Employee Engagement Survey

Appendices

June 2024 | Report 11.271

2023

From the Photographer:
Location 14 miles into the Olympic national park is a beautiful valley littered with hundreds of waterfalls. I camped on the river edge waking up at dusk to snap this photo.

– Mark O'Donnell

Washington State
Department of Social & Health Services
Transforming lives

2023
DSHS Employee Engagement Survey

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2023 DSHS Employee Engagement Survey

APPENDIX A

Research Methodology

Research Methodology

Research Methods

The survey ran from October 2 to November 13, 2023 and was completed by 12,136 DSHS employees (72% response rate). Most employees completed the survey online using Voxco survey software. Employees at some hospitals and facilities were given the option to complete paper questionnaires; 347 paper questionnaires were received by RDA via state mail and were entered into Voxco manually by survey team staff members. All responses are anonymous.

The survey was initially announced via email message to all Department staff from Secretary Jilma Meneses. RDA worked with the Office of Communications and the Office of Innovation, Strategy, and Visual Communications to publicize the survey and encourage employee participation. In addition, staff from each administration and institution collaborated with RDA staff to customize procedures to distribute and publicize surveys to all employees. Typically, these steps included email to each individual, periodic email reminders, reminders distributed through supervisory channels, notices in program websites and newsletters, prominently displayed posters, and paper questionnaires distributed to those without computer access.

Several features were built into the survey process to ensure respondent anonymity:

- Along with invitations and reminders to participate in the survey, employees were sent a link to Frequently Asked Questions (FAQs), explaining survey procedures and features that ensure anonymity. A detailed privacy policy statement was made available through a link in the FAQ document.
- Results are shared as summary reports and only if a work group has at least 10 respondents. Reports do not include respondent demographic information.
- Demographic analyses were conducted only at the administration/large institution level and only if there were at least 20 respondents in each demographic group.
- Answers to the narrative questions were shared with leadership in large lists. Prior to distribution, comments are redacted to remove any identifying information, and lists do not include demographic information. Most comment lists have at least 50 responses.

Questionnaire Development

Under the direction of the Office of Financial Management (OFM), the 2023 EES questionnaire was significantly redesigned and offers a new baseline for employee engagement survey results moving forward. The survey includes a new set of 26 standard questions and a new response scale. The previous five-point scale was a measure of frequency, from "Always or Almost Always" to "Almost Never or Never;" the new five-point scale measures agreement from "Strongly Disagree" to "Strongly Agree," with a midpoint of "Neither Agree nor Disagree." Because of these changes in question wording and response scale, comparisons to previous years' surveys are not valid.

In addition to the 26 standard questions from OFM, the DSHS survey also included three legacy questions, two questions to inform strategic planning, a question to assess IT needs, and a set of questions related to discrimination and sexual harassment in the workplace. Finally, the survey included 10 questions asking about employee demographic and work characteristics.

The full list of questions included on the 2023 survey is shown on pages A-5 to A-7.

Narrative Comments

Each survey respondent was asked two narrative questions: "What do you like best about your current job?" and "What changes would you like to see in your workplace?"

These narrative questions strengthen the survey by allowing mixed methods analysis that combines both quantitative and qualitative findings. The qualitative analysis can help DSHS understand why scores on the standard questions change from year to year and what issues underlie the responses to the standard questions.

The coding process for the narrative questions started with a coding framework made up of definitions developed in previous employee surveys. As new themes emerged, they were added to the code lists and definitions. A summary of the current coding framework is found in Appendix C.

A number of steps were employed to ensure accurate and consistent coding:

- Coders used QDA Miner, text analysis software developed by Provalis Research.
- Each coder worked from a standardized list of code definitions.
- All employees who worked as coders and code reviewers were trained, and most had extensive prior experience.
- Coding meetings were held regularly to discuss questions or differences in interpretation.
- As areas of ambiguity were identified, the coding instructions and definitions were modified for clarity.
- Coding was systematically reviewed for consistency and accuracy. In addition, coders had the option to flag any comment for additional review.

Response Rates and Weighting

The 2023 survey was completed by 12,136 DSHS employees. The 72% response rate is up 5 points from 2021, though still lower than the 81% response rate in 2019. Response rates for each program are included in the table below. In general, it was more difficult to obtain responses from large institutions with many shift workers and staff without internet access.

Data from all administrations and divisions were combined into a master file for analysis. To more accurately generalize results to the population of DSHS employees as a whole, each program's responses were weighted so that the number of responses from that program reflects that program's share of total DSHS employees as measured by headcount. For example, 15 percent of DSHS employees work for the Aging and Long-Term Support Administration (ALTSA). For DSHS-wide analyses, the 1,878 responses from DDA were weighted by a factor of 1.34 so that they comprised 15 percent of the total survey responses. The weighting scheme for all programs is shown in the table below.

Administration/Program	Number of Employees in Program*	Percent of All DSHS Employees in Program	Number of Completed Surveys	Weight	Response Rate
AGING & LONG-TERM SUPPORT	2,516	15%	1,878	1.34	75%
BEHAVIORAL HEALTH	3,882	23%	2,072	--	53%
Child Study and Treatment Center	201	1%	116	1.73	58%
Eastern State Hospital	768	5%	639	1.20	83%
Residential Treatment Facilities	167	1%	78	2.14	47%
Special Commitment Center	337	2%	205	1.64	61%
Western State Hospital	2,079	12%	816	2.55	39%
HQ, Office of Forensic Mental Health, and no BHA workgroup indicated	330	2%	172	1.92	52%
DEVELOPMENTAL DISABILITIES	4,071	24%	2,053	1.98	50%
DIVISION OF VOCATIONAL REHABILITATION	325	2%	245	1.33	75%
ECONOMIC SERVICES	4,003	24%	2,546	1.57	64%
FACILITIES, FINANCE AND ANALYTICS	1,005	6%	664	1.51	66%
OFFICE OF THE SECRETARY	361	2%	301	1.20	83%
TECHNOLOGY INNOVATION	704	4%	437	1.61	62%
TOTAL	16,875	100%	12,136	--	72%

*Headcount totals as of October 2, 2023 (Source HRMS).

Survey Background

DSHS has long recognized that a focus on staff well-being and professional growth is vital to ensuring quality service to agency clients. Because of the interest in employee perspectives, in the 1980s and 1990s many of the administrations, divisions, regions, and offices conducted their own employee surveys.

The first DSHS-wide employee survey was given to a random sample of DSHS employees in 2000. The survey was based on the 50 questions in the standard Washington State Department of Personnel Employee Survey with 11 additional questions based on the DSHS Balanced ScoreCard.

The second DSHS-wide employee survey was designed to meet the need for program-specific information, in addition to agency-wide results. It was conducted as a "rolling" survey and consisted of a series of program-level surveys conducted between October 2002 and July 2004. Each of the program-level surveys included the 61 questions that were included in the 2000 DSHS-wide survey, plus additional questions for individual programs.

