



Human Resources Quarterly Report

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Overview of The Survey

Overview of the survey

- **12 Engagement Dimensions**
 - Each dimension represents 1 - 4 questions on the survey.
- **27 Likert Questions**
 - 5-point scale, Strongly Disagree – Strongly Agree
- **3 Follow-up Questions**
 - Intent to Stay
 - Equip Factors
 - Engagement
- **12 Demographic Questions**



Correlations and Comparisons

Name	Responses	Distribution	2023 Agency % Pos. Score	2024 WA State % Pos. Score
▶ Recognition		61% 23% 17%	68%	63%
▶ Involvement & Belonging		61% 20% 19%	67%	66%
▶ Communication		61% 22% 17%	71%	69%
▶ Engagement		60% 26% 14%	71%	67%
▶ Growth & Development		60% 22% 18%	63%	60%
▶ Equip Factors		68% 16% 16%	74%	73%
▶ Manager Effectiveness		77% 15% 8%	81%	78%
▶ Diversity		66% 20% 14%	74%	68%
▶ Change Management		43% 28% 29%	52%	47%
▶ Future Vision		65% 21% 14%	73%	69%
▶ Work/Life Balance		84% 9% 6%	84%	75%
▶ PEAR		73% 18% 8%	74%	70%

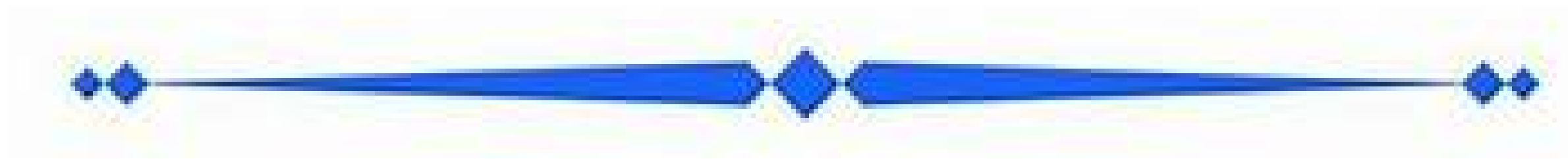
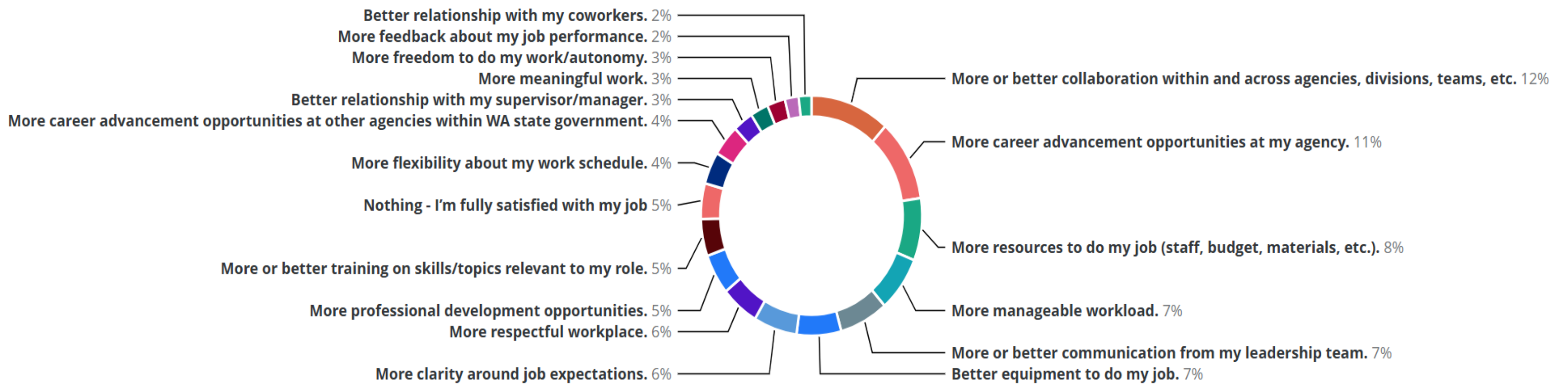
2024 Employee Engagement Survey - High-Level Results

