



Washington State Liquor and Cannabis Board

Human Resources Board Caucus Report May 17, 2022



- 2021 Engagement Survey Results
- Labor/Recruitment Update
- Other Works of Interest



2021 STATEWIDE EMPLOYEE ENGAGEMENT SURVEY

QUESTIONNAIRE

Standard questions

- 1) I have the opportunity to give input on decisions affecting my work.
- 2) I receive helpful communication from my agency.
- 3) I find meaning in my work.
- 4) I know what is expected of me at work.
- 5) I have opportunities at work to learn and grow.
- 6) I have the tools and resources I need to do my job effectively.
- 7) My supervisor treats me with dignity and respect.
- 8) My supervisor gives me helpful feedback.
- 9) I receive recognition for a job well done.
- 10) A spirit of cooperation and teamwork exists in my work group.
- 11) I know how my agency measures its success.
- 12) My agency supports a diverse workforce.
- 13) My agency helps me navigate change.
- 14) I am encouraged to come up with better ways of doing things.
- 15) At my job, I have the opportunity to make good use of my skills.
- 16) At my workplace, I feel valued for who I am as a person.
- 17) How satisfied are you with your flexibility?* *(the ability to balance work and personal life, adjust your scheduled hours as needed)*
- 18) How satisfied are you with your mobility?* *(the ability to work remotely from a variety of locations, such as your home or alternate work sites)*
- 19) In general, I'm satisfied with my job.
- 20) I would recommend my agency as a great place to work.
- 21) My agency encourages inclusion in the workplace. *(2021 Rotating Question)*

Responses of 4 and 5 are considered a positive rating.

Standard Response Scale

Please tell us how often the given statement is true.

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

*Modern Work Environment Scale

- 1 – Very Dissatisfied
- 2 – Dissatisfied
- 3 – Neutral
- 4 – Satisfied
- 5 – Very Satisfied
- N/A – Doesn't apply to my position

2021 Liquor and Cannabis Board Employee Engagement Survey Results

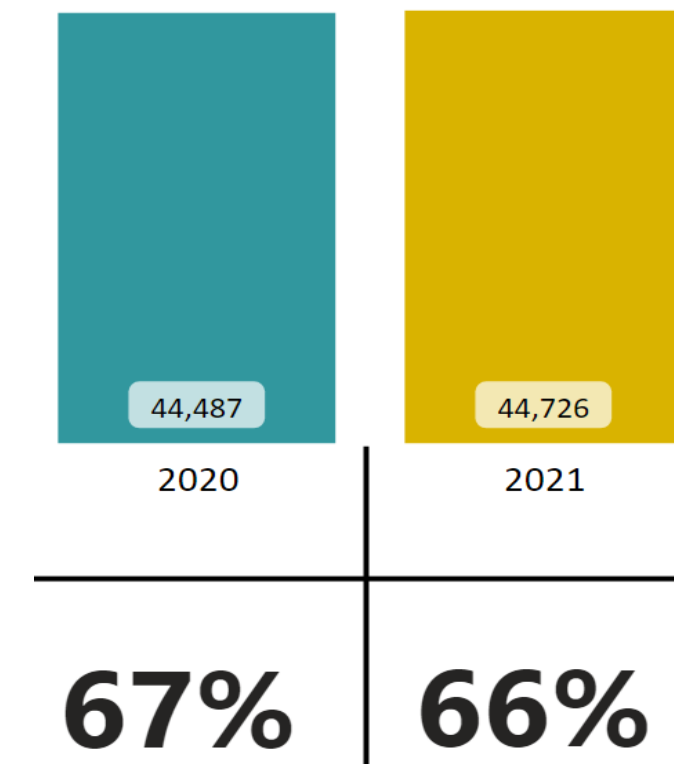
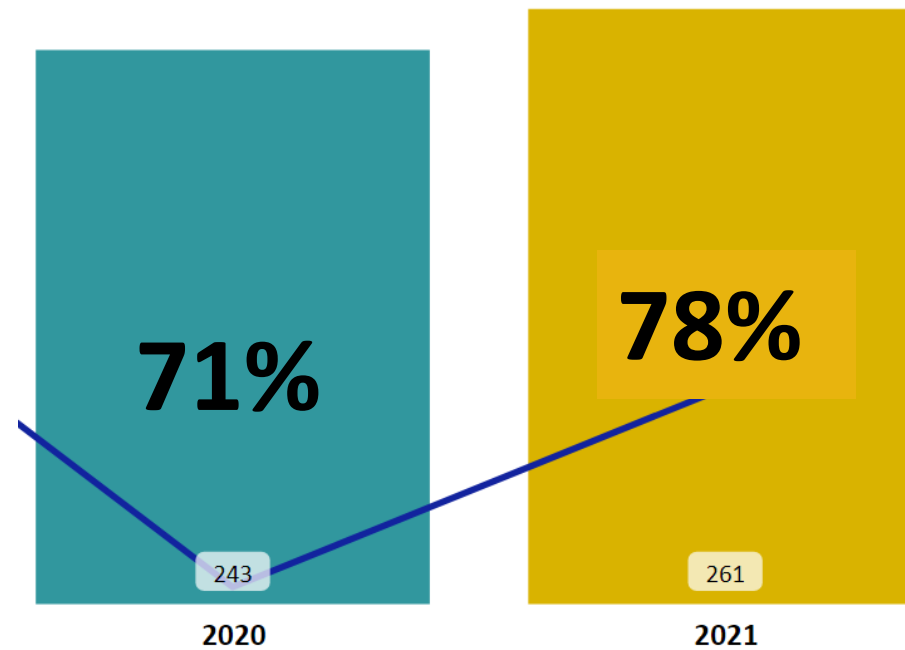
Participation Increase of 7% from 2020



Washington State
Liquor and Cannabis Board



- LCB's positive response rate for 2021 is 78%.
- 261 staff participated in the survey.
- 7% increase from last year's 71% response rate.



