

2016

Washington State Employee Engagement Survey

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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 26 questions help leaders, managers and supervisors measure and guide their improvement efforts.

This is the eighth State Employee Engagement Survey. Seventy-four agencies, representing 99.9 percent of the executive branch workforce, participated in this survey. A total of 37,325 employees responded, or 61 percent of executive branch employees. This represents an 11 percentage-point decrease compared to last year's record-high participation rate, but is consistent with historical trends.

Successes

Responses to the 2016 Employee Engagement Survey reflect a return to the employee optimism seen before the Great Recession. This year marks the most positive survey on record. Of the 11 survey questions with trend data back to 2007, eight have met or exceeded their previous high point. Compared to last year, responses to all but one of the 17 employee perception questions remained consistent or improved.¹ **General satisfaction is higher this year than ever before, with 71 percent of employees who responded saying they are generally satisfied with their job.**

The top-three rated questions in 2016 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 80 percent positive).

Survey results also indicate progress in areas that have historically received mid to low scores. For example, 57 percent of employees indicated they are encouraged to come up with better ways of doing things (Q15), a 2 percentage-point increase over last year and a 4 percentage-point increase over 2013.

Opportunities

Although the survey reflects generally positive trends, some responses show where there are areas of opportunity. As was true last year, employees continue to give low ratings in the areas of receiving clear information about changes in the agency (Q14) and using customer feedback to improve work processes (Q16). These questions received the lowest scores of the survey, despite 1-point increases over last year. Fewer than half of employees responded positively to these questions, with just 48 percent of employees saying they receive clear information about change and fewer (46 percent) saying they use customer feedback to make improvements.

New questions

The 2016 survey included three new standard questions and one rotating question to evaluate the state's workforce in areas of employee engagement not previously measured: perception of fair treatment in the workplace, job skills alignment, agency support for health and employees' likelihood of recommending their agency to others.

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

Fair treatment ranks highly in the survey, with 73 percent saying people are treated fairly in their work group (Q17). Similarly, employees are generally positive about the alignment of their skills and job duties, with 72 percent reporting they have the opportunity to make good use of their skills on the job (Q18). Agency support for health is rated slightly lower, with 65 percent reporting their agency supports them in living a healthier life (Q19, 2016 rotating question).

Responses to the new “net promoter” survey question (Q21) indicate that well over half (63 percent) of executive branch employees would recommend their agency as a great place to work.

Group comparisons

Consistent with past surveys, employees in the greater Olympia area, supervisors and employees in the first two years of a job respond more positively than the workforce overall. Similarly, employees in small agencies and the government operations functional group² give higher scores than employees in large agencies or other functional groups. 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 2016 results were used to assess progress on Gov. Jay Inslee’s goal to increase the number of employees viewing Washington as an employer of choice under Results Washington Goal 5: Effective, Efficient and Accountable Government. The 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. Results from the 2015 Employee Engagement Survey were used to evaluate improvement by the target date of January 2016. At that time, the 2015 employer of choice responses had an average score of 65 percent positive, a 1-point increase over 2014, but 1 point shy of the goal of 66 percent.

Following a one-year extension, the state of Washington was successful in meeting the January 2017 target score of 66 percent positive responses to the employer of choice questions.

² See Appendix H: Agency Functional Groups.

Survey Facts

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 2016 survey was:

- Composed of 26 questions: 20 standard employee perception questions, one rotating employee perception question and five demographic questions (four new questions — three standard and one rotating — as compared to the 2013–15 surveys).
- Open from Oct. 4, 2016, through Nov. 1, 2016, to collect responses from executive branch employees (excludes higher education institutions).
- Administered by the Washington State Office of Financial Management, 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 26 statewide questions.

Only agencies with more than 50 survey responses have detailed scores reported in the appendix of this report.³ However, all employee responses are included in the statewide results.

Participation

- A total of 74 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 37,325 employees responded (61 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 the following:

- Unemployment that remains steady in the state: 5.6 percent in September 2016 (one month before the survey), consistent with the revised estimate of unemployment in September 2015 (5.7 percent).⁴
- A general wage increase of 1.8 percent for the state workforce that was approved by the Legislature in 2016.⁵
- Agencies that continue to foster a Lean cultural transformation by making improvements to the work process, building employee capability to solve problems by applying Lean principles, and encouraging employee input and innovation.

3. See Appendix E: Positive Responses by Agency.

4. Washington State Employment Security Department (October 2016). Monthly employment report for September 2016. Retrieved from <https://fortress.wa.gov/esd/employmentdata/docs/economic-reports/mer-2016-0988475FC37FF1.pdf>

5. Washington State Office of Financial Management, State Human Resources (July 1, 2016). Wage Adjustments and Salary Increases. Retrieved from <http://hr.wa.gov/WorkforceDataAndPlanning/WorkforceDataTrends/Pages/WageAdjustmentsAndSalaryIncreases.aspx>.

- The layoffs, reorganizations, changes in work functions and consolidations experienced by some agencies during the survey period.

Process changes in how the survey is administered can also affect who responds. Some variation in who responds each year is expected, but if that change is big enough, what appears to be a change in a question's rating may simply be due to different populations taking the survey from year to year.

These changes may include:

- Limited agency outreach efforts in 2016 for agencies that conduct self-administered surveys in odd-numbered years.
- More communication with agency points-of-contact via in-person meetings, additional targeted surveys, handouts with survey administration tips and ongoing discussion which:
 - › Fosters the exchange of best practices among agency contacts.
 - › Encourages innovative approaches to survey communications campaigns.
- More consultation on the design of agency-specific survey questions and offering frequent response count updates.
- Agency improvements to survey accessibility for hard-to-reach employee groups such as field workers and employees who work primarily outside of core business hours.

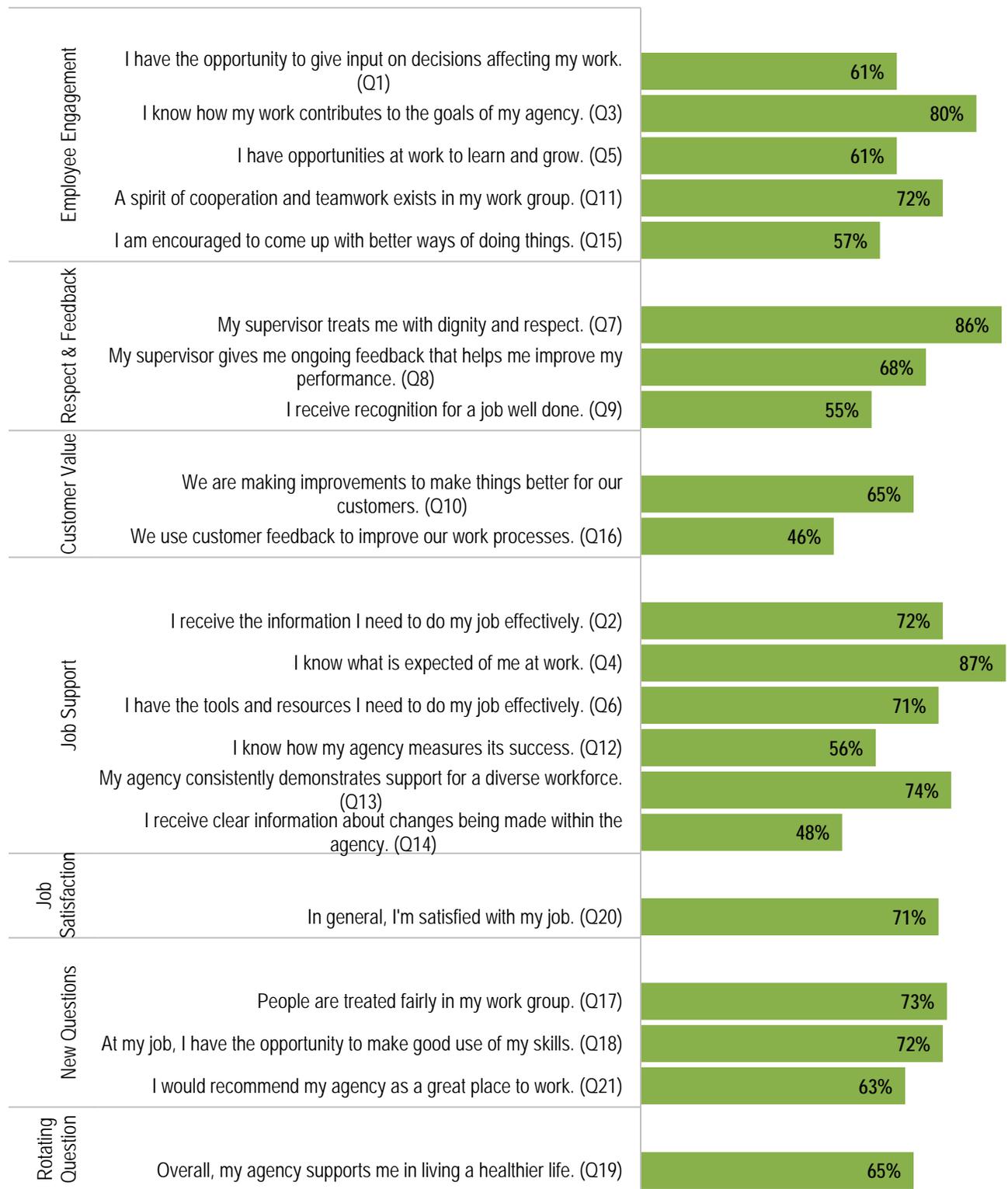
About the data

Results are based on all responses to the survey, without adjusting (weighting) the results to the size of the different groups in the workforce. Agencies with high response rates may be overrepresented in the statewide survey results if their share of the survey responses is greater than their share of the workforce. Similarly, agencies with low response rates may be underrepresented in the statewide results if their share of the survey responses is smaller than their share of the workforce.

Variation in agency representation may be particularly strong over the past few surveys due to fluctuations in agency response rates. This has the effect of limiting the comparability of statewide scores from year to year, as differences may reflect variations in the survey population rather than true workforce trends.

Overall Results

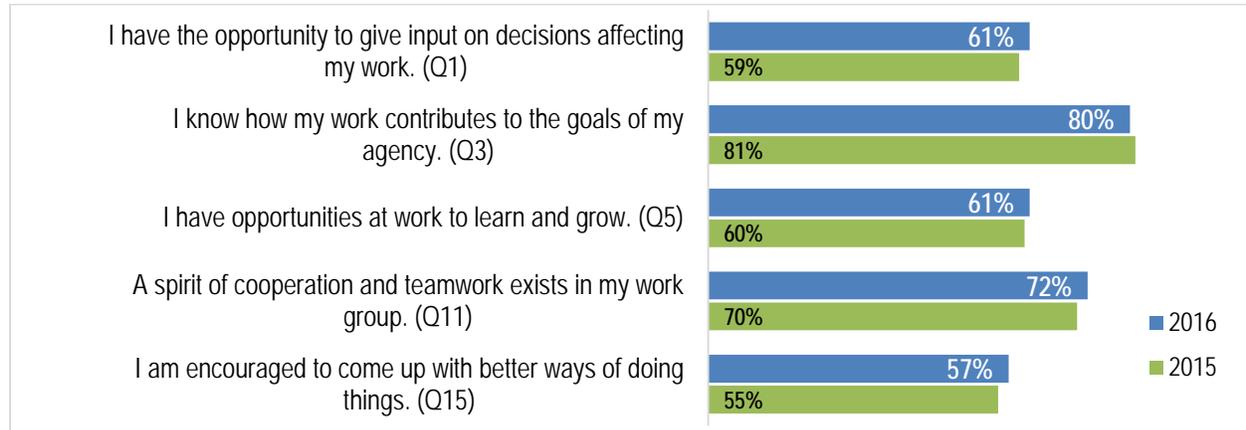
2016 Employee Engagement Survey Results: Percentage of Employees Answering “Usually” or “Always”



Employee engagement

Overall, employees continue to give positive scores to most of the questions that compose the **employee engagement** indicator of the survey. Yet there is room to improve in the area of encouraging innovation (Q15).

