

2013

**Washington State
Employee Survey**

**State of Washington
Office of Financial Management
State Human Resources Division**

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Executive Summary

The Washington State Employee 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 fifth State Employee Survey. Eighty-six agencies, representing 99.9 percent of the executive branch workforce, participated in this survey. This year marks the greatest number of agencies participating in the survey. A total of 32,996 employees responded, or 56 percent of executive branch employees.

Responses to the 2013 Employee Survey reflect a cautious increase in employee optimism as the economy begins to recover. The current survey gains back part of the across-the-board drop in ratings from 2011, as this time no questions lost ground and 12 had modest gains. Sixty-nine percent of employees who responded say they are generally satisfied with their job compared to 67 percent in 2011. Despite the overall positive gain, most ratings have not yet returned to the peak seen in 2009.

Throughout the tough times, our supervisors have continued to receive high marks for demonstrating respect and setting clear expectations. Questions on respect and support for diversity received their highest scores since the launch of the survey in 2006. In addition, 88 percent of employees say they know what is expected of them at work, surpassing the federal benchmark by 9 percentage points.

Beginning this year, the Results Washington system, Lean improvement methods and employee survey data are brought together in Goal 5.1.2 to improve Washington state government as an employer of choice. Using employee feedback from the 2013 survey, leadership has decided to focus as a state on these four areas:

- » Provide employees the opportunity to give input on decisions affecting their work (Question 1).
- » Provide employees the opportunity to learn, grow and suggest better ways of doing things (Q5 and Q15).
- » Help supervisors, managers and peers be more intentional in providing recognition for a job well done (Q9).
- » Use customer feedback to improve work processes (Q10 and Q16).

Overall, fewer than 60 percent of employees rated five of the six preceding questions positively.

Trends in our data and comparisons to benchmarks suggest that substantial improvement in any area will be challenging but possible. Most questions have varied by four or five percentage points since 2006, reflecting, in part, the environment at the time of each survey. The gaps between the private sector and our ratings, however, suggest it is possible to make systemic changes to markedly move a question's rating.

Survey Overview

About the survey

Through the Washington State Employee Survey, employees give feedback on practices that influence job satisfaction, engagement, leadership, customer value and job support. This collective feedback provides agency leaders, managers and supervisors with data to measure and inform their improvement efforts.

Since 2006, the survey has been administered every two years for the executive branch. Until 2011, it was conducted by the Department of Personnel. Since then, it has been administered by the Washington State Office of Financial Management, State Human Resources Division. The 2013 survey was conducted from Oct. 14 through Nov. 8, 2013.

Agencies recommend changes to survey questions prior to each survey to reflect current needs. In the 2013 survey, two employee perception questions were removed and three were added. In addition, demographic questions were changed to include employee length of service with the state and employee agency (see Appendix G: Question Changes).

Another change this year is the link to Gov. Inslee's performance management program, Results Washington. A subset of the employee survey questions will be used to measure the state's progress in becoming an employer of choice, Results Washington Goal 5.1.2¹ in support of Goal 5: Effective, Efficient and Accountable Government.

The 2013 survey consisted of 22 standard questions: 17 employee perception questions and five demographic questions. Agencies had the option of adding questions or administering their own survey. This report focuses on responses to the 22 standard questions.

Who participated

Eighty-six agencies, representing 99.9 percent of the executive branch workforce, participated, the highest number of agencies to date. A total of 32,996 employees responded, or 56 percent of executive branch employees.

Employees provide feedback even when times are tough. Survey response rates have ranged from 56 percent in 2011 and 2013 when employees were faced with economic and organizational uncertainties, to 59 percent in 2009 when employee ratings for the questions were also at their highest. In comparison, the 2013 Federal Employee Viewpoint Survey (FEVS) received responses from just 48 percent of executive branch employees².

Environmental factors

The environment at the time of the survey, both personal and general, can influence how each person responds to the survey. Variables that may have affected this survey are:

- » The 3 percent reduction in pay for most executive branch employees was lifted four months before the survey. The pay reduction had been in place since June 2011.
- » State employees have not received a cost-of-living increase since 2008³.
- » Uncertainties continue over the state budget and how it will be allocated.
- » The federal government shutdown affected some agencies and employees immediately before the survey launched.
- » Major agency consolidations were implemented around the time of the 2011 survey.
- » Gubernatorial change resulted in new leadership for many agencies.
- » Agencies continued to foster a Lean cultural transformation by making improvements to processes, training and developing employees in Lean principles and tools, and encouraging employee input and innovation. Lean was first introduced widely to leaders and managers in 2012.
- » Unemployment in the state is improving. It was 6.8 percent at the time of the survey and the lowest in five years⁴.

Overall results

Glimpses of an improving economic environment, such as the lifting of the two-year-long employee reduction in pay, appear to have restored some employee optimism. Of the 14 questions also in the 2011 survey:

- » No question lost ground.
- » Twelve questions had a higher percentage of positive ratings (see Appendices B1 and B2: Percent Positive Trend Graph and Data, respectively).

Most questions, however, have not yet regained the peak rating levels achieved in 2009.

Employees gave high marks for clear expectations and a respectful environment (see Appendix A: 2013 Ratings by Question):

- » Questions on diversity and respect received their highest scores since we started surveying employees in 2006.
- » Employees continue to have a strong understanding of how their work contributes to their agency's goals.
- » Clarity about work expectations surpassed the federal benchmark by nine percentage points.

Trends show that substantial improvement in any area will be difficult but possible:

- » Most questions have varied by four or five percentage points since 2006. Many started with a low in 2006 and peaked in 2009.
- » Each question has maintained a similar position on the low-to-high scale: high scores have stayed high and low scores have stayed low. Comparison to FEVS and private sector data shows similar high and low ratings for similar topics (see Appendices F1 and F2: Benchmark Graph and Data, respectively). This suggests cultural and human biases toward the topic in each question.