In 2006, a statewide survey was requested by Governor Christine Gregoire. The survey was created by a committee called together by the Department of Personnel (DOP), with oversight by the Governor's cabinet. Instead of using the traditional 50-question "DOP survey," the committee pared the statewide survey down to 12 questions. DSHS added six additional standard questions and two narrative questions for agency use. The survey was conducted by the survey section of the DSHS Research and Data Analysis Division (RDA) in spring 2006. For the first time, all DSHS employees were asked to participate in the employee survey. Also for the first time, the DSHS Secretary required each Administration to complete an Action Plan in response to survey findings.

Further DSHS-wide surveys were conducted by RDA's survey section in odd-numbered years from 2007 through 2021. All these surveys were conducted in collaboration with surveys of all state agencies by the Office of Financial Management (OFM). The questionnaire was revised prior to each launch, with minor wording changes and questions added and removed to reflect current priorities. Appendix A of the 2021 Employee Engagement Survey report has a detailed description of how the survey changed over time[1].

In 2014, there was a statewide initiative to conduct the employee engagement survey on an annual basis. To meet this goal, DSHS began to participate in the Washington State Employee Engagement Survey in even-numbered years. These even-year surveys follow OFM guidelines, without the added features included in the DSHS Employee Engagement Survey conducted in odd-numbered years. These even-year surveys, conducted between 2014 and 2022 and referred to as "spot checks," have a more streamlined approach to recruitment and data management; include no open-ended or DSHS-specific questions; and reports are prepared only for Administrations and major divisions, not for smaller work groups. Because even-year response rates are generally much lower than the surveys conducted in odd years, we advise against comparing even-year survey results to other survey years.

Further Questions

Please direct questions about survey methods or analysis to:

- o John Rogers: (360) 902-0804; john.rogers@dshs.wa.gov
- o Teresa Ciabattari: (360) 902.0244; teresa.ciabattari@dshs.wa.gov

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[1] The report is available at https://www.dshs.wa.gov/ffa/rda/research-reports/2021-dshs-employee-engagement-survey.

2023 Survey Questions

Statewide Standard Questions – Mandated by OFM/SHR

1. I regularly receive appropriate recognition when I do a good job.
2. I feel valued as an employee at my agency.
3. I am appropriately involved in decisions that affect my work.
4. In my team, it feels safe to take social risks (such as asking questions, making mistakes, highlighting problems).
5. I feel as if I belong at my agency.
6. I receive the information and communication I need to do my job effectively.
7. I have a clear understanding of what is expected of me.
8. I would recommend my agency as a great place to work.
9. Overall, I am satisfied with my agency as a place to work.
10. I am proud to work for my agency.
11. I rarely think about looking for a new job with another employer.
12. My agency provides me with the opportunity for learning and development.
13. I have opportunities for advancement in my agency.
14. I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.
15. I have the training I need to do my job effectively.
16. My immediate supervisor is a good leader.
17. My immediate supervisor creates an environment of openness and trust.
18. My immediate supervisor treats me with respect.
19. Senior leadership at my agency are genuinely committed to attracting, developing, and keeping a diverse work force.
20. Senior leadership at my agency demonstrates inclusion (through leadership, communications, participating in related activities, etc.).
21. Senior leadership does a good job of communicating the reasons behind important changes that are made.
22. I feel supported during organizational change at this agency.
23. I can see a clear link between my work and my agency's vision.
24. I am satisfied with my telework and remote work opportunities.
25. My agency demonstrates a commitment to pro-equity and anti-racism (through policies, practices, and actions).
26. My agency empowers me to take pro-equity anti-racism (PEAR) actions in the workplace.

DSHS Legacy Questions

for importance to employee engagement

27. In general, I am satisfied with my job.
28. I find meaning in my work.
29. People are treated fairly in my work group.

for strategic planning purposes

30. I am encouraged to come up with better ways of doing things.
31. I am satisfied with my flexibility (the ability to adjust scheduled hours as needed).

DSHS IT Question

32. When thinking about IT, what changes would most improve your ability to do your job? (Select top 3)
    o More information about how to use our IT tools (such as Teams, Outlook, and Excel), what they can do, and how they can help my work
    o Greater access to available IT tools across DSHS
    o More communication about technology changes in DSHS
    o Quicker resolution of IT issues
    o More tools (such as accessibility checkers and mobile-enabled tools) to improve accessibility for staff and clients, including people with disabilities
    o IT specialists using clear and easily understandable language when speaking with me
    o Other:_____

DSHS Justice Supplement

The next set of questions asks about discrimination and sexual harassment in the workplace.

> **Discrimination** *is the act of treating a person, or group of people, differently based on age, race, color, creed, gender, sexual orientation, gender identity or expression, religion, national origin, veteran or military status, marital status, disability, sex, or any other characteristic that is protected by law.*

> **Sexual harassment** *refers to unwelcome language or conduct of a sexual nature or related to sex or gender that interferes with work performance; creates an intimidating, hostile, or offensive work environment; or is used as the basis for employment decisions.*

> For more information about discrimination, harassment, and other inappropriate behaviors, see DSHS Administrative Policy No. 18.66.

33. Have you observed discrimination or sexual harassment by a DSHS supervisor or coworker during the last 3 years?
    o Observed discrimination
    o Observed sexual harassment
    o Observed both
    o Observed neither

34. Have you personally experienced discrimination or sexual harassment by a DSHS supervisor or coworker during the last 3 years?
    o Experienced discrimination
    o Experienced sexual harassment
    o Experienced both
    o Experienced neither

35. I know the steps to take if I observe or experience discrimination or harassment at work.

36. Managers and other leaders take action when discrimination or harassment occurs in my workplace. *(Includes "not sure" response option)*

37. I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my workplace. *(Includes "not sure" response option)*

> If you have concerns about discrimination, harassment, or other inappropriate behaviors in your workplace or wish to file a complaint, contact the DSHS Office of Justice and Civil Rights at iraucomplaints@dshs.wa.gov or 1-800-737-0617 (TTY 1-800-833-6384).

DSHS Narrative Response Questions

38. What do you like best about your current job?
39. What changes would you like to see in your workplace?

Statewide Demographic Questions – Mandated by OFM/SHR

40. How many days on average do you currently telework per week?
    - ○ Less than 1 day / ad hoc
    - ○ 1 day
    - ○ 2 days
    - ○ 3 days
    - ○ 4 days
    - ○ 100% telework
    - ○ N/A – Doesn't apply to my position
    - ○ Prefer not to say

41. 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
    - ○ Prefer not to say

42. Are you a supervisor?
    - ○ Yes
    - ○ No
    - ○ Prefer not to say

43. In which county do you work a majority of the time? *(teleworkers select home county if you spend most of your time working from home)*
    - ○ All counties listed
    - ○ Out of state
    - ○ Prefer not to say

44. What is your age?
    - ○ Under 18
    - ○ 18 to 24
    - ○ 25 to 34
    - ○ 35 to 44
    - ○ 45 to 54
    - ○ 55 to 64
    - ○ 65+
    - ○ Prefer not to say

45. What is your gender identity?
    - ○ Female
    - ○ Male
    - ○ Non-binary/X
    - ○ Prefer not to say

46. Do you identify as LGBTQ+?
    - ○ Yes
    - ○ No
    - ○ Prefer not to say

47. What race and/or ethnicity do you consider yourself? *(select all that apply)*
    - ○ American Indian or Alaska Native
    - ○ Asian
    - ○ Black or African American
    - ○ Hispanic or Latino
    - ○ Middle Eastern or North African
    - ○ Pacific Islander
    - ○ White
    - ○ Another race or ethnicity
    - ○ Prefer not to say

