	3,424	3,910	3,694	6,096	4,505	8,148	926
1. I have the opportunity to give input on decisions affecting my work.	59%	70%	62%	59%	55%	56%	59%	42%
2. I receive the information I need to do my job effectively.	72%	82%	73%	72%	69%	70%	73%	57%
3. I know how my work contributes to the goals of my agency.	81%	89%	83%	81%	78%	78%	81%	73%
4. I know what is expected of me at work.	87%	90%	87%	86%	86%	86%	88%	77%
5. I have opportunities at work to learn and grow.	58%	79%	65%	57%	51%	52%	55%	45%
6. I have the tools and resources I need to do my job effectively.	71%	80%	72%	70%	68%	70%	72%	60%
7. My supervisor treats me with dignity and respect.	85%	94%	88%	86%	83%	83%	83%	75%
8. My supervisor gives me ongoing feedback that helps me improve my performance.	66%	80%	70%	66%	63%	64%	63%	54%
9. I receive recognition for a job well done.	53%	74%	61%	54%	49%	48%	48%	41%
10. We are making improvements to make things better for our customers.	65%	78%	68%	64%	61%	62%	64%	53%
11. A spirit of cooperation and teamwork exists in my workgroup.	70%	80%	72%	69%	66%	67%	71%	57%
12. I know how my agency measures its success.	56%	64%	57%	54%	53%	54%	56%	51%
13. My agency consistently demonstrates support for a diverse workforce.	72%	83%	75%	70%	69%	71%	72%	62%
14. I receive clear information about changes being made within the agency.	47%	66%	52%	45%	43%	43%	45%	36%
15. I am encouraged to come up with better ways of doing things.	56%	70%	59%	56%	51%	51%	55%	40%
16. We use customer feedback to improve our work processes.	45%	58%	46%	45%	41%	42%	45%	37%
17. In general, I'm satisfied with my job.	70%	84%	74%	69%	64%	65%	70%	53%

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

Shading indicates the top two rated.

Appendix D: Response Rates

Agencies with more than 50 responses

Agency	Response count	Response rate
Administrative Hearings, Office of	115	65%
Agriculture, Department of	232	30%
Attorney General, Office of the	572	48%
Auditor, Office of the State	289	75%
Commerce, Department of	142	49%
Community and Technical Colleges, State Board for	98	57%
Consolidated Technology Services	226	84%
Corrections, Department of	3,139	38%
Ecology, Department of	1,073	67%
Employment Security, Department of	820	56%
Enterprise Services, Department of	703	69%
Financial Institutions, Department of	147	76%
Financial Management, Office of	161	89%
Fish and Wildlife, Department of	886	48%
Gambling Commission, State	82	64%
Health Care Authority, State	950	87%
Health, Department of	1,101	68%
Industrial Insurance Appeals, Board of	113	73%
Insurance Commissioner, Office of the	180	82%
Investment Board, State	62	68%
Labor and Industries, Department of	1,977	69%
Licensing, Department of	941	75%
Liquor Control Board	272	94%
Lottery Commission, State	106	82%
Military Department	181	57%
Natural Resources, Department of	715	47%
Parks and Recreation Commission, State	339	49%
Patrol, Washington State	816	36%
Public Instruction, Superintendent of	237	57%
Retirement Systems, Department of	173	74%
Revenue, Department of	778	66%
Secretary of State, Office of the	116	48%
Social and Health Services, Department of	7,991	45%
Student Achievement Council	77	72%
Transportation, Department of	3,153	46%
Utilities and Transportation Commission	146	100%
Veterans Affairs, Department of	263	34%