Employee Engagement Questions from 2015 to 2016: Percentage of Employees Answering “Usually” or “Always”



Successes

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. This is a great accomplishment, as connecting employees’ work to the goals of their agency is an important driver of engagement.

Teamwork and cooperation in the work group (Q11) also rank highly in the state overall. At 72 percent positive, the question came in sixth in the state overall, and has steadily increased by 3 percentage points since 2013. Although the level of teamwork required may vary based on the type of work, all agencies need some degree of collaboration for successful outcomes.

Opportunities

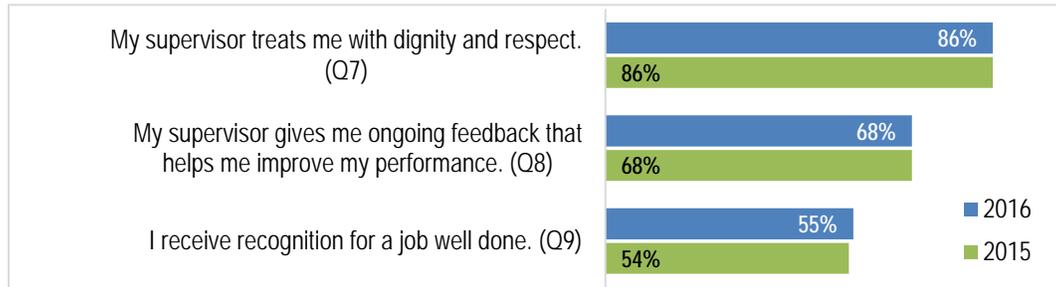
Questions in the employee engagement indicator that received relatively lower scores show that employees want more opportunities to give input on decisions (Q1) and to learn and grow at work (Q5). With 61 percent of employees responding positively to these questions, both have experienced significant increases since 2013, yet have room to improve. Boosting access to learning and growth opportunities may have an especially strong effect on employee engagement as 2016 results show that satisfaction with learning and growth opportunities is one of the top two predictors of general job satisfaction among all survey respondents.

Lean thinking is grounded in the belief that the people closest to the work are the best suited to devise innovative ways to improve work processes. The survey results show an opportunity for the state to put this principle into practice. Just 57 percent of employees indicated they are encouraged to come up with better ways of doing things (Q15), placing this question in the bottom five of all 21 perception questions. On the bright side, the response to this question has increased by 4 percentage points since 2013, suggesting improvement is possible with targeted agency and statewide efforts.

Respect and feedback

Responses to the **respect and feedback** component of the survey highlight supervisors' strengths in treating employees with respect and offering helpful feedback. However, results also suggest that employees may not feel they receive recognition for good work.

Respect and Feedback Questions from 2015 to 2016: Percentage of Employees Answering "Usually" or "Always"



Successes

Employees continue to give their supervisors high marks for treating them with dignity and respect, an area where Washington exceeds both federal and private benchmarks.⁶ This year, the state maintained the record high of 86 percent positive that was set last year. Similarly, the score for supervisor feedback remains high, with 68 percent of employees saying they receive ongoing feedback that helps them improve their performance. Fostering positive, respectful relationships between employees and supervisors strengthens the bonds of trust that help employees stay engaged, even during difficult times.

Opportunities

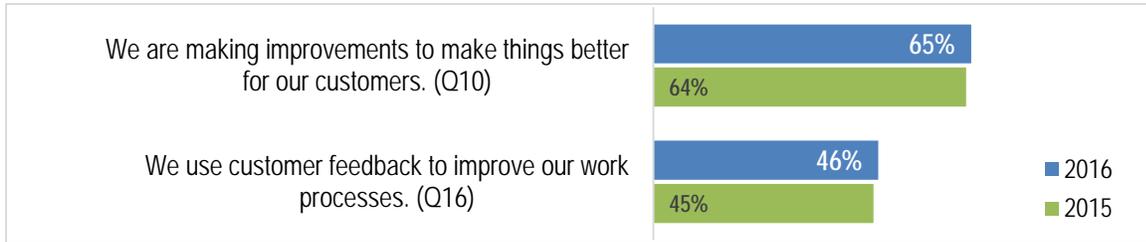
Where supervisors receive lower ratings is on questions that depend, in part, on their ability to personalize the experience and acknowledge the unique contribution of each employee. For example, just 55 percent of employees say they receive recognition for a job well done. The burden does not rest on the shoulders of supervisors alone. Many employees would likely benefit from more recognition from co-workers and leadership. However challenging to do, improving perceptions of employee recognition is important to show individuals how much their contributions are valued. To that end, improving employee recognition doesn't require a formal program. It could take the form of a performance management system that encourages more frequent feedback rather than once-a-year discussions. This approach can help clarify organizational goals, reinforce how employees' work contributes to those goals and help supervisors gain a more complete picture of employees' accomplishments.

6. See Appendix F: Benchmark Data.

Customer value

The **customer value** responses suggest that employees are making improvements for their customers, but do not use customer feedback to improve work processes as frequently.

Customer Value Questions from 2015 to 2016: Percentage of Employees Answering “Usually” or “Always”



Successes

Lean principles encourage individual employees to identify their customers and regularly solicit their feedback. As was true last year, a majority of employees (65 percent) said they are making improvements for customers, while fewer than half (46 percent) said they are using customer feedback to improve work processes. This pattern is not new: The gap between the two customer value questions has appeared every year since the questions were added in 2013. The discrepancy in scores is evident among employees of all agencies (across functional groups and sizes) and demographics (geography, supervisor status, tenure). Overall, the enterprise gap is 19 points, a figure that is slightly smaller among government operations employees (14 points), small agency employees (17 points) and employees based in Olympia (17 points).

Opportunities

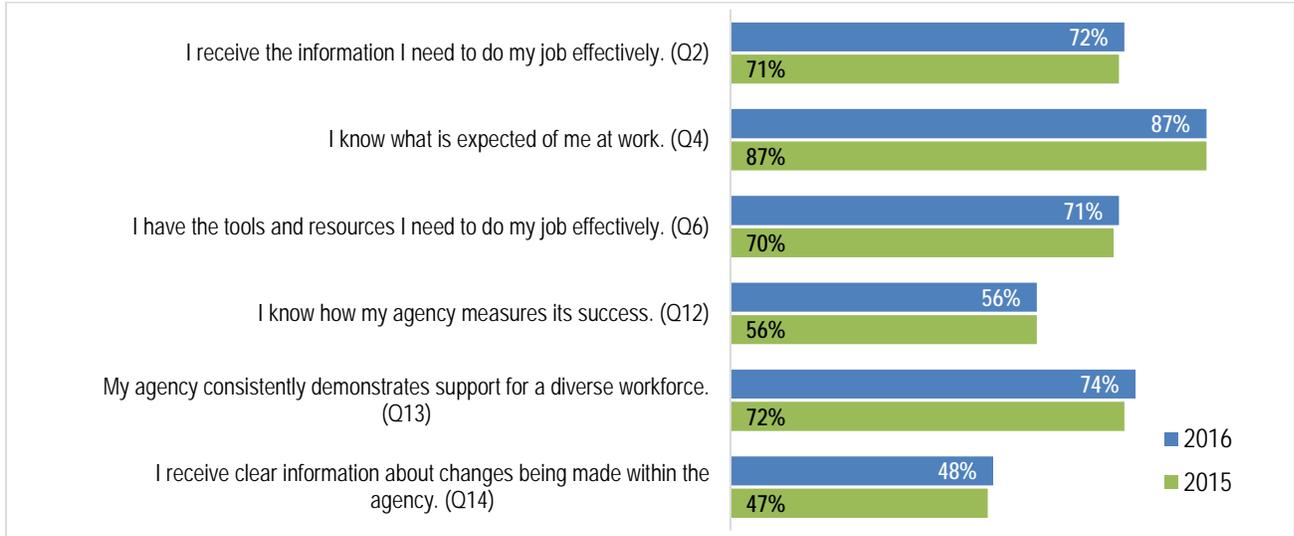
Using customer feedback has been the lowest-scoring question since it was added to the survey in 2013. The 2-point increase from 2013 is promising, but the state remains challenged to connect employees to customers at the individual level and to close the gap between making improvements on behalf of customers and using their feedback to do so.

To be fair, it is also possible that employees are unclear about who their “customers” are, how their agency or work group is gathering feedback or how (or if) that feedback relates to work processes. Interpretation of the survey results is limited without additional context about the level of employee understanding of the topic.

Job support

Results from the **job support** category show the state’s strengths in setting clear job expectations and ensuring employees have the information and tools to do their jobs, but highlight an area for improvement in communicating clear information about agency changes.

Job Support Questions from 2015 to 2016: Percentage of Employees Answering “Usually” or “Always”



Successes

As was true for the past several years, 87 percent of employees agreed they know what is expected of them at work. This has been the highest-scoring question since 2006 and showcases supervisors’ continued success in setting clear job expectations. Ratings on this question exceed the federal benchmark and match the private sector benchmark.⁷ Employees also give high scores to agency support for a diverse workforce (74 percent positive) and receiving the information (72 percent positive) and tools and resources (71 percent positive) they need to do their jobs effectively.

Opportunities

On the other hand, just 56 percent of employees say they know how their agency measures success (Q12), and even fewer (48 percent) say they receive clear information about changes in the agency (Q14). Trend data show some progress in communicating success measures (Q12, up 1 point from 2013) and clear information about changes (Q14, up 1 point from last year), but the generally low scores point to the continuing challenge agencies face in clarifying success measures and communicating change to employees.

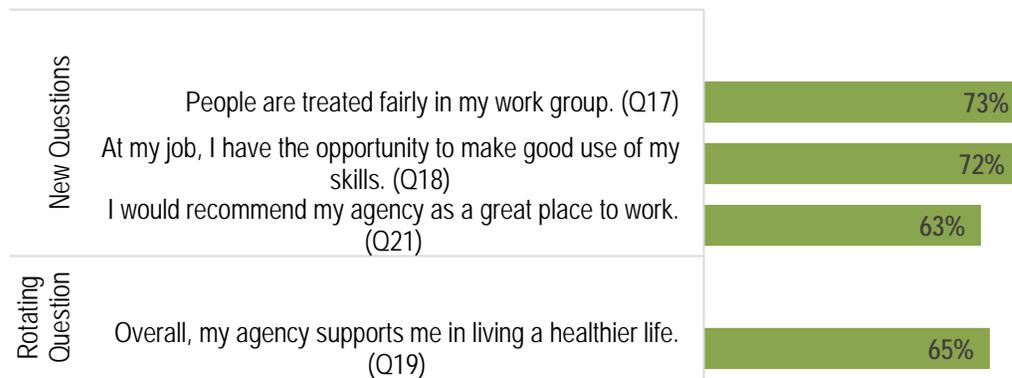
7. See Appendix F: Benchmark Data.

Spotlight on the new questions

The 2016 survey includes three new standard questions and one rotating question to evaluate the state’s workforce in areas of employee engagement not previously measured: perception of fair treatment in the workplace, job skills alignment, agency support for health and employees’ likelihood of recommending their agency to others, respectively. The rotating question slot was added to allow for supplemental exploration of leadership priority areas and will feature a different question each year.

The survey also includes an outcome measure of employee engagement: the likelihood of employees recommending their agency to others, often referred to as a “net promoter” question. The new survey questions were selected based on stakeholder input, leadership priorities and industry research.

New Questions in 2016: Percentage of Employees Answering “Usually” or “Always”



Fair treatment

At the state level, efforts are underway to build an inclusive and culturally competent workforce, which involves fostering a work environment of trust, involvement and belonging. Prior to the current survey, the Statewide Employee Engagement Survey did not include a question about **fair treatment** in the workplace, a key component of an equitable and inclusive work environment. In combination with current survey questions and other workforce metrics and indicators of cultural competency, findings from the new fair treatment question can help us gain a more complete picture of inclusion in the state workforce, a contributing factor to both employee engagement and organizational performance.

