

2015

# Washington State Employee Engagement Survey

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## Executive Summary

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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 seventh State Employee Engagement Survey. Seventy-eight agencies, representing 99.9 percent of the executive branch workforce, participated in this survey. A total of 42,669 employees responded, or 72 percent of executive branch employees. This year marks the highest response rate in the history of the survey, a 20 percentage point increase from last year and a 13 percentage point increase from the previous peak set in 2009.

Responses to the 2015 Employee Engagement Survey reflect growing improvement of employee optimism following the Great Recession. As was true last year, 70 percent of employees who responded say they are generally satisfied with their job, compared to 69 percent in 2013 and 67 percent in 2011. Overall, trends continue to be positive, although some questions have not yet returned to the peak seen in 2009. Compared to last year, responses to 13 of 17 employee perception questions remained consistent or improved.<sup>1</sup> Of the 11 survey questions with longer trend data, five have met or exceeded their 2009 high point.

### Successes

The top three rated questions in 2015 show that supervisors continue to receive high scores for setting clear expectations (Question 4, with 87 percent positive responses), treating employees with dignity and respect (Q7, with 86 percent positive) and connecting work to the agency's goals (Q3, with 81 percent positive). In fact, this year's score for treating employees with dignity and respect is the highest on record. Similarly, a high was reached this year when 68 percent of employees agreed that their supervisor gives them ongoing feedback that helps them improve job performance (Q8).

Survey results also indicate progress in areas that have historically received mid- to low scores. For example, 60 percent of employees indicated they have opportunities at work to learn and grow (Q5), a 2 percentage point increase over last year. Although receiving recognition for a job well done (Q9) still ranks toward the bottom of the survey questions, 54 percent of employees responded positively in 2015, a 1 point increase over 2014.

### Opportunities

Although the survey reflects generally positive trends, some questions do show areas of opportunity. As was true last year, employees continue to give low ratings in the areas of receiving clear information about changes within the agency (Q14) and using customer feedback to improve work processes (Q16). These questions received the lowest scores of the survey, with less than half of employees responding positively (47 percent and 45 percent, respectively).

In addition, four of the 17 perception questions showed decreases in scores compared to last year. Areas of decline relate to receiving information to do the job (Q2), the availability of tools and resources (Q6), making improvements for customers (Q10) and coming up with better ways of doing things (Q15).

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1. See Appendix B2: Trend of Positive Responses Table.

## **Group comparisons**

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. This year's analysis of type of work adds to the overall picture by showing that employees may rank the survey questions better or worse, depending on the functional group they belong to. These patterns can provide insight on how to improve the work experience for all employees.

## **Employer of Choice**

The Employee Engagement Survey continues to garner attention as the 2015 results were used to assess progress toward Governor Jay Inslee's goal to increase Washington as an Employer of Choice under Results Washington Goal 5: Effective, Efficient and Accountable Government. Washington's Employer of Choice score is based on an average of the favorable responses to 11 of the Employee Engagement Survey questions, grouped into four leading indicator categories: job satisfaction, employee engagement, respect and feedback, and customer value. The Employer of Choice questions show an average score of 65 percent positive, a 1 point increase over 2014, but 1 point shy of the goal to reach 66 percent by January 2016.

## Survey Facts

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### About the survey

The Washington State Employee Engagement Survey measures key workforce management practices in the state. The survey was conducted every two years from 2006 to 2013, and annually thereafter.

The 2015 survey was:

- Composed of 22 standard questions: 17 employee perception questions and five demographic questions (unchanged from 2013 and 2014).
- Open from Oct. 13, 2015, through Nov. 10, 2015, collecting responses from executive branch employees (excludes 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. However, this report summarizes responses to the 22 standard questions.

Only agencies with more than 50 survey responses have detailed scores reported in the appendix of this report,<sup>2</sup> 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. The effect may be particularly strong this year due to higher response rates from a few large agencies.

### Participation

- A total of 78 of 87 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).
- A total of 42,669 employees responded (72 percent of the executive branch workforce).

### Environmental and process factors

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

- Unemployment continues to decrease in the state: 5.2 percent in Sept. 2015 (one month before the survey), down 1 percentage point from the previous year.<sup>3</sup>

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2. See Appendix E: Positive Responses by Agency.

3. Washington State Employment Security Department (October 2015). Monthly employment report for September 2015. Retrieved from <https://fortress.wa.gov/esd/employmentdata/docs/economic-reports/mer-2015-09.pdf>.

- In 2015, the Legislature approved a general wage increase of 3 percent for the state workforce.<sup>4</sup>
- Agencies continue to foster a Lean cultural transformation by making improvements to processes and in training and developing employees in Lean principles and tools, and encouraging employee input and innovation.
- Although a state government shutdown was narrowly avoided in July 2015, many state workers had already received notice that they would be temporarily laid off if the budget were not passed in time.
- Some agencies experienced layoffs, reorganizations, changes in work functions and consolidations during the survey period.

Process changes in how the survey is administered can also affect who responds. Indeed, 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 who participate for the first time.

Process changes this year included:

- State Human Resources' implementation of Lean process improvements to survey administration to gather more feedback and do more with it, including:
  - » More communication with agency points-of-contact via in-person meetings, additional targeted surveys, handouts with survey administration tips and ongoing discussion.
  - » Fostering the exchange of best practices among agency contacts.
  - » Encouraging innovative approaches to survey outreach and methods of gaining leadership support.
  - » Improvements to survey accessibility for hard-to-reach employee groups such as field workers and employees who work primarily outside of core business hours.
  - » Taking into account agency needs by adding agency-specific survey questions.
- More communication and outreach to employees, from agency leaders and survey contacts, resulting in higher response rates for several agencies.
- Greater familiarity with annual survey administration.

It is worth noting that 2015 was the first year after the shift to annual survey administration that coincided with a few agencies' internal administration of employee surveys.

The 72 percent response rate seen in 2015 represents not only a recovery from the dip in 2014 (to 52 percent), but a 13 percentage point increase over the previous peak of 59 percent set in 2009. Many agencies deserve recognition for their efforts to increase response rates: 22 of 36 agencies (with more than 50 survey responses<sup>5</sup>) improved from 2014 to 2015, and even more (25) improved compared to 2013.

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4. Washington State Office of Financial Management, State Human Resources (July 1, 2015). Wage Adjustments and Salary Increases. Retrieved from <http://hr.wa.gov/WorkforceDataAndPlanning/WorkforceDataTrends/Pages/WageAdjustmentsAndSalaryIncreases.aspx>.

5. These 36 agencies represent 97 percent of the workforce.

Several agencies attribute more communication with employees as the key driver of their success. This took the form of messages from leadership, shorter “pulse” surveys administered throughout the year, an emphasis on anonymity and the sharing of specific examples of how the survey results translate into action. The following are examples of successful communication strategies:

- One agency integrated employee viewpoints in its strategic plan and conducted internal mid-year surveys to establish baselines before the statewide survey.
- Another agency used quarterly employee interviews to create a “norm of performance measurement” that wasn’t seen as punitive, thus establishing trust for the survey.
- One of the larger agencies launched a communications campaign on its intranet to publicize and promote survey participation.
- A director of one of the smaller agencies sent staff voicemail updates of response counts and invitations to participate.