2 Year Positive Percentage Trends



Liquor and Cannabis Board

	Standard Questions	2020	2021		2021
1	I have the opportunity to give input on decisions affecting my work.	65%	65%		60%
2	I receive helpful communication from my agency.	74%	67%		61%
3	I find meaning in my work.	77%	73%	←	76%
4	I know what is expected of me at work.	84%	86%		84%
5	I have opportunities at work to learn and grow.	65%	63%	==	63%
6	I have the tools and resources I need to do my job effectively.	73%	73%		71%
7	My supervisor treats me with dignity and respect.	93%	92%		88%
8	My supervisor gives me helpful feedback.	85%	82%		76%
9	I receive recognition for a job well done.	69%	70%		60%
10	A spirit of cooperation and teamwork exists in my work group.	82%	80%		73%
11	I know how my agency measures its success.	56%	55%		53%
12	My agency supports a diverse workforce.	84%	79%		74%
13	My agency helps me navigate change.	66%	61%		54%
14	I am encouraged to come up with better ways of doing things.	61%	60%		56%
15	At my job, I have the opportunity to make good use of my skills.	74%	74%		71%
16	At my workplace, I feel valued for who I am as a person.	74%	71%		63%
17	How satisfied are you with your flexibility?	92%	88%		74%
18	How satisfied are you with your mobility?	95%	92%		74%
19	In general, I'm satisfied with my job.	76%	77%		69%
20	I would recommend my agency as a great place to work.	69%	72%		61%
21	My agency encourages inclusion in the workplace.	67%	76%		68%

2021 Liquor and Cannabis Board
Employee Engagement Survey Results
Relationship Questions



Washington State
Liquor and Cannabis Board

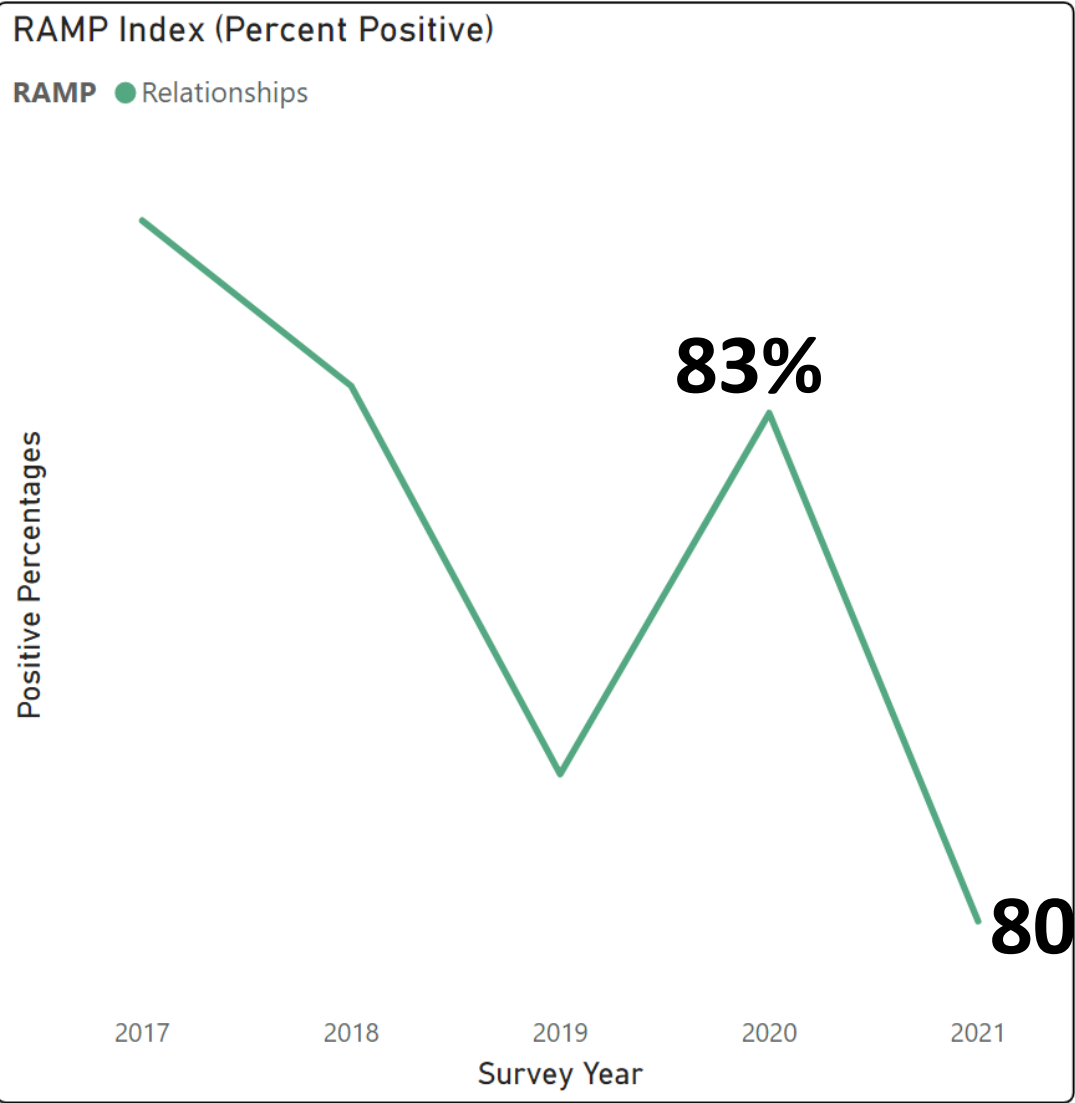


Question	2017	2018	2019	2020	2021
A spirit of cooperation and teamwork exists in my work group.	83%	81%	83%	82%	80%
At my workplace, I feel valued for who I am as a person.			70%	74%	71%
My agency supports a diverse workforce.	86%	82%	82%	84%	79%
My supervisor treats me with dignity and respect.	90%	91%	92%	93%	92%

Relationships - The drive to be respected and connected.

Workplace relationships are the foundation to engagement. Perceptions of value, respect, and teamwork are key measurements.

