

2019

Washington State Employee Engagement Survey



State Human Resources

Office of Financial Management

December 2019

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Additional Resources

- [Employee Engagement Website](#)
- [Employee Engagement Problem Solving Guide](#)
- [Statewide Exit Survey](#)
- [Human Resources Management Report Survey](#)

2019 Ratings by Question

Washington State Executive Agencies

50,976 responses

79% survey response rate

2019 Ratings by Question						
Washington State Executive Agencies						
50,976 responses						
79% survey response rate						
						Percentage positive
1) I have the opportunity to give input on decisions affecting my work.						62%
2) I receive the information I need to do my job effectively.						72%
3) I know how my work contributes to the goals of my agency.						81%
4) I know what is expected of me at work.						86%
5) I have opportunities at work to learn and grow.						64%
6) I have the tools and resources I need to do my job effectively.						71%
7) My supervisor treats me with dignity and respect.						86%
8) My supervisor gives me ongoing feedback that helps me improve my performance.						69%
9) I receive recognition for a job well done.						57%
10) We are making improvements to make things better for our customers.						66%
11) A spirit of cooperation and teamwork exists in my work group.						72%
12) I know how my agency measures its success.						56%
13) My agency consistently demonstrates support for a diverse workforce.						74%
14) I receive clear information about changes being made within the agency.						50%
15) I am encouraged to come up with better ways of doing things.						57%
16) We use customer feedback to improve our work processes.						48%
17) People are treated fairly in my work group.						71%
18) At my job, I have the opportunity to make good use of my skills.						72%
19) At my workplace, I feel valued for who I am as a person.						66%
20) My supervisor trusts me to make decisions or recommendations that affect my work.						78%
21) In general, I'm satisfied with my job.						72%
22) I would recommend my agency as a great place to work.						64%
1 - Very Dissatisfied						
2 - Dissatisfied						
3 - Neutral						
4 - Satisfied						
5 - Very Satisfied						
Doesn't Apply to My Position						
23) Flexibility : the ability to adjust your scheduled hours as needed.						70%
24) Mobility : the ability to work remotely from a variety of locations, such as your home or alternate work sites.						56%

Percentage positive is those answering "4 - Usually" and "5 - Almost Always or Always" and may not equal the sum of the graph's labels due to rounding. It also does not include those who answered "Doesn't Apply to My Position".

Employer of Choice

Washington State Executive Agencies

	Percentage positive			Change from 2017*
	2017	2018	2019	
Overall Employer of Choice Score	67%	65%	67%	0%
Job Satisfaction				
21) In general, I'm satisfied with my job.	73%	71%	72%	-1%
22) I would recommend my agency as a great place to work.	64%	64%	64%	0%
Employee Engagement				
1) I have the opportunity to give input on decisions affecting my work.	62%	61%	62%	0%
3) I know how my work contributes to the goals of my agency.	82%	81%	81%	-1%
5) I have opportunities at work to learn and grow.	64%	62%	64%	0%
11) A spirit of cooperation and teamwork exists in my work group.	72%	73%	72%	0%
15) I am encouraged to come up with better ways of doing things.	58%	57%	57%	-1%
18) At my job, I have the opportunity to make good use of my skills.	72%	72%	72%	0%
Respect and Feedback				
7) My supervisor treats me with dignity and respect.	87%	87%	86%	-1%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	69%	68%	69%	0%
9) I receive recognition for a job well done.	57%	56%	57%	0%
Customer Value				
10) We are making improvements to make things better for our customers.	66%	66%	66%	0%
16) We use customer feedback to improve our work processes.	48%	47%	48%	0%

*The Employer of Choice performance measure began in 2017 and ended in 2019.