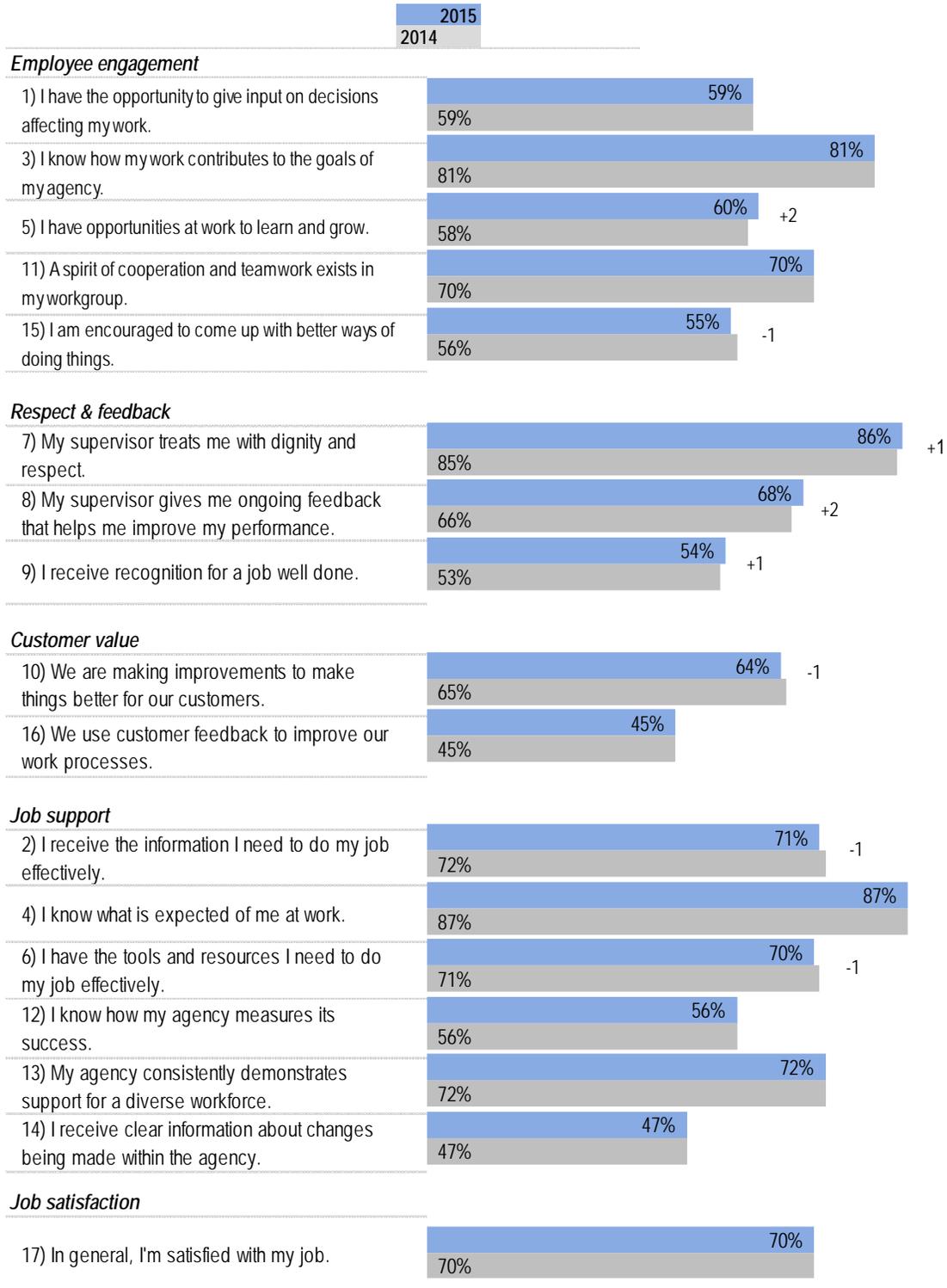
Two agencies in particular had a significant effect on the 2015 response rate: the Department of Social and Health Services (DSHS) and the Department of Corrections (DOC). The response rate dip that accompanied the shift to an annual survey in 2014 was most significant in DSHS, the largest state agency, with 30 percent of the workforce. DSHS typically employs large-scale internal publicity and follow-up for biennial surveys, but used only standard, centralized methods in 2014 due to resource constraints. DSHS resumed its internal efforts for the 2015 survey and saw a sharp increase in its response rate that not just rebounded from the 2014 dip but set a high.

DOC is the second largest state agency, with 14 percent of the workforce. Its response rate was unaffected by the shift to annual administration in 2014, yet nonetheless increased by a significant margin in 2015. Due to their large size, DSHS’ and DOC’s combined increase accounts for about 80 percent of the overall increase in the statewide response rate in 2015.

This peak response rate in 2015 is a tremendous accomplishment in reaching more employees, yet warrants caution when comparing statewide scores to previous years, as differences may reflect variations in the survey population rather than true workforce trends.

## Overall Results

All Questions from 2014 to 2015: Percentage of Employees Answering "Usually" or "Always"



	2014	2015
Survey response count	30,703	42,669
Response rate	52%	72%

## Employee engagement

Overall, employees continue to give positive scores to most of the questions that compose the **employee engagement** component of the survey. Yet there is room to improve in the areas of soliciting input and encouraging innovation.

- 81% said: “I know how my work contributes to the goals of my agency,” the same as last year, and down 1 point from 2013. (Q3)
- 70% said: “A spirit of cooperation and teamwork exists in my workgroup,” the same as last year, and up 1 point from 2013. (Q11)
- 60% said: “I have opportunities at work to learn and grow,” up 2 points from last year, and up 3 points from 2013. (Q5)
- 59% said: “I have the opportunity to give input on decisions affecting my work,” the same as last year, and up 2 points from 2013. (Q1)
- 55% said: “I am encouraged to come up with better ways of doing things,” down 1 point from last year, but up 2 points from 2013. (Q15)

The highest-rated question in this group — understanding how work contributes to agency goals — has consistently been one of the top three rated questions in the survey overall. Supervisors can be commended for connecting work to the goals of the agency, an important driver of employee engagement.

Both having opportunities at work to learn and grow (Q5) and experiencing a sense of teamwork in the work group (Q11) have increased their (already-high) scores since 2013. Interestingly, the score for growth opportunities at work increased by 2 points compared to last year, despite a 1 point decrease in positive responses concerning the availability of tools and resources (Q6). This highlights the value of growth opportunities — such as coaching, mentoring or new project assignments — that may be distinct from additional resources. Again, supervisors can be recognized for their role in fostering teamwork and individual growth opportunities within the work group.

In general, questions in the employee engagement component that receive relatively lower scores relate to process inefficiencies. Although the score has increased by 2 points from 2013, there is still room for improvement in the percentage of employees who say they have the opportunity to give input on decisions affecting their work (Q1).

Similarly, Lean principles challenge employees to come up with innovate ways to accomplish tasks, and the survey results show room for growth in this area. Just 55 percent of employees indicated they are encouraged to come up with better ways of doing things (Q15), landing this question a place in the bottom four of all 17 perception questions.

## Respect and feedback

Responses to the **respect and feedback** component of the survey highlight supervisors' strengths in treating employees with respect and offering useful feedback, but suggest that employees may not feel they receive *meaningful* recognition.

- 86% said: "My supervisor treats me with dignity and respect," up 1 point from last year and 2013. (Q7)
- 68% said: "My supervisor gives me ongoing feedback that helps me improve my performance," up 2 points from last year and 2013. (Q8)
- 54% said: "I receive recognition for a job well done," up 1 point from last year, and up 2 points from 2013. (Q9)

Employees continue to give their supervisors high marks for treating them with dignity and respect, an area where we exceed both federal and private benchmarks.<sup>6</sup> Scores for this question have steadily increased each year since the survey began in 2006, and the current rating of 86 percent positive is the highest on record. Similarly, the score for supervisor feedback reached its peak value in this survey, with 68 percent of employees saying they receive ongoing feedback that helps them improve their performance.

Where supervisors receive lower ratings is on questions that depend, in part, on their ability to personalize the experience and acknowledge the unique contribution of each employee. For example, just 54 percent of employees say they receive recognition for a job well done.

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6. See Appendix F: Benchmark Data.

## Customer value

The **customer value** questions indicate that employees value customer satisfaction, but may not use customer feedback to improve work processes.

- 64% said: “We are making improvements to make things better for our customers,” down 1 point from last year, but the same as 2013. (Q10)
- 45% said: “We use customer feedback to improve our work processes,” the same as last year, and up 1 point from 2013. (Q16)

Although a majority of employees (64 percent) said they are making improvements for customers, less than half (45 percent) said they are using customer feedback to improve work processes. This pattern is not new: Using customer feedback has been the lowest-scoring question since it was added to the survey in 2013. The 1 point increase from 2013 is promising, but we remain challenged to connect employees to customers at the individual level.

Lean principles encourage individual employees to identify their customers and regularly get their feedback. The high scores on making improvements for customers (Q10) show we care about customer satisfaction, but the low scores on Q16 may indicate we are not using feedback to increase customer satisfaction. It is also possible that employees are unclear about who their “customers” are, how their agency or work group is gathering feedback and how that feedback relates to work processes.

## Job support

Results from the **job support** category show our strengths in setting clear job expectations, but highlight an area for improvement in communicating clear information about change within the agency.

- 87% said: “I know what is expected of me at work,” the same as last year, and down 1 point from 2013. (Q4)
- 72% said: “My agency consistently demonstrates support for a diverse workforce,” the same as last year and 2013. (Q13)
- 71% said: “I receive the information I need to do my job effectively,” down 1 point from last year and 2013. (Q2)
- 70% said: “I have the tools and resources I need to do my job effectively,” down 1 point from last year, but the same as 2013. (Q6)
- 56% said: “I know how my agency measures its success,” the same as last year, and up 1 point from 2013. (Q12)
- 47% said: “I receive clear information about changes being made within the agency,” the same as last year and 2013. (Q14)

As was true last year, 87 percent of employees who took the survey agreed they know what is expected of them at work. This has been the highest-scoring question since 2006, and showcases our supervisors’ continued success in setting clear job expectations. Our ratings on this question exceed both federal and private benchmarks.<sup>7</sup> Employees also give high scores to receiving the information (71 percent positive) and tools and resources (70 percent positive) they need to do their jobs effectively.