Fair treatment ranks highly in the survey, with almost three-quarters of employees saying that people are “usually” or “always” treated fairly in their work group (Q17, 73 percent positive responses). Another 13 percent reported that people are “occasionally” treated fairly and 14 percent perceived that people are “seldom” or “never” treated fairly (considered negative responses).

Results from this question help us evaluate this particular aspect of inclusion in the workplace. Other survey questions that round out the picture of an inclusive work environment are:

Is the work environment:	Related survey topic	Percentage positive responses
Fair/equitable?	Q17 – fair treatment	73
Respectful?	Q7 – supervisors treat employees with dignity and respect	86
Open?	Q13 – agency support for diversity	74
Cooperative?	Q11 – teamwork and cooperation	72
Empowering?	Q1 – employee input solicited Q15 – better ways encouraged	61 57

While it is difficult to generalize results from an anonymous survey to the entire workforce, findings suggest the state is well on its way to fostering a work environment of trust and involvement. There is still room, however, for improvement in fostering an inclusive workplace, particularly in making sure all employees feel empowered in their jobs.

Job skills alignment

The alignment of employees’ skills and abilities with their current job duties is also related to higher employee engagement. While the Employee Engagement Survey previously included a question about employees’ learning and growth opportunities, it did not measure employees’ opportunity to use their existing skills. With the new question, the 2016 responses show that employees are generally positive about their **job skills alignment**: 72 percent reported they have the opportunity to make good use of their skills in their job (Q18). Our score is 6 points below the private sector benchmark of 78 percent positive responses, but 14 points above the federal government’s.⁸ This is an especially promising finding because survey results show that job skills alignment is the strongest predictor of individual job satisfaction.

Rotating question

Employee **health and well-being**, another topic area that is strongly related to employee engagement, was selected as the rotating question for the 2016 survey. While the state already measures employee well-being via the SmartHealth Well-Being Assessment administered by the Health Care Authority, this one-time survey question may help facilitate future analysis connecting the two data sources, which contain slightly different survey populations.⁹

Survey results show that the majority of employees (65 percent) say their agency supports them in living a healthier life (Q19). This question ranks 13th (of 21) overall, suggesting room for improvement. At the individual respondent level, this question is most closely related to positive scores on encouraging employees to come up with better ways of doing things (Q15).

8. See Appendix F: Benchmark Data.

9. Washington State Health Care Authority. SmartHealth. “Who is eligible?” Retrieved from <http://www.hca.wa.gov/about-hca/washington-wellness/smarthealth>.

Net promoter

Lastly, the survey includes a new “**net promoter**” survey question (Q21) as a one-item indicator of being an employer of choice. Adapted from consumer research on customer loyalty, the net promoter question evaluates the likelihood that employees would recommend their organization as a great place to work.

Survey results show that well over half (63 percent) of executive branch employees would recommend their agency as a great place to work. This is consistent with federal benchmark data¹⁰ showing that 64 percent of federal employees recommend their agency as a good place to work. The state’s performance compares even more favorably considering the higher threshold of a “great” rather than “good” workplace.

Survey results indicate that the likelihood of employees recommending their agency is most closely related¹¹ to the following five employee engagement topic areas, in order of the strength of the connection:

- Learning and growing (Q5 – I have opportunities at work to learn and grow.)
- Job skills alignment (Q18 – At my job, I have the opportunity to make good use of my skills.)
- Support for health (Q19 – Overall, my agency supports me in living a healthier life.)
- Fair treatment (Q17 – People are treated fairly in my work group.)
- Innovation (Q15 – I am encouraged to come up with better ways of doing things.)

Top 5 Predictors of Employees Recommending their Agency as a Great Place to Work



10. See Appendix F: Benchmark Data.

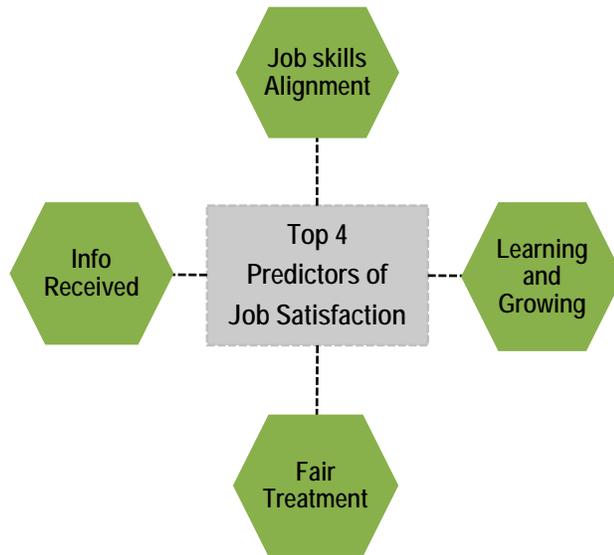
11. Assessed with correlation analyses. Q5 ($r=0.66$), Q18 ($r=0.66$), Q19 ($r=0.65$), Q17 ($r=0.65$), Q15 ($r=0.64$)

Job Satisfaction

General **job satisfaction** is higher this year than ever before, with 71 percent of employees agreeing that “In general, I’m satisfied with my job” (Q20). This is 1 point higher than last year and 2014, 2 points higher than 2013 and 4 points higher than 2011, when the question was first included in the survey.

Survey responses indicate that job satisfaction is most closely related¹² to the following four employee engagement topic areas, in order of the strength of the connection:

- Job skills alignment (Q18 – At my job, I have the opportunity to make good use of my skills.)
- Learning and growing (Q5 – I have opportunities at work to learn and grow.)
- Fair treatment (Q17 – People are treated fairly in my work group.)
- Information received (Q2 – I receive the information I need to do my job effectively.)



These results, together with the net promoter analysis, highlight the importance of using employees’ current skills while also giving them ample opportunity to learn and grow. Implementing practices such as job rotation or new job assignments can help employees use and expand their skills, keeping their engagement levels high. These approaches can also benefit the organization as employees may gain a better understanding of how their work fits into the larger picture of achieving agency goals. Formal and informal training (e.g., professional development, job-specific training, coaching, mentoring, etc.) can also help employees develop their talents, empowering them to become more efficient and engaged in their work.

12. Assessed with correlation analyses. Q18 ($r=0.73$), Q5 ($r=0.68$), Q17 ($r=0.65$), Q2 ($r=0.64$)

Employer of Choice¹³

The Employee Engagement Survey received continued attention this year, as the 2016 results were used to assess progress on Governor Inslee's goal to increase Washington as an employer of choice under Results Washington Goal 5: Effective, Efficient and Accountable Government.

The state of Washington strives to be an employer of choice, a place where top talent wants to work with us, grow with us, and stay with us, providing outstanding service to Washingtonians. The 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.

Results from the 2015 Employee Engagement Survey were used to evaluate improvement by the target date of January 2016. At that time, the 2015 Employer of Choice questions showed an average score of 65 percent positive, a 1-point increase over 2014, but 1 point shy of the goal to reach 66 percent. Following a one-year extension, we are pleased to report that the state of Washington has successfully met the 2017 target score of 66 percent positive responses to the Employer of Choice questions.

In addition, all indicator categories increased by 2 points since the performance period began in 2013. Looking at individual questions, our greatest improvements were in providing employees with opportunities to give input (Q1), to learn and grow (Q5) and to innovate (Q15), all up 4 points since 2013. The only topic area that lost ground over the performance period was in connecting employees' work to the goals of their agency (Q3). Despite its 2-point decrease, the overall score for this question remains high at 80 percent positive.

¹³ See Appendix G: Employer of Choice Questions.

Group Comparisons

Demographic trends

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

These demographic questions are:

- Q22 – In which area of the state do you work the majority of the time?
- Q23 – Are you a supervisor?
- Q24 – How long have you worked for the state?
- Q25 – How long have you worked for your current agency?
- Q26 – Which agency do you work for?

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

Geographic area

Employees from Western Washington (outside the greater Olympia area) compose 40 percent of all survey respondents. Employees from the Olympia area are a close second, representing 38 percent of survey respondents. Another 19 percent report they work the majority of the time in Eastern Washington and 3 percent of employees chose not to list their primary work location. This is generally consistent with the geographic distribution of the workforce, but employees in Thurston County compose about 35 percent of the executive branch workforce, suggesting a small overrepresentation of employees in the survey from the greater Olympia area. Employees from the rest of Western Washington (44 percent of workforce) and Eastern Washington (21 percent of workforce) may be slightly underrepresented in survey results, depending on the worksite of employees who chose not to disclose geographic information in the survey.¹⁴

As was true in past surveys, employees from the greater Olympia area responded to the survey questions more positively than their counterparts in Eastern or Western Washington.¹⁵ In fact, greater Olympia area employees gave higher scores than employees in other geographic areas on all 21 questions. For most questions, employees in Olympia responded the most positively, followed by employees in Eastern Washington and then employees from Western Washington.

- Compared to Eastern Washington, employees from the greater Olympia area gave responses that were, on average, 8 percentage points higher. The differences ranged from 1 point (Q4 – I know what is expected of me at work) to 18 points (Q16 – We use customer feedback to improve our work processes).

14. Data as of Sept. 30, 2016. Washington State Office of Financial Management, State Human Resources. “Geographic Distribution of Workforce.” Retrieved from: <http://hr.ofm.wa.gov/workforce-data-planning/workforce-data-trends/workforce-glance-0/geographic-distribution-workforce>.

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

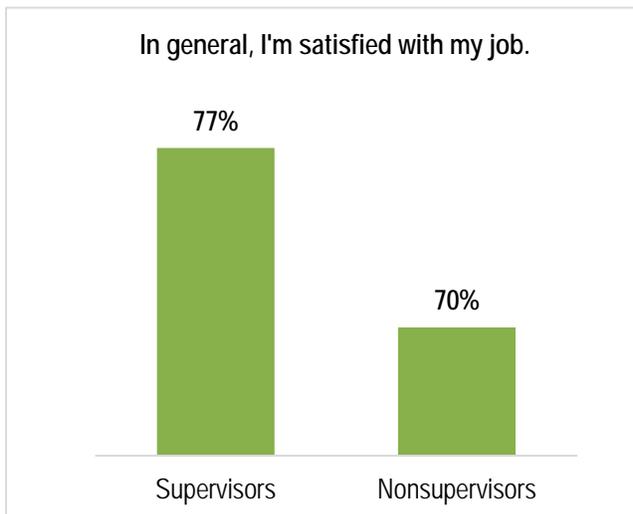
- Compared to the rest of Western Washington, employees from the greater Olympia area gave responses that were, on average, 10 percentage points higher. The differences ranged from 2 points (Q4 – I know what is expected of me at work) to 17 points (Q15 – I am encouraged to come up with better ways of doing things and Q16 – We use customer feedback to improve our work processes).

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

Supervisors

Employees who identify as supervisors (23 percent of respondents) continue to give higher scores than those who identify as nonsupervisors (74 percent of respondents).¹⁶ Overall, supervisors rate all 21 questions more positively than nonsupervisors, with differences ranging from 3 points (Q4 – I know what is expected of me at work; Q7– My supervisor treats me with dignity and respect; and Q8 – My supervisor gives me ongoing feedback that helps me improve my performance) to 18 points (Q1 – I have the opportunity to give input on decisions affecting my work).

Job Satisfaction by Supervisor Status: Percentage of Employees Answering “Usually” or “Always”



Overall, the gap in ratings between supervisors and nonsupervisors was slightly smaller this year compared to last year. In 2015, the average difference in scores across all questions was 10 points, compared to 9 points this year. A similar pattern is evident for job satisfaction. Last year, supervisors rated their job satisfaction higher than nonsupervisors by 9 percentage points (78 percent positive compared to 69 percent positive), a gap that has now shrunk to 7 points. Notably, the gap closed due to decreasing satisfaction among supervisors (77 percent positive) in addition to rising satisfaction among nonsupervisors (70 percent positive).