Appendix E: Positive Responses by Agency

Agencies with more than 50 responses

	Percentage Positive Responses*								
	Response count	Response rate	Job Satisfaction	Employee Engagement					
			17. General satisfaction	1. Input on decisions solicited	3. Work connected to goals	5. Learn and grow	11. Cooperation and teamwork	15. Better ways encouraged	
Administrative Hearings, Office of	115	65%	61	53	83	53	73	61	
Agriculture, Department of	232	30%	78	61	81	64	65	61	
Attorney General, Office of the	572	48%	84	73	91	77	84	68	
Auditor, Office of the State	289	75%	78	75	90	80	84	73	
Commerce, Department of	142	49%	75	78	72	79	79	71	
Community and Technical Colleges, State Board For	98	57%	76	66	82	57	80	63	
Consolidated Technology Services	226	84%	70	66	75	54	79	62	
Corrections, Department of	3,139	38%	61	40	68	43	58	38	
Ecology, Department of	1,073	67%	73	69	83	60	69	60	
Employment Security, Department of	820	56%	57	47	73	40	59	52	
Enterprise Services, Department of	703	69%	71	68	81	59	73	71	
Financial Institutions, Department of	147	76%	82	78	91	79	85	74	
Financial Management, Office of	161	89%	91	83	89	77	92	79	
Fish and Wildlife, Department of	886	48%	67	61	76	52	67	54	
Gambling Commission, State	82	64%	70	63	79	62	80	67	
Health Care Authority, State	950	87%	77	68	87	66	78	69	
Health, Department of	1,101	68%	75	64	84	62	72	61	
Industrial Insurance Appeals, Board of	113	73%	83	65	92	76	79	68	
Insurance Commissioner, Office of the	180	82%	81	73	88	71	84	69	
Investment Board, State	62	68%	70	74	90	61	77	69	
Labor and Industries, Department of	1,977	69%	71	65	84	67	74	63	
Licensing, Department of	941	75%	73	61	84	57	72	69	
Liquor Control Board	272	94%	75	67	81	62	78	67	
Lottery Commission, State	106	82%	71	55	86	54	66	50	
Military Department	181	57%	59	59	72	50	61	55	
Natural Resources, Department of	715	47%	74	74	84	62	80	58	
Parks and Recreation Commission, State	339	49%	67	67	75	50	70	58	
Patrol, Washington State	816	36%	70	52	85	58	71	51	
Public Instruction, Superintendent of	237	57%	78	73	81	69	80	64	
Retirement Systems, Department of	173	74%	80	75	88	73	78	79	
Revenue, Department of	778	66%	76	63	90	66	77	66	
Secretary of State, Office of the	116	48%	69	70	82	60	68	59	
Social & Health Services, Department of	7,991	45%	68	55	83	59	68	49	
Student Achievement Council	77	72%	88	88	87	83	83	87	
Transportation, Department of	3,153	46%	65	57	77	49	66	52	
Utilities and Transportation Commission	146	100%	90	79	94	79	86	76	
Veterans Affairs, Department of	263	34%	72	59	80	51	63	52	

*The percentage who answered the question either "4 - Usually" or "5 - Almost Always or Always"

Appendix E: Positive Responses by Agency (cont.)

Agencies with more than 50 responses

	Percentage Positive Responses*				
	Respect & Feedback			Customer Value	
	7. Treated with dignity and respect	8. Ongoing feedback	9. Recognition received	10. Improvements for customers	16. Customer feedback used
Administrative Hearings, Office of	93	76	44	59	37
Agriculture, Department of	87	65	52	73	58
Attorney General, Office of the	94	79	66	79	55
Auditor, Office of the State	91	72	69	84	65
Commerce, Department of	91	73	68	72	52
Community and Technical Colleges, State Board for	92	60	53	72	48
Consolidated Technology Services	89	61	52	67	59
Corrections, Department of	78	56	39	50	26
Ecology, Department of	87	59	52	65	44
Employment Security, Department of	81	61	42	52	37
Enterprise Services, Department of	89	70	57	74	62
Financial Institutions, Department of	94	84	68	82	72
Financial Management, Office of	97	73	76	81	70
Fish and Wildlife, Department of	82	58	51	54	35
Gambling Commission, State	85	74	63	79	58
Health Care Authority, State	91	79	67	75	52
Health, Department of	87	67	58	71	50
Industrial Insurance Appeals, Board of	96	79	69	79	67
Insurance Commissioner, Office of the	91	78	69	83	64
Investment Board, State	90	71	69	84	52
Labor and Industries, Department of	89	75	66	73	56
Licensing, Department of	84	70	57	77	59
Liquor Control Board	87	71	59	71	57
Lottery Commission, State	87	68	60	54	34
Military Department	78	58	41	66	44
Natural Resources, Department of	90	71	58	62	46
Parks and Recreation Commission, State	86	64	48	63	56
Patrol, Washington State	89	70	52	61	40
Public Instruction, Superintendent of	90	67	62	77	59
Retirement Systems, Department of	88	70	71	83	78
Revenue, Department of	88	73	58	77	60
Secretary of State, Office of the	88	63	58	75	55
Social & Health Services, Department of	84	67	54	62	40
Student Achievement Council	94	77	82	92	78
Transportation, Department of	83	60	42	59	40
Utilities and Transportation Commission	94	77	63	82	61
Veterans Affairs, Department of	85	65	44	64	51