Modern Work Environment by Demographics	Percentage positive	
	23) Satisfaction with Flexibility	24) Satisfaction with Mobility
Washington State Executive Agencies		
Eastern Washington	64%	48%
Greater Olympia Area	79%	64%
Western Washington (outside greater Olympia area)	66%	51%
No location provided	62%	50%
Supervisor	77%	64%
Non-supervisor	68%	53%
Supervisory status unknown	61%	48%
Less than one year of state employment	72%	56%
1 to 2 years of state employment	69%	52%
3 to 5 years of state employment	68%	52%
6 to 10 years of state employment	68%	55%
11 to 15 years of state employment	69%	55%
16 or more years of state employment	73%	60%
No information on state tenure	61%	49%
Less than one year of agency employment	72%	58%
1 to 2 years of agency employment	71%	55%
3 to 5 years of agency employment	69%	54%
6 to 10 years of agency employment	68%	56%
11 to 15 years of agency employment	69%	54%
16 or more years of agency employment	72%	58%
No information on agency tenure	61%	48%

Flexibility: the ability to adjust your scheduled hours as needed.

Mobility: the ability to work remotely from a variety of locations, such as your home or alternate work sites.

For more information about building a modern work environment, visit <https://ofm.wa.gov/facilities/building-modern-work-environment>.

Trend of Positive Responses, Percentage Positive

Washington State Executive Agencies

	Percentage positive					Change from 2018
	2015	2016	2017	2018	2019	
Number of responses	42,669	37,325	47,243	44,055	50,976	
Response rate	72%	61%	75%	69%	79%	10%
1) I have the opportunity to give input on decisions affecting my work.	59%	61%	62%	61%	62%	1%
2) I receive the information I need to do my job effectively.	71%	72%	72%	72%	72%	0%
3) I know how my work contributes to the goals of my agency.	81%	80%	82%	81%	81%	0%
4) I know what is expected of me at work.	87%	87%	87%	87%	86%	-1%
5) I have opportunities at work to learn and grow.	60%	61%	64%	62%	64%	2%
6) I have the tools and resources I need to do my job effectively.	70%	71%	71%	71%	71%	0%
7) My supervisor treats me with dignity and respect.	86%	86%	87%	87%	86%	-1%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	68%	68%	69%	68%	69%	1%
9) I receive recognition for a job well done.	54%	55%	57%	56%	57%	1%
10) We are making improvements to make things better for our customers.	64%	65%	66%	66%	66%	0%
11) A spirit of cooperation and teamwork exists in my work group.	70%	72%	72%	73%	72%	-1%
12) I know how my agency measures its success.	56%	56%	57%	55%	56%	1%
13) My agency consistently demonstrates support for a diverse workforce.	72%	74%	73%	75%	74%	-1%
14) I receive clear information about changes being made within the agency.	47%	48%	50%	49%	50%	1%
15) I am encouraged to come up with better ways of doing things.	55%	57%	58%	57%	57%	0%
16) We use customer feedback to improve our work processes.	45%	46%	48%	47%	48%	1%
17) People are treated fairly in my work group.	N/A	73%	72%	73%	71%	-2%
18) At my job, I have the opportunity to make good use of my skills.	N/A	72%	72%	72%	72%	0%
19) At my workplace, I feel valued for who I am as a person.	N/A	N/A	N/A	66%	66%	0%
21) In general, I'm satisfied with my job.	70%	71%	73%	71%	72%	1%
22) I would recommend my agency as a great place to work.	N/A	63%	64%	64%	64%	0%

Question 20 is not included in trend analysis because it is a rotating question.