Biases may not be eliminated by improvements. However, the gaps between the private sector and our ratings can be narrowed through systemic changes in targeted areas.

Successes

Supervisory leadership

Employees gave highest marks in three areas (see Appendices B1 and B2: Percent Positive Trend Graph and Data, respectively):

- » 88 percent said they know what is expected of them at work (Q4).
- » 85 percent said their supervisor treats them with dignity and respect (Q7).
- » 82 percent said they know how their work contributes to the goals of their agency (Q3).

These three questions continue to be the top-rated questions from survey to survey, and their relative ranking remains the same.

Compared to federal counterparts, state employees gave their supervisors a nine percentage point higher score on providing clear expectations (Q4), making this one of the most outstanding accomplishments of this survey period.

Diversity

Employees also gave high scores for support of workplace diversity. Of those who responded this year, 72 percent said their agency consistently demonstrates support for a diverse workforce (Q13). This is the highest rating yet for this question and five percentage points above the 2006 rating.

Opportunities

Fewer than 60 percent of employees gave positive ratings to seven questions spanning topics from innovation to recognition. These will be an area of focus for the state and individual agencies as improvement plans are developed for the coming year.

Customer value

In this area, 44 percent of respondents use customer feedback to improve their work processes (Q16). At the same time, 64 percent say they are making improvements to make things better for our customers (Q10).

These two questions new to the survey this year reflect leadership's commitment to a Lean culture and measuring progress as we continue to improve business practices and processes.

Employee engagement

Slightly more than half of the employees who responded feel they have consistent opportunities to use their knowledge and skills to help improve their work:

- » 57 percent have the opportunity to give input on decisions affecting their work (Q1).
- » 57 percent have opportunities at work to learn and grow (Q5).
- » 53 percent are encouraged to come up with better ways of doing things (Q15).

Although differences in the wording of questions may influence employee responses, the ratings suggest we surpass our federal counterparts on input on decisions, but lag in opportunities to learn and grow.

We lag the federal benchmark by five percentage points when it comes to encouraging employees to make innovations.

Keeping an eye on the big picture

Employees told us we have room for improvement in three areas that can help acknowledge and celebrate milestones. Of those who responded:

- » 52 percent consistently receive recognition for a job well done (Q9).
- » 55 percent know how their agency measures success (Q12).
- » 47 percent receive clear information about changes being made in their agencies (Q14).

We are slightly ahead of our federal counterparts in receiving recognition and behind our federal counterparts in agency information. Compared to the private sector, we lag by more than 10 percentage points in both these areas.

Employer of choice focus

Starting this year, employee survey data will be used to measure and inform how Washington state government is rated as an employer of choice. In summer 2013, this focus was chosen to be part of Results Washington's Goal 5: Effective, Efficient and Accountable Government. Eleven of the 17 employee perception questions will be used to measure success in reaching this goal:

- » Job satisfaction: measured by one question about general job satisfaction (Q17).
- » Employee engagement: measured by five questions about input on decisions (Q1), work connected to goals (Q3), opportunity to learn and grow (Q5), cooperation and teamwork (Q11) and supporting innovation (Q15).
- » Leadership culture: measured by three questions about respect (Q7), ongoing feedback (Q8) and recognition (Q9).
- » Customer value: measured by two questions about making improvements for customers (Q10) and using customer feedback (Q16).

Action

Using employee feedback from the 2013 survey, we will focus, as a state, on actions that improve employee experiences related to these six questions:

- » Provide employees the opportunity to give input on decisions affecting their work (Q1).
- » Provide employees the opportunity to learn, grow and suggest better ways of doing things (Q5 and Q15).
- » Help supervisors, managers and peers be more intentional in providing recognition for a job well done (Q9).
- » Use customer feedback to improve work processes (Q10 and Q16).

Agency leaders, OFM State Human Resources team members, labor partners, employees and Lean practitioners will work together to identify improvement approaches that foster a culture of innovation, inclusion and customer service throughout Washington state.

Demographic impacts

Each employee has individual values, beliefs and experiences that influence his or her survey responses. Drill-down analysis by demographic groups can sometimes help identify needs that are common for a group of employees (see Appendix C: Percent Positive by Demographic Groups).

In addition to the 17 workforce opinion questions, we asked employees to tell us which agency they work for, whether they're a supervisor, in which area of the state they work and how long they've worked for the state and for their agency. As in previous surveys, demographic groups respond differently to the opinion questions. In general:

- » Supervisors continued to score all questions higher than non-supervisors, particularly in the areas of input (Q1), innovation (Q15) and customer feedback (Q16). These will be interesting areas to watch as Lean philosophy and practices permeate all levels of the state enterprise.
- » Employees in the greater Olympia area continued to score all questions higher than their counterparts who work farther from the capitol.
- » Positive ratings plummet around the 1–2 year employment range with both the state and in an agency. The drop tends to bottom out in the 6–15 year range before making a slight rise after that. More than one-third (37 percent) of survey responses came from employees who have worked for their agency 6–15 years.
- » Ratings were lowest from those who did not include full demographic information — about 4 percent of responses — suggesting a concern about anonymity.

These predictable patterns may give insight into ways we can improve for different sectors of the workforce.

Percent positive scores are also provided by question for each agency with more than 50 responses (see Appendix E: By Agency). With this, agencies can benchmark internally to agencies with similar size, culture or objective and find areas to share successful practices.

Benchmark data

On a question-by-question basis, Washington state's performance in some cases is better than the federal government, while in other cases it lags. The private sector surpasses both the federal government and Washington for four of the five comparable questions by more than 9 percent. Only one question, having information to do the job, is rated almost equally by all three groups. Benchmark data is from the 2013 FEVS executive branch data and the "Best Places to Work in the Federal Government" report from Partnership for Public Service⁵, which includes private sector data from Hay Group. Hay Group data are from a group of private sector workers involved in a range of jobs at large companies.