75%



The Agency's **Relationship** questions took a 3% decline from 2020. Yet we are at a higher positive rating compared to the State

2021 Liquor and Cannabis Board Employee Engagement Survey Results

Autonomy Questions



Washington State
Liquor and Cannabis Board



Question	2017	2018	2019	2020	2021
I am encouraged to come up with better ways of doing things.	66%	64%	65%	61%	60%
I have the opportunity to give input on decisions affecting my work.	71%	69%	69%	65%	65%
Satisfaction with flexibility options.		81%	80%	92%	88%
Satisfaction with mobility options.		61%	65%	95%	92%

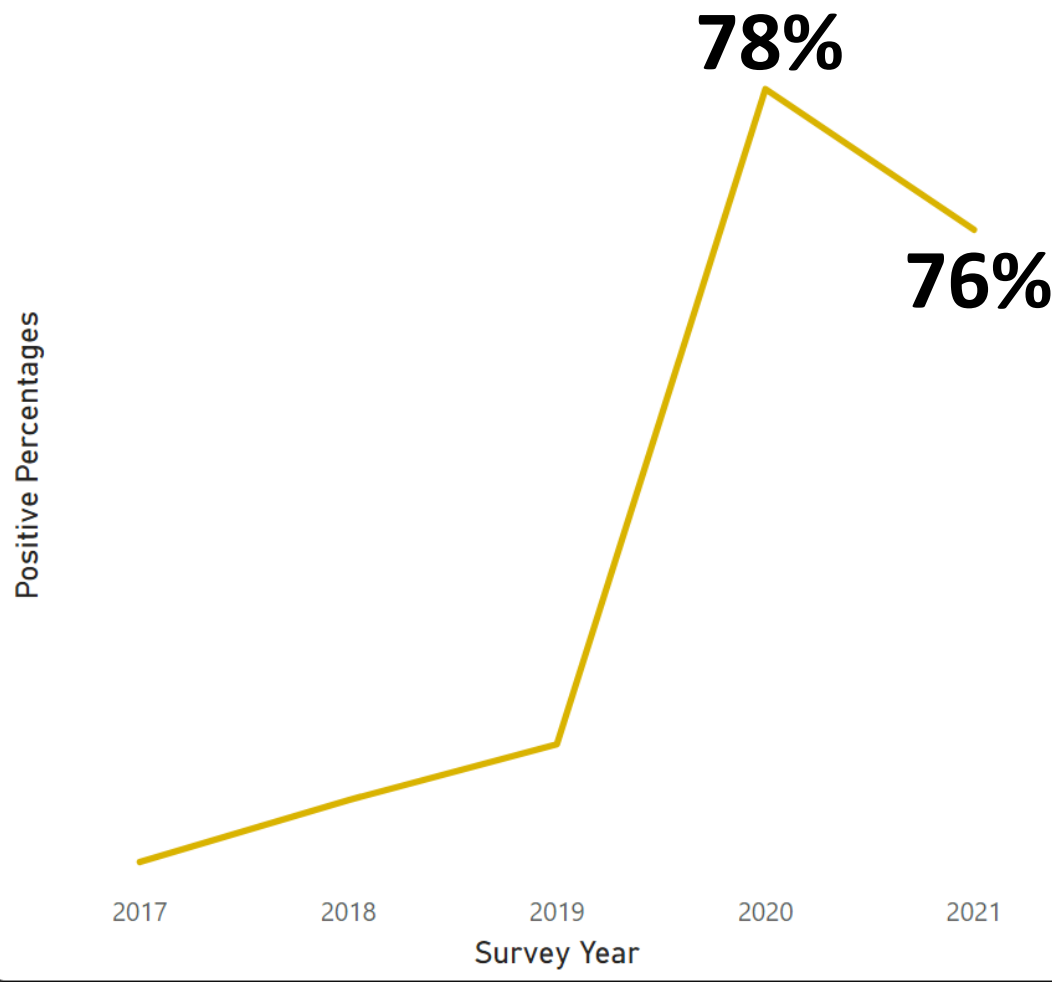
Autonomy - The drive to have a voice and choice.

Increasingly, employees want to know they feel heard with ideas and input with their work responsibilities. Perceptions of having opportunities to be heard and the work options available are key measurements.

66%

RAMP Index (Percent Positive)

RAMP ● Autonomy



The Agency's **Autonomy** questions took a 2% decline from 2020. Yet we are at a higher positive rating compared to the State.