48. Are you a U.S. Veteran?
    - ○ Yes
    - ○ No
    - ○ Prefer not to say

49. Do you identify as having a disability*?
    - ○ Yes
    - ○ No
    - ○ Prefer not to say

You may identify as having a disability if you have a condition that affects how you interact with and/or perceive your environment. Some examples: Autism Spectrum Disorder, Autoimmune Disorders (Lupus, HIV/AIDS, etc.), Psychiatric Conditions, (Depression, Anxiety, etc.), Physical Conditions (low vision/Blindness, hearing-loss, Heart Disease, Diabetes, Crohn's Disease, Missing Limbs, or Partially Missing Limbs.), Intellectual Disability, Nervous System Conditions (Parkinson's disease, Multiple Sclerosis, etc.
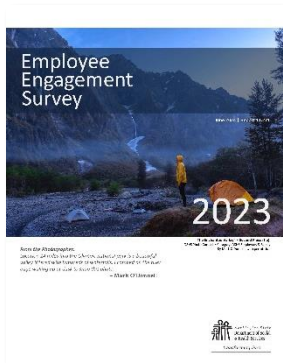
2023 DSHS Employee Engagement Survey

APPENDIX B

Standard Statistical Report

2023 DSHS Employee Engagement Survey

for
Department of Social and Health Services
DSHS - Weighted Analysis

Washington State
Department of Social
& Health Services
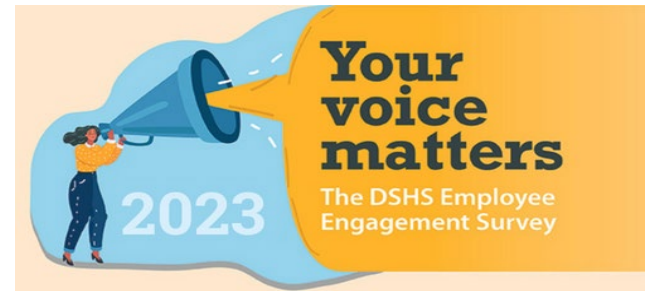
Statistical Report

DSHS Employee Survey - Oct/Nov 2023

DSHS - Weighted

Number Respondents: 12,136

	STATEWIDE QUESTIONS	Number of Responses						Average[1]	Percent Positive[2]
		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Missing		
1	I regularly receive appropriate recognition when I do a good job.	19%	39%	20%	13%	8%	90	**3.48**	**58%**
2	I feel valued as an employee at my agency.	19%	40%	19%	13%	9%	106	**3.47**	**59%**
3	I am appropriately involved in decisions that affect my work.	12%	35%	24%	18%	11%	308	**3.20**	**47%**
4	In my team, it feels safe to take social risks (such as asking questions, making mistakes, highlighting problems).	28%	41%	14%	10%	7%	316	**3.74**	**69%**
5	I feel as if I belong at my agency.	21%	41%	23%	8%	6%	363	**3.64**	**63%**
6	I receive the information and communication I need to do my job effectively.	15%	44%	20%	13%	6%	370	**3.49**	**60%**
7	I have a clear understanding of what is expected of me.	24%	52%	14%	7%	3%	427	**3.86**	**76%**
8	I would recommend my agency as a great place to work.	22%	37%	25%	9%	7%	424	**3.57**	**59%**
9	Overall, I am satisfied with my agency as a place to work.	22%	43%	19%	10%	6%	475	**3.65**	**65%**
10	I am proud to work for my agency.	28%	41%	22%	6%	4%	486	**3.83**	**69%**
11	I rarely think about looking for a new job with another employer.	21%	28%	21%	18%	12%	521	**3.27**	**49%**
12	My agency provides me with the opportunity for learning and development.	20%	43%	21%	10%	6%	530	**3.62**	**63%**
13	I have opportunities for advancement in my agency.	15%	38%	25%	14%	9%	582	**3.36**	**52%**
14	I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	21%	51%	15%	9%	4%	562	**3.77**	**72%**
15	I have the training I need to do my job effectively.	19%	50%	18%	9%	4%	605	**3.72**	**69%**
16	My immediate supervisor is a good leader.	46%	31%	13%	5%	5%	615	**4.09**	**77%**
17	My immediate supervisor creates an environment of openness and trust.	45%	32%	13%	6%	5%	655	**4.05**	**77%**
18	My immediate supervisor treats me with respect.	53%	32%	9%	3%	3%	642	**4.29**	**85%**
19	Senior leadership at my agency are genuinely committed to attracting, developing, and keeping a diverse work force.	21%	36%	26%	9%	9%	725	**3.51**	**57%**
20	Senior leadership at my agency demonstrate inclusion (through leadership, communications, participating in related activities, etc.).	20%	37%	26%	9%	9%	701	**3.50**	**57%**
21	Senior leadership at my agency do a good job of communicating the reasons behind important changes that are made.	13%	32%	25%	17%	13%	769	**3.16**	**46%**
22	I feel supported during organizational change at this agency.	12%	31%	31%	15%	11%	775	**3.19**	**43%**
23	I can see a clear link between my work and my agency's vision.	21%	45%	20%	8%	5%	776	**3.69**	**66%**

[1]Average where "Strongly Agree"=5, and "Strongly Disagree"=1. Does not include missing data.

[2]Percent answering "Strongly Agree" or "Agree." Does not include missing data.

† Weighted numbers adjusted to population totals.

Statistical Report - Continued

DSHS Employee Survey - Oct/Nov 2023   Number Respondents: 12,136

DSHS - Weighted

STATEWIDE TELEWORK QUESTION	Number of Responses							Average[1]	Percent Positive[2]
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Doesn't Apply to My Position	Missing		
24 I am satisfied with my telework and remote work opportunities.	48%	24%	13%	7%	7%	3,770	862	**3.99**	**72%**

STATEWIDE PEAR QUESTIONS	Number of Responses						Average[1]	Percent Positive[2]
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Missing		
25 My agency demonstrates a commitment to pro-equity and anti-racism (through policies, practices, and actions).	27%	45%	20%	5%	4%	831	**3.86**	**72%**
26 My agency empowers me to take pro-equity anti-racism (PEAR) actions in the workplace.	24%	43%	26%	4%	3%	891	**3.79**	**66%**

DSHS QUESTIONS	Number of Responses						Average[1]	Percent Positive[2]
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Missing		
27 In general, I am satisfied with my job.	23%	46%	17%	9%	5%	839	**3.74**	**69%**
28 I find meaning in my work.	33%	48%	13%	4%	3%	852	**4.04**	**81%**
29 People are treated fairly in my work group.	25%	39%	17%	10%	8%	834	**3.62**	**64%**
30 I am encouraged to come up with better ways of doing things.	21%	40%	22%	11%	6%	894	**3.59**	**61%**
31 I am satisfied with my flexibility (the ability to adjust scheduled hours as needed).	39%	34%	12%	8%	7%	910	**3.89**	**73%**

[1]Average where "Strongly Agree"=5, and "Strongly Disagree"=1. Does not include missing data or Doesn't Apply.