Comparisons between these data sets and ours are an approximation. Washington, FEVS and the Hay Group all survey employees using similar questions. However, question wording is not identical, and these differences can affect responses. Question 6 on tools and resources provides a good example. FEVS wording is very close to our question except the word “resources” is described more fully as “for example, people, materials, budget.” One or more of these words may account for why federal employees rate this question 21 to 26 percentage points below our Washington rating in the past two surveys.

Survey wording for both the Washington and FEVS questions is provided in Appendix F2.

Small agency results

More than half of executive branch agencies have fewer than 100 employees. These employees compose about 2 percent of the workforce. Eighty-four percent of employees in these small agencies say they are generally satisfied with their job, 15 percentage points higher than the executive branch as a whole.

This higher satisfaction may come from a closer connection to decisions, information and results. Small agency employees rate five questions more than 20 percentage points higher than executive branch employees overall: opportunities to give input (Q1), making improvements for customers (Q10), knowing how success is measured (Q12), support for innovation (Q15) and using customer feedback (Q16). In addition, opportunities to learn and grow (Q5), recognition (Q9) and clear information about changes (Q14) are all rated 17 percentage points above executive branch employee responses.

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

Unweighted data

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.

In addition, agencies with a greater number of responses will have more impact on the statewide results.

Sources

¹Results Washington, Office of the Governor (Nov. 4, 2013). Goal 5: Effective, Efficient and Accountable Government, <http://www.results.wa.gov/whatWeDo/measureResults/governmentGoalMap.aspx>

²U.S. Office of Personnel Management (Nov. 11, 2013). Government Management Report: Results from the 2013 Federal Employee Viewpoint Survey, <http://www.fedview.opm.gov/2013/>

³Poe, Yvonne, Washington State Office of Financial Management, State Human Resources (July 1, 2013). General Wage Adjustment History, <http://www.hr.wa.gov/WorkforceDataAndPlanning/WorkforceDataTrends/Pages/WageAdjustmentsAndSalaryIncreases.aspx>

⁴Washington State Employment Security Department (Jan. 12, 2014). Monthly employment report, <https://fortress.wa.gov/esd/employmentdata/docs/economic-reports/current-monthly-employment-report>

⁵Partnership for Public Service (2014). The Best Places to Work in the Federal Government, 2013 Rankings, http://bestplacestowork.org/BPTW/overview/analysis/private_sector_comparison.php