However, just 56 percent of employees say they know how their agency measures success, and even fewer (47 percent) say they receive clear information about changes within the agency. Federal and private sector benchmark data confirm that communicating about organizational change is difficult, with 49 percent of federal employees and 53 percent of private sector employees saying they are satisfied with the information they receive from management about what’s going on in the agency.<sup>8</sup>

Trend data show some progress in communicating success measures (Q12, up 2 points from 2011), but scores for receiving clear information about changes (Q14) have been consistently low since the question was added in 2011. These two questions point to the continued challenge agencies will face in clarifying success measures and communicating change to employees.

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7. See Appendix F: Benchmark Data.

8. See Appendix F: Benchmark Data.

## Job satisfaction

The **job satisfaction** question shows that most employees are generally satisfied with their jobs in Washington state government.

In 2015, 70 percent of employees said, “In general, I’m satisfied with my job” (Q17). This is the same result as last year, 1 point higher than 2013, and 2 points higher than 2011, when the question was first included in the survey.

Engaged employees take pride in their work, are passionate about what they do, and are committed to their job and the organization.<sup>9</sup> An agency with an engaged workforce fosters an environment where employees can reach their potential, all the while contributing to the overall success of the agency. Although employee engagement is about more than just being content, job satisfaction is the foundation of engagement. It would be very unlikely to find a highly engaged employee who is not generally satisfied at work. Both overall engagement and job satisfaction are related to many, if not all, the different topic areas included in the survey.

However, survey responses indicate that job satisfaction is most closely related<sup>10</sup> to the following questions, in order of the strength of the connection:

- Q5 – I have opportunities at work to learn and grow.
- Q15 – I am encouraged to come up with better ways of doing things.
- Q2 – I receive the information I need to do my job effectively.

## Employer of Choice

*The Employee Engagement Survey received continued attention this year, as the 2015 results were used to assess progress toward Governor Inslee’s goal to increase Washington as an employer of choice under Results Washington Goal 5: Effective, Efficient and Accountable Government.*

*The positive work environment that supports employee engagement can also have the wider effect of attracting employees to work for the state, where they commit their career to providing outstanding services for Washingtonians. Because of this connection, Washington’s Employer of Choice score is based on an average of the favorable responses to 11 of the Employee Engagement Survey questions, grouped into four leading indicator categories: job satisfaction, employee engagement, respect and feedback, and customer value.*

*The Employer of Choice questions show an average score of 65 percent positive, a 1 point increase over 2014, and a 2 point increase from when the goal was set in 2013, but 1 point shy of the target to reach 66 percent by January 2016. Scores within the indicator categories mirror the pattern seen for the Employer of Choice score overall: Job satisfaction, employee engagement and customer value improved by 1 point, while respect and feedback increased by 2 points. Looking at individual questions, our greatest improvement was providing employees with opportunities to learn and grow (Q5), up 3 points from 57 percent positive in 2013 to 60 percent positive in 2015. The only question that lost ground over the performance period was Q3 – I know how my work contributes to the goals of my agency. Despite its 1 point decrease, the overall score for this question remains high at 81 percent positive.*

*Although we did not meet our target, we saw continued improvement in the Employer of Choice score each year. This is a large accomplishment as scores to these questions tend to remain stable over time. Any movement, even by 1 or 2 percent, is reflective of large-scale change.*

*Results Washington, Office of the Governor (Jan. 15, 2016). Goal 5: Effective, Efficient and Accountable Government. Retrieved from <http://results.wa.gov/what-we-do/measure-results/efficient-effective-accountable-government/goal-map>.*

9. Office of Personnel Management, 2014 Federal Employee Viewpoint Survey Results: Employees Influencing Change: Government-wide Management Report (Washington, D.C., 2014).

10. Assessed with correlation analyses. Q5 ( $r=0.67$ ), Q15 ( $r=0.64$ ), Q2 ( $r=0.64$ )

As responses to these questions improve, the chances of being generally satisfied at work also improve.

For example, for employees who said they never have opportunities at work to learn and grow (Q5), there is only a 12 percent chance that they gave a positive response to Q17– general satisfaction. On the other hand, if employees said that they always have opportunities to learn and grow, there is a 96 percent chance that they also gave a positive response (usually or always) to being generally satisfied in their job. A similar pattern exists for all the questions in this list.

## Group Comparisons

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### Demographic trends

The Employee Engagement Survey includes five standard questions that ask for information about certain employee characteristics. Like all other questions included in the survey, answering these demographic questions is optional.

These demographic questions are:

- Q18 – In which area of the state do you work the majority of the time?
- Q19 – Are you a supervisor?
- Q20 – How long have you worked for the state?
- Q21 – How long have you worked for your current agency?
- Q22 – Which agency do you work for?

Information from these questions allows us to make comparisons to see if there are differences in survey responses based on certain characteristics. Comparing results from these large-scale categories makes it possible to learn from the experiences of groups who do well and to identify unmet needs that may be common to other groups.

### Geographic area

Employees from the greater Olympia area continue to respond to the survey questions more positively than their counterparts in Eastern or Western Washington.<sup>11</sup>

In fact, greater Olympia area employees gave higher scores than employees in other geographic areas on 16 of 17 questions.

- Compared to Eastern Washington, employees from the greater Olympia area gave responses that were, on average, 9 points higher. With the exception of one question with the same score (Q4 – I know what is expected of me at work), differences ranged from 2 points (Q7 – My supervisor treats me with dignity and respect) to 19 points (Q16 – We use customer feedback to improve our work processes).
- Compared to the rest of Western Washington, employees from the greater Olympia area gave responses that were, on average, 10 points higher. The difference ranged from 2 points (Q4 – I know what is expected of me at work) to 18 points (Q15 – I am encouraged to come up with better ways of doing things).

In general, differences were smaller between groups on questions that were high-scoring in the executive branch as a whole and larger on questions that were low-scoring.

### Supervisors

Employees who self-identify as supervisors continue to give higher scores than those who self-identify as nonsupervisors.<sup>12</sup> As a whole, supervisors rate all 17 questions more positively than nonsupervisors, with differences ranging from three points (Q4 – I know what is expected of me at work) to 19 points (Q1 – I have the opportunity to give input on decisions affecting my work) higher among supervisors.

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11. See Appendix C: Positive Responses by Demographic Groups.

12. See Appendix C: Positive Responses by Demographic Groups.

## ***Years of service***

Employees with up to two years of service, either with the state or their agency, gave the highest scores across virtually all questions.<sup>13</sup> This pattern was evident last year and in 2013 when we first gathered this information. However, the positivity of new employees is rivaled by those with the greatest tenure (16 or more years) on a few questions:

- State employment
  - » Q1 – I have the opportunity to give input on decisions affecting my work (61 percent positive response by employees with one to two years of service with the state matched by employees with 16 or more years of service with the state)
  - » Q16 – We use customer feedback to improve our work processes (46 percent positive response by employees with one to two years of service with the state matched by employees with 16 or more years of service with the state)
- Agency employment
  - » Q4 – I know what is expected of me at work (89 percent positive response by employees with up to two years of service with the agency, rivaled by the 88 percent positive response from those with 16 or more years at the agency)

In general, we see a U-shaped pattern across the tenure life cycle: Scores start high in the low-tenure categories (less than one year, one to two years), decline through the mid-tenure categories (three to five years, six to 10 years, 11 to 15 years) and rise again in the highest-tenure category (16 or more years), though rarely to the peak values seen for new employees. This suggests the first years in a new job are more likely to be filled with optimism than subsequent years.

## **Agency characteristics**

### ***Agency-specific responses***

Agency results by question are provided in Appendix E for each agency with more than 50 responses.<sup>14</sup> When comparing agency responses, it is important to consider that agencies can experience unique environmental changes, such as layoffs or reorganizations, that can affect most or all their scores in a survey year. Agency size, culture and type of work can also have a predictable effect on scores.

### ***Size***

More than half of executive branch agencies are considered small agencies, each with fewer than 176 employees. The employees in small agencies compose 3.6 percent of the executive branch workforce. These small agencies provide such specialized services as taxpayer assistance and industry oversight, traffic safety improvement and services for the blind.

Sixty-nine percent of employees in small agencies responded to the survey, which represents 3 point lower participation than the workforce as a whole. Last year, the response rate for small agencies was higher than the executive branch response rate overall (64 percent compared to 52 percent). Although small agency participation increased 5 percentage points compared to last year, the increase was not as significant as the 20-point increase seen for the workforce as a whole.

Employees in small agencies continue to indicate a stronger connection to their agency and their customers than do employees in larger agencies. As was true last year, 80 percent of the small agency

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13. See Appendix C: Positive Responses by Demographic Groups.

14. See Appendix E: Positive Responses by Agency.

employees who responded said they are generally satisfied with their job (Q17), 10 points higher than the executive branch as a whole.