		Responses	280
#	Liquor and Cannabis Board	Percent Positive	Average Score
Recognition		61%	
1	I regularly receive appropriate recognition when I do a good job.	63%	3.6
2	I feel valued as an employee of my agency/ institution.	58%	3.6
Involvement & Belonging		61%	
3	I am appropriately involved in decisions that affect my work.	52%	3.3
4	In my team, it feels safe to take social risks (such as asking questions, making mistakes, highlighting problems).	71%	3.8
5	I feel as if I belong at my agency/ institution.	56%	3.6
6	My job makes good use of my skills and abilities.	65%	3.7
Communication		61%	
7	I receive the information and communication I need to do my job effectively.	55%	3.5
8	I have a clear understanding of what is expected of me.	67%	3.7
Engagement		60%	
9	I would recommend my agency/ institution as a great place to work.	60%	3.6
10	Overall, I am satisfied with my agency/ institution as a place to work.	62%	3.6
11	I am proud to work for my agency/ institution.	57%	3.6
Growth & Development		60%	
12	My agency/ institution provides me with the opportunity for learning and development.	72%	3.9
13	I have opportunities for advancement in my agency/ institution.	48%	3.3
Equip Factors		68%	
14	I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.	66%	3.7
15	I have the training I need to do my job effectively.	69%	3.7
Manager Effectiveness		77%	
16	My immediate supervisor is a good leader.	75%	4.1
17	My immediate supervisor creates an environment of openness and trust.	79%	4.2
Diversity		66%	
18	My immediate supervisor treats me with respect.	87%	4.4
19	Senior leadership at my agency/ institution are genuinely committed to attracting, developing, and keeping a diverse work force.	56%	3.5
20	Senior leadership at my agency/ institution demonstrate inclusion (through leadership, communications, participating in related activities, etc.).	54%	3.5
Change Management		43%	
21	Senior leadership at my agency/ institution do a good job of communicating the reasons behind important changes that are made.	40%	3.0
22	I feel supported during organizational change at my agency/ institution.	46%	3.2
Future Vision		65%	
23	I can see a clear link between my work and my agency/ institution's vision.	65%	3.7
Work/Life Balance		84%	
24	I am satisfied with my telework and remote work opportunities.	88%	4.4
25	I can manage my job responsibilities in a way that enables healthy work-life balance.	81%	4.1
PEAR		73%	
26	My agency/ institution demonstrates a commitment to pro-equity and anti-racism (through policies, practices, and actions).	74%	3.9
27	My agency/ institution empowers me to take pro-equity anti-racism (PEAR) actions in the workplace.	72%	3.9

#	Dimensions & Questions						
Intent to Stay							
28	I intend to keep working at my agency/institution for...						
	Less than 30 days	6 months or less	Over 6 months, up to 1 year	Over 1 year, up to 3 years	Over 3 years, up to 5 years	Over 5 years	
	0%	4%	8%	26%	15%	46%	
Equip Follow-Up: Presented if answer was negative (SD/Disagree) to: Q14 I have access to the resources (e.g., materials, equipment, technology, etc.) I need to do my job effectively.							
29	Which of the following resources would most improve your work experience?					Response Count:	47
	Additional office supplies	Better safety equipment	Improved technology	Improved ergonomics	More support for home office	Additional staff	Other equipment needs
	0%	11%	43%	2%	4%	30%	11%
Engagement Follow-Up							
30	Which of the following would most improve your satisfaction with your job? (Select up to three)					Percent	
	Better relationship with my supervisor/manager.					3%	
	Better relationship with my coworkers.					2%	
	Better equipment to do my job.					7%	
	More feedback about my job performance.					2%	
	More clarity around job expectations.					6%	
	More career advancement opportunities at my agency.					11%	
	More career advancement opportunities at other agencies within WA state government.					4%	
	More or better collaboration within and across agencies, divisions, teams, etc.					12%	
	More flexibility about my work schedule.					4%	
	More freedom to do my work/autonomy.					3%	
More manageable workload.					7%		

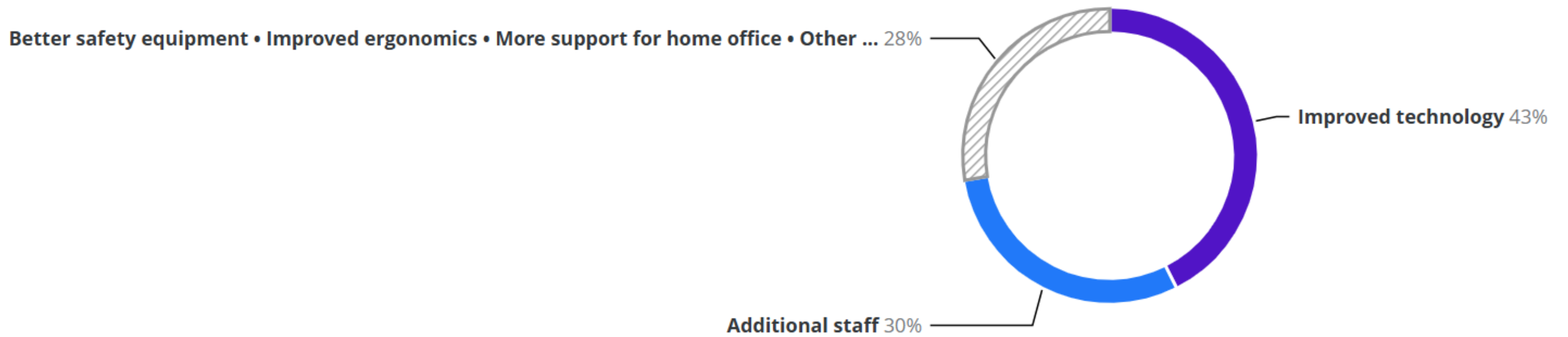
Engagement Follow-up

Engagement Follow-up : Which of the following would most improve your satisfaction with your job? (Select up to three)



Equip Factors Follow-up

Equip Factors Follow-up: Which of the following resources would most improve your work experience?





