

Employee Engagement Survey 2019

Demographics Pilot



State Human Resources

Office of Financial Management

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Background

Employee Engagement Survey

The Statewide Employee Engagement Survey is a glimpse into the working lives of our state executive agency employees. It is also a trusted workplace indicator toward being an employer of choice for the state of Washington. Since 2013, there has been an increase in employee and leadership participation. This resulted in a collective desire for deeper understanding of the workforce.

A barrier to understanding engagement is limited demographic questions in the standard survey. Currently, the survey asks about supervisor status, geographic area, agency, state tenure and agency tenure. OFM cannot measure engagement differences based on age, race/ethnicity, gender, military status or more specific geographic locations. This new data would allow us to test the impact of agency and statewide strategies and focus efforts to yield the greatest results.

Demographics Pilot

This pilot provides agencies the opportunity to ask their employees more demographic questions. Like the standard survey, all questions are voluntary for respondents. OFM gathered feedback from agency partners and employee groups to gauge interest and to help craft the pilot. The pilot questions include:

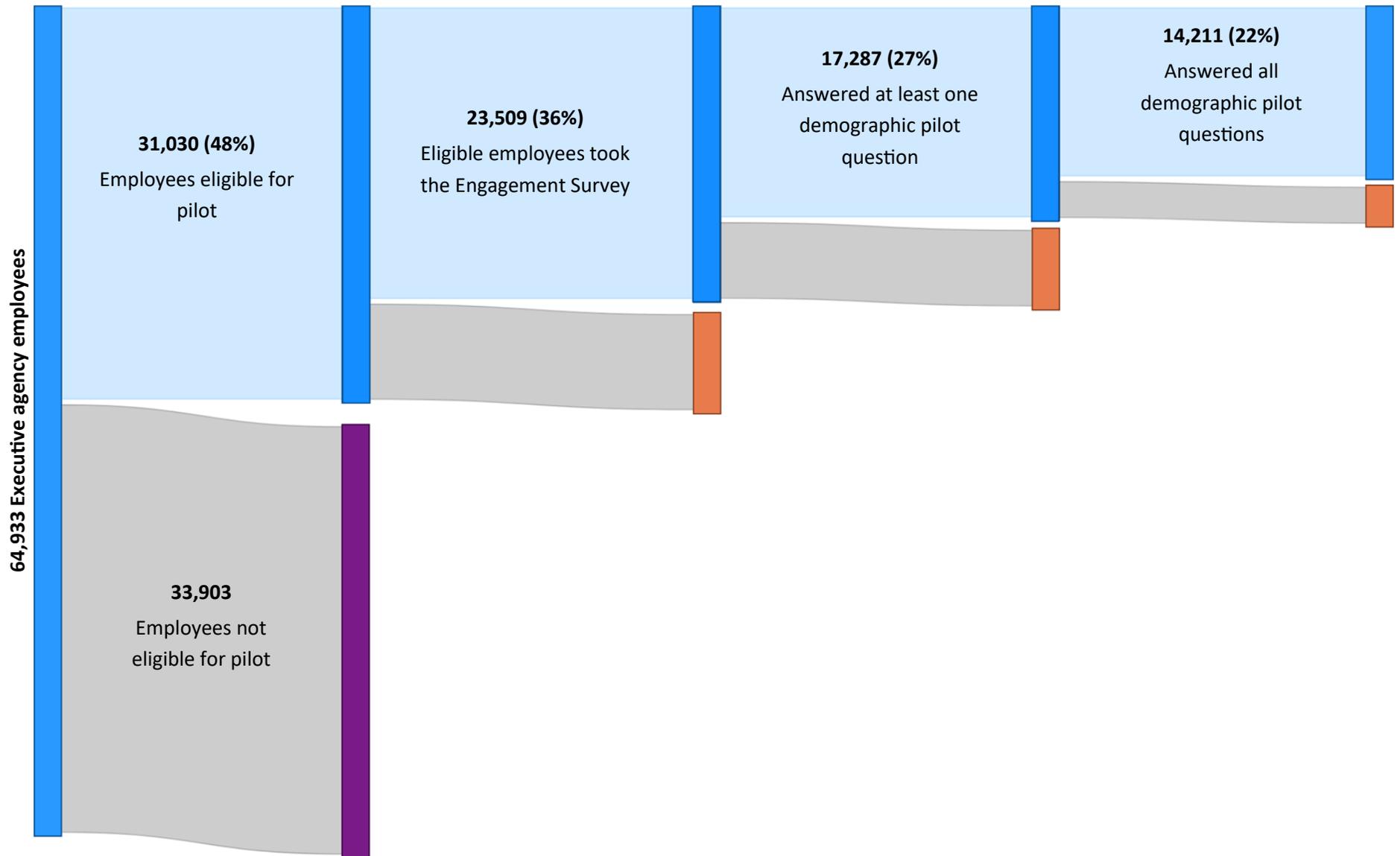
- County
- Employment status (full time or part time)
- Age
- Disability status
- Race and/or ethnicity
- U.S. Veteran status
- National Guard or Reserve status
- Military spouse or registered domestic partner status
- Gender
- LGBTQ+ status

Before viewing the pilot questions, the survey provided respondents a summary of the pilot and asked if they would like to proceed. All agencies but the Department of Health and Labor and Industries saw this, as they opted to proceed straight to the questions.

Participation

Twenty-three agencies participated in the pilot. This means that 48% (17,287) of the executive branch workforce was eligible for the pilot. Of eligible engagement survey respondents, 74% answered at least 1 demographic question and 60% answered all 10 questions. Of demographic pilot participants, 70% completed all questions. For comparison, 85% of statewide exit survey respondents choose to answer at least one demographic question.