Trend of Positive Responses, Average Score

Washington State Executive Agencies

	Average score					Change from 2018
	2015	2016	2017	2018	2019	
Number of responses	42,669	37,325	47,243	44,055	50,976	
Response rate	72%	61%	75%	69%	79%	10%
1) I have the opportunity to give input on decisions affecting my work.	3.6	3.6	3.7	3.7	3.7	0
2) I receive the information I need to do my job effectively.	3.8	3.8	3.8	3.8	3.8	0
3) I know how my work contributes to the goals of my agency.	4.1	4.1	4.2	4.2	4.2	0
4) I know what is expected of me at work.	4.3	4.3	4.3	4.3	4.3	0
5) I have opportunities at work to learn and grow.	3.6	3.7	3.7	3.7	3.7	0
6) I have the tools and resources I need to do my job effectively.	3.8	3.8	3.8	3.8	3.8	0
7) My supervisor treats me with dignity and respect.	4.4	4.4	4.4	4.4	4.4	0
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.9	3.9	3.9	3.9	3.9	0
9) I receive recognition for a job well done.	3.5	3.5	3.6	3.5	3.5	0
10) We are making improvements to make things better for our customers.	3.7	3.8	3.8	3.8	3.8	0
11) A spirit of cooperation and teamwork exists in my work group.	3.8	3.9	3.9	3.9	3.9	0
12) I know how my agency measures its success.	3.5	3.5	3.5	3.5	3.5	0
13) My agency consistently demonstrates support for a diverse workforce.	3.9	4.0	4.0	4.0	4.0	0
14) I receive clear information about changes being made within the agency.	3.3	3.3	3.4	3.3	3.3	0
15) I am encouraged to come up with better ways of doing things.	3.5	3.5	3.6	3.5	3.5	0
16) We use customer feedback to improve our work processes.	3.2	3.3	3.3	3.3	3.3	0
17) People are treated fairly in my work group.	N/A	3.9	3.9	3.9	3.9	0
18) At my job, I have the opportunity to make good use of my skills.	N/A	3.9	3.9	3.9	3.9	0
19) At my workplace, I feel valued for who I am as a person.	N/A	N/A	N/A	3.7	3.7	0
21) In general, I'm satisfied with my job.	3.8	3.9	3.9	3.9	3.9	0
22) I would recommend my agency as a great place to work.	N/A	3.7	3.7	3.7	3.7	0

Question 20 is not included in trend analysis because it is a rotating question.

Percentage Positive by Demographic Group

Washington State Executive Agencies

	All responses	Eastern Washington	Greater Olympia Area	Western Washington (outside greater Olympia area)	No response	Supervisor	Non- supervisor	No response
1) I have the opportunity to give input on decisions affecting my work.	62%	57%	72%	57%	50%	76%	59%	49%
2) I receive the information I need to do my job effectively.	72%	70%	78%	69%	63%	78%	71%	61%
3) I know how my work contributes to the goals of my agency.	81%	78%	86%	79%	77%	86%	80%	76%
4) I know what is expected of me at work.	86%	86%	88%	85%	82%	88%	86%	81%
5) I have opportunities at work to learn and grow.	64%	61%	71%	61%	57%	74%	62%	56%
6) I have the tools and resources I need to do my job effectively.	71%	69%	77%	67%	63%	74%	70%	61%
7) My supervisor treats me with dignity and respect.	86%	85%	90%	85%	82%	89%	86%	80%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	69%	68%	72%	68%	65%	71%	69%	62%
9) I receive recognition for a job well done.	57%	53%	64%	53%	50%	62%	56%	48%
10) We are making improvements to make things better for our customers.	66%	62%	75%	61%	60%	74%	64%	59%
11) A spirit of cooperation and teamwork exists in my work group.	72%	68%	78%	69%	63%	81%	70%	62%
12) I know how my agency measures its success.	56%	54%	61%	53%	53%	63%	54%	52%
13) My agency consistently demonstrates support for a diverse workforce.	74%	72%	79%	73%	65%	80%	73%	64%
14) I receive clear information about changes being made within the agency.	50%	47%	57%	47%	45%	56%	49%	41%
15) I am encouraged to come up with better ways of doing things.	57%	51%	69%	52%	47%	70%	54%	46%
16) We use customer feedback to improve our work processes.	48%	43%	59%	43%	44%	57%	46%	43%
17) People are treated fairly in my work group.	71%	68%	78%	69%	59%	82%	69%	57%
18) At my job, I have the opportunity to make good use of my skills.	72%	69%	78%	70%	63%	82%	70%	61%
19) At my workplace, I feel valued for who I am as a person.	66%	62%	74%	63%	55%	75%	64%	53%
20) My supervisor trusts me to make decisions or recommendations that affect my work.	78%	75%	83%	77%	71%	85%	77%	70%
21) In general, I'm satisfied with my job.	72%	71%	76%	70%	61%	79%	71%	59%
22) I would recommend my agency as a great place to work.	64%	63%	72%	60%	52%	72%	63%	49%

Percentage Positive by Demographic Group (continued)