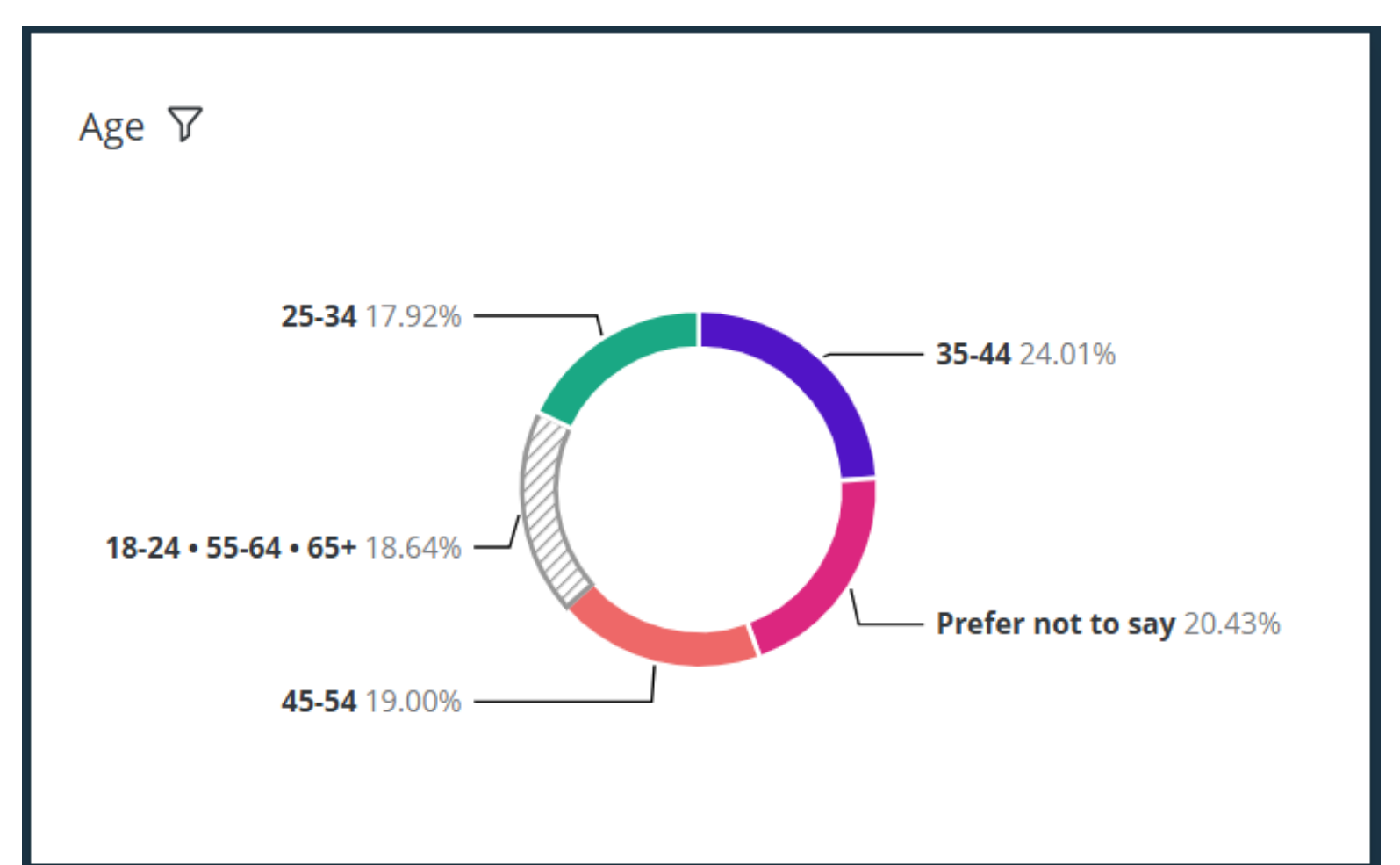
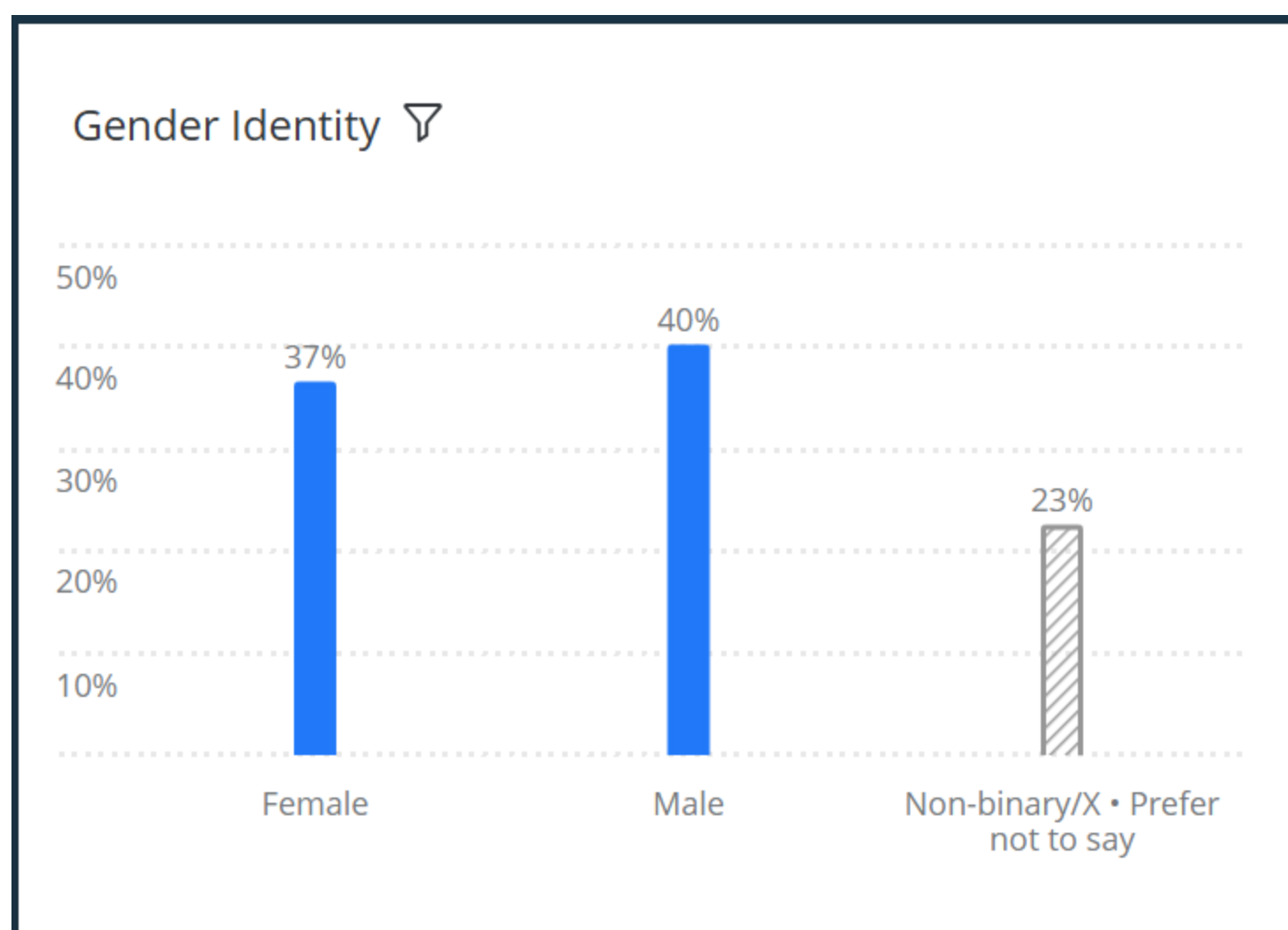