Agencies participating in the demographic pilot



Margin of error: $\pm 1\%$

Methodology

Because the pilot population is not representative of the state workforce, OFM will not be able to use the data for deep analysis in 2019. Instead, OFM analyzed pilot summary statistics, margins of error and participation rates. OFM included only groups with ten responses or more in response counts and percentages to be consistent with how current survey questions are reported. OFM will delete the detailed respondent data

before sending reports to agencies. Thus, agencies will only be able to see their summary statistics, participation rates and overall percentage positive. Agencies will not be able to connect individual responses on the engagement survey to demographic pilot responses.

Percentage positive for pilot groups with fewer than 30 individuals will not be available at this time. This is done to protect respondent anonymity and overall data integrity. As this is a pilot and the first time these questions are being asked, more validation is required before being able to make assumptions or decisions based on the data of smaller populations.

Margin of error for each agency is listed on the sankeys and on Appendix B. This is a measure of how accurate the data is—the lower, the better. For example, a margin of error of $\pm 5\%$ means that the actual percentage positive can be between 5% higher or 5% lower than the reported number. A percentage positive of 80% with a margin of error of $\pm 5\%$ would then mean the likely satisfaction is between 75-85%. If an agency has a margin of error of 1%-2%, they can be fairly confident in making decisions with their data. Agencies with a margin of error at 3% or above may want to focus on gaining more participation before making decisions with the data.

Percent positive in this report for standard questions 1-22 are those answering “5-Almost Always or Always” and “4-Usually” for engagement questions and “5-Very Satisfied” and “4-Satisfied” for modern work environment questions, standard questions 23 and 24. The calculation for percent positive for flexibility (23) and mobility (24) does not include those answering "Doesn't Apply to My Position".

Participants are eligible employees who answered at least one demographic pilot question. The participation rate is the number of participants as a percent of pilot-eligible engagement respondents.

Analysis

Logistics

OFM did not receive many questions or concerns about the demographic pilot from respondents. Agency survey contacts reported a similar situation. OFM hypothesizes that data protection communications were successful. Or, soliciting demographic information is becoming a norm.

A representative group has characteristics similar to the overall population. For example, if the percentage of females is similar between the pilot group and the population, the pilot is representative of this statistic. Typically, many characteristics are checked for representativeness.

For more information:

<https://www.statisticshowto.datasciencecentral.com/representative-sample/>

Based on time to complete, most respondents appear to have completed the survey without difficulty. Generally, demographic pilot participants only took one more minute to complete their survey than non-pilot participants, with a median of seven minutes.

A concern about the pilot was that adding ten questions would reduce agency response rates to the engagement survey. Based on a t-test, there is no statistical evidence that participating agencies experienced a decrease in response rate. For participating agencies with more than 50 employees, there was an average response rate increase of 1%. For all executive branch agencies with more than 50 employees, there was an average increase of 2% from 2018.

Representation

OFM compared the percent of demographics in the pilot to all state executive agency employees (Human Resources Management Report for 2019). Employees self-report data to both sources. The shares of the population for full-time and part-time employees are similar. Age also appears representative, except for fewer responses from the youngest and oldest employees.

Some populations were not proportionately represented in the demographic pilot group compared to their availability according to the HRMR. Females were underrepresented by 9%, while U.S. Veterans were overrepresented by 6%. This may be due to the type of agencies participating in the pilot. Additionally, people of color were a smaller portion of the pilot, compared to the enterprise. OFM recommends evaluating the race and ethnicity question further.

Conclusion

The pilot helped successfully answer several questions. The first question was, would people respond to the questions? The overwhelming majority of people felt comfortable opting in to the demographic pilot questions when they were presented. The next question was, would adding these questions take too much time? People generally only spent one additional minute taking their survey so time to complete was not a major barrier. The last major concern in adding these questions was a possible decrease in response rates for the engagement survey. There was also no statistical evidence of a decrease in response rate. Agencies participating in the demographic pilot actually saw increases in their response rates.

Improving our workforce data supports the development of training and policies that increase fairness, access and engagement for employees from all backgrounds. In order to be an Employer of Choice where all people feel included and valued, we need to provide people the opportunity to identify themselves. We also need to be able to measure the effectiveness of our efforts to improve. This data is crucial to our ability to measure our own success and where we still have a lot of work to do.

Recommendations

OFM proposes moving forward with one of the following three options for next year:

- Add all demographic questions to the 2020 engagement survey for all agencies.
- Add no more than three questions from this demographic pilot to the 2020 engagement survey and have a second iteration of the pilot for the other questions.
- Run all questions in another demographic pilot next year.

OFM will use feedback from agency survey contacts, individual employees who have reached out and OFM leadership to evaluate and select one of these options.

OFM also recommends focus groups to improve the demographic questions for next year. One focus group of participating agencies will review how the pilot went and look for efficiencies for next year. OFM is also interested to observe how agencies use their pilot participation data. The other focus group will be with employees and will solicit concerns with the pilot questions, data collection process or reporting.

Agencies are encouraged to check the representativeness of their demographic pilot data against [existing data](#) on their employees. In this way, agencies can see if the percentage of location, race/ethnicity, gender, disability status and veteran status match their actual population. Additionally, agencies can work towards decreasing their margin of error by getting more survey responses next year. This will improve the accuracy of their data.

To further promote data security, OFM is looking into technologies that would allow us to match survey responses with existing data while also offering a higher amount of data security than the current survey instrument.

Future research questions

The key question OFM wishes to answer with additional demographic questions is: Are there disparities in engagement between demographic groups? Unfortunately, OFM cannot answer this question at this time. Once the questions are more robust and are included with the standard engagement survey, this will be available as an area of further analysis. Questions OFM hopes to answer in the 2020 survey cycle include:

- Are there location-based needs?
- Does agency participation in BRGs yield more satisfaction with their respective demographic?
- Which communication/promotion strategies are the most effective in encouraging survey participation?