2021 Liquor and Cannabis Board Employee Engagement Survey Results

Mastery Questions



Washington State
Liquor and Cannabis Board

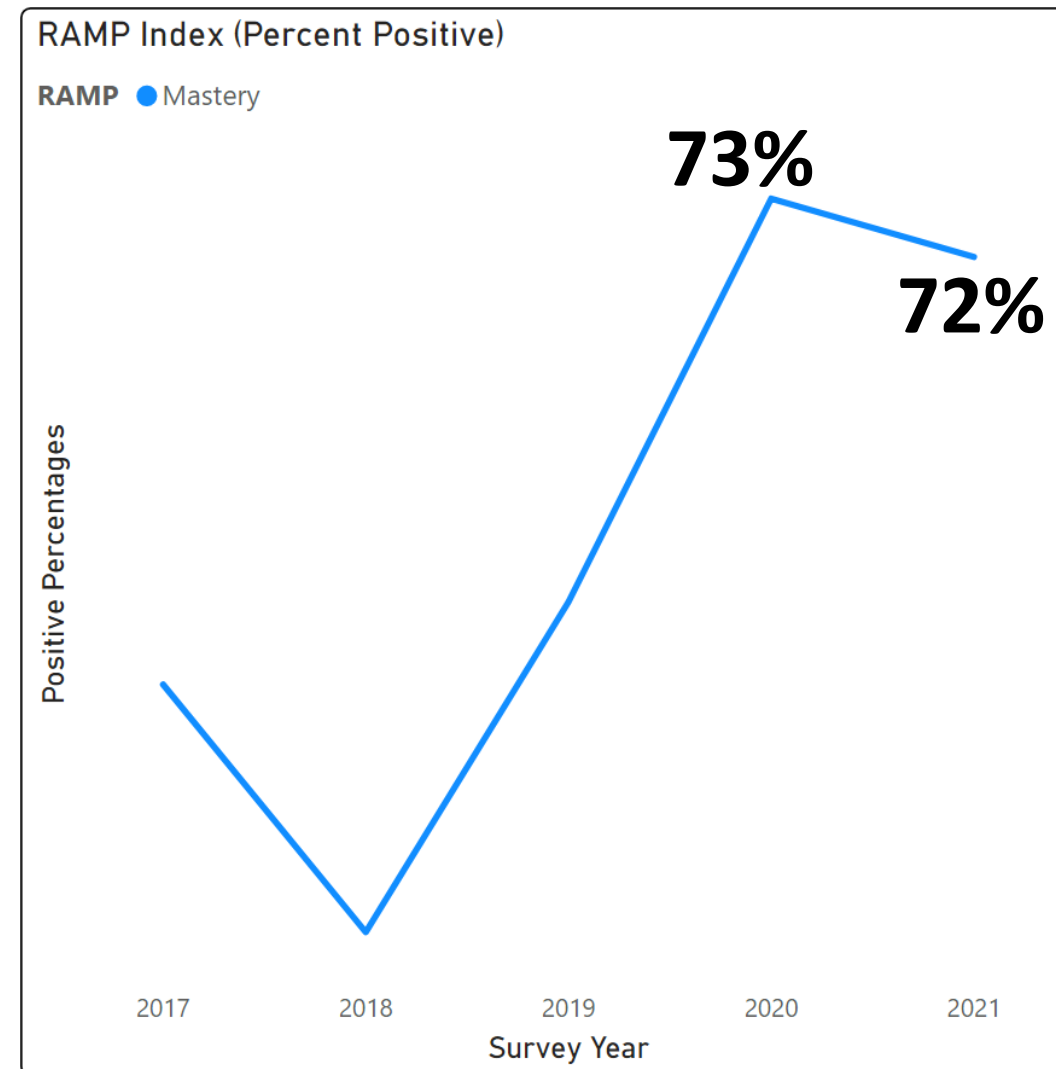


Question	2017	2018	2019	2020	2021
At my job, I have the opportunity to make good use of my skills.	72%	69%	75%	74%	74%
I have opportunities at work to learn and grow.	67%	60%	67%	65%	63%
I have the tools and resources I need to do my job effectively.	65%	58%	68%	73%	73%
I receive recognition for a job well done.	65%	66%	66%	69%	70%
My supervisor gives me helpful feedback.	76%	63%	74%	85%	82%

Mastery - The drive to learn and grow.

Knowing the organization is investing in an employee's growth is a major indicator of how satisfied they are overall. Perceptions of receiving feedback, recognition, and growth opportunities are key measurements.

68%



The Agency's **Mastery** questions took a 1% decline from 2020. Yet we are at a higher positive rating compared to the State.

2021 Liquor and Cannabis Board Employee Engagement Survey Results

Purpose Questions



Washington State
Liquor and Cannabis Board

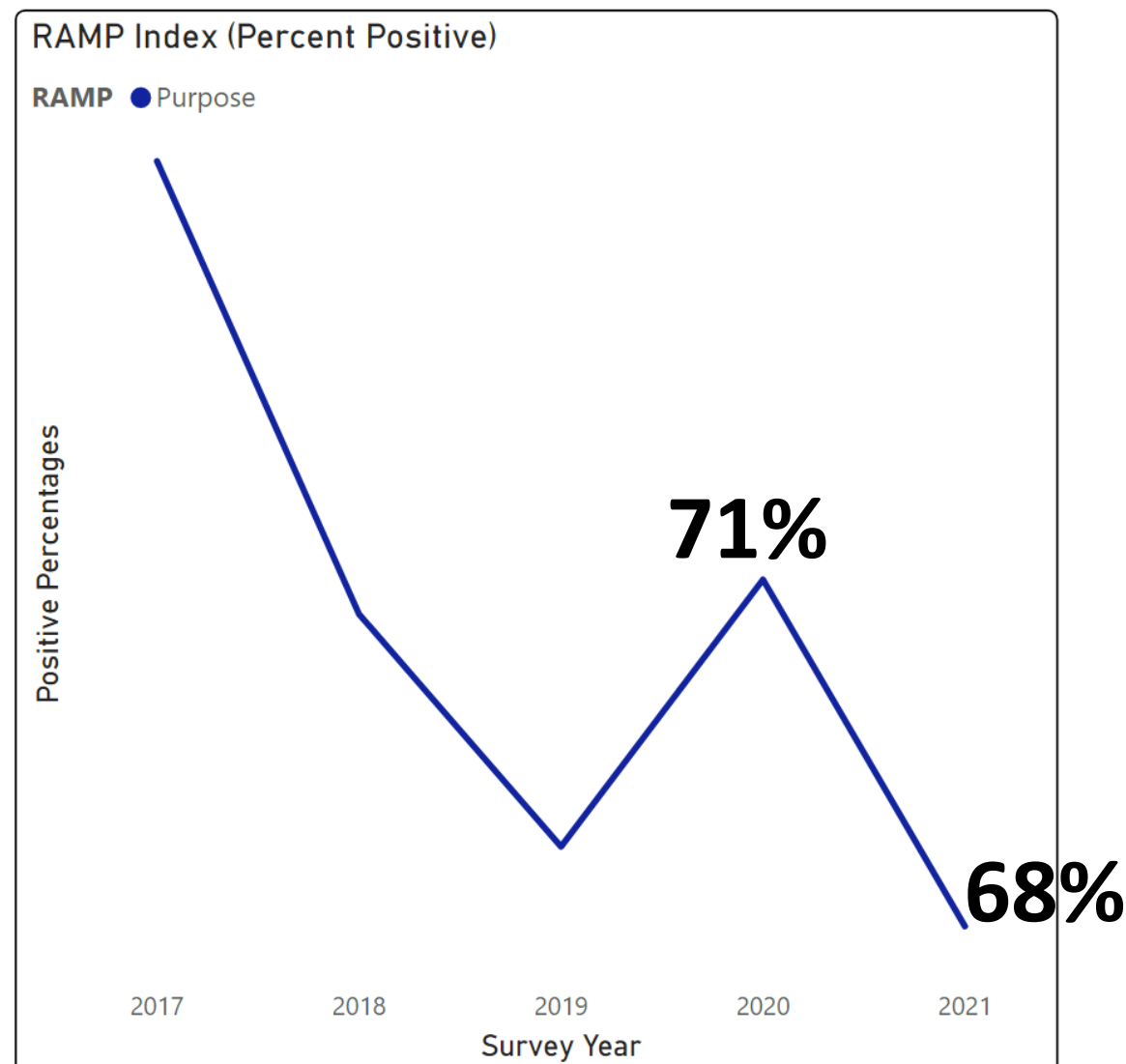


66%

Purpose - The drive for meaning in our work and organization.