[2]Percent answering "Strongly Agree" or "Agree." Does not include missing data or Doesn't Apply.

† Weighted numbers adjusted to population totals.

DSHS IT QUESTION	

32 When thinking about IT, what changes would most improve your ability to do your job? (Select top 3)

		Percent Selecting
A	More information about how to use our IT tools (such as Teams, Outlook, and Excel), what they can do, and how they can help my work	**43%**
B	Greater access to available IT tools across DSHS	**31%**
C	More communication about technology changes in DSHS	**27%**
D	Quicker resolution of IT issues	**31%**
E	More tools (such as accessibility checkers and mobile-enabled tools) to improve accessibility for staff and clients, including people with disabilities	**27%**
F	IT specialists using clear and easily understandable language when speaking with me	**18%**
G	Other	**19%**

	DSHS JUSTICE SUPPLEMENT	Number of Responses							Average[1]	Percent Positive[2]
		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure	Missing		
33	I know the steps to take if I observe or experience discrimination or harassment at work.	32%	52%	9%	4%	2%		1,208	**4.08**	**85%**
34	Managers and other leaders take action when discrimination or harassment occurs in my workplace.	25%	35%	25%	8%	7%	4,216	1,262	**3.63**	**60%**
35	I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my workplace.	22%	41%	19%	11%	8%	1,225	1,262	**3.58**	**62%**

[1]Average where "Strongly Agree"=5, and "Strongly Disagree"=1. Does not include missing data or Not Sure

[2]Percent answering "Strongly Agree" or "Agree." Does not include missing data or Not Sure

† Weighted numbers adjusted to population totals.

**Questions Ordered by Highest to Lowest
Percent Positive (Agree or Strongly Agree)**

Question	Percent
18. Treated with respect	85%
33. Know steps to address discrimination	85%
28. Meaning in work	81%
16. Supervisor is good leader	77%
17. Environment of trust	77%
7. Clear expectations	76%
31. Satisfaction with flexibility	73%
24. Satisfaction with telework	72%
14. Resources to do job	72%
25. Agency demonstrates pro-equity anti-racism	72%
15. Training to do job	69%
4. Safe to take risks	69%
27. Satisfied with job	69%
10. Proud to work for agency	69%
23. Work linked to agency vision	66%
26. Pro-equity anti-racism actions encouraged	66%
9. Satisfied with agency	65%
29. Fair treatment	64%
12. Learning and development	63%
5. Feel like I belong	63%
35. Similar access to advancement as others	62%
30. Better ways encouraged	61%
34. Leaders address discrimination	60%
6. Receive info to do job	60%
2. Valued as employee	59%
8. Would recommend agency	59%
1. Recognition received	58%
19. Leadership committed to diversity	57%
20. Leadership demonstrate inclusion	57%
13. Opportunities for advancement	52%
11. Rarely look for new job	49%
3. Involved in decisions	47%
21. Leadership communicate change	46%
22. Supported during change	43%

Questions Ordered by Highest to Lowest
Percent Negative (Disagree or Strongly Disagree)

Question	Percent
11. Rarely look for new job	30%
21. Leadership communicate change	30%
3. Involved in decisions	29%
22. Supported during change	26%
13. Opportunities for advancement	22%
2. Valued as employee	22%
1. Recognition received	21%
6. Receive info to do job	20%
29. Fair treatment	19%
35. Similar access to advancement as others	19%
20. Leadership demonstrate inclusion	18%
19. Leadership committed to diversity	18%
30. Better ways encouraged	17%
4. Safe to take risks	17%
8. Would recommend agency	16%
12. Learning and development	16%
9. Satisfied with agency	16%
31. Satisfaction with flexibility	15%
34. Leaders address discrimination	15%
5. Feel like I belong	14%
24. Satisfaction with telework	14%
27. Satisfied with job	13%
23. Work linked to agency vision	13%
14. Resources to do job	13%
15. Training to do job	12%
17. Environment of trust	11%
7. Clear expectations	10%
16. Supervisor is good leader	10%
10. Proud to work for agency	10%
25. Agency demonstrates pro-equity anti-racism	9%
26. Pro-equity anti-racism actions encouraged	7%
28. Meaning in work	7%
18. Treated with respect	6%
33. Know steps to address discrimination	6%

Chart C

Comparison to All State Employees
Percent Positive (Agree or Strongly Agree)

Legend: ■ All DSHS ■ All State Employees

#	Item	All DSHS	All State Employees
1	Recognition received	58%	64%
2	Valued as employee	59%	63%
3	Involved in decisions	47%	56%
4	Safe to take risks	69%	73%
5	Feel like I belong	63%	66%
6	Receive info to do job	60%	63%
7	Clear expectations	76%	75%
8	Would recommend agency	59%	63%
9	Satisfied with agency	65%	68%
10	Proud to work for agency	69%	71%
11	Rarely look for new job	49%	51%
12	Learning and development	63%	69%
13	Opportunities for advancement	52%	51%
14	Resources to do job	72%	74%
15	Training to do job	69%	71%
16	Supervisor is good leader	77%	78%
17	Environment of trust	77%	79%
18	Treated with respect	85%	86%
19	Leadership committed to diversity	57%	59%
20	Leadership demonstrate inclusion	57%	59%
21	Leadership communicate change	46%	48%
22	Supported during change	43%	48%
23	Work linked to agency vision	66%	69%
24	Satisfaction with telework	72%	76%
25	Agency demonstrates pro-equity anti-racism	72%	72%
26	Pro-equity anti-racism actions encouraged	66%	66%

Statewide Data As Of December 28, 2023

Comparison to Previous Employee Surveys - Percent Positive[1]

DSHS Employee Survey - Oct/Nov 2023
DSHS - Weighted

		2007	2009	2011	2013	2015	2017	2019	2021	2022 spot check	2023	Change 07 - 23	Change 21 - 23
	N =	9,556	9,331	7,884	8,463	10,684	12,577	13,067	10,168	8,112	12,136		
1	I regularly receive appropriate recognition when I do a good job.	51%	50%	48%	51%	55%	57%	56%	59%	59%	58%	7%	0%
3	I am appropriately involved in decisions that affect my work.	53%	50%	47%	52%	55%	57%	56%	54%	55%	47%	-6%	-7%
7	I have a clear understanding of what is expected of me.	85%	87%	87%	88%	88%	88%	87%	85%	86%	76%	-9%	-9%
8	I would recommend my agency as a great place to work.	N/A	N/A	N/A	N/A	N/A	62%	60%	55%	59%	59%	N/A	4%
14	I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	64%	68%	65%	68%	67%	69%	68%	66%	70%	72%	8%	6%
18	My immediate supervisor treats me with respect.	80%	82%	82%	83%	85%	85%	85%	86%	89%	85%	5%	0%
24	I am satisfied with my telework and remote work opportunities.	N/A	N/A	N/A	N/A	N/A	39%	48%	65%	74%	72%	N/A	7%
26	My agency empowers me to take pro-equity anti-racism (PEAR) actions in the workplace.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	66%	66%	N/A	N/A
27	In general, I am satisfied with my job.	67%	67%	62%	68%	68%	71%	69%	64%	70%	69%	3%	5%
28	I find meaning in my work.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	79%	79%	81%	N/A	2%
29	People are treated fairly in my work group.	N/A	N/A	N/A	N/A	N/A	67%	64%	69%	72%	64%	N/A	-5%
30	I am encouraged to come up with better ways of doing things.	52%	51%	45%	47%	51%	53%	52%	51%	50%	61%	9%	10%
31	I am satisfied with my flexibility (the ability to adjust scheduled hours as needed).	N/A	N/A	N/A	N/A	N/A	64%	60%	66%	70%	73%	N/A	7%