Appendix

Participating agencies

Pilot participants		
Agency	Engagement survey response rate	Demographic pilot participation rate*
Department of Commerce	88%	73%
Department of Corrections	79%	69%
Department of Ecology	80%	75%
Department of Enterprise Services	90%	67%
Department of Financial Institutions	94%	72%
Department of Fish and Wildlife	67%	70%
Department of Health	72%	94%
Department of Labor and Industries	69%	90%
Department of Licensing	98%	58%
Department of Natural Resources	57%	75%
Department of Retirement Systems	93%	72%
Department of Transportation	72%	72%
Military Department	92%	68%
Office of Financial Management	100%	73%
Office of Regulatory Innovation and Assistance	67%	75%
Office of the Corrections Ombuds	64%	86%
Office of the Governor	93%	87%
Puget Sound Partnership	96%	91%
Results Washington	85%	91%
State Parks and Recreation Commission	68%	76%
Superintendent of Public Instruction	70%	77%
Utilities and Transportation Commission	99%	78%
Women's Commission	50%	100%
Pilot group	76%	74%

*Number of respondents who answered at least one demographic question / number of engagement survey respondents.

Respondents by Demographic Group

Standard demographic questions

Pilot group

	Percent of participants	Count of participants
Eastern WA	18%	3,159
Greater Olympia Area	41%	7,063
Western WA (outside greater Olympia area)	41%	7,024
Skipped Question	0%	41
Supervisor	26%	4,561
Nonsupervisor	73%	12,658
Skipped Question	0%	68
Less than one year of state employment	8%	1,349
1 to 2 years of state employment	11%	1,939
3 to 5 years of state employment	17%	3,008
6 to 10 years of state employment	14%	2,453
11 to 15 years of state employment	16%	2,725
16 or more years of state employment	33%	5,749
Skipped Question	0%	64
Less than one year of agency employment	11%	1,910
1 to 2 years of agency employment	14%	2,450
3 to 5 years of agency employment	19%	3,339
6 to 10 years of agency employment	14%	2,456
11 to 15 years of agency employment	14%	2,480
16 or more years of agency employment	27%	4,590
Skipped Question	0%	62

Percent of participants for standard demographic questions is calculated using the number of people in the pilot participating agencies who answered at least five questions in the standard survey. Black boxes are groups with less than 10 participants.

Respondents by Demographic Group

Demographic Pilot Questions

Pilot group

	Percent of participants	Count of participants
Full-time	96%	16,583
Part-time	2%	379
Prefer not to say	1%	184
Skipped	1%	141
Ages 18-24	2%	365
Ages 25-34	17%	2,895
Ages 35-44	24%	4,076
Ages 45-54	25%	4,373
Ages 55-64	24%	4,093
Ages 65+	3%	578
Prefer not to say	2%	429
Skipped	3%	475
Ages under 18		
American Indian or Alaska Native	1%	199
Another race/ethnicity	1%	95
Asian or Pacific Islander	4%	729
Black or African American	2%	383
Hispanic or Latino	4%	688
More than one race/ethnicity	5%	815
Prefer not to say	6%	1,097
White or Caucasian	74%	12,772
Skipped	3%	509

	Percent of participants	Count of participants
LGBTQ+	5%	898
Not LGBTQ+	88%	15,289
Prefer not to say	5%	870
Skipped	1%	230
Female	44%	7,677
Male	48%	8,248
Non-binary/X	1%	187
Prefer not to say	4%	698
Skipped	3%	477
Have a disability	8%	1,301
Do not have a disability	86%	14,807
Prefer not to say	6%	1,005
Skipped	1%	174
U.S. Veteran	14%	2,494
Not a U.S. Veteran	82%	14,100
Prefer not to say	3%	454
Skipped	1%	239
National Guard or Reserve	1%	186
Not National Guard or Reserve	95%	16,458
Prefer not to say	2%	416
Skipped	1%	227
Military spouse or domestic partner	2%	303
Not a military spouse or domestic partner	94%	16,331
Prefer not to say	3%	479
Skipped	1%	174

Percent of participants is calculated using the number of participants who answered at least one demographic pilot question. Black boxes are groups with less than 10 participants.

Respondents by Demographic Group

Demographic Pilot Questions

Pilot group

	Percent of participants	Count of participants
Adams	0%	11
Asotin	0%	28
Benton	1%	180
Chelan	1%	169
Clallam	2%	354
Clark	2%	424
Columbia	0%	21
Cowlitz	1%	137
Douglas	0%	22
Ferry		
Franklin	2%	370
Garfield		
Grant	0%	73
Grays Harbor	3%	477
Island	0%	41
Jefferson	0%	82
King	9%	1,561
Kitsap	2%	260
Kittitas	1%	119
Klickitat	0%	30
Lewis	1%	112

	Percent of participants	Count of participants
Lincoln	0%	14
Mason	3%	459
Okanogan	0%	70
Pacific	0%	35
Pend Oreille		
Pierce	5%	799
Prefer not to say	1%	98
San Juan	0%	18
Skagit	1%	165
Skamania	0%	14
Snohomish	5%	853
Spokane	5%	912
Stevens	0%	71
Telework or field work 100%	0%	66
Thurston	36%	6,188
Wahkiakum		
Walla Walla	2%	424
Whatcom	1%	105
Whitman	0%	19
Yakima	2%	354
Skipped	1%	242

Percent of participants is calculated using the number of participants who answered at least one demographic pilot question. Black boxes are groups with less than 10 participants.