*The percentage who answered the question either "4 - Usually" or "5 - Almost Always or Always"

Appendix E: Positive Responses by Agency (cont.)

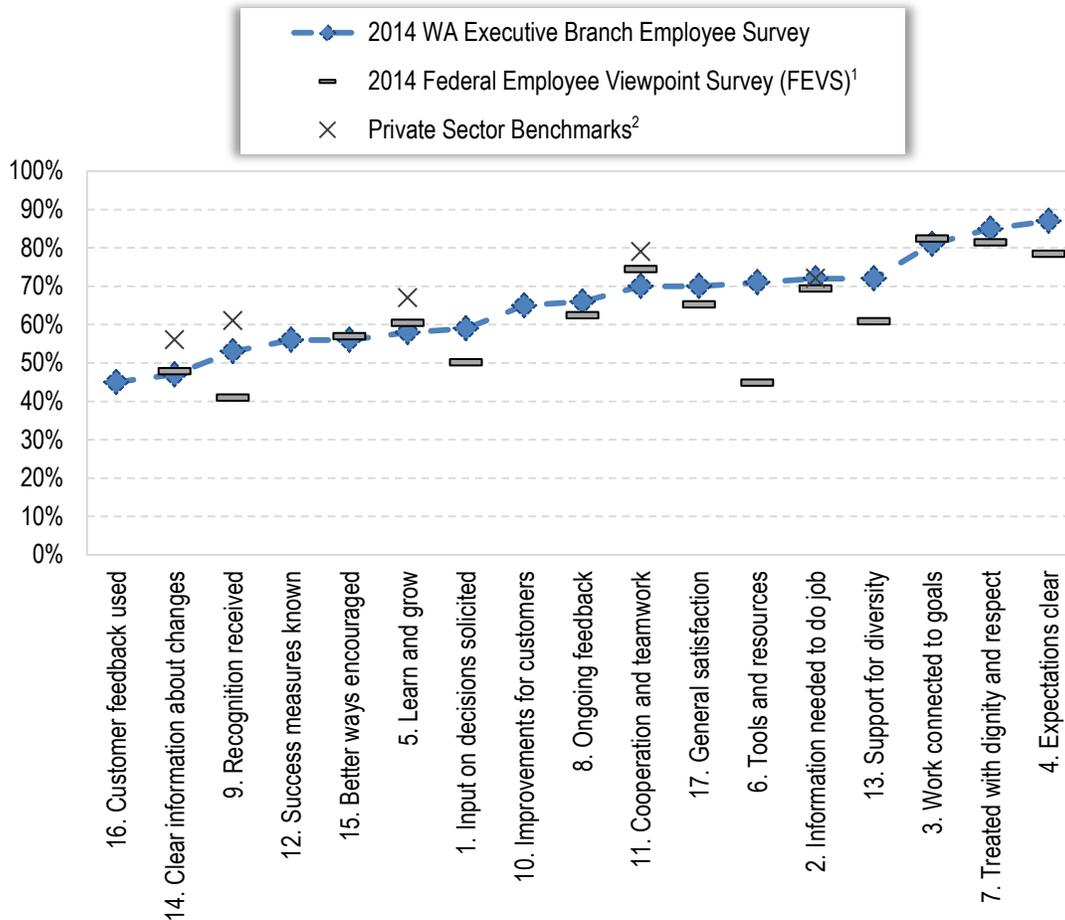
Agencies with more than 50 responses

	Percentage Positive Responses*					
	Job Support					
	2. Information needed to do job	4. Expectations clear	6. Tools and resources	12. Success measures known	13. Support for diversity	14. Clear information about changes
Administrative Hearings, Office of	69	85	59	59	76	38
Agriculture, Department of	81	87	81	50	67	47
Attorney General, Office of the	89	94	81	70	86	68
Auditor, Office of the State	83	89	83	62	80	61
Commerce, Department of	79	85	75	64	71	51
Community and Technical Colleges, State Board for	71	86	70	52	72	46
Consolidated Technology Services	68	86	64	41	73	53
Corrections, Department of	59	83	61	36	67	32
Ecology, Department of	75	85	75	50	73	52
Employment Security, Department of	63	83	62	42	59	35
Enterprise Services, Department of	74	87	71	60	77	53
Financial Institutions, Department of	88	95	90	83	85	63
Financial Management, Office of	86	88	83	60	83	69
Fish and Wildlife, Department of	68	83	65	37	61	37
Gambling Commission, State	78	84	80	64	85	52
Health Care Authority, State	79	91	76	57	76	58
Health, Department of	77	89	75	58	76	56
Industrial Insurance Appeals, Board of	85	96	88	83	92	71
Insurance Commissioner, Office of the	83	94	84	69	86	54
Investment Board, State	74	90	85	77	95	35
Labor and Industries, Department of	75	89	75	67	80	57
Licensing, Department of	78	91	77	65	80	59
Liquor Control Board	73	88	72	63	81	49
Lottery Commission, State	67	89	70	64	70	41
Military Department	68	79	65	39	54	33
Natural Resources, Department of	77	86	72	49	62	39
Parks and Recreation Commission, State	72	85	59	36	72	36