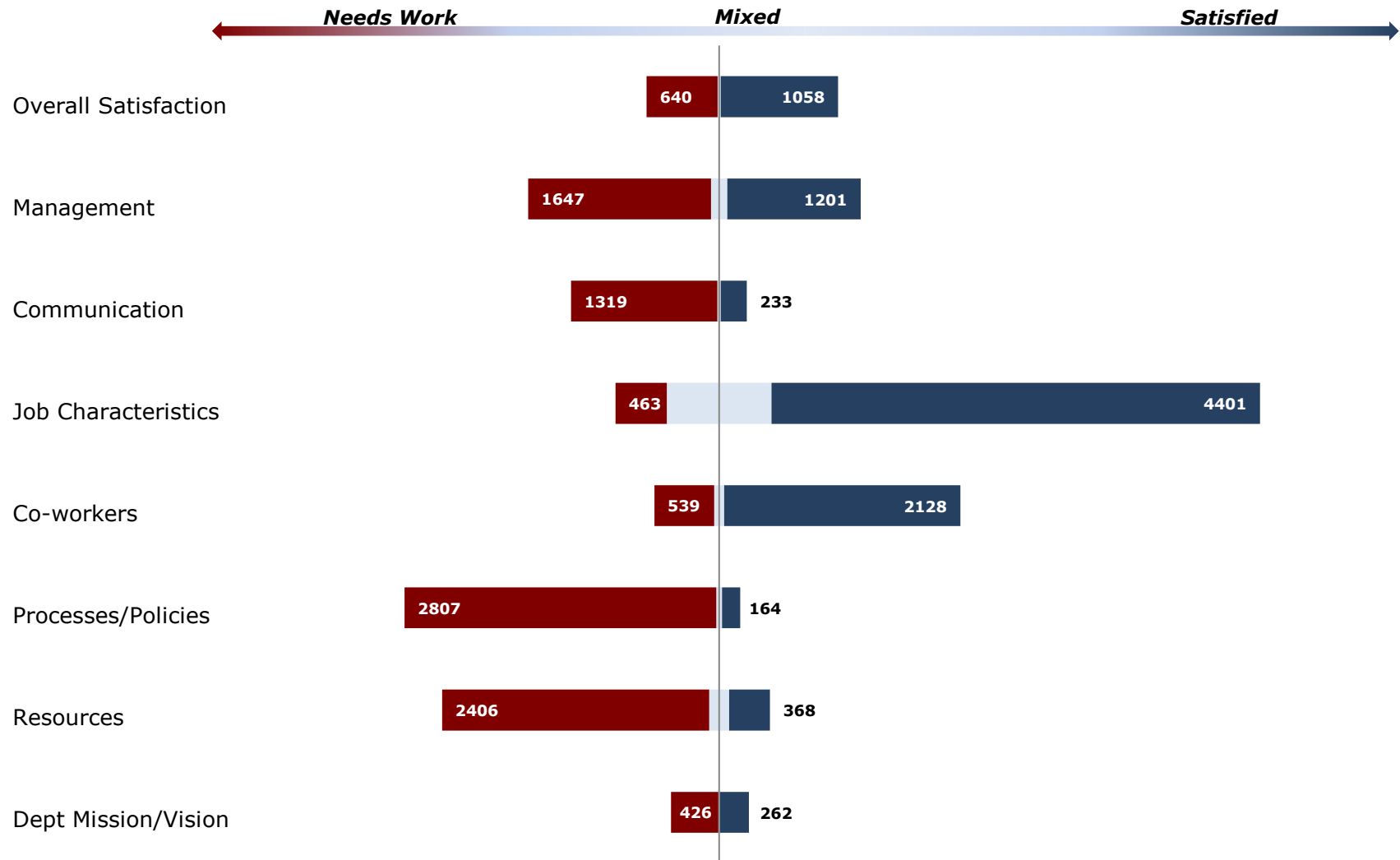**New Questions/ Response Scale in 2023**

Interpret trends with caution

* State Human Resources released a new set of questions with new response options in 2023. Trends for the most comparable items are reported here for historical context.

* Comparisons between 2023 and previous years may not be valid, so tests of statistical significance are not reported.

* The response scale changed from frequency ("1 - Never or Almost Never" to "5 - Always or Almost Always") to agreement ("1 - Strongly Disagree" to "5 - Strongly Agree") in 2023.

[1]For 2022 and prior, percent answering "Almost Always or Always" or "Usually." For 2023, percent answering "Strongly Agree" or "Agree." Does not include Doesn't Apply or missing data.
If a question was not asked in a year, that year is marked "N/A."
"Spot-check" even-year survey data are only available at the Administration/Large Division level. 2022 column will be blank for lower-level work groups.

Major Comment Themes - Number of Respondents Who Made Comments

Needs Work   *Mixed*   *Satisfied*

Theme	Needs Work	Satisfied
Overall Satisfaction	640	1058
Management	1647	1201
Communication	1319	233
Job Characteristics	463	4401
Co-workers	539	2128
Processes/Policies	2807	164
Resources	2406	368
Dept Mission/Vision	426	262