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.¹⁷ This pattern has been present since the tenure questions were added in the 2013 survey. The positivity of new employees is rivaled by those with the greatest tenure (16 or more years) with the state or agency on three questions, including one of the new topic areas (job skills alignment):

- Q4 – I know what is expected of me at work.
- Q12 – I know how my agency measures its success.
- Q18 – At my job, I have the opportunity to make good use of my skills.

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

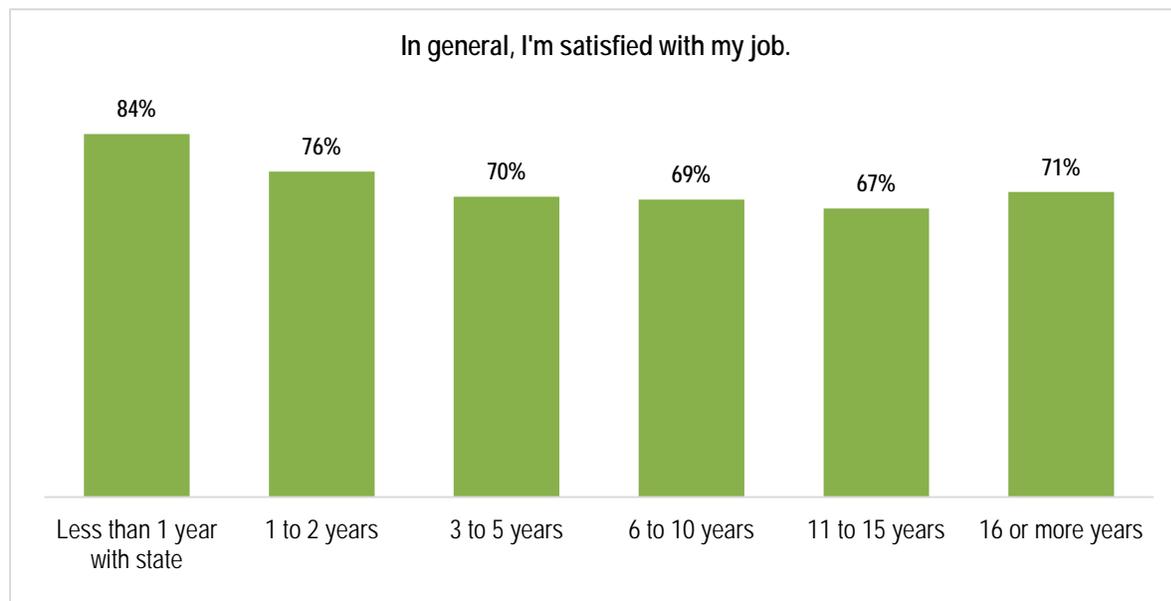
17. See Appendix C: Positive Responses by Demographic Groups.

For these questions, employees with 16 or more years of service with the state or their agency match the percentage of positive responses given by employees with one to two years of service. In fact, employees with the greatest state tenure responded more positively than employees new to the state in the area of understanding agency success measures.

In general, there is 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), reach their lowest point at 11 to 15 years of service and rise again in the highest-tenure category (16 or more years), though rarely to the peak values seen for new employees. In the 2016 survey, this pattern is evident for both state-tenure and agency-tenure categories, although the low points at 11 to 15 years are not quite as pronounced for state tenure as they are for agency tenure. In addition, employees with 16 or more years of service with the *state* are slightly more positive than employees with 16 service with their *agency* on 15 of 21 questions.

Taken together, the data suggest that the benefits of high tenure with the state are stronger when employees work at more than one agency throughout their career.

Job Satisfaction by State Tenure: Percentage of Employees Answering “Usually” or “Always”



For most questions, the upswing in positivity at 16 or more years of tenure is evident among both supervisors and nonsupervisors, suggesting that the increase in positive responses is not simply due to a greater proportion of supervisors in the higher tenure categories. A notable exception is the percentage of employees who would recommend their agency as a great place to work. For this question, the upswing in positive responses at the greatest tenure category is evident only among supervisors. Nonsupervisors, on the other hand, show a decline in positive responses with each increasing tenure category that does not recover at 16 or more years with the state or agency.

Agency characteristics

Agency-specific responses

Agency results by question are provided in Appendix E for agencies with more than 50 responses.¹⁸ When comparing agency responses, it is important to consider that agencies can experience unique environmental changes, such as layoffs or reorganizations, that may affect most or all their scores in a survey year. Agency size, culture and type of work can also affect survey scores.

Size

Almost two-thirds (48 of 74) of the participating executive branch agencies are considered small, with fewer than 176 employees. The employees in small agencies compose 3.1 percent of the executive branch workforce.

Seventy-four percent of employees in small agencies responded to the survey, which is 5 percentage points higher than last year and 10 percentage points higher than 2014. Small agency participation tends to be higher than that of the workforce as a whole, with the exception of the 2015 survey, with record-high participation from the state's two largest agencies. The 2016 survey shows a return to the typical pattern, with small agency participation 13 percentage points higher than the participation of the workforce as a whole.

Employees in small agencies continue to indicate higher levels of job satisfaction than those in the state overall. Eighty-one percent of small agency employees said they are generally satisfied with their job (Q20), 10 points higher than the executive branch as a whole. Similarly, 78 percent of employees in small agencies would recommend their agency as a great place to work (Q21), a striking 15-point lead over the 63 percent of employees in the workforce overall who said the same.

In fact, employees from small agencies responded more positively on all 21 questions. Differences range from 3 points (Q4 – I know what is expected of me at work) to 17 points (Q12 – I know how my agency measures its success) higher for small agencies.

Consistent with past surveys, 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 16 and 14 points higher, respectively, than for the state as a whole.
- Connecting employees with the agency: Receiving clear information about changes (Q14) and being able to give input on decisions (Q1) are 14 and 13 points higher, respectively, than for the state as a whole.
- Fostering innovation: Encouraging employees to come up with better ways of doing things (Q15) is 15 points higher than for the state as a whole.

The ranking of questions is quite similar in both groups. A question that gets high (or low) ratings with all executive branch employees also gets relatively high (or low) ratings with small agency employees. The only notable difference concerns how employees perceive the support for diversity in their agency (Q13). At 74 percent positive, this question is in fourth place (out of 21) for the executive branch overall, compared to 11th place among small agency employees (at 78 percent positive).

18. See Appendix E: Positive Responses by Agency.

Functional group

Agency size is not the only characteristic that influences employee engagement. An employee's primary type of work is strongly related to his or her engagement levels. 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.

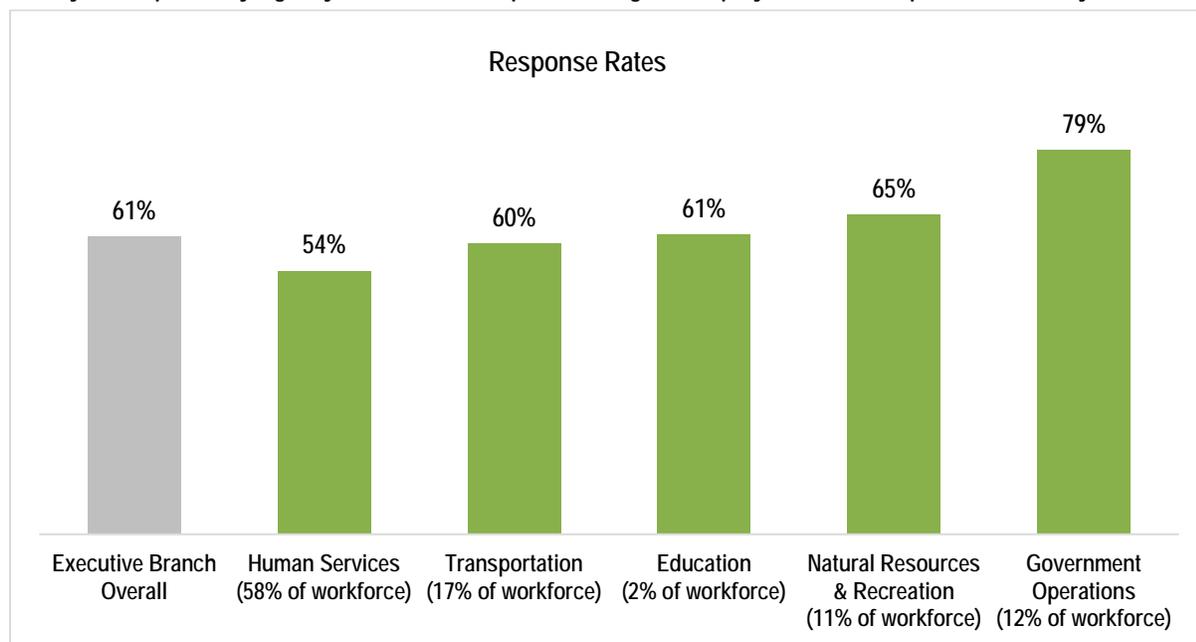
Participating agencies are categorized in one of the following functional groups from the State Administrative and Accounting Manual:¹⁹

- education (10 agencies, 2 percent of the workforce)
- government operations (35 agencies, 12 percent of the workforce)
- human services (11 agencies, 58 percent of the workforce)
- natural resources and recreation (12 agencies, 11 percent of the workforce)
- transportation (six agencies, 17 percent of the workforce)

Survey participation

With 79 percent of employees responding, government operations has significantly greater participation than all other functional groups. The natural resources and recreation group comes in second, with 65 percent participation; education and transportation follow, with 61 and 60 percent participation, respectively; and human services comes in last, with just 54 percent of employees responding to the survey.

Survey Participation by Agency Functional Group: Percentage of Employees Who Completed the Survey



Last year, statewide leaders expressed concern about relatively low participation from the transportation and the natural resources and recreation functional groups, whose employees collectively compose almost 30 percent of the workforce. This year, participation increased by 10 and 8 percentage points, respectively, for both groups. This is a major accomplishment, given that these employees are considered hard-to-reach due to the nature of their work.

19. See Appendix H: Agency Functional Groups.

At the enterprise level, the increase seen for some groups was effectively counteracted by the drop in participation from the human services functional group, driven by a significant reduction in responses from the Department of Social and Health Services. DSHS uses large-scale publicity and follow-up activities for self-administered, odd-year surveys, but is limited in even-year surveys due to resource constraints. While response rates of 50 percent or higher are typically considered representative of at least the majority of employees, low participation from the functional group that composes 58 percent of the workforce raises concerns that the overall results may underrepresent the viewpoints of state human services employees.

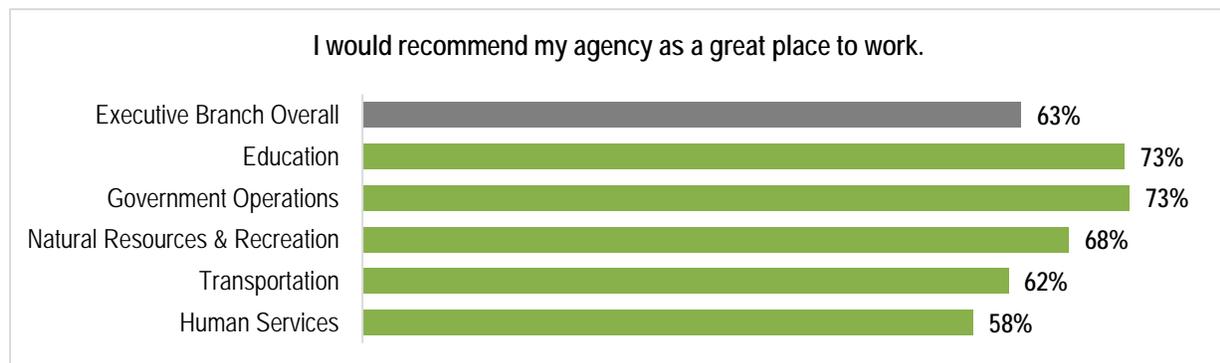
Survey scores

Employees in government operations, who compose 12 percent of the workforce, responded more positively than other functional groups, and the state overall, on all but two survey questions. Conversely, employees in human services, who compose more than half the workforce (58 percent), reported the lowest scores of all functional groups on 16 of 21 questions. The two largest agencies — DSHS and the Department of Corrections — are included in this functional group.