In fact, employees from small agencies responded more positively than the executive branch overall on all 17 questions. Differences range from 2 points (Q4 – I know what is expected of me at work) to 18 points (Q16 – We use customer feedback to improve our work processes) higher for small agencies. In general, the worse a question ranks in the executive branch, the greater the difference between small agencies and the workforce as a whole.

Small agencies do much better than larger agencies in the following areas:

- Connecting with customers: Using customer feedback (Q16) and making improvements for customers (Q10) are 18 and 14 points higher, respectively, than for the state as a whole.
- Connecting employees with the agency: Knowing agency success measures (Q12), receiving clear information about changes (Q14), being able to give input on decisions (Q1) and encouraging better ways of doing things (Q15) are 13 to 17 points higher than for the state as a whole.

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

### **Functional group**

Agency size is not the only characteristic that influences employee engagement. We also know that the type of work in which an employee engages has a predictable effect on scores. In the absence of detailed job-type data, comparison of survey results based on the functional group of the agency may shed light on how the type of work influences the employee experience.

Seventy agencies that participated in the survey can be categorized in one of the following functional groups from the State Administrative & Accounting Manual:<sup>15</sup>

- education (six agencies, 1 percent of the workforce)
- government operations (35 agencies, 12 percent of the workforce)
- human services (10 agencies, 57 percent of the workforce)
- natural resources and recreation (10 agencies, 11 percent of the workforce)
- transportation (nine agencies, 17 percent of the workforce)

Combining all employees from the same functional category and comparing across groups, we see that response rates vary considerably. With 78 and 77 percent of employees responding, human services and government operations, respectively, have greater survey participation than the workforce as a whole (72 percent). In contrast, education, natural resources and recreation, and transportation all have response rates that are lower than the workforce overall, with 67, 57 and 50 percent of employees responding, respectively.

While response rates of 50 percent or higher are typically considered representative of at least the majority of employees, the lower response rates seen for natural resources and recreation and transportation are still a cause for concern. Together, employees in these groups compose almost 30 percent of the Washington state workforce, but their experience may not be captured due to lower-

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15. See Appendix H: Agency Functional Groups.

than-average survey participation. This suggests greater effort may be necessary to provide access for hard-to-reach populations.

In general, we do not see large differences in survey scores across the functional groups, although some trends are worth noting:

- Employees in government operations and education are the most satisfied with their jobs (Q17). With 78 and 77 percent positive ratings, respectively, they score 8 and 7 points higher than the executive branch overall.
- Employees in natural resources and recreation and transportation have satisfaction levels on par with the executive branch as a whole, with 73 and 70 percent of employees, respectively, saying they are generally satisfied with their jobs.
- Employees in human services are the least satisfied with their jobs, but the score is just 2 points lower than the executive branch overall. (The two largest agencies — DSHS and DOC — are included in this functional group.)

The relative ranking (one through 17) of questions is quite similar across most functional groups: A question that ranks high (for example, among the top three scoring questions) in one group also ranks high in the other groups. However, the education and natural resources and recreation groups both have a few questions that are at least 3 ranked places different from the executive branch overall.

- Employees in education rank access to tools and resources (Q6) and receiving the information they need to do their jobs (Q2) worse than the executive branch overall, but they rank cooperation and teamwork (Q11) better.
- Employees in natural resources and recreation rank understanding agency success (Q12) and support for diversity (Q13) worse than the executive branch overall, but they rank the opportunity to give input (Q1) better.

These differences offer some insight into the diversity of experience of the Washington state workforce and highlight target areas for improvement based on an agency's primary function.

### ***Other agency outcome measures***

Comparing the survey responses to other sources of organizational outcome data also sheds light on the complex set of factors that foster employee engagement within an agency. Using information from the fiscal year 2015 Human Resources Management Report,<sup>16</sup> initial data exploration suggests that survey responses are connected to several organizational and employee outcome measures included in that report.

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16. Fiscal year 2015 Statewide HR Management Report Retrieved from <http://hr.wa.gov/WorkforceDataAndPlanning/HRMPerformanceAccountability/Pages/2.7StatewideHRMReports.aspx>.

### **Positive relationships<sup>17</sup>**

In some cases, organizational measures and survey scores move in the same direction: As one increases, the other increases as well.

- **Manager-to-staff ratio.** Agencies with a higher percentage of the workforce who are managers are more likely than other agencies to receive positive scores for input on decisions (Q1), receiving information to do the job (Q2), opportunities to learn and grow (Q5) and receiving recognition (Q9).
- **Employee promotions.** Agencies with a higher number of promotions (but not transfers) from other agencies (per capita) are more likely to receive positive scores for encouraging better ways of doing things (Q15), recognition (Q9), clarifying agency success measures (Q12) and ongoing supervisor feedback (Q8).

### **Negative relationships<sup>18</sup>**

In other cases, organizational measures and survey scores move in opposite directions: As one increases, the other decreases.

- **Use of overtime.** Agencies with a higher percentage of eligible employees receiving overtime (per month) are more likely than other agencies to receive negative scores for ongoing supervisor feedback (Q8), recognition (Q9), clear information about change (Q14) and encouraging better ways of doing things (Q15).

In sum, these relationships do not prove causal pathways but highlight the various ways in which agency organizational measures may influence employee engagement and vice versa. Certain organizational characteristics (such as having higher manager-to-staff ratios) may be related to greater employee engagement, which in turn may attract other high-performing employees (higher number of interagency promotions). Clearly, employee engagement results from a complex set of organizational and employee factors, all working together to create an environment in which employees and agencies can do their best work for the state of Washington.

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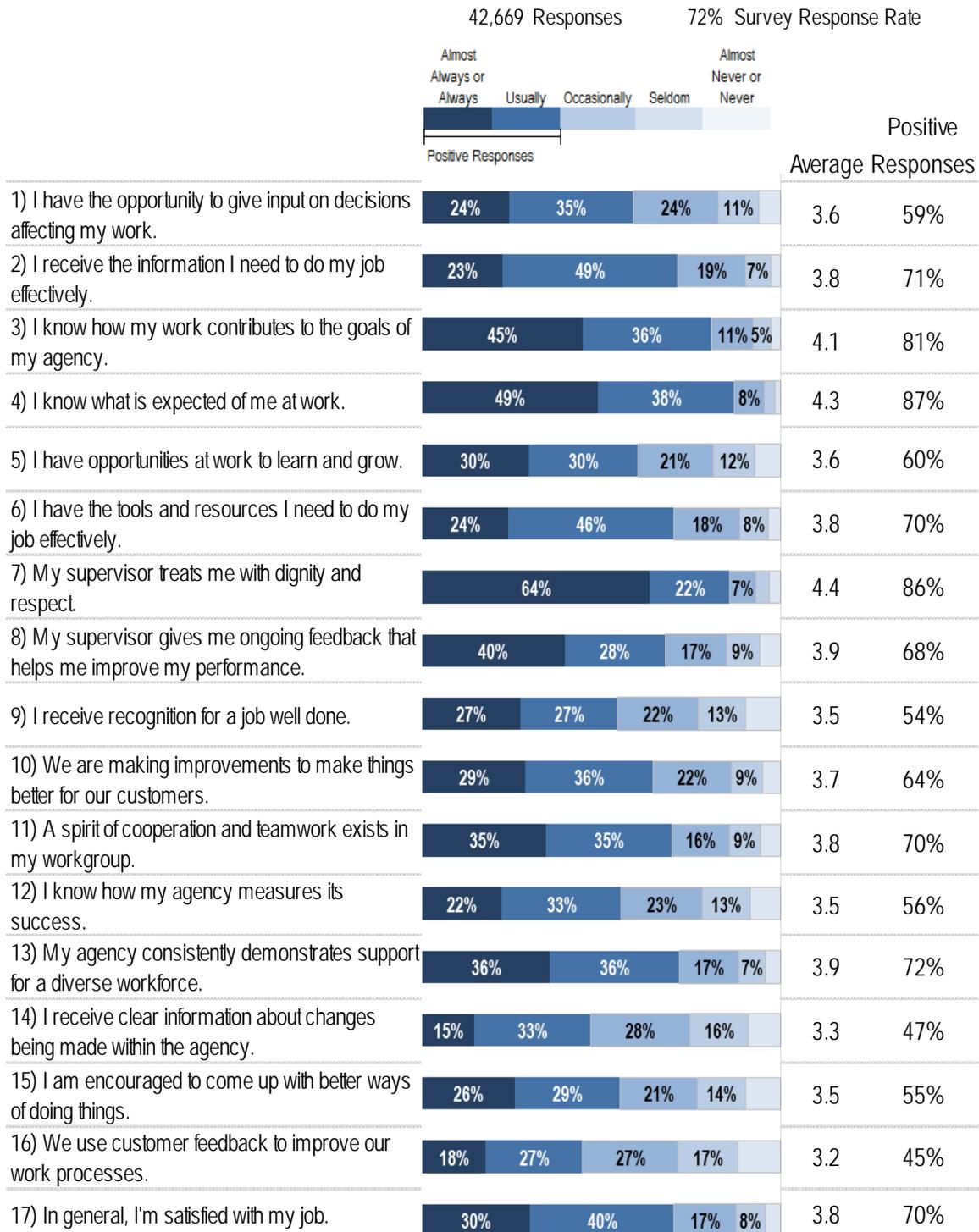
17. Correlations of  $r = 0.5$  and stronger based on data from 35 agencies.