Appendix A: 2013 Ratings by Question

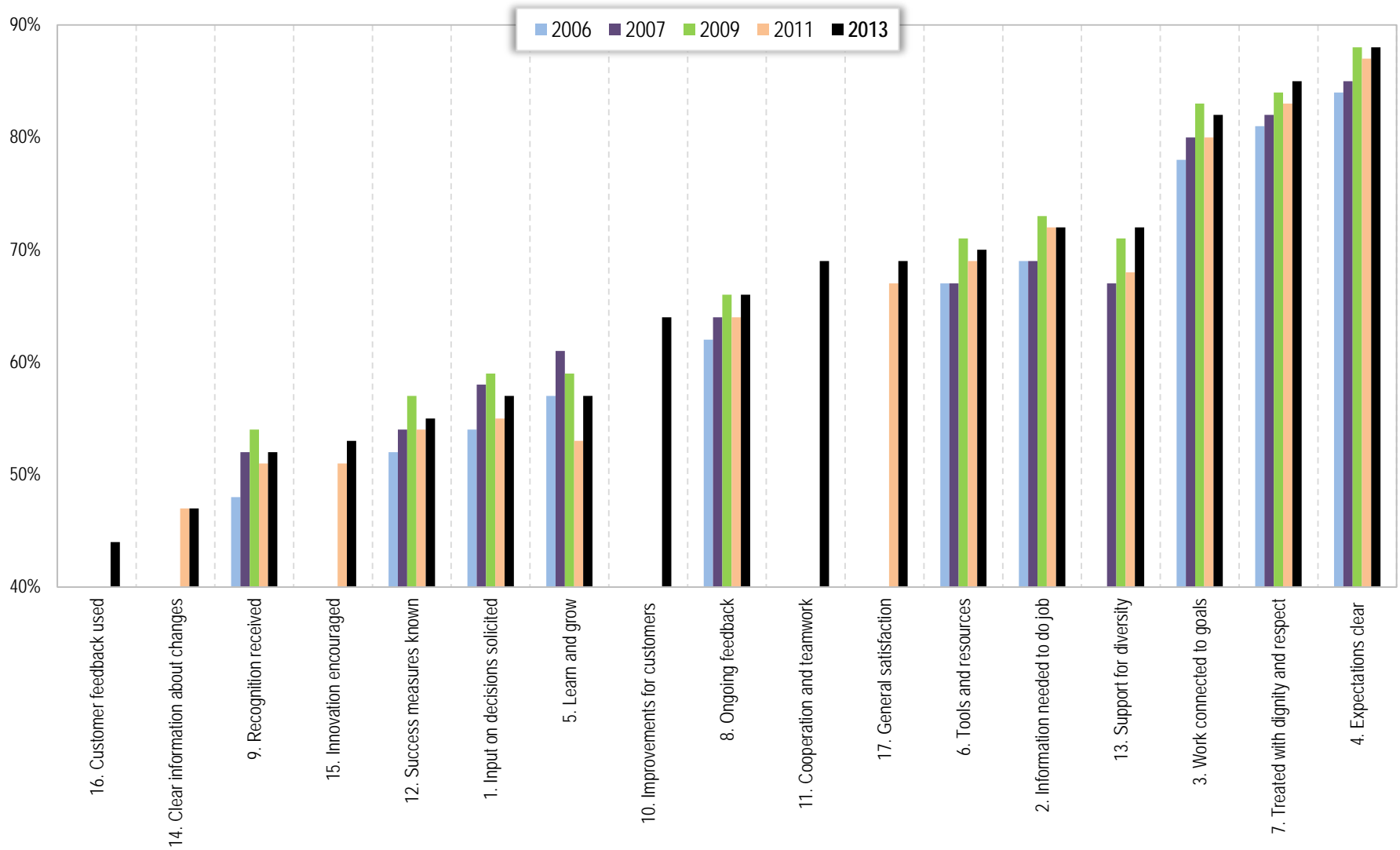
32,996 Responses

56% Response rate

		Average Rating	Percent Positive
1. I have the opportunity to give input on decisions affecting my work.	22% 35% 24% 12% 6%	3.54	57
2. I receive the information I need to do my job effectively.	22% 50% 19% 7% 2%	3.82	72
3. I know how my work contributes to the goals of my agency.	45% 37% 11% 5% 2%	4.17	82
4. I know what is expected of me at work.	49% 39% 8% 3% 1%	4.31	88
5. I have opportunities at work to learn and grow.	27% 30% 22% 13% 7%	3.55	57
6. I have the tools and resources I need to do my job effectively.	23% 47% 19% 8% 3%	3.79	70
7. My supervisor treats me with dignity and respect.	62% 23% 8% 4% 3%	4.37	85
8. My supervisor gives me ongoing feedback that helps me improve my performance.	38% 29% 18% 10% 6%	3.82	66
9. I receive recognition for a job well done.	25% 27% 23% 14% 10%	3.42	52
10. We are making improvements to make things better for our customers.	28% 36% 22% 10% 5%	3.73	64
11. A spirit of cooperation and teamwork exists in my workgroup.	33% 36% 16% 9% 6%	3.83	69
12. I know how my agency measures its success.	20% 35% 23% 14% 8%	3.44	55
13. My agency consistently demonstrates support for a diverse workforce.	36% 36% 17% 7% 4%	3.92	72
14. I receive clear information about changes being made within the agency.	13% 34% 28% 16% 9%	3.27	47
15. I am encouraged to come up with better ways of doing things.	25% 28% 22% 15% 10%	3.43	53
16. We use customer feedback to improve our work processes.	17% 27% 27% 17% 12%	3.20	44
17. In general, I'm satisfied with my job.	29% 41% 18% 9% 4%	3.81	69

Appendix B1: Percent Positive Trend Graph

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



Appendix B2: Percent Positive Trend Data

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

Survey response rate	2006	2007	2009	2011	2013	
	58%	58%	59%	56%	56%	
1. I have the opportunity to give input on decisions affecting my work.	54	58	59	55	57	
2. I receive the information I need to do my job effectively.	69	69	73	72	72	
3. I know how my work contributes to the goals of my agency.	78	80	83	80	82	
4. I know what is expected of me at work.	84	85	88	87	88	
5. I have opportunities at work to learn and grow.	57	61	59	53	57	
6. I have the tools and resources I need to do my job effectively.	67	67	71	69	70	
7. My supervisor treats me with dignity and respect.	81	82	84	83	85	
8. My supervisor gives me ongoing feedback that helps me improve my performance.	62	64	66	64	66	
9. I receive recognition for a job well done.	48	52	54	51	52	
10. We are making improvements to make things better for our customers.	n/a	n/a	n/a	n/a	64	
11. A spirit of cooperation and teamwork exists in my workgroup.	n/a	n/a	n/a	n/a	69	
12. I know how my agency measures its success.	52	54	57	54	55	
13. My agency consistently demonstrates support for a diverse workforce.	n/a	67	71	68	72	
14. I receive clear information about changes being made within the agency.	n/a	n/a	n/a	47	47	
15. I am encouraged to come up with better ways of doing things.	n/a	n/a	n/a	51	53	
16. We use customer feedback to improve our work processes.	n/a	n/a	n/a	n/a	44	
17. In general, I'm satisfied with my job.	n/a	n/a	n/a	67	69	

Appendix C: Percent Positive by Demographic Groups

By area of state and management status

	All	Area of the State				Management		
		Eastern WA	Greater Olympia area	Western WA (outside greater Olympia area)	No response	Supervisor	Non-supervisor	No response
Number of Responses	32,996	5,908	11,991	13,660	1,437	7,095	24,548	1,353
1. I have the opportunity to give input on decisions affecting my work.	57%	52%	66%	53%	45%	72%	53%	45%
2. I receive the information I need to do my job effectively.	72%	71%	76%	70%	61%	78%	71%	60%
3. I know how my work contributes to the goals of my agency.	82%	81%	84%	81%	76%	88%	81%	74%
4. I know what is expected of me at work.	88%	89%	88%	87%	83%	90%	87%	81%
5. I have opportunities at work to learn and grow.	57%	54%	63%	54%	48%	67%	55%	47%
6. I have the tools and resources I need to do my job effectively.	70%	69%	76%	67%	60%	73%	70%	59%
7. My supervisor treats me with dignity and respect.	85%	84%	88%	84%	76%	89%	85%	77%
8. My supervisor gives me ongoing feedback that helps me improve my performance.	66%	64%	69%	66%	57%	68%	66%	55%
9. I receive recognition for a job well done.	52%	48%	59%	49%	42%	56%	51%	41%
10. We are making improvements to make things better for our customers.	64%	58%	73%	59%	55%	73%	62%	52%
11. A spirit of cooperation and teamwork exists in my workgroup.	69%	67%	74%	68%	61%	78%	67%	61%
12. I know how my agency measures its success.	55%	52%	59%	53%	49%	61%	53%	45%
13. My agency consistently demonstrates support for a diverse workforce.	72%	70%	76%	71%	62%	78%	71%	62%
14. I receive clear information about changes being made within the agency.	47%	45%	53%	44%	38%	52%	46%	34%
15. I am encouraged to come up with better ways of doing things.	53%	48%	63%	47%	41%	66%	50%	39%
16. We use customer feedback to improve our work processes.	44%	37%	54%	39%	39%	54%	42%	36%
17. In general, I'm satisfied with my job.	69%	69%	73%	67%	58%	76%	68%	54%

Appendix C: Percent Positive by Demographic Groups (cont.)