Percent Positive by Demographic Group

Margin of error: <±1%

Standard demographic questions

Pilot group

	In which area of the state do you work the majority of the time?			Are you a supervisor?		How long have you worked for the state?					
	Eastern WA	Greater Olympia Area	Western WA	Yes	No	Less than 1 year	1 to 2 years	3 to 5 years	6 to 10 years	11 to 15 years	16 or more years
Count of responses	3,159	7,063	7,024	4,561	12,658	1,349	1,939	3,008	2,453	2,725	5,749
1) I have the opportunity to give input on decisions affecting my work.	61%	75%	61%	77%	63%	73%	69%	64%	65%	64%	68%
2) I receive the information I need to do my job effectively.	69%	79%	70%	79%	72%	81%	76%	70%	71%	70%	75%
3) I know how my work contributes to the goals of my agency.	75%	86%	78%	85%	79%	91%	85%	79%	78%	78%	81%
4) I know what is expected of me at work.	85%	88%	86%	88%	86%	91%	90%	85%	83%	85%	87%
5) I have opportunities at work to learn and grow.	60%	71%	61%	74%	61%	82%	71%	63%	62%	61%	63%
6) I have the tools and resources I need to do my job effectively.	68%	77%	69%	75%	71%	82%	75%	67%	69%	70%	74%
7) My supervisor treats me with dignity and respect.	86%	90%	86%	90%	87%	96%	91%	87%	86%	86%	87%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	66%	71%	65%	69%	67%	82%	71%	68%	65%	64%	65%
9) I receive recognition for a job well done.	52%	63%	53%	60%	56%	77%	64%	57%	56%	52%	53%
10) We are making improvements to make things better for our customers.	59%	75%	60%	73%	64%	78%	69%	63%	64%	62%	67%
11) A spirit of cooperation and teamwork exists in my work group.	69%	78%	70%	81%	70%	84%	76%	71%	70%	70%	74%
12) I know how my agency measures its success.	47%	59%	49%	59%	50%	61%	53%	48%	48%	51%	55%
13) My agency consistently demonstrates support for a diverse workforce.	74%	81%	74%	81%	76%	84%	78%	73%	74%	76%	78%
14) I receive clear information about changes being made within the agency.	44%	57%	45%	54%	49%	68%	54%	47%	45%	46%	50%
15) I am encouraged to come up with better ways of doing things.	52%	70%	54%	70%	57%	71%	64%	57%	58%	57%	61%
16) We use customer feedback to improve our work processes.	38%	59%	42%	56%	46%	58%	50%	44%	47%	47%	49%
17) People are treated fairly in my work group.	71%	78%	71%	83%	71%	87%	79%	71%	71%	70%	74%
18) At my job, I have the opportunity to make good use of my skills.	69%	79%	72%	82%	71%	81%	75%	70%	72%	71%	77%
19) At my workplace, I feel valued for who I am as a person.	63%	76%	65%	76%	66%	84%	75%	67%	66%	63%	68%
20) My supervisor trusts me to make decisions or recommendations that affect my work.	76%	85%	79%	86%	79%	88%	83%	79%	79%	79%	81%
21) In general, I'm satisfied with my job.	73%	77%	73%	80%	72%	86%	78%	70%	71%	72%	75%
22) I would recommend my agency as a great place to work.	63%	74%	62%	73%	65%	85%	74%	66%	64%	62%	65%
23) How satisfied are you with your flexibility?	68%	81%	70%	79%	73%	77%	74%	72%	74%	72%	76%
24) How satisfied are you with your mobility?	49%	65%	51%	64%	54%	62%	53%	52%	58%	54%	59%

Percent positive for flexibility (23) and mobility (24) does not include those answering "Doesn't Apply to My Position". Black boxes are groups with less than 30 participants.

Percent Positive by Demographic Group

Margin of error: <±1%

Standard demographic questions

Pilot group

	How long have you worked for your current agency?					
	Less than 1 year	1 to 2 years	3 to 5 years	6 to 10 years	11 to 15 years	16 or more years
Count of responses	1,910	2,450	3,339	2,456	2,480	4,590
1) I have the opportunity to give input on decisions affecting my work.	75%	70%	65%	65%	61%	67%
2) I receive the information I need to do my job effectively.	81%	77%	70%	71%	68%	75%
3) I know how my work contributes to the goals of my agency.	91%	85%	79%	78%	76%	80%
4) I know what is expected of me at work.	90%	89%	84%	84%	84%	88%
5) I have opportunities at work to learn and grow.	82%	71%	63%	60%	58%	62%
6) I have the tools and resources I need to do my job effectively.	83%	75%	67%	69%	69%	73%
7) My supervisor treats me with dignity and respect.	95%	92%	87%	86%	85%	86%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	81%	71%	67%	64%	63%	65%
9) I receive recognition for a job well done.	77%	64%	56%	54%	49%	52%
10) We are making improvements to make things better for our customers.	78%	71%	64%	64%	60%	65%
11) A spirit of cooperation and teamwork exists in my work group.	83%	76%	71%	70%	69%	73%
12) I know how my agency measures its success.	61%	54%	49%	49%	50%	54%
13) My agency consistently demonstrates support for a diverse workforce.	84%	79%	74%	75%	74%	78%
14) I receive clear information about changes being made within the agency.	68%	55%	46%	44%	44%	48%
15) I am encouraged to come up with better ways of doing things.	72%	65%	58%	58%	54%	59%
16) We use customer feedback to improve our work processes.	59%	51%	46%	47%	45%	47%
17) People are treated fairly in my work group.	87%	79%	71%	70%	69%	74%
18) At my job, I have the opportunity to make good use of my skills.	82%	75%	71%	73%	70%	77%
19) At my workplace, I feel valued for who I am as a person.	84%	76%	67%	65%	61%	67%
20) My supervisor trusts me to make decisions or recommendations that affect my work.	87%	83%	79%	79%	78%	81%
21) In general, I'm satisfied with my job.	85%	78%	71%	70%	70%	75%
22) I would recommend my agency as a great place to work.	85%	75%	66%	62%	60%	64%
23) How satisfied are you with your flexibility?	77%	76%	73%	73%	71%	76%
24) How satisfied are you with your mobility?	62%	57%	54%	58%	52%	57%

Percent positive for flexibility (23) and mobility (24) does not include those answering "Doesn't Apply to My Position". Black boxes are groups with less than 30 participants.