Narrative Comments Report

DSHS Employee Survey - Oct/Nov 2023
DSHS - Unweighted

7,687 of 12,136 Respondents Made Comments

MAJOR THEMES AND SUBTHEMES[1]		Total #[2]	Total %[3]	Satisfied #[2]	Satisfied %[3]	Needs Work #[2]	Needs Work %[3]	Mixed #[2]	Mixed %[3]	Other[4] #[2]	Other[4] %[3]
Overall Satisfaction		1,733	23%	1,058	14%	640	8%	28	0%	7	0%
Morale/Overall Satisfaction	GS	1,011	13%	579	8%	379	5%	46	1%	7	0%
None/Nothing	GN	439	6%	399	5%	36	0%	4	0%	0	0%
Wellbeing and Mental Health	GW	568	7%	216	3%	325	4%	27	0%	0	0%
Management		2,995	39%	1,201	16%	1,647	21%	146	2%	1	0%
Courtesy & Respect	MC	365	5%	120	2%	240	3%	5	0%	0	0%
Support/Mentoring/Availability	MS	1,108	14%	608	8%	458	6%	42	1%	0	0%
Recognition/Awards	MR	393	5%	113	1%	266	3%	14	0%	0	0%
Fairness	MF	540	7%	25	0%	510	7%	5	0%	0	0%
Other Management Issues	MO	1,931	25%	780	10%	1,000	13%	147	2%	4	0%
Communication		1,584	21%	233	3%	1,319	17%	31	0%	1	0%
Managers Provide Information	CI	770	10%	72	1%	685	9%	13	0%	0	0%
Management Listens/Includes	CL	709	9%	148	2%	533	7%	28	0%	0	0%
Other/General Communication	CO	438	6%	62	1%	364	5%	11	0%	1	0%
Job Characteristics		5,810	76%	4,401	57%	463	6%	943	12%	3	0%
Helping Clients/Meaningful Work	JH	2,854	37%	2,845	37%	5	0%	3	0%	1	0%
Work Schedule	JS	1,128	15%	618	8%	447	6%	62	1%	1	0%
Telework	JT	1,593	21%	1,170	15%	306	4%	111	1%	6	0%
Want more telework	JTW	284	4%			284	4%				
Workload	JW	532	7%	21	0%	505	7%	6	0%	0	0%
Autonomy and Growth	JA	977	13%	804	10%	145	2%	27	0%	1	0%
Other Aspects of Job	JO	2,027	26%	1,853	24%	115	1%	55	1%	4	0%
Co-workers		2,757	36%	2,128	28%	539	7%	89	1%	1	0%
Competence, Accountability	WC	753	10%	314	4%	410	5%	28	0%	1	0%
Teamwork, Support	WT	2,444	32%	2,063	27%	251	3%	129	2%	1	0%
Processes/Policies		3,027	39%	164	2%	2,807	37%	53	1%	3	0%
Personnel Policies	PP	973	13%	90	1%	857	11%	25	0%	1	0%
Discrimination/Harassment	PD	242	3%	4	0%	234	3%	3	0%	1	0%
Staff Safety	PF	206	3%	21	0%	177	2%	8	0%	0	0%
General Process/Policies	PG	2,244	29%	106	1%	2,042	27%	94	1%	2	0%
Resources		2,959	38%	368	5%	2,406	31%	179	2%	6	0%
Facilities, Parking, Environment	RF	318	4%	59	1%	249	3%	9	0%	1	0%
Pay/Benefits for Employee	RP	1,035	13%	316	4%	661	9%	56	1%	2	0%
Staffing	RS	758	10%	15	0%	735	10%	7	0%	1	0%
Training	RT	957	12%	105	1%	818	11%	32	0%	2	0%
IT Resources	RI	480	6%	44	1%	421	5%	13	0%	2	0%
Other Resources	RO	284	4%	37	0%	246	3%	1	0%	0	0%
Dept Mission/Vision		705	9%	262	3%	426	6%	14	0%	3	0%
Mission, Vision, Values	DM	282	4%	188	2%	84	1%	10	0%	0	0%
EDAI	DE	497	6%	94	1%	367	5%	33	0%	3	0%
Other		292	4%	24	0%	106	1%	0	0%	162	2%

[1] Major themes (in blue rows) are rollups of the subthemes listed below. They are unduplicated - not the total of the numbers below. I.e, a person who made "Satisfied" comments in both "Staffing" and "Training" is counted only once in the "Resources" row. A person who has a "Satisfied" comment in the "Staffing" row and "Needs Work" in the "Training" row would be counted as a "Mixed" comment in the "Resources" row.

[2] All # columns show how many persons made any mention of this theme. Multiple comments on the same theme by a single person are only counted once in that theme row. A person with both "Satisfied" and "Needs Work" comments on the same theme is counted in the "Mixed" column.

[3] Respondents who commented as a percentage of the total number of respondents who made narrative comments.

[4] Comments with neutral or unknown sentiment.
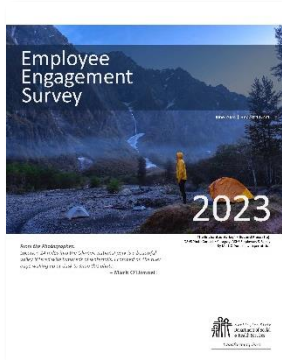
APPENDIX C

Categories for Coding Narrative Comments

Categories for Coding Narrative Comments

Code	Definition
Communication	
CI	Providing **information**; holding meetings (by management/supervisor or leadership). Management transparency. Communicating clear expectations.
CL	**Listening** to staff; including in decisions; encouraging feedback; asks staff opinion; open-door policy to encourage talk (by management, supervisor, or leadership).
CO	**Other**/general communication: includes communication between sections and offices; staff meetings/brainstorming sessions.
Manager Behaviors	
MC	**Courtesy** and respect (how they treat staff).
MS	**Support**; mentoring; consultation; oversight; responsiveness; planning; problem-solving; availability; understanding; caring; give job feedback; answers questions; do staff evaluations.
MR	**Recognize**/reward good work; positive words/praise/encouragement, value/respect what staff does.
MF	**Fair treatment**; favoritism; inequitable work distribution; retaliation.
MO	**Other**/general management: Personal characteristics (like integrity, honesty); behavior; trustworthiness/trusts staff; competence; skills; knowledge; understand field/knows what's going on in field; punitive; specific stories about managers or supervisors; should replace them; like/dislike them.
Processes/Policies	
PP	**Personnel (HR) processes/policies:** Hiring/promotions/advancement; nepotism, cronyism; disciplinary actions; firing/removal/RIFs; evaluate/upgrade position.
PD	**Client/staff discrimination** based on age, race, color, creed, gender, sexual orientation, gender identity or expression, religion, national origin, veteran or military status, marital status, disability, sex, or any other characteristics that is protected by law; sexual harassment, bullying, even if not based on protected status.
PF	**Staff safety,** includes safety concerns related to COVID-19.
PG	**Work processes/policies, including** service delivery, reasonable/unreasonable expectations, specific programs/processes, IT staff/contractors, want new policies/processes (e.g. office recycling, child care, scent-free workplace, etc.), LEAN policy/practices.
Job Characteristics	
JH	**Helping**: purpose-driven work; deriving meaning from helping others.
JS	Work **Schedule/location**: ability to work part-time/job share/earn overtime, scheduled vacation and days off.
JT	**Telework/remote work/work-from-home (WFH);** fully (100%) remote or partial (hybrid). Includes comparison to in-office work.
JW	**Workload**: too high/too demanding; big variations or differences in amount of work (time for tasks); caseload size.
JA	**Opportunities for autonomy, learning and growth**; independence; setting own priorities; able to be innovative/creative; use own judgment; no micromanagement.
JO	**Other:** Characteristics of job that employee likes or dislikes: job is challenging/stressful; like or dislike doing specific tasks or processes; offers opportunities/challenges/flexibility/variety of tasks; dealing with changes and uncertainty. Proud of accomplishments; good at job.
Co-Workers	
WC	**Competence**; skills; professionalism; integrity; knowledge (includes getting rid of incompetent workers); work ethic/dedicated; individual accountability; how treats/cares about clients; abuses leave.
WT	**Teamwork**; mutual support; learning from peers; doing share; staff relationships/workgroup atmosphere, general attitudes or feelings about co-workers, teambuilding.

|	**Resources**	
RF	**Facilities:** Parking; environment; location/length of commute; building maintenance/temperature/lighting; configuration of space.
RP	**Pay and benefits** for DSHS employees; requests for monetary incentives/recognition awards; overtime pay. Job security ("glad to have a job.")
RS	**Staffing:** Fill vacancies; high turnover/retention; understaffing; need for support/intermittent staff.
RT	**Training:** Includes cultural/diversity training; mentoring/job shadow programs; workshops/conferences/seminars; use of "job coach." Formal/organized education.
RI	**IT (Information Technology)-related resources;** computers/software purchased/leased, information systems. Includes MS Teams, other collaboration software, webserver/wi-fi (office), improve/like agency-specific tech, improve existing tech/IT programs/systems.
RO	**Other** things staff need: supplies; phones; equipment/tools; furniture; interpreters; state cars, resources for clients, want remote-work resources (e.g. printer, wi-fi, etc.).