State employees find increased motivation when they know their work has meaning for the organization and Washingtonians. Perceptions of meaning, communication, and measurable goals are key measurements.

Question	2017	2018	2019	2020	2021
I find meaning in my work.				77%	73%
I know how my agency measures its success.	72%	65%	55%	56%	55%
I know what is expected of me at work.	87%	86%	84%	84%	86%
I receive helpful communication from my agency.				74%	67%
My agency helps me navigate change.				66%	61%



The Agency's **Purpose** questions took a 3% decline from 2020. Yet we are at a higher positive rating compared to the State.

2021 Liquor and Cannabis Board Employee Engagement Survey Results

Rotating Question



Washington State
Liquor and Cannabis Board

My agency encourages inclusion in the workplace.

LCB 76% vs State 68%



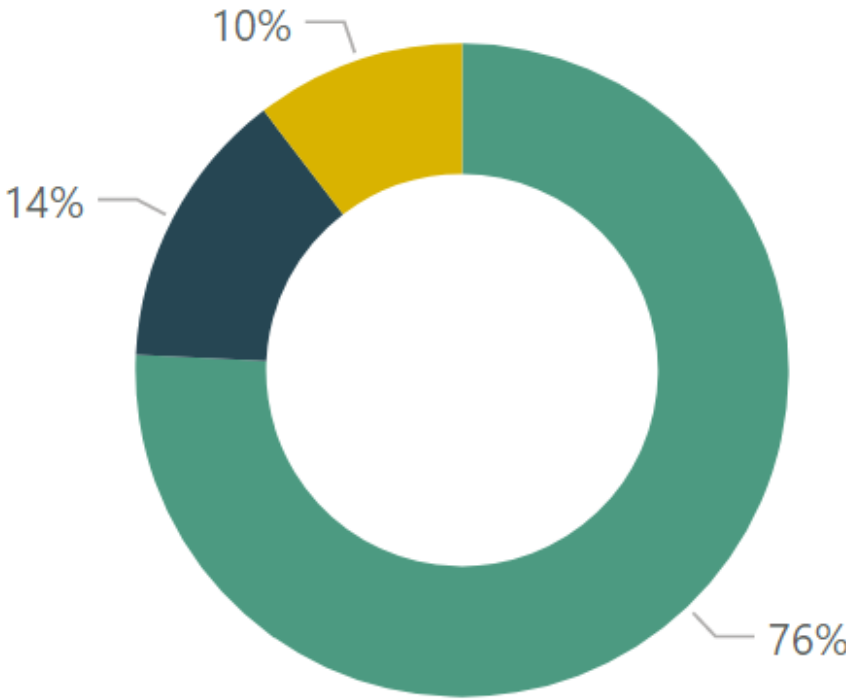
Positive

Neutral

Negative

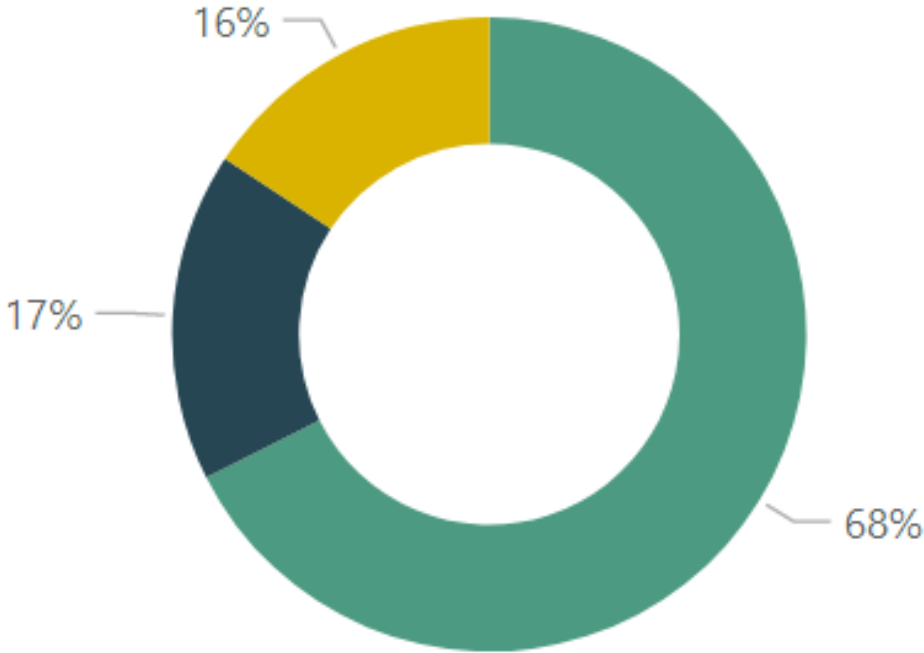
2021

My agency encourages inclusion in the workplace.



2021

My agency encourages inclusion in the workplace.