Percent Positive by Demographic Group

Margin of error: $\pm 1\%$

Demographic Pilot Questions

Pilot group

	What is your current employment status?			What is your age?						
	Full-time	Part-time	Prefer not to say	18-24	25-34	35-44	45-54	55-64	65+	Prefer not to say
Count of responses	16,583	379	184	365	2,895	4,076	4,373	4,093	578	429
1) I have the opportunity to give input on decisions affecting my work.	67%	71%	51%	59%	67%	67%	67%	69%	72%	48%
2) I receive the information I need to do my job effectively.	73%	85%	62%	76%	73%	72%	74%	77%	81%	55%
3) I know how my work contributes to the goals of my agency.	81%	85%	73%	85%	81%	80%	80%	84%	86%	62%
4) I know what is expected of me at work.	86%	93%	79%	88%	87%	86%	86%	89%	92%	70%
5) I have opportunities at work to learn and grow.	65%	70%	51%	73%	68%	66%	63%	65%	69%	42%
6) I have the tools and resources I need to do my job effectively.	72%	85%	60%	77%	72%	70%	72%	77%	81%	55%
7) My supervisor treats me with dignity and respect.	88%	92%	78%	88%	90%	89%	87%	88%	89%	70%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	68%	70%	57%	72%	71%	68%	68%	67%	71%	46%
9) I receive recognition for a job well done.	57%	66%	48%	69%	64%	59%	55%	55%	58%	33%
10) We are making improvements to make things better for our customers.	66%	71%	59%	70%	66%	66%	67%	69%	73%	45%
11) A spirit of cooperation and teamwork exists in my work group.	73%	81%	60%	75%	75%	74%	72%	75%	79%	53%
12) I know how my agency measures its success.	53%	54%	44%	55%	51%	51%	53%	58%	60%	31%
13) My agency consistently demonstrates support for a diverse workforce.	77%	78%	62%	76%	74%	76%	79%	80%	82%	57%
14) I receive clear information about changes being made within the agency.	50%	56%	41%	57%	51%	48%	50%	53%	58%	30%
15) I am encouraged to come up with better ways of doing things.	60%	65%	46%	61%	62%	61%	61%	62%	62%	39%
16) We use customer feedback to improve our work processes.	49%	49%	41%	49%	49%	48%	49%	50%	54%	31%
17) People are treated fairly in my work group.	74%	86%	59%	77%	77%	74%	73%	76%	80%	57%
18) At my job, I have the opportunity to make good use of my skills.	74%	80%	58%	74%	73%	74%	74%	78%	83%	51%
19) At my workplace, I feel valued for who I am as a person.	69%	80%	54%	72%	73%	70%	68%	71%	74%	44%
20) My supervisor trusts me to make decisions or recommendations that affect my work.	81%	83%	68%	78%	83%	82%	80%	82%	83%	61%
21) In general, I'm satisfied with my job.	74%	83%	63%	73%	74%	74%	74%	78%	83%	51%
22) I would recommend my agency as a great place to work.	67%	80%	52%	72%	71%	69%	65%	69%	73%	41%
23) How satisfied are you with your flexibility?	74%	85%	64%	71%	72%	75%	75%	77%	81%	59%
24) How satisfied are you with your mobility?	56%	69%	50%	51%	53%	57%	58%	60%	64%	42%

Percent positive for flexibility (23) and mobility (24) does not include those answering "Doesn't Apply to My Position". Black boxes are groups with less than 30 participants.

Percent Positive by Demographic Group

Margin of error: <±1%

Demographic Pilot Questions

Pilot group

	What race and/or ethnicity do you consider yourself?								
	American Indian or Alaska Native	Another race/ethnicity	Asian or Pacific Islander	Black or African American	Hispanic or Latino	More than one race/ethnicity	White or Caucasian	Prefer not to say	Count of responses
1) I have the opportunity to give input on decisions affecting my work.	62%	46%	72%	68%	66%	60%	69%	48%	199
2) I receive the information I need to do my job effectively.	69%	58%	78%	78%	73%	68%	76%	56%	95
3) I know how my work contributes to the goals of my agency.	77%	77%	88%	80%	80%	78%	82%	66%	729
4) I know what is expected of me at work.	86%	81%	90%	87%	88%	84%	88%	71%	383
5) I have opportunities at work to learn and grow.	59%	47%	74%	69%	68%	59%	67%	44%	688
6) I have the tools and resources I need to do my job effectively.	67%	62%	78%	74%	72%	67%	74%	54%	815
7) My supervisor treats me with dignity and respect.	84%	71%	90%	87%	87%	88%	89%	76%	12,772
8) My supervisor gives me ongoing feedback that helps me improve my performance.	67%	58%	72%	72%	72%	68%	69%	54%	1,097
9) I receive recognition for a job well done.	55%	46%	64%	57%	60%	56%	59%	41%	
10) We are making improvements to make things better for our customers.	62%	56%	75%	73%	70%	63%	67%	52%	
11) A spirit of cooperation and teamwork exists in my work group.	63%	62%	78%	71%	71%	70%	76%	58%	
12) I know how my agency measures its success.	49%	42%	61%	56%	56%	46%	54%	38%	
13) My agency consistently demonstrates support for a diverse workforce.	67%	67%	78%	63%	74%	72%	80%	63%	
14) I receive clear information about changes being made within the agency.	43%	36%	60%	54%	55%	46%	51%	33%	
15) I am encouraged to come up with better ways of doing things.	53%	51%	68%	59%	61%	55%	62%	41%	
16) We use customer feedback to improve our work processes.	47%	47%	58%	52%	49%	46%	49%	36%	
17) People are treated fairly in my work group.	71%	57%	79%	71%	70%	69%	77%	57%	
18) At my job, I have the opportunity to make good use of my skills.	68%	61%	82%	70%	75%	68%	76%	57%	
19) At my workplace, I feel valued for who I am as a person.	62%	58%	78%	69%	69%	64%	71%	48%	
20) My supervisor trusts me to make decisions or recommendations that affect my work.	77%	72%	85%	78%	80%	79%	83%	65%	
21) In general, I'm satisfied with my job.	72%	64%	81%	76%	78%	70%	76%	56%	
22) I would recommend my agency as a great place to work.	64%	49%	76%	67%	71%	63%	69%	46%	
23) How satisfied are you with your flexibility?	67%	63%	80%	74%	73%	70%	76%	61%	
24) How satisfied are you with your mobility?	46%	43%	65%	62%	55%	49%	58%	43%	

Percent positive for flexibility (23) and mobility (24) does not include those answering "Doesn't Apply to My Position". Black boxes are groups with less than 30 participants.