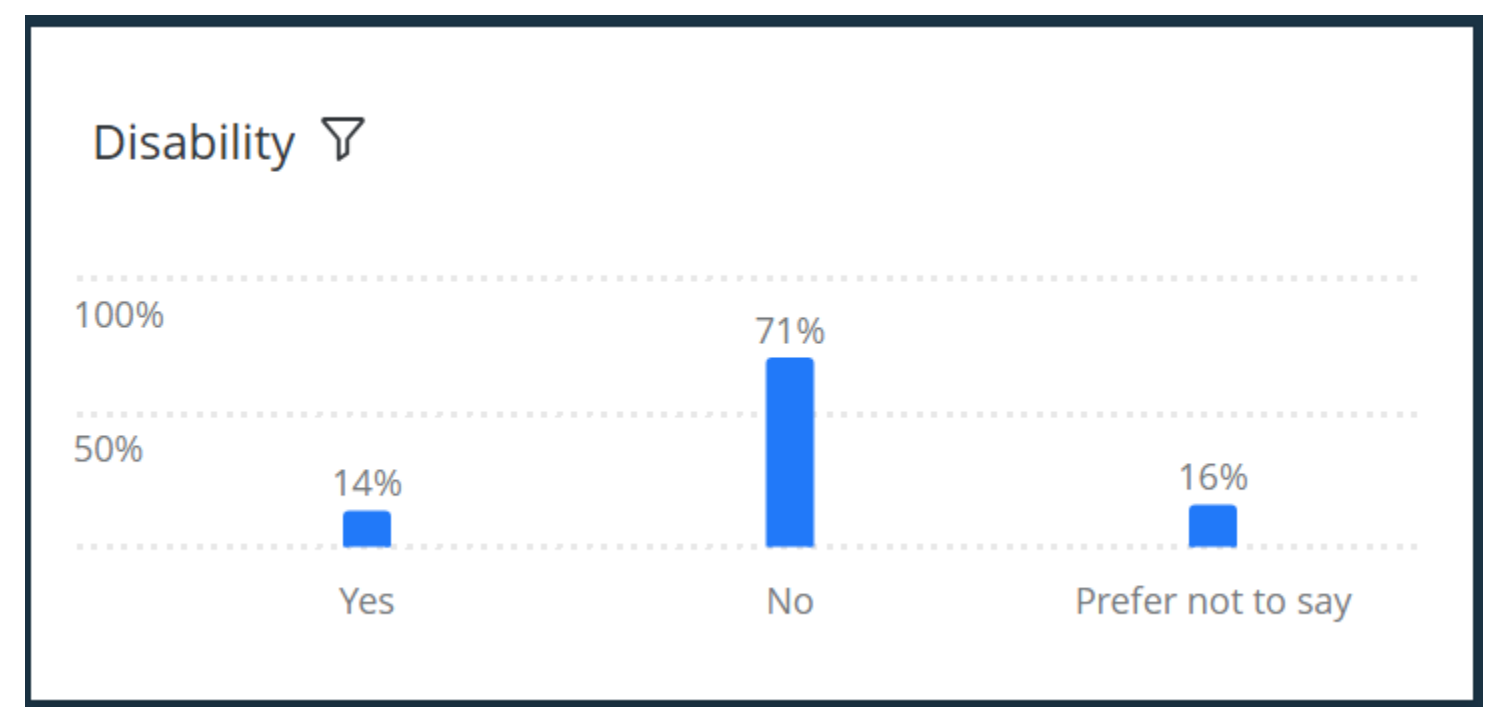