Representing 28 percent of the workforce, employees in transportation and in natural resources and recreation show scores that are generally similar to the state overall. Compared to last year, employees in transportation reported higher scores on 14 questions and no declines, an impressive feat when more employees responded than did in previous years. Employees in natural resources and recreation reported both increases and decreases compared to last year, with eight scores improving and six declining. While higher survey participation is essential to gain a representative view of the employee experience, it is possible that reaching employees who have usually opted out of the survey can lead to less positivity in survey scores.

Employees’ likelihood of recommending their agency follows a predictable pattern. Employees in education and government operations are the most likely to recommend their agency as a great place to work (Q21, 73 percent positive ratings for both functional groups) and employees in human services are the least likely to recommend their agency, at 58 percent positive, 5 points lower than the executive branch overall.

Likelihood of Recommending Agency by Functional Group: Percentage of Employees Answering “Usually” or “Always”



These differences offer some insight in the diversity of experience of the state workforce and highlight target areas for improvement for certain functional groups.

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 in an agency. The analysis below compares agency survey responses to organizational performance measures reported in the 2016 Statewide Human Resources Management Report.²⁰ This report includes performance metrics related to workforce demographics, hiring practices, turnover, overtime, leave usage and performance management. Initial data exploration suggests that survey responses are connected to several organizational and employee outcome measures included in that report, as described below.

Positive relationships²¹

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

- Performance management
 - › Agencies where more employees have **performance expectations** that are current are more likely to receive positive scores for five questions: knowing agency success measures (Q12), support for diversity (Q13), receiving clear information about change in the agency (Q14), connecting work to goals (Q3) and receiving ongoing feedback (Q8).
 - › Similarly, agencies with a higher percentage of current **performance evaluations** are more likely to receive positive scores for clarity on agency success measures (Q12).
- Employee promotions
 - › Agencies that have a higher percentage of **promotions** (out of all total appointments) from inside or outside the agency are more likely to receive positive scores on the availability of tools and resources (Q6) and employee recognition (Q9).

Negative relationships²²

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

- Overtime
 - › Agencies with a higher percentage of eligible employees receiving overtime (per month) are more likely than other agencies to receive negative scores for eight (of 21) questions: agency support for a healthy life (Q19), being encouraged to innovate (Q15), receiving recognition (Q9), knowing agency success measures (Q12), receiving clear information about change in the agency (Q14), being treated with dignity and respect (Q7), making improvements for customers (Q10) and providing opportunities to give input on decisions (Q1).
 - › Similarly, agencies with a higher average **number of overtime hours** received (per month, per capita) tend to receive lower scores for agency support for a healthy life (Q19).

The directionality of these relationships is unclear. It's possible that more overtime may lead to lower levels of engagement for some employees, but it may also be the case that low engagement leads to the use of overtime to get the work done. These patterns could also be explained by external influences that are associated with both more overtime and lower engagement, such as certain types

20. 2016 Statewide HR Management Report. Retrieved from <http://hr.wa.gov/WorkforceDataAndPlanning/HRMPerformanceAccountability/Pages/2.7StatewideHRMReports.aspx>.

21. Correlations of $r = 0.5$ and stronger based on agency-level data from 37 agencies.

22. Correlations of $r = -0.5$ and stronger based on agency-level data from 37 agencies.

of work or environmental factors. Lastly, the analysis does not include trends in compensatory time (time off with pay) along with overtime (pay at 1.5 times the regular rate), which further complicates interpretation as some agencies use comp time in lieu of overtime. Nevertheless, survey results indicate that more overtime may signal areas of concern related to employee engagement.

The observed relationships with performance management, promotions and overtime do not prove causal pathways but highlight the ways in which agency organizational measures may influence employee engagement and vice versa.

Conclusion

As the economy has continued to improve over the past several years, job security alone is unlikely to be a sufficient driver of employee satisfaction — and satisfaction may be an insufficient driver of employee retention. Many employees may now be in a better position to explore other development opportunities, inside or outside the state of Washington. Even with the highest-ever satisfaction levels — an accomplishment to be recognized — the state must continue to build on its success. Improving as an employer of choice will be necessary to retain and develop the current workforce, and to recruit for the workforce of tomorrow.

Appendix A1: 2016 Ratings by Question

Washington State Executive Branch

37,325 Responses

61% Survey Response Rate

	37,325 Responses					Average Response	Positive Responses
	Almost Always or Always 5	Usually 4	Occasionally 3	Seldom 2	Never or Almost Never 1		
1) I have the opportunity to give input on decisions affecting my work.	25%	35%	23%	11%		3.6	61%
2) I receive the information I need to do my job effectively.	23%	49%	18%	7%		3.8	72%
3) I know how my work contributes to the goals of my agency.	45%	36%	11%	5%		4.1	80%
4) I know what is expected of me at work.	48%	38%	8%			4.3	87%
5) I have opportunities at work to learn and grow.	30%	31%	21%	12%		3.7	61%
6) I have the tools and resources I need to do my job effectively.	24%	46%	18%	8%		3.8	71%
7) My supervisor treats me with dignity and respect.	65%	21%	7%			4.4	86%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	40%	28%	17%	9%		3.9	68%
9) I receive recognition for a job well done.	27%	28%	23%	13%	9%	3.5	55%
10) We are making improvements to make things better for our customers.	29%	36%	21%	9%		3.8	65%
11) A spirit of cooperation and teamwork exists in my workgroup.	36%	35%	15%	8%		3.9	72%
12) I know how my agency measures its success.	22%	34%	23%	13%	8%	3.5	56%
13) My agency consistently demonstrates support for a diverse workforce.	38%	36%	16%	7%		4.0	74%
14) I receive clear information about changes being made within the agency.	14%	34%	28%	16%	8%	3.3	48%
15) I am encouraged to come up with better ways of doing things.	27%	30%	21%	13%	9%	3.5	57%
16) We use customer feedback to improve our work processes.	19%	28%	26%	16%	11%	3.3	46%
17) People are treated fairly in my workgroup.	39%	34%	13%	8%		3.9	73%
18) At my job, I have the opportunity to make good use of my skills.	36%	36%	16%	8%		3.9	72%
19) Overall, my agency supports me in living a healthier life. (Rotating Question for 2016)	30%	35%	18%	10%		3.7	65%
20) In general, I'm satisfied with my job.	31%	40%	17%	8%		3.9	71%
21) I would recommend my agency as a great place to work.	31%	31%	18%	10%	9%	3.7	63%

Appendix A2: Statistics Report

Washington State Executive Branch

37,325 survey responses; 61% response rate

Survey Question	Number of Responses							Summary Measures (excluding missing data)			
	(1) Never or Almost Never	(2) Seldom	(3) Occasionally	(4) Usually	(5) Almost Always or Always	No Response (missing)	Total Responses (not missing)	Percentage Positive ¹	Percentage Negative ²	Average	Standard Deviation ³
1) I have the opportunity to give input on decisions affecting my work.	2,098	3,968	8,579	13,169	9,436	75	37,250	61%	16%	3.6	1.13
2) I receive the information I need to do my job effectively.	934	2,734	6,832	18,292	8,467	66	37,259	72%	10%	3.8	0.95
3) I know how my work contributes to the goals of my agency.	1,029	1,989	4,252	13,281	16,668	106	37,219	80%	8%	4.1	1.00
4) I know what is expected of me at work.	649	1,234	3,083	14,297	17,964	98	37,227	87%	5%	4.3	0.88
5) I have opportunities at work to learn and grow.	2,538	4,292	7,762	11,428	11,020	285	37,040	61%	18%	3.7	1.21
6) I have the tools and resources I need to do my job effectively.	1,148	2,955	6,656	17,222	9,075	269	37,056	71%	11%	3.8	0.99
7) My supervisor treats me with dignity and respect.	1,122	1,375	2,570	7,819	23,988	451	36,874	86%	7%	4.4	0.99
8) My supervisor gives me ongoing feedback that helps me improve my performance.	2,179	3,447	6,321	10,300	14,619	459	36,866	68%	15%	3.9	1.21
9) I receive recognition for a job well done.	3,379	4,907	8,406	10,215	9,917	501	36,824	55%	23%	3.5	1.27
10) We are making improvements to make things better for our customers.	1,741	3,173	7,782	13,224	10,680	725	36,600	65%	13%	3.8	1.11
11) A spirit of cooperation and teamwork exists in my work group.	1,903	2,906	5,518	13,044	13,377	577	36,748	72%	13%	3.9	1.13
12) I know how my agency measures its success.	2,950	4,826	8,303	12,646	7,954	646	36,679	56%	21%	3.5	1.20
13) My agency consistently demonstrates support for a diverse workforce.	1,414	2,379	5,698	13,130	13,742	962	36,363	74%	10%	4.0	1.07
14) I receive clear information about changes being made within the agency.	3,053	5,780	10,306	12,310	5,167	709	36,616	48%	24%	3.3	1.14
15) I am encouraged to come up with better ways of doing things.	3,326	4,728	7,655	10,833	9,982	801	36,524	57%	22%	3.5	1.27
16) We use customer feedback to improve our work processes.	3,908	5,918	9,585	10,040	6,758	1,116	36,209	46%	27%	3.3	1.24
17) People are treated fairly in my work group.	2,148	2,841	4,749	12,379	14,154	1,054 *	36,271	73%	14%	3.9	1.17
18) At my job, I have the opportunity to make good use of my skills.	1,658	2,882	5,730	13,165	12,904	986 *	36,339	72%	12%	3.9	1.11
19) Overall, my agency supports me in living a healthier life. (Rotating Question for 2016)	2,462	3,522	6,506	12,193	10,593	2,049 *	35,276	65%	17%	3.7	1.19
20) In general, I'm satisfied with my job.	1,498	2,866	6,117	14,661	11,307	876	36,449	71%	12%	3.9	1.07
21) I would recommend my agency as a great place to work.	3,329	3,610	6,634	11,327	11,347	1,078 *	36,247	63%	19%	3.7	1.27

¹Percentage answering “4 – Usually” or “5 – Almost Always or Always.” Does not include missing data.

²Percentage answering “1 – Never or Almost Never” or “2 – Seldom.” Does not include missing data.

³Standard deviation is a measure used to describe the variation in a data set. A value close to zero indicates the data points in the set cluster around the mean (average), while a higher value indicates greater dispersion in the data set.

*Missing responses may be higher for these questions as the executive branch results do not include data from the Office of the Insurance Commissioner for Q17–19 and Q21 or from the Department of Natural Resources for Q19.