18. Correlations of  $r = -0.5$  and stronger based on data from 35 agencies.

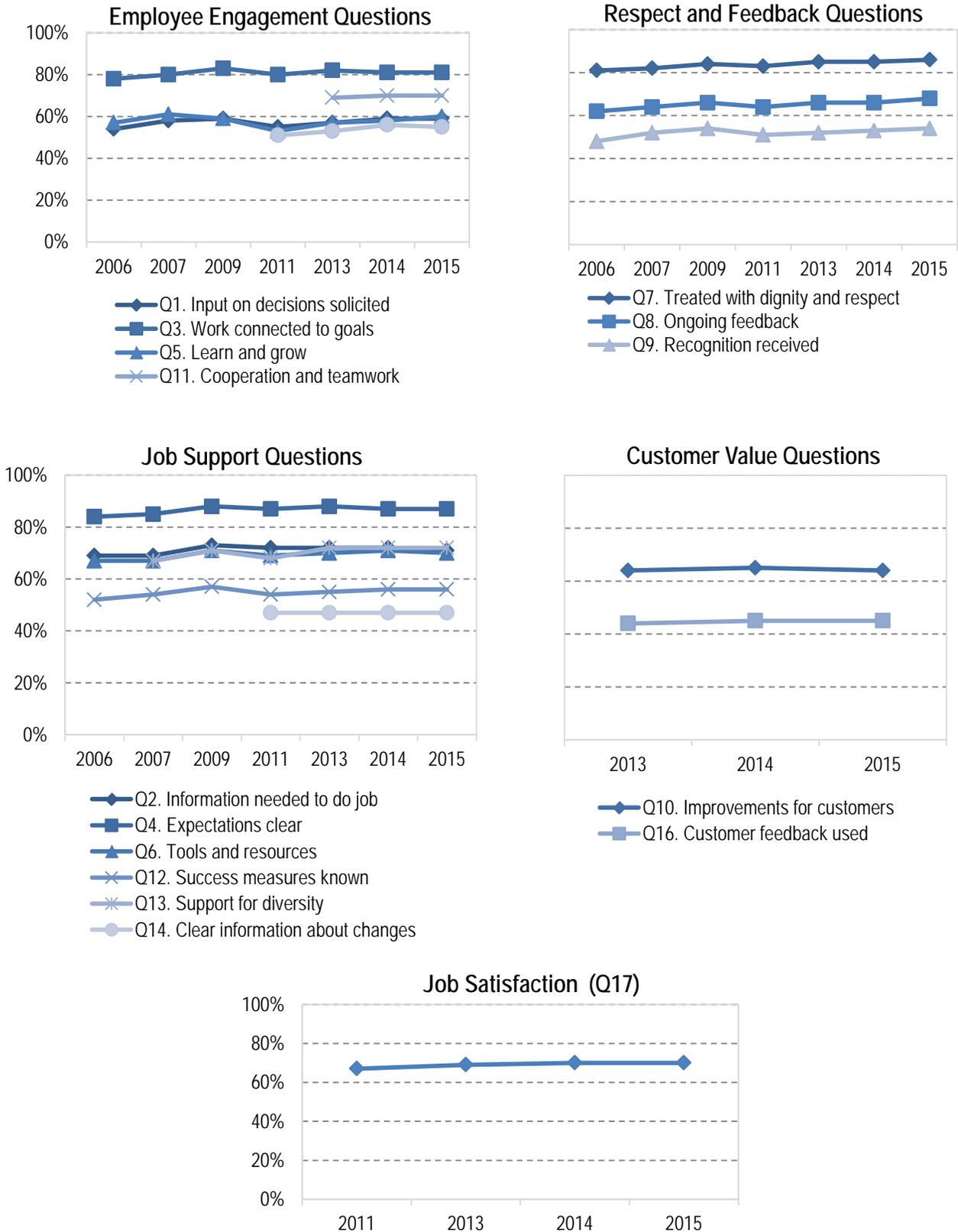
## Appendices

### Appendix A: 2015 Ratings by Question

Washington State Executive Branch



## Appendix B1: Trend of Positive Responses, Graphs by Question Category



## Appendix B2: Trend of Positive Responses Table

Washington State Executive Branch

	2006	2007	2009	2011	2013	2014	2015	Change from last survey
Number of all responses:	36,451	35,838	37,882	33,075	32,996	30,703	42,669	
Response rate:	58%	58%	59%	56%	56%	52%	72%	20%
	Positive Responses*							
1) I have the opportunity to give input on decisions affecting my work.	54%	58%	59%	55%	57%	59%	59%	0%
2) I receive the information I need to do my job effectively.	69%	69%	73%	72%	72%	72%	71%	-1%
3) I know how my work contributes to the goals of my agency.	78%	80%	83%	80%	82%	81%	81%	0%
4) I know what is expected of me at work.	84%	85%	88%	87%	88%	87%	87%	0%
5) I have opportunities at work to learn and grow.	57%	61%	59%	53%	57%	58%	60%	2%
6) I have the tools and resources I need to do my job effectively.	67%	67%	71%	69%	70%	71%	70%	-1%
7) My supervisor treats me with dignity and respect.	81%	82%	84%	83%	85%	85%	86%	1%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	62%	64%	66%	64%	66%	66%	68%	2%
9) I receive recognition for a job well done.	48%	52%	54%	51%	52%	53%	54%	1%
10) We are making improvements to make things better for our customers.	n/a	n/a	n/a	n/a	64%	65%	64%	-1%
11) A spirit of cooperation and teamwork exists in my workgroup.	n/a	n/a	n/a	n/a	69%	70%	70%	0%
12) I know how my agency measures its success.	52%	54%	57%	54%	55%	56%	56%	0%
13) My agency consistently demonstrates support for a diverse workforce.	n/a	67%	71%	68%	72%	72%	72%	0%
14) I receive clear information about changes being made within the agency.	n/a	n/a	n/a	47%	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%	55%	-1%
16) We use customer feedback to improve our work processes.	n/a	n/a	n/a	n/a	44%	45%	45%	0%
17) In general, I'm satisfied with my job.	n/a	n/a	n/a	67%	69%	70%	70%	0%

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

## Appendix C: Positive Responses by Demographic Groups

Washington State Executive Branch

	All	Area of the State				Management		
		Eastern Wash.	Greater Olympia Area	Western Wash. (outside greater Olympia area)	No response	Supervisor	Nonsupervisor	No response
<b>Number of all responses</b>	<b>42,669</b>	<b>7,927</b>	<b>14,088</b>	<b>18,027</b>	<b>2,627</b>	<b>8,923</b>	<b>31,975</b>	<b>1,771</b>
	<b>Positive Responses*</b>							
1) I have the opportunity to give input on decisions affecting my work.	59%	54%	70%	54%	48%	74%	55%	46%
2) I receive the information I need to do my job effectively.	71%	69%	77%	68%	64%	78%	70%	62%
3) I know how my work contributes to the goals of my agency.	81%	79%	85%	78%	78%	87%	79%	75%
4) I know what is expected of me at work.	87%	88%	88%	86%	83%	90%	87%	81%
5) I have opportunities at work to learn and grow.	60%	57%	67%	57%	54%	72%	57%	52%
6) I have the tools and resources I need to do my job effectively.	70%	69%	76%	66%	62%	74%	70%	60%
7) My supervisor treats me with dignity and respect.	86%	86%	88%	84%	80%	90%	85%	78%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	68%	67%	72%	66%	63%	71%	67%	60%
9) I receive recognition for a job well done.	54%	50%	62%	51%	48%	60%	53%	45%
10) We are making improvements to make things better for our customers.	64%	60%	74%	59%	59%	74%	62%	56%
11) A spirit of cooperation and teamwork exists in my workgroup.	70%	67%	76%	67%	63%	78%	68%	61%
12) I know how my agency measures its success.	56%	52%	61%	52%	55%	65%	53%	50%
13) My agency consistently demonstrates support for a diverse workforce.	72%	69%	77%	69%	65%	80%	70%	62%
14) I receive clear information about changes being made within the agency.	47%	44%	54%	44%	41%	54%	46%	37%
15) I am encouraged to come up with better ways of doing things.	55%	49%	67%	49%	45%	69%	52%	44%
16) We use customer feedback to improve our work processes.	45%	37%	56%	39%	41%	54%	42%	39%
17) In general, I'm satisfied with my job.	70%	70%	76%	67%	62%	78%	69%	58%