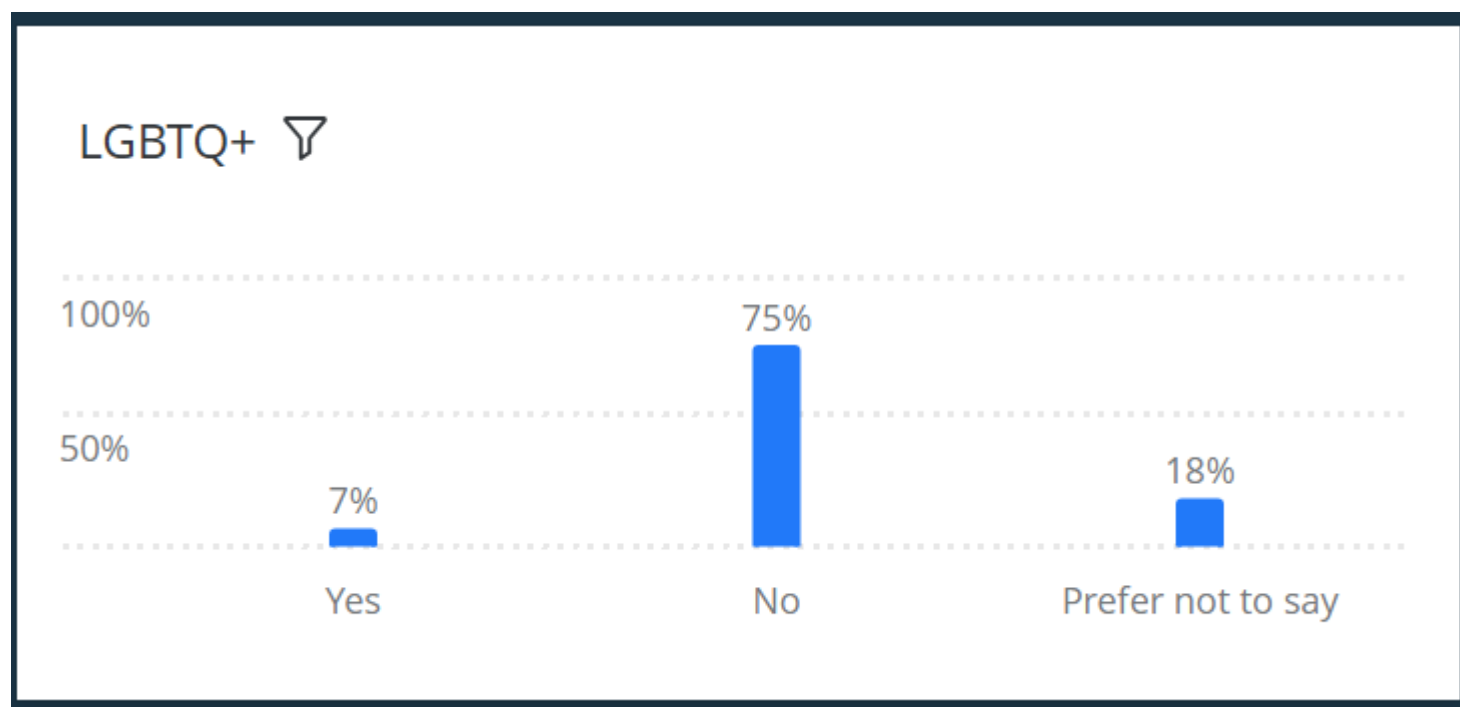
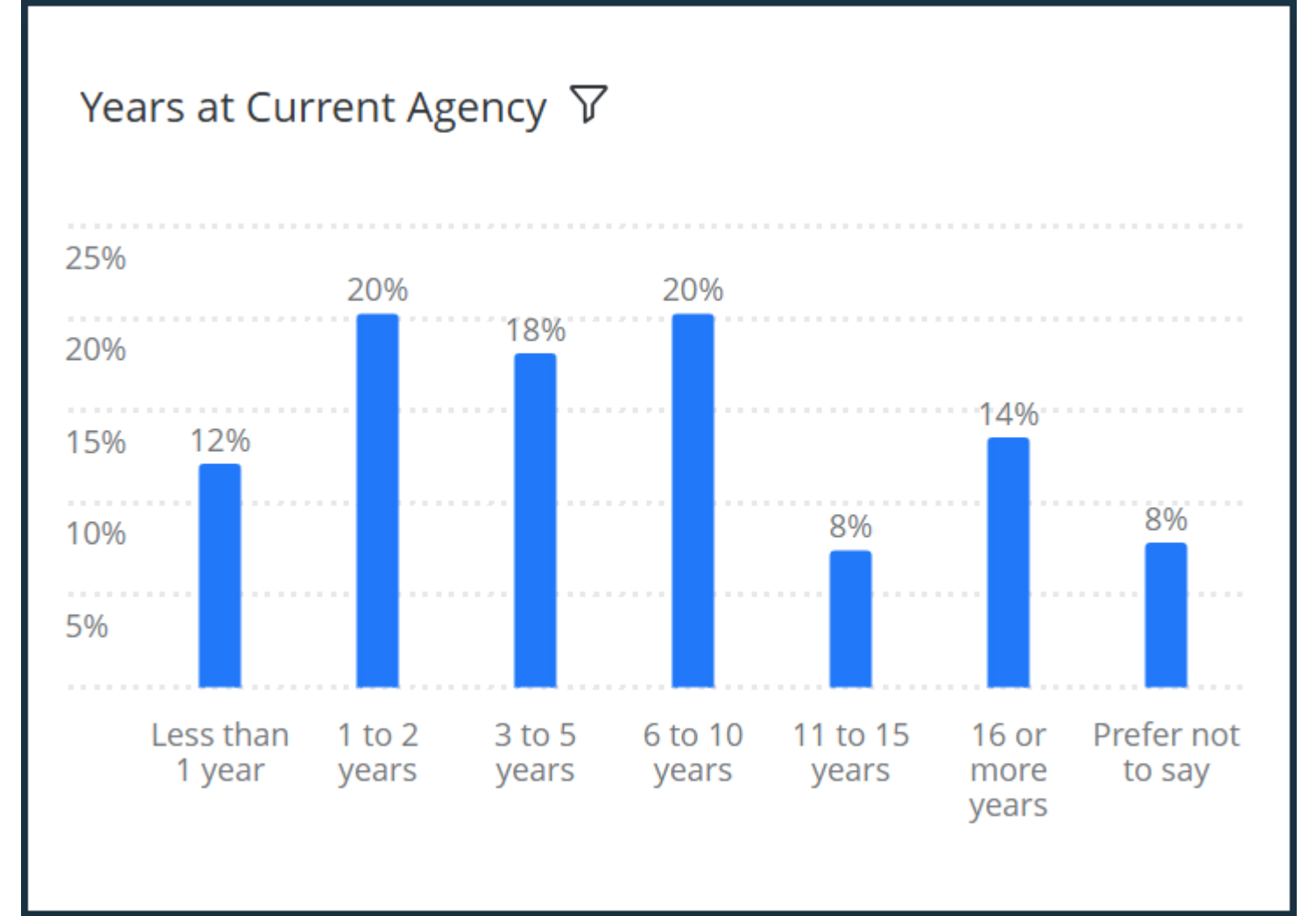