Appendix B: Trend of Positive Responses Table

Washington State Executive Branch

	2011	2013	2014	2015	2016	Change from last survey
Number of all responses:	33,075	32,996	30,703	42,669	37,325	
Response rate:	56%	56%	52%	72%	61%	-11%
Positive Responses						
1) I have the opportunity to give input on decisions affecting my work.	55%	57%	59%	59%	61%	2%
2) I receive the information I need to do my job effectively.	72%	72%	72%	71%	72%	1%
3) I know how my work contributes to the goals of my agency.	80%	82%	81%	81%	80%	-1%
4) I know what is expected of me at work.	87%	88%	87%	87%	87%	0%
5) I have opportunities at work to learn and grow.	53%	57%	58%	60%	61%	1%
6) I have the tools and resources I need to do my job effectively.	69%	70%	71%	70%	71%	1%
7) My supervisor treats me with dignity and respect.	83%	85%	85%	86%	86%	0%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	64%	66%	66%	68%	68%	0%
9) I receive recognition for a job well done.	51%	52%	53%	54%	55%	1%
10) We are making improvements to make things better for our customers.	n/a	64%	65%	64%	65%	1%
11) A spirit of cooperation and teamwork exists in my work group.	n/a	69%	70%	70%	72%	2%
12) I know how my agency measures its success.	54%	55%	56%	56%	56%	0%
13) My agency consistently demonstrates support for a diverse workforce.	68%	72%	72%	72%	74%	2%
14) I receive clear information about changes being made within the agency.	47%	47%	47%	47%	48%	1%
15) I am encouraged to come up with better ways of doing things.	51%	53%	56%	55%	57%	2%
16) We use customer feedback to improve our work processes.	n/a	44%	45%	45%	46%	1%
17) People are treated fairly in my work group.	n/a	n/a	n/a	n/a	73%	n/a
18) At my job, I have the opportunity to make good use of my skills.	n/a	n/a	n/a	n/a	72%	n/a
19) Overall, my agency supports me in living a healthier life. (Rotating Question for 2016)	n/a	n/a	n/a	n/a	65%	n/a
20) In general, I'm satisfied with my job.	67%	69%	70%	70%	71%	1%
21) I would recommend my agency as a great place to work.	n/a	n/a	n/a	n/a	63%	n/a

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 WA	Greater Olympia Area	Western WA (outside greater Olympia area)	No response	Supervisor	Nonsupervisor	No response
Number of all responses	37,325	6,920	14,333	14,924	1,148	8,548	27,631	1,146
1) I have the opportunity to give input on decisions affecting my work.	61%	56%	70%	55%	50%	75%	57%	48%
2) I receive the information I need to do my job effectively.	72%	70%	77%	68%	62%	78%	70%	60%
3) I know how my work contributes to the goals of my agency.	80%	78%	84%	78%	75%	87%	79%	74%
4) I know what is expected of me at work.	87%	87%	88%	86%	80%	89%	86%	79%
5) I have opportunities at work to learn and grow.	61%	57%	67%	57%	49%	72%	58%	47%
6) I have the tools and resources I need to do my job effectively.	71%	70%	76%	67%	65%	74%	70%	63%
7) My supervisor treats me with dignity and respect.	86%	86%	89%	84%	79%	89%	86%	78%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	68%	67%	70%	66%	61%	70%	67%	58%
9) I receive recognition for a job well done.	55%	51%	61%	51%	44%	59%	54%	42%
10) We are making improvements to make things better for our customers.	65%	61%	74%	59%	60%	74%	63%	58%
11) A spirit of cooperation and teamwork exists in my work group.	72%	69%	77%	69%	63%	81%	69%	61%
12) I know how my agency measures its success.	56%	53%	61%	53%	51%	64%	54%	48%
13) My agency consistently demonstrates support for a diverse workforce.	74%	72%	77%	72%	66%	80%	72%	63%
14) I receive clear information about changes being made within the agency.	48%	44%	54%	44%	45%	54%	46%	40%
15) I am encouraged to come up with better ways of doing things.	57%	50%	67%	50%	48%	69%	53%	45%
16) We use customer feedback to improve our work processes.	46%	39%	57%	40%	41%	56%	44%	38%
17) People are treated fairly in my work group.	73%	71%	78%	70%	57%	83%	70%	55%
18) At my job, I have the opportunity to make good use of my skills.	72%	70%	76%	69%	66%	81%	69%	63%
19) Overall, my agency supports me in living a healthier life. (Rotating Question for 2016)	65%	60%	74%	58%	53%	69%	63%	51%
20) In general, I'm satisfied with my job.	71%	72%	75%	68%	58%	77%	70%	52%
21) I would recommend my agency as a great place to work.	63%	62%	69%	57%	49%	69%	61%	42%

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

	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
Number of all responses	3,205	3,555	4,877	5,909	5,413	13,150	1,216
1) I have the opportunity to give input on decisions affecting my work.	68%	63%	59%	59%	58%	62%	47%
2) I receive the information I need to do my job effectively.	80%	74%	70%	70%	69%	73%	61%
3) I know how my work contributes to the goals of my agency.	89%	84%	80%	79%	77%	80%	73%
4) I know what is expected of me at work.	90%	88%	86%	86%	84%	88%	79%
5) I have opportunities at work to learn and grow.	79%	68%	61%	57%	56%	59%	47%
6) I have the tools and resources I need to do my job effectively.	80%	73%	68%	69%	68%	72%	63%
7) My supervisor treats me with dignity and respect.	94%	90%	87%	85%	84%	85%	77%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	80%	73%	68%	67%	64%	66%	57%
9) I receive recognition for a job well done.	73%	63%	56%	52%	50%	51%	43%
10) We are making improvements to make things better for our customers.	76%	68%	63%	63%	62%	66%	56%
11) A spirit of cooperation and teamwork exists in my work group.	82%	74%	69%	70%	68%	73%	62%
12) I know how my agency measures its success.	63%	56%	53%	55%	54%	58%	47%
13) My agency consistently demonstrates support for a diverse workforce.	84%	75%	73%	71%	71%	74%	64%
14) I receive clear information about changes being made within the agency.	65%	51%	45%	44%	43%	47%	40%
15) I am encouraged to come up with better ways of doing things.	67%	60%	56%	55%	54%	57%	44%
16) We use customer feedback to improve our work processes.	56%	48%	43%	44%	43%	47%	34%
17) People are treated fairly in my work group.	86%	77%	72%	70%	69%	73%	56%
18) At my job, I have the opportunity to make good use of my skills.	79%	73%	69%	69%	70%	73%	60%
19) Overall, my agency supports me in living a healthier life. (Rotating Question for 2016)	76%	69%	63%	62%	61%	65%	47%
20) In general, I'm satisfied with my job.	84%	76%	70%	69%	67%	71%	52%
21) I would recommend my agency as a great place to work.	82%	71%	63%	60%	57%	60%	43%

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

	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
Number of all responses	4,402	4,848	5,948	5,923	4,963	10,005	1,236
1) I have the opportunity to give input on decisions affecting my work.	69%	64%	60%	58%	57%	61%	47%
2) I receive the information I need to do my job effectively.	80%	74%	71%	70%	69%	73%	60%
3) I know how my work contributes to the goals of my agency.	89%	83%	80%	79%	77%	80%	73%
4) I know what is expected of me at work.	89%	88%	86%	86%	84%	88%	79%
5) I have opportunities at work to learn and grow.	79%	67%	60%	56%	54%	57%	47%
6) I have the tools and resources I need to do my job effectively.	80%	73%	68%	69%	68%	71%	63%
7) My supervisor treats me with dignity and respect.	94%	90%	86%	85%	83%	85%	77%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	79%	73%	67%	66%	63%	65%	57%
9) I receive recognition for a job well done.	73%	63%	54%	51%	48%	49%	42%
10) We are making improvements to make things better for our customers.	77%	68%	63%	63%	61%	64%	57%
11) A spirit of cooperation and teamwork exists in my work group.	81%	74%	70%	70%	68%	72%	62%
12) I know how my agency measures its success.	63%	57%	54%	55%	54%	57%	47%
13) My agency consistently demonstrates support for a diverse workforce.	84%	75%	73%	71%	70%	74%	64%
14) I receive clear information about changes being made within the agency.	66%	51%	45%	43%	42%	46%	38%
15) I am encouraged to come up with better ways of doing things.	68%	61%	56%	54%	52%	56%	43%
16) We use customer feedback to improve our work processes.	57%	50%	45%	44%	42%	45%	35%
17) People are treated fairly in my work group.	86%	77%	72%	70%	68%	72%	55%
18) At my job, I have the opportunity to make good use of my skills.	79%	73%	70%	69%	69%	73%	61%
19) Overall, my agency supports me in living a healthier life. (Rotating Question for 2016)	76%	69%	63%	61%	60%	63%	50%
20) In general, I'm satisfied with my job.	83%	75%	70%	68%	66%	70%	53%
21) I would recommend my agency as a great place to work.	81%	70%	62%	58%	56%	58%	45%

If 10 or more responses, the percentage who answered the question either “4 – Usually” or “5 – Almost Always or Always.”

Appendix D: Agency Response Rates

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

Agency	Response Count	Response Rate
Administrative Hearings, Office of	139	84%
Agriculture, Department of	475	58%
Attorney General, Office of the	945	75%
Auditor, Office of the State	326	84%
Blind, Department of Services for the	64	66%
Blind, State School for the	59	46%
Childhood Deafness and Hearing Loss, Washington State Center for	70	42%
Commerce, Department of	270	90%
Community and Technical Colleges, State Board for	101	56%
Corrections, Department of	6,382	76%
Early Learning, Department of	233	74%
Ecology, Department of	1,315	85%
Employment Security, Department of	1,130	84%
Enterprise Services, Department of	661	86%
Financial Institutions, Department of	177	86%
Financial Management, Office of	194	97%
Fish and Wildlife, Department of	1,377	71%
Health Care Authority, State	962	89%
Health, Department of	1,160	65%
Industrial Insurance Appeals, Board of	115	71%
Insurance Commissioner, Office of the	180	79%
Labor and Industries, Department of	2,229	77%
Licensing, Department of	1,190	91%
Liquor and Cannabis Board	340	100%
Lottery Commission, State	106	83%
Military Department	252	74%
Natural Resources, Department of	853	51%
Parks and Recreation Commission, State	398	50%
Patrol, Washington State	1,497	69%
Public Instruction, Superintendent of	259	61%
Retirement Systems, Department of	236	96%
Revenue, Department of	685	57%
Secretary of State, Office of the	171	64%
Social and Health Services, Department of	6,609	35%
Student Achievement Council	84	81%
Transportation, Department of	3,491	51%
Utilities and Transportation Commission	157	100%
Veterans Affairs, Department of	305	40%
Washington Technology Solutions	478	89%

Appendix E: Positive Responses by Agency
 Agencies with more than 50 responses (n=39 agencies)

Agency	Response Count	Response Rate	Job Satisfaction
			Q20. General satisfaction
Administrative Hearings, Office of	139	84%	69%
Agriculture, Department of	475	58%	73%
Attorney General, Office of the	945	75%	80%
Auditor, Office of the State	326	84%	83%
Blind, Department of Services for the	64	66%	88%
Blind, State School for the	59	46%	80%
State Center for Childhood Deafness and Hearing Loss	70	42%	76%
Commerce, Department of	270	90%	84%
Community and Technical Colleges, State Board for	101	56%	77%
Corrections, Department of	6,382	76%	64%
Early Learning, Department of	233	74%	78%
Ecology, Department of	1,315	85%	74%
Employment Security, Department of	1,130	84%	67%
Enterprise Services, Department of	661	86%	70%
Financial Institutions, Department of	177	86%	89%
Financial Management, Office of	194	97%	93%
Fish and Wildlife, Department of	1,377	71%	69%
Health Care Authority, State	962	89%	77%
Health, Department of	1,160	65%	73%
Industrial Insurance Appeals, Board of	115	71%	88%
Insurance Commissioner, Office of the	180	79%	82%
Labor and Industries, Department of	2,229	77%	72%
Licensing, Department of	1,190	91%	77%
Liquor and Cannabis Board	340	100%	84%
Lottery Commission, State	106	83%	72%
Military Department	252	74%	72%
Natural Resources, Department of	853	51%	73%
Parks and Recreation Commission, State	398	50%	76%
Patrol, Washington State	1,497	69%	75%
Public Instruction, Superintendent of	259	61%	81%
Retirement Systems, Department of	236	96%	86%
Revenue, Department of	685	57%	75%
Secretary of State, Office of the	171	64%	70%
Social and Health Services, Department of	6,609	35%	69%
Student Achievement Council	84	81%	90%
Transportation, Department of	3,491	51%	68%
Utilities and Transportation Commission	157	100%	87%
Veterans Affairs, Department of	305	40%	76%
Washington Technology Solutions	478	89%	67%
Enterprise Totals	37,325	61%	71%

Appendix E: Positive Responses by Agency (cont.)