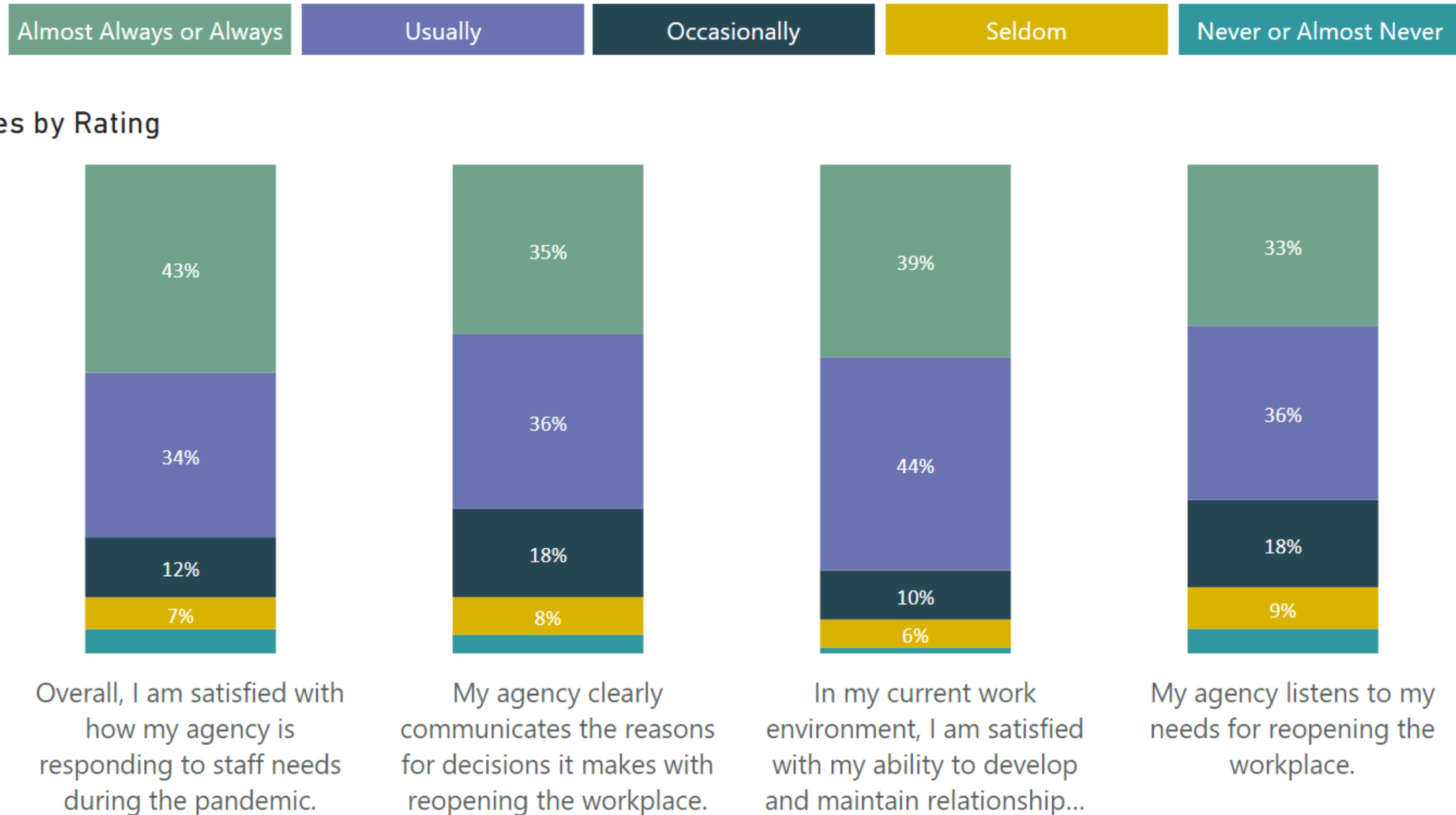
2021 Liquor and Cannabis Board Employee Engagement Survey Results