By length of state employment

	State Employment						
	Less than 1 year	1-2 years	3-5 years	6-10 years	11-15 years	16 or more years	No response
Number of Responses	2,392	2,311	3,130	6,565	5,573	11,723	1,302
1. I have the opportunity to give input on decisions affecting my work.	66%	60%	56%	55%	55%	58%	44%
2. I receive the information I need to do my job effectively.	81%	75%	71%	70%	70%	73%	60%
3. I know how my work contributes to the goals of my agency.	89%	86%	82%	80%	80%	83%	74%
4. I know what is expected of me at work.	90%	90%	88%	87%	87%	88%	81%
5. I have opportunities at work to learn and grow.	80%	68%	57%	52%	53%	56%	46%
6. I have the tools and resources I need to do my job effectively.	80%	74%	69%	67%	68%	72%	59%
7. My supervisor treats me with dignity and respect.	93%	89%	86%	84%	84%	84%	76%
8. My supervisor gives me ongoing feedback that helps me improve my performance.	80%	72%	68%	65%	64%	65%	53%
9. I receive recognition for a job well done.	72%	62%	53%	50%	49%	50%	39%
10. We are making improvements to make things better for our customers.	77%	67%	63%	59%	61%	65%	53%
11. A spirit of cooperation and teamwork exists in my workgroup.	81%	73%	68%	66%	67%	71%	59%
12. I know how my agency measures its success.	64%	55%	54%	51%	53%	57%	46%
13. My agency consistently demonstrates support for a diverse workforce.	85%	75%	72%	70%	69%	72%	60%
14. I receive clear information about changes being made within the agency.	66%	55%	47%	43%	43%	47%	33%
15. I am encouraged to come up with better ways of doing things.	65%	57%	53%	50%	51%	54%	38%
16. We use customer feedback to improve our work processes.	55%	47%	42%	41%	42%	46%	37%
17. In general, I'm satisfied with my job.	84%	76%	69%	66%	67%	69%	55%

Appendix C: Percent Positive by Demographic Groups (cont.)

By length of employment with current agency

	Agency Employment						
	Less than 1 year	1-2 years	3-5 years	6-10 years	11-15 years	16 or more years	No response
Number of Responses	3,436	3,565	3,752	6,920	5,184	8,797	1,342
1. I have the opportunity to give input on decisions affecting my work.	68%	61%	55%	54%	55%	58%	44%
2. I receive the information I need to do my job effectively.	80%	74%	71%	70%	70%	73%	60%
3. I know how my work contributes to the goals of my agency.	89%	85%	81%	79%	80%	82%	73%
4. I know what is expected of me at work.	90%	89%	87%	87%	87%	88%	81%
5. I have opportunities at work to learn and grow.	79%	65%	55%	51%	51%	55%	47%
6. I have the tools and resources I need to do my job effectively.	79%	73%	68%	67%	68%	71%	59%
7. My supervisor treats me with dignity and respect.	93%	89%	86%	84%	83%	84%	76%
8. My supervisor gives me ongoing feedback that helps me improve my performance.	78%	72%	67%	64%	63%	64%	54%
9. I receive recognition for a job well done.	72%	61%	52%	48%	48%	48%	39%
10. We are making improvements to make things better for our customers.	77%	68%	62%	59%	61%	64%	53%
11. A spirit of cooperation and teamwork exists in my workgroup.	81%	73%	67%	66%	67%	70%	58%
12. I know how my agency measures its success.	64%	56%	54%	51%	54%	56%	46%
13. My agency consistently demonstrates support for a diverse workforce.	84%	75%	71%	69%	69%	72%	61%
14. I receive clear information about changes being made within the agency.	65%	53%	46%	42%	43%	46%	34%
15. I am encouraged to come up with better ways of doing things.	66%	58%	52%	49%	50%	53%	38%
16. We use customer feedback to improve our work processes.	56%	48%	42%	40%	42%	45%	38%
17. In general, I'm satisfied with my job.	83%	74%	68%	65%	67%	69%	55%

Appendix D: Response Rates

Agencies with more than 50 responses

Agencies	Response count	Response rate
Administrative Hearings, Office of	110	56.7%
Agriculture, Department of	251	33.1%
Attorney General, Office of the	784	67.3%
Auditor, Office of the State	258	76.6%
Blind, Department of Services for the	58	63.0%
Commerce, Department of	220	72.1%
Community & Technical Colleges, State Board for	104	61.2%
Consolidated Technology Services	205	77.1%
Corrections, Department of	3,026	37.1%
Deaf, School for the	71	43.6%
Early Learning, Department of	209	84.3%
Ecology, Department of	887	57.0%
Employment Security Department	882	52.8%
Enterprise Services, Department of	648	61.2%
Financial Institutions, Department of	139	71.6%
Financial Management, Office of	149	82.8%
Fish and Wildlife, Department of	1,037	56.9%
Gambling Commission, State	87	60.8%
Health Care Authority	770	81.1%
Health, Department of	761	48.8%
Industrial and Insurance Appeals, Board of	115	75.2%
Insurance Commissioner, The Office of	111	50.9%
Investment Board, State	70	80.5%
Labor and Industries, Department of	1,937	70.8%
Licensing, Department of	871	70.1%
Liquor Control Board, State	217	80.7%
Lottery, Washington State	98	73.1%
Military Department	106	33.8%
Natural Resources, Department of	942	65.2%
Parks and Recreation Commission, State	266	41.4%
Public Instruction, Office of Superintendent of	284	70.0%
Retirement Systems, Department of	163	69.1%
Revenue, Department of	940	81.5%
Secretary of State, Office of the	142	60.4%
Social and Health Services, Department of	11,305	65.8%
State Patrol, Washington	374	17.1%
Student Achievement Council	65	67.0%
Transportation, Department of	2,888	42.2%
Utilities and Transportation Commission	88	62.4%
Veterans Affairs, Department of	508	65.6%