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

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

Washington State Executive Branch

	All	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
<b>Number of all responses</b>	<b>42,669</b>	<b>3,308</b>	<b>4,298</b>	<b>4,904</b>	<b>7,565</b>	<b>6,425</b>	<b>14,296</b>	<b>1,873</b>
1) I have the opportunity to give input on decisions affecting my work.	59%	66%	61%	57%	57%	57%	61%	46%
2) I receive the information I need to do my job effectively.	71%	79%	75%	69%	68%	69%	73%	61%
3) I know how my work contributes to the goals of my agency.	81%	88%	84%	81%	78%	77%	82%	75%
4) I know what is expected of me at work.	87%	89%	90%	87%	86%	85%	88%	81%
5) I have opportunities at work to learn and grow.	60%	79%	69%	60%	57%	55%	58%	51%
6) I have the tools and resources I need to do my job effectively.	70%	79%	73%	68%	68%	68%	71%	60%
7) My supervisor treats me with dignity and respect.	86%	94%	90%	86%	84%	84%	85%	78%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	68%	80%	74%	69%	66%	65%	66%	60%
9) I receive recognition for a job well done.	54%	72%	63%	56%	52%	50%	52%	45%
10) We are making improvements to make things better for our customers.	64%	76%	67%	63%	61%	62%	65%	55%
11) A spirit of cooperation and teamwork exists in my workgroup.	70%	80%	73%	69%	67%	67%	71%	61%
12) I know how my agency measures its success.	56%	63%	58%	53%	53%	53%	57%	50%
13) My agency consistently demonstrates support for a diverse workforce.	72%	83%	75%	70%	69%	69%	72%	62%
14) I receive clear information about changes being made within the agency.	47%	64%	53%	45%	43%	42%	47%	37%
15) I am encouraged to come up with better ways of doing things.	55%	67%	59%	53%	53%	52%	56%	42%
16) We use customer feedback to improve our work processes.	45%	55%	46%	41%	42%	42%	46%	38%
17) In general, I'm satisfied with my job.	70%	83%	75%	69%	67%	67%	70%	58%

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

Washington State Executive Branch

	All	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
<b>Number of all responses</b>	<b>42,669</b>	<b>4,620</b>	<b>5,455</b>	<b>5,848</b>	<b>7,576</b>	<b>5,947</b>	<b>11,212</b>	<b>2,011</b>
1) I have the opportunity to give input on decisions affecting my work.	59%	68%	63%	58%	56%	56%	60%	45%
2) I receive the information I need to do my job effectively.	71%	78%	75%	70%	68%	68%	72%	61%
3) I know how my work contributes to the goals of my agency.	81%	88%	85%	80%	78%	77%	81%	75%
4) I know what is expected of me at work.	87%	89%	89%	87%	86%	85%	88%	80%
5) I have opportunities at work to learn and grow.	60%	79%	68%	60%	55%	53%	57%	51%
6) I have the tools and resources I need to do my job effectively.	70%	78%	72%	69%	68%	67%	71%	60%
7) My supervisor treats me with dignity and respect.	86%	94%	90%	86%	83%	83%	85%	78%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	68%	80%	73%	69%	64%	65%	65%	59%
9) I receive recognition for a job well done.	54%	72%	63%	55%	49%	49%	50%	44%
10) We are making improvements to make things better for our customers.	64%	76%	68%	64%	61%	61%	64%	55%
11) A spirit of cooperation and teamwork exists in my workgroup.	70%	80%	73%	69%	66%	66%	70%	60%
12) I know how my agency measures its success.	56%	61%	58%	54%	52%	52%	57%	50%
13) My agency consistently demonstrates support for a diverse workforce.	72%	82%	75%	70%	69%	69%	72%	61%
14) I receive clear information about changes being made within the agency.	47%	64%	52%	45%	42%	42%	47%	37%
15) I am encouraged to come up with better ways of doing things.	55%	68%	60%	54%	51%	50%	55%	41%
16) We use customer feedback to improve our work processes.	45%	56%	47%	44%	42%	41%	45%	37%
17) In general, I'm satisfied with my job.	70%	83%	75%	69%	66%	67%	70%	57%

## Appendix D: Agency Response Rates

Agencies with more than 50 responses (n=39 agencies)

Agency	Response Count	Response Rate
Administrative Hearings, Office of	116	69%
Agriculture, Department of	384	47%
Attorney General, Office of the	872	72%
Auditor, Office of the State	312	78%
Blind, Department of Services for the	78	82%
Commerce, Department of	209	72%
Community and Technical College, State Board for	95	52%
Corrections, Department of	6,974	84%
Early Learning, Department of	217	84%
Ecology, Department of	1,243	78%
Employment Security, Department of	1,043	77%
Enterprise Services, Department of	421	54%
Financial Institutions, Department of	167	82%
Financial Management, Office of	178	99%
Fish and Wildlife, Department of	1,038	54%
Gambling Commission, State	60	58%
Health Care Authority, State	936	85%
Health, Department of	1,353	79%
Industrial Insurance Appeals, Board of	103	64%
Insurance Commissioner, Office of the	177	79%
Investment Board, State	63	63%
Labor and Industries, Department of	2,267	78%
Licensing, Department of	951	78%
Liquor and Cannabis Board	313	100%
Lottery Commission, State	101	77%
Military Department	330	100%
Natural Resources, Department of	717	46%
Parks and Recreation Commission, State	341	49%
Patrol, Washington State	754	35%
Public Instruction, Superintendent of	209	51%
Retirement Systems, Department of	232	96%
Revenue, Department of	885	78%
Secretary of State, Office of the	134	56%
Social and Health Services, Department of	13,448	76%
Student Achievement Council	80	71%
Transportation, Department of	3,360	49%
Utilities and Transportation Commission	146	97%
Veterans Affairs, Department of	383	50%
Washington Technology Solutions	479	87%

## Appendix E: Positive Responses by Agency

Agencies with more than 50 responses (n=39 agencies)

			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	116	69%	55%	40%	77%	48%	61%	49%
Agriculture, Department of	384	47%	77%	64%	82%	69%	71%	58%
Attorney General, Office of the	872	72%	84%	71%	91%	76%	82%	69%
Auditor, Office of the State	312	78%	79%	74%	89%	78%	82%	75%
Blind, Department of Services for the	78	82%	91%	87%	95%	74%	99%	82%
Commerce, Department of	209	72%	78%	77%	80%	73%	75%	78%
Community and Technical Colleges, State Board for	95	52%	73%	67%	78%	60%	73%	71%
Corrections, Department of	6974	84%	64%	46%	69%	50%	59%	41%
Early Learning, Department of	217	84%	77%	58%	76%	60%	79%	56%
Ecology, Department of	1243	78%	74%	72%	85%	64%	73%	62%
Employment Security, Department of	1043	77%	76%	64%	85%	60%	73%	65%
Enterprise Services, Department of	421	54%	73%	72%	83%	62%	74%	70%
Financial Institutions, Department of	167	82%	81%	75%	88%	76%	80%	74%
Financial Management, Office of	178	99%	89%	89%	89%	80%	94%	85%
Fish and Wildlife, Department of	1038	54%	71%	66%	78%	58%	71%	58%
Gambling Commission, State	60	58%	62%	72%	75%	67%	68%	62%
Health Care Authority, State	936	85%	73%	63%	83%	66%	78%	64%
Health, Department of	1353	79%	74%	65%	84%	63%	74%	61%
Industrial Insurance Appeals, Board of	103	64%	84%	72%	87%	73%	83%	72%
Insurance Commissioner, Office of the	177	79%	80%	71%	86%	72%	82%	63%
Investment Board, State	63	63%	83%	84%	92%	84%	84%	82%
Labor and Industries, Department of	2267	78%	72%	62%	85%	65%	74%	60%
Licensing, Department of	951	78%	74%	64%	86%	60%	74%	71%
Liquor and Cannabis Board	313	100%	85%	71%	88%	71%	80%	73%
Lottery Commission, State	101	77%	84%	80%	89%	65%	79%	71%
Military Department	330	100%	74%	66%	85%	67%	73%	69%
Natural Resources, Department of	717	46%	73%	72%	82%	65%	76%	58%
Parks and Recreation Commission, State	341	49%	71%	64%	77%	54%	66%	56%
Patrol, Washington State	754	35%	66%	51%	81%	55%	65%	50%
Public Instruction, Superintendent of	209	51%	81%	73%	89%	72%	84%	71%
Retirement Systems, Department of	232	96%	84%	81%	94%	75%	81%	78%
Revenue, Department of	885	78%	79%	75%	92%	72%	78%	70%
Secretary of State, Office of the	134	56%	69%	67%	77%	58%	77%	61%
Social and Health Services, Department of	13448	76%	68%	56%	83%	61%	69%	51%
Student Achievement Council	80	71%	94%	88%	94%	83%	93%	91%
Transportation, Department of	3360	49%	70%	61%	78%	54%	69%	55%
Utilities and Transportation Commission	146	97%	86%	79%	92%	81%	84%	75%
Veterans Affairs, Department of	383	50%	74%	59%	84%	58%	62%	56%
Washington Technology Solutions	479	87%	64%	59%	68%	57%	77%	57%