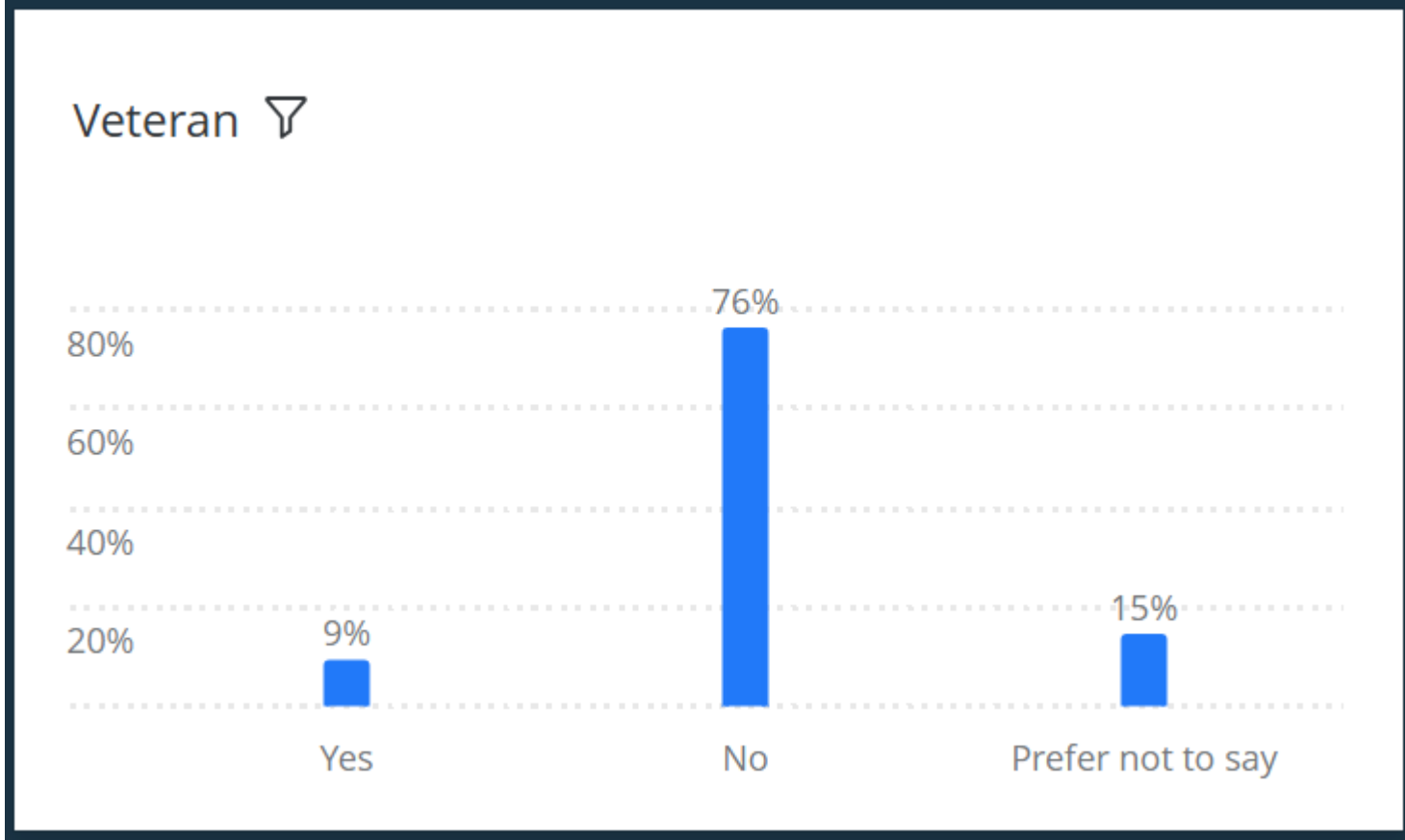
Demographics Collected