Employee Engagement

Agency	Q1. Input on decisions solicited	Q3. Work connected to goals	Q5. Learn and grow	Q11. Cooperation and teamwork	Q15. Better ways encouraged
Administrative Hearings, Office of	56%	81%	57%	75%	60%
Agriculture, Department of	58%	78%	63%	68%	54%
Attorney General, Office of the	71%	90%	76%	82%	68%
Auditor, Office of the State	81%	91%	84%	90%	79%
Blind, Department of Services for the	78%	95%	73%	91%	83%
Blind, State School for the	64%	88%	69%	65%	63%
State Center for Childhood Deafness and Hearing Loss	57%	84%	70%	76%	53%
Commerce, Department of	84%	84%	81%	79%	83%
Community and Technical Colleges, State Board for	70%	86%	68%	76%	65%
Corrections, Department of	49%	69%	52%	63%	44%
Early Learning, Department of	63%	82%	64%	82%	57%
Ecology, Department of	74%	84%	67%	76%	63%
Employment Security, Department of	60%	76%	55%	69%	63%
Enterprise Services, Department of	71%	80%	58%	76%	66%
Financial Institutions, Department of	78%	96%	79%	89%	79%
Financial Management, Office of	86%	91%	80%	93%	87%
Fish and Wildlife, Department of	63%	76%	61%	70%	57%
Health Care Authority, State	65%	87%	71%	83%	65%
Health, Department of	64%	85%	61%	73%	61%
Industrial Insurance Appeals, Board of	74%	94%	77%	80%	70%
Insurance Commissioner, Office of the	79%	94%	74%	81%	69%
Labor and Industries, Department of	65%	87%	64%	74%	59%
Licensing, Department of	68%	87%	65%	78%	73%
Liquor and Cannabis Board	72%	87%	71%	85%	71%
Lottery Commission, State	70%	84%	65%	63%	63%
Military Department	66%	81%	64%	76%	65%
Natural Resources, Department of	71%	83%	66%	76%	60%
Parks and Recreation Commission, State	71%	81%	62%	73%	63%
Patrol, Washington State	55%	83%	61%	71%	53%
Public Instruction, Superintendent of	74%	83%	71%	74%	67%
Retirement Systems, Department of	79%	94%	78%	83%	87%
Revenue, Department of	66%	89%	69%	78%	67%
Secretary of State, Office of the	68%	87%	63%	73%	68%
Social and Health Services, Department of	54%	83%	57%	70%	50%
Student Achievement Council	85%	92%	83%	92%	87%
Transportation, Department of	61%	78%	57%	70%	55%
Utilities and Transportation Commission	80%	93%	80%	82%	77%
Veterans Affairs, Department of	63%	84%	59%	65%	58%
Washington Technology Solutions	66%	66%	58%	80%	62%
Enterprise Totals	61%	80%	61%	72%	57%

Appendix E: Positive Responses by Agency (cont.)

Agency	Respect & Feedback			Customer Value	
	Q7. Treated with dignity and respect	Q8. Ongoing feedback	Q9. Recognition received	Q10. Improvements for customers	Q16. Customer feedback used
Administrative Hearings, Office of	86%	62%	51%	63%	42%
Agriculture, Department of	82%	62%	46%	72%	52%
Attorney General, Office of the	92%	75%	64%	75%	58%
Auditor, Office of the State	94%	80%	77%	85%	76%
Blind, Department of Services for the	95%	89%	81%	94%	80%
Blind, State School for the	90%	71%	53%	75%	50%
State Center for Childhood Deafness and Hearing Loss	87%	69%	49%	77%	50%
Commerce, Department of	91%	77%	78%	83%	67%
Community and Technical Colleges, State Board for	92%	71%	62%	70%	50%
Corrections, Department of	81%	64%	47%	53%	33%
Early Learning, Department of	89%	67%	55%	71%	41%
Ecology, Department of	90%	66%	60%	67%	52%
Employment Security, Department of	83%	65%	54%	64%	49%
Enterprise Services, Department of	85%	70%	56%	74%	62%
Financial Institutions, Department of	94%	80%	69%	86%	72%
Financial Management, Office of	96%	77%	76%	88%	76%
Fish and Wildlife, Department of	86%	62%	56%	55%	38%
Health Care Authority, State	90%	77%	66%	76%	53%
Health, Department of	87%	67%	56%	70%	49%
Industrial Insurance Appeals, Board of	96%	84%	71%	85%	76%
Insurance Commissioner, Office of the	92%	81%	67%	82%	66%
Labor and Industries, Department of	89%	74%	63%	72%	54%
Licensing, Department of	87%	72%	61%	78%	62%
Liquor and Cannabis Board	93%	81%	69%	76%	59%
Lottery Commission, State	82%	69%	56%	60%	45%
Military Department	86%	67%	59%	73%	58%
Natural Resources, Department of	88%	67%	59%	63%	44%
Parks and Recreation Commission, State	88%	65%	53%	81%	60%
Patrol, Washington State	90%	69%	53%	59%	40%
Public Instruction, Superintendent of	92%	65%	67%	77%	63%
Retirement Systems, Department of	94%	78%	74%	94%	88%
Revenue, Department of	91%	74%	61%	76%	63%
Secretary of State, Office of the	91%	73%	58%	80%	63%
Social and Health Services, Department of	86%	67%	52%	61%	38%
Student Achievement Council	94%	87%	82%	93%	79%
Transportation, Department of	84%	61%	47%	63%	43%
Utilities and Transportation Commission	92%	77%	70%	86%	61%
Veterans Affairs, Department of	87%	67%	50%	67%	49%
Washington Technology Solutions	88%	68%	55%	64%	55%
Enterprise Totals	86%	68%	55%	65%	46%

Appendix E: Positive Responses by Agency (cont.)

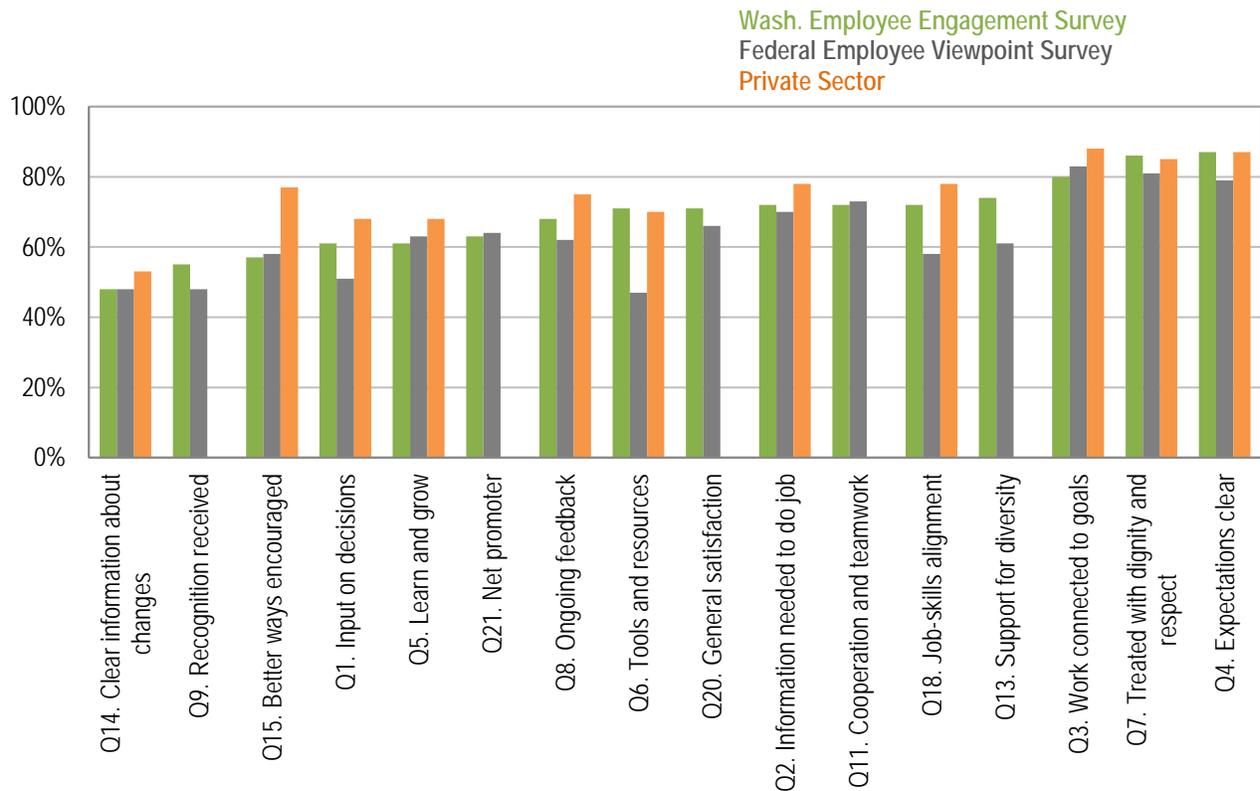
Agency	Job Support					
	Q2. Information needed to do job	Q4. Expectations clear	Q6. Tools and resources	Q12. Success measures known	Q13. Support for diversity	Q14. Clear information about changes
Administrative Hearings, Office of	72%	81%	73%	65%	74%	51%
Agriculture, Department of	70%	85%	79%	49%	64%	41%
Attorney General, Office of the	85%	93%	83%	68%	84%	63%
Auditor, Office of the State	90%	93%	87%	72%	83%	70%
Blind, Department of Services for the	92%	97%	87%	89%	97%	78%
Blind, State School for the	75%	83%	78%	55%	73%	34%
State Center for Childhood Deafness and Hearing Loss	63%	87%	59%	54%	79%	60%
Commerce, Department of	86%	90%	77%	74%	77%	65%
Community and Technical Colleges, State Board for	68%	88%	68%	48%	79%	41%
Corrections, Department of	62%	82%	62%	47%	71%	40%
Early Learning, Department of	70%	84%	67%	58%	72%	46%
Ecology, Department of	78%	87%	79%	52%	75%	54%
Employment Security, Department of	65%	82%	64%	54%	66%	47%
Enterprise Services, Department of	73%	86%	74%	56%	74%	51%
Financial Institutions, Department of	94%	94%	93%	89%	90%	73%
Financial Management, Office of	91%	91%	91%	70%	80%	72%
Fish and Wildlife, Department of	70%	83%	68%	35%	60%	32%
Health Care Authority, State	80%	90%	80%	66%	79%	58%
Health, Department of	76%	88%	72%	54%	74%	47%
Industrial Insurance Appeals, Board of	89%	94%	87%	89%	86%	70%
Insurance Commissioner, Office of the	87%	92%	90%	72%	86%	64%
Labor and Industries, Department of	76%	89%	76%	63%	80%	54%
Licensing, Department of	78%	91%	80%	72%	84%	68%
Liquor and Cannabis Board	73%	89%	74%	71%	89%	57%
Lottery Commission, State	73%	84%	75%	67%	68%	48%
Military Department	71%	83%	70%	57%	75%	48%
Natural Resources, Department of	76%	88%	75%	50%	61%	34%
Parks and Recreation Commission, State	71%	86%	69%	45%	68%	40%
Patrol, Washington State	78%	92%	71%	62%	78%	47%
Public Instruction, Superintendent of	78%	88%	77%	55%	69%	46%
Retirement Systems, Department of	90%	95%	87%	89%	82%	75%
Revenue, Department of	78%	92%	80%	77%	86%	67%
Secretary of State, Office of the	79%	94%	77%	61%	72%	46%
Social and Health Services, Department of	68%	88%	66%	59%	74%	45%
Student Achievement Council	89%	93%	92%	81%	86%	71%
Transportation, Department of	72%	86%	73%	50%	72%	44%
Utilities and Transportation Commission	87%	92%	83%	74%	83%	69%
Veterans Affairs, Department of	74%	91%	71%	52%	74%	45%
Washington Technology Solutions	67%	82%	65%	33%	65%	33%
Enterprise Totals	72%	87%	71%	56%	74%	48%

Appendix E: Positive Responses by Agency (cont.)