Percent Positive by Demographic Group

Margin of error: <±1%

Demographic Pilot Questions

Pilot group

	Do you identify as having a disability?			Are you a U.S. Veteran?			Are you a member of the National Guard or Reserve?		
	I have a disability	I do not have a disability	Prefer not to say	Yes	No	Prefer not to say	Yes	No	Prefer not to say
Count of responses	1,301	14,807	1,005	2,494	14,100	454	186	16,458	416
1) I have the opportunity to give input on decisions affecting my work.	60%	69%	49%	64%	68%	40%	62%	68%	37%
2) I receive the information I need to do my job effectively.	68%	75%	57%	71%	75%	50%	62%	74%	45%
3) I know how my work contributes to the goals of my agency.	77%	82%	67%	78%	82%	57%	77%	82%	54%
4) I know what is expected of me at work.	82%	88%	72%	86%	88%	63%	79%	87%	61%
5) I have opportunities at work to learn and grow.	58%	67%	47%	61%	66%	37%	60%	66%	34%
6) I have the tools and resources I need to do my job effectively.	68%	74%	56%	69%	74%	47%	66%	73%	43%
7) My supervisor treats me with dignity and respect.	82%	89%	76%	86%	89%	68%	86%	88%	67%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	62%	69%	55%	68%	68%	41%	66%	68%	41%
9) I receive recognition for a job well done.	50%	59%	40%	54%	58%	32%	52%	58%	29%
10) We are making improvements to make things better for our customers.	65%	67%	52%	63%	68%	41%	58%	67%	36%
11) A spirit of cooperation and teamwork exists in my work group.	68%	75%	57%	72%	75%	48%	73%	74%	45%
12) I know how my agency measures its success.	51%	54%	39%	51%	54%	30%	49%	53%	28%
13) My agency consistently demonstrates support for a diverse workforce.	71%	79%	61%	78%	78%	54%	71%	78%	50%
14) I receive clear information about changes being made within the agency.	46%	51%	38%	49%	51%	30%	48%	51%	26%
15) I am encouraged to come up with better ways of doing things.	56%	62%	44%	57%	62%	37%	58%	61%	32%
16) We use customer feedback to improve our work processes.	47%	49%	38%	45%	50%	32%	44%	49%	28%
17) People are treated fairly in my work group.	67%	76%	58%	72%	76%	47%	68%	75%	43%
18) At my job, I have the opportunity to make good use of my skills.	69%	76%	57%	71%	76%	49%	65%	75%	46%
19) At my workplace, I feel valued for who I am as a person.	61%	71%	46%	65%	71%	38%	60%	70%	35%
20) My supervisor trusts me to make decisions or recommendations that affect my work.	73%	83%	66%	78%	82%	57%	78%	82%	54%
21) In general, I'm satisfied with my job.	66%	76%	58%	73%	76%	46%	67%	75%	44%
22) I would recommend my agency as a great place to work.	59%	69%	48%	64%	69%	36%	61%	68%	33%
23) How satisfied are you with your flexibility?	68%	76%	57%	69%	76%	50%	67%	75%	48%
24) How satisfied are you with your mobility?	49%	58%	42%	53%	58%	35%	51%	57%	34%

Percent positive for flexibility (23) and mobility (24) does not include those answering "Doesn't Apply to My Position". Black boxes are groups with less than 30 participants.

Percent Positive by Demographic Group

Margin of error: <±1%

Demographic Pilot Questions

Pilot group

	Are you a spouse or registered domestic partner of an individual in the military?			What is your gender?				Do you identify as LGBTQ+?		
	Yes	No	Prefer not to say	Female	Male	Non-binary/X	Prefer not to say	Yes	No	Prefer not to say
Count of responses	303	16,331	479	7,677	8,248	187	698	898	15,289	870
1) I have the opportunity to give input on decisions affecting my work.	65%	68%	39%	69%	68%	42%	38%	62%	68%	45%
2) I receive the information I need to do my job effectively.	74%	74%	47%	76%	74%	47%	48%	67%	75%	53%
3) I know how my work contributes to the goals of my agency.	81%	82%	55%	85%	80%	53%	59%	78%	82%	62%
4) I know what is expected of me at work.	88%	87%	61%	89%	87%	63%	66%	82%	88%	69%
5) I have opportunities at work to learn and grow.	66%	66%	36%	69%	65%	39%	37%	61%	66%	43%
6) I have the tools and resources I need to do my job effectively.	74%	73%	44%	76%	72%	45%	47%	67%	74%	51%
7) My supervisor treats me with dignity and respect.	87%	88%	69%	89%	89%	70%	70%	85%	89%	75%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	69%	68%	43%	70%	68%	47%	45%	66%	69%	53%
9) I receive recognition for a job well done.	62%	58%	31%	62%	56%	32%	33%	57%	58%	37%
10) We are making improvements to make things better for our customers.	72%	67%	42%	72%	64%	49%	44%	64%	68%	48%
11) A spirit of cooperation and teamwork exists in my work group.	71%	74%	47%	75%	75%	54%	51%	69%	75%	54%
12) I know how my agency measures its success.	57%	53%	29%	58%	51%	31%	30%	50%	54%	35%
13) My agency consistently demonstrates support for a diverse workforce.	77%	78%	52%	78%	79%	53%	56%	67%	79%	58%
14) I receive clear information about changes being made within the agency.	56%	51%	27%	54%	49%	29%	27%	49%	51%	31%
15) I am encouraged to come up with better ways of doing things.	63%	61%	34%	64%	60%	36%	35%	58%	62%	42%
16) We use customer feedback to improve our work processes.	54%	49%	30%	53%	46%	36%	30%	48%	49%	35%
17) People are treated fairly in my work group.	73%	75%	46%	75%	77%	54%	52%	72%	76%	55%
18) At my job, I have the opportunity to make good use of my skills.	70%	75%	48%	78%	74%	49%	48%	68%	76%	54%
19) At my workplace, I feel valued for who I am as a person.	69%	70%	36%	73%	69%	45%	39%	67%	71%	45%
20) My supervisor trusts me to make decisions or recommendations that affect my work.	78%	82%	55%	83%	82%	60%	57%	79%	82%	64%
21) In general, I'm satisfied with my job.	79%	75%	45%	77%	75%	45%	49%	68%	76%	53%
22) I would recommend my agency as a great place to work.	69%	68%	36%	72%	68%	37%	37%	63%	69%	44%
23) How satisfied are you with your flexibility?	73%	75%	50%	78%	74%	49%	53%	72%	76%	55%
24) How satisfied are you with your mobility?	56%	57%	35%	59%	57%	35%	36%	53%	58%	39%