## Appendix E: Positive Responses by Agency (cont.)

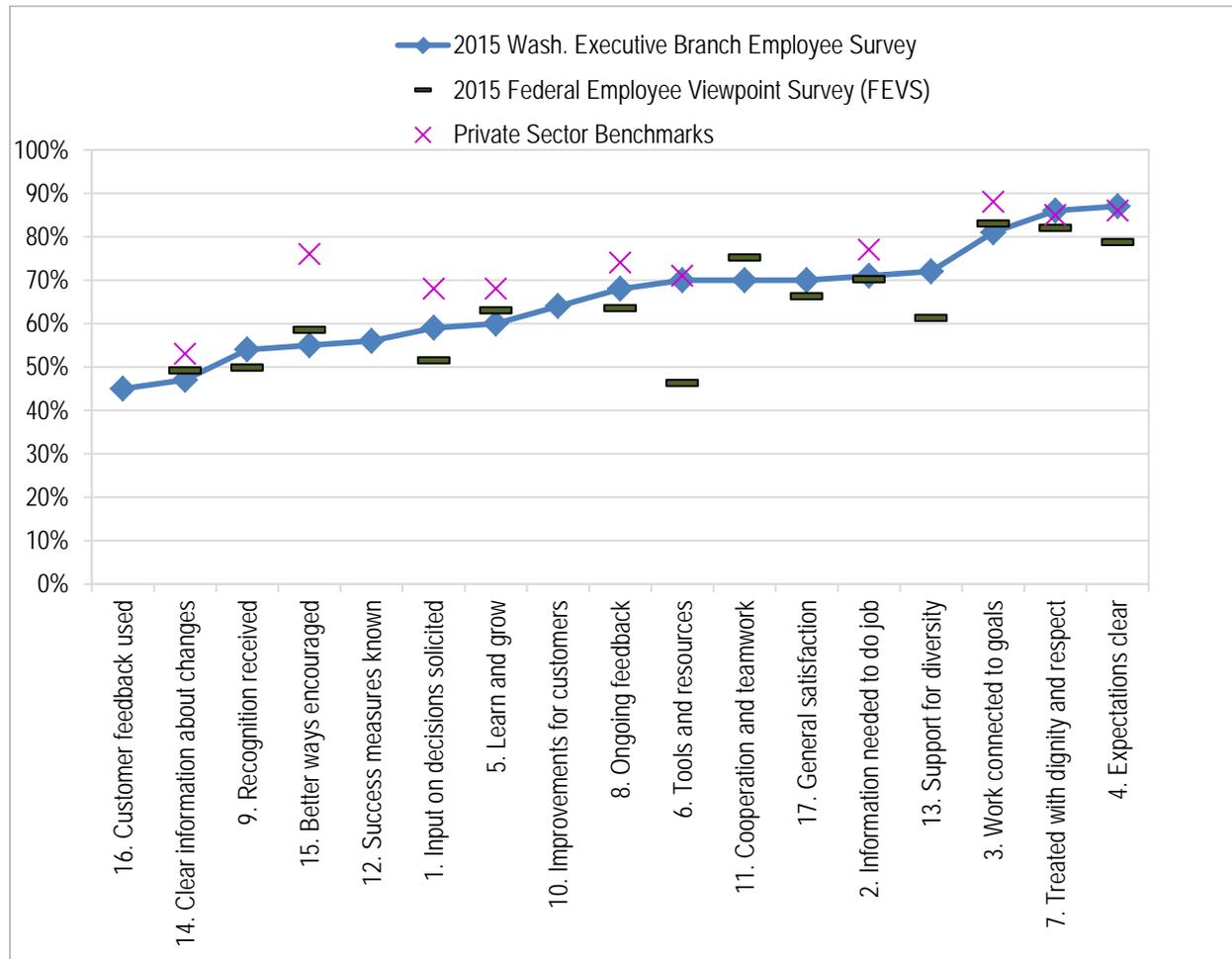
	Percentage Positive Responses				
	Respect & Feedback			Customer Value	
	7. Treated with dignity and respect	8. Ongoing feedback	9. Recognition received	10. Improvements for customers	16. Customer feedback used
Administrative Hearings, Office of	86%	68%	45%	53%	40%
Agriculture, Department of	87%	63%	51%	74%	54%
Attorney General, Office of the	92%	77%	66%	73%	55%
Auditor, Office of the State	94%	77%	72%	80%	67%
Blind, Department of Services for the	96%	82%	81%	96%	84%
Commerce, Department of	89%	71%	74%	75%	54%
Community and Technical Colleges, State Board for	86%	66%	69%	64%	48%
Corrections, Department of	81%	62%	44%	51%	30%
Early Learning, Department of	91%	71%	61%	63%	40%
Ecology, Department of	88%	64%	58%	67%	52%
Employment Security, Department of	89%	69%	56%	71%	48%
Enterprise Services, Department of	89%	70%	57%	77%	64%
Financial Institutions, Department of	88%	73%	70%	83%	70%
Financial Management, Office of	95%	76%	68%	89%	74%
Fish and Wildlife, Department of	86%	62%	54%	56%	38%
Gambling Commission, State	85%	82%	53%	63%	56%
Health Care Authority, State	89%	78%	64%	72%	49%
Health, Department of	87%	68%	58%	69%	49%
Industrial Insurance Appeals, Board of	88%	80%	66%	84%	73%
Insurance Commissioner, Office of the	84%	78%	69%	75%	59%
Investment Board, State	89%	73%	76%	84%	62%
Labor and Industries, Department of	88%	74%	61%	71%	54%
Licensing, Department of	86%	71%	55%	76%	58%
Liquor and Cannabis Board	91%	77%	70%	79%	63%
Lottery Commission, State	91%	77%	69%	70%	51%
Military Department	84%	63%	52%	75%	52%
Natural Resources, Department of	88%	69%	60%	62%	44%
Parks and Recreation Commission, State	84%	59%	51%	69%	54%
Patrol, Washington State	84%	66%	48%	54%	37%
Public Instruction, Superintendent of	89%	72%	65%	83%	66%
Retirement Systems, Department of	91%	74%	74%	88%	84%
Revenue, Department of	89%	76%	68%	80%	66%
Secretary of State, Office of the	86%	70%	58%	65%	59%
Social and Health Services, Department of	86%	70%	56%	63%	41%
Student Achievement Council	96%	90%	83%	94%	82%
Transportation, Department of	84%	60%	46%	64%	42%
Utilities and Transportation Commission	95%	79%	70%	83%	59%
Veterans Affairs, Department of	85%	65%	47%	71%	50%
Washington Technology Solutions	86%	67%	54%	66%	52%

## Appendix E: Positive Responses by Agency (cont.)

	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	65%	82%	61%	58%	62%	42%
Agriculture, Department of	80%	89%	84%	48%	65%	44%
Attorney General, Office of the	85%	94%	82%	71%	86%	64%
Auditor, Office of the State	81%	89%	79%	67%	83%	68%
Blind, Department of Services for the	91%	100%	96%	90%	96%	82%
Commerce, Department of	78%	87%	71%	72%	67%	50%
Community and Technical Colleges, State Board for	66%	80%	67%	47%	78%	46%
Corrections, Department of	61%	84%	63%	43%	69%	37%
Early Learning, Department of	66%	88%	66%	52%	71%	43%
Ecology, Department of	78%	87%	77%	53%	76%	55%
Employment Security, Department of	72%	89%	73%	61%	74%	53%
Enterprise Services, Department of	74%	86%	75%	57%	76%	52%
Financial Institutions, Department of	86%	90%	86%	76%	85%	65%
Financial Management, Office of	88%	93%	86%	66%	77%	75%
Fish and Wildlife, Department of	71%	86%	68%	36%	63%	35%
Gambling Commission, State	75%	77%	73%	53%	68%	45%
Health Care Authority, State	77%	88%	76%	57%	73%	57%
Health, Department of	75%	88%	73%	56%	76%	54%
Industrial Insurance Appeals, Board of	86%	92%	88%	83%	90%	76%
Insurance Commissioner, Office of the	80%	91%	80%	62%	85%	51%
Investment Board, State	86%	90%	87%	83%	97%	56%
Labor and Industries, Department of	75%	88%	76%	64%	80%	53%
Licensing, Department of	77%	90%	77%	71%	80%	64%
Liquor and Cannabis Board	78%	90%	77%	71%	85%	57%
Lottery Commission, State	79%	92%	89%	73%	76%	53%
Military Department	74%	87%	77%	53%	73%	48%
Natural Resources, Department of	74%	88%	71%	45%	56%	35%
Parks and Recreation Commission, State	75%	84%	63%	39%	68%	37%
Patrol, Washington State	72%	89%	68%	61%	73%	41%
Public Instruction, Superintendent of	82%	89%	79%	62%	75%	55%
Retirement Systems, Department of	84%	94%	83%	88%	86%	72%
Revenue, Department of	84%	92%	83%	79%	82%	70%
Secretary of State, Office of the	69%	84%	69%	49%	65%	45%
Social and Health Services, Department of	70%	88%	66%	59%	68%	45%
Student Achievement Council	94%	95%	90%	78%	86%	76%
Transportation, Department of	74%	86%	75%	49%	72%	43%
Utilities and Transportation Commission	85%	93%	86%	70%	77%	68%
Veterans Affairs, Department of	68%	89%	71%	49%	72%	45%
Washington Technology Solutions	62%	79%	65%	31%	65%	34%

## Appendix F: Benchmark Data

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



### Notes:

Percent positive is the percentage of employees who answered "Usually" or "Always/Almost Always."