Washington State Executive Agencies

	All responses	State tenure						
		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
1) I have the opportunity to give input on decisions affecting my work.	62%	70%	64%	60%	60%	60%	64%	49%
2) I receive the information I need to do my job effectively.	72%	81%	75%	70%	69%	69%	74%	62%
3) I know how my work contributes to the goals of my agency.	81%	90%	85%	80%	78%	78%	81%	76%
4) I know what is expected of me at work.	86%	91%	89%	86%	83%	84%	87%	80%
5) I have opportunities at work to learn and grow.	64%	81%	70%	62%	59%	60%	63%	56%
6) I have the tools and resources I need to do my job effectively.	71%	81%	73%	68%	67%	68%	73%	61%
7) My supervisor treats me with dignity and respect.	86%	94%	90%	86%	84%	85%	86%	80%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	69%	82%	73%	70%	66%	66%	68%	62%
9) I receive recognition for a job well done.	57%	75%	64%	57%	53%	53%	54%	48%
10) We are making improvements to make things better for our customers.	66%	78%	69%	63%	63%	63%	67%	58%
11) A spirit of cooperation and teamwork exists in my work group.	72%	82%	75%	70%	68%	69%	73%	62%
12) I know how my agency measures its success.	56%	63%	56%	52%	53%	54%	59%	51%
13) My agency consistently demonstrates support for a diverse workforce.	74%	83%	77%	71%	71%	74%	76%	64%
14) I receive clear information about changes being made within the agency.	50%	68%	55%	47%	45%	46%	50%	42%
15) I am encouraged to come up with better ways of doing things.	57%	70%	60%	55%	54%	55%	58%	46%
16) We use customer feedback to improve our work processes.	48%	59%	50%	45%	45%	46%	49%	44%
17) People are treated fairly in my work group.	71%	85%	75%	69%	68%	69%	72%	57%
18) At my job, I have the opportunity to make good use of my skills.	72%	80%	74%	69%	69%	69%	75%	61%
19) At my workplace, I feel valued for who I am as a person.	66%	81%	72%	65%	63%	62%	66%	53%
20) My supervisor trusts me to make decisions or recommendations that affect my work.	78%	85%	81%	78%	76%	77%	79%	70%
21) In general, I'm satisfied with my job.	72%	84%	76%	70%	68%	69%	73%	58%
22) I would recommend my agency as a great place to work.	64%	82%	71%	64%	61%	60%	62%	82%

Percentage Positive by Demographic Group (continued)

Washington State Executive Agencies

	All responses	Agency tenure						
		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
1) I have the opportunity to give input on decisions affecting my work.	62%	71%	65%	60%	60%	59%	63%	49%
2) I receive the information I need to do my job effectively.	72%	80%	74%	70%	69%	69%	74%	62%
3) I know how my work contributes to the goals of my agency.	81%	89%	84%	80%	78%	76%	80%	76%
4) I know what is expected of me at work.	86%	90%	88%	86%	83%	84%	87%	81%
5) I have opportunities at work to learn and grow.	64%	81%	70%	62%	59%	58%	62%	56%
6) I have the tools and resources I need to do my job effectively.	71%	80%	73%	68%	67%	68%	72%	62%
7) My supervisor treats me with dignity and respect.	86%	94%	89%	86%	84%	84%	85%	80%
8) My supervisor gives me ongoing feedback that helps me improve my performance.	69%	81%	73%	69%	66%	65%	67%	62%
9) I receive recognition for a job well done.	57%	76%	63%	56%	52%	50%	52%	48%
10) We are making improvements to make things better for our customers.	66%	78%	69%	64%	62%	61%	65%	59%
11) A spirit of cooperation and teamwork exists in my work group.	72%	82%	74%	70%	68%	69%	72%	62%
12) I know how my agency measures its success.	56%	64%	56%	53%	53%	53%	58%	51%
13) My agency consistently demonstrates support for a diverse workforce.	74%	83%	76%	72%	72%	73%	76%	65%
14) I receive clear information about changes being made within the agency.	50%	67%	54%	47%	45%	45%	48%	42%
15) I am encouraged to come up with better ways of doing things.	57%	71%	60%	55%	53%	53%	57%	46%
16) We use customer feedback to improve our work processes.	48%	60%	50%	46%	46%	46%	48%	43%
17) People are treated fairly in my work group.	71%	84%	74%	69%	67%	68%	71%	57%
18) At my job, I have the opportunity to make good use of my skills.	72%	80%	73%	70%	69%	68%	75%	62%
19) At my workplace, I feel valued for who I am as a person.	66%	81%	72%	65%	62%	60%	65%	53%
20) My supervisor trusts me to make decisions or recommendations that affect my work.	78%	85%	80%	78%	76%	77%	79%	71%
21) In general, I'm satisfied with my job.	72%	83%	75%	70%	68%	69%	73%	59%
22) I would recommend my agency as a great place to work.	64%	81%	70%	63%	59%	58%	61%	50%