Percent positive for flexibility (23) and mobility (24) does not include those answering "Doesn't Apply to My Position". Black boxes are groups with less than 30 participants.

Percent Positive by Demographic Group

Margin of error: <±1%

Demographic Pilot Questions

Pilot group

In which county do you work a majority of the time?

	Benton	Chelan	Clallam	Clark	Cowlitz	Franklin	Grant	Grays Harbor	Island	Jefferson	King	
	Count of responses	180	169	354	424	137	370	73	477	41	82	1,561
1) I have the opportunity to give input on decisions affecting my work.	67%	66%	50%	64%	66%	47%	81%	48%	73%	60%	65%	
2) I receive the information I need to do my job effectively.	71%	75%	57%	74%	80%	56%	85%	61%	76%	76%	74%	
3) I know how my work contributes to the goals of my agency.	77%	76%	66%	81%	83%	69%	81%	68%	83%	82%	83%	
4) I know what is expected of me at work.	82%	80%	82%	88%	91%	80%	97%	82%	93%	91%	87%	
5) I have opportunities at work to learn and grow.	60%	64%	51%	64%	69%	49%	73%	55%	66%	56%	64%	
6) I have the tools and resources I need to do my job effectively.	70%	69%	61%	69%	81%	58%	71%	63%	80%	68%	72%	
7) My supervisor treats me with dignity and respect.	79%	89%	82%	87%	93%	76%	89%	82%	90%	89%	88%	
8) My supervisor gives me ongoing feedback that helps me improve my performance.	60%	62%	61%	65%	68%	58%	79%	61%	68%	69%	65%	
9) I receive recognition for a job well done.	51%	57%	45%	57%	54%	41%	66%	44%	56%	58%	55%	
10) We are making improvements to make things better for our customers.	55%	57%	50%	62%	65%	52%	70%	51%	78%	57%	65%	
11) A spirit of cooperation and teamwork exists in my work group.	68%	79%	59%	72%	80%	52%	79%	62%	85%	73%	76%	
12) I know how my agency measures its success.	46%	46%	43%	50%	53%	37%	49%	40%	50%	48%	50%	
13) My agency consistently demonstrates support for a diverse workforce.	82%	70%	71%	76%	81%	72%	73%	71%	76%	74%	75%	
14) I receive clear information about changes being made within the agency.	51%	45%	32%	47%	53%	34%	60%	38%	46%	45%	49%	
15) I am encouraged to come up with better ways of doing things.	53%	57%	41%	61%	59%	37%	63%	39%	59%	55%	59%	
16) We use customer feedback to improve our work processes.	37%	38%	38%	44%	40%	30%	39%	33%	58%	41%	45%	
17) People are treated fairly in my work group.	72%	79%	64%	76%	82%	55%	89%	61%	88%	75%	77%	
18) At my job, I have the opportunity to make good use of my skills.	71%	74%	62%	74%	77%	56%	83%	62%	83%	74%	74%	
19) At my workplace, I feel valued for who I am as a person.	62%	67%	51%	68%	74%	46%	72%	54%	80%	64%	70%	
20) My supervisor trusts me to make decisions or recommendations that affect my work.	70%	82%	72%	81%	84%	64%	84%	74%	88%	85%	80%	
21) In general, I'm satisfied with my job.	66%	80%	64%	75%	80%	63%	86%	70%	83%	74%	75%	
22) I would recommend my agency as a great place to work.	63%	70%	53%	66%	75%	50%	78%	55%	78%	71%	65%	
23) How satisfied are you with your flexibility?	78%	77%	58%	79%	86%	49%	80%	57%	75%	76%	75%	
24) How satisfied are you with your mobility?	59%	59%	34%	54%	61%	33%	53%	33%	█	54%	57%	

Percent positive for flexibility (23) and mobility (24) does not include those answering "Doesn't Apply to My Position". Black boxes are groups with less than 30 participants. Adams, Asotin, Columbia, Douglas, Ferry, Garfield, Lincoln, Pend Oreille, San Juan, Skamania, Wahkiakum and Whitman not displayed due to few responses.

Percent Positive by Demographic Group

Margin of error: <±1%

Demographic Pilot Questions

Pilot group

In which county do you work a majority of the time?