Workplace Reopening



Washington State
Liquor and Cannabis Board

Responses by Rating



2021 Liquor and Cannabis Board Employee Engagement Survey Results

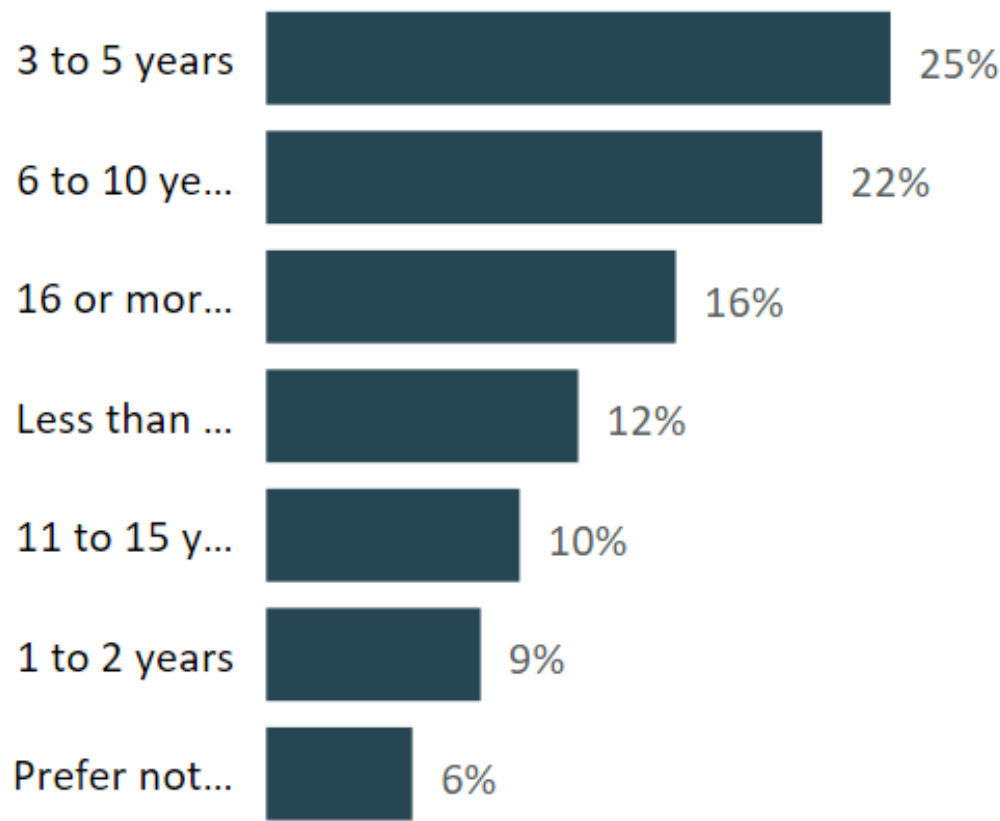
Years of Service



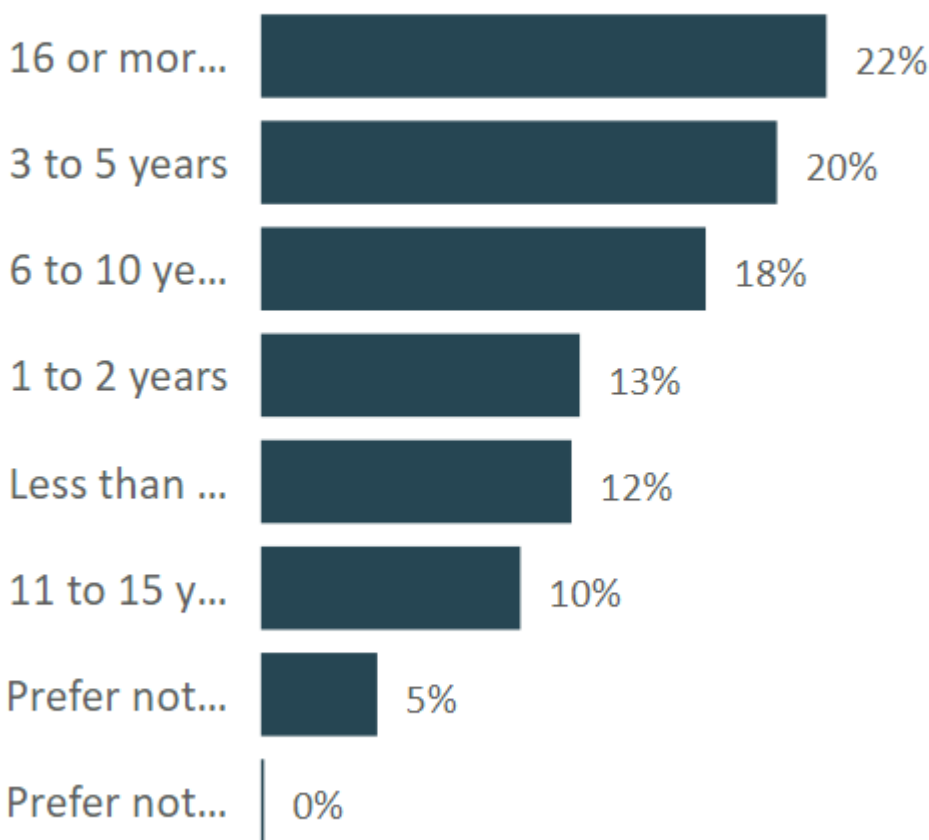
Washington State
Liquor and Cannabis Board