Patrol, Washington State	78	90	70	66	74	43
Public Instruction, Superintendent of	78	91	77	50	72	46
Retirement Systems, Department of	80	90	81	83	75	61
Revenue, Department of	82	92	81	76	82	64
Secretary of State, Office of the	72	89	71	50	66	48
Social & Health Services, Department of	71	86	69	61	71	47
Student Achievement Council	95	97	92	69	87	75
Transportation, Department of	71	86	72	46	70	41
Utilities and Transportation Commission	92	95	86	72	82	70
Veterans Affairs, Department of	68	88	69	48	71	36

*The percentage who answered the question either "4 - Usually" or "5 - Almost Always or Always"

Appendix F: Benchmark Data

Questions from state, federal and private sector surveys



Notes:

- » Washington State Executive Branch survey results are drawn from 30,703 respondents. Data are unweighted.
- » Federal Employee Viewpoint Survey (FEVS) results are drawn from 392,752 respondents. Data are unweighted.
- » Private-sector results are drawn from Hay Group's survey of more than 6.7 million employees at 400 companies in a variety of industries around the world. Data are weighted.

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

¹ United States Office of Personnel Management (2014). 2014 Federal Employee Viewpoint Survey. Retrieved January 28, 2015 (<http://www.fedview.opm.gov/2014/Reports/Responses.asp?AGY=ALL>). Unweighted data.

² Partnership for Public Service (2014). The Best Places to Work in the Federal Government. Private Sector data from Hay Group as published in The Best Places to Work: Government-wide Analysis (<http://bestplacetowork.org/BPTW/rankings/governmentwide>). "Hay Group's private-sector benchmarks are based on data collected from more than 6.7 million employees at 400 companies around the world in a variety of industries."