1. Agency
2. Days Teleworking
3. Time at Current Agency
4. Public Interaction
5. Supervisor
6. Work County
7. Age
8. LGBTQ+
9. Gender
10. Race
11. Veteran Status
12. People with Disabilities Status

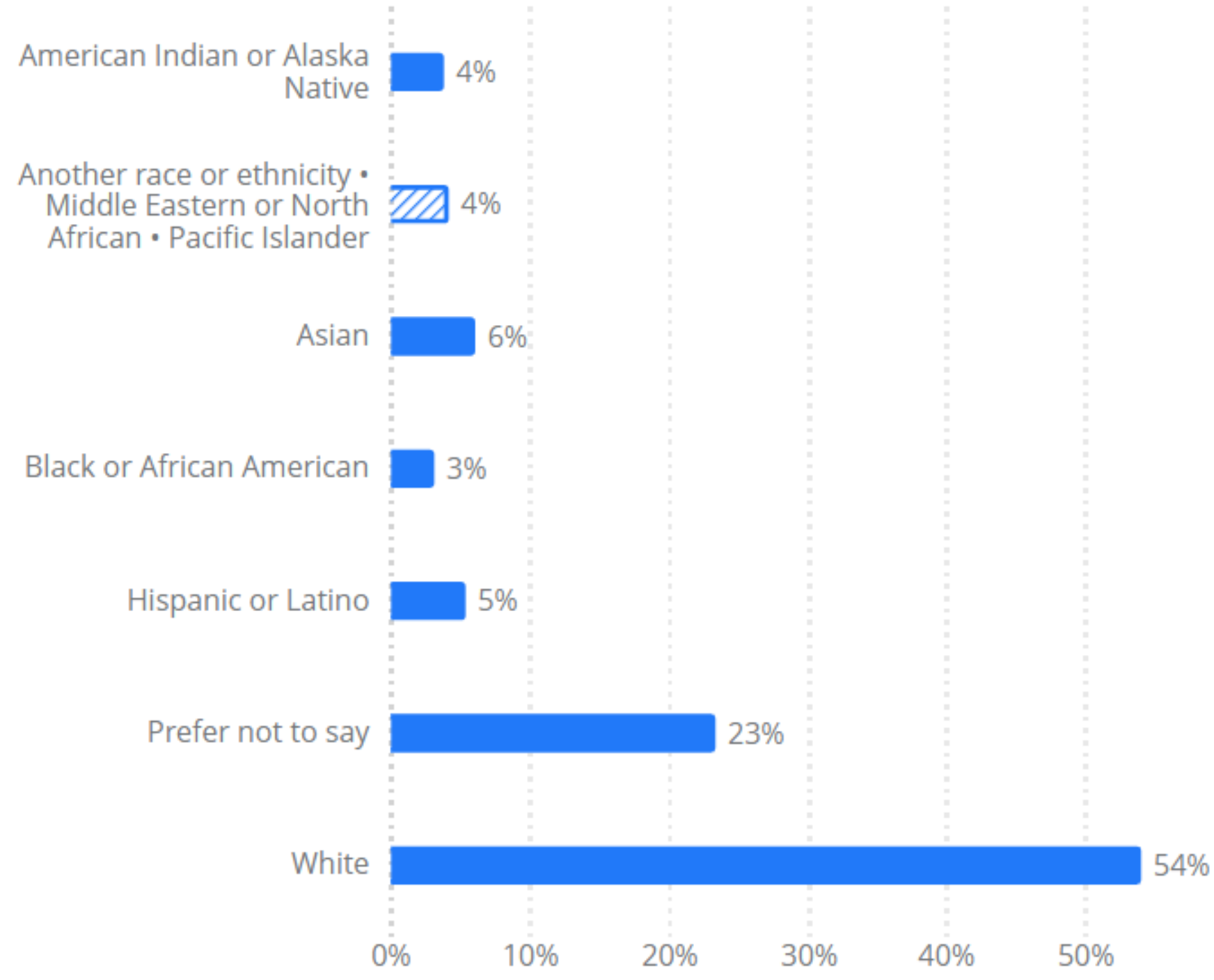
Demographics Participation

- EES demographic questions are self-reported and optional.
- Roughly 60% response to demographic questions.
- Respondents voluntarily provided more demographic information in the EES than what is collected during hiring process and recorded in the HRMS.
 - Higher percentages of self identification for underrepresented groups.
 - EES had additional race categories.
 - Race is multiselect.

Demographic Participation



Ethnicity Response



Comparison:

My Agency ▾

Breakout:

Race/Ethnicity ▾

My Agency American Indian or ... Grouped for anony... Asian Black or African Am... Hispanic or Latino Prefer not to say White

Response Counts	280	12	13	19	10	17	73	169
> Engagement	60%	64%	56%	81%	70%	90% ^	38% v	66%
> Manager Effectiveness	77%	79%	69%	92%	80%	94%	66% v	81%
> Equip Factors	68%	63%	77%	87%	70%	88%	49% v	74%
> Change Management	43%	42%	38%	79% ^	45%	85% ^	23% v	46%
> Communication	61%	50%	69%	89% ^	60%	79%	43% v	66%
> Diversity	66%	77%	62%	93% ^	63%	86%	47% v	73%
> Future Vision	65%	75%	69%	84%	70%	94% ^	42% v	71%
> Growth & Development	60%	54%	42%	79%	50%	88% ^	42% v	66%
> Involvement & Belonging	61%	63%	48%	80%	75%	84%	41% v	68%
> PEAR	73%	79%	58%	84%	70%	91%	60% v	79%
> Recognition	61%	54%	54%	84% ^	65%	85% ^	41% v	66%
> Work/Life Balance	84%	83%	84%	95%	80%	100%	74% v	88%



Policy Updates

Agency Policy

Overview

Policy 201 – Respectful Work Environment

The purpose of this policy Set forth standards and expectations for respect, dignity and civility at work.

Revisions

- Bullet number 3 – added a statement to reach the agency's goal of 90% of staff feeling safe.