Appendix E: By Agency

Agencies with more than 50 responses

		Percent Positive					
		Satisfaction	Employee Engagement				
	Response count	17. General satisfaction	1. Input on decisions	3. Work connected to goals	5. Learn and grow	11. Teamwork and cooperation	15. Innovation encouraged
Administrative Hearings, Office of	110	73	60	93	63	73	65
Agriculture, Department of	251	78	58	86	66	66	60
Attorney General, Office of the	784	80	67	91	70	80	68
Auditor, Office of the State	258	77	73	92	77	83	74
Blind, Department of Services for the	58	91	79	100	79	96	78
Commerce, Department of	220	72	66	78	63	76	66
Community & Technical Colleges, State Board for	104	81	68	91	70	79	66
Consolidated Technology Services	205	67	63	79	57	74	60
Corrections, Department of	3,026	61	43	71	45	57	37
Deaf, School for the	71	79	65	80	75	76	63
Early Learning, Department of	209	72	53	84	56	76	50
Ecology, Department of	887	73	69	83	62	70	61
Employment Security Department	882	70	52	82	46	72	53
Enterprise Services, Department of	648	66	63	77	54	73	66
Financial Institutions, Department of	139	77	68	91	76	82	72
Financial Management, Office of	149	87	81	91	68	85	77
Fish and Wildlife, Department of	1,037	66	59	76	51	65	53
Gambling Commission, State	87	87	85	93	80	87	87
Health Care Authority	770	71	66	83	63	73	60
Health, Department of	761	70	62	83	56	71	57
Industrial and Insurance Appeals, Board of	115	83	71	91	73	85	65
Insurance Commissioner, The Office of	111	81	74	84	68	77	66
Investment Board, State	70	86	77	96	71	73	74
Labor and Industries, Department of	1,937	69	62	85	64	75	59
Licensing, Department of	871	73	54	81	56	70	62
Liquor Control Board, State	217	77	65	86	65	82	68
Lottery, Washington State	98	69	53	89	52	65	49
Military Department	106	75	58	78	47	60	61
Natural Resources, Department of	942	81	65	89	57	82	67
Parks and Recreation Commission, State	266	69	63	73	45	65	56
Public Instruction, Office of Superintendent of	284	77	68	79	66	78	58
Retirement Systems, Department of	163	73	66	87	64	74	76
Revenue, Department of	940	75	70	90	68	75	64
Secretary of State, Office of the	142	77	72	84	58	82	66
Social and Health Services, Department of	11,305	66	51	82	56	67	45
State Patrol, Washington	374	68	52	83	56	73	51
Student Achievement Council	65	94	85	92	75	89	88
Transportation, Department of	2,888	68	60	81	54	68	54
Utilities and Transportation Commission	88	72	61	85	63	65	53
Veterans Affairs, Department of	508	75	63	85	61	63	59

Appendix E: By Agency (cont.)

Agencies with more than 50 responses

	Response count	Percent Positive				
		Leadership			Customer Value	
		7. Treated with respect	8. Ongoing feedback	9. Recognition received	10. Improvements for customers	16. Customer feedback used
Administrative Hearings, Office of	110	93	78	60	63	38
Agriculture, Department of	251	85	60	51	74	50
Attorney General, Office of the	784	90	76	65	74	56
Auditor, Office of the State	258	93	74	60	77	63
Blind, Department of Services for the	58	95	84	79	93	81
Commerce, Department of	220	92	67	68	75	59
Community & Technical Colleges, State Board for	104	88	62	56	82	56
Consolidated Technology Services	205	91	69	50	74	58
Corrections, Department of	3,026	81	60	39	50	26
Deaf, School for the	71	94	75	58	74	50
Early Learning, Department of	209	89	71	56	62	48
Ecology, Department of	887	86	60	54	67	47
Employment Security Department	882	87	68	45	61	43
Enterprise Services, Department of	648	86	68	57	71	59
Financial Institutions, Department of	139	91	76	67	81	72
Financial Management, Office of	149	92	67	68	77	66
Fish and Wildlife, Department of	1,037	83	60	49	58	34
Gambling Commission, State	87	94	83	75	89	71
Health Care Authority	770	88	74	62	70	45
Health, Department of	761	87	65	56	66	47
Industrial and Insurance Appeals, Board of	115	96	84	63	76	72
Insurance Commissioner, The Office of	111	87	72	62	84	60
Investment Board, State	70	93	70	73	84	59
Labor and Industries, Department of	1,937	88	76	61	69	53
Licensing, Department of	871	84	69	54	75	52
Liquor Control Board, State	217	91	73	64	79	62
Lottery, Washington State	98	86	66	47	55	33
Military Department	106	84	56	47	71	45
Natural Resources, Department of	942	89	70	54	62	53
Parks and Recreation Commission, State	266	86	62	46	61	44
Public Instruction, Office of Superintendent of	284	86	62	56	79	55
Retirement Systems, Department of	163	91	75	66	75	75
Revenue, Department of	940	89	74	61	78	63
Secretary of State, Office of the	142	85	68	56	79	63
Social and Health Services, Department of	11,305	83	65	51	58	39
State Patrol, Washington	374	85	70	49	60	38
Student Achievement Council	65	94	82	71	91	71
Transportation, Department of	2,888	84	60	43	64	43
Utilities and Transportation Commission	88	81	69	48	71	45
Veterans Affairs, Department of	508	86	68	47	72	57