Appendix F: Benchmark Data (cont.)

	Positive Responses		
	2014 WA Executive Branch Employee Survey	2014 Federal Employee Viewpoint Survey (FEVS) ¹	Private Sector Benchmarks ²
1. I have the opportunity to give input on decisions affecting my work. FEVS - 63. How satisfied are you with your involvement in decisions that affect your work?	59%	50%	
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%	69%	72%
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.	81%	82%	
4. I know what is expected of me at work. FEVS - 6. I know what is expected of me on the job.	87%	78%	
5. I have opportunities at work to learn and grow. Private Sector and FEVS - 1. I am given a real opportunity to improve my skills in my organization.	58%	60%	67%
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.	71%	45%	
7. My supervisor treats me with dignity and respect. FEVS - 49. My supervisor treats me with respect.	85%	81%	
8. My supervisor gives me ongoing feedback that helps me improve my performance. FEVS - 46. My supervisor provides me with constructive suggestions to improve my job performance.	66%	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?	53%	41%	61%
10. We are making improvements to make things better for our customers. FEVS - no question is available	65%		
11. A spirit of cooperation and teamwork exists in my workgroup. Private Sector and FEVS - 20. The people I work with cooperate to get the job done.	70%	74%	79%
12. I know how my agency measures its success. FEVS - no question is available	56%		

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). (57.1%) FEVS - 55. Supervisors work well with employees of different backgrounds. (64.6%)	72%	61%	
14. I receive clear information about changes being made within the agency. Private Sector and FEVS - 64. How satisfied are you with the information you receive from management on what's going on in your organization?	47%	48%	56%
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.	56%	57%	
16. We use customer feedback to improve our work processes. FEVS - no question is available	45%		
17. In general, I'm satisfied with my job. FEVS - 69. Considering everything, how satisfied are you with your job?	70%	65%	

¹United States Office of Personnel Management (2014). 2014 Federal Employee Viewpoint Survey. Retrieved January 28, 2015 (<http://www.fedview.opm.gov/2014/Reports/Responses.asp?AGY=ALL>). Unweighted data.

²Partnership for Public Service (2014). The Best Places to Work in the Federal Government. Private Sector data from Hay Group as published in The Best Places to Work: Government-wide Analysis (<http://bestplacetowork.org/BPTW/rankings/governmentwide>). "Hay Group's private-sector benchmarks are based on data collected from more than 6.7 million employees at 400 companies around the world in a variety of industries."

Appendix G: Employer of Choice

Executive Branch (without higher education)

	2011	2013	2014	2013-14** Change	2013-15 Target
Overall	Positive responses*			1%	3%
	0% 50% 100%			1%	3%
Job Satisfaction					
17. In general, I'm satisfied with my job.	67%	69%	70%	1%	
Employee Engagement				1%	3%
1. I have the opportunity to give input on decisions affecting my work.	55%	57%	59%	2%	
3. I know how my work contributes to the goals of my agency.	80%	82%	81%	-1%	
5. I have opportunities at work to learn and grow.	53%	57%	58%	1%	
11. A spirit of cooperation and teamwork exists in my workgroup.	69%		70%	1%	
15. I am encouraged to come up with better ways of doing things.	51%	53%	56%	3%	
Respect & Feedback				0%	2%
7. My supervisor treats me with dignity and respect.	83%	85%	85%	0%	
8. My supervisor gives me ongoing feedback that helps me improve my performance.	64%	66%	66%	0%	
9. I receive recognition for a job well done.	51%	52%	53%	1%	
Customer Value				1%	3%
10. We are making improvements to make things better for our customers.	64%		65%	1%	
16. We use customer feedback to improve our work processes.	44%		45%	1%	

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

	2011	2013	2014
Survey response count:	33,075	32,996	30,703
Response rate:	56%	56%	52%

**Based on data from those who responded. What appear to be differences between 2013 and 2014 may be simply due to a different subgroup of the workforce taking the survey in each of the two years.

Shaded items identified for statewide improvement efforts.