Policy 202 – Diversity, Equity and Inclusion in the Workplace

The purpose of this policy ensures success for all by eliminating disparities and building partnerships.

Revisions

- Bullet number 3 – replaced diversity plan with Pro Equity Anti-Racism (PEAR) plan.

Policy 225 – Leave Types

The purpose of this policy Specifies how the WSLCB manages the accrual, approval, and use of leave.

Revisions

- Under Bullet G, cleaned up FMLA language.
- Minor clean up throughout the policy.
- Amended the definition (expansion) of Family Member as provided in WAC 357-31-130 which was adopted by OFM in December 2024.

Policy 292 – VEBA Medical Expense Plan

The purpose of this policy sets forth expectations for creating and maintaining a Voluntary Employee's Beneficiary Association (VEBA) medical expense plan (MEP)

Revisions

- Changes for petition of participation status of the agency's VEBA-MEP vote to at least five (5).
- Changes to Eligible Employees.

Policy 320 – Communicating and Reporting Chemical Hazards

The purpose of this policy sets forth expectations for ongoing communications and reporting of chemical hazards

Revisions

- WSLCB – changed the C to Cannabis
- Bullet number 3, added Operational Support and Human Resources with help from the Safety Committee.
- Bullet #5 added and/or to this statement, "include the supervisor and/or designee."
- Under Responsibilities, removed Human Resources and added Safety Program Manager.
- Under Contact: added Safety Program Manager.

Policy 330 – Infants and Lactation at Work

The purpose of this policy establishes standards and guidelines for the Infants and Lactation at Work Program

Revisions

- Under Responsibilities, the Division Safety Committee Representative inspects the employee's workstation prior to an infant arriving in the workplace.



**ANY
QUESTIONS?**