Agency	2016 New Questions			2016 Rotating Question
	Q17. Fair treatment	Q18. Job skills alignment	Q21. Net promoter	Q19. Healthy life supported
Administrative Hearings, Office of	69%	68%	62%	65%
Agriculture, Department of	68%	70%	68%	60%
Attorney General, Office of the	81%	84%	79%	79%
Auditor, Office of the State	87%	87%	82%	70%
Blind, Department of Services for the	90%	92%	91%	81%
Blind, State School for the	64%	83%	68%	80%
State Center for Childhood Deafness and Hearing Loss	73%	79%	77%	50%
Commerce, Department of	81%	84%	75%	76%
Community and Technical Colleges, State Board for	72%	78%	68%	76%
Corrections, Department of	62%	63%	53%	55%
Early Learning, Department of	76%	74%	65%	61%
Ecology, Department of	79%	76%	73%	75%
Employment Security, Department of	68%	68%	51%	64%
Enterprise Services, Department of	74%	69%	62%	63%
Financial Institutions, Department of	88%	85%	88%	89%
Financial Management, Office of	94%	92%	91%	92%
Fish and Wildlife, Department of	75%	73%	62%	56%
Health Care Authority, State	80%	75%	74%	79%
Health, Department of	76%	71%	69%	78%
Industrial Insurance Appeals, Board of	86%	85%	86%	86%
Insurance Commissioner, Office of the	n/a	n/a	n/a	n/a
Labor and Industries, Department of	76%	77%	68%	79%
Licensing, Department of	77%	74%	69%	72%
Liquor and Cannabis Board	86%	78%	83%	88%
Lottery Commission, State	74%	76%	64%	76%
Military Department	74%	70%	57%	61%
Natural Resources, Department of	75%	73%	65%	n/a
Parks and Recreation Commission, State	78%	79%	69%	59%
Patrol, Washington State	78%	78%	62%	58%
Public Instruction, Superintendent of	79%	81%	76%	71%
Retirement Systems, Department of	85%	78%	88%	79%
Revenue, Department of	82%	79%	77%	74%
Secretary of State, Office of the	77%	71%	65%	73%
Social and Health Services, Department of	72%	69%	57%	55%
Student Achievement Council	93%	89%	93%	92%
Transportation, Department of	74%	70%	59%	66%
Utilities and Transportation Commission	83%	84%	83%	86%
Veterans Affairs, Department of	71%	75%	67%	65%
Washington Technology Solutions	76%	72%	47%	74%
Enterprise Totals	73%	72%	63%	65%

Appendix F: Benchmark Data

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



Notes:

Percentage positive is the percentage of employees who answered “4 – Usually” or “5 – Almost Always or Always.” Washington State Executive Branch survey results are drawn from 37,325 respondents. Data are unweighted. Federal Employee Viewpoint Survey (FEVS) results are drawn from more than 400,000 respondents. Data are weighted.

Private sector data from Sirota as published in “The Best Places to Work: Government-wide Analysis,” retrieved from <http://bestplacetowork.org/BPTW/rankings/governmentwide>. Supplied by the survey research firm Sirota, the data are based on nearly 4.7 million employee survey responses at more than 120 organizations around the world 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

	2016 Employee Survey	2016 Federal Employee Viewpoint Survey ¹ (FEVS)	Private Sector Benchmarks
1) I have the opportunity to give input on decisions affecting my work. Private Sector and FEVS - 63. How satisfied are you with your involvement in decisions that affect your work?	61%	51%	68%
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%	70%	78%
3) I know how my work contributes to the goals of my agency. Private Sector and FEVS - 12. I know how my work relates to the agency's goals and priorities.	80%	83%	88%
4) I know what is expected of me at work. Private Sector and FEVS - 6. I know what is expected of me on the job.	87%	79%	87%
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.	61%	63%	68%
6) I have the tools and resources I need to do my job effectively. Private Sector and FEVS - 9. I have sufficient resources (for example, people, materials, budget) to get my job done.	71%	47%	70%
7) My supervisor treats me with dignity and respect. Private Sector and FEVS - 49. My supervisor treats me with respect.	86%	81%	85%
8) My supervisor gives me ongoing feedback that helps me improve my performance. Private Sector and FEVS - 46. My supervisor provides me with constructive suggestions to improve my job performance.	68%	62%	75%
9) I receive recognition for a job well done. FEVS - 65. How satisfied are you with the recognition you receive for doing a good job?	55%	48%	
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 work group. FEVS - 20. The people I work with cooperate to get the job done.	72%	73%	
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). (58%) FEVS - 55. Supervisors work well with employees of different backgrounds. (64%)	74%	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?	48%	48%	53%
15) I am encouraged to come up with better ways of doing things. Private Sector and FEVS - 3. I feel encouraged to come up with new and better ways of doing things.	57%	58%	77%
16) We use customer feedback to improve our work processes. FEVS - No question is available.	46%		
17) People are treated fairly in my work group. FEVS - No question is available.	73%		
18) At my job, I have the opportunity to make good use of my skills. Private Sector and FEVS - 11. My talents are used well in the workplace.	72%	58%	78%

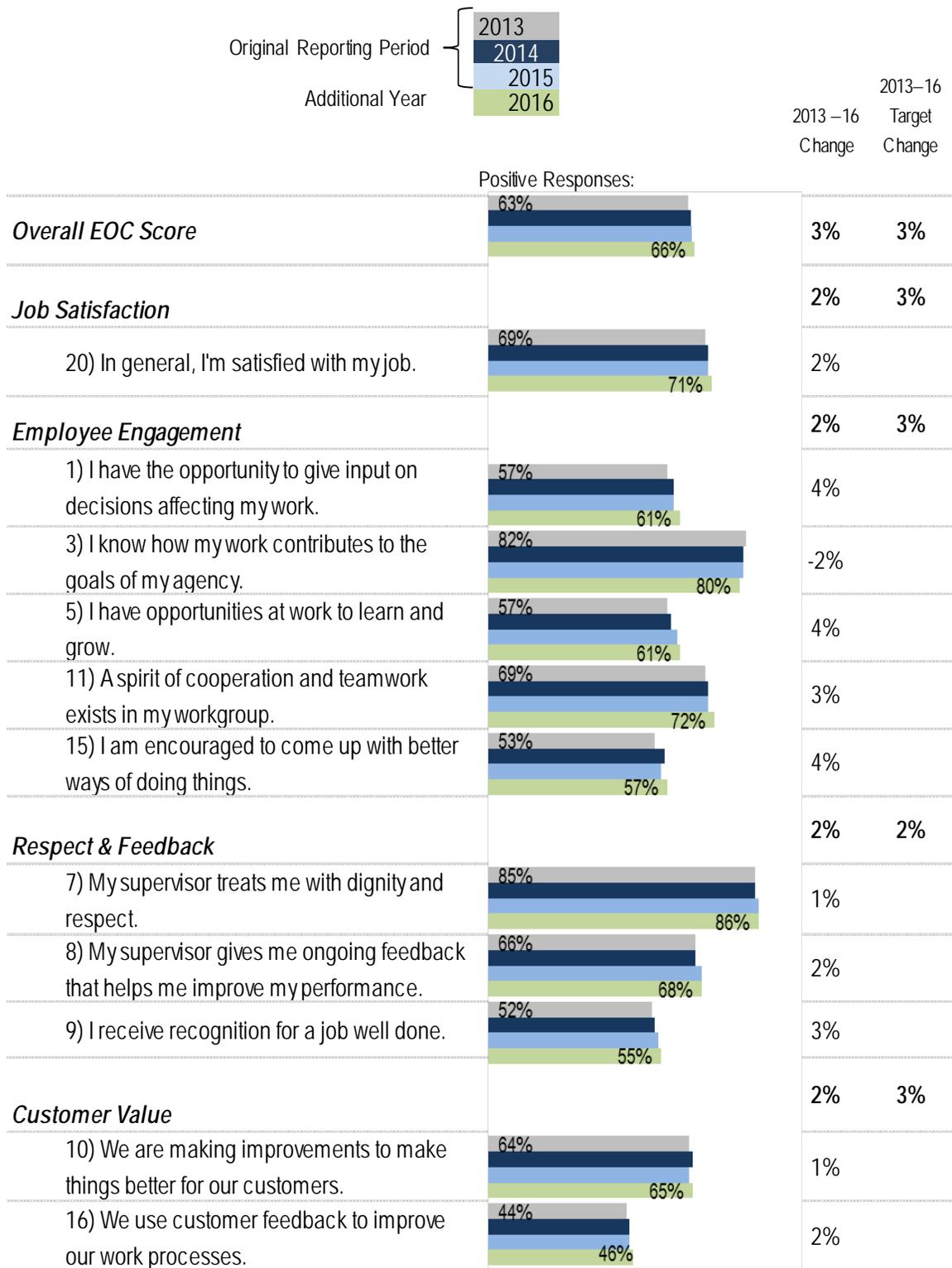
19) Overall, my agency supports me in living a healthier life. (Rotating Question for 2016) FEVS - No question is available.	65%		
20) In general, I'm satisfied with my job. FEVS - 69. Considering everything, how satisfied are you with your job?	71%	66%	
21) I would recommend my agency as a great place to work. FEVS - 40. I recommend my organization as a good place to work.	63%	64%	

Sources:

1. United States Office of Personnel Management (2016). 2016 Federal Employee Viewpoint Survey. Retrieved Jan. 25, 2017, from https://www.fedview.opm.gov/2016FILES/2016_FEVS_Gwide_Final_Report.PDF.
2. Partnership for Public Service (2016). "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 nearly 4.7 million employee survey responses at more than 120 organizations around the world in a wide variety of industries. Data are weighted.

Appendix G: Employer of Choice Questions

Washington State Executive Branch



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

	2013	2014	2015	2016
Survey Response Count:	32,996	30,703	42,669	37,325
Response Rate:	56%	52%	72%	61%

Appendix H: Agency Functional Groups

Participating agencies by functional group classification from the State Administrative and Accounting Manual

Education (n=10)	General Government: Government Operations (n=35)
Arts Commission, Washington State	Accountancy, State Board of
Blind, State School for the	Administrative Hearings, Office of
Childhood Deafness and Hearing Loss, State Center for	Archaeology and Historic Preservation, Department of
Community and Technical Colleges, State Board for	Asian Pacific American Affairs, Washington State Commission on
Early Learning, Department of	Attorney General, Office of the
Historical Society, Eastern Washington State	Auditor, Office of the State
Historical Society, Washington State	Caseload Forecast Council
Public Instruction, Superintendent of	Commerce, Department of
Student Achievement Council	Education Ombuds, Office of the
Workforce Training and Education Coordinating Board	Enterprise Services, Department of
Human Services (n=11)	Family and Children's Ombuds, Office of the
Blind, Department of Services for the	Financial Institutions, Department of
Corrections, Department of	Financial Management, Office of
Criminal Justice Training Commission, Washington State	Governor, Office of the
Employment Security, Department of	Health Care Facilities Authority
Health Care Authority, State	Hispanic Affairs, Washington State Commission on
Health, Department of	Horse Racing Commission, Washington
Human Rights Commission	Housing Finance Commission, Washington State
Industrial Insurance Appeals, Board of	Insurance Commissioner, Office of the
Labor and Industries, Department of	Law Enforcement Officers and Fire Fighters Plan 2 Retirement Board
Social and Health Services, Department of	Life Sciences Discovery Fund Authority
Veterans Affairs, Department of	Liquor and Cannabis Board
Natural Resources and Recreation (n=12)	Lottery Commission, State
Agriculture, Department of	Military Department
Columbia River Gorge Commission	Minority and Women's Business Enterprises, Office of
Conservation Commission, State	Public Disclosure Commission
Dairy Products Commission	Public Employment Relations Commission
Ecology, Department of	Regulatory Innovation and Assistance, Office of
Environmental and Land Use Hearings Office	Results Washington
Fish and Wildlife, Department of	Retirement Systems, Department of
Natural Resources, Department of	Revenue, Department of
Parks and Recreation Commission, State	Secretary of State, Office of the
Pollution Liability Insurance Agency, Washington	Treasurer, Office of the State
Puget Sound Partnership	Utilities and Transportation Commission
Recreation and Conservation Office	Washington Technology Solutions
Transportation (n=6)	
County Road and Administration Board	
Licensing, Department of	
Patrol, Washington State	
Traffic Safety Commission, Washington	
Transportation Commission	
Transportation, Department of	