Years at Current Agency



Years at Current Agency



2021 Liquor and Cannabis Board Employee Engagement Survey Results

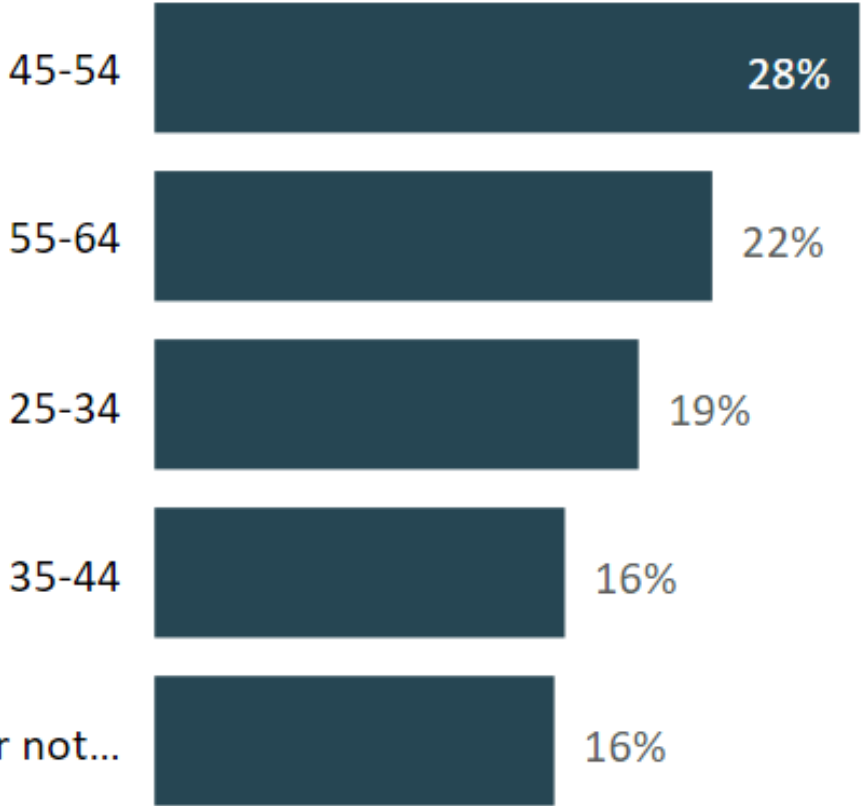
Age in Years



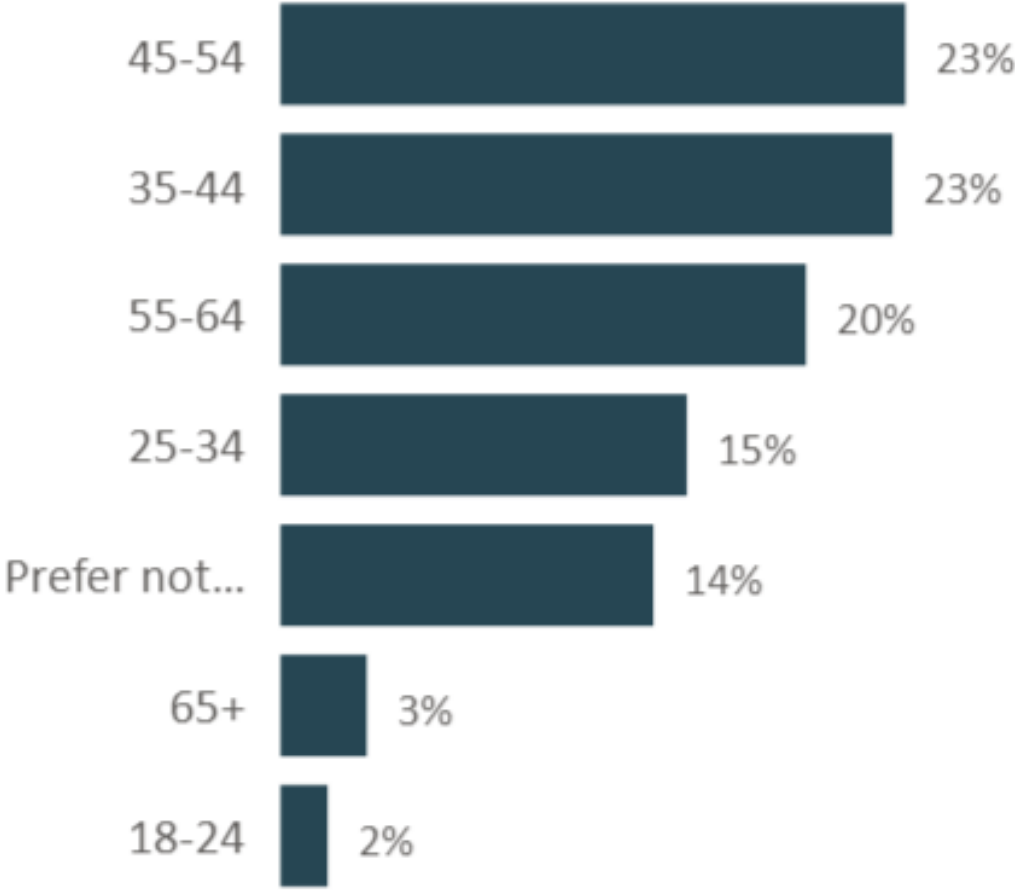
Washington State
Liquor and Cannabis Board



Age in Years



Age in Years





Washington State Liquor and Cannabis Board

Management Team Will Focus On Two of The Four Main Motivators For Engaging Employees:

- **Purpose** Question 11 – I know how my agency measure its success.
- **Relationship** Question 12 – My agency supports a diverse workforce.

Purpose – the drive for meaning in our work and organization. This **Purpose** question took a 1% decline from 2020.

	Standard Questions	2020	2021
11	I know how my agency measures its success.	56%	55%

Relationship – the drive to be respected and connected. This **Relationship** question took a 5% decline from 2020.

12	My agency supports a diverse workforce.	84%	79%
----	---	-----	-----



Washington State Liquor and Cannabis Board

Labor Update

- Four Grievances RE: Mandate Separations Moving to Arbitration
- One Grievance RE: Shift Premium Pay
- One Grievance RE: LEO3 Transfers



Recruitment Update

- Welcome Vipin Tripathi
- Expanded Employee Incentive Referral Program (6 Incentives being processed)
- 21 Current Job Postings
 - 1 Director's Office
 - 4 Finance
 - 8 Enforcement
 - 4 Information Technology
 - 4 Licensing
- [Enforcement Recruitment Video](#)

Ongoing Work of Interest

EXECUTIVE ORDER 22-04 IMPLEMENTING THE WASHINGTON STATE PRO-EQUITY ANTI-RACISM (PEAR)

LCB's **DIVERSITY EQUITY INCLUSION BELONGING** INTRANET SITE LAUNCHED APRIL 23. CONTENT INCLUDES LINKS TO THE STATE'S BRG'S (Business Resource Groups) AND THE LCB'S DIVERSITY COUNCIL

Diversity, Equity, Inclusion, and Belonging

Diversity, Equity, Inclusion, and Belonging (DEIB)

LCB Links

Diversity Calendar
Diversity Council
LCB Vision, Mission, Goal, Values

Resources

Office of Equity
OFM Business Resource Groups
OFM WA Workforce Metrics Dashboard
Interagency Committee of State Employed Women
DES Workplace Culture

Documents

Diversity, Equity, Inclusion, and Belonging (DEIB) at LCB

Welcome to the LCB Diversity, Equity, Inclusion, and Belonging (DEIB) site! Here you can find resources related to DEIB, current LCB efforts and information on the LCB's Diversity Council.

LCB Diversity Plan

This is an outline of concrete steps the agency is taking from November 2020 to October 2022 in furthering diversity, equity, and inclusion efforts through trainings, policies, procedures and day to day operations throughout the LCB.

LCB Diversity Council

The LCB Diversity Council is a work group of staff representatives from all LCB Divisions that serves as an open channel to speak to all employees as an effective resource and change agent in all matters of diversity and inclusion.

- **Charter**
This document provides an outline for the work done by the LCB Diversity Council, including purpose, objectives, membership guidelines and roles and responsibilities.
- **Application**
Interested in joining the Diversity Council? Fill out the application [linked here!](#)

For more information about the Diversity Council and how to become a member, [click here](#).

Diversity, Equity, Inclusion, and Belonging Resources

- **Office of Equity**
The website for the Washington State Office of Equity, providing a variety of resources for employees and citizens related to centering equity and justice.
- **Business Resource Groups**
A list of Business Resource Groups offered through the Office of Financial Management, bringing together groups of employees based on a common characteristic, identity or interest.
- **OFM WA Workforce Metrics Dashboard**
An interactive dashboard of key metrics and data to allow users to develop targeted strategies in informing essential workforce planning decisions.
- **Interagency Committee of State Employed Women**
The page for ICSEW, providing policy recommendations and professional development training for women in the State workforce.
- **DES Workplace Culture**
Links to two articles and a podcast related to promoting Diversity, Equity and Inclusion in workplace culture provided by the Department of Enterprise Services.

For more information or questions related to diversity, equity, inclusion, and belonging, please contact:

- DEI Manager Jim Weatherly at jim.weatherly@lcb.wa.gov



Blacks United
in Leadership
and Diversity



Disability Inclusion
Network (DIN)



Latino Leadership Network (LLN)

Rainbow Alliance
and Inclusion Network