	Overall Satisfaction
GS	**Satisfaction/dissatisfaction with workplace or job**; morale; general office environment/atmosphere/culture.
GN	**"None." "Nothing." "Not much."** or **"Can't think of anything"** in response to narrative question.
GW	Comments about **well-being/mental health:** emotional impacts of work environment, work-life balance, burnout.

	DSHS Mission/Vision
DM	**Like/dislike the agency's or organization's mission/goals/vision/priorities/success measures/strategic plan.**
DE	**Equity, Diversity, Access and Inclusion (EDAI);** pro-active equity anti-racist (PEAR) goals/initiatives, trainings within DSHS/individual divisions, comments about initiatives being necessary/unnecessary.

	Other
O	**Other.** Did not fit other categories, references to the past (survey/jobs), leaving/retiring soon, mention courts/legislature/governor/etc., comments about this survey
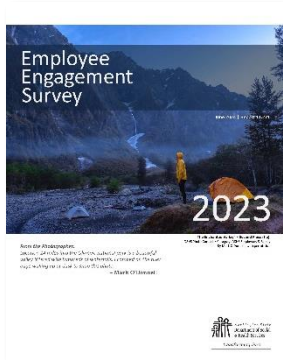
2023 DSHS Employee Engagement Survey

APPENDIX D

Modeling Employee Engagement

Modeling Employee Engagement

What Predicts Job Satisfaction and Promoting DSHS as an Employer of Choice?

In 2023, almost 7 of 10 DSHS employees (69%) said that they are generally satisfied with their jobs and fewer than 6 of 10 (59%) said they would recommend their agency as a great place to work.

To help leadership identify potential levers to improve employee engagement, we calculated logistic regression models to predict the independent contributions of each survey question, while controlling for the effects of all other factors. In the logistic regression model, the probability of a binary outcome variable (positive responses for job satisfaction and recommending the agency) is evaluated according to the effects of a set of predictors (the core set of survey questions, coded as positive vs. other responses). We selected this method because it is most appropriate for the analysis of binary variables and because the correlations between responses were too high to justify linear regression techniques.

The top predictor of general job satisfaction in 2023 is finding meaning in work. All other things being equal, employees who strongly agreed or agreed that they find their work meaningful were over five times more likely to be satisfied with their jobs than employees who did not agree. Similarly, employees who said that they feel like they belong at their agency are 2.6 times more likely than other employees to be satisfied with their job. The third strongest predictor of job satisfaction is feeling valued as an employee. Rounding out the top five predictors are agreeing that people are treated fairly in their workgroup and being involved in decisions that affect their work.

The top three predictors of recommending the agency as a great place to work are the same as the predictors of job satisfaction, though in a different order. The top predictor of recommending the agency is feeling a sense of belonging, with employees who feel like they belong being almost three times as likely as other employees to recommend the agency. This is followed by feeling valued as an employee and finding work meaningful. In addition, feeling supported during change and receiving the information one needs to do their job are also to predictors of recommending the agency as a great place to work.

Top 5 predictors of job satisfaction and recommending the agency, with relative odds

Job Satisfaction	Would Recommend Agency
Find meaning in work (5.30)	Feel like I belong (2.99)
Feel like I belong (2.63)	Valued as employee (2.63)
Valued as employee (2.29)	Find meaning in work (2.03)
Fair treatment (1.79)	Supported during change (1.81)
Involved in decisions (1.54)	Receive information to do job (1.59)

About this Analysis

As in the other analyses in this report, responses on each question were coded as 1 for responses of "Strongly Agree" and "Agree" and other valid responses were coded as 0. The full logistic regression models are shown on the following pages. To isolate the effects of each standard question on employee engagement as operationalized by job satisfaction and recommending DSHS as an employer, models excluded overlapping indicators of employee engagement (satisfaction with the agency, proud to work for the agency, and rarely look for a new job).

The model results are expressed as *odds ratios*, which indicate the relative likelihood of a positive response for engagement given a positive response on each predictor, while controlling for the effects of all other predictors. For example, the odds ratio for "I find meaning in my work" in the model of job satisfaction is 5.30. This means that all other things being equal, respondents who find meaning in their work were more than five times as likely than other employees to be satisfied with their jobs. Each odds ratio is shown with 95% confidence intervals. All items listed are statistically significant at $p < .05$ unless otherwise indicated.

Logistic regression results: "In general, I'm satisfied with my job"
Model Chi-squared = 17,323,57 (df = 58), p < .001

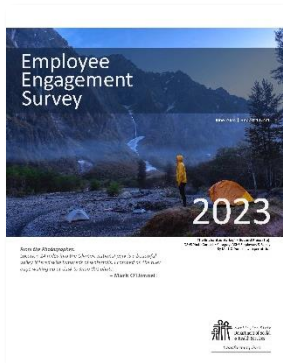|	ODDS RATIO	LOWER 95% CI	UPPER 95% CI
I find meaning in my work.	5.30	4.71	5.98
I feel as if I belong at my agency.	2.63	2.36	2.93
I feel valued as an employee at my agency.	2.29	2.02	2.59
People are treated fairly in my work group.	1.79	1.60	2.00
I am appropriately involved in decisions that affect my work.	1.54	1.37	1.74
I feel supported during organizational change at this agency.	1.47	1.27	1.70
I am satisfied with my flexibility (the ability to adjust scheduled hours as needed).	1.40	1.24	1.57
I have a clear understanding of what is expected of me.	1.37	1.22	1.54
I have the training I need to do my job effectively.	1.33	1.19	1.48
I am encouraged to come up with better ways of doing things.	1.32	1.19	1.47
I receive the information and communication I need to do my job effectively.	1.28	1.14	1.44
My agency provides me with the opportunity for learning and development.	1.27	1.14	1.42
I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	1.25	1.11	1.39
Senior leadership at my agency are genuinely committed to attracting, developing, and keeping a diverse work force.	1.24	1.08	1.42
I am satisfied with my telework and remote work opportunities.	1.24	1.09	1.40
My immediate supervisor is a good leader.	1.22	1.04	1.43
I have opportunities for advancement in my agency.	1.19	1.06	1.34
My immediate supervisor treats me with respect.	1.19	1.01	1.40
I can see a clear link between my work and my agency's vision.	1.12	1.00	1.25
I regularly receive appropriate recognition when I do a good job.	1.11[NS]	0.99	1.25
I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my workplace.	1.11	0.98	1.25
Senior leadership at my agency do a good job of communicating the reasons behind important changes that are made.	1.09[NS]	0.95	1.25
I know the steps to take if I observe or experience discrimination or harassment at work.	1.08	0.95	1.23
My immediate supervisor creates an environment of openness and trust.	1.07	0.91	1.25
Managers and other leaders take action when discrimination or harassment occurs in my workplace.	1.04[NS]	0.92	1.18
My agency demonstrates a commitment to pro-equity and anti-racism (through policies, practices, and actions).	1.03	0.90	1.17
Senior leadership at my agency demonstrate inclusion (through leadership, communications, participating in related activities, etc.).	0.96[NS]	0.83	1.10
In my team, it feels safe to take social risks (such as asking questions, making mistakes, highlighting problems).	0.94[NS]	0.84	1.06
My agency empowers me to take pro-equity anti-racism (PEAR) actions in the workplace.	0.83	0.73	0.94

[NS] Odds ratio is not statistically significant.