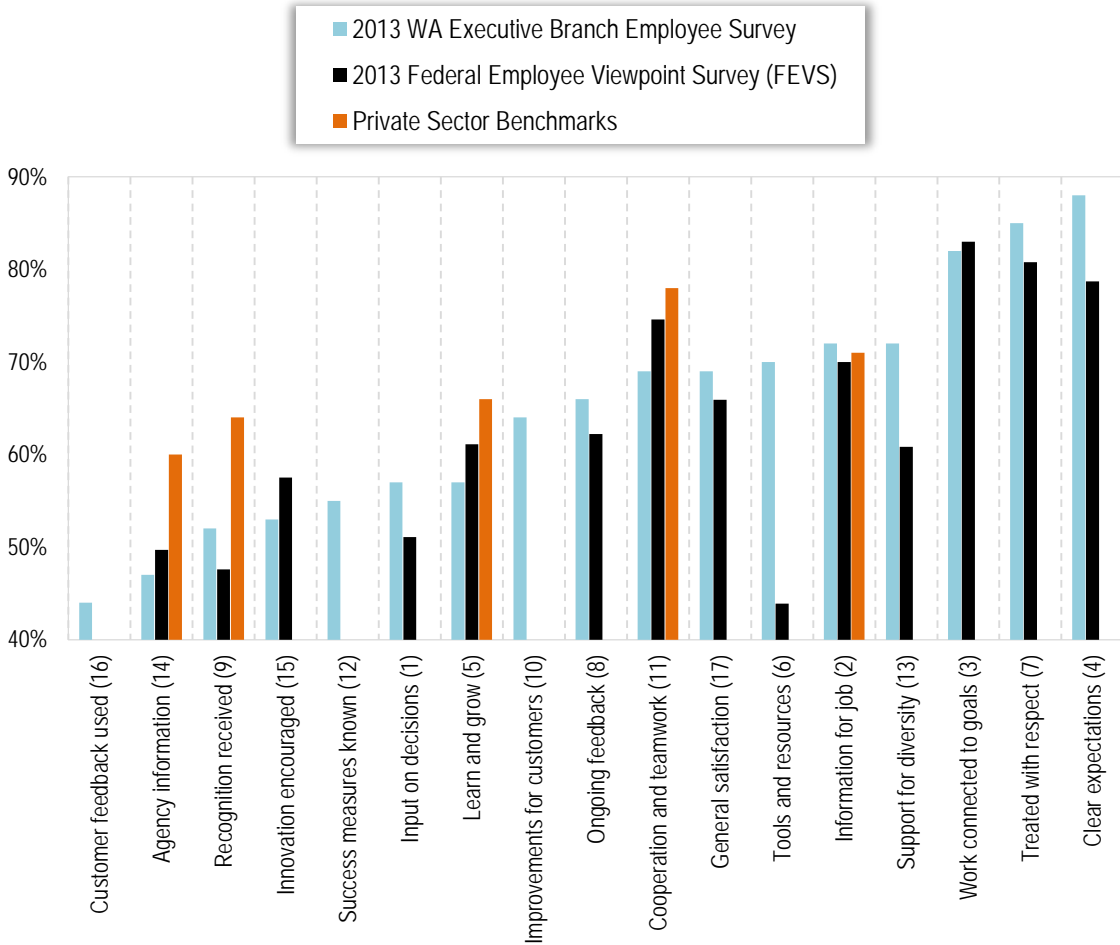
Appendix E: By Agency (cont.)

Agencies with more than 50 responses

	Response count	Percent Positive					
		Job Support					
		13. Support for diversity	14. Agency information	2. Information for job	4. Clear expectations	6. Tools and resources	12. Success measures known
Administrative Hearings, Office of	110	86	57	78	95	63	75
Agriculture, Department of	251	67	48	75	88	82	48
Attorney General, Office of the	784	85	67	87	92	83	67
Auditor, Office of the State	258	79	60	85	90	80	61
Blind, Department of Services for the	58	96	75	89	95	91	82
Commerce, Department of	220	73	51	75	85	72	55
Community & Technical Colleges, State Board for	104	82	54	77	89	84	59
Consolidated Technology Services	205	74	50	69	83	75	40
Corrections, Department of	3,026	69	36	59	85	61	38
Deaf, School for the	71	81	64	66	94	69	72
Early Learning, Department of	209	72	44	67	88	72	67
Ecology, Department of	887	78	62	79	87	77	53
Employment Security Department	882	72	47	70	88	72	54
Enterprise Services, Department of	648	71	45	68	84	68	52
Financial Institutions, Department of	139	88	65	88	94	87	80
Financial Management, Office of	149	85	66	85	90	88	62
Fish and Wildlife, Department of	1,037	63	40	70	82	66	38
Gambling Commission, State	87	90	72	91	98	89	75
Health Care Authority	770	70	46	76	89	74	52
Health, Department of	761	72	53	72	86	71	54
Industrial and Insurance Appeals, Board of	115	87	76	85	94	89	86
Insurance Commissioner, The Office of	111	85	64	87	91	85	72
Investment Board, State	70	87	57	84	93	81	81
Labor and Industries, Department of	1,937	78	57	75	89	73	64
Licensing, Department of	871	75	51	75	91	76	61
Liquor Control Board, State	217	87	56	70	85	75	67
Lottery, Washington State	98	70	36	66	88	68	61
Military Department	106	58	37	64	81	70	50
Natural Resources, Department of	942	69	49	83	92	74	57
Parks and Recreation Commission, State	266	64	31	68	81	55	33
Public Instruction, Office of Superintendent of	284	65	40	76	90	78	48
Retirement Systems, Department of	163	83	57	78	87	77	75
Revenue, Department of	940	84	68	84	92	84	79
Secretary of State, Office of the	142	72	54	83	94	77	57
Social and Health Services, Department of	11,305	68	43	68	87	65	54
State Patrol, Washington	374	75	44	74	91	67	67
Student Achievement Council	65	78	65	92	92	91	56
Transportation, Department of	2,888	74	42	75	87	75	50
Utilities and Transportation Commission	88	71	61	82	84	84	57
Veterans Affairs, Department of	508	72	49	75	89	74	58