Statistics Report	(1) Never or Almost Never	(2) Seldom	(3) Occasionally	(4) Usually	(5) Almost Always or Always	No responses (skipped/NA)	Total responses (not skipped)	Percentage positive*	Percentage negative**	Average
Washington State Executive Agencies										
50,976responses 79% survey response rate										
1) I have the opportunity to give input on decisions affecting my work.	3,310	5,166	10,868	17,480	13,947	205	50,771	62%	17%	3.7
2) I receive the information I need to do my job effectively.	1,587	3,701	8,960	23,926	12,508	294	50,682	72%	10%	3.8
3) I know how my work contributes to the goals of my agency.	1,577	2,557	5,573	17,687	23,239	343	50,633	81%	8%	4.2
4) I know what is expected of me at work.	1,020	1,679	4,319	18,662	24,870	426	50,550	86%	5%	4.3
5) I have opportunities at work to learn and grow.	3,466	5,119	9,673	15,435	16,940	343	50,633	64%	17%	3.7
6) I have the tools and resources I need to do my job effectively.	1,968	4,088	8,909	22,146	13,636	229	50,747	71%	12%	3.8
7) My supervisor treats me with dignity and respect.	1,825	1,765	3,315	10,410	33,225	436	50,540	86%	7%	4.4
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3,274	4,366	7,906	13,666	21,317	447	50,529	69%	15%	3.9
9) I receive recognition for a job well done.	4,906	6,191	10,667	13,842	14,671	699	50,277	57%	22%	3.5
10) We are making improvements to make things better for our customers.	2,583	4,279	10,303	17,856	15,086	869	50,107	66%	14%	3.8
11) A spirit of cooperation and teamwork exists in my work group.	3,081	3,918	7,342	16,894	19,103	638	50,338	72%	14%	3.9
12) I know how my agency measures its success.	4,300	6,511	11,336	16,600	11,329	900	50,076	56%	22%	3.5
13) My agency consistently demonstrates support for a diverse workforce.	2,260	3,086	7,417	17,120	19,968	1125	49,851	74%	11%	4.0
14) I receive clear information about changes being made within the agency.	4,344	7,382	13,440	16,533	8,459	818	50,158	50%	23%	3.3
15) I am encouraged to come up with better ways of doing things.	5,039	6,227	10,268	14,386	14,265	791	50,185	57%	22%	3.5
16) We use customer feedback to improve our work processes.	5,284	7,413	12,948	13,864	10,030	1,437	49,539	48%	26%	3.3
17) People are treated fairly in my work group.	3,669	4,056	6,740	16,594	19,004	913	50,063	71%	15%	3.9
18) At my job, I have the opportunity to make good use of my skills.	2,651	3,613	7,778	17,599	18,397	938	50,038	72%	13%	3.9
19) At my workplace, I feel valued for who I am as a person.	4,642	4,676	7,668	15,124	18,022	844	50,132	66%	19%	3.7
20) My supervisor trusts me to make decisions or recommendations that affect my work.	2,737	2,773	5,298	14,134	25,165	869	50,107	78%	11%	4.1
21) In general, I'm satisfied with my job.	2,593	3,535	7,956	18,801	17,114	977	49,999	72%	12%	3.9
22) I would recommend my agency as a great place to work.	4,591	4,573	8,721	15,051	17,014	1,026	49,950	64%	18%	3.7

*Percentage answering "4 - Usually" or "5 - Almost Always or Always." **Percentage answering "1 - Never or Almost Never" or "2 - Seldom."