RESULTS. Would Recommend Agency

Logistic regression results: "I would recommend my agency as a great place to work"
Model Chi-squared = 15,416.23 (df = 58), p < .001

	ODDS RATIO	LOWER 95% CI	UPPER 95% CI
I feel as if I belong at my agency.	2.99	2.71	3.31
I feel valued as an employee at my agency.	2.63	2.36	2.94
I find meaning in my work.	2.03	1.79	2.31
I feel supported during organizational change at this agency.	1.81	1.60	2.04
I receive the information and communication I need to do my job effectively.	1.59	1.43	1.77
Senior leadership at my agency are genuinely committed to attracting, developing, and keeping a diverse work force.	1.41	1.25	1.60
Senior leadership at my agency do a good job of communicating the reasons behind important changes that are made.	1.41	1.26	1.59
I can see a clear link between my work and my agency's vision.	1.41	1.26	1.56
My immediate supervisor is a good leader.	1.38	1.18	1.61
People are treated fairly in my work group.	1.33	1.20	1.49
Managers and other leaders take action when discrimination or harassment occurs in my workplace.	1.32	1.18	1.49
I have opportunities for advancement in my agency.	1.28	1.15	1.42
My agency demonstrates a commitment to pro-equity and anti-racism (through policies, practices, and actions).	1.28	1.13	1.45
My agency provides me with the opportunity for learning and development.	1.27	1.15	1.41
I am appropriately involved in decisions that affect my work.	1.25	1.13	1.39
Senior leadership at my agency demonstrate inclusion (through leadership, communications, participating in related activities, etc.).	1.24	1.09	1.40
I have a clear understanding of what is expected of me.	1.17	1.04	1.32
In my team, it feels safe to take social risks (such as asking questions, making mistakes, highlighting problems).	1.16	1.04	1.30
I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	1.14	1.02	1.27
I am satisfied with my telework and remote work opportunities.	1.12 [NS]	1.00	1.27
I am satisfied with my flexibility (the ability to adjust scheduled hours as needed).	1.09 [NS]	0.97	1.22
I have the training I need to do my job effectively.	1.05 [NS]	0.94	1.17
I am encouraged to come up with better ways of doing things.	1.04 [NS]	0.94	1.15
I know the steps to take if I observe or experience discrimination or harassment at work.	1.04 [NS]	0.91	1.18
I regularly receive appropriate recognition when I do a good job.	0.98 [NS]	0.88	1.09
My immediate supervisor creates an environment of openness and trust.	0.97 [NS]	0.83	1.15
My immediate supervisor treats me with respect.	0.97 [NS]	0.81	1.16
I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my workplace.	0.97 [NS]	0.86	1.09
My agency empowers me to take pro-equity anti-racism (PEAR) actions in the workplace.	0.96 [NS]	0.85	1.08

[NS] Odds ratio is not statistically significant.

2023 DSHS Employee Engagement Survey

APPENDIX E

Employee Perceptions of EDAI-PEAR

Employee Perceptions of EDAI-PEAR

Analysis of EDAI-PEAR questions by demographic group identifies a number of disparities. The table on the following page shows statistically significant differences for veteran status, disability, LGBTQ status, gender, and race-ethnicity. For each demographic group, respondents who skipped the question or selected "prefer not to say" were excluded from analysis. Each comparison is to respondents who are not a member of that group, e.g., employees who reported a disability compared to employees who reported not having a disability.

- Respondents who identified as having a disability were significantly less likely than others to agree with each of the five EDAI-PEAR questions, by 8 to 10 percentage points.
- There was only one significant difference between men and women, with men being more likely to say that people are treated fairly in their workgroup (74% for men vs. 68% for women). The number of nonbinary respondents was too small (n = 111) for confident statistical estimates, but this group was much less likely to agree with any of the statements (differences of 14 to 26 percentage points compared to those who identified as men or women).
- Respondents identifying as LGBTQ+ were significantly less likely to agree with each of the five statements, by 4 to 8 percentage points.
- Those who identified as veterans were less likely than others to agree that their agency is committed to PEAR, empowers employees to take PEAR actions, or that senior leadership demonstrates inclusion (differences of 5 to 6 percentage points).

There were also several differences by race-ethnicity. Employees could identify with more than one racial group, so comparisons are made between those with identify with the group and all other employees who provided valid responses to the question.

- Respondents who identified as American Indian or Alaska Native (AIAN) were less likely than others to agree that their agency is committed to PEAR, that senior leadership is committed to diversity, or that senior leadership demonstrates inclusion (differences of 6 to 9 percentage points).
- Asian respondents were less likely than others to agree that senior leadership is committed to diversity or that senior leadership demonstrates inclusion (differences of 7 and 9 percentage points).
- Black respondents were less likely than others to agree that their agency is committed to PEAR, empowers employees to take PEAR actions, or that people are treated fairly in their workgroups (differences of 5 to 6 percentage points).
- White respondents were more likely than others to agree that their agency is committed to PEAR and less likely than others to agree that their agency empowers employees to take PEAR actions or that senior leadership demonstrates inclusion (differences of 4 percentage points in each case).

Percent answering "Agree" or "Strongly Agree" to EDAI and PEAR questions, by demographic groups (all differences shown are statistically significant at p < .01).

	Agency Commitment to PEAR	Agency Empowers PEAR Actions	People Treated Fairly In Work-Group	Senior Leadership Committed to Diversity	Senior Leadership Demonstrates Inclusion
DISABILITY					
Yes	68%	63%	62%	53%	53%
No	77%	71%	70%	62%	63%
GENDER*					
Female			68%		
Male			74%		
LGBTQ+					
Yes	69%	65%	66%	55%	55%
No	77%	71%	70%	62%	62%
RACE-ETHNICITY**					
American Indian or Alaska Native (AIAN)					
Yes	68%			56%	57%
No	77%			63%	63%
Asian					
Yes				69%	71%
No				62%	62%
Black or African American					
Yes	70%	66%	66%		
No	78%	72%	71%		
White					
Yes	78%			62%	62%
No	74%			66%	66%
VETERAN					
Yes	70%	64%			56%
No	76%	70%			61%

*Non-binary respondents were not included in statistical comparisons due to small numbers (n=111), but this group reported fewer positive responses on all items (14% - 26% lower than self-identified men and women).

**Employees could choose more than one racial group. This compares employees who checked that they belong to a group with those who did not.

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