Washington state executive branch survey results are drawn from 42,669 respondents. Data are unweighted.

Federal Employee Viewpoint Survey (FEVS) results are drawn from more than 400,000 respondents. Data are unweighted.

Private-sector results are supplied by the survey research firm Sirota, based on more than 1.5 million employee survey responses at 115 organizations around the world engaged in a wide variety of industries. Data are weighted.

Question wording and response scale can affect how individuals respond. Weighting the data to adjust it to represent the entire population from which it was drawn also affects scores. Wording and scales are different for the Washington state survey and FEVS.

Due to these differences, these benchmark data are for approximate comparison only.

## Appendix F: Benchmark Data (cont.)

	Percentage Positive Responses		
	2015 Wash. Executive Branch Employee Survey	2015 Federal Employee Viewpoint Survey (FEVS) <sup>1</sup>	Private Sector Benchmarks <sup>2</sup>
1) I have the opportunity to give input on decisions affecting my work. <i>Private Sector and FEVS - 63. How satisfied are you with your involvement in decisions that affect your work?</i>	59%	52%	68%
2) I receive the information I need to do my job effectively. <i>Private Sector and FEVS - 2. I have enough information to do my job well.</i>	71%	70%	77%
3) I know how my work contributes to the goals of my agency. <i>Private Sector and FEVS - 12. I know how my work relates to the agency's goals and priorities.</i>	81%	83%	88%
4) I know what is expected of me at work. <i>Private Sector and FEVS - 6. I know what is expected of me on the job.</i>	87%	79%	86%
5) I have opportunities at work to learn and grow. <i>Private Sector and FEVS - 1. I am given a real opportunity to improve my skills in my organization.</i>	60%	63%	68%
6) I have the tools and resources I need to do my job effectively. <i>Private Sector and FEVS - 9. I have sufficient resources (for example, people, materials, budget) to get my job done.</i>	70%	46%	71%
7) My supervisor treats me with dignity and respect. <i>Private Sector and FEVS - 49. My supervisor treats me with respect.</i>	86%	82%	85%
8) My supervisor gives me ongoing feedback that helps me improve my performance. <i>Private Sector and FEVS - 46. My supervisor provides me with constructive suggestions to improve my job performance.</i>	68%	64%	74%
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>	54%	50%	
10) We are making improvements to make things better for our customers. <i>FEVS - no question is available.</i>	64%		
11) A spirit of cooperation and teamwork exists in my workgroup. <i>FEVS - 20. The people I work with cooperate to get the job done.</i>	70%	75%	
12) I know how my agency measures its success. <i>FEVS - no question is available.</i>	56%		
13) My agency consistently demonstrates support for a diverse workforce. <i>FEVS - 34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (58.2%) FEVS - 55. Supervisors work well with employees of different backgrounds. (64.3%)</i>	72%	61%	
14) I receive clear information about changes being made within the agency. <i>Private Sector and FEVS - 64. How satisfied are you with the information you receive from management on what's going on in your organization?</i>	47%	49%	53%
15) I am encouraged to come up with better ways of doing things. <i>Private Sector and FEVS - 3. I feel encouraged to come up with new and better ways of doing things.</i>	55%	59%	76%
16) We use customer feedback to improve our work processes. <i>FEVS - no question is available.</i>	45%		
17) In general, I'm satisfied with my job. <i>FEVS - 69. Considering everything, how satisfied are you with your job?</i>	70%	66%	

1- United States Office of Personnel Management (2015). 2015 Federal Employee Viewpoint Survey. Retrieved Jan. 6, 2016, from <http://www.fedview.opm.gov/2015/Reports/Responses.asp?AGY=ALL> Unweighted data.

2- Partnership for Public Service (2015). 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/rankings/governmentwide>. Supplied by the survey research firm Sirota, the data are based on more than 1.5 million employee survey responses at 115 organizations around the world engaged in a wide variety of industries. Data are weighted.

## Appendix G: Employer of Choice Questions

Washington State Executive Branch

	2013	2014	2015	2013–15 Change	2013–15 Target
<b>Overall</b>	Positive responses*			2%	3%
<b>Job satisfaction</b>	0%	50%	100%	1%	3%
17) In general, I'm satisfied with my job.	69%	70%	70%	1%	-
<b>Employee engagement</b>				1%	3%
1) I have the opportunity to give input on decisions affecting my work.	57%	59%	59%	2%	-
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.	57%	58%	60%	3%	-
11) A spirit of cooperation and teamwork exists in my workgroup.	69%	70%	70%	1%	-
15) I am encouraged to come up with better ways of doing things.	53%	56%	55%	2%	-
<b>Respect &amp; feedback</b>				2%	2%
7) My supervisor treats me with dignity and respect.	85%	85%	86%	1%	-
8) My supervisor gives me ongoing feedback that helps me improve my performance.	66%	66%	68%	2%	-
9) I receive recognition for a job well done.	52%	53%	54%	2%	-
<b>Customer value</b>				1%	3%
10) We are making improvements to make things better for our customers.	64%	65%	64%	0%	-
16) We use customer feedback to improve our work processes.	44%	45%	45%	1%	-

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

	2013	2014	2015
Survey response count:	32,996	30,703	42,669
Response rate:	56%	52%	72%

## Appendix H: Agency Functional Groups

Participating agencies with a functional group classification from the State Administrative & Accounting Manual.

Education	Government Operations
Arts Commission, Washington State	Accountancy, State Board of
Blind, State School for the	Administrative Hearings, Office of
Early Learning, Department of	Archaeology and Historic Preservation, Department of
Historical Society, Eastern Washington State	Asian Pacific American Affairs, Washington State Commission on
Historical Society, Washington State	Attorney General, Office of the
Workforce Training and Education Coordinating Board	Auditor, Office of the State
Human Services	Caseload Forecast Council
Blind, Department of Services for the	Commerce, Department of
Corrections, Department of	Economic and Revenue Forecast Council
Criminal Justice Training Commission, Washington State	Enterprise Services, Department of
Employment Security, Department of	Financial Institutions, Department of
Health Care Authority, State	Financial Management, Office of
Health, Department of	Gambling Commission, State
Industrial Insurance Appeals, Board of	Governor, Office of the
Labor and Industries, Department of	Health Care Facilities Authority
Social and Health Services, Department of	Horse Racing Commission, Washington
Veterans Affairs, Department of	Housing Finance Commission, Washington State
Natural Resources and Recreation	Indian Affairs, Governor's Office of
Agriculture, Department of	Insurance Commissioner, Office of the
Conservation Commission, State	Investment Board, State
Ecology, Department of	Law Enforcement Officers and Firefighters Plan 2 Retirement Board
Environmental and Land Use Hearings Office	Lieutenant Governor, Office of the
Fish and Wildlife, Department of	Liquor and Cannabis Board
Natural Resources, Department of	Lottery Commission, State
Parks and Recreation Commission, State	Military Department
Pollution Liability Insurance Agency, Washington	Minority and Women's Business Enterprises, Office of
Puget Sound Partnership	Public Employment Relations Commission
Recreation and Conservation Office	Retirement Systems, Department of
Transportation	Revenue, Department of
County Road and Administration Board	Secretary of State, Office of the
Freight Mobility Strategic Investment Board	Tax Appeals, Board of
Licensing, Department of	Treasurer, Office of the State
Patrol, Washington State	Utilities and Transportation Commission
Pilotage Commissioners, Board of	Washington Technology Solutions
Traffic Safety Commission, Washington	
Transportation Commission	
Transportation Improvement Board	
Transportation, Department of	

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