Appendix F1: Benchmark Graph

Percent positive results 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 32,996 respondents. Data are unweighted.
- » Federal Employee Viewpoint Survey (FEVS) results are drawn from 376,577 respondents. Data are unweighted.
- » Private sector results are drawn from the Hay Group’s survey of more than 6.7 million employees at 400 companies in a variety of industries around the world. Data are weighted.

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

Appendix F2: Benchmark Data

Questions from state, federal and private sector surveys

	Percent Positive		
	2013 WA Executive Branch Employee Survey	2013 Federal Employee Viewpoint Survey (FEVS) ¹	Private sector benchmarks ²
1. I have the opportunity to give input on decisions affecting my work. <i>FEVS - 63. How satisfied are you with your involvement in decisions that affect your work?</i>	57	51	
2. I receive the information I need to do my job effectively. <i>FEVS and Private Sector - 2. I have enough information to do my job well.</i>	72	70	71
3. I know how my work contributes to the goals of my agency. <i>FEVS - 12. I know how my work relates to the agency's goals and priorities.</i>	82	83	
4. I know what is expected of me at work. <i>FEVS - 6. I know what is expected of me on the job.</i>	88	79	
5. I have opportunities at work to learn and grow. <i>FEVS and Private Sector - 1. I am given a real opportunity to improve my skills in my organization.</i>	57	61	66
6. I have the tools and resources I need to do my job effectively. <i>FEVS - 9. I have sufficient resources (for example, people, materials, budget) to get my job done.</i>	70	44	
7. My supervisor treats me with dignity and respect. <i>FEVS - 49. My supervisor/team leader treats me with respect.</i>	85	81	
8. My supervisor gives me ongoing feedback that helps me improve my performance. <i>FEVS - 46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.</i>	66	62	
9. I receive recognition for a job well done. <i>FEVS and Private Sector - 65. How satisfied are you with the recognition you receive for doing a good job?</i>	52	48	64
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 and Private Sector - 20. The people I work with cooperate to get the job done.</i>	69	75	78
12. I know how my agency measures its success. <i>FEVS - no question is available</i>	55		
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). FEVS - 55. Managers/supervisors/team leaders work well with employees of different backgrounds.</i>	72	61 ³	
14. I receive clear information about changes being made within the agency. <i>FEVS and Private Sector - 64. How satisfied are you with the information you receive from management on what's going on in your organization?</i>	47	50	60

Appendix F2: Benchmark Data (cont.)

Questions from state, federal and private sector surveys

	Percent Positive		
	2013 WA Executive Branch Employee Survey	2013 Federal Employee Viewpoint Survey (FEVS) ¹	Private Sector Benchmarks ²
15. I am encouraged to come up with better ways of doing things. <i>FEVS - 3. I feel encouraged to come up with new and better ways of doing things.</i>	53	58	
16. We use customer feedback to improve our work processes. <i>FEVS - no question is available</i>	44		
17. In general, I'm satisfied with my job. <i>FEVS - 69. Considering everything, how satisfied are you with your job?</i>	69	66	

¹ U.S. Office of Personnel Management (2013). 2013 Federal Employee Viewpoint Survey. Retrieved Jan. 23, 2014, from <http://www.fedview.opm.gov/2013/Reports/Responses.asp?AGY=ALL>. Unweighted data.

² Partnership for Public Service (2014). The Best Places to Work in the Federal Government 2013 Rankings. Private sector data from Hay Group as published in The Best Places to Work, from http://bestplacestowork.org/BPTW/overview/analysis/private_sector_comparison.php.

³ Is average of 57.1% for first question and 64.6% for second question.

Appendix G: Question Changes

Changes from 2011 survey

In the 2013 State Employee Survey, the following changes were made to the questions:

- » Two employee perception questions were removed:
 - › My performance evaluation provides me with meaningful information about my performance.
 - › My supervisor holds my co-workers and me accountable for performance.
- » Three employee perception questions were added:
 - › We are making improvements to make things better for our customers.
 - › A spirit of cooperation and teamwork exists in my workgroup.
 - › We use customer feedback to improve our work processes.

In addition, demographic questions for gender and age were removed. Instead, we asked about length of service with the state and agency. Other demographic questions remained the same.

Response options were as follows:

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

Employee Perception Questions

1. I have the opportunity to give input on decisions affecting my work.
2. I receive the information I need to do my job effectively.
3. I know how my work contributes to the goals of my agency.
4. I know what is expected of me at work.
5. I have opportunities at work to learn and grow.
6. I have the tools and resources I need to do my job effectively.
7. My supervisor treats me with dignity and respect.
8. My supervisor gives me ongoing feedback that helps me improve my performance.
9. I receive recognition for a job well done.
10. We are making improvements to make things better for our customers.
11. A spirit of cooperation and teamwork exists in my workgroup.
12. I know how my agency measures its success.
13. My agency consistently demonstrates support for a diverse workforce.
14. I receive clear information about changes being made within the agency.
15. I am encouraged to come up with better ways of doing things.
16. We use customer feedback to improve our work processes.
17. In general, I'm satisfied with my job.

Demographic Questions

18. In which area of the state do you work the majority of the time?
19. Are you a supervisor?
20. How long have you worked for the state?
21. How long have you worked for your current agency?
22. Which agency do you work for?