	Kitsap	Kittitas	Klickitat	Lewis	Mason	Okanogan	Pacific	Pierce	Prefer not to say	Skagit	Snohomish	
	Count of responses	260	119	30	112	459	70	35	799	98	165	853
1) I have the opportunity to give input on decisions affecting my work.	56%	69%	57%	64%	51%	49%	69%	60%	47%	71%	53%	
2) I receive the information I need to do my job effectively.	69%	72%	63%	80%	64%	59%	94%	72%	55%	74%	60%	
3) I know how my work contributes to the goals of my agency.	75%	77%	77%	78%	74%	69%	89%	80%	66%	85%	69%	
4) I know what is expected of me at work.	84%	86%	87%	87%	82%	80%	97%	85%	69%	90%	84%	
5) I have opportunities at work to learn and grow.	55%	65%	57%	53%	58%	50%	68%	63%	45%	63%	53%	
6) I have the tools and resources I need to do my job effectively.	69%	71%	67%	72%	66%	60%	88%	70%	63%	75%	59%	
7) My supervisor treats me with dignity and respect.	84%	86%	83%	90%	82%	81%	91%	87%	76%	88%	82%	
8) My supervisor gives me ongoing feedback that helps me improve my performance.	63%	63%	63%	60%	64%	57%	71%	71%	52%	65%	63%	
9) I receive recognition for a job well done.	48%	50%	57%	54%	45%	41%	69%	55%	40%	61%	45%	
10) We are making improvements to make things better for our customers.	58%	60%	53%	53%	55%	53%	71%	65%	46%	58%	52%	
11) A spirit of cooperation and teamwork exists in my work group.	67%	76%	63%	75%	59%	64%	80%	69%	57%	81%	65%	
12) I know how my agency measures its success.	47%	45%	43%	38%	46%	43%	51%	51%	37%	51%	42%	
13) My agency consistently demonstrates support for a diverse workforce.	73%	80%	70%	79%	73%	64%	94%	75%	63%	78%	69%	
14) I receive clear information about changes being made within the agency.	47%	42%	33%	43%	39%	39%	54%	46%	39%	52%	37%	
15) I am encouraged to come up with better ways of doing things.	46%	56%	57%	54%	44%	43%	60%	58%	43%	62%	43%	
16) We use customer feedback to improve our work processes.	33%	41%		30%	35%	32%	31%	44%	31%	41%	32%	
17) People are treated fairly in my work group.	71%	76%	73%	79%	59%	64%	89%	72%	58%	83%	64%	
18) At my job, I have the opportunity to make good use of my skills.	66%	73%	63%	74%	64%	67%	86%	72%	55%	77%	64%	
19) At my workplace, I feel valued for who I am as a person.	61%	65%	70%	71%	53%	64%	80%	65%	52%	78%	57%	
20) My supervisor trusts me to make decisions or recommendations that affect my work.	76%	77%	73%	85%	73%	70%	91%	81%	69%	81%	73%	
21) In general, I'm satisfied with my job.	72%	72%		77%	65%	77%	91%	72%	56%	83%	66%	
22) I would recommend my agency as a great place to work.	63%	68%		63%	53%	61%	80%	61%	44%	71%	50%	
23) How satisfied are you with your flexibility?	62%	76%		84%	53%	70%	91%	65%	58%	78%	59%	
24) How satisfied are you with your mobility?	41%	57%		51%	35%	52%	71%	45%	38%	66%	33%	

Percent positive for flexibility (23) and mobility (24) does not include those answering "Doesn't Apply to My Position". Black boxes are groups with less than 30 participants.

Percent Positive by Demographic Group

Demographic Pilot Questions

Margin of error: <±1%

Pilot group

	In which county do you work a majority of the time?							
	Spokane	Stevens	Telework or field work 100%	Thurston	Walla Walla	Whatcom	Yakima	
	Count of responses	912	71	66	6,188	424	105	354
1) I have the opportunity to give input on decisions affecting my work.	61%	73%	74%	75%	46%	56%	73%	
2) I receive the information I need to do my job effectively.	70%	80%	85%	80%	58%	70%	80%	
3) I know how my work contributes to the goals of my agency.	75%	80%	94%	86%	66%	81%	80%	
4) I know what is expected of me at work.	88%	87%	97%	89%	83%	87%	88%	
5) I have opportunities at work to learn and grow.	60%	70%	71%	72%	52%	55%	69%	
6) I have the tools and resources I need to do my job effectively.	69%	75%	85%	79%	60%	67%	79%	
7) My supervisor treats me with dignity and respect.	89%	92%	97%	91%	81%	89%	92%	
8) My supervisor gives me ongoing feedback that helps me improve my performance.	71%	76%	79%	71%	61%	67%	67%	
9) I receive recognition for a job well done.	56%	66%	65%	65%	44%	59%	59%	
10) We are making improvements to make things better for our customers.	61%	61%	76%	76%	48%	49%	73%	
11) A spirit of cooperation and teamwork exists in my work group.	70%	82%	83%	80%	61%	73%	81%	
12) I know how my agency measures its success.	46%	55%	59%	58%	43%	39%	57%	
13) My agency consistently demonstrates support for a diverse workforce.	76%	74%	82%	81%	68%	74%	81%	
14) I receive clear information about changes being made within the agency.	42%	52%	59%	57%	35%	42%	54%	
15) I am encouraged to come up with better ways of doing things.	52%	61%	71%	71%	37%	58%	64%	
16) We use customer feedback to improve our work processes.	38%	48%	59%	59%	30%	28%	48%	
17) People are treated fairly in my work group.	73%	81%	83%	82%	62%	77%	83%	
18) At my job, I have the opportunity to make good use of my skills.	70%	73%	91%	80%	63%	76%	80%	
19) At my workplace, I feel valued for who I am as a person.	66%	77%	76%	77%	50%	72%	74%	
20) My supervisor trusts me to make decisions or recommendations that affect my work.	77%	82%	92%	85%	74%	86%	83%	
21) In general, I'm satisfied with my job.	74%	75%	86%	79%	65%	75%	79%	
22) I would recommend my agency as a great place to work.	62%	75%	77%	75%	53%	66%	79%	
23) How satisfied are you with your flexibility?	67%	81%	87%	82%	54%	75%	80%	
24) How satisfied are you with your mobility?	46%	52%	84%	66%	29%	52%	59%	

Percent positive for flexibility (23) and mobility (24) does not include those answering "Doesn't Apply to My Position". Black boxes are groups with less than 30 participants.

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